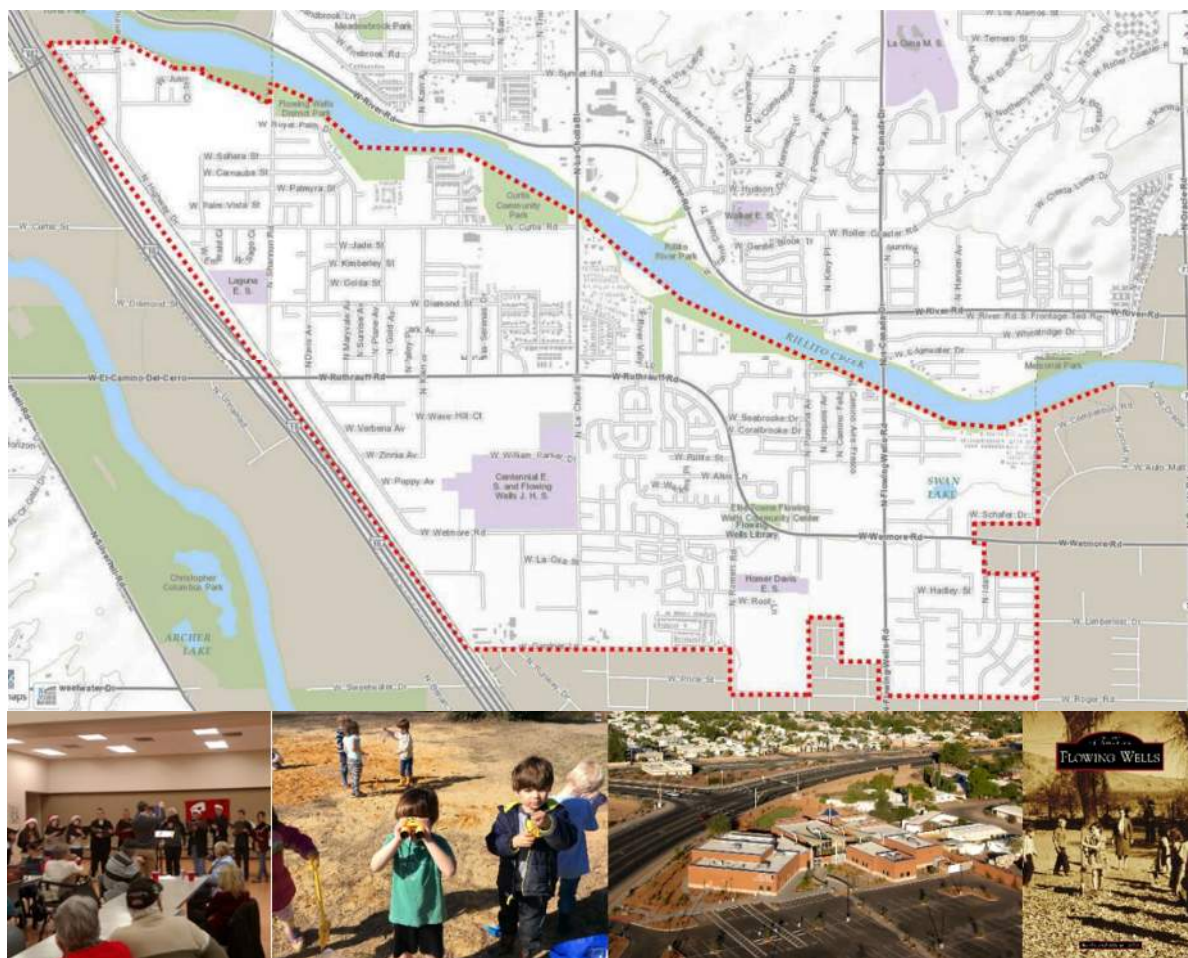




POSTER  
MIRTO  
McDONALD  
ARCHITECTURE  
PLANNING  
PRESERVATION



# FLOWING WELLS

## *Neighborhood Revitalization Strategy Area 2020 Update*

***Draft 4 August 27, 2020***

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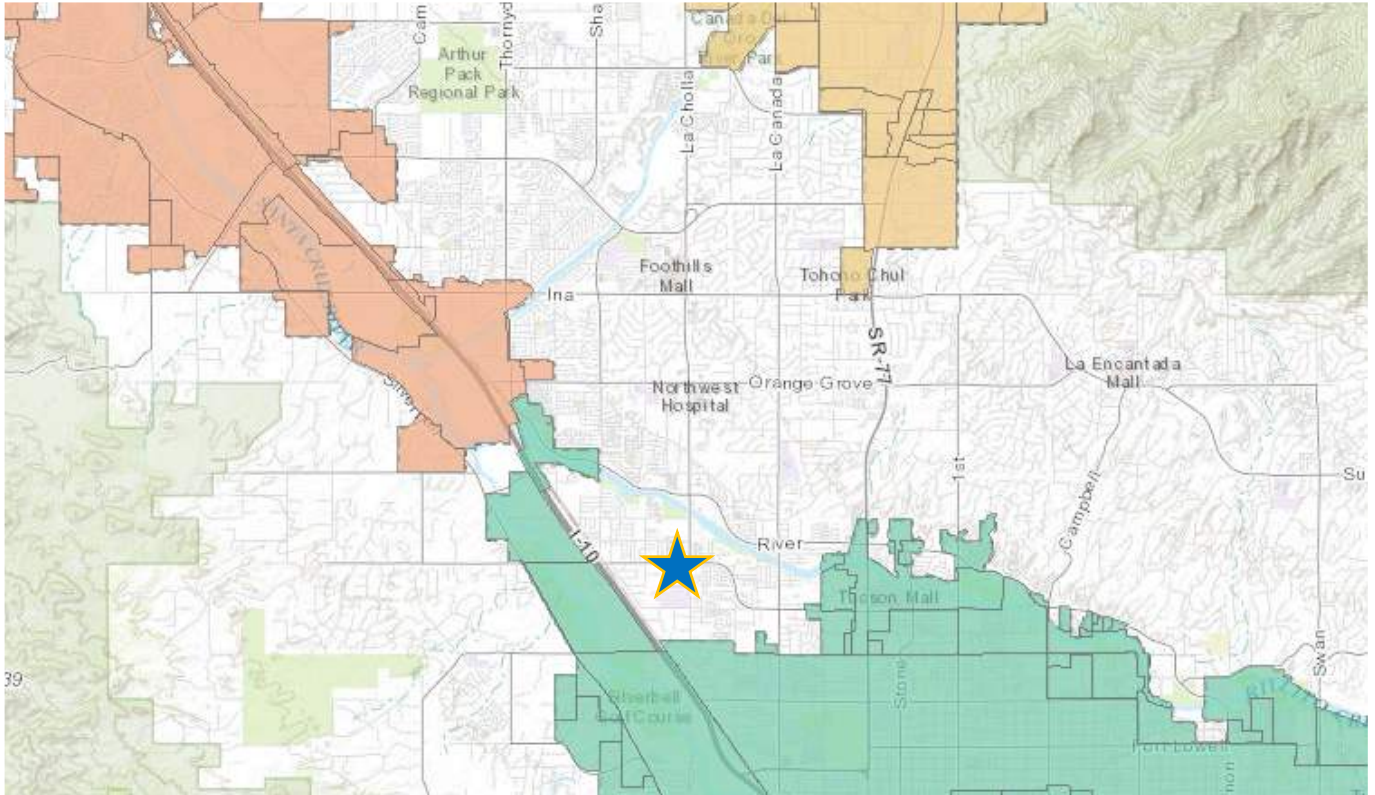
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# **I. BACKGROUND AND PROCESS**

# INTRODUCTION

The Flowing Wells Neighborhood is an approximately 3 square mile area on the near northwest side of metropolitan Tucson. The Flowing Wells area is almost entirely located in unincorporated Pima County with the City of Tucson bordering to the east, south, and west (green); Oro Valley to the north (gold); and Marana to the northwest (salmon). The *Flowing Wells Neighborhood Association and Community Coalition* has been an active organization devoted to the improvement of the lives of its residents and to the infrastructure of its community.



Flowing Wells has partnered with Pima County in the preparation of two HUD-sponsored Neighborhood Revitalization Strategy Area (NRSA) Plans. The original Plan was completed in 2001, followed by an update in 2007. Those two plans have guided the very active and engaged *Flowing Wells Neighborhood Association and Community Coalition* in the development of its target area. This 2020 Plan seeks to build on the successes of the previous two plans and lay out a set of Goals and Strategies/Projects to carry Flowing Wells forward into the future.

As per the US Department of Housing and Urban Development:

*NRSAs are intended to revitalize a targeted neighborhood by encouraging a coordinated approach through comprehensive place-based efforts. By targeting an area, CDBG grantees have the opportunity to stimulate investment and empower low-income residents in distressed neighborhoods. (HUD-NRSA, FAQ ID: 3539)*

*There are three primary areas for the NRSA designation:*

- *A grantee must define a geographical area that comprises a neighborhood that is primarily residential and contains a percentage of low- and moderate-income residents that is 70% or equal to the community's "upper quartile percentage"*
- *Documentation of consultations with community members and stakeholders*
- *An assessment of the housing market and economic conditions of the area and a comprehensive strategy that will produce measurable results (HUD-NRSA, FAQ ID: 3531)*

# SCOPE OF WORK

## I. Project Context

In late 2019, the *Flowing Wells Neighborhood Association and Community Coalition*, in partnership with *Pima County Community Development and Neighborhood Conservation* and working with community planners, *Poster Mirto McDonald*, began an Update to their 2001 and 2007 Neighborhood Revitalization Strategy Area Plans. This 2020 Flowing Wells NRSA Update is required to be consistent with the HUD CPD-16-16, Neighborhood Revitalization Strategy Areas (NRSAs) in the Community Development Block Grant (CDBG) Entitlement Program and HUD CPD Monitoring Handbook Guide (Appendix A). The strategy assesses the socioeconomic and physical characteristics of the area, as well as the area's institutional structures (e.g. level of public, private, and non-profit resources and coordination, etc.), while also identifying strengths, weaknesses, and opportunities for revitalization. The FWNACC undertook a 10 month planning process to complete the Flowing Wells NRSA update and submit to HUD for review and approval. The HUD-approved Flowing Wells NRSA will be fully incorporated into the 2020-2025 City of Tucson - Pima County Consolidated Plan.

## II. Consultation of FWNACC

The FWNACC intended for Poster Mirto McDonald to facilitate an effective, third-party "non-governmental" community process, meaningful discussion, and establish trust from community stakeholders. Poster Mirto McDonald was expected to have the capacity to exercise independent judgment and to perform those actions necessary to achieve project completion in a manner consistent with those expected of senior technical and management staff. FWNACC relied on the personnel, experience, and expertise of Poster Mirto McDonald to ensure all necessary components of the process are completed in a timely manner. The FWNACC actively participated in the design and analysis process, in addition to, being actively engaged, whenever possible, in outreach and listening activities. Poster Mirto McDonald core duties included research, data analysis, document preparation with a strong emphasis on community engagement, public participation, and effective meeting facilitation. Through its CDBG Capacity Building Subrecipient Contract, Pima County and FWNACC had the ability to share local government resources with Poster Mirto McDonald. Pima County staff was actively engaged in the process. The FWNACC supplied A/V equipment, meeting locations, on-line meeting facilitation, and scheduling services. COVID-19 caused a significant change in the originally proposed community process, but the large and representative project Steering Committee became more actively (and remotely) involved. The FWNACC made active use of its digital and hard copy newsletter to keep stakeholder group actively involved.

## III. Scope of Work and NRSA Content

The NRSA Plan Update must incorporate the following elements:

### 1. Boundaries and Demographic Criteria

The geography of the NRSA is defined in, and will maintain, the boundary delineated in all previous plans. However, NRSA projects should include activities of sufficient size and scope as to have an impact on the distinctive geographic area within a reasonable period of time. It may be advisable to reduce the size of the NRSA or to divide an area into smaller NRSAs to increase the likelihood of achieving meaningful change. A map denoting boundaries of the targeted areas must be submitted for HUD approval. The designated area must be documented as primarily residential and contain a percentage of low- and moderate-income residents that is equal to a community's "highest quartile percentage" (as computed by HUD pursuant to 24 CFR 570.208(a)(1)(ii) or 70 percent, whichever is less, but, in any event, not less than 51 percent.

### 2. Development of a Needs Assessment for the Project Area












Sustainable development of the Flowing Wells neighborhood requires the assessment of the commercial, residential, employment and economic stability and growth potential of the neighborhood. The assessment will examine the area's commercial and financial base, employment, existing housing supplies, conditions, needs, and potential problems in the area, daylighting existing zoning and potential rezoning changes, current property usage, density issues, nonconforming uses, natural and manmade boundaries. Through this assessment the Consultant will gain a working understanding of the project area's strengths and weaknesses, gaps, and needs. Understanding of project area needs will be used to create incentive districts, programs, and innovative planning



and regulatory changes to provide housing and economic solutions. The areas shall include compatible uses inclusive of, but not limited to commercial, manufacturing, and various levels of residential development.

### 3. Community Consultation and Collaboration

One of the initial steps to developing a strategic plan for the project area will be to obtain public input relative to the area's residential and commercial needs specific to current and future development. To conduct this community outreach, FWNACC is interested in promoting public participation as a phase of the planning process, the results of which will be included within the completed Flowing Wells NRSA Update. The Consultant, in direct collaboration with FWNACC, shall develop and implement an outreach strategy inclusive of a format and schedule for coordinating community meetings and/or workshops. The meetings may be designed as a forum that can cover a range of topics addressing the area's needs, specific to topics such as, but not limited to, housing, community development, community services, infrastructure improvements, or jobs. Fortunately, Flowing Wells is very engaged in the community and hold meetings every third Thursday of the month. It is highly encouraged to utilize these existing meetings, community connections, and County resources to assist in community outreach efforts. Tasks to achieve meetings shall include, but will not be limited to: the preparation of schedules, agendas, resource materials, handouts and other appropriate materials; conducting all pre-meeting outreach, including social media engagement, and venue setup; documenting the results of each meeting inclusive of maintaining minutes, comment sheets, and other records; and the preparation of meeting summaries, conclusions and recommendations for inclusion in the NRSA Strategy. Timelines to market and conduct community meetings and assess the results for inclusion into the strategy will be necessary elements. The Poster Mirto McDonald had access to FWNACC and County resources, facilities, and staff expertise.

<b>NRSA Deliverable</b>	<b>Duration</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>June</b>	<b>July</b>	<b>Aug</b>	<b>Sept</b>	<b>Oct</b>
Boundaries and Demographic Criteria	10/2019 - 11/2019												
Development of a Project Area Needs Assessment	10/2019 - 12/2019												
Community Consultation and Collaboration  Presentation	11/2019 - 10/2020												
Development of Strategies, Area Revitalization and Growth	1/2020 - 4/2020												
Development of Performance Measures and Reporting	4/2020 - 5/2020												
Identification of Potentially Qualified CBDs	5/2020 - 6/2020												
Project Scheduling, Technical Consultation and Support	10/2019 - 10/2020												
Final NRSA Product	7/2020 - 10/2020												
												Draft	Final

### 4. Development Strategies for Project Area Revitalization and Growth

Drawing from the information and findings gathered in the needs assessment, Poster Mirto McDonald, in direct cooperation with Flowing Wells and Pima County developed the NRSA, involving workable plans to increase and expand housing and economic opportunities and innovative programs for the area's low-income residents and economically disadvantaged areas of the Flowing Wells community. FWNACC is interested in initiatives, including but not limited to, brownfields redevelopment, infill incentive districts (IIDs), and county storm water programs all the while promoting active public participation of neighborhood residents and stakeholders. Strategies were developed with long- and short-term timeframes and demonstrated the capacity to achieve and accomplish stated objectives. Strategies relate to the Pima County Consolidated Plan and the previous Flowing Wells NRSA plans. The strategies also include ways to utilize the flexibility of the federal regulatory incentives provided by HUD for the following categories: housing; economic development; job creation; public services. Finally, the

strategy identifies additional investment from city, county, private institutions, and the community at large to be leveraged by CDBG investment.

## **5. Development of Performance Measures and Reporting**

The NRSA document includes a performance measurement system that links the Development Strategies for Project Area Revitalization and Growth to achievable long- and short-term goals and objectives. The performance measurement section must include the goals and objectives, units of accomplishment in projects and activities, and outputs and outcomes from the 2001 FWNACC NRSA and 2007 FWNACC NRSA. Flowing Wells has a draft of performance measurements on hand from previous years. Poster Mirto McDonald and FWNACC coordinated with County staff to identify and list grant funding strategies.

## **6. Identification of Potentially Qualified CBDOs**

Based on the assessments made, non-profit organizations or community-based organizations (CBOs) were identified that could potentially qualify as community-based development organizations (CBDOs) as defined by HUD. Through the identification of these potential agencies, FWNACC will seek to establish partnerships that will assist in guiding growth and revitalization for the area. following the goals, strategies , and projects identified in this Plan.

Further, It is FWNACC's intent to take advantage of the HUD public service CAP removal by identifying or establishing viable CBDOs in the project area. Given the flexibility in public services, the County is able to offer a higher level of service within the approved Flowing Wells community, thereby further stimulating area revitalization. This flexibility includes neighborhood revitalization activities, job training and other employment-related support services, and as such can provide an important foundation for economic opportunities for neighborhood residents. This Plan identifies and lists all of the area CBOs and details the process of becoming a CBDO.



*Ellie Towne Flowing Wells Community Center*

## BOUNDARIES OF FLOWING WELLS TARGET AREA

In 2001 and 2007, the Flowing Wells NRSA Target Area was a relatively simple decision. The US Census had set up a special area for Flowing Wells, the Flowing Wells Census Designated Place (CDP) which allowed for an efficient study and compilation of Demographic data. That Census Designated Place was maintained in the 2010 Census, on which this 2020 update was based. All of the Demographic data is based on the same CDP boundary and demographic data used in the 2001 and 2007. As a result, there is consistency in the basis of demographic data from 2001, 2007, and 2020. The Target Area was also entirely within Pima County jurisdiction and no portion of the Target Area was in the City of Tucson.



However, after 2010, the City of Tucson annexed a small portion of the (red) southeast corner of the Target Area.



As a result, the demographic data of 2020 of this plan is based on the same boundaries as 2001 and 2007 (upper map). But for simplicity the Goals, Strategies/Projects that interact heavily with the underlying governing jurisdiction are limited to the current Pima County boundaries (lower map in dotted red). Where relevant, the plan did not pursue issues that interact with City of Tucson AND Pima County jurisdiction. But instead limited itself to only areas of Pima County jurisdiction.



# NEIGHBORHOOD REVITALIZATION STRATEGY (HUD- NRSA) REQUIREMENTS

## Exhibit 3-15 CDBG Entitlement Program

6509.2 REV-7

Guide for Review of a HUD-Approved Neighborhood Revitalization Strategy Area (NRSA)		
Name of Grantee:		
Staff Consulted:		
Name of NRSA:	Date of HUD Approval:	
Five Year Period of Time Covered by Approved NRSA Strategy:		
Name(s) of Reviewer(s)		Date

**NOTE:** All questions that address requirements contain the citation for the source of the requirement (statute, regulation, NOFA, grant agreement.). If the requirement is not met, HUD must make a finding of noncompliance. All other questions (questions that do not contain the citation for the requirement) do not address requirements, but are included to assist the reviewer in understanding the participant's program more fully and/or to identify issues that, if not properly addressed, could result in deficient performance. Negative conclusions to these questions may result in a "concern" being raised, but not a "finding."

**Instructions:** Use this Exhibit to monitor the grantee's Neighborhood Revitalization Strategy Area (NRSA). Program requirements regarding NRSAs are contained at 24 CFR 91.215(g) and in Notice CPD-16-16, *Neighborhood Revitalization Strategy Areas (NRSAs) in the Community Development Block Grant (CDBG) Entitlement Program*. This Exhibit is for the review of entitlement grantees and should not be used for State CDBG Community Revitalization Strategies. The HUD reviewer is required to examine the grantee's HUD-approved NRSA Strategy and associated Consolidated Plan before conducting this review. The HUD reviewer should use the Integrated Disbursement and Information System (IDIS) PR14 Report: CDBG, CDFI and NRSA Activities, the PR84 Report: CDBG Strategy Area, CDFI and Local Target Area Report, and the grantee's Consolidated Annual Performance and Evaluation Report(s) (CAPER) and Annual Action Plan(s) when conducting this review. This Exhibit is to be used in conjunction with the eligibility and national objective Exhibits for activities undertaken in the NRSA. One Exhibit is to be completed for each NRSA monitored.

### Questions:

1.

a. Has the grantee received from HUD separate written approval for each NRSA, either as part of, or separately from, the Consolidated Plan approval process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	N/A
<b>Describe Basis for Conclusion:</b>			
b. What is the approved start date of the NRSA? Are NRSA activities being undertaken within the operational term of the NRSA (maximum five (5) year operational period)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Yes	No	N/A
<b>Describe Basis for Conclusion:</b>			

Exhibit 3-15  
CDBG Entitlement Program

c. Are the NRSA boundaries contiguous with or within other pre-approved place-based planning areas as stated in CPD Notice 16-16?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
---	---------------------------------	--------------------------------	---------------------------------

**Describe Basis for Conclusion:**

2.

a. Has the grantee continued to identify and involve stakeholders? Are stakeholders made aware of the NRSA's progress, planned activities and new investments that may be taking place in the neighborhood or its periphery?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
--	---------------------------------	--------------------------------	---------------------------------

**Describe Basis for Conclusion:**

b. Do the stakeholders identified as involved include: <ul style="list-style-type: none"> <li>• Affected residents of the proposed NRSA?</li> <li>• Affected public and assisted housing residents?</li> <li>• Owners and operators of businesses?</li> <li>• Financial institutions?</li> <li>• Community-based development organizations (CBDOs)?</li> <li>• Nonprofit organizations?</li> <li>• Community groups in or that serve the neighborhood?</li> </ul>	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
---	---------------------------------	--------------------------------	---------------------------------

**Describe Basis for Conclusion:**

c. Have public hearings been held at least annually regarding the NRSA?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
---	---------------------------------	--------------------------------	---------------------------------

**Describe Basis for Conclusion:**

3.

a. Is the grantee accurately identifying in IDIS activities that are being carried out in an NRSA? [24 CFR 570.507(d)]	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
---	---------------------------------	--------------------------------	---------------------------------

**Describe Basis for Conclusion:**

b. Is the grantee developing housing based upon its approved NRSA strategy? Review the originally proposed goals and activities identified for housing against the accomplishments reported in the PR&4 Report, IDIS accomplishment detail screens, and in the CAPER(s).	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
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**Describe Basis for Conclusion:**

Exhibit 3-15  
CDBG Entitlement Program

6509.2 REV-7

c. Is the grantee creating/retaining jobs based upon its approved NRSA strategy? Review the originally proposed goals and activities identified for economic opportunities against the accomplishments reported in the PR84 Report, IDIS accomplishment detail screens, and in the CAPER(s).	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
--	--

**Describe Basis for Conclusion:**

d. Is the grantee providing employment opportunities to the targeted population(s) it identified within the NRSAs?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
--	--

**Describe Basis for Conclusion:**

e. Is the grantee providing the supportive services it identified for the NRSA?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
---	--

**Describe Basis for Conclusion:**

f. Has the grantee ensured that its CDBG funds are spent in the NRSA in coordination with other public and private resources?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
---	--

**Describe Basis for Conclusion:**

4.

Note and describe below which of the following incentives the grantee has taken advantage of in implementing its Strategy: <ul style="list-style-type: none"> <li>• Job creation/retention as a low- and moderate-income area benefit?</li> <li>• Aggregation of housing units?</li> <li>• Aggregate public benefit standard exemption?</li> <li>• Public service cap exemption by CBDs?</li> </ul>
---

**Describe Basis for Conclusion:**

5.

Is the grantee accurately reporting the incentives it is using in IDIS and in the PR26 Report? [24 CFR 570.507(d)]	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
---	--

**Describe Basis for Conclusion:**

6.

a. Has the grantee documented leveraged resources received and used to support the NRSA, in addition to HUD grant funds?	<input type="checkbox"/> <b>Yes</b> <input type="checkbox"/> <b>No</b> <input type="checkbox"/> <b>N/A</b>
--	--

**Describe Basis for Conclusion:**

Exhibit 3-15  
CDBG Entitlement Program

6.	b. Are the leveraged resources documented as cash and/or in-kind resources in the CAPER and in IDIS?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				
7.	Is the grantee annually reporting its progress in achieving the benchmarks at the end of each program year in the CAPER? [24 CFR 570.507]	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				
8.	a. Is there any evidence that the grantee's progress in implementing its NRSA is substantially lagging behind expected projections?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				
	b. If HUD has suspended approval of this NRSA, is there any evidence that the grantee has continued to take advantage of the regulatory incentives during the period of suspension? If so, provide the regulatory incentive that the grantee is still taking advantage of and state whether the grantee is, therefore, violating a program requirement. Refer to CPD Notice 16-16 for the regulatory citations for all of the incentives and cite the appropriate regulation as a basis for any finding. Do not cite CPD Notice 16-16 as a basis for any finding.	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				
9.	If the Strategy has been amended, has the grantee met the criteria for the amendments?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				
10.	Is the grantee implementing its Strategy as approved by HUD and in accordance with civil rights-related program requirements?	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input type="checkbox"/> N/A
<b>Describe Basis for Conclusion:</b>				



# FLOWING WELLS NEIGHBORHOOD ASSOCIATION AND COMMUNITY COALITION

The Flowing Wells Neighborhood Association, in partnership with Pima County, is the driving force behind this NRSA and the 2001 and 2007 NRSA. In their own words, here is who they are and what they have accomplished:



## **The Coalition History (from FWNACC webpage)**

In 1995, community residents concerned about safety and quality of life, joined together to form the Flowing Wells Neighborhood Association and Community Coalition (FWNACC).

Initially, FWNACC activities included installing streetlights, reducing street flooding and closing drug-houses. Much of the initial phase centered around graffiti abatement. In 2000, the FWNACC partnered with several organizations to develop and implement a 5-year Neighborhood Revitalization Strategy Plan (NRSP) that addresses many of the critical issues currently facing our community. In 2001, this plan was approved by the HUD and the Board of Supervisors. In 2006 and 2011, the plan was extended for another 5 years.

This area is boarded on the north by the Rillito River to W. Roger Road and N. Fairview Avenue to I-10. Since 1999 the FWNACC along with partners has brought \$23,003,900 in goods and services to our community. These projects include the development of two parks, a community center, a library, a health center, a new Women's, Infants, and Children (WIC) Center, the Pima County I'm Home housing project, the development of the Flowing Wells Business Corridor, etc.

The FWNACC has been active in public art for our community. We have fostered artist's work which depicts the history of the community. We want to reflect the cotton and orchard acreage as well as the cattle ranching. We have been instrumental in documenting the history of the area so that we can accurately determine the location of the Jaynes Station stagecoach stop.

During 2002-2003, the FWNACC organized and completed a major clean-up of the revitalization area. The 3.1 square miles were broken down into a manageable 28 sections which encompassed 166 to 225 homes each. The project included 19 different partners, 291 volunteers with a total of 1,715 hours of service to remove a total of 216 tons of trash. This was the first step towards bringing pride back to the neighborhood. We had a wonderful outpouring of assistance. There were many elderly neighbors that received assistance so that they could also participate. This program was such a success, we have shown other neighborhoods how to organize an event such as this.

The FWNACC was instrumental in the formation of the Flowing Wells Community Justice Board. Those who have been convicted of minor offenses can be adjudicated by the peers of their community. Mandated community service work can be completed within our own neighborhood.

We have been successful in establishing infrastructure such as drainage, traffic signal, streetlights, sidewalks, etc. We have also published two resource guides with information specific for our neighborhood.

For years we held numerous yard sales to support our efforts. Recently we have received yearly Community Development Block Grants (CDBG) of \$5,000 to cover our expenses (registration fees for education and training purposes, office supplies and insurance) as well as \$10,000 for a revitalization coordinator who is utilized mostly for grant writing purposes. Since 2010, we have not applied for the \$10,000 grant, but we are considering it again to assist with doing an updated NRSP in 2017 . We are truly a grassroots organization with a small budget but big plans. Many of the large projects are in the implementation stage.

The FWNACC initiated the Laguna Elementary School Public Art and funded the project. We have attended the DES poverty workgroup. We have partnered with Pima Community College on the Education for Economic Empowerment project. This program supports single parents who are head of the household. We have been a strong partner with the Northwest Fire District in obtaining funds to secure hydrants and smoke detectors.

FWNACC was an instrumental partner in establishing the organized events for Laguna and Homer Davis Elementary Schools for the Safe Routes to School Program. These schools have the highest number of walking students primarily because of family transportation issues. The FWNACC was instrumental in the formation of the Homeless Protocol used countywide. We were also a participant in the home auto repair ordinance, as well as a member of the task force dealing with abandoned properties.

We welcomed two new businesses into our revitalization area – Hughes Federal Credit Union and Wal-Mart Neighborhood Market and Pharmacy.

The FWNACC is in strong partnership with the local school district, 18 local governmental departments, businesses and 7 social service and faith-based entities. These partnerships have primarily allowed the FWNACC to procure over \$50 million to complete community-identified projects.

The Flowing Wells community has just hit the tipping point of synergy. We have worked hard for over 21 years to make a real difference in the quality of life of our residents. We are just now seeing the fruits of our labor.

### **Officers and Board of Directors**

#### Our officers are:

President, Kevin Daily; Vice President, Ellie Towne Neal; Secretary, Marie Daily; Treasurer, George Kuck

#### The Board of Directors include the officers and the following people:

Susan Kuck, Fred Bass, Bonny Bass, LaNah Laplander, and Frances Loyash.

## **II. FLOWING WELLS TARGET AREA PROFILE**

## **A. DEMOGRAPHICS**



# A. DEMOGRAPHICS

## Highlights

The Demographic Analysis tracks data from the 1990, 2000, 2010 census and estimated/projected 2017. The Median Age of the Flowing Wells population is getting much older more quickly than the City of Tucson as a whole:

From 1990 – 2017:	<b>the Median Age:</b>	in FW went from	24.5	to	38.0
		in Tucson went from	30.6	to	33.4
	<b>the Hispanic Population:</b>	in FW went from	12.1%	to	46.6%
		in Tucson went from	29.3%	to	42.9%
	<b>the % with “no high school”:</b>	in FW went from	26.5%	to	15.0%
		in Tucson went from	24.5%	to	13.6%
	<b>the % with Associate Degree:</b>	in FW went from	1.1%	to	8.9%
		in Tucson went from	8.3%	to	5.7%
	<b>the Employment (pre-COVID):</b>	in FW went from	6.8%	to	4.9%
		in Tucson went from	8.3%	to	5.7%
	<b>the Median Income:</b>	in FW went from	\$17,252	to	\$36,189
		in Tucson went from	\$22,000	to	\$41,613
	<b>the Poverty Rate:</b>	in FW went from	23.0%	to	18.9%
		in Tucson went from	19.0%	to	18.3%
	<b>the Home Ownership:</b>	in FW went from	77%	to	72%
		in Tucson went from	51%	to	49%
	<b>the Home Value:</b>	in FW went from	\$ 32,054	to	\$ 62,800
		in Tucson went from	\$ 70,101	to	\$137,600
	<b>Violent Crime (per 100K pop):</b>	in FW went from	1104	to	725
		in Tucson went from	725	to	460
	<b>Burglary (per 100K pop):</b>	in FW went from	1578	to	500
		in Tucson went from	1580	to	831
	<b>Larceny (per 100K pop):</b>	in FW went from	5822	to	2042
		in Tucson went from	6647	to	3968
	<b>Car Theft (per 100K pop):</b>	in FW went from	964	to	284
		in Tucson went from	488	to	452

# COMPARATIVE DEMOGRAPHIC DETAIL, 1990-2017

## TOTAL POPULATION

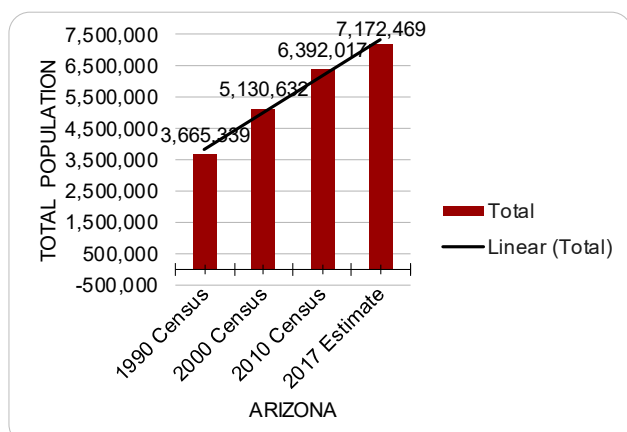
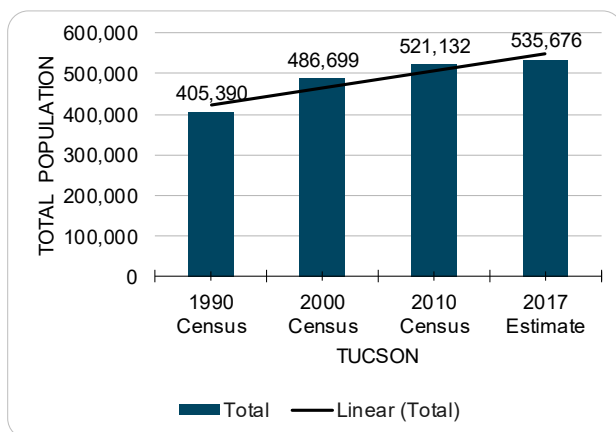
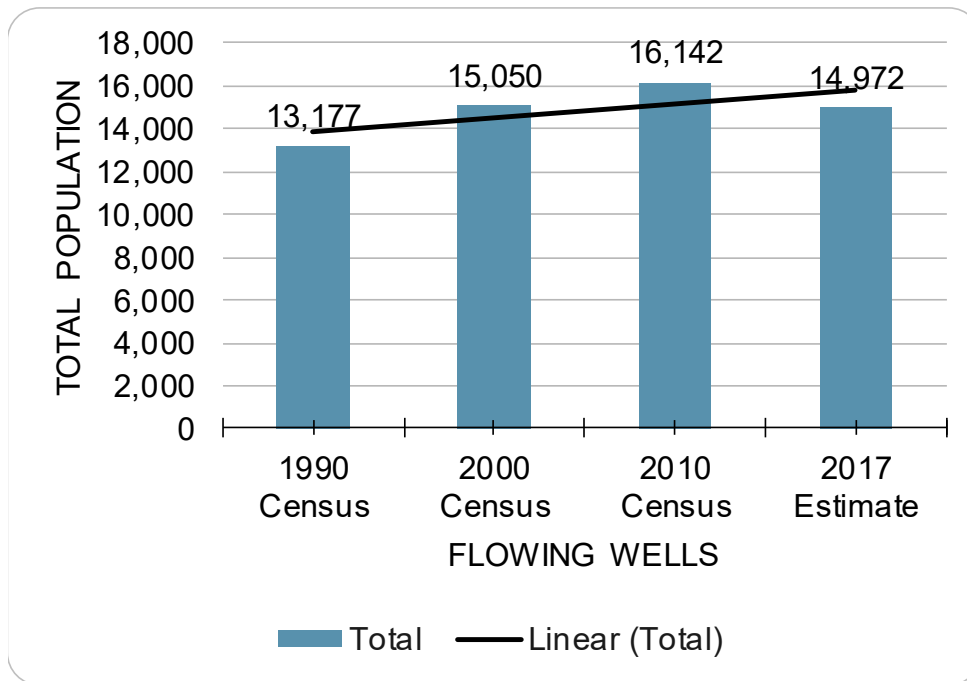
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>POPULATION</b>				
Total	13,177	15,050	16,142	14,972
Never Married	31%	23.20%	32.3%	32.8%
Married	47%	47.8%	37.4%	42.2%
Separated	3.4%	1.5%	2.6%	2%
Divorced	11.5%	17.3%	19.2%	16.1%
Widowed	2.4%	10.2%	8.6%	6.8%
<b>PERCENTAGE OF ALL HOUSEHOLDS</b>				
Total Households	5,800	6,250	6,843	6,002
Total Families	65.7%	61.6%	58.6%	60.9%
Total Families w/children under 18	28.6%	28.1%	24.7%	25.3%
Married Couple Families	50.0%	42.3%	35.3%	37.6%
Married Couple Families w/children under 18	19.5%	16.7%	11.7%	15.2%
Male Head of Household	N/A	N/A	6.8%	5.6%
Male Head of Household w/children under 18	N/A	N/A	4.3%	2.5%
Female Head of Household	12.4%	14.0%	16.5%	17.8%
Female Head of Household w/children under 18	7.5%	8.1%	8.8%	7.6%
Non-Family Households	34.3%	38.4	41.4%	39.1%

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>POPULATION</b>				
Total	405,390	486,699	521,132	535,676
Never Married	26%	33.0%	38.3%	42.4%
Married	56%	45.3%	29.5%	35.8%
Separated	2%	2.0%	2.4%	2.3%
Divorced	10%	13.2%	14.1%	14.3%
Widowed	6%	6.5%	5.6%	5.2%
<b>PERCENTAGE OF ALL HOUSEHOLDS</b>				
Total Households	162,685	192,891	207,313	209,906
Total Families	59.6%	58.3%	55.8%	54.9%
Total Families w/children under 18	29.2%	29%	26.1%	24.5%
Married Couple Families	43.5%	39.7%	36.2%	33.4%
Married Couple Families w/children under 18	19.6%	17.9%	15.4%	12.9%
Male Head of Household	N/A	N/A	5.1%	5.9%
Male Head of Household w/children under 18	N/A	N/A	2.5%	2.5%
Female Head of Household	12.4%	13.8%	14.5%	15.7%
Female Head of Household w/children under 18	7.7%	8.5%	8.3%	9%
Non-Family Households	40.4%	41.7%	44.2%	45.1%

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>POPULATION</b>				
Total	3,665,339	5,130,632	6,392,017	7,172,469
Never Married (15 and older)	29.6%	26.1%	30.2%	33.1%
Married	57.6%	55%	50.7%	47.3%
Separated	1.7%	1.8%	1.8%	1.8%
Divorced	9%	11.1%	11.8%	12.3%
Widowed	1.5%	6%	5.5%	5.5%
<b>PERCENTAGE OF ALL HOUSEHOLDS</b>				
Total Households	1,368,843	1,901,327	2,326,468	2,482,311
Total Families	68.7%	67.7%	66.3%	65.4%
Total Families w/children under 18	32.6%	32%	30.1%	27.3%
Married Couple Families	54.6%	51.9%	49.4%	47.6%
Married Couple Families w/children under 18	24.2%	22.6%	20.2%	17.9%
Male Head of Household	N/A	N/A	5.1%	5.4%
Male Head of Household w/children under 18	N/A	N/A	2.7%	2.6%
Female Head of Household	10.4%	11.1%	11.8%	12.4%
Female Head of Household w/children under 18	6.4%	6.8%	7.2%	6.8%
Non-Family Households	31.3%	32.3%	33.7%	34.6%

# TOTAL POPULATION

TOTAL POPULATION	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Total	13,177	15,050	16,142	14,972
	<b>TUCSON</b>	<b>1990 Census</b>	<b>2000 Census</b>	<b>2010 Census</b>	<b>2017 Estimate</b>
	Total	405,390	486,699	521,132	535,676
	<b>ARIZONA</b>	<b>1990 Census</b>	<b>2000 Census</b>	<b>2010 Census</b>	<b>2017 Estimate</b>
	Total	3,665,339	5,130,632	6,392,017	7,172,469

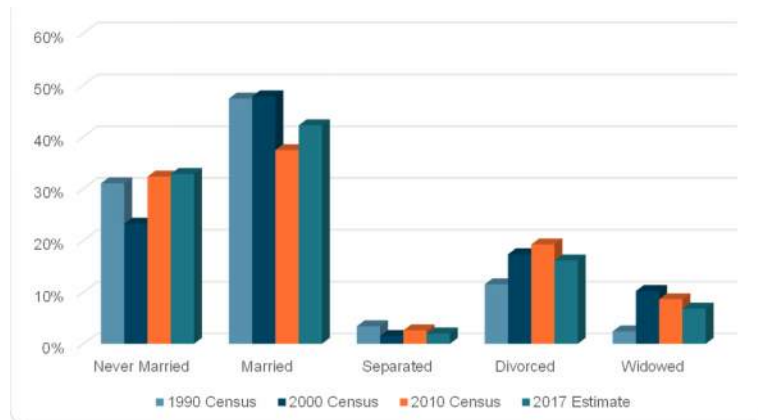


## Narrative

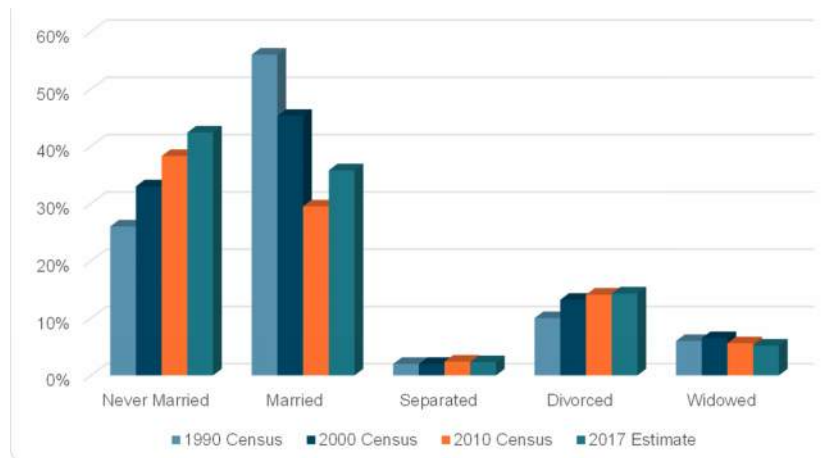
At the current rate of growth, by 2030 the population of Flowing Wells will increase 3%, Tucson's population will grow 8%, and Arizona's population will grow by 16%.

