



## COUNTY ADMINISTRATOR'S OFFICE

PIMA COUNTY GOVERNMENTAL CENTER  
130 W. CONGRESS, FLOOR 10, TUCSON, AZ 85701-1317  
(520) 724-8661 FAX (520) 724-8171

C.H. HUCKELBERRY  
County Administrator

January 26, 2016

Chris Ashcraft, Executive Director  
Community Performance & Art Center Foundation  
P.O. Box 1301  
Green Valley, Arizona 85622

Kent Blumenthal, Chief Executive Officer  
Green Valley Recreation, Inc.  
P.O. Box 586  
Green Valley, Arizona 85622

**Re: Pima County Community Performing Arts Center**

Dear Messrs. Ashcraft and Blumenthal:

As you know, our lease with Community Performing Arts Center Foundation, Inc., expired on June 30, 2015. We understand there has been positive fundraising activity for physical upgrades to the seating within the facility. The Community Performance & Art Center (CPAC) Foundation has requested another grant of \$75,000 for another year from the County to offset operating expenses. This grant was given in the past with the understanding that it would be reduced or eliminated.

At this point, it would appear beneficial to have a focused discussion between the County, CPAC and Green Valley Recreation (GVR) regarding a future operating model. We would also be happy to include Pima Community College (PCC). The County and PCC may be in a position to lease the entire facility to one entity that can provide a fiscally stable operating structure that provides all of the performance benefits of CPAC, as well as significantly expand the community recreational benefit of the facility through GVR.

Messrs. Ashcraft and Blumenthal  
Re: **Pima County Community Performing Arts Center**  
January 26, 2016  
Page 2

I know that some of my staff have discussed this matter with one or more of the involved parties. Please let me know when you are available to meet to discuss future possibilities.

Sincerely,

A handwritten signature in black ink, appearing to read "C.H. Huckelberry". The signature is fluid and cursive, with a long, sweeping tail that extends downwards and to the right.

C.H. Huckelberry  
County Administrator

CHH/lab

c: Tom Burke, Deputy County Administrator for Administration  
Michael Kirk, Director, Facilities Management



---

# MEMORANDUM

---

Date: January 25, 2017

To: The Honorable Steve Christy, Member  
Pima County Board of Supervisors

From: C.H. Huckelberry  
County Administrator

A handwritten signature in black ink, appearing to read "C.H. Huckelberry", is written over the printed name and title.

Re: **Community Performance and Art Center and Green Valley Recreation**

As background, the Community Performance and Arts Foundation's lease with Pima County to operate the Community Performance and Art Center (CPAC) facility expired and they have been operating with our consent on a month to month basis. In the past, they have requested \$75,000 annually in County General Fund support; and, such was provided in their early years as a subsidy. This past year, the subsidy was eliminated, and we are very pleased CPAC has been successful in balancing their budget without financial help from the County.

The facility, located at 1250 West Continental Road, was built with Pima County bonds and Pima Community College (PCC) bonds. Initially, PCC operated their portion of the building; but shortly after opening, withdrew and has subleased their space to others, including a charter school. The space is presently sparsely used, and I do not believe leased on a regular basis.

Given the fragile financial condition of the CPAC Foundation, we began exploring options with Green Valley Recreation (GVR) to determine if there was interest in their leasing of the facility. At the same time, we explored whether PCC would be interested in leasing their portion of the building to the County for the community's use. Recently, PCC indicated they would consent to such; and we also understand GVR would like to build an outdoor amphitheater, which is part of the overall Master Plan for the facility. This construction would be without cost to Pima County.

We are pleased with the positive financial performance of the CPAC Foundation, but we also believe the publically-constructed facilities could be put to better and more extensive use if there was a partnership between the CPAC Foundation and GVR. Ideally, we would long-term lease the facility to GVR; and the CPAC Foundation would sublease their portion of the building, paying proportionate costs of operation and maintenance. GVR would construct the outdoor amphitheater, thereby improving the overall utilization of the entire facility. We would also be very interested in long-term leases of 10 to 15 years or longer for either or both users.

It would be helpful if you would broach this potential partnership between the CPAC Foundation and GVR with them. We are willing to develop an appropriate lease and sublease

The Honorable Steve Christy

Re: **Community Performance and Art Center and Green Valley Recreation**

January 25, 2017

Page 2

for the facilities and assist in improving utilization of these publically-constructed recreation, entertainment and education facilities in Green Valley.

CHH/anc

Attachment

c: Tom Burke, Deputy County Administrator for Administration  
Christopher Ashcraft, Executive Director, Community Performance and Arts Center  
Foundation  
Kent Blumenthal, Chief Executive Officer, Green Valley Recreation, Inc.



