



MEMORANDUM

Date: October 10, 2014

To: Chairman and Members
Pima County Bond Advisory Committee

From: C.H. Huckelberry
County Administrator 

Re: **October 24, 2014 Bond Advisory Committee Meeting - Museums and Tourism-Related Projects for Possible 2015 Bond Election**

There are 16 projects under the Museums and Tourism category on the Committee's October 24 agenda. Attached to this memorandum is each project sheet, the bond project summary spreadsheet and the criteria adopted by the Committee to guide review of proposals. My recommendations have not changed, except with respect to the following projects.

FM79 Colossal Cave Mountain Park Improvements - The Committee tentatively approved this project in May 2010 for \$535,000. Since then, an outside consultant, County staff and a local Citizen's Committee completed a program and facilities audit of Colossal Cave Mountain Park (CCMP) and will report to the Board of Supervisors at their November 18, 2014 meeting. The audit identified repairs and improvements needed to bring CCMP to a more user-friendly, safe and marketable condition and estimates that a total of \$3.5 million is needed to bring all areas, including the cave, campgrounds and ranch to full operational standards. It is anticipated the CCMP operator will provide \$500,000 toward these improvements. The scope includes an expansion of an accessible cave area to include an additional three miles of wild cave that will be marketed as a high-revenue tourism asset. Attached is a revised project sheet for your review. The audit reports that CCMP is a "valuable one-of-a kind community asset on the National Register of Historic Places" that will require capital investment to become a top quality tourist attraction for the region. Several of the audit's marketing recommendations to improve revenue at the cave are now being implemented.

It should be noted that CCMP is the second oldest public/private partnership in operating recreational or museum-based activities through a public/private partnership. The Arizona-Sonora Desert Museum is the oldest operated public/private partnership with Pima County and are now on their second 50-year lease.

Colossal Cave opened as a simple cave attraction that has now been expanded to include significant lands totaling well over 2,600 acres; connecting the natural environmental resources of the Colossal Cave environments with the Cienega Creek Natural Preserve. In addition, the park contains significant archeological and historic elements with La Posta

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Quemada Ranch, which was one of the original stage stops for the Pony Express. The County, through land acquisitions, other previous bond investments and other infrastructure repairs, has already invested \$6 million in CCMP. While it is likely the long-term management will transition in the future, it is important this regional asset be updated and invested in to reach its full potential as a community asset and attraction for regional tourism.

I now alter my original recommendation to the Committee to increase the CCMP Improvement allocation to \$3 million that is also concurrently recommended by the Performance Audit Committee and that up to \$500,000 in matching funds be added to significantly modernize and improve this community asset.

FM77 County Fairgrounds Building and Infrastructure Improvements – The Committee tentatively approved this project in October 2009 for \$3.75 million. As part of the assessment of infrastructure improvements needed at the fairgrounds, water service improvements and renovations were not initially captured; but then are essential to meet the increasing demand of the facilities by fairgrounds and Southeast Regional Park users. The improvements proposed under this project will allow for the accommodation of larger crowds and will allow for the extended use of these facilities during the summer and winter months, increasing revenue and use. Since the Fairgrounds depend on a single well source, the addition of the water-related infrastructure will ensure a reliable source of water if the primary well were to fail, which is crucial in ensuring capacity and health and safety for larger crowds. Adding this water infrastructure increases the bond funding request to \$4.25 million. A revised project sheet is attached. The Southwestern Fair Commission (SWFC) budgets and completes approximately \$400,000 to \$500,000 in capital improvement projects at the fairgrounds each year. The estimated contribution from SWFC for capital improvements dedicated to this project is about \$600,000. SWFC will be responsible for operating and maintenance costs.

The operator of the County Fairgrounds is a Board of Supervisors-appointed County Fair Commission that also has been incorporated as a nonprofit entity to provide improved management capacity for the Fairgrounds, including contracting and management of the public assets within the fairgrounds. In 2011, the Southwestern Fair Commission, the nonprofit entity with the same membership as the Pima County Fair Commission, commissioned in cooperation with Pima County, a long-term “Pima County Fairgrounds Master Plan” with Populous, a globally recognized firm that specializes in fairgrounds, event centers, arenas and equestrian centers, to guide them in the renovation and development for betterments and revenue enhancement of the entire fairgrounds. The plan was adopted by the Fair Commission, and they have begun to phase in the project improvements as funds are available. Many of the projects cannot occur until the major infrastructure elements are updated. The improvements that are recommended in this bond project complement the master plan, are consistent with it and are the first major capital investment of the County in the Fairgrounds in approximately two decades. Given the regional importance of the

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Fairgrounds and its growing proximity to the metropolitan region, it is important the County continue to capitalize on the excellent management capacity and capabilities of the Fair Commission and their entrepreneurial activities that promote economic development and regional tourism.

I recommend adding the water-related infrastructure to the County Fairgrounds building and infrastructure improvements project and increase bond funding to \$4.25 million.

Arizona-Sonora Desert Museum – Exhibits and Facility Expansion – This proposal is to develop two new exhibits at the Arizona-Sonora Desert Museum (ASDM), including “Coast to Canyons: Journey of the Jaguar” and “Desert Loop Trail Dome.” Similar to the County Fairgrounds project, water service improvements and rehabilitation of potable water delivery systems should be included as part of the ASDM request. This will secure water for ASDM and reduce the Museum’s dependence on the current County well, which is located about 2 miles away and services ASDM via an inadequate and outdated transmission line. The new bond allocation request is for \$10.162 million, an increase of \$500,000. A revised project sheet is provided for your review. ASDM is proposing to contribute an additional \$2.6 million to these projects and will continue to be responsible for operating and maintenance costs.

Previously, the ASDM, now in operation as a separate nonprofit entity for over 62 years, has asked for little County support; even though the museum is located on County property and any improvements constructed become County assets. In the 2004 bond issue, the ASDM requested only \$1 million to construct a new educational building that houses classrooms, research facilities and a public auditorium. At the same time, they raised \$8.5 million through private donations to complete an entire new educational plaza and support buildings within the Museum. This investment has greatly expanded its performance activities. In addition, over time, the Museum has asked for very little support from the County. Given the status of ASDM, now the only museum in Arizona to be listed in the top 10 museums in the United States by TripAdvisor’s Travelers’ Choice Awards, it is important the County continue to make investments and make more significant investments than in the past even though the Museum will continue to raise private donations to augment County bond funding.

I recommend the scope change and increase to \$10.162 million for the ASDM.

Reid Park Zoo Hippo Exhibit – An update for this project is provided in a separate memorandum to the Committee.

Southern Arizona Regional Orientation Center (formally Tumamoc Hill Regional Visitor’s Center) – As an update to the information I provided in my September 2014 memorandum, the City of Tucson Mayor and Council voted to approve deeding a 5-acre site, located at the southwest corner of Cushing Street and Interstate 10 along the Santa Cruz River, to the

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County for construction of the orientation center. The terms of the development and the deed transfer to the County will be completed by the end of the year. This center will be operated by the Western National Parks Association and Visit Tucson, with other agencies co-locating at the center. The bond allocation request is for \$15 million. A revised project sheet is included for your review.

I recommend this project at \$15 million. It serves as an example of a well-planned and vetted project with strong partnerships and a regional, as well as statewide, economic asset.

Resources

The County's bond website contains previous memoranda on proposed projects, project description sheets, applications of criteria, previous presentations, a map of project locations, meeting summaries from the spring Committee meetings and more. The majority of this information is organized by project category and Committee meeting date. Please visit www.pima.gov/bonds and scroll down to the Future Bond Election Planning link.

If there is any other information that will assist you in your preparation for the October 24, please let me or my staff know.

CHH/dr

Attachments

c: The Honorable Chair and Members, Pima County Board of Supervisors
Nicole Fyffe, Executive Assistant to the County Administrator
Diana Durazo, Special Staff Assistant to the County Administrator

Projects Spreadsheet

Proposed Projects for a Future Pima County Bond Election - Current as of October 10, 2014

Note these projects are subject to change as the Bond Advisory Committee continues to meet to consider requests.

Bond Funding Request for Projects in Committee's Draft Bond Package:

Total Bond Funding Request for Previously Tentatively Approved Projects:	\$ 49,237,000
Total Bond Funding Request for only New and Resubmitted	\$ 482,847,000
Total Current Bond Funding Request for ALL Projects (Updated Tentatively Approved, New & Resubmitted):	\$ 617,409,313
	\$ 1,062,513,676

ID	Libraries and Community Facilities	Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
Libraries										
FM 35	Southwest Branch Library (formally West Valencia)	TA - increase funding	19-Mar-10	PC	\$6,000,000	\$ 8,600,000	\$ 8,600,000	10.8%	16 YES, 1 NO	\$ 8,600,000
FM 45	Sahuarita Branch Library	TA - increase funding; location	16-Oct-09	PC	\$6,000,000	\$ 8,000,000	\$ 8,000,000	11.5%	15 YES, 2 NO	\$ 8,000,000
FM 51	Flowing Wells Branch Library Expansion	TA - increase funding	16-Oct-09	PC	\$2,910,000	\$ 3,100,000	\$ 3,100,000	11.0%	16 YES, 1 NO	\$ 3,100,000
FM 48	Joyner-Green Valley Library Expansion	TA - increase funding/update scope	16-Oct-09	PC	\$ 1,660,000	\$ 1,737,000	\$ 1,737,000	8.7%	17 YES, 1 NO	\$ 1,737,000
FM 108b	Southeast Government/Community Center, Sheriff Substation - And Library	TA - increase funding	16-Apr-10	PC	\$14,000,000	\$ 15,000,000	\$0	6.9%	3 YES, 8 NO	\$0
FM 108a	Southeast Government/Community Center, Sheriff Substation - No Library	TA - reduce scope & funding	16-Apr-10	PC	\$14,000,000	\$ 7,000,000	\$ 7,000,000	2.8%	11 YES, 4 NO	\$ 7,000,000
N 1	Southeast Regional Community Branch Library at UA Tech Park	New		PC		\$ 6,800,000	\$ 6,800,000	7.8%	12 YES, 3 NO	\$ 6,800,000
FM 39	North Marana Library and Community Center	Resubmittal		Marana - 6		\$ 16,700,000	\$0	5.8%	1 YES, 8 NO	\$0
N 2	Marana Regional Library	New		MUSD		\$ 7,500,000	\$0	7.9%	4 YES, 9 NO	\$0
	SUBTOTAL				\$44,570,000	\$ 74,437,000	\$ 35,237,000			\$ 35,237,000
Community Facilities										
PR 18	EI Pueblo Center Improvements	TA - increase funding	16-Oct-09	Tucson - 17	\$2,000,000	\$ 2,500,000	\$ 2,500,000	8.0%	18 YES, 0 NO	\$ 2,500,000
PR 102	Picture Rocks Community Center Expansion	Resubmittal		Citizens for Picture Rocks		\$ 2,500,000	\$0	5.1%	1 YES, 9 NO	\$0
PR 211	South Marana Multi-Generational Center	Resubmittal		Marana - 8		\$ 5,400,000	\$0	3.5%	1 YES, 8 NO	\$0
PR 42	Quincie Douglas Center Expansion	Resubmittal		Tucson - 20		\$ 1,000,000	\$0	5.5%	8 YES, 3 NO	\$1,000,000
PR 11	Clements Senior Center Expansion	Resubmittal		Tucson - 21		\$ 4,500,000	\$0	7.4%	5 YES, 4 NO	\$4,500,000
N 3	YMCA Community Center at the UA Science and Tech Park	New		YMCA		\$ 6,000,000	\$ 6,000,000	14.3%	9 YES, 4 NO	\$ 6,000,000
N 4	Marana Regional Performing Arts Center	New		MUSD		\$ 6,000,000	\$0	4.4%	2 YES, 9 NO	\$0
N 6	Sahuarita Food Bank and Multi-Agency Community Service Facility	New		Sahuarita Food Bank		\$ 300,000	\$ 300,000	16.4%	14 YES, 3 NO	\$ -
	SUBTOTAL				\$2,000,000	\$ 28,200,000	\$ 8,800,000			\$ 14,000,000
	TOTAL				\$ 46,570,000	\$ 102,637,000	\$ 44,037,000			\$ 49,237,000

ID	Museums and Tourism	Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
FM 107	Tucson Children's Museum	TA - increase funding	19-Mar-10	Children's Museum	\$5,000,000	\$ 6,000,000	\$ 6,000,000	33.6%	12 YES, 3 NO	
FM 109	Pima Air and Space Museum Cold War Hangar and Theater	TA - increase funding/update scope	21-May-10	Pima Air and Space	\$4,000,000	\$ 10,000,000	\$ 10,000,000	24.9%	12 YES, 3 NO	
FM 79	Colossal Cave Mountain Park Improvements	TA - increase scope & funding	21-May-10	Colossal Cave	\$ 535,000	\$ 3,000,000	\$ 3,000,000	21.3%	11 YES, 5 NO	
PR 266	Pima County Southeast Regional Park (Fairgrounds) Horse Racing Facility	TA - delete	16-Oct-09	PC	\$ 6,500,000	\$0	\$0	5.5%	4 YES, 8 NO	
FM 77	County Fairgrounds Building & Infrastructure Improvements	TA - increase funding/update scope	16-Oct-09	SW Fair Commission	\$3,000,000	\$ 4,250,000	\$ 4,250,000	11.1%	15 YES, 1 NO	
N 7	County Fairgrounds RV Park and Infrastructure Improvements	New		SW Fair Commission		\$ 3,174,313	\$ 3,174,313	5.0%	11 YES, 2 NO	
FM 96	Art of the American West - Tucson Museum of Art	TA - replace	19-Mar-10	Tucson Museum of Art	\$ 5,000,000	\$0	\$0	15.5%	2 YES, 8 NO	
N 10	Old Pima Co. Courthouse Restoration, Repurposing, Jan. 8th Memorial, Tucson Museum of Art	New		PC		\$ 35,000,000	\$ 35,000,000	new project after survey	12 YES, 2 NO	
N 11	Arizona-Sonora Desert Museum-Exhibits and Facility Expansion	New		Desert Museum		\$ 10,162,000	\$ 10,162,000	43.3%	12 YES, 2 NO	
N 12	Old Tucson Expansion by Arizona Sonora Western Heritage Foundation	New		Old Tucson		\$ 6,000,000	\$ 6,000,000	new project after survey	5 YES, 8 NO	
PR 80	Canoa Ranch New Museum/Orientation Center and Other Improvements	TA - expand scope/increase funding	4-Jan-10	PC	\$ 5,000,000	\$ 18,000,000	\$ 18,000,000	5.5%	9 YES, 5 NO	
N 13	Reid Park Zoo African Expansion Phase II	New		Tucson - 4		\$ 10,000,000	\$ 10,000,000	37.4%	8 YES, 6 NO	
N 14	Southern AZ Regional Orientation Center (formally Tumamoc Hill Area Regional Visitors Center)	New		PC, COT, UA, Visit Tucson, Western Nation		\$ 15,000,000	\$ 15,000,000	14.2%	12 YES, 4 NO	
N 21	Downtown Community Theaters & Historic Cultural Landscape	New		Tucson - 2		\$ 28,000,000	no recommendation	new project after survey	2 YES, 9 NO	
N 22	Temple of Music and Art	New		Tucson - 24		\$ 871,000	no recommendation	new project after survey	3 YES, 8 NO	
N 23	Tucson Visual Arts Complex - Site Acquisition	New		UA, TMA, Jan 8th, ect.		\$ 8,000,000	\$ 8,000,000	new project after survey	3 YES, 9 NO	
	TOTAL				\$29,035,000	\$ 157,457,313	\$ 128,586,313			

ID	Historic, Cultural and Natural Area Conservation	Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
Historic and Cultural Resources										
HP 103	Archaeological Site Acquisitions: Marana Mounds and/or Cocoraque Butte	TA - increase funding	4-Jan-10	PC	\$ 1,500,000	\$ 4,400,000	\$ 4,400,000	14.6%	10 YES, 4 NO	
HP 111	Steam Pump Ranch Rehabilitation	TA - increase funding/update scope	16-Oct-09	OV - 2	\$2,000,000	\$ 5,000,000	\$ 5,000,000	6.2%	11 YES, 3 NO	
HP 125	Ajo Curley School Gym, Town Plaza & Other Historic Buildings	TA - update scope	16-Apr-10	PC	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	5.3%	10 YES, 3 NO	
HP 109	Vail Area Historic Sites	TA - Delete	4-Jan-10	PC & Vail Preservation Soc	\$ 250,000	\$ 250,000	\$0	8.7%	3 YES, 8 NO	
HP 107	Repair and Rehabilitation of Historic Buildings on County-Owned Ranches	TA	17-Jun-11	PC	\$ 500,000	\$ 500,000	\$ 500,000	12.5%	11 YES, 4 NO	
HP 108	Site Interpretation/Preservation of County-owned Cultural Resource Sites	TA	4-Jan-10	PC (supported by OV-6)	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	11.6%	12 YES, 3 NO	
HP 115	Historic Ft. Lowell Park Master Plan Implementation	TA	16-Oct-09	PC	\$ 5,000,000	\$ 10,000,000	\$ 5,000,000	23.7%	15 YES, 0 NO	
HP 126	Dunbar School Rehabilitation	TA	16-Apr-10	Tucson - 29	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	10.6%	11 YES, 2 NO	
HP 128	Performing Arts Center Rehabilitation	TA	16-Apr-10	Tucson - 30	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	25.6%	12 YES, 2 NO	
N 15	Mission San Xavier East Tower & Façade Restoration	New		Patronato San Xavier		\$ 2,500,000	\$ 2,500,000	32.2%	16 YES, 1 NO	
N 16	Historic Miracle Mile/Oracle Revitalization Corridor	New		Tucson - 5		\$ 2,000,000	\$0	new project after survey	2 YES, 8 NO	
N 17	Sunshine Mile - Modernist Corridor Historic Façade Rehabilitation Program	New		Tucson - 11		\$ 2,000,000	\$0	new project after survey	2 YES, 8 NO	
	SUBTOTAL				\$ 15,050,000	\$ 32,450,000	\$ 23,200,000			
Natural Area Restoration										
PR 262	Altar Valley Watershed Restoration Project	TA	15-Oct-10	Altar Valley Conserv. Allian	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	11.7%	13 YES, 3 NO	
N 20	Buffelgrass Eradication	New		Southern Arizona Buffelgrass Coordination C		\$ 10,000,000	\$0	new project after survey	5 YES, 7 NO	
	SUBTOTAL				\$ 1,500,000	\$ 11,500,000	\$ 1,500,000			
Floodprone and Open Space Land Acquisitions										
FC 2	Floodprone and Riparian Land Acquisition	TA	21-May-10	PC	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	32.8%	14 YES, 2 NO	
OS 2	Open Space Acquisition Program (formally Community Open Space/Habitat Protection)	TA	16-Apr-10	PC	\$ 120,000,000	\$ 120,000,000	\$ 120,000,000	40.3%, 36.6%	8 YES, 7 NO	
	SUBTOTAL				\$ 130,000,000	\$ 130,000,000	\$ 130,000,000			
	TOTAL				\$ 146,550,000	\$ 173,950,000	\$ 154,700,000			

		Parks and Recreation		BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
ID		Status for 2014 Meetings									
PR	93	Yaqui Park Community Center	TA - no change	18-Dec-09	PC	\$ 2,350,000	\$ 2,350,000	\$ 2,350,000	6.7%	17 YES, 2 NO	
City of Tucson proposals											
PR	4	Udall Park Expansion (Tier 2)	TA	16-Oct-09	Tucson - 19	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	20.5%	13 YES, 3 NO	
PR	5	Jacobs Park Recreation Center (Tier 1)	TA	16-Oct-09	Tucson - 14	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	8.7%	13 YES, 4 NO	
PR	20	Reid Park Improvements (Tier 2)	TA	16-Oct-09	Tucson - 9	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	40.1%	17 YES, 0 NO	
PR	29	Purple Heart Park Expansion (Tier 2)	TA	16-Oct-09	Tucson - 23	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	10.4%	12 YES, 4 NO	
PR	267	Sentinel Park - A Mountain Park Improvement Project (Tier 1)	TA	16-Oct-09	Tucson - 13	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	17.6%	13 YES, 2 NO	
PR	34	Urban Greenways City of Tucson (Tier 3)	TA	19-Nov-10	Tucson - 3	\$ 15,000,000	\$15,000,000	\$ 0	18.7%	8 YES, 5 NO	
PR	19	Freedom Center Expansion and Pool Improvements (Tier 2)	TA - increase funding/update scope	16-Oct-09	Tucson - 26	\$2,000,000	\$ 2,500,000	\$ 2,500,000	6.0%	15 YES, 1 NO	
PR	28	Lincoln Park Improvements (Tier 3)	TA - update scope	16-Oct-09	Tucson - 25	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	7.1%	11 YES, 3 NO	
PR	35	City of Tucson Sports Fields & Lighting/Regional (Tier 3)	TA - increase funding & scope	15-Oct-10	Tucson - 1	\$ 10,000,000	\$ 17,615,000	\$ 20,000,000	18.4%	15 YES, 1 NO	
PR	201	Oury Pool Renovations (Tier 2)	TA - increase funding	21-May-10	Tucson - 28	\$620,000	\$ 1,500,000	\$ 1,500,000	6.2%	13 YES, 3 NO	
PR	220	Adaptive Recreation Center Expansion (Tier 2)	TA - update scope	15-Oct-10	Tucson - 7	\$ 12,000,000	\$ 12,000,000	\$ 12,000,000	9.5%	12 YES, 3 NO	
PR	14	Silverlake Park Expansion	Resubmittal		Tucson - 22		\$ 2,300,000	\$ 0	6.9%	7 YES, 6 NO	
PR	46	Kennedy Park Improvements and Expansion (Tier 1)	Resubmittal		Tucson - 15		\$ 2,500,000	\$ 0	7.9%	6 YES, 5 NO	
N	24	Murrieta Park Improvements	New		Tucson - 16		\$ 5,000,000	\$5,000,000	5.0%	12 YES, 4 NO	
PR	44	Oury Park Festival Area	Resubmittal		Tucson - 27		\$ 1,500,000	\$ 0	3.5%	7 YES, 5 NO	
N	55	Jesse Owens Park Development	New		Tucson - 18		\$ 1,000,000			new project after survey	
N	56	Buffalo Soldiers Memorial	New		Tucson		\$ 250,000			new project after survey	
		SUBTOTAL				\$ 55,120,000	\$ 76,665,000	\$ 56,500,000			
Town of Marana proposals											
PR	213	Marana Cultural and Heritage Park (now combined recreation & ED project)	Resubmittal		Marana - 1		\$ 32,000,000	pending	5.5%	13 YES, 2 NO	
FC	8	Barnett Linear Park and Flood Control Channel	Resubmittal		Marana - 2		\$ 6,000,000	\$ 0	3.2%	4 YES, 7 NO	
		SUBTOTAL				\$ 0	\$ 38,000,000	\$ 0			

Pima County proposals										
PR	77	Shooting Sports Program Site Improvements (Tier 2)	TA	16-Oct-09	PC	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	12.6%	13 YES, 2 NO
PR	103	Rillito Race Track Conversion (Tier 1)	TA	18-Dec-09	PC	\$ 14,000,000	\$ 14,000,000	\$ 14,000,000	13.6%	12 YES, 5 NO
PR	109	Flowing Wells Park Skateboard Park and Improvements (Tier 1)	TA	16-Oct-09	PC	\$ 1,600,000	\$ 1,600,000	\$ 1,600,000	8.8%	13 YES, 1 NO
PR	115	Ted Walker Park Sporting Dog Training Site (Tier 1)	TA	16-Oct-09	PC	\$ 2,500,000	\$ 2,500,000	\$ 2,500,000	5.0%	10 YES, 5 NO
PR	237	Flowing Wells District Park Expansion (Tier 2)	TA	16-Oct-09	PC	\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	5.4%	13 YES, 2 NO
PR	273	Kory Laos Freestyle Memorial BMX Park (Tier 3)	TA	16-Oct-09	PC	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000	4.3%	10 YES, 3 NO
PR	138	SW Regional Sports Tournament Complex (formally Benson Highway Park Tier 1)	TA - scope change, increase funding	18-Dec-09	PC	\$ 5,400,000	\$ 32,200,000	\$ 32,200,000	new project after survey	14 YES, 2 NO
PR	13	Esmond Station Regional Park (Tier 2)	TA - increase funding & scope	18-Dec-09	PC	\$ 2,400,000	\$ 6,800,000	\$ 6,800,000	4.8%	13 YES, 2 NO
PR	137	Canoa Preserve Park (formally BAJA Seniors Sports Complex) (Tier 1)	TA - decrease funding	16-Apr-10	PC and Baja Sports	\$ 4,000,000	\$ 3,500,000	\$ 3,500,000	5.3%	16 YES, 0 NO
PR	140	Willie Blake Park (formally Ajo Detention Basin Park) (Tier 1)	TA - decrease funding & scope	17-Jun-11	PC	\$ 2,200,000	\$ 350,000	\$ 350,000	3.4%	11 YES, 4 NO
PR	280	Flowing Wells High School Sports Field Lighting & Improvements	TA - reduce funding & scope	17-Jun-11	PC & School District	\$ 15,000,000	\$ 1,500,000	\$ 1,500,000	new project after survey	9 YES, 6 NO
PR	110	George Mehl Family Foothills Park (Tier 1)	TA - reduce scope & funding	16-Oct-09	PC	\$ 4,000,000	\$ 2,500,000	\$ 2,500,000	5.6%	12 YES, 4 NO
PR	86	Lawrence Community Center and Swimming Pool (Tier 1)	TA - combo with PR116	16-Oct-09	PC	\$ 6,500,000	\$ 6,500,000	\$ 6,500,000	3.8%	14 YES, 1 NO
PR	116	Lawrence Park Improvements (Tier 1)	TA - combo with PR86	18-Dec-09	PC	\$ 3,000,000	\$ 3,000,000	\$ 3,000,000	1.9%	14 YES, 1 NO
PR	277	Pima County Softball Tournament and Recreation Park at Sports Park (Tier 1)	TA - scope change	16-Apr-10	PC	\$ 5,000,000	\$ 5,000,000	\$ 5,000,000	9.4%	14 YES, 1 NO
PR	96	Model Airplane Parks (Tier 3)	TA - scope change	16-Oct-09	PC	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	8.8%	8 YES, 6 NO
PR	278	River Park Acquisitions and Development Countywide	TA - update scope	15-Oct-10	PC	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	20.4%	14 YES, 2 NO
PR	281	Public Natural Park Trailheads	TA update scope /increase funding	15-Oct-10	PC	\$ 2,000,000	\$ 3,500,000	\$ 3,500,000	26.5%	13 YES, 2 NO
N	25	Kino Sports Complex Repurposing and Expansion	New		PC		\$ 3,900,000	\$ 3,900,000	19.2%	13 YES, 2 NO
N	26	County-wide Splash Pad Program	New		PC		\$ 7,000,000	\$ 7,000,000	14.8%	13 YES, 3 NO
N	27	36th Street Natural Resource Park	New		PC		\$ 480,000	\$ 480,000	7.9%	10 YES, 4 NO
N	28	Agua Caliente Park Pond Restoration	New		PC		\$ 1,000,000	\$ 1,000,000	new project after survey	14 YES, 2 NO
N	29	Pima Prickly Park	New		PC		\$ 500,000	\$ 500,000	7.2%	8 YES, 5 NO
N	30	CAP Trail Program	New		PC		\$ 14,000,000	\$ 14,000,000	12.7%	11 YES, 5 NO
		SUBTOTAL				\$ 94,600,000	\$ 136,830,000	\$ 136,830,000		
Town of Sahuarita proposals										
PR	181	Sahuarita Pool and Recreation Complex /YMCA (Tier 1)	TA - increase funding	16-Apr-10	Sahuarita - 1	\$ 12,652,000	\$ 15,880,500	\$ 15,000,000	9.9%	15 YES, 1 NO
N	31	North Santa Cruz Park - Phase II	New		Sahuarita - 3		\$ 3,000,000	\$ 0	4.4%	4 YES, 8 NO
N	32	Quail Creek - Veterans Municipal Park Phase II	New		Sahuarita - 2		\$ 3,900,000	\$ 0	4.4%	3 YES, 9 NO
		SUBTOTAL				\$ 12,652,000	\$ 22,780,500	\$ 15,000,000		
Town of Oro Valley proposals										
PR	217	James D. Kriegh Park Upgrades (Tier 1)	TA - increase funding/update scope	16-Oct-09	OV - 1	\$ 1,000,000	\$ 3,000,000	\$ 3,000,000	4.1%	15 YES, 3 NO
PR	218	Naranja Park Improvements	Resubmittal		OV - 3		\$ 9,000,000	\$ 10,000,000	4.1%	12 YES, 5 NO
N	33	Riverfront Park Softball Fields	New		OV - ?		\$ 1,000,000	\$ 1,000,000	new project after survey	12 YES, 4 NO
		SUBTOTAL				\$ 1,000,000	\$ 13,000,000	\$ 14,000,000		
City of South Tucson proposals										
PR	226	JVYC/Ochoa Gym (Tier 1)	TA	16-Oct-09	S.Tucson - 5	\$ 1,000,000	\$ 1,000,000	\$ 0	3.2%	4 YES, 8 NO
N	34	El Paso Southwestern Greenway Construction (S. Tucson portion)	New		S. Tucson - 3		\$ 1,500,000	\$ 1,500,000	5.6%	13 YES, 4 NO
		SUBTOTAL				\$ 1,000,000	\$ 2,500,000	\$ 1,500,000		
Pascua Yaqui Tribe proposals										
PR	228	Lawrence Hiaki Pathway (Tier 1)	TA	15-Oct-10	Pascua Yaqui	\$ 500,000	\$ 500,000	\$ 500,000	1.7%	11 YES, 4 NO
Other Organization proposals										
PR	231	Arizona Velodrome Center - Kino Campus (Tier 3)	TA	19-Nov-10	Perimeter Bicycling	\$ 5,000,000	\$ 5,000,000	\$ 0	7.2%	4 YES, 8 NO
FM	92	Ajo Community Golf Course Improvements	TA	19-Mar-10	Ajo Golf Course	\$ 320,000	\$ 320,000	\$ 320,000	2.2%	6 YES, 8 NO
N	35	First Tee of Tucson Youth Golf & Life Skills Center at Crooked Tree Golf Course	New		Tucson Conquistadores		\$ 800,000	\$ 800,000	new project after survey	7 YES, 7 NO
		SUBTOTAL				\$ 5,320,000	\$ 6,120,000	\$ 1,120,000		
		TOTAL				\$ 170,192,000	\$ 296,395,500	\$ 225,450,000		

		Neighborhoods, Affordable Housing, Public Health, Justice & Law Enforcement							2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
ID		Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request*	County Admin. Recommend.				
Neighborhood Reinvestment & Affordable Housing											
CD	1	Affordable Housing Program	TA - decrease funding	4-Jan-10	PC	\$ 30,000,000	\$ 30,000,000	\$ 15,000,000	30.4%	16 YES, 1 NO	
CD	2	Neighborhood Reinvestment Program	TA - decrease funding	4-Jan-10	PC	\$ 30,000,000	\$ 30,000,000	\$ 20,000,000	28.5%	18 YES, 0 NO	
CD	4	Marana Affordable Housing Land Acquisition, Entitlement & Improvement	Resubmittal		Marana - 4	\$ 1,500,000	\$ 0	\$ 0	5.0%	2 YES, 7 NO	
CD	5	Marana Neighborhood Reinvestment Housing Stock Retention	Resubmittal		Marana - 5	\$ 1,000,000	\$ 0	\$ 0	3.3%	2 YES, 8 NO	
N	36	Pedestrian Safety and Walkability Improvements	New		Living Streets Alliance	\$ 25,000,000	\$ 0	\$ 0	40.1%	3 YES, 8 NO	
N	37	South 12th Avenue Cultural and Culinary Corridor	New		Tucson - 6	\$ 3,178,500	\$ 0	\$ 0	12.8%	5 YES, 5 NO	
		SUBTOTAL				\$ 60,000,000	\$ 90,678,500	\$ 35,000,000			
Health											
FM	97	Pima Co. North Clinic Relocation & Expansion(formally Theresa Lee Clinic Relocation)	TA - scope change	19-Mar-10	PC	\$ 4,000,000	\$ 4,000,000	\$ 4,000,000	12.6%	15 YES, 1 NO	
FM	84	MHC Healthcare, Flowing Wells Family Health Center	TA - scope change	19-Mar-10	MHC	\$ 3,000,000	\$ 3,000,000	\$ 0	10.3%	4 YES, 7 NO	
N	38	Pima County Forensic Science Center Expansion & Remodel	New		PC	\$ 20,000,000	\$ 20,000,000	\$ 20,000,000	18.7%	14 YES, 3 NO	
		SUBTOTAL				\$ 7,000,000	\$ 27,000,000	\$ 24,000,000			
Justice & Law Enforcement Facilities											
FM	99	Drexel Heights Sheriff District Station	Resubmittal		PC	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	new project after survey	16 YES, 2 NO	
N	39	North Central Sheriff's Substation	New		PC	\$ 3,100,000	\$ 3,100,000	\$ 3,100,000	new project after survey	14 YES, 3 NO	
N	40	Green Valley Courthouse Expansion	New		PC	\$ 500,000	\$ 500,000	\$ 500,000	4.3%	14 YES, 4 NO	
N	41	Public Safety Training Academy - Judgmental Firearms Training Facility	New		Tucson - 8	\$ 4,100,000	no recommendation	no recommendation	new project after survey	5 YES, 7 NO	
N	42	Public Safety Training Academy - Multi-purpose Training Facility	New		Tucson -10	\$ 11,700,000	no recommendation	no recommendation	new project after survey	3 YES, 8 NO	
N	43	Public Safety Training Academy - Driver Training Facility	New		Tucson - 12	\$ 3,000,000	no recommendation	no recommendation	new project after survey	3 YES, 8 NO	
		SUBTOTAL				\$ 24,600,000	\$ 5,800,000	\$ 5,800,000			
		TOTAL				\$ 67,000,000	\$ 142,278,500	\$ 64,800,000			

*For Affordable Housing and Neighborhood Reinvestment Programs, the current funding request amount reflects recommendations from advisory committees, not the County Administrator.

Flood Control and Governmental Facilities										
ID		Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request*	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
Flood Control										
FC	58	El Corazon - Santa Cruz River: Rillito and Canada del Oro Confluence	TA - scope change	21-May-10	PC	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000	16.7%	17 YES, 0 NO
FC	9	Lower Santa Cruz Levee Extension	Resubmittal		Marana - 3		\$ 7,000,000	\$0	6.5%	3 YES, 5 NO
FC	14	40th Street Drainage	Resubmittal		S. Tucson - 2		\$ 3,000,000	\$0	6.0%	6 YES, 6 NO
FC	16	South 7th Avenue Between West 28th and 20th Streets Drainage	Resubmittal		S. Tucson - 4		\$ 2,500,000	\$2,500,000	6.0%	15 YES, 3 NO
N	44	East 32nd 1/2 Street Drainage	New		S. Tucson - 1		\$ 2,200,000	\$0	5.0%	7 YES, 5 NO
N	45	Cemetery Wash Drainage Improvements	New		PC & TO		\$ 4,000,000	\$4,000,000		new project after survey 15 YES, 2 NO
N	46	Pascua Yaqui Tribe Regional Drainage Construction	New		PY		\$ 1,936,363			new project after survey new project
		SUBTOTAL				\$ 10,000,000	\$ 30,636,363	\$ 16,500,000		
Governmental Facilities										
FM	9	Green Valley Government Center Parking & Access Improvements	TA	19-Mar-10	PC	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	4.5%	16 YES, 2 NO
FM	34	Downtown Legal Services Building Asbestos Abatement & Fire Sprinklers	TA	19-Mar-10	PC	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	9.6%	15 YES, 3 NO
FM	110	Elections Equipment	TA - decrease funding	16-Apr-10	PC	\$5,000,000	\$ 2,400,000	\$ 2,400,000	16.4%	16 YES, 2 NO
		SUBTOTAL				\$ 9,000,000	\$ 6,400,000	\$ 6,400,000		
		TOTAL				\$ 19,000,000	\$ 37,036,363	\$ 22,900,000		
Job Growth, Education and Workforce Training										
ID		Status for 2014 Meetings	BAC Tentative Approval Date	Submitted By, Priority if Provided	Tentatively Approved Funding	Current Funding Request	County Admin. Recommend.	2013 Public Bond Survey - % of 17,000 respondents that identified project as most important to fund with bonds	2014 BAC Member Preference Exercise	BAC Draft Bond Package
FM	1	Pima County One Stop Career Center	TA - increase scope/cost	16-Oct-09	PC	\$ 4,500,000	\$ 6,737,000	\$ 6,737,000	29.2%	16 YES, 0 NO
N	47	UAMC South Campus Allied Health Training & Facilities Expansion	New		UA		\$ 40,000,000	\$ 40,000,000		new project after survey 10 YES, 6 NO
N	48	Innovation/Technology Building, UA Tech Park - Bridges	New		UA		\$ 45,000,000	\$ 45,000,000		new project after survey 10 YES, 6 NO
N	49	Science Park Drive - Rita Road to Pantano Road Improvements	New		UA and PC		\$ 10,772,000	\$ 10,772,000	13.0%	11 YES, 4 NO
N	50	TUSD Cooper Center for Environmental Learning (Camp Cooper)	New		TUSD		\$ 2,000,000	\$ 2,000,000		new project after survey 9 YES, 8 NO
N	51	Sonoran Corridor Highway Improvements between I-10 and I-19	New		PC		\$ 20,000,000	\$ 20,000,000	19.6%	13 YES, 5 NO
N	52	Oro Valley Business Accelerator	New		OV - 1		\$ 15,000,000	\$ 15,000,000	7.5%	7 YES, 8 NO
N	53	Southern Arizona Mining & Industrial Technology Centers	New		JTED		\$ 12,000,000	\$0		new project after survey 3 YES, 8 NO
N	54	JobPath Program Facility	New		JobPath		\$ 1,250,000	no recommendation	32.5%	8 YES, 5 NO
		TOTAL				\$ 4,500,000	\$ 152,759,000	\$ 139,509,000		

Bond Project Sheets

Future Pima County Bond Election Proposed Projects Template

Project Name: Tucson Children's Museum, Inc., dba Children's Museum Tucson

Location: Carnegie Library, downtown Tucson

Scope:

Funding will be used for the remodel and construction of an expanded Children's Museum Tucson. The expanded facility will allow the Museum to double program space which includes galleries with interactive exhibits, space for school tours and Early Childhood Education programs. The additional space will provide opportunities for expanded specialty programming such as community events, cultural festivals and summer camp. There will also be outdoor exhibits, public program space and food service options all of which are necessary as the Museum has seen explosive growth in attendance: 15% in the last calendar year and a 52% increase in attendance from five years ago. The added space will allow the Museum to better serve the needs of the community by expanding collaborative relationships and educational programming while strategically introducing exhibits in the areas of Early Childhood Education, Science, Technology, Engineering and Mathematics.

Benefits:

The Children's Museum Tucson (CMT) is a nonprofit 501(c) (3) organization providing fun, play based, interactive, hands-on learning experiences for children and their families. Focused on providing age appropriate development and learning opportunities for children through the power of play, the Children's Museum Tucson has been in operation at its current location in the City's old Carnegie Library building since 1991. With respect to the expanded Museum, benefits to residents of Pima County include:

- Local Community
 - Education - An expanded facility will create significantly greater opportunities for the Museum to expand the educational benefits to the community – all of which are critical to creating a 21st century work force.
 - Early Childhood Education
 - school readiness programming for pre-schooled aged children.
 - physical fitness fun for kids under 5.
 - pre-k school readiness tours for area pre-schools and daycare centers.
 - Adventure Learning School Tours (field trips) for kids in elementary school.
 - Science, Technology, Engineering & Mathematics (STEM).
 - New STEM based exhibits (and associated school tours).
 - Expanded STEM programming such as our Science Sundays programming where STEM based activities are offered every Sunday during the summer – along with reduced admission to the Museum to provide accessibility regardless of economic means.
 - More Arts & Culture – Improved and expanded exhibits that provide our communities' children with exposure to a diverse and well-rounded curriculum focused on arts and culture.

- Community Events – The Museum will feature even more of our renowned community events that focus on critical topics such as literacy, science, health and wellness.
 - Collaboration. An expanded facility will allow the Children’s Museum Tucson to expand the types and frequency of collaborations we already do with fellow non-profit organizations in Pima County. With community space, the Museum can be a hub of family focused collaborative events and programming.
 - Quality of life. An improved Children’s Museum will add to the quality of life in our community for families with children.
- Tourism
 - An expanded Children’s Museum will allow the Museum to nearly double in size that will offer new hands-on, educational and interactive exhibits that will make the Museum more attractive as a destination for tourists visiting Tucson and Southern Arizona.
 - A new facility will likely feature a gift shop and food service outlet that are leased out to for-profit entities that would collect sales tax.
 - Greater attendance at the Museum will yield more visitors to downtown Tucson and which will have a positive impact on sales for area restaurants, shops as well as visitation to other attractions in the area.

A revitalized and expanded children’s museum will remain accessible to the residents of Pima County with a downtown location with proximity to major roads, access to parking and a wide variety of food and retail shopping opportunities. The new facility will also be fully accessibility to individuals with disabilities.

An expanded Children’s Museum Tucson is necessary to continue serving the needs of our growing community for the next 25 years. Furthermore the Museum will be an effective educational and developmental resource where children and their families can learn, grow and discover in a family focused and educational environment.

Costs: \$6,000,000.00

Bond Funding: \$6,000,000.00

Other Funding: Private Sector

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: Tucson Children’s Museum will be pay costs.

Regional Benefits:

Regional Benefits: CMT's geographic focus is Southern Arizona, primarily Pima County, where 80% of visitors reside. Thirty-seven percent of all on-site school group participants are from low-income families and more than forty percent of general admissions are from low-income areas. Through grants provided for the purpose, CMT admits a limited number of school groups free of charge when 50% or more of their students qualify for reduced or free lunch programs under Federal guidelines. Statistics regarding ethnicity are recorded for school and community group participants. Forty-eight percent of our group visitors are Hispanic, 42% are Caucasian, 4.5% African American, 3.5% American Indian and 2% Asian. 80% of visitors will be from Pima County.

Supervisor District of Project Location: District 5 – Richard Elias

Department: Facilities Management
Date: December 18, 2013

FM 109

Future Pima County Bond Election Proposed Projects

Project Name: COLD WAR HANGAR and THEATER at PIMA AIR & SPACE MUSEUM

Location: 6000 E. Valencia Road, Tucson, Az. 85756

Scope:

Construct a 120,000 square foot display hangar at the Pima Air and Space Museum for the purpose of displaying aircraft and artifacts related to the Cold War period of world history (1946-1991). The most significant aircraft to be included are a Convair B-36J, one of only four left in existence and the oldest surviving B-52 bomber. Between sixteen and twenty other historic aircraft in the museum's collection will also be accommodated in the building. In addition, a themed educational exhibit will be designed to encompass both the displayed aircraft and additional artifacts, photographs, and graphic material related to the Cold War. The project will also include the construction of a 200-seat theater within the Cold War Hangar.

Benefits:

This will be the largest capital improvement ever undertaken at the Pima Air & Space Museum and it will change the face of the museum. With the construction of this new hangar, the museum will cross the threshold where it will have more aircraft on display indoors than outdoors. Therefore, the hangar, together with the 200-seat theater, will enhance the museum's stature as an educational institution while preserving important historic artifacts for future residents and visitors to Southern Arizona. The museum forecasts that the project will create the opportunity for the museum to achieve a 10% increase in attendance and revenue.

Costs: \$14 Million

Bond Funding: \$10 Million

Other Funding: Arizona Aerospace Foundation-Pima Air & Space Museum: \$4 Million

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: O&M will be covered by the Pima Air and Space Museum.

Regional Benefits:

Approximately 19% of the museum's current visitors come from outside of the United States, 53% come from the United States outside of Arizona, and 14% come from Arizona outside of Pima County. This project will help to encourage new and repeat visitors to the Pima Air and Space Museum and the Titan Missile Museum both from the local community and from around the world. The history of the Cold War period is a significant part of the State of Arizona Social Studies curriculum. This building and its displays will have educational benefit to teachers presenting this history to their students throughout Arizona.

Supervisor District of Project Location: District 2 – Ramon Valadez

2014 Bond Election Proposed Projects Template

Project Name: Colossal Cave Mountain Park Improvements

Location: 16721 E Old Spanish Trail, Vail, AZ

Scope:

The scopes of improvements proposed include infrastructure, safety and revenue enhancing projects and activities.

Projects include:

- Cave and Ranch Museum Stores Renovation
- Ranch House /Museum/Library - A/C and Fireproofing
- Upgrade Restrooms - ADA Accessibility and Plumbing
- Outdoor Lighting at Parking Lots, Administration Building, and BBQ Area
- Replacement of Restrooms at Cave Entrance, Camping and Ranch House
- Wells and Water Systems Upgrades and Replacement
- Trails – Realignment and building of new trails to align with Arizona Trail
- Renovate Campground Ramada
- Renovate Campground Sites
- Preserve and Renovate CCC Museum
- Park Roads and Parking Lot Improvements and Realignment
- Addition of new nature-based and adventure activities

Benefits:

Colossal Cave Mountain Park has been in continuous operation on a shoestring budget for decades. Additional lands have been added including the National Historic Landmark of the La Posta Quemada Ranch House and grounds. This one-of-a-kind nature cave and surrounding natural resources can never be duplicated. Infrastructure, safety and the addition of new nature-based activities are paramount to continue a sustainable unique operation and availability to the general public. These projects will assist in the modernization of this precious resource and help increase visitor awareness and appreciation, thereby increasing the number of visitors and revenue by 25% ensuring continuous operation and growth.

Costs: \$3,500,000

Bond Funding: \$3,000,000

Other Funding: \$500,000

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: O&M will be covered by the site operations management.

Regional Benefits: This upgrade of the facility will enhance both its regional and national tourist appeal; bring the facility in ADA compliance on the restrooms and campgrounds, increase safety inside the cave, broaden the appeal to a larger family demographic with the addition of new nature based adventure activities and allow broader special events and nighttime operations throughout the mountain park as well as the cave, which in return will increase operating revenues matching the increase in attendance minimally by 25% .

Supervisor District of Project Location: District 4 – Ray Carroll

Department: Natural Resources Parks and Recreation
Revised: January 27, 2014

Future P i m a C o u n t y B o n d E l e c t i o n P r o p o s e d P r o j e c t s

PR266

Project Name: Pima County Southeast Regional Park (Fairgrounds) - Equestrian Racing Facility

Location: Located southeast of Tucson on Pima County property, Southeast Regional Park – Pima County Fairgrounds-Houghton Road and Dawn Road, south of I-10.

Scope: This project proposes the phased development of a 5/8 mile horse racing track, clubhouse facility and adjacent supportive facilities.

Benefits: The development of this facility would greatly increase regional interest in horse racing to Pima County year round, while providing enhanced economic growth and meeting the needs of an expanding community. The project location is greatly benefited by its proximity to Interstate 10.

Costs: \$6,500,000

Bond Funding: \$6,500,000

Other Funding: TBD

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: TBD

Regional Benefits: The project would provide an outstanding horse racing facility which would bring in competitors and spectators from around the country as well as spark international interests.

Supervisor District of Project Location: District 4 – Ray Carroll

Future Pima County Bond Election Proposed Projects

Project Name: County Fairgrounds Building & Infrastructure Improvements

Location: Pima County Fairgrounds/Southeast Regional Park

Scope:

The Pima County Fair had record breaking attendance for the past several years. Fair attendance has increased from approximately 150,000 to approximately 300,000 people in the past 10 years. Attendance at interim events such as Music Festivals, RV Rallies, Horse Shows and other activities at the fairgrounds and Southeast Regional Park have also have increased significantly. In the Board approved Master Plan developed by Southwest Fair Commission and Populous, there are several building improvements identified for upgrade and new infrastructure development. Renovation of these buildings will include more bathrooms, insulation, heating and cooling. These improvements will accommodate record crowds during the fair and larger attendance at interim events. In addition, building expansion will include a new administration office, an event entry facility, new livestock arena stalls and heating and cooling that does not currently exist. Building improvements will allow for increased usage and rental during summer and winter, resulting in new business and a positive local economic impact. Projects within this request are as follows:

- Redevelopment of Old Pueblo Hall including bathrooms, climate control, flooring, infrastructure
- Redevelopment of Thurber Hall including bathrooms, climate control, flooring, infrastructure
- Redevelopment of equestrian facility offices including stalls, bathrooms, climate control, flooring, infrastructure
- New administration offices, new Main Event Entry including landscaped entry and fencing,

Benefits:

- Since most fairgrounds buildings do not currently have A/C or heat, building use would expand into summer/winter months potentially increasing revenues by an additional 25%, strengthening the local economy.
- Provide restroom facilities for exhibit halls to address health and safety
- Provide water, internal sewer and electric service upgrades, improvements and expansion to meet the increasing demand of the Fairground facilities by fairgrounds and SERP users
- Ensure there is adequate supply of potable water for park visitors and visiting livestock
- Provide for expanded facilities available for use by residents of and visitors to Pima County
- Increased and enhanced buildings will allow for revenue enhancement necessary to address future capital projects
- Provide air conditioning and heats in buildings that currently only have evaporative coolers
- The Fairgrounds site has been designated as a Mass Reception Area by the Pima County Office of Emergency Management and Homeland Security

Costs: \$4.25million. The cost estimate was developed by Populous as an element of the Master Plan

Bond Funding: \$4.25million

Funding: The Southwestern Fair Commission budgets and completes approximately \$400,000-\$500,000 in capital improvement projects at the fairgrounds each year. \$600,000 is the estimated contribution from SWFC capital improvement dedicated for this project.

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: O&M will be covered by the SWFC who manage the site

Regional Benefits: Improved buildings with climate control features will drive more users and provide increased economic impact to Pima County.

Supervisor District of Project Location: District 4 – Ray Carroll

Department: Economic Development & Tourism
Date: January 6, 2014

Future Pima County Bond Election Proposed Projects

Project Name: County RV Park & Infrastructure Improvements

Location: Pima County Fairgrounds/Southeast Regional Park (SERP)

Scope:

The RV Park within the fairgrounds provides necessary services for events that require overnight stays such as the Fair, Music Festivals, Horse Shows, RV Rallies and other special events. In the Board approved Master Plan developed by Southwest Fair Commission and Populous, there are several infrastructure and RV Park improvements that were identified for upgrade as well as new infrastructure development. Improvements made will include roads and parking, traffic flow, additional bathrooms, showers, RV sites, drainage and infrastructure. Improved facilities will provide for increasing attendance and capacity with new and enhanced services which will benefit the events listed above as well as the Southeast Regional Park. Additionally, with these improvements SWFC will attract new business and promote growth of existing business all to the benefit of the fairgrounds, Southeast Regional Park, local businesses and the community at large. Projects within this request are as follows:

- Redevelopment of Thurber RV Park sites, infrastructure, new RV Building with amenities (restrooms, showers, laundry)
- Redevelopment of perimeter RV Parks, infrastructure, new RV Building with amenities, new RV Park, infrastructure, new RV Building with amenities
- Secondary infrastructure between RV Parks and Primary sources

Benefits:

- The Pima County Fair has nearly doubled in size and participation in the past 10 years. This has resulted in more vendors, participants and growth in the staff and other employees demanding RV spaces for the entire month of April. Interim event use has also increased over this time frame. Currently the fairgrounds has approximately 300 RV Sites with hookups, the demand has driven the required number needed at various times during the year to approximately 600 RV spaces or more. Currently this demand is either not met or dry camp spaces with no hookups are utilized. It can reasonably be expected that demand for more RV hookups will increase with market growth.
- Provide necessary additional waste water treatment connections for existing & new RV Park hook ups and RV Park support facilities
- Provide for improved traffic ingress & egress within the fairgrounds
- Provide new & upgraded bathrooms and showers with primary lines for water, sewer and electric service to meet the increasing demand of the Fairgrounds facilities, events and Southeast Regional Park users
- Increased and improved RV sites will allow for revenue enhancement from the annual fair, horse shows, RV rallies and other special events
- The Fairgrounds site has been designated as a Mass Reception Area by the Pima County Office of Emergency Management and Homeland Security. These infrastructure improvements will make the site safer and better prepared

Costs: \$3.2 million. The cost estimate was developed by Populous as an element of the Master Plan

Bond Funding: \$3.2 million

Funding: The Southwestern Fair Commission budgets and completes approximately \$400,000-\$500,000 in capital improvement projects at the fairgrounds each year. A portion of SWFC capital improvement money will be dedicated on an annual basis toward the completion of this project. The estimated total contribution from SWFC for this project is \$600,000.00

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: O&M will be covered by the Southwestern Fair Commission (SWFC) who manages the facility

Regional Benefits: Project will benefit all Pima County residents and visitors. The additional RV spaces and improvements will provide accommodations for more large scale events to Pima County that will drive economic benefits.

Supervisor District of Project Location: District 4 – Ray Carroll

Future Bond Election Proposed Projects Template

Project Name: ART OF THE AMERICAN WEST – Tucson Art Museum

Location: North Wing of the Pima County Courthouse

Scope:

The stated mission of the Tucson Museum of Art and Historic Block is to connect art to life – inspiring discovery, creativity, and cultural understanding through meaningful, engaging experiences.

The Tucson Museum of Art has been involved in a series of design charrettes addressing the question, “What can the museum do to best preserve and exhibit its rapidly growing art collections – especially in the area of the **ART OF THE AMERICAN WEST?**” While this document represents an attempt to address this question, if approved these plans will bring southern Arizona and our surrounding region one step closer to the establishment of a world-class art museum that will serve along side the Arizona-Sonora Desert Museum and the Pima Air Museum as a major tourist/resident attraction and destination.

In its effort to articulate a vision of its **ART OF THE AMERICAN WEST** collection, Tucson Museum of Art Board of Trustees and staff met formally en-bloc, and informally in smaller groups. These discussions proved energetic and inclusive. Members participated with enthusiasm and imagination—even when circumstances demanded “back to the drawing board” revisions and improvisation. Throughout the discussions there truly has been a palpable effort to achieve the extraordinary. Within loose bounds, discussions tended toward free form, stream-of-creative-consciousness; and could be more fully understood as one long, ongoing, and extended dialogue.

In the planning discussions, an established goal was to build upon the museum as “a living, breathing place” – a gathering place for residents and a destination attraction for visitors. In fact, the word “museum” fails to describe this expanded vision. The design effort focused on the concept of a “cultural plaza” – a campus that embraces, and in turn is embraced, by every member of our culturally rich and diverse region. As envisioned, the museum of the future is less a place dedicated to archiving dusty objects on shelves, and more a dynamic and interactive experience dedicated to making the artistic legacy of one of Arizona’s leading art collections come alive in the fertile imagination of schoolchildren; bringing art and beauty into the lives of our citizens; and imbuing a sense of common humanity and dignity between the institution’s widely diverse audiences.

This plan underscores the determination of many generations in making the Tucson Museum of Art a firm and absolute part of the public realm—an ennobling and joyful civic centerpiece, a structure that at its best tries to join the most compelling lessons of architecture with the most serious lessons of art. **When the museum can be an architectural monument as well as a respectful repository for art and history, it becomes a civic point of pride, an entity that is celebrated by all.** The museum is not the monastery or the library of our age—but it is surely, more and more, the public square of our time and a gathering place for our coming together.

Benefits:

This project will preserve in perpetuity the community's **ART OF THE AMERICAN WEST** collection, as well as celebrating the unique and historically significant architecture of the Pima County Courthouse by providing enrichment and educational opportunities about our western and Native American history, both for visitors today and generations to come.

Today the Tucson Museum of Art's mission has never been more challenging or consequential. By creating unparalleled opportunities for aesthetic engagement and inquiry through the presentation and education of the museum's **ART OF THE AMERICAN WEST** collection, the museum has become a community gateway for the understanding of our rich cultural heritage. The proposed permanent display of the museum's **ART OF THE AMERICAN WEST** collection symbolizes the joining of established historical art movements with that of experimental, dynamic, and progressive explorations. At its core, the Tucson Museum of Art is first and foremost an educational institution that values the aesthetic experience as a dynamic way of understanding what it is to be human. By telling the story of the art of the Southwest, and the impact it has had on the development of our state, it secures a major part of Arizona history for generations to come.

Costs:

Total Project Renovation/Construction Cost: \$10.5 million

Total Museum Restricted Operating Endowment Goal: \$10 million

The museum's current annual operating budget is \$3.2 million; the proposed expansion will increase this budget by approximately \$500,000. The organization is fiscally responsible and has operated in the black for 17 years.

Bond Funding:

\$5 million

Other Funding: The Tucson Museum of Art will seek funding support from **private foundations** (e.g. Kresge Foundation; Ford Foundation; Getty Foundation; etc.), **governmental organizations** (e.g. National Endowment for the Arts, National Endowment for the Humanities, National Trust for Historic Preservation; etc.), as well as **individual donors**. Funding amounts are TBD.

The museum is committed to raising \$10 million for a restricted operating endowment to offset the incremental increase of \$500,000 to its operating budget.

Fiscal Year Project Start and Finish Date:

If the Tucson Museum of Art's proposed renovation project receives approval, the institution will immediately begin producing the detailed architectural drawings required for renovation (FY 2007).

The dates listed below are provided as an estimated project timeline.

- Program Plan Approved and Construction Funds Secured *On-going*
- Conceptual/Schematic Design: *Four Months*
- Approvals: *One Month*
- Construction Documents: *Four Months*
- Permits: *One Month*
- Construction: *Twelve Months*

TOTAL ESTIMATED PROJECT TIME: 22 Months

Project Management Jurisdiction: Uncertain

Future Operating and Maintenance Costs: The north wing of the Pima County Courthouse is approximately 18,500 square feet. Conservatively, at \$5 per square foot for O&M, the museum's annual budget impact would be \$92,500. The museum will cover these additional operating and maintenance expenses, and it is not anticipated that the O&M will be paid by another jurisdiction.

The Tucson Museum of Art recognizes that additional staff will be required to properly support curatorial, exhibit design, security, and environmental services functions in the courthouse addition. Corresponding budgets and job rationales are detailed in this document. The expansion will increase the museum's annual operating budget. To offset this incremental increase, the museum is committed to raise \$10 million for a restricted operating endowment. In order to keep current and future operations in line, the museum will carefully evaluate and plan investments and budget expenses to ensure a consistent positive annual fund balance.

Regional Benefits: This proposal is for the creation of a major southern Arizona attraction – but an attraction that is geared to the entire State of Arizona and its visitors. In its 83 year history, the Tucson Museum of Art has established a loyal support base of thousands of well-educated residents living primarily in Pima County (e.g. the Foothills and Green Valley). In addition to supporting arts and culture as part of the high standard of living we all enjoy, these people are VOTERS, and their participation could genuinely help in passing the upcoming Bond Election.

On a project such as the Pima County Courthouse expansion, community involvement is crucial and public input a necessity. Diverse perspectives are extremely valuable in these initial planning stages. The Tucson Museum of Art is the *community's* art museum and archives, and the inclusion of unique concepts and ideas can only enrich the museum experience. This input forms a basis for developing varying themes and interpretive materials for telling the story of the museum's **ART OF THE AMERICAN WEST** collection and linking its significance to Arizona. If the project is approved, the museum will create a community-based ad-hoc committee and facilitate public forums and presentations on the Pima County Courthouse expansion to garner fresh ideas and support.

The possibility of building a showplace for Arizona-based history and art that intellectually rivals other major cultural institutions is at hand. The concept does not need to exceed other museums in scale or scope in order to be successful. But, with careful attention to purpose and mission, commitment of resources and talent, and dedication to using the tools available in this 21st century, the planning committee can begin to look at the rich history and art of our region through contemporary eyes. With the thoughtful presentation of these extraordinary western and Native American art collections, the museum has the opportunity to move our community into a new era of dialogue and celebration of the great Southwest.

Supervisor District of Project Location:
Richard Elias – District 5

For Internal Use only:

Specific County Administrator Contemporary Issue being addressed with expenditure

Department: Facilities Management

Date: September 26, 2014

2014 Bond Election Proposed Projects Template

Project Name: Old Pima County Courthouse Restoration & Repurposing

Location: 115 N. Church Ave.

Scope: The Pima County Old Courthouse is well recognized as the iconic symbol of Pima County. Listed on the National Register of Historic Places, the facility lies at the core of downtown Tucson and is frequented by over one million visitors annually including tourists, architectural preservationists, locals and those residents new to the area. Currently, the building houses the Pima County Justice Courts, Recorder's Office, County Treasurer and County Assessor. Built in 1928, the building has been well maintained over decades of heavy usage, however, the core building systems are no longer viable and are beyond their useful life. Such systems include HVAC, electrical, plumbing, roofing, vertical circulation, insulation, life safety, and ADA accessibility. In addition, the structure requires a limited degree of environmental remediation for asbestos containing building materials. In order to conduct such intrusive system replacements and remediation, the building must be totally vacated for an extended period of time. Fortuitously, all of the existing tenants listed above will be relocating to the currently under construction Pima County Public Service Building in fiscal year 14/15.

The scope of this project bond request is to capture that vacancy, restore this iconic, grand building to its full potential and ensure its symbolism as the heart of Pima County for decades to come. Fittingly, it is proposed that the Pima County Board of Supervisors, Clerk of the Board, and County Administrator's Office be relocated to the second and third floors of the building complete with modern security provisions, improvements to the interior of the dome space, communication technology and energy-saving facility systems. Those interior elements and spaces with significant historical context such as the main Courtroom would be restored to their original grandeur and remain available for public viewing and meetings.

The County functions listed above, will essentially consume the available square footage on the second and third floors, leaving the ground level and basement available for other civic related use. Capitalizing on the rich history and iconic status of the Old Courthouse, it is proposed that the **Tucson Museum of Art (TMA)** utilize the ground level of the facility to house its **Art of the American West collection**. Such a collection displayed in such an historical setting, adjacent to existing Tucson Museum of Art begins to create a critical mass of cultural amenities in a close walkable proximity including the Leo Rich Theater, Music Hall, and Museum of Contemporary Art (MOCA). The potential to house a specific collection of art which embodies the rich heritage of the American West in a building known throughout the entire Southwest as emblematic of this era represents an appropriate use as well as economic plus for downtown.

Lastly, the County has been approached by the **January 8th Memorial Foundation** regarding their interest to partner with the TMA to display and act as curator for both an interior as well as exterior memorial reflecting upon the tragic events of the 2011 shootings. It is proposed that the memorial would include an interior display of the accounts from on-site reporters, summaries of how the local hospital, community, and national leaders responded, biographical memorials to honor those directly involved in the shooting and representative artifacts from the memorial archives including mementos from schools, artists and citizens from around the country. Consistent with U.S. Representative Gifford's theme of "Congress on the Corner," the memorial would also include an exterior component on the west side of the Old Courthouse to connect with downtown pedestrian paths and outdoor spaces that would link the memorial components together in a unified concept that celebrates the theme that "Together We Thrive."

Benefits: Following the relocation of the Consolidated Justice Courts, Assessor, Treasurer and Recorder, the Old Courthouse will remain the iconic symbol of Southwest Arizona. It is therefore very appropriate that the “seat of government” be housed in such a structure while at the same time attracting locals and visitors as a significant part of their downtown experience. The cultural magnet of housing an art collection ideally suited for this historic building as well as the January 8th Memorial has the opportunity to create an economic benefit to the entire region as well as preserve the buildings rightful place on the National Historic Register.

Costs: \$35,000,000

Bond Funding: \$35,000,000

Other Funding: The January 8th Foundation has committed to an aggressive fund raising effort in calendar year 2014 based upon the public support of the project as evidenced by both the Pima County Board of Supervisors and Tucson City Council’s supportive resolutions.

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County Facilities Management

Future Operating and Maintenance Costs: As is currently the case, Pima County operates, maintains and funds the operating expenses connected to the Old Courthouse. It is anticipated that the operating costs will decrease overall with replacement of new energy efficient mechanical and electrical equipment. Additionally, it is anticipated that the Tucson Museum of Art would occupy the lower level under a long-term Tenant/Landlord Agreement and as such, would be fully responsible for their pro-rata share (per square footage) of all maintenance and operating expenses associated therein. Conservatively, that cost is now estimated at \$7.00psf.

Regional Benefits: This building has long been an iconic symbol for Pima County and is listed on the National Register of Historic Places. Placing the Board of Supervisors and Administration in this building is appropriate and maintains it as a useful and public centered function. The TMA collection of southwest art paired with the January 8th Memorial offer an ideal viewing location in the urban core connected by a walkable pathway to other culturally relevant facilities.

Supervisor District of Project Location: District 5 - Richard Elias

Department: Facilities
Date: September 29, 2014

Future Pima County Bond Election Proposed Project

Project Name: Arizona-Sonora Desert Museum - Exhibits and Facility Expansion

Location: Arizona-Sonora Desert Museum 2012 N. Kinney Rd., Tucson, AZ 85743

Scope: New Exhibits, Experiences, and Infrastructure Improvements, including:

- Exhibits
 - **COAST TO CANYONS: JOURNEY OF THE JAGUAR** (working title) – The project is comprised of multiple distinct pieces, each one of which is an attraction in and of itself. Covering an area of ~1.5 acres, the experience will include dozens of species of plant and animal life, each playing a significant role in telling the story of the southern portion of mainland Sonoran Desert. The story follows a jaguar from the coast of the Sea of Cortez to the Sierra Madre Occidental through multiple life zones. Each zone has a flagship species (including jaguar, American crocodile, and Mexican wolf) and a unique landscape that will be interpreted. Water and its importance to the desert will be incorporated into the story as we follow it from the top of the mountains to the Sea of Cortez. In addition to amazing plant and animal life, interpretive experiences, children’s play spaces, and new climate-controlled zones, we will incorporate a variety of revenue generating experiences and facilities, which will help sustain the operations of this habitat-immersion complex.
- Experiences
 - **DESERT LOOP TRAIL DOME** – Themed indoor nature play & learning experience presented from an “Alice in Wonderland” perspective, wherein children will feel like they are the size of rodents as they explore this play space, modeled after a packrat nest. Sections will be designed to suit different age levels where they learn about the life of a packrat and the inhabitants of the packrat’s home. Food service and seating area will be included to provide revenue to help sustain the play space.
- Infrastructure
 - **WATER DELIVERY INFRASTRUCTURE** – Well installation and/or waterline replacement and rehabilitation of potable water delivery systems. Intent is to secure water for ASDM and reduce the Museum’s dependence on the current County well.

Benefits:

With an international reputation as a pioneer in regional natural history interpretation, the Desert Museum draws visitors from around the world (reviews by TripAdvisor continually rank it as a “*Top Ten*” museum). The aforementioned projects will allow the Museum to develop new cutting edge exhibits and experiences that will help maintain the Museum’s stellar reputation and increase its power to draw new audiences and attract more visitors to Tucson. In addition, they will lead to:

- Broader range of immersive experiences for Museum visitors
- Improved and more interactive exhibits
- Extended visitor stay & motivate visitors to become members (especially those who live in Pima County)
- Deepen visitor understanding of the Sonoran Desert Region
- Opportunities for increased revenue
- Increased indoor space, which is advantageous during inclement weather
- Ensure potable water is available for Museum guests, live animal and plant collections

Costs: Total capital costs estimated at \$12,762,000

- Desert Loop Trail Dome - \$1,600,000
- Coast to Canyons: Journey of the Jaguar - \$10,662,000
- Water Delivery Infrastructure - \$500,000

Bond Funding: \$10,162,000

Other Funding: \$2,600,000

ASDM already has a pledge of \$2,000,000 toward the jaguar exhibit, along with over \$600,000 in infrastructure investments for a concrete indoor space (dome), utilities & climate control for the space, as well as artificial rockwork façade to blend it into the landscape. The Museum will seek other contributions to help sustain projects, and will be responsible for all operations and maintenance costs, which are estimated to be \$12.5 million over the course of the lifetime of these exhibits.

Fiscal Year Project Start and Finish Date: Projects will be done in series, beginning with the dome in mid-to-late 2016. Projected completion date for all projects would be 2020. Sequence/priority is planned as follows:

1. Desert Loop Trail Dome – Interpretive Play Space
2. Coast to Canyons: Journey of the Jaguar
3. Water Infrastructure – Project would be scheduled in coordination/conjunction with Pima County, but process would begin soon after Bond approval and may overlap with planning/construction of the other two projects.

Project Management Jurisdiction: Arizona-Sonora Desert Museum. ASDM plans to develop, manage, and bid these projects as the Museum did with the Warden Oasis Theater (outside of County procurement system).

Future Operating and Maintenance Costs:

ASDM will be responsible for O&M costs for exhibit and interpretive play space projects. These include staffing and deferred maintenance costs estimated at over \$12.5 million.

Regional Benefits:

These projects are examples of the Museum’s continuing effort to display and interpret the unique aspects of our region and engage the visiting public about the biodiversity and iconic plants and animals of this area. The comprehensiveness and hands-on aspects of these proposed projects should encourage visitors to Tucson to not only spend more time at the Desert Museum, but also lengthen their stay while in Tucson. It is our belief that by offering these greatly enriched experiences to those who choose to travel to southern Arizona, we will positively impact economic development through tourism, as well as created a better educated citizenry and stewards of this great region.

Supervisor District of Project Location: District 3 – Sharon Bronson

Department/Organization: Facilities

Date: Feb 5, 2014

Future Pima County Bond Election Proposed Projects

Project Name: Old Tucson Expansion by Arizona Sonora Western Heritage Foundation (ASWHF)

Location: Old Tucson 201 S. Kinney Road, Tucson AZ 85735 (a Pima County Leased Property)

Scope: ASWHF will construct themed exhibit structures and infrastructure that will transition a portion of Old Tucson from a family themed Western Town to an Arizona Sonoran Western Heritage Culture Center. The exhibit additions will require the construction of 13,000 square feet of temperature controlled appropriately themed buildings and outdoor design elements for seasonal interpretive educational programs. This is an all inclusive proposal for design and construction of buildings, fixtures and exterior elements. Additionally existing County-owned buildings will be modified to meet the requirements of the new educational programs that will be implemented. These include structures 1, 4, 17, 27 and 64 which are shown on the Old Tucson Site Plan.

Benefits:

There will be both educational and economic development benefits. Geotourism incorporates the concept of sustainable tourism—that destinations should remain unspoiled for future generations—while allowing for ways to protect a place's character. Geotourism also takes a principle from its ecotourism cousin,—that tourism revenue should promote conservation—and extends it to culture and history as well, that is, all distinctive assets of a place. Old Tucson will become a complementary attraction to the Arizona Sonoran Desert Museum and a sustainable educational resource for the people of Pima County. Attendance at Old Tucson is projected to increase by 38% (over 60,000) when these projects are implemented. Old Tucson will employ an additional 25 FTE persons locally and provide approximately \$1,200,000 in funding for content specific programs at the University of Arizona and other local businesses. New building construction and refurbishment of existing structures will employ an additional 75 FTE.

Costs: \$8M

Bond Funding: \$6M

Other Funding: \$2M match funding that will be used for design and development of programs for the cultural park. The funding will come from capital campaigns and grants.

Fiscal Year Project Start and Finish Date: Start 2015/2016 – End 2017/2018

Project Management Jurisdiction: ASWHF wish to develop, manage, and bid this project with the oversight of Pima County Facilities and Economic Development and Tourism Departments.

Future Operating and Maintenance Costs: It is expected that the O & M will be approx. \$150,000 per year and ASWHF will be responsible for the costs.

Regional Benefits: There is no multi-cultural attraction in Southern Arizona. Old Tucson is an ideal educational backdrop for authentic experiences and exhibits that showcase Southern Arizona which would include the Native American, Mexican, African American, Chinese and European's that pioneered Southern Arizona.

Supervisor District of Project Location: District 3 – Sharon Bronson and District 5 – Richard Elias

Department: Natural Resources, Parks and Recreation

Date: REVISED DATE

Future Pima County Bond Election Proposed Project

Project Name: Canoa Ranch New Museum/Orientation Center and Other Improvements

Location: Approximately 45 miles south of Tucson off I-19 at Canoa Ranch exit and on east side of highway.

Scope: This project would continue implementation of the 2007 Master Plan for the County-owned Raul M. Grijalva Canoa Ranch Conservation Park, with the goal of opening more of the historic ranch to the public on a regular basis and telling the cultural and historical story of people and events that shaped its history. The project includes 1) a new 20,000 square foot museum/orientation center/gift shop building with a conference/event center, 2) restoration of portions of the historic canal, pond, and irrigation system, 3) rehabilitation of historic structures and all necessary infrastructure, design and environmental studies.

Benefits: The Canoa Ranch complex is exceptionally important for its historic as well as natural resources. A comprehensive master plan has been adopted to guide the phased development of the site into a major interpretive and historic destination for the public along the I-19 corridor. This renovation will upgrade the facility to a level that will allow the public to safely and appropriately enjoy and use the site as a part of the County park system. This site would become a major tourism attraction to local and regional visitors as a heritage education center and would be a cornerstone element of the Santa Cruz Valley historic site system. Phases I through IV have already been completed.

Costs: \$18,000,000

Bond Funding: \$18,000,000

Other Funding:

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: Pima County

Future Operating and Maintenance Costs: Annual O&M costs for the historic park are estimated at approximately \$873,000/year, which will come from the general fund.

Regional Benefits: This project will add to the historic and tourism programming available in Pima and Santa Cruz counties.

Supervisor District of Project Location: District 4 – Ray Carroll

Requestor: City of Tucson Parks and Recreation Department & Reid Park Zoological Society

Date: October 9, 2014

Future Pima County Bond Election Proposed Project

Project Name: Reid Park Zoo African Expansion Phase II

Location: Reid Park Zoo, 3400 E Zoo Court, Tucson, AZ 85716

Scope: In accordance with the Zoo's Master Plan, this project includes new exhibits and public spaces to repurpose the now-empty former elephant enclosure located at the heart of the Zoo. The project addresses priorities identified in a recent visitors' survey, including the desire for more indoor space, interactive exhibits and play opportunities for children. Highlights include:

- *Safari Lodge* - In the former elephant site, construction of an "African Safari Lodge" that would serve as a rest-and-play space for visitors during regular Zoo hours, and a unique rentable venue for weddings, parties and other private events.
- *Interactive Animal Exhibits* - Surrounding and viewable from inside and outside the Lodge, habitats will be created for various smaller African species such as meerkats, rock hyrax, fennec fox, African lizards and/or African pythons. These exhibits will include education animals that, under the supervision of Zoo staff, can be brought out for interactive experiences with visitors.
- *Interactive underwater viewing exhibits* – New exhibits will incorporate up-close, underwater viewing of several semi-aquatic African species such as pygmy hippos, Nile crocodiles, and otters. This smaller endangered species of hippo will reduce construction and operating costs while still providing the exciting experience of encountering these exotic creatures offer face-to-face.

Benefits: Reid Park Zoo is the largest attended gated tourist attraction in southern Arizona with more than one-half million visitors annually. This project will take a current eyesore within the Zoo and turn it into numerous exhibits and venues that will attract more visitors, provide enhanced learning and recreational experiences, and generate more revenue to support Zoo operations into the future.

Costs: Total capital costs are estimated at \$20 million.

Bond Funding: Bond funding request is \$10 million.

Other Funding: Reid Park Zoological Society is committed to raising the remaining funds for this exhibit. The Society exists solely to support the development of Reid Park Zoo. This funding will be secured through a combination of major gifts, a public campaign, grants and other fundraising activities. Reid Park Zoological Society has a proven fundraising track record and a financial plan to be able to fund multi-year pledges.

Fiscal Year Project Start and Finish Date: It is estimated that fundraising will be complete between 2018 and 2020. Detailed design and construction would then take an estimated 18 months to complete.

Project Management Jurisdiction: The City of Tucson will have project management jurisdiction of this project.

Future Operating and Maintenance Costs: The City of Tucson will be responsible for future Operating and Maintenance costs, with financial support from Reid Park Zoological Society. O&M costs are broadly estimated at \$300,000 annually, to be covered by additional revenue-generating sources. These sources include: event rental of the African Safari Lodge; admission to a “wildlife carousel” to be built by the Zoological Society (not part of the bond request); and increased ticket sales, food concession utilization, and gift shop purchases as a result of increased visitorship.

Regional Benefits: Reid Park Zoo is a unique and highly popular regional facility that attracts residents and visitors alike. Ongoing enhancements to the Zoo experience will bring additional visitors to this regional facility which already attracts over one-half million guests annually. Visitors include residents from throughout Pima County as well as from throughout the United States and Mexico. In addition to the local construction jobs and long term technical Zoo staff positions supported by this improvement, increasing visitor stay time and extending after-hours use of the Zoo will positively influence local economic development.

Supervisor District of Project Location: District 2 – Supervisor Ramón Valadez

Department: Facilities Management

Date: September 29, 2014

Future Pima County Bond Election Proposed Project

Project Name: Southern Arizona Regional Orientation Center

Location: 5 acres on the southwest corner of Cushing Street and Interstate 10 along the Santa Cruz River

Scope: Create a Regional Orientation Center along the Santa Cruz River near Tumamoc Hill - including acquisition associated costs, environmental remediation, planning, design, and construction of a facility and related infrastructure that may include indoor space for exhibits, educational programs, auditorium, gift shop, offices, and outdoor cultural plaza. The Center will showcase our region's many natural, cultural, and science based attractions and serve as the gateway to understanding the very origins of Tucson, located at the base of Sentinel Peak between Tumamoc Hill and the Santa Cruz River. This is one of Pima County's most beautiful and historic landmarks, where native people lived and practiced agriculture for more than 4,000 years and where Fr. Kino in 1694 encountered the Piman village of "Stjuckshon," giving Tucson its name. With Tumamoc Hill as the backdrop, the Center will be located on 5 acres of land on the west bank of the Santa Cruz River deeded to the County by the City of Tucson and will provide the opportunity to encourage visitation to attractions in Tucson, the Santa Cruz Valley and southern Arizona. It will provide visitors and residents alike a one-stop point of access to information about educational opportunities, activities, and information related to these destinations.

Benefits: Development of a regional orientation center sited on the Santa Cruz River near Tumamoc Hill will help to advance our efforts to enhance economic development in our community by revitalizing tourism in our region. Tourism studies show the natural environment - the exploration of it and activities surrounding it - is Tucson's greatest attraction. The Center will promote local and regional tourism that sustains and enhances the geographical character of our region - its environment, culture, aesthetics, heritage, and the well-being of our residents.

- Information hub for regional attractions, natural area and heritage destinations, public outreach/education
- Central location to market, coordinate and direct visitors/residents to area attractions;
- High visitation will benefit local restaurants, hotels and local businesses;
- High traffic will encourage future investments and reinvestment in the West side;
- Gateway to Tucson Origins Heritage Park - commemorating the Birthplace of Tucson and educational programming about Stjuckshon, the San Agustin Mission Mission Gardens, and Tucson's history.

Costs: \$15.0 million

Bond Funding: \$15.0 million

Other Funding: None identified at this time

Fiscal Year Project Start and Finish Date: TBD

Project Management Jurisdiction: (Provide the jurisdiction that will manage the project development.) Pima County, with other partners such as the City of Tucson, Rio Nuevo District Board, University of Arizona, Western National Parks Association, Visit Tucson, Friends of Tucson's Birthplace, and local stakeholders

Future Operating and Maintenance Costs: Will be paid by operating partners, various agencies/jurisdictions.

Regional Benefits: Will coalesce, promote and showcase the vast assortment of natural, cultural, scientific, and other attractions throughout Pima County and southern Arizona.

Supervisor District of Project Location: District 5 - Richard Elias

PROJECT SHEET

Project Name: Downtown Community Theaters and Historic Cultural Landscape

Location: The proposed project is located in the Entertainment District of downtown Tucson at the Music Hall Theater, the Eckbo Landscape, and the Leo Rich Theater on the campus of the Tucson Convention Center (TCC). The area, which is bound by Congress St. to the north, Cushing St. to the south, Church Ave. to the east, and Granada Ave. to the west is located within Pima County (Districts 2 and 5) and within the City of Tucson (Ward 6).

Scope: Music Hall Theater: Scope of work includes renovation of the existing 75,000 SF theater with seating capacity for 2,289. Renovations would include new fixed seats, house lighting, theatrical sound, lighting, and acoustics, data and power, replacement of HVAC systems, new carpet, paint, interior and exterior signage, new video displays, complete restroom and dressing room renovations, new doors and hardware, IT infrastructure for patrons and events, new sound booth equipment and finishes, new roof, new lobby passenger elevator, ADA renovations, and an environmental assessment and abatement.

Leo Rich Theater: Scope of work includes renovation to the existing 5,500 SF theater entrance and lobby with seating capacity for 511. Renovations of new doors and hardware, interior and exterior paint, windows, additional data and power, PA sound system, lighting and acoustics, finishes and carpet, interior and exterior signage, video displays, ADA renovations, and an environmental assessment and abatement would be limited to the entrance and lobby.

In addition, the entrance and lobby of both theaters would be renovated to address ingress and egress, and how to engage the Eckbo Landscape as programmable and revenue generating space for events.

Eckbo Landscape: This is a historic preservation project that would provide historic rehabilitation to restore and rebuild a mid-twentieth century modern landscape unique to Tucson and Arizona. Renovations would include a restoration of the approximately 5.75 acres which encompasses existing fountains, water features, landscapes, site lighting, site furniture, hardscape, walkways, and finishes. System replacement associated with the landscape including mechanical rooms, mechanical and electrical equipment, irrigation, site lighting for wayfinding and safety as well as accent lighting, and plumbing would be included in the project scope. Renovations would also address the immediate health and safety issues associated with ponding water and empty fountains.

Replacement of security and monitoring system would also be included as a part of the renovations for the Music Hall Theater, the Leo Rich Theater, and the Eckbo Landscape. Renovations to all three facilities will also improve energy and water efficiency thereby reducing operating costs and greenhouse gases

Breakdown of the scope identified above is as follows. Project total includes soft costs and project contingency.

Music Hall Theater:	\$19M
Leo Rich Theater:	\$500K
Eckbo Landscape:	\$8.5M
Project Total:	\$28M

Benefits: The renovations of the Music Hall Theater, the Leo Rich Theater, and the Eckbo Landscape are a capital improvement to the overall Tucson Convention Center campus with direct and indirect downstream economic benefits. Renovations will improve the overall patron experience and as well as the facilities for the performers. A renewed commitment to the theaters and the shared adjacent historic landscape will increase event booking which will increase ticket sales and generate additional revenue. The increased use of the theaters and the historic community landscape will have a positive economic impact to the local adjacent neighborhoods, the overall Tucson community, and the region as a whole. As downtown Tucson icons, the Music Hall Theater, the Leo Rich Theater, and the Eckbo Landscape are vital to the identity of the newly formed Entertainment District, which in turn will strengthen the regional identity. The Urban Land Institute report and the Museum of Contemporary Art also support the project and encourage the activation of the TCC campus.

PROJECT SHEET

The Rio Nuevo TCC Arena Renovation project, which is similar in scope to this project and is focused on the patron experience, is phase one of the multi-phased project for the TCC and downtown Tucson.

As the theaters and landscape are renovated, there will be an increase in performances at both facilities, which will bring new patrons of all ages to the TCC campus and downtown Tucson. In addition, new patrons will generate a new and vibrant dynamic to the TCC campus. Neighbors and the community will explore and define new uses for the historic community landscape. It will become a downtown landmark once again where people want to be and connect with their community. The Music Hall Theater, Leo Rich Theater, and the Eckbo Landscape provide a distinct sense of place and this project will help to revitalize that unique place for Tucson and the region.

The Music Hall Theater, Leo Rich Theater, and the Eckbo Landscape programmatically and functionally complement each other. A combined and organized design effort has the added benefit of lower project soft costs and coordination of events which in turn saves the project money.

Cost: \$28,000,000

Bond Funding: \$28,000,000

Other Funding: Leveraging existing public investments:

- \$8M renovation of the TCC Arena funded by the Rio Nuevo Multipurpose Facilities District
- \$18M by City of Tucson in TCC facilities, completed in 2012 – 2014

Leveraging existing planning efforts:

- Partnership with TCC Today, Non-Governmental Organization (NGO)
- Rio Nuevo Multipurpose Facilities District, ULI, MOCA, University of Arizona - College of Architecture + Planning + Landscape Architecture and the Drachman Institute

Fiscal Year Project Start and Finish Date: The project start date will be 2017/2018 and will continue until the funds are fully expended.

Project Management Jurisdiction: The City of Tucson will have project management jurisdiction of this project.

Future Operating and Maintenance Costs: City of Tucson will cover operations and maintenance costs, which are estimated at \$100,000 per year.

Regional Benefits:

- Project will reposition Tucson as a regional destination
- Supports ULI findings to strengthen downtown with a focus on the TCC as an anchor
- Integral to the new Entertainment District
- Streetcar line: connection to UA, downtown, and businesses
- Project compliments the “Stravenue” concept and New Urbanism strategies: Entertainment, Housing, and Cultural districts
- Economically aligned with all current development occurring in downtown Tucson
- Part of a larger multi-phased project and vision for downtown Tucson
- Community is eager to improve community and revitalize downtown
- Project is pivotal to Downtown success and coordination needs to coincide with other current development
- Connection to Pima County’s Loop
- New partnerships and businesses are developing

Supervisor District of Project Location: Districts 2 and 5

Project Name: Rehabilitation of the Historic Temple of Music and Art

Location: 330 S. Scott Ave.

Scope: This project will rehabilitate the historic Temple of Music and Art to update this regional performance venue to make it more attractive and comfortable for audiences, performers, and attendees of special events, while preserving its historic character. This 48,000-square-foot building was constructed in 1927, and last renovated in 1990. The existing facility includes a main theater seating 623 persons, a second “cabaret theater” that holds 80, an art gallery, a courtyard, a lounge with a bar and food service, a commercial kitchen, a box office, a green room and dressing rooms, a costume shop, a rehearsal hall, and spaces to store and operate equipment. The building is owned by the City of Tucson, and it was listed in the National Register of Historic Places in 1976.

The building was designed by Architect Arthur W. Hawes, who also designed the Pasadena Community Playhouse in California, which has many similarities. The U-shaped plan of this Spanish Colonial Revival style building creates a courtyard paved in Mexican tile and featuring the original fountain. After it was completed in 1927 the Temple became the centerpiece venue in the community for theater, music and dance performances, and fine art exhibits. The building was acquired by the City of Tucson in 1989. The City restored and rehabilitated the building in 1990 and now leases it to the Arizona Theatre Company (ATC).

The rehabilitation scope of work will include major repairs and replacements for the exterior courtyard, roof, and heating, ventilation, and air conditioning (HVAC) equipment. In the courtyard, the original fountain needs to be restored, the non-original Saltillo tile is failing and need to be replaced, and the drainage needs to be improved. The existing HVAC equipment needs to be fully replaced because it is obsolete, inefficient, and has exceeded its expected use-life. The clay tile roofing is loose and missing in areas, and there are frequent leaks requiring repairs. The upper flat roof needs to be replaced, other flat roof areas need to be recoated, clay tiles need to be reattached or replaced as needed, and the underlayment needs to be replaced in some areas.

The rehabilitation work will meet the national standards for the treatment of historic buildings (the Secretary of the Interior’s Standards for Rehabilitation), and will include:

- New heating, ventilating and A/C equipment and controls
- New upper flat roof
- Remove and replace (or reuse salvageable) loose and damaged roof tiles. Replace underlayment as needed
- Reseal all flat roofs
- New exterior Saltillo tile (or other to match original tile) in courtyard
- Improve drainage from courtyard
- Improve drainage from eastside roofs
- Restored courtyard fountain

Benefits: Downtown Tucson is the historic and cultural heart of the region, with several historic districts, an Arts District with numerous studios and galleries, and a concentration of venues for professional theater, opera, ballet, symphony, and other performances. The Temple of Music and Art has been a key performance venue since it opened in 1927, and today it is an important part of the historic fabric of our community.

The last major investment in preserving and updating the facility was made in 1990. Another major investment is needed for this publicly owned theater to continue to be a viable entertainment destination in our region, and to ensure the preservation of this historic architectural asset for future generations.

Rehabilitation of the building will provide a much-needed update that will better support current uses and allow some new uses. A new HVAC system will make audiences and performers more comfortable, and a restored courtyard and fountain will be more inviting and can serve as usable space before and after shows. The restored courtyard can expand the restaurant with outdoor seating and tables.

Cost: \$900,000; **Bond Funding:** \$900,000; **Other Funding:** None identified

Fiscal Year Project Start and Finish Date: The project will start in 2017 and will be completed within 8 months of the project start date.

Project Management Jurisdiction: The City of Tucson will have project management jurisdiction of this project.

Future Operating and Maintenance Costs: The City currently maintains the facility at an average annual cost of \$178,000. It is anticipated that O&M costs will be significantly reduced with this project.

Regional Benefits: Sensitively updating this historic building so it can continue as a performing arts space will have regional impact by providing an attractive and unique venue for performances that draw large and diverse audiences. The Arizona Theatre Company (ATC), which has been leasing and managing the building since 1990, is the preeminent professional theater in the state. It has the largest seasonal subscriber base in the performing arts in Arizona. The ATC also conducts a wide array of outreach programs, educational opportunities, access initiatives, and new play programs.

Throughout the year, the building is a venue for local and national theater performances, music concerts, art exhibitions, graduation ceremonies, and special events. During 2013, the Temple was booked for shows and events 194 days of the year, with attendance totaling approximately 85,000 people. Donor statistics indicate that this performance venue is supported by residents from across the region, as well as from outside of the county. During 2013, 27 percent of the donors and other persons on the ATC Tucson email list lived in the City of Tucson, 68 percent lived in Pima County outside the City of Tucson, and 5 percent lived outside of Pima County.

Sensitive repair and updating of this historic building will also have direct and indirect economic benefits for the region. Numerous studies show that rehabilitation of historic buildings generates higher wage jobs than new construction, increases municipal revenues, supports growth in tourism, increases property values, and spurs revitalization of downtowns and economically depressed areas. Heritage-based economic development based on a community's historic assets helps grow and diversify the local economy, increasing the economic sustainability of the community and its region.

In addition to the positive economic impacts of historic preservation, well preserved historic buildings are a key feature of livable cities because they contribute to the "quality of place." This effect of historic preservation on livability also supports regional economic development. In particular, sensitively updated historic theaters provide unique entertainment venues that appeal not only to county residents, but also to visitors and mobile workers and their employers who are seeking livable cities that are distinctive from other places.

Supervisor District of Project Location: District 2

Department: A coalition of groups and organizations, including Tucson Museum of Art, Downtown Tucson Merchant’s Council, and University of Arizona

2015 Bond Election Proposed Project

Project Name: Tucson Visual Arts Complex – Site Acquisition

Location: Downtown Tucson

Scope: Acquisition of a preferred site for the building of a Tucson Visual Arts Complex, to anchor the Downtown Tucson Cultural District. The preferred site is the existing La Placita Village, owned by HSL Properties and located at the southwest corner of Church and Broadway Blvd.

Benefits: The creation of a Tucson Visual Arts Complex would support the development of a cultural and innovation district in Downtown Tucson, which would drive increased private investment, foster job creation, attract and retain young workers in the community, and create a destination for local and international tourists. The Complex would be an active, flexible, mixed-use space including office, retail, residential, light/clean manufacturing, educational, museums, and gallery uses set within indoor and outdoor spaces. The presence of visitors and workers in the Complex would support the continued growth of Downtown Tucson. The indoor and outdoor gathering spaces in the Complex would be available for use and enjoyment by the community.

Additionally, the La Placita Village currently has low-occupancy rates. Repurposing the site would increase occupancy and use of the property and would increase tax revenues.

Cost: The creation of the Tucson Visual Arts Complex will require funds for planning and design, site purchase and demolition, and facility construction and management. Realization will require a multi-year, multi-phase, multi-bond, public/private approach.

Bond Funding: The estimated cost to acquire the La Placita Village site would be \$8 million.

Other Funding: The multi-stage project would require a Public Private Partnership approach. Contributing partners include:

- Pima County -- Issue bonds and provide other appropriations for site acquisition, design and engineering services, and facility construction.
- City of Tucson -- Contribute funding to help renovate and maintain city-owned portions of the Stravenue, Eckbo Plaza, and Tucson Convention Center Plaza.
- Tucson Visual Art Complex Tenants -- University of Arizona could serve as an anchor tenant (among many others comprising the complex). Each tenant would be responsible for operating and maintenance cost of its facilities.

Total project cost will not be covered within a single bond issue, requiring phased development of the new facility. Potential phasing could occur as follows: Phase 1: Pima County purchases La Placita site with bond and other funds. Portions are leased to University of Arizona and other tenants for academic programs and related business. Phase 2: Pima County demolishes portions or all of La Placita development; begins construction of Phase 1 of new Visual Arts Complex. Phase 3: Pima County begins construction of Phase 2 of new Visual Arts Complex.

Fiscal Year Project Start and Finish Date: FY 2015/FY 2016 for acquisition of site.

Project Management Jurisdiction: Pima County.

Future Operating and Maintenance Costs: None. All O&M costs will be paid by tenants.

Regional Benefits: See "Benefits" above.

Supervisor District of Project Location: District 2

Department: A coalition of groups and organizations, including Tucson Museum of Art, Downtown Tucson Merchant's Council, and University of Arizona

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Fiscal Year Project Start and Finish Date: FY 2015/FY 2016 for acquisition of site.

Project Management Jurisdiction: Pima County.

Future Operating and Maintenance Costs: None. All O&M costs will be paid by tenants.

Regional Benefits: See "Benefits" above.

Supervisor District of Project Location: District 2

Criteria

Pima County Bond Advisory Committee
Criteria for Project Inclusion
Revised June 14, 2013

- Broad demonstrated support by public
- Has regional public benefit
- Partnerships
- Other funding sources or matches
- Education and workforce training
- Advances Board adopted principles of sustainability and conservation
- Previously authorized large-scale bond projects or programs that are now short funding
- Phasing of large projects
- Impact on operating and maintenance costs for governments and commitment to fund these ongoing costs
- Project or program is a capital improvement, not a repair or maintenance project

Criteria below would apply to the entire bond package at the end of the process and not to individual projects:

- Advances Board adopted principles of economic development and basic employment growth that will attract more jobs to the community.
- Advances the following nine principles that represent the shared values identified in the Imagine Greater Tucson process: accessibility, educational excellence, environmental integrity, good governance, healthy communities, higher education, broad-based prosperity, quality neighborhoods, and regional identity.
- Regional or jurisdictional balance