# MARITAL STATUS

MARITAL STATUS	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
Never Married		31%	23.20%	32.3%	32.8%
Married		47%	47.8%	37.4%	42.2%
Separated		3.4%	1.5%	2.6%	2%
Divorced		11.5%	17.3%	19.2%	16.1%
Widowed		2.4%	10.2%	8.6%	6.8%



MARITAL STATUS	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
Never Married		26%	33.0%	38.3%	42.4%
Married		56%	45.3%	29.5%	35.8%
Separated		2%	2.0%	2.4%	2.3%
Divorced		10%	13.2%	14.1%	14.3%
Widowed		6%	6.5%	5.6%	5.2%



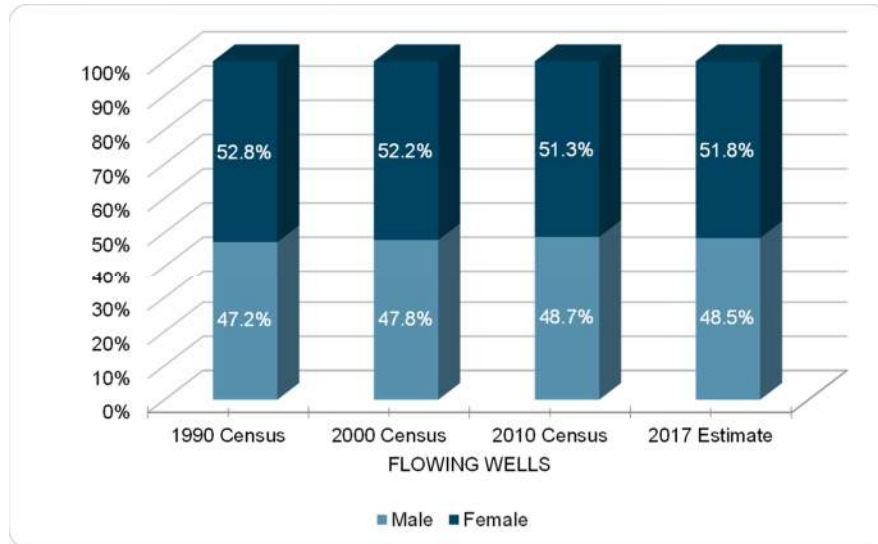
## Narrative

In Flowing Wells, the population of married adults is decreasing while there is a slight increase in those who never married, experienced divorce, or were widowed. Tucson is experiencing a boom in adults who were never married while married adults are on the decline. Rates of adults who are separated, divorced, or widowed are relatively stable.

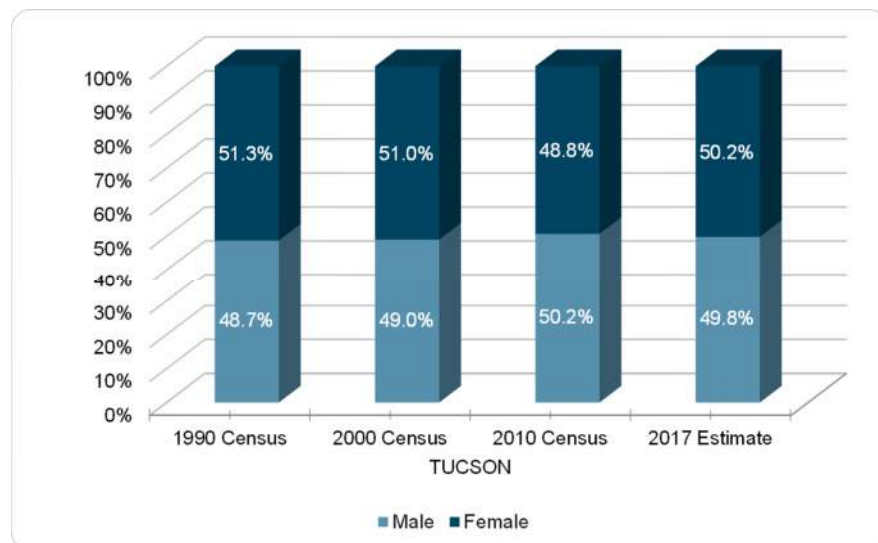


# GENDER

GENDER	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Male	47.2%	47.8%	48.7%	48.5%
	Female	52.8%	52.2%	51.3%	51.8%



GENDER	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Male	48.7%	49.0%	50.2%	49.8%
	Female	51.3%	51.0%	48.8%	50.2%



## Narrative

There is a slightly elevated rate of females in the Flowing Wells, Tucson, Arizona, and the United States of America. The national average is 50.8% women to 49.2% men. The data captured here supports the general premise, though Flowing Wells consistently has slightly elevated numbers of females within its boundaries.

# AGE

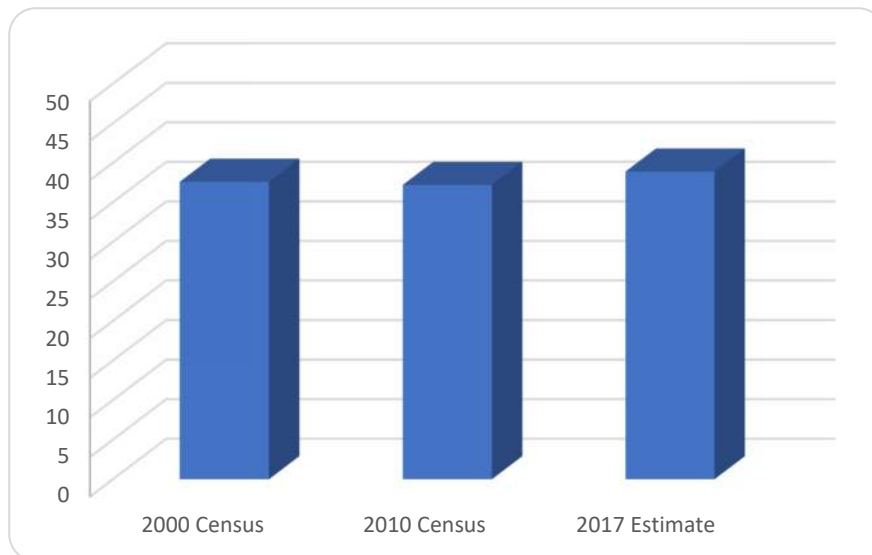
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>AGE</b>				
Median Age	24.5	37.6	37.2	38.9
Under 5	7.5%	6.6%	5.7%	6.2%
18 to 64 years	25.1%	44.2%	42.9%	45.1%
65 and over	5.0%	20.0%	17.8%	16.6%

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>AGE</b>				
Median Age	30.6	32.1	32.7	33.4
Under 5	7.9%	7.2%	7%	6.1%
18 to 64 years	38.5%	39.3%	39.7%	39.5%
65 and over	15.5%	11.9%	11.5%	13.7%

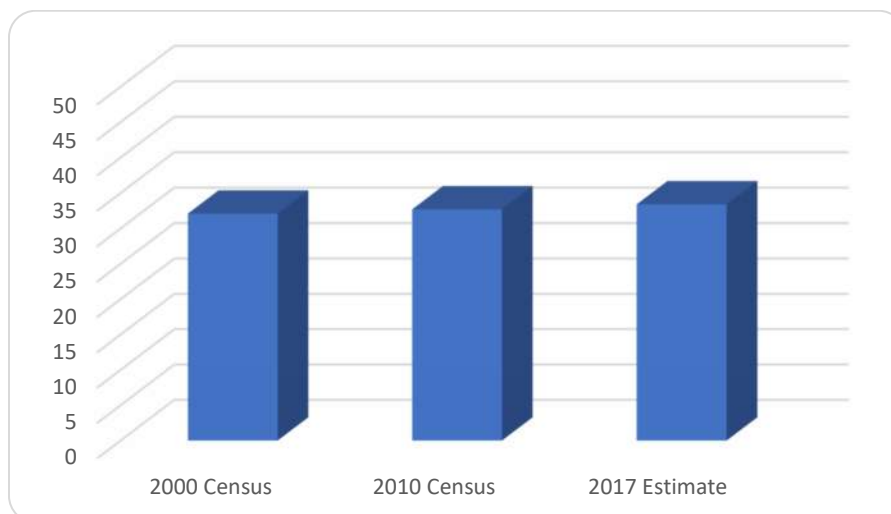
ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>AGE</b>				
Median Age	32.2	34.2	35.8	37.7
Under 5	8%	7.5%	6.1%	6.2%
5 to 19 years	26.8%	22.4%	22.9%	19.9%
20 to 64 years	60.1%	57.5%	52.8%	56.8%
65 and over	15.7%	13%	17.5%	17.2%

# AGE

MEDIAN AGE	FLOWING WELLS	2000 Census	2010 Census	2017 Estimate
	Median Age	37.6	37.2	38.9



MEDIAN AGE	TUCSON	2000 Census	2010 Census	2017 Estimate
	Median Age	32.1	32.7	33.4

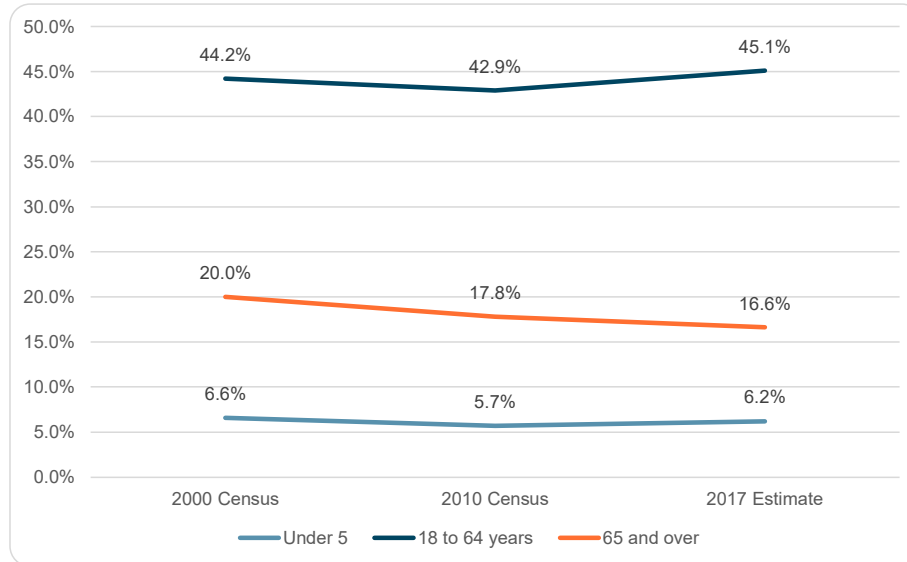


## Narrative

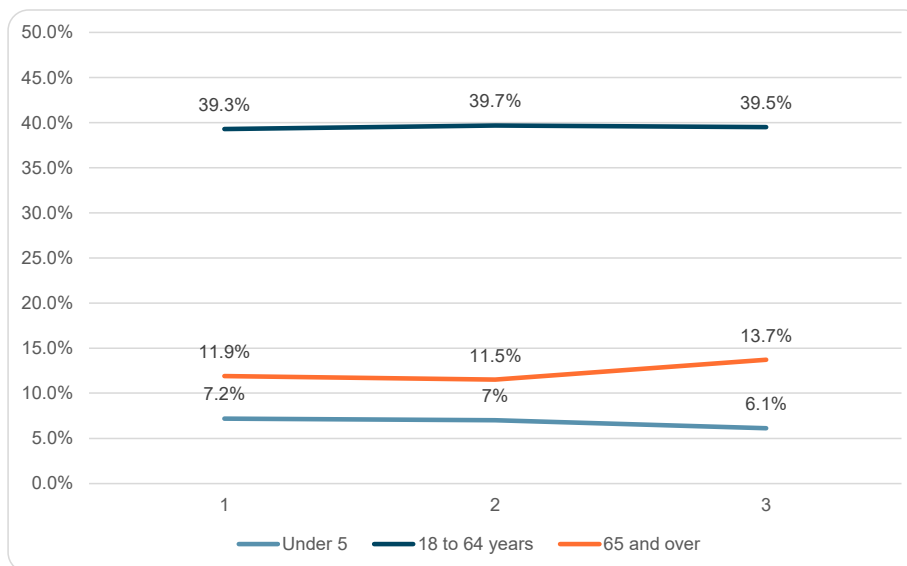
The age of the population in Flowing Wells (38.9) is significantly elevated compared to Tucson (33.4); the average is slightly elevated in comparison to Arizona and the United States of America (both at 37.7). Including the data from 1990 (not included in the graph), the median age in Flowing Wells in 2030 is predicted to be 38.7 with Tucson's population decreasing to 31.7 years old, and the State of Arizona also decreasing to 35 years old.

# AGE

AGE	FLOWING WELLS	2000 Census	2010 Census	2017 Estimate
	Under 5	6.6%	5.7%	6.2%
	18 to 64 years	44.2%	42.9%	45.1%
	65 and over	20.0%	17.8%	16.6%



AGE	TUCSON	2000 Census	2010 Census	2017 Estimate
	Under 5	7.2%	7%	6.1%
	18 to 64 years	39.3%	39.7%	39.5%
	65 and over	11.9%	11.5%	13.7%



## Narrative

The predominate age group in Flowing Wells and Tucson is 18-64 years old.



# RACE AND ETHNICITY

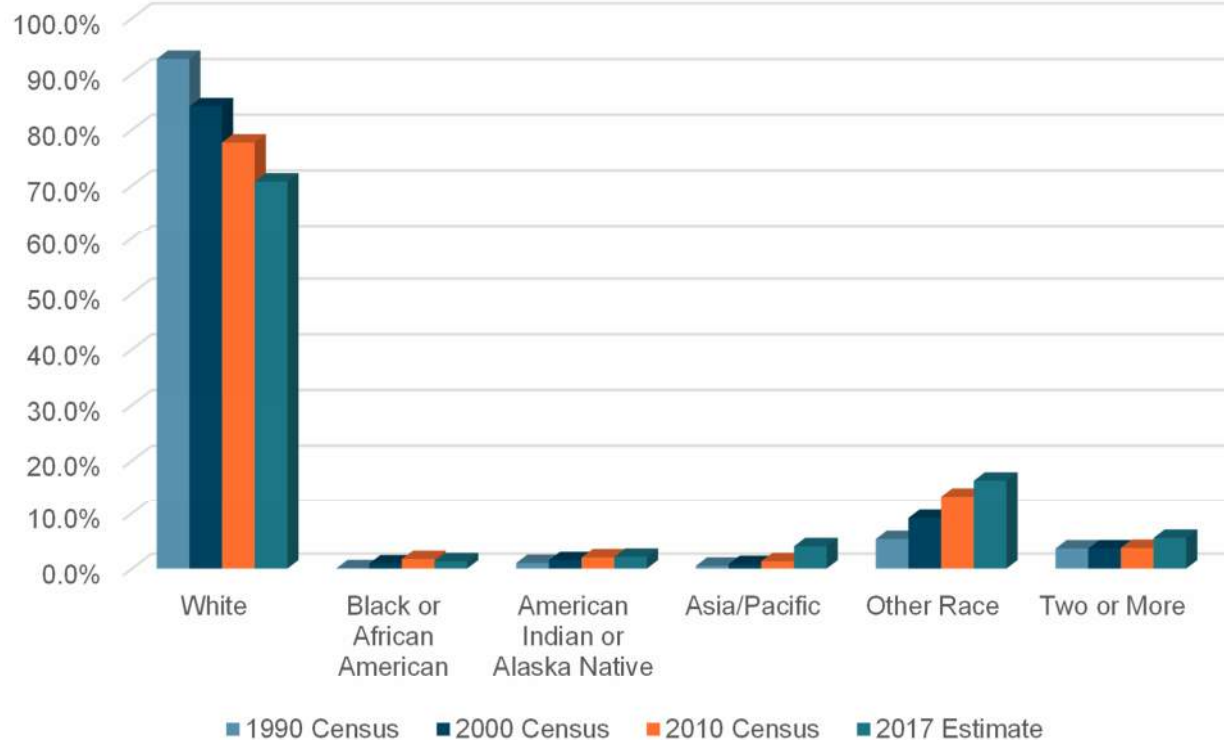
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>RACE</b>				
White	92.7%	84.2%	77.7%	70.7%
Black or African American	0.1%	0.9%	1.7%	1.3%
American Indian or Alaska Native	1.0%	1.5%	2.0%	2.1%
Asia/Pacific	0.5%	0.8%	1.3%	4.0%
Other Race	5.3%	9.1%	13.5%	16.4%
Two or More	3.6%	3.6%	3.7%	5.5%
<b>ETHNICITY</b>				
Hispanic	12.1%	21.9%	36.3%	46.6%
Not Hispanic or Latino	87.7%	78.1%	68.1%	54.3%
White Alone	72.4%	73.7%	58.2%	45.2%

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>RACE</b>				
White	75.2%	70.2%	72.4%	73.1%
Black or African American	4.3%	4.3%	5.1%	5.0%
American Indian or Alaska Native	1.6%	2.3%	3.5%	3.2%
Asia/Pacific	2.2%	2.7%	3.2%	3.3%
Other Race	16.7%	16.8%	0.2%	10.6%
Two or More	5.0%	3.8%	5.1%	4.9%
<b>ETHNICITY</b>				
Hispanic	29.3%	35.7%	43.2%	42.9%
Not Hispanic or Latino	70.7% %	64.3%	59.6%	57.1%
White Alone	44.8%	54.2%	44.5%	44.9%

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>RACE</b>				
White	80.80%	75.5%	82.8%	77.50%
Black or African American	3%	3.1%	5.1%	4.30%
American Indian or Alaska Native	5.6%	5%	5.3%	4.40%
Asia/Pacific	1.5%	1.9%	4%	3.30%
Other Race	9.1%	11.6%	11.9%	7%
Two or More	1.8%	2.9%	2.9%	3.50%
<b>ETHNICITY</b>				
Hispanic	18.8%	25.3%	29.7%	30.90%
Not Hispanic or Latino	81.2%	74.7%	70.4%	69.10%
White Alone	71.7%	63.8%	73%	55.60%

# RACE

RACE	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	White	92.7%	84.2%	77.7%	70.7%
	Black or African American	0.1%	0.9%	1.7%	1.3%
	American Indian or Alaska Native	1.0%	1.5%	2.0%	2.1%
	Asia/Pacific	0.5%	0.8%	1.3%	4.0%
	Other Race	5.3%	9.1%	13.5%	16.4%
	Two or More	3.6%	3.6%	3.7%	5.5%

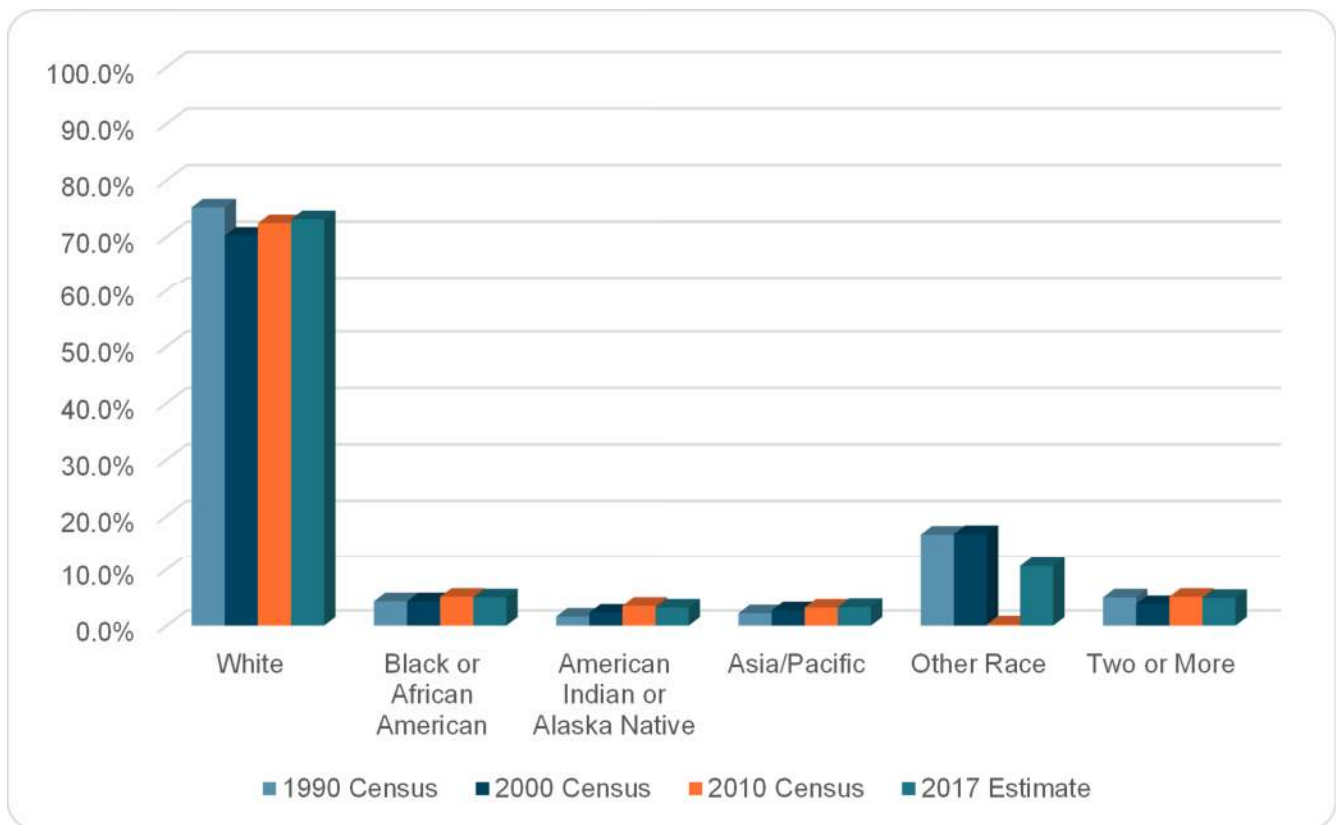


## Narrative

Flowing Wells is experiencing a significant change in racial composition, with a decline in “whit “ population and increase in communities of color. (Note: The “race” category in the US Census does not easily accommodate persons of Hispanic origin. See pages that follow for more detail)

# RACE

RACE	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	White	75.2%	70.2%	72.4%	73.1%
	Black or African American	4.3%	4.3%	5.1%	5.0%
	American Indian or Alaska Native	1.6%	2.3%	3.5%	3.2%
	Asia/Pacific	2.2%	2.7%	3.2%	3.3%
	Other Race	16.7%	16.8%	0.2%	10.6%
	Two or More	5.0%	3.8%	5.1%	4.9%

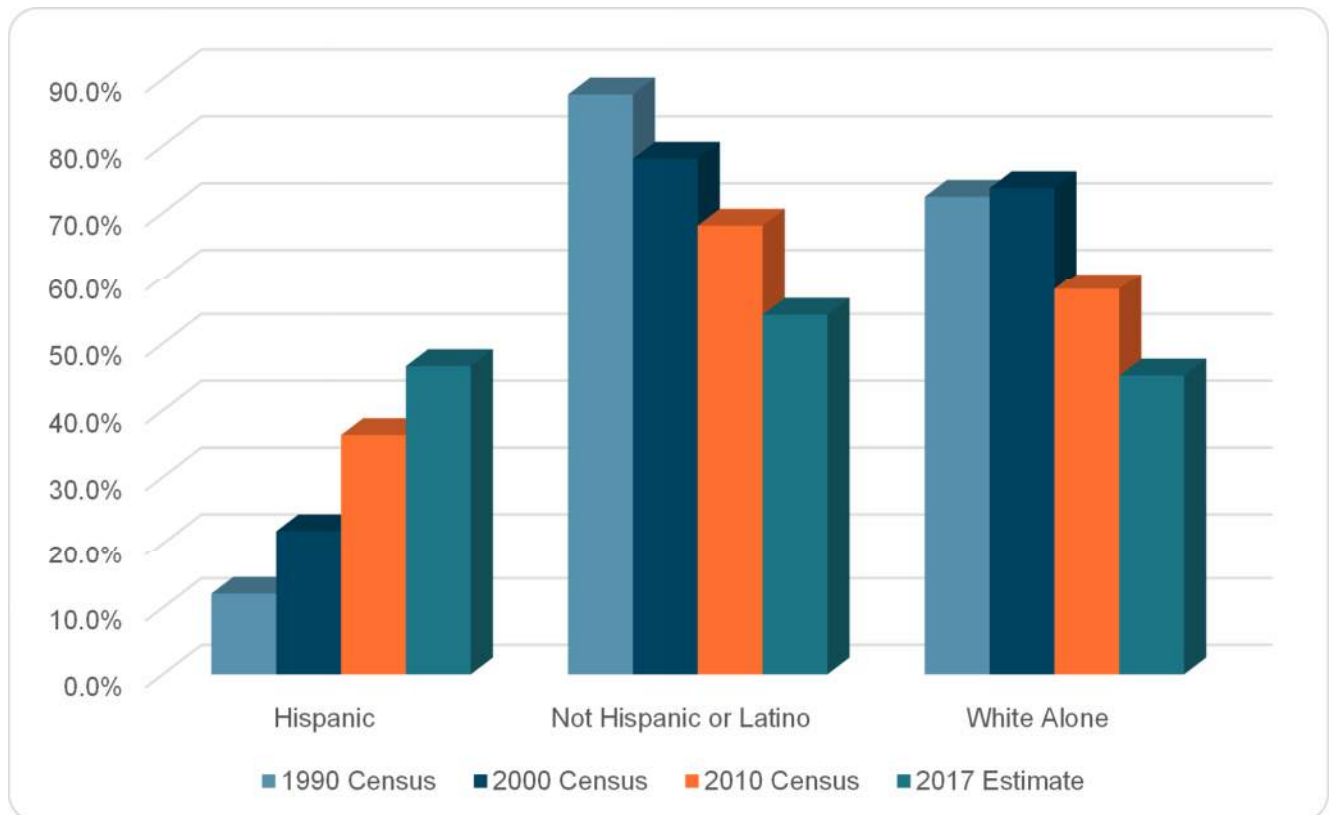


## Narrative

In comparison to Flowing Wells, the racial composition of Tucson is relatively stable--the only anomaly is the lack of identifiers of 'other race' in the 2010 census.

# ETHNICITY

ETHNICITY	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
Hispanic		12.1%	21.9%	36.3%	46.6%
Not Hispanic or Latino		87.7%	78.1%	68.1%	54.3%
White Alone		72.4%	73.7%	58.2%	45.2%

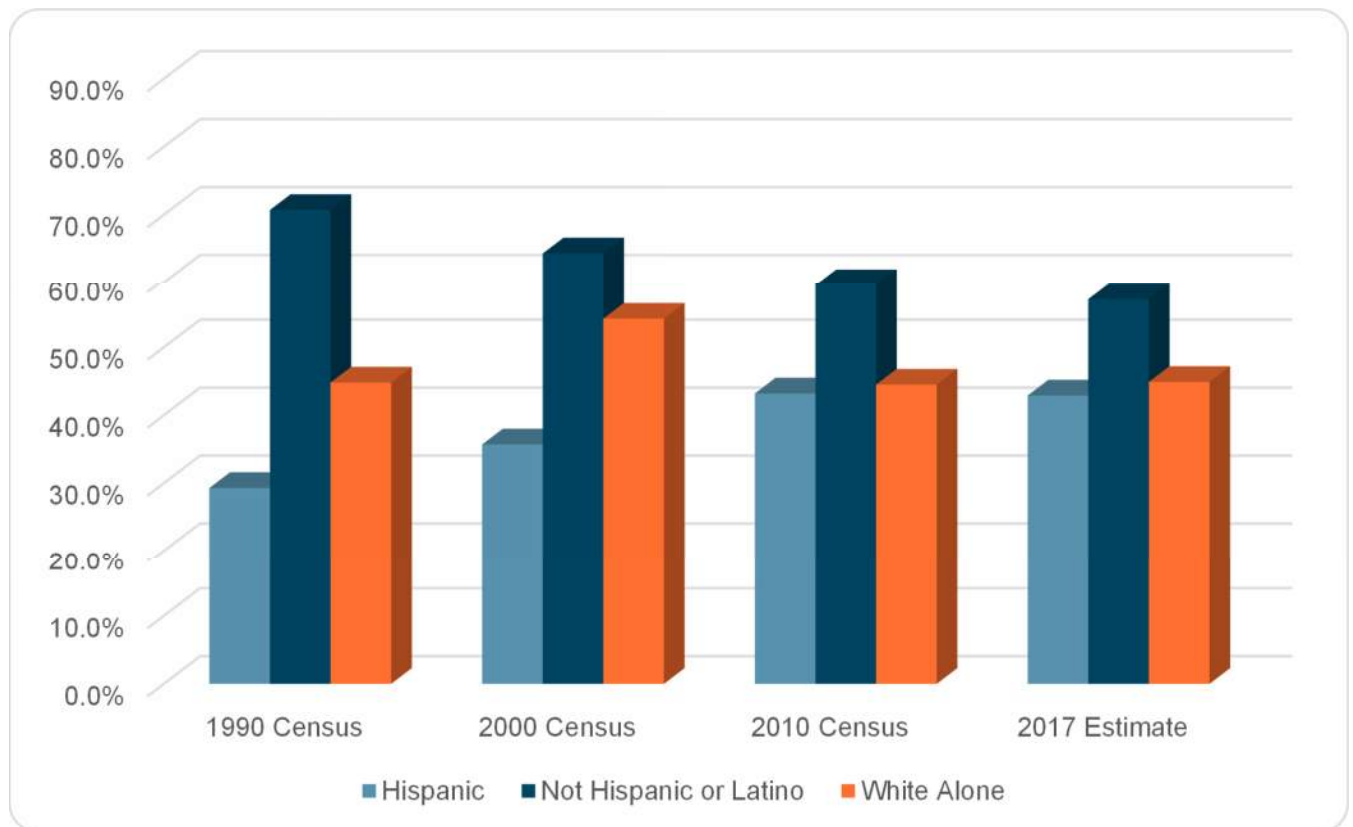


## Narrative

The Hispanic population is increasing and will continue to increase to 8.2% by year 2030. The population of not Hispanic/Latino and White identified will continue to decrease in Flowing Wells by -7.9% and -9.5% respectively.

# ETHNICITY

ETHNICITY	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
Hispanic		29.3%	35.7%	43.2%	42.9%
Not Hispanic or Latino		70.70%	64.3%	59.6%	57.1%
White Alone		44.8%	54.2%	44.5%	44.9%



## Narrative

The Hispanic population of Tucson is increasing and will continue to increase by 2.4% by year 2030. The population of not Hispanic/Latino and White identified will continue to decrease in Tucson by -2.6% and -3.1% respectively. Flowing Wells is roughly three to four times this Tucson trend.

# DISABILITY STATUS

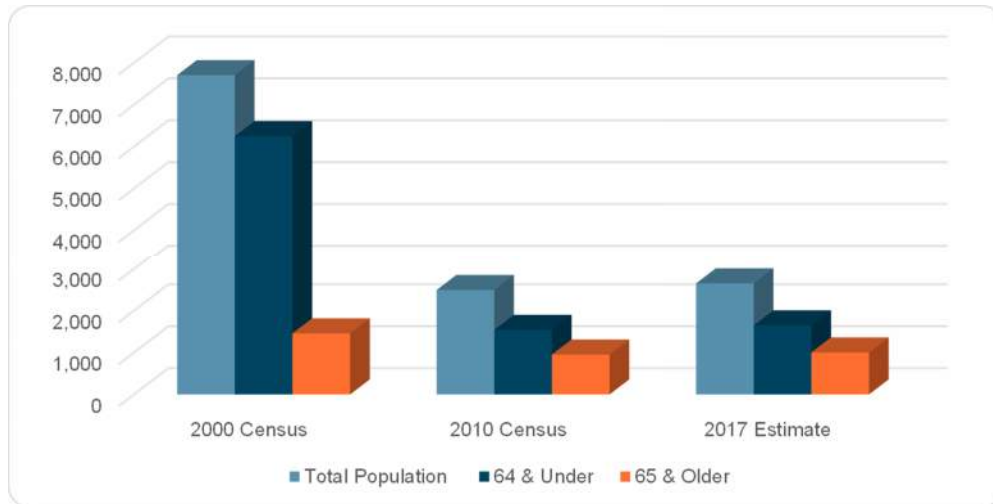
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DISABILITY STATUS</b>				
Total Population	N/A	7,708	2,494	2,652
64 & Under	N/A	6,250	1,542	1,649
65 & Older	N/A	1,458	952	1,003

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DISABILITY STATUS</b>				
Total Population	N/A	182,537	65,504	79,624
64 & Under	N/A	156,078	38,120	48,068
65 & Older	N/A	26,459	23,114	31,556

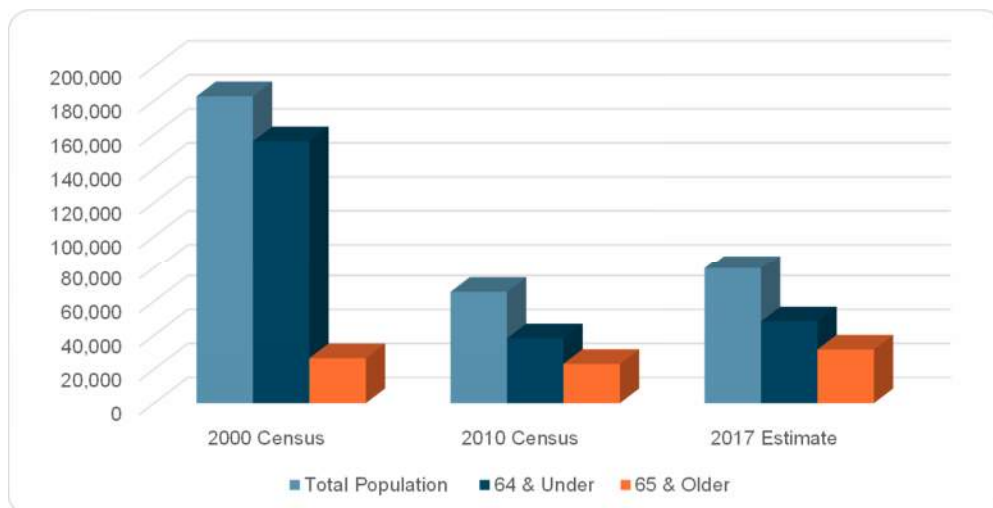
ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DISABILITY STATUS</b>				
Total Population	2,719,742	3,168,928	705,940	899,817
64 & Under	2,256,407	2,909,407	419,037	492,929
65 & Older	463,335	259,521	286,903	406,888

# DISABILITY STATUS

DISABILITY STATUS	FLOWING WELLS	2000 Census	2010 Census	2017 Estimate
	Total Population	7,708	2,494	2,652
	64 & Under	6,250	1,542	1,649
	65 & Older	1,458	952	1,003



DISABILITY STATUS	TUCSON	2000 Census	2010 Census	2017 Estimate
	Total Population	182,537	65,504	79,624
	64 & Under	156,078	38,120	48,068
	65 & Older	26,459	23,114	31,556



## Narrative

Flowing Wells and the larger Tucson area are seeing sharp decreases in population sectors with disabilities. This is an indicator of increasing socioeconomic status, lower poverty rates, housing affordability, access to transportation and access to healthcare.



