



National Western Center Executive Oversight Committee Meeting Minutes

Date of Meeting:	May 21, 2015	Time:	1:00-2:30p
Minutes Prepared By:	Tricia Ortega	Location:	Webb Building, Room 10.E.1

1. Meeting Objective

EOC and Subcommittee Purpose & Logistics

2. Attendance at Meeting

Name	Agency	Name	Agency
Cary Kennedy	Dept of Finance	Maria Garcia Berry	CRL Associates
Cristal DeHerrera	City Attorney's Office	Ron Williams	National Western Stock Show
Diane Barret	Mayor's Office		
Jennifer Welborn	City Attorney's Office		
Paul Andrews	National Western Stock Show		
Lotte Dula	NDCC		
Albus Brooks	Denver City Council		
Katy Spritzer	NDCC		
Barb Frommell	NDCC		
Eric Shafran	NDCC		
Chy Montoya	City Council (Albus Brooks)		
Kelly Leid	NDCC		
Tricia Ortega	NDCC		
Evan Dreyer (Via Phone)	Mayor's Office		
Amy Parsons	Colorado State University		
Josh Roberts	City Attorney's Office		
Tony Frank	Colorado State University		

3. Agenda

Topic	Owner	Time
Call to order	Kelly Leid	1:10p



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4. New Business

Topic	Owner	Time
<p>EOC and Subcommittee Purpose & Logistics</p> <ul style="list-style-type: none"> • Membership, Voting and Support Staff <ul style="list-style-type: none"> ▪ Formal Structure Document <ul style="list-style-type: none"> ▪ Adding GES member to EOC – in place by June ▪ Subcommittees – in place by June <ul style="list-style-type: none"> • Event Advisory Programming Subcommittee (EPAS) <ul style="list-style-type: none"> ○ Driven by partners and partnerships • Capital Funding Alignment Subcommittee (CFAS) <ul style="list-style-type: none"> ○ Alignment of money, technical • Subcommittees will have internal and external supports • Meeting at least monthly and • Send representatives to EOC meetings from subcommittees and working groups <ul style="list-style-type: none"> ○ Report outs from subcommittees are actionable back to EOC • Membership of subcommittees <ul style="list-style-type: none"> ○ Diverse, representative of tasks • Statement of Purpose Document <ul style="list-style-type: none"> ▪ EOC interim governance committee ▪ Move Master Plan along until formal governance structure is established • Voting <ul style="list-style-type: none"> ▪ Nine voting members ▪ Consensus Driven Model <ul style="list-style-type: none"> ▪ 1 finger – support ▪ 2 fingers – support w/ conditions ▪ 3 fingers – not support and what it would take to get support ▪ Make recommendations to Mayor <ul style="list-style-type: none"> ▪ Bring items to Mayor in only if necessary to break ties • Meeting Dates & Times <ul style="list-style-type: none"> ▪ EOC Schedule – meetings bi-monthly ▪ Overlay with critical milestones at bottom <ul style="list-style-type: none"> ▪ Build schedule with sub chairs and working groups 	Kelly Leid/All	1:10p-1:26p



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EOC and Subcommittee Purpose & Logistics (cont)			Kelly Leid/All
<ul style="list-style-type: none"> • Project Marketing & Communications Work Group <ul style="list-style-type: none"> ▪ Evan Dreyer volunteered to head up the group ▪ Need to develop material around NWC ▪ One of the early efforts should be a “Pitch Book” ▪ Kelly asked group to think about who needs to be on team from respective groups? • Setting Agendas & Supporting Materials <ul style="list-style-type: none"> ▪ Agendas, meeting materials to be distributed 48 hours in advance ▪ Agenda based on deliverables • Project Actions Matrix <ul style="list-style-type: none"> ▪ Between EOC and subcommittees based on milestones ▪ Each subcommittee will report going forward called, “stand and deliver” • Meeting Notes Preparation and Distribution <ul style="list-style-type: none"> ▪ Tricia Ortega will take / distribute notes for review ▪ Keep meetings open, transparent to public 			1:10p-1:26p
NWC Work Plan			Eric Shafran /All
<ul style="list-style-type: none"> • Critical Path Activities – handed out to NWC Citizens Advisory Committee <ul style="list-style-type: none"> ▪ Land Acquisition <ul style="list-style-type: none"> • Lead by Kathryn Spritzer (NDCC) and Jeff Steinberg (Dept of Real Estate) • Current plan is to file ordinance after elections in November • Begin acquisition in earnest under ordinance starting 2016 • Opportunistic acquisitions occurring now (5-6 parcels) <ul style="list-style-type: none"> • People who have come to us, we know are on the market and interested in selling early • Council briefings for Land have been cancelled <ul style="list-style-type: none"> • Project due diligence will be covered during ballot measure briefings with Cary / Kelly – Land is one item covered • We will continue to be open and talk with people, do not want to leave a vacuum of information • With input from appropriate people, we will do Public Involvement (PI) with neighborhood to make sure people know the level of transparency we are committed to bringing to project 			1:26p – 1:40p



