

**NATIONAL WESTERN CENTER  
EXECUTIVE OVERSIGHT COMMITTEE ("EOC") - SESSION #3**

July 30, 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 June 18, 2015 meeting notes** (*Kelly Leid*)
- **1:05 – 1:20 pm NWC Project Plan Updates**
  - NWC Work Plan (*Eric Shafran*)
  - Opportunistic Land Acquisition within Center boundaries (*Jeff Steinberg*)
  - NWC Historic Resources Work Plan (*Barbara Frommell*)
  - RTA Application (*Lotte Lieb Dula*)
- **1:20 – 2:20 pm New Business**
  - (35 minutes) Center Economic Study RFP & Agri-Business and Science Forum (*Gretchen Hollrah/Kelly Leid*)
  - (25 minutes) NWC Project Implementation and Communications Coordination (*Erika Martinez/Kelly Leid*)
  - (5 minutes) NWC Branding Competition RFP Update (*Kelly Leid*)
- **2:20 – 2:30 pm Public Comment/Announcements (All)**
- **2:30 pm Meeting Adjournment**

**Next EOC meeting: August 27, 2015**



# National Western Center Executive Oversight Committee Meeting Minutes

<b>Date of Meeting:</b>	June 18, 2015	<b>Time:</b>	1:00-2:30p
<b>Minutes Prepared By:</b>	Josh Roberts	<b>Location:</b>	Webb Building, Room 12.G.1
<b>1. Meeting Objective</b>			
<b>EOC II</b>			
<b>2. Attendance at Meeting</b>			
<b>Name</b>	<b>Organization</b>		
Kelly Leid	NDCC		
Paul Andrews	National Western Stock Show		
Jocelyn Hittle	Colorado State University	(proxy for Tony Frank)	
Cary Kennedy	Dept of Finance		
Cristal DeHerrera	City Attorney's Office		
Chy Montoya	City Council (Albus Brooks)		
Jeffrey Steinberg	Dept of Finance-Real Estate		
Barb Frommell	NDCC		
Eric Shafran	NDCC		
Katy Spritzer	NDCC		
Tricia Ortega	NDCC		
Erika Martinez	NDCC		
Jennifer Welborn	City Attorney's Office		
Josh Roberts	City Attorney's Office		
<b>3. Agenda</b>			
<b>Topic</b>	<b>Owner</b>	<b>Time</b>	
<b>Call to order</b>	Kelly Leid	1:10p	
Quorum Present: Minutes of May 21, 2015 Meeting Approved			
<b>Ballot Measure Report</b>	Cary Kennedy		
There were minor non-substantive changes since council committee. The ballot question will be presented to council for first reading on June 22, 2015 with final reading on June 29, 2015.			
- City and CSU staff need to be aware and careful of campaigning rules.			
-This issue will be addressed via letter explaining the campaigning rules sent out to committee members.			
-Questions from Council have been answered. We had strong support in committee and expect strong support before Council.			
-There will be no public hearing for the ballot question by City Council.			

Submitted by: Josh Roberts

Approved by : Kelly Leid

Date: [



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<b>Minutes Prepared By:</b>	Josh Roberts	<b>Location:</b>	Webb Building, Room 12.G.1
<b>Project Update</b>			Eric Shafran
Survey: In the process of getting surveyors on board and working on clarifying survey details over the campus.			
Parking management study: the scope is being developed now and the hope is for DRCOG money to investigate adding circulators to the area. There is some interest from other areas to participate as partners in a circulator system.			
Rail consolidation: We are working on getting contractors hired.			
Generation: We had a positive initial meeting with "NREL" for sustainability and regeneration potential of NWC. This will also be useful for generation of positive PR and there are lots of potential funding streams. The hope is to create something efficient and innovative.			
Public Realm Study: we are developing the scope now. There are 45 acres of public space on the campus and the goal is to determine how public space can be used for education and other uses.			
-Open Channel design: We are working to ensure that the drainage system is compatible with NWC goals. There will be an opportunity to comment on this.			
-Land Acquisition: We are currently working on funding for opportunistic land acquisition.			
- We are working on identifying critical and non-critical path items.			
The current goal is to have a distributable draft of a project schedule and a preliminary budget ready for the next EOC meeting which will allow us to plan better.			
<b>RTA Application Update</b>			Kelly Leid/Cary Kennedy
-The RTA application is going well with positive feedback. Our presentation to the state Economic Development Commission is scheduled for October 5 <sup>th</sup> . Work is being done on the possibility of increasing funding request by \$11 million. This will be presented after it is vetted by the 3rd party analyst.			





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<b>Minutes Prepared By:</b>	Josh Roberts	<b>Location:</b>	Webb Building, Room 12.G.1
<b>4. New Business</b>			
<b>Topic</b>	<b>Owner</b>	<b>Time</b>	
<b>1. Economic Study RFP</b>  The study will focus on identifying ways to capitalize potential participation by agricultural partners. The goal is to have RFP out by the end of the month and a contractor on board by August, 2015. RFP edits are welcome from partners. Gretchen would like comments from Committee members by 6/24/2015. A discussion of funding participation by partners is also welcome.  Committee discussion occurred on what they hope to see from the RFP and the committee suggested a focus on best practices that the Authority can apply to attract commercial development partners. RFP will look at financing tools and structures. The physical space design at the NWC is not complete and capacity for additional programming is being investigated.  This RFP will not involve physical design work but will identify potential synergistic effects for partners on and off the site.  If potential commercial partners approach Committee members' message should be that we are working on how opportunities will work and get their contact information for future use. We may also have interviews with potential commercial partners and entertainment partners to learn what they look for in a partner. This RFP process and the Committee should consider what type of hub we want to create.	Gretchen Hollrah/All		
<b>2. Agri-business Science Forum:</b> All committee members can dive right in on recruiting agricultural industry leaders to the NWC cause and get input on what the industry would like to see in Denver.	Kelly Leid/All		
<b>3. Brand Development for National Western Center</b>  Committee members received copies of a proposed Request for Proposals for a design competition for branding development at the NWC. The plan is to select three (3) firms to compete and then select the winner to work on long term brand development. A suggestion was made that the competitors strongly consider public involvement in the branding. The goal is to distribute the RFP this summer.	Kelly Leid /All		
<b>4. Term Sheets between City, WSSA, and CSU</b>  Work will continue on Terms sheets between the City, WSSA, and CSU over the next thirty days. The term sheets will become public after signing which will occur before the election on the ballot question. Partners will work together on talking points for release to the public.	Cristal Deherrera /All		





