

**NATIONAL WESTERN CENTER
EXECUTIVE OVERSIGHT COMMITTEE ("EOC") - SESSION #8**

December 17, 2015

1:00 pm- 2:30 pm Wellington Webb Building, Room 4.I.5

AGENDA

- **1:00 pm Call meeting to order (*Kelly Leid*)**
- **1:00 – 1:05 pm Review/approval of November 2015 meeting notes (*Kelly Leid*)**
- **1:05 – 1:30 pm NWC Project Plan Updates**
 - RTA Application Award & Next Steps (*Lotte Lieb Dula*)
 - Land Acquisition Ordinance & Opportunistic Parcels (*Jeff Steinberg*)
 - Historic Assessment (*Barbara Frommell*)
 - Rail Consolidation (*Eric Shafran*)
 - Parking Management Study (*Emily Glockner*)
- **1:30 – 2:10 pm In-depth Project Plan & Discussion**
 - [25 minutes] Next Generation Economic Study (*Gretchen H*)
 - [15 minutes] 110th NWSS Communications/Engagement Plan (*Erika M*)
- **1:50 – 2:00 pm Partner Updates**
 - WSSA/NWSS (Paul Andrews/Ron Williams)
 - CSU (Tony Frank/Amy Parsons)
 - CCD (Kelly Leid)
- **2:20 – 2:30 pm EOC Member Announcements/Public Comments**
- **2:30 pm Meeting Adjournment**

Next NWC-EOC meeting: January 28, 2016 @ 1:00 pm



National Western Center
Executive Oversight Committee Meeting Minutes (DRAFT)

Date of Meeting:	November 19, 2015	Time:	1:00 pm-2:00 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.G.2

1. Meeting Objective

EOC VII

2. Attendance at Meeting

Name	Organization		
Kelly Leid	NDCC	Barb Frommell	NDCC
Paul Andrews	National Western Stock Show	Marla Garcia Berry	CRL Associates
Diane Barrett	Denver Mayor's Office	Gretchen Hollrah	Department of Finance
Cristal DeHerrera	City Attorney's Office	Erika Martinez	NDCC
Drew Dutcher	GES Neighborhood Representative	Tricia Ortega	NDCC
Tony Frank	Colorado State University	Josh Roberts	City Attorney's Office
Ron Williams	Western Stock Show Association	Eric Shafran	NDCC
		Katy Spritzer	NDCC
Eric Anderson	CH2M	Dan Weisser	CH2M
Max Christensen	Klewit	Jen Welborn	City Attorney's Office
Mindy Davine	Walker Parking	Ann Elizabeth	NWC Citizens Advisory Committee
Ian Dehmel	Office of Economic Development		

Topic	Owner	Time
Call to order Quorum Present: Minutes of October 22, 2015 Meeting Approved	Kelly Leid	1:06 p.m.
RTA Application Update We had our second meeting with the EDC on November 18. We have been awarded funds but the final amount will not be announced until December 10. The third party analyst has recommended 81 million over 36 years, but we hope to receive much more. Our anticipated maximum award is \$121 million because that is the most we can get under the statute without a unanimous vote and two EDC members have abstained. A state Attorney General opinion has indicated that any abstentions mean a vote is not be unanimous, effectively creating a cap. We will continue to discuss this with the state as we work toward a final number.	Kelly Leid	1:07 p.m.



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Executive Oversight Committee Meeting Minutes (DRAFT)

Date of Meeting:	November 19, 2015	Time:	1:00 pm-2:00 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.G.2
Historic Assessment We have issued a notice to proceed with Phase I of the historic preservation work. The first deliverable is January 7 local landmark application. Work should wrap up in June. We are also beginning a Phase 2 Historic Structure Assessment on the 1909 Arena.		Barb Frommell	1:12 p.m.
Land Acquisition Update We are on the City Council committee agenda. Our goal is to have the ordinance passed by the end of December so that we can do formal acquisitions including eminent domain if necessary. To date, all conversations have been very positive.		Katie Spritzer	1:13 p.m.
Project Update-Rail Our Rail Consolidation meeting has had its kick off with consultants including valuation and outside counsel. We are working to select our strategy, resolve ownership issues, and understand the regulatory framework preparatory to engaging in negotiations with Denver Rock Island. A rail schedule with more detail is contained in each meeting packet.		Eric Shafran	1:15 p.m.
Governance Briefing Review of slides contained in packet that included the history of governance to date, and current plans. It is fair to say that the EOC will be in place for a significant period of time as the partners work on critical path items including land, remediation and demolition, rail, entitlements, and infrastructure to prepare for a transition to another governing body.		Cristal DeHerrera	1:18 p.m.
4. New Business			
Topic		Owner	Time
EPAS and Transparency- The committee addressed the concerns of a member of the public regarding transparency and the set-up of the Event Programming Advisory Subcommittee (EPAS).		All	1:35 p.m.
110th NWSS Communications/Community Engagement Chart provided lays out opportunities for messaging. Content for needs to be provided to Paul and his team by December 3 for the guest guide. Video prepared for EDC/RTA shown at the meeting. We anticipate a shortened version will play at a booth at NWSS.		Erika Martinez	1:45 p.m.



National Western Center
Executive Oversight Committee Meeting Minutes (DRAFT)

Date of Meeting:	November 19, 2015	Time:	1:00 pm-2:00 p.m.
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.G.2
Partners Report WSSA-stock show preparations are in full-swing and WSSA is completing a feasibility study regarding fundraising efforts. WSSA will hire 1,000 people in the coming days. CSU- CSU is meeting with Denver Water regarding the Water Center programming. The first meeting of Mile High Net Zero Energy Development (ZED) has occurred. The CSU NWC newsletter was successful. CSU is currently interviewing candidates for its project related positions and will hold its 2 nd free pet wellness clinic of Globeville, Elyria Swansea. CCD-The City, CSU, and Denver Water are working on partnership opportunities for the Water Center. The 2016 NWC work plan is in progress. The Economic Study is ongoing and will have a report out at the December EOC meeting. The NWC industry forum was a success with over 250 attendee representatives of businesses interested in the project. City is also looking at the projects in the corridor of opportunity as an opportunity for labor-force training including career planning and skill building for students and citizens.		Paul Andrews Tony Frank Kelly Leid	1:57 p.m.
Next Meeting Agenda Preparation <ul style="list-style-type: none">• Project Update• RTA Update• Economic Study Update• Ongoing RFPs Progress Report• Fundamental to this group to talk openly and honest with team<ul style="list-style-type: none">○ We are partners, need to be fully aligned to be successful○ Create lists of events for all partners to attend and share a uniform message		Kelly Leid/All	
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



