



NATIONAL WESTERN CENTER

Denver City Council | Budget & Policy Committee

October 14, 2024



DENVER
THE MILE HIGH CITY



MAYOR'S OFFICE OF THE NATIONAL WESTERN CENTER



AGENDA

Introductions

NWCO

- Program Background
- Phases 1 & 2 update
- Future Phases Update
- 2025 Lookahead

National Western Center Authority

- Events Update
- Campus Operations
- Community Benefits
- Equestrian Center, Hotel and Parking Garage



ROLES AND RESPONSIBILITIES



Mayor's Office of the National Western Center is responsible for construction of the campus, holds the lease and is the principal landowner.



The NWC Authority is responsible for programming, operating and maintaining the campus for the next 100 years.



The Western Stock Show Association is building their own headquarters, the Legacy Building, and will continue to host the Stock Show, Denver County Fair and All-Star Rodeo.



The CSU Spur campus is made up of 3 buildings focused on food, water and health and will be a hub for research related to important world issues and be open to the public as a place for experiential education.

MILESTONES

2012

Mayor Hancock commits to keep the Stock Show in Denver.

2013

Citizen's Advisory Committee formed.

2014

Venue feasibility study.

2015

Master plan.
Funding.
(HB 15-1344, Ballot Measure 2C, RTA award)

2016

Mayor creates city office to lead construction.

2017

Framework Agreement.

2018

Authority Board of Directors and CEO.

Construction begins.

2019

Call for programming ideas.

2020

Contract to source clean energy from wastewater.

Public artists selected.

2021

Stockyards Event Center and stockyards complete.

2022

CSU Spur opens, multiple buildings, plazas, bridges & riverfront are complete.

2023

Livestock Center construction start.
Riverfront Open Space grand opening.

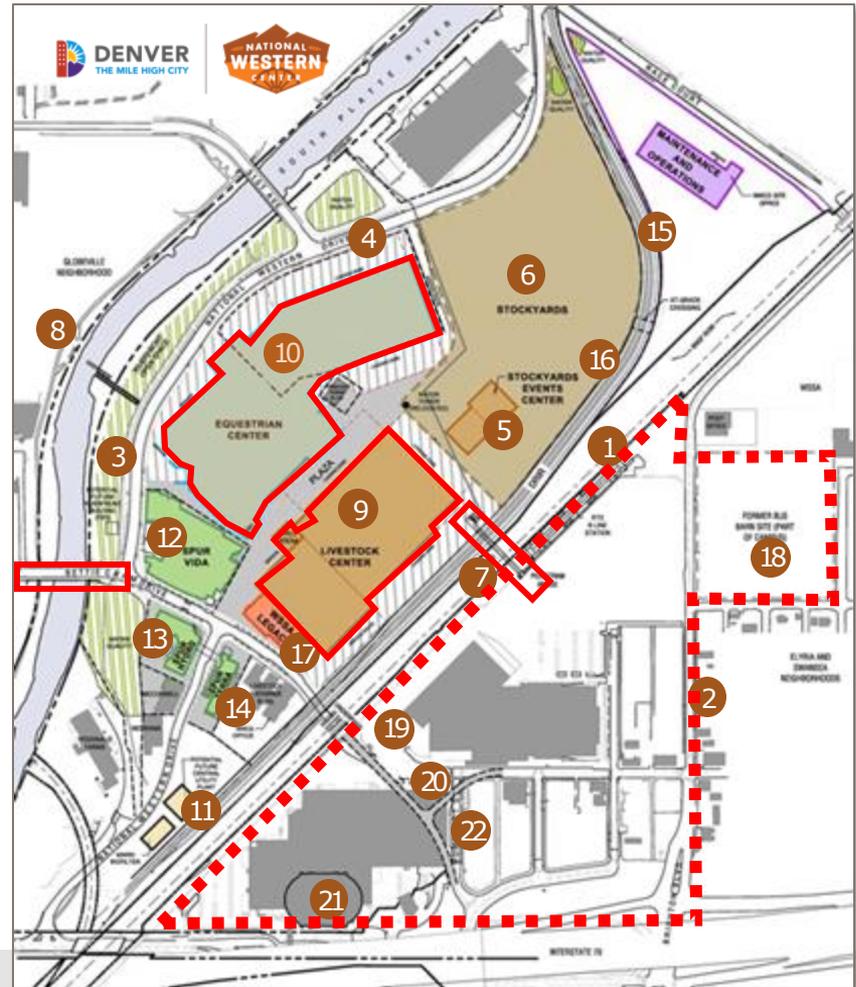
2024 and Beyond

Livestock Center construction continues.
Design and planning for campus connections.
Future phases.

NWC CAMPUS PLAN

Phases 1 and 2

1. RTD Transit Station
2. Brighton Blvd. – 47th to Race Court
3. South Platte Riverfront
4. New National Western Drive
5. Stockyards Event Center
6. The Yards Multi-Use Space
7. Pedestrian Bridge
8. 48th Ave Bridge & 51st Ave Bridge
9. Livestock Center
10. Equestrian Center
11. District energy system's central utility plant (CUP)
12. CSU Spur: Vida (health)
13. CSU Spur: Hydro (water)
14. CSU Spur: Terra (food)
15. Maintenance & Operations Facility
16. DRIR Rail Corridor
17. WSSA Legacy Building HQ
18. Campus-related transit-oriented development (TOD)
19. Arena
20. Expo Hall
21. 1909 Building rehabilitation
22. Supporting development

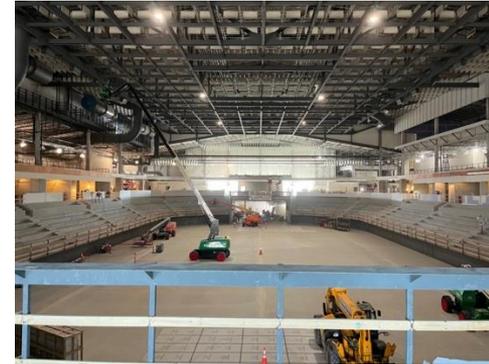


NWC PROGRAM CAPITAL STACK – PHASES 1&2

Funding Sources	Amount	Detail
Framework Agreement secures Phase 1 and 2 design and construction funding from the equity partners:		
City and County of Denver	\$688M	Voter approved funding from ballot measure 2C bond revenue
Colorado State University	\$23M	Land and site preparation for its 3 buildings
Western Stock Show Association	\$50M	WSSA pays \$50M cash
Funding from Various Grants and Partnerships:		
CDA Grant	\$25M	Colorado Department of Agriculture Grant
Metro Water Recovery Grant	\$9M	Delgany relocation to support campus energy and riverfront
Total	\$795M	

LIVESTOCK CENTER

The Sue Anschutz-Rodgers Livestock Center will be the heart of the new NWC campus. Designed to include flexible, year-round space that will support a wide variety of activities, such as community events, sporting events, graduations, concerts, livestock auctions, trade shows, banquets and other uses.



