



National Western Center Citizens Advisory Committee

Thursday, May 26, 2015 – Meeting Summary

1. Welcome and Introductions

Mara Garcia Berry and Terrance Carroll welcomed those in attendance before prompting new attendees to stand and introduce themselves.

Terrance Carroll made a brief announcement as Treasurer of the National Western Stock Show Association. He reminded CAC members the NWSS has committed to raising over \$60 million for the NWC. Carroll was also pleased to announce Ron Williams has been appointed Chairman of the NWSS Capital Fundraising Campaign and the NWSS Board of Directors has unanimously voted to elect Pat Grant as its new Chairman. Pat Grant introduced himself and thanked CAC members for his welcome as new NWSS Chairman.

Questions and Comments

- John Zapien welcomed Pat Grant as new Chairman of the NWSS and acknowledged the role he has played in engaging with the community.

2. Special Presentation

Budget 101

Stephanie Adams, Budget and Management Director for the City and County of Denver presented on the budgeting for the NWC. First, she explained the four main funding streams for the City and County of Denver. The General Fund is made up of approximately \$1.2 billion and its primary source is sales taxes. The Capital Improvement Fund is used for infrastructure and it is part of the annual appropriation process each January. Enterprise Funds have no taxes associated with them and are replenished through local business ventures (e.g. DIA generates the bulk of Denver's Enterprise Funds). Federal and State funding are generated in Colorado through programs like Community Development Block Grants (e.g. Head Start).

Each year the city receives funding requests for various projects and initiatives. It is the job of the City Finance Department to filter out the most reasonable requests before presenting them to the Mayor, who signs off on the allocation of funds for each year. The Finance Department is required by charter to present the Mayor's budget to the Denver City Council prior to September 15th after which the council holds a public meeting and makes any final decisions before the budget is adopted.

Questions and Comments

- Armando Payan asked what sort of emergency funds the City has at its disposal. Stephanie Adams explained the City has three primary emergency funding sources. Denver is required to maintain

TABOR Reserves which it must replenish if used, however TABOR Reserves typically aren't used. The City also is required by charter to set aside 2% of General Fund dollars for any unanticipated spending. Adams also noted the use of emergency funds requires a public approval process through City Council.

- Drew Dutcher asked whether the City is running a surplus and how TABOR plays into City budgeting. Adams explained the City was recently de-Bruiced. TABOR was artificially hindering the City's ability to hold on to funds. De-Bruicing allowed the city to reallocate funds that would otherwise be held as reserves towards infrastructure improvements and after-school programs. She also explained the city is required to have a balanced budget but that it does not have a "surplus" because budgeting is designed so that money is always allocated to some initiative when it is available.

3. NWC Equity Partner Updates

WSSA/National Western Stock Show Association

NWSS President, Paul Andrews explained the Stock Show Association has committed to contribute \$125 worth of investment in total to the City. Of that contribution, at least \$50 million will be in cash, however the NWSS plans to raise an additional \$10 million in order to insulate NWC build-out over the next decade. Andrews also informed the CAC that the NWSS Board is forming task teams to better inform the Association for the future. The Board also recently began the interview process for the task of determining naming rights values and sponsor rate card values for the NWC. Naming rights and partnerships will only be made with organizations that reflect the values of the NWC and its project anchors (NWSS, CSU, and the State of Colorado). The interview process will be completed by mid-June. Andrews then informed the CAC that plans for the 2017 Motorcycle Expo at the NWC have been canceled after a fatal motorcycle club brawl. The decision to cancel the expo came after serious consideration and input from the Denver Police Department. The expo has been held at the NWC each year since 1978 and any decisions to bring it back in later years will be weighed carefully. Andrews noted that while the show may be moved to a different venue in 2017 and following years, it will not necessarily be removed from NWC programming forever.

CSU

Jocelyn Hittle, Director of Denver Operational Initiatives for Colorado State University updated CAC members on new developments with CSU. She thanked the CAC members for their input on the Water Resource Center and explained the CSU Board of Governors had unanimously approved preliminary programming plans for the WRC. She added that more in-depth conversations will be held over the course of the next year to determine the specific functions of the WRC. Hittle also informed the CAC that CSU is exploring new ways to engage all of its campuses (Fort Collins, Pueblo, and CSU Global).

