

THE NATIONAL WESTERN CENTER AUTHORITY

# STRATEGIC IMPLEMENTATION PLAN

October 2019



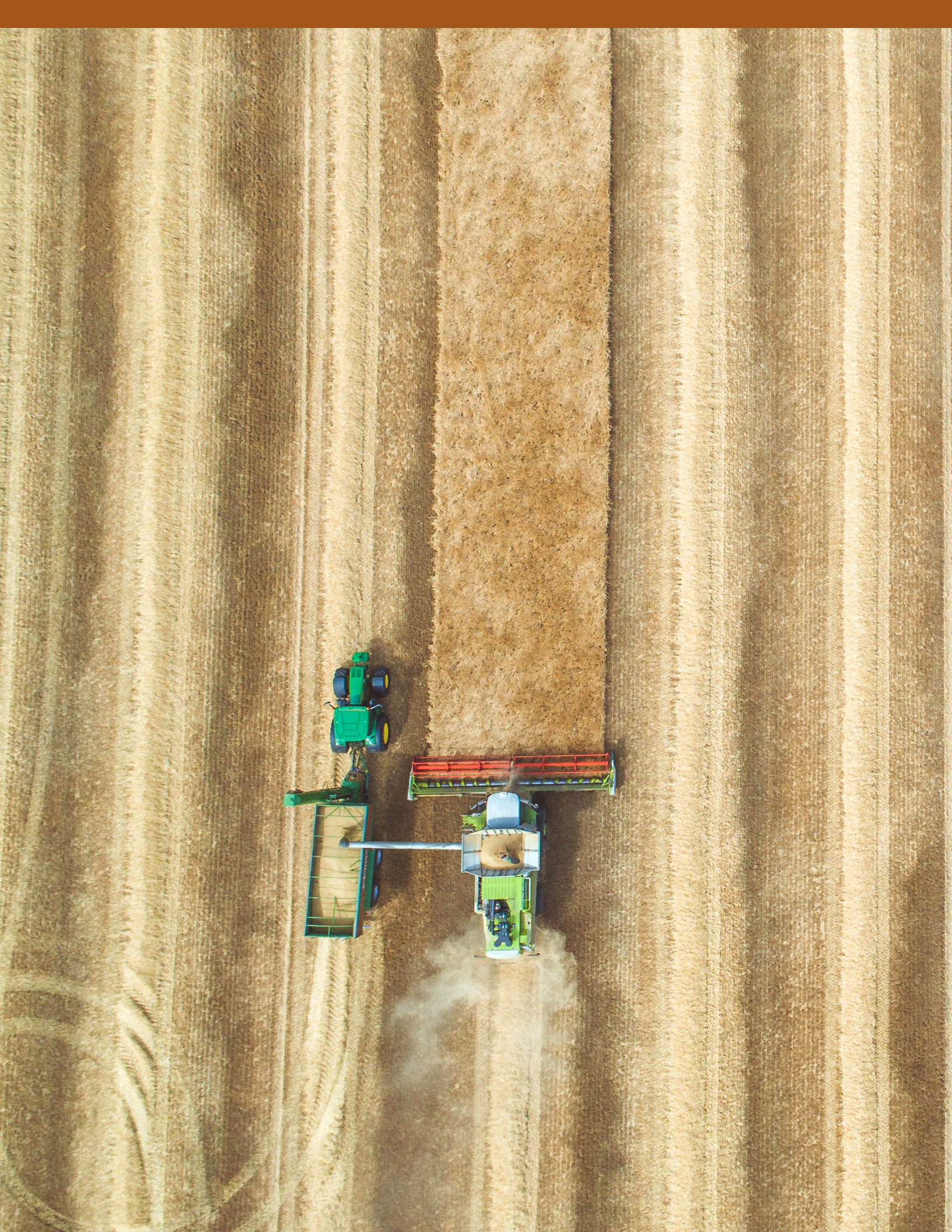




# TABLE OF CONTENTS

Executive Summary	[ 5 ]
Strategic Implementation Plan Framing	[ 12 ]
Strategic Opportunity	[ 18 ]
The Authority’s Role and Functions	[ 21 ]
Authority Outcomes, Workstreams, and Objectives	[ 26 ]
Programs and Partnerships	[ 28 ]
Communications	[ 52 ]
Campus Operations	[ 58 ]
Real Estate	[ 64 ]
Internal Operations	[ 68 ]







# EXECUTIVE SUMMARY

The mission and vision of the National Western Center (NWC) have already been defined in the NWC's Master Plan and Framework Agreement. The next step is to figure out how we get there. What follows is this important next step — a road map for the next five years of action.

The strategic implementation plan (SIP) represents the NWC's mission, and is also based on hundreds of conversations, meetings and events with stakeholders from far and wide — from local residents and project partners to regional organizations and rural voices, and beyond.

The SIP defines the National Western Center Authority and our work plan using roles, functions, outcomes, workstreams, objectives and activities. Each of these components is populated with virtually every action necessary to implement the mission and vision of the NWC.

The SIP is substantial, because it's important. It is the five-year work plan for the Authority — working alongside our partners — as we turn inspiration into reality, connect urban and rural places, create entertaining and exciting experiences and connect with the world to tackle our global food crisis. It is our work plan as we stand up campus operations, complete planned and yet-to-be-defined facilities and site assets, curate programming and generate demand, and continue to define and implement community benefits.

We invite you to look for places to invest and interact with these planned efforts — because there is so much at stake, so much to be done, and so much potential to change the world.

Climb on and giddy up.

Brad Buchanan, CEO



**The Vision:** To be the global destination for agricultural heritage and innovation.

**The Mission:** To convene the world at the NWC to lead, inspire, create, educate and entertain in pursuit global food solutions.

## **THE ROLE OF THE AUTHORITY**

The Authority<sup>1</sup> was born into an established, collaborative partnership formed through the Framework Agreement. The Authority represents the gear that sits at the center of the NWC engine, orchestrating, unifying and enhancing the other partners. As the central gear, the Authority has the following responsibilities:

- Keeper of the flame
- Champion and guardian
- Manager
- Coordinator
- Programmer
- Convener
- Deliverer



## KEY ORGANIZATIONAL FUNCTIONS

The outcomes that define success are dependent upon the Authority fulfilling its role, as stipulated in the Framework Agreement. In order to do so, the Authority has developed five key organizational functions:

1. Programs and Partnerships
2. Communications
3. Campus Operations
4. Real Estate
5. Internal Operations

## THE AUTHORITY'S OUTCOMES

Success for the Authority means achieving the following five outcomes by the end of 2023 when the new campus officially opens for business:

**Outcome 1:** The successful realization of the mission and vision is assured.

**Outcome 2:** The NWC is fully operational and a plan for financial sustainability is in place – the systems, infrastructure and staff are in place for complete responsibility for the campus.

**Outcome 3:** Visitors to the NWC enjoy a branded, integrated and mission-aligned experience through both physical and digital channels.

**Outcome 4:** The NWC is positioned to be a world-class destination for its visitors, tenants and staff.

**Outcome 5:** The NWC is a place and a platform at the center of addressing global food solutions.

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<sup>1</sup> The reader should note that “The Authority” refers to the National Western Center Authority as an organization. The NWC acronym refers the National Western Center overall and is used to speak about the partners, the campus and project as a whole.



## **PROGRAMS AND PARTNERSHIPS**

The Programs and Partnerships function of the Authority is responsible for campus-wide booking, mission-based programming, fundraising and building strategic partnerships so that the NWC can achieve its mission and create impact. The programming strategy is based on the idea that the NWC is both a physical place with a campus and a platform that reaches beyond Denver to diverse regional, national and international audiences.

Starting in 2020, the Authority will roll out four initiatives that advance the mission through a series of programs that culminate with a major event on campus in 2024. The programs within each initiative will come to life in collaboration with the Authority's existing partners (CSU, WSSA, DMNS, History Colorado) as well as new ones, allowing the Authority to play a variety of roles in programming the campus. The four initiatives are:

**Colorado Food Chain:** Programs in this initiative will strengthen the agricultural value chain in Colorado by connecting its stakeholders: from producers to processors to distributors to retailers to consumers to recyclers.

**Growing Young Minds:** Programs in this initiative will raise up the next generation of leaders and stewards in the food and agriculture economy. Growing Young Minds is focused on education, training and providing access for young people to explore and pursue opportunities related to global food solutions.

### **Food and Agriculture Innovation**

**Ecosystem:** Programs in this initiative will leverage the NWC to create a vibrant network of food and agriculture leaders, pioneers, researchers, scientists, entrepreneurs, investors and policy-makers who recognize the power in leaving their silos and choosing to collaborate and convene in both a physical space and on a global platform to pursue groundbreaking food solutions.

**Experience to Impact:** Programs in this initiative will leverage the public-facing experiences and events at the NWC to create a gateway for the widest group of people to be introduced to the potential for impact and innovative food solutions. This Initiative focuses on using on-campus experiences as the “wide mouth of the funnel” to capture people’s interest and invite them to learn more about the mission of the NWC.



Within each initiative, the program concepts are sequenced over time so that the Authority can get moving on mission-related work right away while also preparing its brand and audience for the official opening of the campus in 2024. These sequences can be thought of as programmatic “go-to-market” strategies, where lower-lift, targeted and digital programs lead to heavier-lift, mass-appeal and campus-centric ones. Ultimately, each program sequence leads to a signature event on the campus in 2024, such as a South-by-Southwest-style festival.

## **NEXT STEPS**

- Plan initiatives and program concepts
- Fundraise
- Activate the NWC programming platform
- Prepare for technical assistance and capacity-building
- Develop strategic partnerships
- Book events

## **COMMUNICATIONS**

Marketing drives public perception, future attendance and our bottom line. The Communications function is responsible for marketing, campus-wide communications, brand-building and management, venue and event promotions, and NWC evangelism. Successful marketing and communications requires aligning across NWC partners, identifying target audiences through market research and investing early in marketing technology.

## **NEXT STEPS**

- Write and implement a marketing plan with input from partners
- Create a review process for communications
- Include partners in 2020 rollout and startup activities
- Conduct market research to further identify NWC target audiences
- Optimize online assets and digital presence
- Invest in the brand
- Add additional communications resources and staff



## **CAMPUS OPERATIONS**

The Campus Operations function is responsible for overall campus operations and management. The scope of its work and responsibilities include campus-wide services, maintenance, operations master planning, campus scheduling and booking, use agreements and riders, event services and coordination of campus resources and data across all NWC partners.

### **NEXT STEPS**

- Establish the Authority as the linchpin for campus coordination
- Procure for necessary campus-wide services
- Foster benefits to the Community
- Establish fees, rent schedule and booking systems
- Develop of use agreements and riders
- Ensure alignment with the Triangle development partner
- Implement systems for efficiency
- Carry the torch on campus sustainability initiatives
- Be prepared for the first events in essential new facilities
- Assure the NWC's vision through the food master plan

## **REAL ESTATE**

The Real Estate function plays a key role in future campus development, building, design, capital expenditures and campus-wide services, including pursuing co-development opportunities and actively representing the Authority's interests in the Triangle redevelopment. The Real Estate function will also work with the partners to ensure that phases 1 and 2 horizontal and vertical components are designed to optimize use all year-round by a wide variety of mission-aligned events and programs.

Over time, the Real Estate function will morph into two functional areas: facilities management and new development. Facilities management will oversee the day-to-day management of buildings, tenants and maintenance. New development will act as an "owner's representative" for phases 1-8, coordinating with NWCO and the future Triangle developer. A major focus is co-development opportunities to fill gaps in mission and vision.

### **NEXT STEPS**

- Optimize campus facilities for year-round activation
- Write and implement a co-development plan focused on the south side of the campus
- Redevelop and preserve the Livestock Exchange Building (if selected)
- Represent the Authority's interests in selecting a Triangle partner
- Establish essential departments

## **INTERNAL OPERATIONS**

The Internal Operations function is responsible for managing the Authority as an organization across equity partners, planning, hiring, board management, finance, governance and internal coordination.

### **NEXT STEPS**

- Prioritize staff development
- Plan for growth
- Integrate community benefits across the Authority's work
- Prudently manage the Authority's financial resources
- Meet the requirements of the Framework Agreement
- Support Board development





# STRATEGIC IMPLEMENTATION PLAN FRAMING

## **HOW THE SIP IS CONSTRUCTED**

The most important strategic elements appear first, followed by supporting rationale, context, tools and next steps. The SIP is built on assumptions about the role of the Authority and its five key organizational functions:

- Programs and Partnerships
- Communications
- Campus Operations
- Real Estate
- Internal Operations

The responsibilities and functions of the Authority are placed front-and-center in the SIP on page 21, to call attention to the centrality of its role and how decisions about the size and scope the Authority's role influence subsequent strategic decisions

## WHAT THE SIP DOES

Building upon the history of the last 100 years, the Authority is charged with taking the NWC into the next 100 years. The SIP bridges past and future, translating the Master Plan guiding principles into strategies for programming that will achieve its mission and ensure it becomes a global destination for scalable food and agriculture solutions.

The SIP translates promise into plan. It translates intentions into actions. The SIP achieves the following:

- Lays out the components of an operating model for the Authority based on five key organizational functions.
- Sets the outcomes necessary for a successful campus opening in 2023.
- Identifies and prioritizes the work required for campus opening in 2023.
- Determines the programs and initiatives the Authority will pursue between 2020 and 2024.
- Makes recommendations about next steps and priorities within and across function areas.

EXEC SUMMARY	ROLE	OUTCOMES	FUNCTIONS					OPERATIONAL PLANS					APPENDICES
			PROGRAMS AND PARTNERSHIPS	COMMUNICATIONS	CAMPUS OPERATIONS	REAL ESTATE	INTERNAL OPERATIONS	PROGRAMS AND PARTNERSHIPS	COMMUNICATIONS	CAMPUS OPERATIONS	REAL ESTATE	INTERNAL OPERATIONS	



## **ACKNOWLEDGEMENTS**

The future of the National Western Center is only possible because of its past, and it is important to acknowledge that the physical location of the campus is shaped by those who have gone before us. They include the Arapaho nation and people, upon whose traditional and ancestral homeland the city of Denver now exists; and other indigenous peoples who were the original stewards of this land and all within it; the emigrants who ventured west to Denver and built a thriving city; and the generations of agricultural innovators who made the National Western site the epicenter of agribusiness for the region.

More recently, the SIP was made possible by the contributions of countless people who are united by their passion for what the NWC will become. From the civic leaders who authored the Master Plan to the partners who crafted the Framework Agreement ... from the hundreds who shared ideas through the Cultivate campaign to volunteers who shared their voices at “summer of strategy” meetings ... the plan has benefited from many who committed their time and energy to this process.

Finally, the National Western Center Authority Board of Directors provided guidance and direction to the strategic planning process. They are:

## **AUTHORITY BOARD**

- John Ikard, Chair
- Paul Andrews
- Liliana Flores Amaro
- Robb Brown
- Tony Frank
- Pat Grant
- Lucia Guzman
- Brendan Hanlon
- Kelly Leid
- Monique Lovato
- Steve McCarthy
- Amy Parsons
- John Zapien





An aerial architectural rendering of a modern campus. The foreground features a large, multi-story building with a curved glass facade and a flat roof covered in solar panels. To the left, a winding road with a yellow center line runs alongside a landscaped area with trees and a small pond. In the background, a large stadium with tiered seating is visible, along with various industrial and commercial buildings. The overall scene is bright and sunny, with clear shadows cast by the buildings and trees.

# THE NATIONAL WESTERN CENTER AUTHORITY

## STRATEGIC IMPLEMENTATION PLAN





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# STRATEGIC OPPORTUNITY

The opportunity before the NWC is immense and critical. In a world increasingly defined by the challenges of a growing population, a warming planet and declining crop yields, the NWC is primed to be a global destination that pioneers solutions to these problems. The mission and vision are boldly rooted, confident that the NWC will charge ahead, convene the world and provide the solutions that are so desperately needed. The future 250-acre, state-of-the-art physical campus is just the beginning. The NWC will be both a physical place and a platform upon which future innovators from around the world can contribute to global food solutions.

## **PROBLEM STATEMENT AND WHAT'S POSSIBLE**

By 2050 there will be 9.7 billion people on earth — an increase from the current 7.3 billion.<sup>2</sup> The population growth, and the related growth in the global demand for food, will mean feeding the world will be one of our most pressing challenges. Already today, one in nine people — over 820 million people — suffer from hunger.<sup>3</sup> Some estimate that feeding nearly 10 billion people will increase the global demand for food by 100 percent.<sup>4</sup>

Humanity is charged with rising to the following challenges: determining how to mix agricultural innovation and heritage to feed this new world, how to weave the lives of food consumers back into the lives of food producers and how to strengthen the agricultural economies in communities from Topeka to Timbuktu.

Perhaps most important, the humans alive today will leave a legacy — whether they know it or not — that will be marked by two questions. First, were we able to raise our society's collective consciousness about how central food and agriculture are to the

survival of our civilization? And second, were we able to design solutions that outpaced the pressing problems around food, water and energy to meet to the needs of tomorrow's population?

These are the questions and the challenges that the NWC is poised to solve. Rooted in the soil of Colorado and spanning across every country, the NWC is a place and a platform that has the potential to transform the way we feed ourselves and care for the planet, ushering in a future marked by abundance and sustainability.

<sup>2</sup> <https://population.un.org/wpp/>

<sup>3</sup> <http://www.fao.org/3/ap106e/ap106e.pdf>

<sup>4</sup> <https://onlinelibrary.wiley.com/doi/abs/10.1111/agec.12089>

## HIGHLIGHT



### KEEPER OF THE FLAME

The Authority is charged with keeping the mission and vision of the NWC front and center for all operations, programs and partners. By default, the NWC could easily become just another conference venue, but it has the chance to be something much bigger: it can become a mission-driven global destination for food and agricultural solutions.







# THE AUTHORITY'S ROLE AND FUNCTIONS

## THE ROLE OF THE AUTHORITY

The Authority was born into an established, collaborative partnership. Formed through the Framework Agreement, the Authority represents the gear that sits at the center of the NWC engine, orchestrating, unifying and enhancing the other partners. As the central gear, the Authority has the following responsibilities:

**Keeper of the flame** that ensures the NWC project is oriented to the entirety of the mission and vision.

**Champion and guardian** of the NWC brand.

**Manager** of the campus, facilities and overall operations.

**Coordinator** that brings efficiency and effectiveness to campus operations (e.g. managing the master calendar for the campus).

**Programmer** that ensures the NWC is fun, relevant and active all year round.

**Convener** that attracts new partners to the NWC engine to increase its horsepower.

**Deliverer** on the promises set forth in Ballot Measure 2C, the intentions of the Master Plan and the requirements established in the Framework Agreement.



## **KEY ORGANIZATIONAL FUNCTIONS OF THE AUTHORITY**

The Operating Model of the Authority involves five key organizational functions assigned to the Authority in the Framework Agreement. The five key organizational functions separate the work into workstreams and organize the Authority staff accordingly.

**Programs and Partnerships:** The Programs and Partnerships function of the Authority is responsible for campus-wide booking, mission-based programming, fundraising and building strategic partnerships so that the NWC can achieve its mission and create impact.

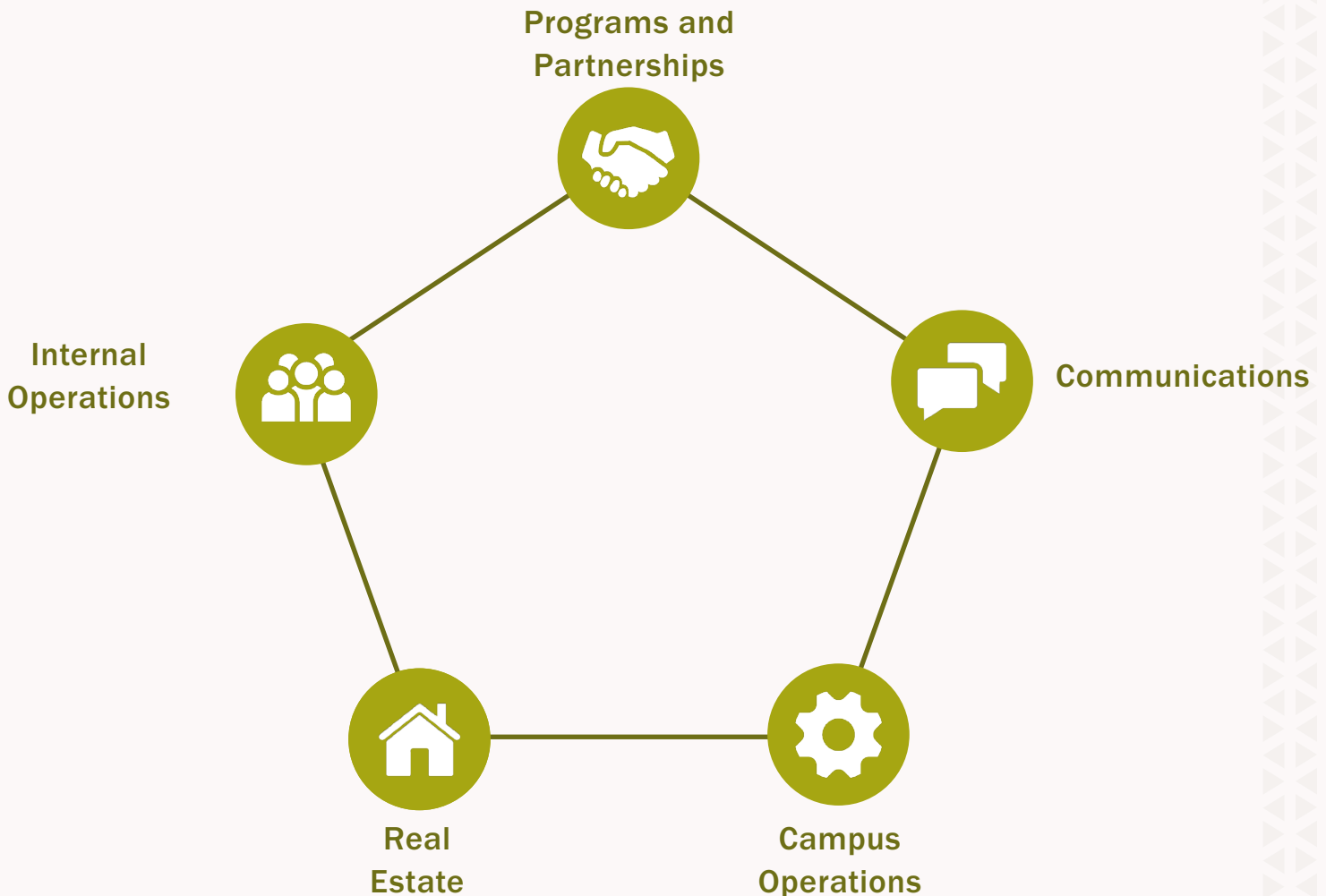
**Communications:** The Communications function is responsible for campus-wide and partner-wide communications, brand-building and management, marketing, sponsorship and evangelism and promotion.

**Campus Operations:** The Campus Operations function is responsible for overall campus operations and management. The scope of its work and responsibilities include campus-wide services, maintenance, operations master planning, campus scheduling and booking, use agreements and riders, event services and coordination of campus resources and data across all NWC partners.

**Real Estate:** The Real Estate function is responsible for future campus development, building, capital expenditures and fulfilling the mission and vision through optimized physical space.

**Internal Operations:** The Internal Operations function is responsible for managing the Authority as an organization across equity partners, planning, hiring, finance, board management, governance and internal coordination.

### KEY ORGANIZATIONAL FUNCTIONS OF THE AUTHORITY





## **THE NWCA'S RELATIONSHIP WITH PARTNERS**

As the central gear, the Authority exists to serve a complementary — not competitive — role with the other partners. Successfully fulfilling the purposes and roles listed above is a major undertaking and leaves little room for duplication of role and overlap.

Operating from a place of possibility about just how big the NWC can be, and understanding that the whole is more than the sum of the parts, the NWCA seeks to:

- Continue to deepen the relationships and coordination between equity partners.
- Unify the NWC brand.
- Enhance each partner's work to target their respective audiences in individualized and meaningful ways.
- Enable the gears of the current and future partners to rotate more efficiently, effectively, and quickly in the work they do, the events they manage, and the contribution they bring to the totality of the NWC initiative.

The NWC will work collaboratively with Colorado State University, the Western Stock Show Association, the Mayor's Office of the National Western Center, History Colorado, the Museum of Nature and Science and others to define and align shared goals and amplify the reach and impact of the NWC.

THE AUTHORITY'S RELATIONSHIP WITH PARTNERS



# AUTHORITY OUTCOMES, WORKSTREAMS, AND OBJECTIVES

## THE AUTHORITY'S OUTCOMES

Below are the major outcomes the Authority intends to achieve by the end of 2023. These overarching outcomes define success for the NWC as a whole and represent a means of evaluating overall progress, mission-alignment, financial sustainability, campus-readiness, user experience, brand positioning and program delivery.

**Outcome 1:** The successful realization of the mission and vision is assured.

**Outcome 2:** The NWC is fully operational and a plan for financial sustainability is in place — the systems, infrastructure, and staff are in place for complete responsibility for the campus.

**Outcome 3:** Visitors to the NWC enjoy a branded, integrated, and mission-aligned experience through both physical and digital channels.

