

Land Recycling &
New Tools For
Creating
Healthier
Communities &
Economic Growth

Dave Laney ATC Group Services

Workshop Objectives

- Community Development Challenges
 - Food Deserts/Low Supermarket Access/Food Insecurity
 - Medically Underserved Areas
 - Zero Car Households
 - Health Disparities (Zip Code vs. Genetic Code)
- Discuss New and Evolving Tools and Opportunities
 - Healthfields
 - Healthcentric Development & Mobil Health Clinics
 - Safe & Reliable Housing
 - School and Community Gardens/Farmers Markets
 - Transit Oriented Development/Complete Streets
 - Health In All Policies
- Importance of Healthier Communities
- Connection Between Community Health and Economic Vitality







New Tools • Community Health Economic Growth

Land Recycling, Redevelopment and Reuse

- What's Old Is New Again!
- Vacant/abandoned, underutilized, and/or potentially contaminated properties
- Correlation between location of properties (brownfields) and communities in need
- Smarter Land Use and Design Principles
 - Infill development
 - Restoration and more efficient use of brownfields
 - Adaptive reuse of buildings
 - Supporting the character and vision of the surrounding area

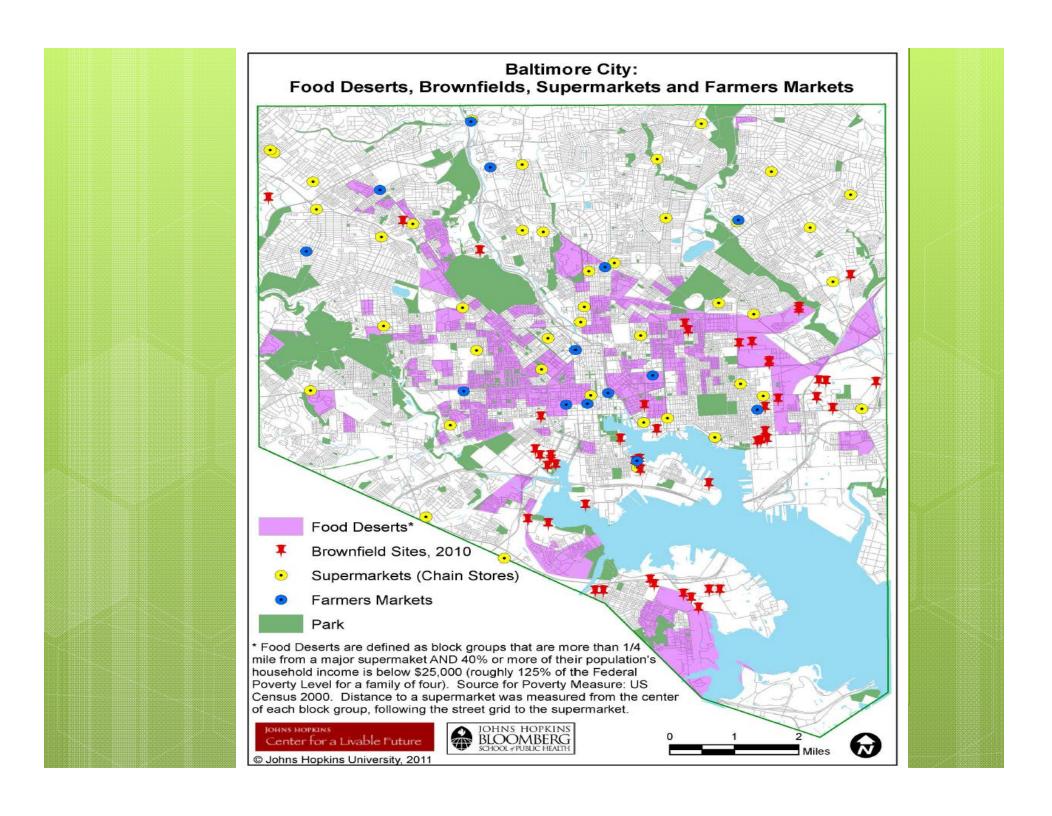
"Vacant Lot = Property Full of Opportunity"











Brownfields to Healthfields: Transforming Community Health



Land Recycling & New Tools For Creating Communities & Economic Growth August 19, 2016

"a good chance for advancement or progress"



Prosperity



Environment



- Sustainable development
- Increase economic growth
- Eliminate environmental exposure
- Improve access to healthy food and health care

"a good chance for advancement or progress"

- 450,000 brownfields sites in U.S.
- 512 brownfield sites along Route 66 in Coconino County
- 645 brownfields sites in Flagstaff
- Potential Brownfields to Healthfields sites

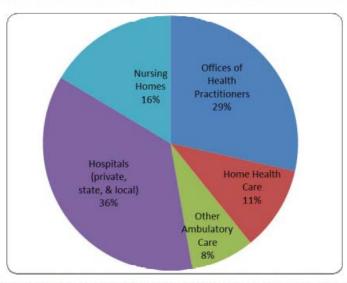
\$1 of public investment results in \$9 private investment

"a good chance for advancement or progress"

Within next 10 years:

- 10 of the 20 fastest growing occupations will be healthcare-related
- 16.3% Healthcare job growth
- 20.5 million jobs

Projected Percent of Jobs by Setting in the U.S. Health Sector, 2020



Phoenix ranked No. 1 in U.S. for healthcare jobs.

Sources: U.S. Department of Labor, Bureau of Labor Statistics, National Employment Matrix, employment by industry, occupation, and percent distribution, 2010 and projected 2020.

"a good chance for advancement or progress"

- Aging population increases healthcare demand
- 78 million post WWII baby boomers are turning 65, the youngest will be 65 in 2029
- Age 65+ visit doctor 3 times more often







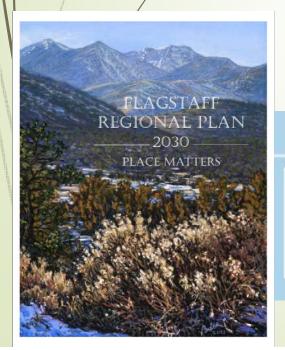
OPPORTUNITY "a good chance for advancement or progress"



Sustainability and Resiliency

Redevelopment: ADAPTIVE REUSE and BROWNFIELDS represent an opportunity to utilize previously developed lands.

Food Security: As the climate changes, assuring access to food and water will be important to the health and well-being of residents.



REDEVELOPMENT AND INFILL GOALS AND POLICIES

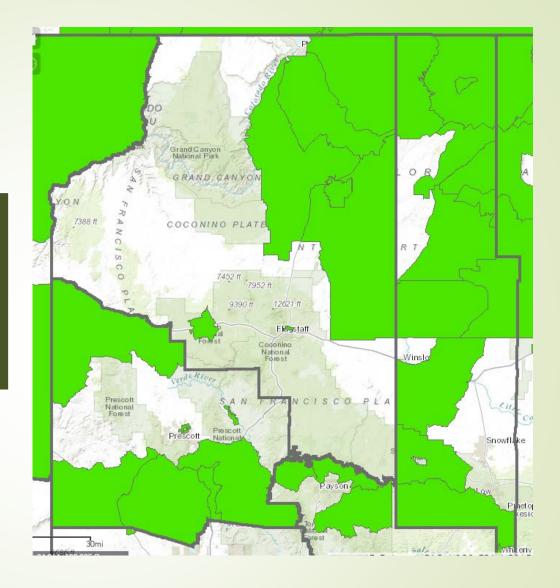
Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.

Refer to Chapter IX - Growth Areas & Land Use, pp. IX-18 through IX-25 for reinvestment goals, policies, and tools.

CHALLENGES

Food Desert:

low income census tract where residents live more than 10 miles from the nearest supermarket or healthy affordable food retail outlet.



Food Deserts in Coconino County and Navajo County

CHALLENGES



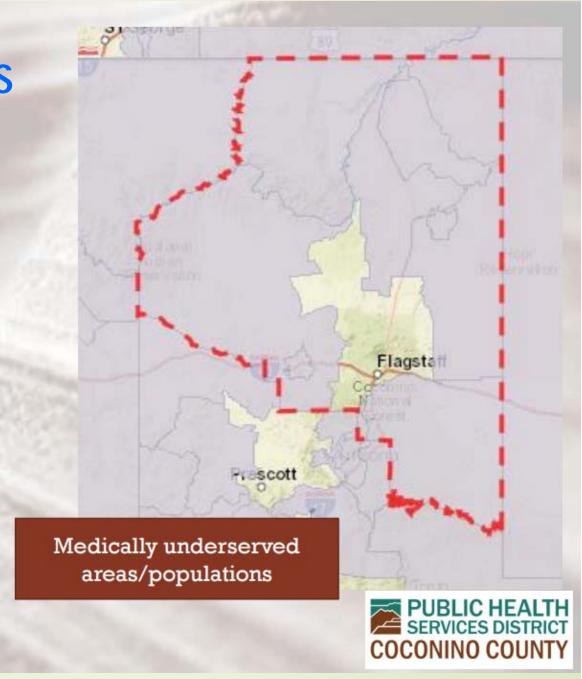
Lack of access, at times, to enough food for an active, healthy life for all household members.

Indicator	Coconino County	United States
Adult Food Insecurity Rate	19.9%	15.8%
Child Food Insecurity Rate	29.5%	9.4%

CHALLENGES

Medically-Underserved Areas:

areas having too few primary care providers, high infant mortality, high poverty or a high elderly population.





RESULTS

Stakeholders in both regions identified six public health priority areas as shown below (white type). Stakeholders in the Southern Region identified the same issues and added three additional priority areas (salmon type).



