



National Western Center - Citizens Advisory Committee

November 29, 2018 from 5:30 p.m. – 7:30 p.m.

Centennial Room – 4655 Humboldt St.

Welcome & Introductions – Maria Garcia Berry and Terrance Carroll, Facilitators

Special Presentation – Erin Clark, Urban Land Conservancy – 48th and Race Project Update

Erin Clark, Vice President of site development for Urban Land Conservancy, presented updates on the 48th and Race project. Ms. Clark began detailing the work done by Urban Land Conservancy being purchasing land, working with development partners, and community outreach to understand what the community wants to see on purchased sites. Urban Land Conservancy provides affordable housing, low-income health clinics, office space for non-profits, as well as availabilities for things often priced out of the common market.

The 48th and Race project is a six-acre site very close to the 48th and Brighton Blvd. transit station. This site was purchased in 2015 with the proposal to have 400 rental units. What's been asked of development partners is 51% of the units must be affordable for up to 80% AMI (area median income). In addition, the goal is to have approximately 30,000 sq. ft. of health and administrative services to all fit under one roof. The developer will be able to include health and dental services as well as a pharmacy. Other neighborhood survey benefits are also being looked into to include other forms of retail. There has been a lot of community outreach done with much desire pointing towards local retail vendors. Other project requirements include that at least 20% of the construction site be targeted towards local residents currently earning 80% AMI or below, with incentive for the health clinic to provide permanent jobs as well.

The affordable goal is looking into 150-200 units of affordable housing for families at or below 80% of AMI. The current 80% AMI for families of four in the area is around \$72,000, this development will be looking at incomes below that. Units provided include studios, one-bedroom, two-bedroom, and three-bedroom units. Columbia Ventures will be seeking low-income housing tax credits to finance the affordable housing portion of this project, phase 1. Phase 1 of the project will include a single building that houses clinic and Tepeyac; the partner developer and have residential floors above with the 150-200 units of affordable housing. The application for the tax credits is due February 1, with January 15's meeting offering a strong conceptual site plan that can be reviewed, a good idea of what the income level breakdown will



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be, as well as the bedroom count for phase 1. What's critically important for timing is the affordable housing cannot happen without tax credits. The agreements have been structured in such that Columbia Ventures will apply for tax credits in 2019, if awarded, development can begin in 2020. If tax credits are not received in 2019, Columbia Ventures will apply again in 2020 pushing development back to 2021. Having community support backing the application is incredibly important in having this project built as soon as possible. Along with phase 1 affordable housing, the rest of the site will be for market rate housing options.

Questions and Comments

- Committee member asked for folks and organizations that want to support this development with a letter or email, can an address be provided to Liz so it can be made more accessible. It is a very competitive process for these tax credits and is critically important to have community support.
- Committee member asked two questions with the first concerning the conceptual site survey; not the conceptual site review plan, if it's already been approved by the City and what's being faced. The second question is regarding the bundle rental units and the receiving of 25% for each rental units building costs which is separate from the tax plan, committee member asked for added explanation.
 - Ms. Clark responded that none of this has yet to go through the City process yet. This is concept plans for the tax credit application specifically, only after tax credits are awarded would additional funds become available to finish a more detailed site planning that's required to receive City approvals. Current conversation is just about the general massing of the buildings, what the site is being planned to be, the bedroom count, etc. It's not actual drawings to be approved by the City. Regarding the second question, staff is unaware of the 25% City reimbursement.
- Committee member asked if there is a certain number of units allocated to 30-50% AMI, if there is some sort of matrix.
 - Ms. Clark responded that that is what will be finished in January. Currently there are drafts of that but the numbers are still moving.
- AE, committee member, asked if there is a way to elevate the relationship between the impacts of the National Western Center and this project as a leveraging for better outcomes for the neighborhoods and for both projects. One area could be to more closely focus the parking, traffic, and wayfinding studies that are kind of mixed in different studies. These are relevant to even the strength of applying for the tax credits. Committee member suggested something should be prepared that says this is where the collaboration is in regards to the elements of the neighborhood. This project has gone through immense evolution from the application to the City for the loan to receive this property. It's an interesting evolution regarding the numbers of units and density. Committee member hopes everyone will pay attention to the progress due to the amount needed to be discussed.
 - Ms. Clark responded that it's important while all these things are being developed to understand the full context of what's happening in the neighborhood and that

it's not siloed but rather there is strong coordination between projects and developments.

