

**NATIONAL WESTERN CENTER
EXECUTIVE OVERSIGHT COMMITTEE ("EOC") - SESSION #11**

March 24, 2016

1:00 pm- 2:30 pm Wellington Webb Building, Room 4.F.6

AGENDA

- **1:00 pm Call meeting to order** (*Kelly Leid*)

- **1:00 – 1:05 pm Review/approval of February 2016 meeting notes** (*Kelly Leid*)

- **1:05 – 1:50 pm In-depth Project Planning & Discussion**
 - [15 minutes] Campus Naming Rights Valuation Professional Services Procurement (*Kelly Leid, Paul Andrews*)*
 - [15 minutes] Parking Management Study Procurement (*Emily Gloeckner*)*
 - [15 minutes] 2016 NWC Work Plan Review (*Kelly Leid*)*

(*) EOC will be asked to adopt each of the above as to form, general timeframes and objectives.

- **1:50 – 2:10 pm NWC Project Plan Updates**
 - CCD Dept. of Finance 1st Bond Issuance (*Gretchen Hollrah*)
 - RTA (*Lotte Lieb Dula*)
 - Land Acquisition (*Jeff Steinberg*)
 - 1909 Stadium Arena Landmark Preservation (*Barbara Frommell*)
 - Rail Consolidation (*Eric Shafran*)
 - Emerging RFP's (*Gretchen Hollrah and Kelly Leid*)
 - Program Reporting
 - Project Management

- **2:10 – 2:20 pm 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: April 28, 2016 @ 1:00 pm (4.F.6)



National Western Center
Executive Oversight Committee Meeting Minutes

DRAFT

Date of Meeting:	February 25, 2016	Time:	1:00 pm-2:30 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6
1. Meeting Objective:			
EOC X			
2. Attendance at Meeting:			
Name	Organization		
Kelly Leid	NDCC	Jocelyn Hittle	Colorado State University
Paul Andrews	National Western Stock Show	Gretchen Hollrah	Department of Finance
Diane Barret	Mayor's Office	Nanci Kerr	Sky to Ground
Albus Brooks	City Council	Kathleen Madigan	LT Environmental
Cristal DeHerrera	City Attorney's Office	Erika Martinez	NWCO
Drew Dutcher	GES Neighborhood Representative	Ed Nichols	History Colorado
Ron Williams	Western Stock Show Association	Tricia Ortega	NWCO
		Shanti Pless	NREL
Eric Anderson	CH2M	Josh Roberts	City Attorney's Office
Liz Adams	CRL	Marisela Sandoval	CAO
Peter Baertlein	CCD-PW	Eric Shafran	NWCO
Mindy Davine	Walker Parking	Michael Sapp	NWCO
Jane Donovan	Jacobs	Katy Spritzer	NDCC
Lotte Lieb Dula	NWCO	Jeff Steinberg	Department of Finance-Real Estate
Anne Elizabeth	CAC	Mike Unger	WSP/Parsons Brinckerhoff
Greg Fisher	Denver Water	Celia Vanderloop	NDCC
Barb Frommell	NDCC	Dan Weisser	CH2M
Pat Grant	NWSS		
Topic	Owner	Time	
Call to order	Kelly Leid	1:06 p.m.	
Quorum Present: Minutes of January 28, 2016 Meeting Approved			



DRAFT

Date of Meeting:	February 25, 2016	Time:	1:00 pm-2:30 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6
3. New Business			
Campus Regeneration Work Plan		Jocelyn Hittle Eric Shafran Celia Vanderloop	1:09 p.m.
<p>We have four key areas of focus:</p> <ol style="list-style-type: none"> 1. Energy Generation 2. Water Conservation 3. Porous Boundaries with the Community 4. Waste Streams <p>We are participating in Mile High ZED (zero emissions/energy district) meetings with other local developers interested in net zero development around Denver. We are working towards the City's 2020 sustainability goals and will incorporate strategies including LEED certifications, technology exploration, and demand load year-round.</p> <p>We will proceed with analysis of our needs and then procure a study of the campus that will take place next year. We anticipate that we will eventually procure district scale solutions, possibly through a P3 deal.</p>			
Urban Waterways Restoration Study		Peter Bartlein	1:46 p.m.
<p>There are many partners and aspects of the urban waterways study and the NWC site's interaction with the river may be informed by study results. Partners in the study include the City, Army Corps of Engineers, metropolitan districts, etc.</p> <p>City is focusing on flood mitigation including numerous homes impacted by flood plain in Weir and Harvard gulches.</p> <p>The Platte River is a big part of the study and potential impacts on the NWC project or other areas of the City include a widening of the river and improvements to wildlife habitat. There are only a few places where widening the channel is a possible option and NWC is one of them. The end result would be an integration of the river with the site.</p> <p>Feasibility studies will be conducted in from 2015-2017, federal funding will be requested from 2018-2019 and the project would ultimate be designed and built between 2020 and 2032. Overall the project would be expected to improve floodplains throughout the City including Globeville.</p>			
4. Project Updates			
Finance		Gretchen Hollrah	2:05 p.m.
<p>First reading on the first debt issuance happened earlier this week and second reading is next Monday (February 29, 2016). We anticipate having \$200 million for the project in the first week of April.</p>			



