



National Western Center  
 Authority Board Meeting Minutes

<b>Date of Meeting:</b>	February 18, 2021	<b>Time:</b>	9:05 a.m. – 10:40 a.m.
<b>Minutes Prepared By:</b>	Liz Adams	<b>Location:</b>	Virtual Meeting via ZOOM
<b>Meeting Description</b>			
National Western Center Authority Board Meeting			
<b>Authority Board Member Attendance at Meeting</b>			
<b>Name</b>	<b>Present</b>	<b>Absent</b>	<b>Notes</b>
John Ikard	X		
Lucia Guzman	X		
Steven McCarthy	X		
John Zapien		X	
Robb Brown	X		
Kelly Leid	X		
Gabriela Acevedo*	X		
Brendan Hanlon*	X		
Tony Frank		X	
Bill Mosher	X		
Doug Jones	X		
Paul Andrews	X		
Ernest House		X	
*Non-Voting Members			
Other attendees including members of the public are as recorded registration for the meeting.			

Submitted by: Liz Adams

Approved by:

Date:



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Topic	Owner	Time
<b>1. Call to Order</b>		
<b>Quorum Present</b>	John Ikard	9:04 am
<b>2. Board Business/Action Items</b>		
<b>Approval of Minutes for January 21</b> A motion to approve the minutes of January 21 made by Director <b>Jones</b> and seconded by Director <b>Guzman</b> . Motion carried.	John Ikard	9:05 a.m.
<b>3. Chairman Update</b>		
<ul style="list-style-type: none"> <li>Talked about the announcement about the bond issuance. It is important to get to the narrative. There is a lot of positive in this move.</li> <li>I have been really impressed by our partners including CSU, WSSA, City and GES community. I am impressed by our diligence.</li> <li>We will continue to move forward.</li> </ul>	John Ikard	9:06 a.m.
<b>4. CEO Update</b>		
<ul style="list-style-type: none"> <li>Our facilities handover process is moving along.</li> <li>We have signed an agreement for co-working space with some GES RNO's. We are sharing some desks with these groups. It is appreciated by the organizations.</li> <li>There has been a lot of work that went into making the decisions regarding the project and we are looking forward to coming up with the next steps for implementing the mission and vision.</li> <li>Matt Barry will be presenting on the cultivate and food systems program. This is important because it represents what our campus is all about. There is exciting stuff going on.</li> </ul>	Brad Buchanan	9:07 a.m.
<b>5. Partner Reports</b>		
<u><b>City and County of Denver:</b></u> <b>Construction Update</b> <ul style="list-style-type: none"> <li>Reviewed images of the campus.</li> <li>We are busy on the site and construction is moving forward.</li> </ul>	Tykus Holloway	9:10 a.m.

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<ul style="list-style-type: none"><li>• 51<sup>st</sup> Ave bridge construction contract has been awarded.</li><li>• Delgany interceptor is being relocated.</li><li>• National Western Drive is moving to its new location.</li><li>• Working on the interior of the SYEC.</li><li>• The energy piping is complete.</li><li>• Inside the building – plumbing, drywall, paint, elevator is 1-2 weeks away.</li><li>• Bettie Cram Drive utilities under the road are almost complete and we will be ready to pave for its interim condition soon, weather permitting.</li><li>• Energy system pad for EAS is progressing.</li><li>• The railroad is in and functional and we are finishing our list with DRIR.</li><li>• Will be removing the DRIR maintenance facility soon.</li><li>• Will also be installing 10,000 lf of new wastewater pipe to replace old Delgany.</li><li>• Marcy Loughran narrated a video of the campus along the new NW Drive.</li><li>• Director Jones asked about quality of NW Drive for 2022 show. Tykus described the interim condition for the road and the visual and user experience.</li><li>• The road will be in place for access and mobility.</li><li>• Director Andrews asked about the opening of the facility.</li><li>• Jones and Andrews talked about the importance of providing as much positive press as possible in the coming months.</li><li>• Ikard mentioned the importance of communicating the positives - we all need to be communicating the same story.</li><li>• Leid commented the importance of going on the offence and making positive statements.</li><li>• Holloway commented on the quote attributed to him in the Denver Post – they are working to correct that item.</li><li>• Buchanan commented that everyone is working together on the communications surrounding this issue. There is a social media campaign and Authority is continuing support all the partner.</li></ul>		
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<p><b>City Finance Update</b> We have been briefing council members about the issuance of the bonds. We have been getting positive feedback.</p> <p>Also of note, we are halting the P3. We have made it clear that we are not doing P3 because our current financial situation will not allow this.</p> <p>Next step is how we will fund 3-8. We have already been looking at options.</p> <p>Ikard thanked Brendan for his commitment to the NWC. Hanlon thanked all the partners for their dedication.</p>	Brendan Hanlon	9:35 a.m.
<p><b><u>CSU:</u></b></p> <ul style="list-style-type: none"><li>• Mosher toured the site and congratulated NWCO for all the great work.</li><li>• Reviewed the development timeline - Vida is well underway and Terra is under construction as well.</li><li>• Showed photos of buildings.</li><li>• Updated on projects – Terra is coming out of the ground. Slab on grade and moving quickly.</li><li>• Hydro is addressing underground obstructions. McConnell is under restoration.</li><li>• Vida will be topping out and is offering a signing of top beam. Virtual ceremony will be on February 26<sup>th</sup> at 11:00 am.</li><li>• International Livestock Association conference was held virtually this year. Working with NWSS on that.</li><li>• Lucia Guzman asked about the International Agriculture Conference.</li><li>• Andrews commented that the International forum was an event of WSSA and then they partnered with CSU and plan to hold the event at Spur in the future. It is a great interactive experience on the international agriculture scene.</li></ul>	Bill Mosher	9:38 a.m.



