



# **Tubac Community Center Facility and Land Use Master Plan**



**Prepared by  
Lani Lott, President, L.L. Consulting**

**In Partnership with  
The Tubac Community Center Foundation**

**April 2020**

# Table of Contents

<b>Executive Summary</b>	<b>3</b>
<b>Introduction</b>	<b>6</b>
<b>Overview of Community and Partner Outreach</b>	<b>9</b>
<b>2020-2025 Tubac Community Center Facility and Land Use Master Plan</b>	<b>13</b>
<b>Credits</b>	<b>23</b>
<b>Appendix</b>	<b>25</b>

Agenda for February 26, 2020 TCCF Planning Session

Compiled results from Community Assessment

Compiled results from Users’ Questionnaire

Compiled Comments from Users’ Focus Group Interviews

Compiled comments from Community Forum

# EXECUTIVE SUMMARY

The Tubac Community Center was created in 1999 by a dedicated group of local residents with the help and support of Santa Cruz County. Built in 1964 as the community school, the Community Center now provides facilities and resources for outdoor education, social, civic and life-long learning opportunities. The Tubac Community Center Foundation (TCCF) is an all-volunteer 501 (c) (3) organization that through a County Usage Policy, has assumed the role on behalf of the County for the stewardship and management of the facility and grounds. In early 2019, the TCCF Board in partnership with the County identified the need for developing a Facility and Land Use Master Plan that would take in consideration the needs of the community, maintain a "Gathering Place" sensibility and help guide the immediate and future development of the facility and surrounding acreage. As part of the development of the plan, the Board felt strongly that it was critical to gather feedback from all of the organizations, agencies and individuals that currently utilized the Community Center. In late 2019, TCCF contracted with Ms. Lani Lott, President of L.L. Consulting to assist with the outreach and engagement process and help draft the Master Plan.

Ms. Lani Lott has over 25 years of working in the field of business development and economic revitalization and has conducted large community visioning sessions, prepared and distributed on-line surveys, facilitated small group work sessions and presented final reports to local leadership for a number of agencies in Arizona including the Arizona State Parks/Arizona State Historic Preservation Office – Arizona State Main Street, Arizona Department of Commerce – USDA Business Enterprise Grant, the International Sonoran Desert Alliance – Historic Ajo Town Site Project, the Nogales Port Authority, Nogales Community Development Corporation, the Town of Superior Community Development Plan, City of Globe, AZ – 60/70 Highway Curb Appeal Plan, and the Town of Carefree Village Master Plan.

The Community Outreach process for this project included an eight-question community-based assessment utilizing the online program SurveyMonkey®, holding a community forum, distributing an online questionnaire to all the current organizations utilizing the Center and conducting a series of Focus Group Interviews with all of the users.

The Community Assessment was designed to reach residents in Tubac, Tumacacori, and Amado and was widely distributed through both the online survey as well as posting flyers, one-on-one intake, posting in several social media platforms and through email blasts. The survey was open from October 22, 2019 to December 26, 2019 and 256 surveys were completed. The cumulative results included:

- 206 of the 256 survey respondents were from the 85646-zip code; 77% of respondents were year-round resident and 98% indicated they knew about the Center.

- Respondents indicated that the top five reasons for visiting the Center included visiting the Public Library (56%), attending the Santa Cruz Valley Citizens Council meeting (42%), for community events (36%), attending other organizational meetings (35%) and visiting either the Tubac Nature Center and/or the Tubac Historical Society (both 30%).
- When considering the uses typically offered at a Community Center, the five uses/activities that respondents indicated were of “high priority” of importance to them included:
  - Space for community events (44%)
  - Health & Fitness programs (43%)
  - Open Space and walking paths (40%)
  - Indoor/outdoor space for special events (39%)
  - Enrichment classes (i.e. art, music, language, computer, etc.) (37%)
- In addition to the above referenced results, there were numerous comments shared in the “Additional Comments” which can be found in the final report’s appendix.

On December 10, an evening community forum was held inviting the community to bring their ideas of what they would like to see for the future development of the Tubac Community Center. About 45 individuals attended the two-hour forum and were actively engaged sharing their vision for the Center, and what they thought were the strengths, weaknesses and opportunities support that vision of the Center. *(The compiled results of the Community Forum are located in the Final Plan Appendix).*

A questionnaire was developed and distributed to each organization that currently uses the Center as well as held a series of focus group interviews were conducted with all of them. The objective of the questionnaire and focus group interviews was to update key information about each group, gain insight about their current needs and discuss any future plans they may have had expansion. Ms. Lott used the information shared in the questionnaire to create a master spreadsheet with each user’s response as well as compiled the discussion shared at each of the focus group interviews. Both documents were then used during the all-day strategic planning session. Top priorities shared by the organizations included:

- Better organized and additional parking
- Improvement of the technology infrastructure and updated equipment
- Beautification of the grounds in front of the Center
- Better signage to and around the Center
- More storage opportunities
- Additional meeting/room space for expansion

On Wednesday, February 26, 2020, Ms. Lott returned to Tubac to conduct an all-day planning session with the TCCF Board of Directors. At the planning session, each board member received copies of the compiled results of the community assessment, community forum and the focus group discussion and



used the information to draft the Tubac Community Center Facility and Land Use Master Plan as well as set goals and objectives for expanding the capacity of the Foundation. The Master Plan includes six (6) high-level goals that are intended to serve as the long reaching strategies for the Center's Master plan, five-year objectives for supporting the goals and 2020/2021 priorities for the short term. Below are the six high-level goals, the five-year objectives and the 2020/2021 priorities\*\* as listed in the Final Plan.

**Goal 1. Continue to improve the interior of the Tubac Community Center to support the current and future needs of both the users and the community.**

**Objectives (Up to Five Years)**

- 1.1 Maintain a clean, welcoming and informational lobby
- 1.2 Continue to update/upgrade the Center's furnishings, equipment and amenities
- 1.3 Continue to work with the County and the users of the Center to assess the highest and best utilization of all rooms to support the users' current needs as well as assist with future expansion/growth plans

**Goal 1: 2020/2021 Priorities**

- *Review the Foundation's Facility and Grounds Improvement Checklist and identify top priorities for 2020*
- *Develop a sponsorship plan for supporting the 2020 furnishing and equipment upgrades*
- *Develop Operation Manuals for use of existing equipment (AV- projector, sound, screens)*
- *Convene a meeting with the Tubac Nature Center, Santa Cruz County Valley Citizens Council and the Rotary Club regarding upgrading AV equipment*
- *Meet with the Public Library leadership to discuss current and future needs*
- *Meet with the Friends of the Library to discuss their mission, plan for the books in storage and current needs/plans*
- *Convene a meeting with Friends of the Santa Cruz River to support/assist with identifying a solution for their storage needs and future plans.*
- *Meet with Tubac Historical Society to discuss need for additional research space that is quiet, yet close to the THS room*
- *Meet with the Tubac Nature Center to discuss short-term goals/expansion needs (outdoor education and more youth programs)*
- *Meet with the Tubac AA Group to discuss a more appropriate space for the group (discussed possibility of sharing the room Friends of the Santa Cruz River currently occupies) which in turn could open up opportunities for expanded use of the large meeting room in the evenings and weekend.*
- *Explore opportunities for TCC use of the County Public Works out building. Uses ranging from additional meeting space to short-term storage.*
- *Take inventory of medical equipment and other furnishings and reduce as appropriate. (Kate Penland and Greg Guthrie)*
- *After all of the above meetings, draft a matrix to compare answers and determine next steps.*

**Goal 2. Enhance the curb appeal of the Tubac Community Center grounds and improve the overall parking of the Center.**

**Objectives (Up to Five Years)**

- 2.1 Improve the front landscaping to make it more visually appealing
- 2.2 Develop and incrementally implement a comprehensive wayfinding signage program to help guide folks to the Center
- 2.3 Improve the current parking supply and expand parking to meet future demands

### **Goal 2: 2020/2021 Priorities**

- *Form a task force to work with Landscape Designer who has volunteered to assist with developing a plan. Ask the County to appoint someone to serve on the Task Force*
- *Form a work group to design an outdoor monument sign that announces the Tubac Community Center and the key tenants; Present design, costs and timeline to Board and present to County for approval (and possible financial support)*
- *Coordinate and improve existing parking with the County*
- *Discuss with the County the possibility of using the South end of the Center grounds for future parking*