SOUTHERN REGION

Access to health care
Chronic disease
Employment/poverty
Mental health issues
Risk factors/risk behaviors
Violence/crime
Health disparities
Infectious diseases
Injuries
Oral health

PUBLIC HEALTH
SERVICES DISTRICT
COCONINO COUNTY

PRIORITY AREA: ACCESS TO HEALTH CARE

The Health Resources Services Administration has designated areas of Coconino County as

Health Professional
Shortage and
Medically Underserved



COCONINO COUNTY
COMMUNITY HEALTH
ASSESSMENT UPDATE 2016

Coconino County
CHILDREN (under 18)
without health insurance in 2014:

1 in 6

Coconino County **ADULTS** without health insurance in 2014:

1 in 5

PRIORITY AREA: CHRONIC DISEASE

Cancer and cardiovascular disease

are the leading causes of death in Coconino County and make up 43% of all deaths.



1 in 4 Coconino
County adults is
obese

2015 Coconino County emergency and inpatient hospital visits:

2,774 for heart disease

515 for diabetes

558 for cancer

Brownfields + Opportunity + Challenges = Healthfields

Funding

- Funds for brownfields redevelopment from EPA & ADEQ
 - Environmental Assessments
 - Cleanup/Remediation
- Technical Assistance from ATSDR
 - Arizona Healthfields Initiative
- Funds for healthcare or food assets
 - USDA
 - USHHS
 - Philanthropic funders

Brownfields + Opportunity + Challenges = Healthfields

Community Initiatives

- Vitalyst Health Foundation
 - 2017: The Year of Healthy Communities
 - Growing the Healthcare Workforce
 - Built environment initiatives (complete streets)
 - Empowering the community
- Flagstaff Community Supported Agriculture (CSA) & Local Market
- Northern Arizona University
 - Food Recovery Network Regional EPA Award Winner for the Food Recovery Challenge!

Willa Carson Health Resource Center Clearwater, FL

Brownfields Transformation (Abandoned Gas Station to Health Clinic)

Challenges

- > Abandoned contaminated gas station
- Out-of-state property owner
- Environmental issues:
 - ➤ 4 USTs
 - > Hydraulic lift
 - ▶ 450 tons of contaminated soil

Results

- > Environmental justice
- Trust and credibility with local community
- National brownfields to public health model
- Location for health care provider for underserved/uninsured community
- Serves over 3,500 uninsured per year





Central Florida Healthcare Mulberry, FL

Community Searching for Healthcare Solutions on Brownfields Sites

Challenges

- Medically Underserved Community in Polk County, Florida to healthcare on Brownfields sites
- Numerous Abandoned Petroleum sites and Mined Lands within the City
- Funding for Assessment Remediation and Redevelopment
- Nearest Hospitals or clinics 9.8 miles and 12.01 miles

Tools

- > HRSA Planning Grant
- > Brownfields Assessment Grant
- > HRSA School-Based Grant
- > HRSA New Access Point (Pending)

Results

 Community Based Healthcare in Rural Underserved Community







URBAN FARM NURSERY FARMSTAND CSA COMMUNITY KITCHEN LIFE MOBILE MARKETS

Former brownfields site in Philadelphia







PHOENIX B2H PROJECT

Brownfields to Healthfields

Goal: To match the need for food & health care assets with brownfields redevelopment



Success to Date:

- \$304 million in private investment
- 285 acres of previously contaminated land restored
- 3,300 jobs created or maintained



Quincea Working Group Food Hub 5025 S. Central Avenue

- Centrally-located Food Hub easily accessible by the community
- Access to remotely located growers/producers for food delivery
- Harvesting and basic food processing services
- One-acre plot for food production
- Future Farmer's Market with plans for permanent grocery
- Goal of zero food waste
- Recruiting, training, and employee local community members to staff

Quincea, Inc. – social enterprise working with developmentally disabled adults and veterans of the U.S. military.

green PURP®SE









putting food to work

Brownfields to Healthfields

"Opportunity Realized"

rosanne.albright@phoenix.gov 602-256-3452 phoenix.gov/oep

Brownfields to Healthfields: The Effects of Health Disparities

Julie A. Baldwin, Ph.D.

Director, Health Equity Research
Group
Northern Arizona University

Health Disparity

A particular type of health difference that is closely linked with social, economic, or environmental disadvantage. Health disparities adversely affect groups of people who have systematically experienced greater obstacles to health based on their racial or ethnic group; religion; socioeconomic status; gender; age; mental health; cognitive, sensory, or physical disability; sexual orientation or gender identity; geographic location; or other characteristics historically linked to discrimination or exclusion.

~Healthy People 2020

Health Equity

The attainment of the highest level of health for all people. Achieving health equity requires valuing everyone equally with focused and ongoing societal efforts to address avoidable inequalities, historical & contemporary injustices, and the elimination of health disparities.

~Healthy People 2020

Social Determinants of Health

Neighborhood

Economic Stability

Social
Determinants
of Health

Health and Health Care

Education

Social and Community Context

Brownfields and Determinants of Health

4th Level

Economic, Cultural, & Environmental Conditions

- Socioeconomic disparities
- Water/Air quality

- Land quality
- Governmental health policy

3rd Level

Living and Working Conditions

- Food Production Housing
- Education
- Healthcare
- Transportation
- Water and Sanitation
- Work Environment
- Access to Resources

2nd Level

Social and Community Networks

- Friendships
- Community Safety
- Social Cohesion
- Social Capital

1st Level

Individual Lifestyle Factors

- Smoking Habits
- Sexual Behavior
- Diet and Exercise

Brownfields Communities Suffer Disproportionate Numbers of Health Disparities

- Infant mortality
- Heart disease mortality
- Asthma-related emergency room visits
- Emergency room visits related to uncontrolled diabetes

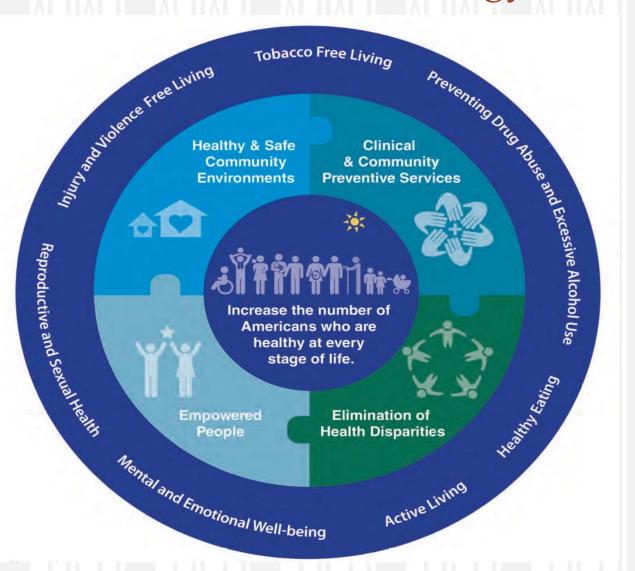
Disparities in Health Care Access are also Common

- ◆ Adults age 65 and over have worse access to care than adults 18-44
- Blacks and Hispanics have worse access to care than non-Hispanic whites
- People living in poverty have worse access to care than high-income people
- High number of food deserts

Healthfields Redevelopment Provides a Range of Redevelopment Opportunities

- Health care
 - Community-based clinics, FQHCs
 - Hospitals
 - Vision, Dental, and Urgent care
- Open-Space/Green space
- Access to Healthy Food Choices
- Address Food Desert Issues

Brownfields Opportunities to Implement the National Prevention Strategy



Methods for Partnering with the Community to Address Health Disparities

Key Characteristics of Community

- Shared sense of belonging and connectedness
- Seen in common symbols, language & connections
- Best Definition: a group of people sharing a sense of collective identity, common values, goals, and institutions

CBPR

A collaborative process that equitably involves all partners in the research process and recognizes the unique strengths that each brings. CBPR begins with a research topic of importance to the community with the aim of combining knowledge and action for social change to improve community health and eliminate health disparities.

Steps for Health Impact Assessments

- Community Assessment
 - Identify Affected Populations
 - Health Concerns in Affected Populations
- Exposure Assessment
 - Exposures that cause health concerns
 - Exposures affected by the redevelopment
- Predict Mechanisms
- Project Quantitative Health Impacts
 - Change in number exposed & health outcomes

Goals of Community Assessment

- Gain clarity on the problem and study it in greater detail
- Identify the structural, social, cultural, and other resources
- Identify a direction for action

Core Principles

"Start Where the People Are" & Hidden
 Transcripts

- Begin with strengths & assets, not problems
- Identification communities engage in the collection of information

Listening to Local People



Interviews
local educators,
elders,
health service
providers, and
community people

