# In The Matter Of: <br> Rio Nuevo <br> Board Meeting 

5/23/23
May 23, 2023

Kathy Fink \& Associates
2819 E 22nd St
Tucson, AZ 85713
520/624/8644

| BOARD MEETING VIA ZOOM $\begin{gathered} \text { Tucson, Arizona } \\ \text { May 23, } 2023 \\ \text { 1:00 p.m. } \end{gathered}$ <br> REPORTED BY: | CHAIRMAN McCUSKER: Okay. Good afternoon, <br> everyone. Welcome come to the May Rio Nuevo meeting. We have two attendees. I'll just remind you that we go to executive session first, so we'll probably be off line for 45 minutes or so. You can hang out or you're welcome to come back. <br> So given that, Brandi, you have our virtual <br> flag. <br> I think Brandi should lead the pledge. <br> MR. MARQUEZ: Yes. <br> MS. HAGA-BLACKMAN: I don't remember how it <br> starts. <br> CHAIRMAN McCUSKER: Seriously. <br> MR. MARQUEZ: You've got to be kidding me. <br> MS. HAGA-BLACKMAN: Okay. Ready one, two, <br> three. <br> (Pledge of Allegiance) <br> THE COURT: Okay, Brandi, you got us once <br> again. <br> Now you can call the role. <br> Do you remember how to do that? <br> MS. HAGA-BLACKMAN: I do. I remember that. <br> Edmund Marquez. <br> MR. MARQUEZ: Here. <br> MS. HAGA-BLACKMAN: Jannie Cox. |
| :---: | :---: |
| Page 2 | Page 4 |
| BOARD MEMBERS PRESENT: <br> Fletcher McCusker, Chair <br> Chris Sheafe, Treasurer <br> Edmund Marquez, Secretary <br> Jannie Cox <br> Ross McCallister <br> Michael Levin <br> ALSO PRESENT: <br> Ms. Brandi Haga-Blackman, Administrative Director <br> Mr. Mark Collins, Board Counsel <br> Mr. Daniel Meyers, CFO <br> Mr. Tim Medcoff, Board Counsel <br> BE IT REMEMBERED that a meeting of the Board of <br> Directors of the Rio Nuevo Multipurpose Facilities <br> District was held via ZOOM, in the City of Tucson, State <br> of Arizona, before THOMAS A. WOPPERT, RPR, Certified <br> Reporter No. 50476, on the 23rd day of May 2023, <br> commencing at the hour of 1:00 p.m. | MS. COX: Here. <br> MS. HAGA-BLACKMAN: Mike Levin. <br> MR. LEVIN: Here. <br> MS. HAGA-BLACKMAN: Ross McCallister. <br> MR. McCALLISTER: Here. <br> MS. HAGA-BLACKMAN: Fletcher McCusker. <br> CHAIRMAN McCUSKER: I'm here. We're waiting <br> for Mr. Sheafe, but indeed we have a quorum, so we're <br> going to launch the meeting. <br> You have the transcribed minutes from the <br> April 25th meeting. They're verbatim unless you need to <br> change something. If not, I just need a motion to <br> approve. <br> MR. McCALLISTER: So moved. <br> MS. COX: Second. <br> CHAIRMAN McCUSKER: All in favor say aye. <br> (Motion made, seconded and passed unanimously) <br> CHAIRMAN McCUSKER: Thank you. That passes <br> unanimously. <br> Do you notice this rasp I have? <br> MR. McCALLISTER: Yeah. <br> CHAIRMAN McCUSKER: It's post-Covid, somebody <br> told me. And I think it's kind of sexy, so I'm thinking <br> kind of Tom Waits, you know, or Bob Seger, you know. <br> MR. MARQUEZ: That's pushing it, but we'll roll |

with it.

| 2 | MR. McCALLISTER: I was actually thinking Joe |
| :--- | :---: |
| $\mathbf{3}$ | Cocker. |
| $\mathbf{4}$ | CHAIRMAN McCUSKER: Yeah, I could do that. |
| 5 | Okay. This is the time we set aside for |
| $\mathbf{6}$ | executive session. I need a motion to recess. |
| $\mathbf{7}$ | MS. COX: So moved. |
| $\mathbf{8}$ | MR. MARQUEZ: Second. |
| 9 | THE COURT: All in favor say aye. |
| 10 | (Motion made, seconded and passed unanimously) |
| 11 | CHAIRMAN McCUSKER: Okay. For the people |
| 12 | online, we'll be back in about 45 minutes. |
| 13 | So members leave this meeting. Click on the |
| 14 | other link. |
| 15 | (Recess) |
| 16 | THE COURT: We have a quorum if somebody wants |
| 17 | to move to reconvene. |
| 18 | MR. McCALLISTER: So moved. |
| 19 | MR. MARQUEZ: Second. |
| 20 | THE COURT: All in favor say aye. |
| 21 | (Motion made, seconded and passed unanimously) |
| 22 | THE COURT: All right. Thank you, everyone. |
| 23 | Thank you for your patience. |
| 24 | You can see this is budget day for Rio Nuevo. |
| 25 | A quick update on that process. |

Page 6
1 We do hold a budget hearing, so after Dan makes his reports, we will convene a public hearing.

Brandi, I don't think we had anybody ask to speak, did we?

MS. HAGA-BLACKMAN: No.
CHAIRMAN McCUSKER: So there's no comment.
And I'll talk about it more in the budget
hearing piece, but this is May. Obviously our fiscal year
is July 1st to June 30th. There's no rush to approve this
budget today. We have it a month early. You can ask a million questions. We can have Dan bring information back to us for the June meeting. You certainly have the prerogative to approve it today. I will tell you there's still a few moving parts about all that.

So I believe, Mr. Collins, I can open the hearing but avoid item number eight, possible action, so we can hear it and table the approval of the budget until the June meeting.

MR. COLLINS: Yes, sir, you have that authority.

CHAIRMAN McCUSKER: This is the end of our fiscal year. You know, we report out to the legislature.
We might have a couple more projects. We're going to talk about some today, maybe something pops in June, but it has by any measure been a remarkable year. We've, I think,
approved 20 new restaurants. Our tax base has doubled in the last 12 months. The Leo Kent property opened up this weekend. I would encourage everybody to go by and visit that extraordinary transformative hotel. It was a marginal office building. I think it's a five star property. I don't know what Marriott will call it, but it's really a downtown treasure.

And when you line that up with the things we've recently approved on the west end, the Platform 18 project, the Fox, a very transformative project, we're now finally moving west. It's been a real challenge for us in the, you know, 10 plus years I've been involved, but, you know, the west side of downtown may soon become the go-to destination.

We're pretty much wrapped up on the Sunshine Mile. We're still waiting on the Grant Krueger properties, the so-called Friedman block. We have completed the negotiations and launched with extraordinary private sector partners elsewhere. And, of course, we recently partnered with Zach Fenton and Danny Scordato and the Old Indian Trading Post.

So every one of these by themselves is iconic. Combined, it's just a real momentum shower. We should all be really proud. I can't go anywhere, and I don't know about the rest of you, that somebody's not congratulating

## Page 8

us for how transformative downtown Tucson has become. And you're starting to see it in national rankings, so I think, you know, we should be really pleased.

You will hear in the budget presentation we've spent $\$ 20$ million doing that, so over the last year, we have committed right around $\$ 20$ million to our private sector partners. That excludes the almost $\$ 80$ million we've invested in the Tucson Convention Center.

So, Dan, let's talk about cash, and then we're going to move into the budget part of this. And we'll get to the two projects after we finish with the budget.

MR. MEYERS: Okay. This is Dan Meyers. I'm the CFO here at Rio Nuevo.

As of April 30th, we had about $\$ 7.6$ million in the banks on hand. To just move that forward a little bit, we've got a couple things coming in still between now and the end of the year. We've got a $\$ 640,000$ reimbursement for some improvements we made to the TCC IT system over there, and then we've got $\$ 2.4$ million coming in from the repayment of a loan that's due by June 30th.

On top of that, and we'll see this when we do the budget, we anticipate about $\$ 300,000$ of cash generated each month from our TIF revenues less debt service, less rebates, less operating expenses, so we just kind of use $\$ 300,000$ a month. So we anticipate having about
\$14.3 million available next -- next fiscal year.
Just below that you'll see our list of --
summary list of projects we've committed to, and we've got
about $\$ 16$-- $\$ 16,400,000$. You know, that's -- that can be
modified a little. We've got a few projects that aren't
totally determined where we stand on that, but we
anticipated about 4 million of that to be outside of a
year, so we've got about $\$ 12.4$ million anticipated to be
spent on projects for the next year with about
$\$ 14.3$ million to have available. So that actually leaves
about $\$ 2$ million kind of in reserves just in case
something really good comes up or the TIF revenues dip a
little bit. That's always a big deal, is trying to
estimate what TIF revenue is looking like.
Along those lines, we've got some really good
news. As you know, this fiscal year, we've been budgeting
$\$ 1.2$ million a month in TIF revenue and we got to
1.6 million for April. We'll be getting that put in the bank any day now. So certainly good news there.

For the entire year through --
Excuse me. That was for -- I'm sorry, that was for March.

For the nine months of this fiscal year, we're averaging about $\$ 1,350,000$ a month in TIF revenue, so, again, that's good news. That's more than what we

Page 10
budgeted for.
CHAIRMAN McCUSKER: Dan, will you hover over
that commitment, maybe start at the beginning and kind of slowly scroll so that people can --

MS. HAGA-BLACKMAN: Let me increase it, and then we'll scroll down.

There we go.
CHAIRMAN McCUSKER: Yeah, so go back to the beginning.

We talked about these item by item. I don't think there's any reason to go back through. There's
nothing really new here that we haven't talked about. The
Friedman block is -- we just mentioned is still a blank in
terms of any commitment outside of the public/private
partnership around the properties. Zmam's, if you were
here the last couple of meetings, we've had to step up to
finish that. Their permits are finally coming together.
Hopefully they'll be open by the end of the summer.
Gibsons Event Center, Highwire, they seem to be slow moving.

Dan, Brandi, I don't know if you have an update on those guys.

MS. HAGA-BLACKMAN: It's just slow moving with contractors right now.

CHAIRMAN McCUSKER: Yeah. The Indian

Trading --
2 MR. MEYERS: We totally anticipate being at least part of it outside of a year, so that's what we come up with our 4 million-dollar estimate of what's going to linger over into the next fiscal year.

CHAIRMAN McCUSKER: So everything else there is -- you know, we've been very public about our contributions and debate about how we get into these projects.

If you go down to the bottom and look at the leverage, I think this is really still quite extraordinary.

So we've committed $\$ 20$ million. Our private sector partners have committed $\$ 203$ million, 204 if you want to round it up, so it's more than 10 times our commitment. I don't know of another TIF district in the U.S. that's doing this kind of leverage.

MS. COX: That's pretty impressive.
I have a question, Dan, if I could on Presidio, a few things.

One, I see that you only show about $\$ 9,000$ of expense. I thought that our landscape architect/urban planner had billed most of the $\$ 40,000$, you know, at least a month ago.

MR. MEYERS: I don't believe we've seen the

Page 12
invoice.
MS. HAGA-BLACKMAN: They sent us something, but it was quite small.

THE COURT: I think it's up higher if you scroll back up.

MS. COX: It's way up at the top.
I know I've seen two invoices come through, one about three weeks -- three or four weeks ago, but that never got to you, huh?

MR. MEYERS: Well, we'll certainly double-check that.

MS. COX: I will do that, too.
MR. MEYERS: Okay.
MS. COX: But we've spent more than that, and we will spend the rest of it within the next fiscal year, but certainly not by July.

MR. MARQUEZ: Jannie, I went to LaCo for lunch and was blown away by the (inaudible) and the umbrellas and the lights and all the people.

MS. COX: What do you think of Dandelion Cafe? Is that a cool little place?

MR. MARQUEZ: Very cool. Part of that -- is that part of our investment?

CHAIRMAN McCUSKER: That is our investment.
MS. COX: That is our investment.
1 CHAIRMAN McCUSKER: we renovated the -- we own
2 that property.

Page 14
\$600,000.
MR. SHEAFE: Right.
Zmam's is moving very fast and I'm assuming we're going to get the rest of those bills here rapidly.

CHAIRMAN McCUSKER: Yeah, they were waiting on permits, had a terrible time with development services. They have all their permits now and we got the demolition -- demolition permit for the property that's going to become parking, so that should move quickly.

Empire Pizza should start moving pretty
quickly. We talked to those guys last week.
MR. SHEAFE: Yeah, did you? I'm curious, because they were so far along when Edmund and I visited with them, and then I keep watching it and it's been kind of quiet. What has been holding them up from finishing it up?

CHAIRMAN McCUSKER: They had some ownership issues, they had the --

MR. SHEAFE: Oh yeah, they had the partner, but they got that resolved over a month ago.

CHAIRMAN McCUSKER: Yeah, they've had permit issues, too, Chris, you know, so they indicated they should pick up steam here pretty quickly.

MR. SHEAFE: You know, that's so sad that the city keeps doing that.

1 CHAIRMAN McCUSKER: okay. Any other questions on cash? This is just cash, money in, money out. (No oral response)
CHAIRMAN McCUSKER: okay. So item seven is set up as a separate public hearing, so I would need a motion to convene the budget hearing.

MS. COX: So moved.
MR. LEVIN: Second.
CHAIRMAN McCUSKER: All in favor say aye.
(Motion made, seconded and passed unanimously)
CHAIRMAN McCUSKER: okay. So this is the time set aside by statute for us to look as a board at our budget for next fiscal year. We typically allow public comment. There was a Zoom opportunity, although probably short notice. Again, I'm inclined to go through the budget today but not necessarily approve it. And that will give the public another shot at comment between now and the June meeting.

We have one big item you'll see in the budget process, so, Dan, if you'll pull up your draft budget.

MR. MEYERS: Okay.
CHAIRMAN McCUSKER: so when we budget, and this is a matter of public record, it gets published with the county, it gets published with the state. Remember we're a state agency. I can tell you the state's already done

## Page 16

their budget if you're following the news, and they used a 17 million-dollar number for us as their estimate, so they're perfectly comfortable if we spend up to their budgeted item of $\$ 17$ million. They probably are less conservative than Dan is regarding forecasting revenue, so -- but the state budget is done. This will become our public budget.

