

Rancho Chuk-Shon

Is a moving, living presence of the origins of our rich southwestern culture.

Strategic Feasibility Study

September 26, 2012

Overview

The Rio Nuevo Master Plan states, *“It is important to see the big picture with regard to revitalizing downtown, reconnecting the City, and creating a future for Tucson that also reflects its past.*

In 1999, voters elected to support the vision of a revitalized downtown. The voters were promised many wonderful opportunities including Rancho Chuk-Shon.

In keeping with that vision, the resulting Rio Nuevo Master Plan, and the promise made to voters, the developer of the Rancho Chuk-Shon building program has sought to represent key development components of that multifaceted future and rich cultural past. The original ballot proposition stated: Emphasizing the balance between man and environment, Rancho Chuk-Shon provide amenities such as horse facilities and trails along the Santa Cruz, a Charro ring and cultural displays. Open air mercados will provide space for Native American and other local artisans to display their unique crafts,

Working with the San Xavier District of the Tohono O’Odham Nation we have quietly struggled to hold on to and eventually realize the dream of restoring Tucson’s birthplace to a place of hope, and opportunity and a bright and exciting future.

The property upon which Rancho Chuk-Shon is to be built is the birthplace of Tucson. For many years that revered land had become the site of our refuse, which needs to be reclaimed and become a place of celebration.

Rancho Chuk-Shon is an established Not for Profit 501(c)(3) entity. Rancho Chuk-Shon will represent the appropriate parties responsible for overseeing, administering and facilitating the entire project. Rancho Chuk-Shon will raise the appropriate funding to implement the project described in this feasibility guide, and concept development plan.

The project includes a Lienzo arena, practice roping & equestrian facilities, banquet hall, restaurant and related retail shops, along with space for cultural activities. It will focus on developing enterprises that bring jobs to the area.

The Lienzo, which is a Charro arena, will be the focal point as it supports the already organically occurring enterprises of the neighbors in the area and local Charros. The one common element found in our rich and diverse southwestern cultures is the horse. We celebrate that commonality in this enterprise. The Charreada (Mexican Rodeo) consists of several different feats of Horseman-ship including Riding, Roping, Accuracy, Courage and Style.

Since 1997, many of us have worked for the realization of the promise of Rio Nuevo. With the support of the City and the Rio Nuevo Board, this dream for reclaimed land can come true, and together we can keep the promise made to voters so many years ago. We have an opportunity to implement the perfect social enterprise endeavor to bring a new life to the West Side of Tucson

Rancho Chuk-Shon has a plan that will encourage frequent use by the community for personal entertainment and revenue generating corporate projects.

Market

The initial Rancho Chuk-Shon plan was conceived at a time when there was an abundance of sources available to fund and support a project that was focused only on appropriate display of the cultural history and its impact on our current community. Little consideration was given to generating revenues that would allow Rancho Chuk-Shon to become a self sustaining entity that will not only display the rich cultural history of the community but provide funds to operate the property and provide an exciting entertainment venue that enhances not only the local West side community but the tourism industry that is so vital to the Tucson community.

Rancho Chuk-Shon is modeling its primary revenue source after Corona Ranch which has been successfully operating in Phoenix for over twenty three years as a banquet and southwestern/Mexican fiesta rodeo event facility. The Corona Ranch offers corporate events including a Mexican Rodeo show and smaller weddings and Quinceañeras. Their facility is located near South Mountain about 8 miles from downtown.

Rancho Chuk-Shon will work closely with the Metropolitan Tucson Convention & Visitors Bureau to promote Rancho Chuk-Shon as a premier southwestern event facility.

Due to the unique location of Rancho Chuk-Shon, at the terminus of the modern trolley we are able to offer a much broader range of events and products utilizing the facility every day of the year.

Rancho Chuk-Shon will enhance the experience of those attending conventions or using downtown hotels and will be available to the other resorts looking for a true southwestern experience. Tucson doesn't have a year round facility offering a southwestern banquet and theme experience that will include Mexican, Native American and Southwestern events and shopping experiences expected of a first class tourist operation. Tourism is the life blood of Tucson and we need to tell our story and embrace our heritage.