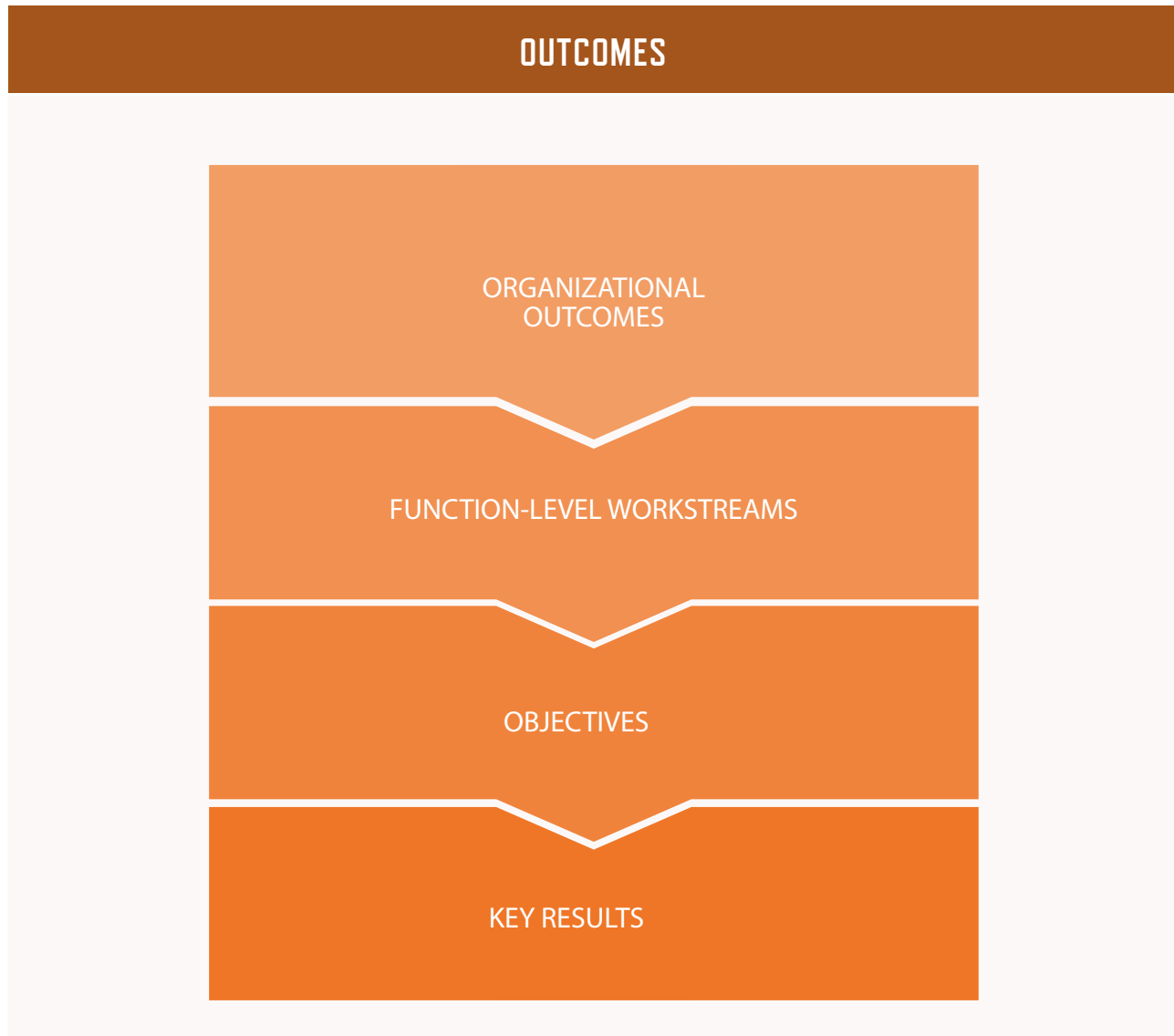
**Outcome 4:** The NWC is positioned to be a world-class destination for its visitors, tenants, and staff.

**Outcome 5:** The NWC is a place and a platform at the center of addressing global food solutions.



## **STRATEGIC PLAN FRAMEWORK**

To achieve the organizational outcomes listed above, the Authority has developed workstreams within each function that start in 2020 and continue through 2023. These workstreams are composed of multiple objectives and key results (OKRs) that define the goals and metrics used to evaluate progress. For a full list of each function's workstreams and objectives, see the tables starting on page 76.



# PROGRAMS AND PARTNERSHIPS

The Programs and Partnerships function of the Authority is responsible for campus-wide booking, mission-based programming, fundraising and building strategic partnerships so that the NWC can achieve its mission and create impact.

This section defines the strategy for Programs and Partnerships over the next four years and the events, experiences and services the Authority currently plans to bring to life on campus. It includes the following sections:

- Based in the Master Plan and Framework Agreement
- The Authority's Platform Approach to Programming
- The Authority's Roles in Programming
- Initiatives and Go-to-Market Strategies
- Tools and Frameworks
- Next Steps

## **BASED IN THE MASTER PLAN AND FRAMEWORK AGREEMENT**

The Authority's program strategy is anchored in the Master Plan: its vision, its big ideas, and, most notably, its guiding principles. The guiding principles in the Master Plan inspired the participatory process that the Authority undertook in 2019. Each of the 267 program ideas that came from the public via the Cultivate campaign were associated with at least one of the Master Plan guiding principles. Those ideas turned into program concepts and initiatives that the Authority program team will bring to life on campus. The Authority's role and responsibilities vis-à-vis campus programming are also treated in detail in the Framework Agreement.

- Master Plan Guiding Principles, P. 30
- Framework Agreement, P. 42-57, 63-64
  - Facilities and Takeover Dates 9(a)(i-iii)
  - Use Agreement, Campus Rider 9(a)(iv)
  - Booking and Master Schedule 9(b)(ii)
  - Incentive Fund 9(b)(iii)
  - Educational Uses 9(b)(vi)
  - CSU Facilities 9(c)
  - Legacy Building 9(d)
  - WSSA Exclusive Events 9(f)
  - Coliseum Booking 9(h)
  - Campus Foundation 12 (a,c)



### **2019 SIP Programming Process**

The SIP Process (fully explained in Appendix #1 on page 98) featured:

- The Cultivate campaign where people submitted 267 ideas for future programs at the NWC
- A 2-day summit that gathered 100 people to imagine what's possible at the NWC
- A three-month "summer of strategy" where over 130 people participated in enhancing potential program concepts



## **A PLATFORM APPROACH TO PROGRAMMING**

Charged with innovating global food solutions and activating a 250-acre campus, the Authority is applying a platform-based approach to programming the National Western Center. This new methodology draws inspiration from the online meeting places for people, ideas, products and services that dominate the modern economy – and the offline versions like trading posts that preceded these digital innovations here in the West.

This approach seeks to create a center of gravity at the National Western Center, attracting partners and participants through meaningful opportunities to engage in the mission. In this way, the Authority will continue to build a pipeline of ideas and constellation of partnerships extending from Globeville, Elyria and Swansea to encompass the entire world.

Given the scale and complexity of the challenges ahead, the Authority can only realize its mission – to convene the world in pursuit of global food solutions – if it activates the campus using this new and

abundant way of thinking. Today, we define a platform approach to programming as one that is:

**Networked**, facilitating connections across a vast and varied set of stakeholders who contribute to the mission and to each other.

**Human-centered**, forging relationships with these stakeholders to create opportunities for co-design and increase the relevance of our programming.

**Open-source**, fostering the generous exchange of ideas and resources that advance the mission.

**Capacity-building**, investing in the skills and knowledge of the network to ultimately drive greater impact.

**Physical and digital**, leveraging in-person and online spaces and crossing boundaries between the two.

## **ROLES IN PROGRAMMING**

Given the scope of work and wide range of partners involved, the Authority must approach programming with an understanding of the unique value that the Authority can bring, and the existing landscape of experts and partners eager to contribute.

These considerations mean the Authority plays a different role for each program concept, enabling it to contribute to more programs and generate more impact than if it were only going to lead programs itself. The five roles are:

**Lead:** The Authority initiates or creates a program. The Authority is responsible for making sure a program happens, and potentially runs that program itself.

**Partner:** The Authority plays a substantial and active role in supporting partners to make a program happen and brings a clear value-add to those partners.

**Convene:** The Authority sources and/or facilitates a program. Convening is less active and substantial than partnering.

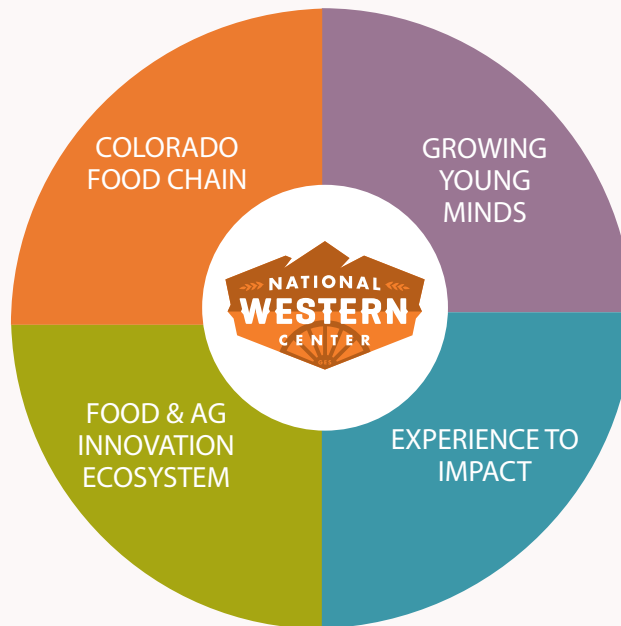
**Support:** The Authority is in support of an activity, position, or program and voices that clearly.

**Monitor:** The Authority is tracking an activity, program or development happening within a relevant space, sector or geography. Monitoring is the least involved role that the Authority will play.

Differentiating between the five roles is a way for the Authority to prioritize its efforts and expand its reach, while also elevating partners who are better positioned to lead and contribute their unique expertise.

Stated another way, the Authority will work with the core partners and other organizations to bring programs to life on campus. Each collaboration will look different depending on the specific program and the role of the Authority. This is in addition to all the wonderful programs our core partners are already running or plan to run at the NWC.

## THE INITIATIVES



### INITIATIVES AND GO-TO-MARKET STRATEGIES

Through a six-month participatory process, the Authority developed four programming initiatives in collaboration with community members.<sup>5</sup> Each initiative contains individual program concepts the Authority may realize at the NWC. And each leads to a specific programming outcome on campus in 2024, such as the opening of the public food market in the 1909

stadium arena. Launched over the next four years, these initiatives will leverage the NWC partners and ensure the mission is realized. The Authority will roll out the following four initiatives:

**Colorado Food Chain:** Programs in this initiative will strengthen the agricultural value chain in Colorado by connecting its stakeholders: from producers to processors to distributors to retailers to consumers to recyclers.

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<sup>5</sup> A full description of the process used to arrive at initiatives is in the Appendix on page 98.



**Growing Young Minds:** Programs in this initiative will raise up the next generation of leaders and stewards in the food and agriculture economy. Growing Young Minds is focused on education, training and providing access for young people to explore and pursue opportunities related to global food solutions.

### **Food and Agriculture Innovation**

**Ecosystem:** Programs in this initiative will leverage the NWC to create a vibrant network of food and agriculture leaders, pioneers, researchers, scientists, entrepreneurs, investors and policy-makers who recognize the power in leaving their silos and choosing to collaborate and convene in both a physical space and on a global platform to pursue groundbreaking food solutions.

**Experience to Impact:** Programs in this initiative will leverage the public-facing experiences and events at the NWC to create a gateway for the widest group of people to be introduced to the potential for impact and innovative food solutions. This initiative focuses on using on-campus experiences as the “wide mouth of the funnel” to capture people’s interest and invite them to learn more about the mission of the NWC.

Within each initiative, the program concepts are sequenced over time so that the Authority can get moving on mission-related work right away while also preparing its brand and audience for the official opening of the campus in 2024. These sequences can be thought of as programmatic “go-to-market” strategies,

where lower-lift, targeted and digital programs lead to heavier-lift, mass-appeal and campus-centric ones. Ultimately, each program sequence leads to a signature event on the campus in 2024, such as a South-by-Southwest-style festival. (See Highlight box on page 40.)

## **GETTING STARTED**

To truly realize the mission of the campus, the Authority cannot wait until the NWC generates revenue to begin running mission-based programming. To launch initiatives, the NWC will first test smaller-scale versions of programs that are targeted at select audiences. These startup activities will kick off in 2020, allowing the Authority to build its programming experience and gather valuable data while also increasing brand awareness and generating early impact. Intended to maximize learning and minimize expense, these startup activities could look like:

**Convenings and Meet-ups:** Opportunities to get together at the Livestock Exchange Building and out in the community. Example: Host a quarterly innovators’ networking night at the Stockyard Saloon.

**Co-branded Events and Sponsorships:** Opportunities to contribute to existing programs. Example: Sponsor the Colorado Business Committee for the Arts’ “Arts and Ag” event in April 2020.

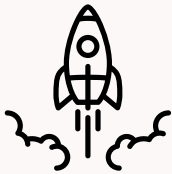
**Digital Programming:** Opportunities to curate or create digital content before new facilities are complete. Example: Post about the food and agriculture panels and events at Denver Startup Week.

In 2020, with the campus still under construction, these startup activities will be marketed to the following target audiences:

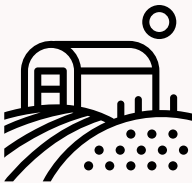
## TARGET AUDIENCES



**Mission-aligned organizations:** Organizations that have the strong potential to play a role as part of the NWC. Examples include the Savory Institute, Slow Food USA and Metro EDC.



**Early adopters:** Individuals and organizations who have already demonstrated an interest in the NWC (e.g. those who submitted an idea through the Cultivate campaign or participated in the Focus Area teams meetings).



**Colorado producers:** Farmers and ranchers from across the state.



**Globeville, Elyria and Swansea neighborhoods:** Residents of the communities surrounding the NWC.



**Civic and government leaders:** People in local and state politics and public policy roles who are relevant to the mission and vision of the NWC.



## **SIP PROCESS**

The process the Authority undertook to develop these initiatives, and the program concepts that populate them, was participatory and inclusive. Starting with the Cultivate campaign, the Authority sourced 267 ideas from people mainly in Colorado, but also from elsewhere in the U.S. and overseas. The Authority then hosted a two-day summit where people explored the ideas in full and grouped them into five themes, or focus areas. Over the summer, the Authority organized 15 convenings for community members and subject matter experts to improve the ideas and recommend 27 program concepts for the Authority to pursue. This comprehensive process resulted in the four overarching initiatives described above. See Appendix #1 for more specifics of the process.

The process itself was a microcosm of the Authority's platform-based approach to programming: establishing opportunities and "on-ramps" for diverse people, partners, and organizations to co-create something better than the Authority could have ever created on its own.





## 1909 PUBLIC FOOD MARKET

The development of the 1909 stadium public food market presents an exciting opportunity for a thriving epicenter of healthy, local, fresh food in the Globeville and Elyria-Swansea neighborhoods. In addition to strengthening local food enterprises, the public food market fosters cultural connections between rural food producers and urban food consumers and draws people to the campus. The Authority is positioned to bring the public food market to life through collaboration across its key organizational functions:

- The Programs and Partnerships function will work to build the capacity of future food vendors through incubator and accelerator programs.
- The Campus Operations function will partner with the Real Estate function to plan the physical space of the market.
- The Communications function will broadcast the story and generate interest among key audiences.

## COLORADO FOOD CHAIN

According to Colorado State University's 2017 Colorado Blueprint of Food and Ag, 2.5 percent of Colorado's farms account for 75 percent of the agricultural sales in the state, while the 22,000 smallest farming operations in Colorado collectively account for only 1 percent of agricultural sales.<sup>6</sup>

These statistics suggest massive opportunities for the NWC to strengthen this vast and fragmented network and address one of the most elemental needs in advancing global food solutions: building deeper and stronger connections between — and driving equitable value across — all stakeholders along the food and agriculture value chain.

Global food solutions are first local food solutions, and the NWC's commitment to its own city and state's agricultural value chain is a critical step in walking the talk and in being better positioned to scale similar food solutions globally. With events like the National Western Stock Show and resources like CSU Extension, the NWC already has a natural gravitational pull for people across the Colorado food and agriculture sectors and can extend its central role by convening, supporting and partnering with these stakeholders. This initiative also uses the economic dependencies in the value chain to build cultural bridges between rural and urban communities and across diverse industries.





COOKING, GARDENING & NUTRITION CLASSES

FARMERS MARKETS

CO-OP BUSINESS CENTER

FUNDING, TRAINING AND SUPPORTS FOR  
AT-RISK FAMILY FARMS

FUNDING FOR AG BUSINESSES

INCUBATOR / ACCELERATOR

COMMISSARY KITCHEN \*

URBAN TEACHING FARM

PUBLIC FOOD  
MARKET

2020 ..... 2021 ..... 2022 ..... 2023 ..... 2024 .....

<sup>6</sup> <https://foodsystems.colostate.edu/wp-content/uploads/2018/02/Executive-Summary.pdf>



## BRING THE VISION TO THE RIVERFRONT

The Authority has the chance to activate the Master Plan guiding principle of “Engage the River and Nature” by bringing a vision of environmental stewardship and connection to land and water by activating the mile-long stretch of the South Platte River.

These activations could include walking and riding paths, fly-fishing classes, accessible open spaces, art exhibits and other mission-related experiences.



## GROWING YOUNG MINDS

The 2012 Census of Agriculture reports that the average age of operators on U.S. farms is 58.3 years of age, with only 8.1 percent of all operators below the age of 35.<sup>7</sup> Meanwhile, the USDA reports a 41 percent shortfall in U.S. graduates moving into food and agriculture industries.<sup>8</sup> These statistics testify to the need to invest upstream and up-generation in order to advance global food solutions for the 21st century. That is why the NWC is pursuing the Growing Young Minds initiative. Building off of the leadership that CSU brings, and leveraging both the NWC's place and platform, this initiative is rooted in the belief that attracting and equipping young talent is critical to sustain the food value chain and propel an innovation ecosystem here in Colorado and across the United States. The NWC is perfectly positioned to be a leader: CSU as a partner with more than 100 years in ag education, the contribution

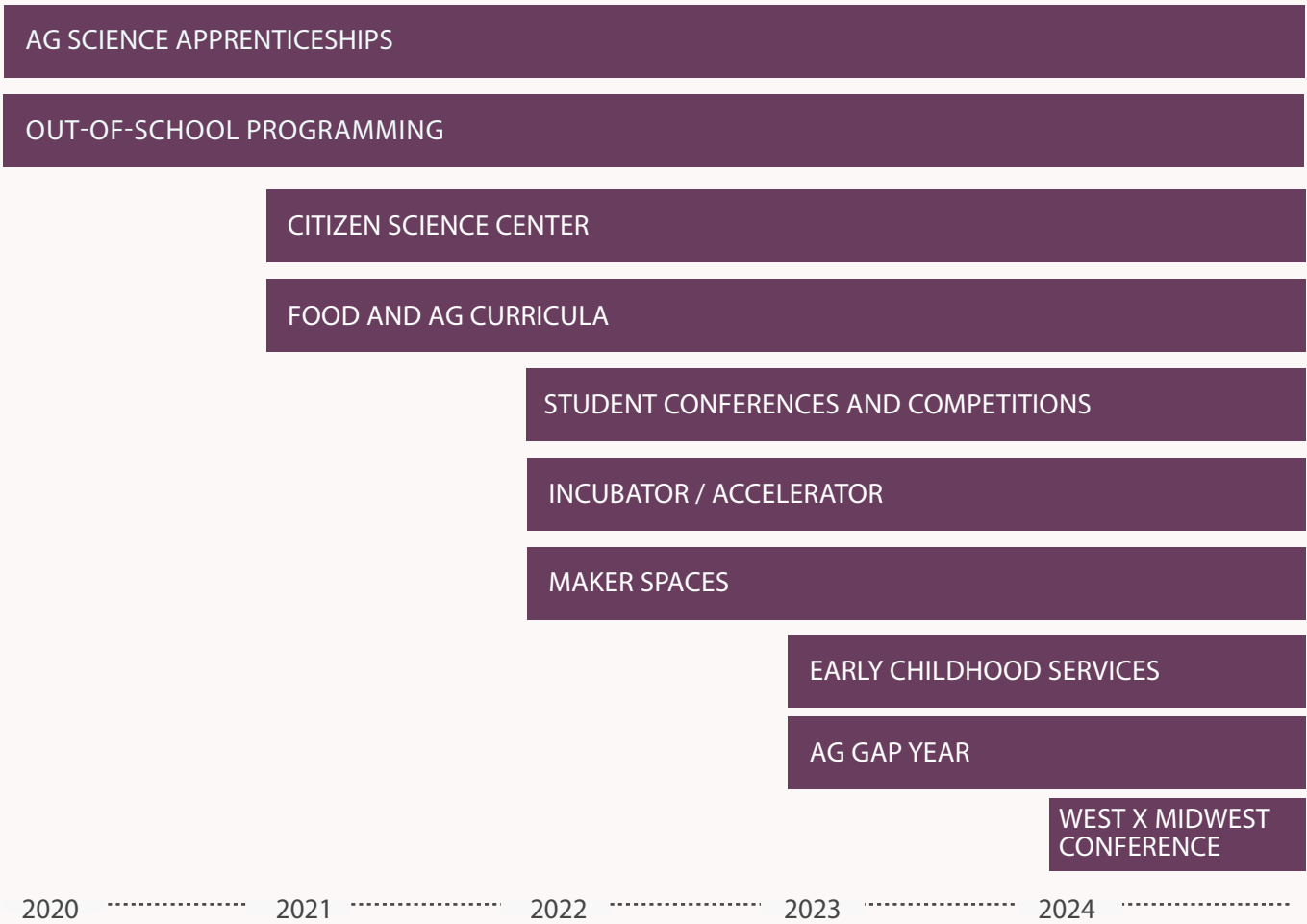
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<sup>7</sup> [http://www.foodandagpolicy.org/sites/default/files/AGree\\_Food%20and%20Ag%20Ed%20in%20the%20US\\_0.pdf](http://www.foodandagpolicy.org/sites/default/files/AGree_Food%20and%20Ag%20Ed%20in%20the%20US_0.pdf)

<sup>8</sup> [http://www.foodandagpolicy.org/sites/default/files/AGree\\_Food%20and%20Ag%20Ed%20in%20the%20US\\_0.pdf](http://www.foodandagpolicy.org/sites/default/files/AGree_Food%20and%20Ag%20Ed%20in%20the%20US_0.pdf)

of museums like History Colorado and the Denver Museum of Nature and Science, the NWC’s location in Denver and proximity to a large youth population, a campus that can serve as a modern classroom for children and the reach of its brand and partnerships

all make this initiative a prime opportunity to advance the mission.







## **INTERNATIONAL CONVENING (SXSW)**

The NWC campus can be home to a signature event like an international food and agriculture conference — an NWC version of the wildly popular South by Southwest event held in Austin, Texas every spring that brings in over 100,000 people.

This event would be a multi-day festival of thought-leaders in food and agriculture, artists, innovators and funders who are all united in their celebration of and commitment to sustainable food and agriculture. Further, it would elevate and advance the NWC to the global stage as the destination for food- and agriculture-related leadership and innovation.

## **FOOD AND AGRICULTURE INNOVATION ECOSYSTEM**

The 2017 Colorado Blueprint of Food and Agriculture, a report from CSU, notes that the food and agriculture economies are growing 2-4 times faster than the state's economy as a whole,<sup>9</sup> and many believe Colorado is poised to become the "Silicon Valley of Agriculture."<sup>10</sup> The collision of scientists, agriculturalists, tech entrepreneurs and investors is creating the conditions for a powerful food and agriculture innovation ecosystem in Colorado. The NWC can be the epicenter of this emerging ecosystem. The physical location of its campus and the far-reaching impact of its platform can draw diverse stakeholders from around the world to work together to advance local and global food solutions. The NWC can capitalize on the existing momentum here and turbocharge it with its network, resources and physical space. For the NWC to achieve its mission, it needs to position itself as the hub of 21st-century innovation.

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<sup>9</sup> <https://foodsystems.colostate.edu/wp-content/uploads/2018/02/Executive-Summary.pdf>

<sup>10</sup> <https://www.npr.org/sectionS/thesalt/2015/03/26/395531583/is-colorado-primed-to-become-the-silicon-valley-of-agriculture>



DIGITAL CONTENT AND KNOWLEDGE SHARING

EXPERIMENTAL LAND LAB

FUNDING, TRAINING, AND SUPPORTS  
FOR AT-RISK FAMILY FARMS

REGENERATIVE AG HUB

INCUBATOR / ACCELERATOR

FUND STRATEGY

FUNDING, TRAINING, AND SUPPORTS FOR  
TRANSITIONING TO SUSTAINABILITY

WEST X MIDWEST  
CONFERENCE

2020 ..... 2021 ..... 2022 ..... 2023 ..... 2024 .....