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<p><b><u>WSSA:</u></b></p> <ul style="list-style-type: none"><li>• Busy on sponsorship renewal, horse shows and rodeo planning.</li><li>• Met with 4 cattle breed associations - thanked Marcy and Tykus for the tour. We impressed them.</li><li>• Hosting a small horse show currently.</li><li>• Working on capacity for each room in our facilities and booking more shows.</li><li>• Working toward 5-star certification.</li><li>• Legacy campaign is at \$80M.</li><li>• Guzman asked about top 4 breed association. Andrews responded. Angus, Hereford, Charolais, Maine-Anjou and Gelbvieh are top associations.</li></ul>	Paul Andrews	9:48 am
<b>6. Committee Reports</b>		
<p><b><u>Finance Committee</u></b></p> <ul style="list-style-type: none"><li>• Committee did not meet this month – financials distributed via email.</li><li>• Meghan Sivakoff commented there were now notable items.</li><li>• Brad noted next month there will be a check writing policy to the board - brings check writing into sync with our other financial policies.</li></ul>	Brendan Hanlon	9:52 am
<p><b><u>Community Benefits Committee</u></b></p> <ul style="list-style-type: none"><li>• We have been successful in creating a community committee to address the CIF.</li><li>• First meeting will be scheduled in March</li><li>• Matt presented the Cultivate program at our last meeting.</li><li>• Once the CIF committee is underway we are looking forward to focusing on the broader community.</li><li>• I will be meeting with Terrance Carroll and MGB about future of CAC. We look forward to creating an advisory group with a broader membership.</li></ul>	Lucia Guzman	9:53 am

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<ul style="list-style-type: none"> <li>• Lucia thanked Brad and Liz</li> </ul> <p><b><u>Campus Services and Partnerships Committee</u></b></p> <ul style="list-style-type: none"> <li>• Committee met to discuss Xcel resilience, Solar and other energy strategies.</li> <li>• Meghan highlighted. Our initial attempt at solar did not come to fruition but the team continued to pursue the issue. We are now moving forward with a new partnership with the city.</li> <li>• We reviewed the Xcel resiliency program so the campus becomes a resiliency center available during a grid failure.</li> <li>• We are submitting a proposal to US Dept of Energy to do research and a demonstration project to connect all our energy resources on campus.</li> <li>• Brad suggested that we forward the Campus Partnerships presentation to the board for more information.</li> </ul>	<p>Robb Brown</p>	<p>9:57 a.m.</p>
<p><b>7. Presentation on Cultivate Studio</b></p>		
<p>Matt highlighted the goal of creating a center of gravity at the NWC attracting partners and participants thorough meaningful opportunity.</p> <p>We have moved from SIP initiatives to Food Vision, Food System Studio. We hope to create new market accelerator, new agrarian program, harvest summit and nutritional equity accelerator.</p> <p>Reminder of initiatives: Colorado Food Chain, Growing Young Minds, Food&amp;Ag Innovations Ecosystem and experience to impact.</p> <p>An equitable, regenerative and nourishing food future for Colorado – reuniting urban and rural lives and livelihoods from soil to supper.</p> <p>We are talking about how to connect all forms of community;</p> <p>We are addressing problems and providing solutions:</p> <p>Urban-rural divide</p> <p>Climate change and water scarcity</p> <p>Food insecurity</p> <p>Urban growth’s impact on resources</p>	<p>Matt Barry</p>	<p>10:01am</p>