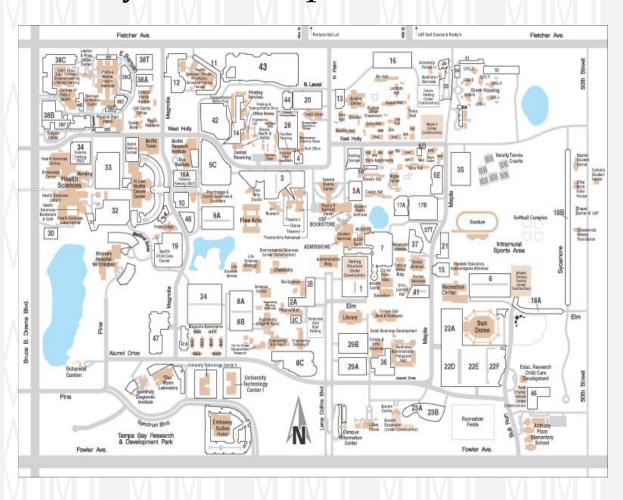
- leaders
- youth
- parents

Inventory

Community Capacity Inventory – Healthy Neighborhoods



MappingCommunity Asset Maps



Methods of Issue Selection Abound

Guided
Discussions /
Focus Groups

Voting with Your Feet

Nominal Group Process

Community Dialogues

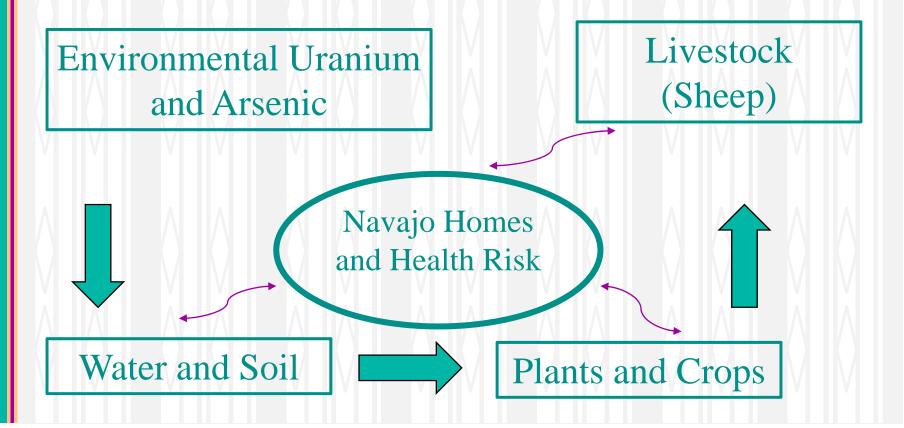
Health and Wellbeing Impact of Contamination on Traditional Food on Navajo



Jani C. Ingram, Ph.D.,
Department of Chemistry &
Biochemistry, Northern
Arizona University

Research Overview

- Characterize the extent of metal contamination in culturally significant food and water systems
- Model dietary metal exposure and assess health impact
- Develop community participatory multi-level policy intervention model



Implications for Sustainability

4th Level Social, Economic, & Political Factors Livelihood Political Participation Inequality Social Inclusion and Cohesion 3rd Level **Environmental Conditions** Housing Air, soil, water quality **Disease Vectors** 2nd Level Neighborhood Services and Infrastructure Education Healthcare Community centers Public Transportation • Water and Waste Parks 1st Level Individual Health Behaviors Smoking Diet • Exercise • Coping

Future Directions

Center for Health Equity Research

• Mission: To reduce and eliminate health disparities among diverse populations in Arizona, regionally, nationally, and internationally through a program of community-engaged research, health systems research, effective communication of research results, and research training and workforce development.

Health Equity Research Group

Our strategy to end health disparities in Arizona:

- Diversify and strengthen the health workforce in key areas
- Build strong partnerships and community engagement around health
- Strengthen NAU's infrastructure and ability to engage in meaningful research in health equities
- Provide methodological and statistical support to health researchers
- Translate the results of research back to communities, in a way that is meaningful to them, so that research provides direct benefits to our citizens

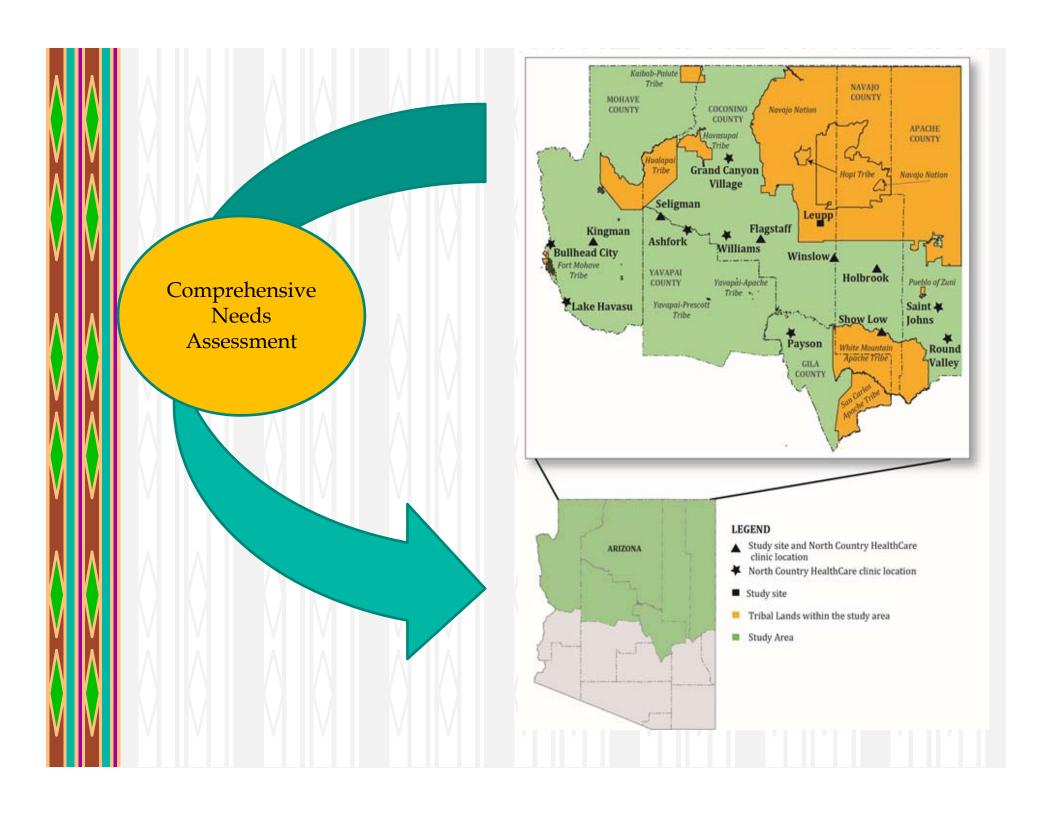
Advancing Wellbeing in Northern Arizona

Center for Health Equity Research
Northern Arizona University
Supported by the NARBHA Institute and the NAH
Foundation

Goal 1: To conduct an assessment of health equity needs and intervention opportunities

Action Area 1: Identify local community and institutional needs, barriers, and resources addressing health disparities in northern Arizona

Action Area 2: Provide an overall strategic plan for the development of evidence-based health equity prevention programs in northern Arizona



Health Equity Research Group Northern Arizona University

Julie Baldwin, PhD

Professor

<u>Julie.Baldwin@nau.edu</u>

Marcelle Coder, MA

Project Director

Marcelle.Coder@nau.edu

Kristan Elwell, PhD

Postdoctoral Scholar

Kristan.Elwell@nau.edu

Emery Eaves, PhD

Postdoctoral Scholar

Emery.Eaves@nau.edu

Heather Williamson, DrPH

Assistant Professor, OT

Heather.Williamson@nau.edu

Kate Sanderson, MA

Project Coordinator

Katherine.Sanderson@nau.edu

Cari Anthony, BA

Administrative Associate

Cari.Anthony@nau.ede

Robert Trotter, PhD

Associate VP for Health

Robert.Trotter@nau.edu

Thank You Questions?

ATSDR* Action Model:

Finding Ways to Make Health Part of Community Renewal Process



What is the Action Model?

A tool to help people make changes where they live — like fixing up old buildings or cleaning up empty lots.

By teaming up with other people in the Development Community — like neighbors, officials, developers, and community supporters —lasting improvements can be made in communities.



What is the Action Model?

The Action Model was developed in 2007 as part of a Pilot Project in Baraboo Wisconsin.

Since that time the Action Model has been used with more than 25 communities throughout the U.S. including:

- Milwaukee, WI
- East Cleveland, OH
- Detroit, MI
- Blue Island, IL
- St. Paul, MN
- KI Sawyer, MI
- Cully Park, Portland, OR
- Linnton Neighborhood, Portland, OR
- Janesville, WI
- Kenosha, WI

- Graniteville, SC
- Joplin, MO
- Duluth, MN
- Pleasantville, NJ
- Niagara Falls Highland Community
- Utica, NY
- Howardville, MO
- 5 different neighborhoods in San Antonio, TX
- Navajo Nation, AZ/NM

What are the problems in our community?

What's having a negative impact on the health, safety, or happiness of people in their neighborhood, town, or city? Here are some examples:



"We don't have a park, so there's no place for kids to play."





"The sidewalks are all broken up, so older people can't walk anywhere."





"We have 3 abandoned buildings on my block, and I don't feel safe anymore."



Make a difference

The Action Model was developed for those in the Development Community who want to **do something** about problems like these.

The Action Model is a grassroots tool that can be used to form a plan to improve health and quality of life, reduce risks, and boost pride in the community.



Improve your community



"We turned an abandoned lot into a community center and a park."



"We were in a food desert, so we started our first community garden."



"We rebuilt some crumbling buildings and brought in new businesses and jobs."

The Action Model is simple

It has 4 steps. They're questions that we will have you ask yourselves as part of an exercise that is scheduled during today's workshop.



Step 1: What are the issues in the community?



Step 2: How can development address these issues?







Step 3: What are the corresponding community health benefits?



Step 4: What data are needed to measure change?



How will the Action Model help?

Health

Improving physical health (like forming walking clubs or building trails to boost physical activity) and mental health (like offering services to lower stress).

Environment

Getting rid of harmful substances and cleaning up the air, water, and land in the community.



How will the Action Model help?

Education and economy

Bringing in new businesses and building health clinics, grocery stores, schools.

Safety and security

Preventing accidents, raising confidence, and lowering crime.



How will the Action Model help?

A completed Action Model can also be a powerful tool to get funding for a project.

With the results of the action model it is possible to show groups that offer grants exactly what the community wants to accomplish and how.