And, Dan, if you want to start at revenue, let's just --

MR. MEYERS: Okay.
CHAIRMAN McCUSKER: -- dig through it.
MR. MEYERS: All right. And, Fletcher, you're right, I take a pretty conservative approach to this.

So I budgeted for this fiscal year $\$ 1.3$ million a month in revenue. As I just said, with our last good month for March, we're up to $\$ 1.35$ million a month. There's probably a little bit of wiggle room there, but that's the number we're going to start off with.

Many of our projects now, instead of funding them up front, we fund people as they generate transaction privilege tax for the state, and then we rebate them for lack of a better word. So that's -- I budget that for about $\$ 100,000$ a month this year, so that's $\$ 1.2$ million.

We've got -- our primary rental income is the Greyhound depot, so that's what that $\$ 76,000$ is.

2

$$
3
$$

4
5 6 The other interest income that comes into us, most of that

7 stays at Bank of Oklahoma and is used to apply towards our
8 debt service, which lowers our monthly payment a little
9 bit. So although we generate a lot of interest income
11 And finally we have a hockey surcharge. I
12 believe that number is going to be -- we just found out today. It's going to be closer to $\$ 190,000$ they expect. Half of that stays in a capital fund and we get to use the other half for our operations.

So those are the components of our revenue,
which is budgeted to be, you know $14-$-14,000,700 and some change.

MR. SHEAFE: Hey, Dan, do you mind if I ask one question here which is off the subject from what we had earlier discussed? But what happened to the Caterpillar rent and repayment?

MR. MEYERS: That stuff is all -- two or three years ago, Caterpillar basically forgave our loan.

MR. SHEAFE: Okay. So that's part of this,

Page 18
that it balanced out. We no longer are showing?
MR. MEYERS: Yep.
MR. SHEAFE: Well, they were self-financing,
so --
CHAIRMAN McCUSKER: And they ended up taking title to --

MR. SHEAFE: Yeah. All right.
CHAIRMAN McCUSKER: Yeah, so that --
What is that rental income? Is that Greyhound?
MR. MEYERS: That's Greyhound, yes.
MR. SHEAFE: That's Greyhound.
MR. MEYERS: And a few of our little GPLET rents, which is minimal.

For now the operating expenses, you know, it's pretty stable here. Things don't change much. Our big number there, of course, is the legal fees. We've had so many projects and interesting projects this year, their legal fees were pretty high this year. I expect those to taper off somewhat. And I would actually think that maybe $\$ 600,000$ may be a little on the high side, but we tend to get into some complicated deals, so I pretty much left that at $\$ 15,000$ a month.

Everything else is pretty much as we spent last year.

MR. McCALLISTER: So, Dan, why do you have --
why is there such a dramatic decrease in audit expenses?
MR. MEYERS: Last year we had our three-year performance audit, which was about $\$ 75,000$, so our annual audit runs around 35,000 , but last year we had 75 extra.

MR. McCALLISTER: Okay. Thank you.
MR. MEYERS: Any questions on our overhead? (No oral response).
MR. MEYERS: Then we're got our debt service, again, the 2019 bonds. That's around $\$ 750,000$ a month, probably a little bit less when we get the interest income applied and then amortized. And then we've got the new loan from Canyon Community Bank for the IT improvements at Tucson Convention Center, and that's about \$30,000 a month. So that's our debt service there.

Then I wanted to itemize a few of our significant commitments we've made. We've got the downtown security that seems to be a big hit with, you know, added safety to our people visiting downtown, and we've got our event sponsorships, which consist of what's now called the big 10 , which are significant events that are held downtown. And then we -- we help out just a whole bunch of community events sponsoring, you know, various organizations, and the budget for that is about -is going to be a million dollars for this year.

And then we've done significant parking

Page 20
assistance, the county and the valet and other parking assistance to people, so those are a couple of the other items that are specifically itemized in this budget. So the revenues less those expenses, we have about $\$ 2.4$ million of cash throughout the year.

So down below I tried to project what our cash balance is going to be at the end of June, which I've got it to be about $10,200,000$. I mean, that could change by several hundred thousand easily, because the TIF revenue can move that number around pretty quickly, but I took $\$ 2.4$ million from this year's budget as was presented here. And then, you know, it's all about timing and projects and all that good stuff, but I've estimated that we're going to spend about $\$ 10$ million next year funding projects we've already committed to and some new stuff. And -- and, you know, to a certain extent, that's somewhat of a guess. Projects get delayed, new projects come on board, but I think that's a decent estimate of what we're going -- we've got going out the next fiscal year.

CHAIRMAN McCUSKER: Let's be clear about that number, because I think it foots to the previous cash report. I believe that's for currently committed projects, so I don't think we have anything in the future earmarked for a commitment that's not already displayed with the exception maybe of the Friedman block. But I
think if you go back to your cash report, it -- it should
foot to that 10.2 and 10 million, right?
3 at at that other report, so, Dan, in explaining or responding to Fletcher, would you kind of refer to the difference between the 10 million and the 12 million that shows on the report?
8 CHAIRMAN McCUSKER: It's cash on hand, right? It's the very last item.

Can you go back -- will you go back to the cash?

Thank you. And scroll -- so there's your -yeah, 12.4 million. Now, the big bogie there is the 2.4 million from Gadsden, the Monier note, which is due by June 30th, so that's projected, but not in the bank, right?

MR. SHEAFE: That's correct.
MR. MEYERS: Right. Yes.
CHAIRMAN McCUSKER: So --
MR. MEYERS: That's actually -- I believe
that's actually included in my 10.2 number.
CHAIRMAN McCUSKER: Because you would include this as cash on hand --

MR. MEYERS: Estimated as of June 30th.
CHAIRMAN McCUSKER: Yeah, to get to your 16.4

Page 22
minus 4. 12.4 million includes that 2.4 million. Then if you look at your commitments, I think the remaining -scroll all the way down -- the remaining is right around --

MR. SHEAFE: Fletcher, you're making the point that I was trying to make, and that is, if you take the 2.4 off the 12.2 , you end up with 10 , so that's kind of a wild card in there as to --

CHAIRMAN McCUSKER: That's the 10.2, but the commitments are 10 million, so we have $\$ 2.4$ million of cushion, the point being almost all of that comes from the Gadsden repayment.

MR. SHEAFE: Literally almost all of it. And we'd be in a lot more trouble if it wasn't for the Canyon Bank loan, which is covering what we're putting into the TCC with KLA and the improvements going on over there electronically.

CHAIRMAN McCUSKER: And --
MR. SHEAFE: It's actually working out pretty well.

CHAIRMAN McCUSKER: The Gadsden repayment is due when, mid June?

MR. SHEAFE: Yeah, it's -- well, the -- it's
due now, but the payment -- I think we've got a very high probability that we'll receive that money before the end
of June, and there are substantial penalties built into the extension if for any reason that doesn't happen.

And I can tell you because I'm watching it literally every few days, the progress towards the three government agencies and the five different agencies that have to be considered in the closing process, the process is moving along very well.

CHAIRMAN McCUSKER: And, Tim, we extended that to June 30th, right?

MR. MEDCOFF: Yes, that's correct. June 30th is the dop dead deadline. They can pay it obviously before then, and the anticipation and hope is that they will do that.

CHAIRMAN McCUSKER: okay. Right. Now go back to the budget then.

MR. SHEAFE: All right. The other thing I'd like to just throw in here as part of the budget
discussion, because it may have caused some confusion, we had a wonderful article on the Bautista in Sunday's paper and I'm assuming pretty much everybody read that. In that article it indicated that the district had put forth $\$ 7.4$ million towards the project. That actually isn't accurate. I don't know quite where that number came from, but I think they added everything up that we had ever done on the west side and included that all rolled into the 7.4

Page 24
number. The actual commitment to Bautista was 1.8 million in cash and I'm guessing and have told Dan to put that into the next year, half of it probably in the first six months after today and the other half in the succeeding. So by the end of a year, we'll probably fund nearly all of it, so we're at least accounting for it.

The other 1 million is a -- a little over a million is a commitment in tax -- sales tax rebate. And just to remind everybody, even though it's a
110 million-dollar project, we were building our approval on this, which occurred several years ago, around the concept of 16,000 square feet of commercial space. So our commitment was directed towards the development of the commercial space and the resulting sales tax revenue.

CHAIRMAN McCUSKER: Ill bet you some of that number calculates the benefits of the GPLET.

MR. SHEAFE: You know, it probably does, Fletcher. I went through it and I couldn't quite see, but it -- you know, it made it sound a lot bigger, and I think -- I wanted to go back and check, because I didn't remember, but, you know, we actually approved this in 2019.

CHAIRMAN McCUSKER: Yeah. I believe if you calculate the property tax savings -- the excise tax is very lucrative on our residential property, so my guess is
they have that calculated as property tax savings in lieu of cash, but we can confirm that, too.

You know, some of this vagueness is another reason I think we should hold off on approving the budget.
We will know pretty much by our June meeting if Gadsden
came through. If there are any other questions, you know,
we'll be in a much better position. There's no reason to
rush into approving this today.
9
April's TIF number as well. We're seeing a trend, and I
think that would give us a better --
CHAIRMAN McCUSKER: Do you have the detail for the sponsorship marketing budget?

Brandi, can you pull that?
MS. HAGA-BLACKMAN: We do, yeah.
MS. COX: If I could just make a comment about the sponsorship marketing budget. It is true that we are supporting several organizations within that budget, but the support of those organizations is tied to sales tax revenue. It's not like we're making contributions to organizations. We are enticing them to bring their special events downtown and the wallets that come with them.

MR.SHEAFE: Building that back to revenue, are 25 you just saying if they put 1,000 people downtown, that

Page 26
results in better sales tax revenue?
MS. COX: I just want to make sure --
3
4
5
6
7 e
8
9

17 You're certainly welcome to debate or kibitz on any of
18 those. I don't see anything there that doesn't create
19 value in pedestrian traffic.
20 And then if you look at what we call
21 sponsorships, scroll down, Brandi, these are the smaller
22 items that again are all downtown that -- yeah, we
23 contribute between 5 and $\$ 25,000$ to their event. So we're 24 not underwriting the event, but we're participating
25 according to each and every one of these. It makes a huge
difference.
And, again, if we're not doing anything today, we can distribute this, post it to the web and everybody can comment on it between now and the June meeting.

MR. MEYERS: I'd really invite any of you board members to call me if they have any suggestions. I mean, I feel like we're a little bit conservative on the revenue, but, again, I'd rather not overestimate that.
But if you've got any thoughts of comments, you know, please feel free to reach out to me.

CHAIRMAN MCCUSKER: The obvious situation for us given that we spent 20 million bucks last year, we don't have 20 million bucks to spend next year. We might have 2. You know, so I think we're pretty much out of the big project business and, you know, the only -- there's only a couple that are looming out there. The west side landfill is one of those. Nothing's going to happen quickly there, you know, so I think you're going to see another group of smaller projects until at some point we're built out.

We're still waiting on the guys that bought out the Sears property and the parking lot there. They have a very large project that is at the eastern edge of our boundaries, but I don't think they're going to look to a lot from us. So, you know, I think we can get by by

Page 28
putting money in the bank and committing to projects that are much smaller in scale.

MR. SHEAFE: Well, I think one of the ones that we have to keep our eye on, and you've played a big role in keeping it alive and moving it forward, Mr. Chairman, is the 75 East Broadway project. You know, that could be a bigger number than we've done on typically other projects. And we're still waiting to see how that thing falls out, but we've moved the process forward. It's still very much alive. We're talking to groups now and we'll see where that -- we probably will know an awful lot more by the June meeting.

MR. MARQUEZ: We still have a 25 -year GPLET, we still have vacant land that's not generating sales tax and which we could activate for sales tax. I know we've got to be cognizant of the rebates, but we still have some -not to use the word weapon, but we still have weapons in our arsenal.

MR. MEYERS: I think the other thing we have to keep in mind is that all these projects we're funding now, it won't be long until these things come online and actually start producing sales tax for us, so instead of just money going out, we should be getting it coming back our direction here.

CHAIRMAN McCUSKER: And I think we hear that

Jim Click's coming back to the TCC, right?
MR. SHEAFE: Yeah, he'll be there in July.
CHAIRMAN McCUSKER: This is the first show in
three years, and that generated a million dollars a year
in says tax.
MR. SHEAFE: We, he -- you know, he couldn't do anything for a long time because he didn't have any
inventory. Edmund talks to Jim more than I do, but Jim
told me recently that he's finally getting inventory now.
And that's creating more used car inventory and that gave
him some product to take down to the show. He went
through over a year where he didn't have anything to take down there.

MR. MARQUEZ: Yeah, we have our plates full.
Even if you're looking at our budget and our projects that
we're working on, some of those projects are a year old or
two years on old, so they're finally coming to fruition.
We're going to see a lot of progress downtown, which I think is exciting.

CHAIRMAN McCUSKER: Any objection to holding off on approving the budget until June?

MR. MARQUEZ: I'd love to have some comments from the public if they want to.

THE COURT: Hearing none, I will table item eight. We'll re-agendize. I need a motion to close the

Page 30
hearing.
MS. COX: So moved.
MR. MARQUEZ: Second.
CHAIRMAN McCUSKER: All in favor say aye.
(Motion made, seconded and passed unanimously)
CHAIRMAN McCUSKER: okay. Now, let's move on
to macarons, not macaroons. I think Stacy ended up in
the --
Oh, there she is.
So this is a really fun, exciting project for
downtown. Stacy and her husband have taken unbelievable
initiative to get it to presentation stage for us. They
have an opportunity that they're well engaged with to
launch a French pastry shop immediately adjacent to the
Hub on Congress.
So, Stacy, I'll turn it over to you, and we're
really excited to hear your plans today. Thank you.
MS. HAGGART: Thank you.
So we are Gary and Stacy Haggart. And I think
Brandi has my slide that she's going to put up.
There we go.
MR. MARQUEZ: I hope you didn't see the slide
we were paying attention to.
MS. HAGGART: I was like, oh.
There we go. I think you can go to my next

1 one.

