



# ***National Western Center Citizens Advisory Committee***

**Thursday, June 29, 2017 – Meeting Summary**

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## **1. Welcome and Introductions**

Liz Adams made an introduction in the absence of Maria Garcia Berry.

## **2. NWC Partner Updates**

### **WSSA**

Paul Andrews announced that WSSA will be community partners with Focus Points, who will receive \$1,000 towards scholarship opportunities from the Denver County Fair. There will be free exhibitor space for Comal Heritage Food Incubator, the Grow House, and Clinica Tepeyac that will be provided through their partnership with Focus Points. WSSA is also working on finalizing their agreements with the city for the stock show.

### **NWCO**

Kelly Leid announced that the placemaking contract has been signed, and that they should start work in late July. They have also been focused on the auction for the campus demo contractor, which he hopes to have selected by July's meeting. He'd like to have the contractor give details on the demolition of Brighton Blvd, which will be the first step of demolition, followed by interior demolition that will commence by the end of the year.

### **DMNS**

Liz Davis informed the group that the museum just opened a new exhibit named Nature's Amazing Machines.

### **CSU**

Jocelyn Hittle explained that since last month CSU has brought on ICON Venue Group who will organize construction management. In an upcoming meeting CSU will schedule time for ICON to speak with the CAC. Hittle mentioned that 4H and urban farming will be at the Denver County Fair, and CSU's Ag day in September will be in the new football stadium. She invited all members to attend.

CSU has hired the former Secretary of Agriculture, Tom Vilsack and his wife Christy to be special advisors on the National Western Project. They will also manage outreach and education. Hittle also announced upcoming Tap-In events, sponsored by CSU, Denver Water, the Open Water Foundation, the Colorado Water Conservation Board, and the Office of Economic Development to connect organizations and discuss water use problems in an entrepreneurial setting. Events of that nature could potentially be held in the Water Resource Center of the NWC.

### 3. NWC Branding Process and Survey

Erica Martinez from the Office of National Western Center introduced Eli Gerson from DNI Creative and Caroline Wagner from CIG (NWC's communication and marketing consultant), and explained that the NWC branding has been a collaboration with partners such as CSU and Michael Sapp and they have invited other partners that are experts in branding to participate in the process.

Caroline Wagner explained the branding project will run from June through October. Wagner then gave an overview of the project.

- Shared Vision: To be the global destination of agriculture and heritage of the nation
- Shared Mission: To convene the world around the NWC to lead, inspire, create, and entertain in the pursuit of global food solutions.

Key placemaking factors include community and neighborhood integration, the celebration of western heritage, a focus on health and wellness, trailblazing and innovating, embracing ethic of regeneration, grow local regional and global tolerance, build cultural crossroads, and to create fun, entertaining experiences. From these core principles CIG can work further into research and developing the brand. The purpose of the brand is to represent our mission and vision, increase awareness on the local, regional, national and international level, and to inspire companies to engage with the NWC.

CIG has thoroughly examined numerous studies and planned reports and found that the National Western Historical Prevention final report was key. They looked at what NWC wanted to become, and from the report the team has been able to focus research. We also looked at the Globeville/Elyria-Swansea neighborhood plans with a community focus- and video of internal and external materials to see what they had in the past in order to evolve the brand further. CIG also received feedback from 385 individuals familiar with the site and its historical context in the region. Afterwards they sent out a survey that yielded 327 survey responses, 42% of which were community members. The team also did 13 one-on-one interviews that targeted local community members. From that feedback, they created a framework plan with an emphasis on revitalizing the community, increasing connectivity and accessibility to the site, providing educational opportunities, creating jobs, offering year-round activities and events, improving local amenities and access to fresh food, cleaning up the river site, expanding the tax base, and addressing concerns of gentrification and construction impacts. CIG is also working on determining a regional and international target audience in order to showcase western culture, the future of agri-business, attract conferences and thought leaders, recruit new business and tourism, increase exposure of NWSS, and connect Denver on a global scale. Out of this research CIG was able to rank key themes based on which ones consistently appeared in the community feedback:

1. Balance the spirit of the West and the history of the site with future focus on innovation, technology and food security.
2. Maintain authenticity
3. Build on a strong sense of regional pride and our history
4. Our strong agricultural industry showcasing the benefits and uniqueness of Denver
5. "Vibrant" in relation to the NWC potential to educate and center community
6. Inclusiveness, collaboration, and sensitivity to local community

The site is seen as historic and nostalgic but in need of new life. When applying the same historical context to the future site people want it to be vibrant, active, inclusive, dynamic, engaging, friendly, accessible, modern, innovative, state-of-the-art, visually appealing, and true to its roots. Some challenges include the vast and diverse groups that were polled gave very different answers. Balancing nostalgia and future vision, making the brand of the site relevant locally and globally, and lack of consistency concerning images for the visual branding are some of the hurdles that will need to be addressed moving forward.