## **EXPERIENCE TO IMPACT**

Many Americans are disconnected from agriculture and the food system. According to the 2016 Public Attitudes about Agriculture report, Coloradans who see agriculture as “very important” to the quality of life here has declined by 20 percent since 1996, even though 85 percent of respondents agree that developing and supporting local food systems is



### **RURAL AND URBAN CONNECTIONS**

Sitting at the heart of the NWC, the Authority is perfectly positioned to build bridges and make connections across lines of difference. It can:

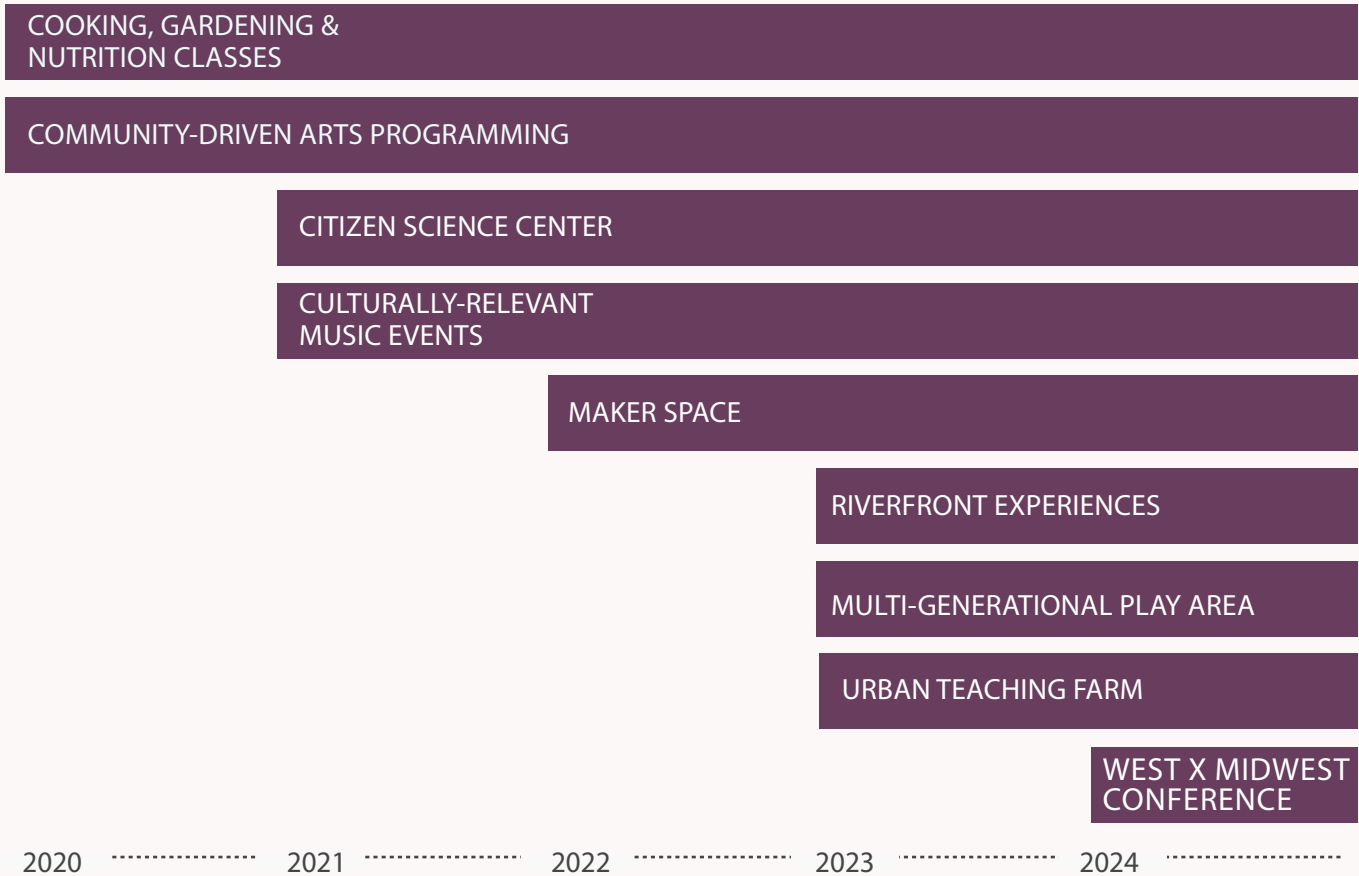
- Build partnerships with organizations embedded in rural communities
- Support tourism and relationship-building that connect rural and urban people
- Feature producers and ranchers in urban settings
- Create opportunities for rural and urban communities to build relationships

<sup>11</sup> <https://www.colorado.gov/pacific/sites/default/files/2016%20Public%20Attitudes%20Report%20Final.pdf>



important.<sup>11</sup> There is a real need to educate and inform the public on the centrality of food and agriculture to their daily lives. The 2.2 million people who will pass through the NWC’s doors at its future campus for events and experiences represent a captive audience to educate about the mission and invite into deeper engagements with it. As a place, the NWC will have multiple touchpoints where visitors can interact

with and contribute to food and agriculture solutions – from programs, to concessions, to public art. As a platform, the NWC can use its brand to speak to communities near and far and connect them with the food they consume. The NWC provides a gateway for people who are disconnected from their food system to find connection and passion for the NWC mission.



## **TOOLS AND FRAMEWORKS**

This section enumerates the tools and frameworks that the Authority Programs and Partnerships team will continue to use to determine the best mix of programs and the right partners for the NWC.

### **THE OPERATING PRINCIPLES**

The operating principles ensure that in selecting programs and partners for the campus, the Authority does so in alignment with its mission and with the guiding principles set forth in the Master Plan. Each program doesn't need to achieve the fullest expression of all four operating principles, but the overall programming mix at the NWC does. The four operating principles are:

**Continuum of Innovation:** All innovation is built on history, and what is today's history is yesterday's innovation. The NWC must leverage western heritage and history to create innovations in the fields of food and agriculture.

**Scale:** For the NWC to achieve its mission, it needs to operate at and have impact on local, regional, national and global scales.

**Sustainable:** Programs need to be financially, socially and environmentally sustainable.

**Connection:** The heartbeat of the NWC is its belief in the power of connection — connecting people to the land, connecting rural and urban places, connecting local and global solutions, connecting different voices, perspectives and backgrounds.

### **THE COMMUNITY BENEFITS GUIDING PRINCIPLES**

The Community Benefits Guiding Principles will ensure the Authority team aligns its program strategy with the neighboring communities' best interests. The Community Benefits Guiding Principles can be found on page 111 in Appendix #3.

### **PROGRAMMING SCREEN**

There are many ways that the initiatives above can come to life, and the Authority must ensure the best programs and partners are selected. This is the role of the programming "screen," which is a set of questions to guide the Authority when it's evaluating and prioritizing possible programs and partners; these criteria will be made public. The programming screen questions are:

1. Does it advance the mission and vision?
2. Does it strengthen the brand and build an audience?
3. Does it align with our operating principles?
4. Does it align with our Community Benefits Guiding Principles?
5. Does it complement or enhance existing NWC or partner programming on the campus?

6. Do we have the resources to implement it now and will it return resources to sustain the program in the future?

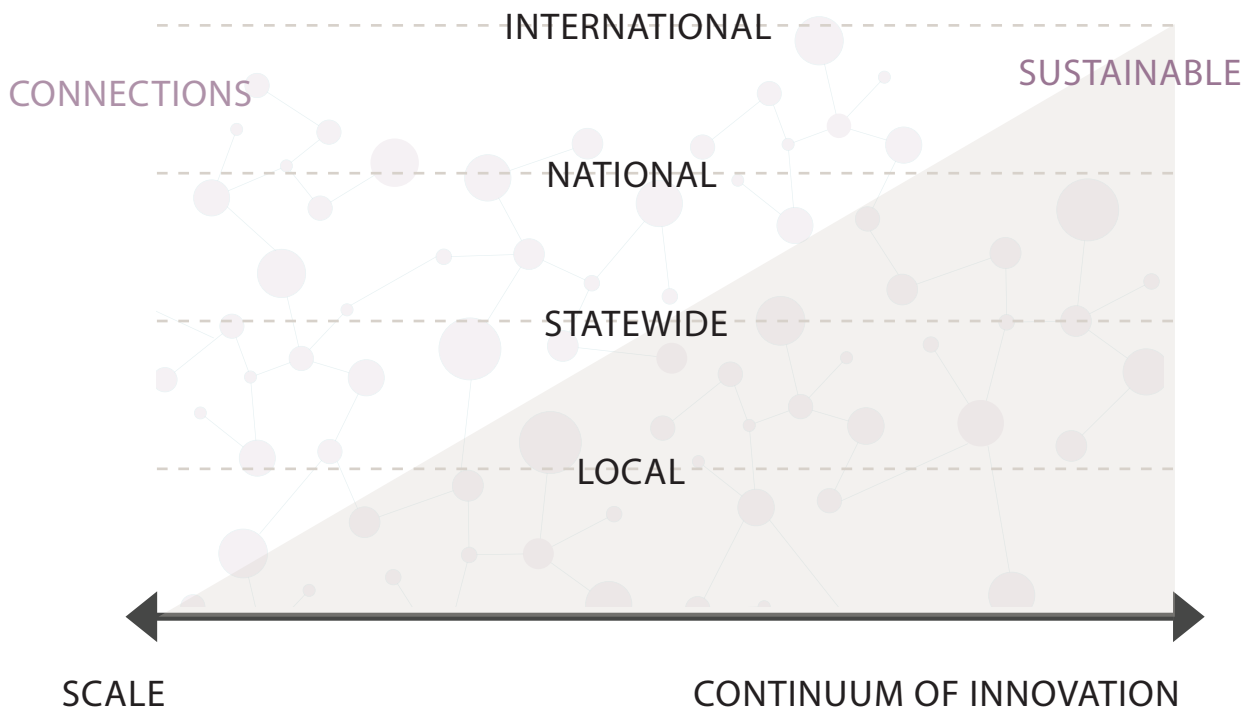
## SCREENING REVENUE-FIRST PROGRAMMING

While the SIP does not include an exhaustive business plan or detailed proformas for the Authority, the long-term viability of the NWC and its ability to carry out the mission are dependent on generating revenue from programming. This requires finding the right balance between mission-first and revenue-first

programming. As the adage goes, no money, no mission.

The “Experience to Impact” initiative described above is one way the Authority will bridge revenue and mission. For example, RV show attendees at the NWC could take a cooking class on how to make healthy meals in a tiny, mobile kitchen. The Authority plans to pilot this approach — layering the mission onto unrelated revenue-generating events — in 2020 at the National Western Complex, in collaboration with the WSSA.

## OPERATING PRINCIPLES





For revenue-first programming, sourced through event promoters and traditional event booking channels, the NWC will apply a screen to determine 1) if the event/program is a good fit for the NWC, and 2) how the event/program can incorporate mission-related elements. These elements include opportunities for educating new populations about the mission and vision of the NWC through programming and integration of the Master Plan's guiding principles and the Community Benefits Guiding Principles into the event's production and execution. Examples of the latter include energy conservation practices, recycling practices, or community wealth building practices through concessions, etc.

Highly branded and public-facing events must meet a standard set of mission-related operational elements. Maintaining these standards will not only establish the NWC brand and campus as a mission-driven enterprise, but it will also present opportunities for the NWC to be positioned as a leader in mission-related practices when compared to other venues.

**Public, Revenue-First Programming:**

This mission screen determines the opportunities to overlay mission-related elements onto these events:

- How might this program be complementary to other mission-first programming?

- How might we engage the audience for this program/event to advance the mission and vision of the NWC?
- How might we incorporate our Community Benefits Guiding Principles into this program/event?

**Private, Revenue-First Programming:** No mission overlay will be applied to private revenue-first programming (such as venue rentals for weddings) where the brand is not in play.

## **MONITORING, EVALUATION, CONTINUOUS IMPROVEMENT**

The potential of the NWC to pioneer global food solutions is predicated on an iterative approach to innovation: designing, monitoring, evaluating and continuously improving its programs. Without these feedback loops, NWC programs at best will grow stale and at worst will fail.

The Authority will apply an end-to-end approach to continuous improvement: design, preparation and alignment before programs, monitoring and evaluation during programs, and rigorous evaluation and reporting after programs are completed.

## **PROGRAM COORDINATION ACROSS CAMPUS**

As outlined in the Framework Agreement, the Authority also plays a critical role in approving and coordinating partner programs across the NWC campus when these programs take place outside of CSU- or WSSA-owned facilities. This includes

indoor facilities, such as the Stockyard Event Center and the Livestock Building, as well as outdoor “facilities,” such as the main plaza and the riverfront open space. The Authority will collaborate with the partners to develop the tools necessary to carry out these contractual responsibilities, such as developing a greenlighting process for partner events that is integrated with the Authority’s master calendar and scheduling system.



## **NEXT STEPS**

### **PLAN FOR INITIATIVES AND PROGRAM CONCEPTS**

After approval of the SIP, the Authority will kick off a comprehensive planning process to implement the four initiatives. Each program concept within an initiative will have a detailed strategy to support its launch. To build these individualized and expert-informed strategies, the team will:

- Research best practices and potential partners per program concept.
- Convene experts and stakeholders for program concepts and initiatives.
- Define short-term budget and internal resources per program concept.
- Identify related marquee or revenue-generating events; build relationships with organizers and promoters.
- Capture the above learnings in detailed implementation strategies for each concept.
- Define startup activities targeted at approved audiences for 2020.

- Execute startup activities to build brand, audience and experience in 2020.

### **FUNDRAISING FOR PROGRAMMING**

Mission-related programming will vary in its ability to drive revenue. While attracting large food and ag conferences or a South-by-Southwest type event could produce significant revenue, other programming and capacity-building activities will require support from foundations, government and other sources. Proposed approach:

- Develop relationships with funding prospects who align to specific initiatives or programming concepts.
- Include prospective funders in planning to increase opportunities for their input at the design stage of initiatives and concepts.
- Secure resources for startup and program development, acknowledging that long-term sustained philanthropic support is less likely.

## **THE PROCESS**





- Build out collateral pieces to share with funders and communicate how the NWC's initiatives align with their priorities.
- Prioritize partnering with organizations who have the ability to find resources to bring their programming to life at NWC.

### ACTIVATE THE NWC PROGRAM PLATFORM

The participatory process the Authority led in 2019 — from the Cultivate campaign to the summit to the Focus Area teams — illustrates the Authority's platform-based approach to programming. Throughout this process, the Authority has seen many curious and committed stakeholders come back again and again. As the Programs and Partnerships team begins implementing its strategic plan, it will be important to continue to: 1) cultivate these early adopters and 2) widen this community by bringing more people into the vision and work of the NWC. In addition to regular presentations at CAC meetings, here are steps the Authority plans to take to engage these early adopters in person and online:

#### Engaging in the Selection Process

- Incorporate feedback from the August Focus Area team meetings to finalize the program and partner selection process (e.g. source, vet, approve, inform, etc.). See this feedback starting on page 122

in Appendix #5.

- Invite community members, subject matter experts and other stakeholders to participate in the selection process at the appropriate stages.
- Iterate on the process in order to ensure it produces mission-aligned and community-minded results for the campus.

#### Curating Experiences

- Pilot in-person programming experiences to forge connections between and foster learning among the Authority and early adopters.
- Test different types of experiences (e.g. NWC-selected, user-generated, etc.) to maximize engagement and grow the number of participants.
- Connect these experiences to the emerging platform for a seamless in-person and digital community.

#### Creating a Network

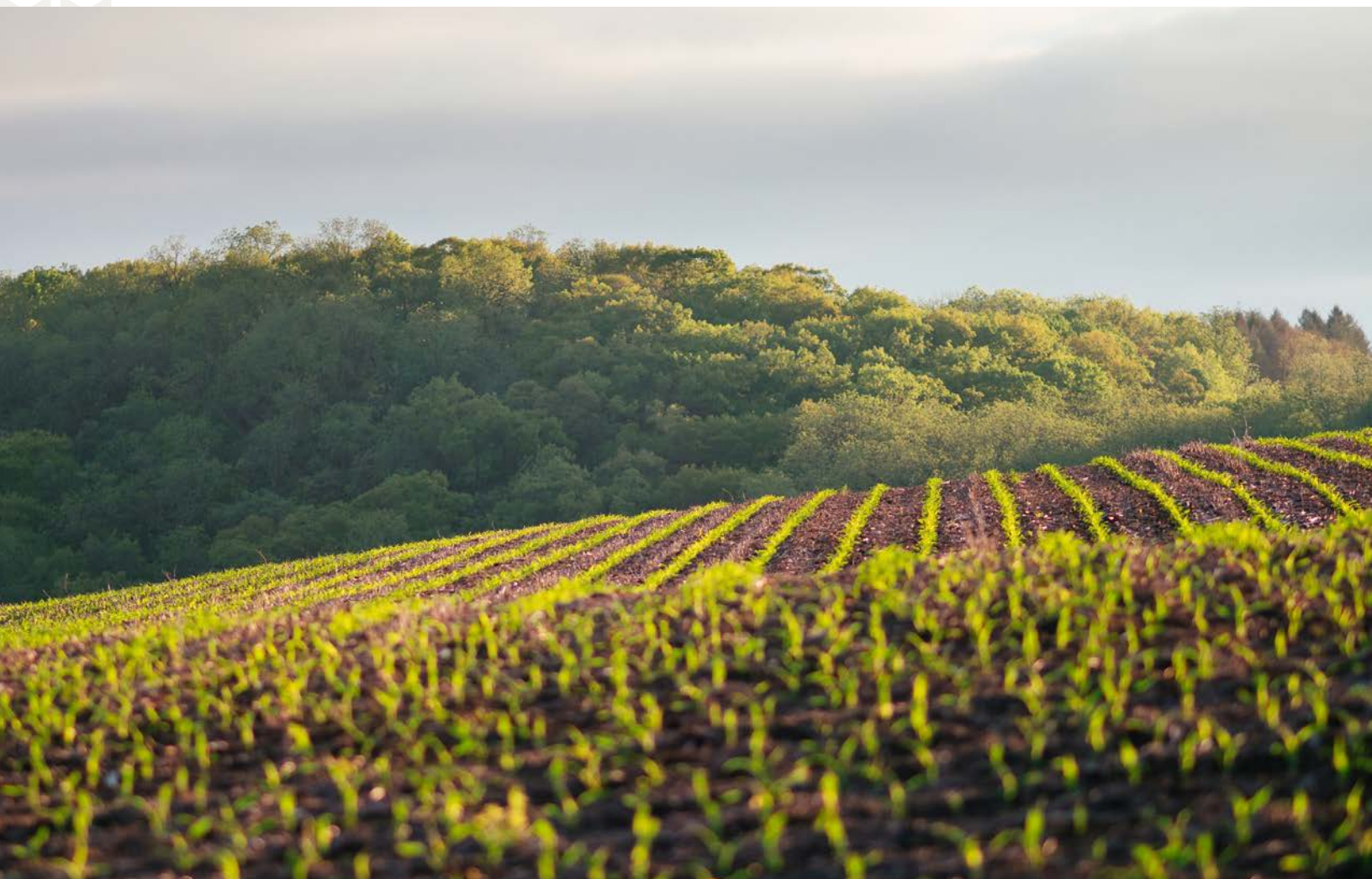
- Gather data on the challenges and opportunities our early adopters face related to global food solutions via an email survey.
- Leverage this data to design a prototype of a digital network (e.g. email newsletter sharing content, highlighting opportunities and offering resources) addressing these challenges and opportunities.

## **PREPARE FOR TECHNICAL ASSISTANCE / CAPACITY BUILDING FOR PROGRAMS**

Many of the initial 267 submissions from the Cultivate campaign were focused on developing ideas, accelerating businesses, and strengthening communities. The premise behind these submissions is that the NWC has a role to play in building the capacity of emerging solutions and organizations, instead of exclusively running or partnering with those that are already fully up to speed. This theme was explicitly repeated during the Authority's August focus area team meetings, in which participants voiced the need for intentional supports in order to put activities like answering an RFP, for example, within reach of the community. The spirit of capacity

building is consistent with the goal of the NWC to be the epicenter of an innovation ecosystem. As a result, the Authority team plans to:

- Develop a capacity-building strategy that creates a pipeline of prospective partners who are increasingly positioned to collaborate with the NWC.
- Leverage existing capacity building/ technical assistance organizations in Denver to ensure the successful development of future NWC partners.
- Identify prospective partners through its capacity-building program concepts (e.g. the food hub, incubators/ accelerators and the co-op business center).



### DEVELOP STRATEGIC PARTNERSHIPS

In addition to cultivating relationships with individuals and organizations eager to help activate the campus, and with potential funders of mission-based programming, the Authority will proactively build strategic partnerships with food and agriculture industry leaders to extend the NWC platform globally, fuel its innovation ecosystem and generate new events on campus.

### BOOK EVENTS

The Authority will begin immediately identifying major revenue-generating and mission-based events it is interested in attracting to the NWC and courting the organizers and promoters in order to support an exciting and stable lineup starting in 2023. This could range from welcoming new events like the National 4-H Conference and the first Seed & Chips Summit in America to booking long-standing events from the National Western Complex like RV shows and gem and mineral shows.

### PROGRAMS AND PARTNERSHIPS SUMMARY

Drawn from the Master Plan's nine guiding principles and developed in a 6-month participatory process, the Authority's four programming initiatives clearly and effectively position the National Western Center as a place and a platform for addressing global food solutions. In implementing these programming initiatives, the Authority will collaborate with existing partners and new organizations

to activate the campus, playing a variety of roles in the process and taking a platform-based approach. A set of robust decision-making frameworks will support the Authority as it selects partners, evaluates their performance, and improves programming outcomes.

#### Initiatives

- Colorado Food Chain
- Growing Young Minds
- Food & Ag Innovation Ecosystem
- Experience to Impact

#### Roles

- Lead
- Partner
- Convene
- Support
- Monitor

#### Frameworks

- Operating Principles
- Community Benefits Guiding Principles
- Programming Screen
- Revenue-First Programming Considerations
- Monitoring, Evaluation & Continuous Improvement



# COMMUNICATIONS

The Communications function area includes campus-wide communications, brand-building and management, marketing, venue and event promotions, community outreach and NWC evangelism.

Marketing drives public perception, future attendance and our bottom line. Marketing the National Western Center as a place and platform is a task that is bigger than all of the partners individually. If the campus is to draw the biggest and best partners and programs, become a beloved destination for Denver residents and beyond, be a true partner to the community, and be relevant to a global audience when it opens its doors, it will need a holistic and robust approach to marketing and community outreach that includes all the partners and is overseen by the Authority.

This section includes the following:

- Based in the Master Plan and Framework Agreement
- Approach
- Next Steps
- Summary

## **BASED IN THE MASTER PLAN & FRAMEWORK AGREEMENT**

Communications draws from the broad principles in the Master Plan and specifically from the Framework Agreement, which says that the Authority shall implement a marketing plan for the campus and shall coordinate all community outreach and public relations related to programming and other campus-wide matters. The vision that the Master Plan sets forth cannot be achieved without the Authority driving public awareness of the NWC.

- Framework Agreement, Chapter 8 (i), Campus Operation and Maintenance

## **APPROACH**

The Communications function will take the following approach to its work:

### **ALIGNMENT ACROSS NWC PARTNERS**

As stipulated in the Framework agreement, the Authority is responsible for communications about the National Western Center. The Authority's work on aligning branding, messaging and channels (e.g. social, newsletters, etc.) began in 2019 and will continue in 2020. The Authority Communications function can play an "air-traffic-control" role across all partners to ensure the NWC — as a place and platform — speaks with a consistent voice (while supporting partners' efforts to reach their constituents in personalized ways).

## **ALIGNMENT BETWEEN COMMUNICATIONS, PROGRAMS, AND SPONSORSHIPS**

The Programs and Partnerships and Communications functions of the Authority are deeply intertwined and must be closely coordinated as the Authority launches initiatives, startup activities and program concepts, and begins to reach its 2020 target audiences. Further, Communications and Programs and Partnerships must be participants in the Authority's sponsorship strategy. It will be particularly important to ensure that online programs (such as educational content) align with the communications strategy. Online experiences are part program, part marketing tool and require oversight by both functions.

## **ALIGNMENT BETWEEN COMMUNICATIONS AND CAMPUS DEVELOPMENT**

The Authority will not launch programs for the general public until the campus is ready to accommodate and inspire visitors. In 2020, it will be premature to create experiences at the campus for the general public and too early to market the campus as a destination for the general public. Such efforts could do more harm than good to the NWC brand and leave the wrong impression in the minds of the public. Building brand awareness, positioning the National Western Center as a thought leader and promoting early programming to specific audiences will take priority.

## **IDENTIFYING TARGET AUDIENCES FOR 2020**

The Authority can build upon targeted 2020 outreach and grow its audiences over time. The audiences detailed on page 34 will be targeted through the startup activities (page 33) and program initiatives (page 32).



## **NEXT STEPS**

Next steps for Communications in the next three years until campus-readiness include:

### **WRITE AND IMPLEMENT A MARKETING PLAN**

An integrated marketing plan that includes input from all the partners and is overseen by and largely executed by the Authority will include: communications goals, research-based target audiences, strategies; tactics; key messages; a media plan; an editorial calendar; a crisis communications plan, co-branding guidance and more. This formal marketing plan can be developed following market research and upon program development; until then an interim plan will allow the Authority and partners to move forward together.

### **CREATE A REVIEW PROCESS FOR COMMUNICATIONS**

With input from the partners, the Authority will establish a leadership structure and approval process for communications about the National Western Center, taking into account the existing NWCO governance structure for construction-related communications. This structure should be in place no later than February 2020. This will allow the Authority to provide leadership and support to partners to guide them in operating within and alongside the NWCA's

brand, visual identity and messaging, while encouraging partners' efforts to speak to their target audiences in individualized and meaningful ways.

### **INCLUDE PARTNERS IN 2020 ROLLOUT AND STARTUP ACTIVITIES**

For startup activities and early-stage programs taking place in 2020, it will be important to align and engage the equity partners (and others) to stand shoulder-to-shoulder as information about the National Western Center is delivered to target audiences. Authority Programs and Communications will coordinate with WSSA, CSU, NWCO, and other partners to build an aligned 2020 rollout strategy that identifies early opportunities to brand-build. Leveraging existing events — like the 2020 National Western Stock Show — can help build momentum among target audiences.

### **CONDUCT MARKET RESEARCH**

Further market research can ensure that the NWC understands, designs programs for, and effectively reaches consumers. The NWC will benefit from clarifying its target audiences, to ensure its message resonates and results in robust visitor numbers and long-term financial sustainability. In 2020 the Authority Communications function will build upon the preliminary target audiences to develop informed consumer profiles.

## **OPTIMIZE ONLINE ASSETS**

The Authority will ensure the National Western Center’s digital presence is refined and reset for short-term success until a full marketing plan is in place. Pursuant to or concurrent with a marketing plan, investments in the customer’s digital experience will entail refining web content and design, optimizing the user experience, optimizing the site for search (SEO), preparing it for the integration of a CRM (customer relationship management) system and e-commerce system and other marketing technologies. This will also include investment in content, including a social media content strategy, an editorial calendar and “evergreen” social media and newsletter content (photography, copy, video, graphics, etc.).

## **INVEST IN THE BRAND**

The Authority communications team will update brand guidelines (adding a tagline, wordmark, co-branding guidance, etc.) to make the brand assets more relevant and versatile. The Authority will need to leverage market research to build upon and evolve the brand beyond 2020, and will enlist the help of an agency to support this work.

## **ADD COMMUNICATIONS RESOURCES AND STAFF**

The Authority communications team will need additional staff and agency resources as the Authority prepares for campus readiness.

## **COMMUNICATIONS SUMMARY**

- The Authority will lead and coordinate marketing for the campus in a collaborative manner with the partners.
- With input from the partners, the Authority will write and implement a formal marketing plan based on market research and emerging programming.
- To be successful, the NWC will require significant investment in marketing technology.







