



March 11, 2014

Mr. Lawrence Hecker - Chairman, Pima County Bond Advisory Committee
Hecker & Muehlebach
405 W Franklin
Tucson, AZ 85701

Dear Chairman Hecker:

I want to be sure the committee understands that Tucson's memorial to the January 8th shooting will be much more than a piece of public art or a sculpture in a park. Our responsibility is to create an enduring tribute to the lives lost, a celebration of our access to government, and a place to educate and remind us of how the democratic process and free speech work in an open society like ours. What may not be as apparent is that a significant national memorial in downtown Tucson will contribute to an overall Pima County visitor strategy and to the continuing economic growth of Southern Arizona.

Our research into other national memorials has confirmed that communities who experienced profound tragedies responded with profound civic pride by building memorials that speak to the values of remembering who they are, where they've been, and where they are going. Our memorial to the "Congress on your Corner" shooting will tell our community's stories about what happened, how we have become a better community, and how we are celebrating democracy in action.

Like other successful memorials, our Tucson memorial will be a demonstration of the community's caring spirit. It will also be a national and potentially international landmark to complement all the other visitor opportunities throughout Pima County. To help the Committee understand the economic potential of a national memorial here in downtown Tucson, we have prepared the attached "*MEMORIALS – Economic Impact Summary*." Although most of the available economic impact data is from Oklahoma City National Memorial, there are numerous other examples of how a community's investment into a significant memorial can also be a significant investment into the social and economic growth of a community.

On behalf of our Foundation Board, I appreciate your continued support of our memorial planning proposal - attached. Please let us know if there is any additional information we can provide to help realize the important task of creating Tucson's January 8th Memorial for all of Pima County.

Sincerely,

A handwritten signature in black ink that reads "Stephen K. Brigham". The signature is fluid and cursive, with a long, sweeping underline.

Stephen Brigham, President of Tucson's January 8th Memorial Foundation Board of Directors
P.O. Box 40355
Tucson, AZ 85717-0355
520-694-4225
<http://www.tucsonsmemorial.org/>

Attached: "*MEMORIALS – Economic Impact Summary*"
"Tucson's January 8th Memorial Proposal"



Tucson's January 8th Memorial Proposal

January 8, 2011 is a day etched into the consciousness of all Pima County residents. It is a day we all remember, a day of unbearable sadness and senseless tragedy, but also a day that reminded us that "Together we Thrive." The world saw Tucson's inspirational response to the shooting as our community spirit was reflected in the spontaneous memorials on the front lawn of The University of Arizona's Medical Center, the street corner of Congresswoman Giffords' office, and the entrance to the Safeway store – the site of the tragic shooting. These vigil sites, captured by countless images such as those below, will now be reflected in a permanent memorial at the historic Pima County Courthouse.



Photo by Nick Oza - Arizona Republic



Photo by Bill Zadina



Photo by UMC staff



Pima County Courthouse – East entrance portico

This iconic structure helps define the historic heart of Tucson and is the perfect location for a memorial to a tragically historic event and to a celebration of local democracy. For 84 years, the Courthouse has stood as a gracious symbol of our representative democracy. The voices of elected leaders and ordinary citizens alike have for generations resonated within its famous pink walls. Although the occupants of the building have and will continue to change, the Courthouse will always serve as Tucson’s gateway to our local governments.

Pima County and the City of Tucson have recently resolved that the January 8 memorial will be located within an interior portion of the ground floor of the Courthouse building and in an exterior space at the historic west exterior entrance of the Courthouse (*see West Entrance to Pima County Courthouse on page 3*). This memorial location will physically and symbolically link the leadership of Pima County and the City of Tucson to El Presidio Park – the central community plaza of downtown Tucson. There are three major components to our proposal:

1. An exterior public art memorial space between the El Presidio Park/Plaza and the West entrance to the Courthouse that will recall the “Congress on your Corner” event, the victims of that tragic shooting, the January 2011 community gatherings at each of the three vigil sites, and the connection between our citizens to local government leadership. The design of the memorial space would be commissioned with a public master plan for the entire El Presidio Park to provide a new vision for Tucson’s downtown central plaza in which the memorial would become the eastern gateway to the plaza (*see Aerial view of El Presidio Plaza memorial planning area on page 4*).
2. An interior exhibit space adjacent to the exterior memorial component that would be a place to tell our stories with exhibits derived from the memorial archives. The exhibit space would be in a portion of the ground floor space that will complement the Tucson Museum of Art’s “Art of the American West” that is proposed for the remainder of the ground level space.