NWC

Executive Director at the Office of the National Western Center, Kelly Leid gave the update on behalf of the NWCO. He handed out a work chart which diagrams the evolving structure of the NWC and each of its partnerships/governing bodies. He also reemphasized the role of the NDCC Executive Oversight Committee which is made up of all the appointees and ultimately reports to Mayor Hancock. Leid then explained that recently he and Barbara Frommell spent about two days in Washington D.C. meeting with the Colorado Delegation and representatives of the U.S. Department of Agriculture. The goal of the meetings was to inform the leadership within the USDA, which is made up of more than 100,000 employees, about the progress of the NWC and relevant topics like urban agriculture, global food security and global food production issues. The meetings centered on the sort of role the federal government will play with the goings-on of the NWC. One major point of discussion was around the USDA's aging food laboratories. At present, the USDA has approximately 90 food labs that are becoming increasingly obsolete. To solve this issue, the USDA is considering a relocation of some laboratories to the NWC campus. Leid felt the representatives at the USDA were very intrigued by the prospect of working with the NWC and showed strong preliminary level of support

for the project. Another major aspect of the trip to D.C. was to reinforce relationships with the Colorado Delegation as the NWC continues to seek funding and support from the federal government.

4. Community Representative Reports

Executive Oversight Committee (EOC)

Drew Dutcher led the update on the Executive Oversight Committee. He highlighted the economic study that is being conducted by AECOM. He also noted the huge transformation not only of the NWC, but of the surrounding community as well. There has been a great deal of private business interest in the surrounding GES neighborhoods which is very promising for future economic prosperity. Dutcher also underscored the work that must be done by GES residents and existing businesses to ensure desirable growth. The community has several locations that have been contaminated due to past use and the NWC project is a perfect opportunity to clean up the area and create a positive living and working environment. Before closing his statement, Dutcher thanked Anna Jones for the work she is doing for the NWC and the community.

Capital and Operating Funding Alignment Subcommittee (CoFAS)

The Capital and Operating Funding Alignment Subcommittee (CoFAS, previously CFAS) will only meet on a quarterly basis moving forward. As a result Armando Payan will only give CAC updates as needed throughout the year.

Event Programming Advisory Subcommittee (EPAS)

AE updated the CAC on the Events Programming Advisory Subcommittee. She and Michael Sapp have started some initial conversations with workforce development partners about engagement in neighborhood events. One example of this is Globeville Kares, who has moved their pool opening, which is traditionally in June, to coincide with Denver Days. AE highlighted the opportunity for everyone in the neighborhoods to create an event that is able to shine the spotlight on workforce development in the GES community. She also explained that the community has shown interest in hosting a farmers market somewhere on the NWC campus and encouraged the CAC to begin engaging with Jocelyn Hittle and CSU on programming, especially as it pertains to the WRC and the partnerships that can be made in conjunction with the surrounding community. One area with a great deal of potential is the enterprise business models and how they relate to education training. AE also informed the CAC she has engaged in conversations with Denver Public Schools around implementing science based projects in relation to the NWC. She also emphasized the potential for programming even before ground is broken on the NWC and welcomed any soft programming ideas CAC members may have for the campus and the community in the near future. Before closing, she expressed her desire that the NWC project have a meaningful commitment to furthering education with the possibility of a k-12 school.

Questions and Comments

- Albus Brooks cited the efforts in GES that are focused around education and training. He briefly discussed the issue of how to deal with various educational ventures in a collaborative, non-competitive way to ensure the GES community as a whole is involved in educational initiatives.
- Kelly Leid discussed the possibility of holding a summit that includes all the education-based organizations in the area for a multi-day event to network and gather the collective interests of the community. Such an event will allow for the NWC to create a community-centered plan for educational opportunities. Leid informed the CAC that a summit could be held as early as this upcoming fall.

5. CAC Organizational Issues

Liz Adams distributed the NWC-CAC Guidelines and Criteria draft to all CAC members. The discussion was focused on the membership section of the document. The entirety of the discussion can be heard on the audio recording of the meeting at: <https://www.youtube.com/watch?v=DUs-efPcLCI&feature=youtu.be>. All changes discussed at the meeting will be incorporated into the document and it will be sent to each of the CAC members prior to the next CAC meeting. Adams also explained she hasn't posted the document online because it is still being amended and will require more CAC input before it can be considered complete.