# EDUCATION

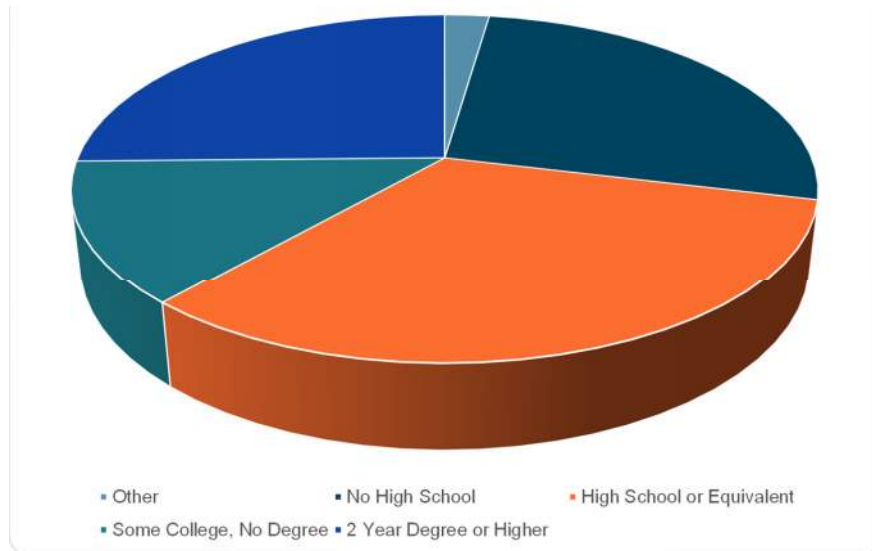
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>EDUCATION</b>				
No High School	26.5%	19.3%	17.1%	15.0%
High School or Equivalent	32.7%	30.4%	33.2%	34.3%
Some College, No Degree	13.2%	18.1%	22.4%	29.0%
Associates Degree	1.1%	3.8%	6.2%	8.9%
Bachelor's Degree	8.6%	8.1%	7.7%	7.6%
Graduate or Professional Degree	3.5%	3.1%	2.8%	5.2%
Dropout Rates Flowing Wells SD	N/A	N/A	3.4%	2.7%
Dropout Rates Tucson Unified SD	15.6%	11.8%	6.6%	2.9%
Dropout Rates Arizona	14.3%	11.1%	7.8%	5.9%
AIMS Results (Percent Passing)	N/A	N/A	44.2%	46.8%
School Achievement Profile	N/A	N/A	N/A	B

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>EDUCATION</b>				
No High School	24.6%	19.6%	17.4%	13.6%
High School or Equivalent	19.4%	24%	26.1%	28.7%
Some College, No Degree	15.7%	26.8%	21.7%	24.5%
Associates Degree	2.2%	6.6%	7.2%	14.5%
Bachelor's Degree	9.4%	13.9%	15.1%	22.2%
Graduate or Professional Degree	7.2%	9.1%	9.3%	9.8%
Dropout Rates Flowing Wells SD	N/A	N/A	3.4%	2.7%
Dropout Rates Tucson Unified SD	15.6%	11.8%	6.6%	2.9%
Dropout Rates Arizona	14.3%	11.1%	7.8%	5.9%
AIMS Results (Percent Passing)	N/A	N/A	52.4%	53.6%
School Achievement Profile	N/A	N/A	N/A	B

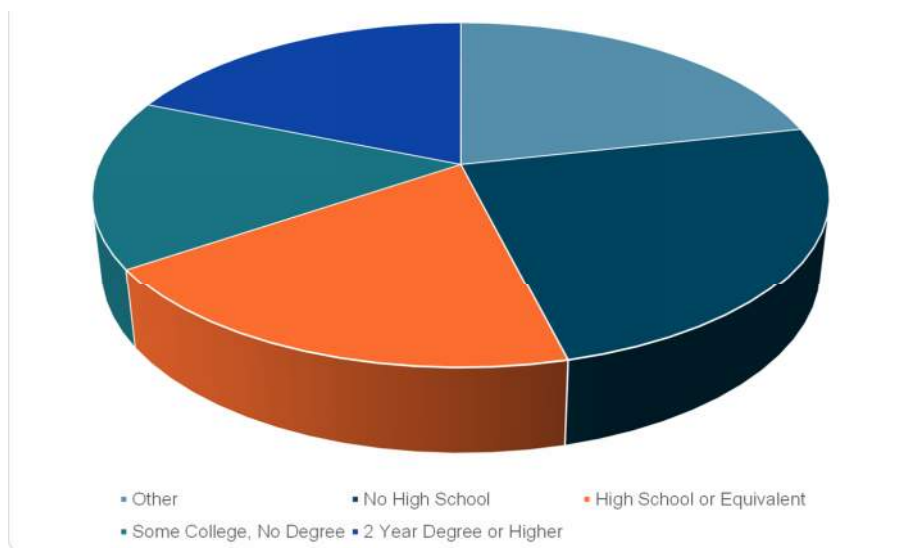
ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>EDUCATION</b>				
No High School Diploma	26.8%	19%	15%	13.5%
High School or Equivalent	18.7%	24.3%	25.1%	24.2%
Some College, No Degree	11.6%	26.4%	25.5%	25.3%
Associates Degree	2.8%	6.7%	8%	8.6%
Bachelor's Degree	10.2%	15.2%	16.7%	17.7%
Graduate or Professional Degree	7.8%	8.4%	9.6%	10.7%
Dropout Rates Flowing Wells SD	N/A	N/A	3.4%	2.7%
Dropout Rates Tucson Unified SD	15.6%	11.8%	6.6%	2.9%
Dropout Rates Arizona	14.3%	11.1%	7.8%	5.9%
AIMS Results (Percent Passing)	N/A	N/A	51.3%	52.5%
School Achievement Profile	N/A	N/A	N/A	B

# EDUCATION

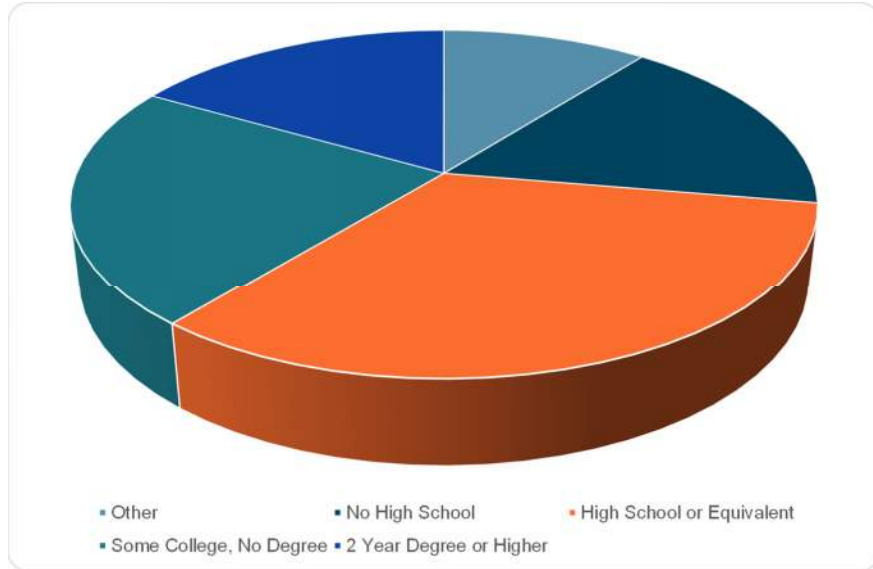
EDUCATION	FLOWING WELLS	1990 Census
	Other	2.3%
	No High School	26.5%
	High School or Equivalent	32.7%
	Some College, No Degree	13.2%
	2 Year Degree or Higher	25.3%



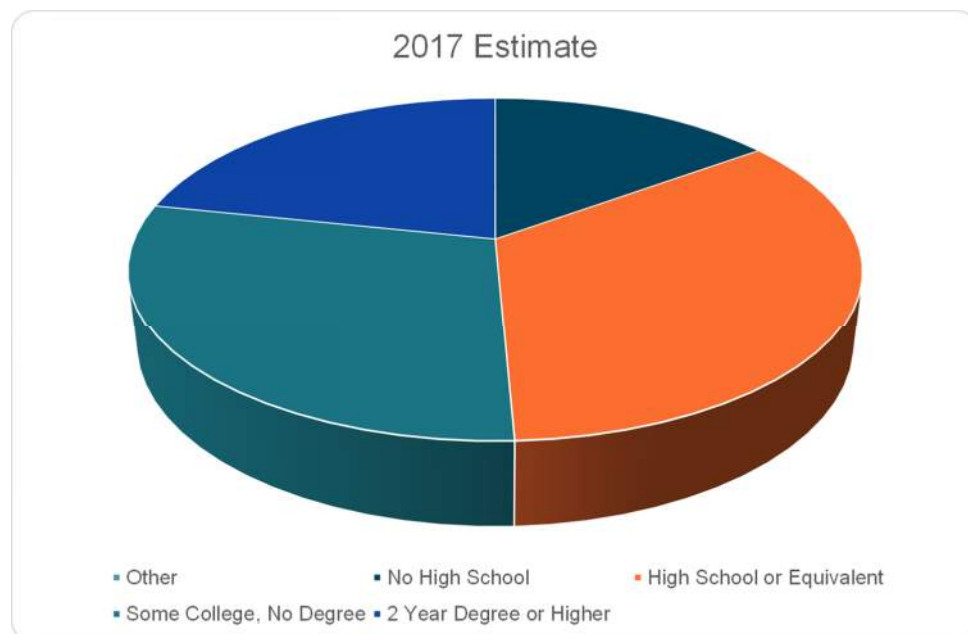
EDUCATION	FLOWING WELLS	2000 Census
	Other	17.2%
	No High School	19.3%
	High School or Equivalent	30.4%
	Some College, No Degree	18.1%
	2 Year Degree or Higher	15.0%



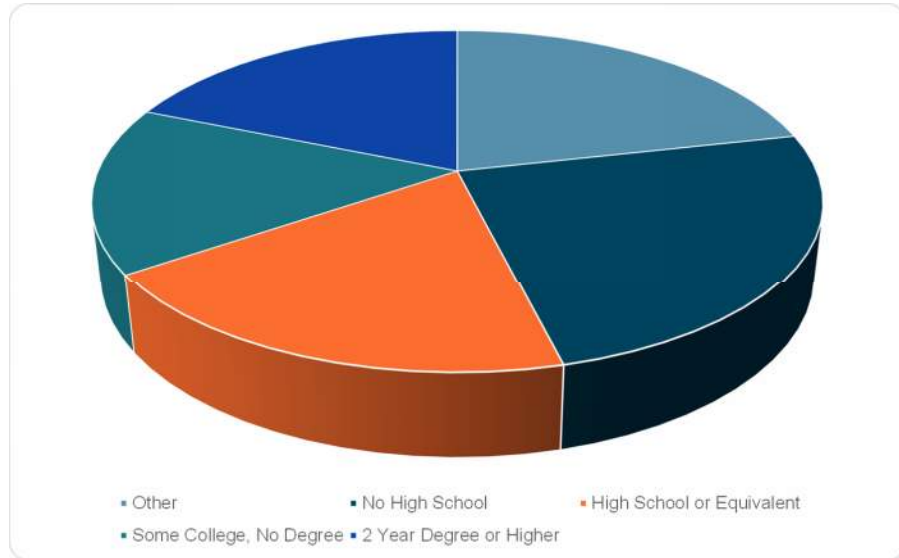
EDUCATION	FLOWING WELLS	2010 Census
	Other	10.6%
	No High School	17.1%
	High School or Equivalent	33.2%
	Some College, No Degree	22.4%
	2 Year Degree or Higher	16.7%



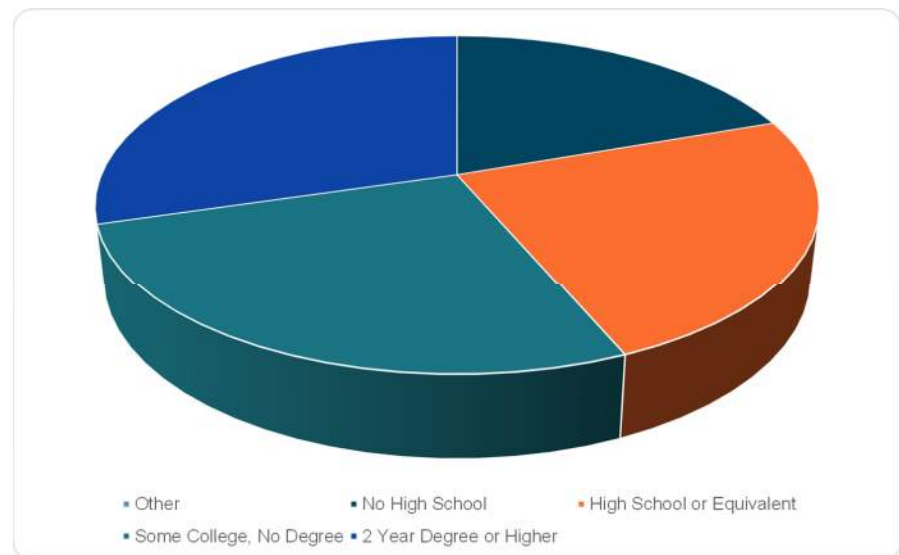
EDUCATION	FLOWING WELLS	2017 Estimate
	Other	0%
	No High School	15.0%
	High School or Equivalent	34.3%
	Some College, No Degree	29.0%
	2 Year Degree or Higher	21.7%



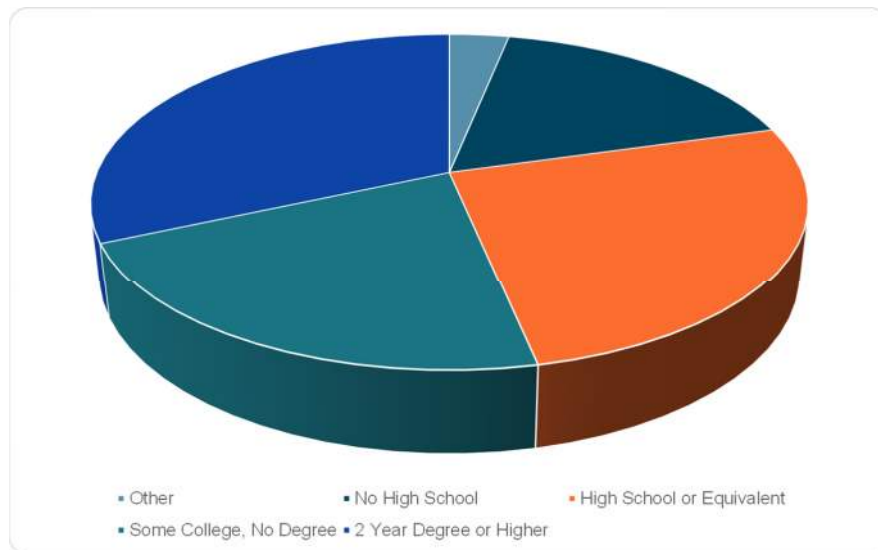
EDUCATION	TUCSON	1990 Census
	Other	21.5%
	No High School	24.6%
	High School or Equivalent	19.4%
	Some College, No Degree	15.7%
	2 Year Degree or Higher	18.8%



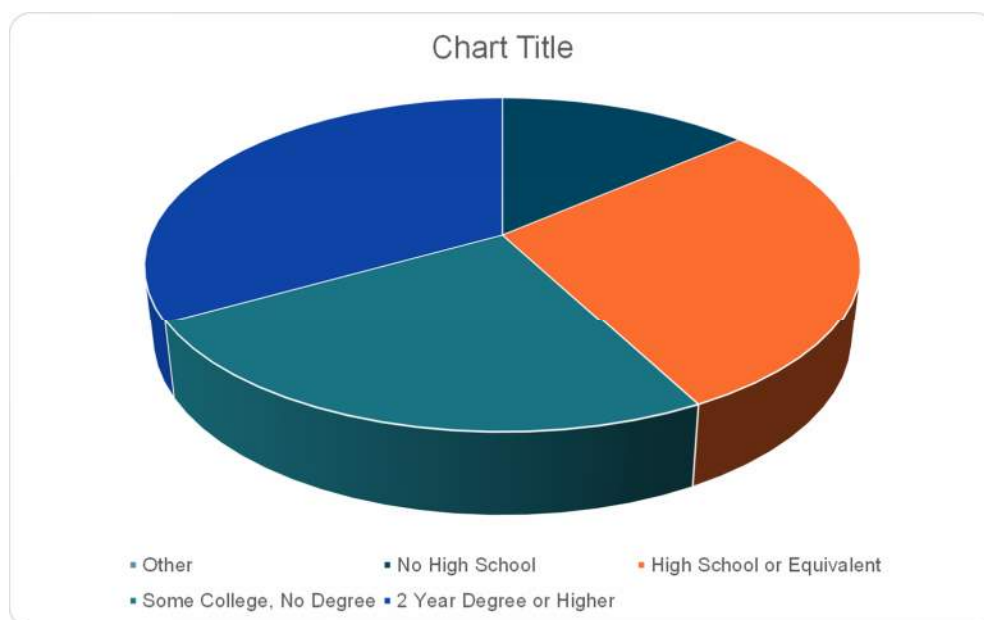
EDUCATION	TUCSON	2000 Census
	Other	0.0%
	No High School	19.6%
	High School or Equivalent	24%
	Some College, No Degree	26.8%
	2 Year Degree or Higher	29.6%



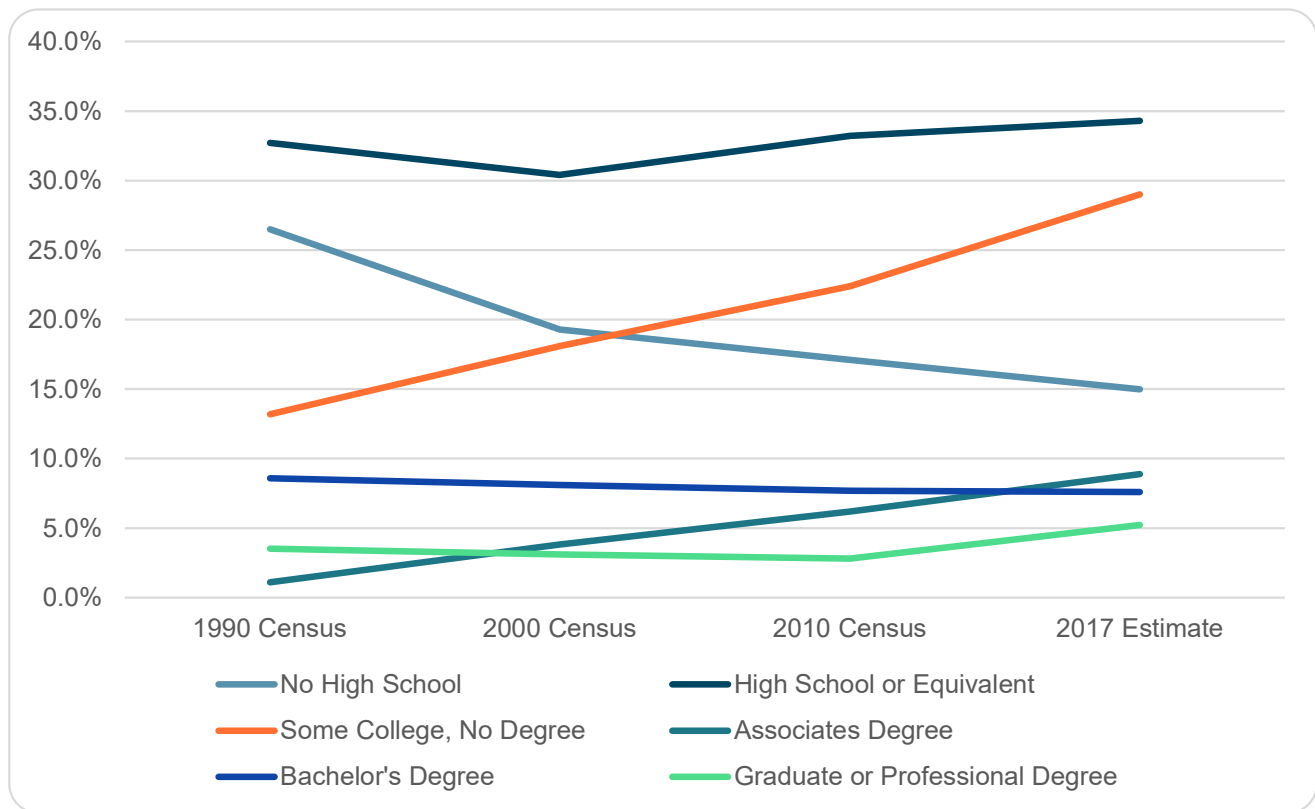
EDUCATION	TUCSON	2010 Census
	Other	3.2%
	No High School	17.4%
	High School or Equivalent	26.1%
	Some College, No Degree	21.7%
	2 Year Degree or Higher	31.6%



EDUCATION	TUCSON	2017 Estimate
	Other	0%
	No High School	13.6%
	High School or Equivalent	28.7%
	Some College, No Degree	24.5%
	2 Year Degree or Higher	33.2%



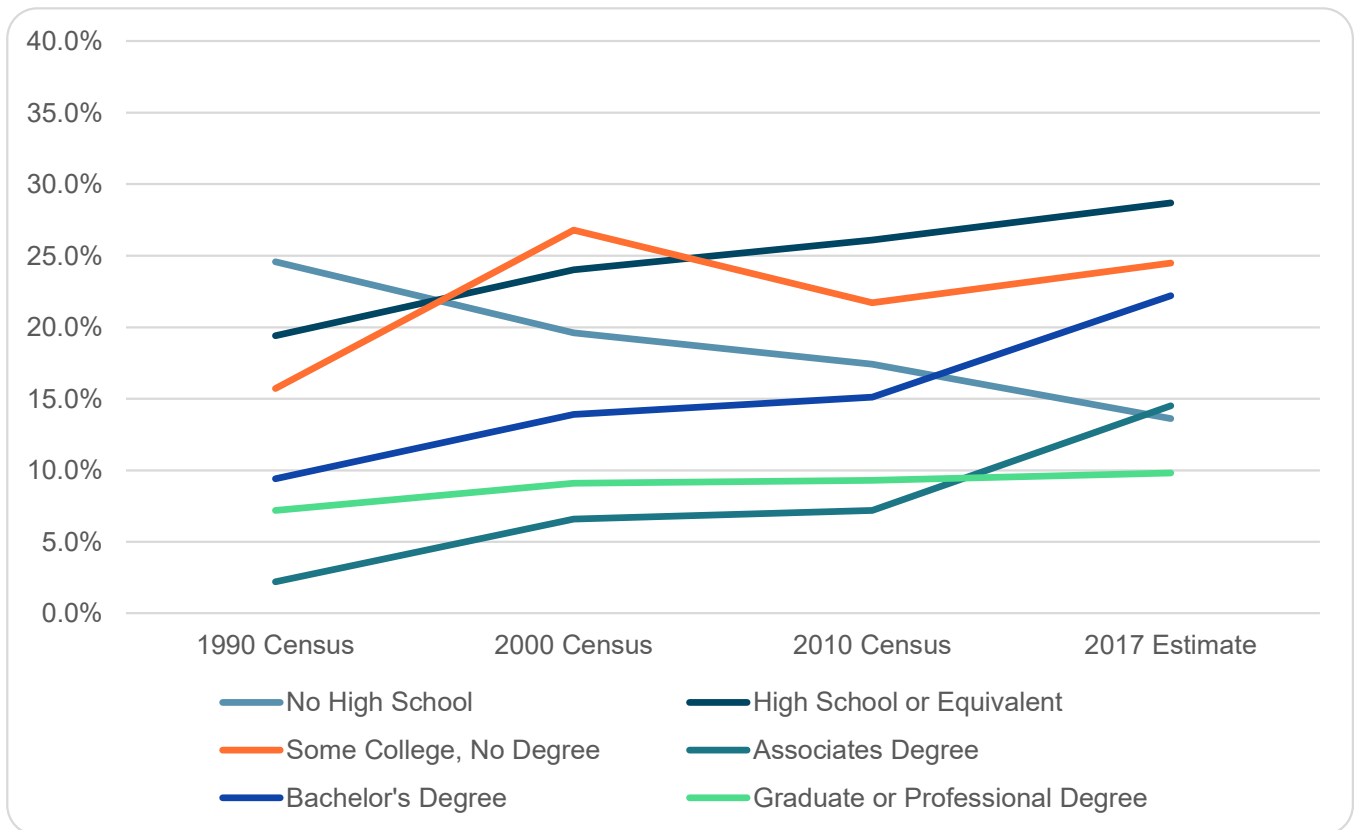
EDUCATION	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
No High School		26.5%	19.3%	17.1%	15.0%
High School or Equivalent		32.7%	30.4%	33.2%	34.3%
Some College, No Degree		13.2%	18.1%	22.4%	29.0%
Associates Degree		1.1%	3.8%	6.2%	8.9%
Bachelor's Degree		8.6%	8.1%	7.7%	7.6%
Graduate or Professional Degree		3.5%	3.1%	2.8%	5.2%



## Narrative

Education level breakdown based on 1990-2017 US Census Bureau statistics. Flowing Wells has seen an increase in population sectors taking college classes, graduating high school and persons with graduate or professional degrees. The area has seen a decrease in population sectors with associates and bachelor's degrees.

EDUCATION	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	No High School	24.6%	19.6%	17.4%	13.6%
	High School or Equivalent	19.4%	24%	26.1%	28.7%
	Some College, No Degree	15.7%	26.8%	21.7%	24.5%
	Associates Degree	2.2%	6.6%	7.2%	14.5%
	Bachelor's Degree	9.4%	13.9%	15.1%	22.2%
	Graduate or Professional Degree	7.2%	9.1%	9.3%	9.8%

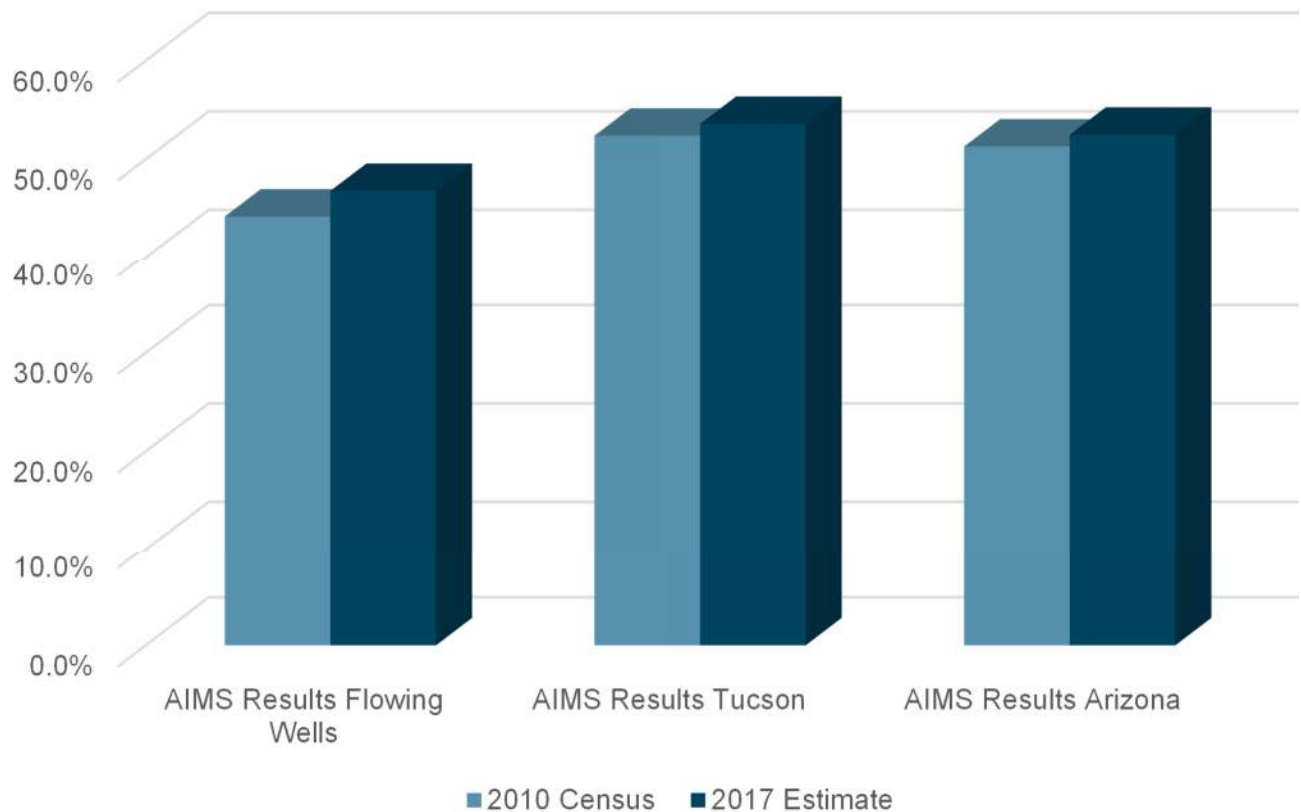


## Narrative

Education level breakdown based on 1990 - 2017 US Census Bureau statistics. Tucson has seen an increase in population sectors for all education levels except associates degrees.



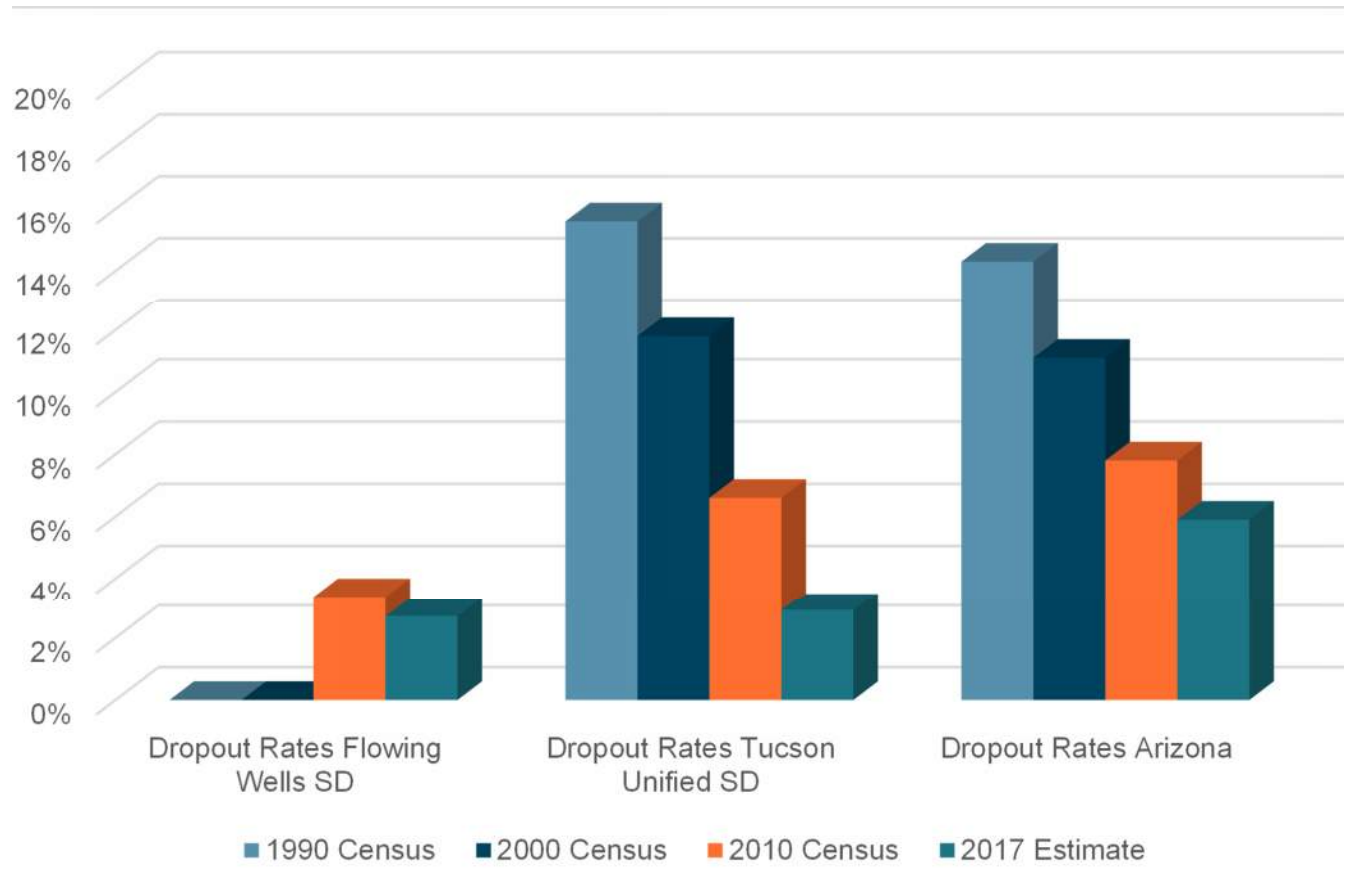
EDUCATION	CUMULATIVE	2010 Census	2017 Estimate
	AIMS Results Flowing Wells	44.2%	46.8%
	AIMS Results Tucson	52.4%	53.6%
	AIMS Results Arizona	51.3%	52.5%



## Narrative

AIMS breakdown based on Arizona Department of Education reporting. Flowing Wells AIMS results are trending to match the rates of Tucson and Arizona over the next 5 years. Higher AIMS scores are indicative of increases in High School graduation rates, student readability and college readiness.

EDUCATION	CUMULATIVE	1990 Census	2000 Census	2010 Census	2017 Estimate
	Dropout Rates Flowing Wells SD	0%	0%	3.4%	2.7%
	Dropout Rates Tucson Unified SD	15.6%	11.8%	6.6%	2.9%
	Dropout Rates Arizona	14.3%	11.1%	7.8%	5.9%



## Narrative

Dropout rate breakdown based on 1990-2017 US Census Bureau statistics. Dropout rates are a good indicator of population area trends in poverty, unemployment, and crime. Flowing Wells dropout rate has been steadily declining since the 2010 census reporting even though Arizona dropout rates are rising. This is a sign of an investible community. Note: Dropout rates were not reported for Flowing Wells in the 1990 and 2000 US Census Bureau statistics.

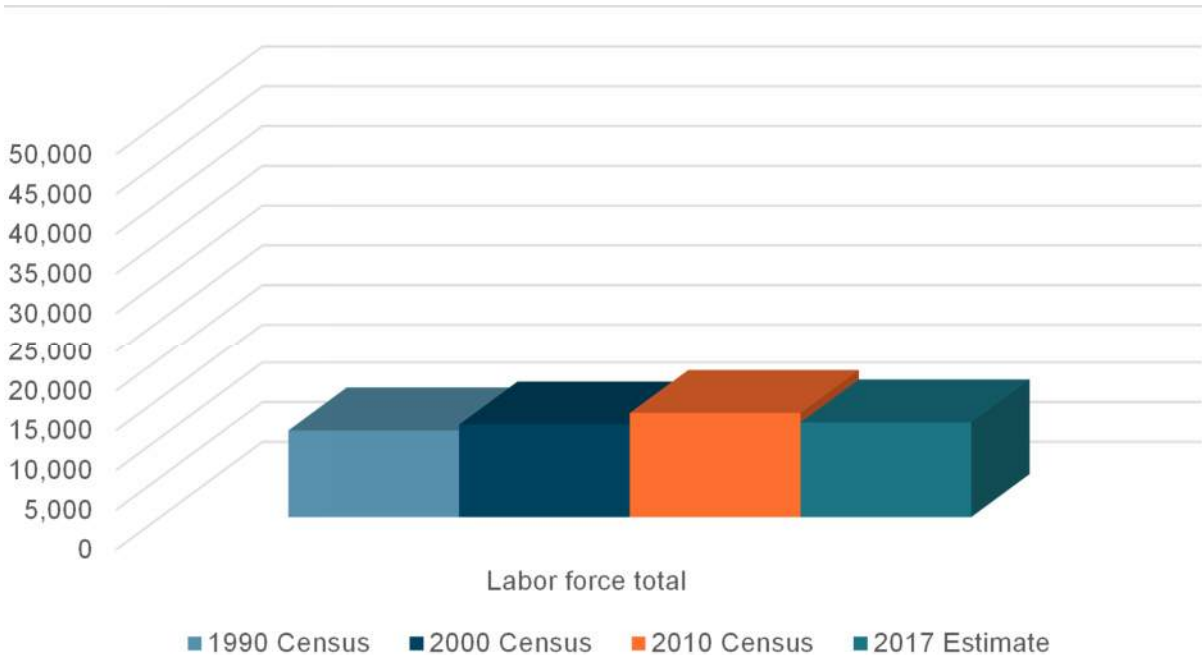
# EMPLOYMENT

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>EMPLOYMENT</b>				
Labor force total	10,885	11,627	13,083	11,897
Total Employed	58.70%	56.92%	58.10%	55.80%
Not in labor force	34.50%	43.08%	37.80%	44.20%
Unemployment rate	6.8%	3.80%	4.30%	4.90%
<b>Occupation</b>				
Executive/Administrative/Managerial/Professional Specialty Occupation	17.1%	N/A	N/A	N/A
Technical/Sales/Administrative	32.5%	N/A	N/A	N/A
Support Services	17.3%	N/A	N/A	N/A
Farming/Forestry/Fishing	0.9%	N/A	N/A	N/A
Precision Production/Craft/Repair	16.2%	N/A	N/A	N/A
Handlers/Equipment Cleaners/Helpers/Operators/Laborers	15.9%	N/A	N/A	N/A
<b>2000 to 2017 Measures</b>				
Management, business, science, and arts occupations	N/A	17.50%	20.70%	20.3%
Service occupations	N/A	22%	26.80%	27.9%
Sales and office occupations	N/A	28.90%	27.70%	26.7%
Natural resources, construction, and maintenance occupations	N/A	0.30%	15.20%	13.0%
*Construction, extraction, and maintenance occupations	N/A	19.30%	N/A	N/A
Production, transportation, and material moving occupation	N/A	12%	9.50%	12.1%
*Only present in the 2000 Census				

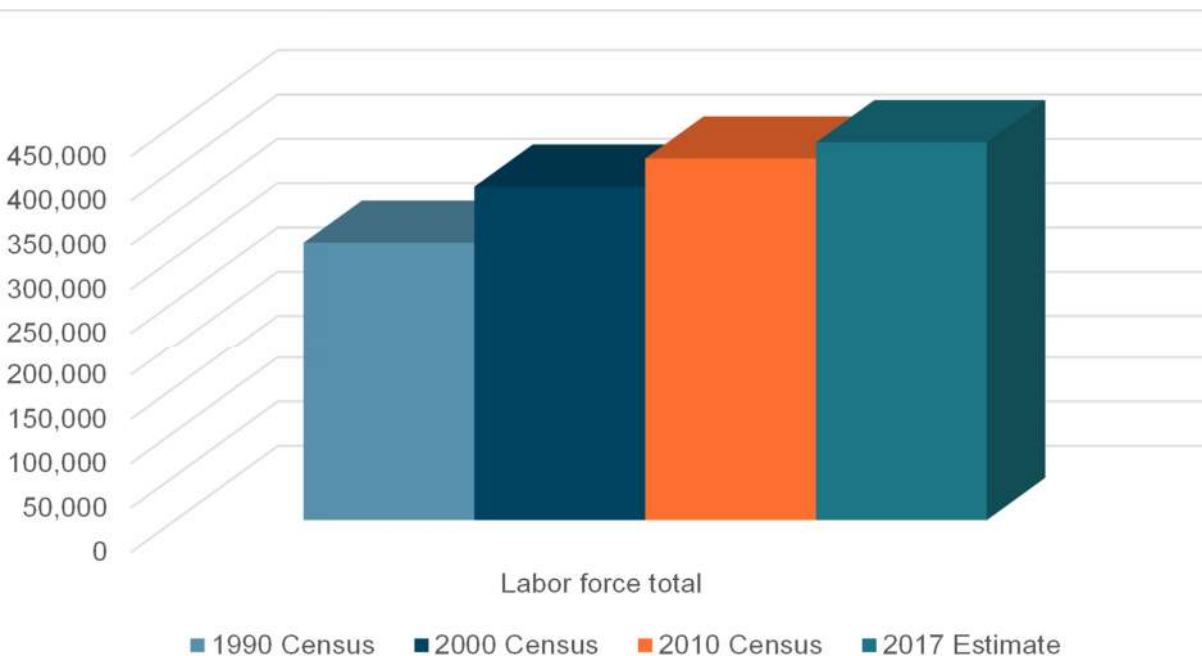
<b>TUCSON</b>	<b>1990 Census</b>	<b>2000 Census</b>	<b>2010 Census</b>	<b>2017 Estimate</b>
<b>EMPLOYMENT</b>				
Labor force total	316,216	379,464	411,159	429,557
Total Employed	63.70%	56.92%	56.80%	61.80%
Not in labor force	28%	38.27%	36.80%	38.20%
Unemployment rate	8.3%	3.60%	5.30%	5.70%
<b>Occupation</b>				
Executive/Administrative/Managerial/Professional Specialty Occupation	26.3%	N/A	N/A	N/A
Technical/Sales/Administrative	32.8%	N/A	N/A	N/A
Support Services	18.2%	N/A	N/A	N/A
Farming/Forestry/Fishing	1.6%	N/A	N/A	N/A
Precision Production/Craft/Repair	10.8%	N/A	N/A	N/A
Handlers/Equipment	10.4%	N/A	N/A	N/A
Cleaners/Helpers/Operators/Laborers				
<b>2000 to 2017 Measures</b>				
Management, business, science, and arts occupations	N/A	32%	32.1%	33.0%
Service occupations	N/A	19.10%	22.2%	23.8%
Sales and office occupations	N/A	28.20%	26.1%	25.3%
Natural resources, construction, and maintenance occupations	N/A	0.20%	10.6%	8.9%
*Construction, extraction, and maintenance occupations	N/A	10.90%	N/A	N/A
Production, transportation, and material moving occupation	N/A	9.60%	9.0%	9.0%
*Only present in the 2000 Census				

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>EMPLOYMENT</b>				
Labor force total	N/A	3,907,229	4,813,496	5,371,341
Total Employed	N/A	57.2%	62.20%	55.0%
Not in labor force	N/A	38.9%	37.80%	40.5%
Unemployment rate	N/A	3.4%	4.70%	4.2%
<b>Occupation 1990</b>	N/A	N/A	N/A	N/A
Executive/Administrative/Managerial/Professional Specialty Occupation	N/A	N/A	N/A	N/A
Technical/Sales/Administrative	N/A	N/A	N/A	N/A
Support Services	N/A	N/A	N/A	N/A
Farming/Forestry/Fishing	N/A	N/A	N/A	N/A
Precision Production/Craft/Repair	N/A	N/A	N/A	N/A
Handlers/Equipment	N/A	N/A	N/A	N/A
Cleaners/Helpers/Operators/Laborers	N/A	N/A	N/A	N/A
<b>2000 to 2017 Measures</b>				
Management, business, science, and arts occupations	N/A	32.70%	34.50%	35.70%
Service occupations	N/A	16.20%	18.20%	19.60%
Sales and office occupations	N/A	28.50%	27%	25.90%
Natural resources, construction, and maintenance occupations	N/A	0.60%	10.80%	9.10%
*Construction, extraction, and maintenance occupations	N/A	11%		
Production, transportation, and material moving occupation	N/A	10.90%	9.50%	9.70%
*Only present in the 2000 Census				

EMPLOYMENT	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Labor force total	10,885	11,627	13,083	11,897



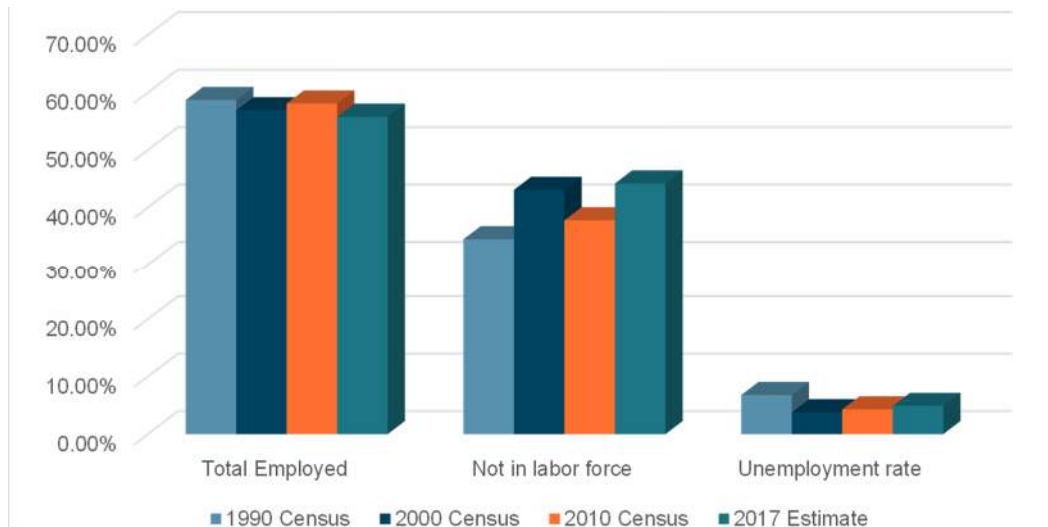
EMPLOYMENT	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Labor force total	316,216	379,464	411,159	429,557



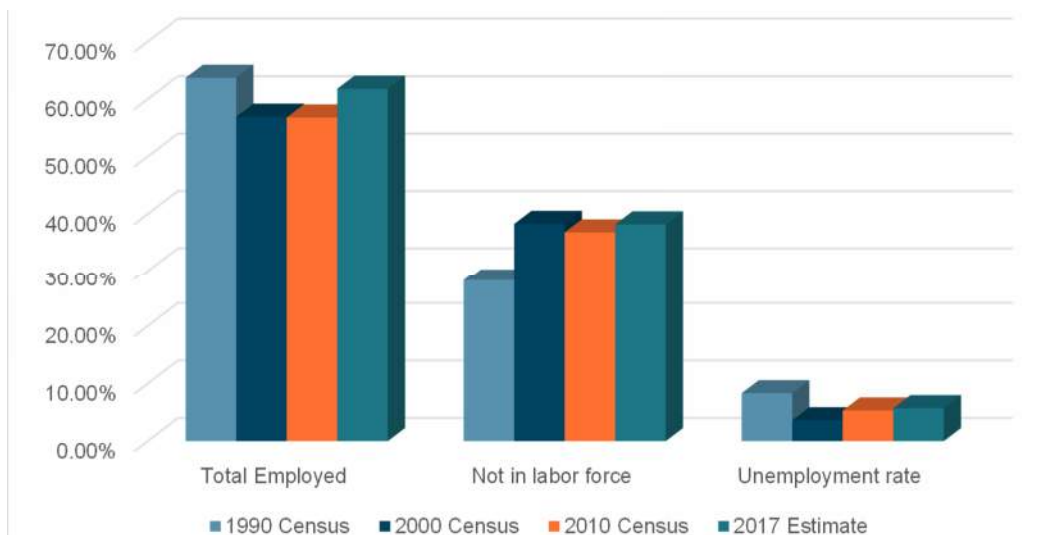
## Narrative

Flowing Wells and the larger Tucson area show increases in trends of total labor force numbers. This is comparable to the slow in labor force totals across the nation due to the aging of the baby-boom generation and general population decline.

