
NATIONAL WESTERN CENTER



Master Plan Appendices

*Denver, Colorado
March 9, 2015*

NATIONAL WESTERN CENTER



Master Plan Appendix A

*Denver, Colorado
March 9, 2015*

MEMORANDUM OF UNDERSTANDING
National Western Center Master Planning & Due Diligence

This **Memorandum of Understanding** is entered into this 22 day of July, 2013, between and among the City and County of Denver ("City"), the Western Stock Show Association ("WSSA"), Colorado State University ("CSU"), the Denver Museum of Nature and Science ("DMNS"), and History Colorado ("HC"), herein after referred to as the "Parties".

The Parties agree to make their best efforts on a collaborative, non-binding basis to jointly plan the redevelopment of the City's and WSSA's properties at I-70 and Brighton Blvd. as the National Western Center, hereinafter referred to as the "NWC". The Parties envision the NWC as a year-round destination, strategically aligning education, economic development and tourism & entertainment uses in one location to celebrate and honor our Western heritage. All Parties to cooperate in NWC planning and redevelopment efforts in collaboration with the City's North Denver Cornerstone Collaborative (the "NDCC") with an expectation that the Parties will eventually agree to a jointly sponsored implementation and financing strategy to develop the NWC.

In order to realize the full potential of the NWC, the Parties hereby agree as follows:

WHEREAS, the WSSA has existed for over a hundred years as a 501(c)3 charitable organization operating for the purposes of educating the general public regarding agriculture and related activities; promoting youth education and involvement in agriculture and the livestock industry, and providing a forum for an exchange of ideas by individuals in the agricultural industry; and

WHEREAS, the WSSA owns land in the northwest quadrant of I-70 and Brighton Blvd. and is committed to remaining at this location subject to a redevelopment strategy that preserves and/or redevelops venues suitable for the continued and enhanced operation of the WSSA's activities and programs; and

WHEREAS, the WSSA has created a Task Force of community leaders to determine the future of the Stock Show and this Task force has proposed a vision for the new NWC; and

WHEREAS, the Task Force has proposed the NWC to host programs, activities, and venues that celebrate the heritage and future of the American West on a year-round basis. The NWC will be designed to promote the continuation of the Stock Show as well as new programs and facilities that advance education, tourism, equestrian events, and economic development to support the well-being of agriculture, ranching, natural resources, and the Western heritage of Denver, Colorado and the West; and

WHEREAS, the WSSA, the City (through Arts and Venues) and VISIT Denver have agreed to fund a Venue Feasibility Study and have selected Strategic Advisory Group (SAG) to complete the study by the end of September, 2013; and

WHEREAS, Mayor Hancock and the City has created the NDCC to oversee, strategically coordinate, and implement six key projects in the region, which includes the redevelopment of the National Western Complex and Denver Coliseum to help sustain the NWSS, ensure smart improvements to I-70 between Colorado and Brighton Blvd that helps reconnect the Globeville, Elyria and Swansea neighborhoods, integrate light rail and commuter rail stations to increase mobility and access, redevelops Brighton Blvd as a dynamic new gateway into Downtown, continues the City's investment in reclaiming the South Platte River and fosters the redevelopment of the Globeville, Elyria and Swansea neighborhoods through an aligned community planning process; and

WHEREAS, the City owns land in the southwest quadrant of I-70 and Brighton Blvd. ("Coliseum") and surrounding areas and is committed to strategically master planning city-owned parcels as appropriate with the WSSA to help create the NWC for the benefit of creating a year-round destination for the region and the surrounding neighborhoods as part of the Mayor's broader Corridor of Opportunity vision; and

WHEREAS, the City envisions the NWC as a key aspect of a revitalized "gateway" into and out of downtown Denver; and

WHEREAS, CSU is Colorado's land grant university, having opened its doors in 1879, and has been a partner of the WSSA since its inception. CSU offers education and extension services throughout the State that improve the health of animals, support our agricultural and ranching industries, and promote wise management of our natural resources; and

WHEREAS, CSU is committed to exploring opportunities at the NWC to advance educational, research and veterinary practices that support the mission of CSU and enhance the NWC; and

WHEREAS, the Denver Museum of Nature and Science (DMNS) is an iconic City facility that is dedicated to the education of the public about the natural world; and

WHEREAS, the DMNS envisions the NWC as a location to promote DMNS programs that support the values and enhancement of our natural world; and

WHEREAS, HC is an educational institution and steward of Colorado's history and its associated resources; and

WHEREAS, HC is dedicated to telling Colorado's stories and foresees the NWC as a major site for presenting the history of the Stock Show and the Western culture and heritage it represents;

NOW THEREFORE, the Parties commit to work together to advance the vision, mission and implementation of the NWC by undertaking the following planning and redevelopment efforts:

1. COMMUNITY PLANNING

The Parties agree to cooperate and work with the NDCC to assure that the NWC is supportive of the redevelopment of surrounding infrastructure and the Globeville, Elyria, and Swansea neighborhoods surrounding the NWC, including participation in the Denver City Council's and other public agency's neighborhood planning efforts and CDOT's efforts to reconstruct I-70.

2. VENUE FEASIBILITY STUDY

The Parties agree to support and participate in the Venue Feasibility Study being jointly financed by the WSSA, VISIT Denver, and the City to assure that SAG successfully addresses the venue needs of the City and the vision of the NWC.

3. RTD's NORTH METRO LINE

The Parties agree to work together to finalize the alignment and design of transit elements associated with RTD's plan to run the North Metro Line through the City's and the WSSA's properties and locate a platform, bus station and commuter parking on the WSSA's property.

4. LAND ASSEMBLAGE

The Parties agree to evaluate current land holdings of the WSSA, the City, and other public and private parties to determine opportunities to assemble contiguous properties that support the requirements of the NWC. The Parties also agree to consider acquisition opportunities and to work together to identify financing sources for such acquisitions.

5. MASTER PLANNING and DUE DILENGENCE

The Parties agree to support joint due diligence and site master planning efforts as resources are available to advance the mission and programs envisioned for the NWC.

6. FUNDING

The Parties agree to work together to secure resources from various public, private, and philanthropic sources to advance the master planning and implementation of the NWC as described herein. The WSSA has already committed significant resources to this effort, including investment in the Venue Feasibility Study, preliminary site planning, evaluation of RTD transit planning, and other relevant planning efforts.

7. STAFF RESOURCES

The Parties agree to work together to supplement City, WSSA, CSU, DMNS and HC volunteer and staff contributions with additional staff and volunteer resources as appropriate.

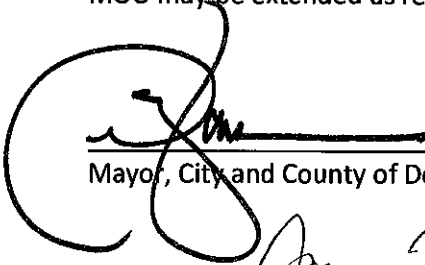
8. NWC PROJECT MANAGEMENT TEAM

The Parties agree to designate representatives to a NWC Project Management Team (PMT) to manage the terms of this Memorandum of Understanding and the planning and redevelopment of the NWC. The PMT may also include representatives of other organizations or stakeholders supportive of the NWC upon the mutual agreement of the Parties.

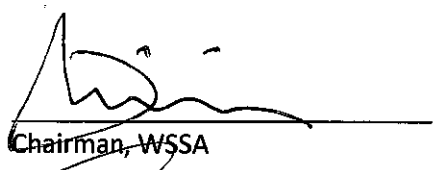
9. IMPLEMENTATION STRATEGY

The Parties agree to develop an implementation plan that includes a vision for property build-out, projected timing for build-out of the site, financing strategies, and a governance/decision-making structure responsible for public outreach, master planning, land acquisition, project finance, design, construction management, and venue management.

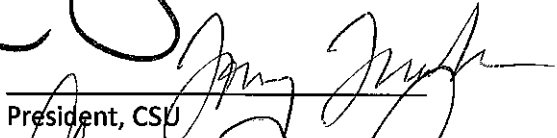
NOW THEREFORE, the Parties hereby agree to the terms outlined above in a joint commitment to substantially advance the vision of the NWC by year-end 2013, which may include, but not be limited to the production of report(s), conceptual plans and/or studies. Additionally, the Parties agree that this MOU may be extended as required by mutual agreement of the Parties.



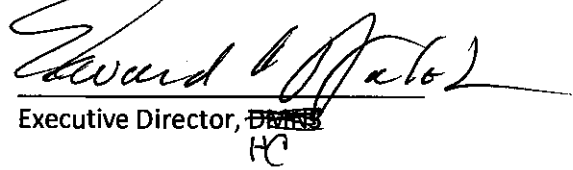
Mayor, City and County of Denver



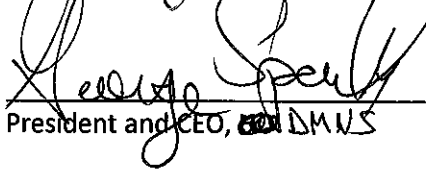
Chairman, WSSA



President, CSU



Executive Director, ~~DMNS~~
HC



President and CEO, ~~DMNS~~

NATIONAL WESTERN CENTER



Master Plan Appendix B

*Denver, Colorado
March 9, 2015*

ROUNDUP RETREAT

SUMMARY AND REPORT
ESTES PARK, COLORADO
APRIL 21-22, 2014





SUMMARY AND REPORT: NATIONAL WESTERN CENTER ROUNDUP RETREAT ESTES PARK, COLORADO APRIL 21-22, 2014

BACKGROUND AND OBJECTIVES

The city of Denver possesses strong equity as the “center of the west,” a commercial hub not only for established forms of agriculture and industry, but also as a crossroads for top educators, innovators, and influencers in the evolving economy. The landscape of Denver reflects both its past and its future – with running railways, vibrant arts complexes, a thriving downtown, resilient river arteries, majestic government buildings, and state-of-the-art sports venues. The area occupied by and surrounding the National Western Stock Show represents a significant redevelopment opportunity for Denver’s growing capacity and reputation as a global gathering place in the American West. Several key partners – namely Colorado State University, History Colorado, the Denver Museum of Nature and Science, the Globeville and Elyria-Swansea Neighborhoods, the National Western Stock Show, and the North Denver Cornerstone Collaborative (an initiative of the Mayor’s Office) – have formed an alliance to explore redevelopment prospects that could serve and augment the work of all of these organizations, while simultaneously building Denver’s global standing as a world-class hub for the Western way of life.

These stakeholders and community members, partnered together under a Memorandum of Understanding, convened in April 2014 to brainstorm potential offerings and programs, explore collaborative opportunities, and reach a common language to reflect the underpinning spirit of the National Western Center.

KEY OUTCOMES

Day One began with a discussion of well loved places to allow participants to begin to see common attributes of places they love, and a presentation from Chris Waugh of One Medical about “Experience Architecture” to inspire big thinking. Chris Waugh’s presentation also inspired a round of brainstorming on ideas for the National Western Center that were framed as “how might we...?” The high level ideas from each of these conversations were captured in the “strategic illustration” in Appendix A.

NWC PROGRAMMING AND DESIGN THEMES

While many ideas and principles were suggested in the brainstorming session, key themes emerged that will drive content, collaborations, and master planning of the NWC site:

- **Engage the River and Nature**

Participants recognized the historic, ecological, and future value of the site’s proximity to the South Platte River and envisioned engagement with the river as a key component of the site experience. They brainstormed potential experiences such as kayaking, fishing, and river-education, as well as rich, inviting green spaces that connected neighborhoods and invited outdoor activity along the river. Similarly, there was broad consensus about the need to celebrate and respect the natural world as an underpinning of the site.

- **Celebrate Western Heritage and Carry It Forward**

All participants felt that it was critical that the site reflect, respect and celebrate the meaning of the Western way of life and its unique influence on culture and commerce. They felt that the site should celebrate the West’s pioneering past, while at the same time pointing visitors toward future examples of how life in the West is evolving.

- **Inspire Health and Wellness**

The region's equity in agriculture, food production, ranching, environmental awareness, and outdoor exploration inspired participants to envision the site as one that inspired a healthy and vibrant way of life. Recreational opportunities and access to healthy food were also envisioned as ways to directly impact the health of surrounding neighborhoods and the Denver metropolitan area.

- **Build Cultural Crossroads**

The multiple arteries running through the site - rail, river and roadway - inspired participants to envision the crossing of cultures, be they local, regional, national or global. They envisioned a major gathering place with porous boundaries, where ideas, art, cultures could be exchanged in this vibrant "hub" of the West.

- **Be Pioneering: Break Trail and Foster Innovation**

Much was said about the west as a place and a populace that embraces innovation, independence and ingenuity, a place where breaking trail is in our founding character and forward-looking spirit.

- **Create Experiences/Fun/Entertainment**

Participants emphasized the need for the site to be interactive and engaging for visitors, for it to offer memorable and enjoyable experiences for those who come, in part to encourage them to return again.

- **Grow Regional Intelligence**

Participants also saw the site as a place to stimulate, educate and cultivate continued learning around issues such as agriculture, land and livestock management, veterinary medicine, ecology, and engineering. The spirit of engaged learning and investing in regional intelligence-while linking this to a global knowledge base-was therefore considered critical to the success of the site.

Participants also engaged in imagining various users of the National Western Center, in order to generate more detail on the ideas for the site. Aspects of this conversation are highlighted, along with other themes, in the strategic illustration in Appendix A.

PARTNER STRATEGIC ALIGNMENT

Each MOU partner and a representative of the neighborhood planning processes also described the strategic direction of their respective organizations, including internal and external forces shaping that direction. This was designed to help identify common goals and natural strategic alignment. The conversation highlighted that every pairing of each organization could bear fruitful activity, and emphasizing that the whole of the MOU partners and neighborhoods working together is significantly greater than the sum of the parts. One participant noted that the goal should be to for visitors to not be able to tell whose "part" of the National Western site they are on because the facility has almost completely integrated uses.

TELLING THE STORY AND CREATING COMMON LANGUAGE

National Western Center Story Arch

Participants were asked to follow a basic story-telling template to capture the essence of the NWC initiative. What follows is an attempt at coalescing these stories into a single, shared narrative.

Once upon a time, beside the rail yard and abutting the river, there was a vibrant cultural and commercial gathering place for pioneers and ranchers, a bedrock group for the Western way of life. **Every year** they gathered, conducted business, entertained the community, and shared ideas. **Then one day** they no longer had the resources they needed to keep celebrating the promise of the West. **Because of that** they reached out and formed an inclusive, collaborative alliance of stakeholders and key partners from the Denver region. **Because of that**, the partners joined forces and envisioned new potential for the site that celebrated their pioneering past and carried western ingenuity into the future. **And in the end** they had a new beginning, a shared vision for a redeveloped National Western Center that was once again a vibrant gathering place for all who wish to celebrate and share in the trail-blazing, land-loving, invigorating spirit of the west.