February 15, 2016

Mr. Steve Christy  
Pima County Supervisor, District 4  
Pima County Governmental Center  
130 W. Congress, Floor 11  
Tucson, AZ 85701

**Re: GVR Role at County-owned PCC/CPAC Facilities in Green Valley**

Dear Steve,

Thank you for reaching out to Green Valley Recreation, Inc. (GVR) concerning how best to manage the Pima County-owned PCC/CPAC facilities in Green Valley to maximize their use and benefit to County residents. GVR is open to exploring the opportunity for a public-private partnership. Collaboration with Pima County, PCC and CPAC provides a unique opportunity for each of these entities. GVR is open to having you facilitate conversations that explore this potential and hopefully find common ground.

The GVR Board of Directors unanimously endorsed the following “talking points” about a GVR role in operating the County-owned PCC/CPAC facilities. All “talking points” premised on the supposition of GVR and Pima County entering into a mutually beneficial user agreement.

GVR “Talking Points”

1. GVR is interested in sharing space at the County-owned PCC/CPAC facilities to enhance their use for the benefit of all Pima County residents.
2. GVR is interested in year-round, daily usage of the County-owned PCC/CPAC facilities, and supports continued use for concert and theater rehearsals, art displays/shows, etc. These community-centric purposes take precedence over private functions (e.g., wedding receptions, birthday parties).
3. GVR takes great pride in its ability to care for and maintain its recreational facilities at a high standard of excellence. On a negotiated basis, GVR may provide the same high-level facilities maintenance, custodial and landscaping services for the PCC/CPAC properties.
4. GVR activities offered at the County-owned PCC/CPAC facilities will be open to all Pima County residents (e.g., classes, lectures, concerts, theater, etc.) just as they currently are at GVR properties. In exchange for negotiated GVR-provided in-kind management and maintenance services, event fee and price discounts for GVR members at GVR-offered activities expected.

Mr. Steve Christy, Pima County Supervisor, District 4

February 15, 2017

Page Two

5. GVR will honor assignment to it of current PCC and CPAC contractual agreements and responsibilities, and fulfill all associated terms and conditions, with cost-recovery allowed (e.g., OLLI lease agreement; CPAC contracts with performers).
6. GVR offers competitive price schedules for its events and activities that are open to the public (e.g., registration fees for classes; ticket prices for performances). As previously stated, in exchange for anticipated GVR-provided in-kind services (e.g., facility management, maintenance, operations, etc.) fee and price discounts for GVR members at GVR-offered activities expected.
7. CPAC Foundation will continue to function, if they so desire.
8. GVR will facilitate establishment of cooperation guidelines and procedural details with PCC/CPAC to schedule facility usage.
9. Mutually beneficial and collaborative advertising and promotional activities are possible if shared use of the County-owned PCC/CPAC facilities with GVR realized.
10. CPAC invited to have a representative serve on the Community Partnership Panel for the new Green Valley Community website (RetireArizona.org) if shared use of the County-owned PCC/CPAC facilities with GVR realized. The website is being developed by the tax exempt, nonprofit GVR Foundation (IRC 501-c-3) through a grant from the Freeport-McMoran Foundation (July 2017 expected launch date).
11. GVR acknowledges that vehicle-parking capacity at the County-owned PCC/CPAC facilities may be tested at future events and activities due to their popularity and public participation. Once future parking demand is ascertained, GVR will entertain discussions with PCC, CPAC and Pima County to consider reconfiguring and/or expanding existing parking lots (if needed).
12. Leisure Education Classes: GVR's existing leisure class program is open to the public and its members on a fee basis. These classes represent a wide cross-section of subjects ranging from language to astronomy classes, with 500 people (approx.) in attendance at least one or two days per week during four to six week sessions throughout the year. In 2016, GVR realized 9,915 total class registrations. The PCC side of the County-owned facilities can accommodate a wide-variety of classes and expand current offerings. At least 62 leisure education classes can be moved to the PCC facility immediately.
13. GVR Public Lecture Series: Lectures hosted by GVR are currently free and open to the public. Offered September thru April, the auditorium at CPAC can accommodate many GVR lectures.

