Annual Report
2015
ABOUT THE PARTNERSHIP
The Downtown Tucson Partnership is committed to making Downtown Tucson the most dynamic urban center in the Southwest. The Partnership is a non-profit, 501(c)(6) corporation that creates a more vibrant community for businesses, property owners, residents, employees, and visitors. Our programs have led to increased investment, growing numbers of businesses of all types, improved streetscapes, and improved quality of life.

The Partnership manages the Tucson Business Improvement District (BID). The Partnership provides enhanced maintenance and security services, along with marketing, public relations, advocacy, and economic development services to the 33-block area. Commercial property owners in the BID fund these services through an annual surcharge of .053 cents per $100 of assessed property value.

Every year, the Partnership evaluates its work, looking at six different measures for each of its core services:
1. Diligence – Were projects undertaken and completed as planned?
2. Effectiveness and impact - Were there positive outcomes?
3. Return on investment: Did returns exceed expenditures?
4. Social and entrepreneurial capital: Was social capital and/or entrepreneurial capital created, enhanced, and/or mobilized to move projects forward in the BID?
5. Public entrepreneurship: Were new products, projects, or services developed and delivered?
6. Shaping future policy: Were future possibilities considered and planned for?

In this annual report you will find a review of the Partnership's accomplishments for FY2015.
Looking back, fiscal year 2015 has indeed been the year of the Sun Link streetcar, which celebrated its millionth passenger last year well before projected. Its success is a tribute to the city staff who planned and supervised this massive public works project, as well as to the private contractors who built it. But it’s more than just the success of the streetcar we celebrate; it’s also the revitalization the streetcar – and new city incentives – have brought to our downtown. As it turns out, plans for new development were being laid alongside the streetcar tracks.

2015 saw more of these plans come to fruition. The opening of the first full-service downtown grocery in many years, Johnny Gibson’s Downtown Market, and the start of construction of one of three new downtown-area hotels, the AC Hotel by Marriott, are just two examples of revitalization along the streetcar route.

Downtown Tucson Partnership and the city worked together to minimize the negative impact to businesses during construction. In FY2015, we worked together again – but this time to maximize the positive impact the streetcar is having. Festivals and events, sponsored days of free streetcar rides, and other promotions helped drive even more customers to businesses along the route.

In short, 2015 marked the start of the payoff of this investment in Tucson’s future, and I am very much looking forward to 2016!

— Jonathan Rothschild
Mayor, City of Tucson
First streetcar selfie.
(Photo by Steve Farley)
The Modern Streetcar debuted on July 25, 2015, kicking off a banner year for Downtown. The streetcar’s first year of operation brought more interest in Downtown, more people Downtown, and more business into the Business Improvement District.

Accordingly, the Downtown Tucson Partnership did more, enhancing its small business support and consultation, increasing its maintenance and security services in the 33-block area, and refining its marketing and communications, event services, and advocacy.

Through our general consultation and support of small business, we disseminated hundreds of flash drives filled with economic development data that help enterprises to start-up, relocate, and thrive Downtown. We also hosted meetings with the business community, talked with business people, conducted tours of available properties, acted as a sounding board for new ideas, and provided technical assistance.

Our “Purple People” were a warm and welcoming presence in core areas, helping people new to Downtown to find their way around, as well as helping to ensure the streets and sidewalks stay clean and safe.

Our Marketing and Communications team published a wealth of positive, in-depth stories and reached more than a quarter million individuals through DowntownTucson.org and social media.

Our Special Events staff supported 40-plus special events, produced our own events (including the Beach Party and the 20th Annual Downtown Parade of Lights), and helped to launch new Downtown events.

The Partnership is proud of the work it did this year in support of property and business owners, neighborhood residents, and everyone who works, lives, and plays Downtown. We look forward to all the opportunities the next year will bring.