# National Western Center Executive Oversight Committee Meeting Minutes

<b>Date of Meeting:</b>	June 18, 2015	<b>Time:</b>	1:00-2:30p
<b>Minutes Prepared By:</b>	Josh Roberts	<b>Location:</b>	Webb Building, Room 12.G.1
<b>Next Meeting Agenda Preparation</b>			Kelly Leid/All
<ul style="list-style-type: none"><li>• Project Update-Draft Schedule and Budget</li><li>• RTA Update</li><li>• Ballot Question Update</li><li>• Lay out Calendar</li><li>• Ongoing RFP's Progress Report</li><li>• Capital Funding and alignment – get technical teams together</li><li>• Term Sheet Progress</li><li>• Fundamental to this group to talk openly and honest with team<ul style="list-style-type: none"><li>○ We are partners, need to be fully aligned to be successful</li></ul></li></ul>			2:20p-2:25p
<b>5. Action Items (ongoing)</b>			
<b>Action</b>	<b>Owner</b>	<b>Due Date</b>	
Economic Study RFP - EOC comments on RFP due Wednesday 6/24/15	Gretchen Hollrah/ All	6/24/2015	
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	
Brand Development of National Western Center-send any comments to Kelly	Kelly Leid/ All	N/A	
Develop Draft Project Schedule and Budget	Eric Shaffran	7/30/2015	
Fundraising coordination – with CSU and NW – CFAS will handle that – team being established	Dept of Finance		
<b>6. Adjournment</b>			
<b>Action</b>	<b>Owner</b>	<b>Time</b>	
Kelly Leid adjourned the meeting at 2:25pm	Kelly Leid/All	2:25 p.m.	
<b>7. Next Meeting:</b>			
<b>Date</b>	07/30/2015	<b>Time:</b>	1:00-2:30p
<b>Location:</b>	Webb Building, Room 12.F.12		
<b>Objective:</b>	Executive Oversight Committee III		



## **2015 REQUEST FOR PROPOSALS – 20150710**

### **NATIONAL WESTERN CENTER: DEVELOPING THE NEXT GENERATION AGRICULTURAL ECONOMY**

#### **PROPOSAL GUIDELINES**

##### **SECTION A. GENERAL INFORMATION**

###### **A.1 INTRODUCTION**

The City and County of Denver's Office of Economic Development (OED), in partnership with the Department of Finance, the North Denver Cornerstone Collaborative (NDCC), and other National Western Center (NWC) stakeholders, is seeking proposals to perform a comprehensive study regarding the NWC, which will include an economic and market opportunity analysis of the greater NWC area; options for NWC governance, operations and partnerships; and public/private finance partnerships and tools.

###### **A.2 BACKGROUND**

The City and County of Denver and its NWC partners are focused on the opportunity to reinvent the 130-acre NWC and Denver Coliseum for the next 100 years, through a broad range of public and private investments, into a dynamic 270-acre, year-round destination. After the Hancock Administration's nearly four year assessment of the National Western Stock Show, the City's recently adopted NWC 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, health, 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 NWC area as part of the larger Corridor of Opportunity, which links Denver Union Station to Denver International Airport by commuter rail. The partnership, led by the City and County of Denver (CCD), NWSS, and Colorado State University (CSU) (the "Study Partners"), 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, a new Denver home for CSU research, outreach, and education, and a center for lifelong learning and commerce. The NWC effort takes the historic and core foundations of the NWC Partners and modernizes them, and then reaches forward to build a coordinated economic and programmatic foundation.

The next step in the continued assessment of the NWC is to leverage this improved and expanded foundation for the NWC to build a broader economic coalition and basis for development. The NWC Partners seek to create an economic cluster with public and private activity, as well as public/private partnerships, that becomes the home for the next generation agricultural and natural resources economy. The preliminary vision is for NWC to be a connection place for Colorado, and the Rocky Mountain West and Western Plains, with businesses and researchers 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 as one of the nation's largest agricultural conventions. The economic outcome is intended to create a sustained collection of



businesses and public enterprises based on the growing prominence of Denver and Colorado's Front Range in food and agricultural products, and linkages to our other strong sectors (such as technology, information, business services, global commerce, and research/innovation) and addressing issues of water, land use, climate change, and population growth impacting the production and demand for food and agricultural 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.

### **A.3 SCHEDULE OF EVENTS**

RFP is available	Friday, July 10, 2015
RFP questions deadline	Tuesday, July 21, 2015
Proposal submission deadline	Noon MST, Friday, July 31, 2015
Notification of selection for interviews	Friday, August 7, 2015
Interviews held (live webcast or in person)	Wednesday, August 12, 2015 & Thursday, August 13, 2015
Final selection notification	Thursday, August 20, 2015
Initial meeting with Study Partners & NWC Executive Oversight Committee	Thursday, August 27, 2015

### **A.4 SUBMISSION OF PROPOSALS**

Submit an electronic copy of your proposal to [OEDProposals@denvergov.org](mailto:OEDProposals@denvergov.org). Proposals are to be formatted as single PDF files. Proposals must be received no later than date and time listed above in the Schedule of Events. Individual Proposals will not be read in public or available for public inspection until after an award determination has been made.

### **A.5 PROPOSAL ORGANIZATION**

The following is the recommended proposal format for proposers to follow:

- ☐ Scope of Services (response to Sections C.1 – C.3)
- ☐ Fee Schedule (Section C.4)
- ☐ IRS Form W-9 (Section D.1)
- ☐ Diversity and Inclusiveness in City Solicitations Information Request Form (Section D.2)
- ☐ Certificate of Good Standing from Secretary of State (Section D.3)
- ☐ Certificate(s) of Insurance (Section D.4)
- ☐ Signed Organizational Information Form (Section D.5)

Data entered must be clear, concise, and realistic about qualifications.

### **A.6 PROPOSAL QUESTIONS**

All general and technical questions regarding the RFP must be submitted in writing by email to [OEDProposals@denvergov.org](mailto:OEDProposals@denvergov.org) by 4:00 PM, Tuesday, July 21, 2015. To ensure you are included in any addenda issued on this RFP, please send an email to [OEDProposals@denvergov.org](mailto:OEDProposals@denvergov.org) indicating your interest in the RFP.

#### **A.7 ALTERNATE RESPONSES**

It is our intent to solicit proposals that afford the City the most cost efficient, technically responsive proposal for the acquisition of the subject matter of this RFP. However, we recognize that there may be arrangements different from that requested hereunder that would offer additional benefits to the City while satisfying the applicable requirements of this RFP. Accordingly, you may submit alternative proposals for consideration, which offer such additional benefits in addition to the requested baseline proposal. These alternatives will be evaluated in conjunction with the primary (baseline) approach for each proposal.

#### **A.8 ACCEPTANCE PERIOD**

Proposals in response to this RFP shall indicate that they are valid for a period no less than 120 days from the closing date.

#### **A.9 TECHNICAL REQUIREMENTS/ STATEMENT OF WORK**

Sections B and C of this RFP contain our proposed Statement of Services and Proposal and Response Requirements. This document shall form the basis of a Contractual Agreement covering the subject matter of this RFP. Exceptions or deviations to this proposal must not be added to the proposal pages, but must be on Vendor's letterhead and accompany proposal. Any exceptions to this documentation will be taken into consideration when evaluating proposals submitted. The City reserves the right to reject any or all of your proposed modifications. The City welcomes cost saving proposals which still satisfy all technical and business objectives.

#### **A.10 PRICING/ PROPOSED BUDGET**

Budgets shall be in the format contained in Section C.4 of this RFP. Alternative approaches for the pricing of the requested products and services may be provided; however, such alternate approaches shall be described separately and must be in addition to the response to Section C.4. Do not include cost or price figures anywhere except in the cost and pricing section.

#### **A.11 RFP CONDITIONS AND PROVISIONS**

This proposal must be signed by a duly authorized official of the proposing Vendor. The completed and signed proposal (together with all required attachments) must be submitted in the manner described in Section A.4 on or before the time and date in Section A.3.

All participating vendors, by their signature hereunder, shall agree to comply with all of the conditions, requirements and instructions of this RFP as stated or implied herein. Any alteration, erasure or interlineation by the Vendor in this proposal shall constitute cause for rejection by the OED. Exceptions or deviations to this proposal must not be added to the proposal pages, but must be on Vendor's letterhead and accompany proposal. Should the City omit anything from this RFP which is necessary to a clear understanding of the work, or should it appear that various instructions are in conflict, then the Vendor shall secure written instructions from the OED.