357,000

square feet of multi-use
space for year-round use

LIVESTOCK CENTER WORKFORCE DEVELOPMENT

Livestock Center | [Project at a Glance](#)

- DCCP Data Range: 01.01.2019 – 09.11.2024
 - Total Workers – 1,515
 - Worker in Target Zip Codes - 224
 - Total Hours Worked – 491,888
 - Average Wage - \$34.81

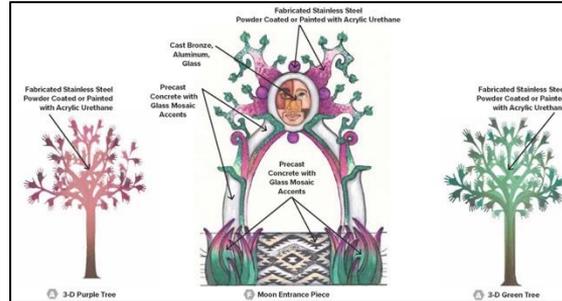
Livestock Center | [Apprenticeship Utilization](#)

- DCCP Data Range: 01.01.2019 – 09.11.2024
 - Total Apprentices – 159
 - Total Hours Worked – 69,392
 - Average Wage - \$28.00



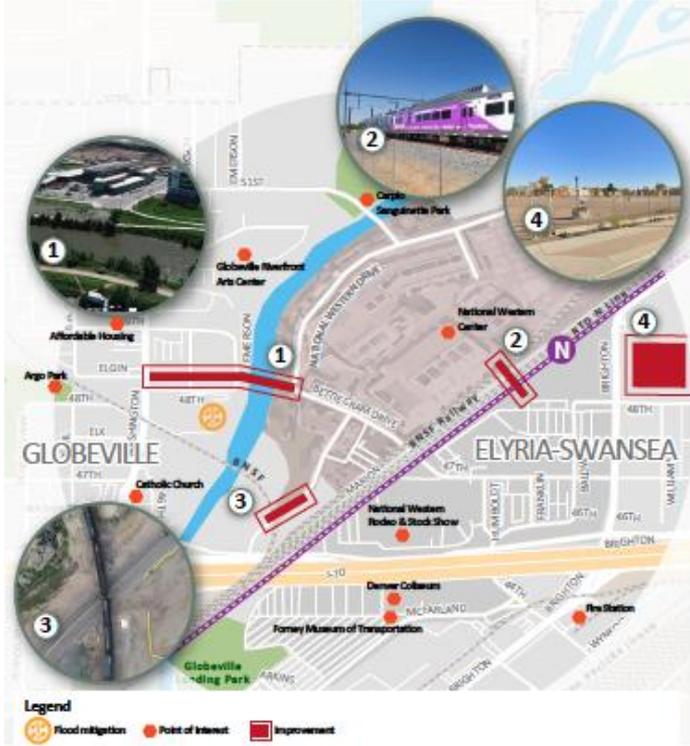
Job Readiness: Construction As a Career Path Event

PEDESTRIAN & 48TH AVE BRIDGES



USDOT INFRASTRUCTURE GRANT PROGRAM

REUNITED DENVER PROJECT GLOBEVILLE & ELYRIA-SWANSEA



Total Cost: \$68.0M

RCN Grant Award: \$35.4M

Inspired by Neighborhood Led Conversations. Advancing projects by leveraging Federal dollars to deliver these projects sooner than otherwise feasible

1. Bettie Cram Drive Bridge and 48th Avenue Greenway
2. New Pedestrian Bridge
3. Improvements to the At-Grade Rail Crossing @ NWD South
4. DPS Bus Barn Environmental Remediation

Grant Agreement with FHWA and NEPA Process

City Council Action

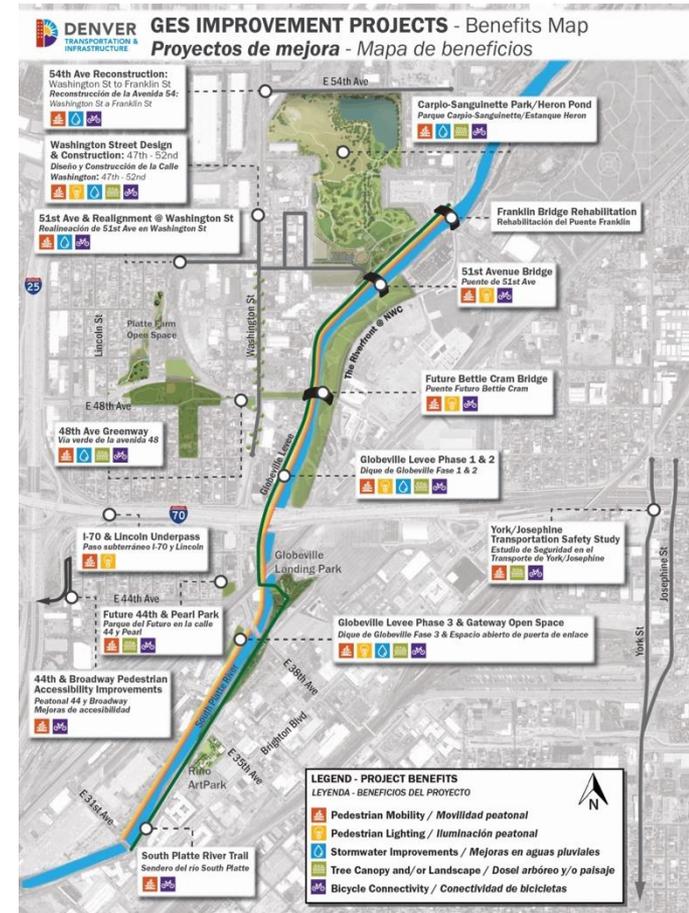
Implementation Strategy & Planning (Site Investigations, Railroad Coordination, etc.)