3. Memorial archives that will become the interior exhibits to the interior Courthouse space and include the continuing maintenance of the memorial tributes, on-going collection of January 8th related stories and images, preparation of resources for exhibits and outreach programs, and an on-line presence through an active web-site and social media for educational programs and for support to other communities that experience similar tragedies (see Tucson's January 8th Memorial Website: <http://www.tucsonsmemorial.org/>).

Courthouse entrance: the memorial site



Courthouse West Entrance - today



Courthouse West Entrance - original

West Entrance to Pima County Courthouse

All of these January 8th Memorial components will be part of an overall budget for the Pima County Courthouse and part of an overall vision for downtown Tucson. In addition to becoming a national memorial, the linkage to the other proposals for downtown Tucson has the potential to bring significant economic impact to the entire Pima County. From studying other civic memorials around the country, it is apparent that Tucson has a unique opportunity to realize substantial economic benefit through an investment in a vision that will connect Tucson to a significant visitor market and that will also connect its citizens to an important chapter in Tucson's history.



Aerial view of El Presidio Plaza memorial planning area

Prepared by:

Stephen Brigham, President – Tucson’s January 8th Memorial Foundation
P.O. Box 40355
Tucson, AZ. 85717-0355
stephen@tucsonsmemorial.org
<http://www.tucsonsmemorial.org/>
520-694-4225

MEMORIALS – Economic Impact Summary



Summarized by: Stephen K. Brigham, President
Tucson's January 8th Memorial Foundation

March 3, 2014

Sometimes tragedies create opportunities. For most communities that experience tragedies, citizens come together to redefine their community with intense civic pride. They do not want to be defined solely by their tragedy but by their responses. These civic responses reflect their community's spirit and can be seen in a multitude of gestures from anniversary events, commemorative activities, and physical memorials.

Oklahoma City National Memorial

One shining example of a community that responded to a horrific tragedy is Oklahoma City – a city very much like Tucson in population and community challenges. It is also a memorial that has conducted an Economic Impact Study.

Before the 1995 bombing of the Alfred P. Murrah Federal Building, Oklahoma City was in serious decline with a decaying downtown, a significant loss of jobs, declining population, and the loss of major corporations moving to more attractive communities. While still stinging from the failure of urban renewal, the city pushed through a massive capital improvement plan for downtown called the Metropolitan Area Projects Plan (MAPS) which raised over \$1 billion for improvements to generate renewed life back to the central city. During this time of renewed optimism, the bombing on April 19, 1995 became the single largest domestic terrorist attack in American history.

Oklahoma City responded to their tragedy with a unifying theme of "One City, One Nation, One Resolve". Five years after the bombing they opened the Oklahoma City National Memorial (OCNM) which has shown how a city can transform a tragedy into a showcase of civic pride.



The resulting memorial has three components

1. *A symbolic outdoor memorial on the Murrah Building site*
2. *The Memorial Museum, a 30,000 square foot interactive learning museum*
3. *The Oklahoma City National Memorial Institute for the Prevention of Terrorism (MIPT), a living memorial to those affected by the bombing.*



Oklahoma City National Memorial Chairs

With an initial fund-raising effort of \$250,000 to pay for part-time staff and design competition, the eventual economic impact of the memorial to Oklahoma City has been remarkable:

- Total funds invested in the memorial from 1995 to 2000 were \$29 million which included \$5 million of Federal funding, \$7 million from the State, and the balance from the City and private donors.
- An annual Oklahoma City Memorial Marathon that generates nearly \$1 million annually (\$983,500 in 2013).
- A memorial complex that has become the number one attraction for the city's "Downtown Walking Tour" according to the Oklahoma City Visitor's Guide.
- From a 2004 economic impact study, an estimated \$276 million boost to Oklahoma City's lodging, restaurant, and transportation businesses during a 4.5 year economic study period.
- During the same study period, an estimated support of 7,873 jobs resulting in \$114,695,240 in employee compensation.
- The study further calculated that since its creation "...the OCNM has indirectly supported 1,037 jobs and \$25,054,167 in employee compensation."
- An additional economic impact considered in the study concluded that "...the induced effect: the economic effect of spending in the local economy as a result of increased incomes from the direct and indirect effects...estimates the final induced effect was 1,594 jobs and \$34,233,711 of income supported by the OCNM since its creation."
- The total effect of the OCNM for the 4.5 years of the study was summarized as: "...10,505 jobs supported and \$173,983,119 in income.
- The future annual impact of the OCNM is estimated to "...have an annual total effect of 3,003 jobs supported and \$49,737,623 in compensation."
- Finally the study concludes that "...clearly, the Oklahoma City National Memorial & Museum is an important part of the total Oklahoma City Metropolitan area tourism package."