EMPLOYMENT	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Total Employed	58.70%	56.92%	58.10%	55.80%
	Not in labor force	34.50%	43.08%	37.80%	44.20%
	Unemployment rate	6.8%	3.80%	4.30%	4.90%



EMPLOYMENT	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Total Employed	63.70%	56.92%	56.80%	61.80%
	Not in labor force	28%	38.27%	36.80%	38.20%
	Unemployment rate	8.3%	3.60%	5.30%	5.70%



## Narrative

Flowing Wells and the larger Tucson area are experiencing an increase in population sectors not in the labor force and declines in the unemployment rate. The unemployment rate is projected to increase over the next decade due to increases in population, not in the labor force. As in the chart above, the decline in labor force participation is due to the aging baby boomer generation and general population decline. The projected increase in unemployment rate is an indicator of decreased purchasing power and population health standards.



# INCOME

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>INCOME</b>				
Household Income (Median)	\$17,252	\$23,492	\$26,517	\$36,189
Average Income (PCI)	\$10,631	\$14,833	\$17,501	\$21,473
Public Assistance	3.4%	3.8%	2%	2.7%
Child Poverty (under 18)	43%	39%	35%	38%
Elderly Poverty (over 65)	14%	12.7%	9.8%	11.3%

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>INCOME</b>				
Household Income (Median)	\$22,000	\$36,758	\$36,428	\$41,613
Average Income (PCI)	N/A	\$16,322	\$19,259	\$22,511
Public Assistance	4.1%	3.7%	3.4%	2.5%
Child Poverty (under 18)	38.5%	34.7%	30.7%	25.8%
Elderly Poverty (over 65)	15.2%	13.7%	12.8%	8.9%

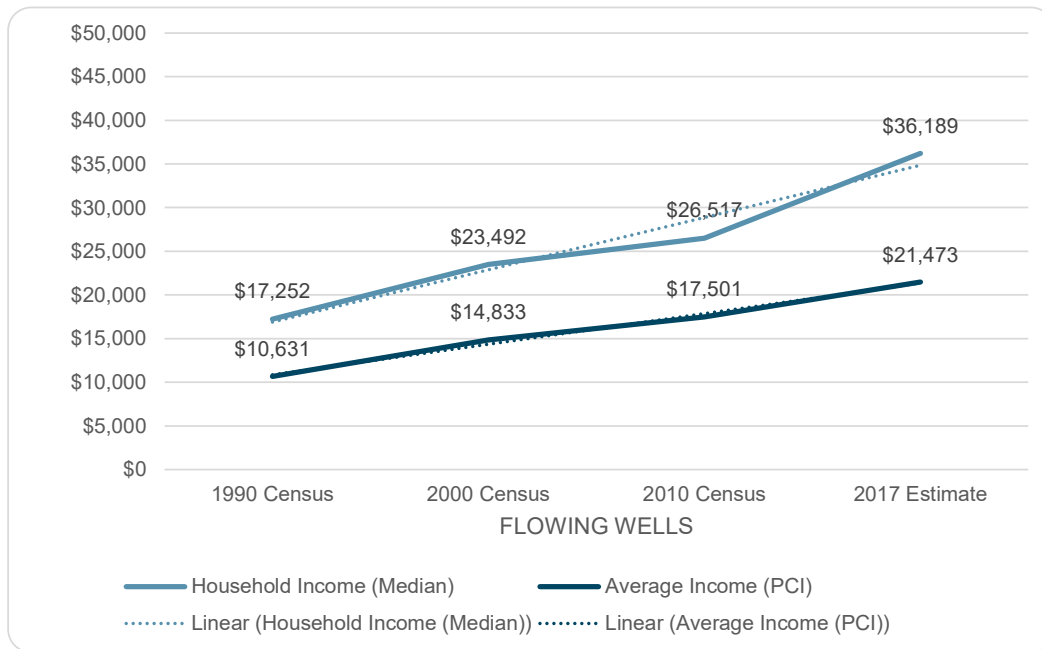
ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>INCOME</b>				
Household Income (Median)	\$31,737	\$42,704	\$46,896	\$56,213
Average Income (PCI)	\$16,262	\$24,988	\$26,611	\$29,265
Public Assistance	9%	16.2%	15.4%	12.5%
Child Poverty (under 18)	21.14%	24.6%	33.3%	24%
Elderly Poverty (over 65)	22.5%	18.4%	11.3%	9%

EMPLOYMENT	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Labor force total	316,216	379,464	411,159	429,557

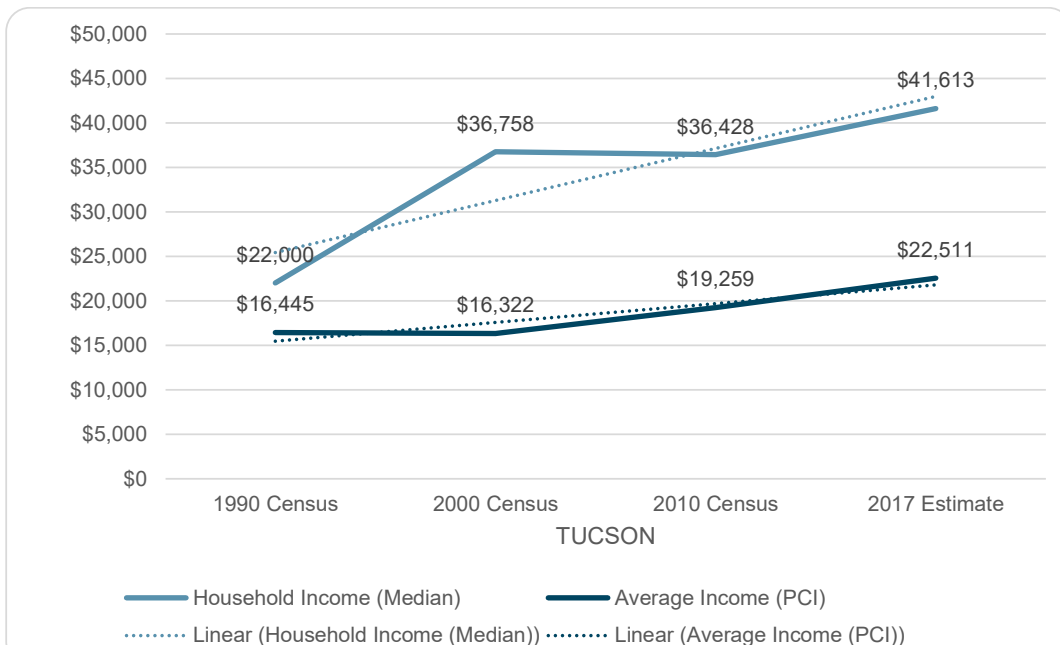
## Narrative

Flowing Wells and the larger Tucson area show increases in trends of total labor force numbers. This is comparable to the slow in labor force totals across the nation due to the aging of the baby-boom generation and general population decline.

INCOME	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Household Income (Median)	\$17,252	\$23,492	\$26,517	\$36,189
	Average Income (PCI)	\$10,631	\$14,833	\$17,501	\$21,473



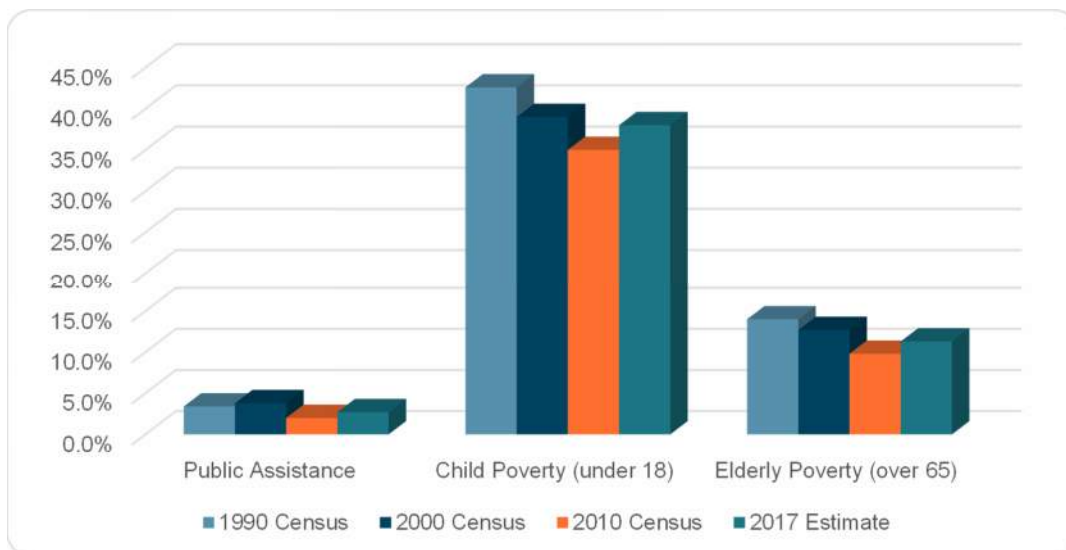
INCOME	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Household Income (Median)	\$22,000	\$36,758	\$36,428	\$41,613
	Average Income (PCI)	\$16,445	\$16,322	\$19,259	\$22,511



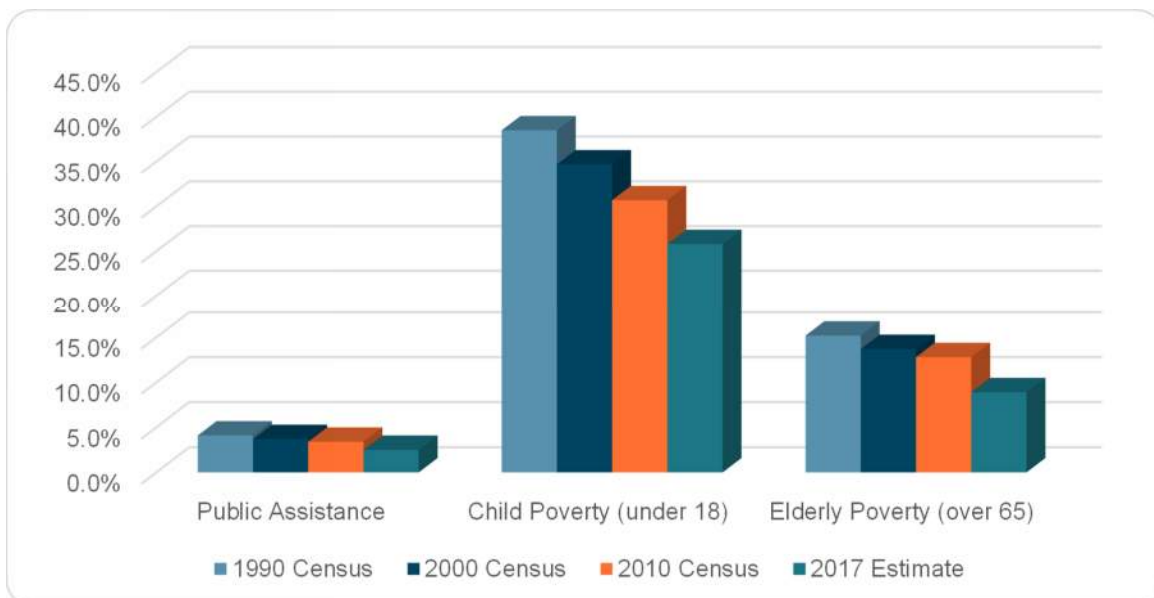
## Narrative

Flowing Wells and the larger Tucson area are steadily increasing in both median household income and average income. These are indicators of economic progress, advancement, higher consumption, and a better quality of life.

INCOME	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Public Assistance	3.4%	3.8%	2%	2.7%
	Child Poverty (under 18)	43%	39%	35%	38%
	Elderly Poverty (over 65)	14%	12.7%	9.8%	11.3%



INCOME	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Public Assistance	4.1%	3.7%	3.4%	2.5%
	Child Poverty (under 18)	38.5%	34.7%	30.7%	25.8%
	Elderly Poverty (over 65)	15.2%	13.7%	12.8%	8.9%



## Narrative

Flowing Wells and Tucson are seeing decreasing trends in the use of public assistance, child and elderly poverty. These decreasing rates are indicators of positive economic growth that result in greater economic productivity and increased wages for workers.

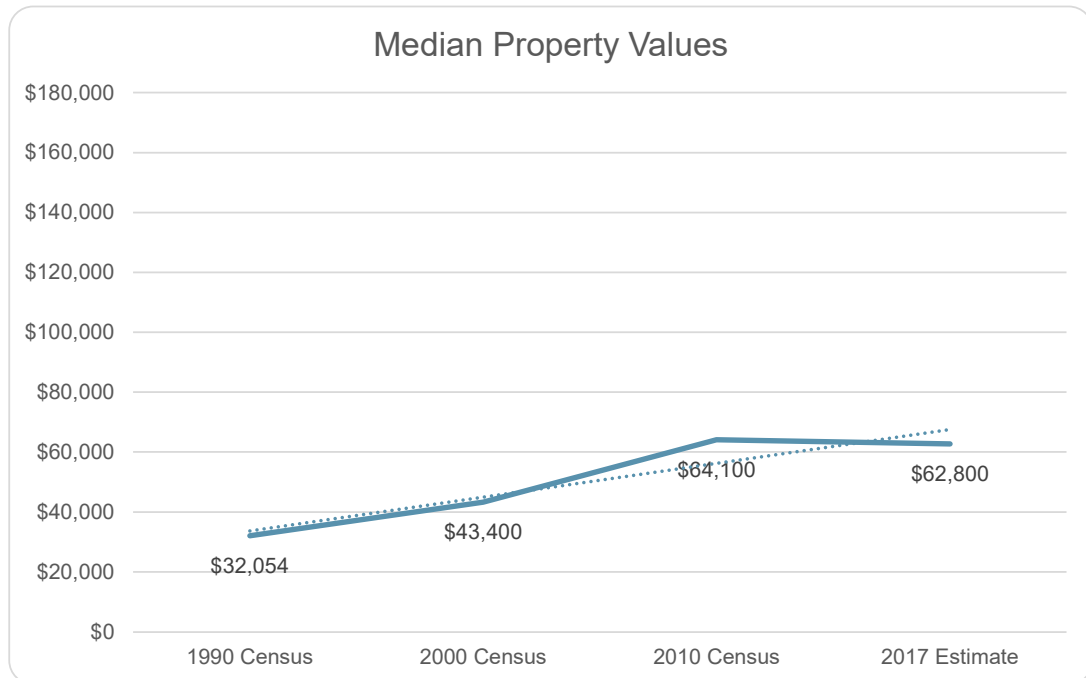
# HOUSING AFFORDABILITY

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING AFFORDABILITY</b>				
Median Property Values	\$32,054	\$43,400	\$64,100	\$62,800
Median Monthly Household Income	\$1,173.35	\$1,957.67	\$2,209.75	\$3,015.75
Percentage for Home Payment	28%	28%	28%	28%
Affordable Monthly Payment	\$352.01	\$548.15	\$618.73	\$844.41

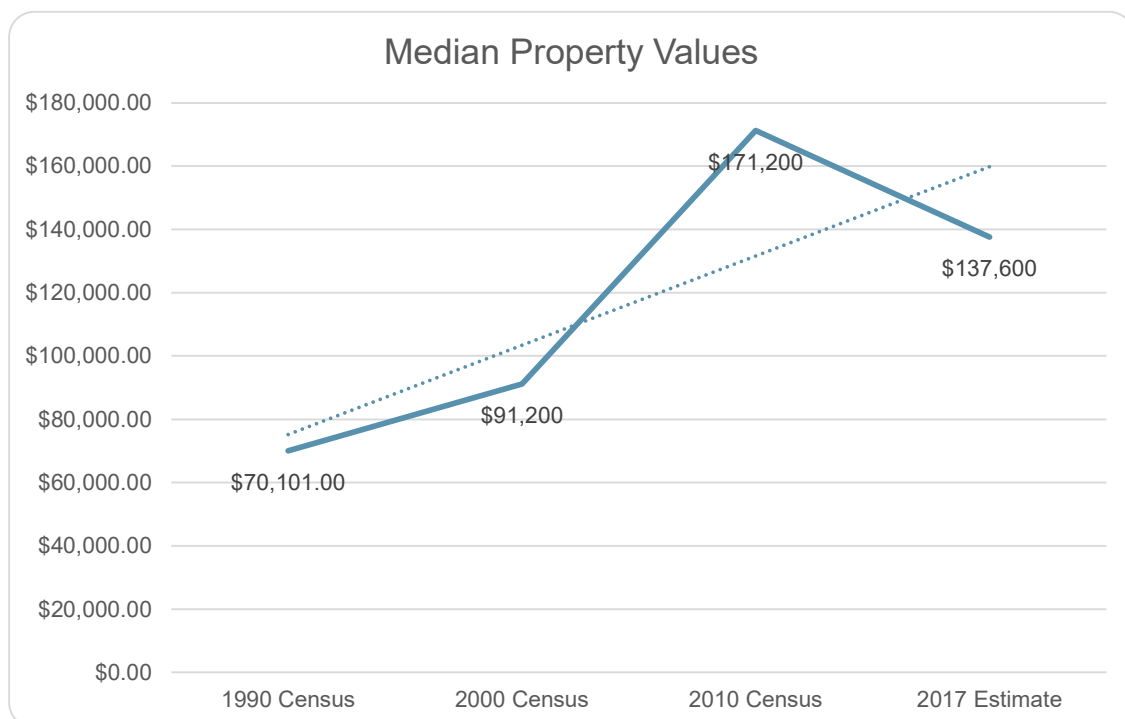
TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING AFFORDABILITY</b>				
Median Property Values	\$70,101.00	\$91,200	\$171,200	\$137,600
Median Monthly Income	\$1,812.33	\$3,063.17	\$3,035.67	\$3,467.75
Percentage for Home Payment	28%	28%	28%	28%
Affordable Monthly Payment	\$543.70	\$857.69	\$849.99	\$970.97

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING AFFORDABILITY</b>				
Median Property Values	\$79,700	\$109,400	\$215,000	\$193,200
Median Monthly Income	\$2,645	\$3,379.83	\$3,658	\$4,684.42
Percentage for Home Payment	28%	28%	28%	28%
Affordable Monthly Payment	\$741	\$1,039	\$1,024	\$1,311.64

HOUSING AFFORDABILITY	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Median Property Values	\$32,054	\$43,400	\$64,100	\$62,800



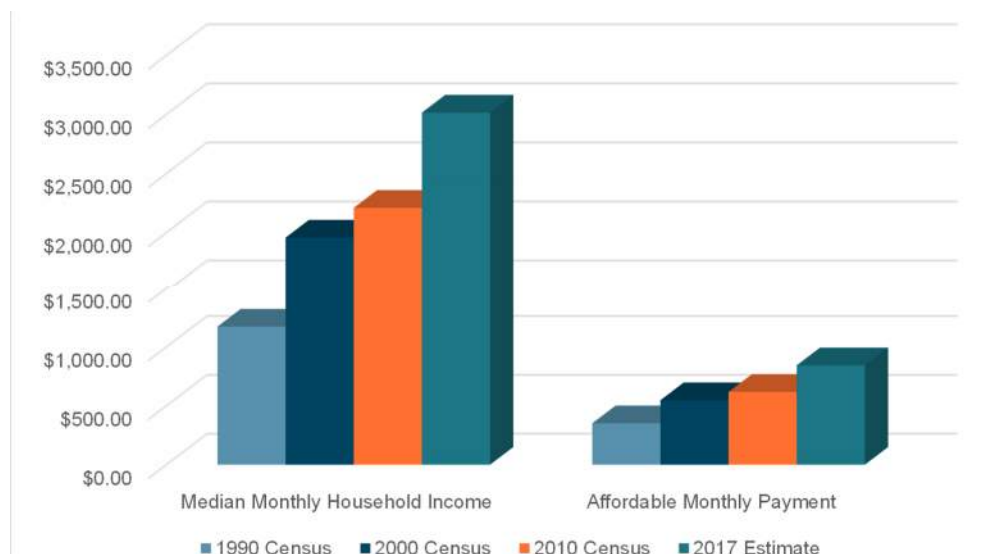
HOUSING AFFORDABILITY	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Median Property Values	\$70,101.00	\$91,200	\$171,200	\$137,600



## Narrative

The Flowing Wells and Tucson median property values are both trending up. Upward trends in median property values indicates quick home sales, differentials in bargaining power, and sellers advantages.

HOUSING AFFORDABILITY	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Median Monthly Household Income	\$1,173.35	\$1,957.67	\$2,209.75	\$3,015.75
	Affordable Monthly Payment	\$352.01	\$548.15	\$618.73	\$844.41



HOUSING AFFORDABILITY	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Median Monthly Household Income	\$1,812.33	\$3,063.17	\$3,035.67	\$3,467.75
	Affordable Monthly Payment	\$543.70	\$857.69	\$849.99	\$970.97



## Narrative

Flowing Wells and the larger Tucson area are seeing increases in median monthly household income. This is an indicator of decreased poverty levels and increased overall community health standards. Both areas are also seeing a steady increase in affordable monthly payments. Increases in both rates account for housing unit quality as well as neighborhood school quality, public safety, access to jobs and community amenities. Housing affordability has the capacity to help improve population sector health, access to education, and employment prospects. Conversely, low housing affordability is associated with negative life outcomes such as declines in mental health, reduced parental enrichment spending and cognitive achievement for low- and moderate-income children, and reduced educational attainment among children.

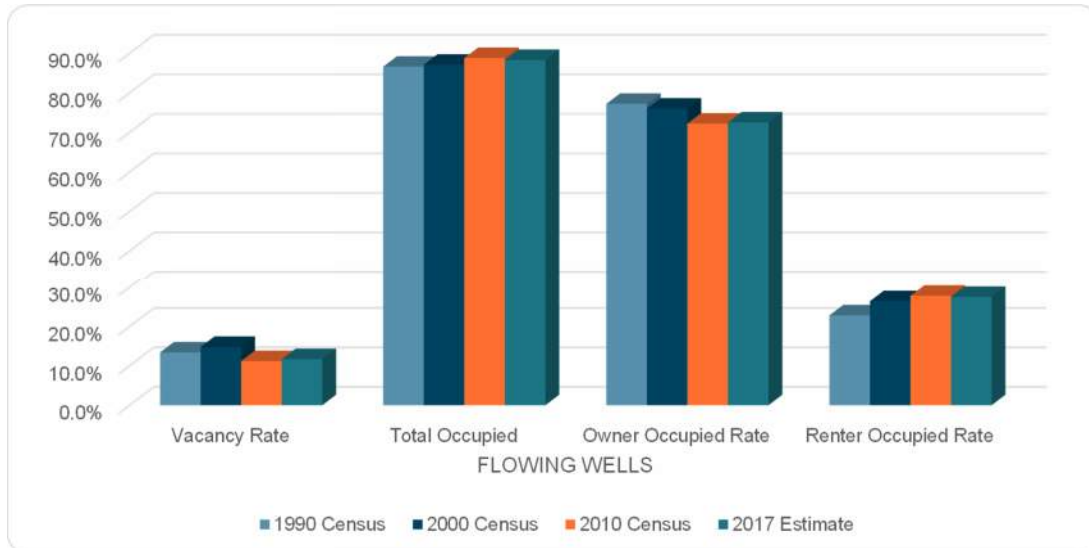
# DWELLING UNIT CHARACTERISTICS

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DWELLING UNIT OCCUPANTS</b>				
Total Dwellings	6,295	7,210	7,705	6,797
Total Occupied	86.6%	87.1%	88.8%	88.3%
Owner Occupied	67%	69.5%	72.2%	72.5%
Renter Occupied	19.7%	22.3%	27.8%	27.5%
Vacancy Rate	13.4%	14.8%	11.2%	11.7%
Owner Occupied Rate	77.2%	76%	72.2%	72.5%
Renter Occupied Rate	22.8%	26.4%	27.8%	27.5%
Single Family (Detached) Rate	23.2%	24.2%	27.2%	29.9%
Single Family (Attached) Rate	1.7%	2.6%	4.5%	3.5%
2 or More Shared Units Rate	0.7%	1.3%	2.3%	8.3%
Mobile Home Rate	74.8%	71.2%	65.6%	58.2%
Other	N/A	0.5%	0.7%	0.1%

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DWELLING UNIT OCCUPANTS</b>				
Total Dwellings	183,338	209,609	233,002	236,808
Total Occupied	88.7%	88%	89%	88.6%
Owner Occupied	45.6%	50.6%	52.9%	49.3%
Renter Occupied	43%	44.8%	47.1%	50.7%
Vacancy Rate	11.3%	12.8%	11.0%	11.4%
Owner Occupied Rate	51.4%	55%	52.9%	49.3%
Renter Occupied Rate	48.6%	49.1%	47.1%	50.7%
Single Family (Detached) Rate	75.2%	69.3%	51.1%	53.4%
Single Family (Attached) Rate	9.0%	8.7%	8.3%	8.2%
2 or More Shared Units Rate	3.4%	14.9%	33.8%	31.8%
Mobile Home Rate	11.7%	9.2%	6.5%	6.5%
Other	0.6%	0.5%	0.2%	0.2%

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>DWELLING UNIT OCCUPANTS</b>				
Total Dwellings	1,659,430	2,189,189	2,844,526	3,264,089
Total Occupied	1,368,843	1,901,327	2,333,410	2,537,421
Owner Occupied	879,000	1,032,103	1,218,287	1,495,647
Renter Occupied	486,943	605,183	762,391	801,643
Vacancy Rate	17.51%	13.89%	13.1%	12.8%
Owner Occupied Rate	52.97%	54.28%	68%	67%
Renter Occupied Rate	29.34%	31.83%	32%	35%
Single Family (Detached) Rate	56.80%	56.8%	62.4%	63%
Single Family (Attached) Rate	6%	6%	7.4%	8.2%
2 or More Shared Units Rate	22.10%	37.2%	38.6%	41%
Mobile Home Rate	13.80%	13.8%	14.2%	15%
Other	1.30%	1.3%	1.8%	2.1%

DWELLING UNIT OCCUPANTS	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Vacancy Rate	13.4%	14.8%	11.2%	11.7%
	Total Occupied	86.6%	87.1%	88.8%	88.3%
	Owner Occupied Rate	77.2%	76%	72.2%	72.5%
	Renter Occupied Rate	22.8%	26.4%	27.8%	27.5%



DWELLING UNIT OCCUPANTS	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Vacancy Rate	11.3%	12.8%	11.0%	11.4%
	Total Occupied	88.7%	88%	89%	88.6%
	Owner Occupied Rate	51.4%	55%	52.9%	49.3%
	Renter Occupied Rate	48.6%	49.1%	47.1%	50.7%



## Narrative

In Flowing Wells, the total occupied dwelling rate is increasing, while in the larger Tucson area the rate is steady. In Flowing Wells, the renter occupied rate is increasing while the Tucson rate is steady. These are indicators of an investible community.

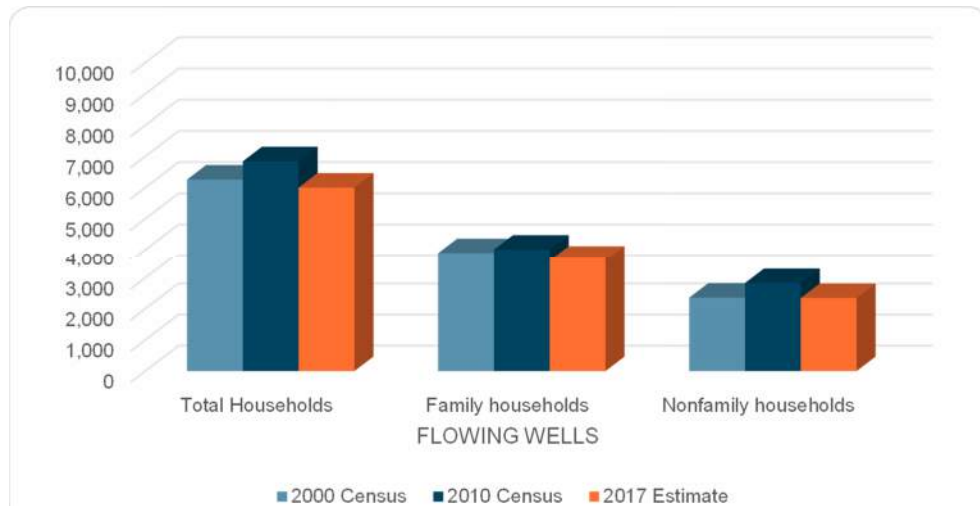


# DWELLING UNIT CHARACTERISTICS

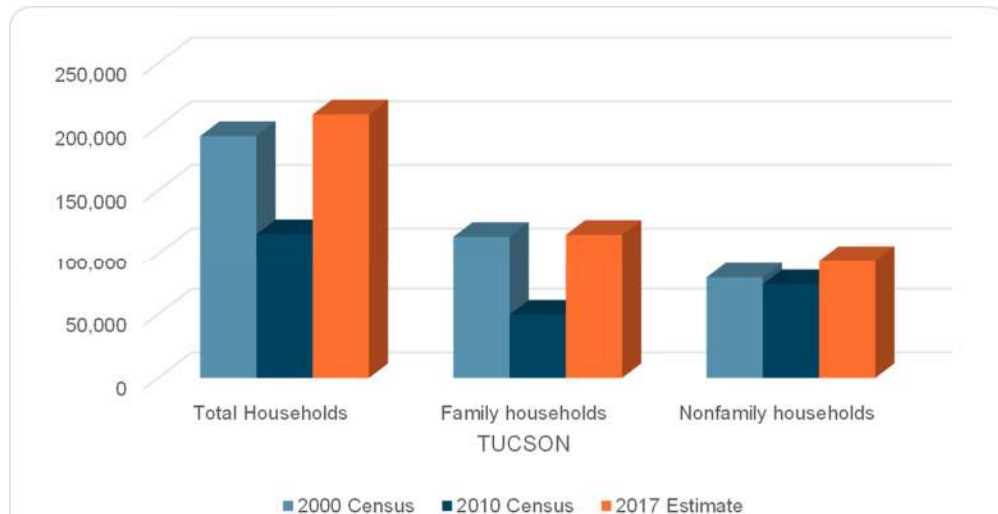
TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>Total Households</b>	N/A	192,884	115,772	209,906
<b>Family households:</b>	N/A	113,706	49,819	115,289
2-person household	N/A	40.5%	54%	42.7%
3-person household	N/A	23.6%	42.7%	24.5%
4-person household	N/A	19%	22.1%	17.8%
5-person household	N/A	9.8%	8.5%	9.1%
6-person household	N/A	4.6%	4.9%	3.6%
7-or-more person household	N/A	2.6%	3.1%	2.3%
<b>Nonfamily households:</b>	N/A	79,178	73,842	94,617
1-person household	31.2%	78.6%	96.3%	77.2%
2-person household	32.3%	17.4%	3.1%	17.3%
3-person household	15.3%	2.8%	1.4%	3.4%
4-person household	11.8%	1.0%	0.2%	1.8%
5-person household	5.5%	0.1%	0.14%	0.2%
6-person household	2.3%	0.0%	0.15%	0.1%
7-or-more person household	1.5%	0.04%	0%	0.04%

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>Total Households</b>	N/A	1,901,625	2,326,468	2,482,311
<b>Family households:</b>	N/A	1,296,593	1,542,305	1,622,615
2-person household	N/A	51%	44.4%	45.1%
3-person household	N/A	42.5%	20.5%	20.3%
4-person household	N/A	20.4%	18.2%	17.8%
5-person household	N/A	18.6%	9.6%	9.5%
6-person household	N/A	10.1%	4.1%	4.3%
7-or-more person household	N/A	4.6%	3%	2.9%
<b>Nonfamily households:</b>	N/A	605,032	784,163	859,696
1-person household	24.7%	77.8%	79.5%	79%
2-person household	34.8%	18.2%	17%	17.2%
3-person household	15.5%	2.7%	2.2%	2.6%
4-person household	13.3%	1%	1%	1%
5-person household	6.5%	0.2%	0.2%	0.2%
6-person household	2.9%	0%	0%	0.0%
7-or-more person household	2.3%	0%	0%	0.1%
*1990 Census results did not differentiate family/non-family households				

TOTAL HOUSEHOLDS	FLOWING WELLS	2000 Census	2010 Census	2017 Estimate
	Total Households	6,259	6,843	6,002
	Family households	3,898	4,011	3,654
	Nonfamily households	2,361	2,832	2,348



TOTAL HOUSEHOLDS	TUCSON	2000 Census	2010 Census	2017 Estimate
	Total Households	192,884	115,772	209,906
	Family households	113,706	49,819	115,289
	Nonfamily households	79,178	73,842	94,617



## Narrative

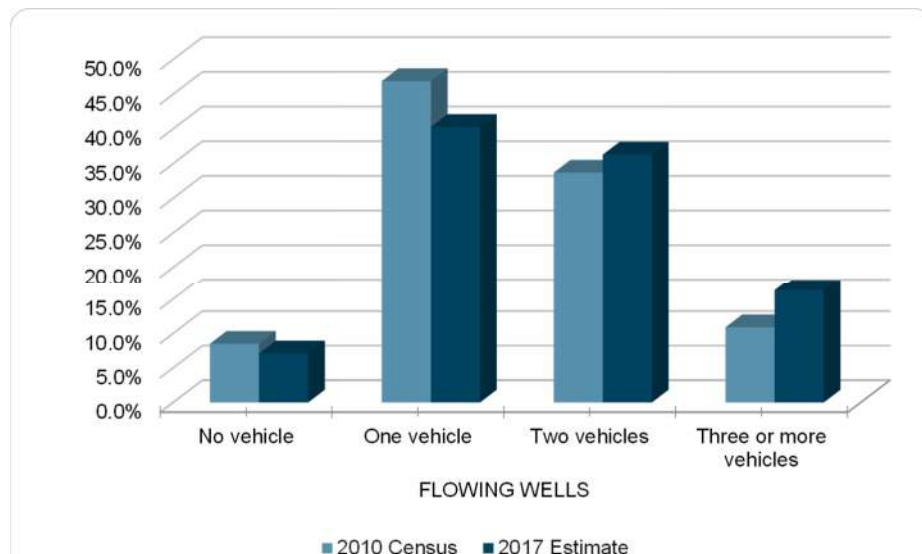
Flowing wells is decreasing in all three housing measures: total households, family households, and nonfamily households; Tucson is seeing an increase in all three housing measures. Household structure plays an important role in the economic and social well-being of families and individuals. The number and characteristics of household members affect the types of relationships and the pool of economic resources available within the household. Although families may provide social and economic support to members who reside in different households, an individual's overall well-being is heavily influenced by his or her living arrangements. Household structure may also have a broader impact by increasing the demand for economic and social support services.

# VEHICLE USAGE

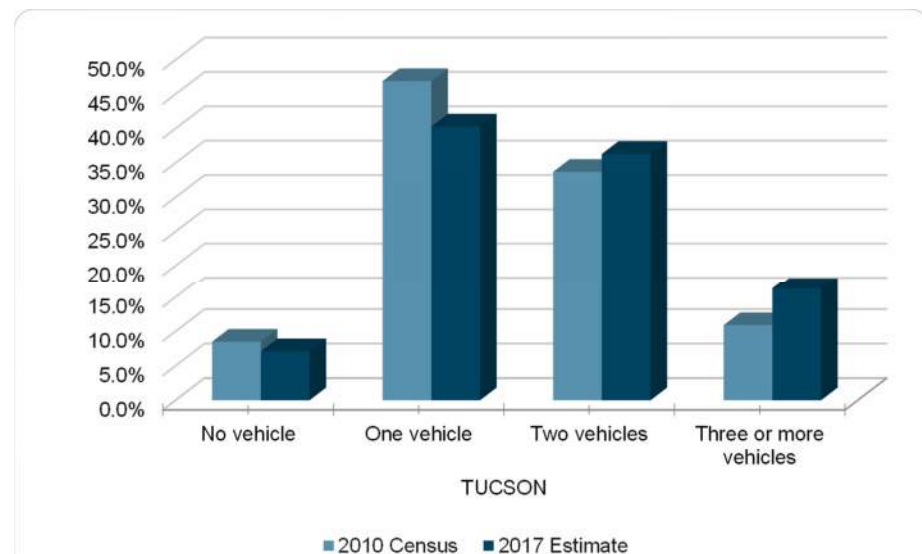
FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>Vehicle Usage</b>				
No vehicle	N/A	N/A	8.5%	7.1%
One vehicle	N/A	N/A	46.9%	40.3%
Two vehicles	N/A	N/A	33.7%	36.3%
Three or more vehicles	N/A	N/A	10.9%	16.3%
<b>Transportation to employment</b>				
Transportation to employment total	N/A	N/A	6,844	5,892
Drive alone	N/A	N/A	5,137	4,248
Carpool	N/A	N/A	797	906
Public transportation	N/A	N/A	369	110
Walked	N/A	N/A	136	135
Taxi, motorcycle, bicycle, or other	N/A	N/A	305	332
Work from home	N/A	N/A	200	171

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>Vehicle Usage</b>				
No vehicle	N/A	N/A	11.5%	12.3%
One vehicle	N/A	N/A	42.7%	41.6%
Two vehicles	N/A	N/A	32.2%	32.6%
Three or more vehicles	N/A	N/A	13.6%	13.5%
<b>Transportation to employment</b>				
Transportation to employment total	N/A	N/A	229,239	232,148
Drive alone	N/A	N/A	168,293	172,368
Carpool	N/A	N/A	26,563	25,573
Public transportation	N/A	N/A	8,039	9,263
Walked	N/A	N/A	7,631	5,928
Taxi, motorcycle, bicycle, or other	N/A	N/A	9,768	10,475
Work from home	N/A	N/A	8,945	8,541

VEHICLE USAGE	FLOWING WELLS	2010 Census	2017 Estimate
No vehicle		8.5%	7.1%
One vehicle		46.9%	40.3%
Two vehicles		33.7%	36.3%
Three or more vehicles		10.9%	16.3%



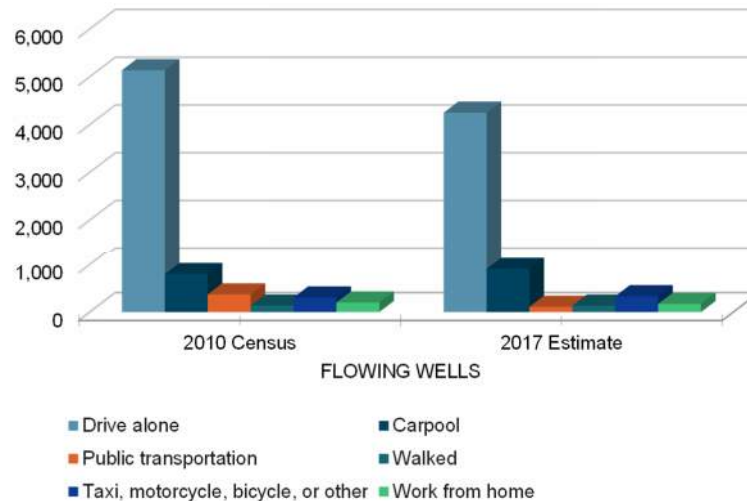
VEHICLE USAGE	TUCSON	2010 Census	2017 Estimate
No vehicle		11.5%	12.3%
One vehicle		42.7%	41.6%
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Three or more vehicles		13.6%	13.5%



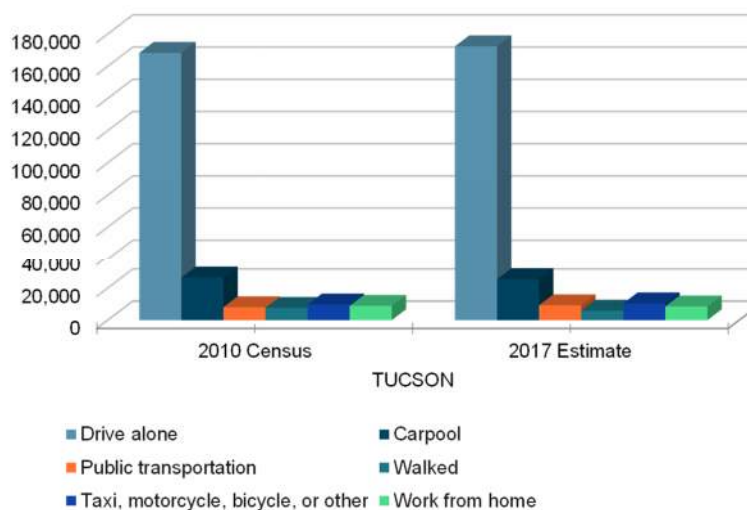
## Narrative

The Flowing Wells population generally has more access to one or more vehicles than the larger Tucson area. Increases in public transportation options and/or vehicle use and availability are indicators of access to healthy and affordable food, increased median household income and increased education levels.

VEHICLE USAGE	FLOWING WELLS	2010 Census	2017 Estimate
Drive alone		5,137	4,248
Carpool		797	906
Public transportation		369	110
Walked		136	135
Taxi, motorcycle, bicycle, or other		305	332
Work from home		200	171



VEHICLE USAGE	TUCSON	2010 Census	2017 Estimate
Drive alone		168,293	172,368
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Walked		7,631	5,928
Taxi, motorcycle, bicycle, or other		9,768	10,475
Work from home		8,945	8,541



## Narrative

Flowing Wells has seen an overall decrease in access to public transportation compared to an increase in the larger Tucson area. Decreases in public transportation are indicative of increased poverty rates and economic disparity for lower educated population sectors.