**National Western Center
Executive Oversight Committee Meeting Minutes**

DRAFT

Date of Meeting:	February 25, 2016	Time:	1:00 pm-2:30 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6
RTA Application Update		Lotte Dula	2:06 p.m.
We are working through the minutiae of the funding requirements from the state including dealing with reporting requirements and our agreement with DURA. RTA funds are slated for Phase II of the project including the Livestock Center in particular.			
Land Acquisition Update:		Jeff Steinberg	2:08 p.m.
We have closed on 1 property and have another closing scheduled in May with 3 more anticipated that month and 6 more in the 2 nd quarter, and more in the pipeline. We anticipate acquiring 30 properties this year.			
Historic Assessment		Barb Frommell	2:12 p.m.
1909 Stadium Arena landmark application is online for review. State historical fund grant application will be turned in April 1. March 11 we anticipate having a draft of the comprehensive history.			
Rail Update		Eric Shafran	2:14 p.m.
We are working actively on rail and meeting with DRIR regularly to establish relationships and gather information.			
Upcoming RFP's		Kelly Leid	2:15
We are seeking project and program management support. Our goal is to have a team on board by fall 2016.			
We also anticipate potentially having a branding competition for the site to create a value proposition and image for the campus that is larger than traditional sponsorships. A lot of work remains to be done on these items and no formal roles have been assigned yet.			
Partners Report		Paul Andrews Ron Williams Amy Parsons Kelly Leid Erika Martinez	2:26 p.m.
WSSA is also working on its capital campaign and adjusting its Board to increase meeting frequency, improve participation, diversify, and take advantage of specialized skill sets. We have formed 6 task teams made up of Board members and interested community members. Naming Rights and Sponsorships are an issue WSSA wants to work on soon.			
CSU- CSU has funding for youth engagement with middle school aged kids to help them with civic involvement. We are working on an OED and EPA grant to look at food systems broadly and the 1909 area specifically. We also are looking at extension engagement with the neighborhoods including pet wellness, soil health awareness, 4H and youth engagement.			
CCD-The City will issue the report from the recent EOC inaugural retreat at the next meeting.			



National Western Center
Executive Oversight Committee Meeting Minutes

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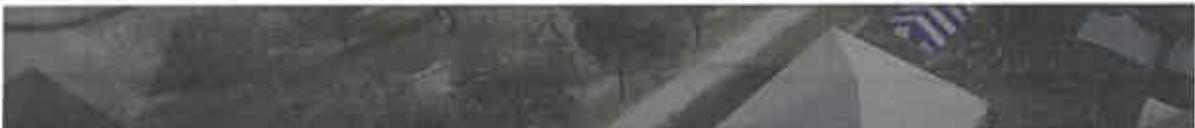
Date of Meeting:	February 25, 2016	Time:	1:00 pm-2:30 p.m.	
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.F.6	
Public Comments				2:29
No members of the public signed up for comment.				
Next Meeting Agenda Preparation				Kelly Leid/All
<ul style="list-style-type: none"> • Project Updates • Regeneration Work Flow • 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 				
5. 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	
Read CSU The Emergence of an Innovation Cluster in the Agricultural Value Chain along Colorado's Front Range."	All		N/A	
6. Adjournment				
Action	Owner		Time	
Kelly Leid adjourned the meeting.	Kelly Leid/All		2:29 p.m.	
7. Next Meeting:				
Date	3/24/2016	Time:	1:00-2:30pm	Location: Webb Building, Room 4.F.6
Objective:	Executive Oversight Committee XI			

Request for Information
National Western Center Campus
Commercial and Philanthropic
Naming and Sponsorship Valuation
Consulting Services
March 4 2016



NATIONAL WESTERN CENTER

LOCAL IMPACT ● GLOBAL REACH



Founding Partners:



DENVER
THE MILE HIGH CITY

HISTORY *Colorado*



Context and Objectives for Consultant Engagement

The National Western Center (“NWC”) campus, to be built in phases over an estimated 10 years, will be an international center of excellence in agricultural innovation, technology and imagination as well as entertainment and competition, serving the needs and interests of farmers, ranchers, tourists, researchers, students and educators around the world.

The primary funding partners Colorado State University (“CSU”), Western Stock Show Association (“WSSA”), City & County of Denver (“CCD”), herein referred to as the “Equity Partners” wish to evaluate the potential for campus naming and sponsorship opportunities. Prior to issuing an RFQ/P for services, the Equity Partners wish to solicit input from a variety of sources to ensure that the RFQ/P document has complete information, and that all potential scope elements and approaches for naming valuation are considered, reflecting the latest thinking and best-in-class approaches to the evolving nature of naming rights relationships between facilities, events, cities and corporate and/or philanthropic partners. Of primary importance is exploring the difference in approaches employed at the international level vs. regional or national approaches. The founding partners have experience soliciting regional and national level sponsorships, but wish to explore possibilities at the international level, given the unique nature of the emerging vision for this year-round, agriculturally-focused campus, which is positioned as a new northern gateway into the City and County of Denver, Colorado’s capitol city. In addition, coordinating naming rights and sponsorships at multiple venues and maximizing value received is of critical importance.