NWC Shared Language

Participants were also asked to create a four-word statement that summarizes the National Western Center as envisioned. What follows is the resulting final language created by six sub-groups, as well as a “word cloud” that illustrates the weighting of these words:

- NWC Celebrates Western Innovation
- A Global District for Western L.I.F.E. (Local, Innovation, Food, Experiential Learning)
- NWC Celebrates Western Life and Culture
- Promise of the West
- NWC Celebrates Pioneering
- Pioneering Western Heritage with Innovation



Proposed National Western Center Vision Statement

From the exercises conducted, the following is a proposed revised vision statement:

“The National Western Center will celebrate the pioneering spirit and promise of the West through year-round experiential learning, entertainment, and commerce.”

Proposed National Western Center Goals:

Use education, entertainment and economic development to:

- Engage the River and Nature
- Celebrate Western Heritage
- Inspire Health and Wellness
- Build Cultural Crossroads
- Be Pioneering and Foster Innovation
- Create Experiences and Provide Entertainment
- Grow Regional Intelligence

NEXT STEPS

The outcomes highlighted above will be used to help shape the Master Planning process, led by Parsons Brinkerhoff. In addition, in order to begin to build partnerships, increase the project's visibility in the neighborhoods, take advantage of short-term research opportunities, and continue to leverage Roundup Retreat participants' expertise and energy, short-term projects are being pursued as soon as possible.

Short-Term Projects

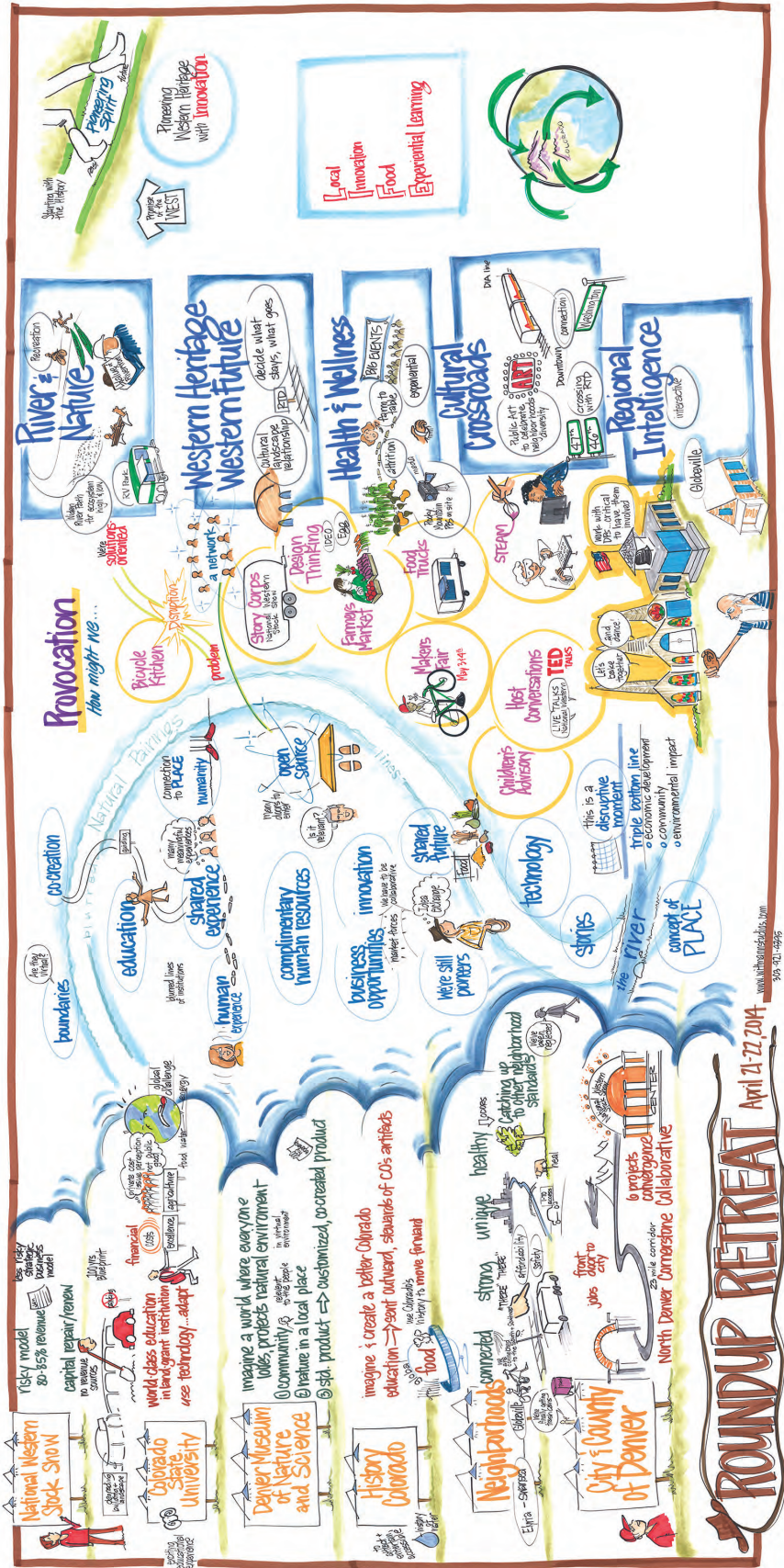
The short-term projects identified by the group will be launched in late spring and continue throughout the summer and beyond, as appropriate. Each short-term project has a small team to manage it, and will report regularly to the Project Management Team at its bi-weekly meetings.

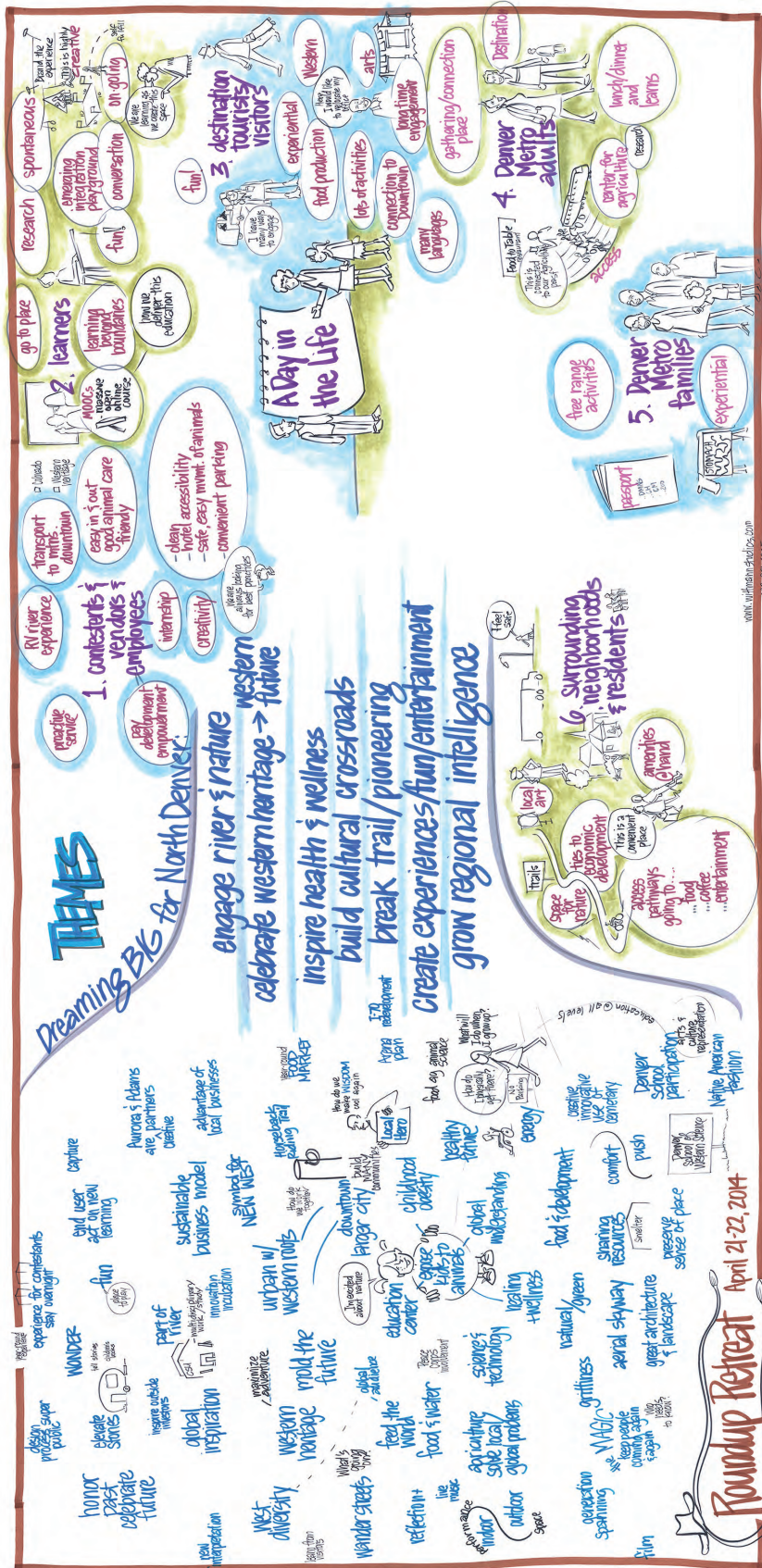
- Pop-Up Learning
- River Now (education and parks)
- Children's Advisory Council (STEAM)
- Neighborhood Talent and Events
- Hosting TEDx-style Conversations
- International Lessons and Best Practices

Integration into the Master Planning Process

The program plan for the Master Plan will need to reflect the outcomes of the Roundup Retreat. Although partners are meeting in smaller groups with the Master Planning team, one of the primary outcomes of the retreat was a clear vision and shared language that should guide a highly integrated program plan. It is hoped that this report will also serve as a touch-point and reference, allowing participants in the Master Planning process to continually ensure that the Plan reflects the shared vision of the MOU partners and neighborhoods.

The Master Planning process began the week following the Roundup Retreat, and will continue through the year, with a draft plan presented to Denver City Council by the end of 2014.





NATIONAL WESTERN CENTER



Master Plan Appendix C

*Denver, Colorado
March 9, 2015*

NATIONAL WESTERN CENTER

Integrated Facilities Program Summary

December 11, 2014

Appendix C

Zone	Category	Title	Description	Bldg SF	Public Space Acreage ¹
Arena					
	Buildings	Multi-Purpose Arena	10,000 seats, 40 suites	295,700 sf	
	Public Spaces	Arena Square			2.3 acres
Trade Show/Expo Hall					
	Buildings	Trade Show/Exposition Hall	350,000 nsf of presentation area Cafeteria Ballroom 10 Breakout Rooms on 2nd Level	460,000 sf	
	Public Spaces	Elyria Plaza	NW Corner of 47th & Brighton Blvd		2.3 acres
		NWC Station Plaza	Adjacent to RTD Commuter Rail Station		3.5 acres
	Parking	Structured	900 cars on 1 level below Expo Hall	270,000 sf	
Colorado Commons					
	Buildings	1909 Building	Historic Renovation Added Mezzanine level	106,000 sf	
		CSU Building	Offices, labs, classroom, event spaces & Barn	155,735 sf	
	Public Spaces	Colorado Commons Plaza			5.0 acres
		CSU Demonstration Gardens			1.8 acres
	Parking	Structured	3-level garage attached to CSU Building	162,000 sf	
Livestock/Equestrian					
	Buildings	Livestock Center	Livestock Stadium Arena (5,000 seats) Livestock Hall Livestock Hall Auction Arena (700 seats)	376,790 sf	
		Equestrian Center	Equestrian Events Center (4,500 seats) Horse Barn (1,000 stalls) Equestrian Arena (500 seats) Indoor Practice Arenas (2) Covered Outdoor Exercise Arenas (2) CSU Equine Sports Medicine Facility CCD Police Equestrian Unit (8 horses)	582,664 sf	
		Stock Yards Center	Stock Yards Show Arena (1,000 seats) Stock Yards Auction Arena (1,000 seats)	35,100 sf	
		Livestock Pens	Wash Rack Buildings (2) Stock Yards Events Pavilion (portable)	7,680 sf	
	Public Spaces	Livestock Center Plaza			3.8 acres
		Lower Plaza	Connection to Stock Yards, under tracks		0.5 acres
		Equestrian Center Plaza			2.6 acres
River Edge					
	Buildings	River Research Center	CSU education facility	15,000 sf	
	Public Spaces	River Edge Park	South Platte River Frontage		12.4 acres

NATIONAL WESTERN CENTER



Master Plan Appendix D

*Denver, Colorado
March 9, 2015*

NWC Sustainability and Regeneration Framework and Goals

Engage the River and Nature					
<i>Guidelines</i>					
Recognizes the historic, ecological, and economic value of the site's proximity to the South Platte River as a key component of the National Western Center experience Celebrates and respects the natural world by promoting the restoration of the River's ecosystem, water quality and animal habitat Builds on current successes and recreational activity along the River, establishing a river-focused urban environment that is healthy, habitable and connected Enhances the safety of the River corridor and the surrounding region, serving as an integral connector of the adjacent neighborhoods Serves as one of several new gateways into and out of downtown Denver					
Engage the River and Nature	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
ERN 1: Create safe, intentional connections to the river and natural areas	<ul style="list-style-type: none"> ◆Percentage of area dedicated to green space ◆Number of connections to River 	Building District Programming	Immediate Ongoing	See below	See below
ERN 1.1: Provide diverse yet focused visual and physical access to nature and the River	<ul style="list-style-type: none"> ◆Number and type of connections to River 	Building District	Design Construction	<ul style="list-style-type: none"> ◆Leverage existing infrastructure ◆Use Water Resources Center ◆Create Boardwalks ◆Stairs to river 	Steps: Create NWC River Master Plan Partners: Greenway Foundation, CSU Water Center, The Water Connection
ERN 1.2: Create series of green spaces on site that connect to one another and to nearby greenspaces, trails, parks	<ul style="list-style-type: none"> ◆Number of connections per greenspace ◆Confirmation of connection to spaces outside NWC 	District Neighborhood	Design Construction	<ul style="list-style-type: none"> ◆Use trails and vegetated corridors to link greenspaces 	Steps: Create NWC River Master Plan Partners: Parks and Recreation
ERN 2: Use nationally or internationally recognized rating system for landscape design and maintenance, favor the use of native plants, and integrate with water use goals (EER 3).	<ul style="list-style-type: none"> ◆Sustainable Sites or similar system metrics 	Building District	Design Construction	<ul style="list-style-type: none"> ◆Restrict non-native plants to small percentage (or 0%) ◆Xeriscape ◆Provide variety of landscape experiences 	Steps: Research rating systems and determine appropriate system or benchmarks Partners: Public Works, Parks and Recreation, CSU Landscape Architecture

