

Date of Meeting:	May 20, 2021	Time:	9:04 a.m. – 10:46 a.m.
Minutes Prepared By:	Liz Adams	Location:	Virtual Meeting via ZOOM

### **Meeting Description**

### **National Western Center Authority Board Meeting**

### **Authority Board Member Attendance at Meeting** Name Present Absent Notes John Ikard X Lucia Guzman X **Steven McCarthy** X John Zapien X X Robb Brown Kelly Leid X Brendan Hanlon\* X Tony Frank X Bill Mosher X **Doug Jones** X X Paul Andrews X **Ernest House**

\*Non-Voting Members

Other attendees including members of the public are as recorded registration for the meeting.

Submitted by: Liz Adams	Approved by:	Date:

Topic	Owner	Time
1. Call to Order		
Quorum Present	John Ikard	9:04am
2. Board Business/Action Items		
Approval of Minutes for April 15	John Ikard	9:05 a.m.
A motion to approve the minutes of April 15 made by Director Jones and seconded by Director Leid. Motion carried.		
3. Chairman Update		
<ul> <li>Looking to get together as a board in person in June. Hoping that works for everyone. We will run hybrid meeting. It is important for us to have continuity.</li> <li>A lot going on behind the scenes – we have been talking a lot about the mission and focus of the authority. We are starting to focus things in Tier 1. Once we are in-person we will have more momentum.</li> <li>A lot of stimulus money out there and hoping we can get an injection of funding to the economy and our project.</li> </ul>	John Ikard	9:06 a.m.
4. CEO Update		
<ul> <li>A lot going on. We will give a budget update and Tier 1 update.</li> <li>Councilwoman CdeBaca and Ortega have convened the CIF committee. We need a group to receive funding. Lucia will report more.</li> <li>ULI is having a conference on May 20. We are the subject of multiple presentations including the campus energy system.</li> <li>Staff attended an event with Heurta Urbana</li> <li>Staff toured Denver food hub.</li> <li>We have joined District 9 food solution advisory committee. CW CdeBaca is looking to create a system of production, retailing, etc.</li> <li>Continue working with Together We Grow, STEAD and others to look at the future of K-job opportunities and a talent pipeline.</li> </ul>	Brad Buchanan	9:08 a.m.

Submitted by: Liz Adams	Approved by:	Date:



- Authority participated in an Ag round table. Talked about the heartburn that there doesn't seem to be support of Ag from the state level. It was a robust conversation.
- We have introduced an explainer document for complex vs. NWC.
- Ernest was the speaker at our Food for Thought podcast. Great response and a great job. Thanks to Ernest. We will send a link to the pod cast.
- M&O is handed over and leased.
- We have slots open for the SYEC tour this Friday. Let Liz know if you would like to join.

Doug: yesterday was a valuable discussion and we need to capitalize moving forward.

Paul: we have to continue to put out better propaganda about our state's support for agriculture. Kate and I had a long discussion about that. The meeting was good to get things out in the open.

Doug: we all assume everyone understands agriculture. We assume people understand ag. But they don't.

Ernest: One of my takeaways was the importance of the awareness of the division of rural-urban-suburban divide. We need to bring all the state together and engage with eastern and west slope and the city. Lots of West Slope and tribes that would like to get involved.

Doug: the NWC should be synonymous of agriculture in the state. This is where we should celebrate what ag is all about.

John: Ag is an incredible economic driver – ag folks are critical but humble and need to talk more.

Brad: As I listened it struck me on how important the NWC is to create a place for urban/rural relationships.

### 5. Partner Reports

# City and County of Denver: Construction Update • Updates not in presentation. City has Jacobs under contract. Jerry Morgan will replace Dan Weisser as the Program Manager. This month is busy in terms of tours. Reminder once you are on the campus you must have PPE on. • Reviewed Presentation Tykus Holloway 9:19 a.m.