Overview of NWC Scope

A quick overview of plans and intent for the National Western Center Campus may be viewed here:

Nationalwesterncenterrta.org

Request for Information

Please answer the following questions, and where appropriate, provide examples and/or case studies of relevant approaches as part of your responses:

- What are the principal differences in approach for soliciting international level sponsorships and naming rights vs local, regional or national level sponsorships and naming rights?
- What is the difference between destination and purpose branding vs traffic branding? What are the elements and pros and cons of each approach? Can both approaches be used simultaneously at a campus such as the National Western Center?
- With any approach, how is dilution of brand value and dilution of site and mission value avoided?
- With any approach, how can brand placement be linked to the National Western Center’s mission?

- Naming opportunities will be offered to both commercial and philanthropic entities. What are the typical benefits given each type of sponsor? Do commercial and philanthropic valuation methodologies differ? Is there an ideal mix that elevates the mission of a campus such as the National Western Center?
- What is the ideal balance of named spaces vs unnamed spaces?
- What are the pros and cons of having multiple buildings/spaces with naming rights located on one campus? How does this approach differ from a stadium deal with one naming right, for example?
- Is there a relationship between square footage of a space and naming rights valuation?
- If the final campus design differs significantly from the master plan, what methodology can be used to adjust the valuations or create valuation parameters for new spaces? What are the elements that comprise valuation?
- Please review each draft section of the skeleton RFQ/P and offer suggestions for development and clarification of listed scope elements, recommendations for additional scope elements, and recommendations for a template or structure for the RFQ/P.
- Please review the project documents listed in the appendix and recommend what additional information should be included to aid proposers with preparation of the RFQ/P

Schedule

3/18/16 – Preproposal Conference Call (to be confirmed)

3/25/16 – Questions and clarifications due

4/15/16 – Responses due

Respondents to this RFI will be included on the distribution of any subsequent RFQ/P.

Submission Instructions

Respondents will send all materials to:

Paul Andrews

President and CEO

Western Stock Show Association

4655 Humboldt St. Denver, CO 80216

pandrews@nationalwestern.com

Electronic submissions are acceptable

Request for Qualifications/Proposals
National Western Center Campus
Commercial and Philanthropic
Naming and Sponsorship Valuation
Consulting Services



NATIONAL WESTERN CENTER

LOCAL IMPACT • GLOBAL REACH



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Skeletal Draft of RFQ/P Language for Proposer Review and Comment

Context and Objectives for Consultant Engagement

The National Western Center (“NWC”) campus, to be built in phases over an estimated 10 years, will be an international center of excellence in agricultural innovation, technology and imagination as well as entertainment and competition, serving the needs and interests of farmers, ranchers, tourists, researchers, students and educators around the world.

The primary funding partners Colorado State University (“CSU”), Western Stock Show Association (“WSSA”), City & County of Denver (“CCD”), herein referred to as the “Equity Partners” wish to evaluate the potential for campus naming and sponsorship opportunities. Of primary importance is exploring the difference in approaches employed at the international level vs. regional or national approaches. The equity partners have experience soliciting regional and national level sponsorships, but wish to explore possibilities at the international level, given the unique nature of the emerging vision for this year-round, agriculturally-focused campus, which is positioned as a new northern gateway into the City and County of Denver, Colorado’s capitol city. In addition, coordinating naming rights and sponsorships at multiple venues and maximizing value received is of critical importance.

New Partnerships for the Future

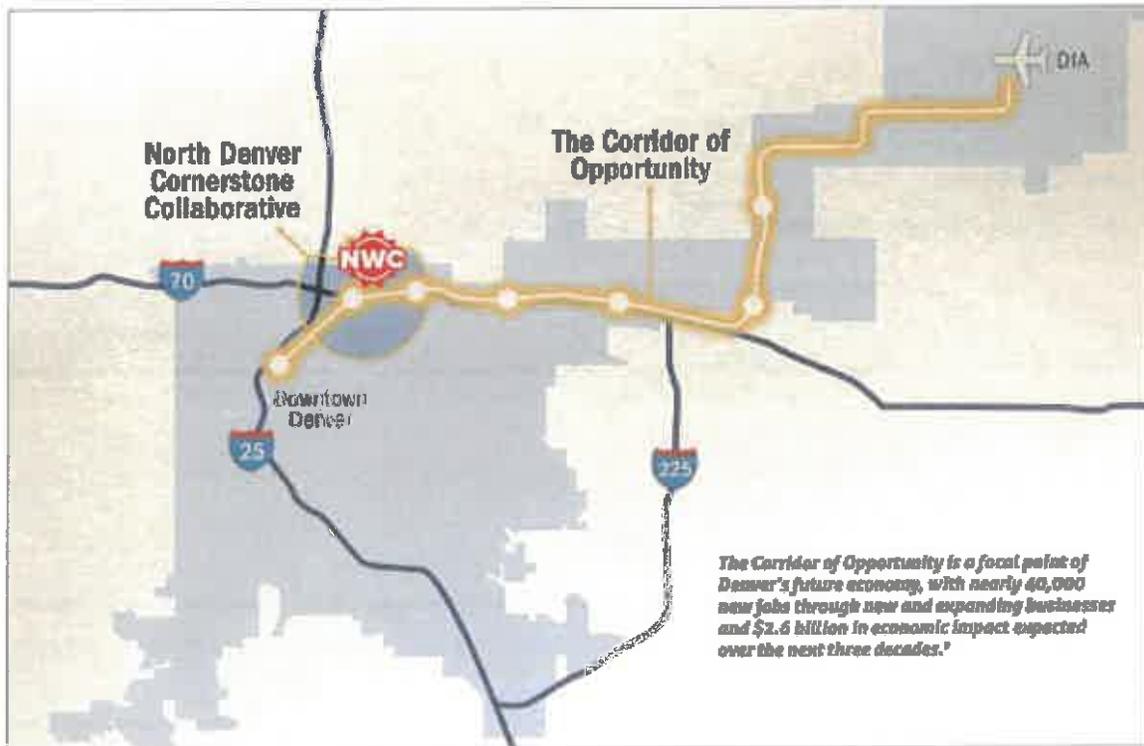
NWC founding partners joined forces in June 2013 to reinvent the existing National Western Complex for the next 100 years. NWC master-planning was completed in early 2015. In November 2015, Denver voters overwhelmingly authorized public funding for phases I and II of the proposed NWC, which impacts over 80% of the site’s redevelopment. When combined with \$250 million in state funding for Colorado State University’s facilities on campus, the project budget totals over \$1.1 billion.