GLOBEVILLE, ELYRIA-SWANSEA PROGRAM OF PROJECTS

Program of Projects Communications Team

- Centralizing all construction-related information and impacts.
- Keep community informed about ongoing construction activities.
- Delivering consistent and clear messaging to the community.
- Maintain connectivity with community throughout construction.
- Coordination and alignment with all projects and construction teams
- Collaborative effort between the National Western Center (NWC) and the Denver Department of Transportation and Infrastructure (DOTI)



YOUTH ENGAGEMENT – CAREER WEEK FOR GIRLS

HOYA Foundation - Transportation and Construction Girl 2024 Career Week for Girls



NWCO: Host, Tour & Panel

Jacobs: Host, Tour & Panel

Whiting-Turner: Construction Tour, Panel

Saunders Construction: Group Activity, Panel

CSU Spur: Lunch, Panel



GES TOUR + TRIANGLE PLANNING

On March 2, 2024, Mayor Johnston joined a GES community tour organized by the GES Coalition and other local leaders. The Mayor pledged to initiate a community-driven process to explore potential uses for the NWC Triangle land.



Photo Credit: Kevin Beaty, Denverite

THE TRIANGLE - FUTURE PHASES OF THE CAMPUS

The City + campus partners will engage the GES community in a Scenario Planning effort starting in Q4 2024.

The Planning effort will focus on the following aspects:

- Locations of public assets
- Horizontal Infrastructure
 - Transportation Network
 - Utilities
 - Drainage and Stormwater
 - Resiliency and Sustainability
- Land use and density
 - Height + set-back
 - TOD proximity
 - Affordable housing
 - Mixed use opportunities
- Environmental Remediation
- Community Benefits + Community Ownership Models
- Sequencing, financing and delivery



THE TRIANGLE – PLANNING THE PROCESS

Community Outreach Workgroup

We have assembled a group of **14** dedicated community members to help shape the outreach and engagement process for the Triangle.

October 2, 2004
Workgroup Meeting #1

- Welcome & Introductions
- Agenda Overview & Working Group Background
- Creating Workgroup Agreements, Collaboration, and Decision-making Processes
- Create agenda for meeting #2
- Closing Reflections, Questions and Ideas, Next Steps



PROGRAM DASHBOARD - ATTACHMENT



NATIONAL WESTERN CENTER - PHASES 1 & 2 Program Status Report

Q2-2024

QUARTERLY STATUS	
Overview:	Horizontal:
- HSE: 1 recordable incident this quarter	- Design in-progress: Bettie Crum Drive bridge (DOTI), pedestrian bridge
- NWC Program schedule - SP: 1.00	
- NWC Program budget - CPI: 1.00	- Construction in-progress: utilities, campus-wide IT, Riverfront Open Space art
Program-Wide:	Vertical:
- Continued horizontal/vertical design, procurements	- Livestock Center: Arena, Expo Hall and Auction Hall exterior closure, mechanical and electrical systems and interior finishes; interface coordination with WSSA Legacy Bldg
- Continued regulatory planning and permitting	
- Continued Public Art process	
- Continued Livestock Center construction	
- Initiated Plaza construction	
- Coordination - Authority - Equest Center / Pig Gar	
- Coordination - WSSA - Legacy Building	



MAJOR CONTRACTS AND PROCUREMENT STATUS				
	Vendor	Description	Contracted Date	Amount
Contractual	Wilson & Co	Brighton Blvd - Design	Dec 2016	\$ 1,050,046
	Moore Isaacson Gotman (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	DBIR 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	\$ 776,798
	HSS, Inc.	Stockyards Event Ctr / Stockyards - Design	Nov 2018	\$ 3,659,443
	G.H. Phipps	Maint. & Ops Facility - Precon	Dec 2018	\$ 15,000
	Adolfson & Peterson	Stockyard Event Ctr / 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	Dec 2019	\$ 5,335,422
	Adolfson & Peterson	Stockyard Event Ctr / Stockyards - CM/GC	Dec 2019	\$ 8,529,490
	Whiting - Turner	Equestrian Center / Parking Garage - Precon	Dec 2019	\$ 2,643,650
	Populous	Livestock Center - Design	Feb 2020	\$ 10,557,527
	Whiting - Turner	Livestock Center - Precon	Oct 2020	\$ 1,742,828
	Whiting - Turner	Livestock Center - CM/GC	Sep 2022	\$ 239,919,735
Future	TBD - by National Western Ctr Authority	Equestrian Center / Parking Garage	TBD	TBD

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



Portfolio	BUDGET, COMMITMENTS AND COST			PROGRESS/PERFORMANCE	
	Budget	Program To Date Commitment	Cost	Percent Complete	SPI
Planning and Design Studies	4,793,446	4,793,445	4,793,445	100.0%	1.00
Horizontal	396,001,036	378,011,635	376,618,539	95.2%	1.00
Vertical	339,923,087	330,625,548	204,037,894	61.0%	1.00
Program Wide	54,126,313	48,112,791	46,675,633	86.8%	1.00
Total Program	794,843,882	761,543,418	632,125,512	80.0%	1.00

* Capacity
Commitment = Contracted obligations and expenditures

KEY SCHEDULE MILESTONES	
Activity/ Milestone	Completion Date
Program Substantial Completion	TBD
DBIR Rail Consolidation Complete	02/23/21 A
Delgany Interceptor Construction Complete	04/30/21 A
SYEC, Bison Pens and Plaza Substantial Completion	12/15/21 A
Stockyards Substantial Completion	12/15/21 A
Equestrian Center Substantial Completion (NWCA)	TBD
Livestock Center Substantial Completion	11/28/25
Pedestrian Bridge Substantial Completion	TBD
53rd Ave Bridge Substantial Completion	09/02/22 A
Bettie Crum Drive Bridge Substantial Completion	TBD
CSU Animal Health Building Pad Ready	03/09/20 A
CSU Water Resources Center Pad Ready	09/14/20 A
CSU Center Pad Ready	09/14/20 A
WSSA Legacy Building Pad Ready / Land Closing	03/10/24 A





2025 LOOKAHEAD

Anticipated CC Actions:

