

**In The Matter Of:**

*Rio Nuevo  
Study Session*

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*June 21, 2019*

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*Kathy Fink & Associates*

*2819 E 22nd St*

*Tucson, AZ 85713*

*520/624/8644*



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Min-U-Script® with Word Index

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1 RIO NUEVO MULTIPURPOSE FACILITIES DISTRICT  
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10  
11 MEETING OF THE BOARD OF DIRECTORS  
12 June 21, 2019  
13 9:10 a.m.  
14 Tucson, Arizona  
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18  
19  
20 Bonnie Gray, R.P.R.  
21 Certified Court Reporter #50669  
22 KATHY FINK & ASSOCIATES  
23 2819 East 22nd Street  
24 Tucson, Arizona 85713  
25 520-624-8644

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1 APPEARANCES:  
2  
3 BOARD MEMBERS:  
4 Fletcher McCusker, Chairman  
5 Chris Sheafe  
6 Mark Irvin  
7 Jannie Cox (Telephonically)  
8 Edmund Marquez  
9  
10 ALSO PRESENT:  
11 Mark Collins, Board Counsel  
12 Brandi Haga-Blackman, Operations Administrator  
13  
14  
15  
16 BE IT REMEMBERED that the meeting of the  
17 Board of Directors of the Rio Nuevo Multipurpose  
18 Facilities District was held at the Tucson Convention  
19 Center, in the city of Tucson, state of Arizona, before  
20 BONNIE GRAY, RPR, Certified Reporter No. 50669, on the  
21 21st day of June 2019, commencing at the hour of 9:10  
22 a.m.  
23 \* \* \* \*  
24  
25

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1 PROCEEDINGS  
2  
3 CHAIRMAN McCUSKER: It's 9:10. This is a  
4 Rio Nuevo study session dedicated to the TCC.  
5 Mr. Sheafe is on his way. He got tied up.  
6 Mr. Hill is traveling.  
7 Brandi, will you call the roll?  
8 Wait. I skipped the Pledge. I always skip  
9 the Pledge.  
10 MR. IRVIN: You should lead it.  
11 CHAIRMAN McCUSKER: Stand for the Pledge.  
12 (The Pledge of Allegiance was recited.)  
13 CHAIRMAN McCUSKER: Now, Brandi, call the  
14 roll.  
15 MS. HAGA-BLACKMAN: Edmund Marquez?  
16 MR. MARQUEZ: Here.  
17 MS. HAGA-BLACKMAN: Mark Irvin?  
18 MR. IRVIN: Here.  
19 MS. HAGA-BLACKMAN: Fletcher McCusker?  
20 CHAIRMAN McCUSKER: Here.  
21 And call Jannie.  
22 MS. COX: Here.  
23 CHAIRMAN McCUSKER: There you go.  
24 Thank you, everyone.  
25 This is unusual for us and not exactly the

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1 format we wanted. It's a little more formal.  
2 It's designed to be incredibly informal,  
3 but the entire topic today is to study what our  
4 architects and stakeholders have put together regarding  
5 this venue to listen to you. So we encourage you to  
6 participate.  
7 We do have sign-in sheets, which you can  
8 sign, or if you just want to raise your hand, I'm happy  
9 to call you up. We're obviously interested in your  
10 input about the decisions we're going to make today.  
11 Just to kind of put this all into  
12 perspective for everyone, we have secured something in  
13 the neighborhood of \$65 million of new financing that  
14 kind of determines what we can spend.  
15 There's probably more need than that,  
16 frankly. But our objective today is to prioritize how  
17 best to utilize those funds to do anything we can to  
18 improve this particular venue.  
19 We're obviously dedicated to that. This is  
20 our primary component. We've done a lot of work on the  
21 arena, which has paid off quite handsomely for us.  
22 Everyone is seeing the new DoubleTree going  
23 up in the corner. That's been a long issue for us, the  
24 availability of hotel rooms.  
25 We have also committed to build a garage

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1 adjacent to that on the east lot. We'll go through  
2 that today.  
3 And, of course, we've already committed to  
4 upgrade the ice and skating features primarily for  
5 professional hockey.  
6 So we've made a couple of decisions already  
7 in how to spend some of that money. We're going to  
8 walk through all that today.  
9 So, procedurally, we're going to ask our  
10 architects to kind of present their plan. We have a  
11 master plan and a budget, which, to make it simple, I  
12 would describe as currently in different buckets.  
13 It's not necessarily prioritized as part of  
14 what we're going to do with you today, to identify what  
15 we want to do first, second, third, fourth, and trying  
16 to identify how best to utilize the money that's  
17 becoming available to us.  
18 This conversation is due entirely to the  
19 legislature granting us a 10-year extension. As you  
20 all know, it was impossible for us to focus these kind  
21 of resources on the TCC over the last five or  
22 six years. We just didn't have the wherewithal to do  
23 that.  
24 We've done about 21 projects around town.  
25 The arena is one of those. The rest of those are with

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1 private-sector partners.  
2 But what that helps us do is demonstrate to  
3 our legislative appointors that we might, in fact, know  
4 what we're doing down here.  
5 So they granted us an extension for  
6 10 years. The Rio Nuevo income now is available to us  
7 until 2035. And that produces something in the  
8 neighborhood of almost \$200 million of additional  
9 income to this district.  
10 So that should allow us to finish our work.  
11 That was the presentation we made to the legislature  
12 that will allow us to finish the in-fill projects that  
13 we have in our downtown to do the Sunshine Mile project  
14 along the Broadway corridor and hopefully someday  
15 (indecipherable) the issues at the base of A Mountain.  
16 That's kind of the last thing on our  
17 priority list. And we couldn't have done any of this  
18 without legislative assistance.  
19 Again, this is our priority for the  
20 upcoming year. It is also, by statute, our primary  
21 component.  
22 The original Rio Nuevo initiative in 1999  
23 was identified as the facilities district, stadium  
24 district, and this venue was supposed to be one of the  
25 first things they tackled.

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1 In the wisdom of our predecessors, they  
2 were going to build a new arena, the tortoise shell  
3 arena, 16,500-seat venue with no tenants. And, of  
4 course, they caved in on themselves before that project  
5 ever got launched.  
6 But that distracted everyone away from this  
7 particular venue. So literally nothing was done to  
8 improve this in 2002 to 2012. And we committed about  
9 \$15 million to the arena itself.  
10 Things we know that don't work here, one of  
11 them we're sitting in. These meeting rooms are  
12 basically obsolete. They're from the '60s. We will  
13 sell you these curtains (undecipherable) remodel the  
14 project.  
15 **FEMALE VOICE:** I'll take them.  
16 **MR. SHEAFE:** Great.  
17 **CHAIRMAN McCUSKER:** And one of the  
18 challenges that any convention venue has in a modern  
19 convention environment is breakout rooms.  
20 So we have the -- you'll see us talking  
21 about meetings rooms and breakout space and not only  
22 things we can do to improve these, but maybe add some  
23 additional meeting room space.  
24 The objective here is to improve the venue  
25 for everybody that is a current user, the symphony, the

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1 ballet, the gem show, the concert venues, hockey,  
2 indoor football, but at the same time, attract new use.  
3 And, for the most part, we see that as  
4 convention-style business, where they would use the ex  
5 hall, maybe both ex halls, the meeting space, and they  
6 would appreciate the inbound hotel activity that  
7 eventually could create four hotels within a stone's  
8 throw of the TCC.  
9 We're sensitive to the historical  
10 components that surround us, chiefly Eckbo fountains.  
11 If you don't know the history of the Eckbo fountain,  
12 it's now a registered historic landmark designed by the  
13 brilliant landscape architect Garrett Eckbo.  
14 In every other city that has Eckbo  
15 features, they celebrate them. They are treasured  
16 historical landmarks. Ours is a ditch, and we do tend  
17 to do something about that.  
18 We've seen plans that run from filling it  
19 with sand and, you know, making it a Japanese garden to  
20 restoring it as some water features.  
21 There's some challenges there, because it  
22 was built in the '60s, and the risk environment  
23 today -- the perceived risk of three-foot-deep holes is  
24 very different.  
25 We're going to talk about Eckbo today.

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1 We're going to talk about the Eckbo landscape. We're  
2 going to talk about the exterior and anything else you  
3 want us to think about as we think through how you use,  
4 appreciate, admire, or are critical of our plans going  
5 forward.  
6 So having said all that, we should probably  
7 launch with Swaim. I think everybody knows that Phil  
8 Swaim and Michael Becherer are the architectural team,  
9 have been since we launched the arena remodel.  
10 We've asked them to just try and identify  
11 the scope, and they've been doing that for the past  
12 several months in a variety of meetings with  
13 stakeholders from management to City to users. And  
14 we're going to hear a presentation from them following  
15 the site plan.  
16 There are copies of this around. We're  
17 also going to put it overhead, and a draft budget we're  
18 going to talk about.  
19 And, Jannie, do you have either one or both  
20 of these documents?  
21 **MS. COX:** No, I do not.  
22 **CHAIRMAN McCUSKER:** Okay. Can we e-mail  
23 them to her?  
24 Jannie, they're coming to you via e-mail.  
25 **MS. COX:** Okay. I've got my laptop right

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1 here.  
2 **CHAIRMAN McCUSKER:** Phil? Michael?  
3 **MR. IRVIN:** Do you want to show us the site  
4 plan?  
5 **MR. SWAIM:** Why don't I start things off  
6 here. Appreciate everybody coming here on a beautiful  
7 Friday here in Tucson.  
8 The -- I can just give a little of a  
9 background of what it's taken to be able to get to  
10 where we are today, and then Michael can get into more  
11 detail about the plan itself.  
12 Certainly, the information you'll see today  
13 has not been done in a vacuum. It's been a huge  
14 collaborative effort over the past probably five years  
15 or so, at least.  
16 A lot of that actually started with the  
17 City of Tucson and Rio Nuevo, led by Elaine Becker at  
18 that point, to doing the initial assessment at the  
19 arena, through the arena renovation project, where we  
20 spent 7.8 million and understood the value of the  
21 improvements.  
22 And it was in the spring of 2016 where  
23 Rio Nuevo had us and our design team go in and do a  
24 more detailed assessment at that time of the overall  
25 campus and to give -- come up with sort of a second,

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1 third, and fourth phase at that point.  
2 We got input from folks like the symphony  
3 and other tenants here on the campus. Certainly SMG,  
4 who has come on board to manage the facility in the  
5 last five years has been a huge asset and have a lot of  
6 input about what their priorities are and about how to  
7 be able to make this a successful convention center.  
8 There's been the Eckbo Plaza and fountains,  
9 as Fletcher mentioned, since this time has become on  
10 the National Historic Register, and there has been a  
11 strong community group of landscape architects and  
12 planners and other historic preservation authorities  
13 that have taken and done a more detailed assessment of  
14 what it's going to take to be able to upgrade the site  
15 here at the campus.  
16 Visit Tucson has had a lot of input into  
17 what the tools they need to be able to market the  
18 facility.  
19 So it's really been a huge assessment. And  
20 as it's transformed, certainly the Roadrunners, who are  
21 certainly our signature tenant, have had input here as  
22 well.  
23 So to date what we've done is we've come up  
24 with an overall plan of what we think it takes that  
25 each building in the site and an approach of how they

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1 will phase these improvements to be able to meet the  
2 goal of the community.  
3 As Fletcher mentioned, we now have the  
4 potential of three or four hotels coming online by the  
5 end of 2020.  
6 And so we think now is great timing to be  
7 able to have that plan in place and make sure that  
8 we're ready to support those hotels that are coming  
9 forward.  
10 So unless there's more detail or questions  
11 about the overall background -- those are sort of the  
12 cliff notes version -- Michael, why don't you dive in  
13 and give a little more detail here?  
14 **MR. BECHERER:** Sure.  
15 So the two documents that were passed out,  
16 one is the site plan --  
17 **CHAIRMAN McCUSKER:** Tell us your name.  
18 **MR. BECHERER:** I'm sorry. Michael Becherer  
19 with Swaim Associates.  
20 And the second document is the overall  
21 project budget. These two documents are tied together,  
22 so they're color coded.  
23 So the colors that are on the left side of  
24 the budget correspond to the colors that are on the  
25 master plan. So as we talk through this, you can kind

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1 of see where these projects are on the overall site.  
2 Just to orient you on the site plan, Church  
3 is on the right. Cushing is on the left. Broadway and  
4 Congress are at the top of the screen. The arena is  
5 sort of in the middle in the light gray.  
6 And the Eckbo Plaza is -- the main central  
7 plaza is kind of an orange area tied to the music hall  
8 and Leo Rich.  
9 So what we did was we looked at all the  
10 stakeholder input, all of the projects, and tried to  
11 start to group those together in ways that would make  
12 sense, and not only in terms of priorities, but also in  
13 terms of how we scheduled them and how they can get  
14 done and sequence them on the site.  
15 One thing we learned pretty early on is we  
16 can't -- SMG let us know we can't have two parking lots  
17 out of service at the same time. It's going to kill  
18 them from the perspective of getting people on and off  
19 the site.  
20 So as we talk about the projects, the  
21 priorities, and kind of when they happen, part of that  
22 was driven by maintaining access and maintaining  
23 service and keeping the TCC functional.  
24 So what we'll do, I guess, is just walk  
25 through each of the projects on the list. I can kind

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1 of talk about what it is, what the scope of each of the  
2 projects is, and where it is on the site. And then we  
3 can kind of go from there.  
4 So if we start with the current  
5 commitments, the 1.0 line item, the first line item on  
6 there is the ice plant.  
7 So what that is, is the -- obviously, for  
8 the hockey rink, we have an ice facility to generate  
9 the ice. So it's also the floor and the actual  
10 chilling equipment itself.  
11 That equipment was originally put in in the  
12 '70s. It was replaced in the '90s. So it's just time  
13 to replace that equipment again with more efficient  
14 equipment. The floor also needs to be replaced,  
15 because the piping obviously deteriorates over time.  
16 So that project is ongoing right now.  
17 Lloyd Construction is doing that as a design-build  
18 project. CIMCO Refrigeration, they started demo this  
19 week.  
20 We are on schedule to complete that project  
21 prior to the hockey this fall. So in September we'll  
22 have the entire plans and floor put back together,  
23 ready for the Roadrunners' next season. And that is a  
24 \$3 million project.  
25 Item 1.2 is the Lot A parking garage that

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1 Fletcher mentioned. So directly north of where the new  
2 hotel is --  
3 Actually, Brandi, can you switch back to  
4 the site plan?  
5 So if you look at the bottom of the screen,  
6 the red building next to the south ex hall on the right  
7 is the new hotel. The large red rectangle next to the  
8 arena on the right is the Lot A garage.  
9 So that will be a 350-stall parking garage  
10 that will service both the arena and the hotel.  
11 We are currently in the design phase for  
12 that project, and we're in the process of selecting a  
13 construction manager.  
14 We also have a tight time frame for this  
15 project. We need to get our precast order this fall so  
16 that we can start construction after the gem show and  
17 as close to the end of hockey season as we can.  
18 So then we can be in the construction in  
19 the spring and complete that project around November,  
20 about the same time the hotel is going to finish up.  
21 So the intent is that the hotel and the garage are  
22 basically completed about the same time.  
23 Item -- I'm sorry. That's a \$5.2 million  
24 project.  
25 Item 1.3 is what we're calling parking