Take control of redevelopment

Sometimes, redevelopment can have a bad effect on a neighborhood if the people who live there don't get a say in the process.

Using the Action Model will give the community a voice in redevelopment.

This will ensure that any changes from redevelopment really benefits the community.





Recommendations: Getting Started

- Build a Development Community
 Team
- Finding Members and Support
- Finalizing Your Team
- Meet In Person



Build A Development Community

- Create a team from the Development Community.
- These are people who also want to help. Your Development Community might include:
 - Other concerned citizens
 - Business owners
 - Developers
 - Planners
 - Government agencies
 - Local or state health departments
 - Nonprofit groups



Finding Members and Support

Where can I find members for my Development Community?

Some good places to start are local resources and organizations like:

- Chamber of Commerce
- Community centers
- Organizations (like the 4-H Club, Boys and Girls Clubs, and Salvation Army)
- Local hospitals and health clinics
- City Council







Finding Members and Support

Ask questions.

When you contact possible members of your Development Community, tell them about your ideas and ask a few questions.

- •What are the problems that you want to fix? These may be the same or different from your own goals.
- •What would help solve them? See what their ideas are for improvements.
- •Do you know anyone else who might be interested in our project? This is key. You'll get more names of people who might want to join the Development Community.



Finalizing Your Team

How big should the Development Community be?

There's no right number. Development Communities can range from 10 to 30 people.

How do you know you have your complete team? Whenever you talk to a new possible member, ask if they have recommendations for other potential members. When those recommendations tend to be people you've already contacted, that's a sign you have formed your Development Community.





Hold An Action Model Workshop

- This is a larger, more formal meeting with your Development Community.
- Usually takes 2 to 4 hours.
- A facilitators guide is available on the ATSDR website:

http://www.atsdr.cdc.gov/sites/brownfields/actionmodeltoolkit/







Running the Workshop

Ask questions.

To get the group on the same page at the start of your meeting, ask some key questions.

- •How do you define your community? Is it everyone who lives in the same neighborhood? Or is it a looser group of people, based on a shared outlook, ethnicity, or economic status? How people define their community will affect their view of the project.
- •What are your expectations for this project? Make sure everyone has a realistic sense of what you can achieve.
- •Will you need funding for this project?



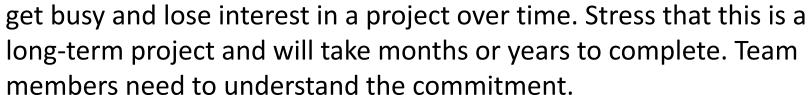
Running the Workshop (cont.)

Engage the group.

One way to do this is to ask participants:

•Can you stay involved for the long-term?

Even if they're excited at first, people may



•Do you think your community is ready for these changes? Will the larger community support the changes you're considering? If not, you may want to change your approach.

Agreeing On Goals

Start small.

Don't take on a project that's too big. Start with something small and doable. If it succeeds, it will naturally lead to bigger changes. For example:

- •Instead of redeveloping a whole block, start with a single building
- •Instead of cleaning up a whole river, focus on one part of the waterfront
- •Instead of large-scale food access projects, begin with one community garden







Agreeing On Goals (cont.)

Create your Action Model.

Remember, the steps of the Action Model are all questions that your Development Community will answer. At your workshop, go through each question and come up with answers:

- 1. What are the issues in the community?
- 2. How can development address these issues?
- 3. What are the corresponding community health benefits?
- 4. What data are needed to measure change?

Get your answers down on paper (using a spreadsheet can keep things organized). When everyone's had a chance to speak, vote on your approach to finalize your answers. Once you're done, your answers are a draft of your Action Model.





Agreeing On Goals (cont.)

Head off disagreement.

Another challenge is that the members of your Development Community may come in with very different goals.

To prevent misunderstandings — both now and later — it's important to use your workshop to find goals you agree on. You can always vote on the issues you want to address now and the ones you will save for later.







Keep The Project Moving

- Hold a second workshop
- Create stewardship. Identify people (stewards) who will supervise the project, keep an eye on it, and move it forward.
- Assign roles. Give people clear responsibilities. As long as each person knows what she should be doing, your project is more likely to succeed. Creating smaller groups (sub-committees) can help divide up the work.







Find Community Support

- Contact those outside your Development Community:
 - Local high schools, colleges, or universities.
 - Churches, synagogues, mosques, and other houses of worship.
 - Local government.
- Share your Action Model with the community by getting it posted on a website. The Development Community can do this itself but it is better if the city or local health department will do it.

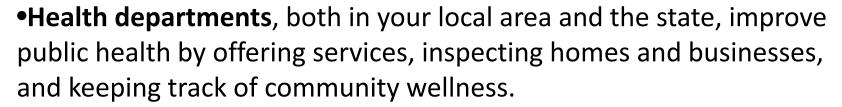






Look Into Funding

- Evaluate Your Needs
- Know Your Options
- Research Grants
- Look into Federal Resources
- Check out state and local resources



- •State environmental protection agencies focus on the environment and its effect on people's health.
- •Local health agencies focus on the health needs of people in local communities and work to improve their health and quality of life.



Action Model Small Group Exercise

PROCEED ACCORDING TO DIRECTIONS PROVIDED TO EACH TABLE











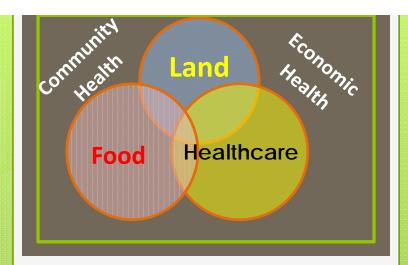












Essential
Activities For
Land & Building
Redevelopment
& Reuse

Dave Laney ATC Group Services

New Tools • Community Health Economic Growth

Property Transactions and Redevelopment/Reuse

- Property Assessments
- Property Remediation
- Liability Considerations
- Financing Consideration





Property Assessments



- What kind of issues (environmental, legal, etc.)
 are associated with the property
- What is the severity (i.e., the nature and extent)
 of the issues
- What long-term obligations will be assumed by new owner

New Tools • Community Health Economic Growth

Phase I Environmental Site Assessment (ESA)

- Typically performed before property purchase
- Standard practice ASTM E1527-13 and EPA "all appropriate inquiry" standard
- Includes a site reconnaissance, interviews of property owner and occupant, review of historical records
- Primary goal: to identify recognized environmental conditions (RECs)
- Good for 6 months (180 days)











New Tools • Community Health Economic Growth

Phase II Environmental Site Assessment (ESA)

Performed after Phase I ESA

- o Performed in accordance with ASTM E1903-11
- Collection and analysis of samples of environmental media
- Evaluate the nature and extent of contamination associated with the REC
- Outline need for additional investigation or remediation

Adaptive Reuse of Buildings

- Structural integrity, mold, etc.
- Plumbing, electrical wiring, etc. up to code
- Buildings older than 1978 may have lead-based paint (LBP)
- Majority of homes & buildings older than 1959 have LBP
- Buildings older than 1989 may have asbestos

• LBP can cause brain and nervous system damage in children; one asbestos fiber can cause death (there is no cure)





Building Inspections for LBP

- Lead content of paint is usually determined utilizing an X-Ray Fluoresence (XRF) Spectrometer
- This work is generally performed in general accordance with HUD 1997 guidelines
- Paint with ≥1.0 milligram per centimeter lead is considered LBP
- LBP survey reports will identify which surfaces in the building have LBP and its condition
- o Can strip or remove LBP, enclose it, or encapsulate it









Asbestos Building Inspections

- Collection and analysis of suspected building material is required
- The number of samples collected depends on the type of material and the size of the homogenous area (HA) that is sampled
- At least three samples of material are collected from each homogenous area
- Survey should provide the asbestos content, location, condition, and amount of each material that has been sampled in a building
- Any building material that contains more than 1 percent asbestos is considered to asbestos containing material (ACM)

ACM should be removed prior to building renovation/demolition



New Tools • Community Health
Economic Growth

How To Use ESA, and LBP and/or Asbestos Survey Results

- Use results in purchase agreements
- Require current landowner to clean up property prior to sale
- Reduce cost of property to amount equal to the cost of required cleanup
- Pursue acquisition and cleanup alternatives that limit your environmental liability (PPA)







The Cavanagh Law Firm 1850 North Central, Suite 2400 Phoenix, Arizona 85004 602-322-4040 jworsham@cavanaghlaw.com

ENVIRONMENTAL LIABILITY CONSIDERATIONS

August 19, 2016 Presented by Jerry D. Worsham II

Environmental Liability Considerations

• Caveats:

- You must investigate to understand environmental issues
- What you don't know can and probably will be a problem
- o "Caveat Emptor" "Caveat Venditor" "Let the buyer and seller beware!

Risk Profile

- What is your entities risk tolerance or goal?
 - Avoid <u>any</u> risk of environmental liability (statutory or third party)
 - Manage risks that are properly assessed and understood by starting with a Phase I Environmental Site Assessment

Basis of Liability

- Common Law
 - Nuisance, trespass, strict liability
- Statutory
 - o Comprehensive Environmental Response, Compensation and Liability Act (CERCLA) (42 USC § 9601 et. seq.) commonly known as "Superfund"
 - State equivalent Water Quality Assurance Revolving Fund (WQARF) (A.R.S. § 49-281 et. seq.)

CERCLA and WQARF

- CERCLA
 - o Liability is:
 - Strict
 - Joint and several/Divisibility possible in some cases
 - Runs with the land
 - o Potentially Responsible Parties (PRPs)
 - Current and former owners and operators
 - Persons who arranged for disposal (generators)
 - Transporters/Haulers
- WOARE
 - o Key difference liability is several only

CERCLA Defenses

- Environmental due diligence is required to be eligible for certain statutory defenses
- Due diligence required to obtain Brownfields funding
- "All appropriate inquiry"
 - o Phase I Environmental Site Assessment (ASTM E1527-13)
 - o "Recognized Environmental Conditions" (RECs)
 - o "Historical Recognized Environmental Conditions" (HREC)

CERCLA Defenses, cont.

