

**NATIONAL WESTERN CENTER
EXECUTIVE OVERSIGHT COMMITTEE (“EOC”)**

March 23, 2017

1:30 pm- 2:30 pm Wellington Webb Building, Room 4.F.6

AGENDA

- **1:30 pm Call meeting to order** (*Cristal DeHerrera*)

- **1:30 – 1:35 pm Review/approval of December 2016 meeting notes** (*Cristal DeHerrera*)

- **1:35 – 1:55 pm NWC Featured Presentation**
 - **Delgany Interceptor Study** (Eric Shafran, Project Lead)
 - **Program Management 90 Day Plan** (Patrick O’Keefe & Stephanie Reed)

- **1:55 – 2:10 pm NWCO Executive Director’s Report**
 - Program Reporting
 - City Council (quarterly)
 - City Auditor (quarterly)
 - Mayor (monthly)
 - Office of Economic Development & International Trade/RTA (annually)
 - Land Acquisition & Rail Consolidation
 - Program Partnership Updates
 - Partners in Energy with Xcel
 - MOU with Metro Wastewater
 - Project Updates
 - Brighton Blvd 44th – Race Court (Wilson & Co)
 - NWC Transportation & Parking Management (Walker Parking)
 - Procurements:
 - Campus Placemaking RFQ

- **2:10 – 2:20 pm Equity Partner Updates**
 - WSSA/NWSS
 - CSU
 - CCD

- **2:20 – 2:30 pm EOC Member Announcements/Public Comments***
 - Public comment (*): the EOC shall take public comments from interested stakeholders who have signed up. Each speaker shall have up to 3 minutes to speak on a topic relevant to the NWC project.

- **2:30 pm Meeting Adjournment**

Next NWC-EOC meeting: June 22 @ 1:30 pm (4.F.6)



National Western Center
Executive Oversight Committee Meeting Minutes (DRAFT)

Date of Meeting:	December 15, 2016	Time:	1:30 pm-2:30 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6
1. Meeting Objective			
EOC XVIII			
2. Attendance at Meeting			
Name	Organization		
Cristal DeHerrera (Chair)	City Attorney's Office	Patrick O Keefe	CH2M
Paul Andrews	National Western Stock Show	Tricia Ortega	NWCO
Albus Brooks	City Council	Amy Parsons	CSU
Drew Dutcher	GES Neighborhood Representative	Mike Peek	Triunity
Tony Frank	CSU	Liz Rapp	PCL Construction
Pat Grant	Western Stock Show Association	Kaitlyn Randol	Strategies 360
Brendan Hanlon	Department of Finance	Ralph Rempel	Martin Martin
Anna Jones	NDCC	Stephanie Reed	NWCO
Kelly Leid	Executive Director NWCO (Ex-officio)	Laura Rinker	GE Johnson
		Josh Roberts	City Attorney's Office
Ro Alegria	NDCC	Eric Rolle	Shrewsberry
Eric Anderson	CH2M	Brandi Sanger	Oz
Mark DeLaTorre	MIG	Michael Sapp	NWCO
Kim Elorriaga		Matt Schlageter	Martin Martin
Kathleen Fogler	Tryba	Eric Shafran	NWCO
Barb Frommell	NDCC	Deborah Snyder	Manhard Consulting
Jocelyn Hittle	CSU	Katy Spritzer	NDCC
Gretchen Hollrah	NWCO/ Department of Finance		
Steve Jeffords	Vivid Engineering	Paul Steward	Dig
Catherine Kornbrust	BTC	Ken Szeliga	Jacobs
Lynn Long	Lynn Long Equestrian P&D	Mike Unger	WSP/ PB
Erika Martinez	NWCO	Brian Werle	Jacobs
John Moore	Martin Martin	Jen Welborn	City Attorney's Office
Tiana Nelson	CSU	Joe Wiesinger	Shrewsberry



