

**NATIONAL WESTERN CENTER
EXECUTIVE OVERSIGHT COMMITTEE ("EOC") - SESSION #4**

August 31, 2015

9:00 am- 10:00 am Wellington Webb Building, Room 12.F.12

AGENDA

- **9:00 am Call meeting to order** (*Kelly Leid, Chair*)
- **9:00 – 9:05 pm Review/approval of July 2015 meeting notes** (*Kelly Leid*)
- **9:05 – 9:20 pm NWC Project Plan Updates**
 - NWC Work Plan (*Eric Shafran*)
 - Opportunistic Land Acquisitions (*Jeff Steinberg*)
 - RTA Application (*Lotte Lieb Dula*)
- **9:20 – 9:50 pm New Business**
 - (20 minutes) NWC Public Realm Study Scope of Work (*Steve Nalley*)
 - (10 minutes) NWC Econ Study Next Steps & Agri-Business Forum Launch (*Kelly*)
- **9:50 – 10:00 am Public Comment/Announcements (All)**

PBS Event (October 1st); Erika
Prep for 110th NWSS (NWC Promotions; Owl System, materials, etc)
- **10:00 am Meeting Adjournment**

Next EOC meeting: September 24, 2015 @ 1:00 pm



National Western Center Executive Oversight Committee Meeting Minutes

Date of Meeting:	July 30, 2015	Time:	1:00-2:30p
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 12.G.1
Land Acquisition Moving forward with friendly acquisitions. We are under contract on one property and are negotiating with others. We are reaching out to as many owners as possible and have experienced generally positive feedback.		Jeff Steinberg	1:16 pm
Economic Study RFP RFP is out with proposals due on 7/31/15. Gretchen recommends that EOC members read CSU paper: "The Emergence of an Innovation Cluster in the Agricultural Value Chain along Colorado's Front Range." Tricia will send out link to all members. EOC will continue to hear about this and may see presentation from selected proposal.		Gretchen Hollrah	1:29 pm
Agri-business Science Forum: Goal is to build on the forum that produced the CSU document and embrace everything from small local to large international organizations and interact with them. All EOC members to identify potential partners.		Kelly Leid/Tony Frank	1:45 pm
RTA Application Update The RTA application is going well with positive feedback. EPS (state analyst) is reviewing with due date of August 10, 2015 for report. Public comment has ended; we did receive another nice letter of support. Presentations will be between 1 and 6 pm on September 1, 2015. We will assign topics to our speakers as we have been asked to avoid repetition.		Lotte Dula	2:04
Brand Development for National Western Center RFP work is ongoing, currently anticipate release in November.		Kelly Leid	2:23 pm
4. New Business			
Topic		Owner	Time
1. Historic Resources Work Plan: Goal is to celebrate history of the site. Initial action includes hiring a historian to document site and present for EOC consideration option to seek historic designation. We will also explore opportunities to seek grants and tax credits for historic preservation projects.		Barb Frommell	1:52 pm
2. Water Resource Center We are currently working on program for the building and planning to move forward in Phase I of Master Plan. Stakeholders from Denver metro are excited for possibility of neutral place for difficult conversations regarding water allocation and an education center. CSU faculty is also interested and engaged in developing programs. Happy Birthday to Eric Shafran!		Jocelyn Hittle	2:09 pm



National Western Center
Executive Oversight Committee Meeting Minutes

Date of Meeting:	July 30, 2015	Time:	1:00-2:30p
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 12.G.1
3. NWC Project Implementation and Communications Strategy			Kelly Leid /Erika Martinez
NDCC has RFP prepared for consultants on this issue. Goal is to work together with all partners to collaboratively tell our story to the public and set up a system so partners are aware what other partners are pursuing.			2:15 pm
Next Meeting Agenda Preparation			Kelly Leid/All
<ul style="list-style-type: none">Project Update-Draft Schedule and BudgetRTA UpdateBallot Question UpdateLay out CalendarOngoing RFPs Progress ReportCapital Funding and alignment – get technical teams togetherTerm Sheet ProgressFundamental to this group to talk openly and honest with team<ul style="list-style-type: none">We are partners, need to be fully aligned to be successful			2:25p-2:29p
5. Action Items (ongoing)			
Action		Owner	Due Date
Agri-business/Science Forum Actively recruit Ag industry leaders to site and get input about what they would like to see in Denver.		All	N/A
Read CSU The Emergence of an Innovation Cluster in the Agricultural Value Chain along Colorado's Front Range."		All	N/A
Develop Draft Project Schedule and Budget		Eric Shaffran	8/31/2015
See Community Poem from Mayor's Inauguration in packet		All	N/A
6. Adjournment			
Action		Owner	Time
Kelly Leid adjourned the meeting at 2:29pm		Kelly Leid/All	2:29p.m.
7. Next Meeting:			
Date	08/31/2015	Time:	9:00-10:00am
Location:	Webb Building, Room 12.G.1		
Objective:	Executive Oversight Committee IV		