Typographical errors in entering quotations on proposal may result in loss of award of this proposal.

All Vendors are required to complete all information requested in this proposal. Failure to do so may result in the disqualification of proposal.

The City reserves the right to postpone or cancel this RFP, or reject all proposals, if in its judgment it deems it to be in the best interest of the City to do so.

Unit price for each item shall be shown and shall be for the unit of measurement indicated. In case of error in extension of prices, the unit price will govern.



The OED reserves the right to waive any technical or formal errors or omissions and to reject any and all proposal(s), or to award contract for the items hereon, either in part or whole, if it deems it to be in the best interests of the City to do so.

The successful Vendor shall be in complete compliance with all of the specifications, terms and conditions of this proposal as outlined above. The City shall have the right to inspect the facilities and equipment of the successful Vendor to insure such compliance.

The City shall not be liable for any costs incurred by Vendor in the preparation of proposals or for any work performed in connection therein.

#### **A.12 GRATUITIES AND KICKBACKS**

It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee (within six months of termination from City employment), or for any employee or former employee (within six months of termination from City employment) to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding of application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefore.

It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime vendor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.

In the event that any gratuities or kickbacks are offered or tendered to any City and County of Denver employee, the proposal shall be disqualified and shall not be reinstated.

#### **A.13 NON-COLLUSIVE VENDOR CERTIFICATION**

By the submission of this proposal, the Vendor certifies that:

The proposal has been arrived at by the Vendor independently and has been submitted without collusion with any other vendor.

The contents of the proposal have not been communicated by the Vendor, nor, to its best knowledge and belief, by any of its employees or agents, to any person not an employee or agent of the Vendor or its surety on any bond furnished herewith, and will not be communicated to any such person prior to the official opening of the proposal.

No vendor shall submit more than one proposal for this purchase. It shall be the responsibility of each vendor to obtain the prior written permission of the OED before proposal opening in every situation in which the Vendor, due to corporate association or other affiliation, may be found to be impermissibly associated with another vendor. Failure to observe this requirement could result in all such affiliated proposals being rejected.

#### **A.14 EVALUATION**

All proposals will be reviewed by an Evaluation Team comprised of the Study Partners and other evaluators. All data and information from the Proposer must be submitted as described in section A.4 above. No additional information, documents or inquiries pertaining to the proposal submittal, including email and phone calls, will be considered during the selection process.

Proposal evaluation criteria include, but are not limited to, proposed methodology, project schedule, experience, and proposed budget based on responses to C.1 through C.4.

No weighting or relative importance of criteria is intended or implied by this list.

The City may request oral presentations as part of the evaluation process. Additionally, the City reserves the right to conduct negotiations with one or more vendors.

Performance outcomes of prior contracts with OED will be considered in the overall rating of proposals submitted by Proposers who currently have, or have previously had, contracts with OED.

#### **A.15 DECISIONS**

Based upon the information provided by the Proposers, the Evaluation Team will evaluate proposals. The evaluations will be ranked according to scores and forwarded to OED Senior Management for review.

The OED reserves the right to postpone or cancel this RFP, if it deems it to be in the best interests of the OED to do so. The OED reserves the right to waive any technical or formal errors or omissions, and to reject any and all proposals, or to award contracts, either in part or in whole, if deemed to be in the best interests of the OED.

Successful Proposers shall be in complete compliance with all of the specifications, terms and conditions of the proposal. The OED shall have the right to inspect the facilities and equipment of the successful Proposer to insure such compliance. The OED shall not be liable for any costs incurred in the preparation of proposals or for any work performed in connection therein.

Successful Proposers will be invited to enter into contract negotiations and development of a final scope of services. **Proposal reviews and awards are contingent upon Vendors being current to the City on any loan, contractual, or tax obligation as due, or with any rule, regulation, or provision on existing or past City contracts.**

### **SECTION B: SCOPE OF SERVICES**

#### **B.1 PURPOSE**

Create a clear direction and end state for 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 around agricultural, agri-business, innovation, and science ventures. Specifically, the three elements or tracks of this work are:

- (1) Understand and describe the core elements of the long-term economic opportunity, with a focus on agriculture, agri-business and natural resource economy,
- (2) Evaluate and recommend best-in-class collaborative governance approaches within the context of an "Authority" at the core of the governance model, and
- (3) Identify public/private funding and financial approaches which encourage the development of onsite business facilities, buildings and resources that contribute to the sustainability of the NWC and surrounding areas.

The comprehensive study will include these 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). The Study Partners anticipate that this study may require unique knowledge and experience in each area, and thus a single-firm response, while allowed, is unlikely.



## **B.2 PROPOSED STUDY TRACK ELEMENTS**

### **Economic and Market Opportunity Analysis**

Identify the “best in class” innovative agricultural and food value technologies and markets that could be located at or near the NWC and/or within the Corridor of Opportunity. Proposed share of project: 35-45%.

- (1) Identification of the position of the Front Range in Ag Innovation – a look at “who’s out there” and strongest regional opportunities for partnership and vertical coordination. Please reference the CSU study, *“The Emergence of an Innovation Cluster in the Agricultural Value Chain Along Colorado’s Front Range”*:

<http://csuaginnovationsummit.com/pdfs/Colorado-Ag-Food-Innovation-Cluster-CSU-Nov-2014-v3.0.pdf>

- (2) Summary review of next opportunities in agricultural and resource business, products and/or services advancement;
- (3) Evaluate the linkages to Denver International Airport, its assets, and the greater development opportunities in its environs for shared and complimentary economic growth;
- (4) Identification of strategic partners to bring to the Colorado Front Range, Corridor of Opportunity, and/or NWC campus (including Federal programs for food security; additional educational partnerships; international partners);
- (5) Evaluation and identification of on-site strategies for leveraging authentic Colorado retailers and businesses related to NWC activities and its economic vision;
- (6) 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
- (7) Development of recruitment timeline and strategies, along with type of potential businesses (or key clusters to recruit or build), including coordination with land use/spatial planning and primary program development of the site.

### **Center Operations and Partnerships**

Identify best practices to bring in, recruit and manage private sector investment. Proposed share of project: 10-20%.

- (1) Identification of case studies and best practices that the new authority governing entity for the site should employ to attract private business and investment – including data, tools, or other expertise;
- (2) Coordination with ongoing work by the NWC Executive Oversight Committee (EOC) to develop a governing entity;
- (3) Highlighting of potential benefits and opportunities of governance structures for the historically disadvantaged communities of Globeville, Elyria and Swansea.

### **Public/Private Finance Partnerships and Tools**

Identify a viable long-term business model and financial strategy for the campus and related centers and resource. Proposed share of project: 35-45%.

- (1) 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);
- (2) Review of existing funders, partners, or approaches for meeting these requirements – along with location and/or target markets for these investors, which may include other locations along the Corridor of Opportunity;

- (3) Development of a proposed NWC business model and financial strategy for long term sustainability; and
- (4) 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.

### **B.3 DELIVERABLES**

#### **Final Consolidated Study:**

A single report consolidating the results of all three study tracks and incorporating all tract elements as described in Section B.2 above. Format: Ten hard copies and one electronic copy.

#### **Draft Reports:**

One draft report for each of the three study tracks delivered at least one month prior to completion of the Final Consolidated Study. Format: Five hard copies plus one electronic copy.

