



**LAND USE, TRANSPORTATION
AND INFRASTRUCTURE COMMITTEE MEETING
PHASES I & II PROGRAM UPDATE**

IMAGINE. DISCOVER. CULTIVATE.

November 5, 2019

AGENDA



Phases I & II Program Overview

- Project Overview
- NWC Site Plan
- Program Status Report
- Actions and Milestones

Phases I & II Procurements & Construction Update

- Upcoming Contracts
- Construction Activity

NWC Initiatives

- Workforce Update
- Energy Update
- 2020 Stock Show Preparations



VISION

To be the global destination for agricultural heritage and innovation.

MISSION

Convene the world at the National Western Center to lead, inspire, create, educate and entertain in pursuit of global food solutions.

PHASE 1 & 2 | ROLES & RESPONSIBILITIES

BUILD IT



Mayor's Office of the National Western Center

- Responsible for NWC Phases 1 & 2 of Construction.
- Principal Land and Facility Owner.
- Signed 100-Year Lease with NWC Authority for management of the campus.

FILL IT



AUTHORITY

NWC Authority

- Non-profit Colorado Corporation with 100-Year Lease for the Campus.
- Responsible for campus programming, bookings (*excluding 3 NWSS events*), long-term operations and maintenance.
- Guided by a 13-member Board.
- Fulfill the campus vision of the master plan.

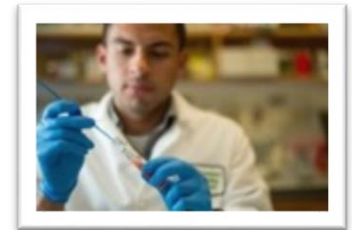
SHOW IT



NWSS / WSSA

- 100-Year Lease with NWC Authority.
- Produces the National Western Stock Show, Rodeo All-Star Weekend and Denver County Fair.
- Books other year-round equestrian and livestock events with the NWC Authority.
- Independent parcel owner for Legacy Building.

KNOW IT



CSU

- Independent parcel owner of the funded CSU educational facilities (Water Resources Center, Animal Health Building, CSU Center).
- Provides year-round programming.

BUILDING A UNIQUE CAMPUS

- 250-acres at buildout
- A place that honors our past and celebrates our future
- A location with a local to global reach
- Bridge between rural and urban interests
- Year-round uses for entertainment, education and agri-business
- Flexible spaces to enable programing and activation for events such as:
 - Concerts, festivals, farmers' markets, sporting events, trade shows, conventions, classes, etc.





VOTER APPROVED

Voters in **every** precinct
overwhelming voted “**yes**” to
keep the Stock Show in Denver



*Ballot Measure 2C
Extends a 1.75% tourism tax on hotels and car rentals*



PROGRAM TIMELINE

2012 . 2013 . 2014 . 2015 . 2016 . 2017 . 2018 . **2019** . 2020 . 2021 . 2022 . 2023 . 2024

- 2012** Mayor Michael B. Hancock commits to keeping the Stock Show in Denver
- 2013** Citizen's Advisory Committee formed
- 2015** Campus Master Plan/ Funding: Ballot Measure 2C, RTA Award, HB 15-1344
- 2016** Mayor's Office of the National Western Center Formed
- 2017** Framework Agreement signed
- 2018** Authority Board formed, Campus Energy Partner identified, 7 contracts awarded
- 2019** Construction on:
- Stockyards & Stockyard Event Center
 - Rail consolidation
 - CSU Animal Health Building pad preparation
 - Equestrian Center pad preparation
 - Maintenance and Operations Facility



NWC SITE PLAN

1. RTD Transit Station
2. Brighton Blvd. – 47th to Race Court
3. South Platte Riverfront
4. New National Western Drive
5. Stock Yard/Event Center Multi-Use Space
6. Campus-Related TOD
7. New Bridges Near 48th & 51st Avenues
8. Livestock Center
9. Equestrian Center
10. CSU Animal Health Facility
11. CSU Water Resources Center
12. Maintenance & Operations Facility
13. DRIR Rail Corridor
14. WSSA Legacy Building
15. Pedestrian Bridge
16. Underground Parking