- NWCO - Horizontal Design Contract (time extension only)
- DOTI + NWCO - RCN Grant
 - Grant Agreement
 - Actions related to Pedestrian Bridge, DPS Bus Barn, Bettie Cram Drive Ave Bridge + 48th Avenue Greenway and at-grade railroad crossing
- CPD - Plat
- DOF - Equestrian Center, Hotel and Parking Garage

Planning, Design, Estimating + Construction Phasing

- Equestrian Center, Hotel and Parking Garage Predevelopment
- DPS Bus Barn, Pedestrian Bridge, Bettie Cram Drive Bridge + 48th Avenue Greenway
- Future Phases – The Triangle Scenario Planning

Ongoing Campus Coordination:

- WSSA – Legacy Building construction continues
- WSSA, Authority and CSU Programming / Concurrent Operations



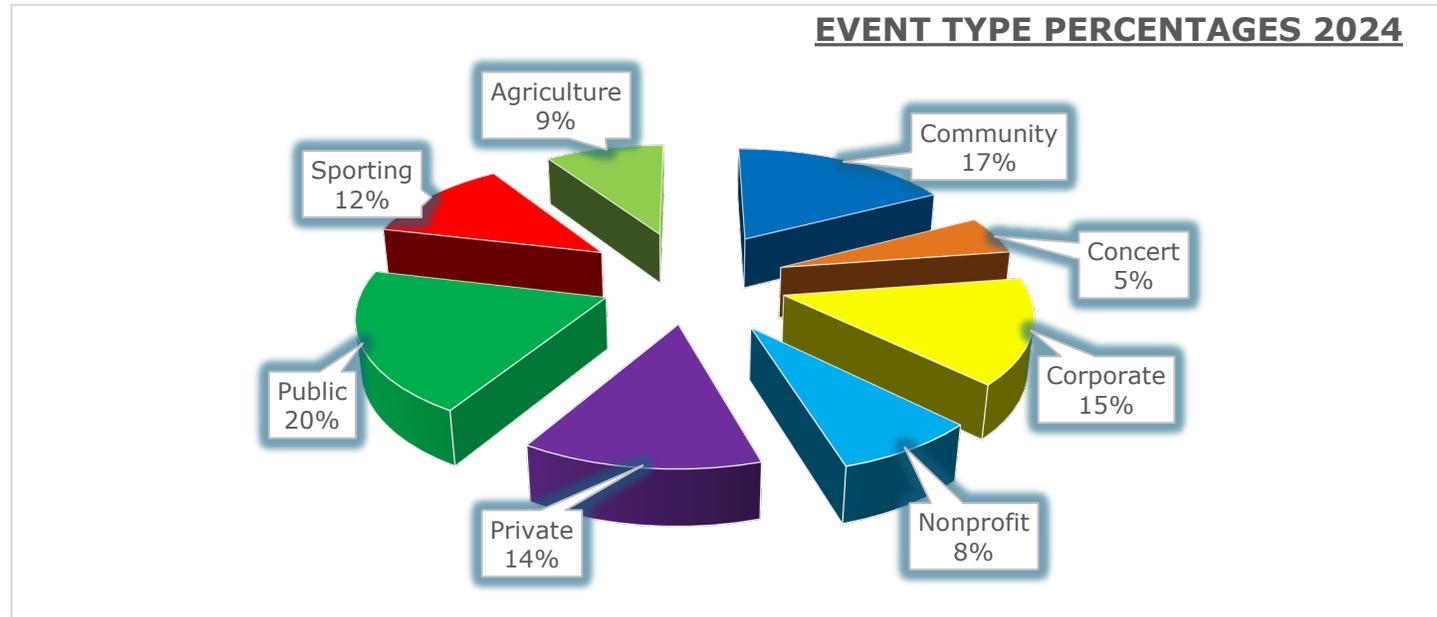
October 14, 2024



NATIONAL WESTERN CENTER AUTHORITY UPDATE OCTOBER 2024



EVENTS UPDATE



2024 Year-to-Date Stats:

- 53 bookings / 79 total event days / 102 Use Days
- 36 bookings in 2023 / 47% growth from 2023
- 15 community events
- 21 mission aligned events
- 406 total leads / 51 active leads (2024 and onward)
- 45,198 attendees
- 360 approx. community tickets donated to community

2025 Current Stats:

- 42 proposals/contracts in process
 - 24 repeat business
 - 18 new business
- 40 active leads
- 10 community events
- 22 mission aligned events

