

**SCOTTSDALE CITY COUNCIL
SPECIAL MEETING: WORK STUDY SESSION AND POSSIBLE EXECUTIVE SESSION MINUTES
MONDAY, AUGUST 18, 2025**



**CITY HALL KIVA
3939 N. DRINKWATER BOULEVARD
SCOTTSDALE, AZ 85251**

CALL TO ORDER

Mayor Lisa Borowsky called to order a Special Meeting: Work Study Session and Possible Executive Session of the Scottsdale City Council at 4:02 p.m. on Monday, August 18, 2025 in the City Hall Kiva Forum.

ROLL CALL

Mayor Borowsky asked City Clerk Ben Lane to conduct the roll call.

Present: Mayor Lisa Borowsky; Vice Mayor Jan Dubauskas; and Councilmembers Barry Graham, Adam Kwasman, Kathy Littlefield, Maryann McAllen, and Solange Whitehead

Also Present: City Manager Greg Caton, Interim City Attorney Luis Santaella, City Treasurer Sonia Andrews, Acting City Auditor Lai Cluff and City Clerk Ben Lane

PLEDGE OF ALLEGIANCE

The Pledge of Allegiance was led by Councilwoman Littlefield.

WORK STUDY SESSION

1. WestWorld Operations Update

Request: Presentation, discussion, and possible direction to staff regarding WestWorld operations, including infrastructure improvements, projects, events, strategic planning, and parking.

Presenter(s): Judy Doyle, Senior Director – Enterprise Operations

Staff Contact(s): Judy Doyle, Senior Director – Enterprise Operations, 480-312-2691, jdoyle@scottsdaleaz.gov

MOTION AND VOTE – WORK STUDY SESSION PUBLIC COMMENT

Mayor Borowsky made a motion to suspend Council Rules of Procedure Rule 5.6 to allow for more than five speakers for Work Study Session public comment. Councilwoman Littlefield seconded the

NOTE: MINUTES OF CITY COUNCIL MEETINGS AND WORK STUDY SESSIONS ARE PREPARED IN ACCORDANCE WITH THE PROVISIONS OF ARIZONA REVISED STATUTES. THESE MINUTES ARE INTENDED TO BE AN ACCURATE REFLECTION OF ACTION TAKEN AND DIRECTION GIVEN BY THE CITY COUNCIL AND ARE NOT VERBATIM TRANSCRIPTS. DIGITAL RECORDINGS AND CLOSED CAPTION TRANSCRIPTS OF SCOTTSDALE CITY COUNCIL MEETINGS ARE AVAILABLE ONLINE AND ARE ON FILE IN THE CITY CLERK'S OFFICE.

motion, which carried 7/0, with Mayor Borowsky; Vice Mayor Dubauskas; and Councilmembers Graham, Kwasman, Littlefield, McAllen, and Whitehead voting in the affirmative.

Mayor Borowsky introduced the WestWorld Operations Update Work Study item.

PUBLIC COMMENT – WORK STUDY SESSION

Mayor Borowsky opened public comment on this item.

Isabelle Hallier, Pup Festival owner, discussed Pup Festival events at WestWorld, possible parking fee waivers, and alternate forms of payment for parking fees.

Craig Jackson, Chairman and Chief Executive Officer of Barrett-Jackson Auction Company, discussed the history of the Barrett-Jackson Auto Auction at WestWorld, previous bond programs, previous master plans, and provided the City Council a handout (attached) related to needed improvements, including better drainage.

Jeff Goracke, a City employee working at WestWorld, discussed WestWorld event costs for vendors and attendees, staffing and management concerns, and the possible creation of a task force.

Dave Alford, Parada del Sol Rodeo General Manager, discussed the history of Parada del Sol Rodeo, including its time at WestWorld.

Tracy Wager, Bridle & Bit Horse Magazine owner, discussed an Arizona State University economic study related to WestWorld, personnel concerns, and the expertise needed to manage equestrian events.

Al Dunning, Almosta Ranch owner, discussed personnel matters, equestrian matters, and the need for staff expertise at WestWorld.

Fred Fisher, on behalf of Arizona Quarter Horse Association Chief Executive Officer Doug Hulls, discussed personnel matters, lack of equestrian management experience at WestWorld, and equestrian events in other cities.

Mayor Borowsky closed public comment on this item.