The NWC campus is to be created at the site of the 110-year-old National Western Stock Show, a nationally recognized western heritage and entertainment event, which hosts one of the world’s richest regular season professional rodeos, one of the country’s largest horse shows and Colorado’s largest agricultural tradeshow, attracting close to 650,000 visitors each year.

Upon complete buildout, NWC campus seeks to expand upon National Western Stock Show’s 110-year history, to become a global center dedicated to solving some of the world’s most intractable problems -- such as how to feed the world’s projected 9 billion people by 2050, while continuing the longstanding traditions of celebrating the spirit of the American West through the annual National Western Stock Show & Rodeo. Envisioned to become the “DAVOS or Silicon Valley of Agriculture,” the NWC campus will support global-level programming,

experiential education, research and regional development goals, bringing together people from all over the world to pursue our common interests:

- Translational veterinary medical science
- Modern food system research and management
- Modern food system security and safety
- Agricultural research and development
- Business incubation
- Experiments in urban agriculture
- Western art and history
- Water systems management and research
- Natural sciences and resource management
- Global-level conferences and cross cultural integration and activation
- Expert-led agricultural education
- Historic stock show event
- New equestrian and livestock events
- Expanded trade show events



The Corridor of Opportunity

The NWC will be located at the heart of what Denver Mayor Michael B. Hancock calls the Corridor of Opportunity, a focal point of Denver's future economy and what will become a showcase of private and public sector collaboration between cities and countries around the world. Denver is ideally situated as a future hub for international travel and trade.

Project Buildout Elements

The campus facilities will be built and/or renovated over multiple phases to accommodate the continued operation of the annual NWSS event. Phases I and II, which are currently funded, are in the early stages of development, and include:

- Planning for new infrastructure and public plazas connecting campus to surrounding communities
- Rehabilitated riverfront
- New stockyards and events pavilion
- New livestock and equestrian centers
- CSU Equine sports medicine facility
- CSU Water Resources Center

Futures phases will include:

- New Arena
- New Expo Hall
- Restored 1909 Stadium Arena
- CSU Center
- Restored Armour Administration Building

Midway: The intersection of tourism, trade, science and education



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

Midway Master Plan



Capital Project Budget and Funding:

Venue	NWSS	CSU	CCD	RTA	Total
NWSS Structures	\$50,000,000	-	\$312,250,000	\$52,380,000	\$414,630,000
CSU Equine Sports Medicine Facility	-	\$16,200,000	-	-	\$16,200,000
River Edge	-	-	\$16,841,200	-	\$16,841,200
Campus Infrastructure	-	-	\$285,314,800	-	\$285,314,800
Roadway Connectivity	-	-	\$58,900,400	-	\$58,900,400
RTA Financing Costs	-	-	-	\$64,546,300	\$64,546,300
	\$50,000,000	\$16,200,000	\$673,306,400	\$116,926,300	\$856,432,700
	6%	2%	78%	14%	100%

Funding for phases I and II of the NWC is comprised of both public and private sources and totals \$856.4 million, including philanthropy, state general funds, state sales tax increment financing, and municipal excise taxes.

Scope of Work

The selected consultant or consultant team will be tasked with developing a comprehensive approach to naming valuation and sponsorship opportunities including, but not limited to, these areas of the NWC campus:

- The campus as a whole
- Each major facility
 - Yards/Events Pavilion
 - Equestrian Center
 - Livestock Center
 - New Arena
 - New Expo Hall
- Individual spaces within each major facility
- Permanent landmark locations.
- Public plazas and open spaces
- Parking lots/structures
- Off campus rights
 - Offsite kiosks (e.g. Denver International Airport) and promotional platforms

The selected consultant will also provide guidance on strategy in the following areas:

Basic Services:

The consulting team must address each topic below in its proposal:

- **Asset Naming Right Valuation – Commercial**
- **Asset Naming Right Valuation – Philanthropic**
- **Asset Naming Right Valuation Categories**
 - **By Industry cluster (as defined in CSU's ag innovation report – see appendix)**
- **Asset Naming Right Balance**
 - **Public / private /hybrid mix**
 - **To maximize revenue while supporting philanthropic fundraising campaign fundamentals**
- **Documentation of assessment factors unique to National Western Center as compared to domestic and international competitors**
- **Assessment of any impediments to pursuit of naming rights or political and social vulnerabilities**
- **Documentation of valuation methodology**
- **Program Structure**
 - **Components of naming and sponsorship packages**
 - **Major Sponsor benefits**
 - **Relative merit of sunset clauses and effect upon valuation parameters**
 - **Analysis of category exclusivity parameters and compatibility guarantees**
 - **Alternate approaches**
 - **Temporal component – pros and cons, best practices for discounts/more rights for “first-in” investors**
- **Sponsors’ role in campus governance**
 - **Best-in-class assessment of existing national / international models for sponsors’ role in campus governance**
 - **Potential sponsor’s advisory board - best practices, pros and cons**
 - **Potential sponsor position on NWC governing board - best practices, pros and cons**
- **Recommendations for contract formats**
- **Strategic Plan**
 - **Trends analysis: best in class evolution of naming and sponsorship implementation approaches – local, regional, national and international partnerships**
 - **Process and best practices for soliciting and selecting naming rights partners**
 - **Timeframe for roll-out vs. asset construction schedule**
 - **Analysis of alignment of design process to facilitate maximum naming revenue options**
 - **Recommendations for a communications protocol and initial sales deck template for use on sales calls.**

Additional Services

- Valuation confirmation and revision after finalization of space program during design
- Market Analysis
 - Prioritized list of prospective partners by industry cluster
- Best practices for strategic development of:
 - Air rights
 - Media rights
 - Commercial/retail activation on campus vs. sponsorships
 - Prevention of ambush marketing and dilution of value

Reimbursables:

- Schedule of expenditures for reimbursement
 - Travel
 - Printing & copies

Contract maximum:

- Not to exceed maximum

The selected consultant, or consultant team is expected to collaborate and coordinate scope elements with other team members, including, but not limited to the capital campaign consultant, economic development consultant, and partner agency management team members.

Proposal Process

Schedule

XX/XX/XX – Pre-proposal conference & site tour (required)
XX/XX/XX – Request for qualifications/proposal available
XX/XX/XX – Shortlisting of proposers
XX/XX/XX – Request for proposal available
XX/XX/XX – Questions due for clarification
XX/XX/XX – Clarification responses
XX/XX/XX – Proposals due
XX/XX/XX – Consultant presentations
XX/XX/XX – Consultant award notification
XX/XX/XX – Contract negotiations
XX/XX/XX – Notice to proceed

Submission Requirements

Proposer must provide the following information

- Qualifications of proposer

- Selected relevant industry experience
- Proposed team and structure
- Proposed approach and schedule
- Fee proposal
- References
- Original and electronic copies

Submission Instructions

Proposer will send 10 complete copies of all proposal materials to:

Paul Andrews
President and CEO
Western Stock Show Association
4655 Humboldt St. Denver, CO 80216

Evaluation and Criteria

WSSA, CSU and CCD will review proposals and determine which, if any, will be contacted for clarification, formal presentation, and potential contracting. Final selection will be approved by National Western Center Executive Oversight Committee.

Appendices

NWC Master Plan
Regional Tourism Act Application
Strategic Advisory Group Report
Denver Urban Renewal Report
Renderings
City of Denver Economic and Demographic Metrics
National Western Stock Show Visitor Counts – 10 years
CSU Ag Innovation Report (industry clusters)
First 100 years of the NWSS
Current Sponsor Agreements
Proposed Primary and Secondary Entry Monuments Locations
CDOT regulations regarding highway signage





Building Space Specifications

PHASE 1-2 BUILDOUT		
Title	Description	Bldg SF
Livestock/Equestrian		
Livestock Center	Livestock Stadium Arena (8,000 seats)	135,740 sf
	Livestock Hall	231,500 sf
	Livestock Hall Auction Arena (700 seats)	9,580 sf
	Total Livestock Center	376,790 sf
Equestrian Center	Equestrian Events Center (4,500 seats)	109,500 sf
	Horse Barn (1,000 stalls), including CCD Police	220,000 sf
	Equestrian Unit (8 horses)	
	Equestrian Arena (800 seats)	86,800 sf
	Indoor Practice Arenas (2)	48,000 sf
	Covered Outdoor Exercise Arenas (2)	40,000 sf
	CSU Equine Sports Medicine Facility	39,664 sf
	Community Outreach/Clinical Trials Centers	40,000 sf
Total Equestrian Center	582,664 sf	
Stock Yards Center	Stock Yards Show Arena (1,000 seats)	20,100 sf
	Stock Yards Auction Arena (1,000 seats)	15,000 sf
	Total Stock Yards Center	35,100 sf
Livestock Pens	Wash Rack Buildings (2)	7,680 sf
	Stock Yards Events Pavilion (portable)	
Other Campus Structures		
Maintenance & Operations	NWSS operations facility	44,000 sf
DPS Site Parking Garage	Development of former DPS bus barn site First floor retail/temporary CSU facility	325,500 sf
Total		1,971,734 sf



NATIONAL WESTERN CENTER

Master Transportation and Parking Management Plan

PURPOSE

The NWC Master Transportation and Parking Management Plan will develop best parking practices that incorporate multi-modal needs for the National Western Center (NWC) Campus. The plan will identify strategies and tactics proven effective at other locations similar in nature to the NWC. The intent is to leverage substantial investments, including existing and new, already made in parking and new multi-modal infrastructure within the City.