### **Goal 3. Continue to address/support the current and future needs of the outside users and the grounds in general.**

#### **Objectives (Up to Five Years)**

- 3.1 Work with the County to remove the softball field and develop a site plan for the area that addresses the area's limitations as well as explore what are realistic uses accordingly
- 3.2 Work with the Tubac Pickleball Association and the County with future improvements
- 3.3 Work with the County to develop a schematic and/or site plan and timeline for the south buildings and land of the Center
- 3.4 Continue to work with the Tubac Community Garden to evaluate their current needs as well as future plans and offer support when needed

### **Goal 3: 2020/2021 Priorities**

- *Work with the County to assess the elevations of the softball field to start to develop the actual elevations for the area and what uses would work; TCCF to draft a policy/process for evaluating future uses of the acreage*
- *Strengthen the relationship between the TCCF and the Pickleball Association*
- *Walk the area and determine what would be TCCF's top two priorities in 2020 for either the buildings and/or the land*
- *Meet with County Administrator to explore the opportunities of the South area and discuss TCCF's thoughts on their top two priorities.*
- *Meet with the Garden Board to discuss the development of an orchard*

### **Goal 4. Bring the Tubac Community Center and the Foundation into the 21<sup>st</sup> Century in regards the overall management of the Center.**

#### **Objectives (Up to Five Years)**

- 4.1 Stabilize and continue to update the policies, procedures and operations of the Center and the Foundation
- 4.2 Develop and implement a volunteer orientation and training program for Board members and other volunteers

### **Goal 4: 2020/2021 Priorities**

- *Work with the County to execute an updated Memorandum of Understanding/Contract*
- *Review and update the TCCF bylaws, vision statement and mission*
- *Update the Facilities Use Application and ensure that ALL users/instructors have signed it and are complying*
- *Continue to update TCCF policies and procedures*
- *Computerize the scheduling system including enabling individuals and groups to email their requests.*
- *Review the volunteer manual and update as needed; Recognize volunteers; Name tags*

**Goal 5. Expand the image, reputation and knowledge of the Tubac Community Center Foundation and its value that it provides to the County, partners, tenants and community at large.**

**Objectives (Up to Five Years)**

- 5.1 Continue to strengthen and maintain an on-going relationship with the County of Santa Cruz County
- 5.2 Maintain and expand partnerships with civics or other community organizations
- 5.3 Utilize a broad range of communication and marketing tactics to share both the programs and activities offered at the Center as well as TCCF's role and volunteer opportunities

**Goal 5: 2020/2021 Priorities**

- *Present the 2020-2025 Tubac Community Center Facility and Land Use Master Plan to the County Manager and Board of Supervisors*
- *Twice a year provide an update to the County on the progress and accomplishments*
- *Invite Supervisors to tour the Center; Meet one-on-one at least once a year with the District 3 Supervisor*
- *Form a partnership committee to develop a plan to strengthen relationships and better communicate with partners*
- *Re-establish relationship with the Tubac Chamber of Commerce*
- *When formed, offer to serve on the Learning Center Steering Committee*
- *Launch TCCF website*
- *Strive to post more regularly on TCCF's Facebook page*
- *Work with Celeste Wisdom to publish the monthly Calendar of Events on the Wisdom (Restaurant) Website*
- *Build an email database*
- *Continue to publish monthly flyers as well as promote partner events at the Center's Bulletin Board at the Tubac Post Office*
- *Continue to post on the Barrio Neighborhood's Facebook page/group*
- *Continue to make a presentation at the San Cruz Valley Citizens' Council monthly meetings*
- *Look for opportunities to offer articles in partner organizational newsletters, e-mail blasts, etc.*

**Goal 6. Continue to develop and pursue a broad range of resources (financial, in-kind and volunteer based) to ensure that the Foundation can effectively operate as the management body for the Center and support desired improvements to the Center that are expressed by the users/tenants of the Center and the community at large.**

**Objectives (Up to Five Years)**

- 6.1 Establish a five-year budget to project the operational and capital needs of the Center

**Goal 6: 2020/2021 Priorities**

- *Form a Task Force to develop a five-year budget identifying both projected income/revenue as well as operational expenses and capital improvement goals*
- *Present TCCF's draft capital improvement goals to support the 2020 – 2025 Facility and Land Use Master plan to the County to prioritize and assist with establishing five-year capital improvement budget*
- *Track volunteer hours*
- *Clarify the policy with the County regarding nonprofit organizations holding able to implement fundraising activities at the Center including TCCF*

*\*\*It is the recommendation of the consultant that once the coronavirus pandemic is over, the Board should reconvene, take some time to review the 2020/2021 priorities and make any updates necessary to ensure that the Center is meeting any new guidelines resulting from the virus outbreak.*

# INTRODUCTION

The Tubac Community Center was created in 1999 by a dedicated group of local residents with the help and support of Santa Cruz County. Built in 1964 as the community school, the Community Center now provides facilities and resources for outdoor education, social, civic and life-long learning opportunities. The Tubac Community Center Foundation (TCCF) is an all-volunteer 501 (c) (3) organization that through a County Usage Policy, has assumed the role on behalf of the County for the stewardship and management of the facility and grounds.



Over the last twenty years the uses and expectations of the Tubac Community Center have grown as has the community from the Center's usage being relatively low key, with an emphasis on serving seniors, to an increasingly vibrant emphasis on community social, outdoor education and civic uses of all kinds. Over the last three years, the usage of the facility has tripled. TCCF is experiencing a higher volume in the number of both requests for space, as well as ideas for expanded and new uses of the grounds.

The TCCF Board in partnership with the County has identified the need for an overall coherent plan that takes into consideration the needs of the community, maintains a "Gathering Place" sensibility and helps guide the immediate and future development of the facility and surrounding acreage. As part of the development of the plan, the Board felt strongly that it was critical to gather feedback from all of the organizations, agencies and individuals that currently utilize the Community Center, as the bases for developing the five-year Master Plan. To assist with the outreach and engagement process, as well as to draft the 2020-2025 Facility and Land Use Master Plan, TCCF contracted with Ms. Lani Lott, President of L.L. Consulting, a consulting firm located in Phoenix specializing in rural community development, downtown revitalization and community outreach strategies.

Founded in 2000, L.L. Consulting has assisted state agencies, local municipalities, and non-profit organizations across Arizona providing a full range of project management services, community outreach and consensus building, business development, market analysis and economic restructuring technical assistance targeted to help agencies, communities and organizations reach their project goals and implementation objectives.

Ms. Lani Lott, President of L. L. Consulting has over 25 years of working in the field of business development and economic revitalization. She is a skilled facilitator and thoroughly enjoys working with community groups listening, recording and providing guidance. Her consulting practices often includes preparing and distributing on-line surveys, conducting large community forums, facilitating small group

work sessions and conducting one-on-one stakeholder interviews. Ms. Lott holds Bachelor of Science, Public Administration, California State University – Sacramento graduating Summa Cum Laude.