A PowerPoint presentation (attached) on WestWorld Operations was given by the following individuals: Judy Doyle, Senior Director – Enterprise Operations; Brandon Maxwell, Chief Executive Officer of M Culinary Concepts; Austin Unger, Sales Manager of National Western Capital Corporation; and Greg Caton, City Manager.

Councilmembers made the following observations and suggestions:

- WestWorld is a treasured economic engine for the City.
- WestWorld is an equine facility, and this focus should not be abandoned, however the facility should be used for a diversity of events.
- Operations should not rely on one person and bench strength should be developed.
- Possibly waive parking fees for certain events.
- Look at parking fee structures for different types of events.
- Look at key performance indicators, such utilization rate of the total facility on a square foot basis; event booking lead time trends; operating loss; direct and indirect costs as a percentage

of total operating expenses over time; revenue and cost per event; tenant retention rate; and maintenance downtime.

- While the facility may operate at a loss and certain events cause traffic concerns, there is an offsetting return through increased bed taxes generated through hotel stays and dining and shopping experiences.
- WestWorld staff need equestrian experience.
- Opportunities to expand events, especially equestrian events.
- Work with the Tourism Development Commission for sponsorship opportunities for events.
- Through a Mayor and Council item on a future City Council Meeting agenda, have the Council consider the formation of a WestWorld Task Force.
- Move forward with a strategic plan.
- Revenue from WestWorld is important.
- Examine WestWorld staff turnover.
- Look at methods for better transitions between events held at WestWorld.
- Explore different parking payment options.
- Explore parking fee structures based on event size.

2. Request for Executive Session to:

- A. Discuss and consult with the City's attorneys for legal advice related to WestWorld operations. A.R.S. § 38-431.03(A)(3).

If authorized by a majority vote of the Scottsdale City Council, the executive session will be held immediately after the vote and will not be open to the public.

The City Council did not motion to adjourn into Executive Session.

MOTION AND VOTE – ADJOURNMENT

Mayor Borowsky made a motion to adjourn the Special Meeting: Work Study Session and Possible Executive Session. Councilwoman Littlefield seconded the motion, which carried 7/0, by voice vote, with Mayor Borowsky; Vice Mayor Dubauskas; and Councilmembers Graham, Kwasman, Littlefield, McAllen, and Whitehead voting in the affirmative

ADJOURNMENT

Mayor Borowsky adjourned the Special Meeting: Work Study Session and Possible Executive Session at 5:50 p.m.

SUBMITTED BY:



Ben Lane, City Clerk

Officially approved by the City Council on October 7, 2025

CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Special Meeting: Work Study Session and Possible Executive Session of the City Council of Scottsdale, Arizona, held on the 18th day of August 2025.

I further certify that the meeting was duly called and held, and that a quorum was present.

DATED this 7th day of October 2025.