- Dave, Committee member, asked how many other projects have been completed in Denver.
 - Ms. Clark responded in master site development there are two other projects. One located at tenth and Sheridan and the other at 40th and Colorado Blvd. ULC is completed, 30th and Black is currently in the works. There is another department in control of other projects but the three under Ms. Clark's control are transit-oriented developments that are currently in the works.
- Committee member shared, there are federal fair housing laws that restrict the ability to say the 150 affordable housing units will be directed to specific residents. There are ways around that where the project could target residents who have been displaced. The development team should think strategically about who to include in targeted outreach and marketing.
 - Ms. Clark responded that part of the reason ULC was brought in to purchase this property was specifically for that reason. The goal is to have more affordable housing right in the neighborhood with access to transit as well as to provide additional housing options for persons being displaced in the neighborhood. The developer has agreed to enter into a community benefits agreement with GES coalition as well, part of that is making sure that the units are directly marketed to those who have been displaced in the immediate area.

NWC Partner Updates – Highlights and Questions

Attendant began the updates sharing the teams have been rounded out for the legacy buildings. Saunders Construction has been named as the CMGC (construction management general contractor) for the legacy building. Tribe Architects is the architect and Wells Partnership is the project manager. Now \$50 million must be raised in order to actually pay for the building. The stock show is 43 days away, there have been many preparations made for that.

Attendant gave updates on the outreach work that CSU continues to work on in the neighborhoods. CSU will be taking their food oriented facility, the CSU center, and will be combining it with the water building footprint. The water and food building will be in one place with the bridge over National Wester Drive connecting between those. One reason this was decided to have happen was it makes it a lot easier for k-12 fieldtrips to move through those different experiences as well as it will be easier for tours in general. It will give more flexibility to have more interdisciplinary work between the teams that are focused on food and water. There was a pause in the design of the food building in order for the water building to catch up allowing for the design processes to continue moving forward together. There is currently an RFQ out for the design of the food building. These two buildings will move forward as rapidly as possible allowing for all three of CSU's building to be constructed at the same time.

Tina Martinez shared updates on the Nature and Science museum. There are two great exhibits currently up that will be taken down right after the holidays.

NWC Authority Board Report – Brad Buchanan, CEO NWC Authority, John Zapien and Liliana Flores Amaro, NWC Authority Board Members

Liliana Amaro began the report sharing that the Authority has been working very hard in helping get

Brad Buchanan up to speed since his first day. There was conversation around community benefits and Mr. Buchanan will share a little more on what was discussed. Research is still continuing on preferred community benefit agreements.

Brad Buchanan shared that earlier at the board meeting a presentation was shared concerning a number of topics related to benefits. That presentation will be available on December 13th for hopefully additional discussion. The first piece was regarding the awareness of some of the current efforts that the community has been making in partnership with other partners around a number of community benefits, engagements, events, and programs. The second half was looking forward and discerning what the project will look like. The Authority will be engaging in two things, one being for the community benefits process to receive entities of future community benefits. There are many different ideas on how this will work and discussions will be scheduled around that to help move it in place within 2019. The second thing being looked at will be a strategic implementation plan process beginning shortly after the stock show in February. This is not re-doing the master plan, it is taking the plan and lowering it from 100,000 ft. to 10,000 ft. and having more focus on what this means in regards to the four guiding principles of the development. This process will kick off in February and will get very broad in order to include the CAC as well as other community and stakeholder groups in, around, and outside of GES. A series of events will be gone through that will be more topically focused e.g. campus-wide services, energy and data, operations, food and beverage, etc. Other discussions will be focused on community benefits and looking at how to take words on paper and implement them in and around this project, with each of those meetings being public. Hopefully this feels different than planning and visioning because it's about implementation and how to get stuff ready to go. The master plan says a lot of important things but each person working on the project has a slight divergence in what it all means.