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Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6
Topic		Owner	Time
Call to order Quorum Present: Minutes of October 27, 2016 Meeting Approved		Cristal DeHerrera	1:38 p.m.
3. New Business			
4. Project Updates			
Land Acquisition Update: 17 of 38 private parcels are “under control”-with terms agreed to including 32% of the land area and 45% of the parcels.		Kelly Leid	1:38 p.m.
Executive Director’s Report- 2016 Q1 - NWCO established -3 staff members has grown to 8 -100 people in the City working on project -1909 building designated -Award for local foods local places award -national P3 conference Q2 --First debt issuance \$200 million bond issued-large portion for land -fastlane grant application -NWCO-design and construction industry forum-300 people- 20 plus meetings Q3-Q4 -ULI symposium - CSU, WSSA, and City are working together on large procurements: -Tri-unity is program reporting team- week 3-reporting to commence early next year -Brighton- 44 th to Race Court-Wilson and Company selected for 100% design -Walker Parking will help with transportation and parking management -City Public Works department processes are assisting NWCO with procurements -CH2 has been selected as our program management partner and will have 5 embedded team members- early work is all about program controls necessary to deliver project on time and on budget -Second Fastlane grant application -Major procurement next year will be Campus Placemaking which will help with detailed planning of campus including phasing and procurement issues - 2018 will also have large procurements for demolition and shovel ready new construction		Kelly Leid	1:44 p.m.
5. Partner Updates			
WSSA WSSA is looking for employees for 2017 National Western Stock Show. Exhibitor numbers are strong from 40 states including New York and Maine. Sponsorships are up 7%. Grand Marshal of the Parade will be Broncos mascot “Thunder.”		Paul Andrews/ Pat Grant	2:00 p.m.



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CSU CSU will host a VIP lunch following the parade and is excited for stock show. Work is progressing with Denver Water for Water Center and our extension office is working on a b2b farmer's market. The sustainability team-net 0 energy/waste and "1 water"- is bringing CSU faculty together on data gathering-pulling faculty and students together into a team-students will collect energy and water data during the stock show. Civil engineering students are investigating Delgany interceptor heat capture for senior projects. See CSU newsletter for more information.		Amy Parsons/ Jocelyn Hittle	2:04
CCD- City is announcing new project specific website. We will have kiosks scattered throughout stock show where people can sign up for newsletter, view new website, and participate in a public survey.		Kelly Leid	2:07
Public Comments No members of the public signed up to speak.		N/A	N/A
Next Meeting Agenda Preparation <ul style="list-style-type: none"> • Project Updates • Ongoing RFPs Progress Report • Fundamental to this group to talk openly and honest with team <ul style="list-style-type: none"> ○ We are partners, need to be fully aligned to be successful ○ Create lists of events for all partners to attend and share a uniform message 		Kelly Leid/All	10/27/16
6. Action Items (ongoing)			
Action	Owner	Due Date	
Agri-business/Science Forum Actively recruit Ag industry leaders to site and get input about what they would like to see in Denver.	All	N/A	



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Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6		
6. Adjournment					
Action		Owner	Time		
Cristal DeHerrera adjourned the meeting.		All	2:08 p.m.		
7. Next Meeting:					
Date	3/23/2017	Time:	1:30-2:30pm	Location:	Webb Building, Room 4.F.6
Objective:	Executive Oversight Committee XIX				

Memorandum of Understanding Phase 1 – Plan Development

DRAFT

City and County of Denver
Mayor's Office of the National Western Center
201 W. Colfax Avenue, 9th Floor
Denver, CO 80202
Attention: Barbara Frommell, Director of Strategic Partnerships

Congratulations on being selected to participate in Xcel Energy's Partners in Energy program. This program is designed to provide the National Western Center Campus (NWC) with the tools and resources necessary to develop and implement a strategic energy plan that reflects the vision of the adopted NWC Master Plan and the role of energy in its future. Program participation is intended to span 24 months with the initial 4-6 months dedicated to development of an actionable strategic energy action plan and the remaining time focused on the implementation of that plan.

The intent of this Memorandum of Understanding (MOU) is to confirm the City and County of Denver's intent to participate in the initial plan development phase of the Partners in Energy program and outline the commitment that the Mayor's Office of the National Western Center and Xcel Energy are making to this collaborative initiative. Based on a series of introductory meetings, this MOU outlines a custom approach to delivering Partners in Energy given the unique nature of the National Western Center redevelopment program goals and partnerships. The primary objective of this phase of the program is to develop an Energy Action Plan for the NWC, which will inform the "Energy" section of the campus' Regeneration Management Plan. Rather than a traditional Partners in Energy community energy plan, NWC's plan will be an inwardly focused, first order analysis and it will include recommendations for achieving net zero energy in order to inform the campus development program and design.

In order to achieve this Xcel Energy will provide:

- Collaborative public messaging of this Partners in Energy approach, including constructing or delivering an informational announcement regarding the partnership.