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1 expansion. It's about \$45,000. What we've done is  
2 looked around the site and found opportunities to add  
3 parking spots in the short term.  
4 Parking is just at a premium on this site,  
5 so any spots that we can add is useful. And we're able  
6 to add about 45 stalls immediately.  
7 So we're in the permitting process for that  
8 right now, and those should be within four to  
9 eight weeks, something like that.  
10 So those are really the current commitments  
11 that Rio Nuevo has right now. And all those are in  
12 progress.  
13 So the next set of projects is what we're  
14 calling the convention center priorities, these 2.0  
15 items.  
16 And what the intent of these items is to  
17 really bring the TCC up to a modern convention center  
18 standards, which includes all sorts of things, like  
19 technology, restrooms, you know, these meetings rooms,  
20 to really bring the entire facility into the 21st  
21 century so that we can attract the kind of conventions  
22 and business that we're not, frankly, getting right  
23 now.  
24 So Item 2.1 is just called the TCC, which  
25 is about a 7.6 million project. And that's the

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1 renovation of the convention spaces and the existing  
2 meeting rooms.  
3       So this is primarily the south ex hall.  
4 What we need to do in the south ex hall is basically  
5 renovate the entire interior of that space.  
6       We need to rebuild the infrastructure for  
7 both power and (undecipherable) distribution, when we  
8 have expos, the -- you know, the vendors have the  
9 infrastructure they need to be able to have the kind of  
10 event and venue that works for them.  
11       This includes the renovation of all of the  
12 restrooms associated with that as well, all of the  
13 common spaces, so the concourse, some work in the main  
14 lobby, and then also to renovate these existing meeting  
15 rooms that we're in now, because, again, as we  
16 mentioned, they're just -- they're a little outdated to  
17 come through, new finishes, new technology, new  
18 lighting, you know, set them up in a way that, again,  
19 they'll be an attractive product for SMG to be able to  
20 market for the TCC.  
21       So that's the bulk of that first phase in  
22 the 2.1 item is to really get those main convention  
23 spaces renovated.  
24       Item 2.2, we're also going to be doing some  
25 updating of the lighting in the arena, just -- this is

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1 basically for the floor of the arena. I think we're  
2 doing LED lighting to bring that up to modern standards  
3 as well.  
4       So Item 2.3 is what we're calling the site  
5 upgrades. One thing we're coming up on on this campus  
6 is that we're about to pass adding 25 percent more area  
7 to the campus than was originally here.  
8       And under the City of Tucson Unified  
9 Development Code, that means we have to bring the  
10 entire site up to current code.  
11       So this line item is basically to look at  
12 all the streetscape and connections -- and on the plan  
13 it's the green dashed lines with the primary areas that  
14 we're looking at -- and bring those up to current UDC  
15 standards.  
16       So this includes lighting, sidewalks,  
17 landscaping, which would also include irrigation, all  
18 of these sort of landscape and site systems we need to  
19 have the site up to code.  
20       The next item, 2.4, is the historic Eckbo  
21 landscape restoration. So what we are realizing is we  
22 need to restore what we have. And, as we've said, the  
23 historic landscape is an important asset for the  
24 community.  
25       As we're working on Church, what we want to

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1 do between the new hotel and the new parking garage is,  
2 first, Item 2.4 is really for the upper plaza, which is  
3 the space that is outside of the ticket booth on  
4 Church.  
5       What we'd like to do is by the time those  
6 two projects are complete, also have that upper plaza  
7 restored so our entire Church Street streetscape is --  
8 looks as good as it can, again, for all this new  
9 convention traffic that we're going to get from the  
10 hotels.  
11       So that's a \$1.9 million project that  
12 includes rebuilding the hardscape, which is the  
13 sidewalks and the pavers, redoing the trees, the  
14 irrigation, the lighting, and restoring that landscape  
15 back to its original condition.  
16       But also probably better than its original  
17 condition is we're going to introduce some technology  
18 that's going to make it more efficient and more  
19 sustainable.  
20       **MR. MARQUEZ:** Michael, does that include  
21 the fountains?  
22       **MR. BECHERER:** This does not include the  
23 fountains, not in this phase. This is purely upper  
24 plaza. It's the space between the ticket booth and  
25 Church, and basically from the Leo Rich to the ticket

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1 booth -- or the parking booth.  
2       **MR. MARQUEZ:** Okay.  
3       **MR. BECHERER:** Okay. And then the last  
4 item on the convention center priorities is the -- what  
5 we're calling technology enhancements.  
6       So we realize we need to increase the data  
7 connectivity throughout the TCC. So from these meeting  
8 rooms to the arena to the south ex hall, the ballroom,  
9 the entire building needs technology upgrades to have  
10 better connectivity.  
11       This would also include some digital  
12 signage. So if you go to large convention centers like  
13 Las Vegas, you see digital signage all over that talks  
14 about the schedule for the day.  
15       They'll have digital signage outside the  
16 rooms that will change, depending on what the next  
17 meeting in that room is, and then large digital signs  
18 for advertising and promotions and things like that.  
19       So that technology enhancements is really  
20 to, again, help bring the entire facility up into the  
21 21st century standards what a convention center should  
22 be that we can really market.  
23       So -- okay?  
24       The next item is the 3.0, the meeting room  
25 expansion. So in working with SMG, one of the things

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1 that is lacking are sufficient meeting rooms on the  
2 south end of the campus.  
3       Again, if you go to a convention someplace  
4 like Las Vegas, you'll have a large ballroom where  
5 you'll have a meeting. You'll have an exhibition hall  
6 where you have your vendor show, and then typically  
7 have a series of small meeting rooms for the breakout  
8 sessions of these conventions.  
9       Ideally, we could use these spaces for  
10 that. But the reality is, these meeting rooms are too  
11 far from the ex hall and the ballroom to really be  
12 functional and be able to work that way.  
13       So based on the amount of exhibition hall  
14 space and our ballroom size, we need about 18- to  
15 20,000 square feet of meeting room spaces that can be  
16 broken down into 1500- to 3,000-square-foot rooms.  
17       So what we're thinking is this would be  
18 added to the west end of the exhibition hall. And in  
19 conjunction with that, we would also rebuild parts of  
20 the west entrance, since that's really going to be the  
21 entrance from Cushing Street, rebuild that connection  
22 to Cushing Street, and make sure that that whole west  
23 side of the building is treated a little more  
24 sensitively and basically a better appearance for this  
25 building as the primary asset.

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1       So that's about a \$9.2 million project for  
2 both the meeting rooms and the updates to the west  
3 entrance.  
4       So the items in the 4.0 category we're  
5 calling the entertainment priorities, so this really  
6 focuses on the center of the campus, and it's almost  
7 the kind of arts and entertainment district of the  
8 campus.  
9       And it includes several items. Item 4.1  
10 would be a second parking garage on Lot C, which is  
11 behind the music hall off of Cushing Street. That  
12 would be about a 600-stall garage for \$11 million.  
13       There are some opportunities there to do  
14 some ground floor retail, potentially. And there's  
15 been some discussion about structuring that garage for  
16 potentially addition of office space or some other use  
17 on top of that.  
18       But primarily it would be a parking garage  
19 for Lot C that would serve the music hall and the Leo  
20 Rich and the central campus of the TCC.  
21       Item 4.2 would be the music hall  
22 renovation. So we're going to go into the music hall,  
23 and it is basically a full renovation of that space.  
24       So the new seating, updated lobby,  
25 renovated restrooms, and then also trying to add some

Page 23

1 other enhancement features.  
2       One part of the project we're thinking is  
3 to add an outdoor space that could be controlled so  
4 that we could have events outside that would allow the  
5 sale of beer and wine and liquor.  
6       So we would have a liquor license out in  
7 the plaza. That would require some modifications for  
8 that to work. That would be included also.  
9       So that's about a \$6.6 million -- I'm  
10 sorry. So Item 4.2 is just the music hall renovation,  
11 and 4.3 would be the upgrades to the music hall that I  
12 was talking about.  
13       It should be the outdoor event patio and  
14 the interior VIP area, which would also help generate  
15 additional revenue.  
16       **MR. MARQUEZ:** Michael, does that include  
17 any back of house?  
18       **MR. BECHERER:** It does, yes.  
19       **CHAIRMAN McCUSKER:** Would you walk through  
20 a little more detail the music hall plan, the interior,  
21 system, seating, concessions? We know that's been a  
22 big issue.  
23       **MR. BECHERER:** So the -- yeah, the primary  
24 components of that budget would be the complete remodel  
25 of the restrooms, remodel of the main lobby,

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1 replacement of all the seating.  
2       We're going to be updating the production  
3 lighting and house lighting. The renovation of the  
4 restrooms and the production offices, renovation of the  
5 green room, again, replacement of the production sound  
6 system, and the lighting system.  
7       So those are the primary components of that  
8 budget.  
9       **CHAIRMAN McCUSKER:** We're going to want you  
10 guys to weigh in on that. I know there's some issues  
11 with backdrops and curtain capabilities, stage size.  
12       So we want to make sure what we're doing is  
13 exactly what the music hall needs. So we're going to  
14 spend some time talking about the music hall.  
15       I think right now you -- and you can  
16 correct me if I'm wrong -- they rent the sounds, and a  
17 touring artist brings their own gear.  
18       So, you know, I'm not totally convinced we  
19 need to spend half a million bucks on sound. It might  
20 be better to spend it someplace else. So we're going  
21 to talk about all that in some detail today.  
22       Thank you. Go ahead.  
23       **MR. BECHERER:** So, then, Item 4.4 is the  
24 Leo Rich Theater. Again, we're looking at a kind of  
25 full renovation of that space, similar scope to the

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1 music hall, looking at new seating, renovated lobby,  
2 creating -- renovating the outdoor patio space as well,  
3 you know, the production, lighting, and sound.  
4 One of the issues with the Leo Rich is it's  
5 a multipurpose theater, so it really doesn't do -- it  
6 does lots of things, but it doesn't do any one thing  
7 really well.  
8 So we're trying to find a sound system that  
9 will allow that to function a lot better for large and  
10 small performances, music performances, spoken-voice  
11 performance, to really make it a lot more flexible,  
12 because it's a good-size venue for a town. It just  
13 doesn't function very well.  
14 So we're looking at ways to be able to  
15 enhance that and make it a better venue overall.  
16 And then Item 4.5 is, again, the Eckbo  
17 landscape restoration. So this is really focusing on  
18 the central plaza and the upper walkway.  
19 So this is the area of the fountains and  
20 then the walkway that leads from those north to the  
21 bridge that goes over to the County and City  
22 facilities.  
23 So we have \$6.1 million, and that's really,  
24 again, a full restoration of the landscape and adding  
25 features that make it more sustainable in our

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1 environment.  
2 So some of the things we're looking at in  
3 terms of that, it would be, again, the hardscape,  
4 landscape, putting back, you know, the design, what the  
5 original intent was, because there's been a lot of  
6 modifications to the landscape over time.  
7 Restoring the fountains, then also  
8 looking for opportunities, again, to be more  
9 sustainable.  
10 So whether that means doing rainwater  
11 harvesting or using condensate water to actually fill  
12 the fountains so we're not using potable water for  
13 that, and also to irrigate and landscape.  
14 Because it is -- the original Eckbo  
15 landscape was more of a Mediterranean landscape, a lot  
16 of turf, a lot of plantings.  
17 So we want to find a way to maintain those  
18 but try to do it in a more sustainable way using the  
19 water that we're generating on the site anyway.  
20 But, again, that's intended to be --  
21 basically completes the restoration of the rest of the  
22 Eckbo landscape, because we would have done the upper  
23 plaza as part of the convention center -- or, sorry --  
24 yeah, convention center priorities.  
25 So those are all of the items that are

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1 really part of the primary scope that we're talking  
2 about. That's what comes up to the \$65 million.  
3 What we also have in there is a  
4 contingency. So we're adding 10 percent, which is  
5 almost \$6 million, just knowing -- you know, these are  
6 budget numbers.  
7 So just to be very clear, these are not  
8 estimates. These are not bids. These are budget  
9 numbers for all these projects. And some of these  
10 projects could be a year or more out.  
11 So between escalation and, you know,  
12 changes in scope, finding things we didn't expect, we  
13 have an adequate contingency to cover all of these  
14 unforeseen conditions that we know are going to happen.  
15 We just don't know exactly what they are yet.  
16 And then we've identified a few other items  
17 that we know are priorities for a lot of people in the  
18 community but that just simply aren't in this initial  
19 \$65 million budget.  
20 So under Items 5.0, 5.1 would be additional  
21 arena upgrades. So we've spent \$7.8 million on the  
22 arena to get it to where it is today.  
23 We see more opportunity there for, you  
24 know, updated scoreboards, additional digital signage,  
25 potentially an LED ring.