— Jan Cervelli, President &
Michael Keith, Chief Executive Officer
Downtown Tucson Partnership
Transforming DOWNTOWN

This past fiscal year was another year of change and growth in Downtown. The streetcar promoted a shift in the conversation about economic development, from “Can this really make it in Downtown” to “We have a new business idea for Downtown, help us make it happen.”

We at the Partnership are doing our part to support the transformation that is underway Downtown. Last fiscal year, our economic development work focused on four broad goals: (1) supporting small business start-ups, relocations, and expansions, (2) increasing access to capital for Downtown businesses, (3) increasing number of residents living Downtown by assisting in the development of housing, and (4) creating jobs Downtown.

To achieve these goals, we provided:

- Consultation and support to 380 small businesses
- Technical assistance to 23 entrepreneurs in the development of vacant land and redevelopment of existing properties
- Data collection and analysis, publishing 10 unique reports to support the information needs of businesses that were developing commercial, retail, housing, and hospitality concepts.

We also promoted transit-oriented, mixed-use, and sustainable development to bring more employment, housing and residents as well as businesses Downtown.

The streetcar has created unique opportunities for economic development, serving as a catalyst for virtually every project that was started or completed in Downtown. The Partnership’s role has been to connect businesses to those opportunities. In this way, we help to transform Downtown one business at a time.

— William Greenway
Economic Development Manager

BUSINESS ASSISTANCE

<table>
<thead>
<tr>
<th>Small Businesses Assisted (Total)</th>
<th>Real Estate Development Assistance</th>
<th>Flash Drives and Information Packets</th>
<th>In-Depth Consultations</th>
</tr>
</thead>
<tbody>
<tr>
<td>380</td>
<td>23</td>
<td>200</td>
<td>52</td>
</tr>
</tbody>
</table>

10 unique reports issued:

- Incentive Based Development: Modeling Available Incentives
- Streetcar Snapshot
- Pedestrian Intercept Survey
- 2015 State of Downtown
- Residential Development Projects Listing
- Underdeveloped Lots Report
- TCC Economic Development Report
- Downtown Security Report
- Ronstadt Transit Center Security Report
- 2015 Downtown Vacancy Report

DATA COLLECTION AND ANALYSIS
Coworking locations throughout Downtown facilitate innovation and collaboration. (Photo courtesy of Startup Tucson.)

(Top row, from left) Cartel Coffee Lab is one of the local coffee shops Downtown where informal business meetings take place. Maynard’s Market & Kitchen are anchor restaurants on the east end of Downtown.

(Bottom row from left) Artists at work in the Xerocraft Hackerspace and Makerspace in the Steinfeld Warehouse.

Pitch presentation during a Thryve session. Thryve is a social impact incubator, which provide entrepreneurs the tools to take their businesses to the next level. (Photo courtesy of Startup Tucson.)
The Poet is one of the unique works of public art that can be found along the streetcar line. Created by Simon Donovan and Ben Olmstead, this sculpture is at the eastern terminus. (Photo by Jay Ritchey.)

(Top row, from left) The Farmers’ Market at El Mercardo on Downtown’s westside. Tucson Circus Arts was one of the many local performers at 2nd Saturdays Downtown.

(Bottom row, from left) The sounds of Downtown, still from a promo video produced by the Partnership.

Inspired by the annual monsoons that bring new life to the Old Pueblo, Return of the Mermaids was an event that celebrated the rain with music, food, performances, and a costume parade filled with mermaids, mermen, merkids and merpets! (Photo by LR Levin.)
The Partnership markets and promotes Downtown to help people connect to all there is to see, do, and experience. There are many unexpected gems in Downtown and there were many "news" to talk about in FY2015. The streetcar brought an influx of new business, a host of new events, and many interesting new projects.

We helped people to find them all.

In FY2015, the Partnership launched a mobile-responsive website to provide busy people information "on the go," and hired new writers to give different perspectives and fresh voices to DowntownTucson.org's coverage of events and businesses. We expanded our social media presence, increasing our use of Facebook, Twitter, and Instagram to connect the community to Downtown. Facebook posts alone generated more than 1.7 million impressions during the fiscal year. And we worked with the media to inspire positive news stories: the streetcar launch, The Beach, and Downtown revitalization were major topics covered by the news media.