These discussions will start to help build consensus around the most important things. Timing will also start being talked about. It's currently difficult to have a community benefits conversation around revenue because the revenue isn't known yet and won't be for a couple of years. There is a lot of work to do between now and then but there is enough time to be thoughtful and have robust conversation in order to achieve the more desired outcome. This is a marathon not a sprint. The community benefits conversation will give a great opportunity to deepen and broaden the conversation around community benefits revolving around the strategic implementation plan. In terms of process, the Authority is currently interviewing a number of different facilitation groups that would help manage this process.

Questions and Comments

- Committee member commented that John Zapien was appointed by the Mayor and not the Committee to represent them and asked if he could expand on the Authority board and any new members or skill sets that they bring to the table and how that impacts what

Mr. Buchanan mentioned to trigger the new footprint and design that's being put forward for the spring.

- Mr. Zapien responded that he cannot comment because the process has not yet reached that point. There are no new board members nor any vacancies.
- Ms. Amaro responded that the terms are staggered with the next members ending their service sometime in 2019. There is a set of folks appointed by the Mayor and another set there by virtue of their relationship. These include CSU and the National Western Stock Show Association. There are no vacancies at this point and the ones coming up will be on the Mayor's side because the members on the side of the partners are all related to their role.
- AE, committee member, asked a joint question for Jocelyn at CSU and Brad Buchanan. There seems to be two timelines, one being what Brad is describing and the other being certain things will become less malleable such as the architecture of the buildings that CSU is well along in manifesting. Committee member shared her excitement and many concerns regarding a certain valley ability that will be lost in the public realm to some of the more expansive and creative things. Committee member would like to see a way for there to be more of an intersection with what is happening with CSU's process. It would be helpful to figure out how to incorporate those conversations because there may be things that can still be affected in the design and could be more responsive to a more dynamic use of the public realms and the flexibility of the entire site. Can this be put in some kind of connecting dots between the two time-lines?
 - Ms. Amaro responded that one of the things continuously being worked on with the CSU facilities is to create a menu of different space types and to think through what all the potential uses are for the three facilities given the general somatic areas of water, animal health, and food. The direction being given to the design teams is to make them as flexible as possible. Even if there was a tight alignment with what Brad is describing, five years from now it's unknown how the worlds of the three different themes will have changed. Committee member has hit on something that keeps Ms. Amaro up at night is making sure the Authority doesn't lock themselves into something in one of these buildings that's so specific that doesn't allow a shift with how the industry is changing or how the desires of locals have changed. The design teams can still do some flexing with the outcomes of Brad's process as 2019 approaches. The scale design pieces won't be locked in until after at least the initiation.

Director Report – Brad Dodson, Deputy Director, NWCO

Brad Dodson, Deputy Director of NWCO, began the presentation with the program status report; a one-page update of how far along phases one and two are in construction. The project is on-schedule and on-budget, making good progress. The key performance indicators revolve around health, safety, cost, schedule, and renew (environmental key performance indicators). Touching

on Brighton Blvd., from 47th-48th is open with one lane traffic in each direction with the rest of Brighton Blvd. fully operational in time for the stock show.

A lot of work has been done over the past couple years in preparation for horizontal construction and NWCO is excited that the stock show is only 43 days away. After the stock show horizontal construction will start underway. The stockyards and stockyards in center in early construction will have an active procurement for CMGC on the south side of the event center. There is also an active procurement for design for the equestrian center, with the CMGC going out later this year. In 2019 the design CMGC for the livestock center will be completed. After these two buildings, procurement will be finished for phases one and two. These are the largest two buildings that have had so much work put in to get to this point, with a shift from procurement mode into really full-on delivering mode. The fruition of all the work will start to be seen in 2019. Work is continuing on the triangle feature phases with a more thorough update available at the next CAC meeting.