# CAMPUS OPERATIONS

The Campus Operations function is responsible for overall campus operations and management. The scope of its work and responsibilities include operations master planning, campus-wide services procurement and management, maintenance, campus scheduling and booking, use agreements and riders, event services and coordination of campus resources and data across all NWC partners.

This section includes the following:

- Based in the Master Plan and Framework Agreement
- Approach
- Next Steps

## **BASED IN THE MASTER PLAN AND FRAMEWORK AGREEMENT**

The Framework Agreement is a seminal document in outlining the plans for the Campus Operations function. Specifically, it identifies the following Campus Operations duties that the Authority must execute:

- Budgeting – 13(e), pg 69
- Campus maintenance – 8(e), pg 38
- Campus-wide services and management of procurement processes – 8(c), pg 37
- Community investment fund and round up payments – 12(b), pg 63
- Data sharing – 8(g), pg 38
- Energy and water conservation – 8(f), pg 38
- Event guidelines including a schedule of rents, offer of incentives, rate sheets, CAMO fees, and betterment fees – 9(b)(v), pg 49
- Incentive fund – 9(b)(iii), pg 48
- Insurance – 14(a), pg 73
- Operations master planning – 8(j), pg 41
- Operational reporting to the City – 8(k), pg 41
- Partner engagement and coordination to ensure seamless campus operations – WSSA Lease, 9(a), pg 43
- Safety – 21, pg 77
- Seat Tax Appropriation – WSSA Lease 6(b), pg 9
- Scheduling – 9(a)(ii)(A) and 9(b), pg 43, 44 and 46
- Sponsorships – 11(b)(i)(E) – pg 61
- Use agreements and riders – 9(a)(iv), pg 45

## **APPROACH**

Campus Operations is focused on establishing the systems, staffing, services and infrastructure necessary to make NWC's physical campus a world-class destination for food and ag innovation, western heritage and culture. To do this, Campus Operations will be comprehensive in its scope, innovative and entrepreneurial.

### **NIMBLE AND EFFICIENT**

With takeover of the first essential new facilities just over the horizon, the Authority must work with speed and precision to ensure all the necessary systems and infrastructure are in place. This will require the talents of staff, as well as partners and contractors outside the organization. Where possible, the Authority will streamline processes and use technology solutions to improve efficiency.

### **CENTRAL POINT OF COMMAND**

Campus Operations will coordinate all campus resources, effectively working across its equity partners, marquee event producers, service contractors and the Triangle development partner, to ensure top-notch guest experiences and the showcasing of one-of-a-kind event spaces at the NWC. As it starts to take over

campus facilities, the Authority will seize its role as the central command center on campus and develop strong processes and lines of communication with its many partners.

### **FORMALIZED COMMITMENT TO COMMUNITY**

As a permanent neighbor of GES, the Authority is committed to engaging and uplifting local residents through benefits to the community. The goal will be to formalize NWC's commitment to a number of the Community Benefits Guiding Principles related to Campus Operations, such as workforce development programs, environmental programs and accessibility.

### **DRIVING INNOVATION IN SUSTAINABILITY**

The Authority is proud to carry the torch of NWCO to make NWC a low-carbon or net-zero, energy resilient campus through sustainability initiatives like thermal-powered district energy from wastewater heat recovery and low-income solar rewards. Campus Operations will drive this same ethos forward as it procures for additional campus-wide services and will explore ways to continue to improve its operational efficiencies to meet its sustainability objectives.



## **AN EYE TOWARD THE BOTTOM LINE**

The Authority must be financially prudent and operationally efficient across all Campus Operations. In partnership with Programs and Partnerships, Campus Operations will work to effectively book the campus and look for creative ways to book unconventional spaces. Technology solutions like a computerized maintenance management system will ensure operational efficiency.

## **FORWARD THINKING WITH FOOD**

Finally, Campus Operations will actively contribute to the vision and mission of the National Western Center by embedding its food ethos at the center of its offerings. This includes establishing the NWC as a beacon of local and healthy food options, showcasing Colorado producers and supporting the 1909 Public Market's successful operations and programming.



## **NEXT STEPS**

Significant groundwork needs to be laid to take on the full operations and maintenance of campus facilities for full campus launch in 2023. For Campus Operations, the Authority has the following areas of focus over the next four years:

### **SERVE AS THE LINCHPIN FOR CAMPUS COORDINATION**

Establish a standing coordination meeting between partners to lead the development of use agreements and riders and to coordinate event resources such as parking and security. Proactively plan for the first year of Stock Show in essential new facilities in 2021, coordinating with WSSA around interim contracts and shared resources where needed. Research and implement best practices in guest services to lay the foundation for making NWC a world-class destination.

### **PROCURE FOR NECESSARY CAMPUS-WIDE SERVICES**

Develop the processes and procedures necessary to lead exemplary procurement in partnership with the City and County of Denver and NWCO teams. Procure for critical campus-wide services starting with energy, waste, water, security, IT/telecom, facilities and parking. Manage contracts to ensure accountability and ongoing performance standards. Work in concert

with WSSA on campus-wide sponsorships and advertising.

### **FOSTER BENEFITS TO THE COMMUNITY**

Support the process led by Denver City Council members to establish a community-led organization. Foster continued direct dialog between NWC and the community-led organization with the goal of providing benefits to the community.

### **ESTABLISH FEES, RENT SCHEDULE AND BOOKING SYSTEMS**

Research common-area maintenance and betterment fee structures from analogous organizations. Stand up an interim booking system with all rentable spaces in essential new facilities mapped for ease of coordination. Develop a rental and fee schedule and incorporate it into the standard use agreement, to be updated and revisited annually.

### **ENSURE ALIGNMENT WITH THE TRIANGLE DEVELOPMENT PARTNER**

Clarify the role of the Triangle developer in phases 1 and 2 campus-wide services. Refine the Authority's business model. Finalize any necessary agreements around contractual partnership. Coordinate with the Triangle development partner to ensure a consistent guest experience for visitors of the NWC campus.

## **IMPLEMENT SYSTEMS FOR EFFICIENCY**

Where possible, explore opportunities to streamline operational efficiencies, such as through use of computerized maintenance management systems and centralized data sharing.

## **CARRY THE TORCH ON CAMPUS SUSTAINABILITY INITIATIVES**

Develop a campus master sustainability plan that sets goals, measurements and execution plans in line with Executive Order 123 and NWC's capital build strategic goals. Continue to drive low- or net-zero carbon and energy resilient efforts through campus-wide services procurements for energy, water and waste. Explore partnerships to implement sensor technologies across campus to measure operational efficiencies and sustainability. Collect data and report on sustainability progress.

## **ESTABLISH THE NWC'S VISIONARY CAMPUS FOOD ETHOS**

Engage the community, Colorado producers and the Triangle developer in a successful food visioning process, leading to the development of a campus master food plan. Work with Programs and Partnerships and Real Estate to ensure that the 1909 Public Market is both an economic and mission-fulfilling engine for the NWC campus through business modeling

and selection of an operator. Through its campus operations practices and partnerships, help put NWC on the map as a budding epicenter for sustainable, local food sourcing and consumption practices.



# REAL ESTATE

The Real Estate function plays a key role in future campus development, building, design and capital expenditures, including the development of the south side of the campus.

This section includes the following:

- Based in the Master Plan and Framework Agreement
- Approach
- Next Steps

## **BASED IN THE MASTER PLAN AND FRAMEWORK AGREEMENT**

The Master Plan and the Framework Agreement create a blueprint for the real estate-related work that the Authority will undertake.

The Master Plan provides important site history and context, background about the broader regional development in north Denver, and articulations of the assets, challenges and opportunities for the future campus. The plan calls for a new and higher stewardship of our land, and for telling the story of all the people and communities that have lived and worked on this land. The plan further calls for complementary co-development across the campus, especially south of Bettie Cram Drive, which is critically important to achieving the plan's mandate of year-round activation. This context serves as the necessary starting point for the Authority's Real Estate function.

The Framework Agreement established the Authority as master leaseholder of the campus grounds for the next 100 years. The master lease affords the Authority the legal opportunity and responsibility to implement the Master Plan.

## **APPROACH**

### **OPTIMIZE SPACES FOR YEAR-ROUND USE**

Generating revenue and fulfilling the mission require optimized physical spaces. The Real Estate function must work with the partners to ensure that phases 1 and 2 horizontal and vertical components are designed to optimize usage all year-round by a wide variety of mission-aligned events and programs, including the National Western Stock Show and affiliated events.

### **SHEPHERD APPROPRIATE NEW DEVELOPMENT ON CAMPUS**

Breathing new life into the historic Livestock Exchange Building at 4701 Marion St. (if selected to purchase), and co-developing land at the south end of campus (not contemplated in phases 1 – 8) can be innovative keys to fulfilling the mission as well as driving sustaining revenue for the campus. While master-planned event spaces programmed by the partners will support larger-scale convenings and conferences, co-development offers the ability for the Authority to create a vibrant mix of tenants committed to economic development, innovation and thought leadership in food and agriculture, and advance these specific aspects of the mission. The Real Estate function must also actively represent the Authority's interest in the Triangle redevelopment, ensuring a seamless campus regardless of delivery method.

HIGHLIGHT



## PRIVATE SECTOR AG-TECH

As the operator and programmer of the campus, the Authority can be the epicenter of a growing ecosystem of private-sector agriculture technology.

By leveraging the gravitational pull of a major research institution in CSU, a 250-acre state-of-the-art campus, and the programmatic team of the Authority, the NWC can be a destination for startups, larger corporations and other tech companies to create a nexus of private-sector ag-tech.

## MANAGE FACILITIES

Over time, the real estate function will morph into two functional areas: new development and facilities management. Facilities management will oversee the day-to-day management of buildings, tenants and maintenance, including predictive/preventative maintenance and work-order processing. There is also a component of annual budgeting and planning for capital improvements for common areas and buildings across the campus.



## **NEXT STEPS**

Next steps for Real Estate in the three years until campus-readiness include:

### **OPTIMIZE CAMPUS FACILITIES FOR YEAR-ROUND ACTIVATION**

Ensure that phases 1 and 2 horizontal and vertical components are designed to optimize usage all year-round by a wide variety of mission-aligned events and programs. Using NWCO programming documents as a starting point, build a document for each essential facility capturing how space (i.e. event venue, office space, etc.) will be used, booked and programmed, on a short- and long-term basis.

### **WRITE AND IMPLEMENT A CO-DEVELOPMENT PLAN**

Establish a master real estate plan with a strategy for co-development that focuses on real estate capital project planning, space management, growth, phasing, etc. This may warrant a campus planning and development division.

### **REDEVELOP AND PRESERVE THE LIVESTOCK EXCHANGE BUILDING (IF SELECTED)**

Apply for and receive Denver City Council approval of landmark designation for the building. Work with the development team to respectfully renovate the interior of the LEB with technical and building code updates. Create modern amenities to attract organizations wanting Class A office space with a historic feel.

### **REPRESENT THE AUTHORITY'S INTERESTS IN SELECTING A TRIANGLE PARTNER**

Represent the Authority's interest in campus-wide services and a seamless design and feel across the entire campus as part of the RFP selection.

### **SUPPORT CAMPUS-WIDE SERVICES**

The Real Estate function will assist the Operations team with campus-wide services, especially as it relates to physical space on the campus.

# INTERNAL OPERATIONS

The Internal Operations function is responsible for managing the Authority as an organization, including strategic planning, human-resources planning, finance, board management, governance and internal coordination.

This section includes the following:

- Based in the Master Plan and Framework Agreement
- Approach
- Board Management and Development
- Next Steps

## **BASED IN THE MASTER PLAN AND FRAMEWORK AGREEMENT**

Like the other Authority functions, Internal Operations finds its origins in the Master Plan and Framework Agreement. Achieving the Master Plan's vision is dependent upon a strong Authority that sits at the epicenter of the NWC operation. Its own internal operations create the foundation upon which all other Authority functions can be successful.

The Framework Agreement identifies specific Internal Operations duties that the Authority will execute on:

- Audit – Articles of Incorporation, 3(n) - pg 17
- Budgeting – 13(e), pg 69
- Community investment fund and round up payments – 12(b), pg 63
- Operations master planning – 8(j), pg 41
- Seat Tax Appropriation – WSSA Lease 6(b), pg 9
- Social Ordinances including procurement, prevailing and living wage, small business, M/WBE - 3(p), pg 17
- Staffing preference to WSSA and DA&V - 3(q), pg 18
- Revenue management – 13(b) and 13(f), pg 67, 69



## **APPROACH**

Internal Operations works in service of all other functions of the Authority and ensures that the staff are supported and resources are well-managed. The Authority Board and senior leadership will set the direction of Internal Operations and establish clear and visible values and expectations in line with our campus mission and vision.

### **PEOPLE AS THE LIFEblood**

As an early-stage organization launching from the ground up, it is the people who will make the difference and ensure the NWC's mission success. That's why staff development and creating an environment that stimulates personal growth and creativity are so important. The functions performed across the Authority team vary greatly. As a result, the training and development needs of individual work groups are very different. Internal Operations will determine how to best provide staff with knowledge, skills and comprehensive orientation and training to perform successfully.

### **SMART GROWTH MINDSET**

Internal Operations will also plan for the necessary growth of the organization, identifying the appropriate staffing structure to match the Authority's business model and building the human resource management team to support it.

## **FINANCIAL STABILITY AT THE FOREFRONT**

Because the organization will likely not be profitable until after all essential new facilities and public assets in the Triangle are complete and booking is stabilized, Internal Operations will ensure the Authority continues to bring a spirit of creativity and resourcefulness to its operations.

### **INTEGRATION OF THE COMMUNITY BENEFITS PRINCIPLES**

As the NWC embarks on this next phase, the Authority and the partners have an opportunity to deeply integrate the principles of engagement, partnership and community wealth-building into the NWC. Any longstanding institution is in the position of retrofitting its business model to apply modern community-benefits principles, whereas the NWC has a temporal advantage. The campus is not yet built, the programming is not yet decided, the hiring, contracting and purchasing plans are not yet written. The Authority will identify and pursue opportunities within its business and operating principles that align with and proactively support increasing the economic opportunity of the adjacent communities.

### **SUPPORT BOARD DEVELOPMENT**

The Authority will prioritize three pivotal roles of the Board: setting policies, removing barriers to implementation of those policies, and ensuring the necessary resources and funding are in place to drive financial sustainability.

## BOARD MANAGEMENT AND BOARD DEVELOPMENT

The NWCA Board of Directors is charged with ensuring that the NWC vision, mission and values comes to fruition. In carrying out that role, the NWCA must:

- Set policies required to fulfill its charge
- Diligently remove barriers that hamper successful implementation of those policies
- Place individual and collective emphasis and passion on championing the overarching clarion call—inviting others to engage with the board in moving from desire to reality.

The opportunity to “plow new ground” is unique and energizing, because there is no traditional template for the board to follow in carrying out its duties. That is, our NWC campus and programming mission is literally the first cohesive, all-encompassing adventure of its kind.

With this revelation in mind, we must set a high standard for board functionality, nimbleness, sophistication, efficiency and effectiveness.

So, what are the key deliverables of our focus on board management and board development as this board leads the ever-evolving process of organizational, campus and programming outreach locally, regionally, nationally and on the international stage over the next several years?

As a board we will focus on increasing our competencies, both individually and collectively, in these key areas:

1. Ensure board members remain in touch with the culture and norms of the board as it evolves.
2. Take the steps necessary to ensure board members are well-informed about the Authority and the board’s roles, responsibilities and performance.
3. Focus on the development of board members as a group and foster a sense of cohesiveness.
4. Ensure board members are provided necessary background, information and analysis of the issues faced and provide multiple perspectives as the board sets policies
5. Emphasize board member focus on maintaining healthy relationships among key constituencies.
6. Facilitate the board’s ability to shape Authority direction and strategic approaches to the future of the NWC.
- 7.. Clearly define the legal and ethical responsibilities of the board.
8. Establish a board member job description and performance standards.
9. Establish a consistent process to evaluate the effectiveness of board members and board member participation.

In summary, the Authority will continue and broaden its emphasis in overseeing and strengthening board operations to ensure team play, informed decision making, transparency and accountability to all internal and external stakeholders.

## **NEXT STEPS**

### **PRIORITIZE STAFF DEVELOPMENT**

Initiate performance reviews and staff development plans. Effectively define and communicate roles. Measure individual and collective progress as a team on a quarterly basis.

### **PLAN FOR GROWTH**

Assess different staffing scenarios and ultimately decide on the appropriate organizational structure for long-term growth targets. Contemplate the needs for essential new Authority departments such as emergency management, facilities services, guest and event services, parking and transportation services, central receiving/distribution and an NWC police department. Revisit strategic planning as the Authority nears full campus launch.

### **DEVELOP A PLAN FOR COMMUNITY BENEFITS**

Contemplate the appropriate way to manage human and financial resources related to community benefits and community outreach. Support the

establishment of a community investment fund and facilitate the distribution of round-up payments. Foster continued direct dialog between NWC and the community-led organization with the goal of providing benefits to the community. Measure progress towards community benefits goals and continually revisit.

### **PRUDENTLY MANAGE THE AUTHORITY'S FINANCIAL RESOURCES**

Ensure funds are being managed in accordance with the Framework Agreement. Participate in annual audits, and lead budgeting and operations and capital budget planning processes. Build an operating reserve to bolster the Authority's emergency resource base. Promote fiscal stability by informing the balance of mission-first and revenue-first programming.

### **FULFILL THE REQUIREMENTS OF THE FRAMEWORK AGREEMENT**

Ensure adherence to Framework-Agreement-specified deliverables and social ordinances including procurement, prevailing and living wage, small business and minority and women-owned business enterprise.





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PICKUP

In case of yolk explosion, please  
immediately sock ruggins.

In case of yolk explosion, please  
immediately sock ruggins.

@FRIEDEGGLOVE

# APPENDIX #1: THE PROCESS

This document has separated the strategy and goals from the process taken to arrive at them. The process was unlike traditional strategic planning processes; it was platform-based and participatory, with opportunities for the public to co-create the future direction of the National Western Center alongside the equity partners and the Authority Board and team. This section chronicles the process taken to create this SIP.

## THE PROCESS



### **HISTORICAL CONTEXT: BEFORE 2019**

The process undertaken in 2019 to build the SIP was built upon the work of many generations of people who have made the NWC what it is today.

As a new organization, the Authority is built on a 100+-year-old history. The work of many people over multiple generations has enabled the Authority to be what it is today and its DNA is informed by a series of seminal documents, legal agreements and ballot measures. The SIP is embedded within this historical context and finds its orientation from these anchoring documents, agreements and intentions.

## **HONORING MORE THAN 100 YEARS OF HISTORY**

From the opening of the stock yards by the Denver Union Stock Yard company in 1886 to the first official Western Livestock Show in 1906 to the creation of the Citizens Advisory Committee in 2013 to present day, the site of the NWC has been the location of much western heritage, commerce and community. As the NWC enters its next phase with a new campus, the future must be informed by the 100-plus years of history that have paved the way to make this moment possible.

## **ADHERING TO THE INTENTIONS WITHIN THE MASTER PLAN**

The 2015 Master Plan set important historical context related to the neighborhoods, the partners and specifics of the proposed campus redevelopment. The Master Plan also outlined specific Guiding Principles that have been integrated into the SIP itself and the process that the Authority has undertaken in 2019, from the Cultivate Campaign to the NWC summit to the Focus Area teams.

## **FORMATION OF THE EQUITY PARTNERS**

In 2017, the Western Stock Show Association, CSU, the City of Denver, History Colorado and the Museum of Nature and Science convened to draft the terms of the Framework Agreement and design a plan for the future construction, operation and programming of the campus.

## **OPERATING WITHIN THE BOUNDS OF THE FRAMEWORK AGREEMENT**

The Framework Agreement created the Authority and outlined the equity partners' respective, forward-looking responsibilities related to the governance, funding, design and construction of the campus. The SIP is designed to build upon the responsibilities of the Authority within the Framework Agreement and outline more specifically the strategies for programming that the Authority ought to pursue to bring the campus to life.

## **FULFILLING THE PROMISES OF BALLOT MEASURE 2C**

In 2015, Denver voters approved ballot measure 2C to fund phases 1 and 2 of the National Western Center Master Plan. The SIP recognizes the public commitment and funding to the future of the NWC and the process to arrive at the SIP has incorporated a public-facing participatory process.



## **THE PROCESS**

### **UNDERTAKEN IN 2019**

Starting in January 2019, the Authority partnered with Uncharted, a Denver-based social enterprise that runs innovation initiatives, entrepreneurial accelerators and community mobilization efforts to manage the SIP process.

The process lasted from January through September 2019 and featured the following elements.

#### **CULTIVATE CAMPAIGN**

Beginning March 20, 2019, the NWC kicked off a month-long public-facing campaign focused on crowdsourcing ideas for future programs, partnerships and events. Through news media coverage, social media reach, flyering and more, the NWC invited anyone to visit [nationalwesterncenter.com/cultivate](http://nationalwesterncenter.com/cultivate) and share information about how a business, nonprofit, event or idea could help bring the campus to life.

The call for ideas was featured in a wide range of Colorado media outlets including the Denver Post, 9News and the Grand Junction Daily Sentinel, garnering tens of thousands of impressions in the region. The call for ideas was extended via email to 2,000 potential partners and 3,600 newsletter subscribers and via text to 1,300 subscribers. More than 5,000 flyers in English and Spanish were delivered to various locations in Globeville, Elyria and Swansea. A social media “share kit” was

made available to partners and the public for easy social sharing on a variety of platforms, amplifying the campaign’s reach.

The Cultivate campaign generated 267 ideas and the form remains open for continued submissions. Ideas came mainly from Colorado (89 percent), while the remainder were national or international. More than a quarter of the ideas have the potential to impact the local communities in a positive way, and many were sourced directly from residents or organizations in Globeville, Elyria and Swansea.

#### **SUMMIT**

The Authority summit was a two-day gathering for 100 key stakeholders involved in the NWC initiative. Designed to elevate the conversation above the three-foot tactical and operational work, the summit was intended to reconnect people with the mission, vision and tremendous opportunity that the NWC has before it.

On the first day, participants gathered at an old western barn in Evergreen, Colorado, to watch videos and hear stories from people who testified to what was at stake if the mission and vision of the NWC wasn’t realized (e.g. stories of farmer suicide, drought in Kenya, and cultural disconnection) and stories from people who testified to what was possible if the NWC was successful (e.g. stories from local residents and leaders of Comal Heritage Food Incubator, regenerative farmers and social entrepreneurs fighting food insecurity with for-profit solutions). DJ Cavem, a vegan eco-hiphop artist,

concluded the programming on the first day with a live performance of his original, sustainable-agriculture-inspired beats. The evening rounded out with a farm-to-table dinner prepared by Justin Brunson from the Denver-restaurant Old Major and some bluegrass music.

On the second day, participants convened in north Denver to hear from Cultivate campaign idea submitters, learn about innovation platforms and then they broke out into small group sessions to explore Cultivate Campaign submissions by the five Focus Areas. At each Focus Area breakout table, participants were able to learn through submitted ideas, pull out ones they liked and make recommendations for other people who should be involved. The two-day summit concluded with the announcement of the “Summer of Strategy,” a series of 15 Focus Area team meetings where participants engaged in exploring Cultivate campaign ideas that were associated with the five Focus Areas.

### **SUMMER OF STRATEGY: FOCUS AREA TEAMS**

The “Summer of Strategy” was a three-month process that featured 15 meetings (three meetings per Focus Area, across five Focus Areas) where the NWC community and network explored the Cultivate campaign ideas, provided feedback on which ideas were most viable and exciting, shared insights into the future potential of the NWC and the risks and concerns embedded in the work and a recommended path forward.

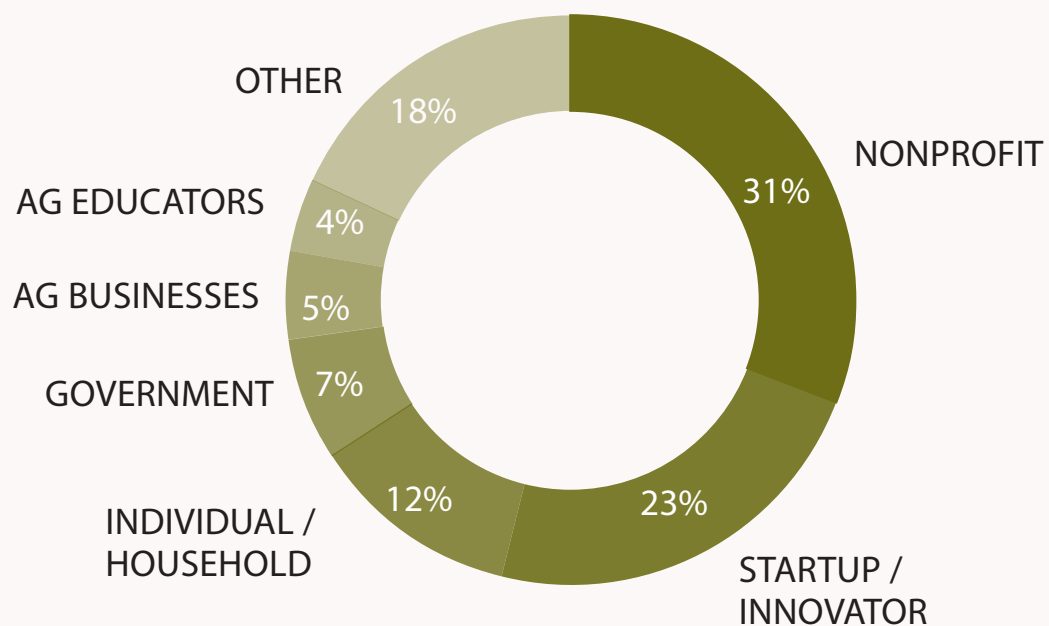
There were five meetings in June, five meetings in July and five meetings in August. All meetings took place at the Authority headquarters in the Livestock Exchange building. In total, 132 individuals participated in this Summer of Strategy and played an instrumental role in enhancing the ideas, converting them into Program Concepts and equipping the Authority team with the data and information they need to develop initiatives and create a plan for programming starting in 2020 and carrying through to the official opening of the campus.