We collaborated with Downtown merchants, nearby commercial districts, and the City of Tucson to produce Connect in the City/Summer in the City. Through the promotion, more than 25,000 discount cards were distributed, attracting patrons to the more than 100 participating merchants and organizations Downtown and along the streetcar line. Summer in the City also featured special events to encourage people to come Downtown during the dog days of summer. Many occurred at a most unexpected site: The Beach, a pop-up space at 45 N 5th Avenue that was a family-friendly attraction during the day, and occasionally served as a grown-up playground at night. The tireless efforts of the merchants and all partners made Summer in the City a model program for future partnerships within Downtown and along the streetcar line.

FY2015 was a year that exceeded expectations. It is exhilarating to feel the new sense of connectivity, to see all the activity, to experience Downtown becoming a truly urban setting.

— Caitlin Jensen
Marketing & PR Manager
In FY2015, there were 51 major events in Downtown—including Tucson Meet Yourself, the All Souls Procession, and El Tour de Tucson—that attracted visitors from across the region and around the world. There were also countless smaller events, produced weeknights and weekends by Downtown venues—and the streetcar encouraged more people to venture Downtown to participate in events large and small.

The Partnership supported Downtown events promoting them through our online events calendar, our weekly eNewsletter, and through social and paid media. We also sponsored or supported 43 special events this fiscal year (85% of all major events) that attracted an estimated 1.19 million people to Downtown. We provided monetary sponsorships as well as in-kind services to these events: Maintenance Ambassadors provided trash and debris removal. Security Ambassadors provided safety to event attendees and secured equipment for organizers. We also provided logistical and organizational support for events.

This year, we also helped to establish four new events: Tucson Jazz Festival, National Walking Day (organized by American Heart Association and Carondelet St. Mary's), National Day of Happiness (organized by the City's Office of Integrated Planning and Anita Fonte), and 1Block 1Day (organized by Anton Smith).

Last, but not least, we produced special events during less active months Downtown; these events encouraged other activity Downtown and helped businesses to increase their traffic. The most noteworthy Partnership-produced events: the Summer Beach Party, the Veterans' Day event, and the 20th Annual Downtown Parade of Lights.

FY2015 was an event-full year. The Partnership was there behind the scenes, helping to ensure that the experience of playing in the city was the best that it could be.

— Brandi Haga-Blackman
Director of Operations
One young family makes the most of The Beach.

(Below, from top) Revelers at AgaveFest pose for a selfie. The All Souls Procession brought people from all over Tucson and the world.
The Pennington Street Block Party, produced by City High, celebrated the past and present of an historic block. It also gave these young chefs an opportunity to show off their cooking skills.
THE BEACH

Connect in the City/ Summer in the City was anchored by The Beach, a pop-up space at 45 N 5th Avenue that was a family-friendly attraction during the hot summer days and occasionally served as a grown-up playground at night.

The Partnership brought in 172 tons of sand and 8,000 square feet of astro turf to transform an unused asphalt lot into a community asset. The beach was constructed to celebrate the kick-off of streetcar service, part of a series of events hosted in conjunction with Mercado, Fourth Avenue, and Main Gate districts.

The Partnership hosted several Beach events, including the Summer Beach party on August 30. The event included carnival games, sand castle competition, and water games for children and live music for adults. Many community organizations also made use of the space, attracting several thousand attendees.

Beach sponsors included: Jill Madden, Jan Cervelli, Don Bourn, and Lisa Lovallo/Cox Communications, Norris Design, Staker Parson, Clear Channel, Cox Communications, Art Wudland and One East Broadway LLC, Crest Insurance, Durazo Construction, The Garden Gate, Sure Shot Gravel, DL Withers, Canyon Fence, Tucson Turf, Moon Valley Nursery, and Friends of the Streetcar.