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1 A lot of these would be fan experience  
2 upgrades. We're also looking at the potential for kind  
3 of VIP areas on the concourse level, creating smaller  
4 kind of restaurants or bars or areas that you could  
5 have more kind of -- basically a different kind of fan  
6 experience where you would be in the arena, but you  
7 could be in more of a lounge environment. But, again,  
8 that can really enhance that fan experience.  
9 It also includes looking at some low  
10 seating. So at the concourse level create different  
11 kinds of seating that have the countertop more  
12 comfortable seating that, again, you know, would  
13 increase that sort of fan experience.  
14 Item 5.2 is something that's been discussed  
15 a lot in the community, which is a community ice rink  
16 or a second sheet of ice. And we see that this could  
17 happen in Parking Lot B adjacent to the existing south  
18 ex hall.  
19 That's about a \$15 million project, which  
20 would include an ice rink. It would include the locker  
21 rooms, concessions. Everything you would need for that  
22 venue to operate would happen in Parking Lot B.  
23 Item 5.3, another one of the historic  
24 resources is the Sosa-Carrillo House. It's actually  
25 owned by the State. It's owned by the Arizona



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1 Historical Society. And it needs some help. It needs  
2 some restoration.  
3       So we could see spending about \$1.2 million  
4 on that venue, not just to restore the house, but then  
5 to enhance it, enhance the back patio, enhance the  
6 front yard to really make that into another viable  
7 venue.  
8       It's a different scale for this site, but  
9 it could be a really great space for people to have a  
10 pre-function before an event in the music hall or  
11 something like that. So we've identified that as a  
12 potential.  
13       And then the last one is Item 5.4, another  
14 parking garage in Lot B. That's probably -- if that  
15 were to happen, that's pretty far out. But there is  
16 the potential to add additional parking into Lot B.  
17       So those additional items between the two  
18 columns is right around another \$40 million. And those  
19 also include contingency, because, again, we want to  
20 make sure we cover all those costs. We just don't know  
21 what they are yet.  
22       **CHAIRMAN McCUSKER:** Any questions of the  
23 board for Michael or Phil?  
24       Give me Jannie back.  
25       **MR. SHEAFE:** They're passing you around,

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1 Jannie.  
2       **CHAIRMAN McCUSKER:** Speaking of modern  
3 technology. How quick can we get that upgraded?  
4       A couple of things that might be too  
5 technical, but I think helpful for you to know, the  
6 financing that we're considering going forward is  
7 taxable financing, not tax exempt.  
8       It has a lot to do with the branding  
9 opportunities of this venue. If you go to any other  
10 city in America, and you'll see the Wells Fargo arena  
11 and the Presbyterian Hospital bathroom.  
12       We've never been able to do that, because  
13 we use tax exempt financing, and there are laws that  
14 restrict what private-sector corporations or  
15 individuals can benefit from that kind of financing.  
16       So we're switching the kind of financing.  
17 So if you're the ACME Marshmallow Company and you have  
18 \$6,420,000 and you want to name the arena after  
19 yourself, come on down.  
20       We've not had the opportunity to really  
21 solicit that kind of major sponsorship before. So you  
22 can see quickly the kind of thing we're wrestling with  
23 with 65 million at hand and a \$108 million wish list.  
24       We're obviously not going to get everything  
25 done that all of you would like to see done. So this

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1 priority status has been basically done by our  
2 architects.  
3       So we now want to hear from you some of the  
4 things we know that are conversational. For example,  
5 Leo Rich, is that a good use of \$2 million today?  
6 Could that be better spent in the music hall? Could  
7 that be better spent someplace else? How important is  
8 a full renovation of the Leo Rich Theater?  
9       Eckbo is very expensive. You know, I think  
10 it's irresistible. I think it would be shameful of us  
11 to redo this entire venue and not touch Eckbo. But  
12 it's \$10 million.  
13       You know, so those are the kind of  
14 conversations that we're having. And, generally, you  
15 know, down the road, we may do better economically.  
16 We're a little boom town right now. (Undecipherable)  
17 has never been higher.  
18       Four or five years from now, you could have  
19 a different conversation about some of these items that  
20 we're having to postpone. There may be other ways to  
21 even refi that or finance that down the road.  
22       So today what we're dealing with is  
23 basically what's available to us. It's in the  
24 neighborhood of \$65 million. We're trying to identify  
25 how best to use that.

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1       The yellow column has been presented to us  
2 by Swaim. And we're so blessed to have you guys as our  
3 partners.  
4       They are extraordinarily effective, but not  
5 only in terms of how they look at things aesthetically,  
6 but how they manage money has been really important for  
7 us as we deal with a lot of projects they've been  
8 involved in.  
9       So I think it's time for us to hear from  
10 you. I think we probably, Glenn, should start with you  
11 in terms of how SMG views all of this, and, you know,  
12 in your own sense of these priorities, if you agree,  
13 disagree, or would like us to talk about some sort of  
14 realigning.  
15       **MR. GRABSKI:** Good morning. Glenn Grabski,  
16 general manager of TCC.  
17       **CHAIRMAN McCUSKER:** And, just for the  
18 record, Chris Sheafe has now joined us, and Jannie is  
19 on the cell phone.  
20       And, Jannie, you're probably not going to  
21 hear Glenn unless you take her over there with you.  
22 She's in there.  
23       **MR. GRABSKI:** Here we go.  
24       As we all said before, this has been a long  
25 process. And when I first got on campus --

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1           **CHAIRMAN McCUSKER:** Can everybody hear him?  
2           **VOICES:** No.  
3           **MR. GRABSKI:** It's been a long process,  
4 four or five years. When I first got on campus  
5 four years ago, I used to make the joke that my  
6 priorities change every time I turn the corner.  
7           But I think now we are finding what's going  
8 to be needed to use as an economic driver. And,  
9 obviously, the convention center, in my eyes, is that  
10 leader. It's the most potential revenue source that we  
11 have.  
12           Obviously, with hotels coming online that  
13 are going to be dependant upon the convention center to  
14 fill their rooms. So I think that priority is very  
15 sound and in the right place.  
16           Overall, yes, I think this is great.  
17 Everyone can quibble about one thing or another. I can  
18 quibble with you about the sound system in the music  
19 hall a little bit.  
20           I don't think we need to spend a Ferrari in  
21 there, but we do need to get some sound in there.  
22           But, overall, I think the input that we've  
23 got from our stakeholders a year or two ago, the TCC  
24 commission, and everything else, I think we've come up  
25 with a pretty good overall plan for this.

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1           **CHAIRMAN McCUSKER:** The thing about Leo  
2 Rich specifically, it's a lot of money, and I don't  
3 even really know who uses it.  
4           **MR. GRABSKI:** First of all, Leo Rich is  
5 perhaps my favorite room on campus. It's just a nice  
6 little room. It's a fixed-pipe theater.  
7           It's primarily used by Arizona Friends of  
8 Chamber Music. They're great clients and partner of  
9 ours. They put on some great programming.  
10           It is also used for really in a community  
11 sense. It's your community theater here. So a lot of  
12 graduations.  
13           I also see in the future -- you know, most  
14 convention centers have a theater of some type that  
15 have lectures and stuff. That absolutely will be used  
16 for that.  
17           So instead of having to go out and build a  
18 theater for that -- to give you an idea, like in Denver  
19 they have a 3500-seat theater that they use for  
20 lectures and also programming it for other things. So  
21 I also see that in the future being used more for that.  
22           I've also been very -- I believe that going  
23 down the road, I think money, if spent for that, should  
24 be wisely spent. I think that if we generate enough  
25 revenue here, a lot of the upgrades and stuff can be

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1 taken care of in the future, not necessarily out of  
2 this pot.  
3           **CHAIRMAN McCUSKER:** We've asked you before,  
4 I think, but, you know, is this going to impact our  
5 convention business? What's your sense about it? We  
6 get this work done in two years. How does that help  
7 you market the venue?  
8           **MR. GRABSKI:** Well, I'll talk about that,  
9 and I'll talk about the timing of convention business  
10 so everyone has realistic expectations.  
11           Sadly enough, you basically don't have  
12 convention business here. You don't have association  
13 business.  
14           And it's -- there's chicken and egg to  
15 that. And, primarily, you don't have a hotel. Got  
16 that coming up.  
17           I think the timing of what you're looking  
18 at here, timing with the opening of the hotel is  
19 perfect.  
20           So we have to have -- as you know, a big  
21 component of the breakout space closer to the south ex,  
22 the additional -- these rooms are approximately 10,000  
23 square feet. It's not enough. It's too far away.  
24           So to be able to go out and market and get  
25 the tools to our marketing people, to Tucson sales

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1 people, this would be incredible.  
2           Now, it is important, as soon as we get a  
3 game plan in play and kind of nail down some dates,  
4 that the sales forces hit the streets now. Most  
5 association business books two, three, four years in  
6 advance.  
7           So there may be a little lag time. There  
8 may not be. But we'll do everything we can to fill it  
9 up, to get stuff further down the future.  
10           **MR. MARQUEZ:** So just take us five years  
11 from now in post construction. You have 18,000 square  
12 feet to the southwest part of the property for  
13 convention space. Is it enough?  
14           **MR. GRABSKI:** Given the convention space  
15 that we have, the platform space of 90,000 square feet,  
16 mathematically using these formulas, that's right at --  
17 I look at it and say, if you add 18 there and still  
18 keep the 10 here, or most of the 10 here, I think that  
19 works.  
20           **CHAIRMAN McCUSKER:** And there's nothing in  
21 here for the north ex hall, is there? What happens  
22 with that?  
23           **MR. GRABSKI:** It's basically storage at  
24 this point. And as we have more equipment, more --  
25 we've gone and upgraded everything from staging to

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1 chairs to -- we have field turf -- that was never  
2 really -- that's an outdated space.  
3       It's best used for pre-function stuff or --  
4 not call it -- pre-production area and -- but that's --  
5 it really hasn't been a reputable space in a while.  
6       **MR. MARQUEZ:** Is north ex hall underneath  
7 by the arena?  
8       **MR. GRABSKI:** Yes, right below us.  
9       **CHAIRMAN McCUSKER:** That's the one Steven  
10 Spielberg --  
11       **MR. GRABSKI:** That's the --  
12       **CHAIRMAN McCUSKER:** -- set on fire.  
13       **MR. GRABSKI:** That's the original  
14 convention center, all 27,000 square feet.  
15       **MR. MARQUEZ:** So I really liked your  
16 comments on the Leo Rich. I think we have some  
17 opportunity there. Might even have opportunity with  
18 ice plant.  
19       My question -- I'm not executive -- I  
20 wasn't in these meetings. But we approved the ice  
21 plant expenditure prior to even getting approved for  
22 the loan so --  
23       **CHAIRMAN McCUSKER:** And it's actually gone  
24 up. We originally put two two, and now, like  
25 everything else, we're --

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1       **MR. MARQUEZ:** I saw the three million. But  
2 I'm wondering if there's a way that we can finance that  
3 outside of this loan.  
4       Because one of my biggest -- not concerns,  
5 but I think beyond the convention space, which is a  
6 necessity, because basically we're not doing that  
7 business right now in our community, and that would be  
8 great for sales tax.  
9       On the arena upgrades, we did a great job  
10 of moving the Roadrunners, Tucson Sugar Skulls.  
11 Concerts are getting better. There's a lot of momentum  
12 around the rehab.  
13       I love the idea of the LED strip around the  
14 top which Kevin Guy from the Sugar Skulls brought up.  
15 That would bring a lot to the fan experience.  
16       And the VIP seating. We talked one time  
17 about blowing out the -- I think the west wall -- or  
18 east wall? East wall?  
19       **MR. GRABSKI:** East wall.  
20       **MR. MARQUEZ:** East wall. Blowing out the  
21 east wall. Maybe creating more concession.  
22       I mean, I'd love to see us be able to do  
23 some of these arena upgrades. What are your thoughts  
24 there in regards to what's needed in the arena?  
25       **MR. GRABSKI:** Well, a lot of this started

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1 when we had to pare down to only \$65 million. You  
2 start to go into need-to-have versus want-to-have.  
3       I think a lot of the stuff in the arena are  
4 wants-to-have, like the ribbon boards. Yes, that would  
5 be nice. They're not necessarily revenue producing for  
6 Rio Nuevo or the city.  
7       They're a nice fan experience. They're  
8 revenue sources for the team. That helps the teams.  
9       I do like the -- obviously, I like the idea  
10 of the east wall going out and club, concession,  
11 whatever you want to do there.  
12       We looked at potentially a couple of items  
13 that would add capacity in the arena, a lounge VIP kind  
14 of area.  
15       As you know, I'm very vocal about cutting  
16 any kind of capacity in what we have in any of our  
17 facilities. It's -- music hall or the arena.  
18       So I think that, given the nature of this,  
19 I think some of that stuff in the arena should -- and  
20 should be fine, should go on the back burner.  
21       **CHAIRMAN McCUSKER:** We certainly have the  
22 prerogative to look for other financing services. Some  
23 of that could be cash in hand. We need to talk to Dan  
24 about really what is available to us.  
25       The nice thing about replenishing this is

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1 you can redeploy it. So if we pay ourselves back,  
2 that's money we can use for other projects.  
3       So we're also trying to maintain a sense of  
4 what's off of this campus, downtown, Broadway, you  
5 know, other projects that we are going to need capital  
6 resources for.  
7       But that's certainly an interesting  
8 conversation, because we've already spent this money.  
9 And if we could live without it in terms of repaying  
10 ourselves, you could redeploy it internally on campus.  
11       **MR. MARQUEZ:** Can we drone down on the  
12 music hall? Talking about needs versus wants,  
13 obviously, we can't get into some of the maintenance  
14 issues that need to happen.  
15       But what's needed in there to really bring  
16 it up? It's a pretty outdated space. How do we  
17 modernize it? What's needed there?  
18       **MR. GRABSKI:** Let's start with the basics.  
19 The seats. Just like in the Leo, those aren't made  
20 anymore. We can't get parts anymore. We're  
21 fabricating. We're cannibalizing. But that's very  
22 important to me. It's like the highest priority.  
23       The other items, you know, production  
24 lighting will need to happen. I believe you can get a  
25 decent sound system for a fraction of the cost of what

1 we used to think it was, the new stuff coming in.  
 2 Obviously, everywhere -- as we all know,  
 3 restrooms. You know, it's -- to me, it's always such  
 4 top of my list I almost forget about it.  
 5 **MR. MARQUEZ:** They're so bad in there.  
 6 **MR. GRABSKI:** They're dated.  
 7 **MR. MARQUEZ:** They're bad.  
 8 **CHAIRMAN McCUSKER:** Glenn, Michael, has  
 9 there been any consideration to the seating  
 10 configuration?  
 11 I've heard some conversation about a center  
 12 aisle that makes the seating more accessible. But you  
 13 also talked about capacity. You would lose two seats  
 14 in a row.  
 15 You know, have we looked at, you know, a  
 16 way to do that and still keep the seating capacity?  
 17 Because right now, if you're in the middle  
 18 of any of those aisles, you've got to step over  
 19 everybody to get to your seat. It seemed to be a  
 20 design flaw.  
 21 Is that anything that you considered?  
 22 **MR. BECHERER:** Yeah. We had discussions  
 23 about that. We haven't done any detailed design work  
 24 yet in terms of determining how that would happen.  
 25 But I think once that project starts,

1 that's certainly something that we want to look at, is  
 2 how we can arrange the new seating to be efficient and  
 3 maximize capacity, but also provide potentially a  
 4 center aisle.  
 5 Because, again, that goes back to basically  
 6 the experience of people coming there. Because, you're  
 7 right, to get in and out of the center of those aisles  
 8 is not a great --  
 9 **MR. MARQUEZ:** The demographics is older,  
 10 especially ballet, et cetera. Was it originally  
 11 designed for a center aisle? Is there a --  
 12 **MR. GRABSKI:** It's -- what -- the seating  
 13 configuration is called continental. There's two  
 14 different -- two types of seating configurations.  
 15 So there's American seating. Think of box  
 16 seating. That's American seating.  
 17 And continental. Continental was used and  
 18 is still used -- I know in the new Atlanta Symphony  
 19 Hall continental -- in a lot of symphony halls.  
 20 I don't know why. I don't know -- you  
 21 know, obviously, what you do is get more seats in a  
 22 smaller space, narrower space, or a rectangular space.  
 23 My position on that is -- my primary  
 24 competitive venue in this town is Centennial Hall.  
 25 They have 2522 seats. I have 2294. I can't lose any

1 more and still keep shows coming here.  
 2 **CHAIRMAN McCUSKER:** We lost Broadway in  
 3 Tucson. I believe had a lot to do with the back of the  
 4 house, you know, ability to change scenery, backdrops.  
 5 Is that accurate, or is there something we  
 6 should be doing to re-attract that kind of event?  
 7 **MR. GRABSKI:** I don't know why Broadway in  
 8 Tucson -- that happened before I got here. I never  
 9 delved into -- I have my guesses financially-wise. I  
 10 know there was challenges with them between opera and  
 11 symphony and them all vying for dates.  
 12 I know that was a difficult time. I'm glad  
 13 I wasn't around trying to manage that calendar.  
 14 But the flag alley and the stage itself is  
 15 adequate size. It's probably pretty standard size. So  
 16 we could spend somewhere north of \$30,000 to make  
 17 that --  
 18 **MR. MARQUEZ:** Wasn't that basically  
 19 refurbishing an older model? Isn't there a newer type  
 20 model that comes out?  
 21 **MR. GRABSKI:** Two things. I don't know for  
 22 sure. But, to me, a flag alley is a flag alley, you  
 23 know, unless there's obviously motorized or this or  
 24 that. It's -- what you see back there is standard, you  
 25 see in theaters all across the country.