- Innocent Purchaser
 - o All appropriate inquiry performed
 - No reason to know contamination exists
 - Contamination caused by third party with whom purchaser has no contractual relationship
 - Also governmental entities that acquire property by eminent domain, escheat or other involuntary transfer
- Bona Fide Prospective Purchaser
 - All appropriate inquiry performed
 - o Contamination caused prior to purchase
 - Appropriate care exercised with respect to any discovered contamination
 - Reasonable steps to:
 - Stop any continuing release
 - □ Prevent future release
 - Prevent or limit exposure
 - Cooperate with authorities
- Contiguous Property Owner
 - o No Liability for neighboring contamination which flows without your knowledge

Tools for Managing Environmental Liability

- Carefully drafted Lease Agreements
- Contractual protections
 - o Indemnification
 - o Representations and warranties
- Prospective Purchaser Agreements (WQARF)
- Voluntary Remediation Program
- Institutional Controls
- Declaration of Environmental Use Restriction (DEUR)
- Insurance

Land Use	Common Contaminants
Agriculture, green space	Nitrate, pesticides/herbicides
Car wash, parking lots, road and maintenance depot, vehicle services	Metals, PAHs, petroleum products, sodium, solvents, surfactants
Dry cleaning	Solvents
Existing commercial or industrial building structures	Asbestos, petroleum products, lead paint, PCB caulks, solvents
Junkyards	Metals, petroleum products, solvents, sulfate
Machine shops and metal works	Metals, petroleum products, solvents, surfactants
Residential areas, buildings with lead-based paint, where coal, oil, gas or garbage was burned	Metals, including lead, PAHs, petroleum products creosote
Stormwater drains and retention basins	Metals, pathogens, pesticides/herbicides, petroleum products, sodium, solvents
Underground and aboveground storage tanks	Pesticides/herbicides, petroleum products, solvents
Wood preserving	Metals, petroleum products, phenols, solvents, sulfate
Chemical manufacture, clandestine dumping, hazardous material storage and transfer, industrial lagoons and pits, railroad tracks and yards, research labs	Fluoride, metals, nitrate, pathogens, petroleum products, phenols, radioactivity, sodium, solvents, sulfate

BROWNFIELDS PROGRAM

Arizona Department of Environmental Quality
AZDHS
Flagstaff, AZ
August 18,2016

Presented by Jennie E. Curé, Brownfields Coordinator





Brownfield Definition

Brownfields are real properties, where the expansion, redevelopment or reuse may be complicated by the actual **or perceived** presence of a hazardous substance, pollutant or contaminant.



EPA Brownfields Program

Empowers states, communities, and other stakeholders to work together to prevent, assess, safely cleanup, and sustainably reuse brownfields



Who Qualifies for Brownfields Funding?

- Local Governments
- Non-Profit Organizations
- Hospital, Fire, Police and School Districts
- Native American Tribes who do not have their own State Response Grant-Brownfields Funds

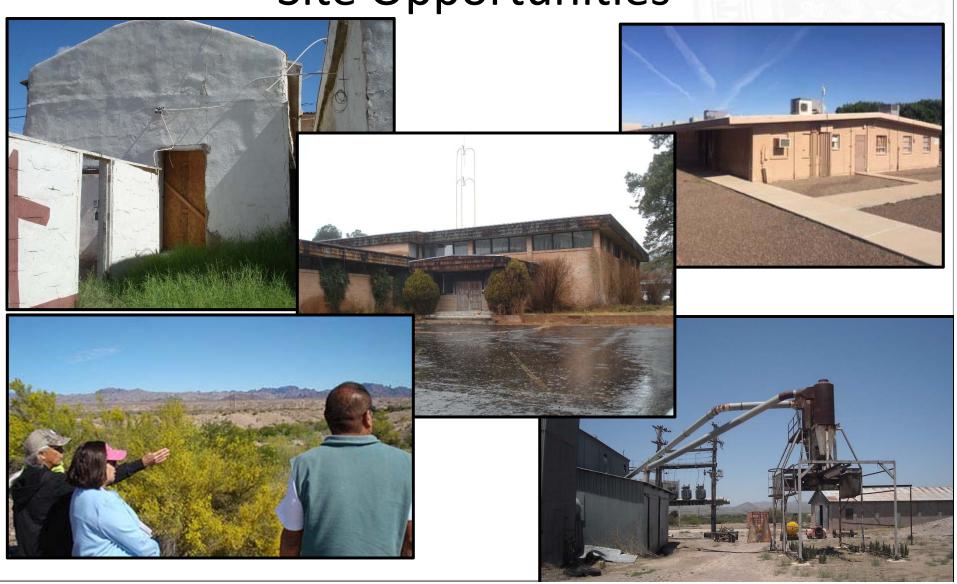


What sites are Brownfields?

- Underutilized commercial or industrial sites
- Sites with suspected or known contamination with redevelopment potential
- Redevelopment is complicated by known or perceived contamination from a hazardous substance as defined by U.S. EPA CERCLA



Site Opportunities





Brownfield Site Eligibility Requirements

- Site must meet the definition of a Brownfields
- Property cannot be located in a Superfund or WQARF area
- Applicant cannot be the responsible party for any contamination
- There cannot be any formal enforcement actions against the property
- Some kind of redevelopment plan should be under consideration for the property
- Applicant must own the property for a cleanup grant



State Response Grant Funding

- Focuses on Arizona's small and rural communities' brownfield needs
- Available to Non-profits, governmental entities and Tribes without their own Brownfields Grants
- Typically awards from \$5,000 \$60,000 for Phase I and II ESAs
- Does not require any cost share or matching funds
- Awards are made according to available funds on a first-come, first serve basis
- Non-competitive

Direct EPA Grants



Community-Wide Assessment Grants

Clean-up Grants

Targeted Site Assessments



Additional Brownfields Resources

- Brownfields Redevelopment Toolbox
- Brownfields Assistance Program Brochure
- Voluntary Remediation Program(VRP)
- Statewide Brownfields grant Site Locations
- Arizona Department of Health Services: Brownfields/Land Redevelopment
- City of Flagstaff: Brownfields Land Recycling Program
- City of Phoenix: Brownfields Lands Recycling Program
- City of Tucson: Brownfields Program
- U.S. EPA: Brownfields and Land Revitalization
- U.S. EPA: Region 9: Brownfields Cleanup & Redevelopment in the Pacific Southwest
- U.S. EPA: Brownfields and Land Revitalization: Grants & Funding



FY2017 Applications

Soft Deadline August 15

ASSISTANCE WITH APPLICATIONS IS AVAILABLE



Contact Information

Jennie E. Curé, Brownfields Coordinator

Voluntary Remediation Program Unit

Arizona Department of Environmental Quality

Phoenix, AZ 85007

(602) 771-2296

jec@azdeq.gov

www.azdeq.gov









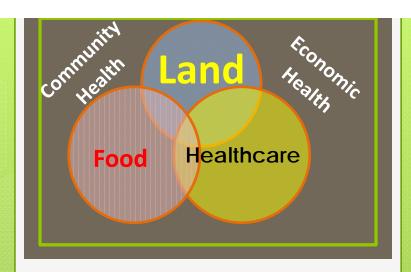












Financing Considerations: Part 2

Dave Laney ATC Group Services

Other Sources of Funding

- EPA Brownfield Grants
- Centers for Disease Control, Agency for Toxic Substances Disease Registry (ATSDR)
- Health Resources Services Administration (HRSA)
- Healthy Food Financing Initiative (HFFI)
- New Market Tax Credits
- Banks
- Non-Profit Hospitals
- USDA Rural Development

EPA Brownfields Grants

- Office of Environmental Justice, Superfund Remediation and Technology Innovation, Office of Underground Storage Tanks.
- Assessment Grants identify environmental risk, perform planning for cleanup and redevelopment.
- Cleanup Grants cleanup up to three sites per grant recipient.
- Area Wide Planning Grants can be used by community leaders from public and private non-profit to develop an overall Healthfields redevelopment strategy.