Ben Lane, City Clerk



THE WORLD'S GREATEST COLLECTOR CAR AUCTIONS®

SUGGESTED WESTWORLD CAPITAL IMPROVEMENT REQUESTS FOR FY 2025-26 & 2026-27 BUDGETS

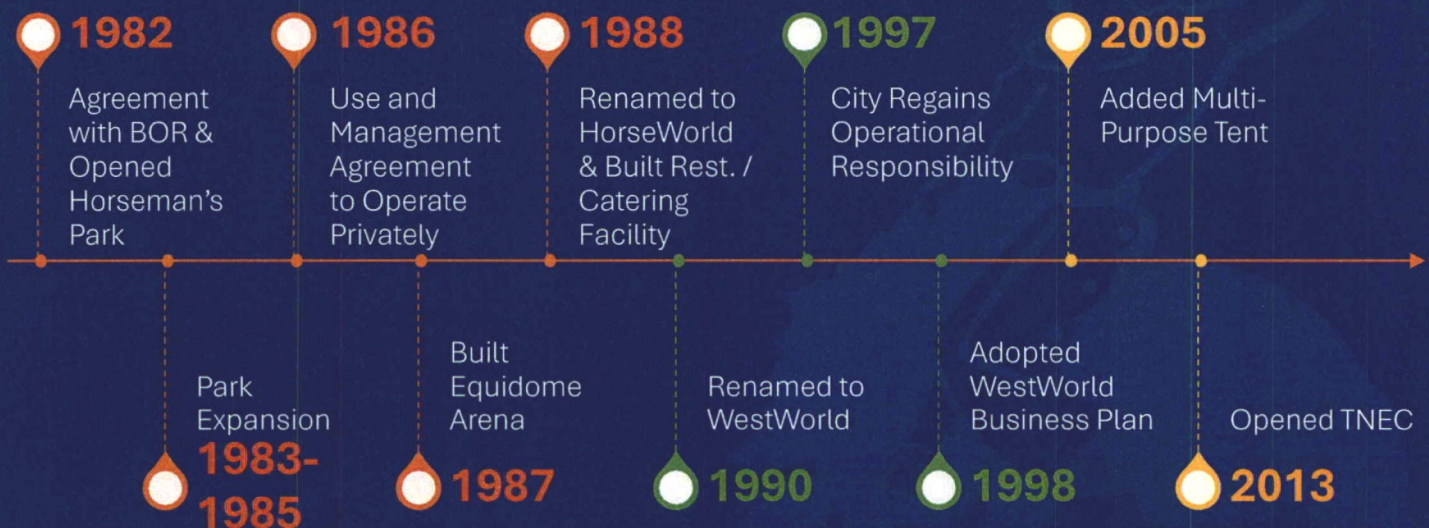
- Please note several of these items may be covered by the 2019 bond package, 2024 Proposition 490 sales tax extension and are otherwise important and necessary capital expenditures to enhance a city asset that is producing hundreds of millions of dollars annually in economic impact at WestWorld and for the City of Scottsdale, per the city's own economic impact report issued in 2024. The list below has been curated by and with WestWorld's largest users.
- Drainage improvements as described in Monday, May 19, 2025, meeting with city leaders that are currently included in the 2025-26 city budget. Ensure drainage improvements address key areas specifically K-Lot between North Hall all the way to Bell Road, and also around the bathrooms behind the Equidome which is problematic for equestrian users.
- Complete a new entry way (not necessarily an associated building) consistent with the Draft Master Plan shared by city leadership on May 19, 2025.
- Expand paved parking outside event footprints, primarily with lots to the north, since there are only 150 parking spots with asphalt.
- "Expand" North Hall to the east where a dirt lot now exists or otherwise make that space climate controlled, usable space.
- Replace deteriorating asphalt in the North Hall with polished concrete which will increase use and reduce costs for all, including the city. WestWorld's GM received a city estimate of \$1.55m to replace.
- Permanently cover Arena 7- this addresses Arabian Horse Show needs and was part of the bond that passed. Tourism is currently reimbursing the Arabian Horse Show for the tent rental that is currently used and needed to cover the arena space.
- Complete any remaining WestWorld improvements called for in the 2019 bond approval.
- Collectively, these improvements will nearly finalize WestWorld as a first-class event venue, solidify the property's signature users for years to come and allow WestWorld to continue to attract new events with a facility that has comparable, basic offerings, assets and features to other alternatives in Arizona and around the country.

WestWorld Operations

City Council | August 18, 2025

History of WestWorld

2



Bureau of Reclamation (BOR)

- WestWorld sits on federally owned land managed by the BOR.
- City leases the land and operates WestWorld under a federal agreement.
- Major development or expansion requires BOR approval.
- Must comply with BOR regulations on land use, environment, and water management.
- Construction must avoid impacting flood management systems.



386 ACRES

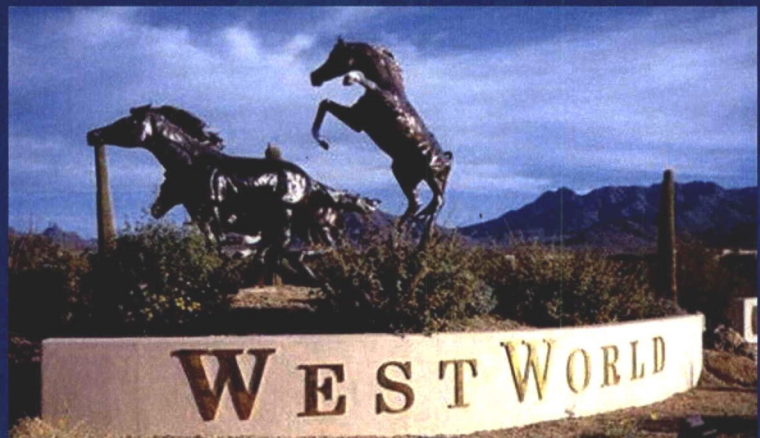
North & South Halls

Equidome

Multi-Use Tent



Outdoor & Covered Arenas
Monterra
RV Pedestals





Core Services

Equestrian Events
Special Events
RV Park Reservations

Feed & Bedding Sales
Private Banquet Events

M Culinary

6

Founded in 1997, M Culinary has grown to be one of the largest privately held catering and hospitality providers in the Southwest – 150 full time and 500+ part-time employees.