National Western Center
Executive Oversight Committee Meeting Minutes (DRAFT)

Date of Meeting:	November 19, 2015	Time:	1:00 pm-2:00 p.m.	
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.G.2	
6. Adjournment				
Action	Owner		Time	
Kelly Leid adjourned the meeting.	Kelly Leid/All		2:08 p.m.	
7. Next Meeting:				
Date	12/17/2015	Time:	1:00-2:30pm	Location: Webb Building, Room TBD
Objective:	Executive Oversight Committee VIII			



National Western Center
Executive Oversight Committee Meeting Minutes

APPROVED

Date of Meeting:	October 22, 2015	Time:	1:00 pm-2:30 pm
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.I.5
1. Meeting Objective			
EOC VI			
2. Attendance at Meeting			
Name	Organization		
Kelly Leid	NDCC	Jocelyn Hittle	CSU
Paul Andrews	National Western Stock Show	Johanna Jamison	NDCC
Diane Barrett	Denver Mayor's Office	Erika Martinez	NDCC
Albus Brooks	Denver City Council	Tricia Ortega	NDCC
Cristal DeHerrera	City Attorney's Office	Josh Roberts	City Attorney's Office
Drew Dutcher	GES Neighborhood Representative	Eric Shafran	NDCC
Cary Kennedy	Department of Finance	Roger Sherman	CRL Associates
Tony Frank	Colorado State University	Katy Spritzer	NDCC
Ron Williams	Western Stock Show Association	Jeffrey Steinberg	Dept of Finance-Real Estate
Max Christensen	Kiewit	Ann Elizabeth	Interested Citizen
Mindy Davine	Walker Perking		
Lottie Lieb Dula	NDCC		
Barb Frommell	NDCC		
Topic	Owner		Time
Call to order	Kelly Leid	1:07 p.m.	
Quorum Present: Minutes of September 24, 2015 Meeting Approved			
RTA Application Update We had a great first EDC meeting follow-up to our presentation. The second planned meeting has been canceled. We have a few remaining issues to discuss including the time of the award (30 or 36 years), the in-state visitor who would have attended an event elsewhere, and the growth rate. We expect that recommendations as to approvals will come out November 6 and final approvals will be issued November 12.	Lotte Dula	1:08 p.m.	

Date of Meeting:	October 22, 2015	Time:	1:00 pm-2:30 pm
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.I.5
Historic Assessment We are very close to completing our task order with the goal of meeting the NWC master plan recommendations for history. We will document the history of the site and may apply for designations for 3 structures: the 1909 Stadium Arena, the Armor Meat Packing building, and the 1916 Exchange Building. We will also do condition and structure assessments for structures including the animal bridge, viewing walkway, water tower, and stock yards signage. We are working with partners from North Denver Cornerstone Collaborative, Western Stock Show Association, Denver Museum of Nature and Science, History Colorado, Denver Landmark Preservation, Colorado State University, and Historic Denver. We are working on qualification for historic preservation grants to cover future work on the site.		Barb Frommell	1:12 p.m.
Land Acquisition Moving forward with friendly acquisitions. We closed yesterday on our first parcel (International Paper) and are working on two other properties where we have agreed as to price but are working on paperwork and other details. We are also working with five or six more properties on the friendly acquisitions and hope to send letters of intent for additional property in January.		Jeff Steinberg	1:20 p.m.
Project Update Presentation of development flow chart for physical facilities at the site. The schedule does not address, governance, partnerships, budgeting and finance. We have surveyors on board who will identify the outside boundaries of the NWC as a whole and then will use the baselines to survey the inside. There is a lot of survey work that needs to be done due to the poor condition of legal descriptions at the site, but significant title work is already in. The land acquisition ordinance will hopefully launch the 2 nd week of November with a two month process to get completely through City Council. The areas of the schedule that are the most unknown are the land acquisition and rail consolidation. These two areas will drive the schedule for the rest of the project. Environmental Phase I and II work has already been done on the land owned by the City and WSSA. Overall, it came back better than we expected for the area but there are some issues that will need to be resolved through clean-up or remediation. The zoning code has been amended to include an NWC campus zone district and initial ownership areas have been rezoned. Acquired properties will be rezoned in the future. Our preliminary studies are going well for regeneration, building, public realm, and parking. Several of them are at or approaching the RFP scope stage and we are working with CSU's Institute for Built Environment on building design.		Eric Shafran	1:23 p.m.



National Western Center
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Date of Meeting:	October 22, 2015	Time:	1:00 pm-2:30 pm
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.I.5
Schedule All study RFP's will be out in the next 5 months. We anticipate 24 months for acquisition and relocation, but it could take longer given the complexity of some tenant operations. Rail consolidation is expected to take about 4 years, but it could be longer. The current scheduling goal is to be at 30% civil design by the beginning of 2018 with design completion by the end of 2019. We do not expect to be doing horizontal work before 2019 and vertical work will follow. We do not yet have an anticipated opening date for the first facility.			Eric Shafran 1:44 p.m.
Economic Study Update Gretchen will work as project manager with Jeff Romine from the Office of Economic Development as a partner. They are currently working on outreach and will work with economists from a variety of organizations to create recommendations. There are 13 clusters identified in previous studies and will look at all of them to identify best opportunities for synergy with the site to take on leadership roles.			Gretchen Hollrah 1:59 p.m.
4. New Business			
Topic	Owner		Time
WSSA Report The Marion underpass has been removed and WSSA is preparing for the stock show and moving forward despite nearby construction.	Paul Andrews		2:04 p.m.
CSU Report An Arts and Culture group has been formed to work with the Programming subcommittee. CSU will issue a quarterly NWC news letter to share information with people interested in CSU and the NWC. There is currently an opening at CSU for a director of development and fundraising with about 1/3 of the time to be devoted to the NWC. Work is being done on the Water Resources Center programming and on a potential partnership with Denver Water. The Water Center will also function as outreach as one of the first buildings out of the ground.	Tony Frank/Jocelyn Hittle		2:05 p.m.