SITE PLAN



PROGRAM CONTROLS DASHBOARD: PHASES 1 & 2



NATIONAL WESTERN CENTER - PHASES 1 & 2

Program Status Report

Q3 2019

HANDOUT

QUARTERLY STATUS	
Overview:	- Design in-progress: roads, utilities, bridges, pad-ready sites
- HSSE: 0 recordables this month	- Construction in-progress: rail relocation; SYEC, Equest Center, and Animal Health pads; DPS bus barn
- NWC Program is on schedule, SPI is 1.00	- Construction completed: Brighton Blvd
- NWC Program is on budget, CPI is 1.00	
Program-Wide:	Vertical:
- Design standards and guidelines being reviewed	- Demolition in-progress: LeMouton Bldg
- Continued horizontal/vertical procurements	- Demolition completed: Crystal Packing Bldg, DPS site buildings
- Continued regulatory planning	- M&O Building: construction contract negotiated; construction NTP Q4 2019
- Denver Water recycled water main IGA finalized	- SYEC/Stockyards: design 90% complete; negotiating construction contract; NTP Q4 2019
- DRIR Rail agreement finalized	- Equestrian Center: conceptual design complete; negotiating CM/GC pre-construction
Horizontal:	
- Continued land acquisition and relocation	- Livestock Center: designer procurement complete; CM/GC contract RFP Q4 2019

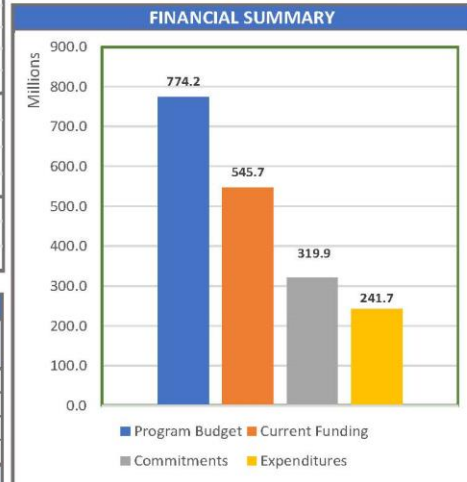
East Wall for the new rail corridor and work beginning on the West Wall



MAJOR CONTRACTS AND PROCUREMENT STATUS				
	Vendor	Description	Contracted Date	Amount
Contracted	Wilson & Co	Brighton Blvd Design	Dec 2016	\$ 1,050,044
	Moore Iacofano Goltsman (MIG)	Campus Placemaking	Jun 2017	\$ 5,000,000 *
	Saunders Construction LLC	Demolition and Abatement	Sep 2017	\$ 18,000,000 *
	Kiewit Infrastructure Co	Brighton Blvd Construction	Dec 2017	\$ 12,604,322
	Merrick & Company	Horizontal Design	Apr 2018	\$ 25,000,000 *
	Wilson & Co	DRIR Rail Consolidation	Apr 2018	\$ 2,190,687
	Hensel Phelps Construction	Horizontal Integrated Construction (HIC)	Jun 2018	\$ 275,000,000 *
	Short, Elliot and Hendrickson (S.E.H)	Maint. & Ops Facility - Design	Sep 2018	\$ 776,758
	HKS, Inc.	Stockyards Event Cntr / Stockyards - Design	Nov 2018	\$ 2,651,014
	G.H. Phipps	Maint. & Ops Facility - Precon	Dec 2018	\$ 15,000
In Process	Adolfson & Peterson	Stockyard Event Cntr / Stockyards - Precon	Mar 2019	\$ 37,500
	Populous	Equestrian Center / Parking Garage - Design	May 2019	\$ 10,831,281
	G.H Phipps	Maint. & Ops Facility- CM/GC	GMP-Q4 '19	TBD
	Adolfson & Peterson	Stockyard Event Cntr / Stockyards - CM/GC	GMP-Q4 '19	TBD
	Whiting - Turner	Equestrian Center / Parking Garage - Precon	Q4 2019	TBD
	Populous	Livestock Center - Design	Q4 2019	TBD
	TBD	Livestock Center - Precon	Q1 2020	TBD
Projected	Whiting - Turner	Equestrian Center / Parking Garage - CM/GC	GMP-Q3 '20	TBD
	TBD	Livestock Center - CM/GC	GMP-Q1 '21	TBD

