

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; **Updated April 18, 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 (CAC).

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.

Note: All estimated NWCO Work Plan timelines are subject to change based on the development of the individual work products, partner coordination, funding availability and information which may not be known at this time.

NWC Critical Path Actions

Before new development can occur on the site, initial efforts will focus on four core actions, which include:

- Land acquisition,
- Short line Rail consolidation,
- Site remediation/demolition and
- Assembling the NWCO project team.

Each of these project actions are being led by the Office of the National Western Center (NWCO), 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

Short-line (DRIR) 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 sets the stage for both the development of the new National Western Drive, two new bridges across the Platte and allows 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 property and/or structures 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

(task being combined with public realm and design guidelines effort)

Effort will build on the initial programming developed as part of the NWC for new stockyards/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

(tasks being combined with RTA Program Refinement effort)

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

Alignment of NWC Master Plan Project Components with NDCC Portfolio's

The NWCO team and partner entities will continue to collaborate with the projects of the North Denver Cornerstone Collaborative (NDCC), since the NWC remains one of the six NDCC portfolio projects (these efforts are described in more detail in the 2016 NDCC Work Plan). One of the key

commitments of the NWC Master Plan is the role it plays in the delivery of specific physical NWC project components in support of the Globeville, Elyria, Swansea and River North neighborhoods that include:

- Bettie Cram Drive linking Washington Street to Brighton Blvd (*includes new bridge connection across Platte*) through the campus;
- 51st Drive linking Washington Street to a new National Western Drive (*includes new bridge connection across Platte*);
- A new National Western Drive running north/south along the South Platte River connecting East 47th Avenue to Franklin Street;
- Improved Brighton Blvd with multi-modal amenities from 44th - Race Court to improve access to the North Metro Line Station;
- A new 49th Street linking Brighton Blvd to High Street and RTD's North Metro Line Station;
- New elevated pedestrian/bike connection across campus from 51st Drive and National Western Drive to RTD's North Metro Line Station;
- Short-line rail track consolidation off the South Platte River to the Central Spur to improve pedestrian/rail safety, reclaim access to the South Platte River for ecological restoration and create new open space;
- Restoration of identified historic structures on the campus; and
- Creation of an estimated 26% of open/public space on the campus.

Each of these project components requires detailed design and constructability assessment (*i.e. how will the project be delivered*) as the overall master plan continues to evolve from planning to implementation and will be included in NWCO's annual work plan based upon the most effective and efficient campus phasing strategies.