NWC Sustainability and Regeneration Framework and Goals

Engage the River and Nature	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>ERN 3: Replace or integrate physical infrastructure with natural systems and/or incorporate functional biomimicry and biophilic design principles wherever possible</p>	<ul style="list-style-type: none"> ◆Infrastructure plans must address alternatives 	<p>Building District</p>	<p>Design Construction Programming</p>	<ul style="list-style-type: none"> ◆Green infrastructure ◆Integrate natural systems from surrounding areas ◆Use ecosystem services as part of life-cycle costing during design 	<p><u>Steps:</u> Assign ecosystem services, establish design criteria, research comparable projects <u>Partners:</u> The Water Connection, Public Works, CSU Institute for the Built Environment</p>
<p>ERN 3.1: Treat stormwater onsite, using various methods throughout the site, to create net zero or net positive impact on stormwater quality and quantity entering the South Platte River</p>	<ul style="list-style-type: none"> ◆City and state water quality standards ◆MS4 permit requirements ◆Percent pervious surface 	<p>Building District</p>	<p>Design Construction Programming</p>	<ul style="list-style-type: none"> ◆Maximize pervious surface ◆Create stormwater treatment and infiltration measures throughout site ◆Increase tree canopy 	<p><u>Steps:</u> Create stormwater master plan <u>Partners:</u> Public Works, Greenway Foundation, The Water Connection, CSU Institute for the Built Environment</p>
<p>ERN 4: Provide education and outreach on site related to the Platte River and its watershed and include educational components in water quality features, wastewater treatment, and water conservation measures</p>	<ul style="list-style-type: none"> ◆User survey results 	<p>Building District Programming</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆Informational kiosks w/Interactive displays in Water Resources Center ◆Partnership with environmental education programs 	<p><u>Steps:</u> Create educational program plan <u>Partners:</u> Greenway Foundation SPREE Program, Environmental Learning for Kids, The Water Connection</p>
<p>ERN 5: Consider impacts to the Platte River watershed during all stages of decision making (design, construction, operations, etc.) to support the river containing swimmable, fishable water</p>	<ul style="list-style-type: none"> ◆City and state water quality standards 	<p>Building District</p>	<p>Design Construction</p>	<ul style="list-style-type: none"> ◆Construction management plans ◆Sedimentation control ◆Stormwater treatment 	<p><u>Steps:</u> Compile strategies from other cities and watersheds, establish water quality monitoring strategy and goals <u>Partners:</u> Public Works, CSU Water Center and Construction Management Program, The Water Connection</p>
<p>ERN 6: Habitats along the River meet key diversity and health indicators and provide appropriate biological corridors linking to other habitats in surrounding areas</p>	<ul style="list-style-type: none"> ◆Percent and diversity of native species ◆Removal of invasive species 	<p>District</p>	<p>Design Construction</p>	<ul style="list-style-type: none"> ◆Invasive species removal ◆Bank modification ◆Species and/or biodiversity management plans 	<p><u>Steps:</u> Create NWC River Master Plan, create baseline evaluations and goals for River health <u>Partners:</u> CSU Water Center, Greenway Foundation, Warner College of Natural Resources, The Water Connection</p>

NWC Sustainability and Regeneration Framework and Goals

Inspire Health and Wellness					
<i>Guidelines</i>					
The site and the surrounding neighborhoods inspire a healthy and vibrant way of life locally, regionally and nationally through a demonstrated mix of housing, parks and open space, jobs and range of services, all of which consider active design principles.					
Promotes recreational opportunities, multi-model connections, and access to healthy food for all populations.					
Inspire Health and Wellness	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
IHW 1: Promote healthy food options, food security, and locally sourced foods	See below	Building District Neighborhood Programming	Programming (Short- and Long-term)	See below	See below
IHW 1.1: Increase availability of healthy, affordable, culturally appropriate food sources, ideally year-round, either on site or in partnership with surrounding businesses and organizations	<ul style="list-style-type: none"> ◆Number of markets and community gardens onsite or in surrounding areas ◆Number of community gardens ◆Proximity of markets to populated areas 	Building District Programming	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆Mitigate contamination to allow cultivation onsite ◆Work with community to create NWC market 	<p><u>Steps:</u> Create food strategic plan for NWC</p> <p><u>Partners:</u> CSU College of Health and Human Sciences, Colorado Fresh Food Finance Fund (CHFA), The GrowHaus, Denver Fresh, Denver OED</p>
IHW 1.2: Support evidence-based models that increase food security for community members, either onsite or in partnership with surrounding businesses and organizations	<ul style="list-style-type: none"> ◆Number of markets onsite accepting SNAP benefits ◆USDA Standards of Food Insecurity 	Neighborhood Programming	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆Set up dual pricing or sliding scale, implement SNAP ◆Provide SNAP trainings for seasonal markets, local retailers 	<p><u>Steps:</u> Create food strategic plan for NWC</p> <p><u>Partners:</u> CSU College of Health and Human Sciences, Colorado Fresh Food Finance Fund (CHFA), The GrowHaus, Denver Fresh, Denver OED</p>
IHW 1.3: Promote year-round availability of locally sourced foods, either onsite or in partnership with surrounding businesses and organizations	<ul style="list-style-type: none"> ◆Volume or weight of available food ◆Origin of foods ◆Number of partnerships 	Neighborhood Programming	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆ Seasonal mapping of food sources in the area by type ◆Identify sources of fresh and prepared food, including community businesses 	<p><u>Steps:</u> Create food strategic plan for NWC</p> <p><u>Partners:</u> CSU College of Health and Human Sciences, Colorado Fresh Food Finance Fund (CHFA), The GrowHaus, Denver Fresh, Denver OED</p>

NWC Sustainability and Regeneration Framework and Goals

Inspire Health and Wellness	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
IHW 2: Promote active transportation, active lifestyles, and access to nature for all site users to increase physical activity, promote mental wellbeing	<ul style="list-style-type: none"> ◆Health indicators identified in GES HIA, other fitness metrics ◆User survey results 	Building District Neighborhood	Programming (Short- and Long-term)	See below	See below
IHW 2.1: Provide multi-modal transportation connections, particularly to major transit stops, neighborhoods, employment centers, parks, and other destinations	<ul style="list-style-type: none"> ◆Linear feet of bicycle lanes ◆Linear feet of sidewalks ◆Number of bus stops with amenities such as benches, lighting, etc. 	Building District Neighborhood	Design Construction	<ul style="list-style-type: none"> ◆Provide bus stop amenities to promote bus ridership. ◆Provide bike lockers at transit stops and centers of employment. ◆Provide bike racks 	<u>Steps:</u> Create bike/ped/transit maps and identify and fill gaps <u>Partners:</u> RTD, WalkDenver, BikeDenver
IHW 2.2: Design the site for extensive active use (e.g., biking, recreation, walking)	<ul style="list-style-type: none"> ◆Number of annual users of park and recreational amenities ◆Number of site users who walk or bike to/from site ◆Number of open stairwells in buildings 	Building District Neighborhood	Design	<ul style="list-style-type: none"> ◆Use wayfinding signs to increase walkability ◆Provide bike racks at parks, all venues. ◆Design buildings for activity ◆Ensure bike/ped route safety (real, perceived) 	<u>Steps:</u> Create design guidelines for buildings and outdoor spaces <u>Partners:</u> ULI Healthy Places Committee, CO Health Foundation, Center for Active Living, CSU College of Health and Human Sciences
IHW 2.3: Improve connectivity to natural areas and places of respite, including the South Platte River	<ul style="list-style-type: none"> ◆Number of new connections to natural areas 	Building District Neighborhood	Design	<ul style="list-style-type: none"> ◆Create strategic connections between neighborhoods and the River, natural areas ◆Provide amenities for pedestrian comfort ◆Plant trees ◆Design the site to provide variety of respite areas 	<u>Steps:</u> Create NWC River Master Plan, create map of connectivity between on and offsite destinations and natural areas <u>Partners:</u> BikeDenver, WalkDenver, Greenway Foundation, Trust for Public Land

NWC Sustainability and Regeneration Framework and Goals

Inspire Health and Wellness	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
IHW 3: Design buildings to nationally or internationally recognize standards for physical and mental health of occupants	<ul style="list-style-type: none"> ◆LEED Health Credits ◆Living Building Health ◆Delos Metrics 	Building	Design Construction	<ul style="list-style-type: none"> ◆Use certified low emissions materials ◆Set goals for daylighting, occupant control for each building ◆Set appropriate ventilation levels ◆Consider workplace flow, noise 	<p><u>Steps:</u> Create design guidelines</p> <p><u>Partners:</u> Delos, ULI Healthy Places Committee, CSU College of Health and Human Sciences, CSU Institute for the Built Environment</p>
IHW 4: Establish and meet or exceed quality of life indicators (odor, noise, light pollution, traffic, etc.) for visitors and neighbors	<ul style="list-style-type: none"> ◆FHA/DOT Noise Standards ◆Backlight Uplight Glare (BUG) Standards (IES TM-15-11, Add A) ◆LEED ◆IESTMA Standard RP 33 	Building District Neighborhood	Design Construction	<ul style="list-style-type: none"> ◆Consider strategies identified in GES HIA Assessment ◆Install appropriate BUG rated lighting ◆Reroute truck traffic as appropriate/feasible ◆Install ventilation systems that reduce indoor/outdoor odor 	<p><u>Steps:</u> Establish specific indicators and benchmarks for quality of life categories</p> <p><u>Partners:</u> Groundwork Denver, UCAN, NDCC Projects Office, DEH</p>
IHW 5: Reduce and/or mitigate heat island effect to reduce its impact on health, energy use, etc.	<ul style="list-style-type: none"> ◆Onsite temperature ◆SRI for Materials ◆Hardscape percentage ◆Site albedo 	Building District	Design Construction	<ul style="list-style-type: none"> ◆Use high SRI materials for roofs, pavement, other surfaces ◆Increase tree canopy ◆Reduce air conditioning need 	<p><u>Steps:</u> Establish design guidelines for SRI, albedo, percent natural areas, tree canopy</p> <p><u>Partners:</u> Urban Climate Lab at Georgia Tech, CSU Institute for the Built Environment</p>

NWC Sustainability and Regeneration Framework and Goals

Embrace an Ethic of Regeneration					
<i>Guidelines</i>					
Celebrates interdependence of natural, social and economic systems					
Restores regional healthy habits and ecosystems					
Uses building remodeling and new construction to improve the site and regional environmental quality, while creating healthy work spaces.					
Creates measurable positive social, economic, and environmental impacts on the community and the region					
Embrace an Ethic of Regeneration	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
EER 1: Integrate high performance sustainable design and operations in all buildings	See below	Building	Design Construction Operations	See below	See below
EER 1.1: Design all buildings to meet a nationally or internationally recognized rating system's (e.g., LEED) "Gold" level or higher, or current City and partner requirements, and design for efficient adaptive reuse over time	<ul style="list-style-type: none"> ◆ Living Building, LEED, etc. system metrics ◆ Waste reduction during renovations (compare to traditional) 	Building	Design Construction Operations	<ul style="list-style-type: none"> ◆ Consider materials, energy efficiency, water efficiency, etc. in building design to also meet Goal EER 3 ◆ Modular structural elements ◆ Simple finishes to reduce renovation waste 	<p><u>Steps:</u> Determine rating system for initial phases</p> <p><u>Partners:</u> CSU Institute for the Built Environment, NWC Sustainability Task Force, USGBC CO</p>
EER 1.2: Train all staff working in buildings and/or on grounds in behaviors that maximize the efficacy of sustainable design and will be accountable for seeing that such behaviors are practiced	<ul style="list-style-type: none"> ◆ ISO Operations and Management Standards (14001) ◆ Staff Performance Metrics 	Building	Operations	<ul style="list-style-type: none"> ◆ Continuous staff training modules ◆ Include performance metrics into job descriptions and performance review 	<p><u>Steps:</u> Begin training existing NWSS Complex staff, meet with concessionaires and vendors</p> <p><u>Partners:</u> NWSS, vendors, CSU Institute for the Built Environment</p>
EER 1.3: Guide visitors, through appropriate defaults and instructions, in behaviors on site that maximize the efficacy of sustainable design and to similar behaviors they can practice at home and at work	<ul style="list-style-type: none"> ◆ Visitor Evaluations and Surveys 	Building	Design Operations	<ul style="list-style-type: none"> ◆ Intelligent signage ◆ Continuous evaluation 	<p><u>Steps:</u> Begin designing educational components for existing NWSS</p> <p><u>Partners:</u> CSU College of Health and Human Sciences, CSU Institute for the Built Environment, Denver Museum of Nature & Science</p>