Regarding the 1909 historic building, it's exciting to have it wrapping up at the end of this year or in early 2019. The final meeting is set for just after the stock show in January. In talking about energy, Mr. Dodson invited a couple people to join in presenting.

Laura Grip, project manager with the Jacobs team, is helping to implement energy and advance from all the investigative work and studies in order to make this happen.

Catherine Thorn, with EAS; a consortium with common Saunders whom were selected as the preferred proposer after a competitive process on campus energy. There will be a follow up presentation talking more about EAS' interest in the National Western Center and why they're excited about this project.

There has been a lot of work on a campus energy concept with current progress in the pre-development phase requiring additional validating. There will be a lot of work done with utilities including Xcel with water. One of Laura's key jobs is aligning this with the program, that if the horizontal team begins work in 2019, this needs to fit in with it.

Mr. Dodson mentioned one last thing being there will be work done on a long-term agreement, something that will be worked on closely with Mr. Buchanan and the Authority for what that looks like and what the long-term relationship between Authority and whoever is responsible for the campus with a campus energy partner. Mr. Dodson worked with Metro and wanted to share good news on the discussed IPA with Metro that does three things. The first being to relocate the Delgany. The second is it addresses odors coming from Delgany and the third thing is it provides access to the heat so that the EAS team can design an energy system using it. That agreement is being wrapped up and is expected to go to the Metro Waste Water Board in mid-December and then to Council shortly thereafter.

Mr. Buchanan interrupted commenting this is the second time he has heard someone from NWCO presenting on the Delgany interceptor. This is enormous and beside that have gotten someone else to mostly pay for it, it's just awesome work. It's just lines on paper right now but the difference between what will be because of this and what this would have been. Those pipes

would have completely interrupted the ability to actually, intuitively, and naturally engage with the river. For the neighborhood and this project, as an example of what can be done, it's enormous.

Mr. Dodson added one more thing before handing the mic over to the EAS team being that there is an industry forum on December 12th at the Denver Coliseum beginning at 7:30 a.m. It will be done together with the Elevate Denver, which is the bond team. All the bond projects were approved at the class ballot measure. What will be discussed includes upcoming procurements at the National Western Center as well as the bond team. A lot of the focus will be on connecting trade partners together giving opportunity for subs and primes to get connected. What is being considered is to capture the heat from the delgany and use it as thermal energy for the campus as well as really taking advantage of the 300 days of sunshine to provide solar power. This is something EAS has done before and are excited to have their expertise and their enthusiasm for the National Western Center.

Catherine Thorn shared EAS' equal excitement to be involved in this project. Ms. Thorn further introduced herself detailing her specialty being in community energy planning and her role in leading the team to develop the best solution for the campus energy systems.

Leslie Faynman, with Saunders Construction; the S in EAS, introduced herself. Ms. Faynman shared her excitement to be a part of the project as well detailed what will be discussed in being what the initial steps will be through the PDA phase. Ms. Thorn will run through the team structures to give an understanding of all the players involved. Next will be a run-through of some of the technology and what is trying to be done with Laura and her team. Lastly Ms. Faynman will be touching on the community piece and how EAS wants to work with the CAC in envisioning the work to be done moving forward.

Ms. Thorn shared that she works on leading energy systems around North America, this specific project and the amount of good it can do for the community, this will be a project that can be looked back on as something that led the way now and continues to be built to evolve over time and continue to lead.