UCHEALTH FAIR FOR WOMEN



NATIONAL WESTERN CENTER

GIRL SCOUTS OF COLORADO



TIANGUIS – COMMUNITY EVENT



NATIONAL WESTERN CENTER

EAT. LOCAL. FOOD



Community Wealth Building
Metro Denver's Economic Prosperity Network

FARM FOUNDATION



NOFX CONCERT



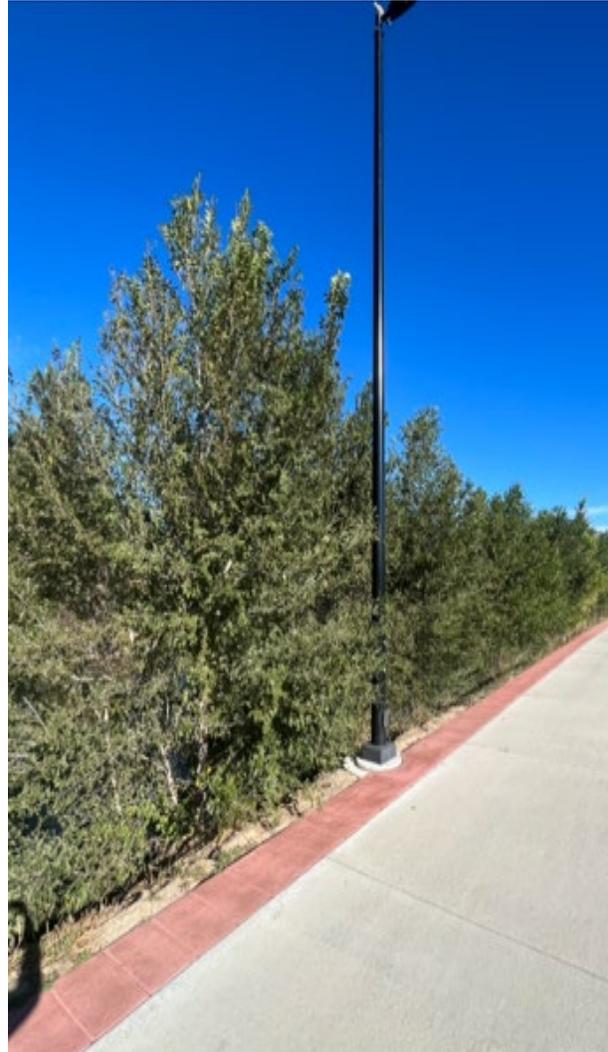
BIG BOUNCE



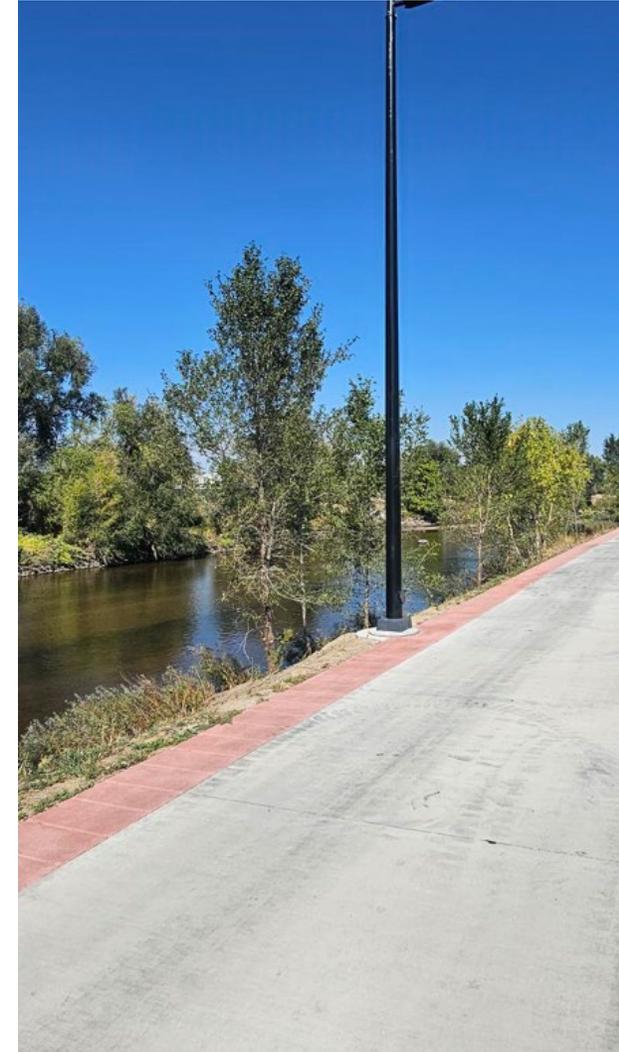
SUSTAINABILITY AND RESILIENCY FOR THE COMMUNITY

- District Energy System
- Farmbox
 - Partner with Centura (Common Spirit).
 - Huerta to operate, grow & sell food.
 - Land & utilities are free as part of partnership.
- Compost Colorado
- BESS
- Solar gardens – saved underserved communities ~250,000kw (saved \$8k sent back to grid from M&O and SYEC).
- **Activating Riverfront**
 - Mile High Flood District - 100-year river care (repurposing mulch for campus planters)

Before

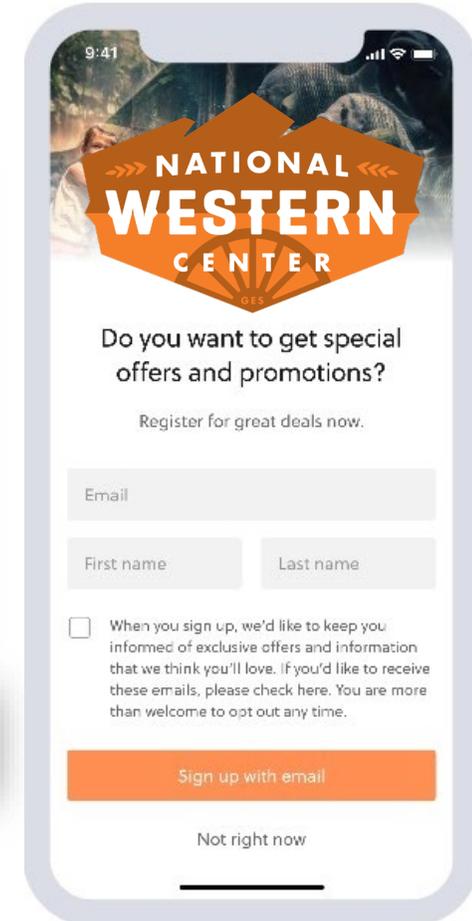


After



2025 – COMMUNICATIONS AND MARKETING CULTIVATING AWARENESS

1. Event and Sales Marketing (event programmers)
 - Optimize sales materials, website revamp, SEO investment
2. General Brand Awareness (event go-ers)
 - Traditional advertising, digital media advertising, event venue marketing
 - Mobile app - creating user and customer experience
3. Storytelling, PR, earned media
 - Mission aligned storytelling
4. GES Community
 - Hyperlocal advertising
 - Broad & diverse outreach mechanisms
5. Government Officials
 - Ongoing check-in and report outs to Denver City Council and Mayor's office





WE ARE A CHAMPION FOR THE COMMUNITY

National Western Center is committed to being a trusted ally for the GES community and championing members by:

- **Creating** jobs and procuring services from the community
- **Advocating** for community interests and needs
- **Partnering** for the benefit of the community
- **Participating** in and convening community
- **Providing** direct technical and financial assistance
- **Innovating** for the health and sustainability of the community





ENGAGING COMMUNITY THROUGH CAMPUS EVENTS

- Home Ownership Educational Workshop, June
- EGS&Partners Tianguis Festival, August
- Earth Day Celebration
- 2nd Annual GES Halloween Trunk or Treat
- Tickets to all public events – 450 tickets thus far with dozens more earmarked for Fall events and beyond

Working to increase community involvement in National Western Stock Show:

- 2025 Stock Show Community Events:
 - Stock Show Parade
 - Sponsor Tickets to Rodeos
 - Community Day
 - Community Reception and Rodeo





CREATING JOBS

- **650 jobs** have been created as part of our procurement processes.
 - 290+ in 2024 alone
- Projecting **69%** of all 2024 campuswide services spent with local, small, disadvantaged, minority or women owned businesses. (YTD is ~60%)
- Numbers are projected to increase in **2025** with additional procurements underway.
- Partnered with Center for Community Wealth Building for the Eat.Local.Food. event.
- Intentional procurements.
- Partnering with DEDO and creating Case Study of our process.