Ms. Lott has conducted large community visioning sessions, prepared and distributed on-line surveys, facilitated small group work sessions and presented final reports to local leadership for the following agencies and organizations:

- Arizona Office of Economic Opportunity – Workforce Arizona Council
- Arizona State Parks/Arizona State Historic Preservation Office – Arizona State Main Street
- Arizona Department of Commerce – USDA Business Enterprise Grant
- Arizona Commerce Authority, Workforce – Aerospace and Manufacturing Sector Partnership, IT Sector Partnership, Retail Sector Partnership and Maryvale Revitalization Project
- International Sonoran Desert Alliance – Historic Ajo Town Site Project
- Nogales Port Authority, Nogales, AZ
- Nogales Community Development Corporation, Nogales, AZ
- Gilbert Historical Society/Gilbert Historical Museum, Gilbert, AZ
- Town of Superior Community Development Plan, Superior, AZ
- City of Globe, AZ – 60/70 Highway Curb Appeal Plan, Globe, AZ
- Manhattan Beach Downtown Specific Plan- Michael Baker International
- Town of Carefree (AZ) Village Master Plan - Michael Baker International
- City of Peoria (AZ) Old Town Peoria Block Strategy – Michael Baker International
- City of Kingman (AZ) Town Hall Visioning Session
- City of Sonora Revitalization Plan - RBF Consulting Design Studio
- City of Perris Downtown Specific Plan - RBF Consulting Design Studio
- City of Lancaster Downtown Specific Plan - RBF Consulting Design Studio
- City of Mesquite (NV) Downtown Specific Plan - RBF Consulting Design Studio
- City of Logan (UT) Downtown Specific Plan - PMC

## COMMUNITY AND PARTNER OUTREACH

To assist with drafting the 2020-2025 Tubac Community Center Facility and Land Use Master Plan, Ms. Lott, with input from the TCCF Board, outlined an outreach strategy that included the following community engagement and outreach activities:

### Tubac Community Center Assessment for the General Public

Working with the Tubac Community Center Foundation (TCCF) Board, Ms. Lott created a simple, eight question assessment utilizing the online program SurveyMonkey®. The Board then distributed the survey utilizing a number of methods that included:

- Asking several of the program leaders/users at the Center to hand out the flyer about the survey to their members/attendees.

- Posting flyers about the survey at the Community Center, inside and outside the Tubac Post Office as well as the Tumacacori Post Office, the local gym, the Tubac Chamber of Commerce, the Tubac Market, the Tubac Deli, the Mercado/Market and Garrett's Market.
- Board members handed out the survey at the Tubac Post Office asking people to fill it out while they were there and/or complete it through the link when they were back at their personal computers.
- The Tubac Pickleball Association, the Tubac Community Garden, the Nature Center and the Tubac AA Group included reminders and the SurveyMonkey® link to their mailing lists.
- Posts about the Forum on the "Nextdoor Barrio de Tubac" App and Tubac Face Book page.
- The Vistas HOA sent the survey to their members.
- TCCF shared the information about the community engagement and master planning process during the November 2019 Santa Cruz Valley Citizen's Council meeting and distributed hard copy surveys, as well as a flyer with the link. The Council then included the information about the master planning process in their minutes and reiterated it during the December meeting as well.



The survey was open for about nine weeks from October 22, 2019, to December 26, 2019. The survey had a very large response with more than 256 completed surveys. The survey provided valuable insight about how many individuals knew about the Center, data on the programs and activities that they currently or in the past have used, ranking importance of the types of programs they would like to see offered at the Community Center and additional comments regarding the Center and Foundation in general. L.L. Consulting compiled the responses which were circulated to the TCCF Board of Directors prior to the Master Plan planning session which was held on February 26, 2020. *(The compiled results of the Community Assessment are located in the Appendix for reference.)*

## Tubac Community Center Existing User Questionnaire

As part of the outreach strategy as well as a way to assist with updating TCCF's records and create a master database of the current users, Ms. Lott, in partnership with the TCCF Board created a Survey Monkey® questionnaire. The questionnaire was specifically targeted at capturing key information about all of the Center's users as well as gain additional insight about each organization's current needs and future plans for expansion and growth. L.L. Consulting created a master spreadsheet with each user's information and provided it to the TCCF President. In turn, the general responses regarding the users current and future needs were compiled and also circulated to the TCCF Board of Directors prior to the Master planning session held on February 26, 2020. *(The compiled results of the questionnaire are located in the Appendix for reference.)*

## Focus Group Interviews with Key Users of the Center

On December 10 and 11, 2019, L.L. Consulting conducted a series of focus group roundtables with key members from the existing users of the Center. Over the two-days 26 people representing nine of the key user groups, each spent quality time sharing information about their organization, their current needs and future plans. Ms. Lott provided guidance to the invitees and facilitated the discussion during all of the interviews and roundtables. Members of the Board also joined a number of the group discussions. *(The compiled results of the focus group interviews are located in the Appendix for reference.)*



The following organizations and agencies completed questionnaire as well as participated in one or more of the Focus Group Interviews.

American Red Cross	TRX & More
Anza Trail Coalition of Arizona	Tubac AA Group
Community Gard of Tubac	Tubac Community Center Foundation
Friends of the Santa Cruz River	Tubac Fire District
Santa Cruz County Emergency Management	Tubac Heritage Alliance
Santa Cruz Valley Citizens Council	Tubac Nature Center
Standing Yoga/Balance	Tubac Pickleball Club
Sunday Acoustic Jam	Tubac Public Library
The Tubac Canine Club	Tubac Rotary Club
Tubac Historical Society	Zumba Instructor
The Community Lunch Program	

## Community Forum

On December 10, an evening community forum was held inviting the community to bring their ideas of what they would like to see for the future development of the Tubac Community Center. About 45 individuals attended the two-hour forum and were actively engaged sharing their vision for the Center, and what they thought were the strengths, weaknesses and opportunities support that vision of the Center. *(The compiled results of the Community Forum are located in the Appendix for reference.)*

## Master Plan Planning Session

On Wednesday, February 26, 2020, Ms. Lott returned to Tubac to conduct an all-day planning session with the TCCF Board of Directors. At the planning session, each board member received copies of the compiled results of the community assessment, community forum and the focus group discussion. After reviewing the results of the survey and focus group interviews, the Board with input from Ms. Lott, discussed the importance of a drafting a vision statement to help create a visual picture of the preferred future of the Center. Ms. Lott shared with the Board that in her opinion a strong vision statement then supports an organization mission and their goals, programs and reason for existing. Below are the ideas shared during the planning session:

- Meeting the needs of the community
  - Outdoor venue for concerts and festivals
  - Health and wellness
  - Affordable meeting space
  - Education + research for local outdoor environment and historic preservation
  - Socialization for people to gather and share interests
  - Resource for the community
  - Meeting space for organizations to hold their meetings

After discussing the vision for the Center, the Board discussed the organization's current mission and made the following suggestions for updating the TCCF's Mission:

**Current Mission:** *TCCF mission is to work through a volunteer staff to facilitate and promote leadership and coordination in providing education, social and civic activities at the Tubac Community Center for the diverse economic, ethnic, and multi-generational population of Northern Santa Cruz County, Arizona.*

**Revised Mission:** *TCCF mission is to ~~work through a volunteer staff to~~ facilitate and promote leadership and coordination in providing outdoor education, social, life-learning and civic activities at the Tubac Community Center for the diverse economic, ethnic, and multi-generational population of Northern Santa Cruz County, Arizona.*

⇒ **Consultant recommended that the TCCF Board take some time to draft a vision statement and officially adopt it to be part of the 2020-2025 Master Plan.**

⇒ **Consultant recommended that the TCCF Board review and then adopt the revised Mission Statement.**



# FRAMEWORK for 2020-2025 Tubac Community Center's Facility and Land Use Master Plan

**Purpose of Goals, Objectives and Priorities:** After reviewing the results of the community outreach tactics, discussing the vision for the Center and revisiting the TCCF's mission statement, the remainder of the day was dedicated to working with the consultant to draft the Tubac Community Center Facility and Land Use Master Plan as well as set goals and objectives for expanding the capacity of the Foundation as the management body for the Center.

The following high-level goals serve as the long reaching strategies for the Center's Master plan. The longer-term objectives (up to five years) and 2020 priorities, individually and collectively, are intended to guide the efforts of the County, Foundation, the Center's Users and the community at large by providing a course of action that the entire community can use to allot their time and resources to the desired improvements envisioned for the Center and can strategically address growth opportunities.

It is the recommendation of the consultant that once the coronavirus pandemic is over, the Board should reconvene, take some time to review the 2020/2021 priorities and make any updates necessary to ensure that the Center is meeting any new guidelines resulting from the virus outbreak.



