

**NATIONAL WESTERN CENTER
EXECUTIVE OVERSIGHT COMMITTEE (“EOC”) - ORGANIZING SESSION #2**

June 18, 2015

1:00 – 2:30 pm Wellington Webb Building, Room 12.F.12

AGENDA

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

- **1:00 – 1:05 pm Review/approval of May 21, 2015 meeting notes** (*Kelly Leid*)

- **1:05 – 1:10 pm Ballot Measure Language & Council Approval Update** (*Cary*)

- **1:10 – 1:20 pm Project Plan Updates**
 - NWC Work Plan (*Eric Shafran*)
 - RTA Application (*Lotte Lieb Dula*)

- **1:20 – 2:20 pm New Business**
 - (5 minutes) Updated EOC Schedule/Action Items May – Dec 2015
 - (25 minutes) Campus Economic Study RFP (*Gretchen Hollrah*)
 - (25 minutes) NWC Branding Competition RFP (*Kelly Leid*)
 - (5 minutes) Agri-Business & Science Forum (*Kelly Leid*)

- **2:20 – 2:30 pm Old Business/Announcements/Upcoming Events** (All)

- **2:30 pm Meeting Adjournment**



C R L A S S O C I A T E S , I N C .

To: CRL Associates, Inc.
From: Rachel Prestidge
Date: June 11, 2015
Re: Economic Development Commission meeting

Commissioners present: Dick Monfort, Fiona Arnold, J.J. Ament, Denise Brown, Howard Gelt, Frances Koncilja, Carrie Schiff, Chuck Murphy, Mashenka Lundberg, Jay Seaton; Millete Birhanemaskel on the phone

ODEIT Staff present: Jeff Kraft, Fiona Arnold, Sam Bailey, Michelle Hadwiger

Other notable people present: Steve Raabe (Denver Post), Ed Sealover (Denver Business Journal)

Summary:

Pueblo RTA update:

- Only project that has spent and received money
- City Council voted in May to approve funding for the project; however, there is a citizen's initiative to challenge that
- Right now, \$14.4 million raised, which is enough to complete Phase 1 and part of Phase 2
- The full project cost will be \$43.9 million
- Matrix Design has been hired to design the project
- An RTA project manager has been hired
- Pueblo URA has commissioned a feasibility study for the water park portion of the project
- Pueblo has been approached by a number of developers who are interested in some sort of P3

Colorado Springs RTA update:

- There has been great progress, especially on the museum
- Gallagher and Associates will be designing the exhibit space
- Right now, \$42 million raised
- The full project cost will be \$80 million
- Construction will begin December 2017
- TIF base has been set at \$170 million and the project will begin receiving money at 13.08% of dollars above the base
- Museum gets 42% of RTA dollars
- Stadium/event center gets 23% of RTA dollars
- All four projects must sign a cooperation agreement with the URA, and the URA must sign a cooperation agreement with the city before any dollars can be distributed

- This poses a problem because the stadium/event center project is moving so slowly that there is no one to sign on its behalf; city may sign in lieu of a stadium authority
- Commission member asked a question about Mayor Suthers not being enthusiastic about the stadium/events center; suggested that most people think of them as four separate projects rather than one
 - Dick Monfort said Suthers doesn't want the stadium to be a minor league baseball stadium, which is the reason for the contention
 - URA representative said Suthers is fully on board
- Commission member asked if there is a plan to go to the voters for any money
 - Answer: Potentially for the events center
- One project is a new visitor center for the Air Force.
 - In conjunction with that, they are putting out an RFQ in in August for some sort of major development project through their Enhanced Use Lease EUL program. An EUL is a partnership between the Air Force and public entities or private developers to create mutually beneficial commercial projects on non-excess Air Force real estate.

