



National Western Center  
 Authority Board Meeting Minutes

<b>Date of Meeting:</b>	July 15, 2021	<b>Time:</b>	9:07 a.m. – 11 a.m.
<b>Minutes Prepared By:</b>	Liz Adams	<b>Location:</b>	Hybrid Meeting via ZOOM and In Person
<b>Meeting Description</b>			
<b>National Western Center Authority Board Meeting</b>			
<b>Authority Board Member Attendance at Meeting</b>			
<b>Name</b>	<b>Present</b>	<b>Absent</b>	<b>Notes</b>
<b>John Ikard</b>	In person		
<b>Lucia Guzman</b>	Zoom		
<b>Steven McCarthy</b>	In person		
<b>John Zapien</b>	In person		
<b>Robb Brown</b>	---	X	
<b>Kelly Leid</b>	In Person		
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<b>Brendan Hanlon*</b>	Zoom		
<b>Tony Frank</b>	In Person		
<b>Bill Mosher</b>	In Person		
<b>Doug Jones</b>	In Person		
<b>Paul Andrews</b>	In Person		
<b>Ernest House</b>	Zoom		
<b>*Non-Voting Members</b>			
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> Called to order.	John Ikard	9:07 am
<b>2. Board Business/Action Items</b>		
<b>Approval of Minutes for May 20</b> A motion to approve the minutes of June 15 made by Director Andrews and seconded by Director Frank. Motion carried.	John Ikard	9:07 a.m.
<b>3. Chairman Update</b>		
<ul style="list-style-type: none"> <li>Coming out of pandemic – we are seeing a lot of money becoming available.</li> <li>Next 6 Months is critical.</li> </ul>	John Ikard	9:08 a.m.
<b>4. CEO Update</b>		
<ul style="list-style-type: none"> <li>We will be talking about budget today. It will be the 2022 budget in addition to revisions for 2021.</li> <li>Thanked the board for input and it guided our budget work.</li> <li>It brought some tough decisions. We are making staff changes due to pandemic, stop of P3.</li> <li>Our programming team Matt Barry and Grace Hanover will be leaving.</li> <li>Andrea Burns will also be leaving as her position is changing.</li> <li>I want to take a minute to thank them. They are amazing people. They have accomplished many things helping us to meet our goals.</li> <li>We wish them the best. We are doing everything we can to make this transition simple.</li> <li>Andrea has worked with me and</li> </ul> <p>John – your talent is hiring talent A-Z. We are going to meet the goals We have made tough choices and appreciate everyone.</p>	Brad Buchanan	9:14 a.m.

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5. Partner Reports		
<b><u>City and County of Denver:</u></b>		
<b>Bond Update</b>		
We have been working with everyone to gather a list of bond items. Received 1.7 B in requests and whittled those down to 565M – Council will consider full list.		
Paul: The new arena and 1909 are cost 200M. This entire project relies on the arena. Without the arena we will not be able to support the campus. The voters were in favor of this in 2015. We need to convince the council members that are on the fence.		
John: is there any magic in the \$400M? Is that tied to something?		
Brendan: We let the Exec Committee submit a list in excess of capacity. The staff needed to look at scaling options. We have allowed a greater amount because we don't have the time to do a longer process to whittle down.		
If projects accrued 5-7 points in our ranking process they qualified for the 565M list. We went from 4B to 1.7B to 1M and then down to 565.		
Mayor or council can leverage entire list.		
Lucia: We have 2 projects, correct? 1909 and Arena.		
Current estimate for arena in the bond 170M and 30M for 1909. Other investments will be made. If those two assets are approved, it will be 200 of the 400.		
Zapien: improvement on east bank of Platte river? Is that money already committed, or will it come out of the bond?		
Brendan: City team is looking at a capital stack from other agencies.		
Dodson: on west side there is a plan tied in with Washington St. improvements including DOTI and Wastewater. Army Corp has committed to improvements to levee. There is an urban waterways plan that will address everything.		
Brendan Hanlon	9:15a.m.	