1 You know, obviously, I would like to see  
 2 the dressing rooms and chorus rooms fixed up. There's  
 3 something -- you know, I toured for 12 years, and I've  
 4 been in old theaters all over the place. They're kind  
 5 of nice.  
 6 But then after a while, you're like, yeah,  
 7 you know. You need at least to have one star kind of  
 8 nice room back there.  
 9 **CHAIRMAN McCUSKER:** Michael, what's  
 10 contemplated in terms of changing the concessions?  
 11 Does it stay in the main lobby? Do we have to build  
 12 something out as we go upstairs?  
 13 Have you really done any work yet on is it  
 14 truly inadequate for --  
 15 **MR. BECHERER:** We haven't done any detailed  
 16 work. I think we would obviously renovate the existing  
 17 concessions. We talked about creating a VIP area at  
 18 the second-level mezzanine.  
 19 And also distributing some infrastructure  
 20 so that you could set up additional concession areas as  
 21 needed either down the side hallways or in other areas  
 22 of the building.  
 23 So you can actually distribute those  
 24 concessions so you don't have a concentration in one  
 25 area with everybody trying to get their glass of wine

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1 during the intermission.  
2 **CHAIRMAN McCUSKER:** You mentioned some  
3 outdoor opportunity. We've always heard requests for  
4 outdoor seating --  
5 **MR. BECHERER:** Yes --  
6 **CHAIRMAN McCUSKER:** -- could serve alcohol.  
7 Is that contemplated?  
8 **MR. BECHERER:** -- it is.  
9 So part of the -- it was the second group  
10 of items on the list. If you look at Item 4.3, the  
11 music hall upgrades, that included creating the outdoor  
12 patio space that could be separated and would allow a  
13 liquor license.  
14 And then we could create a second entrance.  
15 There's an elevator shaft that was never used that we  
16 could create an entrance to come in and out of the  
17 primary lobby so you can control who comes in,  
18 basically take the tickets, get into the lobby, and  
19 then they could go back outside in a seating area that  
20 is also controlled.  
21 **CHAIRMAN McCUSKER:** Anything else?  
22 **MR. MARQUEZ:** Back to Glenn's comment on  
23 needing a green room for a star. What's happening with  
24 the green rooms in the back?  
25 **MR. BECHERER:** So we do have a budget to

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1 update back-of-house spaces. We haven't gotten  
2 specific into exactly where those dollars go.  
3 So I think once we start -- that project  
4 starts, then we can decide what the priorities are and  
5 move the money where it needs to be throughout the  
6 space that's going to be most effective.  
7 **CHAIRMAN McCUSKER:** Anything else for  
8 Glenn?  
9 Thank you very much.  
10 Since we're talking about the music hall  
11 and symphony, might be good to hear from you guys, if  
12 someone wants to come up and chat with us about ...  
13 Introduce yourself for the record.  
14 **FEMALE SPEAKER:** Patricia (undecipherable)  
15 board member.  
16 **FEMALE SPEAKER:** (Undecipherable) current  
17 board chair of (undecipherable).  
18 **FEMALE SPEAKER:** So thank you for having us  
19 (undecipherable).  
20 **THE COURT REPORTER:** I can't hear a thing.  
21 **FEMALE SPEAKER:** We're finally at this  
22 point talking about improvements to the music hall and  
23 the whole TCC.  
24 We haven't spoken right now, but the first  
25 thoughts came to mind -- came to my mind is how we get

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1 to be part of the conversations once all these  
2 priorities get determined towards the improvement of  
3 the music hall.  
4 I think the management company sets the  
5 priorities, but also the users have another  
6 (undecipherable) and should be able to get to provide  
7 services (undecipherable).  
8 So we are planning to have like a  
9 subcommittee that would be able to participate in  
10 helping guide these priorities for the construction and  
11 renovation?  
12 **CHAIRMAN McCUSKER:** Absolutely. As we  
13 start drawing plans and trying to really get to full  
14 detail scope, it has to involve everybody.  
15 We're -- these numbers are probably going  
16 to move. We're going to try and create a budget that  
17 has some flexibility, so if we need to put more in the  
18 music hall, less someplace else.  
19 We're really trying at this point to gain  
20 the sense of the urgency of each priority. And I think  
21 the music hall has to be up there in first one, two,  
22 three kind of --  
23 **FEMALE SPEAKER:** I think the money is  
24 great, and we appreciate the funding. I mean, this is  
25 fantastic news. But it would be just how to address

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1 the things -- I'm interested in bathrooms, railings.  
2 I didn't hear anything about railings,  
3 lighting, just things that for our (undecipherable)  
4 signage. I don't know anything else that --  
5 **CHAIRMAN McCUSKER:** How about the symphony  
6 performance itself? There are other issues, sound, PA,  
7 acoustics.  
8 **FEMALE SPEAKER:** I think acoustics are  
9 always something that's our product. I think that's  
10 something that we are -- that are a priority.  
11 I don't know, actually, in terms of -- I'm  
12 not a designer. I don't know what could be done to the  
13 acoustics. But the acoustics are not fantastic. I  
14 think that we make it work as it is.  
15 So I'm not -- our production team and that  
16 management team can certainly help us as we participate  
17 in this process, identify issues specifically with  
18 acoustics, because that's not my skill set, but  
19 definitely acoustics are one of the issues.  
20 But I just want to say as well, I'm really  
21 encouraged that Patricia (undecipherable) that, as you  
22 know, for a business, customer experience is what we  
23 are and what we're about, and restrooms and all the  
24 things we discussed.  
25 Even -- I was very encouraged about the

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1 green room. We're bringing in -- the symphony brings  
2 in Yo-Yo Ma. We're bringing in Renée Fleming.  
3 We're bringing in international stars, which is great  
4 for our brand.  
5 But we have facilities that are subpar.  
6 And we make do, but I'm really encouraged to hear that  
7 this is something that we can be proud of.  
8 So thank you.  
9 **FEMALE SPEAKER:** So I think just -- we want  
10 to -- hope to be part of the conversation through the  
11 process and be invited to --  
12 **CHAIRMAN McCUSKER:** What's your first  
13 reaction on the outdoor space, the plaza idea --  
14 **FEMALE SPEAKER:** Fantastic.  
15 **CHAIRMAN McCUSKER:** -- contained with --  
16 **FEMALE SPEAKER:** I think --  
17 **CHAIRMAN McCUSKER:** -- space.  
18 **FEMALE SPEAKER:** -- it's great. I think  
19 it's another meeting, probably, in another day to talk  
20 about how we take advantage also of the symphony  
21 (undecipherable) share the alcohol sales, because we  
22 don't have any ability to have any -- we're not part of  
23 that. And it's -- I think it's managed by the  
24 management company right now and --  
25 **CHAIRMAN McCUSKER:** That's --

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1 **FEMALE SPEAKER:** That's --  
2 **CHAIRMAN McCUSKER:** -- above our pay grade.  
3 **FEMALE SPEAKER:** That --  
4 (Multiple voices speaking over each other.)  
5 **MR. COLLINS:** Whoa, whoa, whoa. You guys  
6 can't talk over each --  
7 **CHAIRMAN McCUSKER:** We can do whatever we  
8 want.  
9 **FEMALE SPEAKER:** We're happy to be able to  
10 provide an experience, because people want to go out  
11 and sit down and have a drink.  
12 **MR. MARQUEZ:** I think the bottom line is,  
13 you're going to get a beautiful music hall, something  
14 more functional, something that you can be proud to  
15 display your product in.  
16 **FEMALE SPEAKER:** We are. The studio --  
17 **MR. MARQUEZ:** Yeah, it --  
18 **CHAIRMAN McCUSKER:** You didn't talk about  
19 the garage immediately behind you. Is that --  
20 **FEMALE SPEAKER:** That opens up a lot of  
21 opportunity for us, I think, again, for customer  
22 experience and for our patrons. I'm encouraged by that  
23 as well.  
24 **MR. IRVIN:** One thing I might ask, one  
25 thing we've been talking about is adding retail on the

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1 ground floor.  
2 Is there something that you guys see or  
3 think about that we ought to be thinking about with  
4 that retail? We want to hear --  
5 **FEMALE SPEAKER:** That's great. I noted  
6 that. I think just hearing that today, that's  
7 certainly something -- again, I noted it, and it opens  
8 up possibilities for us.  
9 And that's what we're looking for, again,  
10 our brand. So I'm very encouraged to (undecipherable).  
11 **CHAIRMAN McCUSKER:** Thank you very much.  
12 Anybody want to -- music hall, anybody else  
13 specific to music hall issues?  
14 Speak now or forever hold your peace.  
15 Brent, do you want to come and talk to us  
16 about how this measures up with tourism?  
17 **FEMALE SPEAKER:** Could I have a chance to  
18 talk about Leo Rich?  
19 **CHAIRMAN McCUSKER:** We'll come to that, at  
20 the very last.  
21 **MR. DeRAAD:** Good morning. I'm Brent  
22 DeRaad with Visit Tucson.  
23 First, let me just congratulate everybody  
24 in terms of the priorities that we're seeing here. I  
25 appreciate the opportunity to have waited throughout

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1 the process and really impressive to just see the list  
2 of projects out there as well.  
3 You know, I would say from our  
4 perspective -- you know, one of the things I'm curious  
5 about, can anyone give me a little more background on  
6 2.21 TCC just looking at the convention -- does that  
7 address the south ex hall?  
8 **MR. BECHERER:** Yes. And that -- much of  
9 the budget is dedicated to the southwest hall, because,  
10 again, from things as simple as the infrastructure, so  
11 powering distribution throughout that phase to really  
12 support an exhibition space to renovation of the space  
13 itself and --  
14 **MR. DeRAAD:** Excellent.  
15 **CHAIRMAN McCUSKER:** It doesn't create  
16 additional space, but I think it makes the space we  
17 have functional from the doors to the bathrooms to --  
18 **MR. DeRAAD:** And that's what, I think, is  
19 the most important to us as well. Thank you. That's  
20 incredibly helpful.  
21 Again, just to echo some of Glenn Grabski's  
22 comments, from our perspective, I think being able to  
23 make the space more functional, better, I think that's  
24 fortunate, and it's also vital to have that meeting  
25 space on the southeast side, anything we can do to get

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1 that meeting space a little bit closer to the ballroom  
2 and to the ex hall I think makes it much more viable  
3 from our perspective.  
4       What we -- we book about 180,000 meeting  
5 room nights here in metro Tucson on an annual basis.  
6 Almost all of that is full-service hotels and resorts.  
7       We've had several clients approach us about  
8 the opportunity to stay downtown. For us, there's  
9 different components that get us back into the  
10 convention business.  
11       One thing we're working on is, obviously,  
12 flights, being able to get the meetings, consumers here  
13 much more easily from that perspective.  
14       But then also just having that physical  
15 (undecipherable) we need to be able to host folks here  
16 as well.  
17       So, again, from my perspective, being able  
18 to expand that meeting space is going to be important,  
19 making the south ex hall a little bit more viable.  
20 That's going to get us at least into the boutique  
21 convention business.  
22       The technology upgrades that you make here  
23 as well, technology is going to be absolutely vital.  
24 And some of the things that we're even looking at and  
25 starting to talk about, you know, E-sports, E-gaming,

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1 and that type of thing for the arena at some point,  
2 too. That's something down the line we can take a look  
3 at for some technological enhancements.  
4       So I love the priorities. I don't think we  
5 can have enough parking here as well. Again, looking  
6 at Lot C parking and some of the things you're  
7 considering there, I think that's going to be vital  
8 moving ahead.  
9       But with \$65 million I'm really impressed  
10 with, I guess, the scope of the projects. I think  
11 Eckbo is going to be vital. The music hall is going to  
12 be essential as we move forward. But also Leo Rich, I  
13 think there's certainly a very strong use for that  
14 moving ahead.  
15       Congratulations on the priorities. We feel  
16 good about it. You would get us into at least the  
17 boutique convention business by moving forward with the  
18 scope of projects you have here.  
19       **MR. MARQUEZ:** Can I drill down on that just  
20 a bit? So we have almost nonexistent convention  
21 business now, and we're moving to boutique. Where is  
22 that boutique versus typical?  
23       **MR. DeRAAD:** You know, a lot of times, from  
24 our perspective, if you have nice new modern meeting  
25 rooms here, for example, I think the opportunity to

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1 bring in groups of, you know, probably a thousand  
2 delegates or fewer.  
3       I think that's really what we're looking  
4 at. The large, you know, I guess, conventions that are  
5 going to fill some of the convention spaces in  
6 Las Vegas, Phoenix, places like that, you know, those  
7 large exhibit halls are pretty much overbuilt  
8 throughout the U.S.  
9       So trying to create something that's a  
10 little bit more specific to Tucson, a little bit more  
11 unique, I think that's really -- without going out and  
12 spending 3-, 4-, \$500 million, a billion in some cases  
13 in terms of what we're seeing throughout the U.S., what  
14 happens is when you get overbuilt to that point, you're  
15 having to give the space away.  
16       You're just competing at that point and  
17 hoping to capture some of the sales tax on the back end  
18 to get repaid.  
19       I think from our perspective, you're  
20 talking about \$65 million here that will be very  
21 functional, a variety of uses out there.  
22       I mean, right now we've got -- really, the  
23 true convention business that we have here in this  
24 building would be the Jehovah's Witnesses. We'll have  
25 anywhere from -- we'll have three conventions this

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1 summer.  
2       We usually vacillate between three and  
3 seven conventions. It's about 20,000 hotel room  
4 nights. Right now all those folks are pretty much  
5 staying outside of downtown.  
6       So the projects that we're talking about  
7 that you're directly responsible for, you're going to  
8 create an opportunity for us to bring more people into  
9 the convention center, a lot more sales tax downtown.  
10       **MR. IRVIN:** Is there something on this list  
11 that we have omitted that you would love to see on this  
12 list, or do you think that just prioritization and last  
13 (undecipherable)? Is there something in your mind  
14 that's glaring that we've not taken care of?  
15       **MR. DeRAAD:** No. I think -- again, I  
16 think -- I love the priorities that I've seen here. I  
17 think you're spot on in terms of some of the uses.  
18       And I just wanted to mention as well, SMG,  
19 you know, again, Glenn Grabski and the team have been  
20 such great partners to us, and just the ability to have  
21 some conversations as well.  
22       Some of the things that we do, just for our  
23 contract, not to get too far into the weeds, but we  
24 rebate 3 percent of whatever we get from the City of  
25 Tucson back into the Tucson Convention Center.