- Project management services helping the City and County of Denver (CCD) NWCO team to identify and convene a stakeholder group made up of NWC campus partners and relevant energy stakeholders and to integrate their technical expertise and resources into the NWC campus energy planning process. This would include regular project management meetings with CCD to monitor progress, as well as periodic communications with the stakeholder group throughout the planning process.
- Professional facilitation of two plan development work sessions with the stakeholder group to develop the energy plan's definition and boundaries of net zero energy, along with goals and strategies to accomplish this visions.
- Data analysis of community energy use and Xcel Energy program participation to the extent that it is legally and technically prudent and feasible. This can be used to identify potential opportunities to implement plan strategies. Xcel Energy will attempt to integrate data and modeling results provided by members of the stakeholder group in order to create a combined first-order energy and economic analysis to support the plan development. This may include convening a modeling sub-committee of the stakeholder planning team.
- Development of an NWC Energy Action Plan, which will inform the Energy portion of the NWC Regeneration Management Plan. The planning document, incorporating inputs from the stakeholder planning team, will be accessible to the community.
- Commitment to delivering an actionable and complete NWC energy action plan within four months of CCD and Xcel Energy signing this MOU.

Although participation in the Plan Development phase of Partners in Energy program requires no monetary contribution, the City and County of Denver, does agree to provide:

- A single contact point to work with recruiting stakeholders, coordinating planning meeting logistics, and coordinating distribution of deliverables.
- Meeting facilities to host the stakeholder group during development of the plan.
- Identification of existing plans or programs that could be leveraged or will need to be considered in successful development and delivery of this plan relative to the broader redevelopment plans of the National Western Center as well as city-wide goals and policies.
- Good-faith evaluation of the recommendations and analysis provided and fair consideration of the potential strategies and tactics identified

that align with the National Western Center and City and County of Denver goals.

- Commitment to delivering an actionable and complete NWC Energy Action Plan within four months of CCD and Xcel Energy signing this MOU.
- The NWC Energy Action Plan and associated work products developed with the support of the Xcel Energy’s Partners in Energy program work will be available to the public and Xcel Energy to share with other communities.

**Resource Commitment Summary
Plan Development Phase**

City and County of Denver	Xcel Energy
<ul style="list-style-type: none"> • Single point of contact • Meeting facilities • Access to existing related plans and programs • Contribution to recommended implementation strategies • Commitment to completing the plan development • Agreement that the energy plan resulting from this work will be available to the public 	<ul style="list-style-type: none"> • Assistance identifying and recruiting stakeholders • Analysis of community energy use and program participation • Facilitation of planning sessions • Training and guidance developing goals and strategies • Documentation and delivery of the energy action plan • Commitment to completing the plan development

This Memorandum of Understanding sets forth the intent of the signatories hereto. It is not a legally binding document, and it is not intended to confer remedies on any party in the event of its breach. All contracts or other written instruments requiring the assent of the City and County of Denver must be subscribed by the Mayor and attested by the City Clerk.

The Memorandum of Understanding for the Implementation Phase of the Partners in Energy program will be developed upon completion of the NWC Energy Plan and will outline your goals and the resource commitment from Xcel Energy and City and County of Denver Partnership.

All communications pertaining to this agreement shall be directed to Barb Frommell, Strategic Partnerships Director for City and County of Denver and Tami Gunderzik on behalf of Xcel Energy.

Thank you again for your continued interest in Xcel Energy’s Partner in Energy program. We look forward to assisting City and County of Denver in the development of an energy plan for the National Western Center Campus.