Mr. Steve Christy, Pima County Supervisor, District 4  
February 15, 2017  
Page Three

14. Shared Office/Reservation/Meeting/Conference/Box Office Space: PCC/CPAC facilities offer potential for shared office, registration, reservation, meeting, conference and box office space for community-based activities. By example, registration for the annual Southern Arizona Senior Games presented by the GVR Foundation in Green Valley could take place at the County facilities. The event draws 1,000+ participants and volunteers from at least 37 U.S. states and Canada.
15. Office Space for Community-based Nonprofits – If possible, GVR is supportive of assisting an element of the greater Green Valley nonprofit community at the County-owned PCC/CPAC facility.
16. Capital Project Opportunities – GVR recently completed a long-term facility planning exercise performed by WSM Architects (Tucson). WSM identified considerable public interest in having an outdoor amphitheater and a new, state-of-the-art indoor 500-seat performing arts center (to replace GVR's West Center 500-seat auditorium). GVR may contribute financially toward capital costs for these projects, provided that Pima County provides land for their construction at no-cost and commits to a long-term GVR leadership role in their administration.

Thank you for your leadership and willingness to assist GVR, PCC and CPAC in finding a path forward. We greatly appreciate your interest in maximizing community benefits of these valuable County assets to enhance the quality of life of all residents.

Best personal regards,



Kent J. Blumenthal, Ph.D., CAE  
Chief Executive Officer

Cc: via Electronic Facsimile

- GVR President, Joe Gunton & GVR Board of Directors
- GVR Foundation President, Blaine Nissan & GVR Foundation Board of Directors
- GVR COO Jim Conroy



February 17, 2017

C.H. Huckelberry  
Pima County Administrator  
130 W. Congress, 10<sup>th</sup> Floor  
Tucson, AZ 85701

Dear Mr. Huckelberry:

Yesterday morning, CPAC was pleased to be visited by Supervisor Christy. He met with a roomful of our tenants who expressed their appreciation of the facilities that they use regularly at CPAC.

CPAC facilities are very close to saturation during the period September to June, and busy, though not completely full, during the summer months. We have not formally spoken to anyone from PCC about the status of their property here, but currently it is occupied (in both space and time) by the Green Valley campus of Osher Lifelong Learning Institute (OLLI). By looking at their schedule, we can see that the rooms are approximately 50% utilized during the September to June. Study groups will also be scheduled at the facility during the summer months, but that schedule is not available yet. If GVR needs more classroom space, the unused rooms would be available to rent from PCC.

The afternoon before his visit, Supervisor Christy provided us with GVR's reply to the talking points we had prepared and circulated widely in Green Valley. CPAC did not receive the courtesy of a direct response from GVR, but it was forwarded to us from Supervisor Christy's office. The CPAC board will be considering these points in the next few days. At first glimpse, one can only describe them as of widely different importance, some being trivial while others would have a crippling effect on our ability to plan a balanced program of CPAC quality.

The tone of the letter, and certain local comments, suggests this proposal is the culmination of a several-year program to "take over" CPAC, and that the details are all that remains of that plan. As a side comment, GVR has recently outlined a ten-year Strategic Plan (which has had a very mixed reception in Green Valley – 60 per cent + negative votes in a recent poll) that never mentioned CPAC. When we spoke earlier with your Director of Facilities, she told us quite clearly that a RFP would be issued, and CPAC would have a chance to bid along with any others. We have not received such a request.

If we were to take responsibility for the whole property, the CPAC side is so close to full that there is no room for other substantial input – and we are happily solvent! The PCC side of the property would not be an easy situation initially. Activities to use the space would take time to develop, and it is quite possible that the first year, and maybe the second, would operate at a loss. Fortunately, some of our donors have offered to help with the finances.

1250 WEST CONTINENTAL ROAD ° PO BOX 1301 GREEN VALLEY, ARIZONA 85622  
TEL (520)399.1750 ° FAX (520) 648.2001 ° WWW.PERFORMINGARTSCENTER.ORG °  
INFO@CPACFOUNDATION.ORG





Supervisor Christy wants CPAC, GVR and the County to meet shortly and discuss our difference face-to-face. We have no problem doing this – I think we can make our case – but, to be blunt, if the decision has been made already to go with GVR as an overseer of this property, it seems futile to meet. Can you advise us if our worst fears are true?

We are committed to the continuing success of the County-supported facility, but we have very serious doubts that sub-leasing CPAC from GVR will achieve this.

Thank you for your attention.