Tourism to Tucson

Long before copper mines, Raytheon, Davis Monthan AFB, Optics or Astronomy at the University of Arizona tourism was the prominent and stabilizing industry for the Tucson community. Even in this difficult economic environment, according to the U.S. Travel Association, the tourism industry is creating jobs 26 percent faster than other industries. And with 29 consecutive months of growth in travel-related expenditures, the U.S. Commerce Department says 2012 will be a record-breaking year.

The community is in need of a facility to showcase our unique southwestern heritage along with the spectacular weather and scenery of the Southwest. There is no venue that displays or celebrates the southwestern culture all year round.

Chuk-Shon Lienzo Arena

The heart and centerpiece of the Ranch will be an authentic Lienzo Charro, which is an arena where Charros hold the events of Charreada, bull riding, including Escaramuza and other events.

A Lienzo has two areas: one 60 by 12 meters (200 × 39 ft) and a second, circular area 40 meters (130 ft) in diameter. Charreada is a team competition in which teams go head-to-head to win points in different competitions. The team with the most points at the end wins. The Lienzo Charro will also be enclosed to accommodate bull-riding and bronco riding competitions.

In addition to the Chareadas, the colorful intricate Escaramuza shows that are performed in the Lienzo along with trick roping shows by the Charro Vaqueros. The facility will also include portable outdoor concert stage to allow the 2,500 to 3,500 seat arena for multiple events

The facility also provides a venue for the local Native American population to host Pow-Wows and other cultural events.

Rancho Chuk-Shon would encourage an agreement with the University of Arizona to use the arena facilities for their quadrangle and rodeo teams in the roping arena.

Rancho Chuk-Shon Events

Rancho Chuk-Shon will include an event center that can provide facilities to accommodate parties from small Weddings and Quinceañeras to 2,000 for large corporate destination events. The facility will have its own banquet kitchen and will include several bar stations as well as a stage for performances. This will allow the event center to also host concerts and other events of community interest. This facility will also be available for local organizations to use during the times that are not booked for corporate events. In many ways this center will be the driving engine for the overall economic viability of Rancho Chuk-Shon. However, the daily activities from the restaurants and retail events will enhance the viability of the project by creating many jobs for the local community and generating tax revenues that will support the growth of Rio Nuevo and the community.

Equestrian Activities

Rancho Chuk-Shon will offer a range of equestrian activities beyond those offered by the corporate events offered by the Corona Ranch operation. Rancho Chuk-Shon will offer facilities for:

- Horse training, riding lessons and trail rides,
- Practice facilities available for Charro practice and training.
- Charreada, the traditional Charro rodeo type competitions.
- Traditional Mexican Escaramuza riding shows by young women riding side saddle in intricate choreographed formations.
- Native American population to host Pow-Wows and other cultural events.

Retail Operations

The facility will include a wide range of retail shops offering a wide range of quality products that fit the motif of the ranch, focusing on clothing used by the performers in the entertainment facility. There would be jewelry shops including a southwestern shop, and shops featuring

Mexican and Native American artisans. Certainly there would be a shop offering the baskets made on the San Xavier reservation of the Tohono Odham tribe and others. We would encourage high end leather shops that would offer belts, boots and all things related to riding including tack which may be a standalone shop for saddles.

The retail portion would include products related to the heritage reflected in the theme of Rancho Chuk-Shon. The initial plan will be to offer many shops with plans to expand as the Ranch develops. The products to be offered will be subject to approval of the Rancho Chuk-Shon board or its appointed committee.

In addition to a banquet and event hall, the facility will include a restaurant which will be open for lunch and dinner as well as providing a VIP area for corporate and other events. In addition to the restaurant Rancho Chuk-Shon will provide outdoor vendor spaces that would provide a variety of food fare from fry bread to Mexican food including but not limited to Sonoran hot dogs.

Multicultural visitor center

Included in the plan will be a multicultural visitor center to tell the story and display artifacts of the Tohono O’odham Yaqui(Yoeme), Mexican, Spanish and Anglo cultures that make the birthplace of Tucson unique.

Benefits of Rancho Chuk-Shon:

- Rancho Chuk-Shon will provide a destination event facility that will also preserve and display a significant portion of our southwestern heritage, including a visitor’s center that can tell the story of the birthplace of Tucson.
- Rancho Chuk-Shon will provide a facility that will present job opportunities and a place to launch and display entrepreneurial enterprises where the roots already exist in the surrounding neighborhood. Such activities include horse training, riding lessons,
- Rancho Chuk-Shon will provide both fulltime and part-time jobs. Depending on the number of retail shops and food (restaurants) will provide fulltime jobs and many part-time jobs.
- Rancho Chuk-Shon anticipates other businesses will participate in the benefits of the facility that will generate a need for more jobs.
- Rancho Chuk-Shon will provide significant TIF annual revenues:

Conservative Estimated revenues:	Annual
• Banquets and Shows	\$1,000,000
• Weddings & Quinceañeras	400,000
• Restaurants & other food vendors	400,000
• Retail shops	800,000
• Other Activities & rentals	<u>\$ 250,000</u>
Total	<u>\$2,850,000</u>

Estimated TIF Revenues	<u>\$99,750</u>
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Rancho Chuk-Shon would recommend that the TIF revenues generated should be placed in a trust for the development of the Convento and St. Augustine Chapel if possible under the law.

Work to be completed in Feasibility Study Plan.

- Market research in sufficient detail to determine potential users/visitors, types and scales of uses, competition and project needs to maximize usage and visitor traffic.
- Preliminary landfill analysis using available information and focused on defining possible remediation techniques, options and costs.
- Due diligence level site analysis of available access, utilities, hydrology, surveys, title/easements, zoning and planning overlay zones, special government requirements and restrictions.
- Business plan, organization and staffing.
- Cost estimates, projections and Proforma.
- Special needs such as any required governmental land use and/or developmental approvals.

Master Plan.

This would be a multi-tasked and multi-faceted master planning effort that would be based on the feasibility work and would amplify the physical character and add the business underpinnings necessary to ensure success. This effort would explore:

- Site planning including definite use areas and spaces, conceptual paving, grading and drainage, utilities, electrical, power and lighting, landscape design.
- Conceptual landfill remediation, most cost effective methodology with venting and monitoring systems, cut-off walls, etc.
- Architectural concepts, proposed buildings and significant spaces, character, materials and details, special features and needs.
- Way finding and signage.
- Special features, key areas and uses.
- Cost estimates and phasing.
- Business plan, organization and pro-formas.
- Results of market research work.
- Financing
- Government agreements
- Historical perspective

Preliminary Development Schedule

The development plan will be done in Phases subject to engineering and remediation required of the property.

Planning and design

- Develop the Charro Lienzo and related pens and stalls to allow use of the arena
- Develop event and banquet hall including heritage dioramas and artifacts.
- Develop retail shops incorporated in the base of the arena
- Assemble an experienced management team.

Needs of Rancho Chuk-Shon from Rio Nuevo

Rancho Chuk-Shon needs a \$50,000 grant from Rio Nuevo to begin the Feasibility study with a recommendation and support that the City of Tucson matches the Rio Nuevo grant. Rancho Chuk-Shon will seek \$50,000 from the Tohono O'Odham Nation. Rancho Chuk-Shon has started the writing grant applications that encourage the development of social enterprises.

Rancho Chuk-Shon would appreciate Rio Nuevo's support & assistance in obtaining a long term lease on the property for \$1.00 per year much like the city did with the main fire station after they

moved to the new facility that was built on Rio Nuevo property and the Tucson Museum of Art and other entities.

Rancho Chuk-Shon would look for assistance negotiating a long-term abatement of property taxes from the county.

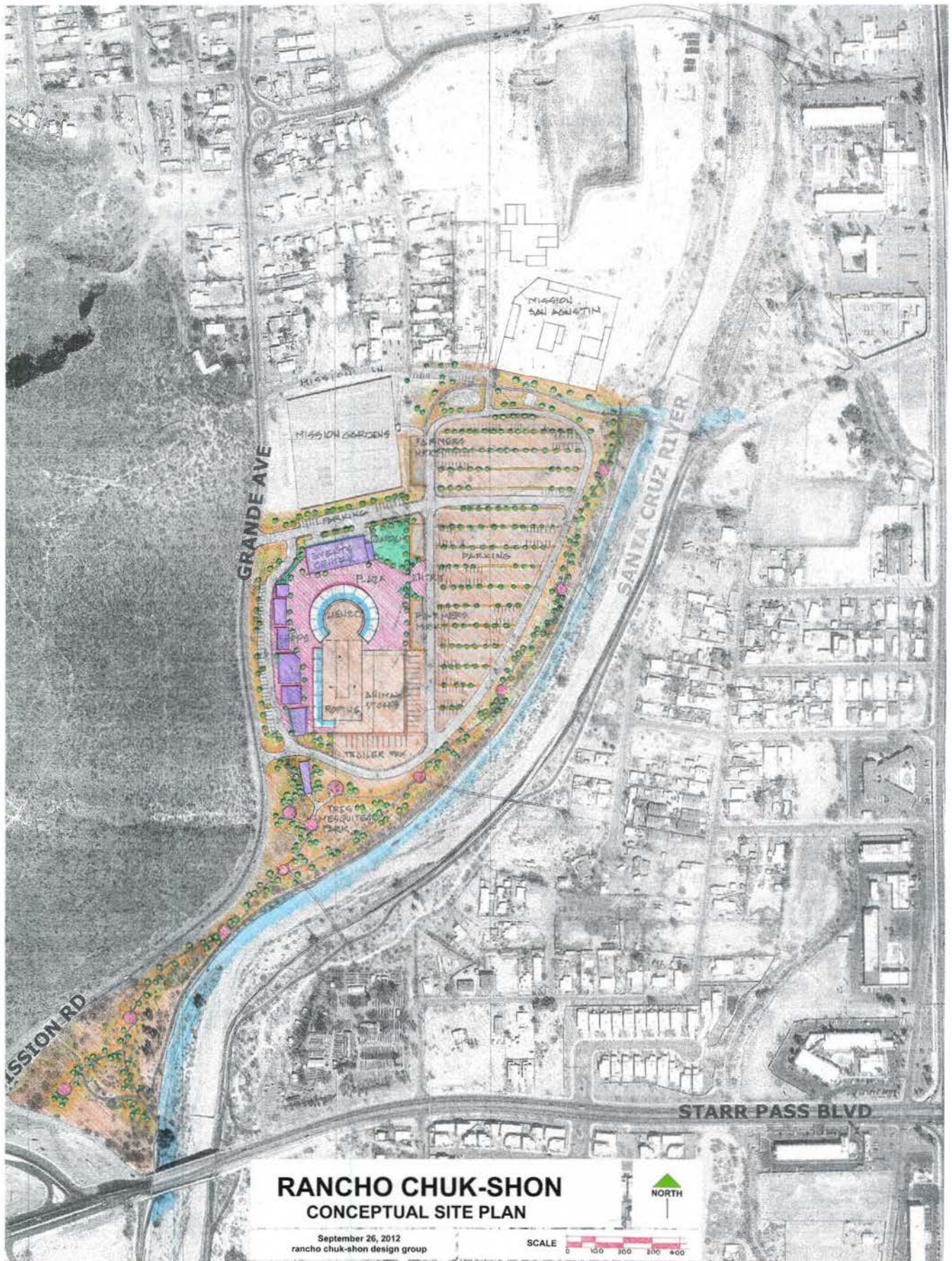
Rancho Chuk-Shon estimated feasibility costs: Phase 1

• Administrative.& Marketing	\$ 15,000
• Completion of Business plan	10,000
• Consultants	30,000
• Legal	10,000
• Land planning	15,000
• Soil Analysis	30,000
• Architecture & Design	<u>40,000</u>
Total	<u>\$150,000</u>

Rancho Chuk-Shon has identified a professional team of architects and engineers experienced with this property and concept along with professionals in all facets required to complete and operate the project that will bring to life one of the primary components of the original Rio Nuevo plan outlined in 1999. The only thing we are missing is the agreement between the City and Rio Nuevo to make the property available and provide the front-end funding for the phase 1 feasibility study.

After the initial funding for this feasibility study Rancho Chuk-Shon would provide Rio Nuevo with a 5 minute progress report at each future board meeting.

Thank you





**SAN XAVIER DISTRICT
OF THE
TOHONO O'ODHAM NATION**

2018 WEST SAN XAVIER ROAD • TUCSON, ARIZONA 85746
TELEPHONE: (520) 871-4006 • FAX: (520) 575-4069

September 27, 2012

Fletcher Jay McCusker
Rio Nuevo District Board
400 W. Congress, Suite 152
Tucson, AZ 85701

Dear Chairman McCusker,

I am unable to attend today's board meeting due to previous commitments; therefore, I am hereby submitting the foregoing in support of the Rancho Cukson project.

We support the on-going efforts of Ms Josefina Cardenas and others who have worked tirelessly towards making Rancho Cukson a reality. This includes the current efforts being conducted on the lienzo phase of the project that will provide income to the project, and meaningful employment to area residents who will use the building intermittently. We look forward to the later phases of development that will highlight other cultural groups in the community.

Please afford Ms Cardenas and Rancho Cukson supporters your every consideration towards realizing a dream that was envisioned by the residents at the base of A Mountain – the birthplace of present day Tucson.

You may contact me at the above address with any questions.

Sincerely,

Austin Nunez, Chairman
San Xavier District Tohono O'odham Nation



Sept. 21, 2012

Mr. Fletcher McCusker
Chairman
Rio Nuevo District
400 W. Congress, Suite 152
Tucson, AZ 85701

Dear Chairman McCusker & Rio Nuevo District Board Members,

I am writing in support of the Rancho Chuk-Shon project that is scheduled to be presented to you on Sept. 26.

I have reviewed the strategic feasibility study and am enthused about the scope and location of this proposed project. Based on the project description, Rancho Chuk-Shon would be a terrific dinner and entertainment venue for meetings groups staying in metro Tucson hotels and resorts. The proposed incorporation of Mexican, Native American and southwestern heritage and cultural elements make it a great fit for our region.

Rancho Chuk-Shon would provide us at the Metro Tucson CVB with an additional venue to promote to meeting planners who are considering bringing their business to Tucson. Please know that we at the CVB would promote the venue aggressively to incoming groups.

Additionally, the proposed arena and event center would allow the facility to serve as the site for local and regional events, including rodeos, concerts and numerous other activities. Thank you for considering working with the project's developers to make Rancho Chuk-Shon a valuable addition to our tourism and meetings' product inventory in metro Tucson.

Sincerely,

Brent DeRaad
President & CEO
Metropolitan Tucson Convention & Visitors Bureau

Tucson's 'the Real Southwest' connects with new Brand USA

Story

Posted: Friday, August 10, 2012 9:05 am

Allison Cooper MTCVB

With more than 9 in 10 U.S. registered voters saying in a recent USA Today/Gallup poll that the economy is extremely or very important to their vote in this year's presidential election, "The economy, stupid quip," is as relevant today as it was 20 years ago.

The Obama Administration says its No. 1 priority is strengthening the economy and putting more Americans to work. Although the U.S. economy is growing at a 2 percent rate, most economists say it's not enough to make a noticeable difference in unemployment. But there is a silver lining trending in one sector: Tourism.

According to the U.S. Travel Association, the tourism industry is creating jobs 26 percent faster than other industries. And with 29 consecutive months of growth in travel-related expenditures, the U.S. Commerce Department says 2012 will be a record-breaking year.

Global travel spending is expected to double to \$2.1 trillion by 2020, but competition for this market share is fierce. Unlike neighboring countries Canada and Mexico, which spend \$91.9 million and \$173.8 million respectively on unified tourism branding and promotion, the United States has not, until the passage of the Travel Promotion Act in 2010, engaged the industry or invested in this lucrative sector. That is, our country has relied solely on state tourism offices and CVBs (convention and visitors bureaus) such as the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), to lure travelers from their international target markets to experience a slice of Americana – or in our case, a taste of the Real Southwest.

While destinations across the country welcomed an impressive 60 million international travelers in 2010, truth be told, the U.S. world market share had actually nose-dived in the last decade as countries including the United Kingdom, Canada and Mexico – with established, recognizable brands – were outspending the U.S. significantly, thus making greater gains in market share and returns on investment. Because of the successful lobbying of the president and Congress on the part of a unified travel industry, the administration is seeing the power of tourism.

In January, President Obama announced the creation of a national travel and tourism strategy to grow the U.S. economy. For the first time in our nation's history, we now have an established corporation for travel promotion, known as "Brand USA" — www.thebrandusa.com . With an annual budget of \$200 million. Brand USA's mission is to increase international visitation to the United States and grow global market share, which will in turn strengthen our economy and job growth, while maximizing the marketing efforts for destinations and travel brands, like ours, across the country.

Through research and an elaborate branding effort, Brand USA has developed a global brand that's welcoming, unexpected and inclusive – and one that celebrates the idea "there's no one thing that defines the U.S. but that each visitor and each experience helps create the fabric of our American culture." Positioned as "The United States of Awesome Possibilities," the brand comes to life in four experiential pillars – Great Outdoors, Urban Excitement, Indulgence, and Culture. You can see examples at www.DiscoverAmerica.com.

MEMORANDUM

To: John A. Hunnicutt
From: Mike Byrne, RLA, APA, ASLA
Date: September 12, 2012
Subject: Rancho Chuk-Shon Strategic Feasibility Study 3-2, dated September 26, 2012
Copy: Alberto P. Moore (622-5447 fax) and Ric Espiriti, AIA

Hi John,

Very nicely written Strategic Plan. I also think that Ric's concept site plan is thoughtful, well conceived and seems to work well.

After reviewing your plan, I have a few thoughts based on similar past projects as to phasing and work to be accomplished. These are simply tasks that I think we need to complete without really considering who will do the actual work. Frankly, because of Ric's history with the project, knowledge of the Charro traditions and culture as well as the Chareada itself, he should direct the planning and design efforts. We're currently working with Ric on another project and really enjoy our relationship with him.

I would consider the initial planning work as being a two phased effort with the first being focused primarily on bottom-line project feasibility analysis with the second being a more intense and expansive master planning study and design. These two phases would lead to construction documents and the actual construction of the project. These first efforts would entail the following:

1. **Feasibility Analysis.** Complete only those work items needed to establish project viability and to define future tasks.
 - a. I think the site planning is close to where it needs to be for this initial analysis.

- b. Market research in sufficient detail to determine potential users/visitors, types and scales of uses, competition and project needs to maximize usage and visitorship.
 - c. Preliminary landfill analysis using available information and focused on defining possible remediation techniques, options and costs.
 - d. Due diligence level site analysis of available access, utilities, hydrology, surveys, title/easements, zoning and planning overlay zones, special government requirements and restrictions.
 - e. Business plan, organization and staffing.
 - f. Cost estimates, projections and pro-formas.
 - g. Special needs such as any required governmental land use and/or developmental approvals.
 - h. Begin the legal and political dialogue required for a long terms land lease and other agreements with the City.
2. **Master Plan.** This would be a multi-tasked and multi-faceted master planning effort that would be based on the feasibility work and would amplify the physical character and add the business underpinnings necessary to ensure success. This effort would explore:
- a. Site planning including definite use areas and spaces, conceptual paving, grading and drainage, utilities, electrical, power and lighting, landscape design.
 - b. Conceptual landfill remediation, most cost effective methodology with venting and monitoring systems, cut-off walls, etc.
 - c. Architectural concepts, proposed buildings and significant spaces, character, materials and details, special features and needs.
 - d. Wayfinding and signage.
 - e. Special features, key areas and uses.
 - f. Cost estimates and phasing.
 - g. Business plan, organization and pro-formas.
 - h. Results of market research work.
 - i. Financing
 - j. Government agreements
 - k. Historical perspective