SUMMARY OF STUDY DELIVERABLES

1. **Documentation of Goals and Objectives for the plan** – The goals and objectives task will answer the “What?” and “Why?” of the project which will guide the project team. This will be a collaborative effort with the area stakeholders and engaged citizens.
2. **Public Involvement Plan** – A plan to provide information to the surrounding communities and stakeholders as well as an engagement strategy for the groups to inform the plan.
3. **Existing Conditions Assessment** – Build upon the existing conditions data collected for the 2014 and 2015 Stock Show; the analysis will also document the available parking for the area including overflow parking pools or garages.
4. **Parking User Group Identification, Parking Demand, and Travel Demand Management Strategies** – This is the technical component of the report identifying demand and demand management. The following will be part of the analysis:
 - a. **User Groups** – work closely with the NWC partners to identify time of operations, type of vehicles (semis, trailers, etc.), and parking needs of the various vehicles for both patron and operational/back-of-house user groups.
 - b. **Parking Demand** – determine the parking demand in the area based upon all the users of the NWC; the demand will be a maximum demand
 - c. **Travel Demand Management (TDM)**– determine the range of reduction that can be considered based upon active transportation to and from the site (transit, bicycle, and walking); the range will take into account passive users as well as an aggressive management plan that will incentives users to leave their car at home and utilize transit, bicycle routes, bicycle parking, car share, and car pool opportunities.
5. **Parking Infrastructure Needs and Access and Circulation Plans** – The following will be identified:
 - a. **Parking Facility Locations** including surface, structured, and specialty parking
 - b. **Location for drop offs** to accommodate buses, Taxi's, Uber, Lyft and alternative ride systems
 - c. **Bicycle parking areas and size of parking areas**
 - d. **Shared parking opportunities** in the surrounding area and accompanying shuttle services
 - e. **Back of house vendor and participant needs**, especially for the Stock Show
 - f. **Real time parking information type and location**
 - g. **Parking access and circulation plans** during construction phasing and final buildout

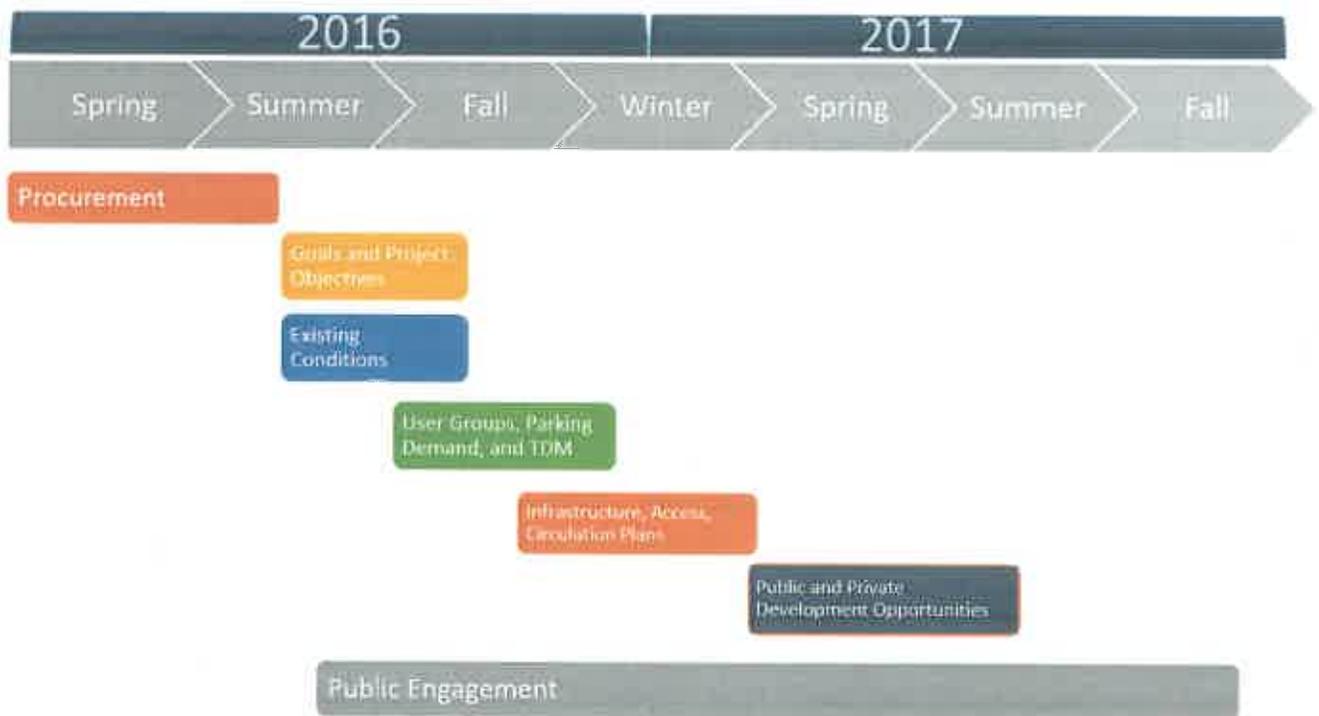


NATIONAL WESTERN CENTER

Master Transportation and Parking Management Plan

6. **Analysis of Public and Private Development Opportunities** – develop a framework that the City and the NWC partners can consider for shared delivery of the parking structure(s); the information will also include:
 - a. Phasing and Implementation Plan
 - b. Parking Pricing and Management
 - c. Annual Operations and Maintenance Costs for the Parking System