PROVIDING DIRECT TECHNICAL & FINANCIAL SUPPORT

The **Community Investment Fund** supports projects, programs, and other community benefits in GES.

- Responsible for developing the CIF benefiting the Globeville, Elyria and Swansea neighborhoods, including through a “round up” donation option on on-campus retail purchases.
- Provided a grant technical assistance **\$400,000 (in partnership with City and County of Denver)**.
- Provided a grant for **\$86,000 - July 2023**.
- First round of grants awarded (Grantee Reception) - **June 2024**.
- Provided a grant for **\$90,000 - July 2024**.
- 2025 projected CIF contribution projected to be **\$150,000**
- Ongoing conversations with grantees & committee.
- Committee recruiting additional CIF members.



EQUESTRIAN CENTER, HOTEL, PARKING GARAGE PROJECT

Steve Nalley
National Western Center





★ EQC/HOTEL/GARAGE

Equestrian Center

- Show Arena – 4,500 seats
- Horse barn – 570+ stalls
- Warm up paddocks

Hotel

- Up to 200 rooms
- Coffee shop, restaurant, bar, business center
- Consistent with mission vision, food ethos of National Western Center

Parking Garage

- Minimum of 580 parking spots
- Additional hotel parking, as needed

Amour Admin

- Adaptive reuse of Landmarked structure

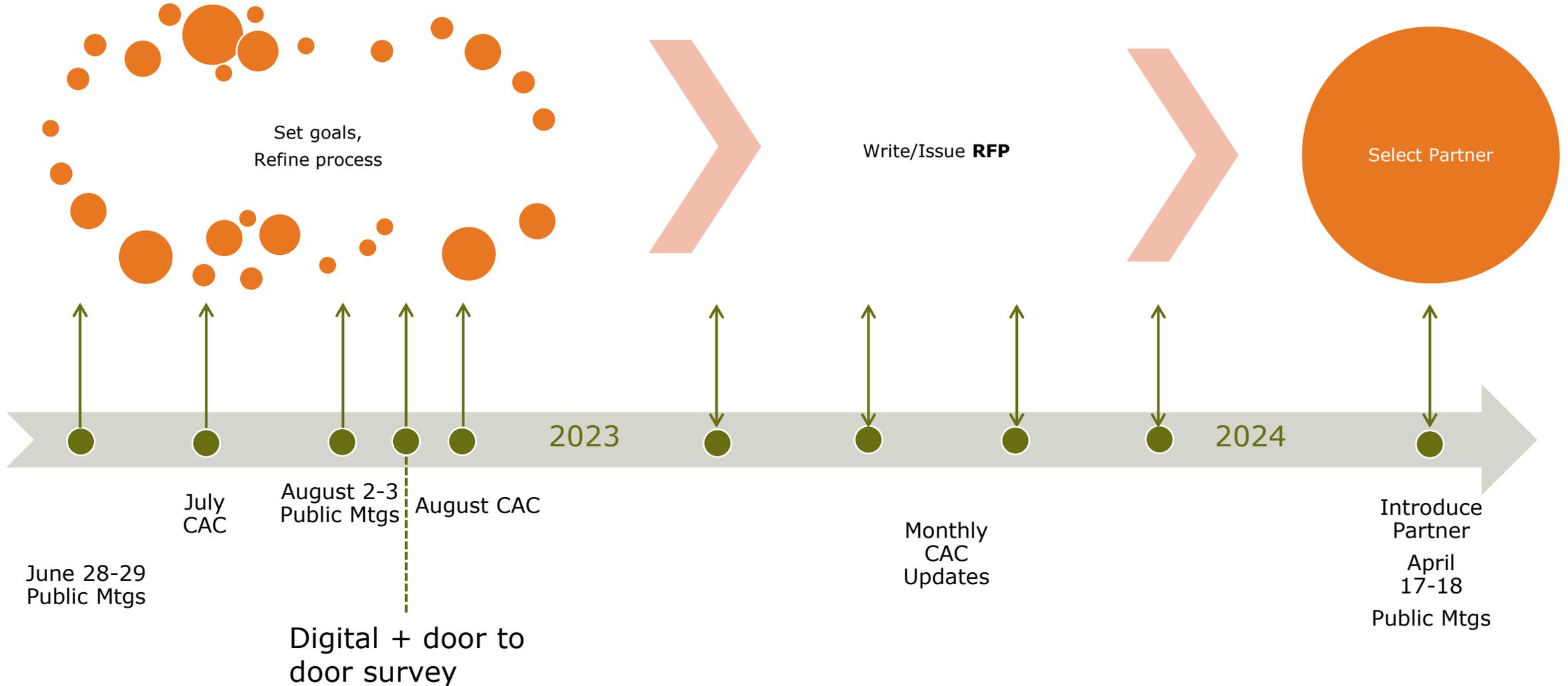
Community Space

- 4,000 square feet of dedicated space for the community

Events Programming

- Booking of campus facilities to drive heads in beds

EQC/HOTEL/GARAGE PROCUREMENT SEQUENCE 2023-2024





BASELINE REQUIREMENTS FOR ALL NWC DEVELOPMENT

Framework Agreement:

Holds Authority to:

- Achieve overall benefit to NWC campus
- Mission and Vision
- Competitive procurement
- Prevailing Wage
- Living Wage
- Public Art
- Small business enterprise, equal employment opportunity, and minority and women business enterprise participation
- CIF support – any retail component requires Roundup



INTEGRATED INPUT INTO EQC/HOTEL/GARAGE RFP

Included all community ideas in RFP for reference.