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1 So we're always working with Glenn and the  
2 team to take a look at, you know, sometimes  
3 underwriting rents for different groups that are coming  
4 in here.  
5 But there's also some capital things. I  
6 think we -- we're responsible for some chairs and some  
7 other things like that.  
8 We'd maybe like to buy a basketball court  
9 to utilize down in the arena at some point and some  
10 other things that might make the arena even more  
11 functional.  
12 So those are conversations we're continuing  
13 to have. But the overall big scope of this, you're  
14 hitting everything that you need to hit. I feel really  
15 good about it.  
16 **MR. IRVIN:** Thank you.  
17 **MR. MARQUEZ:** Who becomes our competitors  
18 in the space?  
19 **MR. DeRAAD:** You know, Palm Springs,  
20 Albuquerque, Santa Fe, Colorado Springs, groups like  
21 that.  
22 We aren't competing against the Phoenix  
23 Convention Center. It's underbooked right now, and  
24 they're having a heck of a time just based on the  
25 amount of new convention space, upgraded convention

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1 space, the Moscone Center in San Francisco, looking at  
2 what's happening in Las Vegas, the Performance Center  
3 in Chicago.  
4 We're not going to play at that level.  
5 We'll play at a little bit smaller level. But I think  
6 based on our air service, based on who we are as a  
7 community, based on the number of hotel rooms that  
8 we'll have here, I feel really good about the product  
9 that we have.  
10 **CHAIRMAN McCUSKER:** Thank you.  
11 **MR. DeRAAD:** Thanks. I appreciate the  
12 opportunity.  
13 **CHAIRMAN McCUSKER:** You want to come and  
14 make the Leo Rich case? Come on.  
15 **MS. BYERLEY:** My name is Kaety Byerley. I  
16 am (undecipherable) the Arizona Friends of Chamber  
17 Music.  
18 **MS. ANDERSON:** (Undecipherable) Anderson.  
19 I am the --  
20 **THE COURT REPORTER:** I'm sorry. You need  
21 to speak into the microphone.  
22 **MR. TOLLIVER:** My name is Joseph Tolliver.  
23 I am the program director of Arizona Friends of Chamber  
24 Music.  
25 **CHAIRMAN McCUSKER:** You need to get close

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1 so she can --  
2 **MS. ANDERSON:** Kathy Anderson  
3 (undecipherable).  
4 **MS. BYERLEY:** So we do want to make the  
5 case for Leo Rich, because for the last 30 years  
6 Arizona Friends of Chamber Music has called Leo Rich  
7 home.  
8 So our season runs -- generally we have 20  
9 to 25 concerts each season, the majority of those being  
10 at Leo Rich Theater. Our season runs from October to  
11 April.  
12 We regularly are booking Grammy award  
13 winners, international award winners. We frequently  
14 sell out all 511 seats of the Leo Rich Theater.  
15 We have 20 concerts coming up this '19-'20  
16 season. And we spend on average -- in 2014 we spent  
17 about 34- to \$38,000 annually in payments to the TCC  
18 for use.  
19 So we love being there. But because of the  
20 issues that have been called out here, being  
21 identified, lobbies, parking, kind of the bleak Eckbo  
22 patio area, you know, just the lack of sort of  
23 inspiring entryway into that, challenges with seating,  
24 lack of accessibility to different people who may need  
25 ramps and handrails.

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1 We actually just recently on our board  
2 developed a facilities assessment committee, which  
3 we're all on, to start exploring other theaters in  
4 Tucson.  
5 So you're getting a call, Richard --  
6 **CHAIRMAN McCUSKER:** Never mind. Don't  
7 touch any buttons.  
8 **MS. BYERLEY:** So, you know -- and then, as  
9 we discussed this, as we said, "Okay. What are our  
10 other options in Tucson," we really love the location  
11 of Leo Rich. We love the site lines. We love the  
12 intimacy. It's a great place for chamber music.  
13 And if you don't know chamber music, it's  
14 generally two to seven or eight people playing acoustic  
15 instruments, generally classical music, on a stage  
16 together.  
17 **CHAIRMAN McCUSKER:** Mr. Sheafe's quite a  
18 fan.  
19 **MS. BYERLEY:** Oh, good. That's great.  
20 So -- and it's wonderfully intimate. I mean, I don't  
21 like going to bigger halls anymore, because I have such  
22 a great experience seeing artists at Leo Rich.  
23 The drawbacks, acoustics are not great. We  
24 have heating and cooling issues, temperatures. So  
25 somebody needs to handle the HVAC. We've got to work



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1 that part, too.  
2       And we've got from musicians that the  
3 acoustics for them on the stage are very difficult. So  
4 while we get decent sound out from the audience, it  
5 could be better. For the musicians, they have to  
6 really work very hard to make that sound possible. So  
7 there is a little reluctance there.  
8       So we recently did a survey, and I just  
9 wanted to read a couple of highlights from the survey.  
10       What people love about Leo Rich, they love  
11 the intimacy. They love the restaurants nearby. And  
12 they say there's fairly comfortable seats.  
13       They do call out, and I will quote, gross  
14 bathrooms, hard for the not able bodies, drab  
15 environment, no railing getting to seats. Someone said  
16 it's pretty bleak, which I would agree with.  
17       So there are a lot of things. But our  
18 ultimate assessment, after all of this, was that we  
19 love Leo Rich, and rather than trying to identify other  
20 venues or develop another venue, which would be  
21 incredibly expensive, what can we do to work with the  
22 TCC and Rio Nuevo and on this project to really make  
23 this not just an amazing space for chamber music, but  
24 for other smaller more intimate concerts.  
25       So, you know, I was thinking like Rob

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1 Thomas is coming to the TCC this year. Rob Thomas is  
2 primarily a pianist, piano, singer, songwriter.  
3       How cool would it be to have him book an  
4 extra night? You have a very intimate concert of 500  
5 seats. You charge a high price for those concerts.  
6       You know, and then you have this  
7 revenue-generating, you know, accessory theater that's  
8 not as great for community musicians or for theater or  
9 dance, you know, or graduations or all the things that  
10 it gets used for right now, but to really kind of set  
11 the sights higher, (undecipherable) could he play a  
12 very intimate limited seating engagement at Leo Rich?  
13       So kind of looking at these different ways  
14 to use the theater and make it kind of a really more --  
15 help the level of the facility match the level of the  
16 (undecipherable) perform, so ...  
17       **CHAIRMAN McCUSKER:** Well said.  
18       Big part of the problem is that triangular  
19 nature of the venue doesn't work for a cappella groups,  
20 for example, are used to rectangular halls.  
21       We think there are electronic ways to help  
22 solve that. We've seen theaters that have a speaker  
23 array of hundreds (undecipherable) in your seats. You  
24 can literally change the nature of the sound with an  
25 iPad. So we're going to look at those kind of

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1 technological advances.  
2       You heard us talking about the music hall  
3 and outdoor space. If there was an enclosed space  
4 adjacent to Leo Rich that would allow you to be indoors  
5 and outdoors in a ticketed event, does that have value  
6 to you? Do you see your clients using something like  
7 that, wine and cheese kind of thing?  
8       **MS. ANDERSON:** Yes. As a matter of fact,  
9 we hold receptions at the Sosa-Carrillo House for our  
10 donors after several of our concerts. And that is  
11 basically a perfect (undecipherable) for that event.  
12       Kind of looking around for other reasons to  
13 have other experiences for patrons as well. So, yes,  
14 that would be --  
15       **MR. MARQUEZ:** Michael, can you please drill  
16 down on 4.4 for us and tell us what we think we have  
17 planned for Leo Rich?  
18       **MR. BECHERER:** Sure.  
19       So we had -- obviously had the restroom  
20 remodel, refurbishment throughout the lobby as well,  
21 replace all of the seating, update the house lighting  
22 and the production lighting.  
23       We did have a replacement production sound  
24 system, which we based the budget on what Fletcher was  
25 talking about, one of these acoustic systems, because

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1 the acoustics in that space are so challenging, the  
2 shape of the space, the nature of it, we think the  
3 Active acoustic system might solve a lot of problems.  
4       But, obviously, once we start to go down  
5 one of these paths, we're going to want to get input  
6 from musicians and everyone else to make sure this is  
7 the right path to go down.  
8       We looked at doing some work on the patio  
9 outside, again, to be able to create that as  
10 potentially within the ticketed area that you could end  
11 up using for other sales and receptions and things like  
12 that.  
13       **MS. BYERLEY:** Is there any thought of  
14 expanding the lobby out into the patio area? That's a  
15 challenge, I know, for us, too, is that it's a long  
16 skinny lobby that people get funneled into a river of  
17 bodies during intermission.  
18       **MR. BECHERER:** Sure. It's a long, narrow  
19 space.  
20       **CHAIRMAN McCUSKER:** Probably in Column D  
21 someplace.  
22       **MR. MARQUEZ:** We don't have a Column D, put  
23 it that way.  
24       **MR. BECHERER:** Yeah, we weren't budgeting  
25 for that. And there's also some challenges, because

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1 once we start affecting the facades of these buildings,  
2 it is tied into the historic landscape. Not that it  
3 couldn't be done, but there are some challenges.  
4 **MR. MARQUEZ:** So that pretty much took care  
5 of most of your list that you said you were  
6 concerned --  
7 **CHAIRMAN McCUSKER:** One thing I heard that  
8 I didn't hear from you is the musician monitoring  
9 system. So I don't know if --  
10 **MR. BECHERER:** That would be part of the  
11 Active acoustic system that tunes the room for everyone  
12 is the way that works.  
13 A couple other things he have on the list  
14 for some of the back-of-the-house, dressing rooms,  
15 green rooms, and then also the concession space, I  
16 think, again, like we were talking about with the music  
17 hall, if we could distribute some of that concession  
18 space so it's not concentrated in one area, that can  
19 really help the fan experience, because you're not  
20 waiting in a line 10 people deep, instead, maybe three  
21 people deep if they're spread out several locations.  
22 **MS. BYERLEY:** I would agree with that. And  
23 I think -- I think that all sounds really good. And I  
24 know musicians would be excited about a little  
25 improvement to the green room and the backstage area,

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1 basically just a big, empty space.  
2 **MR. BECHERER:** If you could draw these  
3 bigger artists like you were talking about, you need a  
4 space that's presentable and really shows off a --  
5 **MS. BYERLEY:** Exactly.  
6 **MR. MARQUEZ:** The last one is for HVAC,  
7 which Glenn can talk to you about the thermostat  
8 later --  
9 **MR. BECHERER:** One thing on that I do want  
10 to mention. A lot of the maintenance issues around the  
11 campus are going to be handled by the City of Tuesday.  
12 But in addition to the budget that's been  
13 provided by Rio Nuevo for all those upgrades, the City  
14 is committed to coming in and handling a lot of these  
15 maintenance upgrades for --  
16 **CHAIRMAN McCUSKER:** That was north of the  
17 10 million last time we saw it. So we should thank the  
18 City and mention that they're going to be our partner  
19 and focused on what we're calling deferred maintenance.  
20 So we should address almost all of those issues.  
21 **MR. MARQUEZ:** The last piece were the  
22 railings. So if we take out a permit on this, is  
23 there -- are any -- a certain point that might address  
24 the railings?  
25 **MR. BECHERER:** Yes.

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1 **CHAIRMAN McCUSKER:** We have no choice,  
2 really.  
3 **MS. BYERLEY:** And we do have stairs going  
4 down into the seating area at Leo Rich. Is that -- has  
5 there been any thought to make those just slanted  
6 ramps?  
7 **MR. MARQUEZ:** We're going to build a slide.  
8 **MR. BECHERER:** We'd have to look at it. My  
9 gut thinking is it's probably too steep. But that  
10 doesn't mean we can't find ways to create more  
11 accessible spaces throughout the building for people  
12 that have accessibility issues.  
13 **MS. BYERLEY:** That would be great.  
14 One question I have about the acoustic  
15 system, is that -- I'm just not familiar how that  
16 works. So I have to do a little research on --  
17 **CHAIRMAN McCUSKER:** There's one in Tempe.  
18 There's a theater in Tempe that uses this system.  
19 There's a couple back East.  
20 And it's really designed to reprogram  
21 speakers based upon performance so that they can narrow  
22 it, broaden it, bring up the bass, take down --  
23 **MR. IRVIN:** Like a sonar system on  
24 steroids.  
25 **MS. BYERLEY:** So even though we don't to

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1 amplify --  
2 **CHAIRMAN McCUSKER:** You wouldn't even know  
3 you're being amplified.  
4 **MS. BYERLEY:** Okay. That's interesting.  
5 So that goes into -- because I was thinking  
6 about changing the seating and the carpets and the  
7 fabrics and all of those things, how would that affect  
8 the space so that this would come (undecipherable)  
9 balance it out?  
10 **MR. BECHERER:** Yes. Actually, what ends up  
11 happening is you come in and make the room completely  
12 dead, and then this Active acoustic system then picks  
13 up the performance.  
14 And it doesn't amplify it, but it amplifies  
15 it at the room's volume, and it adds whatever acoustic  
16 feature would be most perfect.  
17 So you can change it from a concert hall to  
18 the theater in terms of reverberations. They weren't  
19 always great. They kind of had a bad reputation. But  
20 some of the newer digital systems, there's no latency  
21 anymore, because they're operating so quickly.  
22 And, obviously, we would want to go hear  
23 these systems in person and make sure it's the right  
24 solution, because if it's not, we'll find another  
25 solution.

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1 But it's just one thought that we had  
2 because of the difficulties of the acoustics in the  
3 room and then also trying to make that room more  
4 flexible to have a lot broader range of events there.  
5 So -- because you can go from spoken word  
6 to chamber music to --  
7 **CHAIRMAN McCUSKER:** Choral.  
8 **MR. BECHERER:** -- acoustic guitarist to  
9 choral within the same space.  
10 **CHAIRMAN McCUSKER:** So make sure you have  
11 Mr. Becherer (undecipherable).  
12 We promise you we will be in touch. Thank  
13 you very much.  
14 **MR. SWAIM:** I might add that we did explore  
15 the possibility of changing the slope of the floor  
16 and -- but -- and to improve sidelines and acoustics  
17 and that sort of thing.  
18 The challenge is the cost of that was  
19 pretty astronomical, more than double this budget.  
20 **MS. BYERLEY:** Okay. We'll find a  
21 different --  
22 **CHAIRMAN McCUSKER:** We're kind of jumping  
23 around.  
24 Anybody else on the music hall and/or Leo  
25 Rich want to comment?