Aurora RTA update:

- Construction has commenced and the project is moving forward
- Two lawsuits – one at Court of Appeals, one at Colorado Supreme Court
- 99 people currently employed by the project
- Aurora dismissed newspaper reporting on the Gaylord issue as "not correct by any stretch of the imagination"
- Per a June 2nd Legislative Audit Committee hearing, the State Auditor will be auditing the RTA (but because of backlog, this will occur after NWSS RTA decision)

NWSS RTA update:

- Revised timeline shared with applicants
- October 5th – Presentation by applicants, likely at the Convention Center
- There will be a time limit and a limit on number of speakers; Dick Monfort – "Can we tell them they get bonus points if they keep it short?"
- If people wish to speak, they will need to sign up before the day-of
- The presentation will include a presentation by the applicant, a presentation from a 3rd party analyst, and public comment
- For this year's RTA applicants, OEDIT has bifurcated the decision making process (1. Does the applicant meet the criteria? 2. What will the conditions be?)
 - October 22 –EDC Deep Dive with the TPA and the Applicant. This is an opportunity for the EDC to ask questions and further assess the 10/5 information. Scope and issues will be very much open for discussion
 - October 28 – Possible follow-up from October 22.
 - November 12 – Final decision on whether or not applicant meets the criteria of the RTA
 - November 18 and December 1 – EDC will take deep dive into the RTA applications
 - December 10 – EDC will issue final terms and conditions of RTA dollars
- EDC Board Member Brown asked, "Don't we want to be sure we are making the decision after the Denver election?"
 - Answer: "Yes, decision is November 12."

Other notes from the meeting:

- An academy award winning director is looking at Colorado as a location for a new movie with an \$18 million budget
- OEDIT/EDC will be looking into the new Jump Start program authorized by 2015 legislation
- Changes to Enterprise Zone boundaries will be voted on Q4

2014/15 Timeline for Final Cycle of RTA Application Submission, Review and Approval* (updated 05/29/15)

Old Dates	Revised Dates	Time	Item
September, 2014	No change		OSPB Issue Third Party Analyst (TPA) RFP
September 18, 2014	No change		Pre-Application Guidelines Published by OEDIT/OSPB
September 25, 2014 to February 17, 2015	No change		Release of Application Instructions & Call for Applications
September 25, 2014	No change		Applicant Conference in Denver
October 1, 2014	No change		Applicant Conference in Denver
October 2014	No change		TPA Announced by OSPB
October 13, 2014	No change		Pre Application w Zone Map and Fee due to OEDIT
November 14, 2014	No change		OSPB Release Baseline Growth Projections to Applicants
February 17, 2015	No change		Applications & Fees Due to OEDIT
February 18-24, 2015	No change		OEDIT/OSPB Review of Applications for Completeness
March 4, 2015	No change		OEDIT Notifies Applicants of Missing/Incomplete Items
March 11, 2015	No change		Applicant Submits Missing/Incomplete Items
March 11, to March 25, 2015	No change		Application review by OEDIT/OSPB
April 3, 2015	No change		Initial Determination by OEDIT if Applications Meet Criteria for Regional Tourism Project and Feedback to Applicants
April 8, 2015	No change		Applicant Requests that OEDIT Submit Applications and Payment to TPA
April 9 to August 14, 2015	April 9 to July 31, 2015		Review and Analysis of Applications by TPA
April 15, 2015	May 27, 2015		OEDIT Forwards Application to Local Communities for Comment
Weeks of April 27, 2015 & May 25, 2015			Meetings between TPA and Applicants Discussing Models and Inputs
May 15, 2015	June 30, 2015		Final Community Comments Due to OEDIT
August 17 to August 28, 2015	August 10 to August 21, 2015		Applicant Reviews of TPA Report; Revision Requests & Payments Due
August 31 to Oct 9, 2015	August 24 to October 1, 2015		TPA Completes Revisions of Analysis
October 13, 14, 15, 2015	October 5, 2015	8:00-6:00	Applicant, TPA Presentation to EDC and Public Hearings
October 20, 2015	October 22, 2015	9:00-12:00	Deep Dive Workshop with EDC & TPA
October 23, 2015	October 28, 2015	1:00-4:00	TPA Follow Up With EDC
November 6, 2015	No Change		OEDIT Executive Director Recommendation to EDC on Project Approvals
November 12 2015	No Change	9:00-12:30	Scheduled EDC Meeting - EDC Decides Which Applications are Approved (Max 2)
November 17 to 19 2015	November 18, 2015	1:00-4:00	Meeting with EDC, TPA, applicant to discuss Terms and Conditions for Approved Applications
November 30, to December 2, 2015	December 1, 2015	9:00-12:00	Follow Up Meeting if needed to Discuss Terms, and Conditions for Approved Applications
December 11, 2015	December 4, 2015		OEDIT Executive Director Recommendation to EDC on Terms and Conditions
December 14, 2015	December 10, 2015	9:00-12:00	EDC Decision Meeting on Terms and Conditions for Approved Applications

*Dates subject to change as necessary. The timing of the application review by the Third Party analyst may be extended.