Regarding what EAS actually is, it stands for En-Wave, AE-Comm, and Saunders. This team was brought together to include specialty expertise in each of the different areas where this project is unique. At the equity level is both En-Wave and Saunders with En-Wave being the largest core competency energy district energy company in North America. En-Wave brings expertise in buildings and operating these systems. Saunders was partnered with and En-Wave is excited to have them in the equity box as well because they are not only one of the best constructors out there but are also very locally focused and an absolute leader in community engagement. Finally, A-Comm brings specialty expertise and the particular type of heat recovery system that's being designed. This is not a common system, it's very leading, and there are only a few firms in the world that can say they've actually worked on the design of these systems with A-Comm being one of those firms. At every level of the project team from equity to the design build there are partnerships with local contractors, Saunders, local designers, along with A-Comm. En-Wave specializes in district energy constantly thinking on how to best optimize these systems. En-Wave operates across North America in about eleven cities and have systems

spanning the gambit of different technologies. What's really special in this project about being able to build something from the ground up is En-Wave can look at the entirety of the project holistically. En-Wave is approaching this from a technical, financial, and environmental triple bottom line approach to develop the best solution in partnership with all stakeholders. As mentioned before a large factor of the excitement in working on this project is the other team members. It's already been seen within the first interactions with the City, Metro, Xcel, and with Denver Water that the right team has been assembled for this project. Everyone is aligned on the effectiveness of this project, what it can do for the community, how it can advance sustainability within Denver, and show leadership to the rest of the world.

Mr. Dodson touched on this earlier that this is a unique system that uses heat from the Delgany. How that works; as an example, when you take a hot shower the water goes down the drain and typically the heat just gets wasted, what EAS will be doing is pulling out the heat with the system and deliver it to the campus. This is an exciting solution because it's using technologies that are leading edge and have a chance to show the way for the future. In addition to the heat recovery system, other technologies will also be introduced. These include solar PV to take advantage of the beautiful weather and sunshine.

Battery storage is also being looked into to help with resiliency, EAS will continue monitoring these options to ensure that the best solution is chosen moving forward into construction. Once the system is constructed, En-Wave will be present to rely on as the operator. This is what En-Wave does every day, with a strong understanding of what it is to run an event center that has to continually perform well with different requirements when big events come in. For such events En-Wave specially staffs up, maintaining the ability to efficiently work with a venue like the National Western Center. The En-Wave operating model approach leverages all the different expertise across the different cities that are operated in along with the different types of systems to ensure the systems not only perform well when first constructed but also have the systems improve over time without getting worse. En-Wave also operated these systems within the communities that have been integrated into.

Ms. Thorn touched on a quick story of how in Houston when hurricane Harvey hit, En-Wave reached out to the community helping financially as well as sending out private operators to help get buildings back up and operating. En-Wave isn't here for just the day, they are present for the next 40-50 years.

Ms. Faynman commented her excitement for the project in that this technology is not done everywhere.

Ms. Faynman is excited to be part of a project and City that takes this to heart. As important as all the technology is, the community is just as important, which the EAS team fully understand. What is being presented is not the full plan, just the outline with four basic pillars on how EAS intends to develop the community plan. The team has started the plan and hopes to have it finished by the next time the CAC meets in order to talk specifics. The first and most important thing to be done is to engage and inform the community on what technology will be used, what will be built, and how it will look. It's very exciting and special to pull this thermal system off of a sanitary sewer line. The next step is establishing community partnerships, with part of that being in participating in events like the CAC but to also engage the community schools and

release educational programs to explain this technology and get kids excited about it. Discussion with CSU is being sought to see how there can be synergies with an ultimate goal of working with partners and engage the whole community. The third thing is social services, EAS is committed financially and with volunteer hours to make sure that the community is engaged especially with groups that environmental impacts, sustainability impacts, homelessness, and food in these local communities and resources. EAS wants to be there to support the community. Saunders is a local firm and always like to invest in the community, En-Wave near perfectly aligns with that goal. The last is workforce development; this has been difficult due to the worker shortage. Saunders has been working with the County of Denver and their workforce development plans and has also done their own workforce development plans trying to get people not only into construction and engage them, but once they're in construction, how do we help them evolve.