* Capacity

KEY PERFORMANCE INDICATORS	
Description	
Health , Safety, Security, and Environment	Green
Cost	Green
Schedule	Green
Design	Green
Community	Green
ReNEWW	Grey
Concurrent Operations	Grey



BUDGET, COMMITMENTS AND COST				PROGRESS/PERFORMANCE	
Portfolio	Program To Date			Percent Complete	SPI
	Budget	Commitment	Cost		
Planning and Design Studies	5,700,000	5,194,906	4,433,623	92.4%	1.00
Horizontal	397,360,180	253,876,432	207,696,146	56.7%	1.00
Vertical	297,509,604	27,417,203	8,170,120	4.7%	1.00
Program Wide	73,669,725	33,397,859	21,386,642	36.9%	1.00
Total Program	774,239,509	319,886,401	241,686,531	35.1%	1.00

www.nationalwesterncenter.com



ACTIONS AND MILESTONES

Past 3 Months	Next 3 Months	Beyond 3 Months
<p>August – September</p> <ul style="list-style-type: none"> • New Executive Director • Finalized agreements: <ul style="list-style-type: none"> ○ Denver Water (recycled water) ○ Rail agreement ○ NWC Rezoning <p>October</p> <ul style="list-style-type: none"> • NWC Alcohol Consumption Area 	<p>November</p> <ul style="list-style-type: none"> • Ongoing rail work • Livestock Center CM/GC procurement • Maintenance & Ops. Facility Renovation <ul style="list-style-type: none"> ○ Guaranteed Maximum Price (GMP) 1* ○ Design Amendment* • Stockyard Event Center GMP 1* <p>December</p> <ul style="list-style-type: none"> • Construction begins on Stockyard & Stockyard Event Center • Livestock Center Design <p>January</p> <ul style="list-style-type: none"> • Construction continues during 2020 Stock Show 	<ul style="list-style-type: none"> • Stockyard Event Center <ul style="list-style-type: none"> ○ GMP 2* • Equestrian Center/ Parking Garage Construction <ul style="list-style-type: none"> ○ GMP 1* ○ GMP 2* • Livestock Center <ul style="list-style-type: none"> ○ GMPs* • Energy Approach* • RTD IGA* • River Bridges* • Substantial Completion on Maintenance and Ops. • Substantial Completion on Stockyard Event Center and South Stockyards <p style="text-align: right;">*Anticipated City Council Action</p>



PROCUREMENT & CONSTRUCTION UPDATE



STOCKYARDS EVENT CENTER & SOUTH STOCKYARDS



STOCKYARDS EVENT CENTER & SOUTH STOCKYARDS (CONSTRUCTION)

Building Overview:

- 45,000 SF Stockyard Event Center (Stockyards Show Arena; Stockyards Auction Arena)
- 5-Acre Multi-Use Stockyards, Small Events and Festivals

Construction Manager / General Contractor (CM/GC) Contract Overview:

- Preconstruction Services underway
- CM/GC Construction Contract:
 - Guaranteed Maximum Price (GMP) 1 - \$8.5M Long lead items & early site work and foundations
 - Guaranteed Maximum Price (GMP) 2 - \$ TBD Mechanical, electrical, building finishes and remaining site work