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1 I can go to the cards.  
2 Karla, I know you're dying to talk about  
3 Eckbo. Do you want to come on up?  
4 **MS. VAN DRUNEN:** Karla with TCC Today.  
5 We've had such great opportunities over the  
6 years to talk about Eckbo. So what I really wanted to  
7 say was thank you, because you have taken us from the  
8 disappointment of the failed bond election to a point  
9 where we can see even greater improvements in this  
10 entire facility.  
11 And the work that TCC Today has been doing  
12 for the last five years doesn't complement and has  
13 engaged the work of Arizona Friends of Chamber Music  
14 and the symphony.  
15 And we continue to work with those groups  
16 in order to see a holistic restoration of this  
17 property.  
18 As you've heard, there are many  
19 stakeholders here today, people who have rented, people  
20 who are patrons.  
21 Helen will be here soon, so someone from a  
22 very academic perspective, has a great understanding of  
23 Eckbo and the history.  
24 And so I just look forward to the continued  
25 engagement of all of those of us who can bring an

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1 understanding of set of research, perhaps even specific  
2 plans that we have made for areas of this facility and  
3 work together in these investments that you're about to  
4 make.  
5 **CHAIRMAN McCUSKER:** What's your sense about  
6 the way they structured the timing of, you know, the  
7 ticket box area and --  
8 **MS. VAN DRUNEN:** Well, I --  
9 **CHAIRMAN McCUSKER:** -- Eckbo simultaneously  
10 with the garage and the plaza later; do you --  
11 **MS. VAN DRUNEN:** No, I'm completely  
12 delighted with that. We had prepared two years ago a  
13 proposal for the upper plaza that we were ready to  
14 bring to the Rio Nuevo floor that was practically  
15 shovel ready.  
16 And so that's on the shelf. And so if we  
17 can implement that, that's terrific. We've got some  
18 research that would complement the work and  
19 understanding and skill set that Swaim brings as well.  
20 So I think that's good, because I think  
21 it's very important to look at Church as our interest  
22 point and have all of that upgraded at the same time.  
23 So I think that's great.  
24 I think the fountains have to -- the  
25 fountains and the landscape on what is called central

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1 plaza, that has to be shortly thereafter, because it is  
2 the entry point to these two facilities. So we need to  
3 raise that curb appeal.  
4 And then I think we have to begin a  
5 dialogue about what we do with those fountains, how can  
6 we use reclaimed water from the HVAC system, what are  
7 the risks, concerns that we want to be responsive to,  
8 because those things are being talked about in our  
9 community, whether it's water resources or risk.  
10 So let's start planning for that now and  
11 have an implementation date.  
12 The one question I would have, and I think  
13 it might have just been a misunderstanding on the way  
14 the question was asked, when we prepared our upper  
15 plaza restoration plan, we were looking at the  
16 potential of restoring the splash pad.  
17 But Edmund called it a fountain, and you  
18 said no. Are you still thinking that we might have the  
19 opportunity to put the splash pad back?  
20 **MR. BECHERER:** Yes. So the budget that we  
21 have in here was the one that was developed with the --  
22 **MS. VAN DRUNEN:** Okay.  
23 **MR. BECHERER:** -- splash pad --  
24 **MS. VAN DRUNEN:** Okay.  
25 **MR. BECHERER:** -- included. And when

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1 Edmund mentioned --  
2 **MS. VAN DRUNEN:** That's okay.  
3 **MR. BECHERER:** -- I took that as meaning --  
4 **MS. VAN DRUNEN:** Yeah.  
5 **MR. BECHERER:** -- the --  
6 **MS. VAN DRUNEN:** Yeah, that's what I  
7 thought.  
8 So I thought it was good to talk about  
9 that.  
10 The other question I have is loss of  
11 nonconforming public art and some signage on the plaza.  
12 Is there money here to relocate that?  
13 **MR. IRVIN:** No.  
14 **MR. BECHERER:** I think that will be part of  
15 the conversation of what we do with that public art. I  
16 think the intent to restore the plaza would be to  
17 remove that.  
18 Again, a lot of these budgets -- we took a  
19 lot of the work that was done to develop the budget for  
20 all of the landscape features and --  
21 **CHAIRMAN McCUSKER:** We can ask Helen, but  
22 if it's nonconforming and it's part of a registered  
23 landmark, it can't be done, right? I mean, if it's not  
24 contributing to the original design, it's basically not  
25 supposed to --

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1 **MS. VAN DRUNEN:** It's a great area, and the  
2 contention over the years since there was a committee  
3 formed to assess it, and there was an agreement with  
4 the arts foundation about what should be moved has also  
5 been funding.  
6 So there's a great consensus of what needs  
7 to be moved. We need to find a place to move it that  
8 is agreeable given all of the regulations that control  
9 that and the fact that public dollars were spent to  
10 create it, and then we need to have the money to  
11 physically take it away from this place and put it in  
12 the new place.  
13 **MR. MARQUEZ:** The RTA has an arts budget.  
14 Maybe they would buy it from us and place it in one of  
15 the --  
16 **CHAIRMAN McCUSKER:** Miracle Mile --  
17 **MS. VAN DRUNEN:** Well, I looked into that,  
18 actually. And the thing is that there's a statute that  
19 indicates they have to spend new money on that public  
20 art.  
21 **MR. MARQUEZ:** Rename --  
22 **MS. VAN DRUNEN:** I looked --  
23 **MR. MARQUEZ:** -- it.  
24 **MS. VAN DRUNEN:** -- at being able to take  
25 this public art and put it on the restoration of Kolb,

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1 but we can't use pre- spent money on --  
2 **CHAIRMAN McCUSKER:** Shouldn't the intent be  
3 to restore the Eckbo fountains to as much as they were  
4 originally designed and built?  
5 **MS. VAN DRUNEN:** Do you mean in terms of  
6 depth or --  
7 **CHAIRMAN McCUSKER:** Not (undecipherable).  
8 **MS. VAN DRUNEN:** Oh, absolutely.  
9 **CHAIRMAN McCUSKER:** Right.  
10 **MS. VAN DRUNEN:** Because it complements the  
11 entire design of what was being created here is an  
12 oasis in the desert and community gathering space.  
13 And I think everything we can do, as we  
14 have these hotel rooms, we have improved concession  
15 space, to encourage people to linger, to stay, to be  
16 together in this space is what Eckbo envisioned.  
17 I mean, one of his seminal works is places  
18 for people. He designed in order to bring people  
19 together.  
20 And when I have a chance to come down to  
21 the plaza, we have the two Pistache trees that we  
22 planted (undecipherable) right at the base of the  
23 stairs of Leo Rich.  
24 And frequently, now, as those have really  
25 maximized their size because of the use of the Silva

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1 cells, I see people who walk over and spend their lunch  
2 hour there in the shade of those trees.  
3 That makes me extraordinarily happy. I  
4 feel like planted a tree, done a good thing. So  
5 there's --  
6 **CHAIRMAN McCUSKER:** Who wanted to move the  
7 stupid gecko someplace else? Who regulates that?  
8 Who -- is there anyone over --  
9 **MS. VAN DRUNEN:** City of Tucson.  
10 **CHAIRMAN McCUSKER:** Okay.  
11 **MS. VAN DRUNEN:** We can talk about that  
12 more offline.  
13 **CHAIRMAN McCUSKER:** No, I think it's a good  
14 catch and probably something we want to make sure that  
15 we are serious about budgeting for.  
16 **MS. VAN DRUNEN:** Okay. We look forward to  
17 being part of continued conversations. Thank you for  
18 including us in the conversations about the parking  
19 garage.  
20 That's a quickly-moving timeline, and we're  
21 eager to see something that has an architectural  
22 relationship to not only what's taking place at the TCC  
23 but the structures that are in the neighborhood around  
24 us.  
25 Thank you.

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1           **CHAIRMAN McCUSKER:** Are there people on  
2 call that I've missed?  
3           **MR. MARQUEZ:** Betty Villegas.  
4           **CHAIRMAN McCUSKER:** We just need your name  
5 for the record.  
6           **MS. VILLEGAS:** Betty Villegas. I'm  
7 community advocate, my title.  
8           So good morning. I'm here. First I want  
9 to -- I'm Betty Villegas, and I'm president of  
10 Los Descendientes (undecipherable) and a former TCC  
11 commissioner also.  
12           So I'm here -- first I want to start by  
13 reading a statement by Dr. James Burns, the executive  
14 director of the state's historical society.  
15           This is from Dr. Burns:  
16           The Sosa-Carrillo House is the only  
17 remaining historic property within the campus of  
18 agriculture venues anchored by the Tucson Convention  
19 Center.  
20           This home, which is on the National  
21 Register of Historic Properties, was saved from the  
22 wrecking ball of urban renewal by the citizens of  
23 Tucson who then (undecipherable) it to the Arizona  
24 Historical Society.  
25           It is arguably the crown jewel of the

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1 Historical Society's property holdings statewide.  
2           Once in the heart of Barrio Libre, this  
3 1870 adobe is now an island of history within the  
4 convention center campus.  
5           The Arizona Historical Society has  
6 partnered with two Tucson cultural institutions to  
7 bring vitality to the house while honoring the roots of  
8 the local community.  
9           This unique partnership provides a space  
10 for Hispanic culture music, the only one, to our  
11 knowledge, in Arizona, run by Los Descendientes, as  
12 well home to Borderlands Theater.  
13           The partnership also provides an  
14 opportunity for all partners to activate the venue as  
15 an economic (undecipherable) through the use of the  
16 interior, the historic courtyard, and the patio for  
17 events, celebrations, receptions, presentations, and a  
18 host of other community gatherings.  
19           Rio Nuevo's investment in this property  
20 would leave no gap in the improvement of the  
21 surrounding campus, while enhancing the overall ability  
22 of the campus to serve the community, fuel the local  
23 economy, and arm the culture and history of Tucson.  
24           James Burns, PHD.  
25           Our organization, Los Descendientes, is

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1 currently the tenant of the Sosa-Carrillo House, and we  
2 rent from the State on an annual lease, and we're in  
3 initial discussions to extend that lease.  
4           I'd like to describe some of our  
5 discussions and plans briefly.  
6           On March 8th we had the opening of our  
7 first exhibit, which was very successful. And through  
8 May we had over a thousand visitors who came through  
9 and were city residents as well as many tourists.  
10           The museum has been closed for nine  
11 consecutive years, and our organization is committed to  
12 reactivating the space.  
13           We have already held several events, and we  
14 are planning additional events that will take place  
15 between now and the end of the year.  
16           We also rent the building and exterior  
17 patio to -- for private events, including the Tucson  
18 symphony, who has just asked us to renew their contract  
19 with them for the next season.  
20           We're strengthening our community  
21 relationships and building new partnerships, some of  
22 which include the University of Arizona, Arizona State  
23 University, Pima College, school districts, as well as  
24 other like-minded organizations, such as the Presidio  
25 Trust, Mission Garden, Borderlands Theater, and the

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1 Arizona Theater Company.  
2           We're also part of the Turquoise Trail,  
3 which brings a lot of out of town visitors to their  
4 house. And they're very thrilled when they find that  
5 the house is now opened.  
6           Just last month we received an award from  
7 the Tucson-Pima Historic Preservation Commission for  
8 reactivating the museum.  
9           We were successful in receiving our first  
10 grant from the Southwest Foundation for Building  
11 Improvements, furniture, and equipment in the amount of  
12 11,700. And we just applied for 12 percent  
13 (undecipherable) grants requesting 18,000 for our 2020  
14 programming and exhibits.  
15           We truly have a vision, and we want to work  
16 together with you to fulfill that vision. Together we  
17 can provide a cultural experience to our committee and  
18 our visitors.  
19           And if you support our Mexican-American  
20 heritage and (undecipherable) at the historic  
21 Sosa-Carrillo House, we would truly, truly appreciate  
22 it. And the sooner the better so that we can provide  
23 that cultural experience.  
24           I've heard a lot of people talk about that  
25 fan experience. When you bring people here from

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1 different conventions, the fact that you have a  
2 high-quality, high-functioning museum on your campus  
3 that people can come to and not have to stray far from  
4 on their breaks, after their workshops, that's an added  
5 value to anything that you do here on this campus.  
6 Thank you very much.  
7 **CHAIRMAN McCUSKER:** Thank you.  
8 **MR. MARQUEZ:** So we love that you have  
9 reactivated the museum. So as we invest in the TCC  
10 campus, obviously, more people are going to visit your  
11 museum. It should be good for everybody.  
12 What is your request? What is your take?  
13 I mean, where -- what are you interested in in regards  
14 to this revitalization of the TCC campus?  
15 **MS. VILLEGAS:** Well, while we got a  
16 small -- well, first of all, the Arizona Historical  
17 Society, when we negotiated, they said, "We don't have  
18 any funding for you to make any improvements."  
19 So any improvements that have to be done  
20 have to be -- we have to raise the money. So that's  
21 what we've done.  
22 So far we needed new tables and chairs. We  
23 needed electrical work in our back patio, which we have  
24 done already, and we continue to do.  
25 We're buying new tables and chairs. We're

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1 fixing some of the adobe on the inside -- we actually  
2 got somebody to do the in-kind work for us to do that.  
3 We've actually improved and enhanced our  
4 lighting in the museum with track lighting to make sure  
5 that when we have exhibits, that they are able to  
6 really, you know, be prominent, you know, that the  
7 exhibits are -- the people are able to experience --  
8 you know, have a good experience with it.  
9 So that's why it's important for us to have  
10 a quality building. Our kitchen, our bathrooms  
11 definitely need work.  
12 We can -- we can always use help with the  
13 product of the building, because we own that whole --  
14 or the society owns that whole area all the way to the  
15 curb.  
16 We have a lot of parking issues. We don't  
17 have our ordinary parking. And so we would like to  
18 have parking designated for our use as well, whether we  
19 can enhance the front yard and maybe build some parking  
20 there, as well as lighting, because it amazes me how  
21 many people, don't even know where it is. It's lost in  
22 this big campus, you know. It's just surrounded by  
23 concrete.  
24 **MR. MARQUEZ:** Michael might be able to  
25 pitch in.