**North Denver Cornerstone Collaborative
Office of Economic Development**

201 West Colfax Avenue
Denver, CO 80202

p: 720-913-1999

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www.denvergov.org/NDCC

www.denvergov.org/oed

August 14, 2015

Mr. Scott Russell
Senior Vice President
AECOM Technical Services, Inc.
717 17th Street, Suite 2600
Denver, CO 80202

Dear Mr. Russell:

Having considered the proposals submitted on July 31, 2015, for work to be done and materials to be furnished in accordance with Request for Proposals 20150710, *National Western Center: Developing the Next Generation Agricultural Economy*, the evaluation committee has determined that the proposal submitted by AECOM Technical Services, Inc., is fair, equitable and in the best interest of the City and County of Denver, and has recommended that the City enter into an agreement with AECOM Technical Services, Inc., to provide the outlined services, subject to the approval of the agreement by the City in accordance with the Charter of the City and County of Denver.

The conditional contract amount is \$199,993.00 for the anticipated period of August 20, 2015 through February 29, 2016. The contract will not be effective or binding until an agreement has been fully signed by all signatories of the City and County of Denver and, if required by Charter, approved by City Council.

Office of Economic Development staff will contact you to schedule a meeting to begin contract development.

We look forward to partnering with AECOM Technical Services, Inc., to deliver the best possible services for residents of the City and County of Denver.

Sincerely,

Kelly Leid
Executive Director
North Denver Cornerstone Collaborative

cc: Jeff Romine, OED, Chief Economist
Turid Nagel-Casebolt, OED, Senior Program Manager
Cindy Gaertner, OED, Contract Administrator

**National Western Center:
Developing the Next Generation Agricultural Economy
*Request for Proposals Scope of Work***

Summary

Overview

The City and County of Denver and its National Western Center partners are focused on the opportunity to reinvent the 130-acre National Western Complex 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 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 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), 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 aspect of the effort 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 assessment is to leverage this improved and expanded foundation for the NWC as a critical platform in building a broader economic coalition. 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 the Rocky 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 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 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 as the world's population continues to grow.

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 (roadmap) 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 around agri-business 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 sectoral agri-/resource economy,
- (2) Evaluate and recommend best-in-class operational approaches which foster the collaboration within and across the various programmatic elements of the larger NWC 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 facilities, buildings and resources which cause and sustain the greater NWC area opportunity.

Study Approach, Timing, Selection Process 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.

Project 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 August 2015). Specific milestones will vary, but due to the interaction within track elements, there will be preliminary outcomes and final outcomes/recommendations.

Proposed study track elements:

- A. Economic and Market Opportunity Analysis: 35-45%** (*identify 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 (*reference the Colorado State University study, “The Emergence of an Innovation Cluster in the Agricultural Value Chain Along Colorado’s Front Range”*).
 - 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 and identification of on-site strategies for leveraging authentic Colorado retailers and businesses that have a nexus to NWC activities and the economic vision for the center;

- e. 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
- f. Development of recruitment timeline and strategies, along with type or potential businesses (or key clusters to recruit or build), including coordination with spatial planning and primary program development of the site.

B. Center Operations and Partnerships: 10-20% *(identify best practices to bring recruit and manage private sector investment)*

- a. 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;
- b. Coordination with ongoing work by the NWC Executive Oversight Committee (EOC) to develop a governing entity;
- c. Highlighting of potential benefits and opportunities for the historically disadvantaged communities of Globeville, Elyria and Swansea.

C. Public/Private Finance Partnerships and Tools: 35-45% *(identify 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.



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August 28, 2015

Re: Professional Services On-Call Proposal Request for National Western Center
Historic Preservation Services

The City and County of Denver (the City) is requesting that your firm submit a proposal to provide architectural and engineering services for documenting a comprehensive history of the National Western Center site and preparing landmark designation applications for three on-site structures.

I. Project Description

The purpose of this work is to take the first steps toward implementing the historic preservation recommendations of the National Western Center (NWC) Master Plan (found in detail in Appendix G of the NWC Master Plan).

The services requested will include, but not be limited to the following:

1. Through a combination of written records, photos, timelines, oral histories, and interviews, examine and **document a comprehensive history** of the National Western Center site, including the site's:
 - a. Physical and historical evolution - all past and current buildings, important features, objects structures, landscapes
 - b. Western and cultural heritage
 - c. Historical ties to agriculture and the meat-packing industry
 - d. Social and community history / relationship with surrounding communities
2. Research and prepare applications for **National Register** of Historic Places nominations and **Denver Landmark** Individual Applications for **three historic structures on the NWC site**:
 - Stadium Arena (1909) – 4655 Humboldt Street (aka 1325 E. 46th Avenue)
 - Livestock Exchange Building, aka Denver Union Stock Yard Building (1898-1919) - 4701 Marion Street
 - Armour & Company Meat Packing Plant Office (1917) – 5001 National Western Drive

Your firm and the various consultants necessary to perform the services shall comprise the Consultant Team. The purpose of this proposal request is to solicit proposals from your firm in order to conduct a fair and extensive evaluation of the proposals, and to award the project based on criteria listed herein.