Feature	Assessment	Cleanup	Area Wide Planning
Time	3 years	3 years	2 years
Value	\$400,000 - \$600,000	\$600,000 (\$200 k per site)	\$200,000

Agency for Toxic Substances Disease Registry (ATSDR)

- Award up to six \$150,000 grants each year
- State/local governments, colleges and universities, tribal government and public housing authorities
- Increase capacity to identify, address, and improve public health in redeveloping Brownfield/Land Reuse sites
- Emphasis on identifying and addressing health issues prior to redevelopment
- Grant cycle open 5/3/16 7/5/16

Health Resources Services Administration (HRSA)

- Model is for Federally Qualified Health Centers (FQHC) to be located in medically underserved areas
- Provide up to 75 new access point (NAP) grants per year with max amount of \$650,000 per grant
- A new service delivery site for the provision of comprehensive health care services
- Public or nonprofit private entities, including tribal, faith-based, and community-based organizations
- Two phases for FY 2017; deadline for submittals June
 17 and July 15, 2016

Healthy Food Financing Authority (HFFI)

- Federal governments first coordinated effort to increase access to healthy food in underserved areas
- Includes USDA, HHS, Treasury Department and EPA
- O Department of Treasury Community Development Financial Institution provides low interest loans to underserved, economically distressed communities working to attract healthy food retail and food system development
- USDA Farmer's Market Promotion Program awards 3 year grants from \$50,000 to \$500,000 for projects that establish, expand, and promote direct producer-to-consumer marketing
- USDA Local Food Promotion Program offers (1) planning, and (2) implementation grants with a 25% match for local and regional food businesses working to increase domestic consumption of locally and regionally produced agricultural products

New Market Tax Credits

- Administered by the Treasury
- Attracts capital to operating businesses and real estate projects in low-income communities
- Provides investors with a credit against their federal income tax in exchange for equity investments in a certified Community Development Entity (CDE)
- A CDE is the intermediary through which loans, investments or financial counseling can be made to low income, underserved communities for fresh food and health care projects

Banks & Non-Profit Hospitals

- The Federal Interagency Working Group on Environmental Justice
- Goal is to "guide, support, and enhance federal environmental justice and community based activities"
- Federal Reserve Bank may have member banks that are required to service debt as part of their Community Reinvestment Act programs
- Private non-profit hospitals may also be able to help out since they are required by the IRS to demonstrate a community benefit

USDA Rural Development

- o For communities 35,000 to 50,000 in size or smaller
- USDA can provide loans and grants for single family, farm labor and rental housing
- Rural Community Development Initiative can provide technical assistance grants of \$50,000 to \$300,000 to private non-profit or public organizations, philanthropic foundations, low-income
- Community Facilities loans and grants can be used to finance schools, libraries, hospitals, other health care facilities
- Loan period is 40 years and interest rate is 3%
- Grant is up to 75% of project cost

EPA 2012 Brownfields Community-wide Assessment Grant

What are Brownfields?



Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

Brownfields are:

- 1. Sites with Real or Perceived Contamination
 - a. A hazardous substance (asbestos, lead, perc, etc.)
 - b. A petroleum product (Oil, Fuel, MTBE, etc.)
 - c. A controlled substance (Drugs)
- 2. Abandoned of Under-utilized Property



Grant = Redevelopment Incentive

EPA 2012 Brownfields Community-wide Assessment Gran



USEPA Brownfields and Land Revitalization

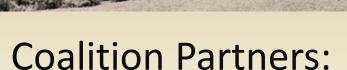
Assessment Pilots/Grants

- 1. Cities and Counties: \$200K Hazardous + \$200K Petroleum
- 2. Coalition of 3+: \$1M



http://www.epa.gov/brownfields/assessment_grants.htm

EPA 2012 Brownfields Community-wide Assessment Gran



- 1. All Route 66 communities invited
- 2. Participating:
 - a. City of Flagstaff
 - b. City of Holbrook
 - c. City of Winslow
 - d. Coconino County
 - e. Navajo County



Location, linkage, and interest (>150 potential sites)

EPA 2012 Brownfields Community-wide Assessment Grant

Sources of Funds:

1.	USEPA	\$ 700,0	00
2.	Coalition Partners	\$	0
3.	City of Flagstaff	\$	0
4.	Clients	\$	0



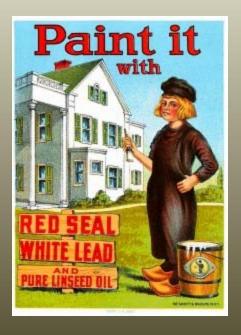
Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

Uses of Funds:

- 1. Grant Administration
- 2. Community Involvement
- 3. Clean-up Preparation Activities
 - a. Identify Clients
 - b. Environmental Site Assessments
 - i. Phase I and Phase II
 - ii. Lead, asbestos, etc.
 - iii. Private or Public

Uses are split into two parts:

- 1. Hazardous Substances (60%)
- 2. Petroleum Products (40%)



EPA 2012 Brownfields Community-wide Assessment Grant



- 1. Grant Administration
- 2. Community Involvement
- 3. Clean-up Preparation Activities
 - a. Identify Clients
 - b. Environmental Site Assessments
 - i. Phase I and Phase II
 - ii. Lead, asbestos, etc.
 - iii. Private or Public
 - c. Redevelopment Planning
 - i. Individual Site Planning
 - ii. General Planning





Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessm

Clean-up: Not Covered



ADEQ Grant

EPA 2012 Brownfields Community-wide Assessment Grant

Grant Term:

- 1. Initially Three Years
 - a. Ends October 2015
- 2. Two Year Extension
 - a. Ends October 2017



EPA 2012 Brownfields Community-wide Assessment Gran



- 1. Application
- 2. Coalition Partners Vote
- 3. USEPA Approves

4-5 Weeks

- 4. Agency Procurement
 - a. Per Agency Rules
- 5. City of Flagstaff Reimburses Agency
- 6. City of Flagstaff bills USEPA

Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

Flagstaff Examples and Successes:



Municipal Courts



Airport

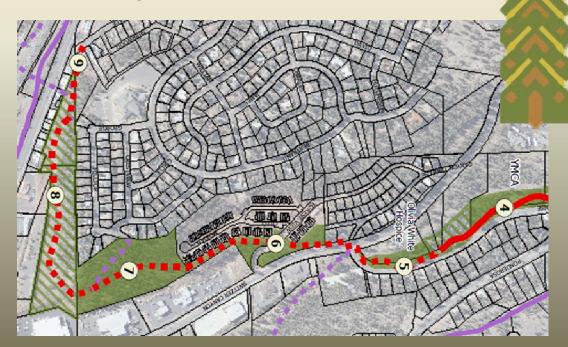


USGS Campus

Environmental Site Assessments
City of Flagstaff Real Estate

EPA 2012 Brownfields Community-wide Assessment Gran



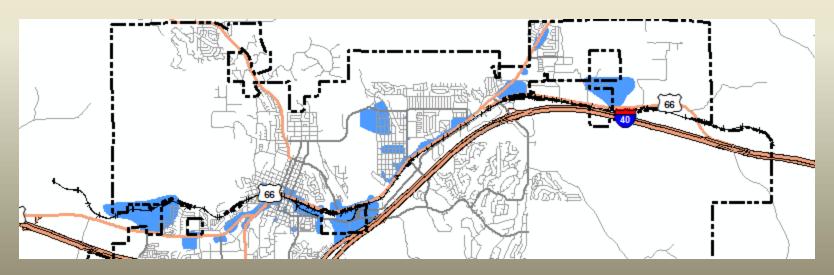


Flagstaff Urban Trails System

Environmental Site Assessments Property and ROW Acquisitions

Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

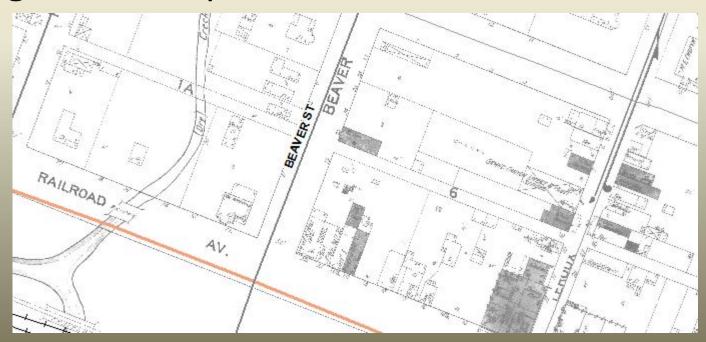
Flagstaff Examples and Successes:



Inventory
Documented Sources

EPA 2012 Brownfields Community-wide Assessment Grant

Flagstaff Examples and Successes:



Sanborn Maps in City GIS

Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

Flagstaff Examples and Successes:



Redevelopment



Affordable Housing



Infill Development

Environmental Site Assessments
Private Property and Redevelopment

EPA 2012 Brownfields Community-wide Assessment Gran

Total/Pending to Date:

	ESA I	ESA II	Planning
Flagstaff	14	1	2
Holbrook	3	0	0
Winslow	8	2	0
Coconino	5	2	0
Navajo	2	0	0
Total	32	5	2

Arizona Route 66 Coalition EPA 2012 Brownfields Community-wide Assessment Grant

Lessons Learned:

- 1. Coalition Strengthened Our Relationships
- 2. Grant Manager
 - a. Private Contractor
- 3. Property Owner Fear
- 4. Most ESAs
 - a. Phase I only
 - b. Most "Not Contaminated"
- 5. Redevelopment Planning Aspect Under-utilized
- 6. Clean-up Funding Remains a Challenge

EPA 2012 Brownfields Community-wide Assessment Grant



Karl Eberhard, AIA

Community Design and Redevelopment Manager

keberhard@flagstaffaz.gov

(928) 213-2969



Land Use Considerations for New Access Points

The Community Health Center Movement

- There is an, "incredibly important, and largely unnoticed, role that health centers play in improving the health of not just their individual patients, but their communities."
 - David Fukuzawa, Kresge Foundation Program Director for Health



Access to Healthcare in Rural Northern Arizona

Health Centers are Characterized by Five Unique

Requirements:

1. Located in <u>High-Need</u> Areas

2. Able to provide Comprehensive Health and Enabling Services

Open to ALL Residents, Regardless of 3. Income

- Governed by Community Boards
- Follow Rigorous Performance and Accountability Requirements

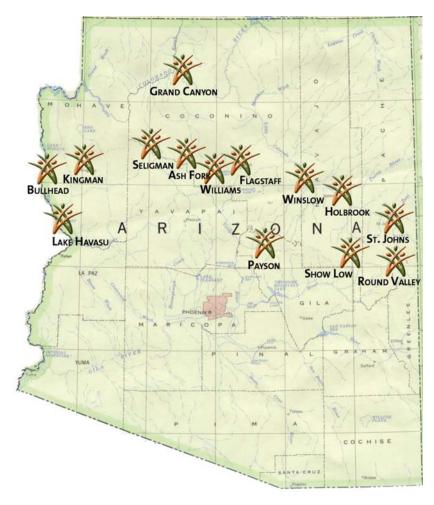
North Country has historically prioritized developing new access points in high need areas (those with little health center penetration)