# HOUSING TENURE

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING TENURE</b>				
Total Structures	6,297	6,492	7,705	6,797
Built 2010-2019	N/A	N/A	N/A	3.6%
Built 2000-2009	N/A	N/A	10.2%	10.1%
Built 1990-1999	N/A	N/A	12.5%	16%
Built 1980-1989	28.2%	27.4%	23%	18.7%
Built 1970-1979	41.5%	38.9%	31.4%	25.3%
Built 1960-1969	19%	18.3%	16.5%	17.2%
Built 1950-1959	9.9%	7.6%	4.5%	6.7%
Built 1940-1949	1.9%	1.5%	1.4%	1%
Built 1939 or earlier	0.5%	0.5%	0.4%	1%
Median Year Built	1976	1978	1979	1979

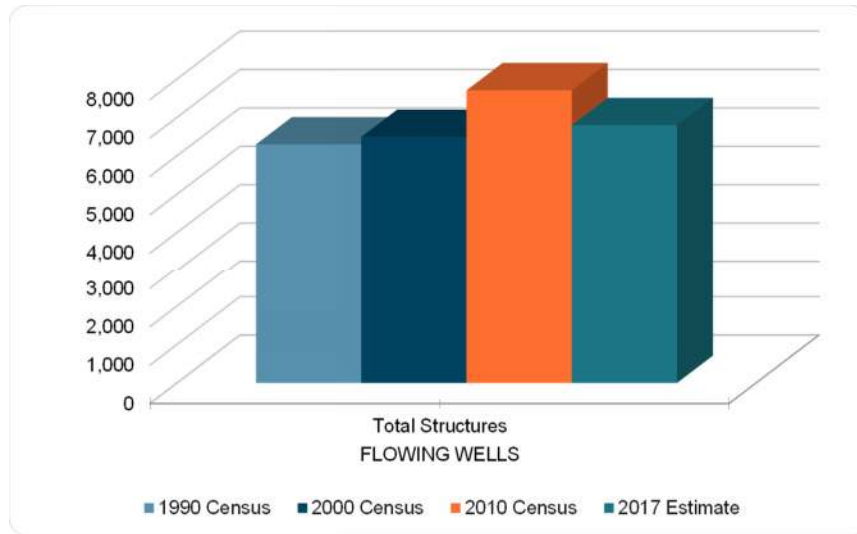
TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING TENURE</b>				
Total Structures	156,388	178,153	233,002	236,808
Built 2010-2019	N/A	N/A	N/A	1.5%
Built 2000-2009	N/A	N/A	12%	12.7%
Built 1990-1999	N/A	N/A	12.3%	13.3%
Built 1980-1989	25.4%	22.5%	17.2%	15.2%
Built 1970-1979	27%	24.3%	23.4%	22.2%
Built 1960-1969	17%	15.8%	11.9%	11.9%
Built 1950-1959	18.6%	16.3%	14.6%	14.9%
Built 1940-1949	6.7%	6.1%	5%	4.3%
Built 1939 or earlier	5.3%	4.7%	3.5%	3.8%
Median Year Built	1971	1973	1976	1977

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>HOUSING TENURE</b>				
Total Structures		1,901,327	2,326,468	2,482,311
Built 2010-2019	N/A	N/A	NA	36.1%
Built 2000-2009	N/A	N/A	22.2%	25%
Built 1990-1999	N/A	29.3%	21.1%	20.4%
Built 1980-1989	N/A	24.7%	18.9%	17.5%
Built 1970-1979	N/A	23.6%	18.5%	17.2%
Built 1960-1969	N/A	10.6%	7.8%	5.8%
*Built 1940-1959	N/A	11.8%	N/A	N/A
Built 1950-1959	N/A	N/A	6.3%	5.8%
Built 1940-1949	N/A	N/A	1.5%	1.5%
Built 1939 or earlier	N/A	2.2%	1.6%	1.5%
Median Year Built				
*Spread is 20 years				

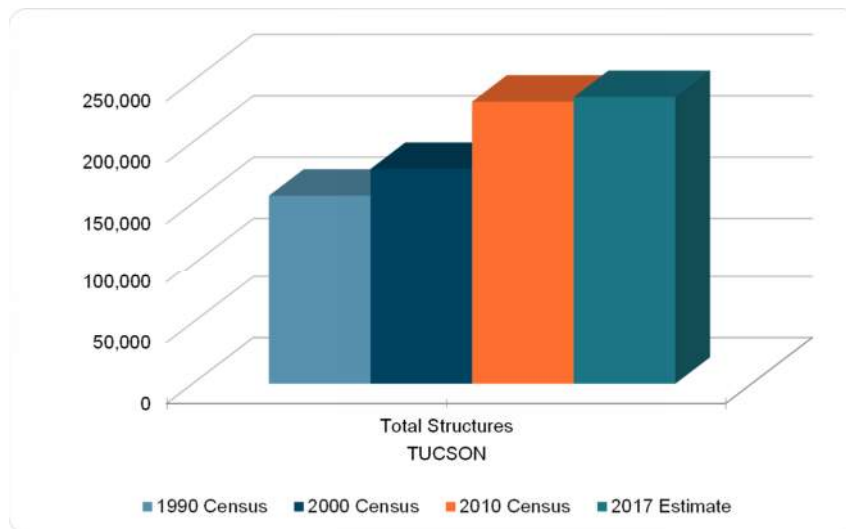
## Caveat

These types of living quarters are excluded from the housing tenure inventory: dorms, bunks, barracks, transient hotels/motels, institutions, general hospitals, and military residences (except those w residential staff/employees with independent living quarters).

HOUSING TENURE	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
	Total Structures	6,297	6,492	7,705	6,797



HOUSING TENURE	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	Total Structures	156,388	178,153	233,002	236,808



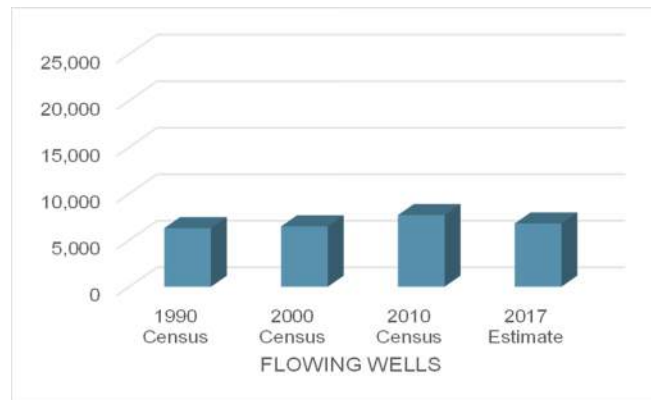
## Caveat

“Total structures” includes mobile homes. These types of living quarters are excluded from the housing tenure inventory: dorms, bunks, barracks, transient hotels/motels, institutions, general hospitals, and military residences (except those w residential staff/employees with independent living quarters).

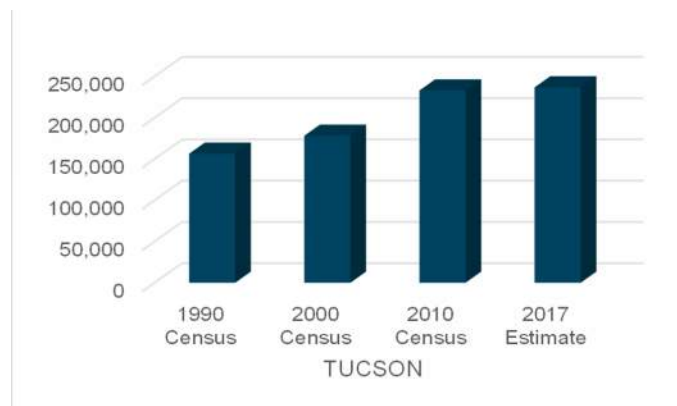
## Narrative

On the whole, Tucson is growing. More permanent homes (those with foundations) are built while impermanent housing is on the decline. Flowing Wells has seen a 16% drop in total mobile homes and trailers since 1990; it is reasonable to expect a continued decline. On average, 18 new permanent structures are built per year; by 2030 Flowing Wells will host 6,816 permanent structures in total.

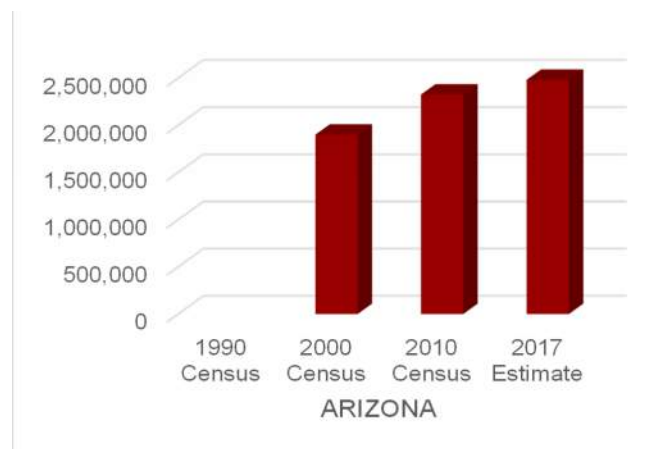
TOTAL STRUCTURES	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
		6,297	6,492	7,705	6,797



TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
	156,388	178,153	233,002	236,808



ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
		1,901,327	2,326,468	2,482,311



## Narrative

In the graphs above the population counts are increased 10x to help establish a loose baseline.



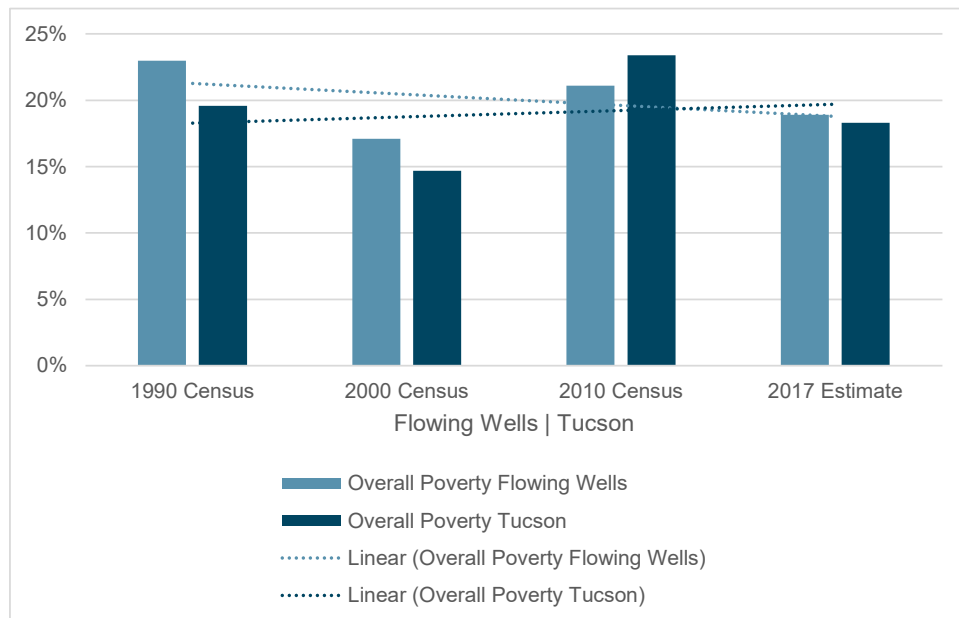
# POVERTY

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
Overall Poverty	23%	17.1%	21.1%	18.9%
Total	N/A	N/A	4,011	3,654
Income in the past 12 months below poverty level	N/A	N/A	848	692
Married-couple family	N/A	N/A	237	327
Other families	N/A	N/A	611	365
Male householder, no wife present	N/A	N/A	83	52
Female householder, no husband present	N/A	N/A	528	313
Income in the past 12 months at or above poverty level	N/A	N/A	3,163	2,962
Married-couple family	N/A	N/A	2,179	1,927
Other families	N/A	N/A	984	1,035
Male householder, no wife present	N/A	N/A	385	282
Female householder, no husband present	N/A	N/A	599	753

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
Overall Poverty	19.6%	14.7%	23.4%	18.3%
Total	N/A	N/A	115,772	115,289
Income in the past 12 months below poverty level	N/A	N/A	17,576	20,377
Married-couple family	N/A	N/A	6,463	6,730
Other families	N/A	N/A	11,113	13,647
Male householder, no wife present	N/A	N/A	1,937	2,608
Female householder, no husband present	N/A	N/A	9,176	11,039
Income in the past 12 months at or above poverty level	N/A	N/A	98,196	94,912
Married-couple family	N/A	N/A	68,634	63,275
Other families	N/A	N/A	29,562	31,637
Male householder, no wife present	N/A	N/A	8,686	9,718
Female householder, no husband present	N/A	N/A	20,876	21,919

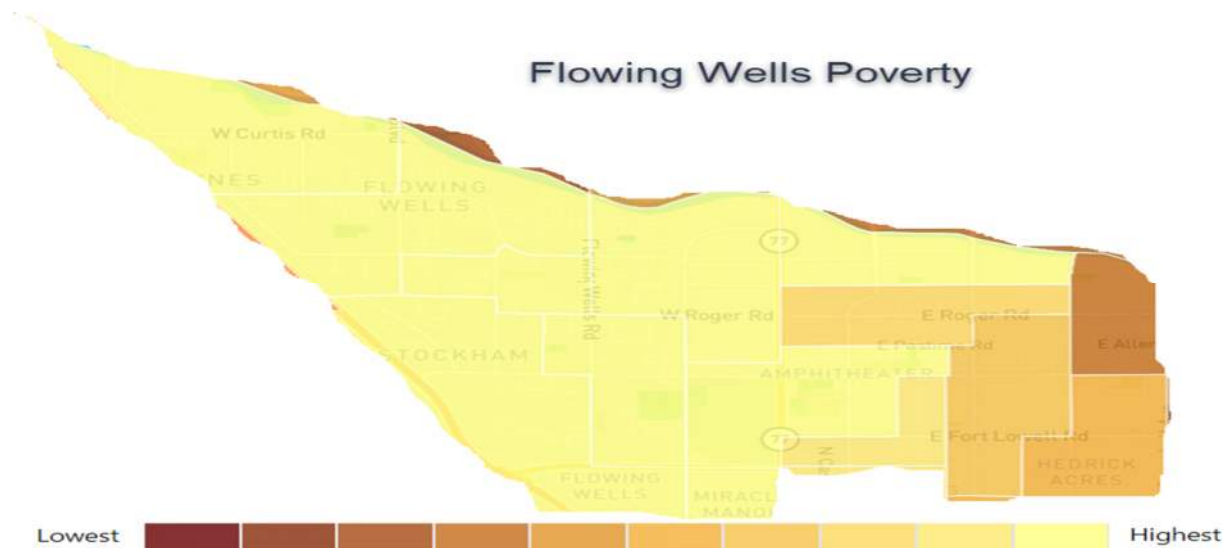
ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
Overall Poverty	15.70%	21.16%	17.40%	14.90%
Total	N/A	N/A	1,542,305	1,622,615
Income in the past 12 months below poverty level	N/A	N/A	168,748	199,167
Married-couple family	N/A	N/A	71,485	84,533
Other families	N/A	N/A	97,263	114,634
Male householder, no wife present	N/A	N/A	18,762	24,401
Female householder, no husband present	N/A	N/A	78,501	90,233
Income in the past 12 months at or above poverty level	N/A	N/A	1,373,557	1,423,448
Married-couple family	N/A	N/A	1,078,943	1,096,424
Other families	N/A	N/A	294,614	327,024
Male householder, no wife present	N/A	N/A	99,042	110,489
Female householder, no husband present	N/A	N/A	195,572	216,535

POVERTY	1990 Census	2000 Census	2010 Census	2017 Estimate
Overall Poverty Flowing Wells	23%	17.1%	21.1%	18.9%
Overall Poverty Tucson	19.6%	14.7%	23.4%	18.3%



## Narrative

Poverty in Flowing Wells is on the decline. While the distribution of poverty map shows large areas of Flowing Wells experiencing deep poverty, the last 27 years shows a decline in the overall poverty of Flowing Wells residents. Additionally, the heat map suggests the decrease in poverty is moving east to west, north to south.



## Narrative

This information comes from Pima County poverty statistics, June 2018, and US Census Bureau statistics December 2018. The map was created from the Pima County and USCB statistics using the online mapping tool, Mapline.

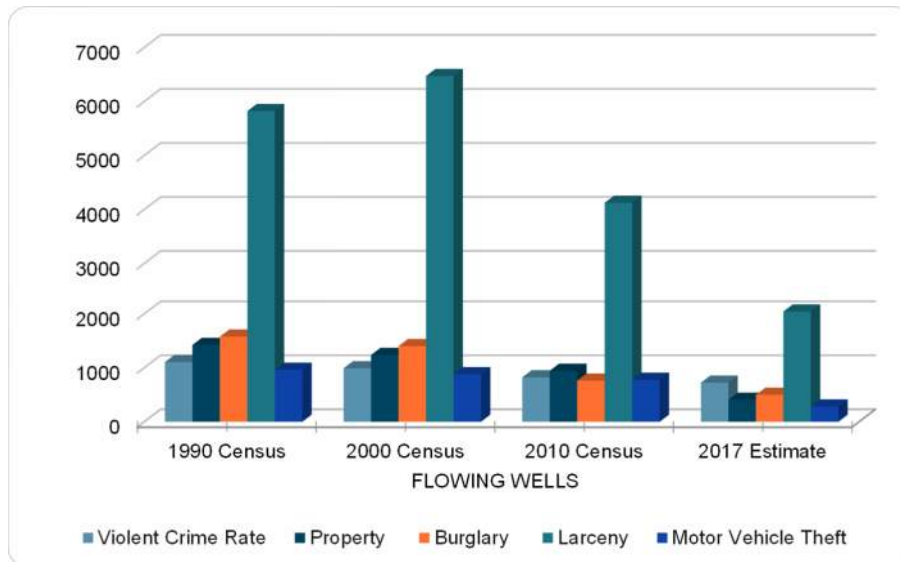
# CRIME

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	1104.6	991.1	824.7	725
Non Violent Crime Rates				
Property	1422.9	1237.8	945.4	408
Burglary	1578.4	1402	762.3	500.1
Larceny	5822.3	6471.8	4124	2042.8
Motor Vehicle Theft	964.1	881.7	778.6	284

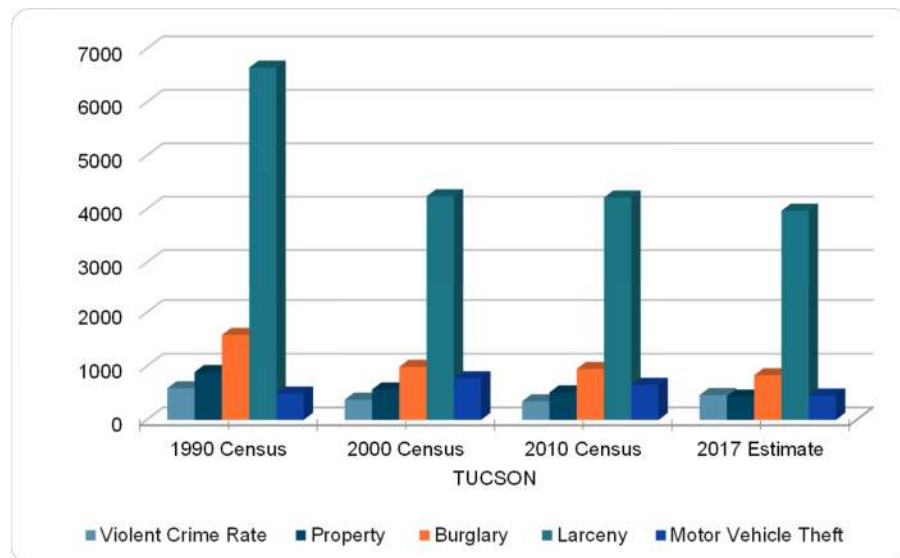
TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	588.7	375.7	345.5	460.6
Non Violent Crime Rates				
Property	889.2	565	511.3	432.5
Burglary	1580.3	987	949	831.1
Larceny	6647.6	4238	4215	3968
Motor Vehicle Theft	488.9	773.6	651.3	452.2

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	652.4	551.2	413.6	505.7
Non Violent Crime Rates				
Property	7236.4	5345.4	3536.5	2908.3
Burglary	1669.9	1034.4	794.2	535.1
Larceny	4703	3510.5	2403.4	2103.2
Motor Vehicle Theft	863.5	800.5	338.9	269.9

CRIME	FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
Violent Crime Rate		1104.6	991.1	824.7	725
Property		1422.9	1237.8	945.4	408
Burglary		1578.4	1402	762.3	500.1
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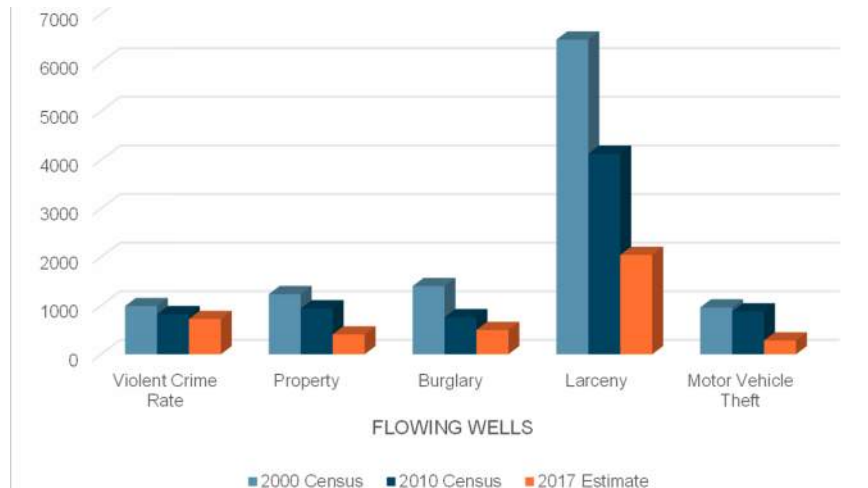
CRIME	TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
Violent Crime Rate		588.7	375.7	345.5	460.6
Property		889.2	565	511.3	432.5
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Motor Vehicle Theft		488.9	773.6	651.3	452.2



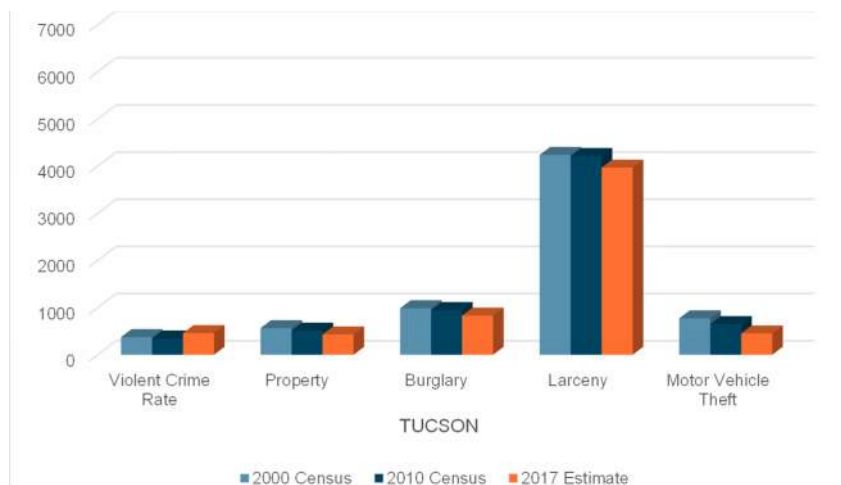
## Narrative

These graphs include data from 3 census reports, the 2010 and 2017 ACS data which was then cross-referenced with Tucson PD records for the same year. The crime rate is based on every 100,000 residents. Crime in Flowing Wells is on the decline. Crime in Tucson is also generally in decline, though notably at a slower rate than Flowing Wells is experiencing.

CRIME	FLOWING WELLS	2000 Census	2010 Census	2017 Estimate
	Violent Crime Rate	991.1	824.7	725
	Property	1237.8	945.4	408
	Burglary	1402	762.3	500.1
	Larceny	6471.8	4124	2042.8
	Motor Vehicle Theft	964.1	881.7	284



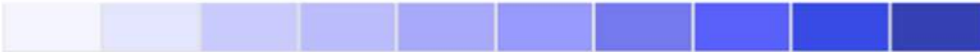
CRIME	TUCSON	2000 Census	2010 Census	2017 Estimate
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	Property	565	511.3	432.5
	Burglary	987	949	831.1
	Larceny	4238	4215	3968
	Motor Vehicle Theft	773.6	651.3	452.2



## Narrative

These graphs include data from 2 census reports, 2 ACS reports for 2019 and 2017, cross-referenced with Tucson PD records for the same year. The 1990 census is not included in these graphs due to the inconsistency in census measures. The crime rate is based on every 100,000 residents. The sharp decline in larceny, motor vehicle theft, property crime, and burglary are positive indicators of community rejuvenation. The prediction for 2030 are declines for violent crime (12.8%), property crime (-27.6%), burglary (-65%), larceny (-53.4%), and motor vehicle theft (-49.7%). Many factors could contribute to the decline including improvements in security features across residential, vehicular, and financial sectors. Crime in Tucson has slightly declined but by 2030 the predictive rate of violent crime will increase by 18.8%. Other types of crime will decrease including property crime (-4.4%), burglary (-5%), larceny (-9%), and motor vehicle theft (-10.7%).

Flowing Wells



## Narrative

This information comes from TPD violent crime statistics, December 2018. The map was created from the TPD statistics using the online mapping tool, Mapline. This map is indicative of publicly available information about Flowing Wells. The area has higher crime rates than other areas, but the rates are dropping dramatically. The higher crime rates drive down housing values and stigmatize the neighborhood but the rapid decline in crime rates creates investment opportunities and the potential for gentrification.

# RATE OF CHANGE

Rate of Change Projected to the Year 2030	
TOTAL POPULATION	
Flowing Wells	3%
Tucson	8%
Arizona	16%
MEDIAN AGE	
Flowing Wells	38.7 (1%)
Tucson	31.8 (1.1%)
Arizona	35 (1.8%)
ETHNICITY	
<b>Flowing Wells</b>	
Hispanic	8.2%
Not Hispanic or Latino	-7.9%
White Alone	-9.5%
<b>Tucson</b>	
Hispanic	2.4%
Not Hispanic or Latino	-2.6%
White Alone	-3.1%
<b>Arizona</b>	
Hispanic	2%
Not Hispanic or Latino	-1.9%
White Alone	-2.7%
EMPLOYMENT	
<b>Total Employed</b>	
Flowing Wells	-3.7%
Tucson	16.2%
Arizona	-4.3%
<b>Not in Labor Force</b>	
Flowing Wells	1.3%
Tucson	0.6%
Arizona	1.5%
<b>Unemployment Rate</b>	
Flowing Wells	3.7%
Tucson	7%
Arizona	2.7%
MEDIAN HOUSEHOLD INCOME	
Flowing Wells	22.3%
Tucson	16.2%
Arizona	7.5%
MEDIAN PROPERTY VALUES	
Flowing Wells	41.4%
Tucson	15.6%
Arizona	28%
VACANCY RATE	
Flowing Wells	-1.3%
Tucson	-0.5%
Arizona	-0.3%
CRIME	
<b>Violent Crime Rate</b>	
Flowing Wells	-12.8%
Tucson	18.8%
Arizona	-5.5%
<b>Property Crime</b>	
Flowing Wells	-27.6%
Tucson	-4.4%
Arizona	-21.8%
<b>Burglary</b>	
Flowing Wells	-65%
Tucson	-5%
Arizona	-16.6%
<b>Larceny</b>	
Flowing Wells	-53.4%
Tucson	-9%
Arizona	-14.3%
<b>Motor Vehicle Theft</b>	
Flowing Wells	-49.7%
Tucson	-10.7%
Arizona	-22.8%

## **B. COMMUNITY FACILITIES AND SERVICES**

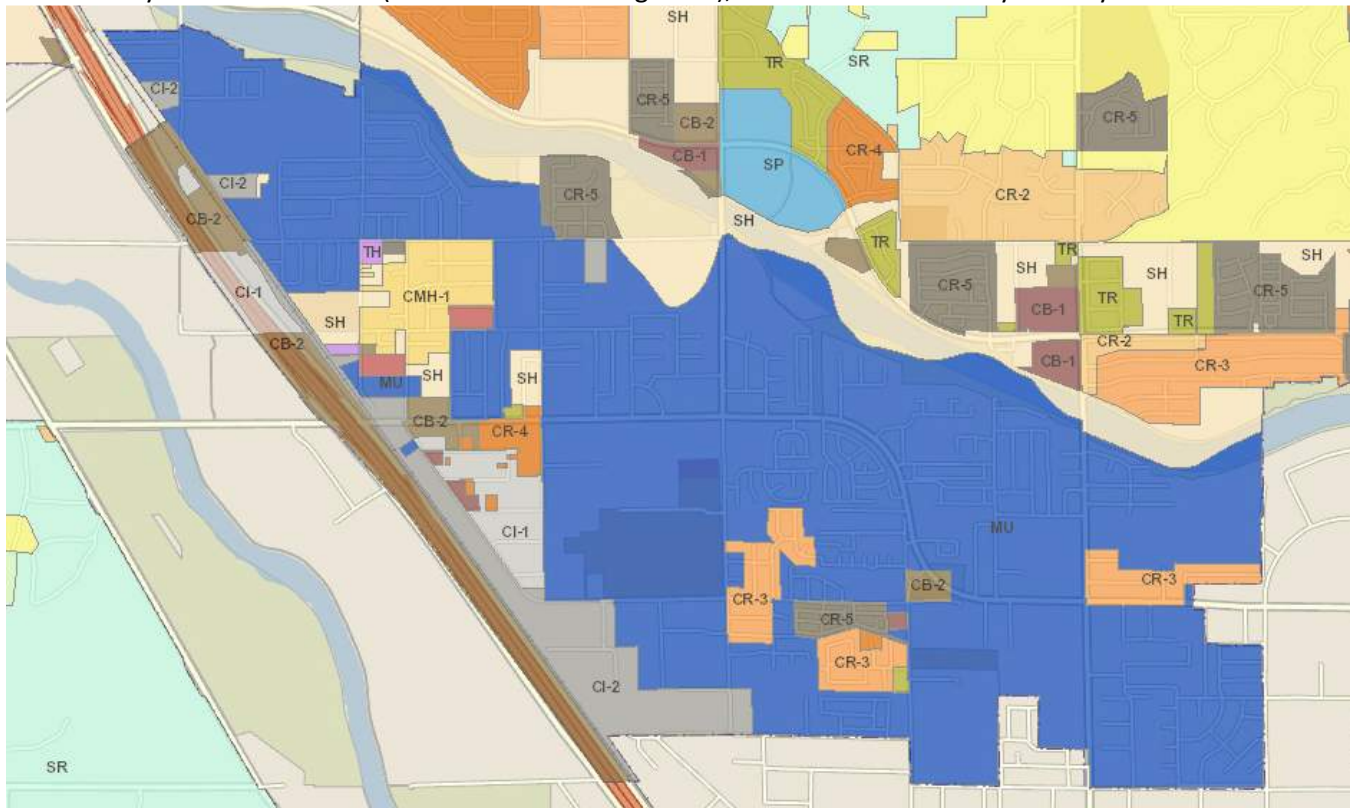


## B. COMMUNITY FACILITIES AND SERVICES

### Building and Zoning Codes

The entire Flowing Wells Target Area is located in Pima County. The Pima County Zoning in Flowing Wells is unusual because of the large amount of “Multiple-Use” zoning (medium Blue below). “Multiple-Use” zone allows Residential at low densities (including Mobile Home sub-divisions), commercial, and light industrial. The rest of the zoning in Flowing Wells is spotty with a variety of residential density zones (SH, TH, CR-3, CR-4, CR-5, CMH-1) and then some Business and Industrial Zones located near the railroad and the I-10 Freeway (CI-1, CI-2, CB-2). With the exception of the cluster of business and industrial zones near Ruthrauff and I-10, the zoning gives very little structure to the area’s development although in some respects, it also provides flexibility for development. It may be useful to revisit the zoning and develop overlay zoning concepts that can target and structure the density and quality of development.

Pima County uses the 2018 IBC (International Building Code), the same code used by the City of Tucson.



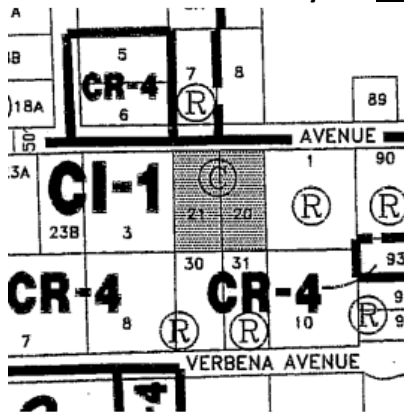
**Pima County Zoning: Categories of Zoning (above), Land uses/regulations associated with that Zoning (below)**

<b>SH</b> 18.19	Suburban Homestead	High density rural residential	36,000 sf (0.83 ac)	100	30/10/40	yes	34/2	Up to 2 dwellings per 36,000 sq.ft. Cluster Dev. Option
<b>TH</b> 18.11	Trailer Homesite	Trailer (RV) park	18,000 sf (0.42 ac)	None	30/10/30	RVs only	34/2	
<b>CR-3</b> 18.25	Single Residence	Single-family residence	8,000 sf (0.19 ac)	60	20/4/10	temporary only	34/2	Cluster and Lot Reduction Options
<b>CR-4</b> 18.27	Mixed-Dwelling Type	Single/Multi-family residences; duplexes	7,000 sf (0.17 ac)	None	20/10/10 (Site)	temporary only	34/2	Lot Development & Small Lot Options

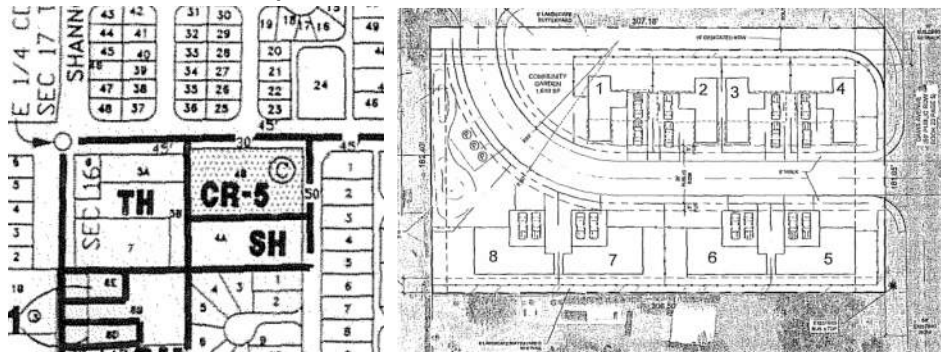
CR-5 18.29	Multiple Residence Zone	Single/Multi-family residences; duplexes	6,000 sf (0.14 ac)	None	20/10/10 (Site)	temporary only	34/2	Lot Development & Small Lot Options
TR 18.31	Transitional	High density residential, office and some commercial uses	Residential: 10,000 sf(0.23 ac)	60	20/0/10 (Residential) 20/7/25 (Non-Residential)	temporary only	34/2	Maximum density: 1 unit per 1,000 sq.ft.
CMH1 18.33	County Manufactured and Mobile Home	Manufactured or site built homes	8,000 sf (0.19 ac)	60	20/8/25	yes	34/2	Cluster Development Option
CMH2 18.35	County Manufactured and Mobile Home	Manufactured or site built homes; mobile- home park	None	None	see chapter 18.35	yes	34/2	Mobile Home Subdivision and Park Options
MU 18.37	Multiple Use	Residential, commercial, light manufacturing	Residential: 7,000 sf (0.17 ac)	Residential: 60	20/7/25	yes	34/2	Lot Devel. and Mobile Home Subdiv. Options
CB-2 18.45	General Business	Indoor/outdoor retail, wholesale, residential	Residential: 7,000 sf (0.17 ac)	Residential: 1,000	20/7/25 (Residential) 20/0/25 (Non-Residential)	caretaker only	39	Lot Development Option
CI-1 18.51	Light Industrial/Warehousing	Manufacturing, retail, warehousing	None	None	15/0/10	caretaker only	39	
CI-2 18.53	General Industrial	Manufacturing, salvage yards	None	None	15/0/10	caretaker only	39 or 54 (see chapter 18.53)	

There have been four re-zonings/subdivision since the 2007 Flowing Wells NRSA:

**Co9-07-032: contractors yard: CR-4 to CI-1**



**Co9-12-001: undeveloped: SH to CR-5**



[illegible]

**PIMA COUNTY ZONING CODE**  
**CHAPTER 18.68 – INFILL OVERLAY ZONE**

A. Purpose. The purpose of this zone is to:

1. Promote the health, education, culture, and general welfare of the community;
2. Encourage livable and well-functioning neighborhoods and improved economic development;
3. Promote and facilitate the development and redevelopment of by-passed, underutilized, or abandoned properties;
4. Remediate deteriorated, blighted, and unsafe conditions in older neighborhoods;
5. Stimulate re-investment in properties that will contribute to the creation of employment opportunities and improve the overall economic viability of the community;
6. Implement and adopt effective infill, redevelopment and revitalization in Community Development Target Areas;
7. Strengthen the community's tax base, increase property values, and contribute to more efficient land-use patterns;
8. Encourage the reuse of historic, unique or significant buildings;
9. Provide a mix of allowable uses to support smart growth, walkable and bikeable places, transit use, and compatible housing types and services; and,
10. Strengthen and densify existing neighborhoods to preserve community character and sustainability.

A. Map. Land subject to the Kleindale/Dodge Infill Overlay Zone shall be shown on county zoning maps by its underlying zone designation plus the suffix "I-1". The Kleindale/Dodge Infill Overlay Zone is bounded by Kleindale Road on the north, Alvernnon Way on the east, Ft. Lowell Road on the south, and Richey Boulevard on the west.