Questions and Comments

- John Zapien shared, he is overwhelmed at this point, after waiting so many long years. Mr. Zapien is looking forward to working with EAS especially with the community involvement. Mr. Zapien can see some correlation with a community benefits effort that's being roughed out. Mr. Zapien thought that for now, all should stand pat and get through the holiday season and support Paul and the stock show effort. Come January and February this should get running. Mr. Zapien feels a personal obligation to get as much community input from individuals throughout low Elyria and Swansea, with the help of Liliana and others. There's a lot of work to be done on the most exciting thing to come out way in a lifetime.
- Committee member shared his excitement on what is trying to be put together, being state of the art among everything else; although, still voiced a concern. With this state of the art system that's not being done everywhere; some of this, to a degree, seems to still be in the learning stages. With that being said some concerns that come up regarding the Delgany interceptor that runs down the east, will it cross over to the west? There is no speaking to that at this point in time. This may be a little early but some of us have properties that are located upon the river and are affected by every change that creates a reaction somewhere within the system. Residents have had to suffer through this before. The concern with the new state of the art system that will be set in for the National Western is how it will affect the existing industry, residents, and community. There's been a situation where a lot of things are designed and set in course with the CAC made aware of it after all the decisions have been made. Committee member doesn't think the CAC has had a lot of chance to have input in reference to what takes place. The other thing is how this state of the art system is going to tie into the existing dated system that's already in use. The last thing is regarding talk about how this will benefit the community and specifically which way it will benefit existing industry and costs within the community.
 - Brad Dodson responded talking about Metro and how their line doesn't exist today. Committee member is right in that it is an old system that has been in place for a long time. Some of the motivation in Metro entering into this agreement

with the City on relocating the bearing along Delgany was about how they want the National Western Center to take heat from those pipes. What happens is as the water flows through those pipes at a certain temperature, it goes up to Metro's plant. Once they treat that water, the water is released back into the Platte. In the winter the water that is coming through those pipes is much warmer than the water that exists in the river, by capturing heat from that it actually helps the environment and Metro. It is something that is an environmentally net positive benefit. This is a way to extend the benefits of what's happening beyond Metro's boundaries because heat is being captured that would otherwise be released back. This will help create a better habitat for fish and wildlife that live in and around the South Platte.

- Committee member responded his understanding of how the system works but is questioning how the change in systems is ultimately going to impact the surrounding areas.
- Committee member added if staff is even far enough along to answer that question.
- Ms. Thorn responded that they are just now reaching the pre-development phase which will define the design. The staff is absolutely making sure to take into consideration the impacts on the sewer in the design. It just pulls the heat out, it doesn't change any other parameters about the actual sewage system because the rest of the system is water based to transfer heat through the rest of the community.
- AE, committee member, shared her skittishness about three components with different specialties. Committee member would like an intact accountability. Her first question being what the relationship is between the EAS team around compliance and performance relative to the efficiency of reporting and looping back with the Authority and the partners within the constellation of this. This is a little bit confusing for the committee member; without wanting to make a false comparison, things happen, which is currently being seen with RTD around partners fighting with partners. To be blunt Committee member wants to understand and follow as a constituent that helps people vote for this, where is the point of the spear, how do we know that this cluster of specialties that was formed as a new entity, have the relationship with one another such that we can move forward. The second question is; if memory serves, in the second or third Authority board meeting, Gretchen Hollrah presented a very exciting update about being ahead of the timeline and budget, however there was also a need to keep on pace in a certain way so that the vertical and horizontal would not have to compromise in a way that we would lose our net zero mission. Could the CAC be given something clear about the compliance, performance, and how we can trust you to get us to that net-zero.
 - Ms. Thorn responded that the structure of EAS has a single point of accountability at the equity level. At the level that contract with the Authority which is En-Wave and Saunders, majority being En-Wave, there's one single point of accountability contractually. That's how all the requirements flow down to the rest of the parties. In terms of meeting the objectives of the project there are key performance indicators that are still being defined right now. We know some of the general

targets being aimed toward in terms of goals, the specifics and key performance indicators and the mesh of measurement mechanisms are going to be defined in the actual agreement for the long-term operation of the facility. En-Wave will be the operator for the long-term and will be held to the KPI's.