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### *Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities*

**Goal 1. Continue to improve the interior of the Tubac Community Center to support the current and future needs of both the users and the community.**

#### Objectives (Up to Five Years)

1.1 Maintain a clean, welcoming and informational lobby

#### 2020/2021 Priorities

- ☐ *Install a welcome sign over the informational desk*
- ☐ *Paint the doors and walls of the lobby*
- ☐ *Create and post a map of the layout of the rooms*
- ☐ *Cover the exposed clock cavities to comply with Fire Department guidelines*
  - *Board member Kim Etherington to oversee these priorities*

#### Objectives (Up to Five Years)

1.2 Continue to update/upgrade the Center's furnishings, equipment and amenities

#### 2020/2021 Priorities

- ☐ *Review the Foundation's Facility and Grounds Improvement Checklist and identify top priorities for 2020 (Kim Etherington)*
- ☐ *Develop a sponsorship plan for supporting the 2020 furnishing and equipment upgrades*
- ☐ *Develop Operation Manuals for use of existing equipment (AV- projector, sound, screens)*
- ☐ *Convene a meeting with the Tubac Nature Center, Santa Cruz County Valley Citizens Council and the Rotary Club regarding upgrading AV equipment*



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities

**Goal 1. (Continued) - Continue to improve the interior of the Tubac Community Center to support the current and future needs of both the users and the community.**

#### Objectives (Up to Five Years)

- 1.3 Continue to work with the County and the users of the Center to assess the highest and best utilization of all rooms to support the users' current needs as well as assist with future expansion/growth plans

#### 2020/2021 Priorities

##### **Tubac Public Library/Friends of the Library**

- ☐ *Meet with the Public Library leadership to discuss current and future needs*
- ☐ *Meet with the Friends of the Library to discuss their mission, plan for the books in storage and current needs/plans*
  - *Board member Claire McLunkin to act as the representative for TCCF*

**Friends of the Santa Cruz River:** *Convene a meeting with to support/assist with identifying a solution for their storage needs and future plans.*

- *Board member Reid Penland to act as the representative for TCCF*

**Tubac Historical Society:** *Meet with THS to discuss need for additional research space that is quiet, yet close to the THS room*

- *Board member Brenda Camou to act as the representative for TCCF*

**Tubac Nature Center:** *Meet to discuss short-term goals/expansion needs (outdoor education and more youth programs)*

- *Board member Ellen Levey to act as the representative for TCCF*

**Tubac AA Group:** *Meet to discuss a more appropriate space for the group (discussed possibility of sharing the room Friends of the Santa Cruz River currently occupies) which in turn could open up opportunities for expanded use of the large meeting room in the evenings and weekend.*

- *Board member Greg Guthrie to act as the representative for TCCF*

##### **Santa Cruz County**

- ☐ *Explore opportunities for TCC use of the County Public Works out building. Uses ranging from additional meeting space to short-term storage.*
- ☐ *Take inventory of medical equipment and other furnishings and reduce as appropriate. (Kate Penland and Greg Guthrie)*
- ☐ *After all of the above meetings, draft a matrix to compare answers and determine next steps.*



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan *Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities*

### **Goal 2. Enhance the curb appeal of the Tubac Community Center grounds and improve the overall parking of the Center**

#### Objectives (Up to Five Years)

##### **2.1 Improve the front landscaping to make it more visually appealing**

#### 2020/2021 Priorities

- ☐ Form a task force to work with Landscape Designer (Keith Laverty) who has volunteered to assist with developing a plan.
- ☐ Ask the County to appoint someone to serve on the Task Force
  - Board members Brenda Camou, Grace Alegria, and Lynn Baker will act as the representatives from TCCF

#### Objectives (Up to Five Years)

##### **2.2 Develop and incrementally implement a comprehensive wayfinding signage program to help guide folks to the Center**

#### 2020/2021 Priorities

- ☐ Form a work group to design an outdoor monument sign that announces the Tubac Community Center and the key tenants
- ☐ Present design, costs and timeline to Board and present to County for approval (and possible financial support)
  - Susan Lindsay, Carolyn Fowler, Ellen Levey and Rochelle Ulrich to serve on the work group

#### Objectives (Up to Five Years)

##### **2.3 Improve the current parking supply and expand parking to meet future demands**

#### 2020/2021 Priorities

- ☐ Coordinate and improve existing parking with the County
- ☐ Discuss with the County the possibility of using the South end of the Center grounds for future parking



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities

#### Goal 3. Continue to address/support the current and future needs of the outside users and the grounds in general

##### Objectives (Up to Five Years)

3.1 Work with the County to remove the softball field and develop a site plan for the area that addresses the area's limitations as well as explore what are realistic uses accordingly.

##### 2020/2021 Priorities

- ☐ Work with the County to assess the elevations of the site to start to develop the actual elevations for the area and what uses would work
  - Reid Penland to ask John Hayes, County Flood Plain Manager, to provide an elevation source and local benchmark to start the process
- ☐ TCCF to draft a policy/process for evaluating future uses of the acreage

##### Objectives (Up to Five Years)

3.2 Work with the Tubac Pickleball Association and the County with future improvements

##### 2020/2021 Priorities

- ☐ Strengthen the relationship between the TCCF and the Pickleball Association

3.3 Work with the County to develop a schematic and/or site plan and timeline for the south buildings and land of the Center

##### 2020/2021 Priorities

- ☐ Walk the area and determine what would be TCCF's top two priorities in 2020 for either the buildings and/or the land
- ☐ Meet with County Administrator to explore the opportunities of the South area and discuss TCCF's thoughts on their top two priorities.

3.4 Continue to work with the Tubac Community Garden to evaluate their current needs as well as future plans and offer support when needed.

##### 2020/2021 Priorities

- ☐ Meet with the Garden Board to discuss the development of an orchard



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities

#### Goal 4. Bring the Tubac Community Center and the Foundation into the 21<sup>st</sup> Century in regards the overall management of the Center

##### Objectives (Up to Five Years)

##### 4.1 Stabilize and continue to update the policies, procedures and operations of the Center and the Foundation

###### 2020/2021 Priorities

- ☐ *Work with the County to execute an updated Memorandum of Understanding/Contract between the County and TCCF*
  - Research how other nonprofit/County or City MOU's are structured
  - More realistic guidelines for suggested donations/fee schedule for users/tenants
  - Clearly state TCCF function as it relates to the operations and management of the Center
  - Outline what services the County will provide (maintenance, cleaning, security, utilities) and what TCCF is responsible for (phone and Wi-Fi, portable toilet, insurance and scheduling)
- ☐ *Review and update the TCCF bylaws, vision statement and mission*
- ☐ *Update the Facilities Use Application and ensure that ALL users/instructors have signed it and are complying*
- ☐ *Continue to update TCCF policies and procedures*
  - Draft a policy/process for evaluating future uses of the acreage surrounding the Center
  - Establish Emergency policy and procedures for both TCCF and the users
  - Post the TCCF's monthly Board meeting agenda and minutes
- ☐ *Computerize the scheduling system including enabling individuals and groups to email their requests.*

##### 4.2 Develop and implement a volunteer orientation and training program for Board members and other volunteers

###### 2020/2021 Priorities

- ☐ *Review the volunteer manual and update as needed*
- ☐ *Recognize volunteers*
- ☐ *Name tags*



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### *Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities*

**Goal 5. Expand the image, reputation and knowledge of the Tubac Community Center Foundation and its value that it provides to the County, partners, tenants and community at large.**

#### Objectives (Up to Five Years)

**5.1 Continue to strengthen and maintain an on-going relationship with the County of Santa Cruz County**

##### 2020/2021 Priorities

- ☐ Present the 2020-2025 Tubac Community Center Facility and Land Use Master Plan to the County Manager and Board of Supervisors
- ☐ Twice a year provide an update to the County on the progress and accomplishments of Master plan goals, objectives and priorities
- ☐ Invite Supervisors to tour the Center
- ☐ Meet one-on-one at least once a year with the District 3 Supervisor
- ☐ Annually recognition the volunteers that provides services at the Center

#### Objectives (Up to Five Years)

**5.2 Maintain and expand partnerships with civics or other community organizations**

##### 2020/2021 Priorities

- ☐ Form a partnership committee to develop a plan to strengthen relationships and better communicate with partners
  - Monthly ask a partner to make a presentation about their organization, mission and activities at the TCCF Board meeting
  - Send out a twice a year e-newsletter
- ☐ Re-establish relationship with the Tubac Chamber of Commerce
  - Discuss a reciprocal membership between the Chamber and the TCCF
- ☐ When formed, offer to serve on the Learning Center Steering Committee



## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### *Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities*

**Goal 5. (Continued)** - Expand the image, reputation and knowledge of the Tubac Community Center Foundation and its value that it provides to the County, partners, tenants and community at large.