2

| CHAIRMAN McCUSKER: So now if you go to slide show, click it -- |  |  |
| :---: | :---: | :---: |
|  |  | MS. HAGA-BLACKMAN: Yeah. That's what I did |
| 4 last time. I'm just going to -- |  |  |
|  | 5 | THE COURT: Go from the beginning. We won't |
|  |  | marg |
|  | 7 | MS. HAGA-BLACKMAN: Well, I don't know. That's |
|  |  | I did last time, so I don't know. We'll try this |
|  |  | ain. And if not, I'm going to keep it in PowerPoint. |
| 10 |  | What do you see right now? |
| 11 |  | CHAIRMAN McCUSKER: We still see the margins |
|  |  | we see the |
| 13 | 3 | MS. HAGA-BLACKMAN: What about now? |
| 14 | 4 | MS. HAGGART: Same thing, didn |
| 15 |  | Now you're moving. There you go. |
| 16 |  | MS. HAGA-BLACKMAN: I'm just going to keep it |
| 17 like this. |  |  |
| 18 |  | CHAIRMAN McCUSKER: Okay. |
| 19 |  | MS. HAGA-BLACKMAN: Okay. We're on slide |
| 20 three, our location, the heart of Rio Nuevo. |  |  |
| 21 |  | MS. HAGGART: Okay. That sounds great. |
| 22 |  | So our location is going to be in the h |
|  |  | io Nuevo District. Our space has been vacant for |
|  |  | a while. We don't have a bathroom in our space |
|  |  | ht now, so we're basically keeping the walls and |

Page 34
getting the rest. We're adding a bathroom. We're adding a three-and-a-half ton HVAC unit. We're adding all the ducting, of course, and we're also upgrading the electrical system.

When our architects got started on our project, they actually found that we couldn't even plug in one more string of lights, otherwise we were going to be exceeding what the energy capacity was for our space, so we have to upgrade to a three-phase system in order to have enough power just to run, you know, what isn't really that extensive, but it was just -- we have to upgrade the infrastructure.

Let's see. We're also adding a walk-in freezing, fire sprinklers. We're connecting to the grease trap next door and bringing everything up to code, and then signage and the complete esthetic renovation of the space to franchisor standards is also required.

So help from Rio Nuevo to cover some tenant improvement costs is going to go a long way for us. So far many elements have been more expensive than projected over a year ago when we began this journey. For example, our walk-in freezer is $\$ 13,000$ more than it was just a year ago.

We're digging deep to fund this opportunity.
25 We have applied for an SBA loan as well. We've already

1 invested $\$ 170,000$ in cash into this project, and our expected total investment will be $\$ 348,000$ assuming maximum help from Rio Nuevo of 50 percent of the tenant improvement cost. This 348,000-dollar number is including the franchise fee, equipment, of course, signage, inventory and assuming construction costs of $\$ 93,000$.

CHAIRMAN McCUSKER: Let me have you pause there a minute, because we had some trouble with the last number, the 93,000.

MS. HAGGART: Okay.
CHAIRMAN McCUSKER: Because in subsequent slides, you show a different number for the construction, so maybe that's a typo or maybe it's --

MS. HAGGART: Well, the total cost of construction is more than that.

CHAIRMAN McCUSKER: Yeah. So just save that so that you can clarify it when you get to the budget slide.

MS. HAGGART: Okay. Sounds good.
And then this is a slide just showing what our space is going to look like. You can see our display counter and seating. It's going to be beautiful. And then you can see the renderings from the architects. We are really blessed to be working with Force Architecture. They're amazing. They're doing a really great job for us. And the colors for the franchise as you have probably

Page 36
figured out are hot pink, blush pink, gray and white as well as black, and we're really going for a Parisian feel in our store.

So the Macron being a new business, obviously it's going to generate some currently unrealized tax revenue for Rio Nuevo District. We anticipate that all of that investment would be returned through new tax revenue by the end of year three.

CHAIRMAN McCUSKER: This is a franchise, right, Stacy?

MS. HAGGART: It is.
CHAIRMAN McCUSKER: Have they helped you with revenue and sales based on other stores?

MS. HAGGART: Yes, they have. And these, I believe, are conservative numbers.

CHAIRMAN McCUSKER: Thank you.
MS. HAGGART: Okay. And so our total project cost is $\$ 257,872$, which include 224,665 for the electrical, mechanical, plumbing, the millwork and construction costs. I also have at the bottom $\$ 3,397$ for construction permits, and our architecture fee has been 29,810.

We do have a tenant improvement allowance from our landlord of 32,175 , plus they've also agreed to cover an additional \$39,360 towards sprinklers, electrical and

```
that air-conditioning unit, so the total --
    CHAIRMAN McCUSKER: You've subtracted from your
    (inaudible)?
    MS. HAGGART: Yeah, we have.
    MR. MARQUEZ: So, Stacy, you basically added up
all these, electrical, HVAC, plumbing, architectural,
construction. That's your 257. You've got the
71,000-dollar credit from your landlord, which is the }186
You've asked for half of that, which is 19.3, but up and
above your 257 is franchise fees, some other soft costs --
    MS. HAGGART: Yes, decor, things like that and
our inventory.
    MR. MARQUEZ: All right. Perfect.
    CHAIRMAN McCUSKER: so that's the 93,000-dollar
number that I think inadvertently ended up in that prior
slide.
    MS. HAGGART: Yes. So I -- I recognize that
Rio Nuevo District does not fund non-tenant improvement
items, so that's why I left them out.
    CHAIRMAN McCUSKER: Yeah, you were extremely
well prepared. Very impressive.
    MS. HAGGART: Thank you.
    CHAIRMAN McCUSKER: Let's see if anybody has
any questions.
    Click through the rest of your slides.
```

Page 38
wanted to thank the Rio Nuevo board for considering our
request, and we can't wait to be a part of the downtown
community and serve the people of Tucson with a smile.
And I included just some silly pictures of my family.
That's what it's all about.

MR. SHEAFE: I've just got two questions. I'm wondering how hard did you and your husband have to work
with your kids to convince them that you were going to do
a store with sweets and candies in it? Was that a
difficult sale?

MS. HAGGART: No, it was not.
MR. SHEAFE: I see.
MS. HAGGART: They're pretty excited.
MR. SHEAFE: I'll bet.
The other thing, I am curious, where are these things made, because they're gorgeous?

MS. HAGGART: Oh, thank you. We have a confectionary that's in Florida.

MR. SHEAFE: So they make everything and they ship it to you, I assume, you know, three times a week or something like that. Is that right?

MS. HAGGART: Yes.
MR. SHEAFE: These places are around the country then?

MS. HAGGART: There is over 62 locations. MR. SHEAFE: Wow.
MS. HAGGART: And more planned. I'm not sure how many are coming on line this year.

MR. SHEAFE: So you have a lot of basis for your projections on your volume.

MS. HAGGART: I believe so.
CHAIRMAN McCUSKER: Brandi, will you pull the budget slide back up as we discuss.

So it is pretty straightforward. There was an item of confusion I think we've clarified. What's the board's pleasure?

MR. SHEAFE: Let's put forth a motion that we approve the request at 93,000 subject to our normal conditions for funding work and ask our counsel to prepare the document to codify that and provide authorization for the executive officers to sign it provided it doesn't vary very substantially from what we're approving here with this motion.

MR. MARQUEZ: Second.
CHAIRMAN McCUSKER: we've got you on tape now, so -- you've probably noticed our court reporter is absent today, so we're recording this.

We have a motion and a second to approve their request of $\$ 93,000$.

## Page 40

1 That works as a draw, Stacy, so we match you as you spend your own money. Brandi and Dan will work through that with you after the meeting.

Brandi if you'll call the roll.
MS. HAGA-BLACKMAN: Mike Levin.
MR. LEVIN: Aye.
MS. HAGA-BLACKMAN: Edmund Marquez.
MR. MARQUEZ: Aye.
MS. HAGA-BLACKMAN: Chris Sheafe.
MR. SHEAFE: Aye.
MS. HAGA-BLACKMAN: Ross McCallister.
MR. McCALLISTER: Aye.
MS. HAGA-BLACKMAN: Jannie Cox.
MS. COX: Aye.
MS. HAGA-BLACKMAN: Fletcher McCusker.
CHAIRMAN McCUSKER: I vote aye on one condition, that you limit me to five macarons at a time.

MR. MARQUEZ: And they're not macaroons, dang it.

CHAIRMAN McCUSKER: Not macaroons. A macaroon, right, Stacy, is a coconut macron?
MS. HAGGART: That's right. So a macaroon are the American coconut deserts. They're very good, too, but macarons are -- they're gluten free and they're made with almond flour, sugar and egg whites.

```
been to one of these locations at the Scottsdale quarter
and they're beautiful. And this is really going to plus
up that area of Congress. When I originally saw your
presentation, obviously super impressed with everything
you two put together, I expected it to kind of be like a
morning/afternoon, but if I remember correctly, you're
going to mirror the hours of the Hub and there's going to
be gelato, there's going to be croissants, there's the
macarons, et cetera. I think this is going to be great
for Congress.
MS. HAGGART: Thank you. Yes, we hope to also attract some of the evening crowd to our store, provide, you know, treats as people are out having a great time.
MR. MARQUEZ: Fletcher will be there.
CHAIRMAN McCUSKER: I neglected to announce the outcome of the vote, so that is approved unanimously.
Stacy, congratulations. We'll reach out to you on the next steps.
MS. COX: May I ask one question of Stacy?
THE COURT: Go ahead.
MS. HAGGART: Sure.
MS. COX: How many days a week are you open?
MS. HAGGART: We're going to be open seven days a week.
```

Page 42
1 MS. COX: Oh, nice.
THE COURT: I think you have your first 10 customers.

MS. HAGGART: Wonderful. Thank you so much to the entire board.

MR. SHEAFE: I think this is great, because that's 35 macarons a week for --

MS. HAGGART: Wonderful. Thank you so much.
CHAIRMAN McCUSKER: Good luck.
Congratulations.
The last item on our agenda is a coded project from Sun Corridor. Just a brief outline of the request. We have a shipping logistics company based in Ohio that's shopping around for western cities to locate a western office. This is competitive. There are several cities bidding on the project. We don't have a lot of the facts. We only learned about it literally a week ago. I think our inclination is to help, but I gather from our conversation so far that we're missing some details, so I think -- given that, I think we're open to a motion.

MR. SHEAFE: I'll make a motion that we table it --

Go ahead. Mike, do you want to get in there?
MR. LEVIN: Mr. Chairman, I'd like to put
forward a motion that we table the project truckload, any
action on that until subsequent information can be provided to the board.

MR. SHEAFE: Second.
CHAIRMAN McCUSKER: okay. So that's a straight up table. That means no action gets taken. We bring it back to the board in the next meeting. I'm going to authorize exec to work on this between those meetings.

MR. LEVIN: Yes, I would amend my motion as such.

MR. SHEAFE: Accept.
CHAIRMAN McCUSKER: okay. So to be clear, the motion and the amended motion provides the executive officers to try and advance this project and grants us the authority to enter into an agreement between now and the next meeting.

MR. LEVIN: Yes.
CHAIRMAN McCUSKER: And that requires a consensus of the members of the exec.

Anybody have any questions about that?
This is not a big item. We're talking about a 50,000-dollar request, you know, so it's not inconsistent with what we would do. There's just some questions we have about the -- what the landlord's doing, what the commerce authority is doing, what Sun Corridor is doing, et cetera.

## Page 44

MR. MARQUEZ: Some clarify on the motion. Is this a motion in which as long as the executive officers are unanimous, we can move forward with what was discussed in executive?

CHAIRMAN McCUSKER: It didn't get into that level of detail, but I would consider that, if Mr. Collins concurs, policy. So by referring it to the executive officers, then authorizing us to execute it, our policy requires consensus.

MS. COX: Would it be a good idea to remove the part about holding the item?

MR. MARQUEZ: Yeah, I think the amendment removed the tabling, because if you table this, by the time -- if we're going to wait a month to discuss this again and not -- and not approve executive to more forward if there's a deal, and obviously we're unanimous, this will go to another city.