PROJECT SCHEDULE/MILESTONES



PROJECT MANAGEMENT

- Lead Organization: Public Works
- Project Lead: Emily Gloeckner

PROJECT FEE

- DRCOG Funds - \$200,000
- Local Match - \$50,000 (provided by NWCO)

MEMORANDUM

TO: NWC Executive Oversight Committee

FR: Kelly Leid, Chair, NWC Executive Oversight Committee
Executive Director, Mayor's Office of the National Western Center

CC: Gretchen Hollrah
Eric Shafran

DA: March 22, 2016

RE: 2016 NWC Work Plan Summary

Overview

With important public funding in place, the NWC project is now moving into its initial implementation activities. Similar to our approach with the North Denver Cornerstone Collaborative (NDCC) since its inception in January 2013, the following represents an "Executive Summary" of the 2016 Work Plan of the Office of the National Western Center (NWCO). This inaugural implementation work plan is guided by the significant shared work that has been built over the past three years, which started with the founding partners MOU, the creation of an adopted master plan, development of GES neighborhood plans and our collaboration with the NWC Citizens Advisory Committee.

The plan is highly focused on predevelopment efforts, making sure we are 1) gaining full site control through land acquisition and, transfers, 2) short line rail consolidation, 3) conducting needed site remediation and demolition, 4) building a first rate project team of internal and external resources to help strategically guide this complex project, and 5) advancing needed studies and procurements necessary to prepare the site for eventual horizontal and vertical development.

Lastly, the following project actions only include those work plan activities for which the City of Denver, through the Office of the National Western Center (NWCO) has direct responsibility. NWCO is working closely with the both the WSSA and CSU, as the other two equity partners, to align the collective advancement of the adopted NWC work plan. All estimated Work Plan timelines are subject to change based on the development of the individual work products, partner coordination and information which may not be known at this time.

Critical Path Actions

Before new development can occur on the site, initial efforts will focus on four core actions, which include land acquisition, rail consolidation, site remediation and assembling the project

team. Each of these project actions are being led by the Office of the National Western Center, in collaboration with other city agencies and the equity project partners. These project activities are funded as part of the \$856 million phase I and II implementation.

Land Acquisition

Primary focus is on the acquisition of privately held parcels, along with required supports to help find relocation options for residential and commercial property owners located within the boundaries of the NWC campus. Additionally, the City and WSSA are working toward the transfer of WSSA land holdings over to the City of Denver this summer.

Lead Organization: City of Denver Department of Real Estate

Project Leads: Jeff Steinberg and Katy Spritzer

Estimated Task Length: 18 – 36 months

Rail Consolidation

The NWCO team is running a parallel process, in partnership with the Denver Rock Island (Short-line) Rail owners, to consolidate the organization's rail track off the South Platte River down the current National Western Drive. This will be the first in several actions to reactive the portion of the river that runs through the future campus and set the stage for both the development of the new National Western Drive, two new bridges across the Platte and allow for the eventual construction of the new Stockyards and Events Pavilion.

Lead Organization: Office of the National Western Center (NWCO)

Project Lead: Eric Shafran

Estimated Task Length: 18 – 24 months

Site Remediation and Demolition

As properties are acquired, NWCO in collaboration with Denver Environmental Health and Public Works, will conduct remediation activities, as may be required, to prepare it for demolition (if necessary) and then eventual redevelopment. This activity will parallel the land acquisition process.

Lead Organization: Denver Environmental Health (DEH)

Project Lead: Celia Vanderloop

Estimated Task Length: 18 – 36 months

Project Reporting & Management

NWCO will issue an RFP for project reporting and an RFI for project management through Denver Public Works in the 2nd quarter of 2016 to build out the initial project oversight team in support of NWC project reporting and overall strategic project management.

Lead Organization: NWCO and Public Works

Project Leads: Gretchen Hollrah and Eric Shafran

Estimated Task Length: April – December 2016

Other Project Work Plan Activities

Campus Regeneration Due Diligence

The City, CSU and the National renewable Energy Labs (NREL) will continue to advance the planning for a district scale energy, waste and water system for the future campus. This effort shall include, but not limited to assessing the appropriate mix of systems, along with the continued exploration of a possible public/private partnership (P3) funding solution for the campus regeneration system.

Lead Organization: NWCO

Project Leads: Eric Shafran, Celia Vanderloop and Jocelyn Hittle

Estimated Task Length: January – December 2016

Historic Study/Comprehensive History (Phase I)

Effort includes researching the history of the NWSS site and the surrounding neighborhoods.

Lead Organization: NWCO

Project Lead: Barbara Frommell

Estimated Task Length: January – September 2016

Historic Study/1909 Stadium Arena Designation (Phase II)

This effort has two parts. The first is the submittal of an application for local designation of the 1909 Stadium Arena and then a grant application request to the state for funds to conduct a structural assessment of the arena for rehabilitation.