Selection committee scored proposals considering approach to incorporating ideas and ability to deliver the following ideas most important to community members:

- Community-controlled space
- Design
- Jobs/job training/SBE support
- CIF revenue sources
- Community use/rates



FENGATE



DESIGNWORKSHOP

EQC/HOTEL/GARAGE COMMUNITY MEETINGS

Approximate dates		2024			2025				2026				2027				2028				
		Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Project Agreements		Predevelopment Agreement				Development Agreement															
Approximate Project Phase		Design				Construction								Operations							
Community Advisory Committee		Monthly																			
Community Benefits Committee		Monthly																			
Community Wide Meetings		Every 4-6 Months (around key milestones)																			
Taskforce Topics	Community Space / Design	Monthly								Frequency TBD											
	Community Use/Rate/ CIF Revenue		Monthly										Frequency TBD								
	Jobs, Training, SBE				Monthly								Frequency TBD								

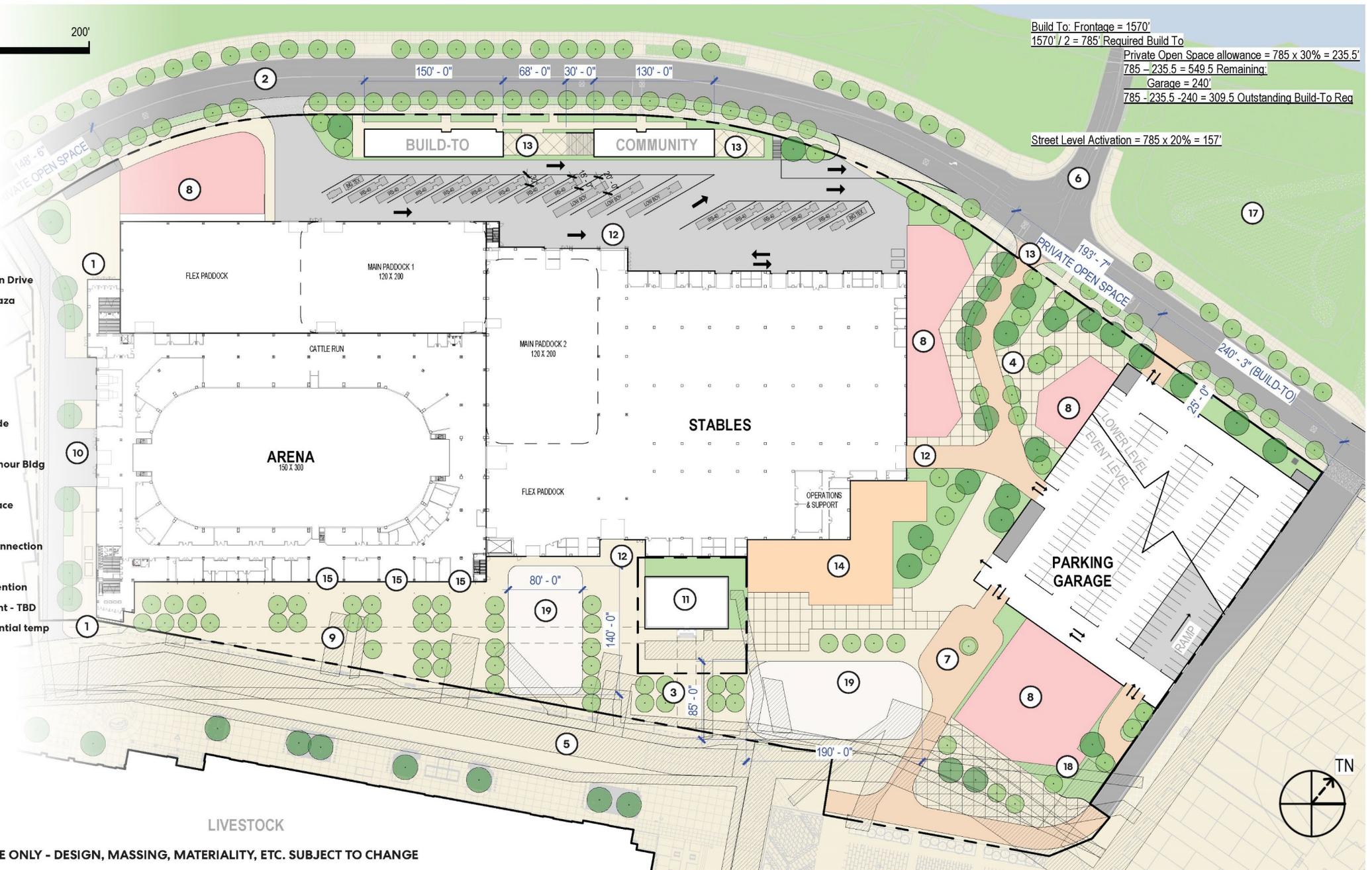
SITE PLAN



Build To: Frontage = 1570'
 1570' / 2 = 785' Required Build To
 Private Open Space allowance = 785 x 30% = 235.5'
 785 - 235.5 = 549.5 Remaining
 Garage = 240'
 785 - 235.5 - 240 = 309.5 Outstanding Build-To Req

Street Level Activation = 785 x 20% = 157'

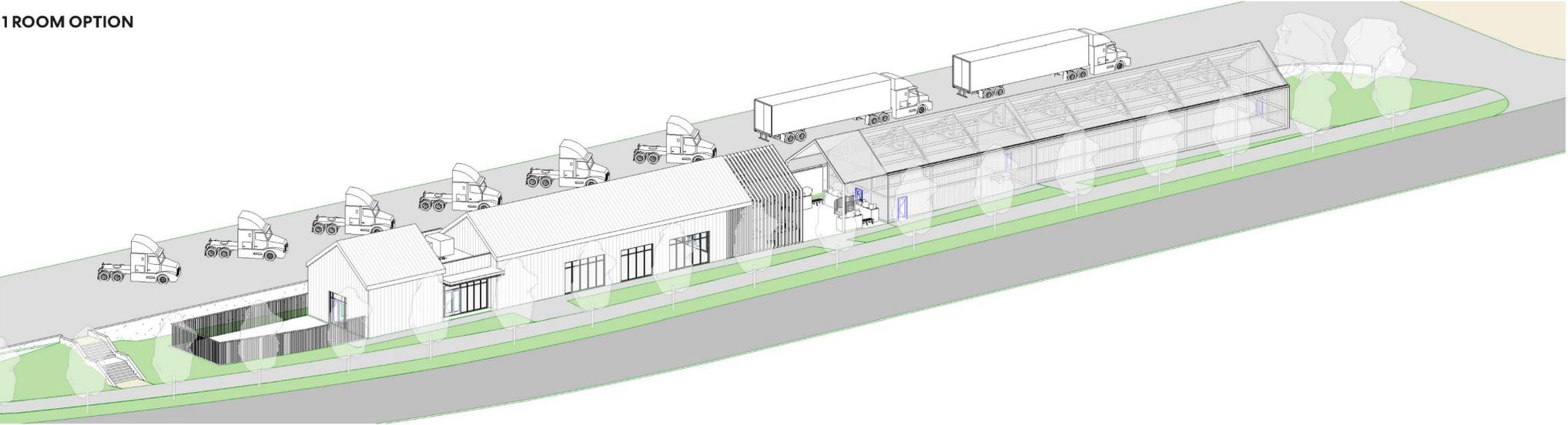
- 1 Entrance
- 2 National Western Drive
- 3 Main Campus Plaza
- 4 51st Connector
- 5 Easement
- 6 51st Ave Bridge
- 7 Hotel Dropoff
- 8 Future Pad Site
- 9 Grand Promenade
- 10 River Connector
- 11 Landmarked Armour Bldg
- 12 Stables Access
- 13 Community Terrace
- 14 Hotel (Planned)
- 15 Site/Program Connection
- 16 Mountable Curb
- 17 Stormwater Detention
- 18 As-built Easement - TBD
- 19 Flex Space (potential temp paddock)



