

**NATIONAL WESTERN STOCK SHOW WORKING GROUP**  
**MEETING OF THE NWSS WORKING GROUP**

*August 9, 2011*

**MINUTES**

**WORKING GROUP MEMBERS PRESENT**

Bruce Alexander<sup>\*†</sup>

Helen Berkman, Esq.

Dawn Bookhardt, Esq.

Councilman Charlie Brown

Jerry Glick

Councilwoman Judy Montero<sup>\*</sup>

Stan Raine, Esq.

Paul Ryan

Rus Heise

**MEMBERS ABSENT**

Mario Carrera

Ty Holt

Tracy Huggins

**I. CALL TO ORDER**

Dawn Bookhardt, NWSS Working Group Chairperson, called the Meeting of the NWSS Working Group to order at 4:35 p.m.

**II. WELCOME AND INTRODUCTION OF GUESTS**

Ms. Bookhardt welcomed everyone to today's meeting and introduced newly appointed Denver City Attorney Doug Friednash and the City and County of Denver's Chief Financial Officer Cary Kennedy.

**III. ROLL CALL**

Ms. Bookhardt called roll. Please see above.

**IV. DISCUSSION ITEMS**

A. Approval of Meeting Minutes

Mr. Glick made a motion to approve the meeting minutes from the August 2, 2011 meeting. Mr. Ryan seconded the motion. The motion to approve the minutes of organization meeting was approved unanimously.

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<sup>\*</sup> Mr. Alexander and Ms. Montero were present via telephone.

<sup>†</sup> Mr. Alexander dialed in at 4:41 p.m.

B. Comprehensive NWSS Timeline

Kim Kucera with CRL Associates distributed a comprehensive NWSS timeline which provides dates that overlap and overlay the RTA timeline distributed at the August 2, 2011 Working Group meeting.

C. Working Group Brainstorming Session

Ms. Bookhardt presented four different options for NWSS site location that had been previously shared by Bruce Alexander.

1. Remain at current NWSS site without expansion
2. Remain at current NWSS site with expansion
3. Relocation of the NWSS within the City and County of Denver
4. Relocation of the NWSS outside of the City and County of Denver

The Working Group and members of the public in attendance at the meeting began to share what they believe are opportunities regarding Option #1 above.

Mr. Glick suggested that NWSS could upgrade the facilities for a short run extension at the current site.

Mr. Bookhardt stated that the status quo is a positive because of the history at the current site and that the City of Denver knows that the NWSS is there.

Mr. Ryan stated that commuter rail was going to have a stop near the current NWSS site.

Ms. Berkman stated that NWSS staying at the current site would allow the City of Denver to focus on other opportunities and would preserve Denver's bonding capacity.

The Working Group and the public in attendance then began to share ideas regarding the challenges associated with Option #1.

Mr. Brown stated that the voters may not support a major bond issue for short term improvements at the NWSS site.

Mr. Glick stated that the NWSS may not be able to raise enough money to solve all of the problems at the NWSS site.

Mr. Glick and Ms. Berkman identified parking, updating the existing building and other facilities issues as challenges if the NWSS decided to stay at the current site.

Mr. Glick stated that finding a partner may pose a challenge for the NWSS.

Mr. Alexander asked, if the NWSS is losing \$500,000 a year at the current site, is staying at the current site really an option.

Mr. Brown stated that if Denver did not do anything, the public may think that Denver doesn't care about the NWSS and that the status quo is unacceptable.

Mr. Heise identified acquiring land as a challenge for the NWSS if they stay at the current site.

Mr. Ryan stated that programming at the NWSS for the remaining 49 weeks of the year may suffer.

Ms. Bookhardt stated that the Working Group is going through the brainstorming process to see all the ideas that may be out there and that we want to see all challenges and opportunities. Ms. Bookhardt then asked if there were any more suggestions for challenges or opportunities for Option #1 and there were none.

Ms. Bookhardt then asked for members of the Working Group and the public present at the meeting to provide opportunities for Option #2 above. NWSS remains at current site with expansion of the current site.

Ms. Bookhardt stated that expanding at the current site would eliminate the costs of moving the NWSS elsewhere.

Ms. Berkman asked what costs Ms. Bookhardt was talking about.

Ms. Bookhardt identified land acquisition and moving the NWSS as costs.

Ms. Berkman stated that if the NWSS stays in its current site and expanded, it would build upon the existing benefits to the City of Denver (i.e., tax revenues).

Mr. Raine stated that the current site provides access to the restaurants and other amenities that may not be available if the NWSS relocates.

Mr. Glick stated that light rail is currently planned to have a stop at the current NWSS site.

Mr. Heise stated that expansion at the current site would allow the NWSS to reposition its facilities.

Mr. Glick stated that staying at the current site may provide the NWSS with additional partnering opportunities that may not be available if the NWSS moves outside of Denver.

Ms. Bookhardt stated that the current NWSS location gives the NWSS an established sense of place.