MS. COX: Yeah.
THE COURT: I think we clarified that,
Mr. Collins. We don't have a court reporter, but the initial motion was to table. Mike broadened that to authorize the executive officers to execute, so I assume that the second amendment -- the first amendment precedes the original motion. The only other option we have is to withdraw everything and start over with a new motion.


|  | \$7.6 (1) | adventure (1) | 46:7 | 41:13 |
| :---: | :---: | :---: | :---: | :---: |
| \$ | 8:14 | 31:8 | anticipate (4) | attracting (1) |
|  | \$75,000 (1) | afternoon (1) | 8:22,25;11:2;36:6 | 26:11 |
| \$1,350,000 (1) | 19:3 | 3:1 | anticipated (2) | audit (3) |
| 9:24 | \$750,000 (1) | again (10) | 9:7,8 | 19:1,3,4 |
| \$1.2 (2) | 19:9 | 3:19;9:25;15:15; | anticipating (1) | August (1) |
| 9:17;16:23 | \$76,000 (1) | 19:9;26:22;27:2,8; | 32:22 | 32:22 |
| \$1.3 (1) | $16: 25$ | $32: 15 ; 33: 9 ; 44: 15$ | anticipation (1) | authority (3) |
| $16: 14$ | \$80 (1) | agencies (2) | 23:12 | 6:20;43:14,24 |
| \$1.35 (1) | $8: 7$ $\mathbf{8 9 , 0 0 0 ( 1 )}$ | 23:5,5 | applied (2) | authorization (1) |
| 16:16 | \$9,000 (1) | agency (1) | 19:11;34:25 | 39:16 |
| \$10 (1) | $\begin{array}{\|c\|} \hline \mathbf{1 1 : 2 1} \\ \mathbf{\$ 9 3 , 0 0 0}(2) \end{array}$ | 15:25 | $\underset{\text { apply (1) }}{\text { 17:7 }}$ | authorize (2) 43:7;44:22 |
| 20:14 $\mathbf{\$ 1 0 0 , 0 0 0 ~ ( 1 ) ~}$ | 35:6;39:25 | agenda (1) $42: 11$ | approach (1) | authorizing (1) |
| 16:23 |  | ago (9) | 16:13 | 44:8 |
| \$12.4 (1) | A | 11:24;12:8;14:20; | approval (2) | available (2) |
| 9:8 |  | $\begin{aligned} & 17: 24 ; 24: 11 ; 26: 5 ; \\ & 34: 21.23: 42: 17 \end{aligned}$ | 6:17;24:10 approve (7) | $9: 1,10$ |
| $\mathbf{\$ 1 3 , 0 0 0}$ 34:22 | above (1) $37: 10$ | $\begin{aligned} & \text { 34:21,23;42:17 } \\ & \text { agreed (1) } \end{aligned}$ | approve (7) 4:13;6:9,13;15:16; | $\begin{array}{\|l} \text { averaging (1) } \\ 9: 24 \end{array}$ |
| \$14.3 (2) | absent (1) | 36:24 | 39:14,24;44:15 | avoid (1) |
| 9:1,10 | 39:22 absolutely (1) | agreement (1) | approved (4) | 6:16 |
| \$15,000 (1) | $\begin{array}{\|c} \text { absolutely (1) } \\ 31: 8 \end{array}$ | $43: 14$ | 7:1,9;24:21;41:17 approving (4) | away (1) 12:18 |
| $18: 22$ $\$ 16$ (1) | 31:8 <br> Accept (1) | ahead (2) $41: 21 ; 42: 23$ | approving (4) 25:4,8;29:21;39:18 | $\begin{gathered} 12: 18 \\ \text { awesome (2) } \end{gathered}$ |
| 9:4 | 43:10 | air-conditioning (1) | April (3) | 13:7,7 |
| \$16,400,000 (1) | according (1) | 37:1 | 4:11;8:14;9:18 | awful (1) |
| 9:4 | 26:25 | alive (2) | April's (1) | 28:11 |
| \$17 (1) | accounting (1) | 28:5,10 | 25:10 | aye (18) |
| 16:4 | 24:6 | Allegiance (1) | architect/urban (1) | 4:16;5:9,20;15:9; |
| \$170,000 (1) | accurate (1) | 3:17 | 11:22 | 30:4;40:6,8,10,12,14, |
| $\begin{aligned} & 35: 1 \\ & \$ 190.000(1) \end{aligned}$ | 23:23 | allow (1) 15:13 | architects (2) $34: 5 ; 35: 22$ | $\begin{aligned} & 16 ; 45: 20,22,24 ; 46: 1,3, \\ & 5,11 \end{aligned}$ |
| $17: 13$ | 31:25 | allowance (1) | architectural (1) |  |
| \$2 (1) | action (3) | 36:23 | 37:6 | B |
| 9:11 | 6:16;43:1,5 | almond (1) | Architecture (2) |  |
| \$2.4 (4) | activate (1) | 40:25 | 35:23;36:21 | back (18) |
| 8:19;20:5,11;22:10 | 28:15 | $\underset{8: 7: 22: 11.13: 26: 11}{\operatorname{almost}} \mathbf{~ ( 4 )}$ | area (2) | 3:6;5:12;6:11;10:8, |
| $\$ 20 \text { (3) }$ | activation (2) | 8:7;22:11,13;26:11 <br> Along (3) | 32:2;41:4 <br> Arizona (3) | $\begin{aligned} & \text { 11;12:5;13:18;21:1,10, } \\ & \text { 10;23:14;24:20;25:24; } \end{aligned}$ |
| $\begin{gathered} 8: 5,6 ; 11: 13 \\ \mathbf{\$ 2 0 3 ( 1 )} \end{gathered}$ | $13.4,6$ activities (1) | 9:15;14:13;23:7 | Arizona (3) 2:19;26:10; | 10,7:7;28:23;29:1;39:9; |
| 11:14 | 26:7 | although (2) | around (9) | 43:6 |
| \$25,000 (1) | actual (1) | 15:14;17:9 | 8:6;10:15;19:4,9; | background (1) |
| 26:23 | 24:1 | always (1) | 20:10;22:4;24:11; | 31:2 |
| \$257,872 (1) | actually (10) | 9:13 | 38:24;42:14 | backpacked (1) |
| 36:18 | 5:2;9:10;18:19; | $\underset{35 \cdot 24}{\operatorname{amazing}} \mathbf{( 1 )}$ | arsenal (1) | 31:9 |
| \$3,397 (1) | 21:20,21;22:19;23:22; | 35:24 | 28:18 | bake (1) |
| 36:20 | 24:21;28:22;34:6 | amend (1) | article (2) | 31:19 |
| $\begin{gathered} \mathbf{\$ 3 0 , 0 0 0}(\mathbf{1}) \\ 19: 13 \end{gathered}$ | $\begin{array}{\|c} \mid \text { add (1) } \\ 45: 7 \end{array}$ | 43:8 amended (2) | 23:19,21 aside (2) | $\begin{array}{\|c\|} \hline \text { balance (1) } \\ 20: 7 \end{array}$ |
| \$300,000 (2) | added (3) | 43:12;45:5 | 5:5;15:12 | balanced (1) |
| 8:22,25 | 19:18;23:24;37:5 | amendment (3) | assistance (2) | 18:1 |
| \$348,000 (1) | adding (4) | 44:12,23,23 | 20:1,2 | bank (7) |
| 35:2 | 34:1,1,2,13 | amendments (1) | assume (2) | 9:19;17:3,7;19:12; |
| \$39,360 (1) | additional (1) | 45:14 American (1) | 38:21;44:22 | 21:15;22:15;28:1 |
| 36:25 | 36:25 | American (1) | assuming (4) | banks (1) |
| \$40,000 (1) | adjacent (1) | 40:23 | 14:3;23:20;35:2,6 | 8:15 |
| 11:23 | 30:14 | amortized (1) | attendees (1) | base (1) |
| \$600,000 (3) | adjourn (1) | 19:11 | $3: 3$ attention (1) | 7:1 |
| 14:1;18:20;26:16 | 46:8 Administrative (1) | announce (1) | attention (1) | based (3) |
| $\begin{gathered} \$ 640,000(\mathbf{1 )} \\ 8: 17 \end{gathered}$ | $\begin{aligned} & \text { Administrative (1) } \\ & 2: 10 \end{aligned}$ | $41: 16$ annual (1) | 30:23 attorneys (1) | 36:13;42:13;45:14 basically (3) |
| \$7.4 (1) | advance (1) $43: 13$ | $\begin{gathered} 19: 3 \\ \text { answered (1) } \end{gathered}$ | $\begin{gathered} 45: 17 \\ \text { attract (1) } \end{gathered}$ | $17: 24 ; 33: 25 ; 37: 5$ <br> basis (1) |
| 23:22 | 43:13 | answered (1) | attract (1) | basis (1) |


| 39:5 | bonds (1) | calculated (1) | 5:4,11;6:6,21;10:2,8, | cognizant (1) |
| :---: | :---: | :---: | :---: | :---: |
| bathroom (2) | 19:9 | 25:1 | 25;11:6;12:24;13:1,13, | 28:16 |
| 33:24;34:1 | both (1) | calculates (1) | 18,25;14:5,17,21;15:1, | collected (1) |
| Bautista (2) | 26:13 | 24:16 | 4,9,11,22;16:11;18:5,8; | 17:4 |
| 23:19;24:1 | bottom (2) | California (1) | 20:20;21:8,19,22,25; | Collins (7) |
| beautiful (2) | 11:10;36:20 | 31:7 | 22:9,18,21;23:8,14; | 2:11;6:15,19;44:6, |
| 35:21;41:3 | bought (2) | call (6) | 24:15,23;25:12;27:11; | 20;45:1,3 |
| become (4) | 13:5;27:21 | 3:20;7:6;26:20;27:6; | 28:5,25;29:3,20;30:4, | colors (1) |
| 7:13;8:1;14:9;16:6 | boundaries (1) | 40:4;45:18 | 6;32:5,10,14,17;33:1, | 35:25 |
| began (1) | 27:24 | called (1) | 11,18;35:7,11,16;36:9, | Combined (1) |
| 34:21 | Bowl (1) | 19:20 | 12,16;37:2,14,20,23; | 7:23 |
| beginning (3) | 26:10 | came (2) | 39:8,21;40:16,20; | comfortable (3) |
| 10:3,9;33:5 | Boxyard (3) | 23:23;25:6 | 41:16;42:9,24;43:4,11, | 16:3;45:1,3 |
| below (2) | 13:14,23,25 | can (26) | 17;44:5;45:3,6,10,13; | coming (8) |
| 9:2;20:6 | Brandi (17) | 3:5,20;5:24;6:10,11, | 46:5,11 | 8:16,19;10:17;28:23; |
| benefits (1) | 2:10;3:7,9,18;6:3; | 15,17;9:4;10:4;15:25; | challenge (1) | 29:1,17;32:23;39:4 |
| 24:16 | 10:21;13:13;25:14; | 20:10;21:10;23:3,11; | 7:11 | commencing (1) |
| best (1) | 26:21;30:20;31:23; | 25:2,14;27:3,4,25; | chance (1) | 2:21 |
| 31:12 | 32:5,19;39:8;40:2,4; | 30:25;31:23;35:17,20, | 31:23 | comment (5) |
| bet (2) | 45:18 | 22;43:1;44:3 | change (4) | 6:6;15:14,17;25:16; |
| 24:15;38:15 | brief (1) | candies (1) | 4:12;17:18;18:15; | 27:4 |
| better (6) | 42:12 | 38:10 | 20:8 | comments (2) |
| 13:10;16:22;25:7,11; | bring (4) | Canyon (3) | check (1) | 27:9;29:22 |
| 26:1;31:17 | 6:11;25:21;31:15; | 19:12;22:14;31:9 | 24:20 | commerce (1) |
| bidding (1) | 43:5 | capacity (1) | chocolates (1) | 43:24 |
| 42:16 | bringing (1) | 34:8 | 31:21 | commercial (2) |
| big (11) | 34:15 | capital (1) | Chris (4) | 24:12,14 |
| 9:13;15:19;18:15; | broadened (1) | 17:14 | 2:3;14:22;40:9; | commitment (7) |
| 19:17,20;21:13;26:5,6; | 44:21 | car (1) | 45:23 | 10:3,14;11:16;20:24; |
| 27:15;28:4;43:20 | Broadway (1) | 29:10 | church (1) | 24:1,8,13 |
| bigger (2) | 28:6 | card (1) | 31:12 | commitments (4) |
| 24:19;28:7 | brought (1) | 22:8 | cities (2) | 13:21;19:16;22:2,10 |
| billed (1) | 31:13 | case (1) | 42:14,15 | committed (7) |
| 11:23 | bucks (2) | 9:11 | City (3) | 8:6;9:3;11:13,14; |
| bills (1) | 27:12,13 | cash (14) | 2:18;14:25;44:17 | 13:14;20:15,22 |
| 14:4 | budget (32) | 8:9,22;15:2,2;20:5,6, | clarified (2) | committing (1) |
| bit (6) | 5:24;6:1,7,10,17;8:4, | 21;21:1,8,11,23;24:2; | 39:11;44:19 | 28:1 |
| 8:16;9:13;16:17; | 10,11,22;15:6,13,16, | 25:2;35:1 | clarify (3) | Community (5) |
| 17:9;19:10;27:7 | 19,20,22;16:1,6,7,22; | casino (1) | 35:17;44:1;45:7 | 19:12,22;31:12,16; |
| bizarre (1) | 19:23;20:3,11;23:15, | 26:8 | clear (2) | 38:4 |
| 32:16 | 17;25:4,13,17,18; | Caterpillar (2) | 20:20;43:11 | company (1) |
| black (1) | 29:15,21;35:17;39:9 | 17:21,24 | Click (3) | 42:13 |
| 36:2 | budgeted (4) | caused (1) | 5:13;33:2;37:25 | competitive (1) |
| blank (1) | 10:1;16:4,14;17:17 | 23:18 | Click's (1) | 42:15 |
| 10:13 | budgeting (1) | Center (3) | 29:1 | complete (1) |
| blessed (1) | 9:16 | 8:8;10:19;19:13 | close (1) | 34:16 |
| 35:23 | building (3) | certain (1) | 29:25 | completed (1) |
| block (3) | 7:5;24:10;25:24 | 20:16 | closer (1) | 7:18 |
| 7:17;10:13;20:25 | built (2) | certainly (5) | 17:13 | complicated (1) |
| blown (1) | 23:1;27:20 | 6:12;9:19;12:10,16; | closing (1) | 18:21 |
| 12:18 | bullet (1) | 26:17 | 23:6 | components (1) |
| blush (1) | 32:8 | Certified (1) | Cocker (1) | 17:16 |
| 36:1 | bunch (2) | 2:19 | 5:3 | concept (1) |
| BOARD (11) | 17:3;19:22 | cetera (2) | coconut (2) | 24:12 |
| 2:1,11,13,16;15:12; | business (2) | 41:10;43:25 | 40:21,23 | concurs (1) |
| 20:18;27:5;38:2;42:5; | 27:15;36:4 | CFO (2) | code (1) | 44:7 |
| 43:2,6 |  | 2:12;8:13 | 34:15 | condition (1) |
| board's (1) | C | chain (1) | coded (1) | 40:17 |
| 39:12 |  | 32:3 | 42:11 | conditions (1) |
| Bob (1) | Cafe (1) | Chair (1) | codify (1) | 39:15 |
| 4:24 | 12:20 | 2:2 | 39:16 | confectionary (1) |
| bogie (1) | calculate (1) | CHAIRMAN (84) | coffees (1) | 38:19 |
| 21:13 | 24:24 | 3:1,13;4:7,16,18,22; | 31:22 | confirm (1) |