Acronym Legend

Name

Economic Development Commission
 Office of Economic Development & International Trade
 Office of State Planning and Budgeting
 Third Party Analyst
 Regional Tourism Act
 Request For Proposal

Abbreviation

EDC
 OEDIT
 OSPB
 TPA
 RTA
 RFP

Request for Proposals (Scope of Work)

National Western Center: Developing the Next Generation Agricultural Economy

Confidential Working Draft (June 2015)

Overview

The City and County of Denver and its partners are focused on the opportunity to reinvent the 130-acre National Western Complex and Denver Coliseum for the next 100 years through public and private investment into a dynamic 270-acre, year-round destination. The City's recently adopted master plan lays the foundation for a transformational redevelopment that celebrates the National Western Stock Show's (NWSS) 109-year history, and also showcases the innovative ways Colorado is addressing the challenges of food, water, energy and the environment on a global stage.

The project may be divided into various functional parts, based on the full economic potential for the greater National Western Center (NWC) area. The partnership, led by the City and County of Denver (CCD), NWSS, and Colorado State University (CSU), has been hard at work and has made significant progress on plans for the core NWC – as the continued home for the NWSS and other state and local events and exhibits, the new Denver home for designated research and learning activities of CSU, and other associated activities. This part takes the historic and core foundations of the NWC and modernizes them, and then reaches forward to build a coordinated economic and programmatic foundation reaching from research to application.

The next part of the work is to leverage this improved and expanded foundation for the NWC. The resulting economic cluster will be made up of public and private partnerships and private businesses and activity creating the center, or home, for the next generation agricultural and resources economy. The preliminary vision is for NWC to be a connection place for Colorado, and mountain west and western plains, with businesses and research sharing ideas to create innovative products, applications and services which will address the rapidly changing needs and demands for food and natural resources. This approach builds on the agriculture and research leadership of CSU, the global connectivity of Denver, the central role NWSS has played in the regional rural and agricultural economy. The economic outcome is sustain collection of businesses and public enterprises based on the growing prominence of Denver and Colorado's Front Range in food and agri-products, and linkages to our other strong sectors (such as technology, information, business services, global commerce, and research/innovation). At the same time, a number of resource challenges require new technology and thinking to address water, land and climate changes impacting the production and demand for food and agri-products.

The vision for the greater NWC area will integrate local, regional, national and international partnerships between the public, private and nonprofit sectors, and blur the lines between entertainment, competition, education, research and industry to help solve global food and resource challenges.

Purpose

Create a clear direction and end state of the greater NWC area, identify the opportunity and requirements for the NWC to serve as the “home” of the state-wide (regional) network of private businesses, research efforts, and other related activities. Specifically, the three elements or tracks of this work is to (1) understand and describe the core elements of the long-term economic opportunity, with a sectoral agri-/resource economy, (2) evaluate and recommend alternative governance approaches which foster the collaboration within and across the various programmatic elements of the larger NWC, and (3) identify public/private funding and financial approaches which encourages the development of facilities, buildings and resources which causes and sustains the greater NWC area opportunity.

Study Approach, Timing and Costs

Approach -- As mentioned earlier the study will be undertaken in three separate elements or tracks, which will inform the other study elements but can be completed as specific work project (by a sub-consultant, team, or the primary consultant). We anticipate that this study will require unique knowledge and experience in each area, and though it may be a single firm/consultant, it would be rare for this to be strengths in a single consultant. The study partners will participate in one or all tracks of the work. As an example, it is anticipated that the CCD will have one or more city department’s work with the track consultant or team on each track. Thus OED, along with NDCC, would assist on Track 1 (economic opportunity analysis), NDCC, with DoF, would assist on Track 2 (governance), and DoF, along with OED and NDCC, would focus on Track 3 (public/private partnerships and finance).

Timing – With the consultant (or consultant team), the study lead partners would determine a study project schedule. For the purposes of understanding expectations, it is anticipated that this study will be completed within six months of notice to proceed (anticipated in July 2015). Specific milestones will vary, but due to the interaction within track elements, there will be preliminary outcomes and final outcomes/recommendations.