NWC Sustainability and Regeneration Framework and Goals

Embrace an Ethic of Regeneration	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
EER 2: Design and operate facilities to maximize efficiency of facilities and resources per user	<ul style="list-style-type: none"> ◆Occupancy Levels ◆Energy, Water Use per User/Time 	District	Operations	<ul style="list-style-type: none"> ◆Maximize occupancy and facility use ◆Create zones that can be shut down completely when not in use 	<p><u>Steps:</u> Identify existing underused space and appropriate potential use (community, etc.) at NWSS</p> <p><u>Partners:</u> NWSS, UCAN, Groundwork Denver, GrowHaus</p>
EER 3: Create "net zero" or "closed loop" systems for energy, waste, and water	See below	District	Design Construction Operations	See below	See below
EER 3.1: Create a "net zero" energy district, prioritizing technical and behavioral strategies to increase efficiency and using on-site renewable energy sources (by 5 years after full build-out)	<ul style="list-style-type: none"> ◆Percentage of energy produced onsite ◆Energy metering 	District	Design Construction Operations	<ul style="list-style-type: none"> ◆District and/or building level controls ◆Energy efficient buildings and finishes ◆Solar PV, hot water ◆Combined heat/power ◆Wind turbines ◆Waste-to-energy ◆Heat capture off sewer ◆Groundsource heat 	<p><u>Steps:</u> Evaluate site for feasibility of various energy sources, establish efficiency benchmarks and design guidelines</p> <p><u>Partners:</u> NREL, CSU Institute for the Built Environment, CSU College of Engineering, Xcel Energy, renewable infrastructure providers (e.g., PV, wind, etc.)</p>
EER 3.2: Create a "net zero" or "closed loop" district for waste streams and apply relevant techniques and training during operations (by 5 years after full build-out)	<ul style="list-style-type: none"> ◆Weight/volume of waste diverted 	District	Design Construction Operations	<ul style="list-style-type: none"> ◆Biogas digester ◆Waste-to-energy ◆Composting ◆Recycling, reuse ◆Sustainable purchasing ◆Train users on waste reduction 	<p><u>Steps:</u> Create initial waste balance and estimate future waste streams, investigate waste-to-energy feasibility, implement composting for food waste</p> <p><u>Partners:</u> Denver Zoo, NWSS vendors/concessionaires, Waste Management, CCD Recycling</p>
EER 3.3: Create a "net zero" district for water use, use zero potable water for landscaping, and apply relevant techniques and training during operations (by 5 years after full build-out).	<ul style="list-style-type: none"> ◆Potable water use/site user ◆Amount used compared to traditional design ◆Non-potable water use/sq ft exterior space 	District	Design Construction Operations	<ul style="list-style-type: none"> ◆Apply relevant technologies and training to use non-potable water for landscaping and other acceptable uses ◆Install water efficient fixtures and train users on water conservation techniques 	<p><u>Steps:</u> Water balance study to determine baseline rainfall, ground water use to frame water use goals</p> <p><u>Partners:</u> CSU College of Engineering, CSU Institute for the Built Environment</p>

NWC Sustainability and Regeneration Framework and Goals

Embrace an Ethic of Regeneration	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>EER 4: Divert at least 90% of allowable waste from landfill during all site manipulation and demolition processes</p>	<ul style="list-style-type: none"> ◆Weight or volume of diverted waste 	<p>Building District</p>	<p>All Construction Phases</p>	<ul style="list-style-type: none"> ◆Recycling ◆Reuse 	<p><u>Steps:</u> Create construction management plan, identify materials in existing buildings <u>Partners:</u> CSU Construction Management, CCD Waste Management and Recycling</p>
<p>EER 5: Maintain or reduce greenhouse gas emissions (GHG) levels, including transportation, at or below 2016 GHG emissions and strive for continuous reduction over time, aiming for alignment with City and County GHG and climate goals</p>	<ul style="list-style-type: none"> ◆Greenhouse gas emissions from buildings, transportation, operations ◆Amount of carbon sequestered 	<p>Building District</p>	<p>Design Construction Operations</p>	<ul style="list-style-type: none"> ◆Energy efficiency and renewable energy production ◆Creating carbon sinks onsite ◆Purchasing offsets for transportation emissions ◆Using lower GHG cement 	<p><u>Steps:</u> Determine best GHG tracking system, evaluate attendee transportation modes <u>Partners:</u> NREL, CSU Natural Resource Ecology Lab, CSU College of Engineering, CSU Facilities, CCD Office of Sustainability, Rocky Mountain Institute</p>
<p>EER 6: Explore using a district scale rating system, such as EcoDistricts, LEED-ND (or similar) or following STAR Communities (or similar) metrics</p>	<ul style="list-style-type: none"> ◆Listed in each system 	<p>Building District</p>	<p>Design</p>	<ul style="list-style-type: none"> ◆Work with rating systems to determine which rating system is applicable 	<p><u>Steps:</u> Determine cost and applicability of various rating systems <u>Partners:</u> CSU Institute for the Built Environment, USGBC CO, Living Building, EcoDistricts, DEH/CCD Office of Sustainability</p>

NWC Sustainability and Regeneration Framework and Goals

Community and Neighborhood Integration					
<i>Guidelines</i>					
Creates a welcoming and open “campus” to the adjacent communities					
Provides critical multi-modal connections and access points to the adjacent communities to engage the river, access transit and promote a healthy lifestyle					
Establishes a positive community benefit					
Community and Neighborhood Integration	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
CNI 1: Create porous district boundaries and physical, spatial, and psychological connections	See below	Building District Neighborhood	Design Construction	See below	See below
CNI 1.1: Ensure access for neighbors and visitors to public transportation stops, NWC venues and amenities, and increase connectivity and mobility overall	<ul style="list-style-type: none"> ◆Walkscore ◆Traffic studies ◆User surveys to determine neighborhood use of facilities ◆NWC visitor use of neighborhood amenities ◆Number of new connecting thoroughways 	District	Design Construction	<ul style="list-style-type: none"> ◆Provide new vehicular and bike/ped connections through the NWC site, both north/south and east/west ◆Marketing/outreach campaign to get users on and through site 	<p><u>Steps:</u> Create mobility plan to ensure access to amenities, work over time to market NWC services in GES and beyond</p> <p><u>Partners:</u> UCAN Metro Denver, WalkDenver, BikeDenver, NDCC Projects Office</p>
CNI 1.2: Blend the boundary between site and surrounding neighborhoods while allowing for efficient event operations and ticketing	<ul style="list-style-type: none"> ◆Scale of structures at edges of NWC ◆Number of design elements pulled into neighborhoods and vice versa 	Building District	Design Construction	<ul style="list-style-type: none"> ◆Ensure neighborhood-friendly and appropriately scaled uses at site boundaries (e.g. building footprints, massing, block faces, street level amenities, and setbacks) ◆Integrate space types and uses ◆Echo architectural features on and offsite 	<p><u>Steps:</u> Engage GES neighborhoods and NWCAC in design guideline creation, identifying themes and locations for direct connection to neighborhoods</p> <p><u>Partners:</u> NWCAC, UCAN, E-S United, ESG Business Association, designers</p>
CNI 1.3: Design site to a human scale for optimal user experience	<ul style="list-style-type: none"> ◆Size of public facing facades 	Building	Design Construction	<ul style="list-style-type: none"> ◆Provide range of sizes of structures and open spaces to provide interest and comfort 	<p><u>Steps:</u> Classify structures and open spaces by size, begin constructing guidelines for development</p> <p><u>Partners:</u> ULI Healthy Places Committee, CU Planning Dept.</p>

NWC Sustainability and Regeneration Framework and Goals

Community and Neighborhood Integration	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>CNI 2: Continue relationship building, communication, and interaction with surrounding communities and Denver metro region, including culturally relevant engagement methods, to address community needs and reduce uncertainty</p>	<ul style="list-style-type: none"> ◆ Engagement Plans and Strategies ◆ Survey results, interviews 	<p>Building District Neighborhood</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆ Continue NWCAC and expand other engagement opportunities ◆ Continue to leverage NDCC projects' planning processes for further engagement ◆ Continue identifying neighborhood groups/organizations for partnership 	<p><u>Steps:</u> Create ongoing strategy in partnership with NWCAC <u>Partners:</u> NWCAC, UCAN Metro Denver, ES United, The GrowHaus, Focus Points, LiveWell</p>
<p>CNI 3: Create programming that supports neighborhood identity, the local economy, job opportunities, and economic development through training, local business incubation, fostering entrepreneurship, local partnerships, etc.</p>	<ul style="list-style-type: none"> ◆ Number of trainings and participants ◆ Number of new businesses fostered at NWC ◆ Number of NWC-Community business partnerships 	<p>Neighborhood City Regional</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆ Survey and document the residential and industrial history of the area ◆ Create business incubation opportunities for local startup businesses 	<p><u>Steps:</u> Draft strategic plan for business incubation and begin relationship building, determine business development interests of community <u>Partners:</u> CSU College of Business, CSU Public History Department, Denver OED, ESG Business Association, Denver Chamber</p>

NWC Sustainability and Regeneration Framework and Goals

Build Cultural Crossroads					
Guidelines					
Educate the public about the historical importance of this site. The NWC site has been shaped by over 10,000 years of human activity and helped create the unique cultures of Denver and Colorado.					
Foster the crossing of cultures locally, regionally, nationally or globally					
Serve as a gathering place where ideas and diverse cultures can be exchanged in this 'hub' of the west					
Celebrate local and regional artistic and creative talent					
Integrate the "arts", in all its various forms, into the site and provides a platform that is inclusive of a broad range of cultural expressions					
Create a unique region of the city that celebrates the past yet focuses on a mutually beneficial shared future through the combination of neighborhood, commercial and cultural experiences					
Build Cultural Crossroads	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
Goals					
BCC 1: Provide physical and programmatic space for cultural and artistic activity, and for innovation to emerge from the crossing of cultures	◆Number of potentially programmed spaces	Building District	Design Construction Programming	See below	See below
BCC 1.1: Highlight current cultural and artistic activities locally, regionally, nationally, globally	◆Characteristics of annual programming ◆Demographics of attendees at various events ◆Media coverage in diverse publications	District	Programming (Short- and Long-term)	◆Create framework for inclusion of arts that has scale, location of origin, other criteria to ensure diversity ◆Create and implement plan for appropriate capture of user information at events/programs ◆Develop programming that provides cross-section of art	<u>Steps:</u> Develop initial strategic plans for bringing in diverse cultural events and programs at current NWSS, establish advisory group <u>Partners:</u> Coors Western Art Association, RiNO District, Art Museums, CO Business Committee for the Arts, Hispanic Chamber of Commerce, Native American Chamber of Commerce
BCC 1.2: Foster new forms of cultural and artistic expression, particularly as these activities relate to the American West	◆Number of novel events, exhibitions, and programs	District	Programming (Short- and Long-term)	◆Develop strategic plans among NWC partners to support arts as part of overall programming ◆Use permanent and temporary public art to showcase Western art in various forms	<u>Steps:</u> Develop initial strategic plans for collaborative programming onsite currently, establish advisory group <u>Partners:</u> Coors Western Art Association, RiNO District, Art Museums, CO Business Committee for the Arts

NWC Sustainability and Regeneration Framework and Goals

Build Cultural Crossroads	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>BCC 2: Create a virtual and physical global cultural destination that fosters the crossing of cultures locally, regionally, nationally or globally</p>	<ul style="list-style-type: none"> ◆ Mix of demographics of users, both in person and virtual ◆ User survey results 	<p>All</p>	<p>Design Construction Programming</p>	<ul style="list-style-type: none"> ◆ Develop an online presence for the NWC that shares information, history, etc. and fosters interaction 	<p><u>Steps:</u> Develop plan for creation of NWC website, develop programming on current site that fosters cultural exchange <u>Partners:</u> CSU External Relations</p>
<p>BCC 2.1: Provide physical and programmatic space for innovation to emerge from the crossing of cultures (e.g., local and large scale businesses, US and overseas companies, etc.)</p>	<ul style="list-style-type: none"> ◆ Mix of demographics of users, both in person and virtual ◆ User survey results 	<p>Building District Neighborhood</p>	<p>Design Construction Programming</p>	<ul style="list-style-type: none"> ◆ Intentionally program events (live and virtual) with diverse audiences that focus on creativity and innovation 	<p><u>Steps:</u> Create strategic plan for innovative cross-cultural programming <u>Partners:</u> Biennial of the Americas, Chambers of Commerce, DDP Start-up Week</p>
<p>BCC 3: Practice inclusiveness and consider multiple cultural viewpoints at all decision-making stages, including design, construction, operations, events, etc.</p>	<ul style="list-style-type: none"> ◆ Characteristics of annual programming ◆ Demographics of attendees at various events ◆ Media coverage in diverse publications 	<p>Building District Neighborhood</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆ Create criteria for decision-making process that ensure inclusivity and cultural sensitivity 	<p><u>Steps:</u> Develop initial criteria for decision-making, establish advisory group <u>Partners:</u> NWCAC, Hispanic Chamber of Commerce, Native American Chamber of Commerce, CO Black Chamber of Commerce, Denver Women's Commission, Groundwork Denver, etc.</p>

NWC Sustainability and Regeneration Framework and Goals

Celebrate Western Heritage	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>CWH 3: Honor the authenticity and origins of the site, preserving architecture and features that have historic and cultural merit, while efficiently reusing them and integrating with new facilities.</p>	<ul style="list-style-type: none"> ◆Percent/number of historic features preserved. ◆Use of preservation incentives. ◆Number of visitors to historic buildings/features. 	<p>Building District</p>	<p>Design Construction</p>	<ul style="list-style-type: none"> ◆Pursue other partnerships and creative opportunities to record and document the history of the site and surrounding neighborhoods. ◆Educate potential developers on the incentives available for existing buildings. (See more in Part 7: Historic Resources) 	<p><u>Steps:</u> Complete a National Register Historic Places District nomination or equivalent level of documentation, complete Historic Structure Assessments for buildings considered for reuse <u>Partners:</u> Professional Historians CSU History Department, Historic Denver, History Colorado</p>
<p>CWH 4: Offer robust educational programming and features that provide a balanced presentation about the natural, geological, agricultural, and cultural history of Colorado and the West</p>	<ul style="list-style-type: none"> ◆User survey results ◆Number and characteristics of programs offered ◆Number and distribution of onsite educational features 	<p>Programming</p>	<p>Long-term Programming</p>	<ul style="list-style-type: none"> ◆Develop and implement an Interpretative Plan 	<p><u>Steps:</u> Initiate interpretive plan process <u>Partners:</u> CSU, DMSN, History Colorado, NWSS, Historic Denver</p>
<p>CWH 5: Honor the historic significance of human/animal relationships and continue to use best-in-class animal treatment and care</p>	<ul style="list-style-type: none"> ◆Humane Society or other standards for treatment 	<p>Programming</p>	<p>Long-term Programming</p>	<ul style="list-style-type: none"> ◆Develop public standards for animal care and treatment ◆Work with Dr. Temple Grandin on design, implementation 	<p><u>Steps:</u> Develop design standards for animal movement, care <u>Partners:</u> Dr. Temple Grandin, CSU Animal Sciences Department</p>

NWC Sustainability and Regeneration Framework and Goals

Celebrate Western Heritage					
<i>Guidelines</i>					
The site reflects, respects, and celebrates the meaning of the Western way of life and its unique influence on culture, competition, and commerce Celebrate the West's pioneering past and desire for continual discovery, while pointing visitors toward the future of how life in the West is evolving Honestly acknowledge aspects of Western history that may not be cause for pride today, while celebrating efforts to redress them Solidifies and sustains the National Western Stock Show (NWSS) as the top stock show and rodeo in the world Creates a world class equestrian facility to attract the highest level of competition in equestrian events Honors the connection between land and people, and how the Western landscape has shaped different generations and cultures Consider incorporating Western heritage in each stage of design and implementation					
Celebrate Western Heritage	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
CWH 1: Ensure that the NWC has world-class, multi-purpose stock show, rodeo, equestrian, and event facilities that support diverse year-round programming and a sustainable business model for the NWSS	<ul style="list-style-type: none"> ◆Percentage of programming that has specific diversity criteria ◆Diversity of media coverage ◆Facility occupancy and number of events ◆NWSS revenue streams 	Building District	Design Construction Programming	<ul style="list-style-type: none"> ◆Establish criteria for events/programs/uses that help diversify programming ◆Create and implement plan for appropriate capture of user information at events/programs 	<u>Steps:</u> Develop strategic and business plan to program new spaces with variety of events and ensure financial success <u>Partners:</u> Bill Pickett Rodeo, Indian National Finals Rodeo
CWH 2: Support and promote culturally sensitive and diverse events and social gathering places that highlight the history and present of the American West	<ul style="list-style-type: none"> ◆Percentage of programming that has specific diversity criteria ◆Number of events spaces, booking rates, types of events 	Building District Programming	Design Long-term Programming	<ul style="list-style-type: none"> ◆Create Western cultural plan for NWC to use events and spaces 	<u>Steps:</u> Identify goals of Western cultural plan for NWC, research potential programs <u>Partners:</u> History CO, Denver Museum of Nature & Science, CSU History Department, Parks and Rec

NWC Sustainability and Regeneration Framework and Goals

Be Pioneering: Break Trail and Foster Innovation

Guidelines

Fosters global linkages to advance cutting edge research and development for products and services in the agricultural industry. This includes, but is not limited to, fields of study in food production and safety, nutritional health, technology, energy efficiency, animal husbandry and public policy.