Submitted by: Liz Adams	Approved by:	Date:



- The rain has been a challenge over the last month. We had some milestones.
- We gave NTP on 51st Avenue bridge.
- Looking north sitework continues; water quality and ponds are critical and critical path. Responded to Zapien question re pond liners.
- New National Western Drive has a sedimentation pond undergoing work as we work toward paving.
- Delgany is underground and buried.
- Delgany pipe has been removed demo continues.
- Sheep bridge has been shored up at low flow. Volume of water has increased.
- Temp pond and Pond H are critical now and we are working with CSU.
- SYEC outside facing elements are complete or close. Wood screening is still in process. There is a lot of grading and utilities still going in.
- SYEC auction bowl is ready to go we are undergoing lots of inspections and the entire building is looking great.
- Finally we have removed the old rail in Race Court.

John Z; On the ponds – the detention ponds – my reason for asking about lining is that there is a potential for school kids to use the ponds to use it for an ecological project. I read about a farmer who let some of his property go to cattails and created a habitat for butterflies. Just wanted to share.

Tykus: There will be a lot of ponds and NWCO can share technical information.

John I: Was there work on the Delgany outside our site?

Tykus: Will get back to you.

### CSU:

- Tony noted that he has a new presentation.
- Discussed development timeline that notes the additional staff coming on to work in the facilities.
- Showed the timelapse.
- Talked about all the openings and programs opening soon.
- Showed a video about the BioBlitz2021. This was a third annual event and we will continue to do it.

Tony Frank 9:32 a.m.

Submitted by: Liz Adams

Approved by:

Date:



Our General manager has been hired and we are looking for		
a manager of education.		
• .		
<u>WSSA</u> :	Paul Andrews	9:39 a.m.
Angus and Hereford have moved to OKC. Main decisions are		
cost to stay in OKC and Colorado politics.		
Planning is underway for rodeo, horse show, and more than 30		
other animal shows.		
Working with SSA (KM Concessions) on potential deal to		
roundup concession process at show to benefit the GES	1 / V	
Community fund.		
Most difficult part is training the staff.		
Legacy Campaign – we are doing summer outreach. Flying to		
Texas to present and are currently at \$80M.		
Complex update – we have 24 outdoor concerts scheduled. We		
have never done more than 8. This is a great opportunity. 8		
bands this Saturday.		
We continue to book and will have a good summer season.		
John: Tell me about OKC – are there other animal groups at risk.		
Paul: They are only cattlemen – not other livestock and they have		
no yards. They will be in a horse facility.		
Robb: have you considered customer service training for the		
concessions people?		
Paul: we have training in December into January. We struggle with		
getting our staff numbers up. Hopefully the Governor's incentive		
will get people off their couches and working.		
Robb: How long do people stay on staff? What is the range in		
hourly rate for seasonal work?		
Paul: We will pay \$15. 87 (possible up to \$16).		
John: In talking to a lot our businesses we hear these issues about		
difficulty in hiring people.		
Paul: we are lucky to have 700 volunteers to help backfill. We are		
going to start a hiring strategy. We are having a hard time getting		
people back to work.		
John: This is happening across all industries.		
John: Round up – important to get the message correct.		

Date:

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Lucia: we need to make sure we work with the community to get the right message. We need to do the work and engage staff.		
Brad: we owe Paul a big thanks for doing this campus wide as this is only mandatory in the new facilities.		
6. Committee Reports		
Finance Committee	Meghan	9:55 am
<u>Financials</u>	Sivakoff	
<ul> <li>Meghan reviewed the financials. There was not anything out of the norm. Spending was lower that normal. May will be a bit higher.</li> <li>We will start to manage the utilities at M&amp;O. We have more than normal consultant fees on market research and ops and maintenance.</li> <li>With the addition of facilities management, we will see an increase.</li> </ul>		
<ul> <li>Community Benefits Committee</li> <li>CIF committee would like a tour of the campus. Not just the buildings but with our board members. I recommend that this happen sooner than later.</li> <li>Letter will be coming from CIF committee regarding finding other sources.</li> <li>John: Thanks for your work.</li> </ul>	Lucia Guzman	9:57 am
<ul> <li><u>Campus Services and Partnerships Committee</u></li> <li>Nothing to report as the meeting was cancelled.</li> </ul>	Robb Brown	10:07am
7. Information Item: Operations and Budget Process Update		
<ul> <li>Robb mentioned we cancelled Campus Services and Partnerships meeting because the presentation would have been repetitive.</li> <li>We want to provide a progress report and do a deeper dive into the budget buckets.</li> <li>Reviewed objectives: define scope, seek consensus from board; activate the campus to the extent possible; generate revenue to</li> </ul>	Brad Buchanan	10:08 am

Submitted by: Liz Adams

Approved by:

Date:



offset expenses; not lose gained ground on brand exposure; maximize efficiency of existing new resources.