Awarded Firm - Design

HKS

M/WBE Goal of 30%

www.hksinc.com

Awarded Firm - CM/GC

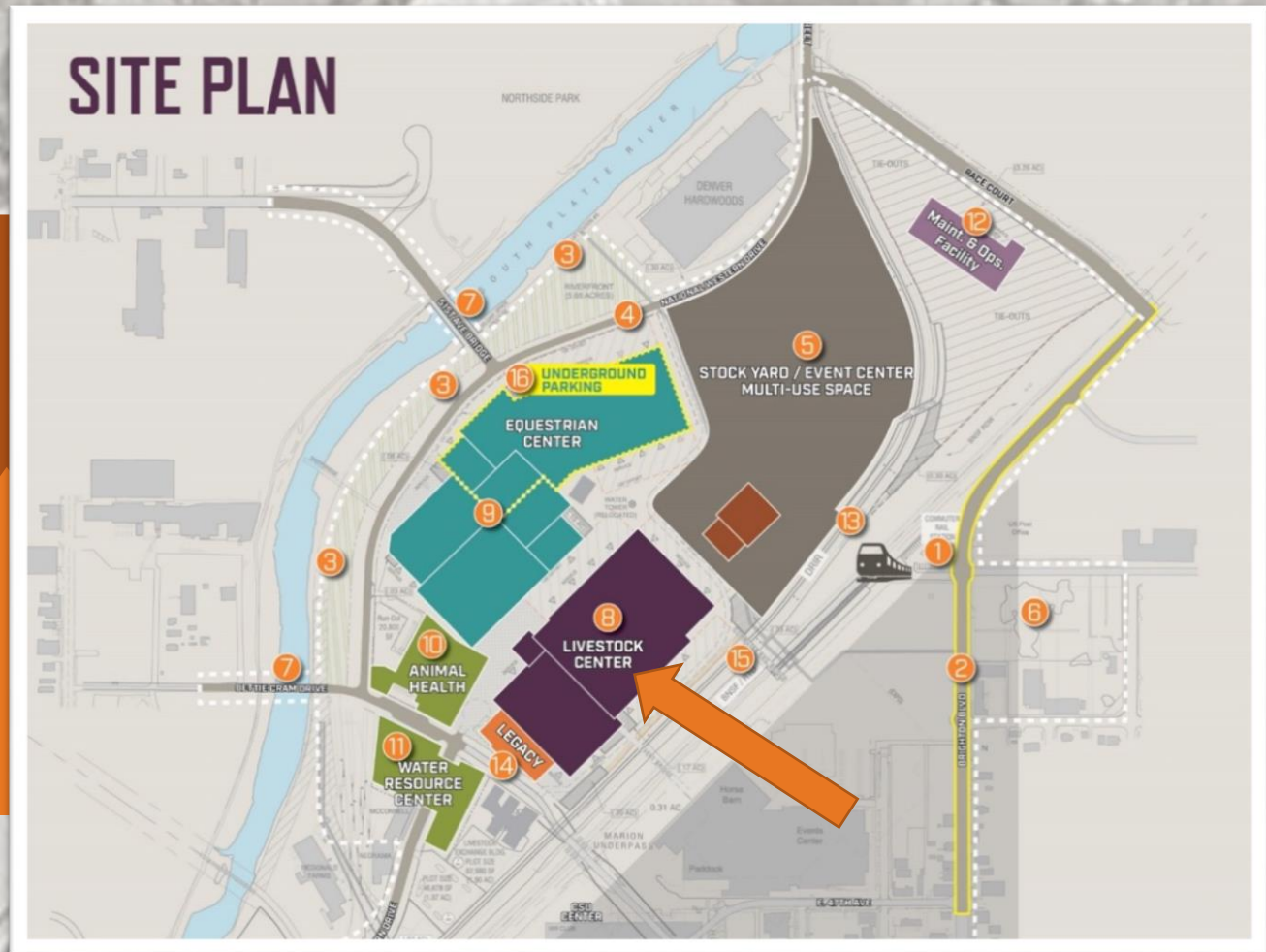
Adolfson and Peterson

M/WBE Goal of 17%

www.a-p.com



LIVESTOCK CENTER



LIVESTOCK CENTER (DESIGN)