North Country Comprehensive Primary Care Service Sites

22 Existing Clinics (14 communities)

- Ash Fork
- Bullhead City
- Change Point Integrated Care
- Flagstaff
- > Flagstaff University Avenue
- The Guidance Center
- Flagstaff Shelter Services (MMU)
- School Based Health Services
- Grand Canyon
- Holbrook
- Kingman
- Mohave Mental Health
- Lake Havasu City
- Payson
- Round Valley
- Seligman
- > Show Low
- > St. Johns
- > Little Colorado Behavioral Health
- Williams
- Winslow
- Virtual Clinic (Telemedicine)



Establishing and Improving Access Points in a Community

Funding New Clinics	Facility Improvements	Collaborations
New Access Point Grant Opportunities	Redevelop existing properties (NAP awards, NC operating)	Health or Hospital District
North Country funded	Capital Grants - renovation/ alteration (established clinics)	Town/City partnerships
	Capital Grants - New clinics	Existing practices/ Contracts



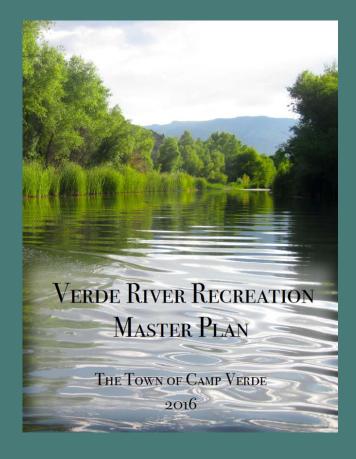




North Country as an Economic Engine

- Approximately 485 employees across the system (most are recruited and trained locally)
- Approximately \$23.4 million payroll per fiscal year
- Average salaries of \$48,247.42 per year
- Living wage of \$11.75/HR in rural areas for inexperienced employees in entry level positions
- Living wage of \$13.00/HR in higher cost of living areas for inexperienced employees in entry level positions
- Annual Advanced Education Reimbursement (\$20,000/FY)
- Continuing Medical Education, Paid Time and Reimbursements (\$2,000 per professional)
- Employee donations in 2015 \$21,722











The River Recreation Master Plan was designed to accomplish two things:

Develop a plan that will significantly reduce the negative impacts of unmanaged river recreation currently impacting public and private property owners along the river corridor



Given the idea that we can mitigate those impacts, develop a plan for realizing the many opportunities for river recreation that exist along the 17 miles of Verde River that pass through Camp Verde's corporate boundaries

Identified three stakeholder groups and set about identifying their priorities and goals

- 1) Public Land Managers: ASP, USFS, NPS, TNC, USFWS, AGF, SRP
- 2) Property owners along the riverfront corridor
- 3) General Public



What we have discovered from landowners



- 1. On a 1-10 scale with 10 being very important, over 75 percent rate the Verde River a 10.
- 2. Scenic Beauty, peace and quite, wildlife habitat and water supply were the most valuable things the corridor provides.
- 3. Trespass, trash, noise, fires, and overcrowding were some of the most important issues with riverfront property owners.
- 4. Enforcement (law enforcement presence), signs, restricted access for motor vehicles, respect for private property rights were among the things considered most lacking.
- 5. River recreation belongs on public lands and restricted from private property.

Stakeholders have ID'd several opportunities

- 30 acres at I-17 and the Verde River suitable for day use area and boat launch
- 80 acres jointly owned by ASP and PNF between I-17 bridge and Black Bridge
- 10 acres at Rezzonico Park
- White Bridge RAP
- 205 acre Rockin' River
 Ranch State Park
- Hiking, fishing, picnicking, swimming, canoeing



Goals

- 1) Connect the residents of Camp Verde with the Verde River and increase awareness and appreciation of the river as a natural treasure
- 2) Respond to concerns of riverfront property owners, since those land owners are currently experiencing the highest impacts due to unmanaged recreation
- 3) Provide safe, healthy, quality river recreation experiences for residents and visitors
- 4) Provide for family friendly outdoor activities along the river corridor
- 5) Manage recreational use appropriately to ensure that sensitive riparian habitat is protected
- 6) Support economic development through tourism amenities



Priorities/Strategies

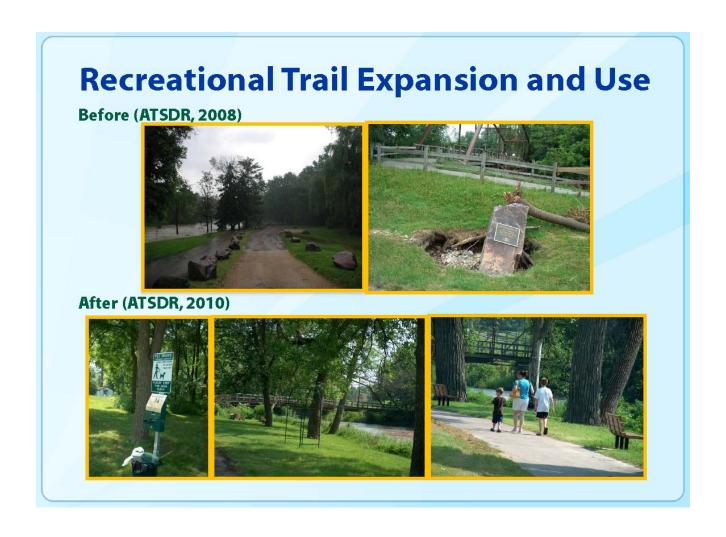


- Implement strategies to better manage recreational use
- Development of Homestead Park and I-17 properties as a day-use watchable wildlife amenity, with a viewing deck, nature trails, light development, and fishing access.
- Designation of an Important Bird Area (IBA)
- Explore the potential for developing riverside trails, as well as upland trails
- Work with Arizona State Parks and Prescott National Forest to develop Homestead Park and Rockin' River Ranch.
- Development of the riverfront amenities for Rezzonico Park just below Black Bridge.



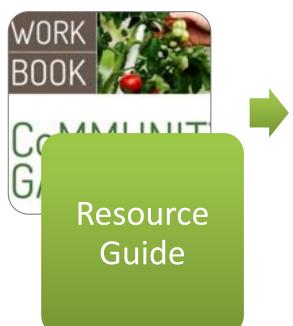
Kat Londen Office of Environmental Health Arizona Department of Health Services

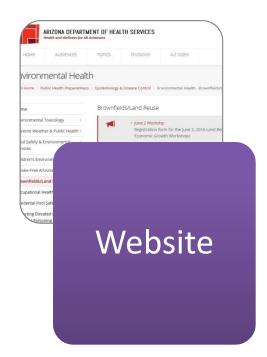
ATSDR Brownfields Grant



Grant Projects







Access to Healthy Food



Healthy School Food



Certification Process

- 1. Application
- 2. Food Safety Plan
- 3. Garden Map
- 4. Site Visit





Kat Londen katherine.londen@azdhs.gov (602) 364-3952

Improving Community Health Vitalyst Health Foundation Priorities & Roles



A CATALYST FOR COMMUNITY HEALTH

C.J. Eisenbarth Hager
Director, Healthy Community Policies
CHager@VitalystHealth.org

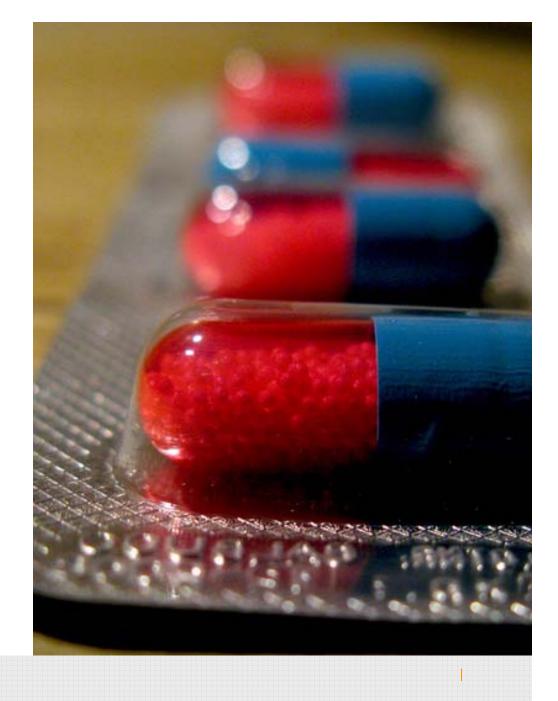


Vitalyst Health Foundation

Improving well-being in Arizona by addressing root causes and broader issues that affect health.

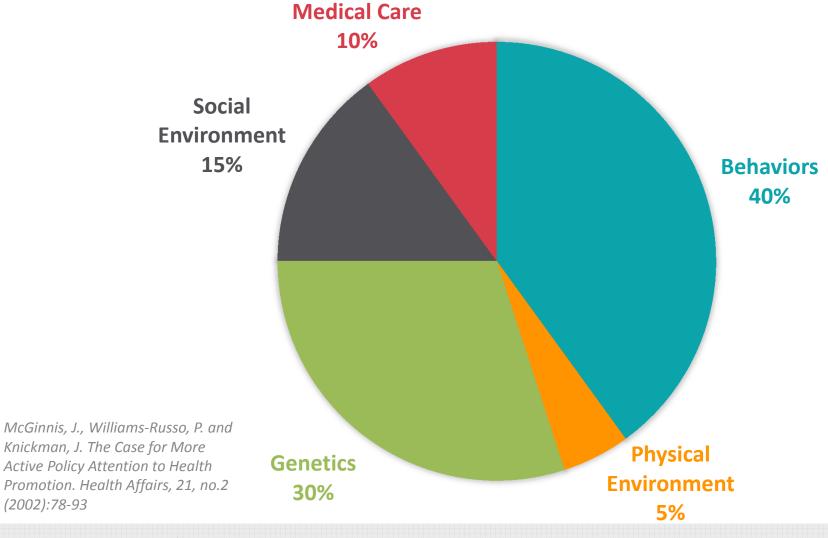


Health ≠ Healthcare



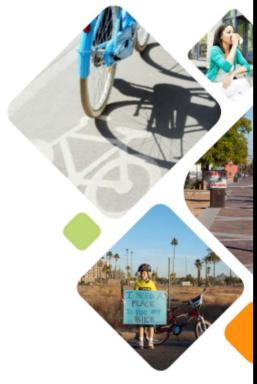


What influences our health?