| 25:2 | course (6) | 23:11 | discussed (2) | 28:6;32:24 |
| :---: | :---: | :---: | :---: | :---: |
| confusion (2) | 7:19;18:16;26:14; | deal (2) | 17:21;44:3 | eastern (1) |
| 23:18;39:11 | 32:12;34:3;35:5 | 9:13;44:16 | discussion (1) | 27:23 |
| congratulating (1) | COURT (14) | deals (1) | 23:18 | edge (1) |
| 7:25 | 3:18;5:9,16,20,22; | 18:21 | display (1) | 27:23 |
| congratulations (2) | 12:4;26:3;29:24;33:5; | debate (2) | 35:20 | Edmund (6) |
| 41:18;42:10 | 39:22;41:21;42:2; | 11:8;26:17 | displayed (1) | 2:4;3:23;14:13;29:8; |
| Congress (5) | 44:19,20 | debt (4) | 20:24 | 40:7;45:21 |
| 30:15;32:3,24;41:4, | cover (2) | 8:23;17:8;19:8,14 | distribute (1) | egg (1) |
| 11 | 34:18;36:24 | decent (1) | 27:3 | 40:25 |
| connecting (1) | covering (1) | 20:18 | District (6) | eight (2) |
| 34:14 | 22:15 | decor (1) | 2:18;11:16;23:21; | 6:16;29:25 |
| consensus (2) | COVID (1) | 37:11 | 33:23;36:6;37:18 | either (1) |
| 43:18;44:9 | 26:15 | decrease (1) | document (1) | 13:20 |
| conservative (4) | Cox (27) | 19:1 | 39:16 | El (1) |
| 16:5,13;27:7;36:15 | 2:5;3:25;4:1,15;5:7; | deep (1) | dollars (2) | 26:12 |
| consider (1) | 11:18;12:6,12,14,20, | 34:24 | 19:24;29:4 | electrical (4) |
| 44:6 | 25;13:5,9,22;15:7; | delayed (1) | done (5) | 34:4;36:19,25;37:6 |
| considered (1) | 25:16;26:2;30:2;40:13, | 20:17 | 15:25;16:6;19:25; | electronically (1) |
| 23:6 | 14;41:20,23;42:1; | delicious (1) | 23:24;28:7 | 22:17 |
| considering (1) | 44:10,18;46:2,3 | 31:16 | door (2) | elements (1) |
| 38:2 | create (1) | demolition (2) | 32:25;34:15 | 34:20 |
| consist (1) | 26:18 | 14:8,8 | dop (1) | else (2) |
| 19:19 | creating (2) | depot (1) | 23:11 | 11:6;18:23 |
| construction (6) | 29:10;32:2 | 16:25 | double-check (1) | elsewhere (1) |
| 35:6,12,15;36:20,21; | credit (1) | deserts (1) | 12:10 | 7:19 |
| 37:7 | 37:8 | 40:23 | doubled (1) | Empire (1) |
| contractors (1) | croissants (1) | desire (1) | 7:1 | 14:10 |
| 10:24 | 41:9 | 31:14 | down (7) | encourage (1) |
| contribute (1) | crowd (1) | destination (1) | 10:6;11:10;20:6; | 7:3 |
| 26:23 | 41:13 | 7:14 | 22:3;26:21;29:11,13 | end (9) |
| contributions (2) | curious (3) | detail (2) | downtown (14) | 6:21;7:9;8:17;10:18 |
| 11:8;25:20 | 14:12;31:7;38:16 | 25:12;44:6 | $7: 7,13 ; 8: 1 ; 19: 17,18$ | 20:7;22:7,25;24:5;36:8 |
| convene (2) | currently (3) | details (1) | $21 ; 25: 22,25 ; 26: 8,13,$ | ended (3) |
| 6:2;15:6 | 20:22;32:4;36:5 | 42:19 | 22;29:18;30:11;38:3 | 18:5;30:7;37:15 |
| Convention (2) | cushion (1) | determined (1) | draft (1) | energy (1) |
| 8:8;19:13 | $22: 11$ | 9:6 | 15:20 | 34:8 |
| conversation (1) | customers (1) | development (2) | dramatic (1) | engaged (1) |
| 42:19 | 42:3 | 14:6;24:13 | 19:1 | 30:13 |
| convince (1) |  | difference (2) | draw (1) | engineer (1) |
| 38:9 | D | 21:5;27:1 | 40:1 | 31:3 |
| cool (2) 12:21,22 |  | different (2) $23: 5 ; 35: 12$ | dream (1) | enough (1) $34: 9$ |
| correctly (1) | $6: 1,11 ; 8: 9,12 ; 10: 2$ | difficult (1) | ducting (1) | enter (1) |
| 41:7 | 21;11:19;13:13;15:20; | 38:11 | 34:3 | 43:14 |
| Corridor (3) | 16:5,8;17:19;18:25; | dig (1) | due (4) | enticing (1) |
| 42:12;43:24;46:7 | 21:4;24:2;26:5;40:2 | 16:11 | 8:20;21:14;22:22,24 | 25:21 |
| cost (3) | Dandelion (2) | digging (1) | during (1) | entire (2) |
| 35:4,14;36:18 | 12:20;13:3 | 34:24 | $26: 15$ | $9: 20 ; 42: 5$ |
| costs (4) | dang (1) | dip (1) | Dusk (1) | equipment (1) |
| 34:19;35:6;36:20; | 40:18 | 9:12 | 26:11 | 35:5 |
| 37:10 | $\begin{gathered} \text { Daniel (1) } \\ 2 \cdot 12 \end{gathered}$ | $\begin{gathered} \text { directed (1) } \\ 24: 13 \end{gathered}$ |  | esthetic (1) |
| $\begin{aligned} & \text { Counsel (3) } \\ & 2: 11,13 ; 39: 15 \end{aligned}$ | $\begin{gathered} 2: 12 \\ \text { Danny (1) } \end{gathered}$ | 24:13 <br> direction (1) | E | $\begin{gathered} 34: 16 \\ \text { estimate (4) } \end{gathered}$ |
| counter (1) | 7:20 | 28:24 | earlier (1) | 9:14;11:4;16:2; |
| 35:21 | day (4) | directly (1) | 17:21 | 20:18 |
| country (1) | 2:20;5:24;9:19; | 32:24 | early (1) | estimated (2) |
| 38:25 | 31:17 | Director (1) | 6:10 | 20:13;21:24 |
| county (2) | days (3) | 2:10 | earmarked (1) | et (2) |
| 15:24;20:1 | 23:4;41:23,24 | Directors (1) | 20:24 | 41:10;43:25 |
| couple (5) | dead (1) | 2:17 | easily (1) | even (3) |
| 6:23;8:16;10:16; | 23:11 | discuss (2) | $20: 9$ | 24:9;29:15;34:6 |
| 20:2;27:16 | deadline (1) | 39:9;44:14 | East (2) | evening (1) |


| $\begin{aligned} & 41: 13 \\ & \text { Event (5) } \\ & \text { 10:19;19:19;26:15, } \\ & 23,24 \end{aligned}$ | 37:20 eye (1) 28:4 | $\begin{aligned} & \text { 22:5;24:18;40:15; } \\ & 41: 15 ; 46: 4 \\ & \text { Florida (1) } \\ & 38: 19 \\ & \text { flour (1) } \\ & 40: 25 \end{aligned}$ | ```funding (4) 16:19;20:14;28:20; 39:15 further (1) 45:16 future (2) 20:23;32:3``` | $\begin{aligned} & 16: 25 ; 18: 9,10,11 \\ & \text { group }(\mathbf{1}) \\ & 27: 19 \\ & \operatorname{groups}(\mathbf{1}) \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
| ```events (3) 19:20,22;25:22 everybody (4) 7:3;23:20;24:9;27:3``` | F |  |  | 28:10 |
|  |  |  |  | guess (2) |
|  | $\begin{aligned} & \text { Facilities (1) } \\ & 2: 17 \end{aligned}$ | $\begin{aligned} & \text { following (1) } \\ & 16: 1 \end{aligned}$ |  | 20:17;24:25 |
|  |  |  |  | guessing (1) |
| $\begin{aligned} & \text { everyone (3) } \\ & 3: 2 ; 5: 22 ; 46: 6 \end{aligned}$ | $\begin{array}{r} \text { facts }(\mathbf{1}) \\ 42: 16 \end{array}$ | foot (1) | G | 24:2 |
|  |  |  |  | guys (3) |
| everywhere (1)13:8 | falls (1) | foots (1)$20: 21$ | Gadsden (4) | 10:22;14:11;27:21 |
|  |  |  | 21:14;22:12,21;25:5 |  |
| evolution (1)26:7 | $31: 9 ; 38: 5$ | Force (1) | Gary (2) | H |
|  |  |  | 30:19;31:3 |  |
| example (1) | far (3) | forecasting (1) | gather (1) | Haga-Blackman (33) |
| 34:21 | 14:13;34:20;42:19 | 16:5 | 42:18 | 2:10;3:11,15,22,25; |
| exceeding (1) | fast (2) | forgave (1) | gave (1) | 4:2,4,6;6:5;10:5,23; |
| 34:7 | 14:3;32:23 | 17:24 | 29:10 | 12:2;25:15;32:8,12,16; |
| exception (1) | favor (6) | form (1) | gelato (2) | 33:3,7,13,16,19;40:5,7, |
| 20:25 | 4:16;5:9,20;15:9; | 17:3 | 31:20;41:9 | 9,11,13,15;45:19,21, |
| excise (1) | 30:4;46:11 | former (1) | generate (3) | 23,25;46:2,4 |
| 24:24 | fee (2) | 31:5 | 16:20;17:9;36:5 | HAGGART (30) |
| excited (2) | 35:5;36:21 | forth (2) | generated (2) | 30:18,19,24;32:18; |
| 30:17;38:14 | feel (3) | 23:21;39:13 | 8:22;29:4 | 33:14,21;35:10,14,18; |
| exciting (2) | 27:7,10;36:2 | forward (6) | generating (1) | 36:11,14,17;37:4,11, |
| 29:19;30:10 | fees (3) | 8:15;28:5,9;42:25; | 28:14 | 17,22;38:1,12,14,18, |
| excludes (1) | 18:16,18;37:10 | 44:3,15 | geographic (1) | 23;39:1,3,7;40:22; |
| 8:7 | feet (1) | found (2) | 32:2 | 41:12,22,24;42:4,8 |
| Excuse (1) | 24:12 | 17:12;34:6 | gets (3) | Half (5) |
| 9:21 | Fenton (1) | four (2) | 15:23,24;43:5 | 17:14,15;24:3,4;37:9 |
| exec (2) | 7:20 | 12:8;26:5 | Gibsons (1) | hand (3) |
| 43:7,18 | festival (2) | Fox (1) | 10:19 | 8:15;21:8,23 |
| execute (2) | 26:8,9 | 7:10 | given (3) | hang (1) |
| 44:8,22 | few (8) | franchise (5) | 3:7;27:12;42:20 | 3:5 |
| executive (9) | 6:14;9:5;11:20; | 32:4;35:5,25;36:9; | gluten (1) | happen (3) |
| 3:4;5:6;39:17;43:12; | 18:12;19:15;23:4;26:5, | 37:10 | 40:24 | 13:11;23:2;27:17 |
| 44:2,4,7,15,22 | 10 | franchisor (1) | Good (12) | happened (1) |
| expect (2) | figured (1) | 34:17 | 3:1;9:12,15,19,25; | 17:21 |
| 17:13;18:18 | 36:1 | free (2) | 16:15;20:13;26:4; | hard (1) |
| expected (2) | finally (5) | 27:10;40:24 | 35:18;40:23;42:9; | 38:8 |
| 35:2;41:6 | 7:11;10:17;17:11; | freezer (1) | 44:10 | hear (5) |
| expense (1) | 29:9,17 | 34:22 | gorgeous (1) | 6:17;8:4;13:16; |
| 11:22 | fine (2) | freezing (1) | 38:17 | 28:25;30:17 |
| expenses (4) | 31:20;45:17 | 34:14 | go-to (1) | heard (1) |
| 8:24;18:14;19:1; | finish (3) | French (3) | 7:13 | 13:15 |
| 20:4 | 8:11;10:17;26:13 | 30:14;31:19,20 | government (1) | hearing (8) |
| expensive (1) | finishing (1) | French-inspired (1) | 23:5 | 6:1,2,8,16;15:5,6; |
| 34:20 | 14:15 | 31:21 | GPLET (3) | 29:24;30:1 |
| explaining (1) | fire (1) | Friedman (3) | 18:12;24:16;28:13 | heart (2) |
| 21:4 | 34:14 | 7:17;10:13;20:25 | Grand (2) | 33:20,22 |
| extended (1) | first (5) | friends (1) | 31:9;32:22 | held (2) |
| 23:8 | 3:4;24:3;29:3;42:2; | 31:12 | Grant (1) | 2:18;19:21 |
| extension (1) | 44:23 | front (1) | 7:16 | help (4) |
| 23:2 | fiscal (10) | 16:20 | grants (1) | 19:21;34:18;35:3; |
| extensive (1) | 6:8,22;9:1,16,23; | fruition (1) | 43:13 | 42:18 |
| 34:11 | 11:5;12:15;15:13; | 29:17 | gray (1) | helped (1) |
| extent (1) | 16:14;20:19 | full (1) | 36:1 | 36:12 |
| 20:16 | five (4) | 29:14 | grease (1) | Hey (1) |
| extra (1) | 7:5;23:5;31:7;40:17 | fun (1) | 34:14 | 17:19 |
| 19:4 | flag (1) | 30:10 | great (7) | hiatus (1) |
| extraordinary (4) | 3:8 | fund (5) | 13:10,12;33:21; | 26:14 |
| 7:4,18;11:12;26:6 |  | $16: 20 ; 17: 14 ; 24: 5$ | $35: 24 ; 41: 10,14 ; 42: 6$ | high (4) |
| extremely (1) | 2:2;4:6;16:12;21:5; | $34: 24 ; 37: 18$ | Greyhound (4) | 18:18,20;22:24;31:4 |