#### **Meetings:**

The successful Vendor must participate in the following meetings and presentations:

- (1) Initial kick-off meeting with Study Partner staff
- (2) Attendance at August NWC Executive Oversight Committee meeting (August 27, 2015)
- (3) Minimum of two stakeholder meetings presenting the findings of the study
- (4) Additional meetings as needed and/or proposed in proposal

### **B.4 TIMELINE**

The Study Partners will determine a study project schedule with the successful Vendor. It is anticipated that this study will be completed within six months of notice to proceed which is scheduled by late August 2015; however, it is possible the Study Partners may extend this target. Specific milestones will vary, but due to the interaction within track elements, deliverables will include both preliminary outcomes and final outcomes/recommendations. Based on the six-month target, the projected schedule is as follows:

Vendor Selection and Contracting	August 20, 2015
Present draft report to Study Partners	January 29, 2016
Final Report	February 29, 2016

## **SECTION C: PROPOSAL AND RESPONSE REQUIREMENTS**

**All proposals must include a detailed response clearly delineating how all elements of the three tracks outlined in Section B the Scope of Services above will be provided.** It is anticipated that this consolidated study may require unique knowledge and experience in each of three study tracks, and thus a single-firm response is unlikely. However, only proposals that address all elements of each of the three study tracks will be accepted. Each of the study tracts may be completed as specific work projects by a sub-consultant, team, or the primary vendor. Please identify all partner organizations or subcontractors that will provide any proposed services. **Proposals addressing only one or two of the study tracks will not be accepted.**

The quality and detail of responses will figure significantly in the overall evaluation of proposals. Respondents are encouraged to give examples and provide additional information to support capabilities on each point. In an effort to standardize the format of all proposals, responses should be provided to all items in the order given.



### **C.1 METHODOLOGY**

Describe your understanding of the scope of services requested and approach to this project. The methodology must be based upon the Scope of Services described in Section B and may be elaborated to include additional proposed approaches. Discuss how you have conducted similar studies and provided reports of this nature in the past. Describe how you will ensure active participation of the Study Partners throughout the project. If applicable, describe the structure of the team (subcontractors, sub-consultants) completing the work required.

### **C.2 SCHEDULE**

Provide an outline of the work plan for this project including key milestones and dates, tasks and deliverables that meet the timeline delineated in this Request for Proposals.

### **C.3 EXPERIENCE**

Describe your organization's capability (and any subcontractors or partners) to provide the planned services; include expertise in conducting studies of this scope, experience with the City and other NWC stakeholders, and qualifications of staff proposed for this project. Include one sample of a similar study of this scope completed by your organization. If applicable, outline your experience working with subcontractors or sub-consultants on a project of this scope. Provide resumes for all key personnel, partners, subcontractors and sub-consultants.

### **C.4 BUDGET**

The OED anticipates that total funding of up to \$200,000 will be available for one contract awarded through this RFP. The time and cost of each track is anticipated to vary, and is one of the evaluation elements for vendor selection. It is recommended that no single track element will exceed \$100,000.

The successful proposal will identify 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.) The City and the OED reserve the right to negotiate the total contract amount.

Please include a description of the fee structure including the cost for each study track deliverable noted in the Scope of Services. Please describe, if applicable, which partner will be the primary contracting entity and fiscal agent, and how subcontractors will be reimbursed for services provided. Please specify any other costs, if any, which are not included in the Scope of Services. All cost information shall be limited solely to this section of your proposal. This section should address all services set forth in your response as well as any other items pertinent to your proposal budget.

Any proposed services not included in this RFP shall be identified by each applicant in accordance with Section A.7 and incorporated into their proposal. The City will not increase the contract or any purchase order (either dollar amount or time) for items not included in the submitted proposal documents. The City reserves the right to purchase part of or the entire proposal.

Alternative approaches for the pricing of the requested products and services may be provided; however, such alternative approaches shall be described separately and must be in addition to the prescribed format. Do not include cost or price figures anywhere except in this budget section.

## **SECTION D. ADDITIONAL REQUIRED INFORMATION**

### **D.1 IRS FORM W-9**

Please attach a copy of the proposer's current IRS Form W-9 available from

<http://www.irs.gov/pub/irs-pdf/fw9.pdf>

### **D.2 DIVERSITY AND INCLUSIVENESS IN CITY SOLICITATIONS INFORMATION REQUEST FORM**

Using the attached form, entitled "Diversity and Inclusiveness in City Solicitations Information Request Form", please state whether you have a diversity and inclusiveness program for employment and retention, procurement and supply chain activities, or customer service and provide the additional information requested on the form. The information provided on the Diversity and Inclusiveness in City Solicitations Information Request Form will provide an opportunity for City contractors/consultants to describe their own diversity and inclusiveness practices. Contractors/consultants are not expected to conduct intrusive examinations of its employees, managers, or business partners in order to describe diversity and inclusiveness measures. Rather, the City simply seeks a description of the contractor/consultant's current practices, if any.

Diversity and Inclusiveness information provided by City contractors/consultants in response to City solicitations for services or goods will be collated, analyzed, and made available in reports consistent with City Executive Order No. 101. However, no personally identifiable information provided by or obtained from contractors/consultants will be in such reports.

**Failure to submit a Diversity and Inclusiveness in City Solicitations Information Request Form will result in the proposal being deemed non-responsive.**

### **D.3 CERTIFICATE OF GOOD STANDING FROM SECRETARY OF STATE**

Please attach the Proposer's Certificate of Good Standing with the Colorado Secretary of State's office to your proposal. This can be obtained from the Secretary of State's website:

<http://www.sos.state.co.us/biz/BusinessEntityCriteria.do>

### **D.4 CERTIFICATE OF INSURANCE**

Please attach Certificates of Insurance evidencing the following coverage required of all City Contractors:

- Commercial General Liability: \$1,000,000 per occurrence, \$1,000,000 for each personal and advertising injury claim, \$2,000,000 products and completed operations aggregate, \$2,000,000 policy aggregate
- Business Auto Liability: \$1,000,000 combined single limit
- Workers Compensation: \$100,000 per occurrence for each bodily injury claim, \$100,000 per occurrence for each bodily injury caused by disease claim, and \$500,000 aggregate for all bodily injuries caused by disease claims (or statement of rejection of coverage in accordance with § 8-41-202(1), C.R.S.)

Additional coverage may be required upon award.

### **D.5 ORGANIZATIONAL FORM**

Please complete the form on the next page and include it with your proposal.



## ORGANIZATIONAL FORM

Organization Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
City, State Zip: \_\_\_\_\_  
Primary Contact: \_\_\_\_\_  
Title: \_\_\_\_\_  
Phone: \_\_\_\_\_  
E-Mail: \_\_\_\_\_  
Federal Tax ID: \_\_\_\_\_  
DUNS Number: \_\_\_\_\_  
Incorporation Date: \_\_\_\_\_

Organization Type    ☐ Non-profit    ☐ For-profit    ☐ Government  
☐ Other: \_\_\_\_\_

Vendor offers to furnish to the City and County of Denver the materials, supplies, products or services requested in accordance with the specifications and subject to the Terms and Conditions described in this National Western Center: Developing the Next Generation Agricultural Economy Request for Proposal (RFP-20150710).

Signature constitutes acceptance of all Terms and Conditions listed in this RFP and all documents attached.