Embraces innovation, independence and ingenuity

Is a place where "breaking trail" is in our founding charter and represents our forward-looking spirit

Encourages new ideas that serve as catalysts for recurring job creation, neighborhood entrepreneurialism, ongoing public and private capital investment, and a sustainable business model for the National Western Stock Show, new equestrian events, and the National Western Center Partners.

Be Pioneering: Break Trail and Foster Innovation	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
BPFI 1: Advance the state of the art using site and facility design, operations, and events as experimental and educational "Living Labs"	<ul style="list-style-type: none"> ◆Number of educational components designed into systems ◆User surveys on educational effectiveness 	Building District	Design Long-term Programming	<ul style="list-style-type: none"> ◆Design each facility and/or public space with research question driving design criteria ◆Monitor user and staff experiences to evaluate and understand facility use ◆Design monitoring systems into facilities 	<p><u>Steps:</u> Inventory and learn from existing "Living Lab" facilities, identify initial goals for research/application</p> <p><u>Partners:</u> NREL, CSU Institute for the Built Environment, CSU Warner Collage of Natural Resources, UBC, Rocky Mountain Institute</p>
BPFI 2: Foster entrepreneurship and innovation, particularly around food and food systems, water, energy, entertainment, livestock management, etc. through partnerships, research, training, outreach	<ul style="list-style-type: none"> ◆Number of new partnerships ◆Number of new businesses conceived/fostered at NWC 	Building District	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆Create business incubation opportunities for local startup businesses ◆Provide job training, business classes, and mentorship to entrepreneurs 	<p><u>Steps:</u> Identify local entrepreneurs to help shape NWC activities, identify gaps in training for entrepreneurs (esp. in food systems)</p> <p><u>Partners:</u> CSU College of Business, Chambers of Commerce, Startup community</p>
BPFI 3: Showcase relevant innovation at the NWSS event each year	<ul style="list-style-type: none"> ◆Number of talks, booths, events related to innovation in ag/livestock/food/other ◆User surveys on impact 	Building District	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆Convene panels, speakers, Q&A with innovators in field ◆Create innovation awards 	<p><u>Steps:</u> Identify innovators in field, determine plan for showcasing as early at 2016 NWSS</p> <p><u>Partners:</u> NWSS, CSU President's Agricultural Advisory Council, CSU Office of Engagement</p>

NWC Sustainability and Regeneration Framework and Goals

Be Pioneering: Break Trail and Foster Innovation	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>BPFI 4: Use virtual and physical space to host cross-sector and cross-discipline conversations, speaker series, demonstrations, conferences, etc.</p>	<ul style="list-style-type: none"> ◆Number of attendees at interdisciplinary conferences (live, virtual) ◆Number of interdisciplinary discussions annually ◆Partnerships and/or products emerging out of NWC 	<p>Building District</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆Use existing interdisciplinary groups to help convene conversations ◆Design and host interdisciplinary conferences 	<p><u>Steps:</u> Identify controversial conversations or areas lacking interdisciplinary approach as initial conversations to address, potentially at current NWSS <u>Partners:</u> NWSS, CSU Office of Engagement and College of Agricultural Sciences, School of Global Environmental Sustainability, DMNS, History Colorado</p>
<p>BPFI 5: Establish adaptive management processes in operations and maintenance that drive continual improvement, measurement, monitoring and adaptation</p>	<ul style="list-style-type: none"> ◆Revenue and operating costs ◆Resource use (water, energy) ◆Waste volumes and types ◆User satisfaction ◆Employee satisfaction 	<p>Building District</p>	<p>Programming (Short- and Long-term)</p>	<ul style="list-style-type: none"> ◆Design monitoring systems into facilities ◆Create user/employee satisfaction survey protocol ◆Develop systems for evaluation and improvement 	<p><u>Steps:</u> Establish baselines in resource use, efficiency, revenue, user and employee satisfaction <u>Partners:</u> NWSS, CCD, CSU Institute for the Built Environment and College of Health and Human Sciences</p>

NWC Sustainability and Regeneration Framework and Goals

Create Fun and Entertaining Experiences					
<i>Guidelines</i>					
An interactive and engaging site for visitors					
A place that establishes, for young and old visitors alike, memorable and enjoyable experiences that encourage them to return to the NWC					
Provides a broad range of year-round entertainment, competition, and educational programming					
Create Fun and Entertaining Experiences	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
CFE 1: Create programming that emphasizes health (e.g., NWC 5K, farmers market)	◆Number of health-related events	Building District	Programming (Short- and Long-term)	◆Create annual plan for healthy, fun events	<u>Steps:</u> Create initial health-related event at current NWSS Complex (e.g., run or market) <u>Partners:</u> CO Health Foundation, LiveWell GES, The GrowHaus, Focus Points
CFE 2: Ensure design and operations allow for safe interactivity and hands-on learning for all ages	◆Number of learning opportunities throughout site, both formal and informal	Building District	Programming (Short- and Long-term)	◆Create Interpretive Plan that includes structures, infrastructure, River and novel, fun learning experiences that change	<u>Steps:</u> Begin collecting concepts and developing Interpretive Plan <u>Partners:</u> DMNS, CSU, History CO, NWSS, CCD Parks and Rec
CFE 3: Create outdoor activity spaces to provide flexible uses and a variety of experiences related to food, agriculture, livestock, energy, water, etc.	◆Number of potential uses for each public space ◆Occupancy rates of public spaces for events annually	District Programming	Design Programming	◆Design a variety of public spaces that allow for different types of activity (passive, active, etc.) and events (markets, sports, etc.)	<u>Steps:</u> Create inventory of desired public spaces, begin collecting concepts and developing plan for public spaces <u>Partners:</u> DMNS, CSU, History CO, NWSS, CCD Parks and Rec
CFE 4: Integrate local and regional visual and performing art and artists into the site design, programming, and operations	◆Number of locally/regionally sourced public art pieces, programs ◆Participation of local/regional artists in design process, review	Building District Programming	Design Programming	◆Use local/regional arts community as design guideline developers, reviewers ◆Conduct local/regional competitions for arts installations ◆Conduct local/regional design competitions for specific site elements (e.g., sections of walking/biking paths)	<u>Steps:</u> Develop arts engagement plan, establish arts advisory group <u>Partners:</u> CCD Parks and Rec, Coors Western Art, MCA, DAM, NWSS, CSU

NWC Sustainability and Regeneration Framework and Goals

Grow Local, Regional, and Global Intelligence					
<p><i>Guidelines</i></p> <p>Stimulates pre-school through post-secondary experiential education and cultivates new partnerships for life-long learning around the issues of agriculture, food systems, land and livestock management, veterinary medicine, history, ecology, business, the arts, and engineering</p> <p>Creates a spirit of engaged learning by investing in local and regional intelligence, linked to an ever-expanding global knowledge base</p> <p>Serves as a key Corridor of Opportunity gateway, linking downtown Denver and the local neighborhoods from Denver Union Station to Denver International Airport through new multi-modal connections</p>					
Grow Local, Regional, and Global Intelligence	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<i>Goals</i>					
<p>GLRGI 1: Provide programming that complements local and regional education, including (but not limited to) topics of agriculture, food systems, land and livestock management, veterinary medicine, history, ecology, business, the arts, and engineering</p>	<ul style="list-style-type: none"> ◆Number of educational programs ◆Number of educational partner organizations 	Building District	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆Daily demonstrations on animal care at "Urban Farm" ◆Viewing windows into vet facilities ◆Interpretive activities at crop plots ◆Harvest days and nutrition classes ◆Student competitions on NWC art, design, engineering problems 	<p><u>Steps:</u> Identify gaps in local/regional/statewide programming that NWC can fill with experiential learning, etc. to develop strategic plan</p> <p><u>Partners:</u> DPS, CSU School of Education, DMNS, History CO, Urban Farm at Stapleton</p>
<p>GLRGI 2: Work with local and regional schools to provide on- and off-site educational opportunities and pathways for life-long learning for students of all ages</p>	<ul style="list-style-type: none"> ◆Number of NWC programs in schools in CO ◆Number of school programs onsite 	District Neighborhood City Regional	Programming (Short- and Long-term)	<ul style="list-style-type: none"> ◆NWC mobile lessons that can travel to schools ◆Curricula development ◆School visits to site with age-appropriate activities 	<p><u>Steps:</u> Identify gaps in local/regional/statewide programming that NWC can fill as partners with schools, curricula development</p> <p><u>Partners:</u> DPS, CSU School of Education, DMNS, History CO, Urban Farm at Stapleton, CO Montessori Academy</p>

NWC Sustainability and Regeneration Framework and Goals

Grow Local, Regional, and Global Intelligence	Potential Metric(s)	Scale(s)	Timing	Potential Implementation Strategies	Potential Initial Steps and Partners
<p>GLRGI 3: Use infrastructure, natural systems, buildings, animal care, crop production, operations, monitoring, etc. as public, formal, and informal educational opportunities, including (but not limited to) STEM subjects</p>	<ul style="list-style-type: none"> ◆Number of educational components designed into systems ◆User surveys on educational effectiveness 	<p>Building District</p>	<p>Design Construction Operations Programming</p>	<ul style="list-style-type: none"> ◆Real-time energy, water monitors in facilities and on energy generation infrastructure ◆Stormwater management (e.g., bioswales) with interpretive signs ◆Viewing windows into composting, gasification or other waste facilities ◆Health information on actively using site (e.g., you burn X calories walking up stairs) or on crop plots ◆Viewing windows into animal care areas 	<p><u>Steps:</u> Education/interpretive plan for use of site as educational tool <u>Partners:</u> DMNS, History Colorado, CCD Parks and Rec, Greenway Foudation, CSU Warner College of Natural Resources, CSU Institute for the Built Environment, CSU School of Education</p>
<p>GLRGI 4: Create or extend existing programs to support mentorships, training, and internships at the NWC</p>	<ul style="list-style-type: none"> ◆Number of mentor/mentees ◆Number of local/regional interns ◆Number of job training programs 	<p>Building District</p>	<p>Design Construction Operations Programming</p>	<ul style="list-style-type: none"> ◆Internship Program for facility operations, program development, education, animal care, etc. ◆Job training in areas identified by communities as desirable ◆Partnerships with businesses for mentorships, internships (e.g., ag businesses) 	<p><u>Steps:</u> Identify local/regional needs for internships, mentorships, begin developing business relationships as needed, expand existing programs at NWSS <u>Partners:</u> NWSS, CSU College of Business, ESG Business Association, high school programs, DPS</p>
<p>GLRGI 5: Use the NWC platform, both physical and virtual, to convene discussions that inform and improve the state of the art, including (but not limited to) topics of agriculture, food systems, land and livestock management, veterinary medicine, history, ecology, business, the arts, and engineering.</p>	<ul style="list-style-type: none"> ◆Number of attendees at conferences (live, virtual) ◆Number of discussions annually ◆Partnerships emerging out of NWC 	<p>Building District</p>	<p>Design Construction Operations Programming</p>	<ul style="list-style-type: none"> ◆Host conferences at the NWC ◆Host business association meetings ◆Convene virtual discussions ◆Host maker events, hack-a-thons, design charrettes, other creative events to provide concrete outcomes 	<p><u>Steps:</u> Begin creating online presence (see above), assess current events hosted by NWC partners that may be hosted at NWC in the future <u>Partners:</u> CSU, DMNS, History Colorado, CCD, NWSS, Visit Denver</p>

NATIONAL WESTERN CENTER



Master Plan Appendix E

*Denver, Colorado
March 9, 2015*

NEIGHBORHOOD PROGRAMMING SUMMARY

The following site program elements have been identified by the Citizens Advisory Committee and the neighborhoods. This chart shows how these elements have been integrated into the National Western Center Program

IDENTIFIED FACILITIES FROM NEIGHBORHOODS AND NWCAC	Facility and Plan Should Span the River	A Place Like Seattle Pike Place Market – on the S. Platte River	Walkable	Open Access to the Public-Priority	Bring the Inside Out!
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of Overall Site Circulation Plan-Multiple River Crossings	Multiple Options-Yards, Outdoor Trade Show Space, Stadium Arena	Entire Site-All facilities	Open Except During Stock Show and Larger Events	Opportunities Throughout the Entire Site

PUBLIC SPACE	Parks relationship to Nature/Agriculture	Park-Like Atmosphere Across the Entire Community	Outdoor Venues for Entertainment	Inclusive of Parks	River Walk – Connection to River	A Great Public Amenity	A Community Gathering Place	Public Spaces that are Reflective of the Community and are Fun to Spend Time in	Public Spaces that are Reflective of the Community and are Fun to Spend Time in	Outside Venues
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Connections and Access Along the River from Globeville Landing Park to Heron Pond	Series of Streets and Public Spaces that Connect Each Neighborhood to the River	Multiple Options for Outdoor Venues-Stock Pens, Plaza and Open Space for Small Events, Entertainment, Gatherings	Plan to Include Integration of Globeville Landing, Northside, Elyria and Argo Parks, Heron Pond and Heller Open Space	Trail, Bicycle and Pedestrian Access Throughout the Site. Multiple River Crossings for Pedestrians, Bicyclists and Vehicles.	Entire Site	Multiple Locations throughout the Site-plazas, Parks, Green Space, Facilities	Multiple Locations throughout the Site-plazas, Parks, Green Space, Facilities	Multiple Locations Throughout the Site-plazas, Parks, Green Space, Facilities	Multiple Options for Outdoor Venues-Stock Pens, Plazas and Open Space for Small to Large Events, Entertainment, Gatherings, Space Along the River