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NWC Work Plan (cont)			Eric Shafran /All
<ul style="list-style-type: none"> ▪ Railroad Consolidation <ul style="list-style-type: none"> ▪ BNSF – system remains, coordinating as needed ▪ Denver Rock Island Railroad (short line) <ul style="list-style-type: none"> • Two stretches of trackage that divide campus • Started conversations to consolidate two runs of track into single line down current National Western Drive • Procuring advisors to assist us in negotiations <ul style="list-style-type: none"> ○ DRI has council / advisors and ○ We want to be equipped to engage in earnest negotiations by third quarter ▪ Environmental Investigation <ul style="list-style-type: none"> ▪ Started this beginning year ▪ Completed Phase 1 light – Historical and Preliminary analysis of campus <ul style="list-style-type: none"> • Where are the land lines? • DPS site which we plan on buying is landfill – will need study completed <ul style="list-style-type: none"> ○ Environmental cleanup involved ▪ Phase 2 - Boring on campus site <ul style="list-style-type: none"> ○ On all NW and City owned properties ○ Further investigations as property is acquired ○ Will have results by end of June ○ 25-30 cores on entire campus – focused on areas of concern ○ Built into budget contingencies <ul style="list-style-type: none"> ▪ Assume in numbers we will take the top 18” of soil on 270 acres to regulate landfill ▪ We do not think we will have to, but would rather be cautious ▪ Preliminary Entitlements <ul style="list-style-type: none"> ▪ Moving forward in earnest – first phase is initial rezoning <ul style="list-style-type: none"> • Zoning district currently going through council ▪ Understand what we are dealing with entitlements <ul style="list-style-type: none"> • Some properties have been untouched for a hundred years • Will need help from NWSS with legal descriptions and records relating to title • Four to six month process for only NWSS and City owned properties 			1:26p – 1:40p
Submitted by: Tricia Ortega	properties	Approved by : Kelly Leid	Date: [



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NWC Work Plan (cont)			Eric Shafran /All
<ul style="list-style-type: none"> • Other Activities <ul style="list-style-type: none"> ▪ Parking Management Study <ul style="list-style-type: none"> ▪ How many spaces do we need, structured, surface parking, how will work from a traffic flow perspective ▪ Expect to start in 4th Quarter – 9 month study ▪ Paul Andrews raised concern about starting the study in 4th Quarter <ul style="list-style-type: none"> • City procurement process is a long process - reason study starts in 4th Quarter • Rolled into RFP for study • Have not designed any detailed design of Master Plan – tells people what we’re hoping to deliver • Study is not only for ultimate build out, we need to look at phase and parking strategies ▪ Concern was raised that campus would be completed without parking enough parking built <ul style="list-style-type: none"> • Parking is front and center for all parti • Open channel – will have RNL on board – site test studies to make sure we can fit a parking on campus around coliseum <ul style="list-style-type: none"> ○ Parts are above ground and parts are below ground, still being worked on ▪ Program Refinement for NWC and CSU <ul style="list-style-type: none"> ▪ Have Master Plan as framework established, have a lot of work to refine programs as a whole ▪ Starting process in 3rd / 4th Quarter ▪ Regeneration and Sustainability <ul style="list-style-type: none"> ▪ Defined within Master Plan that we have net zero goals for water waste, energy and build out ▪ On listening tour about processes and systems we can potentially utilize <ul style="list-style-type: none"> • NREL and EPA are ecstatic – toured through site • NREL has written a scope of work of how they would like to be involved 			1:26p – 1:40p



