

MEMORANDUM

TO: National Western Center Authority Chairperson
Members of the Board

FR: Mayor Michael B. Hancock

CC: Kelly Leid, Executive Director Mayor's Office of the National Western Center
Tim Sandos, Executive Director North Denver Cornerstone Collaborative

DA: September 18, 2017

RE: Instructions to the NWC Authority ("Authority") Board of Directors – Partnering with GES Neighborhoods

As part of the significant investments being made in the Globeville, Elyria and Swansea (GES) neighborhoods, one of the overarching commitments of the Hancock Administration has been and will continue to be our active engagement of these historic Denver communities.

To that end, I am providing the following guidance to the Authority Board, as one of the newest entries into GES, as it commences its official functions in the oversight of the National Western Center and the important role the Authority can and will play in sustaining a strong relationship with these adjoining neighborhoods long after the new campus is fully operational.

The Mayor's Office of the National Western Center (NWCO), North Denver Cornerstone Collaborative (NDCC) and other key city agencies have been instructed to fully support the Authority's start up as the campus operator and to assist the new board in building its understanding of the Globeville, Elyria and Swansea neighborhoods, which includes commitments made to these neighborhoods (i.e. NWC Master Plan, Bond Projects, etc.). Although not limited to the following, I direct the Authority to integrate the new organization into these communities.

- As part of the overall onboarding, all members of the NWCA Board and staff shall receive copies of the adopted neighborhood plans, including any amendments, and should be conversant as to the important relationship between the National Western Center campus, its operations and the adjoining neighborhoods.
- The Authority will cooperate with or initiate efforts to develop a local talent pipeline for jobs on or around the NWC Campus, with an emphasis on talent development for students in the GES neighborhoods. Such programs may include mentoring, internships, apprenticeships, work-study, or other similar programs.
- The board will actively engage the NWC-Citizens Advisory Committee ("CAC"), which was established by the NWSS in the Fall of 2013 or any successor organization to create a community benefits agreement that fosters continued direct dialogue between the future campus and the neighborhood representatives. I would also encourage the Authority to engage the many community nonprofits, schools, RNO's and businesses in the region.

- To the greatest extent possible, NWC board meetings should be held in the GES neighborhoods to provide area residents, nonprofits and business owners direct access to members of the board. Board meetings should include an opportunity for public comment.
- The board will provide easy access to public documents, in both electronic and printed formats, as well as in English and Spanish.