PUBLIC SPACE continued.....	A place to Walk and Exercise	Surrounding Parks Need to be a Part of the Overall Plan	Tell the Story About the Place Using Historic Landmarks and Use New Facilities to Help the Story Continue	Western History – Indigenous History	Neighborhood Cultural Center	Coliseum/Stadium Arena/Livestock Exchange	Take Advantage of the River Opportunity	River open to the public-not closed off by private development	Protect Uniqueness of Neighborhood-integrate the 'Now' of the Neighborhoods	4-H Programming	Development Around the Transit Station
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Bike, Walk and Trail and Access Throughout the Site	Plan to Include Integration of Globeville Landing, Northside, Elyria and Argo Parks, Heron Pond and Heller Open Space	Multiple Options for Outdoor Venues-Stock Pens, Plaza and Open Space for Small Events, Entertainment, Gatherings	Heritage Center and Throughout the Overall Center-indoor and Outdoor Education about the History of the Neighborhoods and the NWSS	Heritage Center and Throughout the Overall Center-indoor and Outdoor Education about the History of the Neighborhoods and the NWSS.	Reuse Studies of these Facilities as Part of the Planning Process	Plan to Provide Access to Review and River Crossings	Plan to Provide Access to River and River Crossings	Plan to Provide Access to River and River Crossings	Part of Overall NWSS Mission	Development Around the Transit Station

EDUCATION RELATED ACTIVITIES	Facilities for Children that Teach the Relationship Between Water Systems, Animals and the Food We Eat	Tell the Story About the Place Using Historic Landmarks and Use New Facilities to Help the Story Continue	A Place to Educate the Neighborhood about Health and Wellness	Water/Water Management Education for Kids and Adults	EQUESTRIAN ACTIVITIES	Equestrian Education for Young Children	Dedicated Horse Stalls to teach People About Horses/Riding	Mustang Adoption Program	Horse Boarding Facilities	Re-introduce Horses into the Community	Riding Stables /Trails	Horse Rehab Program
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of the Overall Educational Program at NWC	Part of the Overall Master Plan and Vision	Part of the Overall Educational Program at NWC	Part of the Overall Educational Program at NWC	FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of the Overall Educational Program and Equestrian Program at NWC	Part of the Overall Master Plan and Vision	Possible Shared use with Equestrian Center and CSU Equine Program	Possible Shared use with Equestrian Center and CSU Equine Program	Possible Shared use with Equestrian Center and CSU Equine Program	Possible Shared use with Equestrian Center and CSU Equine Program	Possible Shared-use with Equestrian Center and CSU Equine Program

BUSINESS ACTIVITIES	A Place for Commerce-support Local Businesses, Artists, Entrepreneurs	Vendor Space for Markets and Local Goods Sales / Festivals	A Place that Helps to Create Jobs in the New Economy	A Main Street Economy	Opportunities for Urban Farm / Urban Ranch	Enterprise Market Space	Business Incubator Space	Collaborative Economy with Neighborhoods – Enterprising Economy	Work Force Development Opportunities on the Site	Reinforce Local Investment	Business Incubator
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of the Overall Vision	Multiple Locations Throughout the Site for Vendor Space and Sale of Local Goods	Work Force and Job Development Program as Part of the Overall Business Development Program	National Western Center to Stimulate the Local Economy	Urban Farm and Garden/Growing Plots is Part of the CSU Program	Multiple Locations Throughout the Site for Vendor Space and Sale of Local Goods	Multiple Locations Throughout the Site for Vendor Space and Sale of Local Goods	Multiple Opportunities for Business Collaboration Between NWC and the Neighborhoods	Work Force and Job Development Program as Part of the Overall Business Development Program	Part of Overall Vision	Flexible Space in the Program for this Activity-part of Business Development Program

SPORTS/RECREATIONAL ACTIVITIES	Recreational Facility – State of the Art, Olympic sized pool	Velodrome	Health Education – Wellness Center	RV and Camper Space	ARTS RELATED ACTIVITIES	Gallery Spaces	Public Art Spaces	Outdoor Western Art Venue	Spaces for Musicians / Vendors	Affordable Artist Housing	Dance Studios
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of the Overall Globeville, Elyria Swansea Neighborhood Plans	Possible Temporary Facility that Could be Located in a Number of Different Locations	Part of the Overall NWC Program. Integrated into the CSU Program	Part of NWSS Program-200 RV spaces	FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Part of Coors Art-Western Heritage Program and CSU Performing Arts Program	Part of Overall Open Space and Connections	Multiple Opportunities in the Overall Open Space and Connections	Multiple Opportunities Throughout the site-Stadium Arena, plaza spaces	Could be Part of the Longer Term Housing Strategy of the GES Plans and Tied to the CSU Center for Performing Arts Program	Part of CSU Center for the Performing Arts Program

OTHER IDENTIFIED PROGRAM NEEDS	Integrate Local Church Events	Recycling and Composting	NWC as a Partnership with The Community	Mixed Income Housing	Project Should Recognize Farmers	Recognize the Military	New School Site	Work with DPS to Determine New School Needs in the Area	Connection to Adams County	Livestock Exchange Building as a Museum
FACILITY FIT WITH NATIONAL WESTERN CENTER PROGRAM	Multiple Opportunities in the Overall Site Facilities Open Space	Part of Overall Site Regeneration Vision and Program	Part of the Overall Master Plan and Vision	Part of the Globeville, Elyria Swansea Neighborhood Plans	Opportunity to be Part of the Business, Education and Western Heritage Programs	Opportunity to be part of the Business, Education and Western Heritage Programs	Educational Opportunities Through the CSU Education Program and Through NWSS program	Continue to Identify Long-term School Needs in the Area with DPS. NWSS program	Part of Overall Master Plan	Multiple Opportunities for Historic Display and Education through the Heritage Center and Throughout the Site as Part of the New Facilities

NATIONAL WESTERN CENTER



Master Plan Appendix F

*Denver, Colorado
March 9, 2015*

Site Environmental Quality

Environmental quality has been a concern in areas surrounding the National Western Center Campus (NWCC) for many years due to historical metal smelting, heavy industry, waste disposal in low areas along the river, two major highways, and railroad yards. These activities have impacted air, water, and land quality and created odors and noise. Given the history of the area, it is likely that contaminated soils and/or groundwater will be encountered during redevelopment. Additional environmental investigations will be needed as a part of redevelopment to further refine contaminated areas and manage cleanup. For the most part, environmental issues that impact the broader area surrounding the NWCC are expected to remain throughout and after redevelopment of the NWCC, while potential human health concerns due to land contamination issues can be addressed as a part of redevelopment.

Air quality: The NWC area is close to highways I-70 and I-25, which carry approximately 150,000 and 250,000 vehicles per day respectively, and are the main sources of air pollution. Stationary sources such as industrial plants also impact air quality. Although average annual air pollution in the NWC area is not higher than other areas of Denver, at times the NWCC and surrounding neighborhoods experience spikes in poor air quality depending on location, time of day, and weather. Additionally, the entire Denver metro area, including the NWCC area, currently does not meet standards for ozone. A variety of factors affect regional air pollution levels, which may slowly improve due to cleaner-burning vehicle fuels and improvements in industrial air pollution control.

Odors: Some of the industries located near the NWCC produce unpleasant odors which can sometimes cause short-term health effects such as watering eyes or throat irritation, and longer-term quality of life impacts such as limited ability to exercise outdoors. Long-term, some sources of odors may improve due to long-term transitioning to cleaner industries, technological improvements, and good neighbor practices, while others have the potential to remain problematic.

Noise: There are many sources of noise in close proximity to the NWCC. Sources of noise include highway traffic, freight trains, and industrial operations. Sometimes these noise levels exceed recommended federal thresholds which can cause stress and interfere with daily activities. Noise levels are not expected to decrease through time without additional mitigation.

Surface Water and Sediments: Although water quality in the stretch of the South Platte River that runs through the NWC area has improved steadily over the past decade, it tends to have worse water quality than elsewhere in Denver. E. coli levels are used as an indicator of poor water quality, and are often above state standards during warmer weather. In the past, discharges from existing NWC outfalls and in-stream water frequently contained elevated levels of E. coli and nutrients during the Stock Show, which has improved. Occasional recreational activities like wading and fishing are the main source of exposure to pollutants in the South Platte River. Heron Pond, located in a Natural Area Open Space west of the South Platte River, contains some contaminated sediments remaining from the ASARCO Globe smelter.

Currently, only seven percent of the storm water runoff in drainage basin serving the NWCC is treated with existing water quality facilities. There is little if any water quality treatment capacity within the NWC itself for storm water, which likely will be improved through redevelopment. A number of measures, including more stringent water quality requirements for redevelopment and improved city-wide and regional collaborative efforts to mitigate storm water pollution, will improve water quality.

Groundwater contamination: There are several former underground storage tank (UST) sites located on the NWCC, of which some may have remaining groundwater contamination impacts. In addition, there are documented groundwater contamination plumes of unknown origin that are likely to persist. As there are no known uses of groundwater for drinking water sources in the area, this is not of human health concern.

Soils contamination: The neighborhoods surrounding the NWC have undergone two large soil cleanup projects in the last several decades, associated with the ASARCO Globe site and/or the Omaha Grant Smelter, formerly located on the Coliseum property. Cleanup activities for residential properties have largely been completed, but some commercial/ industrial properties have not been addressed. The Coliseum property is a part of the Vasquez Boulevard/I-70 Superfund site. The site is still being investigated for a variety of environmental concerns, including metals-contaminated soils. It will be cleaned up to meet Superfund requirements. The former ASARCO Globe smelter is located west of Washington Street and north of 51st Avenue. NWCC-related development on commercial, industrial, and park property east of Washington Street may encounter buried slag remaining from the smelter operations. Soils on the NWC site likely are perceived to contain deposition of metals from historical smelting activities.

Additional potential sources of soil contamination include gas stations, fuel storage, and industrial land uses that were located on the NWCC property. Several of the former storage tank or gas station sites have remaining stained or otherwise petroleum-impacted soils. Effective remedies include sampling to determine extent of contamination, with removal and replacement of surface soils or covering with clean soils. These activities can take place during planning and redevelopment activities.

The NWC property includes several locations where historical urban fill (HUF) has been buried. HUF is known to be located at the Denver Coliseum property, beneath the soil cover at Globeville Landing Park, the Denver Public Schools (DPS) Bus Barn, the 4900 block of Brighton, the former Northside Sewage Treatment Plant location west of the South Platte River, and may be present at additional mapped areas. HUF materials will likely remain on-site after initial redevelopment. HUF can be a source of methane gas, which can be explosive if it accumulates in underground utilities or nearby buildings. For any future redevelopment, HUF will require either excavation or installation of barriers to prevent exposure to any remaining materials, may require barriers or other engineering controls to prevent migration of methane or other gases into infrastructure or buildings, may pose groundwater contamination issues, and may pose structural issues. Future development projects in the NWC area could encounter asbestos-containing piping and other contaminated material when excavating soil. This is true in any historical urban environment.

Aerial photographs indicate that a number of buildings likely have been demolished in place, crushing the building debris into the soils. Disturbing demolished building sites will require materials management procedures during construction, barriers to prevent exposure to any remaining materials, may pose groundwater contamination issues, and may pose structural issues.

Natural environment and habitat: The NWCC has few trees and green infrastructure, limiting its ability to provide natural cooling or improve air and water quality. There are opportunities to use green infrastructure to convey storm water while improving water quality, and to increase tree canopy towards meeting Denver's city-wide goal of 18% tree coverage, especially in public spaces, and to provide shade along walk-ways, streets, and parking areas. A relatively high quality wetland exists to the north along the South Platte River.

NATIONAL WESTERN CENTER



Master Plan Appendix G

*Denver, Colorado
March 9, 2015*

Historic Preservation Recommendations

Specific recommendations that help achieve many of these goals were developed as part of the 2014 National Western Historic Preservation Study, and via other input provided by the community and key stakeholders, including the NWC Sustainability Task Force. These recommendations are also consistent with recommendations and strategies in Denver Comprehensive Plan 2000 and Blueprint Denver.

Key Recommendations

1. Pursue a comprehensive history of the National Western Stock Show site.
This report recommends a National Register of Historic Places district nomination, or equivalent level of research that goes into a nomination, be created to document and recognize the unique historical development of the site, including its physical and historical evolution, its western and agricultural heritage, its social and cultural history, and its historical ties with surrounding neighborhoods. This narrative should document the history of all past and current buildings (refer to National Western Historic Preservation Study) and historic site features. Prior historical research and documentation efforts for the National Western Stock Show study area have been piecemeal. A comprehensive history of the site will document the site prior to major changes anticipated by the implementation of this Master Plan and to lay the groundwork for a robust historical interpretation program for the site.

Task a: Hire Professional Historian to Complete a National Register Historic Places District nomination or equivalent level of documentation.

Timeframe: Immediate - Completion with 1 year of Master Plan adoption

Task b: Pursue other partnerships and creative opportunities to record and document the history of the site and surrounding neighborhoods, including partnerships with Colorado State University, Historic Denver and History Colorado.

Timeframe: Ongoing

2. Develop and integrate a robust public interpretation strategy into the redeveloped National Western Stock Show Site.

The City recommends that the comprehensive history developed under recommendation 1 above form the basis for a robust public interpretation program. Authenticity and western identity can best be recognized through a cohesive public interpretative program to tell the story of the site's history, and support a dynamic visitor experience. The interpretation strategy should be integrated into the site's redevelopment, using a combination of directional and interpretative signage, site amenities, pedestrian walkways, site lighting, public transit infrastructure, and remaining historic buildings and site features to convey the rich story of the site in an interesting way and to appeal to a wide variety of users.

Task a: Develop an Interpretative Plan as part of the next phase of the Master Plan implementation. Hire a landscape architect/historian team to develop an Interpretative Plan and to integrate into the Master Plan redevelopment.

Timeline: Immediate – Completion 1 year after adoption of Master Plan

Task b: Implement Interpretative Plan as part of public infrastructure improvements on the site. Work with partners to encourage and achieve implementation of the interpretative plan.