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Date of Meeting:	October 22, 2015	Time:	1:00 pm-2:30 pm	
Minutes Prepared By:	Josh Roberts	Location:	Webb Building, Room 4.I.5	
City The City will be hiring legal counsel on the governance structure and having interviews in the next two weeks. The first CFAS subcommittee meeting has occurred and the first EPAS meeting will occur after the election. We will work with partners on scheduling including a kick off meeting.			Kelly Leid	2:14
Next Meeting Agenda Preparation <ul style="list-style-type: none">• Project Update• Election Results• RTA Update• Ongoing RFPs Progress Report• Term Sheet Progress• Fundamental to this group to talk openly and honest with team<ul style="list-style-type: none">○ We are partners, need to be fully aligned to be successful○ Create lists of events for all partners to attend and share a uniform message			Kelly Leid/All	
5. Action Items: (ongoing)				
Action		Owner	Due Date	
Agri-business/Science Forum Actively recruit Ag industry leaders to site and get input about what they would like to see in Denver.		All	N/A	
Read CSU The Emergence of an Innovation Cluster in the Agricultural Value Chain along Colorado's Front Range."		All	N/A	
6. Adjournment				
Action		Owner	Time	
Kelly Leid adjourned the meeting.		Kelly Leid/All	2:27 p.m.	
7. Next Meeting:				
Date	11/19/2015	Time:	1:00-2:30pm	Location: Webb Building, Room 4.I.5.
Objective:	Executive Oversight Committee VII			



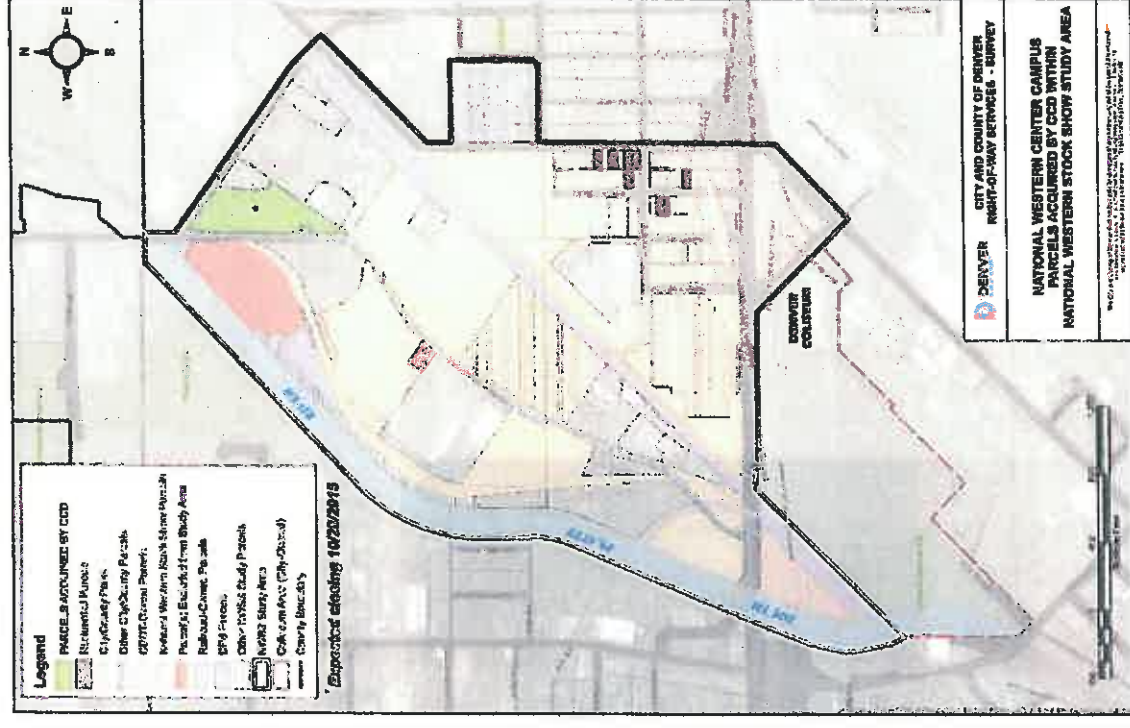
NATIONAL WESTERN CENTER

Land Acquisition Ordinance Request | Finance Committee

December 1, 2015

NWC Land Acquisition Overview

- The ability to fulfill the potential of the National Western Center's 270-acre master plan requires the acquisition of approximately 70 + acres within the boundaries of the Center.
- **155 total parcels located within the Center boundaries**
 - 67% of parcels, by land area, are owned by City, Western Stock Show Association (WSSA) and the Colorado Department of Transportation (CDOT)
 - Of remaining 33%, there are 25 commercial and 10 residential parcels (6 owner occupied)
- **A total of 61 parcels are covered by the land acquisition (includes CDOT, DPS and State)**



NWC Parcel Engagement Efforts

- Property owner engagement began in 3rd quarter 2014, in advance of the release of the NWC Master Plan, and has continued to present day. Efforts have included in-person meetings, print and electronic correspondence.
- NDCC hired a fulltime real estate project manager (Katy Spritzer) to oversee and work with the City's Division of Real Estate.
- Katy and Jeff Steinberg will be working directly with the property owners and serve as their primary point of contact.
- The City's Division of Real Estate has already completed appraisals for 10 properties as part of early engagement.
- City purchased International Paper Building in October 2015. Early action saved the NWC project approximately \$4.0 million in relocation costs.

Federal Uniform Act Process

- Although not required, the City has chosen to follow the Federal **Uniform Relocation Act (URA)** process as our guide in the acquisition of **NWC** properties.
- **URA Highlights:**
 - Provides process for uniform, fair and equitable treatment of persons whose property is acquired or who are displaced in connection with a project
 - Ensures relocation assistance is provided to displaced persons to lessen the emotional and financial impact of displacement
 - Ensures that no individual or family is displaced unless decent, safe, and sanitary (DSS) housing is available within the displaced person's financial means
 - Encourages and expedites acquisition by agreement and without coercion

URA Related Compensation

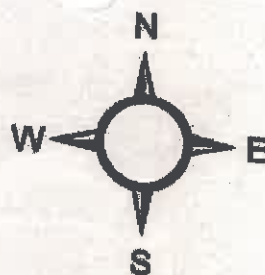
- Appraise property before negotiations
- Cover the cost of appraisals
- Provide the owner with a written offer of just compensation and a summary of what is being acquired
- Provide relocation services to displaced tenants and owner occupants
- Cover eligible relocation costs
- Provide payments for the added cost (the delta) of renting or purchasing comparable replacement housing (based upon relocation specialists findings of comparable properties)