Eli Garrison noted that ultimately the NWC will use those themes in design of everything from logos to the website and essentially anywhere a constituent may engage with the NWC. DNI took the language (in the research above) and started to instill it into what the brand might look and feel like. He also displayed a number of early visual examples including “Where Heritage Meets Horizon,” to give the group an idea of where the rebranding may be heading.

#### Questions and Comments:

- A woman in the crowd expressed that she hopes they don’t only focus on one-word segments of branding, and instead focus more on full ideas that people have submitted in feedback.
  - Caroline Wagner recognized that we need to do our due diligence in research in order to best represent the heritage and culture of the site.
- Mickey Zeppelin expressed concern around the large emphasis on food. The vision should include new values that are much broader. If this is a pioneering effort we should be looking to new ideas and changing the world, not just food.
  - Caroline Wagner explained her team will be looking to encompass those principles wherever possible.
- Tim Sandos asked starting from October what will CIG and DRI be bringing back? What sort of interaction will you have with the community in that time?
  - Eli Garrison: Ultimately, we will be working through ideas with stakeholder groups to create new identity, visuals and language that we can work with. Then we will need to connect the words with imagery in a cohesive way. We will report back to this group with imagery as the project evolves with the campus.
- Bettie Cram: Doesn’t branding have to be done consistently, even day by day?
  - Eli Garrison: Absolutely, a brand is a living thing that we will grow upon every day until October.

Emily Lapel from Councilman Brookes’ office updated the group on the recommendations made by the GO Bond stakeholder committee concerning the Globeville, Elyria-Swansea neighborhoods. The committee, made up of 67 volunteers from the public and private sectors, thoroughly examined the capital funding facilities and infrastructure of each neighborhood and made the following recommendations: Swansea Recreation Center indoor pool (\$12M), 47<sup>th</sup> and York bike/pedestrian bridge (\$9.4M), Globeville/ Elyria-Swansea pedestrian connectivity improvement (\$17M), and Washington St. 47<sup>th</sup>-52nd reconstruction (\$23M), amounting to 61.4 million dollars in total proposals. The group presented this list to Mayor Hancock in early June, and the final list will be publicly announced the second week on July. An overview of the proposal will be held on Monday, July 17<sup>th</sup> at the City and County Building.

#### Questions and Comments

- Vern Hill commented that he would like to put together a letter of support from the CAC and the business leaders in the room and neighborhood for the reconstruction of Washington St. He believes that the project will bring much needed connectivity, drainage, and economic benefits to the entire community, not just National Western. A couple other people echoed this statement, and brought up the point that many other neighborhoods want funding for similar projects, so the community should take steps to help the project remain a priority.
- Michael from Family Environmental: We’ve been working for months to create a workforce development program for these projects, and he will bring more detail to the council soon regarding what the program may look like.
- A couple people questioned the project and projected cost of the Washington St. reconstruction, seeing as it may need to extend to 45<sup>th</sup> St. and a route hasn’t been chosen yet.

## **4. Campus Placemaking RFQ/P Selection**

Eric Anderson, Design Director for the mayor's office for the NWC reiterated his point from last meeting, that placemaking is the process of refining design detail in the masterplan. He proposed that it is time to address details and get pieces in place that allow for construction, such as utilities and road right-of-ways. This is a task order process, so there will be 4-5 task orders issued throughout this process, which should take 24-36 months. Each task order will encompass a various component of the community engagement plan, including campus character and campus cultural plan, market analysis and program refinement. Eric then introduced MIG, who will start working on program refinement in mid-July, followed by 15% infrastructure design, then the public realm component. 30% infrastructure will be next, but MIG does not have a schedule for that yet. Task Order 1: Project management and a public engagement plan, program refinement for phases 1 and 2, the finalization of facility needs with the stakeholders, and the evaluation for campus character and campus cultural plan.

Jay Rankin from MIG explained they would like to widen the scope on the concept of regeneration, so that it not just applies to resource and environment. They reimagined the stock show experience for exhibitors and visitors, the way the campus would interact with the surrounding community, how to better reclaim the natural resources of the site. They will also put thought into redefining agriculture and food systems.

The MIG Team: Composed of members from CIG, GH2, HRNA Advisors, John C. Consulting, Matrix Design Group, Arland Economics Firm, 200, and SSG. Rankin emphasized the importance of people, land, design, and environment in placemaking, and reiterated many points already made in the context of placemaking (ex: importance of working with community).

## 5. NDCC Updates

Timothy Sandos underscored the effort to make the National Western the anchor tenant in this community for the next 50-100 years. He expressed his excitement with the project and spoke on his experience in housing and commercial finance.

## 6. Capitol Build NWC

Patrick O'Keefe explained the Program Baseline Book which serves as the official documented record of scope, schedule and budget for the project. The document is used to make transparent trackable data that be compared to the planned schedule and budget, and allows for quick changes during the project that will make projects more efficient. The data can highlight risk and opportunity in in time, budget and logistics in a quantitative fashion, making decisions more informed.