B. Development standards.

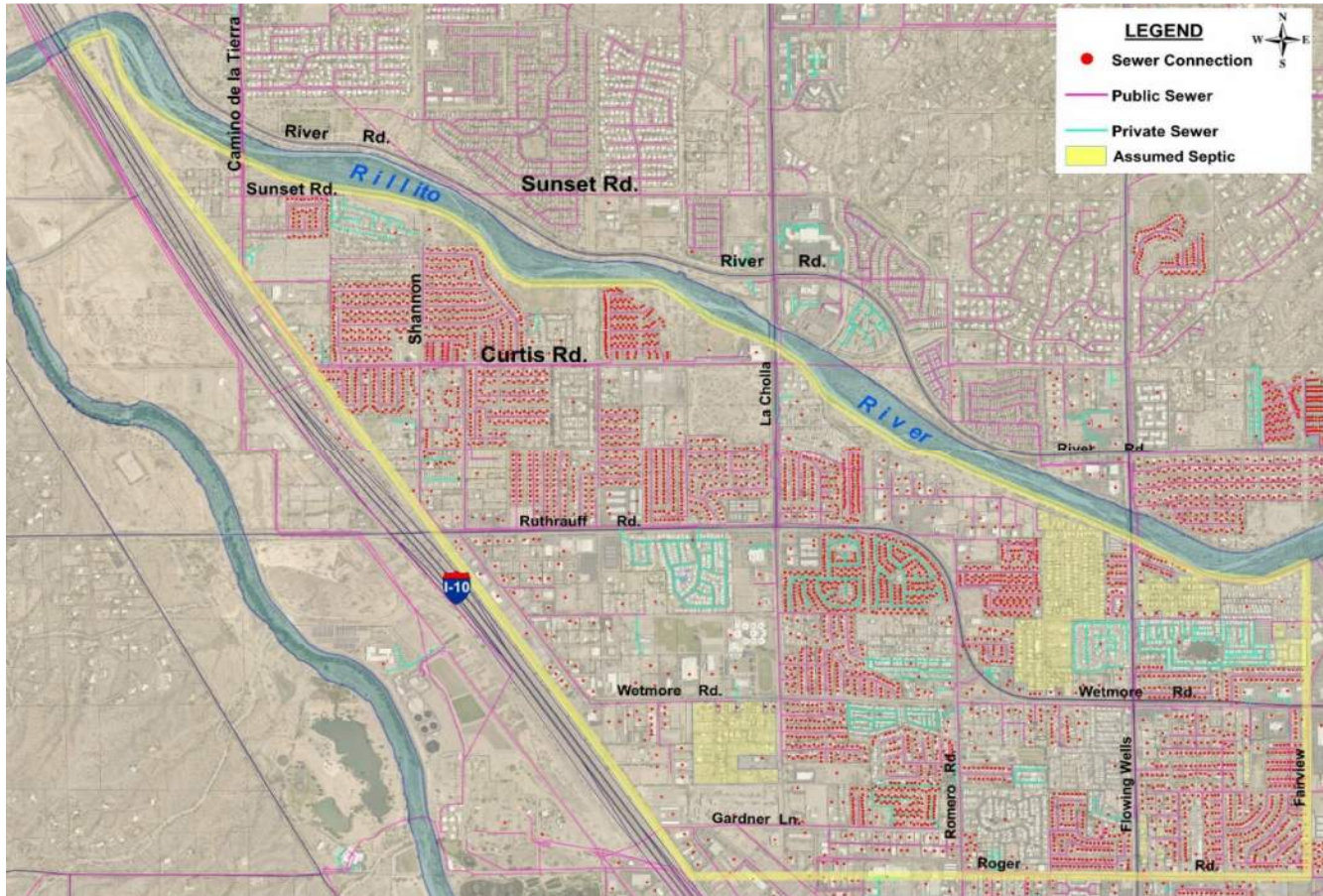
1. Multiple Use Permit. The requirement for a Multiple Use (MU) zone use permit is waived.
2. Additional Uses. The permitted uses in Sections [18.43.030](#) (CB-1) and [18.45.030](#) (CB-2) are also allowed on Multiple Use (MU) zones properties subject to the applicable performance standards of [Chapters 18.43](#) and [18.45](#). No conditional use permit is required for these uses. The storage building or warehouse use is allowed if conducted within a completely enclosed building.
3. Waiver of Development Plan.
  - a. Any requirement, including Section [18.37.020](#)(A)(4), for a development plan (DP) is waived if the following criterion is met: In accordance with [Ch. 18.75](#) (OFF-STREET PARKING AND LOADING STANDARDS), the project requires a combination of 25 or fewer parking spaces or drive-through stacking spaces.
  - b. Infill Incentive Site Plan. If a development plan is waived, in lieu of a development plan, a site plan showing the following features, drawn to scale, shall be submitted with any required permit application:
    - 1) General location of any buildings and structures;
    - 2) Access point(s);





# Infrastructure

## Wastewater



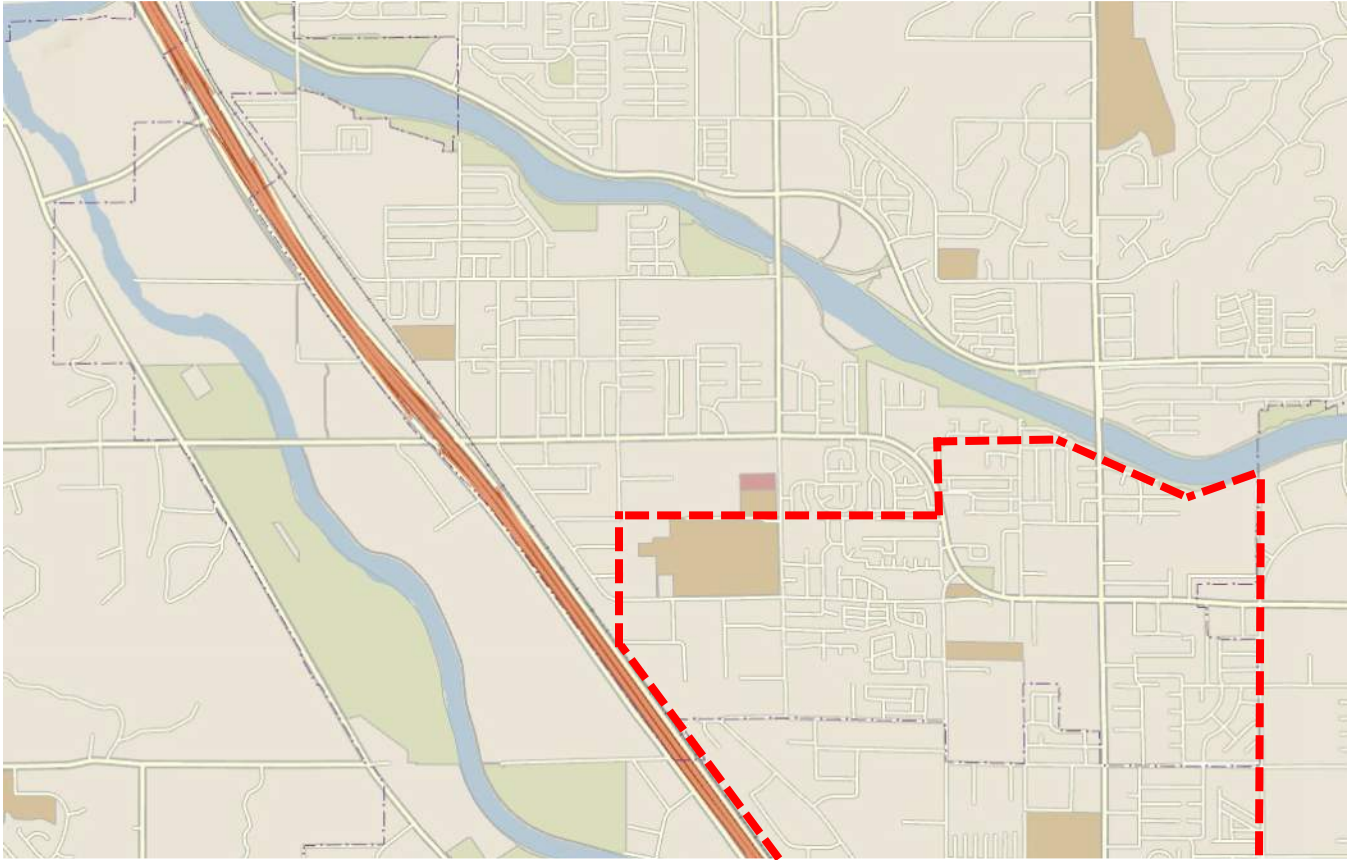
The wastewater system is not uniform throughout the target area with some locations (shown in yellow above) having limited public sewer infrastructure. In green are private sewer systems. Many of those are large expanses of mobile/manufactured homes with private systems internal to the site. Many properties in the area are on septic systems, often with economic or technical obstacles preventing connection. Discussions with neighbors indicated that there is a patchwork of houses and buildings; some connected to public sewers with others on septic tanks. For some, the lack of close-by public sewer to connect to is a barrier for sewer service; for others, it is the cost of connection; and for still others, the slope required for gravity flows for a connection to public sewer are not feasible.

### Flowing Wells Target Area: Description of Sewer Service and Facilities

- Sewage from the Flowing Wells Target Area is collected by a well-spread conveyance system and conveyed via the South Rillito and the North Rillito Interceptors to the Agua Nueva and Tres Rios Water Reclamation Facilities for further treatment.
- Pima County Regional Wastewater Reclamation Department (RWRD) currently does not have any capital capacity improvement projects planned in this fully developed area.
- Sewer system capacity extension and augmentation projects, if required to serve new infill development, are typically funded by developers.
- Areas of concern (colored yellow on the map) are those currently served by private septic systems built in the 1950s and anticipated to start failing.
- Sewering these remaining septic areas is not currently planned, but might be completed through grant funding if the Flowing Wells Neighborhood Association and Community Coalition wishes to pursue that.
- The transfer to the public sewer system would be an owner-driven investment to install private sewer lines to connect to the public sewer system.

## Water

The water infrastructure system in Flowing Wells is divided into the Flowing Wells Irrigation District (red dotted line) in the south and the City of Tucson Water System in the north.



In addition to the formal water distribution system, there are wells in the Flowing Wells target area serving other users. In that context, some residents have expressed concern about water quality, especially pursuant to the AZ-DEQ study at El Camino del Cerro and Shannon Road-Rillito Creek and Miracle Mile site. (See **Environmental Quality** below).



## Transportation and Streets

### Wetmore-Romero

A major 0.6 mile Road project was completed along Wetmore Road from Romero Road to Flowing Wells Road in the spring of 2014, relieving much of the traffic which flows through Flowing Wells from I-10. It included the addition of sidewalks and paved shoulders/bike lanes connecting residential areas to Homer Davis Elementary School, Flowing Wells Community Center, and Flowing Wells branch of the Pima County library. The existing two-lane road was converted to a new three-lane roadway with paved shoulders/bicycle lanes, concrete curbs and sidewalks, and drainage improvements. Two art walls were installed at the school entrance with tiles designed and created by the students.



### Ruthrauff – I-10

The Interstate 10/Ruthrauff Road traffic interchange is being reconstructed to improve traffic operations on both roadways. January 2020 - Late 2021.

Key elements of the project:

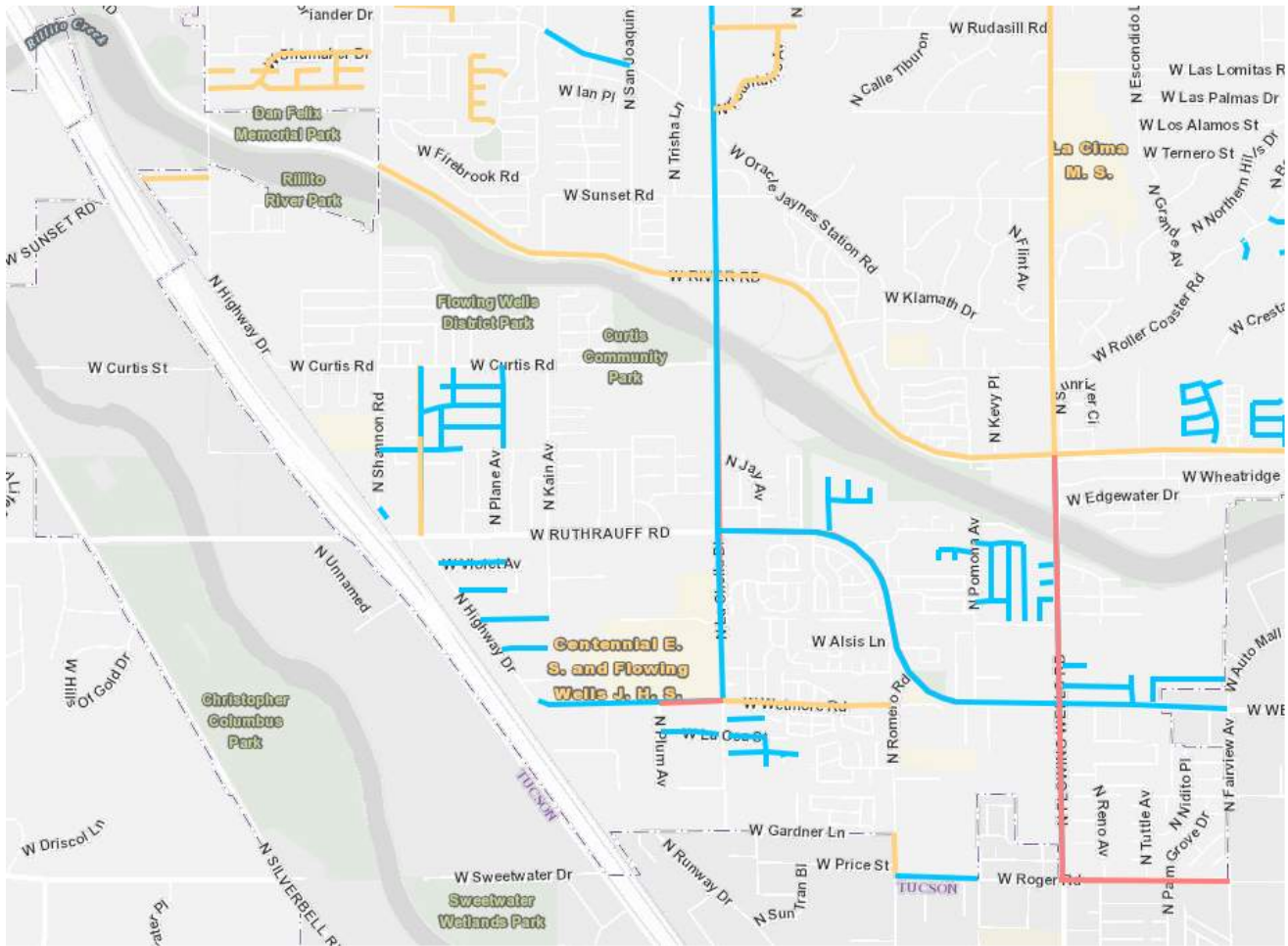
- Lower I-10 to go beneath Ruthrauff Road/El Camino del Cerro
- Raise Ruthrauff Road/El Camino del Cerro to go over Davis Avenue/Highway Drive, the Union Pacific Railroad and I-10
- Widen I-10 to four lanes in each direction
- Widen Ruthrauff Road/El Camino del Cerro to two lanes in each direction
- Reconstruct the I-10 frontage roads to connect to the elevated Ruthrauff Road/El Camino del Cerro
- Ruthrauff Road/El Camino del Cerro will close to all traffic at I-10 for up to 24 months.
- Business access will be maintained throughout the project.



### **Additional Road Work projects:**

On June 23, 2022, the Pima County Board of Supervisors approved \$56 million for a road repair and preservation program for fiscal year 2020/2021. The Pima County Department of Transportation will use the funding to repair and preserve approximately 45 miles of arterial and collector roads and 127 miles of local roads during the fiscal year. The criteria for prioritizing roads slated for repair was developed over the course of the previous fiscal year with guidance from the Pima County Transportation Advisory Committee. The Department of Transportation has prepared a map showing planned, active, and completed road projects. Funding for repairs

comes from a combination of State-shared revenues called Highway User Revenue Funds (HURF), remaining local road repair funds from Fiscal Year 2017/2018 and Certificates of Participation.

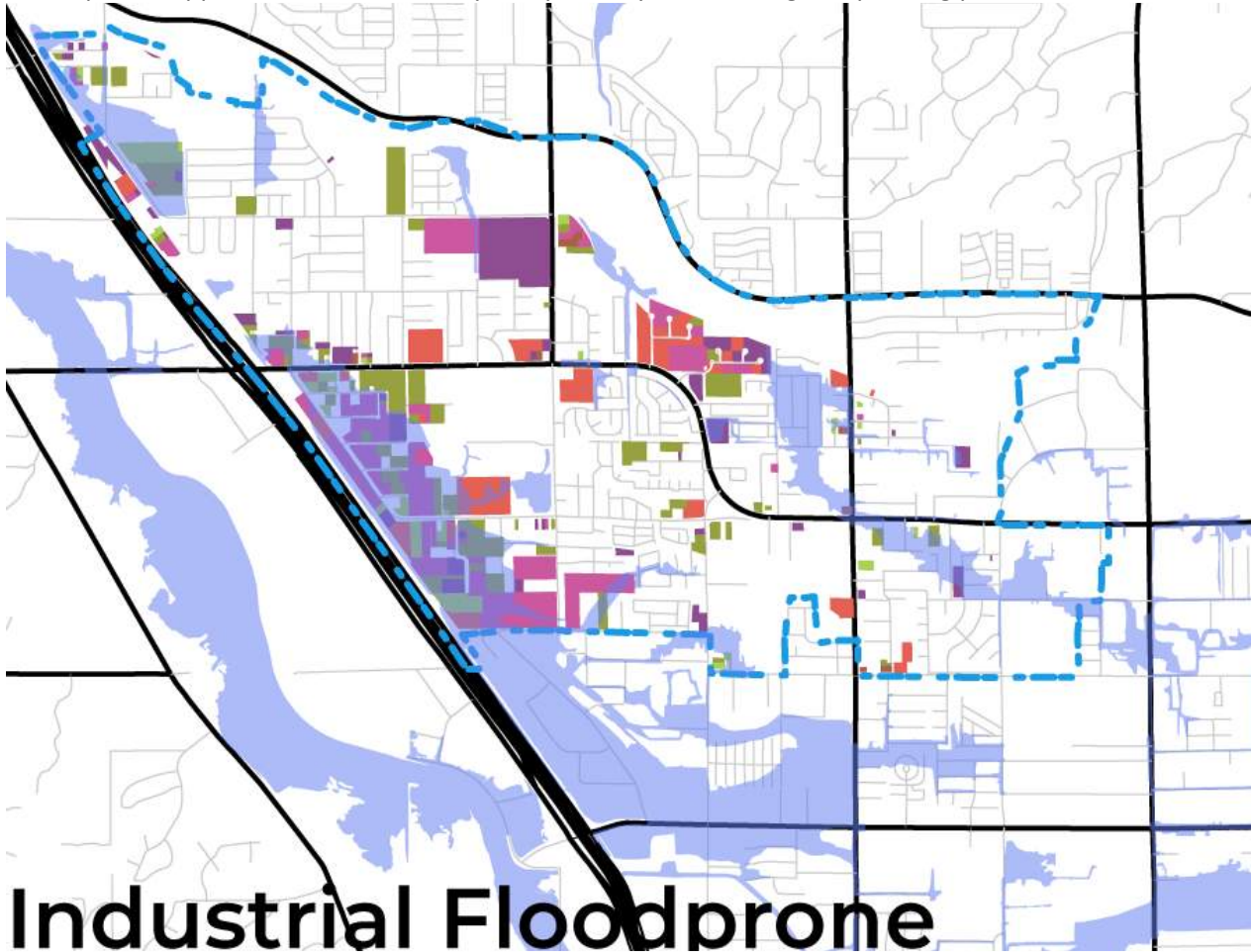




## Drainage

Drainage, flooding, and ponding are critical community development issues in the Flowing Wells Target Area. The natural flow of water is east to west. Unfortunately for the drainage of the Flowing Wells Target Area, the Union Pacific Railroad (formerly Southern Pacific Railroad) AND I-10 Freeway were constructed as raised transportation corridors that effectively interfered with natural drainage flow. As a result, most of the Flowing Wells area is a “bathtub” basin, capturing surface run-off, unable to get to its natural watershed destination in the Santa Cruz river. Exacerbating that situation, any drainage culverts through those constructed barriers are difficult and expensive. In the case of Union Pacific Railroad, the administrative priorities and approvals for these drainage solutions partnerships have historically been difficult, elusive, and slow.

Furthermore, these flood issues have been a barrier to community development. Most of the economic development opportunities are seriously hampered by the flooding and ponding problems.



Map source: prepared By Pima County for NACCED

In 2017, Pima County Regional Flood Control District, with Stantec and with active participation of the Flowing Wells Neighborhood Association and Community Coalition, published an extensive study of the area entitled the **Ruthrauff Basin Management Plan Volumes I and II**. It had the following recommended findings:

### **Summary of Flooding and Drainage Problems**

*The following is a list of the major flooding and drainage problems identified by examination of the existing conditions data within the study area.*

- **B.2.1 Freeway (Gardner Lane) Industrial Park**

*The Gardner Lane Industrial Park is located south of West Gardner Lane and north of West Prince Road, between North Romero Road and Interstate 10. The majority of this area is mapped as an AO Zone (1 ft. depth) on the currently effectively Flood Insurance Rate Map for Pima County and Incorporated Areas (Panel 04019C1669L, June 16, 2011) see Appendix D. This area is primarily drained by an under capacity channel*



along West Gardner Lane which outlets to the west and the UPRR tracks. This flow is impeded by the railroad tracks and, to the north, railroad spurs because no outlet drainage structures exist. A future drainage structure is proposed at the UPRR at this location. This structure is expected to accommodate all 100-year flow concentrating at West Gardner Lane and convey it to an existing, new structure under I-10. Photos were taken of the area during a significant rain event on September 8, 2014 (see Appendix B.1.8). Estimated 24-hour rainfall in the area was in excess of 1 inch.

- **B.2.2 Wetmore Road and Highway Drive**

Several businesses have experienced flooding in the area. Ponding along West Wetmore Road and North Highway Drive is prevalent.

- **B.2.3 Root Lane**

West Root Lane is located west of North Romero Road and south of West Wetmore Road. Due to inadequate conveyance to the west the storm runoff ponds at Root Lane and Paseo Reforma. Homeowners have reported ponding depths above the street curbs. Photos from the September 8, 2014 event of this area are contained in Appendix B.1.8. In addition, homes adjacent to North Romero Road have low finished floors and portions of an old irrigation ditch have been filled in. One homeowner in this area has reported flooding.

- **B.2.4 Simmons/Tuttle Area**

This area is located north of West Prince Road and west of North Fairview Avenue. Runoff in this area drains to an alley, south of West Pelaa Street and to a storm drain at the corner of West Pastime Road and North Flowing Wells Road. Ponding occurs upstream to North Tuttle Avenue and West Simmons Street. Ponding depths above the curbs and into driveways have been reported. Pictures of the area have been provided by the City for two storm events, August 12, 2014 and September 8, 2014 (see Appendix B.1.8).

- **B.2.5 Wetmore and North Plum Avenue**

North Plum Avenue is located south of West Wetmore Road and west of North La Cholla Boulevard. Homes have low finished floors and homeowners have reported flooding in the past.

- **B.2.6 Sullinger Channel**

The Sullinger Channel is located north of West Curtis Road and west of North La Cholla Boulevard adjacent to Curtis Park. Riprap erosion control has failed for tributary drainage and sediment has accumulated at the outlet of the channel at the Rillito River.

- **B.2.7 Curtis/Kain**

Numerous complaints in this area, located west of North La Cholla Boulevard and north of West Ruthrauff Road. Ponding occurs in the intersection because an existing channel does not convey runoff to Rillito River due to insufficient grade. A single 36-inch pipe exists at the Rillito River.

- **B.2.8 Curtis/Shannon**

Roadway ponding is prevalent north and east of the intersection of West Curtis Road and North Shannon Road as well as within the neighborhood northeast of the intersection.

- **B.2.9 Pomona**

North Pomona Road is located north of West Roger Road and west of North Flowing Wells Road. The swale adjacent to the west side of Pomona Road may be inadequate to convey flow away from adjacent mobile home park and upstream homes.

- **B.2.10 14th Street Channel**

Channel outlet (storm drain inlet) clogs with debris.

- **B.2.11 Prospect/Nidito**

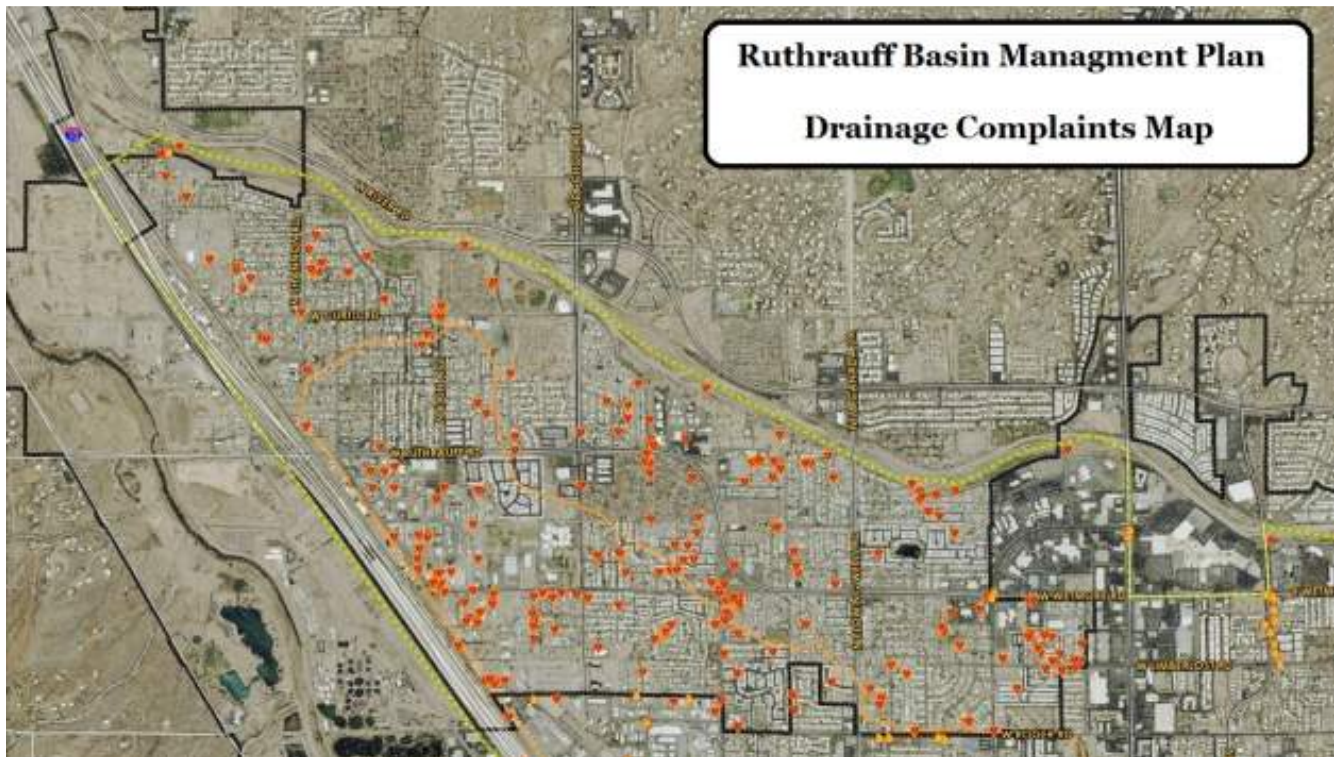
Ponding observed at intersection during the December 8, 2014 storm event.

- **B.2.12 Limberlost/1st Avenue Detention Basin**

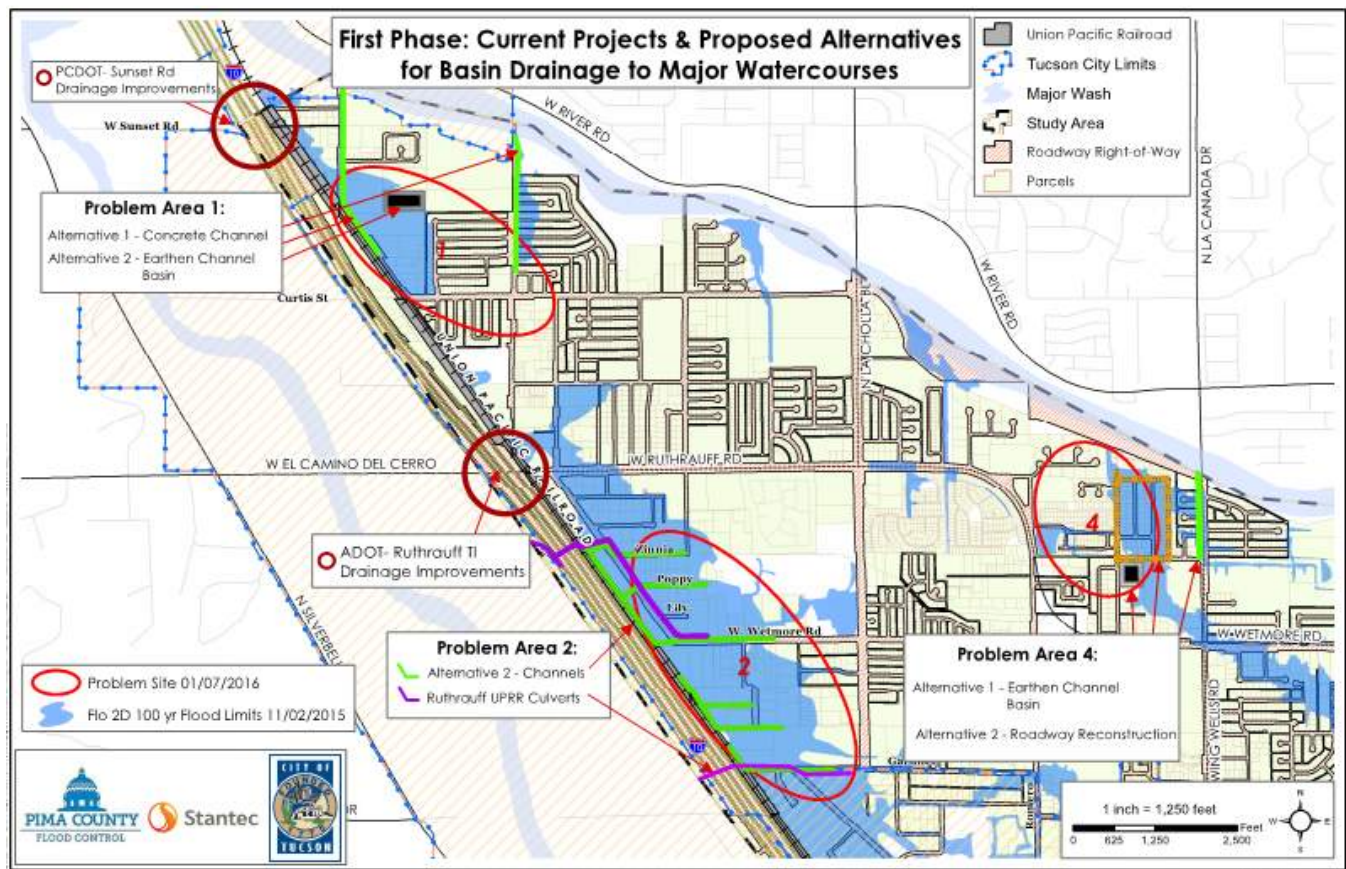
City has had reports of flooding from the detention basin located on the eastern side of the commercial complex.

- **B.2.13 Mountain Avenue and Prospect Lane in the vicinity of Limberlost**

Ponding runoff for extended periods of time.



Source: Ruthrauff Basin Management Plan



Source: Ruthrauff Basin Management Plan







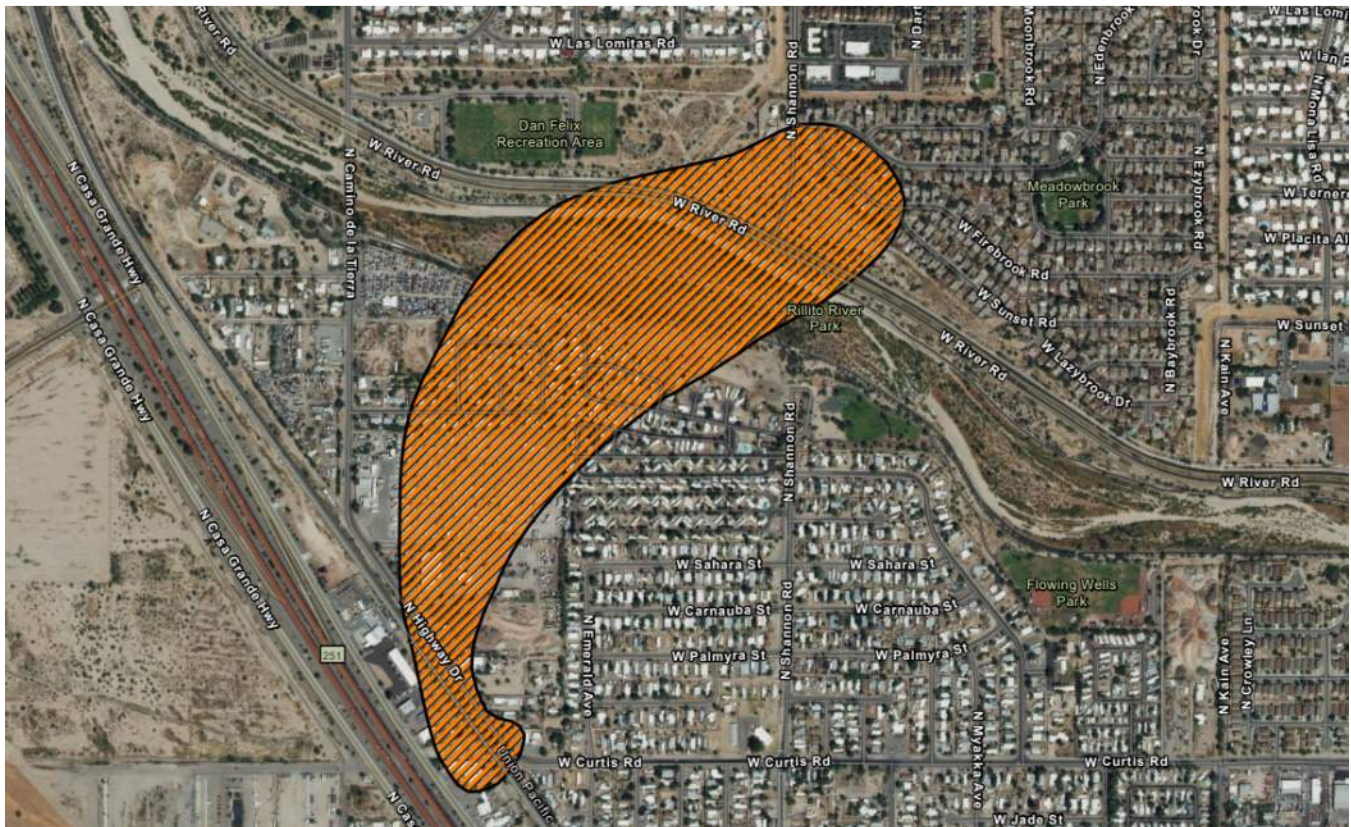
## Environmental Quality

The concerns about Environmental Quality identified in the 2001 NRSA and the 2007 NRSA Update are still a source of concern today. Flowing Wells' location near I-10 (air quality), its history of industrial and railroad uses (ground-water contamination), the persistent illegal dumping on vacant parcels, the dumping of hazardous material, and abandoned wells are all persistent.

There are three Superfund sites in the area with projects moving forward to mitigate:

### Sites 1 & 2

ADEQ: Shannon Road-Rillito Creek site placement date was April 23, 1999; El Camino del Cerro site placement date was on August 18, 1998; Shannon Road-Rillito Creek site and the El Camino del Cerro site were combined in the fall of 2004 based on sampling results showing a single plume. The area is in Northwest Tucson, approximately bounded by West Rudasill Road to the north, El Camino del Cerro Road on the south, North Moonbrook Road to the east and North Camino de la Tierra to the west with industrial properties, residential properties and a former landfill that occupies approximately 20 acres in the southwest portion. Contaminants of concern were reported as: Tetrachloroethene (PCE), trichloroethene (TCE), 1,1-dichloroethene (1,1-DCE), cis-1,2-dichloroethene (cis-1,2-DCE), and vinyl chloride. The following action was taken: The contaminant plume impacted three community wells, which were removed from service. One of these wells was returned to service with a wellhead treatment system removing contaminants of concern to meet drinking water standards. ADEQ is currently drafting a Record of Decision for the site.



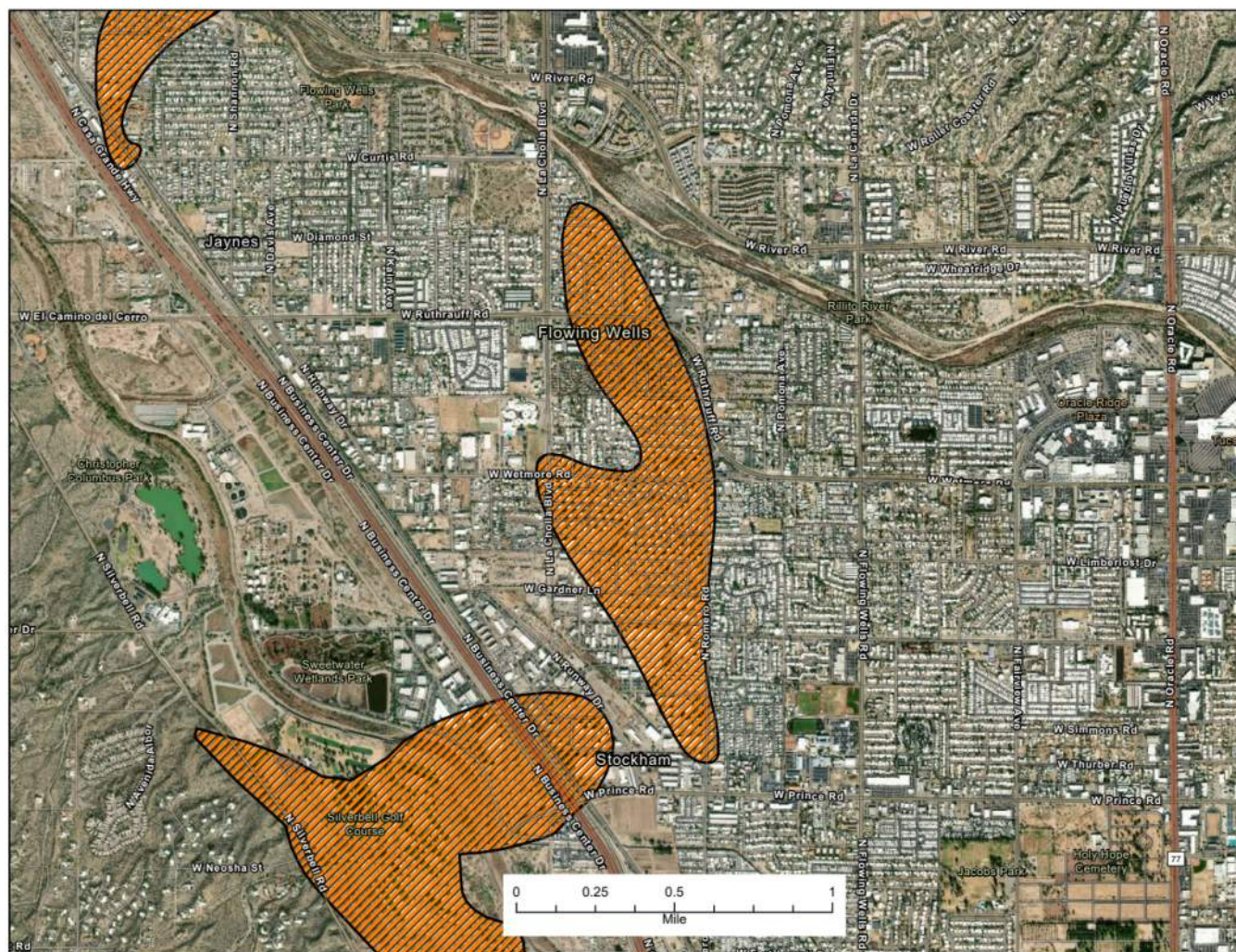
Shannon Road/El Camino del Cerro plume. Source ADEQ.

### Site 3

ADEQ: The site placement date was Sept. 18, 1998. The site is approximately bounded by Curtis Road to the north, Prince Road to the south, Pomona Road to the east and La Cholla Boulevard to the west. Contaminants of concern: Trichloroethene (TCE) and chromium. In 2013, the final remedial investigation report was issued and the feasibility study (FS) was initiated. ADEQ has begun addressing RI data gaps. A local water provider was operating an ADEQ-funded wellhead treatment system as an early response action to remove TCE from early 2007 to mid-2018. This system has been placed on bypass as concentrations of TCE have fallen below regulatory



levels. By 2018, all RI data gaps were addressed: additional boreholes and wells were installed to aid in delineating the lateral extent of the TCE groundwater plume; a soil vapor extraction (SVE) pilot test was conducted; the shallow soil-gas plume was defined; and indoor air samples were collected where soil-gas results indicated. In 2019, ADEQ installed a wellhead treatment system on a small water provider's drinking water well. The Proposed Remedial Action Plan was released for public comment on June 2, 2020. The public comment period ends on August 31, 2020.



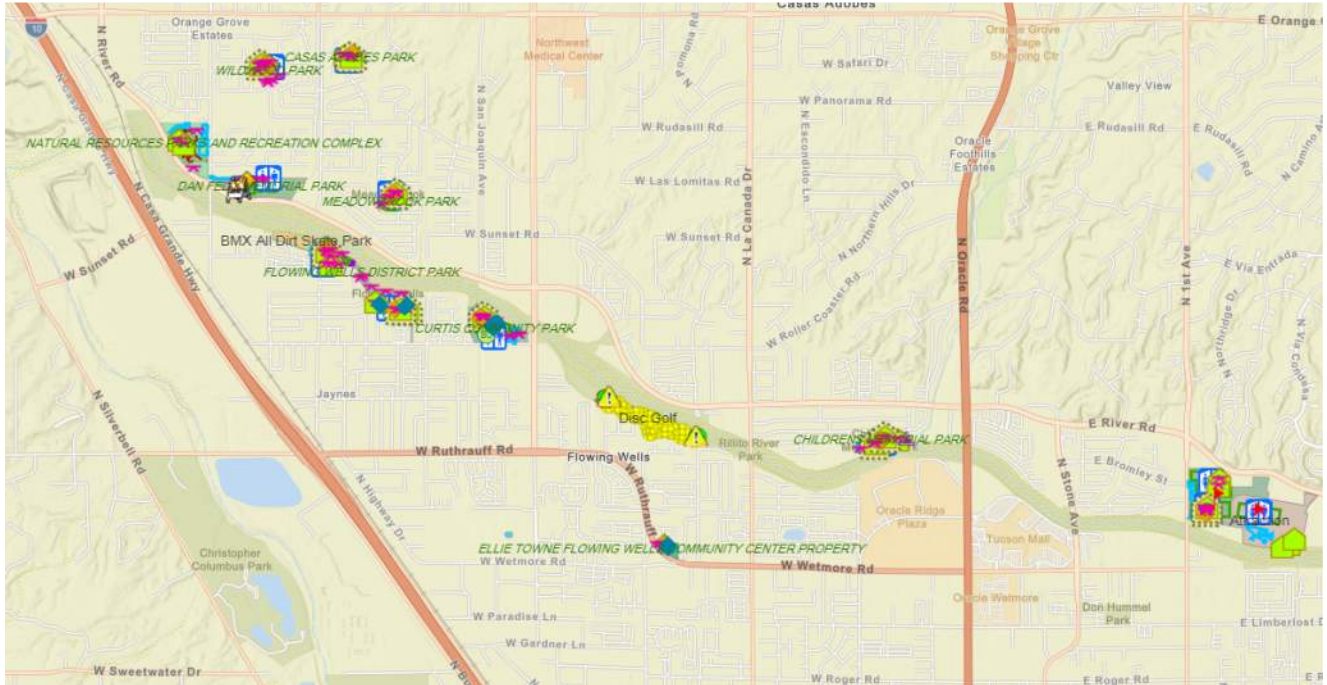
Miracle Mile plume. Source ADEQ.