NWC Acquisition Timing

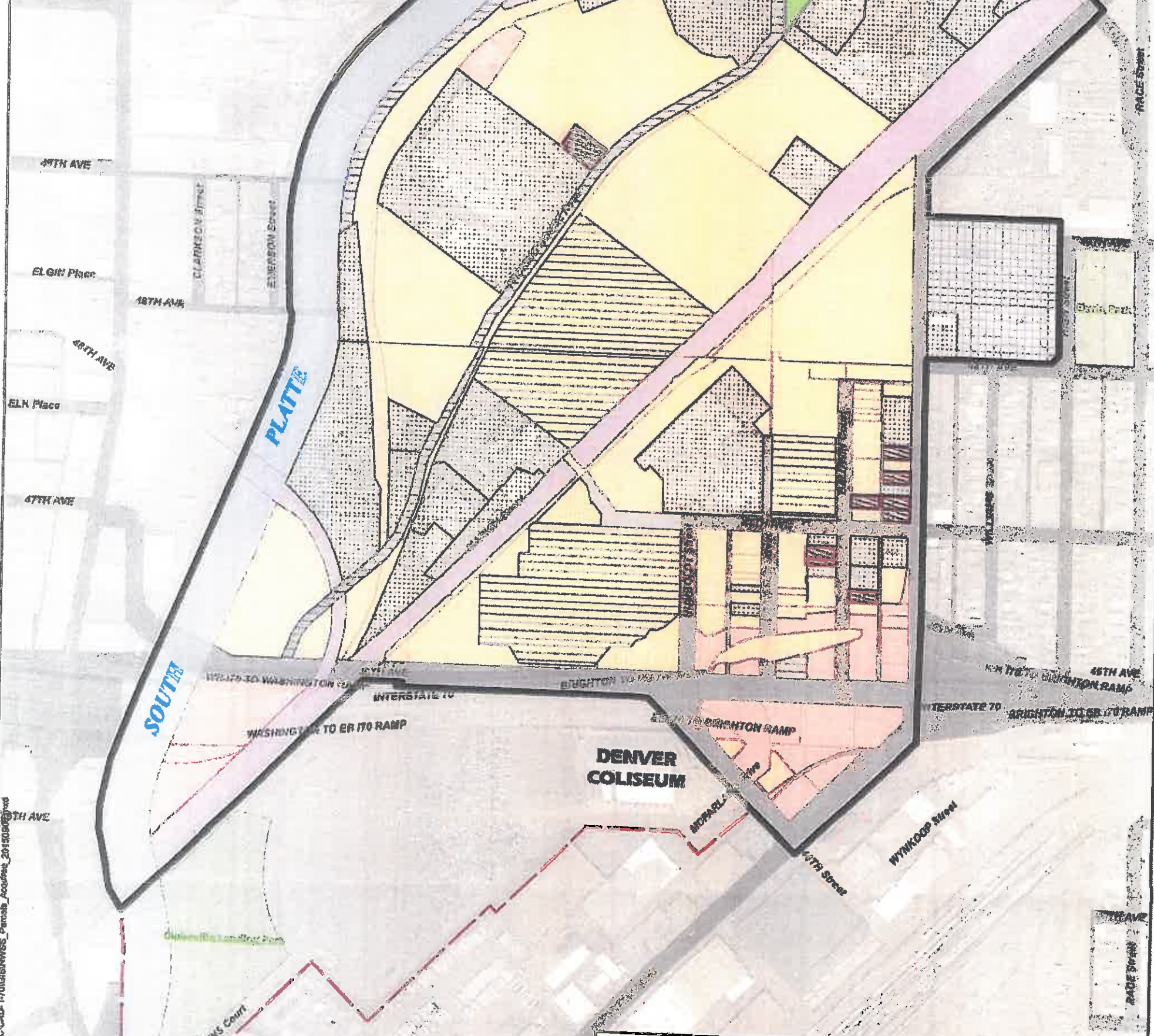
- The proposed timing of initial acquisitions is linked to the project's phased implementation, with a specific focus on NWC Phases I and II.
- **First Group – 20 properties**
 - Many are already in negotiations
 - If not in negotiation, formal “Notices of Intent” to be sent 1st quarter 2016
- **Second Group – 9 properties**
 - One is already in negotiations
 - If not in negotiation, formal “Notices of Intent” to be sent 2nd quarter 2016
- **Third Group – 8 properties**
 - One is already in negotiations
 - If not in negotiation, formal “Notices of Intent” to be sent 3rd quarter 2016

Legend

- PARCELS ACQUIRED BY CCD
- Residential Parcels
- City/County Parks
- Other City/County Parcels
- CDOT-Owned Parcels
- National Western Stock Show Parcels
- Parcel(s) Excluded from Study Area
- Railroad-Owned Parcels
- DPS Parcels
- Other NWSS Study Parcels
- NWSS Study Area
- Coliseum Area (City-Owned)
- County Boundary



*** Expected closing 10/28/2015**



DENVER CITY AND COUNTY OF DENVER
PUBLIC WORKS RIGHT-OF-WAY SERVICES - SURVEY

NATIONAL WESTERN CENTER CAMPUS PARCELS ACQUIRED BY CCD WITHIN NATIONAL WESTERN STOCK SHOW STUDY AREA

The City and County of Denver shall not be liable for damages of any kind arising out of the use of this information. The information is provided "as is" without warranty of any kind, express or implied, including, but not limited to fitness for a particular use. THIS IS NOT A LEGAL DOCUMENT.



Scale in Feet

8/13/2015 K:\PWC\Shared\Survey\Project Files\NWSS_Parcels_Acquired_20150813.dwg

Property acquisition for National Western Center in Denver moving on

Updated: 12/02/2015 01:34:18 AM MST

DenverPost.com

- Nov 18:
- Stock Show expansion discussed with Colorado regarding tourism funding
- Nov 12:
- National Western team focuses on details after state RTA funding OK
- Oct 13:
- Most National Western project funding is on line in Denver election
- Oct 5:
- Analyst: Denver's request for National Western funding too high
- Jun 2:
- Denver officials pitch tax vote for stock show plan, outline control
- May 20:
- Gov. Hickenlooper signs bill allowing \$250 million for CSU role at stock show

Negotiations to acquire properties to expand the National Western Stock Show grounds are going well, a city official said Tuesday, but if it has to, Denver is prepared to use eminent domain.

"Our intent is to negotiate successful deals," said Kelly Leid, executive director of the North Denver Cornerstone Collaborative, the city's office managing the project. "We have the ability to use eminent domain. It's a tool in our tool box, a tool of last resort."

Leid made the comment following a meeting of a Denver council committee, which forwarded to the full council a plan to acquire certain properties for the National Western Center complex.