| higher (1) | 12:18;37:3 | 6:16;10:10,10;15:4, | lack (1) | 3:4;7:8;39:4 |
| :---: | :---: | :---: | :---: | :---: |
| 12:4 | inclination (1) | 19;16:4;21:9;29:24; | 16:22 | lines (1) |
| Highwire (1) | 42:18 | 39:11;42:11;43:20; | LaCo (1) | 9:15 |
| 10:19 | inclined (1) | 44:11 | 12:17 | linger (1) |
| hit (1) | 15:15 | itemize (1) | land (1) | 11:5 |
| 19:17 | include (2) | 19:15 | 28:14 | link (1) |
| HOA (1) | 21:22;36:18 | itemized (1) | landfill (1) | 5:14 |
| 31:11 | included (3) | 20:3 | 27:17 | list (2) |
| hockey (1) | 21:21;23:25;38:5 | items (3) | landlord (2) | 9:2,3 |
| 17:11 | includes (1) | 20:3;26:22;37:19 | 36:24;37:8 | Literally (3) |
| hold (2) | 22:1 |  | landlords (1) | 22:13;23:4;42:17 |
| 6:1;25:4 | including (1) | J | 31:10 | little (12) |
| holding (3) | 35:4 |  | landlord's (1) | 8:15;9:5,13;12:21; |
| 14:15;29:20;44:11 | income (6) | Jannie (5) | 43:23 | 16:17;17:8;18:12,20; |
| home (1) | 16:24;17:1,6,9;18:9; | 2:5;3:25;12:17; | landscape (1) | 19:10;24:7;27:7;31:2 |
| 31:6 | 19:10 | 40:13;46:2 | 11:22 | loan (5) |
| hope (3) | inconsistent (1) | Jazz (1) | large (1) | 8:20;17:24;19:12; |
| 23:12;30:22;41:12 | 43:21 | 26:9 | 27:23 | 22:15;34:25 |
| Hopefully (1) | increase (1) | Jim (3) | last (15) | local (1) |
| 10:18 | 10:5 | 29:1,8,8 | 7:2;8:5;10:16;14:11; | 31:12 |
| hot (1) | indeed (1) | job (2) | 16:15;18:23;19:2,4; | locate (1) |
| 36:1 | 4:8 | 13:12;35:24 | 21:9;27:12;33:4,8; | 42:14 |
| hotel (1) | Indian (2) | Joe (1) | 35:8;42:11;45:14 | location (4) |
| 7:4 | 7:21;10:25 | 5:2 | launch (3) | 32:21,23;33:20,22 |
| hour (1) | indicated (2) | journey (1) | 4:9;30:14;32:11 | locations (4) |
| 2:21 | 14:22;23:21 | 34:21 | launched (1) | 32:1,1;39:1;41:2 |
| hours (1) | information (2) | July (3) | 7:18 | logistics (1) |
| 41:8 | 6:11;43:1 | 6:9;12:16;29:2 | lead (1) | 42:13 |
| hover (1) | infrastructure (1) | June (18) | 3:9 | long (4) |
| 10:2 | 34:12 | 6:9,12,18,24;8:20; | learned (1) | 28:21;29:7;34:19; |
| Hub (3) | initial (1) | 13:19;15:18;20:7; | 42:17 | 44:2 |
| 30:15;32:25;41:8 | 44:21 | 21:15,24;22:22;23:1,9, | least (4) | longer (1) |
| huge (3) | initiative (1) | 10;25:5;27:4;28:12; | 11:3,23;24:6;32:15 | 18:1 |
| 26:9,13,25 | 30:12 | 29:21 | leave (1) | look (9) |
| huh (1) | instead (2) |  | 5:13 | 11:10;15:12;21:3; |
| 12:9 hundred (1) | 16:19;28:22 Interest (5) | K | leaves (1) | 22:2;26:3,20;27:24; |
| $\begin{aligned} & \text { hundred (1) } \\ & 20: 9 \end{aligned}$ | Interest (5) 17:1,2,6,9;19:10 | keep (6) | 9:10 left (2) | 35:20;45:17 looking (2) |
| husband (4) | interesting (1) | 13:16;14:14;28:4,20; | 18:21;37:19 | 9:14;29:15 |
| 30:11;31:3,14;38:8 | 18:17 | $33: 9,16$ | legal (2) | looming (1) |
| HVAC (2) | into (13) | keeping (2) | 18:16,18 | 27:16 |
| 34:2;37:6 | 8:10;11:5,8;17:6; | 28:5;33:25 | legislature (1) | $\boldsymbol{\operatorname { l o t }}$ (11) |
|  | 18:21;22:15;23:1,25; | keeps (1) | 6:22 | 13:9;17:1,9;22:14; |
| I | 24:3;25:8;35:1;43:14; | 14:25 | Leo (1) | 24:19;27:22,25;28:11; |
|  | . $44: 5$ | Kent (1) | 7:2 | 29:18;39:5;42:16 |
| iconic (1) | inventory (5) | 7:2 | less (6) | love (2) |
| 7:22 | 29:8,9,10;35:6;37:12 | kibitz (1) | 8:23,23,24;16:4; | 29:22;31:8 |
| idea (1) | invested (3) | 26:17 | 19:10;20:4 | lowers (1) |
| 44:10 | 8:8;17:5;35:1 | kidding (1) | level (1) | 17:8 |
| immediately (1) | investment (5) | 3:14 | 44:6 | luck (1) |
| 30:14 | 12:23,24,25;35:2; | kids (2) | leverage (2) | 42:9 |
| impressed (1) | 36:7 | 31:7;38:9 | 11:11,17 | lucrative (1) |
| 41:5 | invite (1) | kind (11) | Levin (13) | 24:25 |
| impressive (2) | $27: 5$ | 4:23,24;8:24;9:11; | $2: 7 ; 4: 2,3 ; 15: 8 ; 40: 5,$ | lunch (1) |
| $11: 18 ; 37: 21$ | invoice (1) | 10:3;11:17;14:14;21:5; | $6 ; 42: 24 ; 43: 8,16 ; 45: 9$ | $12: 17$ |
| improvement (4) ${ }_{\text {a }}$ ( | $12: 1$ invoices (1) | 22:7;26:7;41:6 KLA (1) | 19,20;46:9 | M |
| $34: 19 ; 35: 4 ; 36: 23 ;$ $37 \cdot 18$ | invoices (1) | KLA (1) | lieu (1) | M |
| 37:18 improvements (3) | $12: 7$ involved (1) | 22:16 | 25:1 |  |
| improvements (3) 8:18;19:12;22:16 | involved (1) $7: 12$ | Krueger (1) $7: 16$ | lights (3) 12:19;26:14;34:7 | macarons (7) $30: 7 ; 31: 16,20 ; 40: 17$, |
| inadvertently (1) | issues (2) | 7:16 | limit (1) | $\begin{aligned} & 30: 7 ; 31: 16,20 ; 40: 17, \\ & 24 ; 41: 10 ; 42: 7 \end{aligned}$ |
| 37:15 | 14:18,22 | L | 40:17 | macaroon (2) |
| inaudible (2) | item (12) |  | line (3) | 40:21,22 |


| $\begin{gathered} \text { macaroons (3) } \\ 30: 7 ; 40: 18,20 \end{gathered}$ | $\begin{aligned} & 11,16 ; 36: 9,12,16 ; 37: 2, \\ & 14,20,23 ; 39: 8,21 ; \end{aligned}$ | $\begin{aligned} & \text { 17:19;28:20 } \\ & \text { minimal (1) } \end{aligned}$ | $\begin{gathered} \text { 28:2,10;42:4,8 } \\ \text { Multipurpose (1) } \end{gathered}$ | $\begin{gathered} \text { numbers (1) } \\ 36: 15 \end{gathered}$ |
| :---: | :---: | :---: | :---: | :---: |
| $\begin{aligned} & \text { Macron (4) } \\ & 31: 18 ; 32: 4 ; 36: 4 \\ & 40: 21 \end{aligned}$ | 40:15,16,20;41:16; | 18:13 | 2:17 | 0 |
|  | 42:9;43:4,11,17;44:5; | minus (1) | N |  |
|  | 45:6,10,13;46:4,5,11 | 22:1 |  | objection (1) |
| makes (2) | mean (3) | minute (1) |  |  |
| 6:1;26:25 | 13:10;20:8;27:6 | 35:8 | national (1) | 29:20 |
| making (2) | means (1) | minutes (3) | 8:2 | obvious (1) |
| 22:5;25:20 | 43:5 | 3:5;4:10;5:12 | natives (1) | 27:11 |
| Many (5) | measure (1) | mirror (1) | 31:7 | Obviously (5) |
| 16:19;18:17;34:20; | 6:25 | 41:8 | nearly (1) | 6:8;23:11;36:4;41:5; |
| 39:4;41:23 | mechanical (1) | missing (1) | 24:5 | 44:16 |
| March (2) | 36:19 | 42:19 | necessarily (1) | occurred (1) |
| 9:22;16:16 | Medcoff (2) | modified (1) | 15:16 | 24:11 |
| marginal (1) | 2:13;23:10 | 9:5 | need (6) | off (7) |
| 7:5 | meeting (15) | momentum (1) | 4:11,12;5:6;15:5; | 3:4;16:18;17:20; |
| margins (2) | 2:16;3:2;4:9,11; | 7:23 | 29:25;46:8 | 18:19;22:7;25:4;29:21 |
| 33:6,11 | 5:13;6:12,18;13:19; | money (8) | neglected (1) | office (2) |
| mariachi (1) | 15:18;25:5;27:4;28:12; | 15:2,2;17:3,3;22:25; | 41:16 | 7:5;42:15 |
| 26:8 | 40:3;43:6,15 | 28:1,23;40:2 | negotiations (1) | officers (5) |
| Mark (1) | meetings (2) | Monier (1) | 7:18 | 39:17;43:13;44:2,8, |
| 2:11 | 10:16;43:7 | 21:14 | nervous (1) | 22 |
| marketing (2) | MEMBERS (4) | month (15) | 32:20 | Ohio (1) |
| 25:13,17 | 2:1;5:13;27:6;43:18 | 6:10;8:23,25;9:17, | new (9) | 42:13 |
| Marquez (31) | mentioned (2) | 24;11:24;14:20;16:15, | 7:1;10:12;19:11; | Oklahoma (1) |
| 2:4;3:10,14,23,24; | 10:13;41:1 | 16,16,23;18:22;19:9, | 20:15,17;26:9;36:4,7; | 17:7 |
| 4:25;5:8,19;12:17,22; | merchandise (1) | 14;44:14 | 44:25 | Old (4) |
| 13:3,7,12;28:13;29:14, | 31:21 | monthly (2) | news (4) | 7:21;26:10;29:16,17 |
| 22;30:3,22;37:5,13; | met (1) | 17:8;26:15 | 9:16,19,25;16:1 | once (2) |
| 39:20;40:7,8,18;41:1, | 41:1 | months (3) | next (17) | 3:18;26:3 |
| 15;44:1,12;45:21,22; | Meyers (24) | 7:2;9:23;24:4 | 9:1,1,9;11:5;12:15; | one (16) |
| 46:10 | 2:12;8:12,12;11:2, | more (17) | 15:13;20:14,19;24:3; | 3:15;7:22;11:21; |
| Marriott (1) | 25;12:10,13;13:15; | 6:7,23;9:25;11:15; | 27:13;30:25;31:24; | 12:7;15:19;17:19; |
| 7:6 | 15:21;16:10,12;17:23; | 12:14;17:1;22:14; | 32:24;34:15;41:19; | 26:25;27:17;28:3;31:1; |
| match (1) | 18:2,10,12;19:2,6,8; | 28:12;29:8,10;31:25; | 43:6,15 | 34:6;38:1;40:16;41:2, |
| 40:1 | 21:18,20,24;25:9;27:5; | 34:6,20,22;35:15;39:3; | nice (2) | 20;45:14 |
| matter (1) | 28:19 | 44:15 | 25:9;42:1 | ones (1) |
| 15:23 | Michael (1) | morning/afternoon (1) | nine (1) | 28:3 |
| maximum (1) | 2:7 | 41:7 | 9:23 | online (2) |
| 35:3 | mid (1) | most (2) | none (1) | 5:12;28:21 |
| May (8) | 22:22 | 11:23;17:6 | 29:24 | only (7) |
| 2:20;3:2;6:8;7:13; | middle (1) | motion (27) | non-tenant (1) | 11:21;26:3;27:15,16; |
| 18:20;23:18;26:4; | 31:5 | 4:12,17;5:6,10,21; | 37:18 | 32:4;42:17;44:24 |
| 41:20 | might (3) | 15:5,10;29:25;30:5; | normal (1) | open (6) |
| maybe (6) | 6:23;27:13;32:10 | 39:13,19,24;42:20,21, | 39:14 | 6:15;10:18;31:18; |
| 6:24;10:3;18:19; | Mike (6) | 25;43:8,12,12;44:1,2, | note (1) | 41:23,24;42:20 |
| 20:25;35:13,13 | 4:2;40:5;42:23; | 21,24,25;45:4,13;46:8, | 21:14 | opened (1) |
| McCallister (13) | 44:21;45:7,19 | 12 | Nothing's (1) | 7:2 |
| 2:6;4:4,5,14,21;5:2, | Mile (1) | move (9) | 27:17 | opening (2) |
| 18;18:25;19:5;40:11, | 7:16 | 5:17;8:10,15;14:9; | notice (2) | 32:6,22 |
| 12;45:25;46:1 | million (40) | 20:10;30:6;33:14;44:3; | 4:20;15:15 | operating (2) |
| McCusker (85) | 6:11;8:5,6,7,14,19; | 45:6 | noticed (1) | 8:24;18:14 |
| 2:2;3:1,13;4:6,7,16, | 9:1,7,8,10,11,17,18; | moved (11) | 39:22 | operations (1) |
| 18,22;5:4,11;6:6,21; | 11:13,14;16:4,14,16, | 4:14;5:7,18;15:7; | Nuevo (11) | 17:15 |
| 10:2,8,25;11:6;12:24; | 23;19:24;20:5,11,14; | 26:8;28:9;30:2;45:8,9, | 2:17;3:2;5:24;8:13; | opportunity (3) |
| 13:1,13,18,25;14:5,17, | 21:2,3,6,6,13,14;22:1, | 14;46:9 | 33:20,23;34:18;35:3; | 15:14;30:13;34:24 |
| 21;15:1,4,9,11,22; | 1,10,10;23:22;24:1,7,8; | moving (9) | 36:6;37:18;38:2 | option (1) |
| 16:11;18:5,8;20:20; | 27:12,13;29:4 | 6:14;7:11;10:20,23; | number (18) | 44:24 |
| 21:8,19,22,25;22:9,18, | million-dollar (3) | 14:3,10;23:7;28:5; | 6:16;16:2,18;17:12; | oral (2) |
| 21;23:8,14;24:15,23; | 11:4;16:2;24:10 | 33:15 | 18:16;20:10,21;21:21; | 15:3;19:7 |
| 25:12;27:11;28:25; | millwork (1) | much (13) | 23:23;24:1,16;25:10; | order (1) |
| 29:3,20;30:4,6;32:5,10, | 36:19 | 7:15;13:16;18:15,21, | 26:14;28:7;35:4,9,12; | 34:9 |
| 14,17;33:1,11,18;35:7, | mind (2) | 23;23:20;25:5,7;27:14; | 37:15 | organizations (4) |