#### Objectives (Up to Five Years)

5.3 Utilize a broad range of communication and marketing tactics to share both the programs and activities offered at the Center as well as TCCF's role and volunteer opportunities.

#### 2020/2021 Priorities

- ☐ Launch TCCF website
- ☐ Strive to post more regularly on TCCF's Facebook page
- ☐ Work with Celeste Wisdom to publish the monthly Calendar of Events on the Wisdom (Restaurant) Website
- ☐ Build an email database
- ☐ Continue to publish monthly flyers as well as promote partner events at the Center's Bulletin Board at the Tubac Post Office
- ☐ Continue to post on the Barrio Neighborhood's Facebook page/group
- ☐ Continue to make a presentation at the San Cruz Valley Citizens' Council monthly meetings
- ☐ Look for opportunities to offer articles in partner organizational newsletters, e-mail blasts, etc.
- ☐ During the "Call to the Public" at the County Supervisor meetings, make a five-minute update on the TCC and TCCF





## 2020 – 2025 Tubac Community Center Facility and Land Use Master Plan

### Broad-base Goals, Longer-Term Objectives and 2020 Projects/Priorities

**Goal 6. Continue to develop and pursue a broad range of resources (financial, in-kind and volunteer based) to ensure that the Foundation can effectively operate as the management body for the Center and support desired improvements to the Center that are expressed by the users/tenants of the Center and the community at large.**

#### Objectives (Up to Five Years)

6.1 Establish a five-year budget to project the operational and capital needs of the Center.

#### 2020/2021 Priorities

- ☐ Form a Task Force to develop a five-year budget identifying both projected income/revenue as well as operational expenses and capital improvement goals
- ☐ Present TCCF's draft capital improvement goals to support the 2020 – 2025 Facility and Land Use Master plan to the County to prioritize and assist with establishing five-year capital improvement budget
- ☐ Track volunteer hours
- ☐ Clarify the policy with the County regarding nonprofit organizations holding able to implement fundraising activities at the Center including TCCF

**This Page Left Blank**

# CREDITS

## **Tubac Community Center Foundation Officers and Board of Directors**

Kate Penland, President	Lynn Baker
Rochelle Ulrich, Vice President	Kim Etherington
Lil Hunsaker, 2 <sup>nd</sup> Vice President	Ellen Levery
Greg Guthrie, Treasurer	Mae Long
Brenda Camou, Secretary	Claire McJunkin
Grace Alegria	Reid Pendland

## **Consultant**

Lani Lott, President, L.L. Consulting

## **Attendance at Open Forum**

45 individuals from Tubac and surrounding area

## **Focus Group Interview Participants (In order of meeting)**

Jennifer St. John, County Manager, Santa Cruz County  
Nan Fitzpatrick, Santa Cruz Valley Citizens Council  
Brian Vandervoet, Santa Cruz Valley Citizens Council  
Cathy Angel, Santa Cruz Valley Citizens Council  
Patricia Thompson, Santa Cruz Valley Citizens Council  
Steven Page, Santa Cruz Valley Citizens Council  
Homero Lopez, Santa Cruz Valley Citizens Council  
Rich Bohman, Santa Cruz Valley Citizens Council  
Valerie Simms, Santa Cruz Valley Citizens Council  
Jim Derickson, Tubac TRX  
Reid Penland, Friends of Santa Cruz River  
Lah-May Bremer, Friends of the Santa Cruz River  
Ben Lomeli, Friends of the Santa Cruz River  
Lucie Desmond, Tubac Pickleball Club  
Annie Ewing, Tubac Community Garden  
James Hood, Tubac Community Garden  
Susan Hood, Tubac Community Garden  
Francie Handler, Tubac Community Garden  
Chris Miller, Tubac Community Garden  
Steve Page, Montessori School  
Jim Karp, Tubac Nature Center  
Michael Dunn, Tubac Nature Center  
Ellen Levey, Tubac Nature Center  
Brenda Camou, Tubac Historical Society  
Karen Wilson, Tubac Historical Society  
Greg Guthrie, Alcoholics Anonymous

**Tubac Community Center Existing Organizations Who Completed the Questionnaire**

American Red Cross  
Anza Trail Coalition of Arizona  
Community Garden of Tubac  
Friends of the Santa Cruz River  
Santa Cruz County Emergency Management  
Santa Cruz Valley Citizens Council  
Standing Yoga/Balance  
Sunday Acoustic Jam  
The Tubac Canine Club  
The Tubac Historical Society  
TRX & More  
Tubac AA Group  
Tubac Community Center Foundation  
Tubac Fire District  
Tubac Heritage Alliance  
Tubac Nature Center  
Tubac Pickleball Club  
Tubac Public Library  
Tubac Rotary Club

# Appendix

Agenda for February 26, 2020 TCCF Planning Session

Compiled results from Community Assessment

Compiled results from Users' Questionnaire

Compiled Comments from Users' Focus Group Interviews

Compiled comments from Community Forum



## **Tubac Community Center Foundation**

### **DRAFT AGENDA**

**Tubac Community Center – Land and Facility Usage Master Plan**

**Planning Session**

**Wednesday, February 26, 2020**

**9:00 AM – 4:00 PM**

9:00 AM	Welcome, Introductions and Expectations	<i>President</i>
9:30 AM	Review of Community Outreach Results	<i>Consultant</i>
10:30 AM	Discussion and Drafting of 2020- 2025 TCC Master Plan <ul style="list-style-type: none"><li>• Vision</li><li>• Solidify Broad-Base Goals</li><li>• Identify 5-year objectives</li><li>• 2020/2021Priorities</li></ul>	<i>Consultant</i>
Noon	Lunch	
12:30 PM	D Drafting of 2020 – 2025 TCC Master Plan (continued) <ul style="list-style-type: none"><li>• Vision</li><li>• Solidify Broad-Base Goals</li><li>• Identify 5-year objectives</li><li>• 2020/2021Priorities</li></ul>	<i>Consultant</i>
2:00 PM	Priorities for TCCF Board/Leadership	<i>Consultant</i>
4:00 PM	Adjournment	<i>President</i>

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

**Please enter your Zip Code**

**Answered 248; Skipped 8**

(1)	04666	(1)	81302	(12)	85640
(1)	48855	(6)	85614	(2)	85645
(1)	56444	(3)	85621	<b>(206)</b>	<b>85646</b>
(1)	80503	(2)	85622	(6)	85648
(1)	80516	(1)	85629	(1)	99328
(1)	80525	(1)	85637	(2)	KOM 150

**Are you a year-round or seasonal resident?**

Answer Choices	Responses	
Year-round resident	76.47%	195
Seasonal resident	23.53%	60
<b>Answered</b>		<b>255</b>
<b>Skipped</b>		<b>1</b>

**Do you know about the Tubac Community Center?**

Answer Choices	Responses	
Yes	98.43%	251
No	1.57%	4
<b>Answered</b>		<b>255</b>
<b>Skipped</b>		<b>1</b>

**How often do you visit the Tubac Community Center?**

Answer Choices	Responses	
Almost never	20.87%	53
Monthly	29.13%	74
Almost every week	25.59%	65
Several times a week	24.41%	62
<b>Answered</b>		<b>254</b>
<b>Skipped</b>		<b>2</b>

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

**If you do visit the Tubac Community Center, which of the following programs or activities have you used (Please answer all that apply).**

Answer Choices	Responses	
Public Library	56.35%	142
Santa Cruz Valley Citizens Council meetings	42.46%	107
Community events	36.11%	91
Other Organizational Meetings	34.92%	88
Tubac Nature Center	34.13%	86
Tubac Historical Society	30.16%	76
Health and Fitness Classes	30.16%	76
County Services (Sheriff, Voting)	19.84%	50
Community Lunch	18.65%	47
Pickleball	18.65%	47
Community Garden	17.46%	44
Blood Drive	10.32%	26
Medical equipment loan	6.75%	17
Other (please specify)		34
	<b>Answered</b>	<b>252</b>
	<b>Skipped</b>	<b>4</b>

**Other Responses**

- I pick up free book almost every time I come
- Nature talks; Love them
- Almost never before, but now with Pickleball, often.
- Meetings
- I do not weigh enough to donate (blood drive)
- Consciousness Group
- Fellowship of Alcoholics Anonymous
- To vote (2)
- Especially the garden
- Rotary – would like to start pickleball
- A godsend to our fantastic community. Great place to be - Tubac
- new to this area
- I haven't been there yet
- We come here and enjoy all the events we can Especially the library and Bethany
- Yoga class & TRX and Zumba
- recovery meetings
- would come for more but have a busy schedule Walking, hiking bird walks Chair yoga
- Meeting room for annual HOA meeting
- book exchange
- Love this place
- Basketball court
- Border Community Alliance (BCA) Meetings ;Annual Homeowner Association meeting
- Tubac Valley Country Club HOA meeting
- Spanish Conversation



**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

When considering the uses typically offered at a Community Center, how important would the following be to you/your family?