The properties — 25 commercial and 10 residential — are needed to transform the stock show over the next decade into an entertainment, agriculture and innovation hub. All the properties are north of Interstate 70. Six of the 10 residential properties are owner-occupied, according to the city.

While eminent domain is a possibility, Denver is using the Federal Uniform Act process, designed as a friendlier way to acquire the property, as a guide.

In that act, property owners are provided relocation assistance for those who are displaced to lessen the emotional and financial impacts. The measure is meant to avoid a property owner being displaced without decent, safe and sanitary housing that they can afford.

Jeff Steinberg, Denver's director of real estate, said so far 10 property owners have completed appraisals with the city, and several others are in the appraisal process right now.

The owner of the International Paper Building has been bought out by the city. Steinberg said that early purchase saved the city about \$4 million in relocation costs.

Steinberg said some owners worried about the process, which he called fair.

Denver City Councilwoman Debbie Ortega, a member of the Finance and Services Committee, which met Tuesday, noted that with many industrial and warehouse spaces in Denver gobbled up by marijuana businesses, it is important to try to keep as many of those that are relocating in Denver.

Tom Anthony owns a 15,000-square-foot arts and residence studio on National Western Drive that he had to shut down because the city said his use permit was not valid because he had too many unrelated people living under the same roof.

"I'm skeptical about the purchase end of it," Anthony said. "I really don't know how it's going to go."

The \$1.1 billion transformation of the stock show is expected to take 10 years.



City and County of Denver - North Denver Cornerstone Collaborative
Erika Reyes Martinez Erika.martinez@denvergov.org
O: 720.865.2906

Historic preservation work to begin for the National Western Center site

First of five phases will begin to capture the site's physical and historical evolution

DENVER – Today, the North Denver Cornerstone Collaborative (NDCC), in collaboration with the Western Stock Show Association, Colorado State University, Denver Museum of Nature and Science, History Colorado and the National Western Center Citizens Advisory Committee, are formally launching the first of five phases of historic preservation efforts for the National Western Center project. Phase I of this work takes the first steps toward implementing the vision of the National Western Center (NWC) Master Plan to honor and interpret the stock show site's past for future generations to enjoy.

"The National Western complex, which formally served as the home of the Denver Stockyards Company, has a rich history that has defined our western heritage and pride," said Kelly Leid, NDCC Executive Director. "We know how important it is to Colorado to create a place that honors our past and continues to celebrate our western spirit as we prepare the National Western Center to last another 100 years. Getting started with this historic preservation work early represents our commitment to embed into the new center a continued sense of pride for generations to come."

The first phase is expected to be complete by June 2016. The scope of Phase I includes:

- *A comprehensive history of the National Western Center Site* that includes documenting a comprehensive history of the National Western Center site through the compilation of written records, photos, timelines, oral histories, and interviews that captures the site's physical and historical evolution
- *National Register of Historic Places and Denver Landmark nominations* for three historic structures on the site
- *Condition and Structural Assessment* for five historic features on the site

In addition to the NDCC's study, two additional efforts are also taking place to capture the history of the neighborhoods and site. Discover Denver, which is a partnership between the City of Denver and Historic Denver to identify historic and architecturally significant structures citywide, is continuing its building survey work in the Globeville and Elyria-Swansea neighborhoods. Rocky Mountain PBS partnered with History Colorado, the Western Stock Show Association, the Denver

Public Library and others to create the documentary *Colorado Experience: National Western Stock Show* which began airing in October.

###

About the North Denver Cornerstone Collaborative (NDCC)

An initiative of Mayor Michael B. Hancock, the North Denver Cornerstone Collaborative (NDCC) is a coordinated effort between six redevelopment projects in a vibrant community that includes Globeville, Elyria and Swansea. These projects have a unique and historic opportunity to rebuild a connected community and energize a gateway to downtown Denver. Projects include:

- Globeville & Elyria – Swansea Neighborhood Plans
- National Western Center
- Brighton Blvd. Corridor Redevelopment
- River North (RiNo)
- I-70 East Reconstruction
- RTD Station Development for the East, Gold and North Metro Lines

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



NATIONAL WESTERN CENTER

Historic Resources – Phase I - Schedule

Task	Milestone	Date
All	NWC CAC Briefing*	December 17, 2015
All	Council briefings – HP approach and Stadium Arena designation	January-February 2016
All	Public Outreach Event during NWSS	January 9-24, 2016
All	Landmark Preservation Commission Briefing – NDCC gives update at LPC	January 5, 2016
NOM - 1909	1909 Stadium Arena local landmark designation application submitted to LPC and posted for public review; Triggers RNO notification/Sign placement	February 12, 2016
All	LPC Tour of NWC	Last week of Feb. 2016
NOM - 1909	LPC Public Hearing for 1909 Stadium Arena local landmark designation	March 15, 2016
NOM - 1909	City Council PLAN Committee – 1909 Stadium Arena local landmark designation	March 30, 2016
NOM - 1909	Mayor / Council Meeting – 1909 Stadium Arena local landmark designation	April 5, 2016
NOM - 1909	City Council – 1 st Reading – 1909 Stadium Arena local landmark designation	April 11, 2016
NOM - 1909	City Council – 2 nd Reading / 1909 Public Hearing – Stadium Arena local landmark designation	April 18, 2016
NOM - 1909	1909 Stadium Arena Local Landmark Designation Official	April 22, 2016
CH	Public comment period opens - Draft NWC Comprehensive History	May 20, 2016
CH	Public Comment period for Comprehensive History ends	June 14, 2016
CH	Final NWC Comprehensive History available	Week of July 4, 2016

Dates are subject to change

12/17/15

Task	Milestone	Date
NOM	Consultant submits draft of Landmark Nominations for Livestock Exchange and Armour Building; NRHP Nominations for all three buildings	Week of May 9, 2016
NOM	City submits comments on landmark designation drafts	Week of June 3, 2016
NOM	Consultant submits second draft of Landmark Nominations for Livestock Exchange and Armour Building; NRHP Nominations for all three buildings	Week of June 13, 2016
NOM	NDCC to work with EOC and property owners to decide next steps for landmark designations	Week of June 27, 2016

*Anticipate monthly briefings at NWC CAC, as needed

Tasks Key:

CH = Task 1 – Document a Comprehensive History

NOM = Task 2 – Landmark nominations for 3 structures: 1909 Stadium Arena, Livestock Exchange and the Armour and Company Meatpacking Office

NOM1909 – Task 2 – Landmark nomination, but specifically related to the local landmark designation application for the 1909 Stadium Arena, as this work is fastracked in order to qualify for a State Historic Fund grant application