Mr. Brown stated that if the NWSS stayed in its current location, it would generate goodwill and renewed interest in the NWSS.

Ms. Bookhardt asked whether expanding the current NWSS site would create other opportunities in the area.

Mr. Glick stated that the other opportunity would depend on the configuration of the expanded NWSS site.

Mr. Ryan stated that expanding the current NWSS site would give the NWSS improved and modern facilities.

Ms. Bookhardt stated that staying at the current NWSS site could lead to a new partnering relationship with the City of Denver and goodwill.

Ms. Montero stated that the surrounding neighborhood is part of the NWSS community.

Mr. Alexander stated that if the NWSS expands the current site, the NWSS could use the Downtown Denver Partnership, Visit Denver and other economic partners to drive interest and visitors to the NWSS.

Ms. Bookhardt stated that market generators are part of the equation.

Ms. Berkman stated that the zoning on the current site is consistent with the current plan and expansion would allow the NWSS to remain within the current plan rather than trying to develop a new plan for the neighborhood.

Mr. Heise stated that the current site's access to mass transit and parking represent opportunities.

Ms. Berkman further stated that 300 acres for parking is not consistent with current transit oriented plans.

Mr. Hayden, a member of the public attending the meeting, asked Mr. Grant, Chairman of the NWSS Long Range Planning Group, what kind of partner was the NWSS looking for.

Ms. Bookhardt stated that the NWSS would be allowed to respond to Mr. Hayden's question later in the meeting because the Working Group was in the middle of the brainstorming session.

Ms. Bookhardt then added the following opportunities related to Option #2 above: additional jobs; potential Platte River connections; blue print Denver; investment in the area will spur growth around the current NWSS site.

The Working Group then moved on to identify challenges associated with Option #2 above.

Mr. Glick stated that the NWSS needs additional land and that getting that land could be problematic because of the cost of the new land, the physical layout of the NWSS site (proximity of the highway, heavy rail and possible environmental concerns) and land availability.

Ms. Bookhardt identified parking as both a challenge and an opportunity.

Mr. Glick stated it would be a challenge to carry out the expansion while creating the least amount of disruption to the current NWSS site.

Mr. Raine stated that the NWSS may be able to build on replacement parcels of land while carrying on with the NWSS.

Ms. Bookhardt stated that moving the NWSS will be a challenge, i.e. managing the existing challenges during any expansion of the current site.

Mr. Heise noted that the NWSS would need to figure out a way to pay for any expansion.

Ms. Bookhardt asked about the handshake agreement with the surrounding neighborhood that prohibited the NWSS from expanding east of Brighton Boulevard.

Mr. Grant responded by saying that there is no specific agreement or handshake with the NWSS neighbors. During the late 1980's or early 1990's (about the same time as the discussions about the possible expansion of the University Hospital site), Mayor Webb was worried about what the expansion of the University Hospital site would do to the surrounding neighborhood. The NWSS saw an analogous situation and then made a decision that they would not acquire homes east of Brighton Boulevard.

Ms. Bookhardt asked if there was an actual handshake with the City or whether the decision not to expand east of Brighton Boulevard was out of necessity.

Mr. Grant responded that it was an understanding and a statement of respect for the neighborhood.

Ms. Garcia-Berry stated that in 1989 the NWSS needed to get the necessary approvals for the City of Denver to issue bonds and that this agreement was a way to get the approvals.

Mr. Brown stated that getting the NWSS Board to approve an expansion of the current site may be a challenge.

Ms. Montero stated that the public perception was that the NWSS may stay or the NWSS may go and that the process is starting to stress people out.

Mr. Raine stated that expanding the current site may take longer than moving to a clean site and starting fresh.

The Working Group next began to examine the opportunities presented by Option #3 above. Relocation of the NWSS to a site within the City and County of Denver.

Ms. Bookhardt stated that the NWSS would stay in Denver.

Ms. Montero stated that the stock show would remain the Denver NWSS.

Mr. Glick noted that the NWSS is thought of as a Denver institution.

Ms. Bookhardt stated it allowed the NWSS to partner with Denver.

Mr. Glick stated that staying in Denver allowed the NWSS to coordinate projects with the City of Denver.

Ms. Bookhardt stated that the NWSS builds a bunch of goodwill.

Mr. Heise stated the NWSS would get a state of the art facility.

Ms. Bookhardt stated that financing a Denver venue would be an easier sell.

Mr. Heise stated that the existing site could be redeveloped.

Mr. Brown stated that tax revenue would stay in Denver.

Ms. Montero stated that staying in Denver would allow NWSS to maintain a tradition among families and the community.

The Working Group next examined the challenges associated with Option #3.

Mr. Glick wondered if there was sufficient land to meet the NWSS needs.

Ms. Bookhardt stated that financing would be an issue.

Mr. Glick stated that finding the right partner for NWSS could be an issue.

Mr. Brown stated that the new site could have transportation issues.