COMPLETE STREETS



PUBLIC DESIGN FOR PHOENIX

CONVENIENT. ACCESSIBLE. COMFORTABLE. SAFE.









C.J. Eisenbarth Hager Director, Health Community Policies Chager@VitalystHealth.org









A CATALYST FOR COMMUNITY HEALTH

602.385.6500 www.vitalysthealth.org





Land Recycling and New Tools for Creating Healthy Communities and Economic Growth

August 19, 2016

Dean Brennan, FAICP

Arizona Alliance for Livable Communities







Goal: Health in All Policies (HiAP)

AALC's mission is to educate, engage, and encourage communities and decision makers to transform cities and towns in ways that improve health, livability, and well being.

FOCUS AREAS – Health Impact Assessment; Policy Advocacy



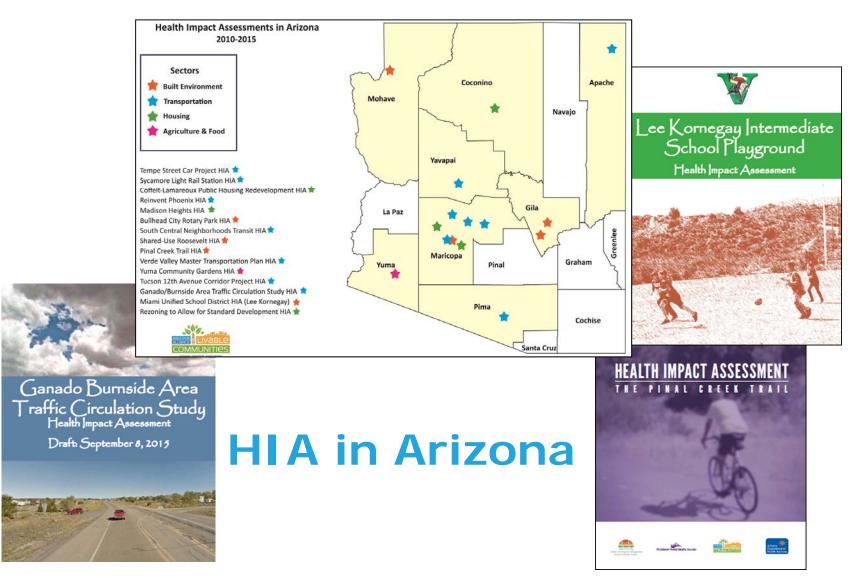




Health Impact Assessment

Definition

- "A systematic process that uses an array of data sources and analytic methods and considers input from stakeholders to determine the potential effects of a proposed policy, plan, program, or project on the health of a population and the distribution of those effects within the population."
- HIA provides **recommendations** on monitoring and managing those effects.



Addressing Community Health Issues by Identifying Positive Community Health Outcomes





ADVOCACY - THE POWER OF POLICY!

Focus on Public Policy that Impacts the Design of the Physical Environment

- General Plans
- Comprehensive Plans
- Complete Streets
- Urban Agriculture
- Parks, Recreation, Open Space & Trails

Advocacy for Healthy General Plans

Healthy Community Policies

- AG1 Reduce barriers to food production and to food distribution, including home and community gardens, and facilitate access to new markets for small-scale farmers and gardeners.
- AG2 Adopt zoning and land use regulations that promote and facilitate the safe, equitable growth and distribution of locally produced food.
- AG3 Facilitate community food security by fostering an equitable, healthy local and regional food system that is environmentally and economically sustainable and accessible to all.
- AG4 Collaborate with key partners to facilitate new opportunities for urbanscale gardens, farms, gleaning, and distribution systems.



Advocacy for Healthy Comprehensive Plans

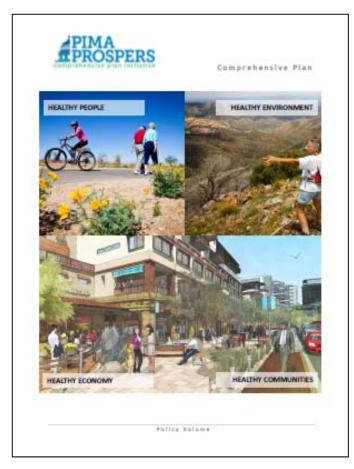
Examples of Healthy Community Goals – Pima County

5.3 Parks and Recreation Element

 Goal 1: Support healthy lifestyles through the provision of parks and recreation

5.8 Food Access Element

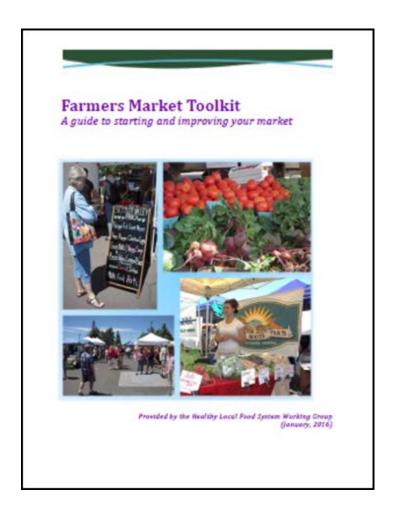
- Goal 1: Enhance the local production, processing, and affordable distribution of healthy foods
- Goal 2: Measure the health impacts of policies, programs and projects to ensure affordable access to healthy foods

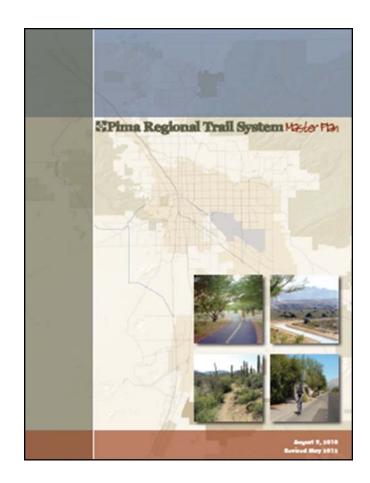


Advocacy for Complete Streets



Advocacy for Urban Agriculture





Advocacy for Parks, Recreation, Open Space & Trails

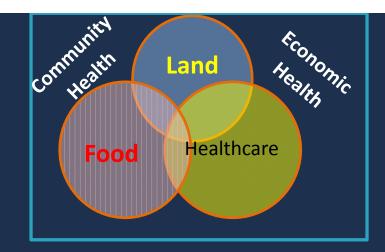




Thank You!

Dean Brennan, FAICP, <u>dbrennan.plc@cox.net</u>
Kenneth Steel, MPH, <u>kennethsteel@mail.maricopa.gov</u>
Arizona Alliance for Livable Communities, <u>www.livableaz.org</u>





Land Recycling & New Tools For Creating Healthier Communities & Economic Growth

ADDITIONAL RESOURCES

Dave Laney ATC Group Services

NUGGETS OF WISDOM

- Workshop Evaluation Forms
- Speakers & Supporting Organizations
- Other Organizations of Importance
- Additional Information & Useful Resources
- Final Thoughts

SPEAKERS & WORKSHOP SUPPORTERS























SPEAKERS & WORKSHOP SUPPORTERS

- o Arizona Department of Health Services
 - http://www.azdhs.gov/index.php
 - (look for Environmental Health/Brownfields and Land Reuse)
- Arizona Department of Environmental Quality Brownfields Program
 - http://www.azdeq.gov/environ/waste/cleanup/brownfields.html
- City of Flagstaff Economic Vitality Department
- http://www.flagstaff.az.gov/index.aspx?nid=1348
- Town of Camp Verde Economic Development Dept

http://www.campverde.az.gov/government/economic-development-2-2/

OTHER ORGANIZATIONS

- Vitalyst Health Foundation http://vitalysthealth.org/
- Coconino County Department of Public Health http://www.coconino.az.gov/health
- Arizona Partnership for Healthy Communities
 http://arizonahealthycommunities.org/
- Arizona Healthfields Initiative <u>dave.laney@atcassociates.com</u>
- Arizona Alliance for Livable Communities
 http://livableaz.org/

ADDITIONAL INFORMATION & USEFUL RESOURCES

- ATSDR Action Model, Site Tool, Dose Calculator
 http://www.atsdr.cdc.gov/sites/brownfields/
- EPA Brownfields Program

https://www.epa.gov/brownfields/brownfields-and-land-revitalization-california-arizona-nevada-and-hawaii

FINAL THOUGHTS

- Community Development Issues Can Be Challenging
- Organizations Are Often Ineffective When Working Alone
- Considering Community Health Needs Can Change The Equation & Increase Economic Value Of Projects
- Greater Strength In Collaboration and Coalition Building
- Public-Private-Community Partnerships Increase Chances For Success

ADDITIONAL WORKSHOPS

o Tucson − October 28th

Land Recycling & New Tools For Creating Healthier Communities & Economic Growth

THANK YOU FOR COMING!