By: \_\_\_\_\_  
Printed or Typed Name

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

## Diversity and Inclusiveness\* in City Solicitations Information Request Form

Denver Executive Order No. 101 establishes strategies between the City and private industry to use diversity and inclusiveness to promote economic development in the City and County of Denver and to encourage more businesses to compete for City contracts and procurements. The Executive Order requires, among other things, the collection of certain information regarding the practices of the City's contractors and consultants toward diversity and inclusiveness and encourages/requires City agencies to include diversity and inclusiveness policies in selection criteria where legally permitted in solicitations for City services or goods.

Type in your response, print out, sign and date; or print out and complete manually.  
Please print legibly.

Answer each item below. Missing or incomplete responses will be recorded as "no" or "none". A proposal or response to a solicitation by a contractor/consultant that does not include this completed form shall be deemed non-responsive and rejected.

Project Name:

\_\_\_\_\_

BID / RFP No.: \_\_\_\_\_

\_\_\_\_\_

Name of Contractor/Consultant: \_\_\_\_\_

Address:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Email: \_\_\_\_\_

Business Phone No.: \_\_\_\_\_

Business Facsimile No.: \_\_\_\_\_



1. Do you have a Diversity and Inclusiveness Program? ☐ Yes ☐ No

If **No**, and your company size is less than 10 employees continue to question 11. Complete and sign the form.

If **Yes**, does it address:

- |   |                              |                             |
|---|------------------------------|-----------------------------|
| 1.1. Employment and retention?                | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 1.2. Procurement and supply chain activities? | <input type="checkbox"/> Yes | <input type="checkbox"/> No |
| 1.3. Customer service?                        | <input type="checkbox"/> Yes | <input type="checkbox"/> No |

2. Provide a detailed narrative of your company's diversity and inclusiveness principles and programs. Attach any written material for your program. (This may include, for example, (i) diversity and inclusiveness employee training programs, equal opportunity policies, and the budget amount spent on an annual basis for workplace diversity; or (ii) diversity and inclusiveness training and information to improve customer service.)

3. How many employees does your company employ?

- ☐ 11-50 ☐ over 100
- ☐ 51-100

3.1. How many of your company's employees are:

Full-time \_\_\_\_\_ Part-Time \_\_\_\_\_

4. How does your company regularly communicate its diversity and inclusiveness policies to employees?

- ☐ Employee Training
- ☐ Pamphlets
- ☐ Public EEO postings
- ☐ Other
- ☐ Not Applicable

5. If you responded that you do not have a diversity and inclusiveness program, describe any plans your company may have to adopt such a program.

6. How often do you provide training in diversity and inclusiveness principles?

- ☐ Monthly ☐ Annually  
☐ Quarterly ☐ Not Applicable ☐ Other \_\_\_\_\_

6.1. What percentage of the total number of employees generally participate?

- ☐ 0 - 25% ☐ 51 - 75%  
☐ 26 - 50% ☐ 76 - 100% ☐ Not Applicable

7. State how you achieve diversity and inclusiveness in supply and procurement activities.

(This may include, for example, narratives of training programs, equal opportunity policies, diversity or inclusiveness partnership programs, mentoring and outreach programs, and the amount and description of budget spent on an annual basis for procurement and supplier diversity and inclusiveness.)

8. Do you have a diversity and inclusiveness committee? ☐ Yes ☐ No

8.1. If so, how often does it meet?

- ☐ Monthly ☐ Annually ☐ No Committee  
☐ Quarterly ☐ Other \_\_\_\_\_

8.2. If you responded that you do not have a diversity and inclusiveness committee, describe any plans your company may have to establish such a committee.



9. Do you have a budget for diversity and inclusiveness efforts? ☐ Yes ☐ No
10. Does your company integrate diversity and inclusion competencies into executive/manager performance evaluation plans? ☐ Yes ☐ No
11. Would you like information detailing how to implement a Diversity and Inclusiveness program? ☐ Yes ☐ No

If yes, please email [X0101@denvergov.org](mailto:X0101@denvergov.org).

I attest that the information represented herein is true, correct and complete, to the best of my knowledge.

---

Signature of Person Completing Form

---

Date

---

Printed Name of Person Completing Form

**NOTE: Attach additional sheets or documentation as necessary for a complete response.**

\*"Diversity and inclusiveness program" means a program that invites values, perspectives and contributions of people from diverse backgrounds, and integrates diversity into its hiring and retention policies, training opportunities, and business development methods to provide an equal opportunity for each person to participate, contribute, and succeed within the organization's workplace. "Diversity" encompasses a wide variety of human differences, including differences such as race, age, gender, gender identity, sexual orientation, ethnicity, physical disabilities, appearance, historically underutilized and disadvantaged persons, as well as social identities such as religion, marital status, socio-economic status, lifestyle, education, parental status, geographic background, language ability, and veteran status."

GET / HTTP/1.0

## Leid, Kelly R. - CPD North Denver Cornerstone

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**From:** Gaertner, Cindy A. - Office of Economic Development  
**Sent:** Friday, July 10, 2015 3:02 PM  
**To:** Hollrah, Gretchen A. - Office of the CFO; Leid, Kelly R. - CPD North Denver Cornerstone; Martinez, Erika R. - CPD North Denver Cornerstone; Romine, Jeff - OED; Nagel-Casebolt, Turid A. - Division of Business Development  
**Subject:** RFP issued: National Western Center Comprehensive Study

The City & County of Denver, Office of Economic Development (OED), in partnership with the Department of Finance, the North Denver Cornerstone Collaborative, and other National Western Center (NWC) stakeholders, is seeking proposals to perform a comprehensive study regarding the NWC, which will include an economic and market opportunity analysis of the greater NWC area; options for NWC governance, operations and partnerships; and public/private finance partnerships and tools.

The Request for Proposal (RFP) is available for download at the [OED Funding Opportunities Website:](http://www.denvergov.org/Portals/690/documents/WEB%20REFRESH/NWC%20Study%20RFP%2020150710.pdf)  
<http://www.denvergov.org/Portals/690/documents/WEB%20REFRESH/NWC Study RFP 20150710.pdf>

Proposals are due by Noon, Friday, July 31, 2015.

If you have any questions after reviewing the RFP, please submit them as described in Section A.6 of the RFP by Tuesday, July 21, 2016.

The Study Partners look forward to reviewing your proposal.

Thank you,  
Cindy

Cindy Gaertner | Contract Administrator  
Office of Economic Development | Contracts & Performance Management  
201 W Colfax Ave., Dept 1011 | Denver, CO 80202  
720.913.1665 Phone | 720.913.5415 Fax  
[Cindy.Gaertner@denvergov.org](mailto:Cindy.Gaertner@denvergov.org) | Dial 3-1-1 for City Services

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# DENVER

OFFICE OF ECONOMIC  
DEVELOPMENT

July 16, 2015

## Addendum # 1

### 2015 REQUEST FOR PROPOSALS – 20150710

#### NATIONAL WESTERN CENTER: DEVELOPING THE NEXT GENERATION AGRICULTURAL ECONOMY

The above referenced Request for Proposal is hereby addended as follows:

Section B.2, PROPOSED STUDY TRACK ELEMENTS, of the *Proposal Guidelines* document is hereby amended as follows (new text is underlined):

#### B.2 PROPOSED STUDY TRACK ELEMENTS

##### Economic and Market Opportunity Analysis

Identify the “best in class” innovative agricultural and food value technologies and markets that could be located at or near the NWC and/or within the Corridor of Opportunity. Proposed share of project: 35-45%.