| 19:23;25:18,19,21 | 6:14 | planner (1) | 11:19 | $6: 2 ; 11: 7 ; 15: 5,13,17$ |
| :---: | :---: | :---: | :---: | :---: |
| original (1) | passed (6) | 11:23 | pretty (16) | 23;16:7;26:7;29:23 |
| 44:24 | 4:17;5:10,21;15:10; | plans (1) | 7:15;11:18;14:10,23; | public/private (1) |
| originally (1) | 30:5;46:12 | 30:17 | 16:13;18:15,18,21,23; | 10:14 |
| 41:4 | passes (1) | plates (1) | $20: 10 ; 22: 19 ; 23: 20$ | published (2) |
| otherwise (1) | 4:18 | 29:14 | 25:5;27:14;38:14; | 15:23,24 |
| 34:7 | past (1) | Platform (1) | 39:10 | pull (3) |
| out (21) | 17:2 | 7:9 | previous (1) | 15:20;25:14;39:8 |
| 3:5;6:22;13:16;15:2; | Pastries (2) | played (1) | 20:21 | pushing (1) |
| 17:12;18:1;19:21; | 31:19,20 | $28: 4$ | primary (1) | $4: 25$ |
| 20:19;22:19;27:10,14, | pastry (1) | please (1) | 16:24 | put (8) |
| 16,20,21;28:9,23;36:1; | 30:14 | 27:10 | prior (2) | $9: 18 ; 23: 21 ; 24: 2$ |
| 37:19;41:14,18;46:6 | patience (1) | pleased (1) | 31:4;37:15 | $25: 25 ; 30: 20 ; 39: 13$ |
| outcome (1) | 5:23 | 8:3 | private (3) | 41:6;42:24 |
| 41:17 | pause (1) | pleasure (1) | 7:19;8:6;11:13 | putting (2) |
| outline (1) | 35:7 | 39:12 | privilege (1) | 22:15;28:1 |
| $42: 12$ | pay (1) | pledge (2) | $16: 21$ |  |
| outside (3) <br> 9:7:10:14; | 23:11 | $3: 9,17$ | probability (1) | Q |
| over (12) | pay 30:23 | 34:6 | probably (11) | quarter (1) |
| 8:5,19;10:2;11:5; | payment (2) | plumbing (2) | 3:4;15:14;16:4,17; | 41:2 |
| 14:20;22:16;24:7; | 17:8;22:24 | 36:19;37:6 | 19:10;24:3,5,17;28:11; | quick (1) |
| 29:12;30:16;34:21; | pedestrian (1) | plus (3) | 35:25;39:22 | 5:25 |
| 39:1;44:25 | 26:19 | 7:12;36:24;41:3 | process (5) | quickly (5) |
| overestimate (1) | penalties (1) | pm (1) | 5:25;15:20;23:6,6; | 14:9,11,23;20:10; |
| 27:8 | 23:1 | 2:21 | 28:9 | 27:18 |
| overhead (1) | people (13) | point (3) | producing (1) | quiet (1) |
| 19:6 | 5:11;10:4;12:19; | 22:5,11;27:19 | 28:22 | 14:15 |
| own (2) | 13:8,17;16:20;19:18; | points (1) | product (1) | quite (5) |
| $13: 1 ; 40: 2$ | 20:2;25:25;26:11,12; | 32:9 | $29: 11$ | $11: 11 ; 12: 3 ; 23: 23$ |
| ownership (1) | 38:4;41:14 | policy (2) | progress (2) | 24:18;33:24 |
| 14:17 | percent (1) | 44:7,8 | 23:4;29:18 | quorum (2) |
|  | 35:3 | pops (1) | project (16) | 4:8;5:16 |
| P | $\begin{array}{\|c} \text { Perfect (1) } \\ 37: 13 \end{array}$ | $\begin{array}{\|c\|} 6: 24 \\ \text { position (1) } \end{array}$ | $\begin{aligned} & \text { 7:10,10;20:6;23:22; } \\ & \text { 24:10;27:15,23;28:6; } \end{aligned}$ | $\mathbf{R}$ |
| paid (1) | perfectly (1) | 25:7 | 30:10;34:5;35:1;36:17; |  |
| 13:6 | 16:3 | possible (1) | 42:11,16,25;43:13 | rankings (1) |
| paper (1) | performance (1) | 6:16 | projected (2) | 8:2 |
| $23: 19$ | 19:3 | Post (2) | 21:15;34:20 | rapidly (1) |
| Parade (1) | permit (2) | 7:21;27:3 | projections (1) | 14:4 |
| 26:14 | 14:8,21 | post-COVID (1) | 39:6 | rasp (1) |
| parents (1) | permits (4) | $4: 22$ | projects (20) | $4: 20$ |
| $31: 6$ | 10:17;14:6,7;36:21 | power (1) | 6:23;8:11;9:3,5,9; | rates (1) |
| Parisian (1) | physics (1) | 34:10 | 11:9;16:19;18:17,17; | 17:2 |
| 36:2 | 31:5 | PowerPoint (1) | 20:13,15,17,17,23; | rather (1) |
| parking (4) | pick (1) | 33:9 | 27:19;28:1,8,20;29:15, | 27:8 |
| $14: 9 ; 19: 25 ; 20: 1$ | $14: 23$ | precedes (1) | $16$ | Raytheon (1) |
| $27: 22$ | picnic (1) | $44: 23$ | properties (3) | $31: 3$ |
| part (8) | 13:5 | prepare (1) | 7:17;10:15;31:10 | reach (3) |
| $8: 10 ; 11: 3 ; 12: 22,23$ | pictures (1) | $39: 15$ | property (8) | $27: 10 ; 41: 18 ; 46: 6$ |
| 17:25;23:17;38:3; | 38:5 | prepared (1) | $7: 2,6 ; 13: 2 ; 14: 8$ | reaching (1) |
| 44:11 participating (1) | piece (1) | $37: 21$ | $24: 24,25 ; 25: 1 ; 27: 22$ | 13:16 |
| $\begin{gathered} \text { participating (1) } \\ 26: 24 \end{gathered}$ | $\begin{gathered} \text { 6:8 } \\ \text { pink }(2) \end{gathered}$ | $\begin{gathered} \text { prerogative (1) } \\ 6: 13 \end{gathered}$ | proposing (1) 31:18 | $\begin{array}{\|r\|} \hline \operatorname{read}(1) \\ 23: 20 \end{array}$ |
| partner (1) | $36: 1,1$ | presence (1) | proud (1) | Ready (1) |
| 14:19 | Pizza (1) | 26:12 | 7:24 | 3:15 |
| partnered (1) | $14: 10$ | PRESENT (2) | provide (2) | re-agendize (1) |
| $7: 20$ | place (1) | 2:1,9 | 39:16;41:13 | $29: 25$ |
| partners (3) | 12:21 | presentation (3) | provided (2) | real (2) |
| $7: 19 ; 8: 7 ; 11: 14$ | places (1) | $8: 4 ; 30: 12 ; 41: 5$ | 39:17;43:2 | $7: 11,23$ |
| partnership (1) | 38:24 | presented (1) | provides (1) | really (16) |
| 10:15 | planned (1) | $20: 11$ | $43: 12$ | $7: 7,24 ; 8: 3 ; 9: 12,15$ |
| parts (1) | 39:3 | Presidio (1) | public (9) | $10: 12 ; 11: 11 ; 27: 5$ |


| 30:10,17;32:23;34:10; | repayment (4) | 4:25;40:4;45:18 | 27:22 | ship (1) |
| :---: | :---: | :---: | :---: | :---: |
| 35:23,24;36:2;41:3 | 8:20;17:22;22:12,21 | rolled (1) | seating (1) | 38:21 |
| reason (4) | report (5) | 23:25 | 35:21 | shipping (1) |
| 10:11;23:2;25:4,7 | 6:22;20:22;21:1,4,7 | room (1) | Second (12) | 42:13 |
| rebate (2) | Reporter (3) | 16:17 | 4:15;5:8,19;15:8; | shop (2) |
| 16:21;24:8 | 2:20;39:22;44:20 | Ross (4) | 26:15;30:3;39:20,24; | 30:14;31:19 |
| rebates (2) | reports (1) | 2:6;4:4;40:11;45:25 | 43:3;44:23;45:10; | shopping (1) |
| 8:24;28:16 | 6:2 | round (1) | 46:10 | 42:14 |
| receive (1) | request (5) | 11:15 | seconded (6) | short (1) |
| 22:25 | 38:3;39:14,25;42:12; | RPR (1) | 4:17;5:10,21;15:10; | 15:15 |
| recently (3) | 43:21 | 2:19 | 30:5;46:12 | shot (1) |
| 7:9,20;29:9 | required (1) | run (1) | Secretary (1) | 15:17 |
| recess (2) | 34:17 | 34:10 | 2:4 | show (7) |
| 5:6,15 | requires (2) | running (1) | sector (3) | 11:21;29:3,11;32:11, |
| recognize (1) | 43:17;44:9 | 32:19 | 7:19;8:7;11:14 | 13;33:2;35:12 |
| 37:17 | reserves (1) | runs (1) | security (1) | shower (1) |
| reconvene (1) | 9:11 | 19:4 | 19:17 | 7:23 |
| 5:17 | residential (2) | rush (2) | seeing (3) | showing (2) |
| record (2) | 24:25;31:10 | 6:9;25:8 | 25:10;32:6,8 | 18:1;35:19 |
| 15:23;45:7 | resolved (1) |  | seekers (1) | shows (1) |
| recording (1) | 14:20 | S | 31:8 | 21:6 |
| 39:23 | responding (1) |  | seem (1) | side (4) |
| refer (1) | 21:4 | sad (1) | 10:19 | 7:13;18:20;23:25; |
| 21:5 | response (2) | 14:24 | seems (1) | 27:16 |
| referring (1) | 15:3;19:7 | safety (1) | 19:17 | $\boldsymbol{\operatorname { s i g n }}$ (1) |
| 44:7 | rest (5) | 19:18 | Seger (1) | 39:17 |
| regarding (1) | 7:25;12:15;14:4 | sale (1) | 4:24 | signage (2) |
| 16:5 | 34:1;37:25 | 38:11 | self-financing (1) | 34:16;35:5 |
| reimbursement (1) | Restaurant (1) | sales (8) | 18:3 | significant (3) |
| 8:18 | 32:25 | 24:8,14;25:19;26:1; | sells (1) | 19:16,20,25 |
| relatively (1) | restaurants (1) | 28:14,15,22;36:13 | 31:20 | silly (1) |
| 26:9 | 7:1 | Same (1) | sent (1) | 38:5 |
| relook (1) | resulting | 33:14 | 12:2 | situation (1) |
| 13:20 | 24:14 | Saturdays (1) | separate (1) | 27:11 |
| remaining (2) | results (1) | 26:15 | 15:5 | six (1) |
| 22:2,3 | 26:1 | save (1) | Seriously (1) | 24:3 |
| remarkable (1) | retail (1) | 35:16 | 3:13 | slide (13) |
| 6:25 | 31:19 | savings (2) | serve (1) | 30:20,22;31:24;32:6, |
| remember (7) | returned (1) | 24:24;25:1 | 38:4 | 11,12;33:1,12,19; |
| 3:11,21,22;15:24; | 36:7 | saw (1) | service (4) | 35:17,19;37:16;39:9 |
| 24:21;26:4;41:7 | revenue (16) | 41:4 | 8:23;17:8;19:8,14 | slides (3) |
| REMEMBERED (1) | 9:14,17,24;16:5,8, | saying (1) | services (1) | 32:19;35:12;37:25 |
| 2:16 | 15;17:16;20:9;24:14; | 25:25 | 14:6 | slow (2) |
| remind (2) | 25:20,24;26:1;27:8; | SBA (1) | session (2) | 10:19,23 |
| 3:3;24:9 | 36:6,7,13 | 34:25 | 3:4;5:6 | slowly (1) |
| remove (1) | revenues (4) | scale (1) | set (3) | 10:4 |
| 44:10 | 8:23;9:12;17:4;20:4 | 28:2 | 5:5;15:4,12 | small (1) |
| removed (1) | right (24) | school (2) | seven (4) | 12:3 |
| 44:13 | 5:22;8:6;10:24; | 31:4,5 | 15:4;31:4,9;41:24 | smaller (3) |
| renderings (1) | 13:18;14:2;16:12,13 | schooling (1) | several (4) | 26:21;27:19;28:2 |
| 35:22 | 18:7;21:2,8,16,18; | 31:6 | 20:9;24:11;25:18; | smile (1) |
| renegotiated (1) | 22:3;23:9,14,16;29:1; | science (1) | 42:15 | 38:4 |
| 26:12 | 33:10,25;36:9;37:13; | 31:6 | sexy (1) | smiles (1) |
| renovated (1) | 38:22;40:21,22 | Scordato (1) | 4:23 | 31:15 |
| 13:1 | rights (1) | 7:20 | Sheafe (42) | so-called (1) |
| renovation (1) | 31:25 | Scottsdale (1) | 2:3;4:8;13:23;14:2, | 7:17 |
| 34:16 | Rio (11) | 41:2 | 12,19,24;17:19,25; | soft (1) |
| rent (1) | 2:17;3:2;5:24;8:13; | screen (1) | 18:3,7,11;21:3,17;22:5, | 37:10 |
| 17:22 | 33:20,23;34:18;35:3; | 32:7 | 13,19,23;23:16;24:17; | somebody (2) |
| rental (2) | 36:6;37:18;38:2 | scroll (6) | 25:24;28:3;29:2,6; | 4:22;5:16 |
| 16:24;18:9 | role (2) | 10:4,6;12:5;21:12; | 38:7,13,15,20,24;39:2, | somebody's (1) |
| rents (1) | 3:20;28:4 | 22:3;26:21 | 5,13;40:9,10;42:6,21; | 7:25 |
| 18:13 | roll (3) | Sears (1) | 43:3,10;45:11,12,23,24 | somewhat (2) |