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1 **MR. BECHERER:** So we had met with the  
2 Historical Society about the building, and I worked  
3 with them in the past on some different plans on the  
4 revitalization changes there.  
5 Betty is right. Parking is an issue, but  
6 some of the other things we had budgeted, and it's one  
7 of the line items in the budget is just outside of the  
8 65 million, but it was doing things like creating a new  
9 parking lot in front of the buildings that would  
10 dedication to the Sosa-Carrillo House, because they do  
11 own that entire space all the way to the drive.  
12 There was also an idea of creating a plaza  
13 on the west side of the front of the building. That  
14 building is really out of context, obviously.  
15 I mean, Main Street used to go in front, so  
16 the idea of re-creating the space of Main Street as a  
17 plaza which would be another event venue, an outdoor  
18 venue that could be used, That was also something that  
19 was suggested.  
20 Expanding the patio in the back of the  
21 yard, because it has the wall around it right now. But  
22 if we could integrate that patio into the central  
23 plaza, it creates additional opportunities for events  
24 that you could -- because you could control access so  
25 you could have liquor sales and it becomes another

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1 asset and venue for the central part of the TCC campus.  
2 And the last part is really just  
3 stabilization of the house. It is an adobe house  
4 sitting on a rock foundation.  
5 So we had developed a plan to put in  
6 foundation drains to get the water away from the adobe  
7 walls, to repair the adobe.  
8 There's just a lot of maintenance and  
9 repair work that needs to be done to stabilize the  
10 historic structure itself.  
11 So I think part of the -- part of the idea  
12 was if -- as this piece in the center of the campus if  
13 there would be a way to fund some of those  
14 improvements, it could be a more integral part of the  
15 campus and work together with the other venues on the  
16 TCC.  
17 **MR. MARQUEZ:** So Fletcher and I met with  
18 Elaine and one of your board members, a gentleman. I  
19 don't recall his name.  
20 And the conversation was a reactivation  
21 of -- or an activation of the east side porch area so  
22 that the community, TSO, opera, et cetera, could use  
23 that area as a venue prior to events, post events,  
24 thought it would be a great way to attract that area.  
25 We're driven by sales tax up here. This is

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1 a State-owned building where the TCC in kind of a  
 2 Rio Nuevo slash City of Tucson venture.  
 3 So I think the conversation moving forward  
 4 could be continue a conversation, just be cognizant  
 5 we're in Category C. So we have to see what we can do  
 6 to prioritize.  
 7 But if there's a way that we can generate  
 8 sales tax and we can activate that space for these  
 9 tenants of the TCC and/or parties that want to come to  
 10 the TCC, that's a conversation to have in the future.  
 11 **MS. VILLEGAS:** Right. And one of our  
 12 visions for the future is to have a gift shop in there  
 13 that we can -- for us to generate income, as well as if  
 14 we make the improvements, we can also start charging  
 15 higher rent space, you know, for the use of the  
 16 building and even indoor when it's not being used by an  
 17 exhibit.  
 18 **MR. MARQUEZ:** It's good we're starting the  
 19 conversation, just continue to have it.  
 20 **MS. VILLEGAS:** All right. Thank you.  
 21 **THE COURT REPORTER:** Can we take a break?  
 22 (Recess taken from 10:48 a.m. to  
 23 10:52 a.m.)  
 24 **CHAIRMAN McCUSKER:** I'm going to give you  
 25 the two-minute update, which I know you can grasp.

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1 So we need to prioritize the renovation of  
 2 the entire complex. We have a budget of about  
 3 \$65 million that's financeable. About eight of that is  
 4 dedicated to Eckbo in two phases, the upper plaza in  
 5 concert with the garage, and then the fountain plaza a  
 6 little later just in terms of timing.  
 7 You heard the conversation about the  
 8 Sosa-Carrillo House. So we're interested in your  
 9 perspective about balancing the historical importance  
 10 of what we're doing, while we're trying to modernize  
 11 the venues at the same time and just kind of -- you  
 12 probably can't react to the number, but I think Michael  
 13 can interact with all of us.  
 14 This is a study session, you know. He  
 15 might kind of go through with you what they budgeted  
 16 for Eckbo, and we're happy to hear you react to that.  
 17 So thank you. And she'll need your name.  
 18 **MS. ERICKSON:** I'm Helen Erickson. I've  
 19 been part of the TCC Today since its founding, which is  
 20 a group that is focused on preserving and  
 21 rehabilitating the Eckbo plaza.  
 22 What I wanted to talk about today is, first  
 23 of all, the fact that we have an intersection here  
 24 between the, shall we say, the best part of urban  
 25 renewal and our Latino heritage here. And I think that

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1 (undecipherable) position to capitalize on both.  
 2 Part of my job elsewhere is to be the  
 3 national liaison for the Historical Landscape Service.  
 4 Next year we will be working on landscapes that have  
 5 disappeared.  
 6 So part of that project will feed  
 7 beautifully into what you're doing in terms of  
 8 connecting the pieces -- underlying pieces around the  
 9 current piece. So I think we know -- hit a really good  
 10 sweet spot in terms of what we can do in that area.  
 11 I would also like to say that obviously  
 12 this is an important landscape, and we have to repair  
 13 it according to the Secretary of the Interior  
 14 standards.  
 15 Now, TCC Today has done numerous trials of  
 16 things to see what works and what doesn't. And I would  
 17 just like to be sure that in this renovation we take  
 18 advantage of the contractors that we have already  
 19 tested who have done work, who have held up, and also  
 20 the other research that we've done in terms of the  
 21 theater, bandstand, and other research, because what  
 22 often happens with these projects is we lose these  
 23 pieces.  
 24 And since we've already tested it, I would  
 25 really hate for it not to be taken into account.

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1 So that's pretty much what I have to say,  
 2 unless there's questions.  
 3 **CHAIRMAN McCUSKER:** Michael, anything  
 4 specifically you wanted to address about Eckbo or  
 5 what's in the budget, what's not in the budget, kind of  
 6 hit the highlights?  
 7 **MR. BECHERER:** Yeah, I think the budget was  
 8 drawn from some of the work that was already done by  
 9 TCC Today in terms of the scope of the project and the  
 10 intent of some of the technology used to make it more  
 11 sustainable.  
 12 And I agree, you know, we need to take the  
 13 lessons that we learned and make sure those are  
 14 integrated and move forward so that the entire  
 15 restoration is successful long-term.  
 16 And I think one of the things we see in the  
 17 landscape today in its condition is that some of the --  
 18 just, you know, the way the trees were planted, those  
 19 things didn't last.  
 20 So we need to make sure we go back with  
 21 what is going to be a permanent solution so we're -- we  
 22 have taken information.  
 23 And moving forward, obviously, we'll have a  
 24 stakeholder that will be involved, including TCC Today,  
 25 so that we make the right decisions moving forward.

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1 One thing we'll have to be careful about in  
2 terms of vendors is Rio Nuevo is a public entity, so we  
3 have to follow State procurement law.  
4 So there's ways to work with that. But  
5 just keep that in mind that we can't always just pick  
6 the person that we want necessarily. However, we can  
7 make provisions to make sure things move in the right  
8 direction.  
9 **CHAIRMAN McCUSKER:** One of the advantages  
10 that we will have is we've elected to go with a single  
11 contractor for the entire project.  
12 So we're not going to break it up into  
13 multiple projects. That will give us much more  
14 consistency. So we'll use the same architect, the same  
15 contractor on every one of these projects.  
16 Eckbo probably has to be treated a little  
17 differently because of its historic status. But right  
18 now the same team will be responsible for everything,  
19 but with different subsets of subject matter experts.  
20 So there is an opportunity for us to enlist  
21 some additional professional help as it relates to  
22 Eckbo and some historic (undecipherable).  
23 **MS. ERICKSON:** One additional thing is the  
24 question of whether it's possible to (undecipherable)  
25 from the arena --

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1 **CHAIRMAN McCUSKER:** We talked about that  
2 before you got here.  
3 **MS. ERICKSON:** I'm sorry.  
4 But I think that is something we really  
5 should consider as (undecipherable) you know, the fact  
6 that we have a historic property and we are using  
7 modern technology that saves us lots of water.  
8 **CHAIRMAN McCUSKER:** Thank you.  
9 Questions?  
10 Brandi, any other cards?  
11 Come on up.  
12 **MS. ALQUIST:** Just me. Just me. Just me.  
13 **CHAIRMAN McCUSKER:** She doesn't know who  
14 you are.  
15 **MS. ALQUIST:** My name is Kristin Alquist,  
16 and I'm a resident of Tucson, Arizona, and I'm a good  
17 sales tax participant. I like to use all the venues at  
18 the TCC.  
19 Today I'm also -- well, I'm also a member  
20 of the TCC commission, but today I'm just speaking on  
21 my own personal comments.  
22 And I love the priorities. I love you guys  
23 and the action you've taken. We love the activity at  
24 the TCC and Glenn and everything.  
25 So that said, I just want to make sure that

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1 we're communicating with our residents as some of these  
2 changes are handled.  
3 I'm not sure if it's part of Phil's budget,  
4 probably not, but if there's any additional marketing  
5 dollars or efforts so that we say, "Gosh, we have this  
6 parking lot under construction now. Please take the  
7 streetcar," or, "Please park here," or -- we've got  
8 such good partners in the room, you know, our symphony,  
9 the chamber, the Visit Tucson, let's just make sure we  
10 work with these partners to make sure everybody is  
11 clear on the darn parking and what you should do when  
12 you get there and to make it friendly, because it  
13 really is frustrating, and we don't want to lose our  
14 patrons by not making it easy.  
15 So, anyway, marketing dollars, outreach,  
16 updates. That was just my one thought. And thanks  
17 again to everybody, partners, Swaim & Associates, and  
18 you guys for all you do. You're appreciated.  
19 **MR. SHEAFE:** While you are raising that,  
20 Michael, you might want to talk about -- there's a lot  
21 of effort going into making sure that we don't lose  
22 parking spaces as we go through these construction  
23 cycles.  
24 So make a comment about the kind of plan  
25 we're doing on parking.

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1 **MR. BECHERER:** I know we're talking to  
2 other landowners around to find alternate parking  
3 opportunities.  
4 I think you're right on point. We need to  
5 be able to communicate that out so when people come to  
6 the TCC, they're not trying to park in it, because  
7 people will be frustrated and moving around.  
8 So we are planning that -- the construction  
9 of lot -- of the garage lot won't start until the  
10 spring, so we have a little bit of time to get ahead of  
11 this.  
12 But we are actively looking for extra --  
13 other parking options, I think. But also your point  
14 about the streetcar is great as well. If we can get  
15 people to park somewhere else in or around downtown and  
16 take the streetcar to the TCC, that would be great.  
17 **MS. ALQUIST:** And maybe if we started doing  
18 outreach with the taxi companies, with anybody else,  
19 and say, "It's easy. Grab three friends." You know, I  
20 mean, let's be creative.  
21 It's not up to you guys. But as a  
22 community and as our vendors and partners using the  
23 center, let's try and be creative so we don't lose  
24 our --  
25 **MR. IRVIN:** One thing I might point out to



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1 you -- and, first off, I appreciate your comments  
2 relative to parking. We hear it all the time.  
3 One of the things that we've been talking  
4 about is there doesn't seem to be (undecipherable).  
5 It's not really the scope of this. But there doesn't  
6 seem to be a standard sign that people look at and say,  
7 "That's parking."  
8 So I think we're going to be having some  
9 discussions about trying to provide some continuity in  
10 that so that when people come downtown and they see a  
11 sign that looks a certain way, they know that that is  
12 parking.  
13 Now, we're talking about the TCC maybe  
14 doing some other things relating to that. But we  
15 really appreciate your comments on parking. We know  
16 how important it is for this venue.  
17 **MS. ALQUIST:** And it's not all on our  
18 shoulders, you know, the 30 of us here. I mean, let's  
19 reach out to our City councilmen and have them put it  
20 in their newsletters.  
21 I mean, if we get a blurb, we can share the  
22 information on how easy it is.  
23 And thank you all.  
24 **CHAIRMAN McCUSKER:** Thank you very much.  
25 Jerry, I saw you slip a card. Do you want

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1 to come up?  
2 **MR. HAWKINS:** Jerry Hawkens.  
3 A couple quick things. You guys have  
4 committed so much to a job in front of the cathedral,  
5 and we're kind of expanding from the hotel all the way  
6 to Scott.  
7 So we want to make sure that you guys sort  
8 of focus a little bit on that, not to spend lots of  
9 extra money, but make sure that there's a focal point  
10 there.  
11 **MR. BECHERER:** Yeah, so in our work we're  
12 doing a garage site and streetscape and looking at  
13 Church, we know there's a huge issue on event nights  
14 and pedestrian traffic crossing Church. And, frankly,  
15 at times it's dangerous.  
16 So we're starting to look at what can we do  
17 even in Church to help guide some of that traffic from  
18 Ochoa, from the church, from the police department  
19 parking lot, the pedestrians across Church into the TCC  
20 safely.  
21 We are also trying to look at -- the idea  
22 is to complete all of Church in one phase, and that  
23 extends all the way up to the connection across to  
24 Ochoa.  
25 **MR. HAWKINS:** Secondly, in hotel business,

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1 we love all the convention space. So it's great. I  
2 hope they're successful in filling and hopefully the  
3 (undecipherable) rooms will help with that.  
4 Must important, as a community member, I'm  
5 excited, because a big percentage of your money is  
6 being used for the benefit of -- not just a bunch of  
7 businesspeople.  
8 So if you look at the total numbers, the  
9 arena, the music hall, et cetera, that's really  
10 exciting. So thank you all. We're here to support you  
11 every way we can.  
12 **CHAIRMAN McCUSKER:** Thank you very much.  
13 **MR. MARQUEZ:** Thank you.  
14 **CHAIRMAN McCUSKER:** We catch anybody,  
15 everybody?  
16 Mr. Collins, I'm not exactly sure what we  
17 do with all this now. We have to present our bank a  
18 use of proceeds. Ultimately they're going to want  
19 something with this kind of detail.  
20 We also are obliged to share it with the  
21 mayor and counsel so they concur. We need to provide  
22 some direction to our contractor regarding scope,  
23 scale, and budget.  
24 Is it as simple as approving this? You  
25 know, advise us on kind of where we go from here.

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1 **MR. COLLINS:** Based on what I've heard  
2 today and the discussion, I think you ought to be  
3 considering someone making a motion to approve the  
4 priorities listed on the spreadsheet that you talked  
5 about subject to obtaining the financing that needs to  
6 happen to pay for all of that.  
7 So you can do that today, and it won't set  
8 it in stone, but all the work that you all have put  
9 together will have been approved in a priority  
10 situation. The --  
11 **CHAIRMAN McCUSKER:** Any issues we have with  
12 the legislature should we not approve this and post  
13 notice, because we're obliged to do that first, is this  
14 vague enough where we still can visit with the State  
15 regarding how we're going to spend their money?  
16 **MR. COLLINS:** Well, it's my recommendation  
17 that you visit with the State and your appointors as  
18 soon as possible about the financing for this and --  
19 **CHAIRMAN McCUSKER:** I was considering about  
20 the word "approve." So I think that's the trigger in  
21 the statute. If we approve something, are we --  
22 **MR. COLLINS:** This is --  
23 **CHAIRMAN McCUSKER:** But if we're not  
24 necessarily approving a project, we're approving a list  
25 of priorities.

1 **MR. COLLINS:** Right.

2 **CHAIRMAN McCUSKER:** And, you know, we'll

3 provide that to some other people that are reviewing

4 what we're doing. One of those bodies, obviously, is

5 the legislature.

6 **MR. COLLINS:** Correct. And your -- it's

7 all subject, too. I mean, if you didn't get the

8 funding that we've been talking about, none of this is

9 going to happen.

10 **CHAIRMAN McCUSKER:** Right.