Building Overview:

- 387,800 GSF
- Livestock Show Arena; Livestock Auction Arena; Livestock Hall
- Office Space; Load-in/Load-out Circulation; Loading Docks; Concessions; Suites; Hospitality Areas; Storage
- Adjacent and connected to WSSA Legacy Building

Design Contract

- Procured Through Two Step RFQ/RFP Process and Interview
- Contract Amount: \$7,972,311

Awarded Firm - Design

Populous
M/WBE Goal of 24%
www.populous.com

Awarded Firm - CM/GC

TBD
M/WBE Goal of 19%



October 2019

Railcar temporary relocation during construction.



Photo Courtesy: Mayor's Office of the National Western Center Construction Program



October 2019
Brighton Boulevard is now complete.

October 2019

National Western Center construction continues with horizontal infrastructure work on the rail corridor. Rail ties have arrived on site and crews are preparing for installation.



Photo Courtesy: Mayor's Office of the National Western Center Construction Program

October 2019

National Western Center construction continues with horizontal infrastructure work on the rail corridor. Crews are preparing the rail corridor for the next phase, ties and track.



Photo Courtesy: Mayor's Office of the National Western Center Construction Program



NWC INITIATIVES



WORKFORCE PROGRAM AT A GLANCE

The Mayor’s Office of the National Western Center is committed to ensuring that Denver residents, particularly those in economically disadvantaged areas and backgrounds, benefit from unprecedented investments being made in Denver’s infrastructure. Our workforce initiative is to provide access to employment by connecting workforce and industry to opportunities on the program.

Horizontal Integrated Construction (roads/bridge/site work)	Equestrian Center & Parking Garage (vertical facility)	Livestock Center * (vertical facility)
Pilot Workforce Program	Vertical Apprenticeship Pilot Program	Vertical Apprenticeship Pilot Program
<ul style="list-style-type: none"> Reporting WF Coordinator 	<ul style="list-style-type: none"> Overall Apprenticeship Requirement (OAR) <ul style="list-style-type: none"> 15% construction hours by apprentices in registered programs 25% (OAR) performed by CO residents 25% (OAR) performed by 1st yr. apprentices in registered programs WF Coordinator 	<ul style="list-style-type: none"> Overall Apprenticeship Requirement (OAR) <ul style="list-style-type: none"> 15% construction hours by apprentices in registered programs 25% (OAR) performed by CO residents 25% (OAR) performed by 1st yr. apprentices in registered programs WF Coordinator
<ul style="list-style-type: none"> Targeted Category Requirement <ul style="list-style-type: none"> Target Zip Codes Veterans/Justice Involved 	<ul style="list-style-type: none"> Targeted Category Requirement <ul style="list-style-type: none"> Target Zip Codes Veterans/Justice Involved, TANF, Homeless and Foster Care 	<ul style="list-style-type: none"> Targeted Category Requirement <ul style="list-style-type: none"> Target Zip Codes Veterans/Justice Involved, TANF, Homeless and Foster Care
<ul style="list-style-type: none"> WORKNOW & DEDO Workforce Services 	<ul style="list-style-type: none"> WORKNOW & DEDO Workforce Services 	<ul style="list-style-type: none"> WORKNOW & DEDO Workforce Services

* New requirements for small business utilization and development

HORIZONTAL INTEGRATED CONSTRUCTION WORKFORCE PILOT | *By the Numbers*

PRIME: Hensel Phelps Construction

- Work Order Based Integrated Construction Contract to enable the horizontal portfolio. Major scope elements are anticipated to include: Enabling works, riverfront open space, site-wide infrastructure, site investigations and survey, roads and bridges and rail consolidation.