Ms. Bookhardt stated that redeveloping the existing site would be a challenge.

Mr. Heise stated that access to amenities and access to the site could be challenging.

Mr. Glick stated that the NWSS has existing agreements with Denver (i.e., the lease).

Mr. Raine stated that the new site may not be able to hold on to the NWSS tradition.

Mr. Brown stated that acquiring any new land will be a political challenge because the political connections of the various parties (buyers/sellers) will be challenged.

Mr. Ryan stated that rezoning and entitlements on any site would be a challenge.

The Working Group then began to look at opportunities associated with Option #4. Relocation of the NWSS to a site outside of the City and County of Denver.

Mr. Heise stated it would be easy to assemble land.

Mr. Glick stated it would be a fresh start for the NWSS with a new partner.

Mr. Brown stated that it would enforce intergovernmental cooperation and respect.

Mr. Heise stated that there would be brand new facilities.

Mr. Glick identified the potential for shared facilities and parking.

Mr. Ryan identified the possibility of increased sales tax revenues for Denver.

Ms. Berkman stated that Denver may be able to leverage things that it needs from adjacent counties (i.e., land swap).

Mr. Heise identified the opportunity for additional sources of revenue.

Ms. Montero stated relocating the NWSS would allow for redevelopment of the current site.

The Working Group moved on to identify challenges associated with Option #4.

Mr. Glick stated that the NWSS has current agreements with the City.

Mr. Ryan stated that financing would be a challenge.

Mr. Glick stated that the NWSS may lose goodwill.

Mr. Brown stated that moving sends the message that the NWSS is moving to the suburbs.

Mr. Glick stated that there would be an economic impact to hotels, restaurants and other businesses in downtown Denver.

Mr. Glick stated that transportation would be a challenge.

Ms. Berkman stated that a site outside of Denver would be seen as being more automobile friendly v. a transit oriented development.

Mr. Raine asked about financing the \$330M cost that was identified in the RTA and wondered how to sell Denver voters on the \$150M bond issue for the NWSS to leave Denver.

Mr. Raine noted that expansion may be an easier sell to voters.

Mr. Brown noted that getting any agreement through the Denver City Council would be a challenge.

Mr. Glick noted that a negotiation with RTD may be necessary to get service to a new site.

Ms. Bookhardt stated that it may be difficult for the NWSS to re-establish a sense of place after moving from Denver after 100+ years and it will be tough for Denver to lose the NWSS.

Mr. Glick stated that the NWSS needs a long-term partner.

Mr. Brown added a partner that helps both Denver and the NWSS.

Ms. Berkman noted that redeveloping the current site would be a challenge.

Mr. Raine wondered if moving to the proposed Gaylord site would cause FAA issues.

Ms. Berkman noted that Tower Road and E-470 would need to be expanded because access to the Gaylord site via Pena Boulevard is off the table.

Mr. Brown stated that there could be political issues in other communities where the NWSS relocates.

Mr. Ryan stated it would be a tough sell to get Denver voters to pay to relocate the NWSS to another community.

Ms. Berkman stated there would be an impact on existing hotels as well as the DIA Westin.

Mr. Brown stated that any new site may have a challenge getting water.

Mr. Heise stated that any new site would need to build infrastructure.

Mr. Raine noted that at the proposed Gaylord site, the success of the NWSS would be tied to the success of Gaylord.

Throughout the meeting, the challenges and opportunities associated with the various four options have been written on large display boards. The boards were placed throughout the meeting room and Ms. Bookhardt then asked the members of the Working Group to place green stickers on what they felt are the most important opportunities and then to place red stickers on each of the most difficult challenges.

Ms. Bookhardt stated that the Working Group will then use the information identified today to focus further discussion.

The public in attendance at the meeting was asked to place orange stickers next to the challenges and opportunities they believe are most important.

Ms. Bookhardt stated that the information generated at the meeting will be compiled over the next couple of weeks after Ty Holt, Bruce Alexander, Judy Montero and other members of the Working Group have been allowed to place their stickers.

Ms. Bookhardt noted that next week's meeting will be very special.

Ms. Bookhardt asked Mr. Andrews if the offer of a tour of the NWSS site was still open.

Mr. Andrews stated that the members of the Working Group were welcome to take a tour at any time.

Mr. Raine asked that the minutes reflect a hat incident that occurred during the meeting. The hat incident is duly noted.

**V. ACTION ITEMS**

None.

**VI. EXECUTIVE SESSION**

None.

**VII. ACTION ITEMS RESULTING FROM EXECUTIVE SESSION**

None.

**VIII. CARRYOVER AND FUTURE AGENDA ITEMS**

- A. Tour of National Western Stock Show.
- B. Review of Financial Information from NWSS.

**XI. ADJOURNMENT**

There being no further business, the meeting was adjourned at 6:09 p.m.

Approved by Vote of the Working Group and  
accepted by:

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Dawn P. Bookhardt, Chairperson