

MEMORANDUM

TO: NWC Executive Oversight Committee

FR: Kelly Leid, Chair, NWC Executive Oversight Committee
Executive Director, Mayor's Office of the National Western Center

CC: Gretchen Hollrah
Eric Shafran

DA: March 22, 2016

RE: 2016 NWC Work Plan Summary

Overview

With important public funding in place, the NWC project is now moving into its initial implementation activities. Similar to our approach with the North Denver Cornerstone Collaborative (NDCC) since its inception in January 2013, the following represents an "Executive Summary" of the 2016 Work Plan of the Office of the National Western Center (NWCO). This inaugural implementation work plan is guided by the significant shared work that has been built over the past three years, which started with the founding partners MOU, the creation of an adopted master plan, development of GES neighborhood plans and our collaboration with the NWC Citizens Advisory Committee.

The plan is highly focused on predevelopment efforts, making sure we are 1) gaining full site control through land acquisition and, transfers, 2) short line rail consolidation, 3) conducting needed site remediation and demolition, 4) building a first rate project team of internal and external resources to help strategically guide this complex project, and 5) advancing needed studies and procurements necessary to prepare the site for eventual horizontal and vertical development.

Lastly, the following project actions only include those work plan activities for which the City of Denver, through the Office of the National Western Center (NWCO) has direct responsibility. NWCO is working closely with the both the WSSA and CSU, as the other two equity partners, to align the collective advancement of the adopted NWC work plan. All estimated Work Plan timelines are subject to change based on the development of the individual work products, partner coordination and information which may not be known at this time.

Critical Path Actions

Before new development can occur on the site, initial efforts will focus on four core actions, which include land acquisition, rail consolidation, site remediation and assembling the project

team. Each of these project actions are being led by the Office of the National Western Center, in collaboration with other city agencies and the equity project partners. These project activities are funded as part of the \$856 million phase I and II implementation.

Land Acquisition

Primary focus is on the acquisition of privately held parcels, along with required supports to help find relocation options for residential and commercial property owners located within the boundaries of the NWC campus. Additionally, the City and WSSA are working toward the transfer of WSSA land holdings over to the City of Denver this summer.

Lead Organization: City of Denver Department of Real Estate

Project Leads: Jeff Steinberg and Katy Spritzer

Estimated Task Length: 18 – 36 months

Rail Consolidation

The NWCO team is running a parallel process, in partnership with the Denver Rock Island (Short-line) Rail owners, to consolidate the organization's rail track off the South Platte River down the current National Western Drive. This will be the first in several actions to reactive the portion of the river that runs through the future campus and set the stage for both the development of the new National Western Drive, two new bridges across the Platte and allow for the eventual construction of the new Stockyards and Events Pavilion.

Lead Organization: Office of the National Western Center (NWCO)

Project Lead: Eric Shafran

Estimated Task Length: 18 – 24 months

Site Remediation and Demolition

As properties are acquired, NWCO in collaboration with Denver Environmental Health and Public Works, will conduct remediation activities, as may be required, to prepare it for demolition (if necessary) and then eventual redevelopment. This activity will parallel the land acquisition process.

Lead Organization: Denver Environmental Health (DEH)

Project Lead: Celia Vanderloop

Estimated Task Length: 18 – 36 months

Project Reporting & Management

NWCO will issue an RFP for project reporting and an RFI for project management through Denver Public Works in the 2nd quarter of 2016 to build out the initial project oversight team in support of NWC project reporting and overall strategic project management.

Lead Organization: NWCO and Public Works

Project Leads: Gretchen Hollrah and Eric Shafran

Estimated Task Length: April – December 2016

Other Project Work Plan Activities

Campus Regeneration Due Diligence

The City, CSU and the National renewable Energy Labs (NREL) will continue to advance the planning for a district scale energy, waste and water system for the future campus. This effort shall include, but not limited to assessing the appropriate mix of systems, along with the continued exploration of a possible public/private partnership (P3) funding solution for the campus regeneration system.

Lead Organization: NWCO

Project Leads: Eric Shafran, Celia Vanderloop and Jocelyn Hittle

Estimated Task Length: January – December 2016

Historic Study/Comprehensive History (Phase I)

Effort includes researching the history of the NWSS site and the surrounding neighborhoods.

Lead Organization: NWCO

Project Lead: Barbara Frommell

Estimated Task Length: January – September 2016

Historic Study/1909 Stadium Arena Designation (Phase II)

This effort has two parts. The first is the submittal of an application for local designation of the 1909 Stadium Arena and then a grant application request to the state for funds to conduct a structural assessment of the arena for rehabilitation.

Lead Organization: NWCO and Community Planning & Development

Project Lead: Barbara Frommell

Estimated Task Length: March 2016 – July 2017

Parking Management Study

This effort is part of a DRCOG grant to assess the integration and leveraging of new and existing transit assets in and around the future campus.