<p>Soil degradation.</p> <p>How to you address such a broad initiative. We are creating a Food System Studio.</p> <p><b>Ecosystem Building</b></p> <p>We are the convenor and hope to bring together stakeholders; conferences sand summits; network development and creative collisions.</p> <p><b>Acceleration and Capital</b></p> <p>Host accelerators, pilots and creative partnerships that help entrepreneurs in food and ag succeed.</p> <p><b>Data Driven Decision making</b></p> <p>Tracking progress and keeping our collective eyes on long-term outcomes.</p> <p>We become the authority in the success of these initiatives.</p> <p>Hoping to engage with Social entrepreneurship -- tackling major issues and offering new ideas for systems-level change.</p> <p>We currently are sponsoring new markets accelerator to help ranchers and framers adjust to the challenges of Covid and shift their business model.</p> <p><b>New Agrarian Program</b></p> <p>We have signed a contract with the Quivira Coalition to connect rancher/farmers with apprentices.</p> <p>Continue to be involved in Colorado Farm and Food Systems Response Team.</p> <p>Heading into digital convenings this year with a focus on rural economies and regenerative environment.</p> <p>Hoping to do a Harvest Summit to convene all our stakeholders. An opportunity to bring in the NAAN program and bring international participants.</p> <p>Working on a nutritional equity accelerator in the rural and urban areas.</p> <p>Showed a 2021 roadmap to implement part of the Food System Studio.</p>		
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We have been presenting this idea to different groups and have great leverage. We are working to bring in dollars.

We are using all this to “set the table.” We hope to feature the work of our partners and make connections. Our role at the Authority is to bring all the partners together to address the mission and vision in a collective way.

## Committee Discussion

**Kelly Leid:** Applauded Matt and the team for the work. It is beginning to feel more concrete. You are really getting your arms around this. This brings all the groups together. These are the stories we need to tell the world. No one is doing what we are doing and we should be unapologetic about our vision.

**Paul Andrews:** You have a real handle on the food ethos and I am amazed at the progress you have made. We are two years away from having buildings that need to be full. We need to focus on things that bring revenue into the Authority.

**Brad Buchanan:** we are looking at all the pieces and parts to the booking effort and we are going to focus on that moving forward. It is at the top of our list. We will work closely with WSSA.

**Doug Jones:** Constant reminder that NWSS and Rodeo - we are the anchor tenant. OKC is trying to take the key piece of our economics and we need to keep that in mind.

**John Ikard:** I applaud what you are doing. You presented a lot. What is our role? Matt: We are the coordinator and convenor.

**Brad Buchanan:** we have to keep the 10,000 ft view as it is how we develop the programming for a 365 day a year campus.

**Ikard;** where are the revenue opportunities in this plan.

**Brad:** we need to work on “people in seats” to generate revenue. We need a diversity of events for revenue. These programmatic elements are core to the mission and vision and there is money out there to support those. It is a combination of all these things.

**Kelly:** as you think about the breadth of programming, we want to broaden the number of people who visit the site – making this a place for everyone - we are creating a broader audience. We need to appeal to the core but need to expand. These are collective actions that will draw people to the site and raise revenue.



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Brad : we are looking at an “intercept” survey to understand what parts of the mission and vision resonate with Stock Show attendees.		
<b>8. Public Comment</b>		
<b>No Public Comment</b> Brad commented that we are going to offer opportunity to tour campus.		10:38 am
<b>9. Adjournment</b>		
Board Chair Ikard adjourned the meeting. Motion by Andrews. Second by McCarthy. . Motion carried. Meeting Adjourned.		10:40 a.m.

<b>11. Next Meeting:</b>					
<b>Date</b>	March 18, 2021	<b>Time:</b>	9:00 a.m.	<b>Location:</b>	Zoom Webinar