- (1) Identification of the position of the Front Range in Ag Innovation – a look at “who’s out there” and strongest regional opportunities for partnership and vertical coordination. Please reference the CSU study, “*The Emergence of an Innovation Cluster in the Agricultural Value Chain Along Colorado’s Front Range*”:  
<http://csuaginnovationsummit.com/pdfs/Colorado-Ag-Food-Innovation-Cluster-CSU-Nov-2014-v3.0.pdf>
- (2) Summary review of next opportunities in agricultural and resource business, products and/or services advancement;
- (3) Identification of opportunities for the NWC to forward technology-led economic development as it relates to agriculture;
- (4) Evaluate the linkages to Denver International Airport, its assets, and the greater development opportunities in its environs for shared and complimentary economic growth;
- (5) Discuss how the NWC will help the region compete in the global marketplace through increased export potential and expanded facilities/infrastructure to sustain or attract foreign direct investments;
- (6) Identification of strategic partners to bring to the Colorado Front Range, Corridor of Opportunity, and/or NWC campus (including Federal programs for food security; additional educational partnerships; international partners);
- (7) Evaluation and identification of on-site strategies for leveraging authentic Colorado retailers and businesses related to NWC activities and its economic vision;
- (8) Discuss how the NWC would leverage the unique economic assets (i.e. major industry/occupational clusters) of the Denver region and the state of Colorado.
- (9) 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));

- (10) Analysis of the average size of businesses benefitting, both directly on-site and indirectly from increased business deals with an expanded economy in north Denver, from the NWC redevelopment;
- (11) Evaluation of number and types of jobs created (using NAICS codes) by business size and type that will be created by the investment in the NWC as well as the jobs created in the Scientific, Healthcare, or Information Technology industries;
- (12) Comparison of the average wages of new jobs created, and how those wages compare to existing average wages in the Globeville and Elyria-Swansea area; and
- (13) Development of recruitment timeline and strategies, along with type of potential businesses (or key clusters to recruit or build), including coordination with land use/spatial planning and primary program development of the site.

#### **Center Operations and Partnerships**

Identify best practices to bring in, recruit and manage private sector investment. Proposed share of project: 10-20%.

- (1) Identification of case studies and best practices that the new authority governing entity for the site should employ to attract private business and investment – including data, tools, or other expertise;
- (2) Coordination with ongoing work by the NWC Executive Oversight Committee (EOC) to develop a governing entity;
- (3) Highlighting of potential benefits and opportunities of governance structures for the historically disadvantaged communities of Globeville, Elyria and Swansea.

#### **Public/Private Finance Partnerships and Tools**

Identify a viable long-term business model and financial strategy for the campus and related centers and resource. Proposed share of project: 35-45%.

- (1) 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);
- (2) Review of existing funders, partners, or approaches for meeting these requirements – along with location and/or target markets for these investors, which may include other locations along the Corridor of Opportunity;
- (3) Development of a proposed NWC business model and financial strategy for long term sustainability;
- (4) Discuss how public investment in NWC will expand or enhance existing industry clusters; and
- (5) 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.

Proposer shall initial here \_\_\_\_\_ and attach to Request for Proposal. Failure to do so may be cause to consider your proposal non-responsive and cause for rejection.

Company: \_\_\_\_\_



# NATIONAL WESTERN CENTER

## Agri-Business & Science Forum

*Charting a Course for Colorado as the Silicon Valley of Agriculture*

### Overview

As investment partners in the development of the National Western Center (NWC), the City and County of Denver, the Western Stock Show Association, and Colorado State University would like to engage the State of Colorado's Dept. of Agriculture and other key industry, civic and elected leaders to establish one of the nation's leading agricultural centers at the National Western Center. As an important economic catalyst for Mayor Hancock's bold vision for the Corridor of Opportunity, the NWC will bring together experiential learning, research, commerce, entertainment, competition and the arts to the fully developed 270-acre complex. The NWC's completion, over the next decade, represents the primary anchor for the new northern gateway into the Mile High City and will help position Colorado in the development of the next generation agricultural economy.

Forum Objective: Compliments the NWC Economic Study being released by the NWC Executive Oversight Committee to harness our "collective action" in the delivery the NWC.

### Proposed Invitees (*to be more fully developed*):

- Michael B. Hancock, Mayor City of Denver (Co-Host)
- (Name) Governor's Office (Co-Host)
- Crisanta Duran, State Legislature (House Rep)
- Jerry Sonnenberg, State Legislature (Senate Rep)
- Paul Washington, Denver Office of Economic Development
- Tom Clark, Metro Economic Development Corporation
- (Name) Colorado Office of Economic Development and International Trade
- (Name) Downtown Denver Partnership
- Tony Frank, Colorado State University
- (Names), other Colorado State Reps (i.e. Ag School)
- (Name), National Western Stock Show
- (Name) University of Denver Daniels College of Business
- (Name) Galvanize
- (Name) Industry
- (Name) CEO Ardent Mills
- (Name) Cattleman's Association
- Don Brown, Commissioner Colorado Dept. of Agriculture
- Kim Day, Denver International Airport
- (Name) Adams County EDC

### Media Partner:

Invite Denver Business Journal to write about and discuss the "State of Agriculture" in Colorado, now and in the future, and the opportunities that can emerge as part of the investment in the creation of the NWC.

### Framework Agenda

This 4-6 month series of engagement sessions is about harnessing the civic, political and business community's collective strengths and ideas, positioning Colorado as a leader in solving some of the world's biggest food production and security issues. The intent is to develop a strategic "game plan" for retaining, attracting and cultivating a broad range of agricultural businesses across the state with the NWC serving as a key platform around these efforts. Given the NWC's ideal physical location at the northern end of the Front Range, the NWC sits in an important geographic position between the Front Range's workforce talent pool, numerous universities, colleges and the State's surrounding agricultural counties. This blend of resources offers a unique opportunity to create, by way of example, conferences, conventions, production facilities and our version of "TED Talks" for Ag innovation to drive and grow this sector for Colorado and the entire Rocky Mountain West.

- Late August - Kickoff event (*Set the Stage about the Opportunity before Us*)
- September - Session 2
- October - Session 3
- November - Session 4
- December - Closing Session 5 (report issued)

Draft topics that build on CSU's Ag Innovation Summit (starter list to drive discussion):

- Environmental scan to understanding the marketplace in Ag (past, present and future)
- Creating a strategic plan to harness the opportunities the NWC should play as "the" Center of Ag innovations
- Exploration of venture capitalists to focus investment in sector (start-ups, growth, etc)
- Public/private partnerships to incubating and growing Ag innovations
- State and local policies to grow entrepreneurial thinking in Ag
- Aligning local and state resources to attract Ag industries to Colorado and the NWC
- Creating a "Center of Excellence" for the study of Urban Agriculture, including local sourcing, job creation opportunities