Cost – The study is anticipated to be funded up to \$200,000 (*Kelly is this the amount, I don’t have a note saying what you are thinking*). The time and costs of each track is anticipated to vary, and is one of the evaluation elements for consultant selection. It is recommended that no single track element will exceed \$100,000 nor be less than \$50,000. The successful consultant (or team) will identify in their proposal the amount and type of requested staff and executive support from the study partners (e.g. information analysis, review and task/working session participation). This support is not part of the project budget, but is an important data point for the successful completion of this project. (In short, the successful completion of this study is expected to require participation of the study partners.)

Proposed study track elements:

- A. Economic and Market Opportunity Analysis** (identifying the “best in class” innovative agricultural and food value technologies and markets that could be located at or near the NWC)
 - a. Identification of the position of Colorado Front Range in Ag Innovation – a look at “who’s out there” and strongest regional opportunities for partnership and vertical coordination in the agricultural sector;
 - b. Summary review of next opportunities in agri- and resource business, products and/or services advancement;

- c. Identification of strategic partners to bring to the Colorado Front Range and NWC campus (including Federal programs for food security; additional educational partnerships; international partners);
 - d. Evaluation of the economic choice opportunities, including outcome/risks expectations evaluation (with an identification of stages of the economic opportunity (e.g. core/base, leveraging existing opportunities, and aggressive economic strategy)); and
 - e. Development of recruitment timeline and strategies, along with type or potential businesses (or key clusters to recruit or build).
- B. Governance and Partnerships** (identify the methods that will encourage the sharing of information, ideas and technology –transfer and utilization among partners and private sector)
- a. Summarize practices of current and proposed entities at NWC campus and opportunities for leveraged partnerships locally, regionally, nationally and internationally;
 - b. Snapshot of other successful or emerging innovation campus or areas governance (and financing) structures/approaches – along with a high level strengths/weakness summary of each;
 - c. Identification of other coordinating mechanisms (campus-wide) needed to facilitate partnerships on site and the adjoining neighborhoods;
 - d. Highlighting of potential benefits and opportunities for the historically disadvantaged communities of Globeville, Elyria and Swansea; and
 - e. Recommendation of at least three governance structures (ranked in order) with needs and skills to facilitate a sustained business model and financial strategy.
- C. Public/Private Finance Partnerships and Tools** (identifying a viable long-term business model and financial strategy for the campus and related centers and resources)
- a. Identification of likely financing requirements for targeted companies and organizations at the NWC campus (including access to venture/risk capital; R & D support, start-up, etc);
 - b. Review of existing funders, partners , or approaches for meeting these requirements – along with location and/or target markets for these investors;
 - c. Development of a proposed campus business model and financial strategy for long term sustainability; and
 - d. Outline and identification of core elements of a proposed vision and “offer prospectus” for the site that can be used to recruit new strategic investors to the site at a variety of investment levels.

**NATIONAL WESTERN CENTER BRAND DEVELOPMENT SERVICES DESIGN COMPETITION
Request for Proposals**

SUMMARY

Three (3) firms shall be select to formally compete for the creation of the “National Western Center” brand, including.....Each of the selected finalists shall be paid a stipend of \$0.00 and upon completion of the competition, one (1) firm shall be selected to complete the branding process and will be awarded a 12 month contract to assist the NWC-MOU Partners in further development and refinement of the NWC brand.

OVERVIEW

SCOPE OF WORK

Task 1: Brand Positioning Research

The consultant will conduct research to help build a strong foundation for the NWC brand, in coordination with the Executive Oversight Committee (EOC). The importance of this work should not be understated. In addition, time should be allocated for focus group meetings. The consultant will analyze the data, conduct an appropriate number of meetings to understand the market perception of the NWC project, NWSS, CSU and the City of Denver to help form the basis of a unique brand for the NWC campus.

Task 2: Brand Development & Testing

The consultant will work with the EOC to develop and/or refine the key elements that make up the brand, such as vision, positioning, identity, character and promise. Brand credentials need to be consolidated and key branding messages established. The brand must create a unique identify of this new year-round campus that blends the characteristics of the campus partners, but provides a standalone image as a physical place located within the Mile High City.

Task 3: Creative/Visual Communication Strategies

The selected consultant will develop visuals that communicate the emotion and personality of the NWC brand. These visuals should include electronic, print, web, and media graphics that can be deployed as part of a comprehensive marketing strategy in the promotion of the campus. The core elements are outlined below.