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II. Background

The National Western complex and the National Western Stock Show are at a crossroads. Long a mainstay of Colorado's booming livestock industry, the 109-year-old site - with its antiquated facilities and infrastructure - have been in decline for many years. While modest improvements have been made in the past 25 years, many of the structures are obsolete and date back 50 years or more. This gradual deterioration has led to an overall condition of disinvestment at the complex, and visitor polls reflect dissatisfaction with the quality of facilities. For example, the National Western Stock Show's complex was recently rated as "worst in class" for exhibitor experience when compared with its national competitors.

The writing is on the wall: the National Western no longer meets the needs of modern-day tourists and Colorado's \$41 billion agricultural industry.¹ Without significant investment, the National Western Stock Show will cease to remain a tourism and economic engine for Colorado and the Rocky Mountain West, putting at risk the National Western's rich 109-year history, with its 22 events per year, over 1.3 million visitors, and annual economic impact of \$115 million.

To survive, the National Western concept must be reinvented from the ground up. The current complex, grid-locked two weeks each January and only sporadically active the rest of the year, must be transformed into a modern campus with year-round tourism, agribusiness and education opportunities; with new partners and programming; with strong connections and deep ties to the surrounding communities.

National Western Center Master Plan

In July 2013, the City and County of Denver, Colorado State University, the Denver Museum of Nature and Science, History Colorado and the Western Stock Show Association (NWC Partners) entered into a memorandum of understanding to establish a new vision for the site and to develop an integrated Master Plan for a new National Western Center. With a commitment from Mayor Michael Hancock to "keep the National Western Stock Show in Denver," and a wealth of diverse resources at the table, the Master Plan, adopted by City Council in March 9, 2015, sets the stage for the bold transformation of the National Western Center.

Mayor Hancock envisions the transformation of the National Western Center as part of a bold vision to re-energize and reconnect three of Denver's oldest northern neighborhoods into a new economic gateway that links Denver Union Station with Denver International Airport, further elevating the global reach of Colorado's capital. The NWC is at the heart of what Mayor Hancock calls the Corridor of Opportunity. In 2013, he established the North Denver Cornerstone Collaborative (NDCC) to spearhead this major effort and to strategically align project planning and implementation.

The NWC Master Plan includes a vision for a year-round campus and new facilities that will expand, diversify and modernize National Western's existing programming, foster economic development, attract more tourists, bring

¹ Colorado State University, The Contribution of Agriculture to Colorado's Economy: An Executive Summary. January 2012



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CSU's extensive educational resources to Denver and congregate diverse elements of Colorado's rich agricultural heritage in one central location. Bolstered by considerable public investments in nearby transportation and stormwater infrastructure by the City, RTD and CDOT, the National Western Center Master Plan calls for new, modernized infrastructure including multi-modal transportation connections to reconnect National Western to adjacent neighborhoods, the riverfront, and downtown. The innovative plan also proposes development of a regenerative net zero campus for energy, waste and water, with a goal of being a national model of sustainability.

The complete campus, to be built in multiple phases over 15 or more years, includes:

- New livestock center and stockyards/events pavilion
- New equestrian center including an equine sports medicine facility
- Revitalized riverfront
- New infrastructure and connectivity to adjacent neighborhoods
- New arena
- New exposition hall
- CSU Education Facility
- Vibrant public spaces
- 1909 Stadium Arena repurposed as a year-round market
- CSU Water Resources Center

III. Historic Preservation Goals

The NWC Master Plan makes a commitment to honor and interpret the rich history of the stock show site for future generations. Documenting a comprehensive history of the site will facilitate the NWC Partners' intent to celebrate western heritage, connect physically, socially and culturally with adjacent neighborhoods, provide historical continuity and to develop a robust public interpretation program. Listing historic structures as landmarks will help preserve their historic identity and pave the way for restoration or rehabilitation to keep these structures viable for future generations.