This past year, provided 375+ catering/concessions services at WestWorld and 900+ throughout the Valley, Arizona and beyond – to include the Waste Management Phoenix Open, serving over 220,000 tournament attendees in nine days.

Coproducer of the annual Scottsdale 4th of July Celebration at WestWorld since 2013.

Major events brought to WestWorld – Taste of the NFL (2015), ESPN Super Bowl Celebration (2015), GoDaddy Holiday Party (2019), Nikola Global Launch (2019).

Brought over \$900,000 in commissions to WestWorld of Scottsdale in FY 24/25.

National Western Capital Corporation

Purpose

To enhance event bookings and national exposure of the WestWorld Facility through a dedicated vendor partnership.

Key Objectives

- Increase event bookings and maximize facility use
- Attract and retain major events and tourism-driven shows
- Boost Scottsdale's economic impact and visibility
- Enhance public benefit through accessible, high-quality events

National Western Capital Corporation

ECONOMIC IMPACT/TOURISM DRIVERS

Equestrian Competitions, Auto & Art Auctions, Rodeos

COMMUNITY EVENTS

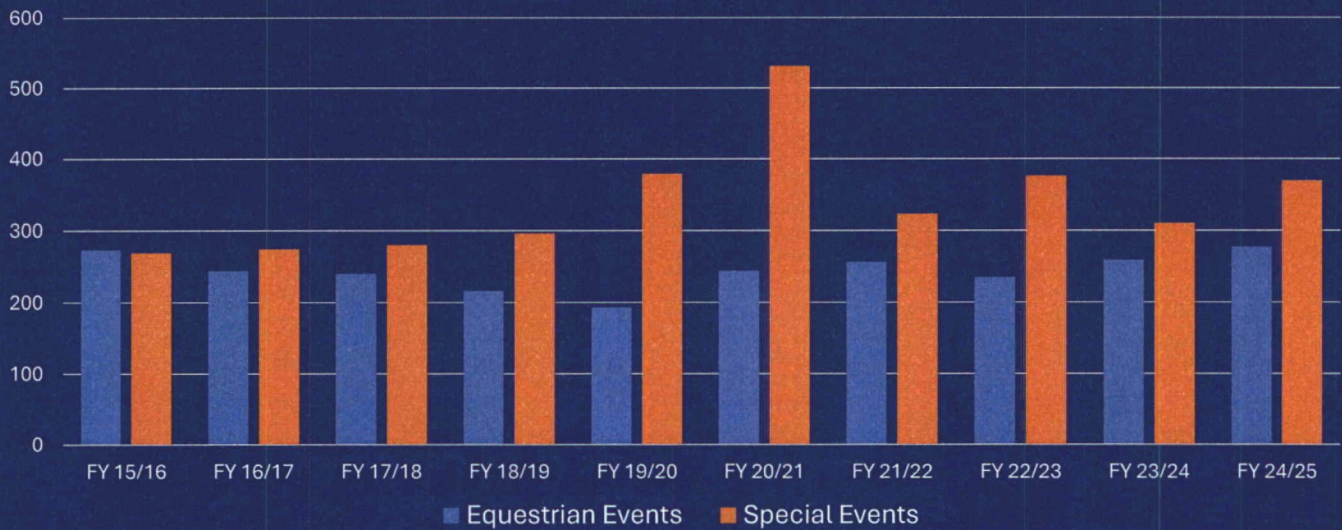
Kids Summer Camps, Fairs, Youth Sports

DIRECT FINANCIAL BENEFIT

Concerts, Consumer Shows, Festivals

Event Use Days

9



FY 2025/26 Operating Budget Overview

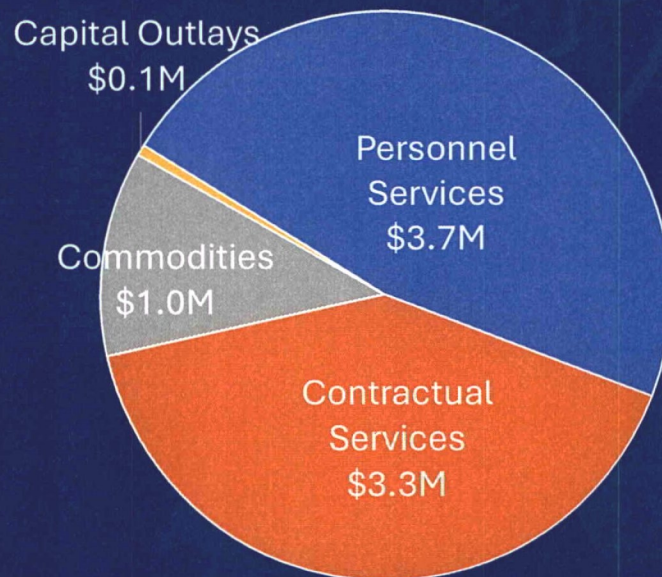
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Operating Budget

\$ 8,141,151

32 Positions

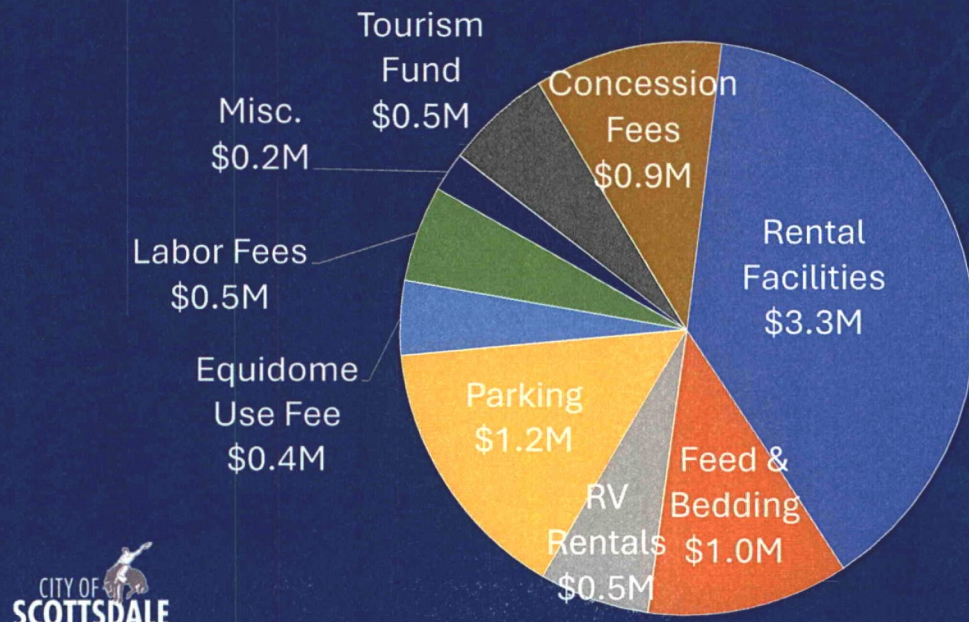
30 FT / 2 PT



Does not include indirect costs, some utilities, and debt service.

FY 25/26 WestWorld Revenue - \$ 8.5M

11



FY 23/24 WestWorld's Economic Impact

12

Total Annual Economic Contribution:

- **\$163.6 million** in State GDP (local economic output)
- **1,813 jobs** supported
- **\$85.6 million** in labor income

City Tax Revenues Generated:

- **\$4.8 million** in direct Sales & Bed Taxes
(Includes \$0.1M from state shared Sales Tax allocation)

Note: Impacts reflect only non-Scottsdale residents' spending and exclude local attendees' economic activity.