VETERAN’S DAY AT THE BEACH

In an effort to fuse national pride with a festive air, the Partnership hosted a daylong Veteran's Day volleyball tournament at The Beach. Current and former service members participated in the competition, playing to win The City of Tucson Veteran's Day Cup, presented by Mayor Jonathan Rothschild.

The event included a beer garden, food trucks, an exhibition of military vehicles, live music, an appearance by the Davis-Monthan Air Force Base Honor Guard, and an end-of-festivities film screening.
(Opposite page) Scenes from the Summer Beach Party, which included bubble blowing and frolicking.

City Councilmember Steve Kozachik, Downtown Tucson Partnership president Jan Cervelli and CEO Michael Keith prepare for a day at the beach. Hula hooping, making sand castles, playing with beach balls, and volleyball were all part of the fun.

The event also included music all day long, including bluesman Tom Walbank.

(Left and below) There was a day of festivities before the 20th annual Parade of Lights. Families got into the holiday spirit with games, face painting, cultural activities, and merriment. Of course, the event would not have been complete without a visit from Santa, who arrived in Tucson style.

The Summer Beach Party and the annual Parade of Lights were two of the events that the Partnership produced in FY2015.

THE 20TH ANNUAL PARADE OF LIGHTS

The Downtown Tucson Partnership’s 20th Annual Parade of Lights took place on December 20. To celebrate the anniversary, staff organized a festival at Armory Park before the parade which included food, arts and craft vendors, music, children’s activities, and the annual Mayor’s Tree Lighting ceremony. This event was made possible through the generous sponsorships from Carondelet St. Mary’s, iHeart Media, KXCI, Mister Car Wash, Tierra Antigua Downtown, Arizona Daily Star, Tucson News Now, Cox Communications and Wendy’s Restaurant.
Some of the Purple People keeping the streets clean during El Tour de Tucson.

(Right, clockwise from top left) Powerwashing the steps to the Fourth Avenue underpass. Security Ambassadors on patrol. Daily sidewalk sweeping helps to keep Downtown walkways clean. Using the new bucket truck to hang banners.
Walking DOWNTOWN

The streetcar, along with cars, bikes, and buses, gets people Downtown, but once here everyone becomes a pedestrian. Walkways are what ultimately take people to their destinations of interest. In FY2015, the Partnership provided a variety of maintenance and other services to keep those sidewalks, minor avenues, and public areas clean and beautiful.

We increased the number of power washing hours and revised our plan to follow-up after high traffic weekends that result in messier sidewalks. Regular power washing removes gum, spilled drinks, paint, and other substances from sidewalks.

We picked up trash daily, amounting to 136 tons for the year. We also cleaned the Downtown streets with a motorized vacuum unit five days a week. This cleaning was performed in the early morning hours to ensure clean, safe sidewalks for Downtown patrons.

We served as the gardeners for all of the Downtown planters, maintaining more than 200 containers along public rights-of-way. In these we nurtured an assortment of cacti, colorful flowers, and Southern Arizona native plants.

The Partnership’s new bucket truck allowed us to regularly change banners along the streetcar route, and to work with the IBEW to install the holiday lighting along Congress and Broadway.

To help Dowtowners report maintenance and security needs, and to help us map and track our work, we launched a public online maintenance reporting system, allowing anybody to conveniently report maintenance issues and get a quick DTP response. Most issues are resolved with 24 hours.

Next time you are Downtown, we hope you’ll take a moment on the way to your destination to notice the streetscape around you—and to let us know if there is any upkeep that is needed.

—Russ Stone, Maintenance Manager

In one short year, the streetcar became a vital link between the University of Arizona and Downtown, bringing more visitors from UA and Main Gate during the day. It is not only students; more faculty, staff, and parents of UA students are exploring Downtown. This means our Security Ambassadors—affectionately known as the ‘Purple People’—are greeting people, giving directions, and providing important information—like all the lunch spots you can find Downtown.