3.A General Presentation Folder with Inserts

Designs must be provided for a general marketing presentation folder with three folder insert templates. At a minimum, the folder should have a graphic design on the front and back, with two pockets on the inside using standard die and business card slit. The contract shall include the printing of at least 2,500 marketing folders.

3.B Electronic/Print Design Templates

Design templates are needed for a wide variety of marketing materials that will be used on a regular basis. The templates will allow the NWC Partnership to write content on an as-needed basis in a format consistent with the new branding. These templates shall include a trifold flyer on both letter and 11 x 17 sized paper, a summary style informational flyer on letter sized paper, post card templates (front and back), 11 x 17 poster templates, 4' x 20' banner template, PowerPoint presentation design, letterhead, annual report format and email marketing templates. The consultant team will also be encouraged to present other social media formats.

3.C Media Templates

Templates for print and electronic ads must be prepared, as well as templates for templates for press advisories, press releases, and FAQ's.

3.D Website Screen Shots and Architecture

The NWC Partnership will host and maintain the NWC web page, but the consultant must provide a graphic design that communicates the NWC brand through four levels of web site pages. The selected web site design platform should be easy to use and update. Emphasis will be placed on designing a site that functions well using mobile devices.

3.E Professional photography

Professional photography is required to help communicate the brand image. The proposal must specify the budget devoted to photography, and must include the integration of campus conceptual visuals, historical photos, etc.

Task 4: Marketing Strategy and Implementation Plan

The consultant team shall develop a marketing strategy and implementation plan that identifies efficient and cost effective avenues to target both external and internal audiences as follows:

4.A The general public for the purpose of informing and enhancing the perception, image and reputation of the NWC. This should also include the ability of the public to ask questions and/or provide feedback about the NWC and its programs.

4.B Potential public, private and nonprofit investors interested in learning more about how they might participate in the campus's development and fulfillment of the NWC vision.

4.C Local, regional, national and internal stakeholders seeking information about the NWC, its events and activities as the site develops.

- 4.D **Preschool through Post-Secondary students exploring Agri-business and science experiential learning and research opportunities.**

The implementation plan must include a recommended annual marketing budget. Actual media buys will be a follow-up implementation phase not included in the budget of this RFP.

Task 5: Brand Management

Task 6: Public Relations

PROPOSAL GUIDELINES & REQUIREMENTS

Guidelines

Requirements

Consultant Qualifications

The selected consultant must demonstrate experience and expertise in the following areas:

Extensive experience in the development of comprehensive branding campaigns to define or refine an institution, company or product.

Demonstrated expertise in the development of high quality creative content for marketing and outreach materials in electronic and print media formats with specific expertise in the the development of "place-making" branding campaigns is preferred, but not necessary.

Demonstrated expertise in marketing and communications strategies, plans and tactics, and the implementation via logos, website design, public relations, outreach, social media, printed informational materials, production of newspaper, radio and television and internet ads, signage, and other collateral materials.

CONTRACT TERMS

TIMELINE

BUDGET

Three firms shall be selected through the RFP to compete for the branding of the National Western Center. Each of those firms shall be paid a stipend of \$2,500 to offset some of the costs associated with the developing the RFP response.

The firm selected from the competition phase of the RFP shall have a budget of \$_____ to carry out the scope of work. Responses to this RFP must include an itemized budget specifying the specific deliverables the consultant will provide. A table or spreadsheet will be provided breaking down the budget by each major task, and indicating the number of hours required to complete the task by team member and the hourly rate.

The cost of any contract management or overhead charges or fees and reimbursable expenses the consultant will charge the NWC Partnership must be specified in the budget proposal.

Funding for this project is being provided through the North Denver Cornerstone Collaborative (NDCC) Projects Office. The NDCC reserves the right to modify schedule, qualification submissions, method of presentations, or to reject all responses to the RFP.

RESPONSE SUBMITTAL REQUIREMENTS

Deadline for response: 3:00 p.m., [TBD]
Copies required: Five (5) copies of the RFP Response
Submit RFP Responses to: Erika Martinez, NDCC
City and County of Denver
201 West Colfax, 3rd Floor
Denver, CO 80202

SELECTION CRITERIA

The criteria for the selection of the consultant shall include, but not be limited to:

Documentation of the firm's relevant experience directly related to the scope of work in this RFP.