Data Range: 2019 January-September

Work Orders: 5 active work orders

Workers on project: 194 

New hires: 80 

Average Wage on Project: \$28.29

Targeted Zip Codes:

80204 – 5 (1 new)
80205 – 2
80207 – 2 (2 new)
80216 – 0
80219 – 6 (3 new)
80223 – 0
80239 – 10 (4 new)
80249 – 5 (2 new)
15.5% of total workers

Other Top Cities:

Aurora – 26 (8 New)

Denver – 23 (15 new)
non-targeted zip codes

Commerce City – 23 (8)

*Workforce data from LPC Tracker with DEDO Workforce Services

HORIZONTAL INTEGRATED CONSTRUCTION WORKFORCE PILOT | *Outreach & Reporting**

Example Outreach Events

- Centro San Juan Diego bi-lingual information session – (80205)
- “Brick City” reunion celebration event booth- Five Points (80205)
- Heal the Hood celebration event booth- NE Park Hill (80207)
- Community Careers Nights with Boys and Girls Club Montbello (80239)
- Latin Night event booth – Globeville (80216)
- Montbello Alive community celebration (80239)
- 1 information sessions at Montbello WFC Center (80239)
- 1 information sessions at Castro WFC Center (80204)
- 2 Meet and Greet Hiring Events at Neighborhood Training Center (80216)
- 1 Meet & Greet Hiring Event at Glenarm Rec Center (80205)
- Veteran Job Fair (80204)
- DEDO Workforce Summit (80216)
- Transition from Jail to Community Collaborative Job Fair (80204)
- Fiestas Patrias (80204)

Number of individuals who completed training: 66 **

- 1500+ hours of training
- Three “boot camp Construction Career Now courses” - Construction Careers Now
- One upgrade Blueprint Reading course - Associated General Contractors
- One Asbestos Awareness course - Family Environmental
- 40 math tutoring hours - Athletics and Beyond
- Two Concrete Fundamentals boot camps - Colorado Homebuilding Academy

Referrals to WORKNOW: 35 **

NWCO - 5 hires from WORKNOW

- 80110
- 80216
- 80030
- 80239
- 80221

Other Projects - 6 hires from WORKNOW

- 80216
- 80012
- 80011
- 80018
- 80910
- 80216

A LOW CARBON, RESILIENT CAMPUS

1. Energy Efficient Buildings

Prioritizing energy efficiency to achieve LEED Gold or above.

2. District Thermal using Wastewater Heat Recovery

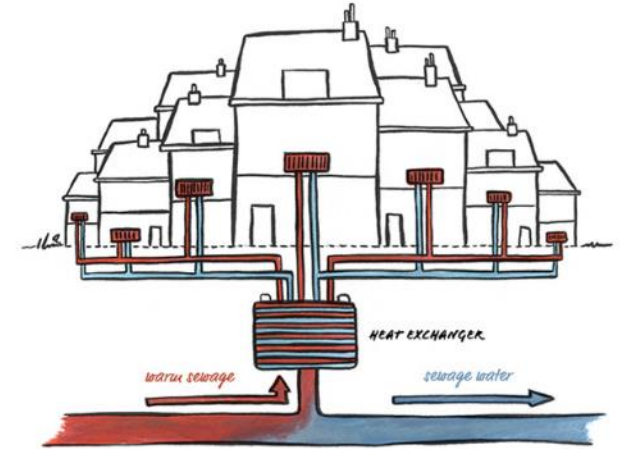
Utilizing wastewater thermal energy to heat and cool campus buildings efficiently.

3. Renewable Energy

100% renewable electric using a combination of on- and off-site sources.

4. Community Resiliency

Ensuring critical facilities have power, heating and cooling, even during extreme events.



PREPARATION FOR 2020 STOCK SHOW





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