11 **MR. MARQUEZ:** Should the motion mention

12 something to approval from our appointers?

13 **CHAIRMAN McCUSKER:** So basically what we

14 need to do is to ultimately agree that this is the

15 priorities we have going forward.

16 **MR. COLLINS:** Right.

17 **CHAIRMAN McCUSKER:** Okay. That's helpful.

18 And we probably ought to discuss if anybody

19 wants to move anything around.

20 I am struck by the Sosa-Carrillo House

21 conversations and deferring that all the way into

22 Column C.

23 I do think there's a lot we could do. You

24 and I have visited with them regarding the really neat

25 facility and the opportunities to open it up.

1 Michael, Phil, talk to us about the owner's

2 contingency. You know, it's a lot of money. Could it

3 be just as easily \$4 million, or, you know, what is it

4 designed to anticipate, and how much wiggle room is

5 there in that number?

6 **MR. BECHERER:** Right now it's simply a

7 percentage of total and 10 percent, which is usually a

8 typical owner's contingency, particularly at this stage

9 of the project.

10 **CHAIRMAN McCUSKER:** And it's designed to

11 cover, what, unforeseen costs, cost overrun --

12 **MR. BECHERER:** Escalation --

13 **CHAIRMAN McCUSKER:** -- change orders --

14 **MR. BECHERER:** -- more tariffs on steel, so

15 there to cover all the unforeseen conditions.

16 Also things like when we do start the

17 restoration of the Eckbo plaza and we find -- who knows

18 what we find underneath it, if remediation work needs

19 to be done.

20 So it's a catch-all, so it's not

21 specifically assigned to any one thing. It's just

22 knowing that we're going to find things that we don't

23 expect, or there will be other outside influences on

24 the cost that we don't have control over.

25 **CHAIRMAN McCUSKER:** So the only project in

1 B and C that could fit in under the contingency if we

2 ended up with some money left is, in fact, the

3 Sosa-Carrillo House.

4 So one of my thoughts would be that we make

5 that Item 1 in Column B, and if there is money left

6 over in this project, that we move to that historical

7 restoration. It's probably some of the best money

8 spent to --

9 **MR. SHEAFE:** You have also the fan

10 experience in the arena, and that's a plug number.

11 It's a big number.

12 And it probably just -- we may want to list

13 out what those approvals are, because there might be

14 some tradeoff where it's fan experience benefit and

15 something for Carrillo and --

16 **MR. IRVIN:** Something I might just point

17 out is you heard they were doing the TCC and everything

18 around that is -- you guys have heard the number.

19 If the City realizes -- we don't call it

20 deferred maintenance. The City has some things on

21 their list that they need to do that they're taking

22 care of. You can call it deferred maintenance.

23 You call it things in the schedule that

24 haven't been addressed yet. But they're things that

25 they're doing relating to that.

1 And then we're coming in with hard money

2 and just adding to the fan experience.

3 What I would ask is, is there some other

4 monies that can take care of the, quote, deferred

5 maintenance? And that's really what we're talking

6 about, the Carrillo House.

7 But the money that we do spend should go

8 towards fan experience, not rebuilding the facility

9 that we don't own, in my humble opinion.

10 **CHAIRMAN McCUSKER:** That's a --

11 **MR. BECHERER:** That's a State --

12 **CHAIRMAN McCUSKER:** -- State building.

13 **MR. BECHERER:** -- building. It's --

14 **CHAIRMAN McCUSKER:** No reason we can't go

15 visit with the legislature or the State or, you know,

16 whoever takes care of State buildings and --

17 **MR. IRVIN:** We should have the same

18 discussion with the City and other stakeholders, and I

19 think we should figure out a way --

20 **CHAIRMAN McCUSKER:** I think --

21 **MR. IRVIN:** Yeah, try to -- I agree with

22 you, try to figure it out, and it should -- if there is

23 money left over for contingency, probably a good use

24 for that money.

25 **MR. BECHERER:** The bulk of that 1.2

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1 Carrillo House is really the stabilization efforts to  
2 serve the house.  
3 You know, something like the -- expanding  
4 the west patio was really about a 275,000 line item  
5 so --  
6 **MR. MARQUEZ:** In all fairness, the  
7 stabilization wasn't even part of the conversation  
8 Fletcher and I had with Elaine and the board member.  
9 It was about activating that porch.  
10 I would recommend that we move  
11 Sosa-Carrillo into Line B and actually move -- and it's  
12 such a large number. It doesn't (undecipherable) move  
13 community ice to C.  
14 And I liked Chris' point on breaking out  
15 arena upgrades. I still think it's very important for  
16 fan experience, and maybe there's an opportunity to  
17 activate for sales tax generation ar Sosa-Carrillo.  
18 **MR. IRVIN:** I disagree with all.  
19 **MR. MARQUEZ:** Excellent.  
20 **CHAIRMAN McCUSKER:** Let's talk about --  
21 (Voices talking over each other.)  
22 **CHAIRMAN McCUSKER:** Every place you go  
23 people love the idea of a second sheet of ice, from the  
24 Roadrunners, to the U of A, to the, you know, youth  
25 hockey, you know, all the places we need another sheet

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1 of ice.  
2 It's also the most expensive thing on the  
3 page. And when we try to prioritize things, we just  
4 really couldn't come up with enough money to build it.  
5 It's maybe the biggest priority we can  
6 fund, and I think the challenge for us is to try and  
7 find some maybe creative ways to do that, or maybe  
8 somebody will partner with us to do that.  
9 But I don't think there's any way that I  
10 can see in the next 10 years where we're going to be  
11 able to afford that kind of facility.  
12 **MR. MARQUEZ:** That's my point.  
13 **CHAIRMAN McCUSKER:** The Sosa-Carrillo House  
14 is affordable. It's not a lot of money. And maybe we  
15 can partner. Maybe we (undecipherable). So I do like  
16 the idea of --  
17 **MR. IRVIN:** I don't have a problem with  
18 getting rid of C and putting all that stuff in B. I --  
19 (Voices speaking over each other.)  
20 **CHAIRMAN McCUSKER:** That's the only thing,  
21 in Column C, you can just move that --  
22 **MR. IRVIN:** Put that over --  
23 **CHAIRMAN McCUSKER:** -- over, and then we  
24 figure out how to get some money behind those items in  
25 C.

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1 Some could come from savings in projects or  
2 contingency or --  
3 **MR. BECHERER:** So --  
4 **MR. IRVIN:** And I know that it's always  
5 tough because of the way we're structured. A number of  
6 us have had to kind of take the lion's lead on a number  
7 of these things.  
8 And you know how the community ice is  
9 important, maybe along with some of the other stuff we  
10 do inside the TCC.  
11 I just don't think we had enough time to  
12 explore. I think there's some monies that maybe are  
13 available to us, some other ways to finance that.  
14 And I think our vision was let's take the  
15 TCC, and let's make it Tucson's vision of Lincoln  
16 Center, Ford Center, what have you.  
17 So Carrillo House sitting off there to the  
18 side, some stuff we should be doing with the community  
19 ice and inside the arena are all important.  
20 So I love the fact of having a second  
21 bucket that we can all put our energy towards and  
22 biforate them later. But I think that's an important  
23 one.  
24 So I don't want to sweep it under the  
25 bridge, but, also, I don't want to have our community

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1 ice put into a third position.  
2 **CHAIRMAN McCUSKER:** I like that. I mean,  
3 you could eliminate Column C altogether and put  
4 everything in basically priority projects. But today  
5 we don't have the funding for it.  
6 And, you know, we're going to try and  
7 figure that out in terms of the community ice, the  
8 arena upgrades, and the Sosa-Carrillo House.  
9 I would say of those three, the  
10 Sosa-Carrillo House is the easiest for us to tackle  
11 next.  
12 **MR. BECHERER:** So just one point on both of  
13 those items, there's more granular line items within  
14 those that we could look at both groups and come up  
15 with priorities within those, because, like I said,  
16 maybe some of the things on the Sosa-Carrillo House  
17 that are important, we could pick those up, and a few  
18 things with the fan experience.  
19 And so I guess what I'm getting at is we  
20 don't have to spend 1.2 million to Carrillo House. Nor  
21 do we need to spend, I think, 6 million on the arena  
22 upgrades.  
23 But we can find priorities within both of  
24 those groups that become the first set of priorities if  
25 we have the funding available.

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1 **MR. MARQUEZ:** That would be awesome.  
2 **MR. IRVIN:** I like that.  
3 **CHAIRMAN McCUSKER:** Jannie, anything you  
4 want to comment on? I know it's been hard for you to  
5 track. We're going to spend two and a half million  
6 dollars upgrading the technology so 10 years from now  
7 you'll be able to hear us.  
8 **MS. COX:** Yeah. No, I have pretty  
9 (undecipherable) and I feel really good about  
10 everything I've heard. So I don't really have anything  
11 to add at this point.  
12 **CHAIRMAN McCUSKER:** Okay. We are set up to  
13 take action. I think I did hear a conversation about  
14 eliminating Column C.  
15 So if we don't have any other changes to  
16 the list, it could be as simple as a motion to  
17 accept -- we're not really approving anything -- to  
18 accept the priority list as presented by our team and  
19 various people that have given us input and to move  
20 forward with the selection of our lender, contractor,  
21 and other jurisdiction approved.  
22 **MR. IRVIN:** I think it's probably about as  
23 simple as that.  
24 I guess the --  
25 **MS. COX:** (Undecipherable).

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1 **CHAIRMAN McCUSKER:** Jannie moved that.  
2 Jannie said so moved.  
3 **MR. IRVIN:** I like that.  
4 **MR. SHEAFE:** We'll second that. Keep this  
5 going.  
6 **CHAIRMAN McCUSKER:** Are you tracking this?  
7 Oh, my gosh, you're a saint.  
8 **MR. MARQUEZ:** Does the motion need to  
9 include getting rid of Column C?  
10 **MR. IRVIN:** Yes.  
11 **CHAIRMAN McCUSKER:** I kind of said that in  
12 my motion. If you're eliminating Column C, everything  
13 that we can fund goes into Column B, and we accept the  
14 order in which the priorities have been presented.  
15 **MR. MARQUEZ:** Okay.  
16 **CHAIRMAN McCUSKER:** And this is now a  
17 public document. We can distribute it to the City, to  
18 the bank, to the legislature. It's our sentence about  
19 primaries.  
20 Nothing really gets approved until you have  
21 a contract.  
22 **MR. COLLINS:** Mr. Chairman, members of the  
23 board, there are a lot of steps that you have to take  
24 before you are locked in to doing this.  
25 **CHAIRMAN McCUSKER:** Good.

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1 So we have a motion and a second basically  
2 to accept. Again, I thank you guys. It's an  
3 unbelievable amount of work.  
4 And everybody that's participated in this,  
5 you're going to see this -- it will become, indeed, our  
6 legacy, I believe.  
7 We have a motion and a second to accept the  
8 priority list and make it available for public  
9 distribution.  
10 Brandi, call the roll.  
11 **MS. HAGA-BLACKMAN:** Jannie Cox?  
12 **CHAIRMAN McCUSKER:** That was for you,  
13 Jannie.  
14 **MS. COX:** Aye.  
15 **MS. HAGA-BLACKMAN:** Edmund Marquez?  
16 **MR. MARQUEZ:** A very excited aye.  
17 **MS. HAGA-BLACKMAN:** Chris Sheafe?  
18 **MR. SHEAFE:** Aye.  
19 **MS. HAGA-BLACKMAN:** Mark Irvin?  
20 **MR. IRVIN:** Absolutely.  
21 **MS. HAGA-BLACKMAN:** Fletcher McCusker?  
22 **CHAIRMAN McCUSKER:** And a resounding aye.  
23 That's unanimous.  
24 Thank you, everybody.  
25 **MR. SHEAFE:** Can I make a comment just

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1 before you --  
2 You know, you look at a list like this, and  
3 I'm the guy that signs these checks. I just have to  
4 compliment Michael and Phil and your team.  
5 It's really remarkable that we've made the  
6 progress that we've made for the kind of investment  
7 that we've had to put in to get this list, because we  
8 look at each one of these, and it's mind boggling how  
9 much detail is behind it.  
10 You know, you can say, "Oh, we're going to  
11 put a million and a half in here," but you have to  
12 figure out all these little details that every time I  
13 ask Michael a question, he has an answer, and he goes,  
14 "We thought about that, and we've gone through it."  
15 I feel very confident about the list and  
16 the numbers and the amount of effort that's gone into  
17 it. And I just think we're being extraordinarily  
18 well-served in getting to this process.  
19 I'm really excited to have a priority list  
20 that we can now start building our plan around and  
21 going forward.  
22 And best as I can tell, Mr. Chairman, it  
23 appears like we have (undecipherable) from all kinds of  
24 different groups that are defining the most urgent  
25 needs being satisfied out there.

\*CHAIRMAN McCUSKER: All in favor say aye.\*F\*\*F\*BOARD MEMBERS: Aye.\*F\*\*F\*(The proceedings concluded at 11:19 a.m.) Page 109

1 At the end of the day, what's going to  
2 drive this is bringing convention business, filling our  
3 hotels, and creating a revenue that's going to give us  
4 the ability to get to Column B.

5 And I just want to compliment you guys. I  
6 really am blown away at how quickly -- not quickly,  
7 because this took a long time, but how well you have  
8 done in putting all this together for us.

9 I know we all very much appreciate what's  
10 gone into this. So thank you.

11 **CHAIRMAN McCUSKER:** I'll give Mr. Sheafe  
the last word and a motion to adjourn.

**MR. IRVIN:** So moved.

**MR MARQUEZ:** Second.

**CHAIRMAN McCUSKER:** All in favor say aye.

**BOARD MEMBERS:** Aye.

(The proceedings concluded at 11:19 a.m.)

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1 C E R T I F I C A T E

2 STATE OF ARIZONA )  
3 : ss.  
4 COUNTY OF PIMA )

5  
6  
7 BE IT KNOWN that I, Bonnie Gray, CR #50669,  
8 took the foregoing proceedings pursuant to Notice; that  
9 I was then and there a Certified Reporter in and for  
10 the State of Arizona; and that the transcript is a  
11 full, true, and accurate record of the proceedings.

12 I DO FURTHER CERTIFY the ethical obligations  
13 set forth in ACJA 7-206 (J)(1)(g)(1) and (2) are in  
14 compliance; that I am not a relative or attorney of  
15 any party, or financially or otherwise interested  
16 in the action.

17 WITNESS MY HAND this 16th day of July 2019.

18  
19  
20 BONNIE GRAY, RPR Kathy Fink & Associates  
21 CERTIFIED REPORTER #50669 No. R1003

22  
23  
24  
25

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<b>\$1.9 (1)</b> 19:11	<b>academic (1)</b> 70:22	<b>additional (15)</b> 6:8;7:23;23:15; 27:20,24;29:16,17; 35:22;44:20;52:16; 79:14;83:23;89:21,23; 91:4	<b>agreement (1)</b> 74:3	<b>annual (2)</b> 53:5;79:2
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