Lead Organization: Public Works

Project Lead: Emily Gloeckner

Estimated Task Length: April 2016 – April 2017

RTA Program Refinement

Effort will building on the initial programming developed as part of the NWC for new yards/events pavilion, livestock center and equestrian center. Results of the program refinement will be used to inform both regeneration systems planning and future design efforts of these three core facilities.

Lead Organization: NWCO
Project Lead: Stephanie Reed
Estimated Task Length: May – December 2016

Public Realm & Campus Design Guidelines

Effort to advance initial master planning of the campus character areas (spaces between the buildings). NWCO, in collaboration with CPD and Public works, will competitively procure professional services to guide this next phase of campus design, which is intended will to guide campus place-making efforts.

Lead Organization(s): NWCO and Community Planning & Development
Project Lead: TBD
Estimated Task Length: July 2016 – June 2017

Public Authority Legal Due Diligence

Effort to advance researching best in class organizational structure toward to eventual development of a public authority to oversee the design, construction and operation of the future campus.

Lead Organization: City Attorney's Office
Project Leads: Cristal DeHerrera and Jen Welborn
Estimated Task Length: May 2016 – May 2017

Other Associated NDCC Project Activities

The City NWCO team and partner entities will continue to collaborate with the projects of the North Denver Cornerstone Collaborative (NDCC). These efforts are described in more detail in the 2016 NDCC Work Plan.

Goal: Launch the National Western Center Office by building the organization structure and advancing critical pre-development activities

Activity	Phase	Description	Lead	Timing
Environmental Assessment	Pre-development	Ongoing environmental study of properties to be acquired. Partial Phase I complete and Phase II on select properties	Celia VanDerLoop	2016
Next Generation Agribusiness Economic Study – Phase 1 and 2	Pre-development	Perform an initial economic and market opportunity analysis of the greater NWC area; refinement of options for industry partnerships; and public/private finance partnerships and tools.	Gretchen Hollrah, Jeff Romine	Jan 2016 – June 2016
Land Acquisition	Pre-development	Acquisition and associated remediation and demolition	Katy Spritzer, Celia VanDerloop, Eric Shafran	Ongoing
Campus Survey	Pre-development	Campus boundary and control survey in addition to surveys of properties to be acquired, and survey of Western Stock Show Association property	Jeff Steinberg, Katy Spritzer	Ongoing
Rail Consolidation	Pre-development	Assessment of rail consolidation strategies and negotiations with Denver Rock Island Rail	Eric Shafran	Ongoing
Regeneration – Next Step Study	Pre-development	Comprehensive follow-up study to the preliminary strategy-development and data-collection activities.	Celia Vanderloop, Eric Shafran	March 2016 – Dec 2016
Program and Project Management	Pre-development	RFPs for program and project management services	Gretchen Hollrah	Spring 2016 - August 2016

Goal: Launch the National Western Center Office by building the organization structure and advancing critical pre-development activities

Activity	Phase	Description	Lead	Timing
Historic Workplan, Task 1: Document Comprehensive History	Pre-development	Document a comprehensive 10,000-year history of the National Western Center campus, including the equivalent level of research that goes into a historic district nomination	Barbara Frommell	Jan 2016 – Aug 2016
Historic Workplan, Task 2&3: Local, State & National Landmark Listing	Pre-development	Prepare applications to City of Denver, State of Colorado and US National Park Service for historic designation of three buildings on the National Western Center campus.	Barbara Frommell	Jan 2016 – Aug 2016
Historic Workplan, Task 4: 1909 Stadium Arena Economic Feasibility & Historic Structure Assessment	Pre-development	After this building has received a Local historic designation, pursue State Historic Preservation Office Competitive Grant funding to support a combined Historic Structure Assessment and Economic Feasibility Analysis.	Barbara Frommell	April 2016 – Aug 2016
Campus Mobility & Parking Management Study	Pre-development	Study the campus requirements for patron and back-of-house circulation and parking and identify on-site and off-site parking requirements, parking management best practices, develop a transportation demand management program, and provide the blueprint for the transportation network and parking operations.	Emily Gloeckner	July 2016 – Jan 2017
Building Program Refinement	Pre-development	Study to expand and refine the conceptual RTA building programs for the Stock Yards, Equestrian Center and Livestock Center that were developed during the National Western Center master planning process.	Eric Shafran	April 2016 – Dec 2016
Public Realm & Campus Design Standards – Phase 1	Pre-development	Incorporating deliverables from the Comprehensive History, Regeneration Study and Economic Feasibility studies above, consulting team will further develop the character areas of the NWC campus as identified in the NWC Master Plan	Kelly Leid & Eric Shafran	June 2016 – March 2017
Campus Branding	Pre-development	Branding competition to develop the National Western Center brand, graphic standards and associated print and electronic templates to build the public's formal understanding of the NWC's potential and for the promotion of the year round campus to attract programming.	Kelly Leid	June 2016 – March 2017