Economic Opportunities of the National Western Center

**Gretchen Hollrah, Denver Department of Finance
Jeff Ronine, Denver Office of Economic Development
December 17, 2015**



DENVER
OFFICE OF ECONOMIC
DEVELOPMENT

Presentation today:

- ▶ Gretchen Hollrah, City and County of Denver, Department of Finance
 - ▶ Jeff Romine, City and County of Denver, Office of Economic Development
 - ▶ Ian Dehmel, City and County of Denver, Office of Economic Development
 - ▶ Chris Brewer, AECOM
1. Overview of the Economic Study and Timing -- Gretchen
 2. Denver's Context and the Potential for Return on Investment -- Jeff
 3. Proposed Study Purpose & Approach -- Chris
 4. Stakeholder outreach & Technical Advisory Committee -- Jeff & Ian

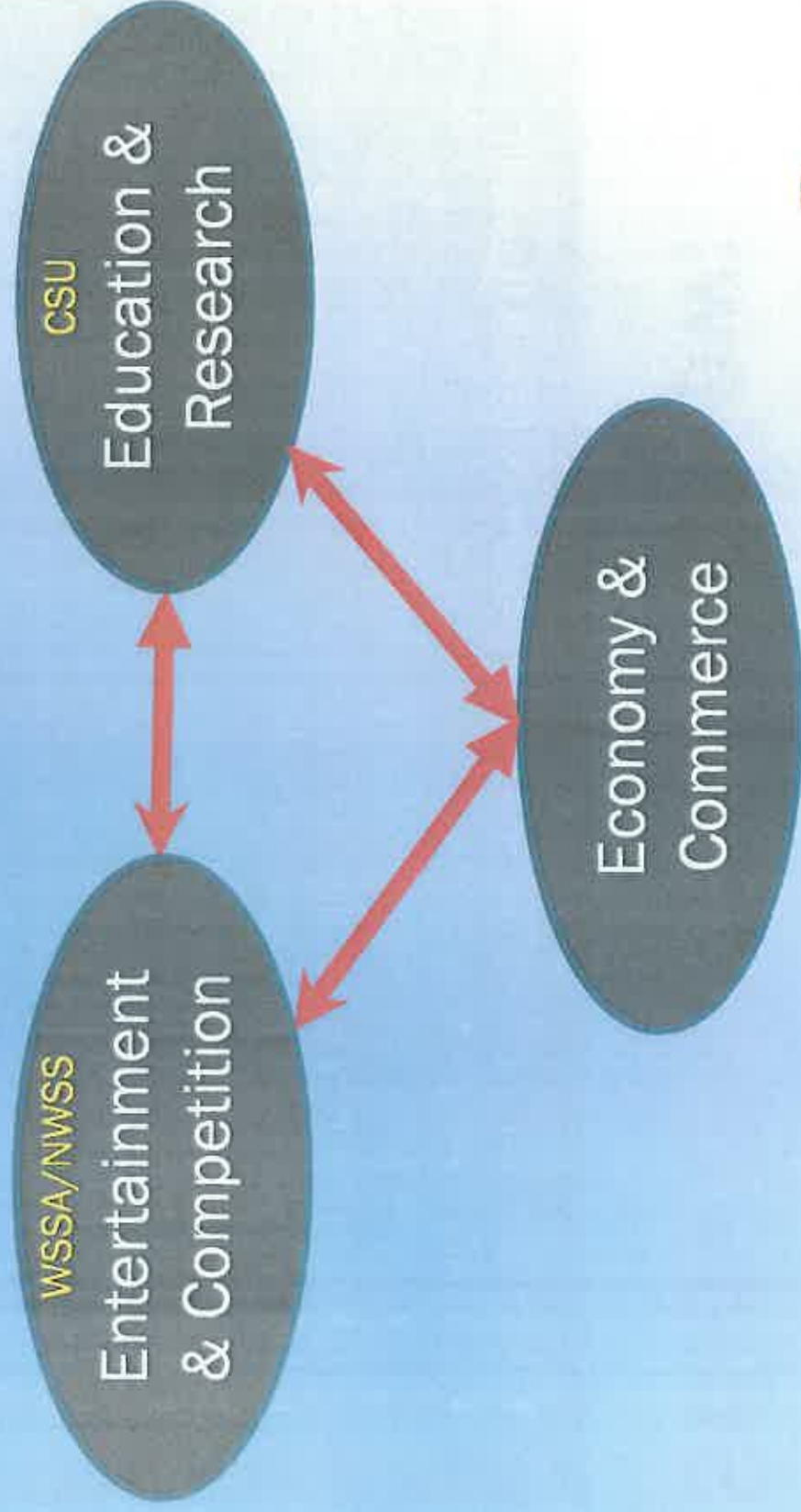


DENVER
OFFICE OF ECONOMIC
DEVELOPMENT

Study timing & overview:

- ▶ Contract with AECOM completed in December (Scott Russell)
- ▶ January through May 2016:
 - ▶ Work with Technical Advisory Committee
 - ▶ Community input and advisement
- ▶ Study outcomes reviewed at NWC EOC
- ▶ Final report complete in June
- ▶ What next?
 - ▶ Policy discussions
 - ▶ Ongoing Ag Innovation discussions with OED
 - ▶ Branding Competition
 - ▶ Agri-Business Forum
 - ▶ Economic Study part 2 – marketing & recruitment strategies

Build on our existing foundation to stimulate the local, regional & state economy



Entertainment/Recreation

- ▶ National Western Stock Show
- ▶ Events and Concerts
- ▶ History Colorado
- ▶ Denver Museum of Nature & Science
- ▶ Additional cultural/community partners?
- ▶ Welcome Center
- ▶ Platte River and bike paths
- ▶ Event Programming Advisory Subcommittee

Education/Research

- ▶ CSU
 - Equine Sports Medicine Clinic
 - Water Resource Center
 - Extension and other Services
- ▶ WSSA Programming & Scholarships
- ▶ Denver Public Schools
 - Links between K-12 and universities
- ▶ Conferences, seminars, idea exchanges
- ▶ Private research labs, kitchens & greenhouses
- ▶ Tech transfer and incubators, accelerators



DENVER
OFFICE OF ECONOMIC
DEVELOPMENT

Economy

- ▶ Next Generation Agri-Economy
 - Animal Health
 - Crop Production/Research (@NWC and DIA)
 - Natural, organic to new crop varieties
- ▶ Resource Challenges
 - Clean/Usable and water recovery
 - Soil fertility and utilization
 - Land recovery
 - Energy (bio-energy, “conflicts”)
- ▶ Food Production and Processes
 - Targeted food sectors
 - Quality, Security and Distribution
 - Demonstration/Marketing