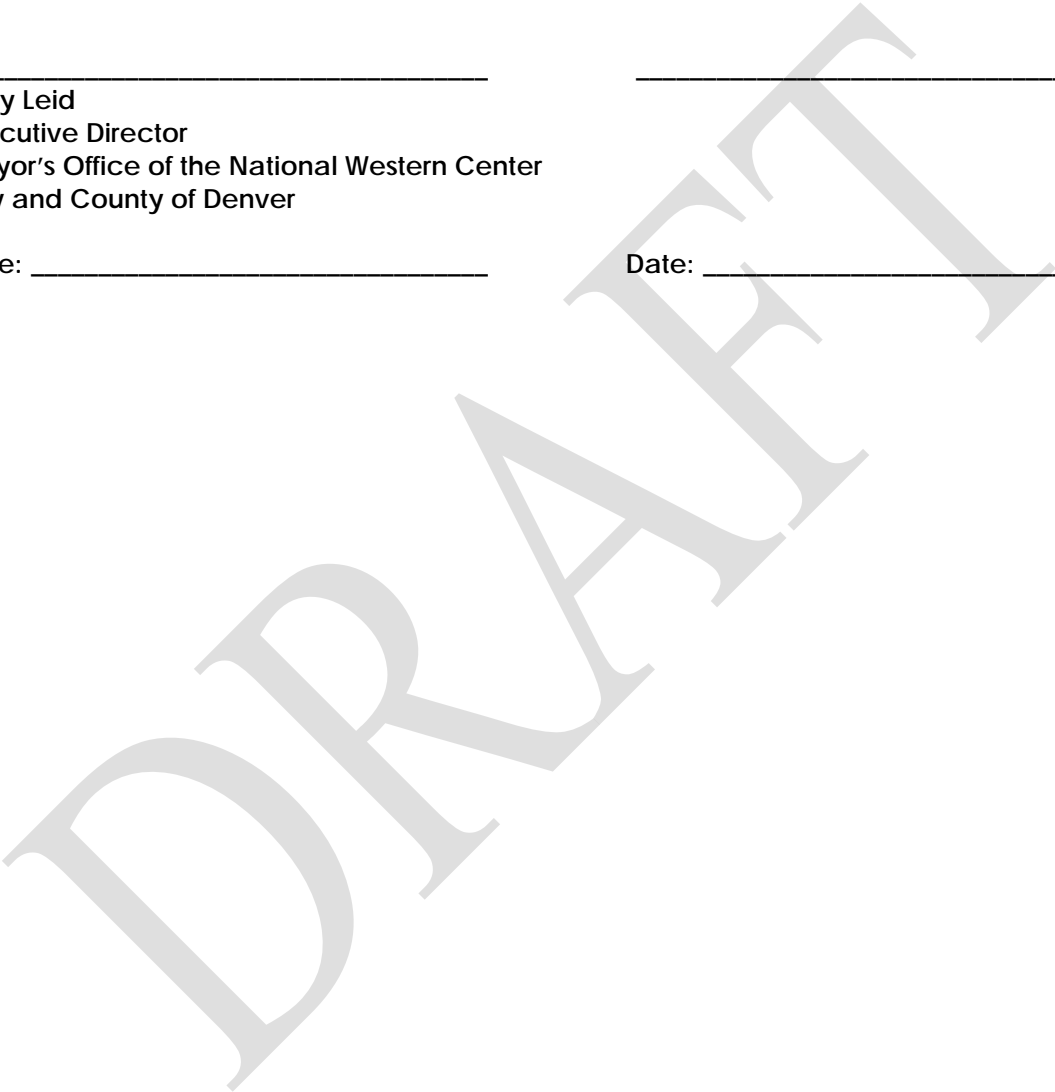
For City and County of Denver:

For Xcel Energy:

Kelly Leid
Executive Director
Mayor’s Office of the National Western Center
City and County of Denver

Date: _____

Date: _____



MEMORANDUM OF UNDERSTANDING
National Western Center & Metro Wastewater Reclamation District Partnership

This memorandum of understanding (“MOU”) is entered into this 23rd day of March 2017, between and among the National Western Center Executive Oversight Committee (“NWC-EOC”), (comprised of the City and County of Denver, Western Stock Show Association (“WSSA”), Colorado State University (“CSU”) and a representative of the Globeville, Elyria and Swansea communities) and the Metro Wastewater Reclamation District (“MWRD”); herein after referred to as the “Parties”.

The Parties agree to make their best efforts on a collaborative, non-binding basis to jointly work on the transformation of the National Western Stock Show Complex and Denver Coliseum into the National Western Center Campus, hereinafter referred to as the “NWC”. Commensurate with the adopted NWC Master Plan, the Parties envision the NWC as a dynamic year-round campus, strategically aligning experiential education, research, economic development, the arts, and other entertainment uses to create the global destination for agricultural heritage and innovation. Nothing herein shall require either Party to enter into any agreements or commit to any funding or participation of funding of any project without further agreement and approval by the Parties’ governing bodies, including but not limited to the MWRD Board of Directors, the CSU Board of Governors, and the WSSA Board of Directors.

