



# National Western Center Authority Board Meeting Minutes

<b>Date of Meeting:</b>	May 20, 2021	<b>Time:</b>	9:04 a.m. – 10:46 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		
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	9:04am
<b>2. Board Business/Action Items</b>		
<b>Approval of Minutes for April 15</b> A motion to approve the minutes of April 15 made by Director Jones and seconded by Director Leid. Motion carried.	John Ikard	9:05 a.m.
<b>3. Chairman Update</b>		
<ul style="list-style-type: none"> <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.
<b>4. CEO Update</b>		
<ul style="list-style-type: none"> <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.

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<ul style="list-style-type: none"> <li>• The rain has been a challenge over the last month. We had some milestones.</li> <li>• We gave NTP on 51<sup>st</sup> Avenue bridge.</li> <li>• Looking north sitework continues; water quality and ponds are critical and critical path. Responded to Zapien question re pond liners.</li> <li>• New National Western Drive has a sedimentation pond undergoing work as we work toward paving.</li> <li>• Delgany is underground and buried.</li> <li>• Delgany pipe has been removed – demo continues.</li> <li>• Sheep bridge has been shored up at low flow. Volume of water has increased.</li> <li>• Temp pond and Pond H are critical now and we are working with CSU.</li> <li>• 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.</li> <li>• SYEC auction bowl is ready to go – we are undergoing lots of inspections and the entire building is looking great.</li> <li>• Finally – we have removed the old rail in Race Court.</li> </ul> <p>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.</p> <p>Tykus: There will be a lot of ponds and NWCO can share technical information.</p> <p>John I: Was there work on the Delgany outside our site?</p> <p>Tykus: Will get back to you.</p> <p><b><u>CSU:</u></b></p> <ul style="list-style-type: none"> <li>• Tony noted that he has a new presentation.</li> <li>• Discussed development timeline that notes the additional staff coming on to work in the facilities.</li> <li>• Showed the timelapse.</li> <li>• Talked about all the openings and programs opening soon.</li> <li>• Showed a video about the BioBlitz2021. This was a third annual event and we will continue to do it.</li> </ul>	<p>Tony Frank</p>	<p>9:32 a.m.</p>
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<ul style="list-style-type: none"> <li>• Our General manager has been hired and we are looking for a manager of education.</li> <li>• .</li> </ul> <p><b><u>WSSA:</u></b></p> <ul style="list-style-type: none"> <li>• Angus and Hereford have moved to OKC. Main decisions are cost to stay in OKC and Colorado politics.</li> <li>• Planning is underway for rodeo, horse show, and more than 30 other animal shows.</li> <li>• Working with SSA (KM Concessions) on potential deal to roundup concession process at show to benefit the GES Community fund.</li> <li>• Most difficult part is training the staff.</li> <li>• Legacy Campaign – we are doing summer outreach. Flying to Texas to present and are currently at \$80M.</li> <li>• Complex update – we have 24 outdoor concerts scheduled. We have never done more than 8. This is a great opportunity. 8 bands this Saturday.</li> <li>• We continue to book and will have a good summer season.</li> </ul> <p>John: Tell me about OKC – are there other animal groups at risk.</p> <p>Paul: They are only cattlemen – not other livestock and they have no yards. They will be in a horse facility.</p> <p>Robb: have you considered customer service training for the concessions people?</p> <p>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.</p> <p>Robb: How long do people stay on staff? What is the range in hourly rate for seasonal work?</p> <p>Paul: We will pay \$15. 87 (possible up to \$16).</p> <p>John: In talking to a lot our businesses we hear these issues about difficulty in hiring people.</p> <p>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.</p> <p>John: This is happening across all industries.</p> <p>John: Round up – important to get the message correct.</p>	<p>Paul Andrews</p>	<p>9:39 a.m.</p>
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<p>offset expenses; not lose gained ground on brand exposure; maximize efficiency of existing new resources.</p> <ul style="list-style-type: none"><li>• Reviewed phases of operation planning.</li><li>• 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.</li><li>• Continue to discuss Tier 1+</li><li>• Organizing budget by category; no activation; campus wide services; campus event activation; base operating budget; district heating and cooling.</li><li>• Meghan reviewed 2021 and 2022 facilities management including M&amp;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.</li><li>• Budget. Working on baseline or “no activation” revenue<ul style="list-style-type: none"><li>○ CAMO fee</li><li>○ Expense reimbursement for WSSA use during Stock Show</li><li>○ Maintenance and Ops Facility reimbursement for utilities.</li></ul></li><li>• Expense:<ul style="list-style-type: none"><li>○ Utilities, insurance, personnel and/or contract services; accounting; maintenance contractors; miscellaneous repair; security; marketing.</li></ul></li><li>• Campus Wide Services: Underway right now is energy<ul style="list-style-type: none"><li>○ 2022 will include energy contracts admin, district sign plan, concessions, it/telecom, partner operating and use agreements and facilities management and event operations.</li></ul></li><li>• Reviewed phasing schedule. We want to phase the procurements over time. We need to have an engagement process with community and negotiations.</li><li>• Revenue for 2022 on Campus wide services - projecting none. Energy payments are a separate item. Future revenue for campus wide services and corporate partnerships.</li><li>• Expenses for 2022 Campus Wide Services: community engagement, expert TA, legal support, personnel, working capital, accounting,. marketing</li></ul>		
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<ul style="list-style-type: none"> <li>• Campus event activation: most time consuming. Need to truth test our finding.             <ul style="list-style-type: none"> <li>○ We have experts helping us on the activation of the facilities.</li> <li>○ Consultants have shown us there is interest in using the facilities. High School groups, BMX, touring experiential theater, mission-oriented installations in non-revenue generation spaces.</li> <li>○ Opportunity to rent for weeks or months at a time. Need to look at financing model of that.</li> </ul> </li> <li>• There are different models for event management including more local organizations.</li> <li>• Looking at realistic hypothetical calendar from conservative to more extensive.</li> <li>• Opportunity: may be able to charge more for booking.</li> <li>• 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.</li> <li>• Meghan reviewed scenarios for event operations including front of house, back of house, content and sponsorship and advertising.</li> <li>• Event activation             <ul style="list-style-type: none"> <li>○ Revenue: Booking fees, food and beverage, parking , equipment rentals, multi-event sponsorship, CAMO, Betterment, ticketing fees, seat tax.</li> <li>○ Expenses: booking, accounting.</li> </ul> </li> <li>• Authority Base operation             <ul style="list-style-type: none"> <li>○ Revenue: Equity partners, restricted funding for programs, unrestricted contract income</li> <li>○ Expense: accounting, board, consulting etc.</li> </ul> </li> <li>• District Heating and Cooling             <ul style="list-style-type: none"> <li>○ Revenue: Partner energy payments (pass through, CCA loan request from city)</li> <li>○ Expenses Energy payment commencing April 2022 (capital, O&amp;M, SPV, Renewal, utilities, insurance) ROCIP, CSU Vida temporary services.</li> </ul> </li> </ul> <p>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.</p>		
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John –our “drop dead” for budget is July correct? Brad – beyond July would be challenging for the city.		
<b>8. Public Comment</b>		
<b>No Public Comment</b> No Public comment		10:41 am
<b>9. Adjournment</b>		
John: final comments from the board? 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! Motion to adjourn by Jones. Second by Guzman. Meeting Adjourned.		10:45 a.m.

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

Approved