### **HOW THE AUTHORITY ARRIVED AT FOCUS AREAS AND OPERATING PRINCIPLES**

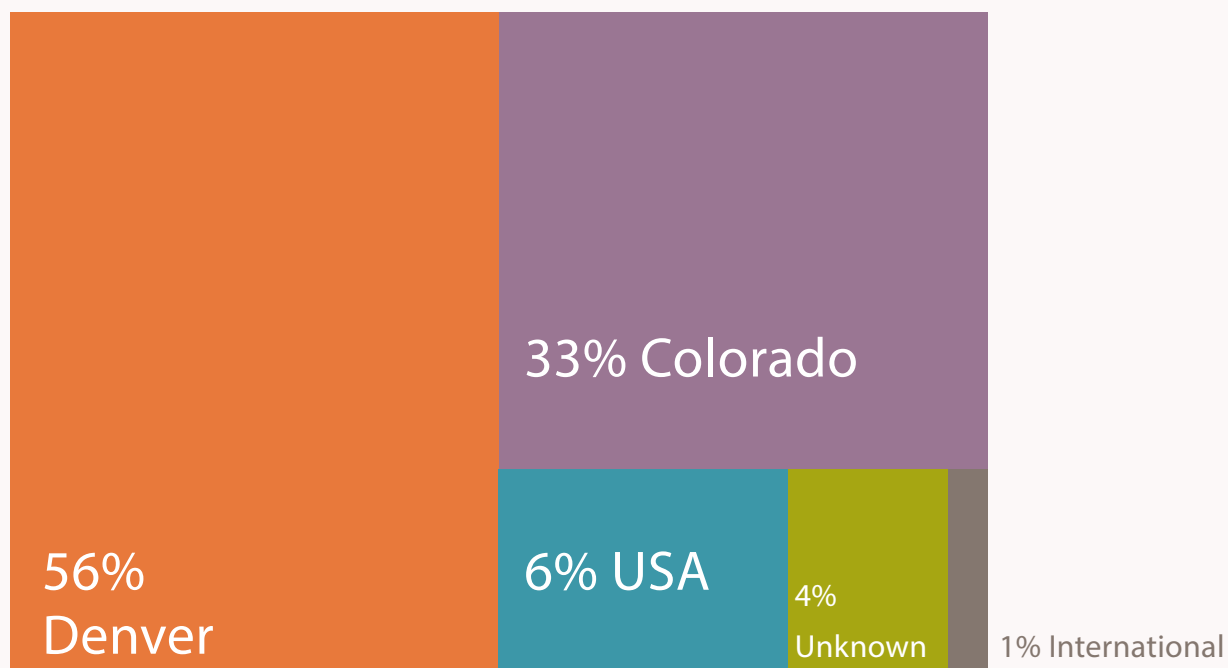
As the 267 ideas from the Cultivate campaign were explored, it became clear that they clustered into five topical categories. These became the five Focus Areas defined on page 104. Because the Cultivate campaign ideas were inspired by the Master Plan Guiding Principles, there are obvious similarities between the Guiding Principles and the Focus Areas.

The variety of Cultivate campaign ideas also pointed to the necessity for there to be principles that ensured whatever mix of program ideas the Authority adopted would be a comprehensive representation of the mission and vision. In that mix of programs, there had to be ones that were global in nature and others local and each program had to be instilled with the DNA of connection, a belief that underpins the NWC ethos. These principles became the four operating principles.

## WHO SUBMITTED IDEAS



## WHERE IDEAS WERE SUBMITTED FROM



## FOCUS AREAS

		DESCRIPTION
STRENGTHENING THE AG & FOOD ECONOMY		<p><b>The NWC serves as a catalyst and a convener, promoting economic activity through the creation and expansion of jobs.</b></p> <p>This includes economic development, entrepreneurship, and support to all in the food and agriculture economy.</p>
THOUGHT LEADERSHIP & POLICY		<p><b>The NWC is a platform and mouthpiece to disseminate research and insights related to global food and ag solutions.</b></p> <p>This includes research, innovation, policy creation, educational events, etc. in the fields of food and agriculture development.</p>
ENTERTAINMENT & EXPERIENCES		<p><b>The NWC is a global destination with gravitational pull for mission-related entertainment, events and experiences.</b></p> <p>This includes events, shows, convenings, seminars, heritage activities and any other experiences that attract global attention.</p>
NEXT GENERATION		<p><b>The NWC promotes programs and initiatives that support learning for learners from early childhood into adulthood.</b></p> <p>This includes early care and education, elementary and secondary education, training and pathways for youth to participate in the workforce.</p>
HEALTHY PLACES		<p><b>The NWC's physical spaces, community-beneficial programs, and services support the health of marginalized populations – both urban and rural – and improve health outcomes.</b></p> <p>This includes sustainable development practices, food insecurity, increasing economic opportunity and access to social support networks.</p>



## OUTCOMES

**providing physical space to spur  
expansion of food- and agriculture-related**

mentorship, incubation and overall support

The livelihoods of key actors – from producers and processors to distributors and consumers – are strengthened through a more efficient and equitable agricultural economy.

**amplify and disseminate key messages, perspectives  
and opinions.**

and dissemination, public-facing  
agriculture and community and rural

Local, state, national and international food and agricultural policies are informed by research and best practices.

**provide a national pull to convene people for  
experiences.**

forums, conferences, concerts, western-  
events that reflect the mission of the NWC.

Families and individuals are engaged, entertained and inspired by world-class art, cultural and other creative programming.

**place that focus on education and leadership,  
and.**

workshop programs, career and vocational  
the NWC.

The next generation are stewards and leaders in the food and agriculture economy.

**implement strategies and engagement with  
the public – improve physical and mental**

health, addressing food access and food  
emotional well-being and improving

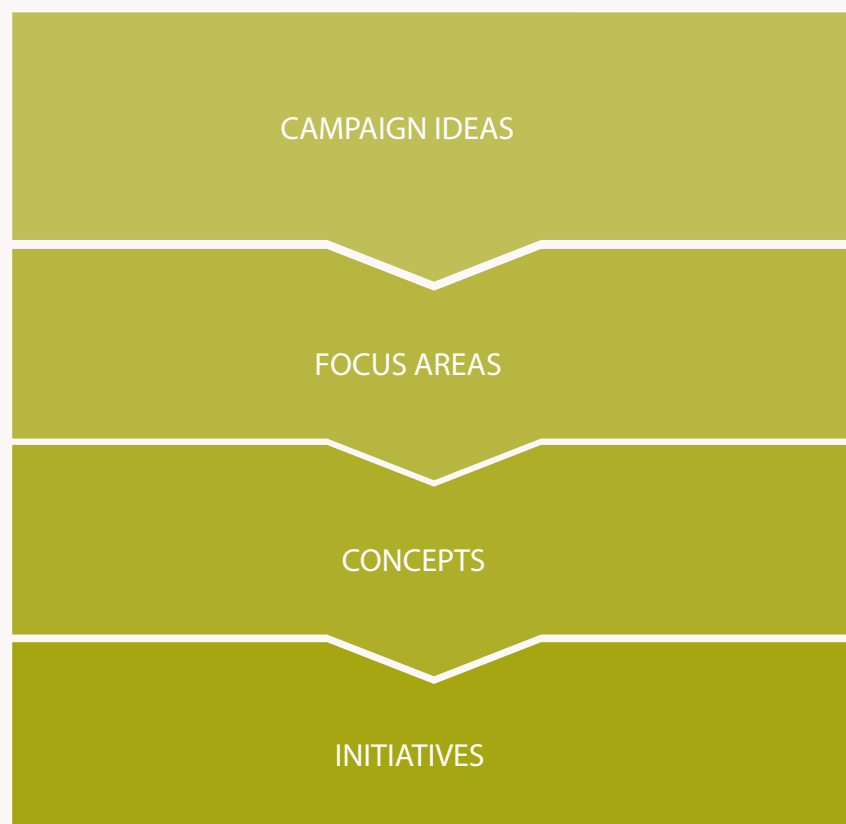
Social and physical environments in surrounding communities and agricultural areas promote good health for all.

## HOW THE AUTHORITY ARRIVED AT INITIATIVES

From Cultivate campaign Ideas to Program Concepts: The Cultivate campaign generated 267 ideas for programming. Those ideas clustered into the five Focus Areas shared above. There were many overlapping and similar ideas and the majority of the ideas included a recommended partner the NWC could join forces with. With contributions from the participants of the Focus Area

teams, the ideas were enhanced and refined, duplicative and/or similar ideas were consolidated and the names of recommended partners were removed. This process led to 27 unique Program Concepts that captured the program description and goals but didn't include possible partners to engage. You can see a list of the 27 Program Concepts in Appendix #5. From Program Concepts to Initiatives: The NWC then took these 27 Program Concepts and grouped them into four overarching

### ARRIVING AT INITIATIVES



initiatives, or groupings of concepts that lead to specific outcomes. Within each of the four initiatives, there is a logical order where some Program Concepts precede others and fall into a sequence where what happens in 2020 will lead to what happens in 2021, and then 2022, and so on, continuing through the official launch of the new campus.

The initiatives represent action-ready, mission-aligned go-to-market strategies that:

- Build resonance and engagement among target audiences.
- Advance the NWC towards its mission today (instead of waiting for the official opening of the campus).
- Present opportunities for the future campus to be programmed and populated with engaged (and paying) participants/attendees.
- Will deliver revenue for the campus and visibility for the brand.

## **HOW ARE THE PROGRAM CONCEPTS SEQUENCED IN INITIATIVES?**

Each of the 27 Program Concepts is within at least one initiative while some Program Concepts are within multiple initiatives. The Program Concepts within initiatives are sequenced using the following logic:

- Delaying public-facing, branded programs for the masses until the campus is more complete. The goal is to ensure the campus is able to live up to the brand promise; launching smaller programs that aren't targeted at a mass market earlier will prevent people from associating the brand with a campus still under construction.
- Moving from light-touch implementation to heavier-touch implementation.
- Leveraging existing infrastructure now until using new campus infrastructure later.
- Moving from market research and audience building early on to a place of rolling out programs that serve that market over time.
- Moving from programs that are more capacity-building in nature to programs that are more "full-strength" in nature.
- Ensuring that if there are any critical pre-programs necessary to actualize later stage programs, those pre-programs would happen first. (For example, before a fully established Food Hub can exist, a commissary kitchen can be created.)

## **APPENDIX #2: BUSINESS MODEL**

The SIP is not intended to be an Authority business model. This document doesn't include proformas, assumptions and profit and loss statements for different revenue streams of the Authority. However, this section of the SIP enumerates the various possible revenue and funding streams available to the Authority (as of September 2019). There are likely more revenue/funding streams that will arise in the future.



### **CAMPUS PROGRAMMING**

Revenue from events, conferences, trade shows, and on-campus programs where the Authority, as the campus operator, charges for these events to take place.

### **NON-CAMPUS PROGRAMMING**

Revenue from non-campus programming (which could mean off-campus, in-person programming and events at partner physical spaces) and/or online/digital programming that isn't tethered to the physical campus.

### **CAMPUS-WIDE SERVICES**

Campus-wide services and agreements with concession and operational contractors and partners.

### **PHILANTHROPY**

The Authority has multiple fundraising opportunities available to it to fund the development and implementation of program initiatives and concepts.

### **SPONSORSHIP AND NAMING RIGHTS**

Sponsorships and naming rights of physical spaces and buildings, of events/ experiences and of other brandable assets.

### **REAL ESTATE**

Revenue generated from real estate interest.

### **MANAGEMENT OF P3**

Revenue / funding connected to the P3 / Triangle development.

# **APPENDIX #3: COMMUNITY BENEFITS GUIDING PRINCIPLES**

Approved by the Board of Directors June 27, 2019

The National Western Center Authority (NWCA) affirms and commits to the goal of developing an inclusive and comprehensive community benefits program to better serve and foster partnership with adjacent neighborhoods and communities impacted by campus development and operations to ensure that educational and economic opportunities and financial and other benefits accrue to all in our community.

The NWCA acknowledges its responsibility to develop a community benefits program that is intentional in its participation and supports programs and projects that are designed to benefit the community, is centrally coordinated by the National Western Center Authority, applies to all National Western Center Authority's operations and its activities, and is sustainable, transparent, measurable and accessible by stakeholders and staff.

The NWCA seeks to be a good neighbor to its surrounding community and residents affected by NWCA activities. The National Western Center Authority will adopt a "triple bottom line" analysis to guide its decisions, balancing the Authority's economic, environmental and social equity goals,

to promote sustainability and community benefits.

1. The NWCA will support economic opportunity and negotiate outcomes with the community that could include the following:
2. Stakeholder and community involvement in the design, implementation and evaluation of National Western Authority programs and policies. Clearly stated procurement practices and policies;
3. Workforce development, including coordination of internal and external workforce programs and strategic recruitment, training, placement and succession planning for current and future NWCA staff to ensure a skilled and diverse workforce;
4. Fostering a skilled and diverse local workforce through specific hiring goals for residents of targeted areas and targeted populations as defined by the Denver Economic Development Office (DEDO);
5. Environmental programs and policies which preserve and expand clean, renewable water and energy resources, decrease pollution, reduce environmental impacts from

construction and reward proposals for innovative and creative new environmental programs;

6. Economic development resulting from collaborative partnerships which promote contracting with local companies and hiring local workers;
7. Educational programs;
8. Use of land in a way that maximizes health, environmental sustainability, affordability and accessibility and innovative ideas;
9. Diversity and inclusion programs and initiatives;
10. Improvement in community health through NWCA activities, services and contributions;
11. Physical design and outreach strategies to increase participation and access to the campus.

In application of this policy to NWCA's operations, projects and activities, NWCA staff shall:

- Develop processes to effectively engage neighbors, stakeholders communities and other partners.
- Develop and update a budget and staffing plan to implement and sustain the Community Benefits Program.
- Develop and implement guidelines, metrics, evaluation methodologies for existing and future community benefits initiatives and ongoing reporting to the community regarding outcomes.
- Develop diverse and culturally competent communication strategies to ensure that stakeholders can participate in decisions and actions that may impact their communities.







# **APPENDIX #4: RECOMMENDATIONS ON THE ENGAGEMENT PROCESS**

The following recommendations were sourced from Focus Area Team participants about how to successfully implement the programming engagement process.

## **DESIGN**

A clearly forecasted process that transparently lays out:

**Role of the Authority:** What the Authority can and cannot do, what decisions it owns and what resources it can bring to the table.

**Role of the other equity partners and key stakeholders:** For Program Concepts that require the coordination and contribution of multiple partners, their role, power and timeline for engagement should be communicated up front.

**Role of participants:** What role participants will play in the process and why their input is sought.

**Decisions and timelines:** Clarity on timeline of decisions and implementation so participants and the general public are clear about when decisions will be made and programs will begin rolling out.

## **COMMUNICATION**

Regular and proactive communication to inform and involve about progress, updates, changes and upcoming opportunities for engagement. This process should leverage multiple channels to reach communities in culturally relevant (and sensitive) ways (rural and farming communities across Colorado, the adjacent Globeville, Elyria-Swansea neighborhoods and others).

## **RECRUITMENT OF PARTICIPANTS**

Proactive recruitment process to ensure equitable representation across stakeholder groups (the intention is to ensure representation and attendance for all groups (e.g. rural stakeholders). Participation should be at each level of the “Scale” Operating Principle. This proactive recruitment process might involve hiring people from underrepresented stakeholder groups to source additional people from that group and paying people for their time to participate, if they are not representing an organization.

## **CONTINUOUS CULTIVATING**

The Cultivate campaign ran for a fixed period of time from March 20 to April 20, 2019, but it can operate as a perennial platform for the open-sourcing of any idea. It can continue to be marketed as an opportunity for anyone to contribute programming insights and ideas to the Authority. This will require updating the website to reflect the progress made since April 2019.



## **FACILITATION**

Focus on human-centered facilitation where barriers to participation are removed or reduced to get people to say “yes!” – whether it’s location, time of day, a stipend, childcare, coffee at morning meetings, snacks, etc. Create entry points that bring people in based on what or who they already know and care about.

- High-quality, human-centered, design-oriented facilitation of in-person touch points where participants are not talked at but are invited to use their voices and expertise to co-create. These in-person touchpoints/engagements should also be structured to be most accommodating for the diversity of participants (this will look different with ranchers, rural families, urban farmers or retired individuals).
- Vary location so the Authority is not always inviting people into their space but also creating chances to go out and be invited into other spaces.

## **COORDINATION WITH EXISTING PARTNERS AND PROGRAMS**

Visibility into how the 27 Program Concepts overlap or are complementary to additional programs that CSU and WSSA already have currently underway or will be developing. Coordinating this program engagement process with existing touchpoints with network and community members. The ongoing program engagement process should leverage convenings like the CAC, the Authority board meetings and other meetings across the other equity partners.

## **OVERSIGHT**

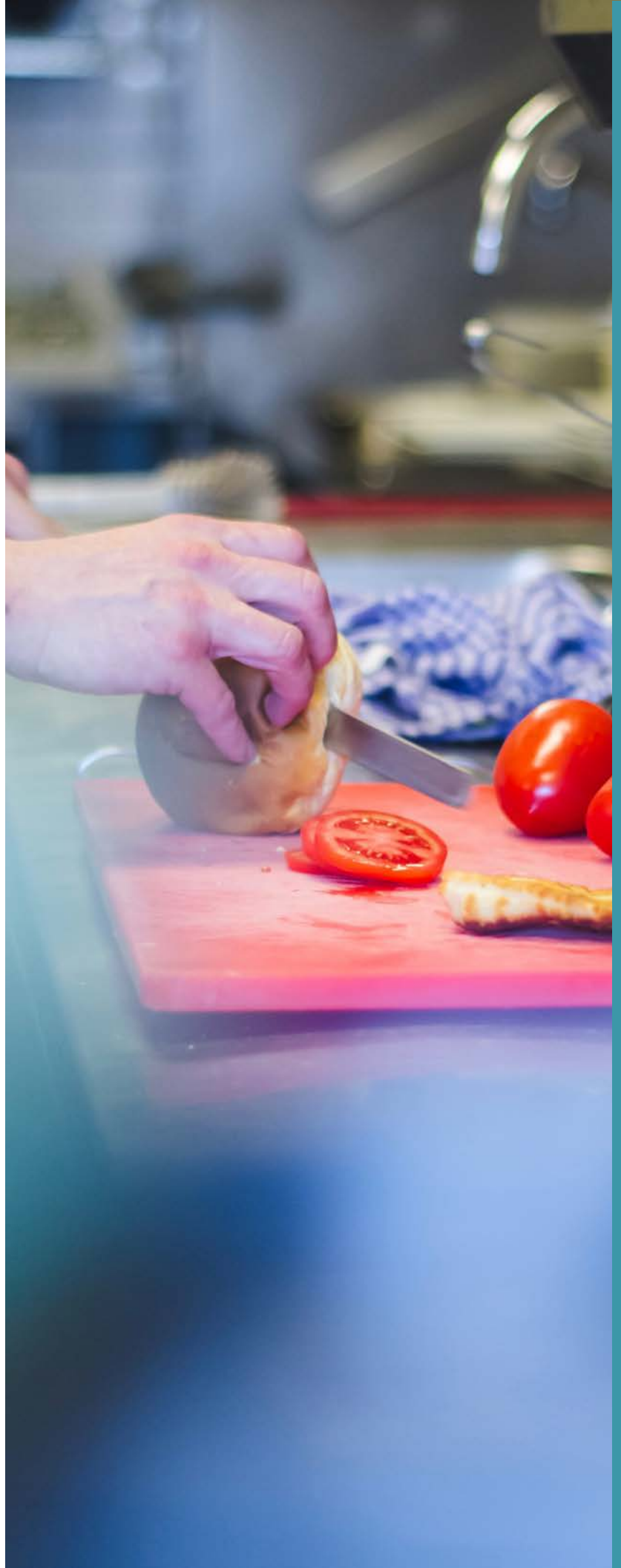
- The creation of a Program Advisory Committee that would be representative of the target audiences of the NWC and charged with 1) supporting the Authority program team, 2) engaging diverse and relevant members of the NWC network, and 3) providing oversight over the process.
- The creation of an evaluation process that includes metrics, measurement and consistent feedback loops, report-outs/dashboards so participants and observers can evaluate progress against stated objectives and learn about how and why decisions were made.

## **SOURCING AND SELECTING**

- Developing an accessible, fair and inclusive process to develop, source, vet and approve prospective partners to carry out the work of the Program Concepts, rooted in what the existing partners bring to the table (so as to avoid duplication, and honor work that predates the Authority's involvement). This procurement process will likely include RFIs, RFQs, and RFPs with up-front capacity building and training so interested organizations and individuals are equipped to manage these processes and see the Authority as a partner in supporting their work and its success. This process can create opportunities for NWC community/network input (possibly from the Program Advisory Council).
- For this program procurement process, the Authority program team should apply its adopted Community Benefits Guiding Principles to prioritize and consider local neighborhood organizations with models of community wealth building over large multinational ones, and consider what resources/support the Authority can provide to help prepare local respondents to take on larger contracts than they may ever have done.

## **PROGRAM STANDARDS**

Create standards for program implementors that tie into the Operating Principles, Community Benefits Guiding Principles and Master Plan Guiding Principles (e.g. prospective partners that apply to RFPs should have plans for delivering the program in alignment with the Operating Principle of Sustainability).



# **APENDIX #5: PROGRAM CONCEPTS**

There are 27 unique Program Concepts that were generated from ideas out of the Cultivate Campaign and combined and refined during the Focus Area team process over the summer.





# **AGRICULTURE-FOCUSED GAP YEAR**

## **CONCEPT DESCRIPTION**

A credit-based (or otherwise incentivized) gap year program which creates opportunities for high school graduates, young people and aspiring farmers to gain hands-on experience in the agriculture industry and explore career opportunities in food and agriculture over the course of a year. Gap year programming could include time on farms, ranches, urban farms and taking community organizing classes etc.

## **WHY THIS IS NEEDED**

To help people understand the diversity of career opportunities that exist in agriculture and build up a pipeline of individuals excited and prepared to go into the field. To help those who participate but ultimately do not go into food and agriculture focused careers walk away understanding the agriculture industry in the United States and its importance in feeding all of us.

## **RELATED CONCEPTS**

- Agriculture Science Apprenticeships
- Out Of School Programming
- Food Hub Connecting Local Farms To Urban Customers
- Urban farms
- Community service organizations

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment And Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- High school and non-traditional students interested in gap year programs
- Educators
- K-12 schools
- Universities
- Farmers
- Ranchers

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Communicate the full range of possibilities that can exist through this program to target and engage youth and new farmers
- Provide recognition through credit or certifications
- Offer compensation for gap year students

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in number of people interested in pursuing agriculture and food focused careers
- Increase in number of young people entering agriculture and food focused fields
- Increase in number of trained/certified people in agriculture and food skills

## SCALE

- Can occur at urban, rural, regional, national and global levels
- Actively recruit from all geographies

## SUSTAINABILITY (SOCIAL)

- Connect youth to full range of career and tech possibilities i.e. agriculture robotics to address the global food crisis
- Incorporate national and community service
- Spotlight agriculture in urban communities
- Create industry ambassadors
- Employ food industry investment and apprenticeship model
- Ensure financial viability and accessibility of program

## SUSTAINABILITY (ENVIRONMENTAL)

- Connect to climate change conversation
- Support problem solving through innovation
- Partner with those in the industry focused on regenerative/sustainable practices

## CONNECTION

- Communicate to appeal and connect to today's youth
- Ensure access to all those with diverse educational backgrounds, ages, abilities, preferences
- Ensure impact goes beyond NWC borders
- Offer free/affordable housing and tuition
- Provide certification, compensation for

students

- Identify the “professors” - agriculture is more than what we think it is
- Engage a global audience for learning exchange through partner networks
- Connect different perspectives, emphasize and encourage crossover within agriculture fields
- Include community organizing classes

## WHERE

- On campus
- Off campus
- Online
- If offsite: develop effective communications campaign to promote these opportunities
- Research farms (ex. Savory)
- Engage local farms as case studies while providing support

## WHEN

- Tomorrow
- After the campus is open
- If tomorrow: can do research on existing farms
- Concept can start quickly as models already exist

## INNOVATION CONTINUUM

- Both heritage and innovation
- Agriculture is rooted in both heritage and technology

## PROSPECTIVE PARTNERS

- DPS schools in GES and Denver
- K-12 schools
- Curve10 LLC \*
- Youth on Record \*
- Denver Workforce Service \*

# **RIVERFRONT EXPERIENCES**

## **CONCEPT DESCRIPTION**

Activate the mile-long stretch of the South Platte River that runs through the campus with offerings like fly fishing, walking and riding paths, bug education, art, exhibits and open spaces for kids and families to enjoy. Through physical and virtual tours, tell the story of the river's cultural heritage and history, while documenting the current efforts to restore the riverfront. Leverage volunteers to revitalize and maintain this critical resource.

## **WHY THIS IS NEEDED**

To help people experience a revitalized and thriving riverfront, which promotes environmental stewardship and fosters connection to our land and water. States and its importance in feeding all of us.