National Memorial Parks

The National Park Service has many memorials that are in the category of “National Memorials.” Two of those parks were selected to illustrate the potential impact of a memorial on a region and in a city. A recently created memorial that is in a rural setting but that was both a Federal crime and has significant national interest is the [Flight 93 National Memorial](#) in Shanksville, Pennsylvania commemorates the tragic flight of United Flight 93 that was heroically diverted from its target during the 9/11 terrorist attack. At a more regional level, the [Chamizal National Memorial](#) is an example of an urban park in El Paso, Texas that was established to commemorate the Chamizal Treaty of 1963, a milestone in diplomatic relations between Mexico and the U.S.

The following table illustrates the economic impact of these two National Memorials based upon 2012 data for number of visits, visitor spending, and jobs:

National Memorial	Recreation Visits	Visitor Spending	Jobs
Flight 93 National Memorial	317,926	\$17,108,000	258
Chamizal National Memorial	104,148	\$5,604,300	78

Other studies such as the National Park Service February 2013 “Economic Benefits to Local Communities from National Park Visitation” demonstrate that with the right support and partnership with local communities, National Parks and Memorials can have a very significant impact on the local economy with both visitor spending and local jobs created directly and indirectly.

An Opportunity for Tucson

With a memorial location now identified, Tucson has several opportunities to reflect our community values, our social priorities, and our commitment to all of Pima County. The shooting that occurred on January 8, 2011 was a heinous act of violence on our citizens, our community, and our local democracy. The important principles of government were challenged that day. Our memorial planning must reflect our commitment to all citizens’ rights to participate in acts of government. Those 6 individuals killed and those 19 wounded were all committed to making our entire community a better place through a meeting with their representative. Our memorial for them must do the same. We have an obligation to create a memorial that will remember our community activism and that will result in a substantial benefit to the entire Pima County. This requires an investment in a vision that connects the disparate voices of Tucson to a significant memorial and that connects its citizens to an important chapter in Tucson’s history. Working together with other downtown partners to invest in Tucson’s culture, history, and services, we can help remember a tragic moment and bring greater opportunity to our future.



The historic Pima County Courthouse



The Pima County Courthouse west entry – the site of the Tucson’s January 8th Memorial

References:

- <http://www.oklahomacitynationalmemorial.org/index.php>
- Linenthal, Edward Tabor. "Oklahoma City Bombing," Encyclopedia of Oklahoma History and Culture
- Thomas, Jo (April 30, 1996). "For First Time, Woman Says McVeigh Told of Bomb Plan". *The New York Times*
- Thomas, Jo (May 23, 1997). "McVeigh Defense Team Suggests Real Bomber Was Killed in Blast". *The New York Times*
- Shariat, Sheryll; Sue Mallonee and Shelli Stephens-Stidham (December 1998). "Summary of Reportable Injuries in Oklahoma". Oklahoma State Department of Health. Archived from the original on January 10, 2008
- "An Estimate of the Economic Impact of the Oklahoma City National Memorial on the State of Oklahoma," by Alexander Holmes, Ph.D., University of Oklahoma, with Zach Osko, October 25, 2004
- <http://www.nps.gov/flni/index.htm>
- <http://www.nps.gov/cham/index.htm>
- "Economic Benefits to Local Communities from National Park Visitation - 2011", Natural Resource Report NPS/NRSS/ARD/NRR-2013/632, by Yue Cui, Ed Mahoney, Teresa Herbowicz, Department of Community, Agriculture, Recreation and Resource Studies Michigan State University East Lansing, Michigan 48824-6446, U.S. Department of the Interior National Park Service Natural Resource Stewardship and Science Fort Collins, Colorado, updated February 2013