	High Priority	Priority	Low Priority	Not a Priority	Total	Weighted Average
Space for community events	44.35% 102	43.04% 99	10.43% 24	2.17% 5	230	1.7
Health & fitness programs	42.86% 102	39.92% 95	12.18% 29	5.04% 12	238	1.79
Enrichment classes (i.e. art, music, language, computer, etc.)	36.71% 87	42.62% 101	16.03% 38	4.64% 11	237	1.89
Indoor/outdoor space for special events	39.13% 90	37.83% 87	17.39% 40	5.65% 13	230	1.9
Open Space and walking paths	40.60% 95	34.62% 81	15.81% 37	8.97% 21	234	1.93
Programs for all ages	33.19% 76	40.17% 92	20.09% 46	6.55% 15	229	2
Services specific to seniors	30.70% 70	44.30% 101	17.11% 39	7.89% 18	228	2.02
Adjacent outdoor multi-use recreation space	28.76% 65	38.50% 87	25.22% 57	7.52% 17	226	2.12
Sports facilities (basketball, baseball, soccer, pickleball)	28.63% 67	32.48% 76	25.21% 59	13.68% 32	234	2.24
Community Garden	27.59% 64	34.05% 79	23.71% 55	14.66% 34	232	2.25
Food Bank	15.35% 35	41.23% 94	25.88% 59	17.54% 40	228	2.46
Youth activities	13.82% 30	35.94% 78	34.56% 75	15.67% 34	217	2.52
Computer center/internet access	13.72% 31	27.88% 63	33.19% 75	25.22% 57	226	2.7
Games (bridge, mahjong, chess, etc.)	8.77% 20	26.75% 61	42.54% 97	21.93% 50	228	2.78
Other (please specify)					24	
					Answered	249
					Skipped	7

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

**Other**

- TCC could benefit from having more programs and better web page. Grounds should be upgraded
- Working water fountain by Pickleball courts. Tennis courts
- Space for an orchard for the Community managed by the Tubac
- Community Garden would like education classes and also Montessori school to be located there
- Library
- Outdoor entertainment, Amphitheatre for concerts, plays etc.
- under sports facilities - Pickleball only, basketball, baseball, soccer is rarely used in Tubac.
- The way basketball is set up now is just fine.
- Evening entertainment, music
- place to hold meetings
- Play park, skating area, dog area
- Food services to elderly, needy,
- My children (2) used to attend ballet and then it was cancelled, we were very sorry to not be able to attend this activity.
- I love the idea of having games here
- Extended hours - I am never sure if you will be open when I want to visit the library or check the bulletin board
- Classrooms, school, for all ages
- We need numerous language classes.
- Pickleball has become an extremely popular activity within this community. Oftentimes the current space is not sufficient for the number of residents who would like to participate. More space dedicated to this activity that seems to attract the highest number of participants of any group that utilizes the community center. It would be fabulous if more court space could be allowed for this activity that is great exercise, healthy, fun, social, and can be played by those of all ages and physical abilities. Thank you.
- Room for anonymous groups only – dedicated
- All these items would be good – since there is not space for all, what does Tubac provide elsewhere?
- The CC is also a meeting location for example where the Tubac Social Climbers often begins, since everyone knows the CC and there is parking.
- Private meeting Wednesday night
- Room devoted to AA meetings
- Nature Trails!

**Additional Comments**

**Comments Regarding Outside Uses, Grounds and Improvements Needed**

- More and better lighting for night events. Very poor website listing upcoming events
- Pickleball courts are great! Thanks, we contributed \$\$
- Space for an orchard full community access and enrichment. A dedicated handicap parking and egress for supplies at Community Garden.
- The County has no public Tennis Courts. There is room for at least two courts at the community Center. Very important to many people! Please.  
I think we should consider moving the Montessori school to the community center location. They are currently renting property from the Catholic Diocese of Tucson and cannot expand to include 7th and 8th grades. This is a valuable asset for Tubac and I am interested in the school's long-term success to attract younger families to our village.
- "The Center represents the Community well in many ways. But the Center's physical appearance is not up to par."
  - Spiffing up the front and adding landscaping would help.

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

- The South wall of the building gives the first impression of the Center and it is a bad one. The ugly utility items could be hidden with fast growing bushes.
- There are signs on Bridge Rd pointing to the East, but when you come to the stop sign/dead end, you see nothing to the right and only an unattractive utility looking building with no readable sign to the left. A LARGE sign facing straight up Bridge Rd pointing out the center to the left is badly needed.
- The back walk and just East need cleaning and landscaping.
- Need better signage at the entrance and throughout the Center."
- "Anything that can be done to beautify the front grounds of TCC would be so-o-o appreciated.
- "Tennis would be nice addition because of the active tennis community in Tubac.
- "Landscape front, repaint pink doors!
- "Parking. Priority 1 is beautification of the front yard.
- For retirees and tourism, we need pickleball, hiking, biking etc. We do not need youth activities i.e., basketball and soccer, i.e., model Bend Oregon.
- Like to see more pickleball courts.
- "It seems the community garden and pickleball courts have been an excellent addition to the community and community center. Lots of activity in both.
- I do support various sports being available to the community, however I have not seen any softball played at all, and never more than one or two people casually shooting hoops maybe once a week. However, the pickle ball courts are used every day morning and afternoon and the Pickleball community is still growing. 4 courts won't be enough for long!
- For a number of the uses above, there are local alternatives. However, there are no local alternatives for Pickleball. This survey should have separated out pickleball from basketball, soccer and baseball as basketball, soccer and baseball fields/courts are either not used at all or only very rarely used. On the other hand, the pickleball courts are used throughout the day, 7 days per week.
- May need more pickleball courts.
- In this whole process, I think it should be taken into consideration adding a walking/biking lane on bridge road from the frontage road to the center. It's dangerous walking or biking on the road and (unfortunately) many of the people driving to the center are not respecting the 25-mph speed limit.
- Water fountain outside would be nice
- Enhance the wildlife habitat
- There are outdoor space limitations. So, is not valid to group soccer, baseball and pickleball all together as soccer and baseball fields take up significant space compared to pickleball.
- Something needs to be done about the ever-expanding roadway towards the community garden. It is getting wider and dustier. It needs to be delineated to keep it narrower. Have people walk there unless they have a disability or limit parking to 15 minutes for drop offs. No others should be driving in that direction.

**Comments Regarding Interior Uses, Facilities and Needed Improvements**

- "Big meeting room leak "water" Southwest Corner and above window south west end.
- A room dedicated for use by the Recovery Community in the greater Santa Cruz River Valley would be wonderful. AA meetings currently take place Mon., Tues., Wed., Fri. and Sat. at the Tubac Community Center. With everything set up, we who are under the Tubac AA Group umbrella, plus other recovery-focused groups such as GA, NA, Al-anon, may more easily continue to work cooperatively with local behavioral health services, law enforcement and courts to support the health and safety of the entire community. And thank you for welcoming our diverse membership. We appreciate the Center and all of the assistance you have given us over the years.