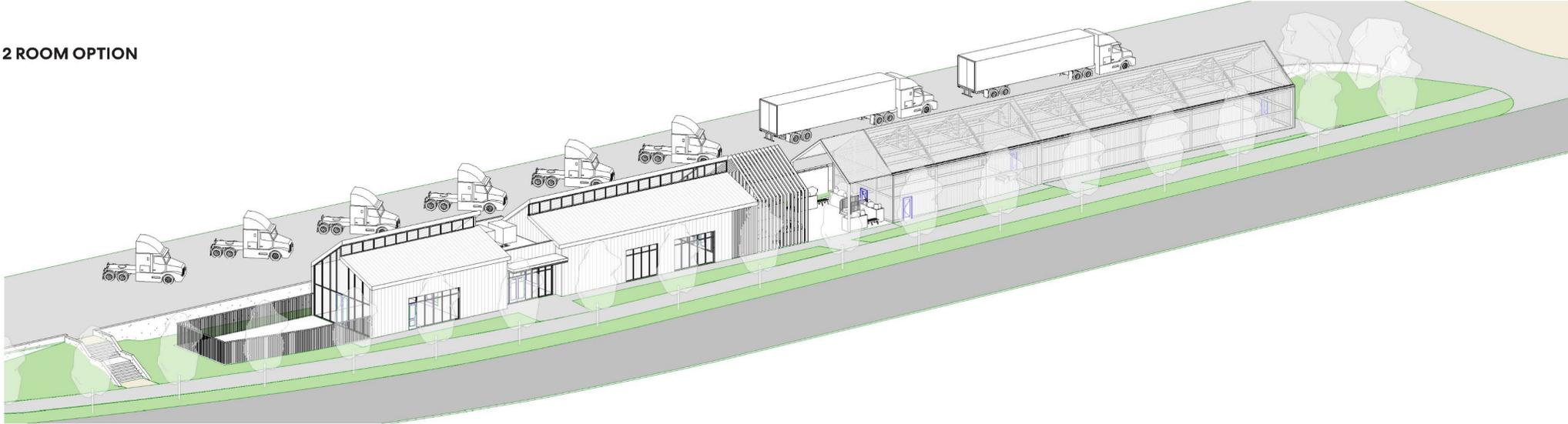
LIVESTOCK

FOR REFERENCE ONLY - DESIGN, MASSING, MATERIALITY, ETC. SUBJECT TO CHANGE

BUILDING FORM & MASSING
1 ROOM OPTION



2 ROOM OPTION



FOR REFERENCE ONLY - DESIGN, MASSING, MATERIALITY, ETC. SUBJECT TO CHANGE

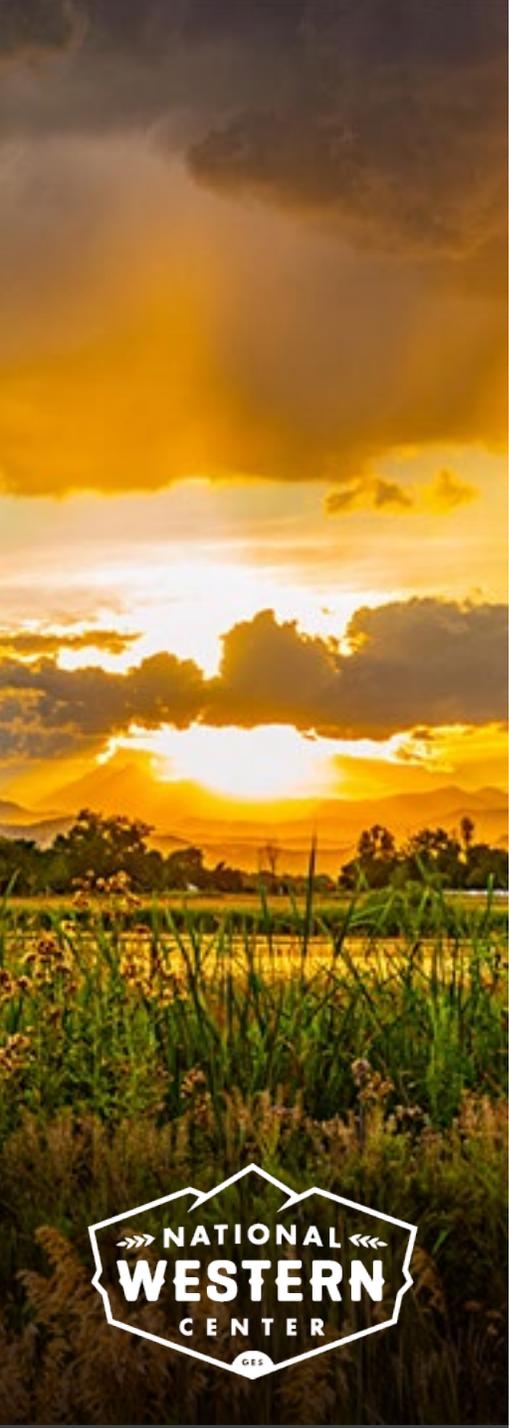




EQC/HOTEL/GARAGE NEXT STEPS

- Ongoing community engagement
- Progress design, commercial, and finance workstreams
- Begin City Council briefings
- Anticipate returning to City Council in Q1 to advance the project into final design, construction, and operations





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