The NWC Partners and adjacent neighborhoods of Globeville, Elyria and Swansea identified a set of nine Guiding Principles for NWC redevelopment, several of which should guide historic preservation work (as indicated by asterisks):

- Community and Neighborhood Integration*
- Engage the River and Nature*
- Celebrate Western Heritage*
- Inspire Health and Wellness
- Build Cultural Crossroads*
- Be Pioneering: Break Trail and Foster Innovation
- Create Fun and Entertaining Experiences*



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- Grow Local, Regional and Global Intelligence*
- Embrace the Ethic of Regeneration

Goals for these Guiding Principles are included on pages 30-32 of the National Western Center Master Plan. Specific relevant goals to this scope of work include:

- Educate the public on the importance of this site to human beings for the last 10,000 years. This site was shaped by our country's native population and pioneers; it helped create the unique culture of Denver and Colorado.
- Reflect, respect and celebrate the meaning of the Western way of life and its unique influence on culture, competition and commerce
- Celebrate the West's pioneering past and desire for continual discovery, while pointing visitors toward the future of how life in the West is evolving
- Honor the connection between land and people, and how the Western landscape has shaped different generations and cultures
- Create the opportunity to tell the story of all the people and communities that have lived and worked on this land, including Native Americans, early settlers and the Globeville, Elyria and Swansea neighborhoods

IV. Scope of Services

Task 1: Document a Comprehensive History

Examine and document a comprehensive history of the National Western Center site, including the site's:

1. Physical and historical evolution - all past and current buildings, important features, objects structures, landscapes
2. Western and cultural heritage
3. Historical ties to agriculture and the meat-packing industry
4. Social and community history / relationship with surrounding communities

Perform primary and secondary research using archival records, National Western Stock Show documents, historic maps and photos, interviews and oral histories, additional supporting materials and any other resources necessary to compile and write a full and comprehensive history of the site. Record and document the history of all past and current buildings and important features, objects, structures, landscapes and components of the NWC site in a way that will adequately inform a robust Public Interpretation Plan.

The focus of this work is primarily on *recorded history*. However, the consultant will be asked to work with Denver Museum of Nature and Science staff to summarize in the Comprehensive History what information is readily



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available regarding pre-history of this site and to make recommendations for additional pre-historic research and documentation, as needed, in order to inform the incorporation of the site's pre-history into a Public Interpretation Plan.

This work entails assessment of all records currently available and compiling the most pertinent historical information into a single, user-friendly document to tell the story of the National Western Center site. To facilitate future historic preservation work and public interpretation design, the NWC Team also has an interest in digitally archiving all records into a database. The consultant team may be asked to collaborate with NDCC or another entity (e.g. History Colorado) to ensure that records are digitally archived.

The consultant team is also expected to collect some new information via five new interviews/oral histories and two public outreach activities. Public outreach activities should dovetail with existing events at the National Western Stock Show and/or in the community to maximize number of people reached and minimize administrative / logistical effort related to public outreach. The Project Management Team and city public relations staff can work with the consultant on public outreach activities. Examples of public outreach activities could include:

- Host a "capture the memories" event at the National Western Stock Show in January 2016. Invite NWSS visitors to bring photos of themselves at past stock show events. Scan the photos at the event for incorporation into the NWC comprehensive history.
- Man a booth at a community festival and invite residents to record their memories about working at or visiting the stock show

The comprehensive history deliverable – a professional, thorough, and user-friendly document - shall incorporate narrative, quotes, timelines, maps, illustrations, current and historic photographs, and other visually interesting documentation that engages the general reader. Key historic details and stories should be highlighted in the deliverable in a way that informs a robust Public Interpretation Plan, to be completed under a separate scope of work. At the same time, the deliverable should meet the NPS standards for historic contexts, with full citations and rigorous academic research. Generally speaking, the comprehensive history should:

- Build on existing documentation and oral histories;
- Provide additional interviews and oral histories to fill in gaps;
- Be easy to read and useful for a wide range of users: general public, property owners, local citizens/neighborhoods, and city staff;
- Incorporate numerous photos, maps, historic photos, timelines, diagrams and other images with clear captions, including a map of historic features at the National Western Center, to help the public understand how the National Western Center fits into the broader development of Denver
- Meet NPS standards for a historic context;
- Follow all of Denver's existing guidelines and adopted policies;
- Be properly sourced and denoted; including locations of all sources



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The consultant will be expected to make a presentation to the Landmark Preservation Commission (LPC) around the time that the draft Comprehensive History is submitted. The comprehensive history itself will be made available to the public as an online PDF on the city's web site.

Task 2: Prepare documentation for designation of historic structures

Research and prepare applications for National and State Register of Historic Places nominations and Denver Landmark Individual Applications for three historic structures:

1. Stadium Arena (1909) – 4655 Humboldt Street (aka 1325 E. 46th Avenue)
2. Livestock Exchange Building, aka Denver Union Stock Yard Building (1898-1919) - 4701 Marion Street
3. Armour & Company Meat Packing Plant Office (1917) – 5001 National Western Drive

The Stadium Arena is city-owned and the highest priority for local landmark designation, so the consultant will be expected to deliver a **final application** that the city can submit for a local Denver landmark designation in January, 7 2016. The timeline for the other two buildings is less urgent, and therefore the consultant is expected to deliver **final draft applications** for the Livestock Exchange Building and the Meat Packing Plant office, which the City will finalize prior to submission. The Livestock Exchange Building is in private ownership, and the city will seek permission from the property owner prior to submitting designation applications. The city is in the process of purchasing the Armour and Company Meat Packing Plant Office Building, and expects to close on this property before filing a landmark application.