### Questions and Comments:

- Micky Zeppelin: It would be helpful if we had some form of that book to look at for our individual issues.
  - O'Keefe: We will produce a public version that is more usable and includes less cost details that have a commercial impact.
  - Kelly Leid: We're not the only big project on the Front Range, so this book will help with a procurement strategy, engage small-large contractors, and train workforce on a tight schedule.
- Susan Aldretti: Are the costs of training labor reflected in this book?
  - Patrick O'Keefe: In some ways yes- we are not a training program in general, but we will see the lasting effects of training a workforce in the community, and the costs associated with that will be in the book.
  - Patrick O'Keefe: An important aspect of the training program is communicating with local schools and other organizations so that people can be informed of these opportunities in a timely and effective fashion.

## 7. Delgany Interceptor Follow-up

Kelly Leid presented on behalf of Eric Shafran. The study is essentially complete and they are compiling their final report and the team is finalizing their analysis on the flood plain impact, the results of which conclude that none of the proposed projects would negatively impact the flood plain. The original assumption in the NWC master plan was to bury the pipes in place, but this is not feasible. It is technically feasible to move the Delgany pipes and the preferred location would be underneath the new National Western Drive. This would afford the NWC the greatest flexibility in the redevelopment ecological restoration of the riverside and open space. We are also looking into the sewer heat recovery problem, which deals with the heat in the sewer pipes that has to be removed before the water flows back into the Platt. This project could potentially provide the campus with 90-95% of its heating and cooling needs for phases 1 and 2. It would be mutually beneficial by helping Metro Waste Water and fixing some of our energy needs.

Next Steps: These recommendations must be tested by the program team (CH2M) based on scope, schedule and budget. NWCO will continue to work with Metro Waste Water to partner on the relocation of their pipes and finding a creative funding solution.

#### Questions and Comments:

- Drew Dutcher: Back in the master plan we knew moving these pipes would come at a large cost, is cost still an issue?
  - Kelly Leid: Yes, but today we have enough information to make an informed decision. We still need a funding solution, but the combination of moving the pipe and heat recovery is could realistically be financed. This solution is much more advanced that the masterplan's solution to this obstacle.
- Micky Zeppelin: Is there on opportunity here to innovate new technology that would improve flow or cleanliness of the water? I think that may help with the public and financing.
  - Kelly Leid: Metro Waste Water wants to engage in conversations around similar ideas. They want to evolve as a municipal provider.

## **8. Framework Agreement**

Kelly Leid reviewed the history of the framework agreement since its beginning in 2012. This agreement is between the City, CSU, WSSA, DMNS, on what they would like to see and contribute to this site. The executive oversight committee will oversee this agreement until an official public authority steps in. This authority would be appointed primarily by the mayor and would be subject to open records and open meetings. The members of the Framework Agreement are currently most interested in who will own the facilities, land acquisition, preparing for remediation, issuing funds, etc. The first binding framework agreement will include length of the relationship, initial contributions, campus development, intellectual property, naming and sponsorship rights, and more. The agreement will be issued for review for the CAC on August 3<sup>rd</sup>, but there are many moving parts that have to come together in July to stick to that schedule.

Will Chen, Director of Economic Mobility: Part of the framework agreement is to provide information about the investment fund. There are many different approaches to the investment fund, and ultimately the community and the authority will make the call on where the money will go. In order to raise money for this fund they are using the Roundup Program. Vendors and concessioners will allow community members to participate in roundup program, which is usually tied to a for-profit organization with 501c3 foundation arm that will target mission driven deliverables. (EX: Firehouse Subs' Public Safety Foundation) If even 25% of visitors to the NWSS donate an average of 34 cents to this program they would raise \$58,000. The authority will act as the fiscal agent, by collecting and promoting funds on campus, but how the funds are spent will be a collaboration with the Globeville/Elyria-Swansea community.

#### Questions and Comments

- Micky: From the day we get the framework document how long will we have to give you feedback before the information goes public?
  - Leid: we will make our legal teams and staff available for office hours for four days to a week before it goes public. We want to give you a running head start with the special meeting. There was some work done by a law firm examining 30 authorities to find out what works and what doesn't, and our goal is to make this as simple as possible for you and the community.

## **9. Community Announcements and Public Comments**

AE requested additional examination of the intellectual property aspect of this NWC. Is there revenue sharing potential? Some universities use publication sales to promote the wealth of adjacent populations. Kelly Leid responded that members will be sent copies to read first then provide feedback.

## **9. Attendance**

Terrance Carroll (Co-Facilitator)

Liz Adams (CRL Associates)

AE (Globeville)

Carrie Atiyeh (VISIT Denver)

Emily Lapel (Denver Councilman)

Larry Burgess (ESG Business Association)

Bettie Cram (Swansea)

Patricia Carmody (Colorado Watershed)

Drew Dutcher (Elyria-Swansea)

Jim Garcia (Clinica Tepeyac)

Anne Hayes (Westfield)

Vernon Hill (JJJ Properties)

Kelly Leid (NDCC)

Ed Nichols

Michael Symula (Family Environmental)

Liz Davis (DMNS)

John Zapien (Globeville)

Mickey Zeppelin (TAXI)