- Ms. Faynman added that the neat thing of having this procurement method is having a pre-development and end-development phase. The reason these are important, having gone through this before, is it gives much more time to spend in discussion with the CAC. As the agreement and KPI's are being developed, EAS is able to come back to the CAC and let everyone know what's happening and receive feedback. Right now EAS doesn't know enough, they know what the goal of net-zero is and are working with different designers and contractors in the city to figure out the finer details. In order to keep everything on pace, this is the right time to have EAS on board. The horizontal and vertical will all be able to be developed together. This team understands they are one piece of the puzzle in this great project. We don't have all the answers but are looking forward to coming back and letting everyone know what progress is being done and how to make it better.
- Committee member added what he thought was an important deal point being what exists with the AAS right now. There is not a final contract yet, rather just an exclusive right to negotiate. Before the deal being discussed is finished, they need to prove it up and cut the deal with the City and Authority to get done. They're working at-risk to accomplish that, obviously they spent significant dollars, time, and energy to win this right to have exclusive negotiation. They still need to prove up their performance, is that a fair statement? This is not a 'trust me, we'll get this done', this is a 'we want the opportunity to prove to you that we can get it done' and they have a lot of work to do to prove that.
- Committee member asked regarding the heat transfer with a delegating line. Will this heat smell?
 - Ms. Thorn responded that it won't. The heat that gets transferred around the community is through water, so it's completely separated by the new exchangers. Where the heat will be extracted there is an odor control system.
- John Zapien shared that he may be over-optimistic but is whole heartily enthused by this effort. By the year 2028-9 when this is completed and working effectively, Mr. Zapien sees no reason why this can't be duplicated on the opposite side of the river at the site of the old sewage plant. There are pipes there that carry sewage; maybe not in the magnitude of the Delgany line, and Mr. Zapien is optimistic that the same thing will be able to happen on the east side of the river. Maybe not to the magnitude as what's being planned but it can be done once it's proven, certainly putting a lot of questions to bed.

- Committee member shared the thoughts of Mickey Zeppelin. As an advisory group we must make clear our missions and values. The situation in the world requires that an organization, such as National Western, be an instrument of change. There are environmental crises that have taken on a new urgency and we have the resources and facilities to make a difference in the world. With the history of the Globeville, Elyria, and Swansea as a place of exploitation of our air, water, land, food, and people we must change the paradigm. We need to assert that one of the leading purposes of our mission is asserting leadership in ways to save the planet and not only the National Western Stock Show. I'm aware of National Western's efforts to make the site environmentally self-sustainable, however, we must go beyond that and assist the City, State, Nation, and world with the creativity and means to reduce the environmental danger to the planet.
 - Mr. Dodson replied that the local mission of this campus really intersects with those concerns.

Phases 1 and 2 – Place-making – Eric Anderson – Designs Standards and Guidelines distribution and comment process

Eric Anderson presented updates on Design Standards and Guidelines. Mr. Anderson brought hard copies of the first public draft, which was received earlier that day. At the next meeting discussion on the document will be had for any questions, comments, or concerns. At the last work session the big team took everyone through how they're organized and the main pieces within the DSG.

Liz Adams added, the document is now posted on the NWC CAC website and an email with the link to the document will be sent early the following morning. A few people emailed Ms. Adams asking for a hard copy and she will make sure they are handed out before the end of the meeting.

Mr. Anderson added regarding the process for the DSG. This will not be the last time this will be looked at. This first draft is to receive general public comment on the DSG. The big team will compile all the comments and update the document where it will then go to the City of Denver. The City of Denver Community Planning and Development will have this go through the planning board by sometime in May or June. This will again be posted as a public document for review within that timeframe.