Each Nomination and landmark application should be designed to be stand-alone documents and must meet all of the NPS historic context standards, National Register Bulletins, or Denver Landmark application policy, as applicable. The city's Project Management Team (defined below) will shepherd these applications through Landmark Preservation Commission (LPC) and finalize them for submission.

National Park Service Submission

Documentation for the three buildings must be prepared in accordance with National Park Service (NPS) guidelines and City of Denver Landmark Preservation policy. The Public Drafts of the three National Register of Historic Places nominations should be submitted to the Colorado Office of Archaeology and Historic Preservation (OAHP) for review, and the consultants will incorporate comments into the documents. A Final Draft of each nomination should then be prepared for submittal to the Project Management Team. The City will submit final drafts to the Colorado Review Board, at the appropriate time.

Denver Landmark Submission

The consultant will prioritize researching, writing, and completing the Denver Landmark application for the original **Stadium Arena** structure. The city would like to have this structure designated by April 1, 2016 in order to qualify for State Historic Preservation Funds. To meet this schedule, the Stadium Arena application shall be researched, written, submitted to Project Management Team and the LPC, edited to incorporate comments, and



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submitted by **January 7, 2016**. An early discussion on the contributing and non-contributing components of the building and boundaries will be required, with care to delineate the original structure from later additions. The consultant may be asked to provide presentation materials and present at LPC meetings for the designation of the Stadium Arena (including the public hearing) and other LPC updates. The Project Management Team, particularly the Landmark Preservation representative, will guide the Stadium Arena application through the designation process, while the consultants will respond to all comments and edits from the Project Management Team or LPC.

At the agreed upon time, Denver Landmark applications for the other two buildings should be submitted to Landmark Preservation Commission (LPC) for review, and the comments from the LPC incorporated into applications. These nominations should then be prepared for submittal to City Council, with the appropriate associated materials, maps, and photos. The National Western Center Executive Oversight Committee will decide the appropriate time for submitting the applications for approval, and the Project Management Team will manage the submission process and any required presentations.

V. Project Deliverables and Schedule

Deliverables

Table 1 includes a list of expected deliverables, including drafts and final deliverables. Final deliverable documents should be consistent and compatible with the NPS historic context standards, National Register Bulletins, or Denver Landmark application policy, as applicable. All final deliverable documents will be provided as both unlocked original files (e.g. MS Word, In Design, Power Point) and as pdf files. Hard copies may be needed for LPC and/or public outreach activities. All pdf files should be created in the latest professional version of Adobe Acrobat, allow for keywords and searchable indexing inside the PDF, be developed as a fully indexed PDF, include web optimized images, and include the ability to change and edit the PDF. All images and photographs will also be provided as separate jpg and tif files.

The historian collecting research, documentation, photos, histories, etc., shall also document the original material, ownership, location, and historical value, and suggest an approach to incorporating appropriate elements into a public interpretation plan. Any original materials reviewed for this process should be returned to the rightful owner in its found condition. Copies of materials and any new material created (e.g. oral history recordings, summaries of interviews, new photographs) should be submitted to the NDCC with the final deliverable report.

Schedule

The schedule for this project is primarily structured around two main deadlines: January 7, 2016 for submission of the Stadium Arena Denver Landmark designation application, and June 1, 2016 for the completion of the Comprehensive History in time to inform the Public Interpretation Plan.

A kickoff meeting will serve to nail down a detailed project schedule, an outline for the comprehensive history, a research plan and a community outreach strategy. Prior to the kickoff meeting, the Project Management Team will help the consultant to get access to materials and resources at the National Western Center. The selected consultant will review readily available background material, including the previous documentation of the buildings, resources at the NWC, and existing oral histories. This initial review of available background materials



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should inform the consultant's development of the project schedule, the outline for the comprehensive history, the research plan and a community outreach strategy. These will be discussed at the kickoff meeting no later than two weeks after notice to proceed.

Considering the accelerated schedule for local landmark designation of the Stadium Arena by April 1, 2016, the consultant will have to make progress on Tasks 1 and 2 concurrently. Table 1 lists project milestones and deliverables that the consultant should incorporate into the detailed project schedule. The consultant is expected to touch base weekly with the Project Management Team to discuss progress made toward deliverables and deadlines - any changes in schedule must be accepted by the Project Management Team.