## **RELATED CONCEPTS**

- Community Driven Arts Campus
- Environmental Restoration Partnerships
- Urban Teaching Farm

## **FOCUS AREAS**

- Next Generation
- Entertainment and Experience
- Healthy Places

## **TARGET AUDIENCE**

- NWC visitors
- Students
- Sports and recreation enthusiasts
- Families and children
- GES residents
- People of various abilities who want to experience a revitalized riverfront
- Sports and recreation organizations
- Waterkeeper and environmental organizations
- Educators
- Volunteers

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Create programming that encourages different groups to interact year-round
- Engage community of volunteers to revitalize and maintain the riverfront

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Number of people accessing the Platte riverfront on a daily basis and measurable increases year over year
- Number of people engaging in planned activities on the riverfront through art, volunteering, cleanup activities
- Increase in understanding of the riverfront in relation to environmental restoration and heritage among visitors



## SCALE

- Can occur at urban, rural, regional, national and global scale
- Promote online storytelling of Platte restoration to reach a wide audience

## SUSTAINABILITY (SOCIAL)

- Share story of community activism to restore space
- Provide space for Denver residents, families and tourists to convene for sports, recreation, nature tours
- Opportunity for school field trips
- Encourage onsite visits and riverfront art
- Engage volunteers to clean up riverfront

## SUSTAINABILITY (ENVIRONMENTAL)

- River clean up promotes positive environmental message and innovation
- Prime educational opportunity to teach about nature, restoration, water and ecosystem health

## CONNECTION

- Multilingual hands-on experience
- Wheelchair accessibility and for hearing/seeing impaired
- Ensure space is free to access for all
- Present diverse programs with a wide range of art exhibits
- Make river easy and safe to access from the road

## WHERE

- On campus

## WHEN

- Tomorrow
- After the campus is open
- Start documenting the process as soon as the efforts begin
- Can start earlier with events in nearby parks

## INNOVATION CONTINUUM

- Toward heritage, highlights the importance of showcasing heritage
- Focus on the history of the river and art
- If online: innovation

## PROSPECTIVE PARTNERS

- History Colorado \*
- Denver Museum of Nature and Science \*
- Engineers without Borders \*
- Focus Points \*
- Community Engineering Corps \*
- Carpio Sanguinette Park
- Denver Trout Unlimited Experiences \*
- Bill Coleman Entertainment \*
- Spark the Change Colorado \*

# **INTERNATIONAL, CONVENINGS AND FESTIVALS ON FOOD, AGRICULTURE, AND ENVIRONMENT**

## **CONCEPT DESCRIPTION**

Inspired by SXSW, bring people together on the campus for mission-related convenings, conferences and festivals that blend research, art exhibitions, speaker series, food, student competitions, career and internship fairs, film screenings, investor gatherings, professional conferences, rodeos, hackathons, etc. These could also include ways for people to engage remotely, off campus or through dissemination of digital content.

## **WHY THIS IS NEEDED**

To engage people in conversations that approach food and agriculture from a variety of angles in order to bring all of us closer to global food solutions.

## **RELATED CONCEPTS**

- Hub for Regenerative Agriculture
- Culturally Relevant Music Events
- Digital Content and Knowledge Sharing
- Student Conferences and Competition
- Community Driven Arts Campus

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Researchers/academics
- Artists
- Business leaders
- Students
- Youth
- Entertainers
- Farmers
- Policymakers
- Community organizations
- General public
- Musicians

- Professional associations
- Commodity & food production industry

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Share what is generated on the campus back out to the world
- Discuss emergencies of climate change, food, water, environmental sustainability
- Consider event sponsorship or other revenue streams to eliminate cost/attendance barriers
- Encourage diversity of cultural knowledge
- Engage youth voice in thought leadership
- Link between veterinary health and human health & wellness

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in quality and quantity of diverse voices directly involved in conversations
- Increase in the number of different communities reached by learnings emerging from NWC
- Increase in number of tickets

distributed/sold for NWC mission-related events

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Local events can build up to global events
- Ensure physical and digital event presence to reach a wider audience
- Local to national advertising important in targeting a wide range of people

## **SUSTAINABILITY (SOCIAL)**

- Preserve history of agriculture, veterinary science, and rodeo to inform what comes next
- Promote mission based education, entertainment, thought leadership
- Open up opportunities for financing projects

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Should focus on environmental regeneration, sustainability, and climate
- Make a point of lowering waste and environmental impact
- Promote conversations on climate change, agriculture and water
- Connect to current river rehab process

## **CONNECTION**

- Focus on First Nations and access to underserved groups through lotteries, tiered tickets, sponsored so people can attend for free
- Promote veterinary/equine health and wellness
- Define “experts” and engage them authentically i.e. community members with lived expertise, historians, indigenous people, veterans, etc.
- Provide space for year-round TEDx style

events

- Bring in vendors
- Explore Slow Food programming
- Explore how events can happen at different sites in the United States
- Healthy lifestyle meets food fest
- Make sure to lead with industry and create long-term connections
- Include competitions and awards
- Incorporate food into events

## **WHERE**

- On campus
- Off campus
- Online
- Stream content online
- Can occur offsite
- Take over campus for main event

## **WHEN**

- Tomorrow
- After the campus is open
- Start with digital and remote, build up to first event at main site

## **INNOVATION CONTINUUM**

- Both heritage and innovation

## **PROSPECTIVE PARTNERS**

- Curve10 LLC \*
- Westfield Company, Inc. (located in Elyria) \*
- Renaissance Impact \*
- Denver Water \*
- Natural Capitalism Solutions \*
- Narrasys \*
- Bugible \*
- Slow Foods USA \*
- Mountains & Plains Fibershed \*
- Scholastic Art Awards, Colorado Region \*
- Biennial of the Americas \*

# **OUT OF SCHOOL PROGRAMMING**

## **CONCEPT DESCRIPTION**

Programs for school-aged children to participate in after school, during the summer and at home, including homework help or tutoring, cultural-, environmental- and agriculture-focused programs that make use of outdoor and farm space on the NWC campus such as cooking classes, summer camps, riverfront experiences, language and history education, etc. Encourage the development of problem solving and leadership skills. Ensure programs are inclusive and participants come from diverse cultural and geographic backgrounds.

## **WHY THIS IS NEEDED**

To provide an immersive way to engage, entertain and inspire children and youth, which can foster an interest in and connection to food, agriculture, our natural environment and build social and environmental stewardship.

## **RELATED CONCEPTS**

- Agriculture Science Apprenticeships
- Student Conferences and Competition
- Food and Agriculture Curricula
- Early Childhood Services

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- School-age children and youth
- Families
- Educators
- Nonprofits
- Community-serving organizations
- First Nations leaders
- Summer camp organizations
- Schools

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Build young leaders to solve problems in their communities
- Representation
- Transportation and food support/ stipend
- Have relevant communities see themselves in marketing materials
- Build a mentoring and college pipeline
- Provide incentives and accommodations to encourage participation from diverse groups
- Complement existing efforts and partner with local schools

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in the number and diversity (racial, economic, etc.) of children and youth participating in programming
- Measurable knowledge gain or behavior change as a result of classes and programming



## **SCALE**

Can occur at urban, rural, regional, national and global levels

## **SUSTAINABILITY (SOCIAL)**

- Build human capacity and create more jobs in the community
- Builds NWC social value and credibility
- Engage students on a deeper level to build empathy and connection
- Promote intergenerational and cross cultural learning
- Global exchange of expertise
- Provide hands-on experiences

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Discuss global challenges
- Engage with the river
- Build awareness for young kids
- Increase community environmental education

## **CONNECTION**

- Provide affordable grants and scholarships
- Multilingual program offerings (not just Spanish)
- Lower barriers and target outreach to marginalized groups
- Create timeframe that accommodates longer working hours for parents
- Fill in the gaps school does not cover
- Ensure international diversity
- Employ DEI lens
- Engage/incorporate First Nations communities and practices
- Promote trips between rural and urban communities

- Combine camp activities with urban farm

## **WHERE**

- On campus
- Off campus
- Online
- Incorporate VR online component
- Partnering is key to having additional locations for programming
- Can take traveling exhibits on the road

## **WHEN**

- Tomorrow
- After the campus is open
- Need is now but facilities will be important

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Include community cultural histories
- Promote STEAM, not just STEM
- Tie back to First Nation cultures

## **PROSPECTIVE PARTNERS**

- Focus Points \*
- DPS schools in GES and Denver
- 4H
- FFA
- Denver summer camps
- Curve10 LLC \*
- HorseBack Miracles \*
- Youth on Record \*
- NWCO \*
- Laradon \*
- Kadiwaku Family Foundation \*
- MHUW \*
- Community Resources Inc. \*
- Scholastic Art Awards, Colorado Region\*

# **HUB FOR REGENERATIVE AGRICULTURE**

## **CONCEPT DESCRIPTION**

Create an international hub for regenerative agriculture at the National Western Center as a center focused on thought leadership on both practical and policy solutions, fostering a diverse community of people and organizations to develop best practices and disseminate education around the economics of regenerative agriculture solutions.

## **WHY THIS IS NEEDED**

To create and foster a community of educational, environmental, social justice, rural and urban agricultural organizations, and researchers from around the world to lead the ongoing shift from legacy industries to a regenerative economy of sustainable agriculture, clean technology and entrepreneurial innovation, and to act as a bridge between rural heritage and growing urbanization. To create a hub that will have a variety of platforms including physical space with coworking elements, annual convenings and accessible online content with a local-to-global library of agricultural and food practices.

## **RELATED CONCEPTS**

- Experimental Land Lab
- International, Convenings and Festivals on Food, Agriculture and Environment
- Digital Content and Knowledge Sharing
- Environmental Restoration Partnerships

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Farmers
- Ranchers
- Universities/researchers
- Agriculture technologists
- Environmentalists
- Policymakers
- General public
- Local organizations
- Students
- Producers

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- NWC to convene and bring discussions together, rather than lobbying and deciding on policy
- Ensure that the project is socially and environmentally sustainable in creating opportunities for community and environmental benefit
- Define “hub” - physical space, event, office?
- Define pay/funding options

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in quantity and quality of policy discussions taking place at NWC
- National Western Center recognized as an important convener of policy discussions, solutions, and impact on local to global agriculture policies and best practices
- Increase in dissemination of information and materials pertaining to regenerative agriculture from local to global audience

## SCALE

- Can occur at urban, rural, regional, national and global levels
- Scale depends on issue
- Need specific world partners for global reach

## SUSTAINABILITY (SOCIAL)

- Will promote access to better and healthier food
- Take information learned and help everyone
- Employ culturally relevant ambassadors to teach and implement
- Create shared body of concepts of research
- Make it accessible to diverse groups and communities

## SUSTAINABILITY (ENVIRONMENTAL)

- We need to learn how to feed the world
- Accessible and environmentally responsible transportation
- Ideas need to improve impact on resources
- Focus on educating on regenerative agriculture, and other sustainable practices

## CONNECTION

- Include diversity of communities and businesses
- Easily accessible information for all people
- Showcase best practices
- Provide space for research and comparisons
- Earn the title “hub”
- Hold annual conference
- Promote justice for farmers
- Multilingual information distribution
- Emphasize producers
- Build rural-urban connection

## WHERE

- On campus
- Off campus
- Online
- Adapt to different physical spaces
- Satellite farm

## WHEN

- Tomorrow
- After the campus is open
- Can start during construction
- Build awareness in community around projects before campus opening
- Begin gathering research now
- Start now by creating brand and reputation

## INNOVATION CONTINUUM

- Both heritage and innovation
- Recognize that practices for the future may be a return to past practices/products

## PROSPECTIVE PARTNERS

- Cityfi \*
- CityCraft \*
- Natural Capitalism Solutions \*
- Goat Green \*
- Colorado Business Committee for the Arts (CBCA) \*
- Colorado Corn Growers Association/ Administrative Committee \*
- Share Our Strength \*
- University of Nairobi \*
- Kiss the Ground \*
- Savory Institute AKA Savory Global \*
- AWhere \*
- Colorado Association of School Boards\*
- Eckuz Farmers Cooperative Society \*
- Envoys Global Education \*
- Rocky Mountain Land Library \*
- RK Mechanical, Inc. \*

# **EXPERIMENTAL LAND LAB**

## **CONCEPT DESCRIPTION**

Set aside land on the National Western campus or partner with Colorado ranchers to create a hub for an experimental “regenerative land lab” that provides space and resources for on-site experimentation. Allow testing of old and new innovations in agriculture to give a sense of what works. Multiple plots can showcase a variety of methods e.g. vertical farming, permaculture, carbon sequestering, hydroponics, aquaponics, urban farming, drought-resistant crop production etc.). Create programming around what’s happening at the lab (e.g. partnerships, education, speaker series, events, etc.) and bring farming concepts together with cultural practices (e.g. storytelling, art making, crafting, song writing). This could involve physical and virtual visions of “farms of the future” that people could interact with in person and online (e.g. film, AR/VR experiences, farm/ranch simulators). Explore concepts like the future of agri-cities, farm-to-table, data use, technology etc. Provide outdoor and indoor space, online space, and serve as a connector and platform to boost the visibility of viable projects from NWC hosted incubators and wider audience.

## **WHY THIS IS NEEDED**

To provide a physical space to test new technologies and experiment with old techniques in order to help us learn about what works and what doesn’t work in food and agricultural practices, and present promising solutions to a wide audience to educate and build awareness around large- and small-scale innovations that can be deployed in communities worldwide. To support curiosity about the natural world by providing visitors a platform to “do science,” “do culture,” and experiment with regenerating the natural environment at the National Western Center.

## **RELATED CONCEPTS**

- Hub for Regenerative Agriculture
- Incubator/Accelerator
- Urban Teaching Farm
- Environmental Restoration Partnerships
- Farmers Markets
- Food Hub

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Colorado ranchers
- Policymakers
- Students
- Aspiring farmers

- General public
- Universities/researchers
- Scientists
- Agriculture and food innovators
- Community organizations
- Futurists
- Technologists
- Historians
- Scientists
- Youth

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Integrate with garden to table at NWC
- Connect with livestock and human health
- Show the before and after process: document
- Testing in rural areas
- Physical and virtual tours
- Develop interactive online platforms -



use games to combine current problems with technology and innovation

- Promote water sustainability practices through farms
- Make connections with neighborhood gardens and promote community food access efforts
- Promote the different types of cultural knowledge in agriculture
- Urban farm with vertical design
- Integrate with farm to table restaurant
- Partner with working farm in rural setting

### **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in availability of spaces to test new ideas and historical techniques for regenerative agriculture at/in partnership with NWC
- Number of people and types of audiences engaged and connected to what is happening and emerging from the lab

### **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Bridge learning across geographies

### **SUSTAINABILITY (SOCIAL)**

- Ensure technical innovations are scalable
- Ensure access to information and best practices
- Make fresh produce accessible
- Donate to homeless, schools, hospices
- Opportunity to generate revenue

### **SUSTAINABILITY (ENVIRONMENTAL)**

- Utilize recycling, composting, soil research
- Push the envelope on soil, water, agriculture education
- Show the before and after of farms to demonstrate conversion process

- Mini gardens in every school

### **CONNECTION**

- Provide onsite demonstrations
- Provide space for inclusive agriculture (plant and animal) practices
- Innovative hiring: local youth (Brazil model)
- Make fresh produce available to surrounding community
- Connect with people doing it already
- Provide open source with online communication platform
- Connect urban and rural

### **WHERE**

- On campus
- Off campus
- Online
- Depends on land availability. Can take traveling exhibits on the road

### **WHEN**

- Tomorrow
- After the campus is open
- Competitions leading up to a big event on campus
- Long-term practice assessment is essential

### **INNOVATION CONTINUUM**

- Both heritage and innovation
- Draw from history to inform future practices

### **PROSPECTIVE PARTNERS**

- DPS schools in GES
- K-12 schools
- 4H
- FFA
- Heron Pond
- Sprout City Farms \*
- Bio-Logical Capital \*
- Denver Urban Gardens \*
- Ela Family Farms \*
- Bonsai Design Build \*
- Chmachyakyakya Kurikuri \*
- Western Water Partnerships \*

# **INCUBATOR AND ACCELERATOR PROGRAMS**

## **CONCEPT DESCRIPTION**

Create and house an incubator and/or entrepreneurial accelerator to help individuals start and/or grow food and agricultural businesses (e.g. agriculture technology, processed foods, food trucks, catering, etc.). Draw on existing resources, geography, and talent at or associated with the National Western Center (including Colorado State's existing agriculture and entrepreneurial programs). Foster a space for collaborative learning and offer free/affordable multilingual classes, workshops, business consulting services and 1-1 mentoring, on campus and online.

## **WHY THIS IS NEEDED**

To develop new products and services, serve new markets and otherwise create economic opportunity through innovation in order to bring us closer to global food solutions, faster. To create economic opportunity along the pipeline of the food ecosystem and use National Western as a platform to help food entrepreneurs connect to a market to sell their products and help tax dollars stay in Colorado communities. To improve food availability and promote learning of sustainable and regenerative agriculture. To promote connection and collective learning between urban, rural farmers and beyond.

## **RELATED CONCEPTS**

- Food Hub
- Commissary Kitchen
- Supporting Food and Agriculture Businesses on Transitioning to More Sustainable Models
- Farmers Markets
- Funding for Agriculture Business

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Prioritize residents from surrounding communities
- Rural areas
- Those who otherwise wouldn't have access to programs like these
- Students
- Young people

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Concept is locally grounded, but with global impact
- NWC can begin building partnerships before the campus is built
- Program needs to be culturally responsive, inclusive, bridging geographical barriers and work to bridge the urban rural divide
- NWC to establish roadmap for programs in line with mission and vision
- Offer classes on how to start a business and help with the right licenses and permits to start
- Farm directly to consumer and CSA
- Engage rural entrepreneurs to open their business at home

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in sustainable financial and resource support to agriculture and food businesses
- Increase in people learning and employing sustainable and regenerative agriculture practices in entrepreneurship

## SCALE

- Can occur at urban, rural, regional, national and global levels
- Serve the local neighborhoods, build out to national and global impact

## SUSTAINABILITY (SOCIAL)

- Support businesses and entrepreneurs to grow and avoid mistakes
- Promote collective learning
- Provide warehouse of tools
- Spurs local economic opportunities i.e. jobs, market, resource access

## SUSTAINABILITY (ENVIRONMENTAL)

- Affordable and accessible services and information
- Teach sustainable and responsible practices
- Collective purchasing of environmentally sustainable practices
- Engage farmers and business to support rural health

## CONNECTION

- Provide grants to support ideas
- Accessibility through timing, schedules, strategies
- Multilingual programming, culturally responsive
- Proactive outreach to neighborhoods
- Extended hours for connected market and commissary kitchen
- Provide food truck park and vendor tables
- Provide education, training and workshops
- Introduce emerging markets track
- Focus on underserved populations - women, rural, immigrant, people in food deserts
- Ensure all voices are welcome
- Coworking and sharing resources
- Engage entrepreneurs who will come in for training and stay for local/rural/regional impact
- Encourage neighborhood participation through ambassadors
- Ensure 1-1 mentoring and coaching within marginalized communities
- Online program accessibility
- Outreach to businesses that do not have access to internet

- Available online for people who cannot drive
- Pedestrian connection builds neighborhood relationships
- Gives many people the opportunity to start a business
- NWC to establish roadmap/framework for operating this program: funding, curriculum, sustainability etc.
- Partner with small business development organizations for program support

## WHERE

- On campus
- Off campus
- Online

## WHEN

- Tomorrow
- After the campus is open
- Partnership, preparation and interest building can begin before campus is built
- Could use another space before 2024
- Keep concept site specific

## INNOVATION CONTINUUM

- Toward innovation
- Define the “heritage” elements of program

## PROSPECTIVE PARTNERS

- TechStars, Innosphere - accelerator partners
- Coors, InBev - sourcing/sponsor partners
- Denver Urban Gardens \*
- Community Gardens
- Young Farmers' Union
- WOFR
- Future Farmers
- DJ Cavem
- 4H
- CityCraft \*
- CU \*
- Colorado Public Schools
- Mi Casa Resource Center \*
- Agriburbia LLC \*
- Natural Capitalism Solutions \*
- Center for Community Wealth Building \*
- Prodigy Ventures / Prodigy Coffeehouse \*
- Kadiwaku Family Foundation \*
- Greater Colorado Venture Fund \*
- Small Business Majority \*
- Rockies Venture Club \*
- REDF \*

# **FOOD HUB CONNECTING LOCAL FARMS TO URBAN CUSTOMERS**

## **CONCEPT DESCRIPTION**

Develop a food hub at NWC that helps manage the aggregation, processing, distribution, marketing, and sale of locally-and regionally-grown foods from small food producers. Include space for a commissary kitchen, local food service, cold and dry storage space and a site where products are sorted and distributed. Connect to a food market and allow the general public to order food online for pick-up at NWC or designated drop-off sites.

## **WHY THIS IS NEEDED**

To strengthen the ability of small farms to reach larger, more consistent markets by aggregating with other food producers and providing support so they can concentrate on farming. To increase the availability of fresh produce and healthy, locally-sourced food to urban and large-scale institutional buyers. To create access to jobs and affordable, fresh, healthy foods to residents. To provide a critical step in the pipeline of bringing more local Colorado food to larger markets.

## **RELATED CONCEPTS**

- Farmers market
- Incubator/Accelerator Programs
- Co-Op Business Center

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Healthy Places
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Small independent farmers
- Urban institutions (schools, hospitals, grocery chains etc.)
- Metro Area food businesses
- Residents from surrounding neighborhoods
- The general public

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Prioritize/integrate regeneration of land and environmental mitigation/restoration practices
- Clearly define innovation continuum to be inclusive of a variety of heritages
- Empower individuals to participate and create ripples in their own communities
- Build relationships among small businesses (both urban and rural) to share knowledge for collective success and impact
- Food that comes through should be representative of growers, ranchers, and producers across the state
- Consider low barriers to entry for first-time sellers and underrepresented groups
- Consider online resources prior to hub opening and socializing/advertising the



- idea at farmers markets
- Focus on featuring/working with farmers that meet specific criteria
- What space on campus is large enough?

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase the percentage of food urban institutional buyers are purchasing from food hub
- Increase in sales and revenue by participating food hub farmers
- Increase qualitative satisfaction metrics by farmers and buyers in increased ability to buy/sell locally-grown food

## **SCALE**

- Occurs at urban and rural scales and possibly regionally, depending on where farmers are

## **SUSTAINABILITY (SOCIAL)**

- Supporting local economies
- Expanding access to fresh food

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Farmland preservation and viability
- Humane treatment/animal welfare
- Environmental stewardship/regenerative practices

## **CONNECTION**

- Good way for small growers and producers to sell their products
- Value chain practices promote collaboration, transparency, and social mission goals
- Helps connect urban and rural

communities and expand urban access to fresh food

## **WHERE**

- On campus
- Online
- The hub itself will need a central location, but purchasing, outreach, business services don't necessarily need to be located centrally

## **WHEN**

- After campus opens
- Should begin laying the groundwork now (building partnerships, outlining values, etc.)

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Allows farmers/ranchers to get back to farming/ranching and integrates best practices in 21st century business

## **PROSPECTIVE PARTNERS**

- Other food hubs
- USDA
- Farm/ranch associations
- Emerald Gardens/Mile High Farmers \*
- Mile High United Way \*
- Snooze
- Denver Sustainable Food Policy Council\*

# **ENVIRONMENTAL RESTORATION PARTNERSHIPS**

## **CONCEPT DESCRIPTION**

Partner with organizations to explore innovative solutions to environmental issues like soil health and air and water pollution in both urban communities and rural farm and ranch lands. Work with organizations and institutions on research and solution development for cleaning polluted soil, air and water, and on projects like renewable energy, wastewater management, and sustainable design. Provide access to data and analysis services. Coordinate efforts of the region's key players in regenerative agriculture to develop shared strategies.

## **WHY THIS IS NEEDED**

To make the NWC campus and surrounding areas cleaner and healthier for people. To contribute to improved environments that support agricultural production around the world. To put NWC on the map as a national model for scalable, replicable environmental projects. To lead the way on improving health, well-being and living standards based on environmental health.

## **RELATED CONCEPTS**

- Urban Teaching Farm
- Agriculture Science Apprenticeships
- Student Conferences and Competition
- Digital Content and Knowledge Sharing
- Citizen Science Center
- Riverfront Experiences
- Experimental Land Lab

## **FOCUS AREAS**

- Strengthening The Food and Agriculture Economy
- Next Generation
- Healthy Places
- Entertainment And Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Visitors to the National Western Center
- GES residents
- Communities around the globe

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Develop cost and profit-sharing models if incubated ideas become commercialized
- Tap into what's already happening and make this a part of telling the story of building the new National Western Center
- Act as a platform to tell stories of success/failure, disseminate information, scale solutions and act as a connector

- Formally consider role of policymakers and develop strategies to integrate policy change into this concept
- Consider formal integration with agricultural practices
- Partner with CSU

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase health and cleanliness of NWC Campus and surrounding areas based on pre- and post- measurements of soil, air, water pollution
- Increase tracked dissemination and uptake of solutions that originate through NWC partnerships
- Increase in NWC-driven efforts to accelerate regenerative, low-emissions agricultural systems

## **SCALE**

- Can occur at urban, rural, regional, national and global levels

## **SUSTAINABILITY (SOCIAL)**

- Include non-traditional experts (farmers, indigenous, residents)
- Social determinants of health
- For future generations

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Provide land for demonstration projects
- Measure results and connect to best practices

## **CONNECTION**

- Connect to organizations doing this work
- Educate policymakers

- Accessibility through storytelling
- Host international students/researchers
- Information/innovation clearinghouse

## **WHERE**

- On campus
- Off campus
- Online

## **WHEN**

- Tomorrow
- As soon as possible - this should be documented/highlighted as NWC site build happens

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Returning to heritage practices as well as introducing the latest innovations

## **PROSPECTIVE PARTNERS**

- CSU \*
- Engineers Without Borders \*
- Groundwork Denver
- Kathleen Okon - educator
- Denver Public Library \*
- Natural Capitalism Solutions \*
- Zeppelin Development \*
- Uncharted \*

# **FUNDING, TRAINING, AND SUPPORTS FOR AT-RISK FAMILY FARMS**

## **CONCEPT DESCRIPTION**

Offer programming to support existing small family farms and small food/agriculture businesses that are at risk. Offer education around how to access capital, diversify revenue, access healthcare, develop a wealth-building strategy and transition to different farming techniques/crops. Become a trusted referral source for other educational resources. Provide fractional business support and connect retiring farmers to those interested in taking over their operations.

## **WHY THIS IS NEEDED**

To support those already in the industry to be able to continue. To provide opportunities for ongoing learning and education to get up to speed on advances and innovations. To provide peer learning and support. To promote sustainability, connections and continuity across the agriculture industry.