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<p>The process with Army Corp is ongoing.</p> <p>John Zapien: who is dragging their feet? Is CdeBaca supporting Paul: CdeBaca is not supporting.</p> <p>Board asked that we draft a joint letter to council to support.</p> <p>Has anyone met with council member?</p> <p>Brendan: the team has met repeatedly with each member 1-1. We are meeting with council membership.</p> <p>Two strategies – advocating to council people – to create bond questions. Second phase will be to work on the campaign.</p> <p>All the council people have their own priorities and will be advocating for their own special projects.</p> <p>John: thanks for all your help Brendan. It is a survival issue for Stock Show and campus.</p> <p>John Z: GES coalition spoke out against NWC. I suspect the opponents are the same as the council opposition. I will remind people where we came from. A handful of folks are trying to get land. It will impact on the benefits effort.</p> <p>We need to ensure that we are doing what we said we would do.</p> <p>Brad: Arena and 1909 are huge in supporting the community.</p> <p><b>Construction Update</b></p> <ul style="list-style-type: none"><li>• Showed construction at a glance. This is an active busy site. What you don't see is Delgany Interceptor. It is demolished and gone.</li><li>• 51<sup>st</sup> Ave bridge work is underway. More work will be done during low water in the Platte. Funding partnership with Parks and Rec.</li><li>• We have new site access – when you come to campus check before you come.</li><li>• Ground water is high and we are diverting to allow construction.</li></ul>	<p>Brad Dodson</p>	<p>9:45 a.m.</p>
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<ul style="list-style-type: none"> <li>• New NW Drive is starting to take shape.</li> <li>• The hub of activities – progress on Bettie Cram, ambient loop, Pond H and riverfront.</li> <li>• All the land behind rail and Delgany is now open and visible.</li> <li>• Showed riverfront view. Shared with Jeff Shoemaker. He is thrilled.</li> <li>• Committee discussed the excitement of opening up the riverfront.</li> <li>• Bettie Cram drive is getting curb and gutter.</li> <li>• Ultimate condition for Marion underpass will be done with the next phases.             <ul style="list-style-type: none"> <li>○ We have to realign Bettie Cram to meet ADA and truck trailers to go through.</li> </ul> </li> <li>• Work continues on SYEC. Final touches.</li> </ul> <p>Paul – we need ariel photos of SYEC.</p> <p><b><u>CSU:</u></b></p> <ul style="list-style-type: none"> <li>• Thanked Matt, Grace and Andre for collaboration and wish them well.</li> <li>• Showed progress on the construction.</li> <li>• Program updates – working with WSSA on operations and cross -promotion.</li> <li>• Fellow coming from Morgridge Program</li> <li>• Podcast launching in August. Will introduce young people to careers in food, water and health.</li> <li>• Water in the West in November – 3&amp;4. Working on November program.</li> <li>• Discussed public art. We elected 8 artists. Vida artists are Shane Allbritton and Normal Lee. Wood on metal.</li> <li>• Pricilla De Carvalho – tile focuses on animals.</li> </ul>	<p>Jocelyn Hittle</p>	<p>9:58a.m.</p>
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<p><b><u>Campus Services and Partnerships Committee</u></b></p> <ul style="list-style-type: none"> <li>They were focused on Tier 1 and will keep focusing on best path forward.</li> </ul>	<p>Brad Buchanan</p>	<p>10:15 am</p>
<p><b>7. NWC Authority Market Research Study</b></p>		
<p>Andrea Burns presented the market study commissioned by the Authority.</p> <p>We identified people through survey about programs and events under consideration as well as opinions about food and agriculture.</p> <p>Key finding on interests:</p> <ol style="list-style-type: none"> <li>1: Family and outdoors</li> <li>2: Interested in live music and cooking</li> <li>3: One quarter of people knew about NWC Center and characterized the project as a remodel or update.</li> <li>4: cleanliness, affordability and ease of parking are important. Interested in restaurants, public food market.</li> <li>5: Coloradans support farmers and ag and said it is important to know where our food comes from</li> </ol> <p>We created user personas – allows us to represent our data and plan for future visitors to the campus.</p> <p><u>Six Personas:</u></p> <p>Variety seekers: care about all potential activities on the campus.</p> <p>Environmentally Conscious: Interested in environment and agriculture through that lens across Colorado</p> <p>Going with the flow: Broad interests, no strong geographic connection.</p> <p>Ag Fans: 55+ even distribution of male and female. Focused on preserving ag “way of life” and are family oriented.</p> <p>Naysayers and Disinterested are small (11%) – they are not target audiences.</p> <p><u>Additional Segments</u></p> <p>Food system insiders: Engaged with programming - careers in activism. Message is we are a hub for people solving local and</p>		<p>10:20 am</p>



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<p>global food problems. Let's do it together. We have 900 subscribers and our open rate is 45%.</p> <p>Add credibility, want to bring programs and are already ambassadors.</p> <p>GES Community</p> <p>Not a traditional target audience. They are our neighbors. Not marketing but in co-creation/ ownership, open doors and economic opportunity. (Heurta Urbana is an example)</p> <p>We had planned to 1:1 interviews with neighbors and we have insight into needs and opinions.</p> <p>CSU Spur is doing a tremendous amount of outreach.</p> <p><u>Detailed Finding.</u></p> <p>Leisure. music and cooking are highest down to farming and ranching.</p> <p>Live music and food festivals are most interesting.</p> <p>Factors in decision to visit: cleanliness, affordability and ease of parking</p> <p><u>Amenities of most interest:</u></p> <p>Restaurants and public food market</p> <p>All ag topics are supported</p> <p>Reviewed demographic data</p> <p>What does this mean?</p> <p>Events: music, food, festival, food market, nurture insiders.</p> <p>Real estate: venues optimized for music, casual restaurants, 1909, outdoor spaces ease of access and parking</p> <p>Marketing: market opportunity is huge. Can prioritize target customers, need to differentiate our brand. And demonstrate connection.</p> <p>Doug: 1900 participants – how were they selected?</p> <p>David Kennedy: Panel – conducted online – companies have data bases and we partner with them. They profile people and create a panel. They receive an incentive for participating.</p> <p>John: any surprises?</p>		
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<p>Andrea: surprised that we are right on with our groups. We did send to WSSA list and I sent it to Karen. The group was smaller.</p> <p>Paul: how do we monetize the data? We are woefully under-parked. That will hit us in the future. 5% of people will take rail. We need to figure this out.</p> <p>Bill: Keeping a facility clean etc. is going to be hard as well.</p> <p><b>No Public Comment</b></p>		
<b>8. Public Comment</b>		
<b>No Public Comment</b>		10:45 am
<b>9. Adjournment</b>		
<p>Motion to adjourn by Jones -second by Guzman</p> <p>Meeting Adjourned.</p>		10:50a.m.

<b>11. Next Meeting:</b>					
<b>Date</b>	August 19, 2021	<b>Time:</b>	9:00 a.m.	<b>Location:</b>	Zoom Webinar