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NWC Work Plan (cont)			Eric Shafran /All
<ul style="list-style-type: none"> • Public Realm Study <ul style="list-style-type: none"> ▪ Lead by Community Planning and Development (CPD) ▪ Define how to integrate and activate 45 acres of open space on campus ▪ Development understanding of scale and incorporate various uses of campus ▪ Sustainability goals of campus to be fully integrated into open space plan ▪ Use as springboard for design standards and guidelines • Campus Designs Standards and Guidelines <ul style="list-style-type: none"> ▪ Lead by Community Planning and Development (CPD) ▪ Define design aesthetic and create consistency throughout campus • Preliminary studies of 1909 building – turning into public market are progressing 			1:26p – 1:40p
RTA Application Update			Lotte Dula/All
<ul style="list-style-type: none"> ▪ Submitted RTA application in February <ul style="list-style-type: none"> ○ Reformed in March ○ State awards two applicants <ul style="list-style-type: none"> ▪ Originally three applicants – one has dropped out ○ State can pay out 50 million/year for 30 years – plenty of room for all applicants ▪ Yearlong application process has begun <ul style="list-style-type: none"> ○ Currently having jousting sessions with their third party analyst ○ Through summer and make presentation in fall – make decision in fall after election ○ Met for first time May 7th <ul style="list-style-type: none"> ▪ Working on stats on how many Colorado residents are going to out of state equestrian events ▪ Paul – At least 4 to 5 Letters of Intent for equestrian events ▪ Considering adding other revenue streams into application <ul style="list-style-type: none"> • Equine sports medicine, Medical tourism, sales tax with equestrian center • Not a lot of money – potentially \$4-5 million ▪ Local, instate, out of state <ul style="list-style-type: none"> • Think may knock out metro area – may lose 8-9 million of ask ○ Recommendations made before we go to the votes – they make final decision November 12th 			1:40p- 1:55p



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RTA Application Update (cont)			Lotte Dula/All
<ul style="list-style-type: none"> ▪ Answer to question: what if we do not get RTA? <ul style="list-style-type: none"> ○ Will not build this project if we do not receive RTA, we will build something else (substantially reduced program) <ul style="list-style-type: none"> ▪ We do not have the ability to finance this on our own ○ A lot more hanging on the Denver voters than Denver’s contribution <ul style="list-style-type: none"> ▪ State funding through CSU, regional tourism dollars ▪ Baseline year – upon approval, they will back one year – November to November ▪ Risk factor - growth rate of 3.4% that has been assigned to us have to make over hump every year to get any kind of increment ▪ State about to forward our application to communities <ul style="list-style-type: none"> ○ Other communities have 30 days to respond ○ Have support from just about everyone ▪ New data included into appendix – confidential <ul style="list-style-type: none"> ○ Equine sports facility, deterioration scenario ▪ Third party analysis will be complete by mid-august, we have two weeks to respond and add anything else they may need <ul style="list-style-type: none"> ○ Third party will issue report in early October ○ Also in Oct public presentation ○ State deliberate mid to late October and any decision will be made ○ State is about a month behind schedule ▪ A concern was raised regarding voters questions regarding funding <ul style="list-style-type: none"> ○ Communications and Marking team should come up with Q&A so everyone is presenting a unified message ○ Different pots of money, different purposes <ul style="list-style-type: none"> ▪ Branding competition – something to consider <ul style="list-style-type: none"> • No formal brand for NW campus – have for Stock show and rodeo 			1:40p-
Ballot Measure Briefings			Cary Kennedy /All
<ul style="list-style-type: none"> ▪ City Council – Kelly and Cary have started on council briefings <ul style="list-style-type: none"> ○ PowerPoint presentation handout provided to members of EOC <ul style="list-style-type: none"> ▪ Set stage for ballot <ul style="list-style-type: none"> • Sample ballot language in presentation ▪ Comprehensive summary of outstanding questions ▪ Focus on both NWC and Convention Center ▪ Due diligence and properties – heard from team ▪ Financing phases 1 and 2 – plan going forward to ballot <ul style="list-style-type: none"> • Does not include expo hall / arena • Does not include major state investment in CSU 			1:55p – 2:20p



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Ballot Measure Briefings (cont) <ul style="list-style-type: none"> ▪ Question was raised to add language that implementation of NWC conditioned on successful Denver vote <ul style="list-style-type: none"> • Important for supporters of CSU to be aware ▪ New language have not socialized yet with the community or council <ul style="list-style-type: none"> • Centers around governance for NWC • Mayor has established EOC to guide early Master Plan work and subcommittees • Long term plan is to create authority type model to guide design construction of campus, appointed by Mayor ▪ City to owns land and buildings funded by City <ul style="list-style-type: none"> • Qualifier needs to be added ▪ A question was raised regarding fundraising - should this board be a fundraising board? <ul style="list-style-type: none"> • Something to be discussed and addressed by Mayor ▪ Stock Show and CSU as anchor tenants ▪ New agreements to be created by and between campus tenants and the Authority ▪ Authority would comply with the City's contracting open records, procurement, social ordinances <ul style="list-style-type: none"> ○ Question asked regarding all parties being comfortable with language everyone is comfortable in public space <ul style="list-style-type: none"> ▪ How to structure deal with NWC on 95 acres – however that comes out – creative way of thinking ▪ Not sure if language is exactly right, but would like it to be considered some sense of structure ▪ Need individual conversations on how we get there with CSU and NW ▪ Have Tom connect with City's real estate team to have that conversation ○ Need to come up with some level of detail before going in front of the public <ul style="list-style-type: none"> ○ Collectively under a lot of pressure before we go to the vote to give ○ Need to address gaps in language e.g. language about part is being funded by state ○ Here is what it looks like in broad strokes about timeline in which we make decisions about parameters 			Cary Kennedy /All	1:55p – 2:20p