In FY2015, we added personnel to increase the number of patrol hours, thereby increasing the visibility and presence of security. Our Security Ambassadors visited each Downtown business each day as part of their regular patrol, provided safety escorts to Downtown employees walking to and from parking as requested, and were an extra presence on the street during the late night hours.

The City Manager’s Office and The Partnership organized a conference on Downtown security. Staff presented an overview of Downtown Security concerns and issues affecting merchants and Downtown businesses, based on an analysis of 911 calls and Security Ambassador incident responses over a 6-month period. Participants then discussed solutions to devise an area-wide strategy to improve security.

We are proud to work with stakeholders to make Downtown an attractive community gathering place.

—Stan McIntyre, Security Manager
Financials

Statements of Activities

**Revenues**

<table>
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<tr>
<th>Source</th>
<th>FY2014</th>
<th>FY2015</th>
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<tr>
<td>BID Fees</td>
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<td>County BID</td>
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<td>County Economic Development</td>
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<td>COT - ESA</td>
<td>365,353</td>
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<td>Other COT</td>
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<td>Fee for Service</td>
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<td>Fundraising</td>
<td>75,000</td>
<td>75,000</td>
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<td>Non-BID Member Contributions</td>
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<td>20,000</td>
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<td>Event Sponsorships</td>
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<td>34,290</td>
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<td>Other Event Income</td>
<td>5,197</td>
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<td>ParkWise Management Consulting</td>
<td>59,565</td>
<td>85,880</td>
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<td>ParkWise Maintenance &amp; Security</td>
<td>754,121</td>
<td>843,961</td>
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<td>Other Income</td>
<td>21,966</td>
<td>38,272</td>
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<td><strong>Total Revenues</strong></td>
<td><strong>$1,735,710</strong></td>
<td><strong>$2,040,442</strong></td>
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**Expenses**

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<tr>
<th>Category</th>
<th>FY2014</th>
<th>FY2015</th>
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<tr>
<td>Management Salaries</td>
<td>$146,493</td>
<td>$225,393</td>
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<td>General &amp; Administration</td>
<td>$175,146</td>
<td>$114,649</td>
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<td>Community Development</td>
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<td>153,034</td>
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<td>Economic Development</td>
<td>8,214</td>
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<td>Maintenance and Security</td>
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<td>726,829</td>
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<td>ParkWise Management</td>
<td>53,969</td>
<td>63,540</td>
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<td>ParkWise Operations</td>
<td>664,909</td>
<td>666,356</td>
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<td><strong>Total Expenses</strong></td>
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<td><strong>$1,964,546</strong></td>
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<td>Net Surplus (Loss) Before Depreciation</td>
<td>13,572</td>
<td>75,896</td>
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<td>Depreciation</td>
<td>12,819</td>
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<td><strong>Net Surplus (Loss) After Depreciation</strong></td>
<td><strong>$752</strong></td>
<td><strong>$69,152</strong></td>
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## Statement of Financial Position

### Assets

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<tr>
<th></th>
<th>As of June 30, 2014</th>
<th>As of June 30, 2015</th>
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<tbody>
<tr>
<td><strong>Current Assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Cash and Cash Equivalents</td>
<td>$ 360,804</td>
<td>$ 440,061</td>
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<td>Façade Program</td>
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<td>Accounts Receivable</td>
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<td>26,591</td>
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<td>Property Based Assessments</td>
<td>189,997</td>
<td>218,361</td>
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<td>Service Contracts, Project Fees, Memberships</td>
<td>65,913</td>
<td>88,147</td>
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<td>Prepaid Expenses</td>
<td>2,604</td>
<td>15,405</td>
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<td>Deposits</td>
<td>7,969</td>
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<td><strong>Total Current Assets</strong></td>
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<td><strong>Leasehold Improvements</strong></td>
<td>0</td>
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<td><strong>Property and Equipment</strong></td>
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<td>153,933</td>
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<td><strong>Less Accumulated Depreciation</strong></td>
<td>(143,289)</td>
<td>(141,933)</td>
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<td></td>
<td>8,106</td>
<td>12,060</td>
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<td><strong>Total Assets</strong></td>
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<td>$ 808,595</td>
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### Liabilities