# NATIONAL WESTERN CENTER HISTORIC RESOURCES WORK PLAN

July 21, 2015

Scope	Task	Cost/ Funding Source	Appendix G	Due Date	Task Lead
A	<b>1. NWC Site: Document Comprehensive History</b> Hire a professional historian to document a comprehensive history of the National Western Center site, including the equivalent level of research that goes into a historic district nomination. Document the unique historical development of the site, including physical and historical evolution, western and agricultural heritage, social and cultural history, history of all past and current buildings, important historical site features, and historical ties to surrounding neighborhoods. This information will inform a robust Public Interpretation Plan (Task 6) at the National Western Center. (Could use a NR Multiple Property Documentation Form. See Recommendation 1 in Appendix G for more detail.)	\$40,000 / NDCC (includes tasks 1-3)	HP 1 a/b immediate	Tasks 1-3 concurrent using same historian: <b>a. Hire historian:</b> Fall 2015 <b>b. Task Complete:</b> February 2016	<b>Hire historian:</b> Eric Shafran <b>SME Support</b> – Kara <b>Partnerships</b> – Barb F
A	<b>2. Pursue individual National Register and State Register of Historic Places listing</b> Using the same professional historian as Task 1, prepare the application for pursuing individual National Register and State Register of Historic Places Listings for the following individually significant buildings on the National Western Center site. Applications may be submitted individually, at the appropriate time, pending EOC approval: <ul style="list-style-type: none"> <li>a. Stadium Arena (1909), 4655 Humboldt Street (aka 1325 E. 46th Avenue)</li> <li>b. Livestock Exchange Building (Denver Union Stock Yard Building)(1898 – 1919), 4701 Marion Street (privately owned)</li> <li>c. Armour &amp; Company Meat Packing Plant Office (1917), 5001 National Western Drive, (privately owned but city hopes to own by 2016)</li> </ul> <i>See Task 9 for Denver Coliseum approach.</i>	\$40,000 / NDCC (includes tasks 1-3)	HPB 2a	Tasks 1-3 concurrent using same historian: <b>a. Hire historian:</b> Fall 2015 <b>b. Task Complete:</b> February 2016	<b>Hire historian:</b> Eric Shafran <b>SME Support</b> – Kara <b>Partnerships</b> – Barb F
A	<b>3. Pursue Denver landmark listings</b> Use all the information from National and State Register designation applications to prepare documentation needed to pursue Denver landmark listing for the following properties. Owner consent is highly encouraged, but not required. Applications may be submitted individually, at the appropriate time, pending EOC approval: <ul style="list-style-type: none"> <li>a. 1909 Stadium Arena, 4655 Humboldt Street (aka 1325 E. 46<sup>th</sup> Avenue) <b><u>MUST BE DESIGNATED BY APRIL 1, 2016</u></b></li> <li>b. Livestock Exchange Building (Denver Union Stock Yard Building) – needs property owner permission</li> <li>c. Armour &amp; Company Meat Packing Plant Office – needs property owner permission</li> </ul>	\$40,000 / NDCC (includes tasks 1-3)	HPB 2c	Tasks 1-3 concurrent using same historian: <b>a. Hire historian:</b> Fall 2015 <b>b. Task Complete:</b> February 2016	<b>Hire historian:</b> Eric Shafran <b>SME Support</b> – Kara <b>Partnerships</b> – Barb F
B	<b>4. 1909 Stadium Arena: Economic Feasibility and Historic Structure Assessment</b> 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.	\$270,000 (\$200,000 Request: State Historic Preservation Fund Competitive Grant max request)  \$70,000 NDCC (26% match) – or more, if needed		Grant application due: <b>April 1, 2016 (or Oct. 1 2016)</b>  Study/Design: 2016-2017	<b>SHPO Application:</b> Barb F. <b>Hire consultant:</b> Eric Shafran <b>SME Support:</b> Barbara S.
Scope	Task	Cost/ Funding Source	Appendix G	Due Date	Task Lead



	<b>5. Creative Media</b> Pursue partnerships to record & document history of National Western Center using creative media formats such as documentaries, oral histories, etc.	\$TBD / Partners	Document with Task 1	Fall 2015 - ongoing	Erika Martinez, (NDCC), History Colorado, Colorado Public Television, University students, NWSS, Library
C	<b>6. Document Historic Features</b> Map, list and assess remaining historic features (e.g. water tower) to determine their exact location, condition and potential for reuse as part of the National Western Center redevelopment. Assess the extent to which each resource should/should not be included as part of the Public Interpretation Program or otherwise in the site redevelopment. (Same consultant team as Public Interpretation Plan)	\$150,000 (includes Tasks 6-7)  NDCC	HPSFa and b	Winter 2015 – Fall 2016  In concert with Public Realm Study	<b>Hire consultant:</b> Steve Nalley  <b>SME Support</b> – Kara
C	<b>7. Public Interpretation Plan</b> Prepare a robust Public Interpretation Plan and incorporate findings into the National Western Center Design Standards and Guidelines, using details and stories documented in the comprehensive history (Task 1). The Plan should address directional and interpretative signage, site amenities, pedestrian walkways, site lighting, public transit infrastructure, historic buildings and site features to convey the rich story of the site in an way that appeals to a wide variety of users. This Plan will be a major deliverable of CPD's larger Public Realm Study and will address other interpretation needs as well. This task requires expertise of a historian and landscape architect and can be the same consultant used as in Task 6. (See Recommendation 2 in Appendix G for more detail.)	\$150,000 (includes Tasks 6-7)  NDCC	HP2a (2b is implementation)	Winter 2015 – Fall 2016  In concert with Public Realm Study	<b>Hire consultant:</b> Steve Nalley  <b>SME Support</b> – Kara
B	<b>8. Historic Structure Assessment (H.S.A.) – other historic buildings</b> After these buildings have received National, State and/or Local historic designations, decide whether or not it makes sense to pursue structural assessments utilizing State Historic Preservation Historic Structure Assessment funding for these two buildings:  a. Livestock Exchange Building (Denver Union Stock Yard Building) – needs property owner permission b. Armour & Company Meat Packing Plant Office – needs property owner permission  <i>* Questions:</i> - Can we use on-call consultant as long as History Colorado H.S.A. scope is followed?	\$75,000 per building*  request \$10,000 from Colorado State Historic Fund (plus \$5,000 if adding economic feasibility)  \$60,000 / NDCC for each building	HPB1a	<b>1.a.</b> Apply for funds: May 2016 (Rolling deadline)  <b>b.</b> Hire consultant: July 2016  <b>c.</b> Complete HSA: December 2016	<b>SHPF Application</b> – Barb F.  <b>Hire consultant:</b> Eric Shafran  <b>SME Support</b> – Kara
D	<b>9. Denver Coliseum Reuse Study &amp; Documentation</b> The Denver Coliseum will continue its current use for 10 years. Programming of NWC will determine path forward. At the appropriate time, pursue an adaptive reuse study for the Coliseum based on programming for NWC. Per Appendix G, if a viable reuse option is identified which retains the exterior shell of the building, pursue National, State Register or Denver landmark designation, if deemed appropriate.	TBD	HB2b	2019-2020	TBD

*Separate from NWC but also happening...*

	<b>GES Neighborhoods Historic Resources</b> Survey and document the residential and industrial history of Globeville, Elyria and Swansea, including surveying important historic properties through the Discover Denver citywide historic property identification. (See Recommendation 3 of Appendix G) Pursue designation of relevant properties on National, State and/or Denver Landmark listings.	May need to pursue partner (History Colorado) funds, particularly for designation.	HP3a and b; HB2d	2015-2017	Landmark Preservation (Kara) / CPD in partnership with Historic Denver for Discover Denver component.
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**NATIONAL WESTERN CENTER**  
**EXECUTIVE OVERSIGHT COMMITTEE ("EOC") OVERVIEW**  
National Western Center Interim Governance Structure

Drafted: 05.21.15; Updated 07.21.15

**STATEMENT OF PURPOSE:** the **NWC Executive Oversight Committee ("EOC")** shall serve as the interim governance working group to advance and guide the implementation of the National Western Center master plan (the "Plan") as adopted by Denver City Council in March 2015. Members are appointed by the Mayor and will serve until a more formalized governance structure is implemented to oversee the design, construction, operations and maintenance of the new NWC.