Sincerely,

Eloise Fredrickson  
Boar Chair  
Community Performance and Art Center

c: The Honorable Steve Christy, District 4 Member, Pima County Board of Supervisors



## COUNTY ADMINISTRATOR'S OFFICE

PIMA COUNTY GOVERNMENTAL CENTER  
130 W. CONGRESS, FLOOR 10, TUCSON, AZ 85701-1317  
(520) 724-8661 FAX (520) 724-8171

C.H. HUCKELBERRY  
County Administrator

February 23, 2017

Eloise Fredrickson, Board Chair  
Community Performance and Art Center  
P.O. Box 1301  
Green Valley, Arizona 85622

Re: **Your February 17, 2017 Letter Regarding the Community Performing Arts Center**

Dear Ms. Fredrickson:

Thank for your February 17, 2017 letter. I was surprised to receive your letter, especially its reference to a "roomful of our tenants" that met with Supervisor Christy. As I recall, our lease is with the Community Performance and Art Center (CPAC), not with any sublessee that does not have the County's permission to use the facility. Perhaps CPAC has failed to apprise the County of any tenants or any sublessees of our facility.

As you noted, we are in communication with Pima Community College (PCC) and will review their lease with the Osher Lifelong Learning Institute, particularly as it relates to the recovery of operating and maintenance costs expended by PCC in maintaining the facility. We have not paid attention to the discussion that has occurred between Green Valley Recreation's (GVR) reply to talking points of CPAC. Such is not our primary interest. Our interest is in ensuring the County recovers its full operating, maintenance and replacement cost associated with the use of this public facility.

I am also surprised at the conclusions you have drawn regarding our intent with GVR. No decision has been made regarding the lease of this facility to GVR or CPAC.

I will be receiving financial data regarding the cost associated with operating, maintaining and appropriate replacement investment for this facility for both Pima County and PCC. Once received, this information will form the basis of a future lease agreement with any party.

Ms. Eloise Fredrickson

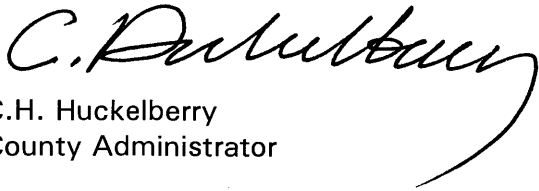
Re: **Your February 17, 2017 Letter Regarding the Community Performing Arts Center**

February 23, 2017

Page 2

If CPAC continues to be interested in the facility under these terms, we would certainly be interested in further discussions. I will forward the information to you as soon as I receive it.

Sincerely,

A handwritten signature in black ink, appearing to read "C.H. Huckelberry". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

C.H. Huckelberry  
County Administrator

CHH/anc

Attachment

c: The Honorable Steve Christy, District 4 Member, Pima County Board of Supervisors



## COUNTY ADMINISTRATOR'S OFFICE

PIMA COUNTY GOVERNMENTAL CENTER  
130 W. CONGRESS, FLOOR 10, TUCSON, AZ 85701-1317  
(520) 724-8661 FAX (520) 724-8171

C.H. HUCKELBERRY  
County Administrator

March 1, 2017

Eloise Frederickson, Board Chair  
Community Performance and Art Center  
P. O. Box 1301  
Green Valley, Arizona 85622

Re: **My February 23, 2017 Letter to You Regarding the Community Performance and Art Center Operation of the County and Pima Community College Facility in Green Valley**

Dear Ms. Frederickson:

I indicated in my February 23, 2017 letter that I would provide you with follow-up information and cost data with regard to the facility.

The total facility encompasses approximately 22,080 square feet. The Pima Community College (PCC) space is encumbered by a lease with Osher Lifelong Learning Institute until 2020; rent is \$5,000 per year, payable in two installments.

Pima County and PCC have been responsible for the PCC Learning Center utility costs. The utility costs for that portion of the complex have ranged from as high as \$49,000 in Fiscal Year (FY) 2014/15 to \$40,300 in FY 2015/16. In any short-term operating agreement, the operator must agree to pay all costs associated with operating and maintaining the entire complex.

In addition, Pima County has been providing maintenance services and repairs for building elements in the past. These ranged from \$40,000 to \$80,000 per year. PCC reports their maintenance costs are approximately \$30,000 for this year and that there are maintenance and repairs that need to be addressed, including heating, ventilating and air conditioning unit replacements; roof work; and repaving and restriping of the parking lot.

It is currently difficult to itemize County costs because they are absorbed into the Facilities Management budget for the County, and we have not tracked costs for this separate building. In a new operating agreement, the operator will be responsible for all building maintenance and repairs – both interior and exterior.

Ms. Eloise Frederickson

Re: **My February 23, 2017 Letter to You Regarding the Community Performance and Art Center Operation of the County and Pima Community College Facility in Green Valley**

March 1, 2017

Page 2

The property owned by the County is substantially greater than the actual building footprint. In any agreement, only the building footprint and nonexclusive use of the parking area would be included. This would leave open the possibility of others making public improvements to the balance of the property. The master plan for the complex also included the construction of an outdoor amphitheater and nature paths. There has also been some consideration by the County to build other recreational features such as pickleball courts.