Lead Organization: NWCO and Community Planning & Development

Project Lead: Barbara Frommell

Estimated Task Length: March 2016 – July 2017

Parking Management Study

This effort is part of a DRCOG grant to assess the integration and leveraging of new and existing transit assets in and around the future campus.

Lead Organization: Public Works

Project Lead: Emily Gloeckner

Estimated Task Length: April 2016 – April 2017

RTA Program Refinement

Effort will building on the initial programming developed as part of the NWC for new yards/events pavilion, livestock center and equestrian center. Results of the program refinement will be used to inform both regeneration systems planning and future design efforts of these three core facilities.

Lead Organization: NWCO
Project Lead: Stephanie Reed
Estimated Task Length: May – December 2016

Public Realm & Campus Design Guidelines

Effort to advance initial master planning of the campus character areas (spaces between the buildings). NWCO, in collaboration with CPD and Public works, will competitively procure professional services to guide this next phase of campus design, which is intended will to guide campus place-making efforts.

Lead Organization(s): NWCO and Community Planning & Development
Project Lead: TBD
Estimated Task Length: July 2016 – June 2017

Public Authority Legal Due Diligence

Effort to advance researching best in class organizational structure toward to eventual development of a public authority to oversee the design, construction and operation of the future campus.

Lead Organization: City Attorney's Office
Project Leads: Cristal DeHerrera and Jen Welborn
Estimated Task Length: May 2016 – May 2017

Other Associated NDCC Project Activities

The City NWCO team and partner entities will continue to collaborate with the projects of the North Denver Cornerstone Collaborative (NDCC). These efforts are described in more detail in the 2016 NDCC Work Plan.

Goal: Launch the National Western Center Office by building the organization structure and advancing critical pre-development activities

Activity	Phase	Description	Lead	Timing
Environmental Assessment	Pre-development	Ongoing environmental study of properties to be acquired. Partial Phase I complete and Phase II on select properties	Celia VanDerLoop	2016
Next Generation Agribusiness Economic Study – Phase 1 and 2	Pre-development	Perform an initial economic and market opportunity analysis of the greater NWC area; refinement of options for industry partnerships, and public/private finance partnerships and tools.	Gretchen Hollrah, Jeff Romine	Jan 2016 – June 2016
Land Acquisition	Pre-development	Acquisition and associated remediation and demolition	Katy Spritzer, Celia VanDerloop, Eric Shafran	Ongoing
Campus Survey	Pre-development	Campus boundary and control survey in addition to surveys of properties to be acquired, and survey of Western Stock Show Association property	Jeff Steinberg, Katy Spritzer	Ongoing
Rail Consolidation	Pre-development	Assessment of rail consolidation strategies and negotiations with Denver Rock Island Rail	Eric Shafran	Ongoing
Regeneration – Next Step Study	Pre-development	Comprehensive follow-up study to the preliminary strategy-development and data-collection activities	Celia Vanderloop, Eric Shafran	March 2016 – Dec 2016
Program and Project Management	Pre-development	RFPs for program and project management services	Gretchen Hollrah	Spring 2016 - August 2016



Goal: Launch the National Western Center Office by building the organization structure and advancing critical pre-development activities

Activity	Phase	Description	Lead	Timing
Historic Workplan, Task 1: Document Comprehensive History	Pre-development	Document a comprehensive 10,000-year history of the National Western Center campus, including the equivalent level of research that goes into a historic district nomination	Barbara Frommell	Jan 2016 – Aug 2016
Historic Workplan, Task 2&3: Local, State & National Landmark Listing	Pre-development	Prepare applications to City of Denver, State of Colorado and US National Park Service for historic designation of three buildings on the National Western Center campus	Barbara Frommell	Jan 2016 – Aug 2016
Historic Workplan, Task 4: 1909 Stadium Arena Economic Feasibility & Historic Structure Assessment	Pre-development	After this building has received a Local historic designation, pursue State Historic Preservation Office Competitive Grant funding to support a combined Historic Structure Assessment and Economic Feasibility Analysis.	Barbara Frommell	April 2016 – Aug 2016
Campus Mobility & Parking Management Study	Pre-development	Study the campus requirements for patron and back-of-house circulation and parking and identify on-site and off-site parking requirements, parking management best practices, develop a transportation demand management program, and provide the blueprint for the transportation network and parking operations.	Emily Gloeckner	July 2016 – Jan 2017
Building Program Refinement	Pre-development	Study to expand and refine the conceptual RTA building programs for the Stock Yards, Equestrian Center and Livestock Center that were developed during the National Western Center master planning process.	Eric Shafran	April 2016 – Dec 2016
Public Realm & Campus Design Standards – Phase 1	Pre-development	Incorporating deliverables from the Comprehensive History, Regeneration Study and Economic Feasibility studies above, consulting team will further develop the character areas of the NWC campus as identified in the NWC Master Plan	Kelly Leid & Eric Shafran	June 2016 – March 2017
Campus Branding	Pre-development	Branding competition to develop the National Western Center brand, graphic standards and associated print and electronic templates to build the publics formal understanding of the NWC's potential and for the promotion of the year round campus to attract programming.	Kelly Leid	June 2016 – March 2017