Timeline: Continuous

3. Survey and document the residential and industrial history of the area, including historic property surveys.

This report recommends that the City build upon initial work with local communities and neighborhoods, and other partners, to document and interpret the rich heritage of adjoining historic neighborhoods, consistent with recommendations in the Elyria and Swansea Neighborhood Plan and the Globeville Neighborhood Plan, two city-sponsored neighborhood plans currently nearing completion. This includes researching and recording community history, supporting historical interpretation efforts such as historical markers and integration of historic interpretation into public facilities, and historic property surveys to identify physical structures that are significant to the community's history.

Task a: Implement historic research, documentation, interpretation and survey efforts as identified in the Globeville, Elyria and Swansea neighborhood plans, and pursue funding mechanisms to implement these efforts.

Timeline: Continuous

Task b: Pursue opportunities to survey and identify important historic properties in surrounding neighborhoods, such as through the Discover Denver citywide historic property identification program.

Timeline: Prioritize for early implementation in citywide survey

Historic Preservation Recommendations - Buildings

The recommendations relating to historic preservation of structures is largely based on strategies identified in the "National Western Historic Preservation Study," as well as other input provided by the community and key stakeholders. The recommendations that follow also support community historic preservation strategies spelled out in two citywide adopted plans, Denver Comprehensive Plan 2000 and Blueprint Denver. Historic preservation of key physical assets is an important and meaningful way to honor the site's history, celebrate western heritage, connect with the neighborhoods, and to provide physical historical continuity and

identity on the site. Identifying potential new uses for historic buildings, some of which may have outlived their original intended purpose, are important to keep these structures viable for future generations. Regeneration of significant buildings helps the site to retain a unique identity, and supports community and NWC sustainability goals. While not all of the historic buildings and features on the site can or should remain, preservation and reuse of the most significant buildings should be a high priority.

1. Complete a Historic Structure Assessment and reuse study of the 1909 Arena

A historic structure assessment and reuse study is recommended for the 1909 Arena to better understand its condition and reuse opportunities, and to help inform whether modern changes to the Arena should be reversed.

Task a: Complete a Historic Structure Assessment and Reuse Study for the Arena according to History Colorado standards. Consider applying for a grant from the Colorado State Historical Fund to partially pay for the assessment and study.

Timeline: Immediate - Completion within 1 year of Master Plan adoption.

2. Listing of the most significant historic properties individually on the National Register and State Register of Historic Places, and as Denver landmarks.

While the "National Western Historic Preservation Study" identified a potential National Register Historic District, containing a dozen or more historic buildings, the recommendations of this report focuses on individual National Register and Denver landmark designation of the most significant "landmark" buildings on the site. This approach recognizes that the vision of the site will result in a mix of new and old construction, and that preservation priorities need to focus on the most important historic buildings.

Listing on the National and State Registers of historic places is an honorary designation, without design review or demolition restrictions. Owners of National Register/State Register listed buildings are eligible for state and federal historic preservation tax credits, historic preservation grants and other historic preservation incentives. Federal historic preservation tax credits can offset 20 percent of qualified rehabilitation costs. The state historic preservation tax credits can also offset 20 percent of qualified rehabilitation costs, but are capped, unlike the federal historic preservation tax credits. National Register listing requires significant research and development of a historical narrative, ensuring a high level of documentation for the site's most significant historic properties. Two of the properties (#3 and #4 below) are privately owned, and will require consent for National Register listing.

Denver Landmark/Historic District designation is an important tool to ensure long-term preservation of the community's most important historic assets. Denver Landmark/Historic District designation triggers historic design and demolition review for exterior changes, such as additions and new construction. No design review or demolition restrictions pertain to the building's interiors or to routine maintenance, such as in-kind repairs and repainting. Qualified rehabilitation work on Denver

landmarks is eligible for state historic preservation tax credits, similar to National Register listed properties; however, National Register listing is required to qualify for federal historic preservation tax credits.

National Register and Denver Landmark/Historic District designation should also be considered for significant properties in surrounding residential neighborhoods, if preservation is deemed significant to the community, and property owners consent to such designations.

Task a: Pursue individual National Register and State Register of Historic Places listing for the following individually significant buildings on the National Western Center site:

1. Denver Coliseum (1951), 4600 Humboldt Street
2. Arena (1909), 4655 Humboldt Street (aka 1325 E. 46th Avenue)
3. Livestock Exchange Building (Denver Union Stock Yard Building)(1898 – 1919), 4701 Marion Street
4. Armour & Company Meat Packing Plant Office (1917), 5001 National Western Drive

Timeline: Immediate – pursue concurrent with recommendation Historic Preservation Recommendations – Buildings #1 above. (Note: Consider completing the Historic Structure Assessment for the Arena and consulting with History Colorado prior to formal National Register listing of the Arena.)

Task b: Prioritize preservation and sensitive adaptive reuse for the Denver Coliseum. When pursuing reuse opportunities for the site, prioritize preservation and adaptive reuse as part of any partnership negotiations or disposition opportunities, such as a Request for Proposals/Qualifications, and include knowledgeable historic preservation experts in the decision-making process. If a viable reuse option is identified which retains the exterior shell of the building, pursue Denver landmark designation per Task c. below.

Timeline: As required depending on disposition and reuse options pursued.

Task c: Pursue individual Denver Landmark listing for the four individually significant buildings identified above.

Timeline: City should initiate designation immediately for the Arena since it is city owned and a high priority for preservation.

Timeline: For the two privately owned properties, pursue as soon as owner consent is obtained.

Timeline: For the Coliseum, pursue immediately after a viable reuse option is identified which will retain the exterior shell of the building.

Task d: Pursue National Register and Denver landmark/historic district designations for historic properties in surrounding residential neighborhoods as identified by historic property survey efforts, and in coordination with registered neighborhood associations, property owners and key stakeholders.

Timeline: Ongoing as historic properties are identified and owner consent is obtained.

Historic Preservation Recommendations – Site Features

The recommendations that follow build on the “National Western Historic Preservation Study,” and comments received by the public and key stakeholders. The Study identified six historically significant site features at the National Western Center site:

1. Stadium Walkway, Livestock Bridge and Flyover, between the Denver Coliseum and the Arena, 1325 E. 46th Avenue
2. Animal Transport Bridge spanning the South Platte River, located behind 4877 National Western Drive (Packing House Road)
3. Armour Water Tower, located north of 5001 National Western Drive (Packing House Road)
4. “In the Yards” sign located near the Livestock Center at 4800 National Western Drive (2006)
5. The Stock Yards (cattle pens)
6. Elevated concrete viewing walkway, 4800 – 5000 National Western Drive

These features are unique to the cattle processing, showmanship and related historical functions of the site, and are particularly important to convey the historical story of the site. Some of these features, such as the water tower and cattle pens, are symbolic of long lost functions of the site, and are iconic items to preserve as reminders of that history for the community. Some of these features could be repurposed. For example, a portion of the elevated concrete viewing walkway could be retained as a historic overlook, or the Animal Transport Bridge reused as a pedestrian or bicycle way. One of the most iconic site features is the remaining stockyards (cattle pens). Because of the constantly evolving nature of the site’s cattle and showmanship uses, the location, number and materials of the cattle pens have evolved and changed significantly over the years. While in-place preservation of all of the currently surviving cattle pens is not practical, preserving and incorporating several of the oldest contiguous portions of the cattle pens (such as those with brick “floors”) in their original location into an entry courtyard or multi-use space is highly desirable. Retaining some cattle pens in their original location helps the site to retain its authenticity and to convey the site’s history accurately. Other features, such as the Armour Water Tower and the “In the Yards” signs, may be more moveable in nature, but should be preserved at or near their current locations to the extent feasible so they can appropriately interpreted at or near where significant events related to these features occurred. Additional research and documentation of the site features is recommended under the comprehensive history of the site recommendation above.

Task a: Map and study the remaining historic site features to determine their exact location, condition and potential for reuse as part of Master Plan implementation. This should include hiring architectural/engineering assessments as needed, particularly for bridges and walkways.

Timeline: Immediate - Completion within 1 year of Master Plan adoption.

Task b: Develop and implement a plan to ensure that historic site features are protected and retained via appropriate studies, as well as partnerships and agreements with partners and stakeholders.

Timeline: Immediate – Completion within 1 year of Master Plan adoption.

Task c: Incorporate site features into a historic interpretative plan per recommendation above.

Timeline: Immediate – Completion 1 year after adoption of Master Plan.

NATIONAL WESTERN CENTER



Master Plan Appendix H

*Denver, Colorado
March 9, 2015*

Globeville Elyria Swansea Neighborhood Tour

On May 8, 2014, a resident lead, National Western Stock Show sponsored neighborhood tour was held to help the NWCAC and the Partners get a better understanding for the surrounding neighborhood context around the National Western Center. This tour helped to open the lines of creative communication, camaraderie and empathy among the members of the NWCAC and the Partners.

The following maps show the 3 distinct neighborhoods of Globeville, Elyria, and Swansea, a tour route map that took the tour participants around many of the neighborhoods key features and points of interest, a neighborhood street map, and the tour handout, identifying the key objectives of the tour.

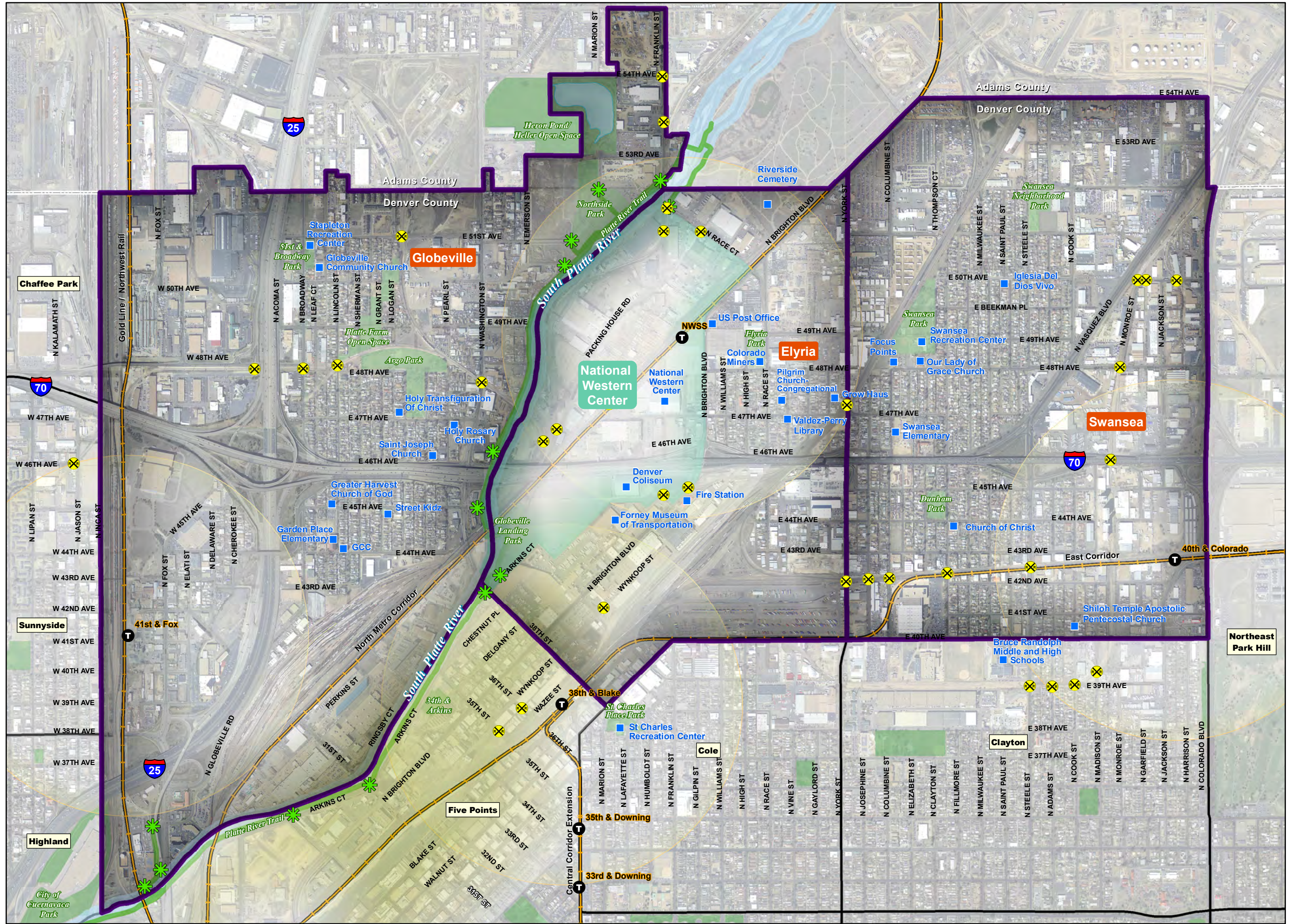
The tour was well attended with a total of 32 participants representing the neighborhoods, NWCAC, the Partners, City Agencies and the consultant team. The tour started some very interesting conversations regarding the neighborhoods and their relationship with the NWC. Some of the Partners even took to the roads again and drove the routes a second time to increase their understanding of the context of the area.

The tour was an important neighborhood lead collaboration and helped to strengthen the validity and enrichment of the NWCAC process. It is the hope of the NWCAC that there will be future tours of the neighborhoods as the NWC process moves forward to increase understanding and to keep an open dialog among all the citizens and Partners.