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<ul style="list-style-type: none"> • Address CSU roles – anchor tenant but also agents of the state <ul style="list-style-type: none"> ○ A lot of infrastructure is owned by state ○ Some sort of recognition of State contribution / role is important • For NW it is about the 95 acres and how that will be handled • City to address concerns for each party with term sheets <ul style="list-style-type: none"> ○ Needs are different – dealing with broad strokes <ul style="list-style-type: none"> - Term sheet will be place to start - City wants thoughts and inputs on PowerPoint • SAG studies on Convention Center (CC) – from Richard Scharf <ul style="list-style-type: none"> ○ Economic impact and improvement recommendations ○ Push for specificity on what CC enhancements are going to be before we get to the ballot <ul style="list-style-type: none"> - Ballroom and meeting, enhanced networking, specialty space, technology - Don't have more specifics than this at this point for 105 million - Not enough detail to get us to focus groups - Have master Plan for NWC, don't have comparable document for CC • Costs and funding slide – page 16 of presentation <ul style="list-style-type: none"> ○ None of the numbers have changed except one <ul style="list-style-type: none"> - Still at \$673 Million from Denver - Breakdown of \$673 - \$476 from excise tax revenue bonds - \$190 million dollar gap on City side <ul style="list-style-type: none"> • potentially solved \$100 million of gap with ballot question • debt authorization to be more than \$476 million for NW and \$105 for CC • asked be total to be brought up to \$778 million • Potential to leverage RTA revenue • We can fill gap using sources known to be a part of this package ○ Visitor and Tourist taxes <ul style="list-style-type: none"> - CCC expansion tax of 1.75% expires in 2023 			1:55p – 2:20p



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Ballot Measure Briefings (cont)			Cary Kennedy /All
<ul style="list-style-type: none"> ○ Excise Tax Debt Slide <ul style="list-style-type: none"> - Approx \$30 / year in debt service expiring in 2023 - Wrapping this debt this to finance NSC - City is using conservative financing assumptions ○ Lodgers Tax Comparison Slide <ul style="list-style-type: none"> - Shows where we fall Nationally - No new taxes and stay competitive with other cities ○ Ballot language slide <ul style="list-style-type: none"> - Still a work in progress - Huge team effort to get to this point - This one thing trying to get through current council 			1:55p – 2:20p
Next Meeting Agenda Preparation			Kelly Leid/All
<ul style="list-style-type: none"> ● Push to put calendar ● Lay out milestones – work on after Holiday ● Get Marketing and Communications work group set up ● Capital Funding and alignment – get technical teams together ● Work with NWSS and CSU on governance language ● Fundamental to this group to talk openly and honest with team <ul style="list-style-type: none"> ○ We are partners, need to be fully aligned to be successful 			2:20p- 2:25p
5. Action Items			
Action	Owner	Due Date	
What activities do we need to do around Marketing and Comms Work Group – agenda for next meeting - What are the actionable items? Present next meeting so we are all on task	Evan Dreyer/Kelly LEid		
Lotte to send dates of RTA application process to everyone, so we can add to timeline	Lotte		
Give Evan list of members along with topics we need for Comm and Marketing Committee			



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<p>Think about existing legal agreements between Coliseum and NW – lay out a matrix of agreements – new entity Need to fully understand existing agreements – memo to detail what we need</p>		Jen Welborn			
<p>Fundraising coordination – with CSU and NW – CFAS will handle that – team being established</p>		Dept of Finance			
6. Adjournment					
Action		Owner		Time	
Kelly Leid adjourned the meeting at 2:25p		Kelly Leid/All			
7. Next Meeting:					
Date	06/04/2015	Time:	1:00-2:30p	Location:	Webb Building, Room 10.E.1
Objective:					