Task	Deliverable / Milestone	Deadline
Tasks 1&2	Initial review of available materials	Immediately after NTP
Tasks 1 & 2	Detailed Project Schedule	Kickoff mtg
Task 1: Comprehensive NWC History	Outline for NWC Comprehensive History	Kickoff mtg
Task 1: Comprehensive NWC History	Research Plan	Kickoff mtg
Task 1: Comprehensive NWC History	Community Outreach Strategy	Kickoff mtg
Task 2: Landmark Designations	Stadium Arena Local Landmark: Contributing and non-contributing components & designation boundaries (Draft)	
Task 2: Landmark Designations	Stadium Arena Local Landmark Application <ul style="list-style-type: none"> Preliminary Draft (internal city review) – may require 2-3 iterations Public Draft (LPC plus public review) Final Application 	Public draft requires 30 day review; Final application due January 7, 2016
	<i>Project management team will submit final application for approval</i>	
Task 1: Comprehensive NWC History	Community outreach: Summaries or recordings from to 5 new interviews / oral histories and summaries from 2 community outreach activities	
Task 1: Comprehensive NWC History	Comprehensive History Report <ul style="list-style-type: none"> Preliminary Draft Public Draft (History Colorado, Historic Denver and public 	Public draft posted for comment for 30 days; Final due June 1,



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	review)	2016
	<ul style="list-style-type: none">• Presentation to Landmark Preservation Commission (LPC)• Final Document	
Task 2: Landmark Designations	<p>National Register Nominations for all 3 buildings</p> <ul style="list-style-type: none">• Preliminary Draft• Public Draft (History Colorado 30 day review)• Final draft – incorporates public comments <p><i>Project Management Team will submit to Colorado State Review Board at the appropriate time and incorporate any comments before submitting to National Park Service.</i></p>	
Task 2: Landmark Designations	<p>Denver Landmark Applications for 2 remaining buildings</p> <ul style="list-style-type: none">• Preliminary Draft• Public Draft (LPC plus public review)• Final Application (incorporate public comments) <p><i>Project Management Team will submit final application for approval.</i></p>	Final due June 1, 2016

Project Management

The project will be managed by North Denver Cornerstone Collaborative (NDCC) in close coordination with Landmark Preservation staff in CPD. A Project Management Team made up of NDCC and Landmark Preservation staff will provide oversight and support for the effort, including playing a lead role in shepherding the final Stadium Arena application through the Denver Landmark designation process and providing comments on all materials.

The Project Management Team will:

- Provide contacts for the Exchange building, as well as key community contacts for the project;
- Coordinate site visits and access to buildings as needed
- Provide information and drawings on the Arena;



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- Compile information readily available at the City of Denver on the NWC, including available historical information, on the site and provide to the consultant;
- Coordinate, arrange and help staff community events;
- Coordinate and present designation applications at Landmark Preservation Commission and City Council meetings;
- Prepare Denver landmark designation maps for the three buildings;
- Provide a PowerPoint template for the Arena designation PowerPoint

A regular rhythm of meetings, phone calls, and coordination with the project team to work through specific issues, as well as more informal communications, will provide opportunities to touch base and coordinate efforts with regard to community outreach, status of the Stadium Arena application, and overall project progress. The consultant shall incorporate dates for key project meetings in their detailed project schedule submitted at the kickoff meeting.

The selected consultant will also provide strong, hands-on project management throughout all phases of work to ensure that deadlines are met.

I. Consultant Qualifications

The following is a list of disciplines that the Consultant Team shall consider when assembling qualifications and proposals for the scope of work described herein. This list is a suggestion and can be modified as deemed necessary based upon the scope of work for the project.

- Historian – major role
- Historical architect - minor role
- Archaeologist – minor role
- Community outreach specialist – minor role
- Database developer – minor role

The primary staff assigned to this project should meet the Secretary of the Interior's Professional Qualification Standards for Historic Preservation in areas of history and/or architectural history (http://www.cr.nps.gov/local-law/Prof_Qual_83.htm).

The historian and historical architect should have recent demonstrated experience (past five years) developing, researching, and writing historic contexts, evaluating and documenting buildings, structures, objects, and landscapes. The City and County of Denver also expects the consultant to be familiar with the Denver Landmark application process, the National Register of Historic Places program, the NPS Multiple Property Documentation Bulletin, and the NPS White Paper on Historic Contexts. The consultant should have experience completing both National Register of Historic Places nominations and local landmark applications, and making public presentations related to landmark designations. Experience with developing and implementing



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community outreach strategies, developing public histories, and conducting oral histories and interviews is also required.