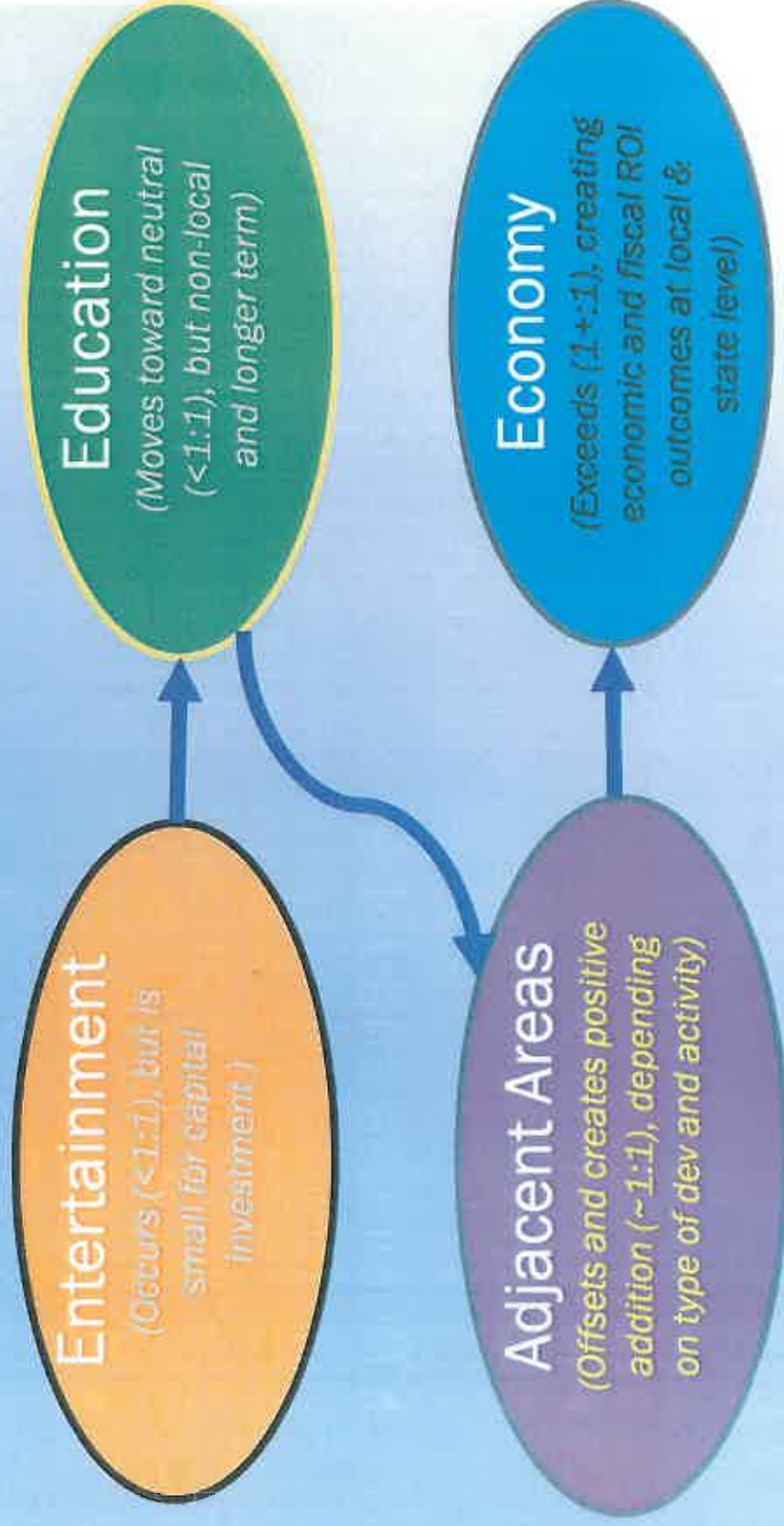
Economy

- ▶ **Global Marketplace**
 - Safe, secure
 - Finance
 - Information and Knowledge
- ▶ **Technology**
 - Development and adaptation of tech
 - Big data research and storage
 - Innovation and “grey ideas”
- ▶ **Health**
 - Eating Smarter and obesity research
 - Transferability: Human ↔ Animal, Plant
 - Natural, organic products

What's at Stake

- ▶ **Public Funds**
 - \$1B+ in invested funds combined
 - \$50M in local annual taxes (base), plus S/U taxes
- ▶ **Business and Jobs**
 - Define sq.ft. of available commercial space on NWC and area
 - Potential for \$1B in buildings, \$300-500M in labs, production
 - Potential for 4,000 – 12,000 jobs (payroll \$250-\$750M annually)?
 - 500 plus firms locally
- ▶ **Economy**
 - Strength and durability
 - Water is the #1 future resource issue, then air
 - Global opportunity

NWC Investment ROI



Strengths

- ▶ **Assets and Resources**
 - USPTO
 - National Labs
 - Global firms and connections
 - Research/teaching universities and alumni
- ▶ **Location**
 - Distance to DIA, downtown, and R1 universities
 - Main on Main; Colorado's (Mtn West) intersection (I-25/I-70)
 - Brighton Corridor (tech, innovation); nation attention
 - Drive, train, bus, ride/walk
- ▶ **Disinvestment in the facilities/area**
 - Costs relatively low
 - Significant public land ownership, larger parcels
 - Mixed uses, activity – but historic connection to agri & logistics

Conditions

- ▶ **Workforce**
 - Educated, talented
 - Reasonable costs
 - Progressive (urban, environmental, experiences over goods)
- ▶ **Economic Base**
 - Investing in Tomorrow
 - Small Business, Entrepreneurial
 - Low barriers of access, entry, acceptance
- ▶ **Values/Culture**
 - Independence, but communal (western philosophy)
 - Life Balance
 - Outdoor focus

Challenges

- ▶ **Image**
 - Backdoor to Front door
 - What? Events or Commerce Center
 - Why here? International/National opportunities
- ▶ **Finance**
 - Support for ideas and enterprises (not infrastructure)
 - Where and when?
 - Elimination of risk/uncertainty
- ▶ **Sector vs. Characteristics**
 - Guessing right vs. wrong
 - Setting stage, building connections
 - Move it, Attract it, Grow it, or Start it

Questions

- ▶ **Opportunity for Success (Strategy)**
 - ✓ What sectors? *(CSU report, but add)*
 - ☐ What is the competition?
 - ☐ What makes us unique? *(know some, but add and confirm)*
 - ☐ Which resources and strengths matter?
- ▶ **How to bring it together (Order)**
 - ☐ What comes first and how much?
 - ☐ What is our story? *(part of the story, but complete)*
 - ☐ Who can/needs to do it? *(we know NWSS/events & infrastructure needs)*
- ▶ **What do we need (Resources)**
 - ☐ Marketing and recruitment
 - ☐ Tools and Financing for moving, growing and starting
 - ☐ Space, type and location

December 4, 2015

To: Gretchen Hollrah, Deputy CFO, Department of Finance, City & County of Denver
From: Scott A. Russell, Senior Vice President, AECOM Technical Services, Inc.
Re: Proposed NWC Economic Study Purpose and Approach

The following memorandum summarizes the purpose and approach to the National Western Center Economic Study.