Qualifications of the firm and key team members available to work on this project. Ideally, the project team should have a minimum of five years of experience developing branding campaigns and implementing multi-media marketing, which includes development of creative briefs, design and placement of advertisements and social media, marketing collateral, and web design.

Quality of the firm's past projects, attention to detail and creativity in approach.

Ability to plan a multi-faceted branding and image campaign in a timely fashion.

Strength of references.

Cost of proposal – the best value to the NWC Partnership.

Financial and operational capacity to manage and administer a contract of this type and meet deadlines.

Estimated Schedule

Pre-proposal Conference (required)

Submission Deadline

Interviews

Selection of Finalists

Branding Concepts Open House

Recommendation to NWC-EOC

BACKGROUND & VISION

NWC Campus Vision: The National Western Center (NWC) celebrates the pioneering spirit and promise of the West through year-round experiential life-long learning, research, the arts, entertainment, competition and commerce.

Guiding Principles:

- Community and Neighborhood Integration
- Engage the River and Nature
- Celebrate Western Heritage
- Inspire Health & Wellness
- Build Cultural Crossroads
- Be Pioneering – Break Trail and Foster Innovation
- Create fun and entertaining experiences
- Grow local, regional and global intelligence
- Embrace the ethic of regeneration

FORMATTING OF PROPOSALS

REFERENCE MATERIALS

History of the National Western Stock Show

Western Stock Show Association

Colorado State University

History Colorado

Denver Museum of Nature & Science

The Business of Agriculture in Colorado Summary

Ag Innovation Cluster Report

Michael B. Hancock
Mayor



City and County of Denver

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June 1, 2015

The Honorable Tom Vilsack
Secretary of Agriculture
U.S. Department of Agriculture
1400 Independence Ave., S.W.
Washington, DC 20250

Dear Secretary Vilsack,

Thank you for your recent visit to the National Western Stock Show Complex. The new vision for the future National Western Center is bold and full of opportunities that will strengthen Denver as a top rated destination for life-long learning, the arts, entertainment, research, competition and commerce on one unique campus, as well as serve as an international model benefiting the entire community.

Our partners have brought an incredible amount of creativity to the collaboration that allows us to think big about the possibilities for this historic site, which has served as the home of the National Western Stock Show & Rodeo over 100 years. Through Colorado State University, the Western Stock Show Association, the Denver Museum of Nature & Science and History Colorado, our collective vision includes an international epicenter where agriculture related business takes place and where we can address global challenges around food, water, energy and health while also planning for the long-term sustainability of our city. We are excited to create year-round programming opportunities that will foster innovation in agriculture and set the bar high for international conversations around this vital topic. As more detailed planning emerges, we hope to explore some partnering opportunities with the USDA to help make the campus one of the nation's most unique agribusiness and science hubs.

We look forward to making this vision a reality and appreciate your interest. Thank you for stopping by and allowing us to share our excitement with you.

Respectfully,

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

Michael B. Hancock
Mayor

Get Connected to North Denver



A Special Invitation

The North Denver Cornerstone Collaborative (NDCC), an initiative of Mayor Michael B. Hancock, invites you to learn about six significant redevelopment projects in the historically rich neighborhoods of Globeville, Elyria and Swansea.

The NDCC's projects provide unprecedented opportunities to rebuild a connected community and energize a gateway to downtown Denver.

Join us for one of five summer tours showcasing all six projects and learn about the future plans to uplift this part of the city.



Globeville & Elyria—Swansea Neighborhood Plans



National Western Center



Brighton Boulevard Corridor Redevelopment



River North (RiNo)



Interstate 70 Reconstruction



RTD Station Development

Thurs., June 4
9:30 a.m. – 12:00 p.m.

Tues., July 14
2:30 p.m. – 5:00 p.m.

Wed., August 19
2:30 p.m. – 5:00 p.m.

Mon., Sept. 21
2:30 p.m. – 5:00 p.m.

Mon., Oct. 12
1:00 p.m. – 2:30 p.m.



Space is limited. Please RVSP to ndcc@denvergov.org or call 720-865-2906. All tours will leave from the National Western Complex (4655 Humbolt St.).

For more information on the NDCC, visit www.denvergov.org/NDCC.