II. Proposal & RFP Timeline

Please submit your proposal to Barbara Frommell electronically via email at Barbara.frommell@denvergov.org by Friday September 11, 2015. The proposal should be provided as a maximum basic service fee (not to exceed) lump sum amount and include the following information:

- a. A general approach to the work
- b. Preliminary project milestone schedule, indicating path to completion of Stadium Arena Denver Landmark Designation application by January 7, 2016 and remaining work completed by June 1, 2016.
- c. Key team members - highlighting their credentials, relevant work, hourly rate and allocation of hours on each task. Please note general availability to meet the deadlines of this work and % allocation of their total time to this project.
- d. An estimated total fee for the project based on your understanding of the Scope of Services included herein. Reimbursable expenses should be included in the fee as stipulated by the Master On-Call Contract.
- e. Provide itemization of fee estimate, broken down by task and subconsultant as appropriate, in accordance with your on call contract. Clearly itemize fee estimates for Task 1 & 2, including separate fee estimates for Historic Landmark applications for each building.

All work performed on this project will be in accordance with the terms and conditions of your On-Call Contract with the City and County of Denver for Design Services.

A proposal in response to this Architectural On-Call Proposal Request is due no later than **Friday, September 11, 2015**.

Questions related to the proposal must be submitted by **Friday September 4, 2015**.

Anticipated issuance of Notice to Proceed is **October 11, 2015**.

III. Proposal Evaluation Criteria

Evaluation of proposals for this Architectural On-Call Proposal Request will be based on the following:

- Value and cost: Cost of the proposal relative to the work performed in accordance with the scope of this project



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- Approach: The Consultant Team's approach to delivering high quality work while also meeting the deliverable schedule
- Team: The degree to which the individuals on the Consultant Team meet the desired qualifications

If you have any questions with the development of this Architectural On-Call Proposal Request, please contact Barbara Frommell, Project Manager with the City and County of Denver at 720-913-4024 or at Barbara.frommell@denvergov.org.

Your interest in assisting with this project is greatly appreciated.

IV. Resources

National Western Center Master Plan, 2015.

https://www.denvergov.org/Portals/728/documents/NDCC/NWC_MPdoc_FINAL_web%203.3.15.pdf

National Western Center Master Plan, Appendix G, 2015.

https://www.denvergov.org/Portals/728/documents/NDCC/NWC_MP_Appendices_FINAL.pdf

National Western Historic Preservation Study, 2014.

[https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20Historic Preservation Final Report.pdf](https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20Historic%20Preservation%20Final%20Report.pdf)

National Western Stock Show, first 25 years, 2003. Keith and Cheryl Chamberlain.

<https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20First-25-years.pdf>

National Western Stock Show, second 25 years, 2003. Keith and Cheryl Chamberlain.

<https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20Second-25-years.pdf>

National Western Stock Show, third 25 years, 2003. Keith and Cheryl Chamberlain.

<https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20Third-25-years.pdf>

National Western Stock Show, last 25 years, 2003. Keith and Cheryl Chamberlain.

<https://www.denvergov.org/Portals/728/documents/NDCC/National%20Western%20Last-25-years.pdf>

Public Realm Study and Urban Design Standards and Guidelines: Scope/Tasks

1.0 Project Management: Develop/Implement Plan

- 1.1 Kickoff meeting with Project Management Team (PMT) to build off of NWC Master Plan recommendations
- 1.2 Conduct regular PMT meetings (either bi-weekly or monthly)
- 1.3 Generate meeting notes from PMT and other project meetings

2.0 Socialization: Public Engagement/Community Outreach

- 2.1 Workshop with PMT to discuss and establish a Community Outreach Strategy
- 2.2 Report out to the National Western Center Citizen's Advisory Committee (NWC-CAC)
- 2.3 Identify key milestones and/or decision points that will require presentations with the CAC
- 2.4 Attend quarterly NDCC Town Hall meetings

3.0 Planning Context : Document Review & Analysis

- 3.1 Develop a strategy for aligning the Public Realm study with the NWC Master Plan goals for Public Space Character, Architectural Character Areas, implementation phasing and the NWC Comprehensive History (#1 on Historic Work Plan).

4.0 Existing built form & character: Evaluation

- 4.1 Document Historic Features (#6 from Historic Work Plan, and as outlined in Appendix G of the Master Plan)
- 4.2 Create specific recommendations to inform the NWC Complex analysis

5.0 Network of interconnected spaces: NWC Complex Analysis and Recommendations

- 5.1 Vet and right-size public spaces as envisioned by the Master Plan. Include historic features.
- 5.2 Visitor Circulation parking, circulation, and way-finding strategies.
- 5.3 Establish spatial typologies and establish hierarchy – informs the network of spaces
- 5.4 Evaluate public space connectivity to NWC, the adjacent neighborhoods, the river, and Brighton Blvd.
- 5.5 Phasing the Plan: Establish triggers and timeline of when public spaces should be sequenced and built
- 5.6 Identify Co-Development Opportunities to align with Primary Events venues and activate the Complex year-round
- 5.7 Coordinate district-wide regeneration solutions (expertise not needed on this portion of the scope)