The Parties agree that one of the key elements of realizing the NWC Master Plan vision is a collective commitment to the Guiding Principal to *Embrace an Ethic of Regeneration*, as defined in the Master Plan, and to build the NWC as a place to demonstrate innovative solutions to critical sustainability issues. The Parties also agree that achieving the NWC’ district-scale regeneration goals related to energy, waste and water requires the development of a mutually agreeable design, programming and operating solution for the site. The Parties expect that there may be eventual agreement(s) between the Parties and/or other possible partners that articulate specific commitments related to design, construction, programming, operating, funding, and/or other details in order to fulfill the shared project objectives.

In furtherance of the elements of the NWC Master Plan, the Parties acknowledge the following:

WHEREAS, the Parties recognize and value the importance of a general statement related to regenerative development at NWC; and

WHEREAS, the City and County of Denver has created the Office of the National Western Center (“NWCO”) to oversee, strategically coordinate, and implement the NWC to help sustain the National Western Stock Show (NWSS) and to create connectivity between the local communities of Globeville, Elyria and Swansea through transportation systems and natural areas; and

WHEREAS, MWRD was formed in 1961 to serve the metro Denver region, currently treats the wastewater originating within a 715 square mile area and is committed to protecting the

environment and providing for the community's future needs. MWRD's mission is to protect the region's health and environment by cleaning water and recovering resources; and

WHEREAS, the Parties recognize that the WSSA, the parent organization that stages the NWSS each January, has existed for over one hundred years as a 501(c)3 charitable organization operating for the purposes of educating the general public regarding agriculture and related activities, promoting youth education and involvement in agriculture and the livestock industry, and providing a forum for an exchange of ideas by individuals in the agricultural industry, which includes the critical role water has and continues to play in the delivery of sustainable communities; and

WHEREAS, as Colorado's land-grant university, Colorado State University is committed to educational excellence and the University's mission directly corresponds with the outreach mission of the NWC to provide a community-centric, experiential, life-long learning opportunity in the heart of the City and County of Denver.

NOW THEREFORE, the Parties commit to work together to advance the vision, mission and implementation of these shared objectives by undertaking the following design, construction, operating and facility programming planning efforts:

1. The Parties intend to engage in those parts of the NWC planning and execution processes together and with other interested stakeholders that are related to topics relevant to their missions, including regeneration, campus wastewater infrastructure design and build-out, beneficial use of wastewater byproducts including heat recovery and opportunities for collaborative research.
2. The Parties intend to engage in the development of a technical alternatives analysis considering optimal long-term configuration of wastewater infrastructure in the vicinity of the NWC site, as well as a phasing approach that meets both the operational needs of MWRD as well as the near-term NWC construction schedule. The Parties agree that the geographic scope of this analysis will likely extend outside of NWC boundaries. The purpose of this analysis is to inform overall NWC infrastructure design and construction (including the South Platte riverfront) and to inform opportunities for beneficial use of wastewater byproducts (such as heat, water and natural gas) at the NWC. Notwithstanding the foregoing, however, nothing in this MOU shall be interpreted to grant any approval required of MWRD for any selected alternative or beneficial use of any wastewater byproduct without further agreement and or approval of applicable governing bodies.
3. As related to the programming of the NWC, the Parties agree to seek opportunities to create a nexus of research and education among experts within the water treatment and distribution, wastewater and agriculture industries, with the goal of developing a truly unique educational and research campus. The resultant effort will serve as a model for

state, national and international regeneration and agribusiness stakeholders. Programming components may include, but are not limited to:

- a. Hands-on environmental education
 - b. K-12 educational programs and resources
 - c. Research, development and demonstration of new innovations in the urban water infrastructure realm including emerging wastewater technologies
 - d. Research and teaching lab space
 - e. Co-working/shared space to foster collaboration
 - f. Water treatment testing with multiple sources of water for research purposes
4. This Memorandum of Understanding sets forth the intent of the signatories hereto. It is not a legally binding document, and it is not intended to confer remedies on any party in the event of its breach. All contracts or other written instruments requiring the assent of the City and County of Denver must be subscribed by the Mayor and attested by the City Clerk.

NOW THEREFORE, the Parties hereby approve the terms outlined above.

Cristal DeHerrera, Chair
NWC Executive Oversight Committee

Catherine R. Gerali, District Manager
Metro Wastewater Reclamation District