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<th>As of June 30, 2014</th>
<th>As of June 30, 2015</th>
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<tr>
<td><strong>Current Liabilities</strong></td>
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<td>Accounts Payable</td>
<td>3,310</td>
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<td>Accrued Expense</td>
<td>0</td>
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<td>Accrued Wages</td>
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<td>94,046</td>
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<td>Payroll Taxes Payable</td>
<td>16,015</td>
<td>15,508</td>
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<td>DDC Line of Credit</td>
<td>4,397</td>
<td>3,608</td>
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<td>Line of Credit Chase and Wells Fargo</td>
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<td>Payroll Funds Account</td>
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<td>0</td>
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<td>Deferred Revenue</td>
<td>25,227</td>
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<td><strong>Total Current Liabilities</strong></td>
<td>120,672</td>
<td>25,549</td>
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<td><strong>Retained Earnings</strong></td>
<td>492,164</td>
<td>578,248</td>
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<td><strong>Temporarily Restricted Net Assets</strong></td>
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<td>26,621</td>
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<td><strong>Net Income</strong></td>
<td>752</td>
<td>69,151</td>
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<tr>
<td><strong>Total Liabilities and Net Assets</strong></td>
<td>$ 669,494</td>
<td>$ 808,595</td>
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BOARD OF DIRECTORS

Roberto Bedoya
Don Bourn
Elizabeth Burden
Jan Cervelli
Stacy Collins
Lisa Cummings
Michael Crawford
Darryl Dobras
Randi Dorman
Martha Durkin
Gene Einfrank
Tony Ford
Sharon Foltz
Susan Gamble
Tannya Gaxiola
Tim Hagyard
Larry Hecker
Chuck Huckelberry
John Jacobs
Mike Kasser
Ben Korn
Lisa Lovallo
Jill Madden
Jeannette Mare
Katharine Martinez
Fletcher McCusker
Omar Mireles
Melanie Morrison
Renee Morton
Richard Oseran
Amy Pike
Steve Ponzo
Chase Rankin
Fred Ronstadt
Tucson Pima Arts Council
Bourn Partners
Armory Park Neighborhood
University of Arizona
Abby Office Centers
Carondolet Health Network
Mesch, Clark & Rothschild PC
Downtown Development Corporation
MOCA
City of Tucson
Downtown Neighborhoods and Residents Council (DNaRC)
Maker House
Tucson Electric Power
Santa Theresa Tileworks
University of Arizona
Dunbar Spring Neighborhood Association
Hecker & Muehlebach
Pima County
Maker House
Holualoa Companies
Safeguard Tucson
Cox Communications
Madden Media
Ben's Bells
Center for Creative Photography
Rio Nuevo District; Sinfonia
HSL Asset Management
MEB Management
Home Style Galleries
Hotel Congress
A Perfect Pantry
Wells Fargo
Arizona Daily Star
Fourth Avenue Merchants Assn
Vanessa Santucci
Ron Schwabe
Margo Susco
Craig Sumberg
Bob Vint
Bud Walters
Tom Warne
Adam Weinstein
Tucson Young Professional
Peach Properties
Hydra
Fox Tucson Theatre
Vint & Associates Architects
Southwest Gas
JL Investments
Gadsden Development

EX OFFICIO DIRECTORS

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Brent DeRaad
Don Durband
Richard Elias
Steve Kozachik
Farad Moghimi
Gary Molenda

John O’Dowd
Marilyn Robinson
Regina Romero
Ron Shoopman
Mike Varney

STAFF

Michael Keith
Brandi Haga-Blackman
William Greenway
Caitlin Jensen
Stan McIntyre
Russ Stone

CEO
Director of Operations
Economic Development Manager
Marketing & PR Manager
Security Manager
Maintenance Manager