Rio Nuevo

| 18:19;20:16 | 15:25 | 23:19 | 24:9 | 7:21;11:1 |
| :---: | :---: | :---: | :---: | :---: |
| Soon (1) | statute (1) | Sunshine (1) | thought (1) | traffic (1) |
| 7:13 | 15:12 | 7:15 | 11:22 | 26:19 |
| sorry (2) | stays (2) | super (1) | thoughts (1) | transaction (1) |
| 9:21;32:17 | 17:7,14 | 41:5 | 27:9 | 16:20 |
| sound (1) | steam (1) | support (1) | thousand (1) | transcribed (1) |
| 24:19 | 14:23 | 25:19 | 20:9 | 4:10 |
| sounds (2) | step (1) | supporting (1) | three (11) | transformative (3) |
| 33:21;35:18 | 10:16 | 25:18 | 3:16;12:8,8;17:23; | 7:4,10;8:1 |
| space (7) | steps (1) | surcharge (1) | 23:4;29:4;31:25;32:1; | $\boldsymbol{t r a p}(1)$ |
| 24:12,14;33:23,24; | 41:19 | 17:11 | 33:20;36:8;38:21 | 34:15 |
| 34:8,17;35:20 | still (14) | sure (3) | three-and-a-half (1) | treasure (1) |
| speak (1) | 6:14;7:16;8:16; | 26:2;39:3;41:22 | 34:2 | 7:7 |
| 6:4 | 10:13;11:11;13:14; | sweets (1) | three-phase (1) | Treasurer (1) |
| special (1) | 27:21; 28:8,10,13,14, | 38:10 | 34:9 | 2:3 |
| 25:22 | 16,17;33:11 | system (3) | three-store (1) | treats (1) |
| specialty (1) | store (4) | 8:19;34:4,9 | 32:2 | 41:14 |
| 31:22 | 32:3;36:3;38:10; |  | three-year (1) | trend (1) |
| specifically (1) | 41:13 | T | 19:2 | 25:10 |
| 20:3 | stores (1) |  | throughout (1) | tried (1) |
| spend (5) | 36:13 | table (7) | 20:5 | 20:6 |
| 12:15;16:3;20:14; | straight (1) | 6:17;29:24;42:21,25; | throw (1) | trouble (2) |
| 27:13;40:2 | 43:4 | 43:5;44:13,21 | 23:17 | 22:14;35:8 |
| spent (6) | straightforward (1) | tables (1) | tied (1) | truckload (1) |
| 8:5;9:9;12:14;17:4; | 39:10 | 13:6 | 25:19 | 42:25 |
| 18:23;27:12 | street (4) | tabling (1) | TIF (9) | true (1) |
| sponsoring (1) | 13:4,6;32:3,24 | 44:13 | 8:23;9:12,14,17,24; | 25:17 |
| 19:22 | string (1) | talk (3) | 11:16;17:4;20:9;25:10 | trustees (1) |
| sponsorship (2) | 34:7 | 6:7,23;8:9 | Tim (2) | 17:5 |
| 25:13,17 | stuck (1) | talked (3) | 2:13;23:8 | try (4) |
| sponsorships (2) | 32:5 | 10:10,12;14:11 | times (2) | $32: 15 ; 33: 8 ; 43: 13 ;$ |
| 19:19;26:21 | stuff (4) | talking (4) | 11:15;38:21 | $46: 7$ |
| sprinklers (2) | 13:10;17:23;20:13, | 13:4,23;28:10;43:20 | timing (1) | trying (2) |
| 34:14;36:25 | 15 | talks (1) | 20:12 | 9:13;22:6 |
| square (1) | stuff's (1) | 29:8 | title (1) | Tucson (7) |
| $24: 12$ | $17: 5$ | tape (1) | 18:6 | $2: 18 ; 8: 1,8 ; 19: 13$ |
| stable (1) | subject (2) | 39:21 | today (10) | $31: 8 ; 32: 1 ; 38: 4$ |
| 18:15 | 17:20;39:14 | taper (1) | 6:10,13,24;15:16; | turn (1) |
| Stacy (11) | subsequent (2) | 18:19 | 17:13;24:4;25:8;27:2; | 30:16 |
| 30:7,11,16,19;32:17; | 35:11;43:1 | $\boldsymbol{\operatorname { t a x }} \mathbf{( 1 6 )}$ | 30:17;39:23 | two (11) |
| 36:10;37:5;40:1,21; | substantial (1) | 7:1;16:21;24:8,8,14, | together (4) | 3:3,15;8:11;12:7; |
| 41:18,20 | $23: 1$ | $24,24 ; 25: 1,19 ; 26: 1$ | $10: 17 ; 31: 13,14 ; 41: 6$ | 17:23;29:17;31:10; |
| stage (1) | substantially (1) | 28:14,15,22;29:5;36:5, | told (3) | 32:8;38:7;41:6;45:14 |
| 30:12 | 39:18 | 7 | 4:23;24:2;29:9 | typically (2) |
| stand (1) | subtracted (1) | TCC (3) | Tom (1) | 15:13;28:7 |
| 9:6 | 37:2 | 8:18;22:16;29:1 | 4:24 | typo (1) |
| standards (1) | succeeding (1) | teacher (2) | ton (1) | 35:13 |
| $34: 17$ $\operatorname{star}$ $(1)$ | 24:4 | 31:5,6 | $34: 2$ took (1) |  |
| star (1) | success (1) | teas (1) | took (1) | U |
| $7: 5$ start (7) | 26:9 | 31:22 | 20:10 |  |
|  | sugar (1) $40 \cdot 25$ | tenant (3) | top (2) | umbrellas (1) |
| $\begin{aligned} & 10: 3 ; 14: 10 ; 16: 8,18 \\ & 26: 13 ; 28: 22 ; 44: 25 \end{aligned}$ | 40:25 suggested (1) | $\begin{aligned} & 34: 18 ; 35: 3 ; 36: 23 \\ & \text { tend (1) } \end{aligned}$ | $\begin{array}{\|l} 8: 21 ; 12: 6 \\ \text { total (5) } \end{array}$ | 12:18 <br> unanimous (2) |
| started (1) | 26:6 | 18:20 | 32:1;35:2,14;36:17; | 44:3,16 |
| 34:5 | suggestions (1) | terms (1) | 37:1 | unanimously (8) |
| starting (1) | 27:6 | 10:14 | totally (2) | 4:17,19;5:10,21; |
| 8:2 | summary (3) | terrible (1) | 9:6;11:2 | 15:10;30:5;41:17; |
| starts (1) | 9:3;45:4,15 | 14:6 | Tour (1) | 46:12 |
| 3:12 | summer (1) | thinking (2) | 26:12 | unbelievable (1) |
| State (5) | 10:18 | 4:23;5:2 | towards (5) | 30:11 |
| 2:18;15:24,25;16:6, | Sun (3) | THOMAS (1) | 17:7;23:4,22;24:13; | underwriting (1) |
| 21 | 42:12;43:24;46:6 | 2:19 | 36:25 | 26:24 |
| state's (1) | Sunday's (1) | though (1) | Trading (2) | unit (2) |

Rio Nuevo
5/23/23
Board Meeting

| 34:2;37:1 | wait (2) | work (5) | 20:8 |  |
| :---: | :---: | :---: | :---: | :---: |
| unless (1) | 38:3;44:14 | 31:14;38:8;39:15; | 10.2 (3) | 3 |
| 4:11 | waiting (5) | 40:2;43:7 | 21:2,21;22:9 |  |
| unrealized (1) | 4:7;7:16;14:5;27:21; | worked (1) | 110 (1) | 30th (7) |
| 36:5 | 28:8 | 31:4 | 24:10 | 6:9;8:14,20;21:15, |
| up (32) | Waits (1) | working (3) | 12 (3) | 24;23:9,10 |
| 7:2,8,15;9:12;10:16; | 4:24 | 22:19;29:16;35:23 | 7:2;21:3,6 | 32,175 (1) |
| 11:4,15;12:4,5,6;14:15, | walk-in (2) | works (1) | 12.2 (1) | 32,1724 |
| 16,23;15:5,20;16:3,16, | 34:13,22 | 40:1 | 22:7 | 348,000-dollar (1) |
| $20 ; 17: 2 ; 18: 5 ; 22: 7$ | wallets (1) | worries (1) | 12.4 (2) | 35:4 |
| 23:24;30:7,20;32:23; | 25:22 | 32:18 | 21:13;22:1 | 35 (1) |
| 34:15;37:5,9,15;39:9; | walls (1) | Wow (1) | 14 (1) | 42:7 |
| 41:4;43:5 | 33:25 | 39:2 | 17:17 | 35,000 (1) |
| update (3) | wants (1) | wrapped (1) | 14,000,700 (1) | 19:4 |
| 5:25;10:21;13:13 | 5:16 | 7:15 | 17:17 |  |
| upgrade (2) | watching (2) | Y | 15 (1) | 4 |
| 34:9,11 | 14:14;23:3 | Y |  |  |
| $\underset{34: 3}{\text { upgrading (1) }}$ | way (3) |  | 16,000 (1) | 4 (3) |
| 34:3 | 12:6;22:3;34:19 | year (38) | 24:12 | 9:7;11:4;22:1 |
| upscale (1) | weapon (1) 28:17 | 6:8,22,25;8:5,17;9:1, | $16.4(1)$ $21: 25$ | $45(2)$ |
| use (4) | weapons (1) | 12:15;15:13;16:14,23; | 17 (1) | 3:5;5:12 |
| 8:24;17:10,14;28:17 | 28:17 | 18:17,18,24;19:2,4,24; | 16:2 | 5 |
| used (3) | web (1) | 20:5,14,19;24:3,5; | 18 (1) |  |
| 16:1;17:7;29:10 | 27:3 | 26:3;27:12,13;29:4,12, | 7:9 | 5 (1) |
|  | week (6) | 16;34:21,23;36:8;39:4 | 186 (1) | 26:23 |
| V | 14:11;38:21;41:23, | years (10) | 37:8 | 50 (1) |
|  | 25;42:7,17 | 7:12;17:24;24:11; | 19.3 (1) | 35:3 |
| vacant (2) | weekend (1) | 26:5,10,15;29:4,17; | $\begin{array}{r} \text { 37:9 } \\ \text { 1st (1) } \end{array}$ | 50,000-dollar (1) |
| $28: 14 ; 33: 23$ <br> vagueness (1) | $7: 3$ weeks (2) | $31: 4,5$ year's (1) | $\begin{array}{\|c} \text { 1st (1) } \\ 6: 9 \end{array}$ | 43:21 |
| 25:3 | 12:8,8 | years 20.11 |  | $\begin{array}{\|c\|} \mathbf{5 0 4 7 6}(\mathbf{1}) \\ 2: 20 \end{array}$ |
| valet (1) | Welcome (3) | Yep (1) | 2 |  |
| 20:1 | 3:2,5;26:17 | 18:2 |  | 6 |
| value (1) | west (5) |  | 2 (1) |  |
| 26:19 | 7:9,11,13;23:25; | Z | 27:14 | 62 (1) |
| $\begin{gathered} \text { various (1) } \\ 19: 23 \end{gathered}$ | 27:16 | Zach | $2.4$ | 39:1 |
| vary (1) | 42:14,14 | 7:20 | 20 (3) | 7 |
| 39:17 | what's (3) | Zmam's (2) | 7:1;27:12,13 |  |
| verbatim (1) | 11:4;19:19;39:11 | 10:15;14:3 | 20,000 (1) | 7.4 (1) |
| 4:11 | white (1) | ZOOM (2) | 26:12 | 23:25 |
| via (1) | 36:1 | 2:18;15:14 | 2019 (2) | 71,000-dollar (1) |
| 2:18 | whites (1) |  | 19:9;24:22 | 37:8 |
| vice-president (1) | $40: 25$ whole (3) | 1 | 2023 (2) | $75(2)$ |
| 31:11 <br> virtual (1) | whole (3) 13:9;17:1;19:22 | 1 (1) | $\begin{aligned} & \text { 2:20;32:22 } \\ & \mathbf{2 0 4}(\mathbf{1}) \end{aligned}$ | 19:4;28:6 |
| 3:7 | wiggle (1) | 24:7 | 11:14 | 9 |
| visit (1) | 16:17 | 1,000 (1) | 224,665 (1) |  |
| 7:3 | wild (1) | 25:25 | 36:18 |  |
| visited (1) | 22:8 | 1.6 (1) | 23rd (1) | 35:9;39:14 |
| 14:13 | withdraw (1) | 9:18 | 2:20 | 93,000-dollar (1) |
| visiting (1) | 44:25 | 1.8 (1) | 257 (2) | 37:14 |
| 19:18 | within (2) | 24:1 | 37:7,10 |  |
| volume (1) | 12:15;25:18 | 1:00 (1) | 25th (1) |  |
| 39:6 | wonderful (3) | 2:21 | 4:11 |  |
| volunteers (1) | 23:19;42:4,8 | 10 (9) | 25-year (1) |  |
| 31:11 | wondering (1) | 7:12;11:15;19:20; | 28:13 |  |
| vote (3) | 38:8 WOPPET | $21: 2,6 ; 22: 7,10 ; 26: 6$ | 260 (1) |  |
| 40:16;41:17;46:5 | WOPPERT (1) | $42: 2$ | 32:23 |  |
| W | $\begin{gathered} 2: 19 \\ \text { word (2) } \end{gathered}$ | 10,000 (1) | $\begin{gathered} 29,810(1) \\ 36 \cdot 2 ? \end{gathered}$ |  |
|  | $16: 22 ; 28: 17$ | 10,200,000 (1) |  |  |

