

NATIONAL WESTERN CENTER COMMUNITY BENEFITS GUIDING PRINCIPLES

Approved by the Board of Directors June 27, 2019

The National Western Center Authority (NWCA) affirms and commits to the goal of developing an inclusive and comprehensive community benefits program to better serve and foster partnership with adjacent neighborhoods and communities impacted by campus development and operations to ensure that educational and economic opportunities and financial and other benefits accrue to all in our community.

The NWCA acknowledges its responsibility to develop a community benefits program that is intentional in its participation and supports programs and projects that are designed to benefit the community, is centrally coordinated by the National Western Center Authority, applies to all National Western Center Authority's operations and its activities, and is sustainable, transparent, measurable and accessible by stakeholders and staff.

The NWCA seeks to be a good neighbor to its surrounding community and residents affected by NWCA activities. The National Western Center Authority will adopt a "triple bottom line" analysis to guide its decisions, balancing the Authority's economic, environmental and social equity goals, to promote sustainability and community benefits.

The NWCA will support economic opportunity and negotiate outcomes with the community that could include the following:

1. Stakeholder and community involvement in the design, implementation and evaluation of National Western Authority programs and policies. Clearly stated procurement practices and policies;
2. Workforce development, including coordination of internal and external workforce programs and strategic recruitment, training, placement, and succession planning for current and future NWCA staff to ensure a skilled and diverse workforce;
3. Fostering a skilled and diverse local workforce through specific hiring goals for residents of targeted areas and targeted populations as defined by the Denver Economic Development Office (DEDO);
4. Environmental programs and policies which preserve and expand clean, renewable water and energy resources, decrease pollution, reduce environmental impacts from construction and reward proposals for innovative and creative new environmental programs;
5. Economic development resulting from collaborative partnerships which promote contracting with local companies and hiring local workers;
6. Educational programs;
7. Use of land in a way that maximizes health, environmental sustainability, affordability and accessibility and innovative ideas;
8. Diversity and inclusion programs and initiatives;
9. Improvement in community health through NWCA activities, services and contributions;
10. Physical design and outreach strategies to increase participation and access to the campus.

(continued)



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In application of this policy to NWCA's operations, projects and activities, NWCA staff shall:

- Develop processes to effectively engage neighbors, stakeholders, communities and other partners.
- Develop and update a budget and staffing plan to implement and sustain the Community Benefits Program.
- Develop and implement guidelines, metrics, evaluation methodologies for existing and future community benefits initiatives and ongoing reporting to the community regarding outcomes.
- Develop diverse and culturally competent communication strategies to ensure that stakeholders can participate in decisions and actions that may impact their communities.

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