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

- The building should be modified to accommodate various community activities. Money to modify the building and property can be by donations, grants and other sources
- I do want room for the nature center for sure.
- Keep Tubac Historical Society & the large meeting room (highest priority). Also, important: Tubac Nature Center & public library. The community garden is a nice touch. I like the way the place operates now. I also always look at all the event notices on the bulletin board at the entrance.
- Although we don't live in Tubac (Green Valley Residents), we do take part in birding and other events of the Tubac Nature Center. All else, we have in Green Valley.
- I'd like to see classes integrated into more of a center for education for all ages.
- I feel that services such as health care, including such things Meals on Wheels takes priority over everything else. The ultimate goal being, of course, a healthy, caring, vibrant community. I am impressed with all the efforts being made to build a strong program at the community center. Jim and I have been winter dwellers here's for a number of years but have, this year, moved here year-round. We look forward to participating more actively in community activities.
- Much appreciate the cc. Nature Center in particular.
- Physical activities for Seniors are a high priority

**General Comments**

- Great facility
- "I am a volunteer at the Nature Center. I love the Community Center. Thank you Kate!
- Please keep the local community updated on the progress of this; it could be a BIG win for our area if managed well and supported community initiatives including tourism. Thank you.
- Love Tubac - didn't know about the Center for a long time. More advertising needed.
- Even though I don't use the facility much, I know it is a very important resource to many for many different reasons so I'm glad it is a part of our community.
- New resident, can't comment yet.
- We need more activities to bring tourists, hiking and biking trails.
- Good survey
- You all are doing a good job
- Already a volunteer
- I went to school in this building and remember when St. Ann's Hall was the "community building" This facility is great and has a varied use. Important to the community.
- It seems unreasonable and not valid that this survey was constructed lumping together pickleball with baseball, soccer and basketball. I, along with most others, am not interested in baseball, soccer or basketball. However, by the way this survey was constructed it will appear that baseball, soccer and basketball are of high priority to me, when in fact, they are of no priority to me.
- The existing building was not designed as a Community Center and I am wondering if a better structure should be designed on the north end of the property that would serve the needs better. Then the Montessori School could finally use the existing structure as a school, and the Community Center could have a bigger meeting space etc. If the existing building is good enough for the Community Center needs, then the Montessori will build a campus on the North end of the property. Together we are stronger.
- Grateful to those people who worked to acquire TCC for us
- Keep doing what you're doing!
- The community center is vital to TUBAC! Thank you for maintaining and expanding services!
- Nicely run facility
- I am volunteering at the Tubac Nature Center and want to focus my time there.
- Valuable asset to our community.
- I am seasonal and my answers reflect that. I am very interested in birding.

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Community Assessment**  
**Cumulative Results as of December 26, 2019**  
**Total 256 Responses**

- Although I don't regularly use the community center I think it's critically that we have one in this community and I love the idea that it's there if I want/need it. Thank you!
- Thank you for your help in making them happen"
- The pickleball group is growing in the area along with gardening. Parking needs more attention
- Would like to see more art activities
- "Thank you for doing this survey. I hope you are able to formulate a great plan that is able to best benefit our community. I play pickleball at the community center 7 days a week. I also participate in many of the classes offered in the center.
- Thank you for trying to improve on this already great space!"
- I used the center so much the first year I was here to get to know the community. I still go but less frequently.
- This is an important resource for Tubac.
- Thanks - easy survey!
- I am very happy that we have a community center.
- Really pleased with the progression and interest this board has taken to make it a success. For walking, needs to be flat surface.
- The frequency and duration of our visits to Tubac prevent us from being more involved in the community.
- For all the people who volunteer their time at the TCC....great job! Thank you for all your community work.
- We need expanded parking areas with safety planning. We also need lights for nighttime parking. Lights should comply with Dark Sky regulations.
- We love having the Community Center in Tubac. It particularly is an asset to keeping the community connected in so many different ways. Hope it can retain its importance to all who use the center.
- I love the Tubac Community Center
- Thanks for doing this
- It would be helpful if we had a room for all AA meetings
- I already volunteer at the Center
- It seems to me that baseball fields available elsewhere. Don't know about basketball. Maybe outdoor hoops would be easy, but maybe there are some already elsewhere. Activities relating to existing programs ( Historical Society, Nature Center) should be prioritized.
- I think the staff at the Community Center does a great job!
- The CC is critical for the community because there is no other such space in our area.
- Private is very important for us

**Tubac Community Center**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Existing Users Survey Results**  
**Top Priorities for the Center**  
**December 21, 2019**

**Parking**

- Additional parking next to the garden
- Additional parking
- More and better organized parking
- Adjust parking to accommodate each activity
- Parking
- More parking
- Additional Parking

**Interior Improvements**

- More inviting venue for talks
- More electrical outlets
- Storage space
- Electricity
- Dance/ exercise room improvements
- A dedicated room with reliable electricity
- Hand sink
- Storage
- Space to reorganize library
- Physical improvement of the interior physical spaces
- Improvement of the furnishings
- Improvement of technology infrastructure and equipment

**Outside Improvements**

- Additional space on the North side (more fertile for more gardens or orchard)
- Beautify the ground in front of the Center
- 2-4 additional pickleball courts. Due to rate of growth of sport, 4 would probably be necessary
- Outdoor lighting to allow for use of pickleball courts in the evenings, as depending on season, too hot to play in late morning-afternoons
- Ramada-covered area to help prevent melanoma and heat stroke
- Outdoor space for nature center activities
- Better signage
- Better signage around building so people can find our room (and others)
- Marked pathway to Anza Trail preferably planted with native riparian vegetation
- Water harvesting features and native plantings around building, especially in front
- Landscaped front of building to improve curb appeal
- Signage on Bridge Road
- Access to outside bulletin boards to announce events

**Equipment**

- Additional armless adjustable office style chairs
- Audio Visual

**Tubac Community Center**  
**Tubac Community Center Facility and Land Use Masterplan**  
**Existing Users Survey Results**  
**Top Priorities for the Center**  
**December 21, 2019**

- Vending machines
- AV support
- eBooks
- Shelves
- Audio
- Music speakers
- Toning sticks, small 2-pound weights
- Exercise bands, exercise balls
- Improvement of technology infrastructure and equipment

**Misc.**

- Privacy/Security
- Potable Water
- Regular, prominent posting of public events occurring at TCC both in main lobby and on social media
- Access to and promotion of community center calendar
- To more accurately reflect the whole community.
- Handicap Accessibility
- The Community Center provides an essential asset to our citizens. We should seek to improve its quality, maintain its functionality, and invest in appearance. Engaging in this Masterplan is a wise step in the Center's future. I believe that many of our policies, procedures, and practices require updating. Reaching out to our residents as constituents is appropriate as we will learn about needs and perspectives that have not yet surfaced. I applaud the citizens who serve on the Foundation Board for their service.

**Foundation/Organization**

- An MOU between county and Foundation
- A computer for Foundation use and scheduling of facility
- A scheduling program to manage the physical facility
- A General-Purpose Volunteer program

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**December 10 – 11, 2019 Focus Group Interviews**  
**Compiled Responses**

**Shared Vision/Comments About the Center**

- Building and grounds for the Citizens
- Excited about Nature Center and Anazi Trail
- Enhanced nature /landscaping around Center
- Center is a Hub – everything happens here
- Orchard to North side
- Beautification and Welcoming of Center
- Be part of Tubac Learning Center “TLC” (*see Vision Statement in Appendix*)

**Strengths**

- Increase in usage especially over the last two years
- Have volunteer staffing the front desk from 9:00 AM to Noon
- County maintains the facility
- Provides a place to meet
- Hold events
- Central location
- Offers secure place for nonprofits to store their equipment/operations
- Provides a place for other groups to network and get exposure
- Bulletin board to promote activities
- Solid nonprofits
- Backing of Foundation
- Community is engaged
- County is interested

**Weaknesses**

- **Parking (4)**
  - Additional needed
  - Paved
  - Need more parking closer to Pickle Ball courts and Community Garden
  - Unorganized
  - Risky
  - No lighting; unsafe
- No potable water (2)
- Pickleball
  - Can't lock the courts
  - When it rains destroys the courts if people play on it
- User group conflict
- Audiovisual out of date – no laptop

**Opportunities**

- **Improved and more accessible Parking (3)**
- Computerized scheduling system
- Full time staff at front desk



**Tubac Community Center Foundation  
Tubac Community Center Facility and Land Use Masterplan  
December 10 – 11, 2019 Focus Group Interviews  
Compiled Responses**