Overview and Purpose of the Study

This study is intended to accomplish the following:

- 1) Place the National Western Center re-development in market context.
 - a. Conduct a market and competitive analysis of the NWC as re-development within the city and region. The study will provide context for an evaluation of competitive and complementary business and economic development opportunities. Findings will be expressed in broad terms sufficient to establish a regional context.
 - b. Identify sector and end-market opportunities that (a) build on the inherent strengths and comparative advantage of the concept and site, and (b) provide perspective regarding order of magnitude revenue potential.
 - c. Complete case studies, trends analysis and summarize best practices associated with other agricultural and natural resource research and innovation districts and planned infill developments for innovation clusters.
- 2) Establish high level understanding of financial impact of commercial and private sector activity at the site.
 - a. Using the case studies and analysis of potential development concepts, identify and summarize at a strategic level potential revenue sources that might be available.
 - b. Qualitatively explore potential for public-private partnerships in the delivery of various components of the project with a recommended implementation timeframe.
- 3) Develop preliminary framework for business and economic developments tools, programs and policies for advancement of re-development efforts.

These services will be delivered through the following tasks and will be concluded in May 2016.

Task 1. Stakeholder Engagement

AECOM will complete interviews with up to 20 key stakeholders associated with the project. Comments will be aggregated by topic and documented in a white paper.

Task 2. Regional Real Estate Reconnaissance

This task will provide an overview of commercial real estate market opportunities relevant to the NWC concept, as well as identification of generalized real estate performance metrics associated with new construction (lease rates, land values, building values, etc.). This task will analyze available data to estimate change in the past decade in demand for development new retail, office, flex, and wholesale space in metro Denver, as well as associated performance metrics.

Outputs:

- Summary of city and regional real estate markets
- Summary of core real estate performance metrics relevant to the future of NWC, including framework residual values for land based on use.

Task 3. Case Studies and Global/National Trends Analysis

AECOM will identify national and global trends in agri-business, ag-innovation and venture capital in the agricultural and natural resources economy. Trends analysis will be based on primary and secondary research, including stakeholder interviews, as well as case studies of up to four comparable institutions.

Outputs:

- Complete case studies and summarize best practices associated with other agricultural innovation districts and planned infill research and development projects to provide context for local policy development.
- White paper summarizing national and global industry trends related to the potential innovation clusters identified in the CSU study.
- Based in part on case study input and review of development opportunities, AECOM will provide a high level summary of potential sources of revenue streams that could support NWC.

Task 4. Private Sector Development Opportunities

AECOM will evaluate and qualify the extent of private sector market opportunities in the agricultural value chain as defined CSU in their 2014 report titled, "The Emergence of an Innovation Cluster in the Agriculture Value Chain along Colorado's Front Range. Our analysis will focus on three levels:

- Level 1: Analysis of food-related sectors at a statewide level, to identify the sectors (4-digit NAICS) that align with CSU research. The intent will be twofold: (a) evaluate sectors across the state that have location quotients well above 1.0 (and are therefore presumed to be more mature anchor sectors) and (b) identify sectors where the location quotient is around 1.0, but where the sector has clear opportunities for future growth. The analysis will include a review of which states lead in terms of employment and location quotient.

- **Level 2:** A Shift-Share analysis that compares changes in locations quotients in at the statewide and front-range region compared to national industry trends.
- **Level 3:** A comparable analysis of the agricultural value chain will be completed for the Front Range, including major metropolitan areas from Fort Collins to Colorado Springs. The intent will be to get more granular, linking “sectors of opportunity” with specific employers in the region who are either in mature sectors (stable employers) or in “sectors of the future” (i.e. sectors where job creation is more significant). This analysis will require access to more detailed employment data, including analysis of employment growth by firm employment-size categories, and names of firms by selected NAICS codes. We would work with City staff to acquire appropriate databases, ideally at the 4-digit NAICS level.

Outputs:

- Summary of statewide context for agriculture broken down at the 4-digit sector level
- Analysis and summary of comparable trends for the Front Range, identifying sectors and functions as well as companies within the agriculture value chain that offer near term or future opportunities to target as part of future NWC planning.
- Develop a framework to “value” sector opportunities, including possible real estate requirements.
- Assess potential impact on existing local business growth and retention as well as new business start-ups from within the metro region.

Task 5. End Market Opportunities

The effort will include high level summaries of “end markets” that align with food related sectors. The simple intent is to frame sectors that we believe over the next 10-20 years will be a focus of future opportunity; i.e. sectors that local companies will be positioning to compete for in the future. As possible examples, we could consider sectors such as “local food”, renewable energy, district energy, and related “end markets.” For each category, we will summarize salient trends, growth potentials, and local companies that already align with opportunities.

Task 6. Site Analysis (Capacity and Availability)

Conduct an analysis of site constraints and opportunities and review adjacencies relative to private sector and public-private development. Purpose of this task will be to determine describe the physical space available for development under the current master plan and vision for the site.

Task 7. Preliminary Toolkit and Next Steps

AECOM will prepare a preliminary framework of policies, programs and tools likely to be required for advancement of the NWC’s intent. This framework will be based on the tasks described above as well as current best practices and preliminary analysis of alternative or supplementary funding and programming opportunities. Potential policies, programs and tools will be developed to a conceptual level and framed for future analysis and development.

Output:

- Inventory of and requirements for USDA and state grant programs.

- Preliminary identification of P3 opportunities and likely industry perspectives on NWC infrastructure and venues.
- Framework of policies, programs and tools likely to be required for advancement of the project within the defined market, industry and regulatory environment.

Proposed NWC Economic Study Technical Advisory Committee (DRAFT, 12/17/2015)

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