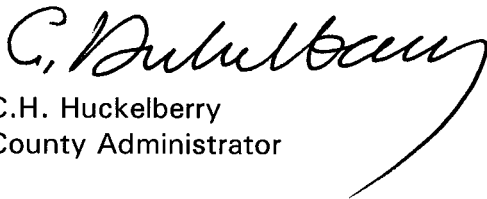
Regarding the exterior, including parking, because the assets are owned by the public, either PCC or Pima County, the County would require approval of all uses within the building. The County would also routinely inspect the premises to determine whether the building is being properly maintained.

In addition, the County would have the right to use the premises anytime there is a suspension of operations; for example, in the summer months when use is low or there is a desire or plan to close the facility to reduce operating and maintenance costs. In such cases, the County would reserve the right to use the facility and reimburse the actual cost of such use.

It is under these general terms that the County would entertain a five-year operating agreement of the facility, with an initial two-year period and three one-year renewal options.

Please indicate whether the Community Performing Arts Center Foundation or Board of the Community Performance and Art Center would be interested in operating the entire facility based on these requirements.

Sincerely,



C.H. Huckelberry  
County Administrator

CHH/lab

Enclosure

c: The Honorable Steve Christy, District 4 Member, Pima County Board of Supervisors  
Chris Ashcraft, Executive Director, Community Performing Arts Center  
Kent Blumenthal, Chief Executive Officer, Green Valley Recreation, Inc.



## PIMA COUNTY BOARD OF SUPERVISORS

130 WEST CONGRESS STREET, 11 FLOOR  
TUCSON, ARIZONA 85701-1317

TELEPHONE 520-724-8094  
E-MAIL: [district4@pima.gov](mailto:district4@pima.gov)

**Stephen W. Christy**  
Supervisor, District 4

March 1, 2017

Mr. C. H. Huckelberry  
County Administrator, Pima County  
130 W. Congress Street, Floor 10  
Tucson, AZ 85701

Re: **Performance & Arts Center/Learning Center  
CPAC/GVR**

Dear Mr. Huckelberry,

This letter is to inform you, and all parties concerned, that I will be stepping back and removing myself from further discussions involving potential pathways to co-existence between Green Valley Recreation (GVR) and the Community Performance and Arts Center (CPAC) within the Performance & Arts Center/Learning Center facility.

As I made clear to all from the beginning of my involvement in this matter, it was my intended purpose to facilitate communication between Pima County, CPAC, GVR, and other involved entities, with the idea of exploring potential "housing arrangements under one roof" at the Performance & Art Center location.

On February 17, 2017, CPAC Board Chair Eloise Frederickson wrote to you requesting answers to certain questions she had regarding the status of GVR-CPAC discussions with Pima County. I believe Ms. Frederickson's letter to you was indicative of CPAC's desire to deal directly with County Administration on this matter rather than have me serve as an intermediary. That is certainly CPAC's right, however it renders my capacity in this matter pointless and superfluous. During a telephone call on February 28 with CPAC's Executive Director Chris Ashcraft, members of my staff and myself, I questioned Mr. Ashcraft pointedly about his feelings as to if he saw any way there being a possibility to accommodate both GVR and CPAC in the same facility. To his credit, he responded honestly by saying, "No".

Further, it appears through the dozens of phone calls, emails, and letters to my office from CPAC participants that Mr. Ashcraft's observation is correct. Additionally, this is reinforced in Ms. Frederickson's statement in her February 17 letter to you that "it seems futile to meet" with CPAC, GVR and Pima County "face to face". Given this, in my mind the matter has become a facilities management issue.

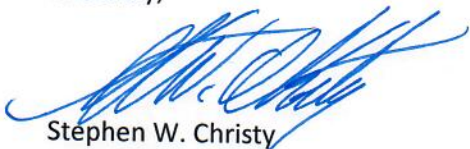
As I thought and hoped that these discussions might lead to an outcome that would ensure CPAC's survival and sustainability, I strongly urge you and your staff during all deliberations and negotiations to seek ways that will secure CPAC's mission and programs within the Performance & Arts Center facility.

Performance & Arts Center/Learning Center  
CPAC/GVR  
Page 2

Mr. Ashcraft spoke proudly of CPAC's current robust financial viability and I ask that you take that into consideration as well.

Please keep me informed as developments unfold.

Sincerely,



Stephen W. Christy  
Supervisor, District 4

cc: Chris Ashcraft, Executive Director, Community Performing Arts Center  
Kent Blumenthal, Chief Executive Officer, Green Valley Recreation, Inc.  
Green Valley News