Elyria, Swansea, and Globeville

This map was generated through a collaboration of the resident and community members of the NWCAC* with Denver Community Planning and Development to strengthen direct resident engagement in the Elyria, Swansea, and Globeville Neighborhood Planning process, one of six NDCC** projects.
 *National Western Center Advisory Committee **North Denver Cornerstone Collaborative

Este mapa fue generado a través de la colaboración de los residentes y miembros de la comunidad del NWCAC* conjuntamente con el Departamento de Planificación y Desarrollo Económico de Denver para fortalecer la participación directa de los residentes en el Proceso de Planificación Vecinal de Elyria, Swansea y Globeville, que es uno de los seis proyectos del NDCC**.
 *Comité Asesor del Centro National Western **Fundamento Colaborativo Comunitario del Norte de Denver



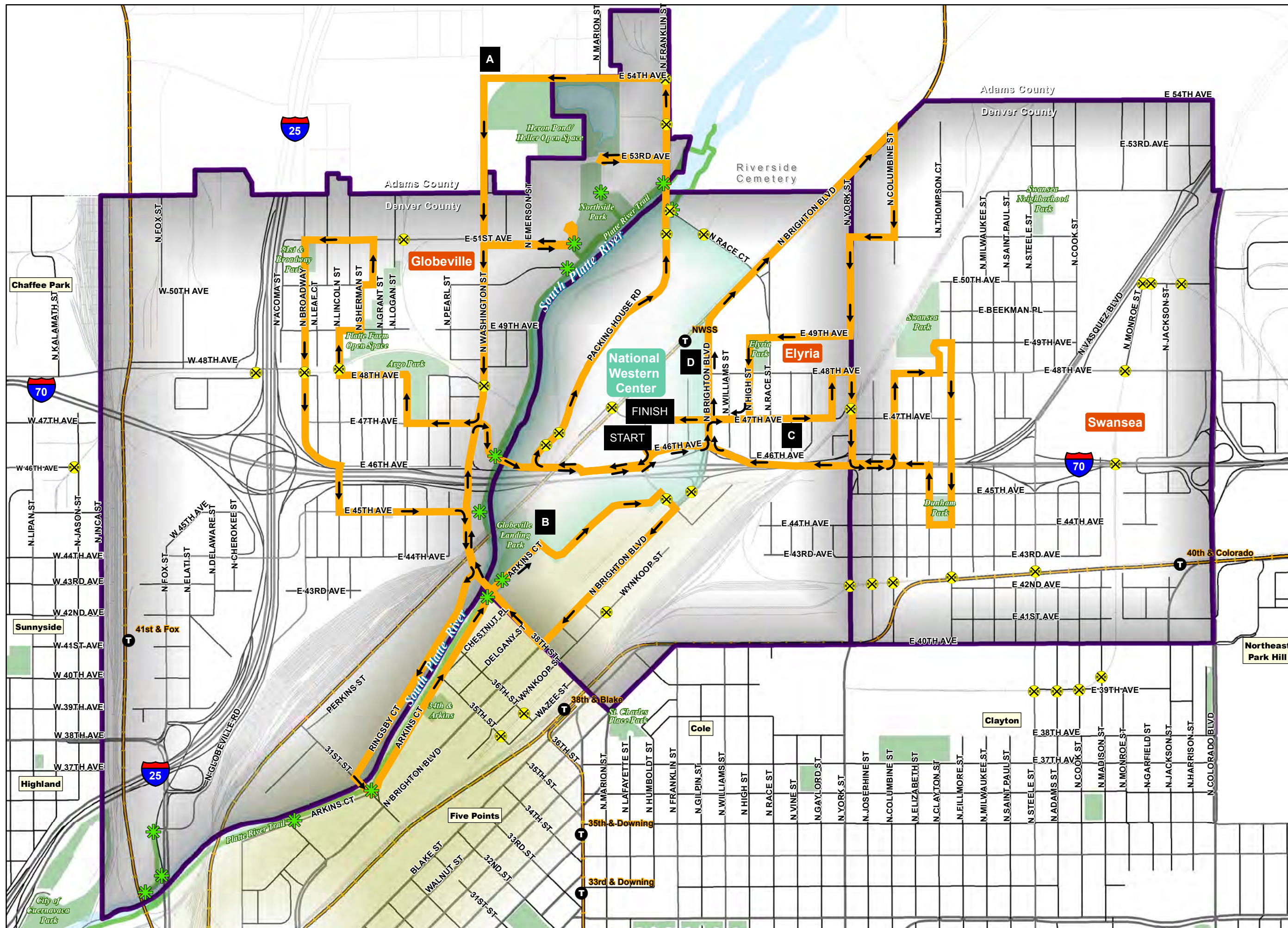
Trail Access Points - Puntos del acceso al sendero	Platte River Trail - Sendero del Río Platte	Stock Show	Planned Light/Commuter Rail Stations- Estaciones del tren ligero proyectadas
Railroad Crossings - Cruce de vías del ferrocarril	Parks / Open Space - Parques/espacios abiertos	RiNo Arts District - Distrito de las Artes RiNo	Half Mile Station Buffers - Zonas de amortiguación de media milla alrededor de las estaciones
Community Features - Características del vecindario	Elyria, Swansea, and Globeville	Planned Light/Commuter Rail - Tren ligero proyectado	

0 0.25 0.5 Miles
 Map Date: May 2, 2014
 Aerial Imagery: April 2012

Elyria, Swansea, and Globeville

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0 0.25 0.5 Miles

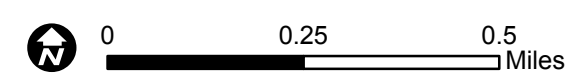
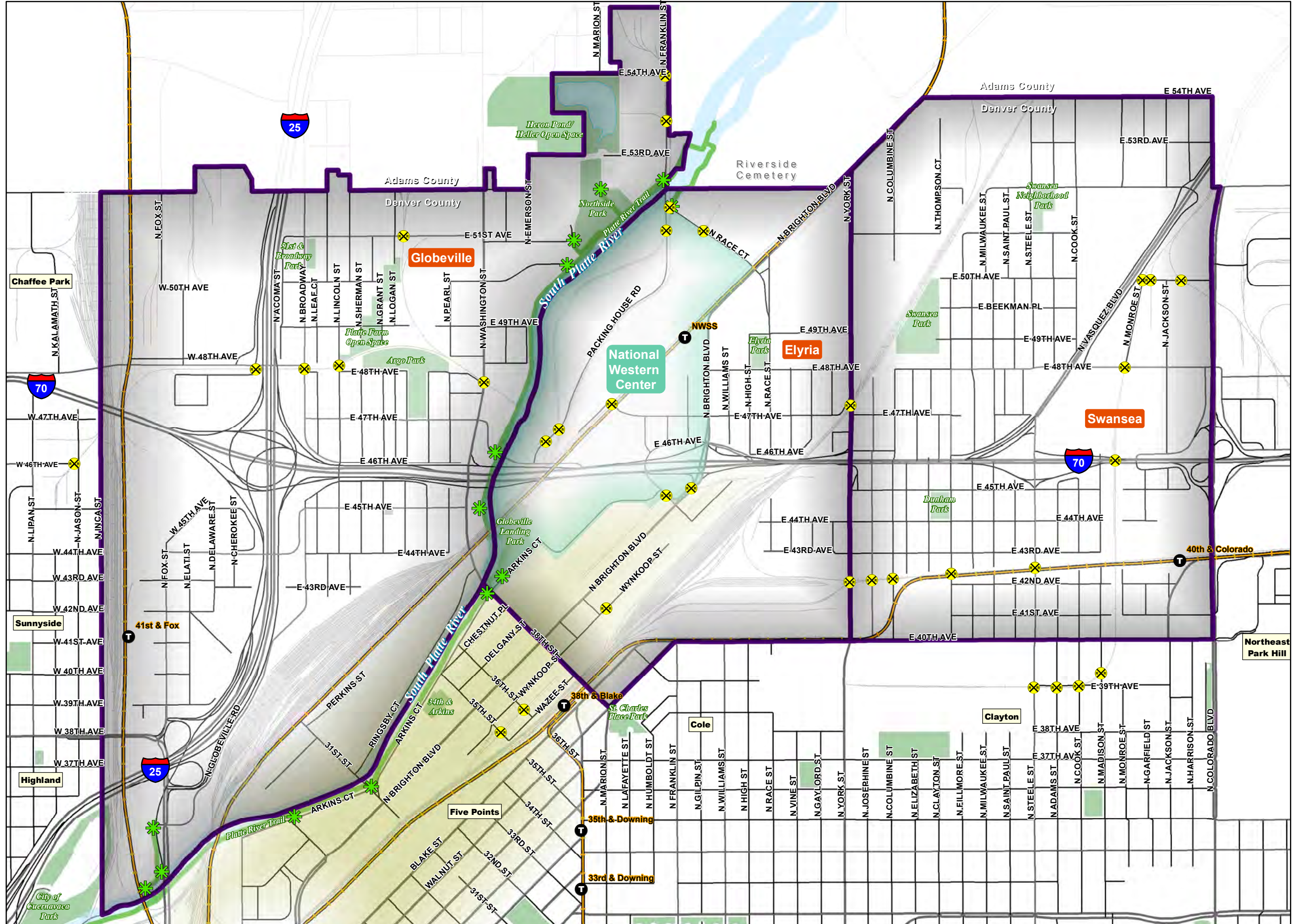
- Trail Access Points - Puntos del acceso al sendero
- Railroad Crossings - Cruce de vías del ferrocarril
- Parks / Open Space - Parques/espacios abiertos
- Elyria, Swansea, and Globeville
- Planned Light/Commuter Rail - Estaciones del tren ligero proyectadas
- Stock Show
- RiNo Arts District - Distrito de las Artes RiNo
- Platte River Trail - Sendero del Río Platte








Map Date: May 2, 2014

Elyria, Swansea, and Globeville

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-  Trail Access Points - Puntos del acceso al sendero
-  Railroad Crossings - Cruce de vías del ferrocarril
-  Stock Show
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-  Elyria, Swansea, and Globeville

NWCAC
National Western Center Advisory Committee
MOU Partners Appreciation Bus Tour
of the
Elyria, Swansea, Globeville Residential Neighborhoods
May 8, 2014 1-3pm

Departing from & returning to the National Western Hall of Education
4655 Humbolt St Denver, Colorado

MOU Partners Participating: National Western, History Colorado, Colorado State University,
Denver Museum of Nature & Science, City and County of Denver

<><><><>

Special thanks to the National Western Stock Show for providing the bus, driver, and parking!
Denver Community Planning and Development for staff support and GIS services
CRL Associates for logistical support and NWCAC facilitation

<><><><><>

With a special remembrance for those who served in World War II

On this 69th Anniversary of

VE Day

May 8, 1945

The agricultural and industrial base of the Elyria, Swansea and Globeville workforce and
economy has historically served an important role in our Nation's prosperity and security.

<><><><><><>

Framework

The Map Development and Tour Route choices for today's Tour have the following objectives:

1. To give the MOU Partners a ground-level yet spatial orientation to the terrain of the three neighborhoods in relationship to one another, and in relationship to the Western Center Complex emerging at the geographic center line of the three neighborhoods.
2. To give the MOU Partners a sense of the residents' daily life in terms of current connectivity, which can helpfully inform development teams working to improve connectivity between the neighborhoods and into/out of the Western Center as plans move forward.
3. To give the MOU Partners an appreciation of the amenities we have in these three neighborhoods that can be enhanced through coordinated planning and development and resource leveraging as the Western Center emerges. This includes: our system of neighborhood parks, river access, historic landmarks and buildings, community/education centers, and industrial and business sites, etc.

Tour Map handouts include: Two Base Maps - the Base Map Complete and the Base Map Street. And a third map with the Tour Route superimposed on the Base Map Street.

There are four designated disembarkation points for discussion labeled “A-D” on the Route map:

A. Northern Overlook: After driving through the center of the Western Center Complex footprint; from this vantage point we'll get oriented to the overview of the three linked neighborhoods surrounding and most impacted by the Western Center development.

B. Globeville Landing Park: We'll see the potential integration of the Western Center development with the linking park and river access amenities of the neighborhoods.

C. 47th and Vine adjacent to the Elyria Library: We'll get the feel of the residential heart of the neighborhood adjacent to the Western Complex, including the historic Valdez-Perry Library, 4590 Vine Street - which is important to all three neighborhoods.

D. Western Center Interior and Post Office Intersection on N. Brighton Blvd: We'll get a sense of the interface between the interior of the Western Center foot-print and the intertwined residential and industrial elements of Elyria & Swansea.

The final loop of the Tour takes us up past the Riverside Cemetery and through the concentrated industrial section of Swansea, Elyria and back through the residential blocks and to the Tour Finish point at the National Western Hall of Education.

Please do NOT worry if following the directional arrows on this Tour Route map proves a bit difficult! That's what we live with in Elyria, Swansea, and Globeville! The Tour organizers hope all the MOU partners will return again and again to our neighborhoods to revisit this experience and our parks and businesses so that you will come to know the residential neighborhoods well as you move forward in this visionary quest to bring about the new Western Center Complex!

For your note-taking during the tour, we are providing sections for each of the four disembarkation sites below.

We will also pause along the route, as time allows, at any point any Tour participant would like to add observations, pose questions, or simply take in the view!

Your tour guide is: AE from Globeville, a resident member of the NWCAC
Your tour navigator is: Steve Nalley, NWCAC member and CPD neighborhood Planner.

Thank you all for your participation!

Notes. Observations. Thoughts. Questions en Route:

A. Northern Overlook: After driving through the center of the Western Center Complex footprint; from this vantage point we'll get oriented to the overview of the three linked neighborhoods surrounding and most impacted by the Western Center development.

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	PARTICIPANT	AFFILIATION	MOU	NWCAC	RES
1	Ron Williams	Western Center/NWSS	Y	Y	
2	Paul Andrews	Western Center/NWSS	Y	Y	
3	Pat Grant	Western Center/NWSS	Y	Y	
4	Steve Nalley	CPD Bus Tour Navigator/map maker	Y	Y	
5	Courtland Hyser	Community Planning & Development	Y		
6	AE	Globeville Bus Tour Guide/map maker		Y	Y
7	Samantha Danforth	CPD	Y		
8	Andrea Santoro	CPD	Y		
9	Jennifer Hillhouse	Public Works	Y	Y	
10	John Zapien	Globeville		Y	Y
11	Bettie Cram	Swansea		Y	Y
12	David Oletski	Globeville		Y	Y
13	Fred McPeck	Elyria Property Owner			
14	Larry Burgess	ESG Business Association		Y	
15	Patricia Carmody	Riverside Cemetery		Y	
16	Tangier Barnes	Groundwork Denver		Y	
17	Katie McKenna	Habitat for Humanity			Y
18	Nancy Jones	JJJ Properties			
19	Vernon Hill	JJJ Properties			Y
20	Steve Turner	History Colorado	Y	Y	
21	Annie Levinsky	Historic Denver		Y	
22	John Olson	Historic Denver		Y	
23	Ed Scholz	Denver Museum of Nature & Science	Y	Y	
24	Michelle Koons	DMNS	Y		
25	Jocelyn Hittle	Colorado State University	Y	Y	
26	Per Hogestad	CSU	Y		
27	Thad Gourd	CSU	Y		
28	Rusty Collins	CSU	Y		
29	Kelly Leid	NDCC/ Projects Coordination	Y	Y	
30	Maria Garcia Berry	CRL Associates/NWCAC Facilitation		Y	
31	Jin Tsuchiya	CRL Associates logistics support		Y	
32	Eric Anderson	Parsons Brinkerhoff/NW Master Plan		Y	