Phases 1 and 2 – Strategic Design Leadership (SDL – Saddle) – Brad Buchanan and Eric Anderson

Eric Anderson presented updates on the Strategic Design Leadership committee. SDL is the design review committee for all the construction project that will go through the National Western Center and everything that's being built. The committee is comprised of subject matter experts with a wide range of planning and design expertise. SDL advises NWCO and the National Western Authority on design related matters, trying to encourage the mandatory design review. This currently works with all the design review and development services for the City developers. When they approve plans they'll have to make sure this stage has happened and that comments have been addressed. The committee is just five people, including the two co-chairs, of which Brad Buchanan is one of them with Gretchen Hollrah as the other. There is a

representative from Community Planning and Development as well as received committee member recommendations from CSU and the National Western stock show. From those given names three folks were selected including Jason Whitlock from CPD, Mike Russians, campus architect for CSU, and Dan Pranes from SSA. It's a three-step process with the first being design vision and initial site plan. This is to make sure everyone understands what the campus is all about, where their building is located, how the building is serviced, and to understand the design objective for the facility. The second item is the pre-city submittal. Developers will submit roughly 30% of their design to the City prior to the submittal which will then come to SDL for the full document review. The final piece is the final submittal of all the final approved components of the document. Discussion is being had on how to document the final piece so that it's set in stone and can be looked through to see progress history.

Regarding the projects SDL will look into include everything that's being built on the campus. The only thing that is a little different is because the stock maintenance and operations facilities are already designed and will not go through this process. There is an informal process for that building but everything else will follow the three step process.

Questions and Comments

- AE, committee member, asked regarding the flexible use situation. Having a list of the specific areas can be part of discussion the dynamic.
 - Mr. Anderson responded that the good thing about having all separate projects is SDL will be looking at them as a whole. SDL will need to think about flexibility issues that Committee member is talking about. Every single building on the campus will be looked at except the operations building because it's an existing structure. This process will live on and be the design quality keeper of the flame for the National Western Center for ideally 100 years. After this gets built out and people bring in new signage suggestions, it will all be a part of this process. In addition the review that has the real teeth to it is the Design Standards and Guidelines.
 - AE, committee member, asked if everything is dynamic in the interrelatedness of the aesthetics of the buildings and how the whole project and canvas flows.
 - Mr. Anderson responded in the affirmative.
 - AE, committee member, asked if they will be open public meetings.
 - Mr. Anderson responded no they will not be public.
- Committee member shared there is a bad problem on the west side of the river that's contaminating the east side. There was a fire the other day that spewed a lot of toxins into the air. Sixty firefighters were involved with a lot of water being stuck in the river that's been contaminating everything. That needs to be worked on too while working on this other design.
- Committee member asked if there's anywhere along the line in the process if it's possible to post images or renderings of the designs so the public can give the committee some feedback. Committee member understand that the meetings won't be public and understand why due to the need for healthy discussion on design. Although it would be

valuable to SDL to have feedback from the public, is there any way to integrate into the process something like that?

- Mr. Anderson responded that there needs to be discussion on that, it's a good idea. One thing is that of all the designs being done, SDL will try and bring them all in front of the CAC to give committee members an understanding of how everything is going so far. It makes sense that the initial site development plan allows design teams to present their progress to the CAC. At the concept meeting there aren't really any drawing, it's more of important safety tips to give ideas on what to think about and what's missing. The second meeting is where drawings will be submitted which will be roughly around the same time where design teams are making their submittal to the City which will be posted for the public. The idea is not to keep this from the public but to have a very robust discussion and hold a very high bar to ensure there is a world-class design every step of the way.
- John Zapien shared that this is an opportunity of a lifetime. Zoo lights comes to mind, there can be an extraordinary lighting that identifies with the National Western effort. The old armored water tire can be lit up. There's a lot of concern with lighting and is something that can be capitalized on.

CAC Members Present

Carrie Atiyeh (Visit Denver)
AE (Globeville)
Liliana Flores Amaro
Jim Garcia (Clinica Tepayac)
Anne Hayes (Westfield)
Vernon Hill (JJJ Properties_
John Olson (Historic Denver)
Dave Oletski (Globeville)
Slavica Park (Focus Points)
Armando Payan (Globeville)
Jeremy Rowland (Family Environmental)
Juan Veloz (Elyria-Swansea)
John Zapien (Globeville)
Mickey Zeppelin

Staff/Facilitators

Terrance Carroll (Co-Chair)
Liz Adams (CRL Associates)