- **Develop a comprehensive Wayfinding program**
  - Monument sign in front with key tenants' smaller signs
  - Parking signage
  - Rename the Rooms (i.e. Nature Center instead of Room B2)
  - Exterior and Interior
  - Hours posted
  - Signage to the Center from Frontage Street and at Bridge Street
  - Signage to the individual rooms
- Be open on Saturday
- Expand use on weekends
- Development South area at Center (past Public Works buildings/land)
  - Clean-up site – provide more parking
  - Buildings up to code
- Softball field underutilized – could provide more parking; access to River
- Improve/Update AV equipment **(2)**
  - Built in system (LCD Projector)
  - Laptop
- Library needs to expand/improvements – moving towards people needing more access to computers
- Solar panels at Community Garden
- Friends of the Santa Cruz Room willing to share room
- Host festivals on grounds
- **Improve the visual appearance of the front of the Center**
  - Community Garden willing to help with beautification of front of Center
  - Landscaping
- Interior needs beautification; updating
- Potable water
- Participate as one of the Steering Committee members for the Tubac Learning Center

**Barriers**

- County would sell the building or lease to someone else
- 

**Shared Vision/Comments About the Foundation**

- The voice for the Center

**Strengths**

- Foundation has a list of repairs they have prioritized and are slowly been addressing.
- Have a dedicated Board that volunteers endless hours
- Committees – Scheduling; Facilities and Grounds; Outreach

**Tubac Community Center Foundation  
Tubac Community Center Facility and Land Use Masterplan  
December 10 – 11, 2019 Focus Group Interviews  
Compiled Responses**

**Weaknesses**

- All volunteers; no paid staff

**Opportunities**

- Raise the awareness that the Foundation
- Fundraising – more resources to invest in repairs
- Need more people
- Updated MOU between County and Foundation
- Clarify/change policy of how nonprofits can generate revenue at the Center (i.e. Library selling books)

**Tubac Community Center Foundation  
Tubac Community Center Facility and Land Use Masterplan  
December 10 – 11, 2019 Focus Group Interviews  
Compiled Responses**

**Individual User Groups' Improvements as Discussed at Focus Group Interview**

**Friends of the Santa Cruz**

- Willing to turn room into multiple use room
- Build displays on walls showing casing the work of the Friends and their partners
- Need secure storage to lock up equipment when not using
- Partnership with Nature Center to focus on education and outreach

**Pickleball**

- 113 members/ ask for \$100 donation for membership
- Use "teamreach" app for scheduling
- Informal club; not pursuing 501 C 3
- 2019 raised %16,000 for painting courts and working on installing Backboard
- **Future Plans/Needs**
  - Lights for evening play
  - Sitting area
  - Two more courts

**Community Garden of Tubac**

- Formed in 2014; Have MOU with University of Arizona – Cooperative Extension
- ½ acre - 36 plots
- 50 members + 13 supporting members. \$100 annual donation
- Current offers
  - Free water
  - All Organic
  - Classes
  - Master Gardeners
  - Work as a team
  - Community trees
  - Butterfly Garden
  - Fruit trees
  - Herb garden
  - Cactus Garden
  - Composting
  - Have a "Greens" program – donate extra "greens" to community members
- **Future Plans**
  - Orchard
  - Parking closer to Garden

**Tubac Nature Center**

- Formed as Steering Committee in 2017; Friends of the San Cruz River acted as fiscal agent; end of 2019 received 501 c 3 nonprofit status.
- Programs in 2019
  - "Walks and Talks"

**Tubac Community Center Foundation**  
**Tubac Community Center Facility and Land Use Masterplan**  
**December 10 – 11, 2019 Focus Group Interviews**  
**Compiled Responses**

- Opened Center
- Weekly bird walk
- Monthly Nature walks
- Launching Membership Campaign
- **Future Plans (see plan in Appendix)**
  - **Room 2B** – Continue to use; Plan a trail camera and other amenities to increase daily visitor numbers (in 2019 – 1500 visitors)
  - **Outdoor Classroom.** – Plan to build an outdoor classroom in stages, probably located under the mesquite trees toward the northeast corner of the site
  - **Expansion of Existing Nature Center** – Would like to either take over room B1 or design it to be used as needed for children programming
  - **Signage** – Need permanent signage in front of building. Will be installing a ceramic sign post as temporary signage.

**Montessori School**

- K-6; 72 students down from 92 in 2019; Got a “D” grade
- Lease expires in June 2021 with Church
- Annual rent is \$50,000
- 5,000 square feet; no property tax; Church is the landlord; Church maintains grounds; school maintains interior improvements.
- Programs include
  - Research and support research (at no charge)
  - Share history with Community
    - *Four breakfasts with speakers*
    - *Annual picnic*
    - *Abe*
  - Archive – have a collection committee; digital oral history
- **Future Plans**
  - School wants to move to Center and share facility and land.

**Tubac Historical Society**

- 50 years old; been at Center for 15 years. 250+ members; \$50,000 budget.
- Currently in Room B3 and have secured storage in other building
- **Future Plans**
  - Need twice as much space for people to research
  - Need better signage for Society

**AA Group (Poker Club)**

- 10 years at Center; started out with one meeting now hold 5 a week; MWF – 6:16 pm to 8:30 PM; Tuesday – 6:15 – 8:30 PM; Saturday NOON
- Average about 20-35 per meeting
- **Future Plans/Needs**
  - Desire to have own, secure room; would be willing to share but need to secure equipment and would like to display posters

**Tubac Community Center Foundation  
Tubac Community Center Facility and Land Use Masterplan  
Community Open Forum - December 10, 2019  
Compiled Responses**

**Shared Vision for The Center**

- Well-funded
- Similar to Green Valley's wonderful facilities
- Many classes and activities
- Sheriff facility
- Recognizable in the community
- Stable part of the community
- Beautiful landscaping all over the Center
- Adequate parking and lighting
- Safe pavement (parking and sidewalks)
- Need street not an easement
- Sensitive to Dark Skies lighting
- Pickleball courts are lit
- Designate building on historical register
- Walking paths to trail
- Orchard
- Recognized "school house" history and building
- No baseball fields – replace with meeting areas/new campus
- New building for meetings, etc.
- More Parking
- RV Park
- Movie Theater (i.e. outside movies)
- Remove the trailers at the south end of the Center
- Use south end buildings for art and center (as they were when it was a school)
- Community Garden
- More language classes; extension courses
- Learning Center
- Expand Library

---

**Strengths of the Center**

- The financial strengths of this community
- Sense of Volunteerism
- Diverse backgrounds
- Board and this Foundation
- People choose to live here
- Location (strength and weakness)
- History of area and building
- Biological diversity
- Eco-tourism
- Room for growth

- Desire of residents to build community and grow
- Affordability of programs
- Offer free medical equipment
- Library is at Center

**Strengths of the Foundation/Organization**

- Organizational structure
- Legal status is 501 c 3
- Good relations with County
- County is receptive
- Board

**Tubac Community Center Foundation  
Tubac Community Center Facility and Land Use Masterplan  
Community Open Forum - December 10, 2019  
Compiled Responses**

**Weaknesses of the Center**

- Nearness to flood plain
- Grossly underfunded
- Lack of awareness (no website/marketing/communication)
- Configuration of building
- Signage (especially in front)
- Landscaping in front of Center
- Invasive landscaping
- Drainage
- No potable water
- Not open on weekends
- Not enough volunteers to open the Center more days
- Porta potties
- County commitment is not permanent
- Legal structure is based on resolution
- Infrastructure

**Weaknesses of the Foundation**

- Review and update Bylaws
- Funding
- Need more volunteers
- No permanent staffing

---

**Opportunities for the Center**

- Host more festivals – builds awareness of TCC
- Proximity to Anza Trail (Eco-tourism)
- Revisit rules/regulations
  - Funding - how nonprofit users could raise money AT the Center
  - Outside Private events
- Acreage by the river – space for growth
- Partnership with Resort
- Expansion to west
- Interoperative walking path (Open space)
- Outdoor recreational facilities for 55+
  - Horseshoes
  - Bocce Ball
  - Pool
- Coordination among other organizations

---

**Question Asked to Community – What is Your Role in Supporting the Center**

- Attend events
- Communicate value of Center to County leadership
- Express how we feel
- Volunteer more