## **RELATED CONCEPTS**

- Incubator/Accelerator programs
- Agriculture-Focused Gap Year
- Digital Content and Knowledge Sharing
- Supporting Food and Agriculture Businesses on Transitioning to More Sustainable Models
- Agriculture Science Apprenticeships
- Funding for Agriculture Businesses

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Visitors to the National Western Center
- GES residents
- Communities around the globe

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Do an environmental scan first – How many small farm families are there? How many are at risk of going under? Understand your customers
- Integrate this programming and supports with youth-oriented education and programs, accelerator/incubator curriculum and broader funding and resource support opportunities



## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in capital pools/funders for supporting small family food/agriculture businesses
- Increase number of farms/agriculture businesses accessing educational support on industry best practices/innovations
- Increase NWC recognition as platform and resource for small family food/agriculture businesses for connections to education, funding, other resources

## **SCALE**

- Can occur at rural, regional, and national levels

## **SUSTAINABILITY (SOCIAL)**

- Helps maintain the health of rural communities through preservation of small business
- Future generations

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Focus on regenerative practices

## **CONNECTION**

- Builds connections, support network among farmers with NWC as connector
- Connections to those invested in supporting family farmers (education, resources, etc.)
- Information clearinghouse

## **WHERE**

- On campus
- Off campus
- Online

## **WHEN**

- Tomorrow
- After the campus is open
- Could start doing some of this work now, with more robust programming/supports once campus is open

## **INNOVATION CONTINUUM**

- Primarily heritage, but with the integration of innovative practices
- Brings back pride and heritage back to farming
- Connection to innovation, tools

## **PROSPECTIVE PARTNERS**

- USDA
- Colorado Department of Agriculture
- Colorado Department of Local Affairs
- Colorado OEDIT
- Rockies Venture Club \*
- Curve10 LLC \*
- Greater Colorado Venture Fund \*
- Colorado Solidarity Fund \*

# **FUNDING FOR AGRICULTURE BUSINESS**

## **CONCEPT DESCRIPTION**

Create opportunities for food- and agriculture-industry funding through events and platforms like investor conferences, a start-up week for agribusiness, conventions, crowdsourcing and impact funds. Create connections between smaller and larger businesses. Develop an online directory of businesses looking for funding and investors looking for opportunities.

## **WHY THIS IS NEEDED**

To encourage and facilitate increased investment in agriculture companies and the technologies to help solutions replicate and scale for widespread use. To utilize National Western's connections across the food and agriculture space to highlight new businesses and technologies, and forge new relationships that help resource promising solutions.

## **RELATED CONCEPTS**

- Funding, Training and Supports for At-Risk Family Farms
- Incubator/Accelerator Programs
- Co-Op Business Center
- International, Convenings and Festivals on Food, Agriculture, and Environment

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Emerging businesses
- Agriculture entrepreneurs
- Agriculture technologists
- Universities
- Researchers
- Investors

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Seek out non-traditional investors interested in funding diverse ideas
- Look to opportunities for creative connections between and among campus events and other concepts
- Draw on existing pipeline for base support
- Start small and build out from pilot efforts
- Focus on inclusive investments

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase dollars invested in agriculture-industry businesses attributable to NWC programs, products, events
- Recognition of National Western Center as the go-to resource for agriculture businesses seeking funding, connections

## **SCALE**

- Can occur at urban, rural, regional, national and global levels

## **SUSTAINABILITY (SOCIAL)**

- Creates new business opportunities
- Should focus on those traditionally excluded
- Safe place to fail

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Screen concepts for sustainability and don't just accept everyone
- Give preference to ideas meeting certain sustainability thresholds

## **CONNECTION**

- Connecting ideas to funding for scale
- Potential for coaching/training/peer support
- Online platform to maximize investment opportunities

## **WHERE**

- On campus
- Off campus
- Online

## **WHEN**

- Tomorrow
- After the campus is open
- Could do online supports soon and host events off campus until campus spaces become available

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Funding could go to traditional or innovative ideas or ideas that use the latest technology to facilitate traditional techniques

## **PROSPECTIVE PARTNERS**

- Rockies Venture Club \*
- Curve10 LLC \*
- Greater Colorado Venture Fund \*
- Colorado Solidarity Fund \*

# **COOKING AND NUTRITION CLASSES**

## **CONCEPT DESCRIPTION**

Work with partner organizations to offer nutrition, food budgeting, cooking, and gardening classes. Provide farmer's market tours and start "cooking and conversation" clubs. Participants can both teach classes and take them. Use technology to bring classes and supplemental information to a wider audience.

## **WHY THIS IS NEEDED**

To create and foster a space of health, wellness and connection to food. To promote healthy living, reduce food insecurity, increase access to healthy food and shift environmental and food policy. To use food as a bridge to connect people and build relationships across traditional lines of difference (race, class, nationality, age, etc.).

## **RELATED CONCEPTS**

- Incubator/Accelerator Programs
- Food Hub Connecting Local Farmers to Urban Markets
- Farmers Markets
- Urban Teaching Farm
- Food and Agriculture Curricula
- Commissary Kitchen
- Experimental Land Lab

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- Different age groups
- Affinity Groups
- Diverse participants
- Teachers and Educators
- Students

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Provide childcare, food onsite
- Conduct an environmental scan of what's already happening, where there are gaps, where it makes sense for NWC to fill in/convene
- Build on what's working, and find the value that NWC provides
- Offer programs in other languages to expand reach
- Get creative on spaces - identify the unique places/features of NWC that tie in
- Explore creative ways to disseminate classes wider than campus and co-brand
- Be cognizant of cultural differences and how to make programming as widely accessible as possible



## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in positive measurable behavior change as a result of classes and programming
- Increase in quality of community and relationship-building as a result of classes and programming

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Internet makes global reach possible

## **SUSTAINABILITY (SOCIAL)**

- Need programs that are what diverse groups want
- People can teach too - building human capacity
- Elevate young people for future leadership

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Local, seasonal food focus
- Has potential but needs active thought/ planning
- Think about food sourcing
- Address global challenges

## **CONNECTION**

- What do people need/want?
- Train former students to teach, peer learning models
- Class-in-a-box concept
- Technology for wider distribution/ access (MOOC model)
- Language diversity
- Diverse marketing

- Accessibility - sliding scale/ scholarships, transportation

## **WHERE**

- On campus
- Off campus
- Online
- Toolkits for how to offer in-person curriculum and adapt to local context will amplify reach
- Look at co-branding opportunities and off-site spaces until campus spaces become available

## **WHEN**

- Tomorrow
- After the campus is open

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Must be inclusive of multiple heritages, cultures, local contexts

## **PROSPECTIVE PARTNERS**

- Share Our Strength \*
- The GrowHaus \*
- Metro Caring
- Comal (Focus Points) \*
- Denver Urban Gardens \*
- Work Options for Women
- Denver Botanic Gardens
- Earthlinks
- Groundwork Denver
- Individuals interested in cooking classes

# **COMMUNITY-DRIVEN ARTS CAMPUS**

## **CONCEPT DESCRIPTION**

Indoor, outdoor, and online spaces at NWC to create, display, discuss and celebrate the arts. Provide studio, performance, educational, and event space and artists housing. Offer classes on writing, dance, fashion, music and other diverse art forms, including after-school programs for P-12 students. Feature projection art displays on building surfaces aligned with NWC mission/vision so that they are visible from adjoining highways and communities. Curate inclusive art shows (e.g. First Nations, veterans, etc.). Celebrate and prioritize different groups for impact at a neighborhood level to global level. Promote both historical and modern art with a focus on social impact to inspire conversation on culture, agriculture and social, environmental and economic sustainability.

## **WHY THIS IS NEEDED**

To celebrate the mission/activities of NWC, history, and culture in a variety of interactive ways. To draw diverse groups of people into public spaces on campus and enrich the human experience on campus. To showcase ideas that inspire, incite new questions, provoke curiosity, excitement, and outrage. To provide diverse opportunities for jobs and entrepreneurship on campus. To elevate conversations and provide another dynamic around issues being addressed on campus.

## **RELATED CONCEPTS**

- Early Childhood Services
- International, Convenings and Festivals on Food, Agriculture, and Environment
- Makerspace
- Out of School Programming
- Culturally Relevant Music Events
- Riverfront Experiences

## **FOCUS AREAS**

- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- General public
- Artists (amateur to professional)
- Students
- Communities of color (integrate art with other events on campus) - must be inclusive

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Provide affordable space and access for emerging artists
- Integrate art that sparks conversation on food, agriculture, environment with community to global level influence
- Start now to begin promoting the campus
- Provide accessibility - for people of different sensory experiences to participate
- Provide childcare and food onsite to enable the widest possible inclusion of artists to be able to participate
- Co-create and find diversity in artists, themes, etc.
- NWC is known for celebrating traditional cowboy culture - include indigenous artists and others in a way that isn't

tokenizing and honor First Nations in Colorado and on NWC land on campus through art and events

- Include artists from the immediate surrounding community and do outreach to rural artists
- Integrate arts, equity, and climate resilience
- Look to local and national examples for how to engage artists for short- and long-term residencies

### **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase number of participants/visitors engaged as measured by class enrollment, tickets sold, etc.
- Increased perception of NWC as inclusive venue for art, artists and inspiring conversation through art around relevant issues

### **SCALE**

- Can occur at urban, rural, regional, national and global levels

### **SUSTAINABILITY (SOCIAL)**

- Needs to be equity-focused
- Create space where all feel belonging
- Permanent and rotating art
- Make spaces available for community use
- Art, classes, and artists can be inclusive of a multitude of cultures/geographies and can span across them
- Seek out emerging artists

### **SUSTAINABILITY (ENVIRONMENTAL)**

- Will require intentionality

### **CONNECTION**

- Important for RFP/RFQ process to operate under principles of equity

- Co-create the process with artists
- Incorporate multiple cultures, heritages
- Art brings people together!

### **WHERE**

- On campus
- Off campus
- Online
- Look at activating unusual spaces like bus stops, extend into neighborhood, etc.

### **WHEN**

- After the campus is open
- Will need to wait until parts of campus are open

### **INNOVATION CONTINUUM**

- Both heritage and innovation
- Must be inclusive of many heritages (not tokenizing)
- Curate shows and classes that celebrate the continuum

### **PROSPECTIVE PARTNERS**

- Cityfi \*
- Denver Public Library \*
- Hi Fi House \*
- Youth on Record \*
- Samuel Mata
- Wallis Jordan Designs \*
- Noyes Art Designs \*
- Laradon Hall \*
- Skip Gray
- Lindsey Housel
- Nicole Carroll – CODAworx \*
- Scholastic Art Awards \*
- Larry Sandberg
- Yvonne Casey
- Curve10 LLC
- Swallow Hill \*
- The Alternative Venue Alliance \*

# **FARMERS MARKETS**

## **CONCEPT DESCRIPTION**

Host a year-round indoor/outdoor farmers market featuring Colorado growers and ranchers and locally grown and produced food. Ensure prices are affordable by accepting SNAP and other food benefit payment options. Seek out growers and vendors that sell native and heritage foods and showcase traditionally prepared foods or innovative products, helping raise Colorado's profile in the Slow Food Movement. Sell prepared foods made with ingredients grown on the National Western campus. Sell online. Prioritize farmers that are connected to the food hub.

## **WHY THIS IS NEEDED**

To ensure fresh, healthy, culturally relevant food is available, affordable, and celebrated. To ensure any market that opens on campus is welcoming and available to all visitors. To build economic opportunity for local residents and farmers/ranchers. To showcase and prevent the disappearance of local food cultures and traditions, and increase people's knowledge and awareness of the food they eat, where it comes from and how food choices affect the world. To create a farmer-centered market to create a bridge between farmers and consumers.

## **RELATED CONCEPTS**

- Incubator/Accelerator Programs
- Food Hub Connecting Local Farms to Urban Customers
- Experimental Land Lab
- Food and Agriculture Curricula
- Commissary Kitchen

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- Residents from surrounding neighborhoods
- General public
- Small farmers

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Find ways to integrate with the Stock Show especially prior to official doors-open
- Without extreme care, NWC runs the risk of bringing a food market that's another high-dollar, fad-food experience
- First focus should be on benefit/ accessibility to surrounding neighborhoods
- Co-create with residents and take lessons learned from elsewhere to ensure neighborhood desires/needs are met first
- Look at ways to find continuity among the market, food hub, incubator, commissary, and co-op business center
- Sell food grown on campus in the market



## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase the percent of residents at all income levels from surrounding areas able to access fresh, healthy, affordable food
- Increase measurable ROI for every dollar of sales for farmer sellers, economic activity, jobs created, etc.
- Increase social capital in terms of community building between and among farmers and consumers

## **SCALE**

- Can occur at urban, rural, regional levels

## **SUSTAINABILITY (SOCIAL)**

- Yes if equity-focused
- Experience beyond grocery
- Focus on healthy, affordable

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Will require intentionality - buy local, seasonal, small; not industrial
- Vendor priority for sustainable farming techniques

## **CONNECTION**

- Accessibility (transportation, cost, etc.)
- Celebrate different cultures, vendors
- People of the culture must be selling/benefitting
- Partner with other similar concepts

## **WHERE**

- On campus
- Off campus
- Online
- Sell online

## **WHEN**

- Tomorrow
- After the campus is open
- Market itself will need to wait until campus is open, though could have a temporary location elsewhere
- Could also begin by working to find vendors and starting with online sale

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Farmers markets are a heritage
- Way to bring products to market might bring innovative solutions
- Innovation comes from applying a traditional model to a modern context

## **PROSPECTIVE PARTNERS**

- Denver Sustainable Food Policy Council \*
- GoFarm \*
- Sprout City Farms \*
- Rocky Mountain Local Food Systems Consulting \*
- Urban Land Conservancy \*
- Balanceo \*
- Curve10 LLC \*
- Ela Family Farms \*
- Uncharted \*
- Bondadosa \*
- Emerald Gardens \*
- Mile High Farmers Union \*
- The GrowHaus \*
- Laura Morales \*
- Share Our Strength \*

# **COMMISSARY KITCHEN**

## **CONCEPT DESCRIPTION**

Offer commissary kitchen space on campus on a sliding payment scale so people can prepare foods for catering, food delivery, food trucks, sale to grocery stores or other venues. Gear toward residents from surrounding neighborhoods, immigrants and others traditionally unable to access commissary kitchens. Explore how a co-op model could protect and provide an avenue to building business for immigrants without documentation. Leverage the NWC commissary as a pipeline for campus vendor contracts and connect users with the co-op business center.

## **WHY THIS IS NEEDED**

To help build avenues to economic prosperity among local residents. To create a lower barrier to entry to starting and running a profitable food business. To meet the growing demand for food delivery. To create a pipeline opportunity to source local vendors for NWC concessions. To bridge urban-rural divides by partnering with local producers to source and showcase seasonal ingredients.

## **RELATED CONCEPTS**

- Incubator/Accelerator Programs
- Food Hub Connecting Local Farms to Urban Customers
- Farmers Market
- Experimental Land Lab
- Food and Agriculture Curricula
- Commissary Kitchen
- Funding for Agriculture Business
- Co-Op Business Center
- Cooking and Nutrition Classes

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places

## **TARGET AUDIENCE**

- Area residents with or trying to start

food businesses

- NWCA
- The general public
- Youth

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Develop a methodology for prioritization - demand will be greater than supply
- Consider splitting percentages of tenants on sliding scale vs. market rate to ensure financial sustainability
- Integrate with conversations on food safety, zoning, licensing
- Press the City on changing code to recognize changing models
- Identify other models that already exist and ensure NWC is building on best practices
- Integrate with business services, incubator, and classes on campus

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in growth of members' business through indicators like sales volume, gross revenue, pay scale, etc.
- Increase percent of tenants that are women, members of ethnic/racial minority/immigrant group and/or from low-income backgrounds or other measures of economic inclusion
- Increase connections between and purchasing from local producers

## **SCALE**

- Can occur at urban, rural, regional levels
- Predominantly for local residents, but food sourcing allows for expanded scale

## **SUSTAINABILITY (SOCIAL)**

- Builds economic opportunity
- Pair with other business services

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Would need deliberate thought
- Focus on sourcing, compost, food waste, etc.

## **CONNECTION**

- Access to loans, markets, business supports
- Connection to CSU kitchen facility, NWC vendor contracts
- Builds peer support

## **WHERE**

- On campus
- Off campus (pop-up concept, other locations)

## **WHEN**

- After campus is open, but build partnerships, pipelines, support now

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Celebrate heritage with an innovative model

## **PROSPECTIVE PARTNERS**

- Ela Family Farms \*
- Communal Kitchen Co-op \*
- Emerald Gardens \*
- Mile High United Way \*
- CSU \*
- The GrowHaus \*
- La Cocina (San Francisco)
- Uncharted \*

# **URBAN TEACHING FARM**

## **CONCEPT DESCRIPTION**

Activate outdoor spaces by building an accessible urban teaching farm on the NWC campus or in surrounding communities. Integrate learning on the farm with classroom teaching. Make resources available online to allow for replication and modification in communities around the globe. Partner with experts in community gardening and urban agriculture to develop curriculum on how food moves from farm to table. Teach diverse and innovative farming methods like rooftop gardening, vertical farming, greenhouse aquaponics, etc.

## **WHY THIS IS NEEDED**

To share farming and agriculture techniques along a spectrum (home garden to farm level), increase interest and knowledge about food production for personal to commercial/business use, promote peer learning/sharing opportunities, lead the development of agriculture-integrated urban communities, provide an accessible door to farming in an urban setting, empower more people to become involved in agriculture, provide access to places to grow food for those who may not otherwise have access and build ownership and leadership of area residents on campus to promote inclusion and belonging.

## **RELATED CONCEPTS**

- Cooking and Nutrition Classes
- Food Hub Connecting Local Farms to Urban Customers
- Food and Agriculture Curricula
- Commissary Kitchen
- Citizen Science Center
- Experimental Land Lab
- Supporting Food and Agriculture Businesses on Transitioning to More Sustainable Models
- Digital Content and Knowledge Sharing
- Agriculture-Focused Gap Year

## **FOCUS AREAS**

- Strengthening The Food and Ag Economy
- Next Generation
- Healthy Places
- Entertainment And Experience

- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Residents from surrounding neighborhoods
- Anyone interested in learning how to farm

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Can be the beginning of the pipeline for people who want to change careers or an easy entry-point for people to learn about growing their own food, which might lead to other opportunities in food
- This program is an opportunity to increase the visibility of pre-existing programs led by partners, and share best practices
- Integrate with conversation and



solutions around environmental restoration on campus

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in number and percentage year over year of participants in programs/classes
- Increase in urban agriculture in targeted areas

## **SCALE**

- Can occur at urban, rural, regional, national and global levels

## **SUSTAINABILITY (SOCIAL)**

- Grow culturally relevant foods
- Teach many techniques
- Bring gardening to residents

## **SUSTAINABILITY (ENVIRONMENTAL)**

- People won't have to travel so far
- Will require some intentionality
- Grow plants for use not just show
- Sustainable irrigation techniques

## **CONNECTION**

- Gardens should focus on access
- Break down injustices of farming
- Create community leaders to take on ownership
- Urban/rural
- Removes barriers to gardening/farming
- Network for connecting across locations
- Diverse people, diverse food
- Build online resources for replication
- Accessible/walkable

## **WHERE**

- On campus
- Off campus
- Online
- Primarily on-campus, but could highlight and bring in people/techniques from elsewhere
- Satellite facilities
- Explore non-traditional growing spaces

## **WHEN**

- Tomorrow
- After the campus is open
- Campus sites after campus is open
- Partner with nearby existing farms
- Online resource guide

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Can teach and highlight both heritage and innovative farming techniques

## **PROSPECTIVE PARTNERS**

- Emerald Gardens \*
- Denver Public Library \*
- Denver Urban Gardens \*
- Curve10 LLC \*
- Ela Family Farms \*
- Lindsey Housel
- Youth on Record \*
- Alfonso Espino
- Sprout City Farms \*
- Caryn Champine
- Agriburbia LLC \*
- Focus Points \*
- The GrowHaus \*
- FarmBoxFoods \*

# **CO-OP BUSINESS CENTER**

## **CONCEPT DESCRIPTION**

A cooperative/worker-owned business center that complements Colorado's existing co-op ecosystem, offering skills development classes, peer support and learning, system navigation, and co-working space for mission-aligned local businesses and nonprofits. Serves as an access point to existing educational resources and can refer co-op members to other supportive businesses and nonprofits.

## **WHY THIS IS NEEDED**

To promote a sustainable and inclusive economy and support local small agriculture and food businesses wanting to enter into the market. To build a pipeline of peer-driven resources for early-stage, mission-aligned ventures.

## **RELATED CONCEPTS**

- Food Hub Connecting Local Farms to Urban Customers
- Commissary Kitchen
- Funding for Agriculture Businesses
- Agriculture Science Apprenticeships
- Agriculture-Focused Gap Year
- International, Convenings and Festivals on Food, Agriculture, and Environment

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Those interested in starting their own business and seeking support, resources and knowledge
- Those interested in starting food or agriculture-related co-ops

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Business assistance in-house, or refer out
- Tie into other business-related concepts
- Provide childcare and food
- Leverage pre-existing Colorado co-op ecosystem
- Does the co-op model exist to offer resources, do resources exist to help co-op formation, or is entity is itself a co-op and serves to help other co-ops form?
- Distinguish how mission alignment manifests (would businesses have to be food/ agriculture/environment-related, or would the threshold be wider if other metrics were met?)
- Tie this concept into other business-related concepts

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increased number of ventures accessing services at the center
- Increase percent of ventures in business and profitable after specified time intervals
- Increase enhanced connection to other business development pipeline programs at NWC (e.g. incubator/accelerator, commissary kitchen, funding supports, etc.)

## **SCALE**

- Can occur at urban, rural, regional levels
- Urban - primarily for those on campus
- Rural, Regional - develop ties across urban-rural and resources/network to similar efforts elsewhere

## **SUSTAINABILITY (SOCIAL)**

- Must serve businesses that otherwise wouldn't have access to resources

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Thematic alignment will be important
- Education about sustainable practices

## **CONNECTION**

- Peer to peer connections, support, resources
- Urban-rural
- Multicultural / multilingual
- Partner with library
- Online resource guide

## **WHERE**

- On campus
- Off campus
- Online
- Could happen anywhere

## **WHEN**

- After the campus is open
- Campus sites after campus is open

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Co-ops are not a new idea, but NWC can be innovative in how it applies the model to expand equity and create impact for low income populations

## **PROSPECTIVE PARTNERS**

- Individuals trying to start co-ops
- Center for Community Wealth Building \*
- Colorado Solidarity Fund \*
- Denver Workforce Service \*
- Focus Points Family Resource Center\*
- Denver Public Library \*
- Karen Derrick Davis
- Small Business Majority \*
- The GrowHaus \*

# **DIGITAL CONTENT & KNOWLEDGE SHARING**

## **CONCEPT DESCRIPTION**

Free (or sponsored) online mission-related resources, trainings, and mentorship programs for people interested in learning about food, regenerative agriculture and environmental conservation. NWC can build off in-person, informational “TED” style talks and partner with education partners (K-12, universities, culturally relevant knowledge experts) to curate and/or create content which could include a podcast, an internet TV channel about regenerative practices, an online sustainability MBA, a “Khan Academy” style education platform, a database of research into agricultural methods, online mentorship programs, online solution contests and games, a repository of climate data and more.

## **WHY THIS IS NEEDED**

To create a set of resources that anyone can access, regardless of their location, in order to help people to engage with and benefit from the National Western Center’s efforts.

## **RELATED CONCEPTS**

- Funding, Training, and Supports for At-Risk Family Farms
- International, Convenings and Festivals on Food, Agriculture and Environment
- Food and Agriculture Curricula
- Supporting Food and Agriculture Businesses on Transitioning to More Sustainable Models
- Food and agriculture practitioners
- Universities
- Research institutions
- E-commerce players
- Youth
- Farmers
- General public
- Policymakers

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Online content creators
- Libraries
- Community-serving organizations

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Ensure historical knowledge sharing to tell stories of the past, stories of people in agriculture, and the opportunity of regenerative agriculture
- Ensure accessibility for K-12 students and educators
- Programs should be multilingual and accessible across age and skill levels
- Will NWC be a curator of content or creator of content?
- Create content that is locally rooted and



- globally accessible
- Keep information consistent and adherent to global standards
- Place emphasis on building an audience at the beginning to create buy-in and credibility and to better compete in viewership
- Should have the ability to tell stories about the past and share opportunities for the future

### **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in families and individuals engaged, entertained and inspired by world-class art, cultural and other creative programming
- Increase how informed local, state, national and international food and agricultural policies are by NWC research and best practices

### **SCALE**

- Can occur at urban, rural, regional, national and global levels

### **SUSTAINABILITY (SOCIAL)**

- Creates meaningful, long-term social value
- Impact dependent on the content and distribution techniques

### **SUSTAINABILITY (ENVIRONMENTAL)**

- Produce content in a sustainable way
- Promote sustainability and regeneration through the content

### **CONNECTION**

- Has potential to foster deep connections
- Has the potential to feed into echo

chambers - will be important for the National Western Center to mitigate those risks where possible

### **WHERE**

- Online
- Could involve in-person engagement at kiosks or through virtual reality (VR) experiences

### **WHEN**

- Tomorrow

### **INNOVATION CONTINUUM**

- Both heritage and innovation
- Digital content can tell the stories of the past and the opportunity of regenerative agriculture

### **PROSPECTIVE PARTNERS**

- Narrasys Inc. \*
- Brenda Fosmire
- AWhere \*
- Denver Public Library \*
- Curve10 LLC \*
- WorkingNation \*
- Fort Collins Magazine \*
- Breckenridge Magazine \*
- Winter Park Magazine \*
- Town and Mountain Magazine (produced for Town of Frisco and Copper Mt Resort) \*

# **PROGRAMS TO SUPPORT FOOD & AGRI-BUSINESSES ON TRANSITIONING TO SUSTAINABLE PRACTICES**

## **CONCEPT DESCRIPTION**

Programming focused on supporting potential and existing small business owners in mission-centered topic areas (food, agriculture, environment, etc.). Content could include education about sustainable and regenerative practices and referrals to existing resources through NWC and its community of partners.

## **WHY THIS IS NEEDED**

To help small businesses operate in ways that are environmentally sustainable, and regenerative in order to help to decrease our collective environmental footprint because anything that supports small companies strengthens local economies.