## Parks and Recreation

Substantial progress has been made in the Parks and Recreation infrastructure since the 2001 NRSA stated:  
*"Currently the neighborhood is lacking any dedicated park facilities."*

Today that context is very different, with new parks all along the northern edge and a new community center:



Source: Pima County Interactive Map



Curtis Park



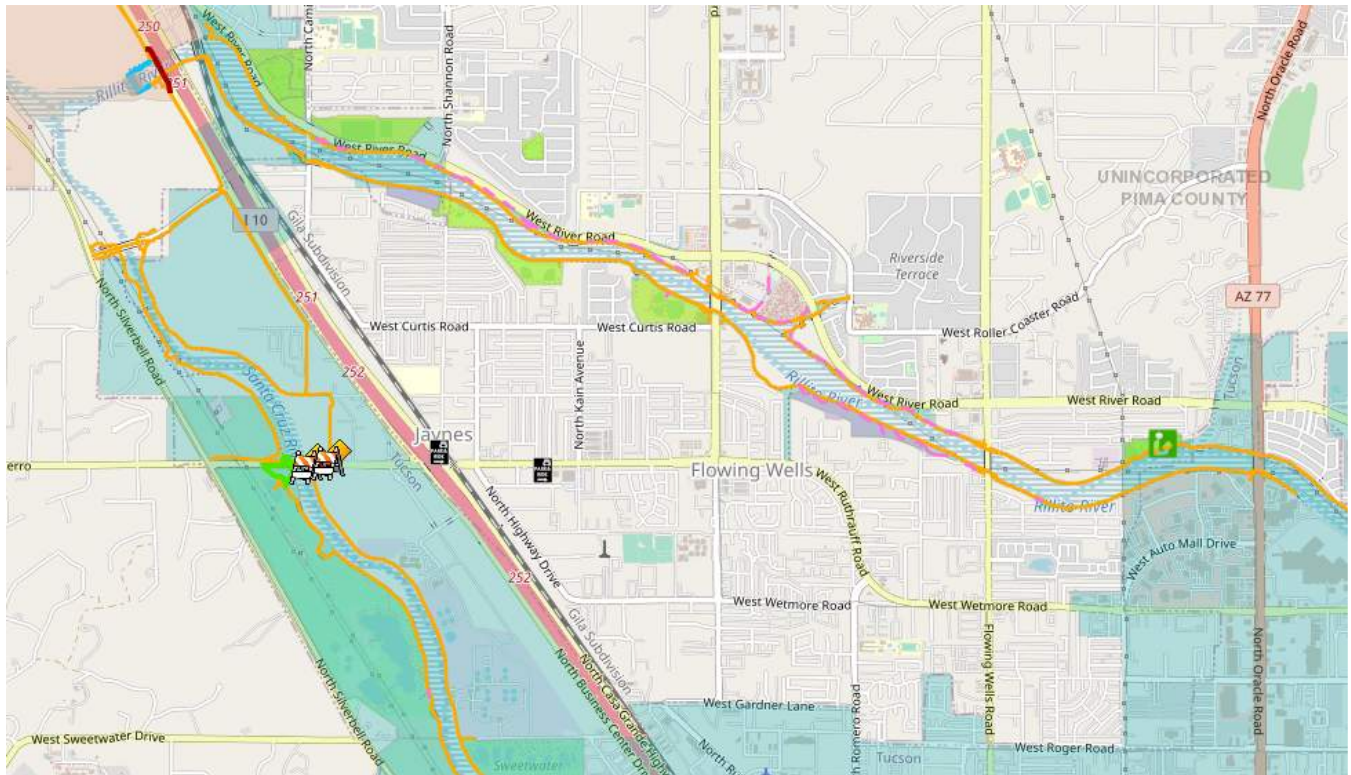
Central courtyard Ellie Towne Flowing Wells Center



Ellie Towne Flowing Wells Community Center



In addition, Flowing Wells target area now occupies a prime location in relation to the Chuck Huckelberry Pima County multi-purpose Loop.



Source: Pima County Interactive Map (Loop shown in orange)



Today, the challenges for Flowing Wells are quite different than in 2001. With the new infrastructure in place, the target area would benefit for additional improvements to those park facilities and enhanced connectivity to the Loop.

## Public Safety

The criminal activity in the area, as shown by the preceding Demographic data, has been substantially improved since the identified problems of 2001 and 2007, but more work is still needed. In all areas of crime reporting statistics, the Flowing Wells trends per population 1990-2017 show a declining rate much more rapid than the City of Tucson or Arizona as a whole. While it was true that the rate in Flowing Wells started substantially higher than the City of Tucson or Arizona, in addition to the rapidly declining rate, Flowing Wells is actually at a lower rate in 2017 in all four categories of Non-Violent Crime (Property, Burglary, Larceny, and Motor Vehicle Theft. ) The rate of Violent Crime in 2017 exceeds the City of Tucson and Arizona, but if the declining trend continues, this category will also continue to improve.

FLOWING WELLS	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	1104.6	991.1	824.7	725
Non Violent Crime Rates				
Property	1422.9	1237.8	945.4	408
Burglary	1578.4	1402	762.3	500.1
Larceny	5822.3	6471.8	4124	2042.8
Motor Vehicle Theft	964.1	881.7	778.6	284

TUCSON	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	588.7	375.7	345.5	460.6
Non Violent Crime Rates				
Property	889.2	565	511.3	432.5
Burglary	1580.3	987	949	831.1
Larceny	6647.6	4238	4215	3968
Motor Vehicle Theft	488.9	773.6	651.3	452.2

ARIZONA	1990 Census	2000 Census	2010 Census	2017 Estimate
<b>CRIME</b>				
Violent Crime Rate	652.4	551.2	413.6	505.7
Non Violent Crime Rates				
Property	7236.4	5345.4	3536.5	2908.3
Burglary	1669.9	1034.4	794.2	535.1
Larceny	4703	3510.5	2403.4	2103.2
Motor Vehicle Theft	863.5	800.5	338.9	269.9

In the public process associated with this 2020 NRSA, neighbors still expressed considerable concern about public safety, with a focus on drug manufacturing and use. It is the intent of this plan to utilize partnerships with all public safety agencies, including the Pima County Sheriff, Arizona Department of Public Safety, the City of Tucson Police Department, the US DEA, and others as applicable.

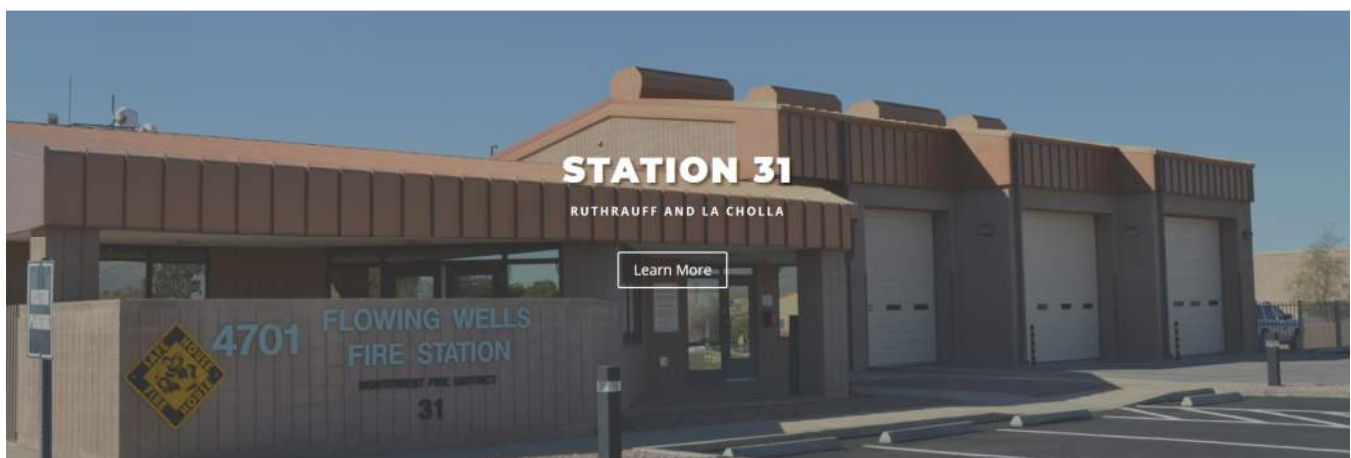
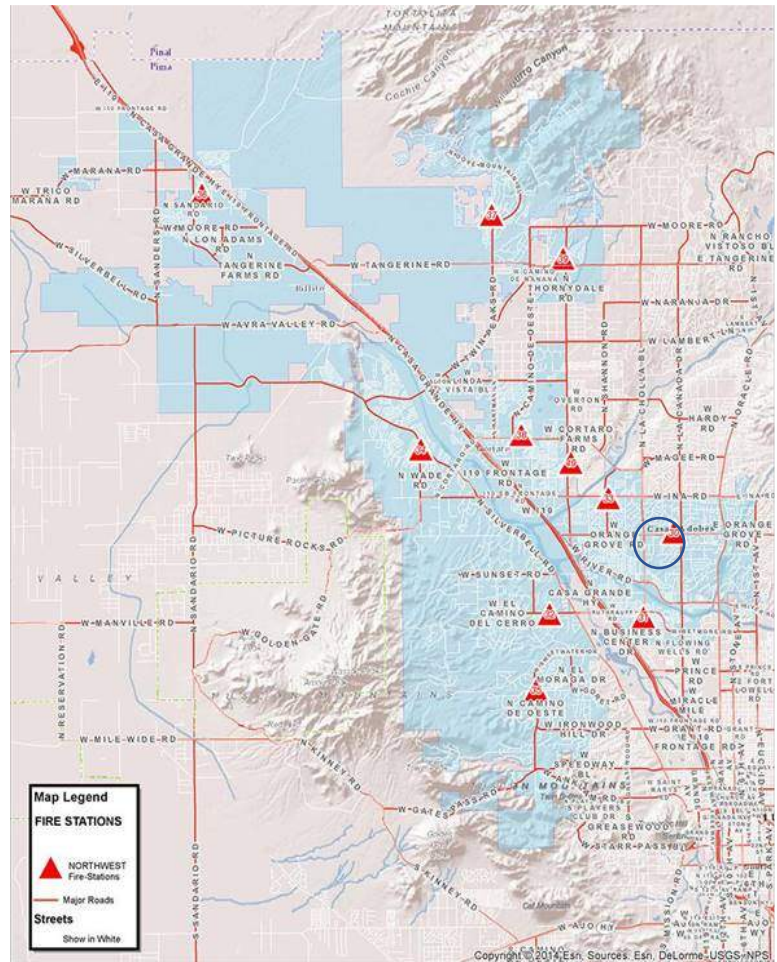


## Fire Emergency Protection

Fire and emergency services are provided by the large Northwest Fire District serving communities north and west of Flowing Wells all the way to the Pinal County line. There are eleven fire stations that serve the District. Flowing Wells is served by Station 31.

## STATION 31

This station was originally operated by the Flowing Wells Fire District prior to the Northwest Fire District's merger with the Flowing Wells Fire District in 1996. Station 31 responds to a relatively high volume of structure fires, many of which are mobile homes, and requests for emergency medical services. Station 31's campus also houses the South Battalion Chief Headquarters. The South Battalion Chief is the shift commander that oversees the operations of all of NWFD's stations south of Ina Road. This includes Stations 30, 31, 32, 33, and 35. The Battalion Chief responds to and typically assumes command of major incidents including structure fires, rescue operations such as vehicle rollovers, and mass casualty incidents. It has the following response vehicles: Engine, Ladder, Rescue, Battalion Chief. It is staffed by six personnel.



## Education

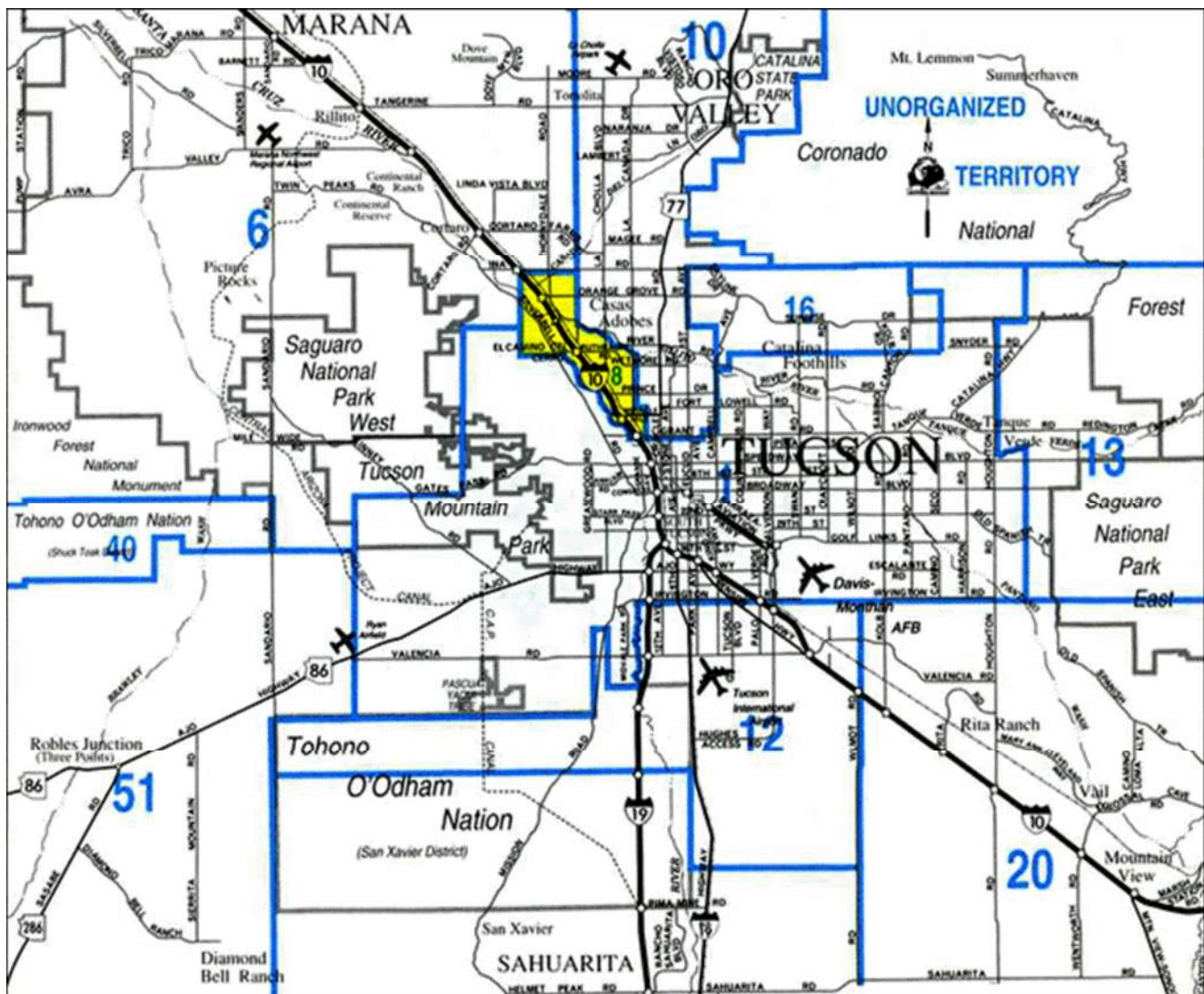
Quoting from the Flowing Wells Unified School District webpage:

*The Flowing Wells District mission, "Potential Finds Opportunity," is manifest in our core values—making each school a home and a safe place for all of our students to learn, grow, and explore their interests. We recognize that each of our students has individual talents, so we purposefully create opportunities for all students to realize their potential. This strength-based approach is part of what makes Flowing Wells a unique and successful district. Our dedicated and talented staff plays an important role in providing this dynamic learning environment that our students are proud to call home.*

*In Flowing Wells, teachers execute lessons with driving questions, modeling, and multiple opportunities for student practice. We believe in students doing, not just obediently copying notes and listening to lecture. Teachers in Flowing Wells do more than just "cover the standards." Each day we challenge our students with rigorous tasks and teach rich content in ways that elicit critical thinking, stamina, and grit. We believe these are essential skills that help students to be productive and successful throughout their lives.*

*Flowing Wells makes it our mission to provide environments in which students can take risks and explore who they are meant to be. We believe in our students' ability to achieve dreams, and as educators we recognize we are the humble custodians of those dreams.*

Flowing Wells is a small school district compared to the other school districts in the metropolitan Tucson area. Much of its success has been attributed to the level of attention to student needs though a small district.





The history of Flowing Wells is unique and has proudly served the Flowing Wells area since 1925. *In 1881, farmers Frank and Warren Allison named their property on Sentinel Peak (now commonly known as “A” Mountain) Flowing Wells because of the abundant water on and around the farm. Soon after, the Rillito School District was formed in the area of the Allisons’ Rillito School Flowing Wells farm, and a one-room schoolhouse was built. Records suggest that Laguna School opened in 1895 and was the original school in the district—possibly even its own independent district—before joining the Rillito School District. Then, by a recording error, the Rillito School District was omitted from the Arizona School Directory and the name Flowing Wells School District was entered in 1928. The District has remained the Flowing Wells Unified School District ever since. Flowing Wells High School opened in 1953 and Homer Davis Elementary School opened in 1955. Walter Douglas Elementary School was built in 1963, followed by Flowing Wells Junior High in 1976. Laguna Elementary School was symbolic of the school district as a rural, agricultural-based community from 1895 through 1980. The cotton fields, small airport and oval dirt track then gave way to a suburban community with rapid growth as Tucson prospered and the population grew. The District quickly built three elementary schools—Richardson (1980), Centennial (1990) and J. Robert Hendricks (1996)—to meet the needs of the working class community that emerged from the original rural agricultural roots. The community continues to evolve, becoming more urban and consisting of a diverse student population from established neighborhoods in the District and from state open enrollment policies. Today, the District enjoys strong community support and partnership in preparing students to thrive.*

Flowing Wells consists of the following Schools:



#### **EARLY CHILDHOOD & ELEMENTARY**

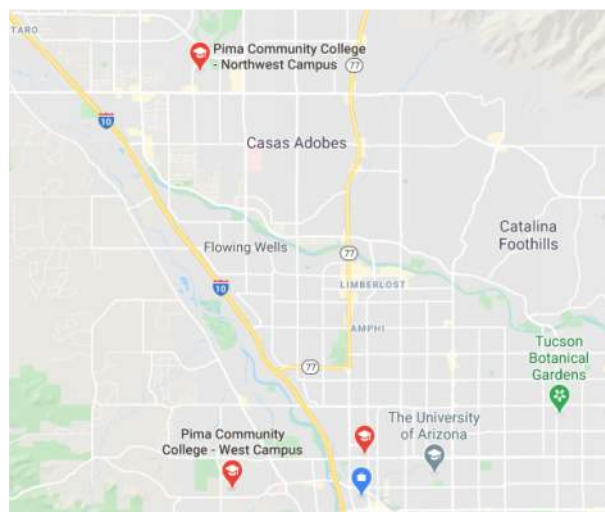
Emily Meschter Early Learning Center  
Centennial Elementary  
Homer Davis Elementary  
Douglas Elementary  
J. Robert Hendricks Elementary  
Laguna Elementary  
Richardson Elementary

#### **JUNIOR HIGH AND HIGH SCHOOLS**

Flowing Wells Junior High  
Flowing Wells High School  
Sentinel Peak High School  
Flowing Wells Digital Campus

The Flowing Wells Unified School District is an active partner with the Flowing Wells Neighborhood Association and Community Coalition and has been an active participant in this NRSA.

Pima Community College also serves the Flowing Wells target area with a large variety of community-based learning options. Flowing Wells is equidistant from the Pima Community College Northwest Campus at North Shannon north of Ina, the Pima Community College West Campus on West Anklam Road, and the Pima Community College Downtown Campus at Stone and Speedway.



## Economic Development

The economic development potential of Flowing Wells is substantial.

- Its proximity to I-10, to the Union Pacific Railroad, and to the Tucson City Center
- its proximity to both the Rillito and the Santa Cruz River
- its proximity to the Pima County Loop at its southwest and northeast edges
- a strong educational infrastructure with the highly-respected partnership of the Flowing Wells Unified School District and Pima community College
- its water and sewer infrastructure
- a strong industrial base close to the freeway and the railroad
- and a heavy and flexible zoning that allows substantial development of industry and jobs
- available and vacant land for development
- a highly organized and committed neighborhood organization and coalition that has been the backbone of twenty years of community improvement

But the economic advancement of this area also has its obstacles:

- flood and ponding issues hamper the development of commercial and industrial uses along the western boundary of the target area
- its history of lagging behind the metropolitan Tucson area in income, educational level, housing stock quality, and crime continues to hamper economic development progress despite substantial gains over the last two decades.
- Zoning while generally flexible, also does little to focus development. There is a strong desire to develop a focused commercial area that is pedestrian-scale and walkable and offers residents a single location for a sit-down restaurant, shopping, food, pharmaceuticals, etc.

Job training and individual economic development is also a priority for the target area. Flowing Wells has the advantage of a large number of willing partners in the Flowing Wells School District, JTED, Pima Community College, several non-profit agencies, and Pima County.



Pima County in particular has an array of community support resources: One-Stop Career Centers, Pima County Public Library Business Info Center, Pima County Attractions, Pima County Small Business Commission, Development Services, DEQ Business Assistance Program, DEQ Small Business Waste Assistance Program, Procurement Department, e-Contracts, and Pima County and Tucson Opportunity Zones.

Regionally, Sun Corridor, Inc. provides support for major business recruiting and expansion.

# **III. FLOWING WELLS TARGET AREA RESOURCES**

## Library Resources



The Flowing Wells Library was constructed in 2007 and was expanded in 2018 to provide extensive educational and information resources to the Flowing Wells area.

## CDBG Investments in Flowing Wells

<b>FLOWING WELLS- CDBG PROGRAMS/PROJECTS 2010-2020</b>				
<b><i>Applicant</i></b>	<b><i>Program</i></b>	<b><i>Type</i></b>	<b><i>Amount</i></b>	<b><i>Year</i></b>
Flowing Wells Unified School District	Flowing Wells Family Resources Center Operating Funds	Public Service Program	\$15,000.00	2010
Flowing Wells-FWNACC	FWNACC Revitalization Corridor	Public Service Program	\$8,605.00	2010
Flowing Wells-FWNACC	FWNACC Street Lights	Public Facility Improvement	\$48,000.00	2010
Flowing Wells-FWNACC	FWNACC Operating Funds	Public Service Program	\$4,222.00	2010
Flowing Wells-FWNACC	FWNACC Operating Funds	Public Service Program	\$4,930.00	2011
Flowing Wells Unified School District	Flowing Wells Family Resources Center Operating Funds	Public Service Program	\$13,000.00	2011
Flowing Wells-FWNACC	FWNACC Operating Funds	Public Service Program	\$4,822.00	2012
Flowing Wells Unified School District	Flowing Wells Family Resources Center Operating Funds	Public Service Program	\$13,000.00	2012

# FLOWING WELLS- CDBG PROGRAMS/PROJECTS 2010-2020

<i><b>Applicant</b></i>	<i><b>Program</b></i>	<i><b>Type</b></i>	<i><b>Amount</b></i>	<i><b>Year</b></i>
Flowing Wells-NWFD	Northwest Fire District Fire Hydrants	Public Facility Improvement	\$10,000.00	2013
Flowing Wells-FWNACC	FWNACC Operating Funds	Public Service Program	\$10,000.00	2013
Flowing Wells Unified School District	Flowing Wells Family Resources Center Operating Funds	Public Service Program	\$13,000.00	2013
Flowing Wells Unified School District	Flowing Wells Family Resources Center-Facility Improvements	Public Facility Improvement	\$28,850.00	2013
Flowing Wells-Amistades	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$10,000.00	2014
Flowing Wells - FWNACC	FWNACC Street Lights	Public Facility Improvement	\$14,400.00	2014
Flowing Wells Unified School District	Flowing Wells Family Resources Center Operating Funds	Public Service Program	\$13,000.00	2014
Flowing Wells Unified School District	Flowing Wells Family Resources Center-Facility Improvements (Commercial Freezer)	Public Facility Improvement	\$3,000.00	2014
Flowing Wells - Amistades, Inc.	Ellie Towne Teen Program	Public Service Program	\$12,500.00	2015
Flowing Wells - FWNACC	Community Notice Electronic Marquee on Flowing Wells Road	Public Facility Improvement	\$20,000.00	2015
Flowing Wells - FWNACC	Operating Funds - Flowing Wells Neighborhood Association and Community Coalition	Public Service Program	\$10,000.00	2015
Flowing Wells School District	Flowing Wells School District (FW Family Resource Center)	Public Service Program	\$13,000.00	2015
Flowing Wells - NWFD	Fire Hydrants for Flowing Wells	Public Facility Improvement	\$15,000.00	2015

## FLOWING WELLS- CDBG PROGRAMS/PROJECTS 2010-2020

<i><b>Applicant</b></i>	<i><b>Program</b></i>	<i><b>Type</b></i>	<i><b>Amount</b></i>	<i><b>Year</b></i>
Flowing Wells - Amistades	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$15,000.00	2016
Flowing Wells Continental Little League	Curtis Park Shade & Protective Covers	Public Facility Improvement	\$34,000.00	2016
Flowing Wells School District	Flowing Wells School District Family Resource Center	Public Service Program	\$15,000.00	2016
Flowing Wells - Amistades	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$35,000.00	2017
Flowing Wells - FWNACC	Operating Funds and Technical Assistance	Public Service Program	\$15,000.00	2017
Flowing Wells School District	Flowing Wells Family Resource Center	Public Service Program	\$15,000.00	2017
Flowing Wells School District	Flowing Wells Family Resource Center Facility Improvement	Public Facility Improvement	\$15,000.00	2017
Flowing Wells - NWFD	Flowing Wells Fire Hydrants	Public Facility Improvement	\$20,000.00	2017
Flowing Wells-Watershed Management Group	Green Stormwater Infrastructure for Neighborhood Cleanup	Public Facility Improvement	\$75,000.00	2017
Flowing Wells - Amistades	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$10,000.00	2018
Flowing Wells - FWNACC	Operating Funds and Technical Assistance	Public Service Program	\$15,000.00	2018
Flowing Wells School District	Flowing Wells Family Resource Center	Public Service Program	\$36,500.00	2018
Flowing Wells School District	Flowing Wells Family Resource Center Facility Improvement	Public Facility Improvement	\$15,000.00	2018
Flowing Wells-Watershed Management Group	Green Stormwater Infrastructure for Neighborhood Cleanup	Public Facility Improvement	\$80,000.00	2018



## FLOWING WELLS- CDBG PROGRAMS/PROJECTS 2010-2020

<i><b>Applicant</b></i>	<i><b>Program</b></i>	<i><b>Type</b></i>	<i><b>Amount</b></i>	<i><b>Year</b></i>
Flowing Wells - Amistades	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$15,000.00	2019
Flowing Wells - FWNACC	Operating Funds and Technical Assistance	Public Service Program	\$15,000.00	2019
Flowing Wells School District	Flowing Wells Family Resource Center	Public Service Program	\$37,000.00	2019
Flowing Wells-Watershed Management Group	Green Stormwater Infrastructure for Neighborhood Cleanup	Public Facility Improvement	\$70,000.00	2019
Flowing Wells - Amistades, Inc.	Amistades Inc., Ellie Towne Teen Program	Public Service Program	\$15,000.00	2020
Flowing Wells - FWNACC	Speed Calming Measures for Royal Palm	Public Facility Improvement	\$15,000.00	2020
Flowing Wells Continental Little League	Flowing Wells Continental Little League & Pima County NRPR Curtis Park Snack Bar & Storage	Public Facility Improvement	\$30,000.00	2020
Flowing Wells School District	Flowing Wells Family Resource Center	Public Service Program	\$37,000.00	2020
Flowing Wells-Watershed Management Group	Green Stormwater Infrastructure for Neighborhood Cleanup	Public Facility Improvement	\$70,000.00	2020
		<b>Total</b>	<b>\$983,829.00</b>	

# Other Community Resources

<b>Organization Name</b>	<b>Proposal Title</b>	<b>Agency Mission Statement</b>
Administration of Resources and Choices	ARC S.A.F.E. House	ARC's mission is to provide resources and choices that protect human dignity and empower self-determination in the areas of home ownership and late life concerns. Our Late Life Domestic Violence Program goal is to facilitate safety, food and housing security, self-esteem, enhanced health, well-being, social competence, and financial stability for survivors over 50 of domestic violence, financial exploitation, and neglect.
Administration of Resources and Choices	Elder Services Program	ARC's mission is to provide resources and choices that protect human dignity and empower self-determination in the areas of home ownership and late life concerns. We provide assistance to new home buyers and distressed homeowners as well as older adults experiencing emotional financial or physical abuse or seeking short term care during a crisis.
Amistad y Salud, Clinica Amistad	Community Health and Wellness	To provide quality health care to our patients, who are typically working families and seniors with low incomes and no health insurance. Without Clinica Amistad, most of our patients would be unable to obtain the necessary diagnostic laboratory tests or the medications required to ensure their good health.
Arizona Board of Regents on behalf of The University of Arizona's Pima County Cooperative Extension	4-H Challenge Program	Cooperative Extension's mission is to engage with people through applied research and education to improve lives, families, communities, the environment and economies in Arizona and beyond.
Arizona Board of Regents, University of Arizona	Mobile Health Program for Medically Underserved Residents	The mission of the University of Arizona (UA), Department of Family & Community Medicine is to advance the health of individuals and families from all backgrounds and cultures through innovation and leadership in education, research, community engagement, and the delivery of exemplary primary care. The UA's mission is to improve the prospects and enrich the lives of the people of Arizona and the world through education, research, creative expression, and community and business partnerships.
Arizona Board of Regents, University of Arizona	Pima County Cooperative Extension	To engage with people through applied research and education to improve lives, families, communities, the environment and economies in Arizona and beyond.
Arizona Youth Partnership	Marana Rural Afterschool Program	Arizona Youth Partnership builds solid foundations for youth and families by partnering with Arizona communities to prevent and solve local issues such as substance abuse, youth homelessness, lack of educational opportunities, teen pregnancy, and challenging family dynamics.
Arizona's Children Association	Family Education & Support Services, Las Familias	The mission of Arizona's Children Association is, "Protecting Children, Empowering Youth, and Strengthening Families".
Arizona-Sonora Desert Museum	Buffelgrass Education and Coordination	harmony with the natural world by fostering love, appreciation, and understanding of the Sonoran Desert.
Catholic Community Services dba Pio Decimo Center	Case management for homeless families, Childcare For Working Poor, Emergency Food and Clothing	As an agency of Catholic Community Services, Pio Decimo Center's mission is strengthen children, adults, families and communities by providing help, creating hope and serving all. Valued actions include encouraging self-determination through program design, collaborating to provide services where gaps exist, and raising awareness of social issues. Pio Decimo works across generations to reduce poverty through education, asset development, access to affordable housing, and case management.
Catholic Community Services of Southern AZ, inc. dba Community Outreach Program for the Deaf	Supporting Deaf, and DeafBlind adults and Elderly Deaf people	Community Services of Southern Arizona. Mission Statements: Catholic Community Services (CCS) : We strengthen children, adults, families and communities by providing help, creating hope and serving all. Community Outreach Program for the Deaf (COPD): To support the empowerment of all people we serve with the capability of self-determination in their daily lives.
Chicanos Por La Causa, Inc.	CPLC Nahui Ollin Youth Prevention	Chicanos Por La Causa, Inc. (CPLC) is a community development corporation 501 (c) (3) non-profit organization, committed to building stronger, healthier communities as a lead advocate, coalition builder and direct service provider. CPLC's mission statement is, "We Drive Economic and Political Empowerment," as we promote positive change and self-sufficiency to enhance the quality of life for the benefit of those we serve.
Child & Family Resources, Inc	Pima County Healthy Families, Too Good for Drugs	WE BUILD STRONG COMMUNITIES WHERE CHILDREN CAN REACH THEIR FULL POTENTIAL
Community Food Bank, Inc.	Branch Resource Centers, Child Nutrition Programs, Emergency Food Assistance, Caridad Community Kitchen	We change lives in the communities we serve by feeding the hungry today, and building a healthy, hunger-free tomorrow.
Community Home Repair Projects of Arizona	Roof Repair and Replacement Program	Community Home Repair creates safer places to live by addressing health & safety concerns with efficient home repairs and adaptations, to support long term housing solutions for low-income homeowners and their families.
Desert Survivors Inc.	Desert Survivors Inc.	Desert Survivors offers quality employment to adults with intellectual developmental disabilities. With support, training & advocacy we help each individual reach full potential including the competitive employment market. Our Native Plant Nursery offers desert friendly products to our community . Desert Survivors promotes respect to every human being, while celebrating & protecting healthy living, values, culture and the fragile ecology of our desert home.

<b>Organization Name</b>	<b>Proposal Title</b>	<b>Agency Mission Statement</b>
Diaper Bank of Southern Arizona	Diapers for Infants, Children, Disabled, and Seniors	To make diapers, incontinence supplies, and period products available during times of need primarily through collaborative community relationships that promote health, wellness, dignity, and independence.
DIRECT Center for Independence	Counseling DIRECTIONS, Linkages	DIRECT's mission is to advocate voice, choice and independence for people with disabilities and our vision is universal access.
El Rio Santa Cruz Neighborhood Health Center, Inc.	St. Elizabeth's Health Center- Patient Centered Medical Home for the Uninsured	St. Elizabeth's Health Center is a faith-based community health center that supports the healthcare needs of the uninsured and underserved in Southern Arizona. We commit to provide high quality healthcare with respect and dignity by responding to individual needs and encouraging health and well-being.
El Rio Santa Cruz Neighborhood Health Center, Inc.	Trichloroethylene Program	The mission of El Rio Health is to improve the health of our community through comprehensive, accessible, affordable, quality, and compassionate care. Our vision at El Rio Health is to be a national model of excellent healthcare.
Friends of the Pima County Public Library, Inc.	Volunteer Coordinator	Friends of Pima County Library advances a literate community by funding reading programming throughout Pima County
Girl Scouts of Southern Arizona	Adelante Jovencitas & Foster Care Programs	Girl Scouting builds girls of courage, confidence, and character, who make the world a better place. Girl Scouts of Southern Arizona is a non-profit organization with services and programs open to all girls ages 5-17 in Southern Arizona. We are one of 112 Girl Scout councils across the nation, privileged to serve more than 5,000 girls and over 2,000 adult volunteers.
Habitat for Humanity Tucson	Shelter Technical Assistance and Maintenance Support	Habitat for Humanity Tucson works to end poverty housing by creating opportunities for home ownership in partnership with low-income families, and by making decent shelter a matter of community conscience and action. We produce 100% affordable housing based on U.S. Department of Housing and Urban Development (HUD) guidelines. Habitat Tucson has built over 400 homes in the City of Tucson.
Higher Ground a Resource Center	Community Schools Initiative	Our mission is to empower one life at a time to reach, transform, and elevate their community through love and building character. Our purpose is to provide services that will foster and invest in the intellectual, emotional, social, spiritual, and physical health of an individual to build a better tomorrow.
IMPACT of Southern Arizona	IMPACT Clothing Bank, IMPACT Food Bank	Our Mission: To make a positive IMPACT by improving lives & inspiring futures in our underserved Southern Arizona Communities. Vision: Individuals & families have overcome obstacles, gained confidence, & learned the skills to be self-sufficient. Programs are designed to provide emergency assistance as needed, stretch household budgets, & move people to self-sufficiency. How: bringing together community stakeholders/partnerships & collaborations. Small professional staff/170 volunteer shifts/week.
INTERFAITH COMMUNITY SERVICES	Eastside Financial Assistance, Hotel Vouchers for Temporary Housing, Special Diet Meals for At Risk Seniors, Transportation Services for At Risk Seniors	Since 1985, Interfaith Community Service's (ICS) mission has been to help Pima County seniors, individuals with disabilities, and people in financial crisis achieve stable, healthy and independent lives. We accomplish our mission through programs, partners, and our hundreds of dedicated volunteers.
International Rescue Committee in Tucson	Housing and Family Support, Immigration Program, Job Readiness Training for Newly Arrived Refugees, Medical Case Management for Refugees, Refugee Gardening Program	The mission of the International Rescue Committee (IRC) is to help people whose lives and livelihoods are shattered by conflict and disaster to survive, recover and gain control of their future. The vision of the IRC is to lead the humanitarian field by implementing high-impact, cost-effective programs for people affected by crisis, and by using our learning and experience to shape policy and practice.
International School for Peace	International School for Peace	International School for Peace promotes peace within the individual, the community, and the world by immersing children in languages and multicultural experiences through a play-based, anti biased curriculum that celebrates diversity
International Sonoran Desert Alliance	Ajo Las Artes GED & Jobs Program	At the International Sonoran Desert Alliance (ISDA), we design and implement environmental, cultural, real estate and business development projects intended to preserve and enrich the environment, culture and economy of the Sonoran Desert. We are committed to fostering communication, understanding and cooperation among the diverse cultures residing in the area.
Jewish Family & Children's Services of Southern Arizona	HoME, Project Safe Place (PSP)	Jewish Family and Children's Services (JFCS) of Southern Arizona is a non-faith-based, non-profit agency that provides quality social and behavioral health services to the greater Tucson community. We help people of any religion or ethnic origin meet their full potential by restoring their well-being, cultivating self-sufficiency, and strengthening family life.
Literacy Connects	Youth Center After-School and Summer Programming	Literacy Connects mission is to connect people of all ages to a world of opportunities through literacy and creative expression. The mission is carried out by offering community-based programming that includes tutoring, classes, book donations, and arts-integration programs. The core values that influence our organizational direction are equity and social justice, creativity and imagination, collaborative relationships, joy, and transformational learning.
Make Way for Books	The Story Project	Our mission is to give all children the chance to read and succeed. Early literacy and learning experiences set the foundation for academic success. Make Way for Books empowers educators with the skills, knowledge, and tools to provide high-quality early literacy learning experiences and environments for the young children in their care.
Metropolitan Education Commission	Metropolitan Education Commission, Regional College Access Center	The Metropolitan Education Commission (MEC) is composed of 34 citizen commissioners who advise, make recommendations, and serve as advocates in all areas that affect the educational welfare of the citizens of Tucson and Pima County. Our mission is to advocate for a quality and affordable education from preschool to post-secondary to ensure students are prepared to graduate from high school, enroll in a post-secondary program, and contribute to a highly-skilled workforce.

<b>Organization Name</b>	<b>Proposal Title</b>	<b>Agency Mission Statement</b>
Mobile Meals of Southern Arizona, Inc.	Home Delivered, Medically Tailored Meals for Low Income Seniors	The mission of Mobile Meals of Southern Arizona is to promote the health, dignity and independence of homebound seniors and adults with disabilities in Pima County by providing home delivered, medically tailored meals, daily contact with a caring volunteer and connections to community resources.
Old Pueblo Community Services	City County Homeless Work Program	When people face homelessness, Old Pueblo Community Services provides housing, counseling and support services to help them transform their lives.
Our Family Services, Inc.	Center, Emergency Shelter-HFS, HYS - CUP	Our Family Services mission is to eliminate homelessness and strengthen our community. We do this by providing stability in times of crisis, linking people to support and resources, supporting social connectedness, and engaging our neighbors to tackle tough community issues.
Pima Council on Aging	Elder Rights & Benefits, Family Caregiver Support Program, Emergency Services, Home Delivered Meals, Neighbors Care Alliance, Senior Companion Program	PCOA's Mission is to promote dignity and respect for aging, and to advocate for independence in the lives of Pima County's older adults and their families, now and for generations to come.
Pima County Attorney's Office	Specialty Courts Housing Initiative	The Pima County Specialty Courts Initiative is a project originating from the Pima County Attorney's Office (PCAO) and is a collaboration with multiple partner justice and treatment agencies. The goal of this initiative is to develop an integrated continuum combining effective court supervision with "whole person" recovery interventions for those in our criminal justice system suffering from co-occurring mental health and substance use disorders.
Pima County Community Land Trust	Housing Counseling	The Pima County Community Land Trust is a nonprofit, community based organization committed to providing permanently affordable housing for low to moderate income individuals and families; promoting community revitalization in the neighborhoods in which it operates; and to providing ongoing programs and services that help families achieve, preserve, and sustain affordable housing.
Pima Prevention Partnership	Pima County Teen Court	Pima Prevention Partnership's Mission: Building partnerships with young people, families & communities to improve their quality of life. PPP's mission ties closely with Teen Court's vision of "Reducing Juvenile Crime and Positively Engaging Youth through Restorative Justice, Law-Related Education and Positive Peer Influence".
Portable Practical Educational Preparation, Inc.	Amado Community Alliance	The PPEP, Inc. Mission Statement is: "To Improve the Quality of Rural Life"
Primavera Foundation, Inc.	Casa Paloma: Providing basic needs, housing and support services, HIP Support Services, Supportive Housing Program	The Primavera Foundation provides pathways out of poverty through safe, affordable housing, workforce development and neighborhood revitalization.
RISE, LLC.	RISE Equipment Recycling	RISE works to improve the quality of life for citizens of Pima County by closing the technology gap for under-served populations while improving environmental conditions through the refurbishment and recycling of electronic equipment. Its parent organization COPE Community Services, supports this mission as part of its overall vision to improve the health and well-being of each person and community it serves.
Socialserve	PimaCountyHousingSearch.org	Socialserve is a non-profit 501(c)(3) dedicated to helping people access affordable housing and supportive services by developing solutions that utilize leading-edge technology combined with outstanding call center customer service. We believe that those in need merit outstanding customer service while at the same time, municipalities deserve cost-effective solutions.
Southern Arizona AIDS Foundation	ALLY, Eon, Food for Life, SAAF Anti-Violence Project	The mission of the Southern Arizona AIDS Foundation is to cultivate a healthy and stigma-free society through transformative action.
Southern Arizona Association for the Visually Impaired (SAAVI)	Health and Wellness Program for Seniors	SAAVI's mission is to provide dynamic and progressive hands-on experiences and opportunities that allow our blind students to meet their vocational and life goals as independent, contributing members of our community. Our vision is that no one should expect less for themselves because of their blindness.
Southern Arizona Children's Advocacy Center	Support Services for Child Victims	The mission of the Southern Arizona Children's Advocacy Center (SACAC) is to provide a safe, compassionate, and healing environment for children who have been a victim or witnessed a crime. SACAC provides professionally coordinated services to support families, and to investigate and prosecute child abuse and neglect. Our dedicated, certified professional staff provides forensic interviews, connection to resources, and medical services in one child-friendly location.
Southern Arizona Legal Aid, Inc.	HOMEOWNER AND TENANT PROTECTION PROGRAM	To provide quality legal services to people who would not otherwise have equal access to justice in ways which affirm their individual and collective dignity, integrity and power.
Southwest Fair Housing Council	Fair Housing Plus	To provide comprehensive services to achieve and preserve equal access to housing for all people.