6.0 Design aesthetic and Comprehensive Public Interpretation Plan:

- 6.1 Establish the design aesthetic envisioned by the master plan – includes buildings
- 6.2 Historic Features (see 4.1) incorporated into the recommendations.
- 6.3 Complex-wide character – recommend what character should permeate including bridges, streets, and way-finding.
- 6.4 Further develop character areas established in Master Plan
- 6.5 Identify opportunities for public spaces to contribute to education
- 6.6 Identify opportunities to incorporate historical elements as part of a complex-wide design scheme
- 6.7 Identify opportunities to use "green" infrastructure as part of a complex-wide design scheme, and in conjunction with the Comprehensive Public Interpretation Plan
- 6.8 Identify opportunities to incorporate Interpretive Signage

7.0 Urban Design Standards and Guidelines: organized by component of the complex

- 7.1 Infrastructure Elements
- 7.2 Street Design Guidelines
- 7.3 Public Open Spaces
- 7.4 Building Design

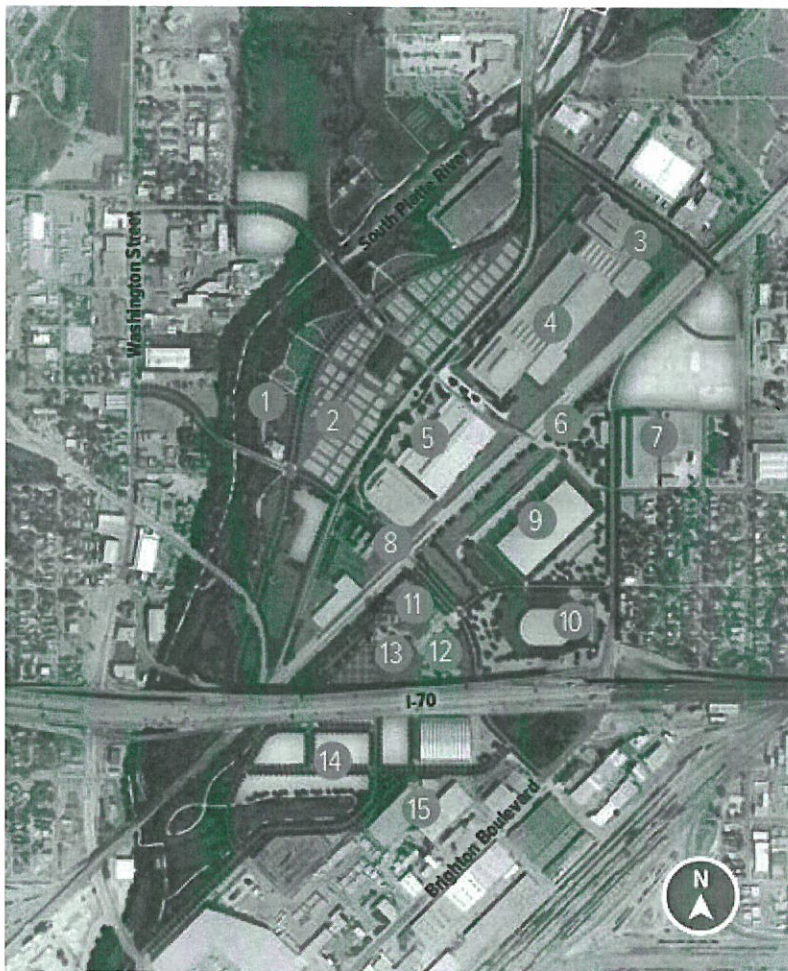
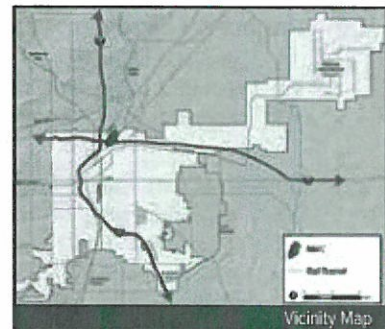
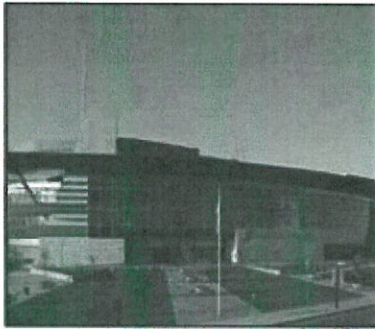
8.0 Governance:

- 8.1 Propose a review process to ensure Implementation & design quality

9.0 Final Project Report:

- 9.1 Compile findings either into a single document or multiple documents.
- 9.2 Prepare an executive summary and powerpoint for presentation to PMT and for public dissemination

Timeline: once Consultant Team is retained anticipated plan duration to be Feb. 2016 through Oct. 2016



Illustrative Master Plan

Key Site Elements

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

National Western Center Partners



For more information on the National Western Center please visit: Denvergov.org/NDCC