6. NWC Project Updates

Next Gen Ag NWC Economic Study Update

The Next Gen Ag NWC Economic Study Update was led by Gretchen Hollrah and Chris Brewer. The study is being conducted by AECOM in conjunction with the NWCO and aims to determine the economic opportunities generated through the NWC. Hollrah cited the CSU report on agriculture related businesses which is being used to supplement the Next Gen Ag Study. The Next Gen Ag study done by AECOM uses North American Industry Classification System (NAICS) codes to explore various types of industries that can potentially work well in tandem with the NWC. Hollrah also explained the study does not yet include specific plans for how to recruit business or garner outside interest; that will come in a later version. As such, the study is only in the information gathering stages but will eventually include recommendations for engaging outside industry. The information gathering portion of the study is on schedule to be completed in June.

Chris Brewer explained the Next Gen Ag Study includes several lofty goals but that it will take several years before they can be realized. The study also identifies a large array of jobs that will be created with varying levels of expertise and salary. While the NWC has the potential to bring in new organizations to the area, one major focus is how to create an environment that allows existing organizations/companies in the area to grow. Although much of the study is focused on economic drivers, Brewer explained one of the main goals is to improve basic, but crucial necessities such as food safety and water quality. He also informed the CAC the Front Range is in a period of growth from a top 25 market to a top 20 market with as many as 8,000 new residents a year. One goal for the NWC is the potential for "accidental collisions" between people in knowledge based and technology driven sectors in order to drive new innovation.

Project Reporting RFP Scope Overview

In the coming weeks the City will release an RFP for program and project management. It will focus on the how to deliver an \$856 million campus for build-out phases 1 and 2. It will include project reporting on early development work on the NWC site, economic studies, historic assessment, and the like. The main objective of that RFP is to make the progress of the NWC as transparent to the City as possible.

Brighton Boulevard Final Design

Eric Shafran discussed the progress made on Brighton Blvd from 44th St. to Race Ct. He explained the planning process began approximately one year ago and has received periodic input from National Western and the CAC. Shafran's team is working with CDOT to ensure the design they provide to the developer is one that works well for the NWC and the surrounding neighborhoods. Shafran presented the CAC with a map of the construction zone and explained each of its various components. The construction is scheduled to reach completion by the time the Brighton Light Rail Station goes into service in the third quarter of 2018.

Questions and Comments

- The CAC was curious about how the marijuana industry has been included in the AECOM Next Gen Ag study. Gretchen explained the marijuana industry will not be included in the study. Chris Brewer added that the industry's lack of federal recognition and relatively small amount of data on marijuana businesses has made it difficult to observe.
- Vernon Hill expressed concerns around the marijuana industry being left out of the study because of the potential negative impacts it could have on the area. Gretchen suggested the City Marijuana Policy office come to speak to those concerns because the study has intentionally excluded the marijuana topic.
- AE suggested the economic study include an inventory of available land that can potentially be used for urban farming.

7. NDCC Updates

Newly appointed Director of the NDCC, Anna Jones introduced herself and thanked those in attendance. She briefly described her background in community development and her most recent involvement with the private sector using economic based development strategies. Jones added that she looks forward to tackling the issues faced by the NDCC head-on and is excited to participate in the CAC. The NDCC is having a meet-and-greet on June 1st at Growhaus from 5:30-7 and she encouraged everyone to attend.

8. Attendance

Maria Garcia Berry (Co Facilitator)
Terrance Carroll (Co-Facilitator)

AE (Globeville)
Carrie Atiyeh (VISIT Denver)
Albus Brooks (Denver Councilman)
Larry Burgess (ESG Business Association)
Candi CdeBaca (Swansea)
Maria Chotzinoff (Where Wood Meets Steel)
Bettie Cram (Swansea)
Patricia Carmody (Colorado Watershed)
Drew Dutcher (Elyria-Swansea)
Jim Garcia (Clinica Tepeyac)
Nancy Grandby (Globeville)
Vernon Hill (JJJ Properties)
Kelly Leid (NDCC)
John Olson (Historic Denver)
Nola Miguel (Focus Points)
Linda Morrison (Ambient Energy)
Armando Payan (Globeville)
Eric Shafran (NDCC)
Juan Veloz (Elyria-Swansea)
Trayc Weil (RiNo Arts)
John Zapien (Globeville)