<b>Organization Name</b>	<b>Proposal Title</b>	<b>Agency Mission Statement</b>
St. Luke's Home	"Stronger, Longer" Senior Dietary Program	St. Luke's Home (SLH) is dedicated to the provision of quality of life care for low income Elders to age with dignity in an assisted living community. We value respect, integrity, compassion, innovation and collaboration. At SLH we focus on providing specialized services to Elders who fall into the "economic gap" meaning they are unable to live on their own, unable to afford private care and unable to qualify for government programs/services. We provide holistic care for mind, body, and spirit.
The Salvation Army	The Salvation Army Motel Voucher Program	The Salvation Army, an international movement, is an evangelical part of the Universal Christian Church. Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination.
TMM Family Services Inc.	Community Closet & Housing & Management	TMM's mission is to: oServe at risk children, families and seniors; oDevelop appropriate services utilizing volunteers and professionals; oAct as a catalyst for positive change; oEngage congregations to expand community outreach; and oDevelop new and ongoing resources for quality ministry. Although faith based, TMM Family Services does not discriminate in either service provision or hiring practices. No one receiving services is required to participate in any religious activity.
Tu Nidito Children and Family Services	Children to Children, Pathways	Tu Nidito Children and Family Services is dedicated to creating a community of acceptance and understanding regarding children in grief. Our programs provide comfort, hope and support for children and families whose lives have been impacted by serious illness or death. It is our vision that no child grieves alone.
Tucson Center for Women and Children dba Emerge Center Against Domestic Abuse	Comprehensive Domestic Abuse	Emerge Center Against Domestic Abuse's mission is to provide the opportunity to create, sustain and celebrate a life free from abuse.
Tucson Clean and Beautiful, Inc.	Tucson Clean & Beautiful	Tucson Clean & Beautiful, Inc. works to preserve and improve our environment, conserve natural resources, and enhance the quality of life in the City of Tucson and eastern Pima County. We achieve these goals through initiating educational and participatory programs implemented with broad-citizen, multi-culture support. Tucson Clean and Beautiful is the community platform for volunteer environmental stewardship. Working together, we create a healthy, vibrant, and environmentally just community.
Tucson Urban League	Financial Empowerment Center, Project YES	Our mission at the Tucson Urban League is to advance the economic and social prosperity for African Americans and other under-served Tucson area residents by creating access to opportunity through advocacy, community partnerships, and other supportive programs and services. Our three-part strategy for pursuing this mission is: education for our youth, economic self-sufficiency for families, and ensuring civil rights for all.
United Way of Tucson and Southern Arizona	Volunteer Income Tax Assistance Program (VITA)	Building a thriving community by uniting people, ideas, and resources.
Youth On Their Own	YOTO Program (Stipends)	Youth On Their Own (YOTO) supports the high school graduation and continued success of homeless youth by providing financial assistance, basic human needs, and guidance.
YWCA Southern Arizona	HNS Las Comadritas, Promotoras Ropiendo Cadenas, Women's Counseling Network	The mission of the YWCA is "Eliminating racism, empowering women, and promoting peace, justice, freedom and dignity for all". The YWCA of SA was founded in 1917, and for more than 100 years we have offered programs and services to hundreds of thousands of women, helping to create communities where every single person, no matter age, gender, race, or ethnicity can thrive.

## Religious Organizations

Religious organizations can play an important role in the community development and social service efforts of Flowing Wells. Below are the religious organization in the Flowing Wells Target Area.




- Alliance Bible Church
- Northside Fellowship Church
- ConnectionPoint Church
- The Universal Church
- Flowing Wells Assembly of God
- Northwest Southern Baptist Church
- Victory Assembly of God

## **IV. NEIGHBORHOOD ISSUES, GOALS, PROJECTS/STRATEGIES**

# FLOWINGS WELLS NRSA 2020 UPDATE PROCESS:

## GOALS, STRATEGIES/PROJECTS

The following Policy Categories and Topics are organized around the same Policy Categories and Topics utilized in the 2001 and 2007 NRSA Plans and Updates. The organization of the Goals and Strategies/Projects began with an analysis of the 2001 and 2007 plans and identified those Plan elements:

- that had been successfully completed 
- were no longer relevant or desired 
- or were still relevant but have yet to be accomplished. 

<b>Goal Statement:</b> 6. Provide a network of community and regional parks which fit the needs of the community.						
<b>Funding Sources:</b> CDBG, Private dollars, Bond Funds						
Strategy/Project	Cost Estimate	Partners	Timing	Benchmark		
				Baseline	Projection	
6a. Build small, low maintenance neighborhood parks (pocket parks) for local children and families	TBD	Pima County Parks and Recreation Dept., Pima County Community Services	Long Term	0 neighborhood parks	1 park per square mile	
6b. Make additional improvements to Flowing Wells Park by adding equipment and tot lot	90,000	Pima County Parks and Recreation Dept., Pima County Community Services	Long Term	No plans	After completion of park	
6c. Purchase property (Harvey) for additional parking in Flowing Wells Park. Snack Bar for Curtis Park						
<b>Goal Statement:</b> 7. Develop new transportation routes with Sun Tran to ensure that residents can get to their designated destinations.						
<b>Funding Sources:</b> Transportation Enhancement Programs (ADOT)						
Strategy/Project	Cost Estimate	Partners	Timing	Benchmark		
				Baseline	Projection	
7a. Conduct survey to determine usage, ridership, demand and gaps in service for transit and provide to SunTran	\$5,000	SunTran, FWNACC, Pima County Community Services, Pima County Department of Transportation	Immediate	Issues and demand unknown	Survey complete	
7b. Based on survey, implement new routes in the area and increase frequency of service	TBD	SunTran, FWNACC, Pima County Community Development Dept.	Mid-term	TBD based on survey	TBD based on survey	

In addition, Steering Committee Meetings and Community Input forms were used to develop new ideas, new Goals, new Strategies/Projects.

Worksheet to give input on New Suggested FW NRSA Projects

Kevin Daily <kevin.daily@yahoo.com>  
 To: George Kuck; Susan Kuck; Fred Bass; Benny Bass; Fran Loyash; LaNah Laplander; ELEANOR TOWNE NEAL; Marie Daily; Ryan Stephenson; Ann Vargas; Daniel Tyfusi; Corky Poster; Jason C. Dewidy; +4 others  
 Tue 3/15/2020 10:07 AM

NEW POLICY WORK SHEETS.pdf .pdf File  
 NEW POLICY WORK SHEETS.docx .docx File

Hello Steering Committee!

Corky Poster has provided two formats of worksheet to provide any new input for suggested projects we should consider for inclusion in the NRSA. Please review and make suggestions.

Please return these to me via email by March 30!

At our last steering committee meeting we reviewed the old list of projects from 2000 and 2007. We identified those that are done, should be eliminated/overcome, and those still to be included. We also gathered some input from members at the meeting for new projects.

This is another round getting the input sheets for new projects to all board members.

Next steps for board members:

1. Give input by March 30. Fill out sheet and send to me. I will forward to Corky.
2. Corky will compile for our meeting on April 2nd. Steering Committee Meeting at 1556 W Prince Road - Flowing Wells Admin School Office
3. We will discuss at the board meeting.

Thank you!

Kevin.



DATE: March 5, 2020  
 FROM: Corky Poster, Architect/Planner (AICP)  
 RE: Flowing Wells Neighborhood Revitalization Strategy Plan 2020 Update

### A. PUBLIC SAFETY

*sidewalks on at least one side of Curtis from La Cholla to Shannon*

### B. NEIGHBORHOOD APPEARANCE

*new w. Ruthrauff Rd  
 Paint Park south of Shavano Rd and Seabrook Drive  
 where the Shannon Ball Park use to be*

## A. PUBLIC SAFETY

### Goal Statement A1

*Reduce crime of all types through increased community and police involvement*



### Strategy/Project

- A1a. Reduce police response time once new officers are hired and in place.
- A1b. Develop community policing model building ties by working closely with residents and community groups.

### Goal Statement A2

*Eliminate the sale, use, and manufacture of illegal drugs in the neighborhood*



### Strategy/Project

- A2a. Work with Sheriff's Community Resources Department and Drug Enforcement Agency to learn how to identify and report illegal drug sales, use of drugs, the manufacturing of drugs, and to eliminate drug related crime in Flowing Wells study area.
- A2b. Partner to create a NARCAN program in the Flowing Wells community to facilitate the wide availability of this life-saving opioid antidote.
- A2c. Partner with non-profit agencies that provide programs and services for: substance abuse prevention; youth and families; and low income residents.

### Goal Statement A3

*Reduce the prevalence of Speeding to maintain a safe environment for driving, walking, and bicycling.*





**Strategy/Project**

- A3a.** Purchase a Radar Trailer for DPS to use in the project study area 20 days per month.
- A3b.** Work with Pima County Traffic Operations Department to provide “slow down” signage in areas identified.
- A3c.** Investigate traffic calming techniques and funding options for various locations in the study area and develop a plan of action.

**Goal Statement A4**

***Reduce the number of stray animals roaming the streets in the Flowing Wells Target Area***



**Strategy/Project**

- A4a.** Increase awareness by sending out a letter to everyone in the target area informing them about the laws regarding animal control, providing phone numbers of enforcers of the law, and explain the fines associated with violations of the law.
- A4b.** Work with Humane Society to set up clinics in the target area for Low or No Cost Fee for Spay and Neuter Programs.

**Goal Statement A5**

***Address the continuum of youth-related issues through proactive intervention, engagement, and a variety of positive options.***



**Strategy/Project**

- A5a.** Coordinate with agencies providing mentoring programs for at-risk youth to include area residents.

## B. NEIGHBORHOOD APPEARANCE

### Goal Statement B1

*Make Flowing Wells an attractive community by cleaning up the target area.*



### Strategy/Project

- B1a. Work with law enforcement to target chronic building and zoning code violators. Improve or eliminate abandoned or vandalized properties.
- B1b. Improve code and zoning enforcement for inappropriate businesses having a nuisance impact on residential neighbors.
- B1c. Reduce the number of abandoned structures in the target area by creating a pilot task force for dealing with distressed properties.
- B1d. Remove or reduce the number of unsightly/unregistered vehicles improperly stored on public streets or in yards.
- B1e. Identify properties that openly store trash and unsightly materials. Develop a plan to assist people in the collaborative clean-up of these properties.
- B1f. Organize community clean-ups and hazmat drop-off locations.

## C. HOUSING

### Goal Statement C1

*Encourage residents and landlords to maintain their property in conformance with local codes.*



### Strategy/Project

- C1a. Partner with non-profit agencies for home maintenance education programs. Develop partnerships with a local home improvement store.
- C1b. Expand or target specific amounts from Pima County CDBG funding for a housing rehabilitation program and provide community outreach to inform residents of current programs available.
- C1c. Subsidize building permit fees of low-moderate income homeowners making repairs to their homes.



- C1d. Develop a program, with both incentives and penalties, to encourage “slumlords” to improve their properties.
- C1e. Provide outreach to target area residents regarding emergency home repair information, including the work of CHRPA and other non-profit home repair agencies.
- C1f. Explore a program to help mobile-homeowners who do not own their land to improve their properties.

#### **Goal Statement C2**

***Ensure that all seniors in the neighborhood have access to safe, clean, and affordable housing.***



#### **Strategy/Project**

- C2a. Identify seniors in the target area needing services to ensure that they have safe, clean, affordable housing.
- C2b. Develop incentives for affordable senior housing.
- C2c. Work to develop affordable housing for low-income seniors in need.

#### **Goal Statement C3**

***Build new housing in the target area that is affordable to area residents***



#### **Strategy/Project**

- C3a. Working with partners like Habitat for Humanity, Pima County Community Land Trust, Southern Arizona Land Trust, and others, assemble land to facilitate the development of new affordable site-built and manufactured homes. Consider the use of income from the sale of delinquent tax properties as a source of funding for this purpose.
- C3b. Designate targeted areas of Flowing Wells for higher density zoning tied to the construction of affordable housing. Use reduced impact fees, reduced building permit fees, and other incentives to promote affordable housing. Consider a Form-Based optional overlay zoning code to define and model this higher density, consistent with the goals and objectives of *Pima Prospers*.
- C3c. Work with the Tucson Pima Coalition to End Homelessness to understand the number of people in the homeless population.

#### Goal Statement C4

*Increase homeownership in the target area.*



#### **Strategy/Project**

- C4a. Increase awareness of homeownership programs currently available.
- C4b. Offer credit counseling, household budgeting, neighborhood participation prep, safety information, and maintenance training, to assist residents in preparing themselves for homeownership.
- C4c. Partner with Habitat for Humanity Tucson, and other non-profit agencies, to focus new affordable housing development on homeownership. .

#### Goal Statement C5

*Improve the dissemination of housing program information through multiple delivery points and formats.*



#### **Strategy/Project**

- C5a. Develop a physical flyer and/or on-line information (e.g. Nextdoor.com) which lists all of the County, State and Federal housing programs which may be available to target area residents (manufactured home eligibility information should be included for each program). Use FWNACC newsletter, meeting flyers, posts at community locations (schools, health clinic, Family Resource Center), website, or on-line means, to distribute.
- C5b. Increase awareness of housing information on the Pima County website

#### Goal Statement C6

*Empower individual residents to participate in the development of a mix of housing opportunities that: capitalize on innovations and technology; promote long-term return on investment for families; are inclusive and equitable; co-located with basic goods, services, and infrastructure. Provide technical assistance (legal, financial, and design) to support these efforts.*





#### Strategy/Project

- C6a. In partnership with the Arizona Department of Housing (ADOH) develop programs and sources of financial and technical support for manufactured housing residents. These should include: repairs and renovation; energy retrofits; replacement housing; finance options; unit relocation; recycling of old units; leverage funds for park improvements; and increase sustainability and accessibility.
- C6b. Use federal funds to improve existing housing conditions and increase housing options. Programs should address: full range of housing rehabilitation; reconstruction of owner-occupied substandard units; new affordable homeownership and Accessory Dwelling Units to combat displacement.
- C6c. Explore potential locations for new manufactured housing in the Flowing Wells target area.
- C6d. Work with the University of Arizona (CAPLA) to develop a case study/research project investigating the transformation of old mobile home parks into non-profit sustainable communities.

## D. INFRASTRUCTURE

### Goal Statement D1

*Improve drainage flow to reduce or eliminate ponding at project areas.*

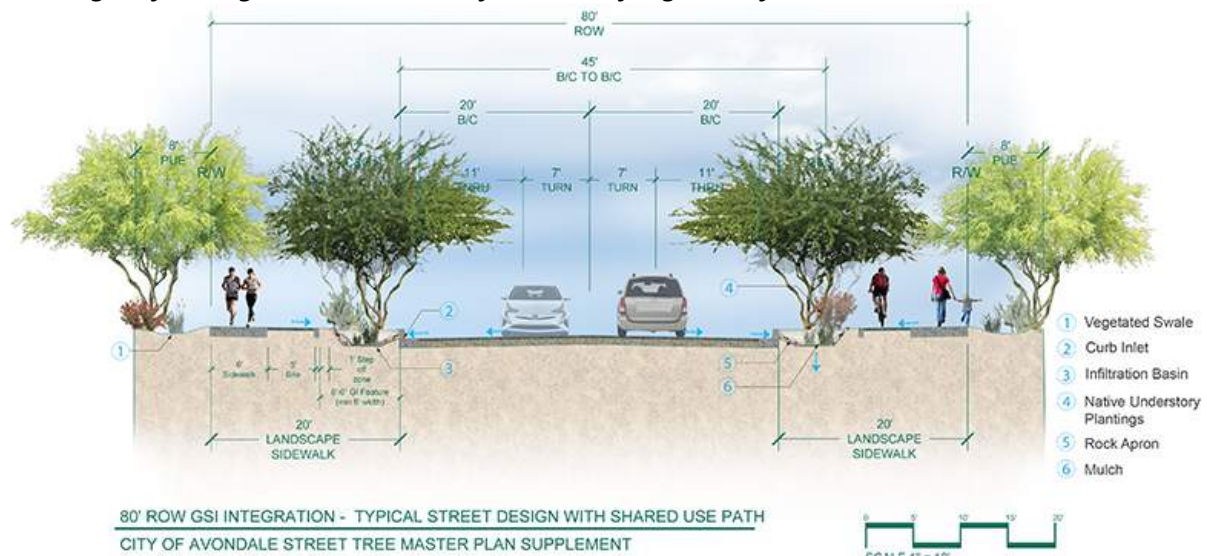


#### Strategy/Project

- D1a. Solve other drainage problems, analyze solutions to determine cost estimates and propose recommended projects to include: Root/Gardner Lanes, Plum Avenue, Wetmore/Highway Drive/Curtis/Kain, Davis/Curtis, Carapan, Ruth, Lily/Highway.
- D1b. Secure funding sources for solutions and resilient green infrastructure in additional drainage problem areas.
- D1c. Monitor and coordinate Flood Strategies for Ruthrauff Basin Plan/Gardner Lane.

### **Goal Statement D2**

***Develop a stormwater/green infrastructure plan that maps and manages the surface water hydrology to mitigate flooding and to harvest surface-water for green infrastructure.***



### **Strategy/Project**

- D2a. Develop a Street Tree Master Plan similar to the City of Avondale AZ.
- D2b. Plan and implement water-harvesting and attractive landscaping projects.

### **Goal Statement D3**

***Make the neighborhood safer for pedestrians, bicyclists, and drivers.***



### **Strategy/Project**

- D3a. Inventory streetlights within the neighborhood and develop a standard for dark sky-compliant light types and spacing. Develop a prioritized plan for better street lighting.
- D3b. Construct a HAWK light at La Cholla and Wetmore. Evaluate other locations for the construction of HAWK crossings.
- D3c. Develop prioritized and placement plan, then proceed with the placement, for covered bus stops and buss pull-outs in the target area and add additional stops as needed.
- D3d. Add speed tables on North Jay Avenue- Ruthrauff/La Cholla. Work with neighborhoods in the target area to identify other locations in need of speed tables.
- D3e. Improve the street paving throughout the target area. Prepare a list of priority paving projects and proceed with paving.
- D3f. Partner with Pima County, Tucson Clean and Beautiful, Sonoran Institute, and other non-profits, to develop volunteer projects to improve the appearance of public rights-of-way including control of weeds and trash.
- D3g. Continue making appropriate improvements to encourage bike lanes whenever roads are resurfaced or rebuilt or restriped.
- D3h. Build a sidewalks on at least on side Curtis Road from La Cholla to Shannon.



- D3i. Encourage development of better access from the target area to the Loop and, where feasible within Flowing Wells, separate Loop pedestrian pathways from bicycle lanes. Add lighting on the Loop from Flowing Wells Park to Curtis Park for safe evening use.

**Goal Statement D4**

*Ensure that there is appropriate distribution of water in the study area for safety and health.*



**Strategy/Project**

- D4a. To guarantee the highest drinking water quality, gather the information from the recent AZ-DEQ study on the El Camino del Cerro and Shannon Road-Rillito Creek and Miracle Mile site and implement necessary improvements.
- D4b. Working with the Northwest Fire Department, insure that fire hydrants are located in such a way to provide appropriate fire protection for the Flowing Wells area.

**Goal Statement D5**

*All residents will be able to connect to the Pima County Wastewater system, and needed upgrades are made.*



**Strategy/Project**

- D5a. Encourage more sewer connections to target area properties currently on septic tanks.
- D5b. Subsidize wastewater hookup fees for low and moderate income families. Conduct a study of the costs for wastewater hookup fees/permit fees for improvement of wastewater lines and see if there is a potential program to aid low income families.



### Goal Statement D6

*Provide a network of community and regional parks that meet the needs of Flowing Wells target area.*



#### **Strategy/Project**

- D6a. Build small, low maintenance neighborhood parks (pocket parks) for local children and families.
- D6b. Add a snack bar at Curtis Park. Purchase property on the SW corner of La Cholla/Curtis for additional parking for the sports center.
- D6c. Build a pocket park south of Shamrock Dairy (Ruthrauff Rd) and Seabrooke Drive.
- D6d. Build a BMX/Paved Skate Park with potable water at Flowing Wells Park.

### Goal Statement D7

*Improve the appearance of the neighborhood by putting prioritized utilities underground.*



#### **Strategy/Project**

- D7a. Create a free wireless network for use by people in the target area.

## **E. SOCIAL SERVICES**

### Goal Statement E1

*Provide activities for youth, seniors, and families in the target area at convenient times.*



### Strategy/Project

- E1a. Encourage active participation in the ACES program, Flowing Wells Extension Program, Pima Prevention Partnership Program , and other similar programs.
- E1b. Support local youth sports teams such as Little League, Pop Warner, etc.
- E1c. Increase youth recreation activities in the area.
- E1d. Revitalize rooms where necessary in the Ellie Towne Flowing Wells Community Center. Add equipment for a fitness room in the old computer lab.
- E1e. Work with target area religious organizations and institutions to support youth, seniors, and families.

### Goal Statement E2

*Offer programs to address the challenges facing today's families. Partner with non-profits where possible.*



### Strategy/Project

- E2a. Increase awareness of parenting classes.
- E2b. Increase awareness of life skills courses offered to young people.
- E2c. Increase awareness of courses offered on domestic violence interventions so that family, friends, teachers, and employers, can learn how to get help to families in need.

### Goal Statement E3

*Develop strong intra-neighborhood relationships within the Flowing Wells target area.*



### Strategy/Project

- E3a. Promote get-to-know-your-neighbor at FWNACC monthly meetings
- E3b. Promote outreach at FWNACC monthly meetings



- E3c. Utilize the strategies in this plan as a means for bringing the diverse members of the target area together for causes they believe in. Use FWNACC webpage, [www.flowingwellsnacc.org](http://www.flowingwellsnacc.org) as a vehicle for communication.

**Goal Statement E4**

***Bring Social Services into the target area.***



**Strategy/Project**

- E4a. Expand awareness of the social services already offered in the area and work toward increasing those services to include other social service agencies.
- E4b. Open a one-stop center that local non-profit organizations can utilize to offer services to the target area.
- E4c. Using the Pima Council on Aging 4-year Study, insure that the transportation and housing issues of seniors are addressed. (Appendix A)

**F. EDUCATION**

**Goal Statement F1**

***Our schools will foster the development of focused programs for the target area's youth including smaller classrooms with the best teachers, nourishment programs, increased special education courses, and increased vocational training.***



**Strategy/Project**

- F1a. Nurture the existing partnership between the Pima Community Colleges, the Pima County One-Stop Career Center, Flowing Wells Unified School District, and JTED to expand additional vocational programs at Flowing Wells High School.
- F1b. Support on-campus simulated work experience and participation in work adjustment programs for students with special needs and mental disabilities. Support Flowing Wells Life Skills and Financial Skills.
- F1c. Expand the DARE and GREAT programs (or other school-based programs) for the first grade level so that children get this valuable information as early as possible.
- F1d. Work with FWUSD to establish savings accounts and financial literacy training for students in the after-school program
- F1e. Expand access to WI-FI and digital devices for low income students.

## Goal Statement F2

*Provide targeted training and educational programs that meet the needs of adults and seniors.*



### Strategy/Project

- F2a. Conduct a survey of local seniors (possibly through ACES program) to determine the educational opportunities that seniors seek.
- F2b. Provide evening adult education classes (including English as a Second Language classes) at the high school, or at the Library, or at other accessible locations.
- F2c. Continue to provide information to public regarding the two QWARF sites and the resultant contamination.
- F2d. Conduct a mobile home title repair clinic including: how to get a duplicate title, unaffix, dispose of old mobile home, etc.
- F2e. Locate a historical marker for the stagecoach stop at Laguna, SW Warehouse, and Oracle-Jaynes Station.
- F2f. Update the *History of Flowing Wells* to the current time.
- F2g. Provide computer training for seniors.
- F2h. Offer affordable/free extension classes for working parents to improve their skills.

## Goal Statement F3

*Develop partnerships between Pima Community College and the University of Arizona for scholarships.*



### Strategy/Project

- F3a. Develop a partnership with Chicanos por la Causa to expand their *Querer Es Poder* Eighth Grade College Scholarship Program to the Flowing Wells target area.
- F3b. Promote educational scholarship awareness outreach at FWNACC monthly meetings
- F3c. Develop program to train people to do simple home repairs.

## **G. ECONOMIC AND JOB OPPORTUNITY**

### Goal Statement G1

*Economically revitalize Flowing Wells through the promotion of local business ownership, expansion of existing businesses, recruitment of new businesses, and the expansion of job opportunities.*

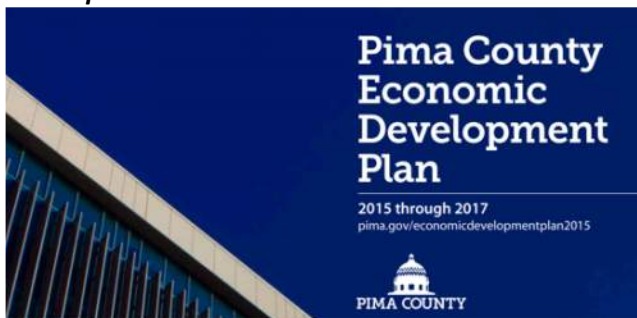


### Strategy/Project

- G1a. Identify a location (Ruthrauff - I-10 - North Kain) with vacant land to develop a bold plan with infrastructure to create a “Main Street” for Flowing Wells where commerce and pedestrian and human interaction have a location with a human-scale critical mass of activity and business. Coordinate with the draft Pima County Zoning Code Text Amendment: Trail-Oriented Development.
- G1b. Work with Pima County planners to develop a plan in Flowing Wells to keep more intense industries closer to I-10.
- G1c. Develop an optional overlay zone similar to the COT Infill Incentive District to incentivize Loop-oriented development. Consider the use of form-based code as a means to insure and incentivize quality development.
- G1d. Identify contaminated properties and look for landowners to participate in the development newly-designated Brownfields.

### Goal Statement G2

*Develop the structures and programs to assist Flowing Wells in the human support needed for economic development.*



### Strategy/Project

- G2a. Work with the *Incremental Development Alliance* to bring a one-day Workshop to Flowing Wells to learn about the advantages of small-scale real estate development and project formation.
- G2b. Conduct an inventory to see how many businesses are in or around the area in order to market to consumers.
- G2c. Assist with the creation of the Flowing Wells Business Association
- G2d. Coordinate with the Sun Corridor Inc. to inform them of Flowing Wells' desires for economic growth, availability of land, and pro-business attitude.
- G2e. Work with Sun Corridor to assemble vacant and under-utilized property for appropriate business development.
- G2f. Increase outreach and develop partnerships between Pima County One-Stop Career Center and Pima County Pledge-a-Job with target area youth for career planning.
- G2g. Increase outreach and develop partnerships between Pima County One-Stop Career Center and Pima County Pledge-a-Job with businesses as a resource and assist employers in expanding their business and finding eligible employees.
- G2g. Increase the number of businesses using internship and mentoring programs such as Pima County Pledge-a-Job
- G2h. Work with JTED and a new Business Association to define training needs for job opportunities.



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## **V. I.D. OF POTENTIALLY QUALIFIED CDBO'S**

The following affidavit form is from Louisville/Jefferson County Metro, Kentucky (2011). This is an excellent model checklist for organizations seeking to assist the Flowing Wells NRSA Target Area.

## **ORGANIZATION QUALIFYING AS A HUD-DEFINED COMMUNITY-BASED DEVELOPMENT ORGANIZATION (CBDO)**

*The list below details the criteria to meet in order to be certified as a qualified CBDO. An agency must meet all of the requirements of at least one of the two sections listed below.*

### **AGENCY**

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#### **Section IA Must meet all eight components listed below.**

- *Is an association or corporation organized under State or local law to engage in community development activities (which may include housing and economic development activities) primarily within an identified geographic area of operation within the Flowing Wells Target Area; and*
- *Has as its primary purpose the improvement of the physical, economic or social environment of its geographic area of operation by addressing one or more critical problems of the area, with particular attention to the needs of persons of low and moderate income; and*
- *May be either non-profit or for-profit, provided any monetary profits to its shareholders or members must be only incidental to its operations; and*
- *Maintains at least 51 percent of its governing body's membership for low- and moderate-income residents of its geographic area of operation, or owners or senior officers of private establishments and other institutions located in and serving its geographic area of operation, or representatives of low- and moderate-income neighborhood organizations located in its geographic area of operation; and*
- *Is not an agency or instrumentality of Pima County or City and does not permit more than one-third of the membership of its governing body to be appointed by, or to consist of, elected or other public officials or employees or officials of an ineligible entity; and*
- *Requires the members of its governing body to be nominated and approved by the general membership of the organization, or by its permanent governing body; and*
- *Is not subject to requirements under which its assets revert to Pima County or City upon dissolution; and*
- *Is free to contract for goods and services from vendors of its own choosing.*

#### **Section IB Please submit the following documentation to complete this affidavit for Section I:**

- 1) Articles of Incorporation
- 2) Bylaws
- 3) Charter
- 4) Board Member Roster
- 5) Declaration of Economic Interest
- 6) Certification of Board Member Profile from each Board Member
- 7) Board Resolution:
  - a) approving each Board Member's membership;
  - b) detailing the agency's service area; and
  - c) certification that the agency is authorized to do business as a CBDO.

#### **Section IIA Does your organization meet one of the following requirements? Check all that apply.**

- *Is an entity organized pursuant to Section 301(d) of the Small Business Investment Act of 1958 (15 U.S.C. 681(d)), including those which are profit making; or*
- *Is an SBA approved Section 501 State Development Company or Section 502 Local Development Company, or an SBA Certified Section 503 Company under the Small Business Investment Act of 1958, as amended; or*
- *Is a Community Housing Development Organization (CHDO) under 24 CFR 92.2, designated as a CHDO by the HOME Investment Partnerships program participating jurisdiction, with a geographic area of operation of no more than one neighborhood, and has received HOME funds under 24 CFR 92.300 or is expected to receive HOME funds as described in and documented in accordance with 24 CFR 92.300(e).*



Among the Existing Organizations in the Flowing Wells Target Area, the three organizations that have stepped forward to actively work with the Flowing Wells Neighborhood Association and Community Coalition are:

- Habitat for Humanity Tucson
- Watershed Management Group
- Living Streets Alliance

**All or each of these has the ability to certify as a CBDO for Flowing Wells.**

**Habitat for Humanity** has already stepped forward with the following proposal:

#### **HABITAT TUCSON OPPORTUNITY CENTER**

*Habitat for Humanity Tucson is currently fund raising for a new workforce development Opportunity Center facility that is planned for the Flowing Wells neighborhood. This project is a partnership with the Applied Technology Center for Excellence at Pima Community College (PCC). The goal is to annually prepare 100 students for successful careers. Within the Opportunity Center, a simulation of what takes place on the job will be available to PCC students, many of whom have dual enrollment in Pima County's JTED program. This learning facility will be designed to include workshop, classroom, assembly, and warehouse space.*



*Trade fields, like construction, have seen a steady decline in skilled employees. In the 1980's, high schools began to focus on academics and college preparation, minimizing the importance of vocational education. Today, as a generation of skilled tradesmen approaches retirement, not enough younger workers are trained to replace them. Habitat Tucson's mission is best served by building community through affordable housing while training a skilled labor force. The Opportunity Center, a new warehouse facility and training space, will expand this successful partnership beyond the classroom. Here, PCC students will work under the tutelage of experienced Habitat Tucson staff and skilled community volunteers completing traditional apprenticeships in the construction, plumbing, carpentry, and electrician fields. The Opportunity Center will feature over 15,000 square feet of space. It will be located on land that Habitat Tucson already owns, at the corner of Davis and Curtis in the Flowing Wells neighborhood of Tucson.*

#### **Impact**

*With the addition of the Opportunity Center, Habitat Tucson will create more efficient and reliable means of home production. The Opportunity Center will minimize fluctuations in our volunteer core which is our main labor source. It will provide the facility for a guaranteed pool of students, expand building pace and volume, and replace offsite storage costs. A major outcome of this project will be that Habitat Tucson and PCC help create better, professionally trained individuals to work in their community.*

*Most importantly, the Opportunity Center will speed up building processes, allowing Habitat Tucson to construct more affordable houses. For years, the need for affordable housing has grown. This project will create a significant shift that will allow Habitat Tucson to offer a "hand up" to more families, lifting them out of generational poverty.*

*Habitat Tucson changes the lives of local families by constructing about 20 new homes each year. The Opportunity Center will allow these efforts to be multiplied. Many more families will be able to live in safety and security.*

**Watershed Management Group** is currently actively engaged with Flowing Wells and has the following description on their website:

## **About Watershed Management Group**

### **Our Vision**

*We envision a world where the relationship between communities and the environment creates prosperity for all.*

### **Our Mission**

*Watershed Management Group (WMG) develops community-based solutions to ensure the long-term prosperity of people and health of the environment. We provide people with the knowledge, skills, and resources for sustainable livelihoods.*

### **Our Values**

*Hope - We are optimistic about the future and about people's ability to make positive change. We believe that collective everyday actions can change the world.*

*Inter-Connection - We recognize our reliance on and relationship with each other and our environment as inextricably and necessarily collaborative. All our human and non-human relationships must be healthy and mutually beneficial to thrive.*

*Solutions-Oriented - We believe every challenge has a solution, and we focus our energies on identifying, implementing, and adapting those solutions.*

*Responsive (We Are One Watershed) - We strive to be responsive to the different needs of our communities and ecosystems and recognize that – to restore the watershed – this rich diversity is integral to these efforts.*

*Accountability - We value taking responsibility for our actions, practicing humility to build trust, learning from our mistakes, and growing to become more effective.*

*Fun - We value interacting with each other and the community with a kind, upbeat, engaging, adventurous, and positive attitude and strive to make our work enjoyable.*

### **Services for Your Neighborhood**

*WMG wants to work with you to make your neighborhood a walkable, bikeable, people-friendly place.*

*Get started on the right track with a neighborhood assessment to identify your water harvesting potential. Bring your neighbors on board with a presentation and see your project through to completion with an expert-led Community Build Workshop.*

*Design and Consultation Services From design services to policy advising, WMG's staff can assist neighborhood and community groups with a variety of projects. With holistic approaches and creative solutions, we will tailor our services to suit the needs of your neighborhood. Homeowner Associations (HOA) and Neighborhood Associations (NA) interested in implementing rainwater harvesting can schedule a site evaluation with one of our Project Managers to assess any issues with erosion, water runoff or flooding and identify opportunities for water harvesting, growing native and edible landscapes, supporting wildlife habitat, and utilizing integrated design elements.*

*Build your own knowledge with our various field studies trainings.*

*Presentations - One of WMG's expert staff will come to your neighborhood or community meeting to talk about the basics of green infrastructure, technical designs and details, or promoting community engagement. Request a presentation. As a small non-profit we are able to do a limited number of presentations to HOAs and NAs each month. Please request any presentations far in advance to ensure we can attend and present at your meeting.*

*Build Workshop - Gather your neighbors and transform your landscape through a community workshop. Your WMG project manager will plan a fun and educational workshop to liven up your streetscape, pocket park, or community garden.*

*Trainings - Build your local capacity with our in-depth training in green infrastructure for design professionals, municipal staff, and community leaders. We can also provide scholarships for neighborhood leaders to complete WMG's other trainings, including our seven-day Water Harvesting Certification course.*

*Assistance for Covering Costs - Conserve2Enhance provides small grants to neighborhoods and community groups to help implement water-harvesting projects.*

### **Neighborhood Scale Stormwater Harvesting Program**

*The Neighborhood Scale Stormwater Harvesting Program developed by the City of Tucson Water Department and administered by Tucson Clean and Beautiful provides neighbors and community groups in the City of Tucson grants to install stormwater harvesting features in their neighborhood.*



**Living Streets Alliance** is currently actively engaged with Flowing Wells and has the following description on their website:

### **About Living Streets Alliance**

*How LSA upholds its values:*

#### **Innovation**

*We make the possible visible.*

#### **Integrity**

- *We act with transparency and honesty among our staff, board, with our partners and community members.*
- *We are intentional and thoughtful in our actions and open to changing course if and when necessary.*
- *In being deliberate in our actions, we commit to investing in long-term outcomes, even when that strategic work is less recognizable in the short term.*

#### **Inclusivity**

*We cultivate an organizational culture that values a diversity of voices, communities, and partners.*

- *We practice inclusive processes that lead to the co-creation of ideas and shared decision-making.*
- *We believe that through practicing inclusivity in our everyday work, we are better able to lay the foundation for a new public decision making process that truly centers the needs of the community.*
- *We listen and value local knowledge of the community and honor the process of building authentic relationships in which we are accountable to communities and partners.*

#### **Collaboration**

- *We practice collaborative processes as part of our internal organization culture as well as with partners and community members. Collaboration is not simply a means to an end, but rather integral to a shared power structure that is required for challenging mainstream engagement and decision-making.*
- *We are mindful of strategic collaborations and partnerships to ensure that those relationships lead us in alignment with our mission, vision and values (and conversely, choose not to participate in collaborations that are not aligned with our values.)*

#### **Equity**

- *We commit to listen and to be accountable to our communities, being vigilant of the injustices that have long been systematized and institutionalized. We pledge to develop our work in a way that builds upon the movement towards racial, social, and economic justice.*
- *Transportation equity means trusting the stories people have to share about what it's like for them to be in the street, and accepting that we cannot have Complete Streets until we have policies that support Complete Communities.*

### **Why Living Streets Alliance?**

*Just think of streets as the great equalizer in our cities. We all use them just about every day to get from point A to point B, but most of us rarely think about the many other ways that streets impact our lives. Here's a few things to consider:*

- **Quality of Life.** *It's easy to forget, but streets really serve the purpose of connecting people: from home to work, from your house to your parent's house, you to your community. Sadly, the design of our streets in the past has created a city that requires a car to get around safely and comfortably. But, it doesn't have to be that way. We can connect our community and neighborhoods with quality streetscapes that are better for everyone.*
- **Sick of Traffic?!?** *Just think if you didn't have to worry about going out to get exercise every day after you got home from work. What if, instead, your commute became your exercise and became something you enjoyed doing. Imagine how much more time you could save having fun with your family or doing something that you enjoyed. Our streets CAN be a fun and safe way to get from home to work, shopping or to visit a neighbor without needing a car.*
- **Promoting Healthy Habits.** *What if you didn't have to drive your kid to school every day or drive to do every single errand? Imagine the health benefits and time benefits of knowing that you and your child had a safe and well-used route to get to school or shopping on foot or on bicycle... and their friends did that too! Childhood obesity is at the highest levels our nation has ever seen. This puts them at great risk. Walking or bicycling to school would guarantee healthy exercise in their everyday routine. But, we need to create routes that feel safe for both parents and for children first!*



- Healthier Air Quality. Despite how much or how little we drive each day, we all have to share the air that we breathe and the increasing urban heat levels in Tucson. By not driving as much, we can help prevent poor air quality for ourselves and for our community.
- \$\$\$\$\$\$ It is estimated that the average American spends upward of \$9,000 per year to own and operate each personal vehicle. Meantime, many people below the poverty line are unable to afford a private vehicle and thus are limited to the options by which they can safely and efficiently commute. Imagine the amount of money that one person could save by not having to buy gas to commute every week – or – by not having to pay for expensive car repairs on a regular basis. Not to mention the amount of money that municipalities spend on trying to mitigate the major wear and tear of motor vehicles.
- Better infrastructure. Our streets can do more! A well designed street has the capacity to... (1) serve people through walking, biking, etc., (2) foster a healthier environment by making space for vegetation and habitat and allowing for water-harvesting and (3) create safer and more vibrant neighborhoods by calming traffic.
- For love of the desert! The southwest has a tradition of urban flight and sprawl which has threatened the health of the Sonoran desert and its fragile ecosystems. The desert can only withstand so much destruction. We hope that by creating living streets, living in the urban core will become a desirable option for all types and ages of people.

What LSA does

On a daily basis, LSA works to make our vision of “Streets for People” in the greater Tucson region a reality. We do this in many ways:

- Making the “possible” visible. By getting people out into the streets and creating fun and unique events that involve everyone, we hope to remind this community of what great resources streets can be (and used to be!). We hope that if you have fun while riding, walking, strolling, or just being out in your streets, you’ll get involved and stay involved in our cause.
- Spreading the word. We hope to support existing education efforts and develop supplemental programs to help kids find safe walking/biking routes to school, help people of all generations learn to ride a bike and feel confident doing so, and connect people with information and resources on how to improve the conditions of their streets. We also aim to generate conversations and ideas about how we as a community can improve the quality of our streets.
- Doing our homework. Who has time to keep track of all of the decisions being made that affect how our region is developed? We work to keep track of how and why decisions are being made and then keep you informed so you can form your own opinions. We hope to create transparency between the government and you in all things related to transportation.
- Cultivating civic leadership. Changing the fundamental way our streets are planned, designed, and built, requires the active support and leadership of community members, neighborhood, business and elected leaders. We work to inspire everyone to make these changes.

## **V. MEETINGS**



## **VII. APPENDICES**