## **RELATED CONCEPTS**

- Co-op Business Center
- Food Hub Connecting Local Farms to Urban Customers
- Funding, Training, and Supports for At-Risk Family Farms
- Funding for Agriculture Business
- Incubator/Accelerator Programs

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Healthy Places
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Small business owners
- Business networks and associations
- Sustainability consultants

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Increase food access by reaching a variety of vendors - from food carts to cafes
- Virtual classrooms for rural and global learners
- Multilingual programs and culturally responsive information delivery
- Focus on historically underserved owners - women, minority, rural, lower income
- Huge relation with incubator/accelerator concept
- Financial viability is important in order to make an impact on businesses in the long-term
- Focus on supporting and sustaining existing struggling communities
- A good way to increase food access is by supporting local food business so that they can exist and be an economically viable option for GES community members

- Support should help to promote environmental solutions
- Can blend with co-ops and incubator/accelerator programs
- Have an anchor strategy: locally hire, procure, and wealth build

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Decrease the environmental footprint of small business owners while improving the financial position of their companies
- Increase the strength of the livelihoods of food producers through a more sustainable and equitable agricultural economy

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Can start at a local level, extending outwards

## **SUSTAINABILITY (SOCIAL)**

- If economics are proven to be beneficial, anything that supports small companies strengthens local economies

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Teach small business people how to enhance profitability by creating environmental impact

## **CONNECTION**

- Multilingual, culturally responsive training programs
- Perhaps prioritize underserved business owners
- Deliver information in a variety of

ways, so that business owners in rural communities can also benefit from the trainings

## **WHERE**

- On campus
- Off campus
- Online
- Could be virtual classroom for farmers around the state
- Consider different venue options on and off campus

## **WHEN**

- Tomorrow
- After the campus is open
- Could start before campus facilities are available for it

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- These trainings can recognize historical learnings and help to bring businesses into the future

## **PROSPECTIVE PARTNERS**

- Food Waste Industry Organization \*
- Savory Institute / Savory Global \*
- Balanceo \*
- James Pittman \*
- Engineers Without Borders USA / Community Engineering Corps \*
- Kiss the Ground \*
- Lauren Hafford
- Focused Energy \*
- Small Business Majority \*
- Western Water Partnerships \*
- University of Nairobi \*
- Hunger Free Colorado \*
- Center for Community Wealth Building \*

# **STUDENT CONFERENCES AND COMPETITIONS**

## **CONCEPT DESCRIPTION**

Bring students together through the NWC (on campus and on the road) for science fairs, academic conferences, art exhibitions, speaking series, SXSW-style convenings, food festivals, competitions, career and internship fairs, film screenings, rodeos, hackathons, 4-H and FFA events, etc. Start on a local level and lead up to an international gathering. Encourage participation from diverse cultural and geographic groups. Develop an inclusive platform to educate students about nature and the environment and to promote culturally responsive history programming.

## **WHY THIS IS NEEDED**

To bring students together to explore food and agriculture from a variety of angles will generate interest in and build an understanding of the various ways they can engage with food, agriculture, and our natural environment as students and then as professionals. To expose kids to local, regional, global influences- especially given the variety of events (art, science, etc.). To provide participation incentives and accessibility options will encourage cross-pollination of ideas and encourage connections between students from rural and urban communities.

## **RELATED CONCEPTS**

- Digital Content and Knowledge Sharing
- Out of School Programming
- International, Convenings and Festivals on Food, Agriculture and Environment
- Food and Agriculture Curricula

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- Educators
- Students

- Speakers
- Researchers
- Musicians
- Artists
- Business leaders
- Entertainers
- Farmers
- Community organizations
- K-12 students in GES
- Metro Denver
- Greater Colorado
- Nationwide
- Around the world

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Communicate the full range of possibilities that can exist through this program to target and engage youth and



- new farmers
- Provide recognition through credit or certifications
- Offer compensation for gap year students

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Strengthened relationships between students from different backgrounds
- Increased student interest in, and understanding of, food, agriculture, and our natural environment
- Ideally, these events are diverse in format

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Range from a micro, local scale to globally recognized events

## **SUSTAINABILITY (SOCIAL)**

- Equity and inclusion are key
- Extend access to families who wouldn't typically participate

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Focus on sustainability and environment-focused topics
- Run events in sustainable ways i.e. use of recycled food containers, environmentally sustainable waste management etc.

## **CONNECTION**

- Use food as a way to start

conversations about cultural heritage

- Find ways to bring rural and urban communities together

## **WHERE**

- On campus
- Off campus
- Online
- Take "road shows" out to rural communities

## **WHEN**

- Tomorrow
- After the campus is open
- Planning conversations can begin before the campus is open, but it will be easier to convene student conferences and competitions after campus facilities are up and running

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Emphasizing the history of the National Western Center will help kids understand the past, which can inform a better future

## **PROSPECTIVE PARTNERS**

- Westfield Company Inc. \*
- Denver Water \*
- Curve10 LLC \*
- Scholastic Art Awards - Colorado Region \*

# **MAKERSPACE**

## **CONCEPT DESCRIPTION**

Offer a community space to learn about and make mission-related art, crafts, videos, games, music, electronics and other media for free. Attract rural, historically underserved (i.e. local, immigrant, refugee, etc.) and international participants for programming including art clubs, workshops, classes and competitions. Display the art from the makerspace on the NWC campus and online.

## **WHY THIS IS NEEDED**

To provide a forum for arts creation, display, conversation, and community-driven programming. To promote local arts, engage youth in art and education, promote diverse cultures through art and space and open additional opportunities for community economic benefit.

## **RELATED CONCEPTS**

- Community Driven Arts Campus
- Out of School Programming
- Cooking and Nutrition Classes

## **FOCUS AREAS**

- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- Universities
- Agriculture industry experts
- Libraries
- Artists
- Students
- Cultural clubs
- Volunteers
- Students
- Youth
- Local residents

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Practice innovation in the upcycling and recycling of art, agriculture waste
- Integrate art made in these spaces on campus and online
- Provide free tools and resources for creation
- Bring in local and global talent to raise NWC profile
- Create a physical and digital space that draws people in and allows them to connect before, during, and after workshops
- The makerspace should have expectations of environmentally and sustainably conscious practices
- Provide grants and waivers to allow all populations to access the space and its resources

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Local to global audiences are engaged to learn and create by a robust community of NWC artists
- Cultural and cross-cultural conversations occur as a result of makerspace programming

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Can mostly come to life on an urban scale on campus
- Can involve other audiences through digital access and bringing in makers from other communities to broaden the scale

## **SUSTAINABILITY (SOCIAL)**

- Can create enduring social value, especially if the people leading it involve GES residents and other constituents in the development of the programming
- Pay special attention to access for communities around the campus, in rural Colorado, and beyond

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Likely to involve a lot of materials - employ sustainability (and regeneration where possible) as a core sensibility for the makerspace

## **CONNECTION**

- Great opportunity for flexible, community driven programming
- High potential to encourage diversity in connections

## **WHERE**

- On campus
- Online

## **WHEN**

- After the campus is open
- Need to wait for physical space until it can fully come to life

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Agriculture is rooted in both heritage and technology

## **PROSPECTIVE PARTNERS**

- Denver Public Library \*
- Artspace Projects \*

# **CULTURALLY RELEVANT MUSIC EVENTS**

## **CONCEPT DESCRIPTION**

Offer inclusive music events that connect to the diverse cultures on and around the NWC campus to bring communities together. Celebrate diverse music genres, including their history, innovation, technology, and creation through exhibits, special events, festivals, concerts, classes, music therapy, and other enrichment programs. Provide recording studio space on campus. Activate large and small spaces on campus for performances (e.g. intimate performance along the riverfront, to large festival in the Stockyards) in collaboration with environmental groups as awareness-building and fundraising. Make attendance free or affordable. Use environmentally friendly food and beverage materials during events.

## **WHY THIS IS NEEDED**

To bring communities together and engage people around music, its history, and the role it plays in bringing people together. To educate and teach interested individuals how to play instruments, make music and promote a robust arts and culture experience. To promote environmental sustainability through art and music.

## **RELATED CONCEPTS**

- |   |   |
|---|---|
| <ul style="list-style-type: none"><li>• Community Driven Arts Campus</li><li>• Early Childhood Services</li><li>• Digital Content and Knowledge Sharing</li><li>• Out of School Programming</li></ul> | <ul style="list-style-type: none"><li>• artists</li><li>• Churches</li><li>• Families</li><li>• Youth</li><li>• Students</li><li>• General public</li></ul> |
|---|---|

## **FOCUS AREAS**

- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- Historians
- Music producers
- Promoters
- Community organizations
- Musicians from First Nations, Latinx populations; folk, rock, country, western etc. genres
- Local, regional, national and global

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Engage First Nations people in program development
- Celebrate both old and new music
- Promote recycling/reusable kits during events
- Provide range of free to paid programming, from small concerts at the river to 10K outdoor festival range
- Partner with Denver and regional cities/towns for events
- Nurture local talent
- Low and no-waste concerts



## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Musical programming inspires connection and engagement with food, agriculture, and our natural environment
- Increase in families and individuals learning, engaged, entertained and inspired through music at NWC

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Can apply at all scales if it brings people onto the campus from surrounding neighborhoods, rural communities in the region and around the globe
- Use online tools to engage people in various geographies

## **SUSTAINABILITY (SOCIAL)**

- Music can bring people together in ways that create long-term social value
- Inclusion and accessibility will be key here

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Minimize the environmental impact of music events by using compostable and recyclable materials for events, sourcing food locally and/or offsetting carbon emissions etc.

## **CONNECTION**

- Encourage use of cultural instruments by artists
- Develop culturally specific music programs, including a variety of genres, talent levels

- Offer tiered price points in programming to support accessibility

## **WHERE**

- On campus
- Off campus
- Online
- Will attract people onto the campus from surrounding neighborhoods, rural communities in the region, and around the globe
- Use online tools to engage people in various geographies

## **WHEN**

- Tomorrow
- After the campus is open
- Will require venue space on campus to fully realize
- Classes and pop-up events can absolutely happen before the campus is complete

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Can touch on musical traditions and musical creation

## **PROSPECTIVE PARTNERS**

- Hi-Fi House \*
- Swallow Hill Music \*
- Colorado Business Committee for the Arts \*
- Jami Duffy Designs \*
- Agency for Human Rights and Community Partnerships \*
- Denver American Indian Commission \*
- The Alternative Venue Alliance \*
- Gateway USA Properties LLC \*

# **AG-SCIENCE APPRENTICESHIPS**

## **CONCEPT DESCRIPTION**

Career-building, credit-based and paid opportunities for adolescents and young adults across geographies to learn technical skills in a way that provides employers in food and agriculture with a workforce pipeline of prepared industry professionals. Develop program infrastructure, facilities and expertise for a wide variety of apprenticeships, including on regenerative agriculture. Could include focus areas like food processing, logistics, sustainable sourcing, water management, renewable energy development and social issues such as human trafficking from a multicultural lens. When possible, programs would also be offered online to reach a global audience.

## **WHY THIS IS NEEDED**

To bolster the next generation of leaders and innovators in food and agriculture and expand knowledge of diverse career opportunities in agriculture. To build pipelines and pathways into new agricultural industry opportunities. To foster leadership and stewardship to address the current water, food, environmental and climate crises.

## **RELATED CONCEPTS**

- Out of School Programming
- Urban Teaching Farm
- Hub for Regenerative Agriculture
- Experimental Land Lab
- Environmental Restoration Partnerships
- Food Hub Connecting Local Farms to Urban Customers
- Agriculture Focused Gap Year
- Funding, Training, and Supports for At-Risk Family Farms
- Farmers Markets

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation

## **TARGET AUDIENCE**

- Adolescents and young adults
- Businesses
- Nonprofits

- Educators
- High schools
- Universities/community colleges/technical schools
- Agriculture experts of diverse background and experience

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Communicate the full range of possibilities that can exist through this program to target and engage youth and new farmers
- Provide recognition through credit or certifications
- Offer compensation for gap year students

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase in number of young people interested in pursuing agriculture and food focused careers

- Increase in number of young people entering agriculture and food focused fields

## **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Can begin regionally and expand outwards

## **SUSTAINABILITY (SOCIAL)**

- Provide facility/ infrastructure/ educational expertise for wide variety of potential programs
- Opportunity for workforce development
- Provide exposure to new agriculture economy and jobs
- Provide hands-on education for students

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Get students involved and actively learning about water crisis and other issues to engage ideas and understanding
- Promote environmental stewardship and regenerative agriculture practices
- If apprentices work for regenerative agriculture/food employers, draw patterns toward regeneration

## **CONNECTION**

- Grants to support costs so students of a variety of backgrounds participate equally in programs
- Coordinate with schools for credit and tie in to curriculum
- Scholarships; sponsored or free paid apprenticeships where possible
- Online and in person components
- Accommodate differing abilities
- Make connections by meeting new

people

- Incorporate multicultural views on farms and ag
- Minimize cost to participants to help to maximize access

## **WHERE**

- On campus
- Off campus
- Online
- Education could happen on campus
- Housing could happen on or near campus
- Placements could be on and/or off campus

## **WHEN**

- Tomorrow
- After the campus is open
- Does not require campus space - the first apprenticeships could happen before the campus is open

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Useful for apprentices to learn about the past, present, and future of agriculture

## **PROSPECTIVE PARTNERS**

- Food Waste Industry Organization \*
- Youth on Record \*
- Prodigy Ventures \*
- Hunger Free Colorado \*
- Denver Workforce Service \*
- RK Mechanical Inc. \*

# **MULTI-GENERATIONAL PLAY SPACE**

## **CONCEPT DESCRIPTION**

Activate the campus with a variety of play experiences for both children and adults to explore history and western heritage and food and agriculture education. Ensure play spaces are accessible and interactive. Create online tools and games in advance of the campus opening to engage a broader audience with digital experiences that complement the physical play space.

## **WHY THIS IS NEEDED**

To foster community by creating intentional spaces for children and families to engage, and potentially promote learning of history, western heritage, sustainability and agriculture.

## **RELATED CONCEPTS**

- Community Driven Arts Campus
- Early Childhood Services
- Riverfront Experiences
- Children
- Families
- Sports and recreation enthusiasts
- Entrepreneurs

## **FOCUS AREAS**

- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- City agencies
- History museums
- Content experts
- Educational institutions
- Libraries
- Sports industry
- Tech industry
- Game designers
- Agriculture industry
- NWC visitors
- Students

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Develop games that provide educational value
- Promote connection with remote audiences (rural to global) through interactive scavenger hunts and virtual reality
- Ensure accessibility and interactivity for people across all ages and abilities
- Build play area with sustainable materials
- Ensure that activities are multi-generational in practice so they engage together
- Curriculum connection: educational resources
- Provide opportunities for play acting,



touchables, costumes, merging tech and playground

- Variety of experiences with capacity to adapt to seasons, holidays, special occasions so the experience is fresh

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase number of diverse play/hands-on active experiences for children and adults to interact with the NWC place and platform
- Increase accessibility to western heritage, food and agriculture education at the campus and online

## **SCALE**

- Can occur at urban, rural, regional, national and global levels

## **SUSTAINABILITY (SOCIAL)**

- DEI lens to play space components
- Variety of experiences to have it be fresh every time

## **SUSTAINABILITY (ENVIRONMENTAL)**

- In building materials and methods
- Content can inspire, raise awareness, and educate around sustainability

## **CONNECTION**

- Physical accessibility will be crucial for people in wheelchairs
- Create spaces for people of various ages, cultures to interact

- Accessibility for those with various sensory sensitivities will set it apart

## **WHERE**

- On campus
- Online
- Will happen almost entirely on the campus, but could engage people in other geographies through digital experiences

## **WHEN**

- Tomorrow
- After the campus is open
- Early phases could include digital teasers and pop-up parks

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Aspects of the play space can involve western history as well as new experience

## **PROSPECTIVE PARTNERS**

- History Colorado \*
- Denver Public Library \*
- Platte Valley & Western Railway \*

# **FOOD & AGRICULTURE CURRICULA**

## **CONCEPT DESCRIPTION**

Work with educators to create and teach curricula, both in person and online, that involve food and agriculture and are relevant to and promote connections between urban and rural areas. Could include school gardens as learning tools, student-led, project-based educational campus where students address next-generation food, plant, animal and environmental science challenges, student presentations on the NWC campus, field trips, student internships and job-experience opportunities, urban-suburban-rural student collaborations, research projects with CSU and professional development for educators.

## **WHY THIS IS NEEDED**

To incorporate lessons about food and agriculture into students' academic experiences in order to help young people understand the relevance and importance of food and agriculture, and global food solutions early on.

## **RELATED CONCEPTS**

- Digital Content and Knowledge Sharing
- Out of School Programming
- Citizen Science Center
- Cooking and Nutrition Classes
- Student Conferences and Competition

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Thought Leadership and Policy

## **TARGET AUDIENCE**

- School-aged children
- Educators
- Nonprofits
- Families
- Universities
- Rural schools
- Urban schools
- Research institutions
- 4H
- FFA
- Historically underserved students
- Families
- Regions

- International educators

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Ensure accessibility for underserved populations and those who have traveled far to attend programs through incentives, stipends, food and housing
- Ensure classes are mission and vision aligned
- Engage families and educators in planning, implementation
- Ensure programs taught are in line with UN Sustainable Development Goal standards
- Teach to the environment that we are going into: ensure cultural and traditional sensitivity
- Virtual programs can increase scale (mobile and online)
- Provide new perspective that kids cannot get elsewhere
- Teaching young leaders how to feed 7 billion people
- Creating and maintaining parent, teacher, school system buy-in is important

- Opportunity for policy engagement and learning about policy advocacy
- Create programs that meet needs instead of creating programs for the sake of creating programs

### **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase student interest in, and understanding of, food, agriculture, and our natural environment
- Increase number of young people interested in pursuing agriculture and food related careers

### **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Can serve a wide geographical audience

### **SUSTAINABILITY (SOCIAL)**

- 1 percent of population grows all food, and that's made up of an aging population w/ little workforce pipeline
- Bridge gaps between disparate communities
- Giving kids exposure to these ideas and programs gives them new perspectives they won't get elsewhere

### **SUSTAINABILITY (ENVIRONMENTAL)**

- Students will work on environmental issues
- Classes could be specifically associated to the environment

### **CONNECTION**

- Mobile programming, online programming
- Multimodal, for different learning styles
- Providing transportation to get people here

- Longer-term programs (overnight) so kids can stay longer from farther away
- Intentionally bringing in kids with no access to agriculture outreach
- Offer in more than one language
- Teacher training and resources for all subject areas

### **WHERE**

- On campus
- Off campus
- Online
- Can get implemented anywhere, depending on how the curricula is developed

### **WHEN**

- Tomorrow
- After the campus is open
- Can begin before campus is operational

### **INNOVATION CONTINUUM**

- Both heritage and innovation
- Essential that this curricula covers the past, present, and future

### **PROSPECTIVE PARTNERS**

- Kathleen Okon
- Denver Urban Gardens \*
- Denver Public Library \*
- Curve10 LLC \*
- Goat Green \*
- American Dairy Goat Association
- BuildStrong Education \*
- Inside Out Health Company \*
- Mountains & Plains Fibershed \*
- FarmBoxFoods \*
- Envoys Global Education \*
- Hady Guiding Services \*
- Lauren Brockman
- Rocky Mountain Land Library \*
- Alfonso Espino

# **EARLY CHILDHOOD SERVICES**

## **CONCEPT DESCRIPTION**

Provide affordable, culturally-responsive early childhood education and childcare services that allow our earliest learners to interact with food, agriculture and animals. Programs would be multilingual, celebrate diversity and be inclusive for kids of diverse abilities and learning styles. Services could also be used by rural visitors to the campus (e.g. farmer and her family who comes to sell products at the market), creating meaningful cultural connections at an early age. Provide training for early childcare professionals and daycare opportunities for NWC campus employees.

## **WHY THIS IS NEEDED**

To create safe, enriching opportunities for young children and their families because GES is considered a childcare desert. To bring together children and families in local neighborhoods and rural areas - enhancing cultural connections. To cultivate environmental stewardship as a result of early childhood exposure to our natural environment.

## **RELATED CONCEPTS**

- Out of School Programming
- Citizen Science Center
- Multi-Generational Play Space
- Riverfront Experiences

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places
- Entertainment and Experience

## **TARGET AUDIENCE**

- Children aged 0-5 and their caregivers
- Community nonprofits
- Early childhood educators
- Rural farmers

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Promote the local and rural culture in childcare spaces
- Ensure that children connect early to animals and nature
- Engage with local community organizations and educators to complement efforts
- Multilingual in staffing & students
- Childcare for people in the community but also for people coming from out of state
- Off hours for people who don't work 9-5
- National Western Center is going to employ a ton of people- having childcare for employees
- Programs should introduce children to kids different than themselves
- Must be affordable but financially sustainable: find a balance
- Can be provided for one-time events at NWC or as a matriculation system



- Connect cultures representative of the population of children - must respect the lifestyles of many different types of parents and children
- Introduction of social and environmental responsibility in a culturally enriching environment
- Accessible (economically, proximity, culturally, linguistically, differing abilities)
- Involve food and agriculture with gardening and nutrition
- Build community wealth through local hiring
- Offer extended hours depending on community needs
- Early childhood education garden approach - having kids plant herbs, veggies, etc. and watching it grow; field trips to see it on a large scale

## **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Increase support for children, ages 0-5 to allow them to interact with food, agriculture, and our natural environment in enriching ways
- Increase access for National Western Center employees and neighbors to on-site, affordable, high quality child care

## **SCALE**

- Can occur mostly at the urban level
- Extended availability to NWC campus visitors from rural and regional locations to increase reach

## **SUSTAINABILITY (SOCIAL)**

- Fill in the childcare desert that currently exists in GES
- Strong diversity

- Assists long term employment, which is key for local community

## **SUSTAINABILITY (ENVIRONMENTAL)**

- Use sustainable methods and materials
- Introduce kids to sustainability

## **CONNECTION**

- Mix of drop-in and long term; hours that accommodate a variety of work schedules
- Bi-/multilingual
- Inclusive learning and teaching methods
- Affordable

## **WHERE**

- On campus
- Off campus
- Online
- Near or on campus
- If this concept involves the development of a replicable curriculum, pieces of that can live off campus and online

## **WHEN**

- After the campus is open
- Space and licensure requirements

## **INNOVATION CONTINUUM**

- Both heritage and innovation
- Childcare and early childhood services have existed in various forms for a long time - this concept could build on that history while forging new approaches

## **PROSPECTIVE PARTNERS**

- Focus Points Family Resource Center\*
- Mile High United Way \*
- Denver's Early Childhood Council \*

# **CITIZEN SCIENCE CENTER**

## **CONCEPT DESCRIPTION**

Participatory community science center with projects on display, allowing kids, families, local residents and visitors of all ages to engage with the environment on campus and beyond. Projects, which are supported by volunteers, could explore the history and archaeology sites on campus, examine water quality in the South Platte, air pollution, noise pollution, food quality and accessibility, and native plants.

## **WHY THIS IS NEEDED**

To help foster multicultural, intergenerational civil discussions around citizen science in order to foster conversations about land, water, food, agriculture and our natural environment that may not otherwise happen, and would help people think in new ways about our land and water. To provide a replicable model that focuses on local issues with global reach to solve problems facing communities.

## **RELATED CONCEPTS**

- Out of School Programming
- Experimental Land Lab
- Environmental Restoration Partnerships
- Food and Agriculture Curricula
- Riverfront Experiences
- Digital Content and Knowledge Sharing

## **FOCUS AREAS**

- Strengthening the Agriculture and Food Economy
- Next Generation
- Healthy Places

## **TARGET AUDIENCE**

- Kids
- Parents
- Grandparents
- Families
- Community members
- Researchers
- Educators
- Conservation nonprofits
- Local residents

## **FEEDBACK FROM MEETINGS ONE AND TWO**

- Make sure that conversations are intergenerational and bring people together for food, agriculture, and environmental discussions
- Provide a variety of entry points and activities to engage such as science fairs, shows etc.
- Promote volunteering culture by engaging veterans, schools, etc.
- A science center with a zero or negative carbon footprint
- Help to bring together scientists and experts and make them accessible to people for questions and knowledge sharing
- Create a safe space for civil discussions that remove tensions among people
- Create a pre, during, and post experience using online, on-site, and off-site programming
- Ways of all ages to be engaged - wide

- variety needs to be involved
- Learnings going out to school so it's not all on campus
- Engage science/ scientist with local community, high schools and elementary
- Create solutions about GES
- Involve individuals without kids into each section - important for families but other citizens too
- All relevant communities need to be involved

### **PROPOSED OUTCOMES/ DEFINITION OF SUCCESS**

- Educational and multicultural conversations occur via content about food, agriculture, and our natural environment
- Local neighborhoods are engaged to take active roles in environmental stewardship and sustainable agriculture practice

### **SCALE**

- Can occur at urban, rural, regional, national and global levels
- Focus is local but there is an opportunity to be bigger via partnerships - local and replicable across the world

### **SUSTAINABILITY (SOCIAL)**

- Volunteering opportunities will be a huge way to engage
- Bringing all different ages, generations together to learn
- Science and problem solving to problems facing communities for both the citizens and those affected by the research

### **SUSTAINABILITY (ENVIRONMENTAL)**

- Operate sustainably
- Educate people about the importance of sustainability

### **CONNECTION**

- Strong, intentional outreach to activate different communities
- Differentiated activities for all ages
- Access to different types of learning in different science concepts
- Exhibits that help people understand environmental justice

### **WHERE**

- On campus
- Off campus
- Online
- Main center would be on campus, with potential satellite sites off campus and opportunities to engage online

### **WHEN**

- Tomorrow
- After the campus is open
- Given licensure requirements, this concept will probably need to wait until the campus is fully up and running

### **INNOVATION CONTINUUM**

- Both heritage and innovation
- The content here can and should go from archaeology all the way to future science

### **PROSPECTIVE PARTNERS**

- Denver Public Library \*
- Agriburbia \*
- Natural Resource Ecology Laboratory\*