- Reviewed phases of operation planning.
- Progress: identified our unique categories for 2022 budget; defined expense and revenue; research with consultants; toured SYEC with events reps; examining how existing staff fit into new CWS.
- Continue to discuss Tier 1+
- Organizing budget by category; no activation; campus wide services; campus event activation; base operating budget; district heating and cooling.
- Meghan reviewed 2021 and 2022 facilities management including M&O, Stockyards, SYEC, water tower, ponds, Brighton Blvd. Pond d; 51<sup>st</sup> avenue bridge, sheep bridge NW Drive, Riverfront, Bettie Cram, Pond h and NW Drive South. A lot of square footage next year.
- Budget. Working on baseline or "no activation" revenue
  - o CAMO fee
  - Expense reimbursement for WSSA use during Stock Show
  - Maintenance and Ops Facility reimbursement for utilities.
- Expense:
  - Utilities, insurance, personnel and/or contract services; accounting; maintenance contractors; miscellaneous repair; security; marketing.
- Campus Wide Services: Underway right now is energy
  - 2022 will include energy contracts admin, district sign plan, concessions, it/telecom, partner operating and use agreements and facilities management and event operations.
- Reviewed phasing schedule. We want to phase the procurements over time. We need to have an engagement process with community and negotiations.
- Revenue for 2022 on Campus wide services projecting none. Energy payments are a separate item. Future revenue for campus wide services and corporate partnerships.
- Expenses for 2022 Campus Wide Services: community engagement, expert TA, legal support, personnel, working capital, accounting, marketing

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- Campus event activation: most time consuming. Need to truth test our finding.
  - We have experts helping us on the activation of the facilities.
  - Consultants have shown us there is interest in using the facilities. High School groups, BMX, touring experiential theater, mission-oriented installations in nonrevenue generation spaces.
  - Opportunity to rent for weeks or months at a time. Need to look at financing model of that.
- There are different models for event management including more local organizations.
- Looking at realistic hypothetical calendar from conservative to more extensive.
- Opportunity: may be able to charge more for booking.
- Challenges: smaller event spaces in SYEC; no naming rights; 15
  percent of revenue share of indoor multi-event sponsorship for
  SYEC; no long-term concessionaire contract in place; FFE –
  working through FFE.
- Meghan reviewed scenarios for event operations including front of house, back of house, content and sponsorship and advertising.
- Event activation
  - Revenue:Booking fees, food and beverage, parking, equipment rentals, multi-event sponsorship, CAMO, Betterment, ticketing fees, seat tax.
  - o Expenses: booking, accounting.
- Authority Base operation
  - Revenue: Equity partners, restricted funding for programs, unrestricted contract income
  - o Expense: accounting, board, consulting etc.
- District Heating and Cooling
  - Revenue: Partner energy payments (pass through, CCA loan request from city)
  - Expenses Energy payment commencing April 2022 (capital, O&M, SPV, Renewal, utilities, insurance) ROCIP, CSU Vida temporary services.

Brad commented on next steps: Tier 1+ meeting; interim finance committee meeting, regular finance committee meeting and more information at the future board meeting. Targeting July for a final budget at latest.

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John –our "drop dead" for budget is July correct?		
Brad – beyond July would be challenging for the city.		
8. Public Comment		
No Public Comment		10:41 am
No Public comment		
9. Adjournment		
John: final comments from the board?		10:45 a.m.
Ernest: I want to thank Matt Barry and Grace for engaging me in the podcast. I appreciate the opportunity and look forward to continued awareness. Thanks so much!	1/6	
Motion to adjourn by Jones. Second by Guzman.		
Meeting Adjourned.		

11. Next Meet	ting:				
Date	June 17, 2021	Time:	9:00 a.m.	<b>Location:</b>	Zoom and In Person

Submitted by: Liz Adams	Approved by:	Date: