

# Nor-Generations, LLC

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Tucson, AZ 85701  
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June 30, 2014

Rio Nuevo Multipurpose Facilities District  
400 W. Congress, Suite 152  
Tucson, AZ 85701

Re: RFP 14-2 Arena Site Development

Rio Nuevo Board:

Fletcher McCusker – Chair  
Mark Irvin – Secretary  
Chris Sheafe – Treasurer  
Jannie Cox  
Jeffrey Hill  
Alberto Piña Moore  
Cody Ritchie

Enclosed is the Nor-Generations, LLC (Nor-Gen) proposal in response to the “Request for Proposals for Sale or Lease and Development Rio Nuevo Multipurpose Facilities District Property Arena Site.” Our proposal combines the Arena site with the Nor-Gen property located immediately east of the Arena site to create an exciting comprehensive mixed-use development.

The time restraints for the RFP and the page limitation posed serious challenges in completing the RFP proposal. That being said, Nor-Gen engaged the help of several consultants to compile the extensive analysis that was required.

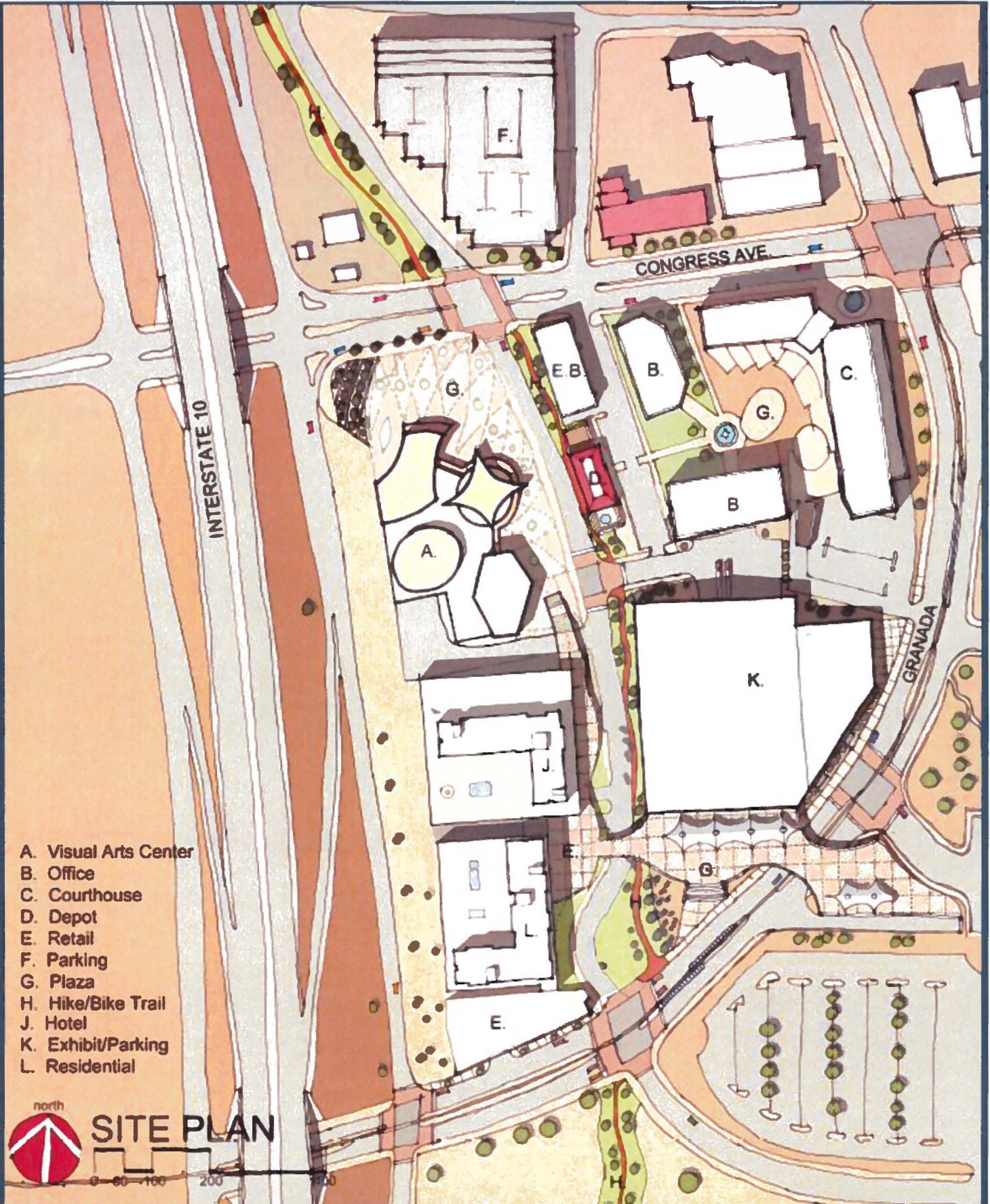
Nor-Gen proposes to purchase the Arena property from the District for Five Million Five Hundred Sixty Seven Thousand Five Hundred Dollars (\$5,567,500.00) with no financing contingency.

We look forward to working with the Board and all the constituents of downtown Tucson to develop a transformative project that will serve as the catalyst for the revitalization of the west downtown core.

Respectfully submitted,

  
Allan Norville, Manager  
Nor-Generations, LLC





**Nor-Generations, LLC Proposal**  
 411 W Congress Street  
 Tucson, AZ 85701



## CONTENTS

PROPOSER CONTACT INFORMATION.....	2
EXECUTIVE SUMMARY.....	2
QUESTIONNAIRE AND AFFIDAVIT.....	3
PROJECT DESCRIPTION.....	3
CONSISTENCY WITH DISTRICT GOALS FOR THE SITE.....	9
PROPOSER QUALIFICATIONS.....	12
PROPOSER BUSINESS PLAN.....	16
PROPOSER FINANCIAL CAPACITY.....	22
REQUESTED DISTRICT ASSISTANCE.....	22
PROJECT SCHEDULE.....	23
PROPERTY PURCHASE OR LEASE.....	25

PROPOSAL



## PROPOSER CONTACT INFORMATION

Nor-Generations, LLC is pleased to present the following proposal in response to the Rio Nuevo Multipurpose Facilities District Property Arena Site RFP. Nor-Generations, LLC is located at 411 W Congress Street, Tucson, AZ 85701 and the primary contact and authorized representative is Allan J. Norville, Member. Mr. Norville can be reached at 520-882-4200 or [a.norville@att.net](mailto:a.norville@att.net). Nor-Generations, LLC would be the contracting entity for this project and is an Arizona Limited Liability Company.

## EXECUTIVE SUMMARY

Our vision for the project is to develop and execute a viable and cohesive master plan for the portion of the Rio Nuevo District that extends from Interstate 10 to Granada Avenue, and from Congress Street to Cushing Street. This area, which altogether comprises approximately 17 acres of land, is the civic core of the Rio Nuevo development and arguably its most important piece.

Our concept plan addresses all the major needs which have been identified to date for the civic core. These needs include a new hotel, exhibition hall, visual arts center including museums and theatre, parking, office, and retail space as well as downtown housing. This core will create the critical mass necessary for the development to be economically viable. We believe that to develop this civic core in piecemeal fashion, looking only to one project at a time, is not in the best interests of the citizens of Tucson. Other U.S. cities have pursued piecemeal development of major public facilities with disappointing results.

What is important about this plan is that it does not merely allocate space for all these uses, but it ensures that the entire site, including land owned by Nor-Generations LLC (Nor-Gen), will be developed in a way that creates the maximum synergy between the various parts. Our intention in advancing this plan is to emphasize the need for a comprehensive vision that encompasses not only the various component parts, but links them together through connecting roads, sidewalks, bike paths, promenades and plazas.

In the center of this new urban grid will be a new 120,000 sq. ft. exhibition hall that will be connected to the Tucson Convention Center ("TCC") by a shaded pedestrian walkway that not only connects the facilities, but also allows for contiguous access from the TCC to the new Exhibition Hall, Convention Hotel and Visual Arts Center. The pedestrian link also provides a gracious transition from the Convention Center entrance to the Modern Street Car.

This walkway would also create a significant public plaza that would connect the Convention Center, hotel and parking garage in a coherent urban composition which would be the focal point of public facilities in downtown Tucson. The plaza would be the civic space needed to attract convention business to Tucson, not unlike the Paseo del Rio (Riverwalk) in San Antonio. The new plaza, which would cross over Granada Avenue would allow for safe passage of pedestrians between all facilities, and would provide a 2-1/2 acre public area for festivals and special events. A museum complex and theater on the north side of the Arena Site completes the suggested urban composition suggested by this plan.

A combination of mixed-use buildings and parking structures will buffer the interstate frontage road. The mixed-use project will include retail shops at ground level, with rental housing above the parking structure, creating a 24-hour urban environment at the west edge of Rio Nuevo's urban core. A new street with pedestrian paths linking it to other pedestrian developments along I-10 will replace the existing railroad right of way. This new pedestrian corridor will be combined with a low-volume, slow-traffic street in a manner that will bring both vitality and safety to pedestrians and bicyclists. Shopping and dining opportunities will line this new street, creating a viable retail destination on the west edge of downtown Tucson.

The existing Nor-Gen site will be completed with a new office building south of the existing fountain plaza, creating an enclave of private and government offices with its own internal courtyard. This will create a tight cluster of office and government space along Congress Street, which can interface effectively with the civic uses to the south.

We believe that the best solution will arise from close collaboration with the stakeholders involved in this project. We look forward to collaborating with representatives of the Rio Nuevo District, the City of Tucson, the Tucson Convention Center, adjoining neighbors, and all other stakeholders in the Rio Nuevo project. Together we can work to develop a plan that meets everyone's most significant needs and concerns. Since Nor-Gen owns the site that flanks the entire eastern portion of the Arena Site, and the west, north and south borders of the site are roads or freeway, there will be no adverse impacts to surrounding properties during the development stage of this project.

Our concept for the core of Rio Nuevo is a cohesive and integrated district that contains both public and private developments consistent with other successful urban redevelopment projects. Nor-Gen's development plan will integrate an urban street grid into the Arena Site allowing for public right-of-way. Cities have created civic plazas on oversized superblocks only to discover that the loss of urban scale and pedestrian accessibility makes these developments unattractive to residents and visitors alike. While the block containing the TCC is still oversized, the balance of the development is divided into blocks which are more consistent with the existing urban grid in downtown Tucson.

In its mix of uses and variety of development, this plan is consistent with the recent Urban Land Institute study and meets the overall goals for Rio Nuevo. This Nor-Gen development plan proposed on the Arena Site will become a destination district with desirable dining, entertainment and living options that will activate and energize the district day and night.

## QUESTIONNAIRE AND AFFIDAVIT

The required Questionnaire and Affidavit are attached at the end of the proposal.

## PROJECT DESCRIPTION

If Nor-Gen is the successful bidder, it will immediately apply for building permits to initiate construction of the facility. Construction will commence on March 1st, 2015, after the 2015 GJX



June 2014

Gem Show, and be completed December 2015 to accommodate the February 2016 GJX Gem Show. The north portion of the Arena Site will be used by GJX for the Gem Show until the first parking structure is completed. This conforms to the resolution that was passed by the District Board in May 2014.

The various pieces of the overall development will be phased and will provide significant economic benefit to the City, County and State. A detailed description of each component of the plan is included below.

**Exhibition Hall:** Nor-Gen has already contracted with a design architect, national convention center consultant and contractor for the design and construction of a 120,000 square foot Exhibition Hall. The new Exhibition Hall will be built on the Nor-Gen owned site just to the east of the Arena Site. Nor-Gen will develop and directly finance the entire cost of the Exhibition Hall.

### Rendering of the Proposed Exhibition Hall



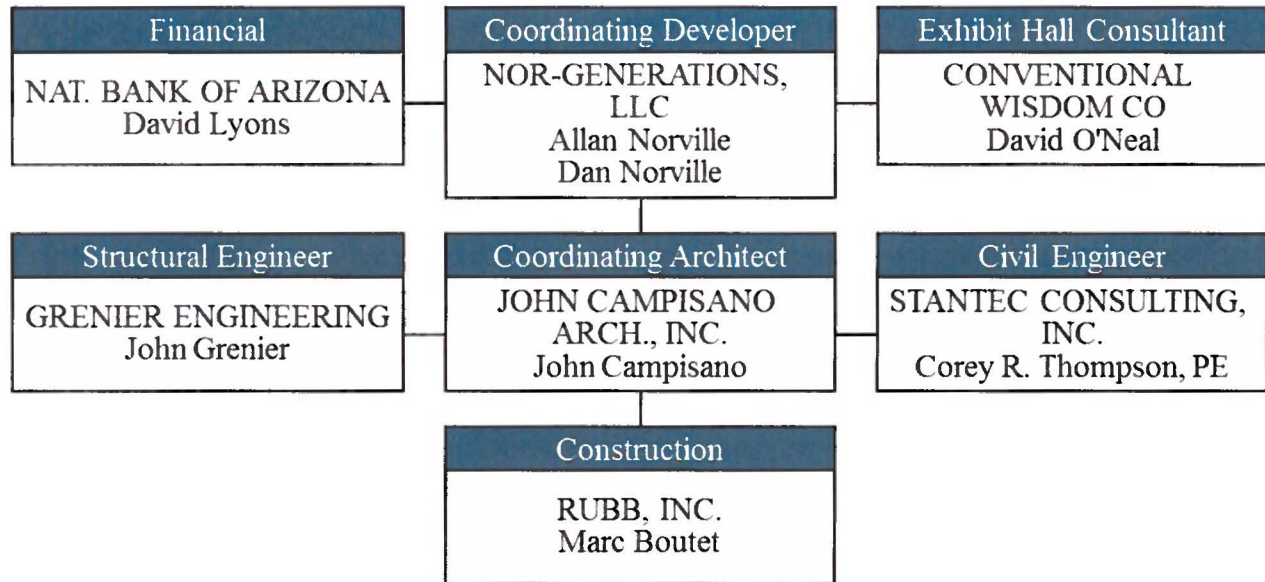
Among other events, the Exhibition Hall will provide a permanent home for the annual GJX Gem and Mineral show which caters to over 600 exhibitors annually, 14,000 visitors, providing over 50 jobs during the show and producing substantial tax revenue for the City every year. Currently the GJX show is held in a tent each year and the show has out-grown this space. The new Exhibition Hall will provide a permanent home for the local, family-owned and operated GJX show and allow it to remain in Tucson for generations to come.

The large hall is clear span allowing the space to be used for numerous convention, sporting and entertainment events. The second connecting building will be divided into meeting rooms and convention facilities. Again, the total space is



clear span and can be used for several events. The entrance pre-conference / registration area contains 20,000 square feet with a mezzanine that opens into the Exhibition Hall.

Detailed below is an organization structure outlining the team that we have assembled to carry out the development of the Exhibition Hall.



**Parking Structures:** The parking structures will be built in two phases and ultimately provide 1,444 total parking spaces.

Parking	Tower One	Tower Two	Total
Total Parking Spaces	748	696	1,444
Dedicated Hotel	148	-	148
Dedicated Residential	-	96	96
Convention and Visual Arts Center	600	600	1,200
Total Square Feet	224,400	208,800	433,200
Number of Floors	4	4	4
Building Footprint	56,100	52,200	108,300

The first parking structure will be four stories tall and provide a total of 748 parking spaces with 148 spaces dedicated to the Convention Hotel. The second parking structure will also be four stories tall and provide a total of 696 total spaces with 96 spaces dedicated to the Class “A” Residential Apartment development. The 1,200 Convention and Visual Arts Center spaces will be available for convention events as well as the Gem Show and will be open to the public.



June 2014



The two parking structures will provide a pedestal for the hotel and residential towers allowing them to achieve significant height and maximum visibility by visitors and travelers along I-10.

**Convention Hotel:** The Convention Hotel will be 140 rooms and will feature a breakfast dining area, restaurant & lounge, ample meeting space in the ballroom of the Exhibition Hall, an outdoor pool, an outdoor whirlpool, an exercise room, a business center and a Suite Shop (pantry). A major, internationally recognized flag such as Hilton, Hyatt, Intercontinental Hotel Group (IHG), Choice Hotels or Wyndham will brand the hotel. We have held site visits and calls with each of these flags already and each has expressed sincere interest to win the appointment.



The hotel will strive to achieve a LEED Silver certification design rating or better to promote sustainability and commitment to the local environment. The building will be able to promote “walkability” and “bikeability” by taking advantage of its location along the Modern Streetcar route and its proximity to new retail and entertainment options along the Greenbelt. To this end, the hotel operator will provide complimentary bikes in the lobby for hotel patron’s use during their stay.





The Convention Hotel is adjacent to the GJX Exhibition Hall and the Tucson Convention Center (“TCC”), which does not currently have high-quality hotel rooms within walking distance. The proposed hotel will provide room blocks for TCC and GJX Exhibition Hall events.

The proposed hotel will be considered upscale and select service by designation and will be a 4.0 star hotel rating due to its design, amenities and finishes. The hotel will provide 192 jobs during construction and 105 jobs at stabilization and is estimated to produce approximately \$1.1M in gross annual taxable retail sales.

Construction of the entire project is expected to generate significant spending, create jobs, and fuel the local economy. Using a proprietary economic impact model (IMPLAN), the Analysis estimates the generation of approximately 621 construction-related jobs through direct, indirect, and induced economic activity.

Construction Employment (FTE)	Direct	Indirect	Induced	Total
Hotel Component	146	45	47	238
Garage Component	157	49	50	256
Residential Component	78	24	25	127
<b>Total</b>	<b>381</b>	<b>118</b>	<b>123</b>	<b>621</b>

**Residential Apartment Tower:** The 96-unit Class “A” residential tower will be 4-stories above the 4-story parking structure podium. It will be constructed with a modern design and will include several amenities including a fitness center, pool, business center, leasing office and clubhouse. The project will be similar to other recent mixed-use residential projects delivered downtown catering to an urban demographic that can generally get around without the need of a car. The project will be located directly adjacent to the Modern Streetcar stop.



June 2014



The residential apartment complex will consist of a mix of studios, one and two bedroom units.

**Pedestrian Promenade / Plaza:** The plaza provides interconnection between all of the pieces of the project. The plaza will be designed in such a way as to promote social interaction and connectivity between all the constituent pieces. There will be landscape and hardscape throughout with shaded areas, misters and seating. Local art will be incorporated throughout the plaza and will showcase the neighborhood’s roots and Sonoran history.

**Visual Arts Center and Civic Plaza:** The Visual Arts Center includes a Gem & Mineral museum, photography museum, art museum, theater and lecture hall. Nor-Gen recently received an agreement from the University of Arizona College of Architecture, Planning and Landscape Architecture (CAPLA) to have them analyze the proposed “Arena Area Development Plan” and provide recommendations for the proposed final project. The University of Arizona architectural students will assist in the overall analysis and design process; assessing existing sites, occupancies, and operations; analyzing the project sites; proposing development principals and strategies; identifying potential design alternatives; assisting in such client, stakeholder, and/or public presentations as are deemed necessary for the project.

Brad Lang, AIA, Assistant Lecturer CAPLA, will assist the work to achieve the project objectives and learning objectives. CAPLA will ultimately deliver a summary of its work in digital form as well as mounted boards illustrating possible design outcomes, and a physical model of the site and surrounding area.

## CENTER FOR CREATIVE PHOTOGRAPHY

Nor-Gen feels very confident that the project will be well analyzed, operationally efficient and aesthetically pleasing. Nor-Gen also plans to open the project for public review and comment once the first design iteration is provided by CAPLA at the end of 2014. It is important for the community to feel “ownership” of the final design and product in order to truly make it a shared centerpiece of the City for generations to come.

**Circulation Plans:** The Arena Site will be connected to the Exhibition Hall and the TCC by way of the new pedestrian civic plaza. The sites will have access via a new road the traverses along a new Greenbelt and will straddle the two sites. Service corridors will connect to the new road and there will be two service entrances, one for the museums and one to serve both the convention hotel and residential towers.

**Greenbelt and Bike / Jogging Path:** A Greenbelt with a wide bike / jogging path will straddle the two sites and provide a pedestrian, bike and jogging path with ample native landscaping. Although there will be no water feature along the Greenbelt, we envision the Greenbelt will provide a similar public benefit and entertainment destination, on a slightly smaller scale, to that of the Riverwalk in San Antonio.

Proposal Summary	
Gross Square Footage (SF)	711,000
Commercial SF	567,300
Office SF	Located on Nor-Gen property
Residential SF	83,700
Other SF: Museums	60,000
Number of Residential Units	96
Type of Residential	Mixed Income
Number of Hotel Rooms	140
Type of Hotel	Branded, Select Service
Number of Parking Spaces	1,444
Building Height (feet and stories)	96 ft. – 8 stories
Number of Buildings	8
Expected Number of Construction Jobs	621
Expected Number of Permanent Jobs	475
Estimated Construction Cost	\$87 million
<b>Estimated Project Cost</b>	<b>\$100 Million</b>
<b>Estimated Annual Sales Tax Revenue</b>	<b>\$301,300</b>

**CONSISTENCY WITH DISTRICT GOALS FOR THE SITE**

The goal of Nor-Gen is to combine the Arena Site with the site it owns to create a catalyst for revitalization in downtown Tucson. Nor-Gen believes that this cornerstone, multi-phase, multi-year project will spur additional private investment in downtown and stand as Tucson’s legacy for generations to come.

Nor-Gen plans to provide improvements to both sites that provide immeasurable public and aesthetic benefit. The Greenbelt, Civic Plaza and Promenade will fulfill these objectives while making this node of downtown an enjoyable 24-hour environment. Currently, the City center and more specifically, downtown’s urban core to the west does not have the desired foot traffic in the evenings and on weekends once the typical workday has ended. Nor-Gen’s plan will provide several new entertainment, restaurant, arts, culture and retail destinations to keep the downtown



business population in the City center longer while also making it an appealing place to live, work and play.

Nor-Gen has engaged the University to study the site and provide design and analysis for the University of Arizona museums within the Civic Plaza. The project intends to promote a robust University of Arizona presence in downtown Tucson capitalizing on the direct University link that the new Modern Streetcar brings. The Visual Arts Center and Civic Plaza will serve to greatly enhance the value of arts and culture in downtown.

The proposed project will comply with the City of Tucson Zoning Ordinance as well as any and all development related requirements imposed by the City of Tucson, Arizona.

Upon build-out and stabilization, the project is estimated to generate approximately \$301,300 annual sales tax revenues to the City. The 30-year present value of annual sales tax revenues generated by the project (discounted at 6.0%) is approximately \$5.8 million.

Primary Fiscal Revenues	Estimated Annual Total	Estimated Annual Growth	30-Year Nominal Total	30-Year Present Value
Sales Tax (On-Site / Direct)	\$49,200	3.0%	\$2,340,700	\$946,900
Sales Tax (Off-Site / Indirect)	\$252,100	3.0%	\$11,993,800	\$4,852,000
<b>Total Sales Tax Revenues</b>	<b>\$301,300</b>		<b>\$14,334,500</b>	<b>\$5,798,900</b>

This analysis does not take into account the expected Transit Occupancy Tax (“TOT”) that will be generated by the hotel guest stays. Based on the hotel’s projected room revenues at stabilization, the City will receive an additional \$400,000 in estimated annual tax revenue from the hotel.

On-site / direct sales tax revenue projections are estimated based on the taxable sales generated on-site within the sales-generating components of the project and the City’s sales tax apportionment of 2.00%. Project components are projected to generate taxable sales based on estimated square-footages and standard industry sales-per-square-foot assumptions.

Uses	SF	% Retail Sales Generating	Retail Sales Gen. sf	Estimated PSF Sales	Est % Taxable	Annual Taxable Retail Sales
Hotel	134,000 sf	3.0%	4,020 sf	\$300	90%	\$1,085,400
Exhibition Hall	120,000 sf	3.0%	3,600 sf	\$300	90%	\$972,000
Residential	83,765 sf	-	-	-	-	-
Office	100,000	1.5%	1,500 sf	\$300	90%	\$405,000
Visual Arts Center	TBD	-	-	-	-	-
Parking	430,800	-	-	-	-	-
<b>Total</b>						<b>\$2,462,400</b>
<b>City Sales Tax Rate</b>						<b>2.00%</b>
<b>Annual Sales Tax to City (On-Site / Direct)</b>						<b>\$49,200</b>

*Notes: Hotel retail sales include taxable food and beverage sales. All amounts in 2014 dollars. Source: Nor-Generations, LLC; City of Tucson; Kosmont Companies (2014)*

General assumptions follow below,

- Analysis measures gross fiscal and economic impacts (unless otherwise noted).
- Dollar amounts are expressed in 2014 dollars.
- Fiscal impacts are estimated at full build-out and stabilized occupancy.
- On-site employment figures are permanent FTE jobs.
- Construction employment figures are short-term, full-time equivalent (“FTE”) jobs.

Off-site / indirect sales tax revenue projections are estimated based on the taxable sales generated by the spending by residents, employees, guests and visitors of the Project off-site within the City. Estimated spending is based on BLS Consumer Expenditure Survey data, which delineates spending habits of consumers based on household income. Capture rates for consumer spending within the City are approximated by Kosmont based on preliminary evaluation of existing retail amenities within the local trade area.

Occupant Type	Number of Occupants	Est Annual Taxable Spending	Est Capture Rate within City (Off-Site)	Est Taxable Sales Captured Per Occupant	Total Taxable Sales Captured (Off-Site)
Hotel Guests	140	\$45,625	75%	\$34,219	\$4,790,600
Exhibition Hall Daily Visitors	96	\$18,250	50%	\$9,125	\$875,000
Residents	179	\$15,709	65%	\$10,211	\$1,823,300
Hotel Employees	105	\$13,898	65%	\$9,034	\$948,600
Exhibition Hall Employees	24	\$12,522	65%	\$8,140	\$195,300
Residential Rental Employees	4	\$14,463	65%	\$9,401	\$36,100
Office Employees	333	\$17,892	65%	\$11,630	\$3,876,600
Visual Arts Center Employees	-	-	-	-	-
Parking Employees	9	\$10,925	65%	\$7,101	\$61,200
<b>Total</b>					<b>\$12,606,700</b>
<b>City Sales Tax Rate</b>					<b>2.00%</b>
<b>Annual Sales Tax to City (Off-Site)</b>					<b>\$252,100</b>

*Notes: All amounts in 2014 dollars. Source: U.S. Census (2010); BLS (2011); City of Tucson; Nor-Generations, LLC; ESRI; Kosmont Companies (2014)*

This Analysis uses the IMPLAN (Impact analysis for PLANning) econometric input/output model developed by the Minnesota IMPLAN Group to quantify the economic impact to the local region from project construction. This proprietary model estimates the economic benefits on the industries in a given geographic area and known economic inputs, such as construction costs. The model estimates direct, indirect, and induced benefits expressed in terms of increased economic activity (“output”), earnings (“labor income”), and job creation.



Guests and Visitors	Project Units	Factor	Estimated Occupancy	Number of Occupants
Hotel Guests	140 rooms	1.50 guests/room	70%	147
Exhibition Hall Daily Visitors	120,000 SF	~35,000 annual visitors	-	96
Residents	96 units	2.00 res./unit	93%	179
<b>Total Guests &amp; Visitors</b>				<b>421</b>
Employees	Project Units	Factor	Estimated Occupancy	Number of Occupants
Hotel Employees	140 rooms	0.75 empl./room	-	105
Exhibition Hall Employees	120,000 SF	5,000 SF/empl.	-	24
Residential Rental Employees	96 units	25 units/empl.	-	4
Office Employees	100,000 SF	300 SF/empl.	90%	333
Parking Employees	430,800 SF	50,000 SF/empl.	-	9
<b>Total Employees</b>				<b>475</b>
<b>Total Occupants</b>				<b>896</b>

*Note: Exhibition Hall daily visitors are in addition to guests of the hotel. Residential density based on City average household size and estimated unit mix.*

*Source: U. S. Census (2010); Nor-Generations, LLC; ESRI; Kosmont Companies*

Upon build-out and stabilization, ongoing operation of the project is estimated to generate approximately 475 full-time equivalent jobs.

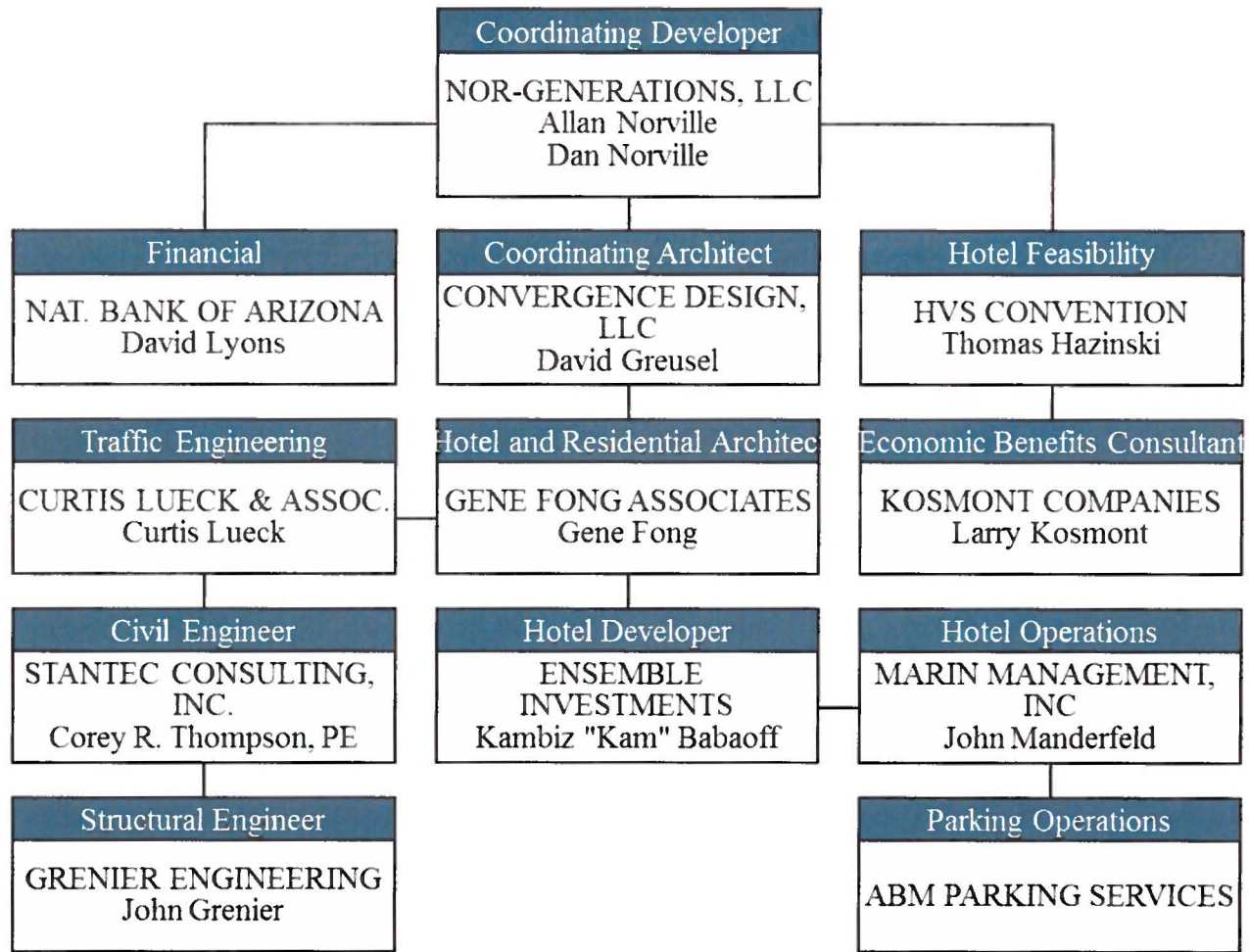
**Support from Community & Adjacent Neighborhoods:** Nor-Gen’s principals have been active in downtown Tucson for over 46 years and have a special focus on and a long-term commitment to downtown Tucson. Its principals have a long history of investment in downtown Tucson and over the years have never had a complaint from any of our neighbors. Nor-Gen successfully built the GJX Gem Show into the largest Gem Show in Tucson.

Nor-Gen has strived to cooperate with the many constituents in downtown Tucson who are all working toward the same goal – revitalization of the urban core. For the proposed project in particular, Nor-Gen plans to involve and engage as many stakeholders of this community as possible to ensure proper input and assistance from the public and private sector. The Downtown Tucson Partnership and Downtown Business Improvement District were created in order to attract jobs, create affordable housing and provide retail for the Downtown community. The proposed project is consistent with all of these goals and Nor-Gen will work closely with these organizations to achieve the revitalization and enhancement of downtown Tucson.

**PROPOSER QUALIFICATIONS**

A diagram of the proposed team is included below to provide you an overview of the proposed development, consulting, management and operations team structure.

June 2014



**Coordinating Developer: Nor-Generations**

Nor-Generations, LLC (“Nor-Gen”) an Arizona Limited Liability Company (LLC) that is in good standing with the State, will serve as the Coordinating Developer for both sites and will serve as the glue that will tie together all stakeholders involved in this considerable project. It is necessary that one group serve as the central point for the project to consolidate input and act as the single liaison between the private sector constituents and the relevant government entities. Nor-Gen has assembled a world-class team of developers, consultants and vendors that will oversee the process to ensure timeliness, cost control and efficiency.

Allan Norville, the key principal of Nor-Gen has been in the development business in Tucson since 1968 when he opened his office in downtown Tucson. He has acquired, developed and managed properties in Arizona and Alaska and his current portfolio includes properties in both states. He has been involved in many real estate developments and worked with national tenants including Kmart, U.S. West, the General Services Administration, Ralston Purina, Safeway, Wells Fargo, Carr’s Foods, Alaska Communications Systems, Home Depot and numerous other



regional tenants. He has owned property in the central business district of Tucson for the past 36 years.

Relevant Project Experience	
Tucson, AZ	Kenai and Soldotna, Alaska
ABC Shopping Center	K-Mart
N.E. Kolb Kmart Shopping Center	Kenai Plaza
S.E. Kolb Development	Carr's Food Store
Montego Townhomes	Home Depot
La Quinta Apartments	Kenai Plaza Annex
U.S. West building	Alaska Communications Systems
EP&SW Railroad Station	Kenai River Xpress building
Wells Fargo Bank building	Kenai Plaza Generations Center
Miracle Mile Plaza	Safeway Food Stores
Milex Building	
Montego Plaza	
Congress Plaza / General Services Admin	

Allan Norville's grandson, Dan Norville, will also play a role in the project helping to structure, analyze and finance the various pieces of the overall development. He has nearly ten years of experience in the real estate industry and has also served in various roles in real estate investment banking and private equity. His career has encompassed the structuring, financing, acquisition, disposition, leveraged buyout, valuation of real estate as well as corporate M&A transactions.

Nor-Gen is the owner of a significant parcel adjacent to the Arena Site. Nor-Gen believes this parcel is key to a more complete and comprehensive re-development plan for the Arena Site. Nor-Gen has already embarked on a long-term plan to redevelop its entire site to include the addition of a 120,000 square foot Exhibition Hall to house the GJX Gem and Mineral Show, a 100,000 square foot office building and a flagship 6,000 square foot restaurant in the historic El Paso train station building. Nor-Gen's plan must be realized in connection with the re-development of the adjacent Arena Site or it will lose significant synergies and economies of scale that will benefit the District, City, County and State.

Nor-Gen has also engaged The Kosmont Companies to assist in evaluating the overall economic and community benefits of the development. The economic analysis provided in this report has been provided by Kosmont, one of the leaders in this field.



Kosmont Companies is a nationally recognized real estate, financial advisory and economic development services firm offering a full range of real estate and economic advisory, brokerage, project finance, investment, and planning services for both the public and private sectors. Founded in 1986, Kosmont Companies has become a nationally recognized expert in economic development and real estate development projects involving government and private sector partnerships. With unmatched expertise in public / private transactions, Kosmont Companies can

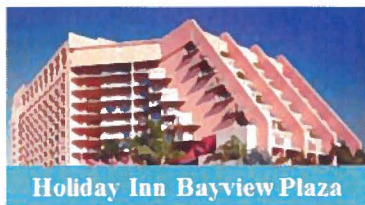
help communities thrive and real estate projects succeed. Kosmont recognizes the powerful social and economic benefits of community development and redevelopment, and is committed to bringing public, private, and non-profit organizations together in meaningful real estate transactions that help communities to flourish.

**Convention Hotel Developer: Ensemble Investments**

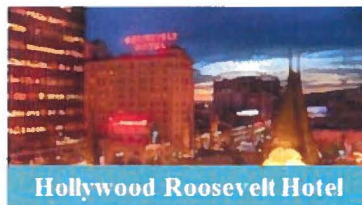


Ensemble Investments, LLC, privately held, will serve as developer for the convention hotel phase. Ensemble’s principals have deep experience and ownership in the Arizona market with a long and successful track record in the State. Through its wholly-owned subsidiary, Ensemble Hotel Partners, LLC (together, “Ensemble”), the Company has demonstrated its expertise and proven track record through several strategic and fruitful partnerships with global hotel brands. The list includes Hilton, Marriott and Hyatt, along with boutique hotel operators to acquire, develop, and manage hospitality assets successfully in a constantly evolving market.

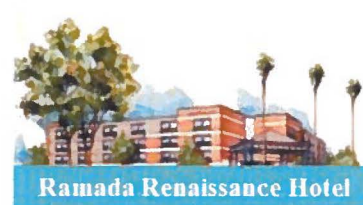
**Relevant Experience - Representative Ensemble Investments Hotel Developments**



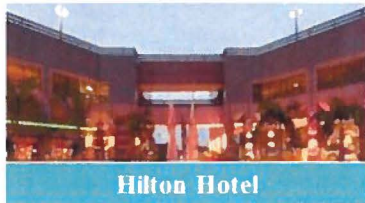
Holiday Inn Bayview Plaza



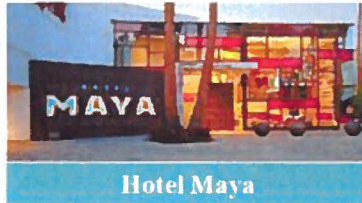
Hollywood Roosevelt Hotel



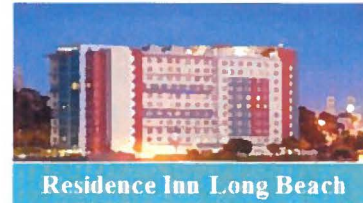
Ramada Renaissance Hotel



Hilton Hotel



Hotel Maya



Residence Inn Long Beach

Ensemble will bring its relationship with an internationally recognized hotel brand and contract with the brand to assist with the programming, design, pre-opening and operations of the hotel while Ensemble will asset manage the hotel. Ensemble and Nor-Gen will assist the City in coordinating the programs between the hotel, new Exhibition Hall and the renovations plans for the TCC.

References for Other Ensemble Projects	
Holly T. Du, Vice President Bank of America 213-621-4869	Marc L. Davidson, Principal AEW Capital Management, LP 617-261-9287

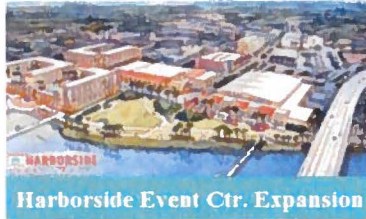
**Coordinating Architect: Convergence Design**

Convergence Design will serve as coordinating architect for the project, and will provide urban design and planning services to the team. Convergence Design will assist in overseeing site



June 2014

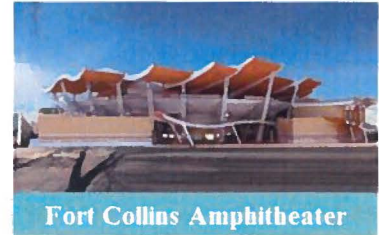
design services for the various phases of the overall project, and infrastructure planning as required. Convergence Design offers a wide range of architectural and related services, including strategic facility planning, programming, master planning, design, documentation and construction phase services.



Harborside Event Ctr. Expansion



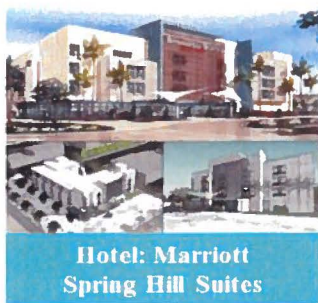
Grand River Center



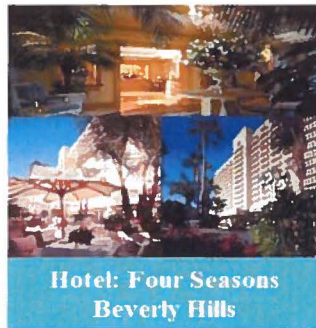
Fort Collins Amphitheater

**Hotel and Residential Architect: Gene Fong Associates**

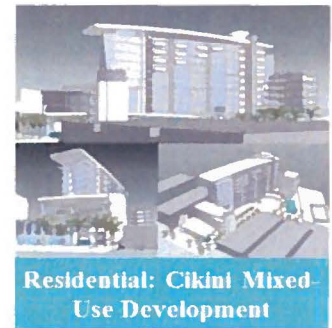
Gene Fong Associates (GFA) will be the architect for the convention hotel and residential towers. Gene Fong will provide executive leadership for GFA on this project. Gene Fong brings international convention and resort hotel experience to this project.



Hotel: Marriott Spring Hill Suites



Hotel: Four Seasons Beverly Hills



Residential: Cikini Mixed-Use Development

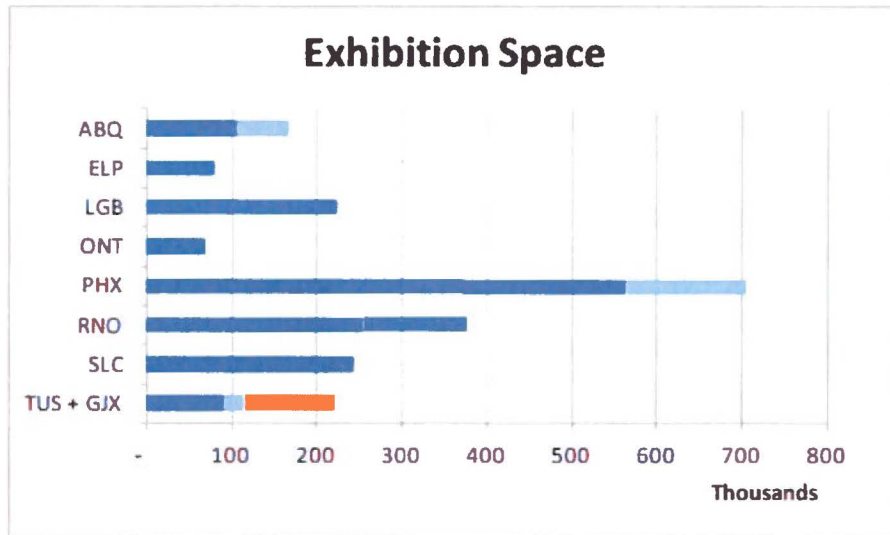
Among his many California projects, Mr. Fong also developed a specialty in hotel and resort work and has been responsible for such high profile projects as the 350-room Four Seasons Hotel in Beverly Hills.

**PROPOSER BUSINESS PLAN**

In order to carry out the business plan as outlined below, Nor-Gen will purchase the Arena Site for Five Million Five Hundred Sixty Seven Thousand Five Hundred Dollars (\$5,567,500.00) all cash with no financing contingency. Nor-Gen along with third-party consultants and its partners have performed extensive market, feasibility, underwriting, site, economic and pro-forma analysis for each phase of the overall development plan which is included below.

**Exhibition Hall:** Nor-Gen engaged Conventional Wisdom to analyze the impact of adding the proposed Exhibition Hall to the market. This table below shows the impact in the marketplace of combining the space offered at the newly remodeled TCC with that at the new Exhibition Hall. When combined, Tucson could offer an exhibition space package to match that of its regional rivals.

June 2014



Nor-Gen anticipates working closely with the new management of the TCC in order to coordinate and solicit larger citywide regional conventions and to provide overflow space for large events at the TCC. Nor-Gen has had conversations with two large, national convention center management companies that have the expertise to manage both venues creating significant economies of scale and operational synergies.

**Convention Hotel:** The Convention Hotel is adjacent to the GJX Exhibition Hall and the TCC, which does not currently have high-quality hotel rooms within walking distance. The proposed hotel will provide room blocks for TCC and GJX Exhibition Hall events.

Development Assumptions	Total Cost	Cost per Key
Land	\$2,073,356	\$14,810
Architecture & Engineering	840,000	6,000
Permits, Licenses and Fees	280,000	2,000
<b>Hard Costs Total</b>	<b>13,827,504</b>	<b>98,768</b>
Guest Rooms	1,373,120	9,808
Other FF&E	1,918,019	13,700
Pre-Opening	266,700	1,905
Insurance	66,710	477
Development Fees	496,911	3,549
Construction Fees	638,886	4,563
Legal and Other Fees	368,900	2,635
General Contingency	605,422	4,324
Interest During Construction	750,000	5,357
<b>Total Development Cost</b>	<b>\$23,505,528</b>	<b>\$167,897</b>
<b>Year 1 NOI Return on Total Cost</b>		<b>9.10%</b>
<b>Stabilized (Year 3) NOI Return on Total Cost</b>		<b>12.66%</b>
Project Commencement		2/1/2014
Construction End / Operation Date		12/31/2016



Hotel Pro-Forma Analysis - 10 Year Summary

Year Ending	Dec 2017	Dec 2018	Dec 2019	Dec 2020	Dec 2021	Dec 2022	Dec 2023	Dec 2024	Dec 2025	Dec 2026
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Available Rooms	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100	51,100
Room Nights Sold	31,682	34,237	35,770	35,770	35,770	35,770	35,770	35,770	35,770	35,770
Occupancy:	62.0%	67.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
<i>Occupancy Growth</i>	<i>N/A</i>	<i>8.1%</i>	<i>4.5%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>	<i>0.0%</i>
Average Daily Rate (ADR):	140.00	151.20	158.76	163.52	168.43	173.48	178.69	184.05	189.57	195.25
<i>ADR Growth:</i>	<i>N/A</i>	<i>8.0%</i>	<i>5.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>
RevPAR:	86.80	101.30	111.13	114.47	117.90	121.44	125.08	128.83	132.70	136.68
<i>Growth:</i>	<i>N/A</i>	<i>16.7%</i>	<i>9.7%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>23.0%</i>
F&B Revenue (per room):	23.00	23.92	24.64	25.38	26.14	26.92	27.73	28.56	29.42	30.30
<i>F&amp;B Growth:</i>	<i>NA</i>	<i>4.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>	<i>3.0%</i>
Room	4,435,480	5,176,634	5,678,845	5,849,211	6,024,687	6,205,427	6,391,590	6,583,338	6,780,838	6,984,263
F&B	728,686	818,949	881,287	907,726	934,957	963,006	991,896	1,021,653	1,052,303	1,083,872
Telephone	62,000	64,480	66,414	68,407	70,459	70,459	70,459	70,459	70,459	70,459
Other	<u>350,000</u>	<u>364,000</u>	<u>374,920</u>	<u>386,168</u>	<u>397,753</u>	<u>397,753</u>	<u>397,753</u>	<u>397,753</u>	<u>397,753</u>	<u>397,753</u>
<b>Total Revenue</b>	<b>5,576,166</b>	<b>6,424,063</b>	<b>7,001,467</b>	<b>7,211,511</b>	<b>7,427,856</b>	<b>7,636,645</b>	<b>7,851,698</b>	<b>8,073,203</b>	<b>8,301,353</b>	<b>8,536,347</b>
Total Departm. Expenses	<u>1,645,880</u>	<u>1,747,730</u>	<u>1,789,017</u>	<u>1,824,087</u>	<u>1,877,557</u>	<u>1,895,439</u>	<u>1,913,499</u>	<u>1,931,739</u>	<u>1,950,163</u>	<u>1,968,770</u>
<b>Departmental Income</b>	<b>3,930,286</b>	<b>4,676,333</b>	<b>5,212,450</b>	<b>5,387,424</b>	<b>5,550,299</b>	<b>5,741,207</b>	<b>5,938,199</b>	<b>6,141,463</b>	<b>6,351,190</b>	<b>6,567,577</b>
Total Undistributed Operating Expenses	1,662,451	1,855,747	1,939,016	1,988,377	2,039,218	2,088,283	2,138,821	2,190,874	2,244,490	2,299,713
Total Expenses	<u>3,308,331</u>	<u>3,603,477</u>	<u>3,728,033</u>	<u>3,812,463</u>	<u>3,916,775</u>	<u>3,983,722</u>	<u>4,052,319</u>	<u>4,122,614</u>	<u>4,194,652</u>	<u>4,268,483</u>
<b>Gross Operating Profit</b>	<b>2,267,835</b>	<b>2,820,586</b>	<b>3,273,434</b>	<b>3,399,047</b>	<b>3,511,081</b>	<b>3,652,923</b>	<b>3,799,379</b>	<b>3,950,589</b>	<b>4,106,700</b>	<b>4,267,864</b>
<i>Gross Margin</i>	<i>40.7%</i>	<i>43.9%</i>	<i>46.8%</i>	<i>47.1%</i>	<i>47.3%</i>	<i>47.8%</i>	<i>48.4%</i>	<i>48.9%</i>	<i>49.5%</i>	<i>50.0%</i>
<b>EBITDA</b>	<b>1,919,325</b>	<b>2,354,841</b>	<b>2,695,813</b>	<b>2,804,098</b>	<b>2,898,283</b>	<b>3,024,349</b>	<b>3,154,576</b>	<b>3,289,091</b>	<b>3,428,027</b>	<b>3,571,521</b>
<i>EBITDA Margin</i>	<i>34.4%</i>	<i>36.7%</i>	<i>38.5%</i>	<i>38.9%</i>	<i>39.0%</i>	<i>39.6%</i>	<i>40.2%</i>	<i>40.7%</i>	<i>41.3%</i>	<i>41.8%</i>
Property Taxes	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	Exempt	166,027	170,727
5.5% Rooms Tax Rebate	<u>219,556</u>	<u>256,243</u>	<u>281,103</u>	<u>289,536</u>	<u>298,222</u>	<u>307,169</u>	<u>316,384</u>	<u>325,875</u>	<u>335,651</u>	<u>345,721</u>
<b>NOI</b>	<b>2,138,881</b>	<b>2,611,085</b>	<b>2,976,916</b>	<b>3,093,634</b>	<b>3,196,505</b>	<b>3,331,518</b>	<b>3,470,960</b>	<b>3,614,966</b>	<b>3,597,652</b>	<b>3,746,515</b>
<i>NOI Margin</i>	<i>38.4%</i>	<i>40.6%</i>	<i>42.5%</i>	<i>42.9%</i>	<i>43.0%</i>	<i>43.6%</i>	<i>44.2%</i>	<i>44.8%</i>	<i>43.3%</i>	<i>43.9%</i>
<i>Yield on Total Cost</i>	<i>9.1%</i>	<i>11.1%</i>	<i>12.7%</i>	<i>13.2%</i>	<i>13.6%</i>	<i>14.2%</i>	<i>14.8%</i>	<i>15.4%</i>	<i>15.3%</i>	<i>15.9%</i>

June 2014

The hotel will be financed with conventional financing from one of Ensemble or Nor-Gen’s existing relationships and will also seek to utilize incentives that the Mayor, District and Council have recently established or will establish in the future for similar projects in downtown. Based on the project’s census tract location within a low-income community as defined by the federal Community Development Financial Institutions Fund (CDFI), it qualifies for and will attempt to secure New Markets Tax Credits (NMTCs) to fund a portion of the project. The recently constructed nearby One East Broadway project was successful in securing these credits and the proposed hotel project is within the same census tract designation.

Nor-Gen engaged HVS Convention to study the proposed Convention Hotel and provide a feasibility study for the project. Nor-Gen has incorporated the results of HVS’ market / demand analysis and its projections into the 10-year pro-forma projections. The project will be most comparable to the Marriott University Park Tucson which through HVS’ estimate achieves a \$130 average daily rate with 75% annual occupancy. The proposed Convention Hotel is conservatively expected to achieve 70% occupancy at stabilization and a \$140 starting average daily rate.

**Residential Apartment Tower:** Based on research of apartment renter demographics and the profile downtown urban core apartment renters, the proposed apartment project will consist of a mix of units catering to young professionals who work in the area.

Number of Units	96				
Avg Unit Sqft	742				
Net Building Area	71,200				
Total Building Area	83,765				
Weighted Average Rent / Unit	\$ 1,418				
Total Land Sqft (Parking Structure)	52,200	1.2 Acres			
Total Parking Spaces	96				
<b><u>HARD COSTS BREAKDOWN:</u></b>					
	<u>Cost / Sqft</u>	<u>Sqft</u>	<u>Factors</u>	<u>Cost</u>	<u>%</u>
Land Cost	\$ 25.43	52,200		\$ 1,327,336	10.4%
Apartments Cost	\$ 98.46	83,765		\$ 8,247,473	64.5%
<b>TOTAL HARD COSTS</b>	<b>114.31</b>	<b>83,765</b>		<b>\$ 9,574,809</b>	<b>74.9%</b>
Soft Costs - Direct			11.0%	\$ 1,053,229	8.2%
Land Carry Cost - Taxes, Insurance, Parking				134,000	1.0%
Construction Loan Interest / Carry Costs				1,540,000	12.0%
Contingency			5.0%	478,740	3.7%
<b>TOTAL SOFT COSTS</b>				<b>\$ 3,205,969</b>	<b>25.1%</b>
<b>TOTAL PROJECT COST</b>				<b>\$ 12,780,778</b>	
<b>COST PER UNIT</b>				<b>\$ 133,133</b>	



	Upon Stabilization		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	Month	Annualized										
Avg Effective Rent PSF/Month	1.85	22.25	0.00	0.59	1.78	1.86	1.91	1.96	2.02	2.08	2.15	2.21
Annual Rent Growth			0.00%	0.00%	0.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Concessions	2.04%	2.04%	8.00%	8.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Vacancy	7.14%	7.14%	100.00%	71.60%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%	7.00%
<b>Income</b>												
Gross Potential Rent	136,160	1,633,920		544,640	1,633,920	1,642,090	1,679,098	1,729,471	1,781,355	1,834,796	1,889,839	1,946,535
Physical Vacancy	(9,722)	(116,662)	-	(436,366)	(529,390)	(114,946)	(117,537)	(121,063)	(124,695)	(128,436)	(132,289)	(136,257)
Loss to Lease/BD	(1,389)	(16,666)	-	-	(4,085)	(16,421)	(16,791)	(17,295)	(17,814)	(18,348)	(18,898)	(19,465)
Concessions	(2,778)	(33,332)	-	(43,571)	(106,205)	(32,842)	(33,582)	(34,589)	(35,627)	(36,696)	(37,797)	(38,931)
<b>Gross Rental Revenue</b>	<b>122,272</b>	<b>1,467,260</b>	-	64,703	994,240	1,477,881	1,511,188	1,556,524	1,603,219	1,651,316	1,700,856	1,751,881
Other Property Income	-	-	-	4,799	48,955	67,686	69,212	71,288	73,426	75,629	77,898	80,235
<b>Net Revenue</b>	<b>122,272</b>	<b>1,467,260</b>	-	69,502	1,043,195	1,545,567	1,580,400	1,627,812	1,676,646	1,726,945	1,778,754	1,832,116
Insurance	(2,372)	(28,460)	-	-	(24,289)	(29,758)	(30,353)	(30,960)	(31,579)	(32,211)	(32,855)	(33,512)
Contract Services	(1,870)	(22,440)	-	(3,777)	(23,003)	(23,463)	(23,933)	(24,411)	(24,899)	(25,397)	(25,905)	(26,423)
Marketing	(1,925)	(23,100)	-	-	(7,992)	(24,421)	(25,032)	(25,657)	(26,299)	(26,956)	(27,630)	(28,321)
Payroll- Onsite	(10,725)	(128,700)	-	(21,745)	(133,148)	(136,810)	(140,572)	(144,438)	(148,410)	(152,491)	(156,685)	(160,994)
Mgmt- Onsite	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	(9,033)	(108,400)	-	(9,033)	(110,439)	(112,095)	(113,777)	(115,483)	(117,216)	(118,974)	(120,758)	(122,570)
R&M	(4,125)	(49,500)	-	-	(16,874)	(51,187)	(51,955)	(52,735)	(53,526)	(54,328)	(55,143)	(55,970)
Landscaping	-	-	-	-	-	-	-	-	-	-	-	-
Administrative	(1,542)	(18,500)	-	(7,824)	(19,081)	(19,558)	(20,047)	(20,548)	(21,062)	(21,588)	(22,128)	(22,681)
Asset Management	(1,362)	(16,339)	-	(647)	(9,942)	(14,779)	(15,112)	(15,565)	(16,032)	(16,513)	(17,009)	(17,519)
Real Estate Taxes	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses</b>	<b>(36,621)</b>	<b>(439,457)</b>	-	(44,968)	(374,596)	(456,408)	(466,116)	(476,494)	(487,119)	(497,999)	(509,140)	(520,547)
<b>NET OPERATING INCOME</b>	<b>85,650</b>	<b>1,027,803</b>	-	24,534	668,599	1,089,159	1,114,284	1,151,318	1,189,527	1,228,946	1,269,614	1,311,569

<b>STABILIZED INCOME ANALYSIS</b>			
Effective Gross Income	\$ 1.91	\$ 1,633,920	
Other Income		69,142	
Vacancy Factor	5.0%	(81,696)	
Apartment Expense	34%	(555,533)	
<b>Stabilized NOI</b>		<b>\$ 1,065,833</b>	
<b>Stabilized Cap Rate on Total Cost</b>		<b>8.34%</b>	
<b>Debt</b>		<b>\$ 8,307,506</b>	<b>65%</b>
<b>Equity</b>		<b>\$ 4,473,272</b>	<b>35%</b>
Forward Cap Rate		5.75%	
<b>Stabilization Project Value</b>		<b>\$ 18,536,224</b>	

The analysis assumes market rents based on a comprehensive rent study for the market including the recently developed One East Broadway, 345 E. Congress and La Entrada apartments. The project will be financed through either a conventional loan program or through a government sponsored entity (GSE). We have assumed a conservative upfront loan-to-cost ratio of only 65% which is achievable in today's capital market.

<b>Unit Mix and Rent Summary</b>								
	Type	Sqft	# of Units	Total Sqft	Unit Sqft	Rent / Sqft	Mo Rent / Unit	Total Rent / Mo
	Studio	550	32	20,706	17,600	\$2.25	\$1,238	\$39,600
	1x1	725	32	27,294	23,200	\$2.00	\$1,450	\$46,400
	2x2	950	32	35,765	30,400	\$1.65	\$1,568	\$50,160
<b>Total /Avg</b>		<b>742</b>	<b>96</b>	<b>83,765</b>	<b>71,200</b>	<b>\$1.91</b>	<b>\$1,418</b>	<b>\$136,160</b>
<b>Average Rent / Sqft / Mo of Comparables</b>						<b>\$1.93</b>		

**Parking Structures:** The parking structures will be built in two phases and the preliminary cost estimates for each phase are included below.

<b>PARKING STRUCTURES - PRELIMINARY COST BUDGET</b>				
	<b>Total</b>	<b>Per Space</b>	<b>Per SF</b>	<b>%</b>
Land	\$ 1,133,564	\$ 1,515	\$ 5.05	8.7%
Architecture & Engineering	250,000	334	1.11	1.9%
Permits, Licenses and Fees	100,000	134	0.45	0.8%
<b>Hard Costs Total</b>	<b>9,898,284</b>	<b>13,233</b>	<b>44.11</b>	<b>75.7%</b>
Insurance	40,000	53	0.18	0.3%
Development Fees	247,457	331	1.10	1.9%
Construction Fees	346,440	463	1.54	2.7%
Legal and Other Fees	50,000	67	0.22	0.4%
General Contingency	150,000	201	0.67	1.1%
Interest During Construction	855,102	1,143	3.81	6.5%
<b>COST - HOTEL TOWER</b>	<b>\$ 13,070,847</b>	<b>\$ 17,474</b>	<b>\$ 58.25</b>	<b>100.0%</b>



June 2014

	<u>Total</u>	<u>Per Space</u>	<u>Per SF</u>	<u>%</u>
Land	\$ 1,065,744	\$ 1,531	\$ 4.75	8.2%
Architecture & Engineering	250,000	359	1.11	1.9%
Permits, Licenses and Fees	100,000	144	0.45	0.8%
Hard Costs Total	9,210,168	13,233	44.11	70.5%
Insurance	40,000	57	0.18	0.3%
Development Fees	230,254	331	1.03	1.8%
Construction Fees	322,356	463	1.44	2.5%
Legal and Other Fees	50,000	72	0.22	0.4%
General Contingency	150,000	216	0.67	1.1%
Interest During Construction	799,297	1,148	3.56	6.1%
<b>COST - TOWER TWO</b>	<b>\$ 12,217,819</b>	<b>\$ 17,554</b>	<b>\$ 54.45</b>	<b>93.5%</b>
<b>TOTAL SPACES</b>	<b>1,444</b>			
<b>TOTAL COST</b>	<b>\$ 25,288,666</b>			

### PROPOSER FINANCIAL CAPACITY

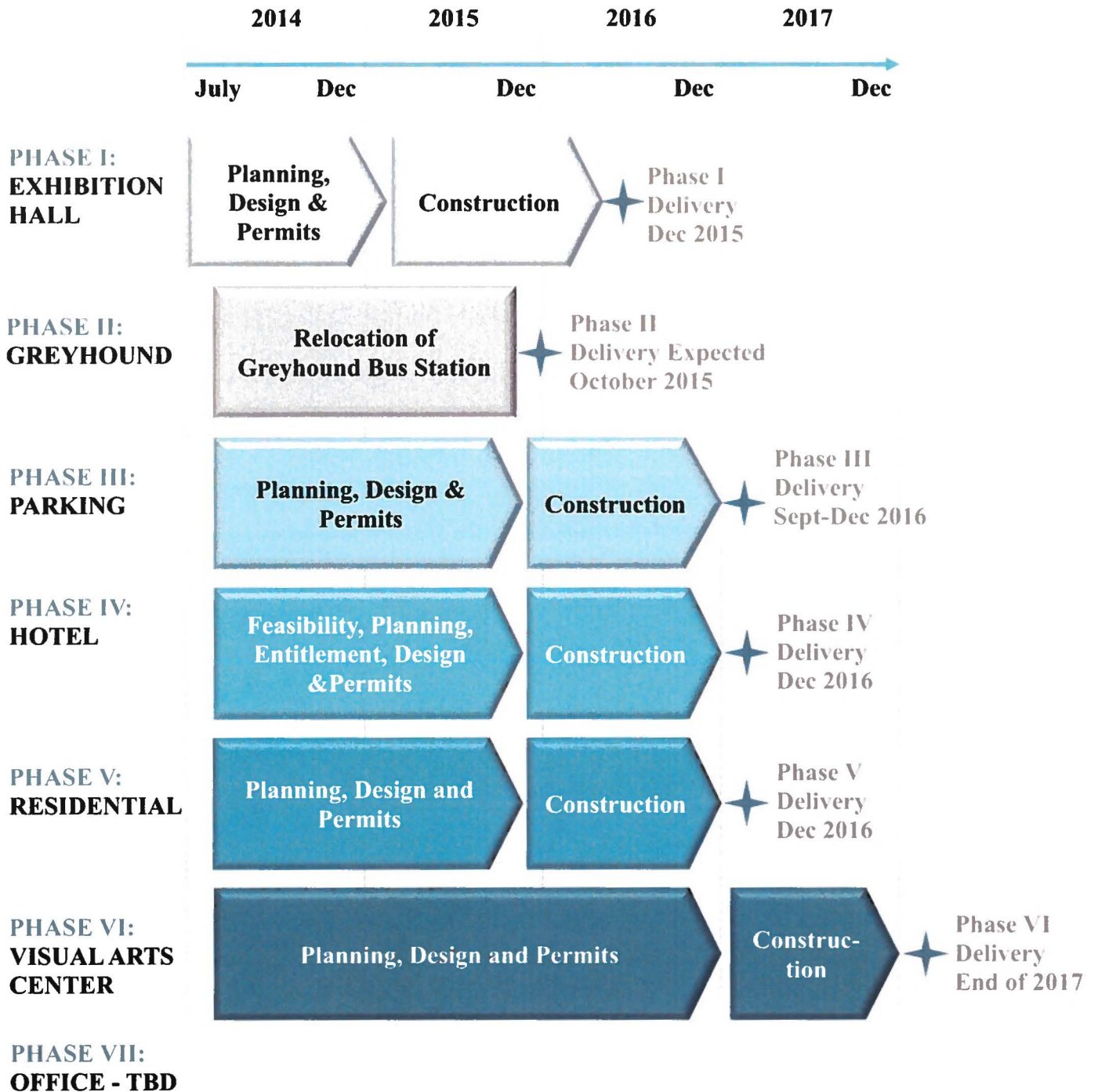
As highlighted above, Nor-Gen's principals have long track record of successful development both matching and even exceeding the scale and complexity of the proposed development. Nor-Gen and its principals have the financial stability, wherewithal and adequate cash reserves to follow through with the project as proposed. Nor-Gen's financial reference is Mr. David Lyons, Senior VP of National Bank of Arizona (520) 519-2923.

Ensemble's successful track record and solid reputation is attributed to its several lending relationships with large national and international banks in addition to several institutional investor relationships ranging from pension funds to endowments and private equity. These firms have consistently partnered with Ensemble for several new developments over the years. Ensemble has a track record of financial stability and solvency with no history of bankruptcy, and has continually met its financial obligations.

### REQUESTED DISTRICT ASSISTANCE

The proposed project will seek to realize all of the tools, benefits, incentives and process changes that the Mayor, District and Council have recently established, and will establish in the future, to provide financial benefit, regulatory relief and a streamlined development review for any proposed project. The project qualifies for many incentives due to its location within the Downtown/Gateway Redevelopment Area and Central Business District as adopted by the City of Tucson in April 2012.

**PROJECT SCHEDULE**





**Note:** As discussed in the RFP, the development of any phases located on the Arena Site will be dependent upon the time it takes for final City approval of a development plan and notice to Greyhound of the development plan approval and termination of the ground lease plus one year.

### **PHASE I: EXHIBITION HALL**

If Nor-Gen is the successful bidder, it will immediately apply for building permits to initiate construction of the facility. Construction will commence on March 1st, 2015, after the 2015 GJX Gem Show, and be completed December 2015 to accommodate the February 2016 GJX Gem Show. The north portion of the Arena Site will be used by GJX for the Gem Show until the first parking structure is completed.

### **PHASE II: PARKING**

A 748 space 4-story parking structure located on the south portion of the Arena Site west of the Exhibition Hall. The parking structure will accommodate 600 parking spaces for the exhibition hall gem show and 148 spaces for the hotel.

### **PHASE III: HOTEL**

The process of planning and developing an urban core hotel project is a multi-phased and detailed activity. All professional disciplines and construction processes must be coordinated so they can interact in the most efficient manner. It requires competent, experienced team members, especially in this case, to effectively interact with participants from the District and the City of Tucson.

It is also key that the team members involved in the development should understand the project's economic, social and political objectives. In addition, management is crucial; cost control, resource allocation and scheduling are vital to the project's success. The Team that Nor-Gen has assembled for the proposed development project has the organizational skills, experience and managerial talent to handle all phases of the development, particularly when it comes to downtown development projects.

### **PHASE IV: RESIDENTIAL**

A residential apartment tower consisting of 96 units will be built on top of the parking structure. Construction is scheduled after the relocation of the Greyhound bus station anticipated to be early 2017.

### **PHASE V: VISUAL ARTS CENTER**

This phase includes the construction of the Visual Arts Center located north of the hotel/exhibition hall parking structure, which will include a Gem & Mineral museum,

June 2014

photography museum, art museum, a theater and lecture hall. The proposed Visual Arts Center will be comprised of four separate buildings.

#### **PHASE VI: OFFICE BUILDING**

In reviewing the Urban Land Institute report, Downtown Tucson Arizona, November 17-22, 2013, their conclusion for office potential was "Little near-term potential exists for new private office space in downtown Tucson". Their conclusion referred to the near term possibility of office development. Our long term plan contemplates office development immediately west of the Federal Courthouse. The vacancy factor that exists in Downtown Tucson today according to the latest report is 18%. When Unisource Energy took occupancy of their new building, it vacated a large amount of space in Downtown that today has not been re-leased.

Nor-Gen has had discussions with Ryan Co. and others to joint venture an office building on the Nor-Gen property and if the need exists, Nor-Gen is open to further negotiations with Ryan Company or any other office developer that is interested in pursuing a new office building in the urban core.

#### **PROPERTY PURCHASE OR LEASE**

**Method of Property Control & Acquisition:** Nor-Gen will purchase the property from the District for Five Million Five Hundred Sixty Seven Thousand Five Hundred Dollars (\$5,567,500.00) all cash with no financing contingency.

The district's appraised value of the arena site is \$5,300,000.00. Nor-Gen has assessed the value to the north 4 acres at \$25.00 per square foot, equal to \$4,356,000.00. The value assessed to the south 4.5 acres is \$6.25 per square foot or \$1,211,500.00. The total value is determined by Nor-Gen to be \$5,567,500.00.

Respectfully submitted,



Allan Norville, Manager  
Nor-Generations, LLC



**AFFIDAVIT**

### III. PROPOSER QUESTIONNAIRE AND AFFIDAVIT

#### Assurances

The undersigned Proposer hereby submits to the District the enclosed Proposal based upon all terms and conditions set forth in the District's Request for Proposals and referenced materials. Proposer further specifically agrees hereby to provide services in the manner set forth in the Proposal submitted.

The undersigned Proposer acknowledges and states, under penalty of perjury, as follows:

1. The District is relying on Proposer's submitted information and the representation that Proposer has the capability to successfully undertake and complete the responsibilities and obligations submitted in its Proposal and in the resulting contract.
2. The District has the right to make any further inquiry it deems appropriate to substantiate or supplement information supplied by Proposer.
3. Proposer has read and fully understands all the provisions and conditions set forth in the RFP documents, upon which its Proposal is based.
4. The forms and information requested in the RFP are complete and made part of Proposer's Proposal. The District is not responsible for any Proposer errors or omissions.
5. This Proposal may be withdrawn by requesting such withdrawal in writing at any time prior to the Proposal deadline but may not be withdrawn after such date and time.
6. The District reserves the right to reject any and all Proposals and to accept the Proposal that, in its judgment, will provide the best quality development to the District.
7. This Proposal is valid for a minimum of **one-hundred twenty (120)** days subsequent to the RFP Proposal deadline.
8. All costs incurred by Proposer in connection with this Proposal shall be borne solely by Proposer. Under no circumstances shall the District be responsible for any costs associated with Proposer's Proposal or the RFP process. No contract is formed by the submittal of a response to this RFP by Proposer, and no expectation of a Contract is created by such submittal.
9. Proposer has not in any manner, directly or indirectly, conspired with any person or party to unfairly compete or compromise the competitive nature of the RFP process.
10. The contents of this Proposal have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this Proposal.
11. To the best of the Proposer's knowledge, the information provided in its Proposal is true and correct and neither the undersigned Proposer nor any partner, corporate officer or managing employee have ever been convicted of a felony or a crime involving moral turpitude.



12. **Proposal Summary**

- Gross Square Footage (SF): 711,000
- Commercial SF: 567,300
- Office SF: Located on Nor-Gen property
- Residential SF: 83,700
- Other SF (detail): Museums 60,000
- Number of Residential Units: 96
- Type of Residential (circle)  Rental or For Sale
- Residential Market type (circle) Affordable/Income-Restricted or Market Rate or  Mixed-Income
- Number of Hotel Rooms: 140
- Number of Parking Spaces: 1,444
- Building Height (feet and stories): 96 ft. – 8 stories
- Number of Buildings: 8
- Estimated Number of Construction Jobs: 621
- Estimated Number of Permanent Jobs: 475
- Estimated Value of Project: \$100 Million

13. **Organization**

Organization Structure of Entity to Enter into Contracts:

a. What is the name of the Contracting Entity?

Nor-Generations, LLC

If this entity has been formed, what is the Arizona Corporation Commission file number?

L-0944888-6

If this entity has not been formed, describe the anticipated timing of the creation of such entity: \_\_\_\_\_

b. Please check the type of organization:

- Non-Profit 501(c)(3), if so, what year was it incorporated as a 501(c)(3)?
- Other Non-Profit
- Government Entity
- Sole Proprietorship
- Partnership
- Corporation
- Other

c. Identify the members, if LLC, partners, if a partnership, or officers, if a corporation, for the Contracting Entity identified above. For the purposes of this RFP, addenda and exhibits, any questions regarding the principals are referring to the offices, partners and members as disclosed.

Members: Allan Norville, Alfie Norville, Michael Norville, Cher Norville, Patti Norville and the Norville Family Trusts

**14. Legal Status**

a. In the past 10 years, has your proposing entity, or any of its principals or its principal's affiliates filed a petition in bankruptcy court or had involuntary proceedings filed in bankruptcy court? If "Yes," provide date, case name, case number, venue of the proceeding, and the status of each proceeding. **Yes ( ) No (x)**

b. Has your proposing entity or any of its principals or its principal's affiliates been declared to be in default under any obligation to or contract with the District? If "Yes," please provide details concerning the nature of the default, including the District contract number. **Yes ( ) No (x)**

c. Has the proposing entity or any of its principals or its principal's affiliates currently involved in any litigation or claims against the District including any threatened claim or litigation? If "Yes," provide details about such proceedings. **Yes ( ) No (x)**

d. Have any of the proposing entities or any of its principals or its principal's affiliate's contracts been terminated prior to their expiration terms, voluntarily or involuntarily, within the last 10 years? If "Yes," provide name, location, and date of the contract(s). **Yes ( ) No (x)**

e. Has the Proposer, or any corporation or other entity that has, directly or indirectly, a controlling interest in the Proposer, or any subsidiary of the Proposer or other entity in which the Proposer has a controlling interest or any of the Proposer's principals, officers, or directors ever been barred from bidding on federal, state, or local government contracts? If "Yes," provide the current status of such suspension or debarment proceedings. **Yes ( ) No (x)**

**15. Affidavit Signatures**

**Proposer's Contracting Entity (Legal Name):**

Nor-Generations, LLC

**Description of Proposer's Development Team  
(Key Individuals, Companies and Organizational Structure):**

This information is contained within the proposal. See organizational chart and resumes.



**Proposer's Authorized Representative:**

Printed Name\*: Allan J. Norville

Title: Manager

Business Mailing Address: 411 W. Congress St., Tucson, AZ 85701

Email: a.norville@att.net

Telephone: (520) 882-4200

Signature *Allan J. Norville*

\*Proposal must be signed by an individual authorized to contractually bind the Proposer.

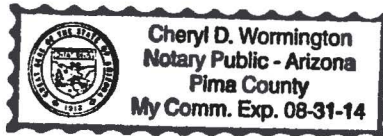
**NOTARIZED**

Signed and sworn before me this 30<sup>th</sup> day of June,  
2014

Notary Signature: *Cheryl D. Worrington*

My Commission Expires: AUGUST 31, 2014

Affix Seal



RESUMES



## David Greusel, FAIA, CNU, LEED AP

### Founding Principal, Convergence Design

David Greusel, FAIA has over 30 years of professional experience in architecture. He has worked as a principal and shareholder in large and medium-sized architectural firms across the Midwest. His responsibilities have included every aspect of architectural project delivery including design, programming, planning, and project management. His primary strength, however, is working with clients to help them articulate and realize their own particular goals for a project. For most of his career, David has specialized in public assembly architecture, including stadiums and arenas; civic, convention and conference centers; and athletic and recreation centers.

David has a reputation as a skilled communicator and a consensus-builder. He has taught communication skills to architects and allied professionals nationwide. He authored *Architect's Essentials of Presentation Skills*, part of the *Architect's Essentials* series published by Wiley. For his contributions to the profession of architecture, David was elevated to Fellow in the American Institute of Architects in 2009.



In addition to the clients served by his own practice, David has designed the following significant projects while associated with other firms:

- **Minute Maid Park** (home of the Houston Astros), Houston, Texas
- **PNC Park** (home of the Pittsburgh Pirates), Pittsburgh, Pennsylvania
- **Thomas M. Ryan Center**, University of Rhode Island, Kingston, Rhode Island
- **Utah County Convention Center**, Provo, Utah
- **Grand River Center**, Dubuque, Iowa
- **Richard E. Berry Center**, Cypress-Fairbanks ISD, Houston, Texas
- **Liberty Community Center**, Liberty, Missouri
- **H.H. Dow Leadership Academy**, Dow Chemical Company, Midland, Michigan
- **KSU Stadium Expansion**, Kansas State University, Manhattan, Kansas
- **Ozark Elementary and Junior High School**, Ozark, Missouri
- **Engineering Management Building, Missouri University of Science & Technology**, Rolla, Mo.
- **Student Recreation Center**, University of Nebraska-Lincoln, Lincoln, Nebraska
- **Student Recreation Center**, University of Toledo, Toledo, Ohio
- **Brady Commons**, University of Missouri-Columbia, Columbia, Missouri
- **Prairie Commons Branch**, St. Louis County Library, Hazelwood, Missouri
- **Monsanto Research Center**, Missouri Botanical Garden, St. Louis, Missouri

- **Monsanto Research Center**, Missouri Botanical Garden, St. Louis, Missouri
- **Broken Arrow Elementary School**, Shawnee, Kansas
- **St. Paul's Episcopal Day School**, Kansas City, Missouri
- **Tointon Family (Baseball) Stadium**, Kansas State University, Manhattan, Kansas
- **Center for Historical Research, Kansas State Historical Society**, Topeka, Kansas

**Education:** Kansas State University, B.Arch., *cum laude*

**Registration:** David Greusel holds a certificate from the National Council of Architectural Registration Boards (NCARB), and is licensed as an architect in the following jurisdictions:

- Alabama
- Colorado
- Florida
- Illinois
- Kansas
- Maine
- Missouri
- Oklahoma
- South Dakota
- Texas
- Utah

**Memberships:**

- Fellow, American Institute of Architects
- Member, Congress for The New Urbanism
- LEED® Accredited Professional, U.S. Green Buildings Council

## A convergence of work, family and community leadership...

David Greusel, FAIA, founding principal of Convergence Design has served his community and his profession in a variety of capacities. Following are some examples of David's varied leadership roles:

- Presenter, American Institute of Architects National Convention, 1998-2009 (inclusive)
- Guest speaker, Jubilee conference, Coalition for Christian Outreach, Pittsburgh, Pennsylvania
- Contributor, *Comment* magazine, Cardus
- Member, College of Fellows, American Institute of Architects.
- LEED® Accredited Professional, U.S. Green Building Council
- Member, Congress for The New Urbanism
- Cast Member/writer, *Right Between the Ears*, award-winning public radio comedy program.
- Appointed member, AIA Convention Continuing Education Committee.
- Past Board Member, Central Christian School, St. Louis, Missouri.
- Past Chair, St. Louis Chapter/AIA Urban Issues Committee.
- Guest Lecturer, School of Architecture, Judson University, 2006
- Guest Lecturer, College of Architecture, Texas Tech University
- Guest Lecturer, Graduate Seminar in Urban Design, Washington University, St. Louis.
- Adjunct Faculty, University of Missouri-Kansas City Architecture Program.
- Guest Speaker, Kansas State University College of Architecture Pre-Design Professions Department
- Instructor, Architectural Technology, St. Louis Community College at Meramec.
- Past Board Member, Wichita March of Dimes/Birth Defects Foundation.



## Convergence Design



### **Who We Are**

Convergence Design is about bringing work, family and community together into a seamless whole. It's about connecting people in every aspect of their lives, and bringing them together in positive spaces. Convergence Design values people more than design awards and values the communities where buildings exist as much as the buildings themselves. We're about finding design solutions that are as right for a particular place as they are for a particular time.

Convergence Design offers a wide range of architectural and related services, including strategic facility planning, programming, master planning, design, documentation and construction phase services. We also offer consulting services in strategic marketing, public presentations, graphic design and branding.

Convergence Design is committed to serving each client with personal, professional care. We engage with trusted, experienced consultants to provide the full range of architectural and engineering services required for a particular project. Our clients rest assured knowing they will receive attention from the owner-principal throughout

the course of their project.

### **Firm History**

Convergence Design began as the private professional practice of David Greusel, FAIA in 2004. Since then, the firm has served a variety of public, private and non-profit clients in the United States and Canada. We have assisted clients with everything from master plans to tenant finish permit drawings to building renovations to entirely new buildings. Convergence Design is organized as a Limited Liability Company in the state of Kansas and is authorized to provide architectural design services in twenty U.S. states.

### **Specialized Experience**

With more than 30 years of professional experience, founding principal David Greusel has designed a wide variety of public gathering places, including arenas, ballparks, convention centers, recreation centers, student centers, churches, and similar facilities. Convergence Design's portfolio also includes a number of completed school and institutional projects, cultural, office and retail projects, as well as a large number of facility master plans.



**“** Convergence Design is a highly creative, a ‘think-outside-the-box’ organization that I believe will continue to grow and impact the architectural industry, as well as the community.”

**Douglas R. Peete, President,  
Peete & Associates**

**Top to Bottom**

- Richard E. Berry Center, Houston, Texas
- New Football Stadium, Alabama State University
- Peoria Civic Center, Peoria, Illinois

**Representative Clients**

Convergence Design’s client list reflects a diverse group of institutional, non-profit, and corporate clients. Some of our current and past clients include:

- Alabama State University, Montgomery, Alabama
- American Red Cross, Kansas City, Missouri
- City of Bossier City, Louisiana
- Greater Burlington Partnership, Burlington, Iowa
- City of Bismarck, North Dakota
- Community Development Foundation, Tupelo, Mississippi
- City of Enid, Oklahoma
- Global Spectrum, Philadelphia, Pennsylvania
- Kansas City Chiefs Football Club, Kansas City, Missouri
- Northwest Missouri State University, Maryville, Missouri
- PPG Industries, Pittsburgh, Pennsylvania
- Public Facilities Authority, City of Winston-Salem, North Carolina
- City of Salina, Kansas
- City of St. Joseph, Missouri
- Southeast Missouri State University
- Stillwater Industrial Foundation, Stillwater, Oklahoma
- St. Clair County, Michigan
- City of Troy, Ohio
- University of Missouri, Columbia, Missouri
- Walton County, Florida

**Credentials**

Founding Principal David Greusel is a member of the College of Fellows of the American Institute of Architects and has been certified by the National Council of Architectural Registration Boards since 1982. He is licensed to practice architecture in the following states:

*Alabama, Arizona, Colorado, Florida, Illinois, Indiana, Iowa, Kansas, Louisiana, Maine, Michigan, Missouri, North Carolina, North Dakota, Ohio, Oklahoma, South Dakota, Tennessee, Texas, Utah*

**Contact Information**

Learn more about how Convergence Design can help your organization create a positive environment.

**Website:** [www.convergencedesignllc.com](http://www.convergencedesignllc.com)

**E-mail:** [david@convergencedesignllc.com](mailto:david@convergencedesignllc.com)

**Phone:** (816) 255-2123

**Mail:** 1600 Genessee Street, Ste. 620  
Kansas City, MO 64102



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**Bios**

**Gene L. Fong, AIA**  
President

As a practicing architect in Southern California for over thirty years, Gene Fong has had the opportunity to work on every kind of project - from highly personalized custom residences domestically to grand scale office towers in the Pacific Rim. During these years of gathering and gaining a broad spectrum of experience, one principle has always guided his practice - maintain close contact with the client and keep a hands-on approach throughout all phases of a project.

Mr. Fong has overseen the design of such impressive projects as the 33-story Arco Center Tower in Los Angeles, the Diamond Mall shopping Center in Ujung Panandang, Indonesia, the Bukit Darmo golf clubhouse and resort hotel in Syurabaya, Indonesia, the Edgecliff Point 150-unit luxury condominiums in Cincinnati, Ohio and the 25-story Pan Pacific Plaza office tower in Honolulu. Vision City, his current design challenge in Phnom Penh, Cambodia, involves a 3.5 million square foot mixed use project, comprised of two 30 story condominium complexes, one 35-story and three 24-story office towers and a 650,000 square foot shopping center.

Among his many California projects, Mr. Fong also developed a specialty in hotel and resort work and has been responsible for such high profile projects as the 350-room Four Seasons Hotel in Beverly Hills.

Mr. Fong is a registered architect in the State of California, the State of Colorado and is certified by the National Council of Architectural Registration Boards. He is an active member of the American Institute of Architects, the Asian American Architects/Engineers Association and the Urban Land Institute. He has also played a role in the civic and professional life of the city - having served in numerous professional associations and on several committees.

## GENE FONG ASSOCIATES

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### Services

- < Feasibility Studies
- < Site Selection
- < Master Planning
- < Interior Planning + Design
- < Executive Architectural Services
- < Supervising Architectural Services

From inception to completion, we offer services that span all aspects of a project. We bring together the many elements through a collaborative process that begins with the client and extends to specialists in engineering and other related disciplines.

When specialized talents and skills are needed, GFA partners with industry professionals who can provide the best possible ideas and solutions unique to that project.

GFA's style of personal, top management guidance means that quality and continuity is always achieved.

**Scheduling** - we utilize a "milestone" scheduling method that provides exact guidelines for every stage of the project and assures adherence to the project's schedule.

**Budgeting** - we provide cost budgeting throughout the design process. During Schematic Design, comparative budget estimates are provided followed by a more detailed cost analysis during the Design Development phase. Upon completion of Working Drawings, the cost estimates are reviewed once again.

**Expert Assistance** - during the contractor selection process, coordinating bidding procedures and offering a thorough review of bids and services will ensure that all bids are accurate and inclusive of the full scope of work described in the Construction Documents. After the selection, we work closely with owners and contractors during the construction phase to make sure that the work is performed in accordance with the approved Construction Documents and that all post-construction punch list items are satisfactorily resolved.



## Hospitality

Ensemble Hotel Partners has a long-standing history of maximizing investment returns through the development and repositioning of hotel assets, while adding value to their respective communities. A trusted partner, Ensemble consistently delivers superior hotel experiences and exceptional returns on investments among premium hotels across the country, making the company one of the industry's hospitality leaders. With its expertise and proven track record, Ensemble has fostered strategic and fruitful partnerships with global brands. The list includes Hilton, Marriott and Hyatt, along with boutique hotel operators to acquire, develop, and manage hospitality assets successfully in a constantly evolving market. Ensemble optimizes the long-term value of these assets by capitalizing on the management expertise of top hospitality professionals. To date, Ensemble has invested over \$250 million into the hospitality sector and controls over 1,000 guest rooms.

Ensemble takes great pride in its ability to solve complex deals. The company's extensive knowledge of major US metropolitan areas coupled with the strength of its cooperative brand partnerships enable it to identify quality markets, locate prominent sites, and secure the licenses for the best available brands. Their experienced executive team specializes in the US market and is committed to the highest professional standards. They eagerly look forward to new challenges and seeing their objectives come to fruition is immensely rewarding. Ensemble combines a full range of disciplines, which include deal sourcing, acquisition, development, and asset management in order to generate successful investments. The company's success is also enhanced by their combined knowledge of operational expertise, development acumen and asset management capabilities. The company works closely with a variety of hotel management teams and are instrumental in selecting the proper group for each property and then actively managing the operation. Ensemble excels at choosing the perfect partner to create the right hotel for a given market.

## Managing Directors

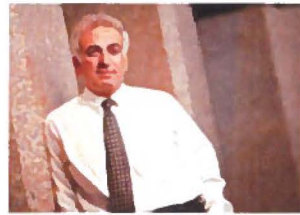
### Kambiz "Kam" Babaoff - Managing Director

Kambiz "Kam" Babaoff trained in civil engineering then embarked upon the practical application of science through a number of Los Angeles area hotel development and repositioning projects. Mr. Babaoff's first development and renovation efforts in the early 1980s included Santa Monica's Holiday Inn and Bayview Plaza, the Hollywood Roosevelt Hotel and the Ramada Renaissance Hotel in Agoura Hills.

Both an engineer and an entrepreneur, Mr. Babaoff formed Ensemble in 1989 with the other principals of the company to capitalize on their complementary skill sets. Mr. Babaoff continues to spearhead Ensemble's non-healthcare investment projects. Based in the Long Beach office, he has overseen the development or acquisition of several million square feet of hotel and high-density office space for the company including the Long Beach World Trade Center office complex and the 400-room Hilton Hotel and Conference Center. Mr. Babaoff has developed a reputation for both skilled, diligent responsiveness and innovative thinking.

Mr. Babaoff remains dedicated to the cultivation of community-based arts and culture. He is an ongoing supporter of several California municipalities, including the City of Long Beach. Mr. Babaoff serves on the Board of Directors of a number of non-profit educational and religious organizations. In his free time he enjoys playing polo with his family and friends.

[↑ Back to Top](#)

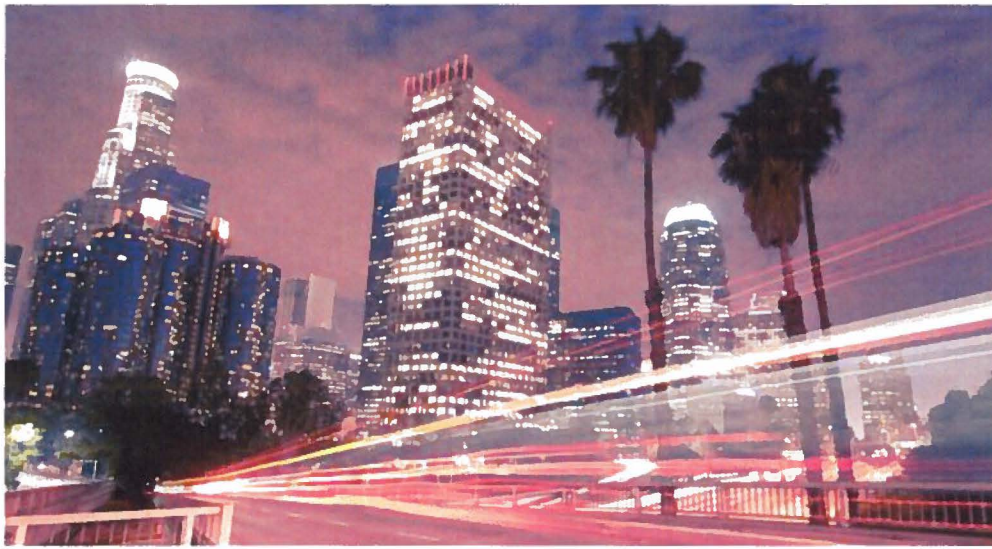


Phone  
888.428.2228

Email:  
[kbabaoff@ensembleinv.com](mailto:kbabaoff@ensembleinv.com)



## About Us



Kosmont Companies, a certified Minority Business Enterprise (MBE), is a real estate, financial advisory and economic development services firm offering a full range of real estate and economic advisory, brokerage, project finance, investment, and planning services for both the public and private sectors.

Founded in 1986, Kosmont Companies has become a nationally recognized expert in economic development and real estate development projects involving government and private sector partnerships.

### **Unique Expertise**

Whether the objective is getting a project entitled and approved, financed, developed, leased or sold, or if the goal is to generate new tax revenues, jobs or business opportunities, Kosmont Companies ensures success. Our diverse and uniquely qualified development services team provides the depth and expertise required to help clients conceptualize, structure and implement projects of all product types, sizes and complexities.

From the earliest planning and feasibility stages and throughout project development, Kosmont Companies effectively guides clients through intricate transaction and policy issues to create viable economic development strategies, achieve redevelopment/ revitalization goals, and produce real estate development projects and public asset management solutions.

### Working Together

We recognize the powerful social and economic benefits of community development and redevelopment, and Kosmont is committed to bringing public, private, and non-profit organizations together in meaningful real estate transactions that help communities to flourish.



## Larry J. Kosmont, CRE®

*President and CEO*

Mr. Larry J. Kosmont, CRE®, is the President and CEO of Kosmont Companies, which he founded in 1986. Kosmont Companies is an industry leader in public/private real estate transactions and public finance. In 2009, Mr. Kosmont created the Kosmont Muni Horizons Fund™ which sources private financing for public projects, P3 initiatives, infrastructure funding and economic development. He is Managing Partner of Renaissance Community Fund, which invests and develops mixed use, residential and commercial projects throughout California.

Mr. Kosmont's 36-year career encompasses public/private financial structuring and negotiations, development, and management of real estate and public finance transactions exceeding \$10 billion. He has an extensive track record as a public/private real estate consultant and public finance advisor. His expertise is in managing real estate transactions, creating structured financings using public and private capital sources of equity and debt, entitlement approvals, negotiations, and project implementation.

Mr. Kosmont has assisted hundreds of local government agencies in public finance and real estate matters ranging from large-scale economic development programs to site-specific real estate strategies and projects. He has guided over 1,000 private sector projects in obtaining public approvals, structuring deal terms, and securing public/private financing.

From 1975 to 1986, Mr. Kosmont served in the roles of City Manager, Director of Community Development, and Redevelopment Director in the cities of Santa Monica, Seal Beach, Bell Gardens, and Burbank. He served as President of the City Managers Association in Southeast Los Angeles County for two consecutive years.



In 1995, Mr. Kosmont conceived of and created the Kosmont-Rose Institute Cost of Doing Business Survey®, which is now recognized as the industry standard for comparing city taxes and economic incentives. The Survey covers 400 cities in all 50 states, and is published annually by Claremont-McKenna College.

In 1996, Mr. Kosmont was named Service Professional of the Year in the Los Angeles Business Journal's "Who's Who of Commercial Real Estate."

Mr. Kosmont has served as a State Commissioner on the California Economic Development Commission, and until December 2007, as a Los Angeles City Commissioner on the Industrial Development Authority. He is a registered Municipal Advisor with the U.S. Securities and Exchange Commission, and a licensed real estate broker in California. Mr. Kosmont is a designated Counselor of Real Estate (CRE®) and serves on the following Boards:

- ▶ California Redevelopment Association (CRA)
- ▶ USC Lusk Center for Real Estate
- ▶ California Association for Local Economic Development (CALED)



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## About HVS

Superior Results through unrivalled hospitality intelligence. *Everywhere.*

*HVS has provided consulting services and solutions for thousands of clients in all 50 states and more than 60 foreign countries for hotels, mixed-use, shared ownership and leisure assets. The firm also orchestrates major industry conferences and networking opportunities in various regions of the world. HVS is the industry's primary source of hotel sales data, research, market studies and educational information relating to the hospitality industry.*



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### Mr. Thomas A Hazinski

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+1 (312) 371-0566 (Mobile)  
**Languages:** English

#### Consulting Experience

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Education

Teaching and Lecture Assignments

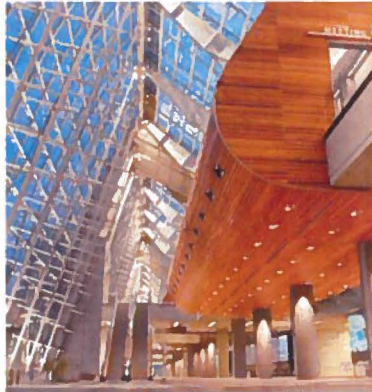
Library

Thomas Hazinski has an advanced degree in Public Policy from the University of Chicago and over 20 years of practical experience in the public sector and the consulting business. Tom is nationally recognized by rating agencies, bond insurers, and investors on Wall Street, as well as by clients throughout the world for his expertise in convention, sports, entertainment, and hospitality projects.





## PROFILE



Conventional Wisdom's co-founders developed the roots of its convention facility consulting practice in 1990 at the Orange County Convention Center in Orlando, Florida. In the ensuing years, CW has researched industry trends, collected and analyzed event data, interviewed event planners and building managers - all to build the intellectual database that supports our facility programming and management consulting expertise. Our role is to bring the best talent and experience available for the planning, design and operation of convention, exhibition, event and conference facilities.

Conventional Wisdom provides strategic planning, master planning and program management services for public assembly facilities and establishes project parameters for site, budget, schedule, design and delivery. CW's management consulting practice covers governance, organization and operational issues related to public versus private management and contracted vendors. Our relationships with industry manufacturers, design professionals and specialty service providers give us an unparalleled knowledge of available technology, products and services.

Conventional Wisdom assists in identifying market potential and developing the right mix of facilities to meet that market demand. CW has assisted in developing and administering unique project delivery methods, from developer competitions to design/construction management with a guaranteed maximum price. Our staff also assists with identifying and procuring the furnishings, fixtures and equipment necessary to operate the facility.

## David O'Neal | Principal | Executive Advisor



Mr. O'Neal is Chairman and co-founder of Conventional Wisdom Corp. As an advisor to designers, builders, and governmental owners, he has helped develop strategic implementation plans, operational design criteria, review management practices, policies, and procedures; and analyze facility markets. He has served as a strategic planning and programming consultant to the major convention centers in Boston, Dallas, Orlando, Phoenix, San Diego, and Seoul. He previously served as the Executive Director of the Orange County Convention Center in

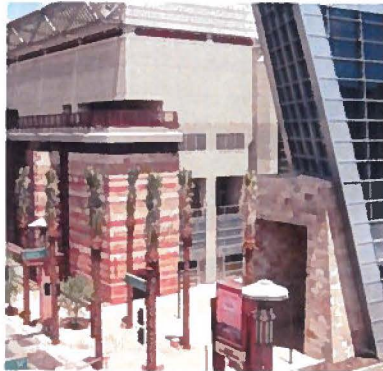
Orlando, where he oversaw two expansion projects and developed the master plan for two additional expansion phases, bringing that facility to 1.1 million square feet of exhibition space.

## PROJECTS

### Phoenix Convention Center

**STATUS:** Complete  
**OPEN:** Phase 1 - 2006  
Phase 2 - 2008  
**SERVICES:** Master Planning  
Concept Planning  
Programming  
Design Review,  
FF&E Procurement  
Operational Review  
Management Consulting

[<< BACK TO PROJECTS](#)







we will never stop innovating

The Rubb Difference - Rugged, Reliable, Resp



**BUILDING PRODUCTS**

**PROJECTS**

**RUBB QUALITY**

**MULTIMEDIA**

**NEWSROOM**

### About Rubb Fabric Buildings & Structures

Rubb started making portable shelters in Norway in 1968 and now have complete engineering, design and production facilities in the USA, Norway and the UK.

**MISSION STATEMENT:** Rubb shall be perceived world-wide as the most reliable and competent provider of fabric building solutions.

#### About Rubb Buildings

The Rubb Group manufactures prefabricated, portable structures, [aircraft hangars](#), buildings, shelters and custom structures for many applications. There are two common features: a well-engineered steel frame and a PVC coated polyester fabric cover which is tensioned over the frame to provide a tight fitting shell. Variations include provisions for alternative materials, such as steel cladding or aluminum frame members, but essentially the concept of prefabricated, relocatable construction remains. Rubb structures are available in single spans of 3 meters (10 ft.) to over 84 meters (275 ft.) by any length. Standard module distances vary from 3m (10 ft.) to 5m (16 ft.) Multispan options are also available to provide for even larger structures. Side and gable walls of Rubb buildings are vertical to provide maximum space utilization.



A primary advantage of the Rubb design is its ability to be provided in virtually any configuration to suit your needs.

Other major benefits of Rubb structures are their speed of delivery and erection, minimal foundation requirements and complete relocatability or extension at any time. This portability provides several advantages over conventional structures and allows quick response to changing circumstances. Because Rubb products are so easy to deploy or relocate, an investment in a Rubb structure should never be thought of in the conventional terms of "fixed assets." Rubb buildings are often resold and put to an entirely different use elsewhere in the world so there is never a danger of making a serious investment mistake when you specify Rubb.

Rubb has earned a reputation for tackling difficult and unique projects. We have developed substantial structures that can be moved about on wheels or rails or even lifted around a job site in fully erected form. We offer a strong commitment to code and standards compliance.

**[Contact us](#) to learn more about the quality engineering and support that is the foundation of all Rubb Products.**



## **Marc S. Boutet**

**Site Operations Manager**

✉ [mboutet@rubbusa.com](mailto:mboutet@rubbusa.com)

[in](#) [Marc's LinkedIn Profile](#)

- Construction Technology Degree – Southern Maine Technical College, 1983
- Structure and Design Corporation – Sanford, ME – Project Manager, 1983 - 1992
- Rubb, Inc. – Sanford, ME – Site Operations Manager, 1992 - present

Marc is a native and resident of Saco, Maine and spent the early years of his career as a project manager for Structure and Design a general contracting business in Sanford, ME. Marc has studied Industrial Technology at the University of Maine and has been licensed as a construction supervisor in Massachusetts and Hawaii. Marc oversees Rubb's field operations personnel and coordinates all construction activities including project subcontractors. Marc is a very experienced and well-respected construction manager who takes a keen interest in workplace safety. His personnel have achieved an outstanding safety performance record under his leadership. Marc has been directly responsible for developing means safety performance record under his leadership. Marc has been directly responsible for developing means and methods for installation of the largest and most complex of Rubb's projects.



# Marin Management, Inc.



We make it our mission...

## **TO INCREASE THE VALUES OF LODGING INVESTMENTS FOR OUR CLIENTS BY PROVIDING SUPERIOR MANAGEMENT AND SUPPORT SERVICES.**

Founded in 1990 by John Manderfeld, Marin Management, Inc. provides superior management and support services for hotel owners. Marin Management's mission of building the values of our clients' hotel investments is accomplished through implementation of our unique management style.

The company's management philosophy for every hotel includes the following priorities:

- Build investment value by building occupancy and average rate from the implementation of numerous sales and marketing programs.
- Build strong relationships with hotel franchisers and other "partners" for success.
- Recruit the industry's most talented management professionals.
- Keep owners informed with frequent communication.
- Reduce the owners' risk by focusing on effective safety and security programs.
- Work hard and honestly on the owners' behalf.

If you're in search of a one-stop hotel and restaurant management company, you're in the right place.

## John Manderfeld President

John Manderfeld is a 40-year veteran of the lodging industry and a Certified Hotel Administrator (CHA) as recognized by the Educational Institute of the American Hotel & Motel Association. His career includes eleven years in food-and-beverage operations and sales with Westin Hotels and Resorts and the position of vice president for two major hotel development and management companies.



As vice president food and beverage for Metro Hotels, Mr. Manderfeld was responsible for more than 40 restaurants, cafes, nightclubs and lounges. As regional vice president of operations for Mariner Corporation, Mr. Manderfeld was responsible for 12 hotels with 2,200 employees, 3,270 rooms and a total asset value of \$210,000,000.

Mr. Manderfeld served for three years on the Advisory Committee for Orange Coast College's Hotel and Restaurant School, advising the college on curriculum, intern programs and other academic issues. He has been a public speaker and seminar presenter for the lodging industry's most prominent trade associations, including the Texas Association of Hospitality Accountants, Western Lodging Show, the California Lodging Industry Association (CLIA), the California Department of Education and California Lodging Expo and Conference.

In December 2004, the California Department of Education Home Economics and Technology (HECT) group awarded John Manderfeld its annual Business & Industry Friend Award for his three years of work as a speaker at HECT events and assistance developing high school curriculum.

He has been a member of the Board of Directors for the California Lodging Industry Association from 1996 through 2000 and from 2003 to the present. Mr. Manderfeld was a member of CLIA's Executive Committee from 1997 through 1999, serving first as vice president, then as the association's president in 1998. In 2009, he was again elected to serve as the association's secretary and elected in 2010 to serve as its vice president and is now the 2011 president. He has chaired CLIA's executive committee, internet and technology committee, membership committee, long-range planning committee, nominating committee the bylaws/standard operating policies committee, education committee, government Affairs Committee and various special ad hoc committees.

Mr. Manderfeld also served as a member of the California Hotel & Motel Association's Allied Member Committee and Education and Training Committee. In 2002, he was selected as co-recipient of the California Lodging Industry Association's Chairman's Award in recognition for his contribution to the lodging industry and the association. He now serves on several committees, including the government affairs committee. Mr. Manderfeld also serves on the board of directors of recently formed Independent Lodging Industry Association, a national association of independent lodging investors.



# David Lyons

Executive Vice President  
Regional President



## EXPERIENCE

David Lyons is National Bank of Arizona's Executive Vice President and Southern Regional President. He is responsible for the management of 11 branches in the Southern Region and oversees its lending and portfolio management. In addition, David serves on the bank's Board of Directors.

David joined National Bank of Arizona over 16 years ago and has more than 25 years of banking and real estate experience in Tucson. He has held various positions in the industry, including construction, brokerage, financing and banking. David graduated from the University of Arizona with a B.S. in Finance/Real Estate.

## COMMUNITY INVOLVEMENT

A native of Tucson, David has family ties in the community that date back generations. He is also very active in the community. David is a member of the Pima County Bond Advisory Council, Friends of Arizona Lacrosse, Arizona Youth Lacrosse and Tucson Conquistadores.

## ABOUT NATIONAL BANK OF ARIZONA

Founded in Tucson in 1984, National Bank of Arizona is a full-service community bank offering personal and business financial solutions for every aspect of your life. As Arizona's fourth-largest bank with over \$4.5 billion in assets, NB|AZ has the resources you need, delivered with the local responsiveness and personalized service you want. With branches in more than 50 communities, we are committed to growing Arizona. For more information, visit [www.nbarizona.com](http://www.nbarizona.com).

335 N. Wilmot Road, Tucson, AZ 85711 | 520.519.2923 | [David.Lyons@nbarizona.com](mailto:David.Lyons@nbarizona.com)



NATIONAL BANK OF ARIZONA



## Brad Lang, AIA

3rd

Assistant Lecturer; College of Architecture + Planning +  
Landscape Architecture

Tucson, Arizona Area · Architecture & Planning

Current AIA Southern Arizona, The University of Arizona  
Previous SmithGroupJJR, The University of Arizona, Gould Evans  
Education Columbia University - Graduate School of Architecture,  
Planning and Preservation

Connect

Send Brad InMail

365  
connections



Contact Info

www.linkedin.com/in/wbradleylang

### Background



### Experience

#### Member, Board of Directors

AIA Southern Arizona

December 2013 – Present (7 months) | Tucson, Arizona Area

#### Assistant Lecturer; College of Architecture + Planning + Landscape Architecture

The University of Arizona

August 2013 – Present (11 months) | Tucson, Arizona Area

Fall '13

ARC 401 Design Studio V: Systems Integration

ARC 451 Design Studio VII: Advanced Topics II

Spring '14

ARC 302 Design Studio IV: Land Ethic

ARC 459/550c, Ethics and Practice

#### Associate, Architect

SmithGroupJJR

October 2009 – July 2013 (3 years 10 months) | Phoenix, Arizona Area



SMITHGROUP JJR



**Adjunct Lecturer; College of Architecture + Planning + Landscape Architecture**

The University of Arizona

August 2011 – December 2012 (1 year 5 months) | Tucson, Arizona Area

Fall '11 & '12

ARC 401 Design Studio 5: Systems Integration



**Senior Associate, Architect**

Gould Evans

August 2005 – October 2009 (4 years 3 months) | Phoenix, Arizona Area

gouldevans

**Adjunct Lecturer**

Arizona State University

January 2006 – May 2008 (2 years 5 months) | Phoenix, Arizona Area



**Project Designer**

Belzberg Architects

July 2004 – June 2005 (1 year) | Greater Los Angeles Area

**Studio Instructor**

Southern California Institute of Architecture (SCI-Arc)

January 2004 – December 2004 (1 year) | Greater Los Angeles Area



**Project Designer**

Callas Shortridge Architects

November 2003 – July 2004 (9 months) | Greater Los Angeles Area

**Project Designer**

Marmol Radziner + Associates

November 1999 – April 2002 (2 years 6 months) | Greater Los Angeles Area

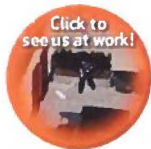


**Services**

- Electrical & Lighting
- Energy Solutions
- Facilities Engineering
- HVAC & Mechanical
- Integrated Facility Solutions
- Janitorial Services
- Landscape & Grounds
- Parking & Transportation

**Overview**

- Parking Locator
- Online Monthly Payments
- Training & Technology
- Industries Served
- Healthcare Parking Systems of America
- Parking Customer Inquiries
- Security Personnel & Consulting



**Explore**  
ABM's Metropolis

Home > Services > Parking & Transportation > Overview

## Parking Management that Maximizes Your Revenue

At ABM Parking Services (formerly Ampco System Parking), we have a parking management philosophy that benefits all our clients. We maximize your parking revenue by keeping a vigilant eye on cash control procedures and expenses, while our dedicated employees provide first class service for our parking operations.



Our philosophy has resulted in satisfied clients throughout the U.S. and Canada, making us an industry leader in parking management. Let our experience work for you, whether you have 10 or 10,000 parking stalls. Some of the largest and most prestigious buildings and real estate companies trust ABM Parking Services for their parking operations.

As a subsidiary of ABM, we have the financial and technological support to offer you highly innovative services. If you have multiple locations — even if they are scattered across the country — we offer you a single point of contact and integrated billing. This keeps administration simple for you, even when your parking management needs are complex.

Starting with one office building in 1966, we now manage more than 1,800 office and multi-use parking operations across the country. In addition, we offer parking management for many other types of facilities with a variety of needs:

- Airports
- Colleges & universities
- Commercial office complexes
- Hotels
- Retail/entertainment complexes
- Municipalities
- Hospitals & medical centers
- Shopping malls
- Special event venues



## Services:

ABM Parking Services provides a wide range of services including:

- Parking management
- Shuttle transportation services
- Signage, graphics & aesthetic enhancement recommendations
- Stack parking programs
- Valet parking
- ADA compliance review
- On- & off-street meter collections
- Comprehensive audits of procedures & revenue accounting
- Consulting on pre-construction design & layout of parking facilities
- Client parking operations satisfaction surveys
- Assistance in preparing schedules used in due diligence
- Parking enforcement
- Parking utilization analysis
- Rate analysis & recommendations
- Revenue control equipment recommendation & supervision of installation
- Revenue enhancement programs through new & innovative services

## What differentiates ABM's Parking Operations from the Competition?

### *Integrity, Stability and Service*

As a professional parking management service, ABM Parking Services ensures our clients' revenues are maximized, collected and protected. It's crucial that we implement the best value in revenue control systems when dealing with your funds. We achieve our high standards by providing a variety of financial audits (both internally and with a third party vendor) to monitor performance. ABM and ultimately, ABM Parking Services, are subject to the stringent reporting requirements of the Securities and Exchange Commission (SEC) and the Sarbanes/Oxley Act.

To ensure excellence in parking operations management, ABM Parking Services follows a strict prescreening and training process to obtain a high quality workforce. Because our employment practices keep employee turnover low and morale high, you'll rest easy knowing that your onsite staff is well trained, enthusiastic, innovative and committed to quality. Clients regularly commend us on our successful parking operations and pleasant, knowledgeable staff. We've also received recognition from the Building Owners and Managers Association (BOMA) with Building of the Year awards locally and nationally.



WE ARE BETTER TOGETHER

WE PUT PEOPLE FIRST

WE DO WHAT IS RIGHT

## We design with community in mind.

The Stantec community unites more than 14,000 employees working in over 230 locations. We collaborate across disciplines and industries to bring buildings, energy and resource, and infrastructure projects to life. Our work—professional consulting in planning, engineering, architecture, interior design, landscape architecture, surveying, environmental sciences, project management, and project economics—begins at the intersection of community, creativity, and client relationships.

Since 1954, our local strength, knowledge, and relationships, coupled with our world-class expertise, have allowed us to go anywhere to meet our clients' needs in more creative and personalized ways. With a long-term commitment to the people and places we serve, Stantec has the unique ability to connect to projects on a personal level and advance the quality of life in communities across the globe. Stantec trades on the TSX and the NYSE under the symbol STN.



# View Our Work

## What we do

When we take on a project, we see more than a building, road, or resource. We see an opportunity to make lasting connections with the people and places we serve. We see potential ways to overcome design challenges with creative problem solving. We see a chance to better our community.

Collaborating across disciplines and industries, we provide architectural, engineering, and environmental services that begin at the intersection of community, creativity, and client relationships. Check out our [Company Profile](#) to learn more about us and what we do to help communities like yours.

### OUR SECTORS

- [Airports](#)
- [Attractions, Arts & Entertainment](#)
- [Bridges](#)
- [Commercial](#)
- [Community Development](#)
- [Community Facilities](#)
- [Education](#)
- [Federal Government](#)
- [Healthcare](#)
- [Industrial Buildings](#)
- [Mining](#)
- [Municipal Government](#)
- [Oil and Gas](#)
- [Power and Energy](#)
- [Public Safety](#)
- [Roadways](#)
- [Science & Technology](#)
- [Sports and Recreation](#)
- [State/Provincial Government](#)
- [Transit & Rail](#)
- [Water](#)

### [OUR SUBSECTORS A-Z](#)

### OUR DISCIPLINES

- [Architecture & Interior Design](#)
- [Buildings Engineering](#)
- [Community Design Services](#)
- [Environmental Services](#)
- [Geomatics](#)
- [Geotechnical Engineering](#)
- [Oil and Gas EPCM Services](#)
- [Power Engineering](#)
- [Program & Project Management](#)
- [Transportation Infrastructure Engineering](#)
- [Water and Wastewater Engineering](#)

### [OUR SERVICES A-Z](#)

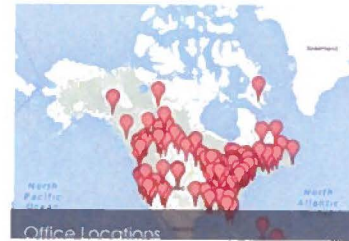
### OUR WORK BY LOCATION

- [Asia](#)
- [Caribbean](#)
- [Europe](#)
- [Middle East](#)
- [North America](#)

### [VIEW ALL PROJECTS](#)

## Where We Are

Wherever your project, challenge, or community is, we're there, too. We're engaged because we already live, work, and play where you are. With over 200 offices in local communities worldwide, we're ready to go to work with you.





## Grenier Engineering, Inc.

*The first thing we design is your confidence.*

### Firm Profile

Established in 1986 by John Grenier, Grenier Engineering, Inc. is a full service engineering consulting firm, with offices in Tucson and Chandler, Arizona. Our staff includes professional, technical and administrative team members dedicated to using their talents and expertise to forge long term client relationships through quality service. **We take great pride in the fact that our business has been built largely on client referrals. Our client base includes architects, developers, contractors, and owners. Our goal of providing a high level of personal service to our clients has been recognized and rewarded with respect and loyalty throughout the country.**

Grenier Engineering, Inc. offers personalized services and solutions to local and state governments, public and private institutions, commercial developers, architects, engineers, industrial and construction clients as well as other professional firms. GEI is the contractor's engineer of choice. Our mission is to provide professional service through quality construction drawings that are properly coordinated in order to maximize efficiency during the construction phase. This firm was founded on the principles of creativity, experience, and flexibility. Using a team oriented work ethic, we create complete designs and actively resolve any issues that may arise. Our ability to provide "responsive common-sense solutions" has been a key factor in our on-going success.

5524 E. 4th Street ♦ Tucson, Arizona 85711 ♦ (520) 326-7082 ♦ FAX (520) 326-7508  
600 W. Ray Road, Suite A1 ♦ Chandler, Arizona 85225 ♦ (480) 831-1170 ♦ FAX (520) 326-7508  
P.O. Box 7303 ♦ St. Joseph, Missouri 64507 ♦ (816) 820-8945 ♦ FAX (520) 326-7508  
213 Armijo ♦ Las Cruces, New Mexico ♦ (575) 541-4429 ♦ FAX (520) 326-7508

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### John E. Grenier, P.E. - Structural Engineer

Mr. Grenier is the founding principal of the firm and continues to be involved in all aspects of the business. His 31 years of experience includes a diverse range of project types including educational and university facilities, medical, commercial, industrial projects, master planning, civil site design and structural investigations and assessments. In addition to complete project design and coordination, his experience includes extensive field administration, specification writing, project management, and cost estimating. He has been both Principal-in-Charge and Prime Consultant to the client, in addition to the usual sub-consultant role. He is a strong advocate of team collaboration and his wealth of knowledge allows Mr. Grenier to be an excellent facilitator to any project. A unique asset that Mr. Grenier brings to a client is that he has also owned and built several of his own personal projects (both buildings and site development) which gives him an owner's perspective. Mr. Grenier received his Bachelor's degree from the University of Arizona in Civil Engineering in 1981 and is currently registered in 17 states. He is dual licensed as a civil engineer and structural engineer in Arizona. He currently is the Vice Chairman of the NCSEA code advisory sub committee; general requirements sub committee. John is a native Tucsonan and he and Marcia are active in the lives of their four children. Their activities include Pediatric ICU nurse at the University Medical Center; SMU football in Dallas; NAU and Salpointe High School. Email:

[jgrenier@greniereng.com](mailto:jgrenier@greniereng.com)