Diego O' Bolger presentation

The one common element found in our rich and diverse Southwestern Culture is the horse. Probably no other animal has been more influential in the development of man than the horse. This noble animal developed entirely in the Western United States and after migrating to Asia and beyond, they died out totally in North and South America. They did not return until 1519 when Hernan Cortez arrived in Mexico with 32 horses. Most historians consider these horses one of the reasons so few men could overcome such vast numbers: the Indians thought the conquistadores were some sort of god, half-man half-animal.

After the conquest, fearing an insurrection from mounted warriors, no Indian was allowed to ride a horse, nor use a saddle or spurs. Not until 1619 were permits given to 24 indigenous workers of a large hacienda just north of Mexico City. These were truly the first vaqueros or cowboys. In the beginning they used long lances to move and direct the cattle. By this time the original horses that Cortez had arrived with, along with others brought over from Spain, had multiplied and many had wandered off to roam wild and reproduce in areas considered marginal for farming.

Also at this time there were many small land owners that captured these wild animals and began to breed and raise the offspring. These people were slightly above the average vaquero and eventually developed into what was known as a Chinaco. What made them so noteworthy was their superb horsemanship and ability to handle cattle that were often very wild. It was sometime in the late 1600's or early 1700's that the use of the reata or lariat came into use. Not only could the reata be used to lasso a steer, it could pull an enemy off his horse and drag them on the ground.

With the establishment of new, larger and multipurpose haciendas in the late 1600's and early 1700's, many of the foreman (mayorales, caporales and capataces) became Charros. This word "Charro" comes from the country folk of the Province of Salamanca in the west central part of Spain. Whereas most activities by the charros in Spain were done by men on foot, in Mexico almost everything was done on horseback.

All the activities or "Suertes" practiced in a "Charreada" today came from the normal activities used on a daily basis on the Haciendas of Mexico. To celebrate a Saint's day or a national holiday, Charros from different Haciendas, in a given area, would meet in a common arena with its Lienzo to show off their skills and compete with other Charros from the different Haciendas. Thus the Charreadas were born. Over the years many Hacendados or owners became accomplished Charros. The Charros were the first rural police force of Mexico after the army. They played a significant role in the victory at the battle of Puebla on 5 de Mayo of 1862. They were used extensively and with great success in the Mexican Revolution of 1910 to 1917.

Throughout the 1700's and into the 1800's with the expansion of the Haciendas into northern Mexico and the Texas Territory, which still belonged to Mexico, the knowledge, abilities and specialized skills of the Charros spread with the Haciendas. Their influence directly affected the many Europeans who were moving into the Texas Territory. Whereas previously these Europeans were drovers that moved their cattle on foot, they became the forerunners of the American Cowboys or Vaqueros.

Many of the terms and almost all of the activities of the modern Rodeo came from the Charros: Rodeo from the Spanish verb rodear or surround; Lariat from the two words, la reata; Lasso from the Spanish verb lasar or to rope; and Mustang from musteño to name a few.

Rancho Chuk-Shon can be the perfect, self-sustaining venue that can showcase the interrelation of the Tohono-O'Odham and Yaqui, Spanish, Mexican and American cultures in a living, moving embodiment of the origins and development of our unique Southwestern Culture.

It can not only fulfill the need for a quality, productive anchor point for an ever growing tourism and convention destination, it can be a focal point of great local pride in our different cultures – a place where they can all come together.