Breakdown of Economic Impact by Source

Of Total Impact:

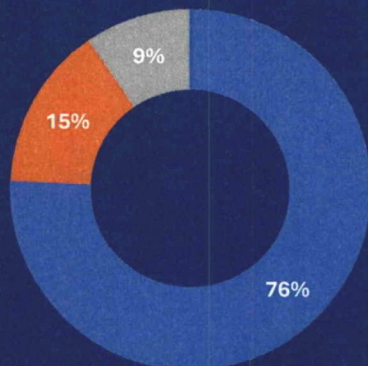
- Special Events ~75%
- Equestrian Events ~15%
- WestWorld's direct operations ~10%

Impact Source	State GDP	Jobs	Labor Income
Visitor & Participant Spending	\$116.1M	1,350	\$58.5M
Event Organizer Spending	\$23.7M	292	\$16.5M
WestWorld Operations	\$23.8M	171	\$10.6M
Total Impact	\$163.6M	1,813	\$85.6M

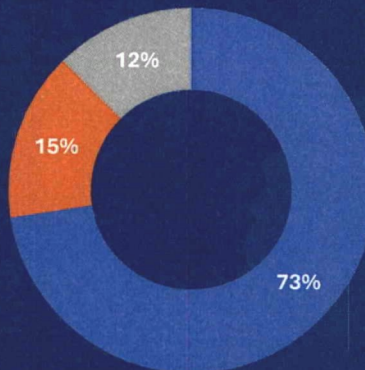


Distribution of Economic Impacts

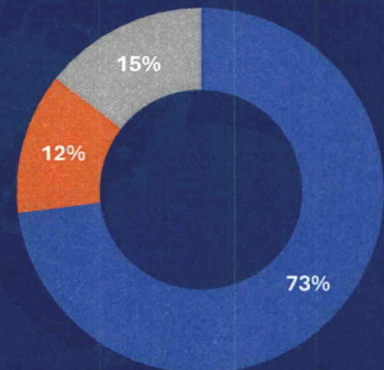
Employment



Labor Income



State GDP (\$ millions)



WestWorld Parking

11,000 Parking Spaces

All revenue deposited
into the Parking Fund



\$10 Parking Fee per Vehicle

16

Revenue split

- \$3 per vehicle is retained by WestWorld as revenue
- \$7 covers vendor operations, no direct cost to WestWorld

Purpose & Benefits

- SAFETY - Supports event logistics and traffic control
- Enhances CUSTOMER SERVICE and guest experience
- REVENUE - Offsets WestWorld operational costs without adding staffing burden
- Ensures consistent, fiscally responsible practices

WestWorld
Parking



Infrastructure Master Plan

- Address Critical Needs
- Improve Guest Experience
- Maximize Resources
- Increases Event Competitiveness
- Supports Revenue Growth



5-Year Capital Improvement Plan ¹⁸ (\$ millions)

Capital Project	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
45 - Renovate Horse Barns	2.7	1.8	2.1		
51 - Install Perm Lighting - Parking Lots		0.3	1.2		
Public Address System Cabling Install		0.5			
Bahia Dr Offsite Drainage Mgmt.	1.6	3.2	5.5		
WW Dr Offsite Drainage Mgmt.	2.2	2.2			
Core Facility Interior Drainage	3.7	3.7	3.7	3.7	
Monterra Improvements	0.8				
Lot T Improvements				0.3	
WW Drainage	0.2				

5-Year Capital Improvement Plan ¹⁹ (\$ millions)

Capital Project	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30
Parking & Access Master Plan	0.8				
Trailhead Parking & Access Imprvmnts.	3.9				
48 – Widen 94 th St to Improve Access		0.3	1.2		
Polo Field Renovations	2.1				
GRAND TOTAL	\$18.0	\$12.0	\$13.7	\$4.0	\$0.0

5-Year Capital Improvement Plan ²⁰ (\$ millions)

Capital Project	Total Project Cost
45 - Renovate Horse Barns	14.1
51 - Install Perm Lighting - Parking Lots	1.4
Public Address System Cabling Install	0.5
Bahia Dr Offsite Drainage Mgmt.	10.4
WW Dr Offsite Drainage Mgmt.	4.4
Core Facility Interior Drainage	14.9
Monterra Improvements	0.8
Lot T Improvements	0.3
WW Drainage	0.2

5-Year Capital Improvement Plan (\$ millions)

21

Capital Project	Total Project Cost
Parking & Access Master Plan	1.0
Trailhead Parking & Access Imprvmnts.	4.0
48 – Widen 94 th St to Improve Access	1.5
Polo Field Renovations	2.1
GRAND TOTAL	\$55.6

Funding Sources:

GO Bonds	\$8.3
Tourism	\$7.4
WIFA Debt	\$29.7
Parking Fund	\$3.3
General Fund	\$6.6
BOR	\$0.4



22

Where Do We
Go From Here...

Infrastructure Master Plan
WestWorld Strategic Plan