**MEMBERS:**

- Tony Frank, President Colorado State University
- Ron Williams, Chair Western Stock Show Association
- Paul Andrews, President/CEO National Western Stock Show
- Cary Kennedy, Chief Financial Officer, City & County of Denver
- Diane Barrett, Chief Projects Officer, City & County of Denver
- Cristal DeHerrera, Deputy City Attorney, City & County of Denver
- Albus Brooks, Denver City Council, District 9
- Kelly Leid, Executive Director NDCC
- Drew Dutcher, NWC-Citizen's Advisory Committee Representative

**COMMITTEE CHAIR:** the EOC shall be chaired by Kelly Leid

**DECISION MAKING:** the EOC shall continue to follow the consensus driven model voting created early in the development of the master planning process. Each member of the EOC shall be a voting member of the committee. On any matters of major significance, the EOC shall make recommendations to the Mayor as may be required.

**MEETING LOGISTICS:** EOC sessions shall be held monthly or as may be need to conduct business in advancement of the Plan. Meeting notes shall be prepared and distributed to members for review and approval. Meeting agendas, along with any preparatory materials, shall be sent to members no less than 48 hours in advance of the next scheduled session. Member organizations may be asked to provide staffing and/or financial support in fulfillment of the Plan (i.e. communications, marketing materials, studies, legal, etc).

**SUPPORTING ENTITIES:** as may be required, the EOC shall establish subcommittees and/or topic specific working groups to assist in the further development and refinement of the adopted Plan. Initially, the EOC shall be supported by two formal subcommittees – (1) the **Event Programming Advisory Subcommittee (EPAS)** and (2) the **Capital Funding Alignment Subcommittee (CFAS)**. Each are described more fully on page 2 and 3.

## **NATIONAL WESTERN CENTER**

### **National Western Center Interim Governance Structure Overview EVENT PROGRAMMING ADVISORY SUBCOMMITTEE ("EPAS")**

**STATEMENT OF PURPOSE:** the Event Programming Advisory Subcommittee (EPAS) shall explore the development of a process to cultivate new partnerships and programming in the creation of a year round destination at the NWC, along with alignment opportunities between the CCC and NWC.

#### **PROPOSED MEMBERS:**

- Co-chair: George Sparks, Denver Museum of Nature & Science
- Co-chair: Ed Nichols, History Colorado
- Richard Scharf, President & CEO Visit Denver
- Kent Rice, Executive Director Denver Arts & Venues
- Katie Strascina, Mayor's Office of Special Events
- Dawn Bookhardt, Botanic Gardens Board of Directors and FinGov Co-Chair
- NWSS Rep
- CSU Rep
- GES Neighborhood Rep (TBD)
- Others

**MEETING LOGISTICS:** EPAS sessions shall be held monthly or as may be needed to conduct business in advancement of the Plans vision. Meeting agendas, along with any preparatory materials, shall be sent members no less than 48 hours in advance of the next scheduled session. A representative from each subcommittee shall attend EOC sessions (monthly) and shall be expected to provide a subcommittee "Stand and Deliver" report to the members of the EOC.

**SUPPORTING ENTITIES:** as a more technical group, member organizations/entities shall provide content expertise in the study and development of work product to the EOC.

### **CAPITAL FUNDING ALIGNMENT SUBCOMMITTEE ("CFAS")**

**STATEMENT OF PURPOSE:** the Capital Funding Alignment Subcommittee (CFAS) shall coordinate the strategic alignment and leveraging of the various "capital stack" sources in the delivery of the Plan.

#### **PROPOSED MEMBERS:**

- Chair: (TBD)
- Gretchen Hollrah, Deputy CFO, City of Denver Budget Management Office
- Lotte Lieb Dula, RTA Project Manager, NDCC
- Barbara Frommell, Strategic Partnerships Coordinator, NDCC
- Tracy Huggins, DURA
- WSSA Rep



- CSU Rep
- GES Neighborhood Rep (TBD)
- Others

**MEETING LOGISTICS:** CFAS sessions shall be held monthly or as may be needed to conduct business in advancement of the Plans vision. Meeting agendas, along with any preparatory materials, shall be sent to members no less than 48 hours in advance of the next scheduled session. A representative from each subcommittee shall attend EOC sessions (monthly) and shall be expected to provide a committee “Stand and Deliver” report to the members of the EOC.

**SUPPORTING ENTITIES:** as a more technical group, member organizations/entities shall provide content expertise in the study and development of work product to the EOC.

DRAFT

The truth about COMMUNITY  
By Toluwanimi "Tolu" Obiwole

I have tried to live adventurously enough that home has become nebulous  
it's more of a general clustering of airplane rides, my father's cooking, my mother's  
voice over the phone, the "i love you's", "stay safe's", and "see you soon's" tumbling  
from the mouths of those I love  
I grew up calling every Nigerian woman auntie  
cousin was anyone whose mom exchanged recipes in broken english with your mom  
my family is my community  
i know there will always be  
open ears and hands at our gatherings  
more bodies to absorb the weight of daily living  
my community has taught me that you can stay breathing all on your own  
but to live requires someone there to witness your smile  
to remind you that your voice is necessary  
Denver, community of pioneers, and native survivors  
family of red soil and jagged edged mountain  
we are learning how to make family a movement  
as our home gets bigger  
do not take the noise for granted  
the most beautiful thing about a large family  
is the collection of stories  
the spark of healing that begins with listening  
this is how you know the world is not hollow  
there will always be a place for you at the table  
or your rock-climbing knitting club that meets Thursday nights  
I know home has nothing to do with blood  
but everything to do with love  
with knowing you are not alone  
it has always been a dream of my mother's to be in an elected office  
I used to laugh at her  
tell her she was already president of the house, what more could she want  
she said her voice on a platform  
we often forget this is what we all want  
I come from a family of scientists  
engineers and doctors  
    who understand that dissecting a heart means understanding the beauty of it  
    if you want to remember the importance of the beat  
    remember how it works  
if you dissect a movement it becomes marching feet and praying hands  
picket signs and changed legislation  
a mother with a dream and the people who listen  
it is the power of the people  
when the power is one of the people



if you take apart a community  
lay out its bones  
it becomes a choir of desperate voices  
a candle-lit vigil full of strangers speaking love for syrian refugees  
a coffee shop basement where everyone becomes a poet  
the beauty of the voting booth line stretching around the corner on election day  
a school full of children speaking different languages  
but never having to translate a smile or shared meal  
my mother knows what it means to have hope in a new home  
she believes that the small woman with weathered hands and a suitcase full of dreams  
could leave a visible thumb print on foreign soil  
one of the most common human fears is leaving this world nameless  
what is community but a collective stretching out of limbs  
to feel the touch of another hand  
just to break the silence of anonymity  
to know someone else knew who you were  
this is how we keep each other alive  
accepting the gift of someone else's name  
looking after the voiceless before our own reputations  
we all know one note can't make a whole symphony  
so stop singing songs in the key of self  
sing it together  
for the ones not born here but who know that home can be a bleeding heart and the  
only way to stop it is with many hands  
for the young ones who dream of importance  
so they know they're already there  
for the days that start in struggle  
and end in breakthrough  
for this cow town that is giving my generation a reason to fight for our voices  
sing it together