

North End Framework

VISION PLAN



Town of Florence

JUNE 2011

SWABACK PARTNERS pllc
Architecture • Planning • Interior Design



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Architecture • Planning • Interior Design

June 2011

As I drive down Main Street I am reminded of Arizona's rich history on so many levels that translate directly to the very best aspects of community design. From the historic buildings to the narrow streets and wonderfully decorated storefronts, I'm heartened by the resilience of this community and the strong commitment from its citizenry to continually strive for planning a better place to live, work and play. Florence should take great pride in what it has accomplished over the years and the bright future that lies ahead. Our firm is fortunate to work on planning and design projects all over the country, and I can report to you with great confidence that no developer can today create what you have in the heart of Florence- a beautiful and unique, one-of-a-kind Main Street USA. While there are always improvements to be made, the overall character of the downtown is a wonderful asset to the entire community.

We strongly believe that the North End Framework Vision Plan (NEFVP) will play a critical role in the future of Florence. This configuration of land will provide the Town the ability to position itself in the future with a range of uses that complement and reinforce all the best aspects of the downtown. In addition, the NEFVP provides a road map that helps connect the overall community in a thoughtful and creative way.

We look forward to watching the progress and process unfold over the coming years.

Best regards,

SWABACK PARTNERS, pllc

Vernon D. Swaback, FAIA, FAICP

Acknowledgements



Over the past year, our firm has had the great pleasure to meet so many wonderful residents who have a deep concern and love for the Town of Florence. At every step of the planning effort, we have encountered a special and unique passion and interest in a broad range of topics all relating to the importance of community, the future and quality of life. We want to thank all of those who have participated in our series of community forums and those who have provided input and feedback through our project web page.

The spectrum of participants has been broad; residents from all parts of Town, land owners both in and around the downtown study area, interested citizens who are committed to positive change and Town staff and officials who continue to champion meaningful endeavors that will help shape the community's future.

Particularly, we want to thank those individuals who participated on our two working committees. For more than a year, these individuals participated in a series of progress work sessions and provided thoughtful and constructive feedback to the consultant team.



Stakeholder Advisory Committee (SAC)

Top: Ash Patel, Tom Celaya, Barbara Newman, Lina Austin, Jennifer Evans, Doretta Allison, Harold Christ, Chris Clonts, Vernon Swaback.

Bottom: Jeff Denzak, Mark Eckhoff, Gary King.

Not Pictured:

Tim Kanavel; Dana Hawman ; Gary Pranzo.

We would also like to thank the Town Council for their support. The Council should be commended for initiating the visioning process. A number of Council members, including Mayor Kilvinger, participated in all the Community Forums. Also, Councilmember Celaya participated on our Technical Advisory Committee.



Technical Advisory Committee (TAC)

Top: Vernon Swaback, Larry Putrick, Elise Moore, Jerry Stabley, Becki Guilin, Jess Knudson, Gilbert Olgin, Himanshu Patel.

Bottom: Ash Patel, Jeff Denzak, Mark Eckhoff, Wayne Costa, Scott Powell.

Not Pictured:

Ernie Feliz; Gene Horan; Andy Smith.

Mayor Vicki Kilvinger
 Vice- Mayor Thomas Smith
 Councilmember Vallarie Woolridge
 Councilmember Barbara Brown
 Councilmember Thomas Celaya
 Councilmember William Hawkins
 Councilmember Arnold Raasch



The Consultant Team

The Town retained the services of a multi-disciplinary team of development specialists who have provided planning, engineering, economic analysis and development strategies support. The consultants have been lead by Swaback Partners, an Arizona based community planning firm practicing across the United States and abroad. Mark Eckhoff, AICP, the Town's Director of Community Development, managed the project at the Town and worked closely with the diverse consultant team.

Swaback Partners (Town Planners).

Vernon D. Swaback, FAIA FAICP

Jeff Denzak

Pao Cagnina

Wood Patel (Civil Engineering and Transportation Planning).

Ash Patel

Darrel Wood

Pooled Resources (Development Strategists).

J.R. Pooler

John Bishop

Development Economics (Economic/ Market Specialists).

Eric Rasmussen



Swaback Partners' award winning office, The Studio on Cattletrack, is a series of highly individualized suites arranged around a central garden. Among the design honors was the top AIA award in the state.

A Brief Overview of Swaback Partners

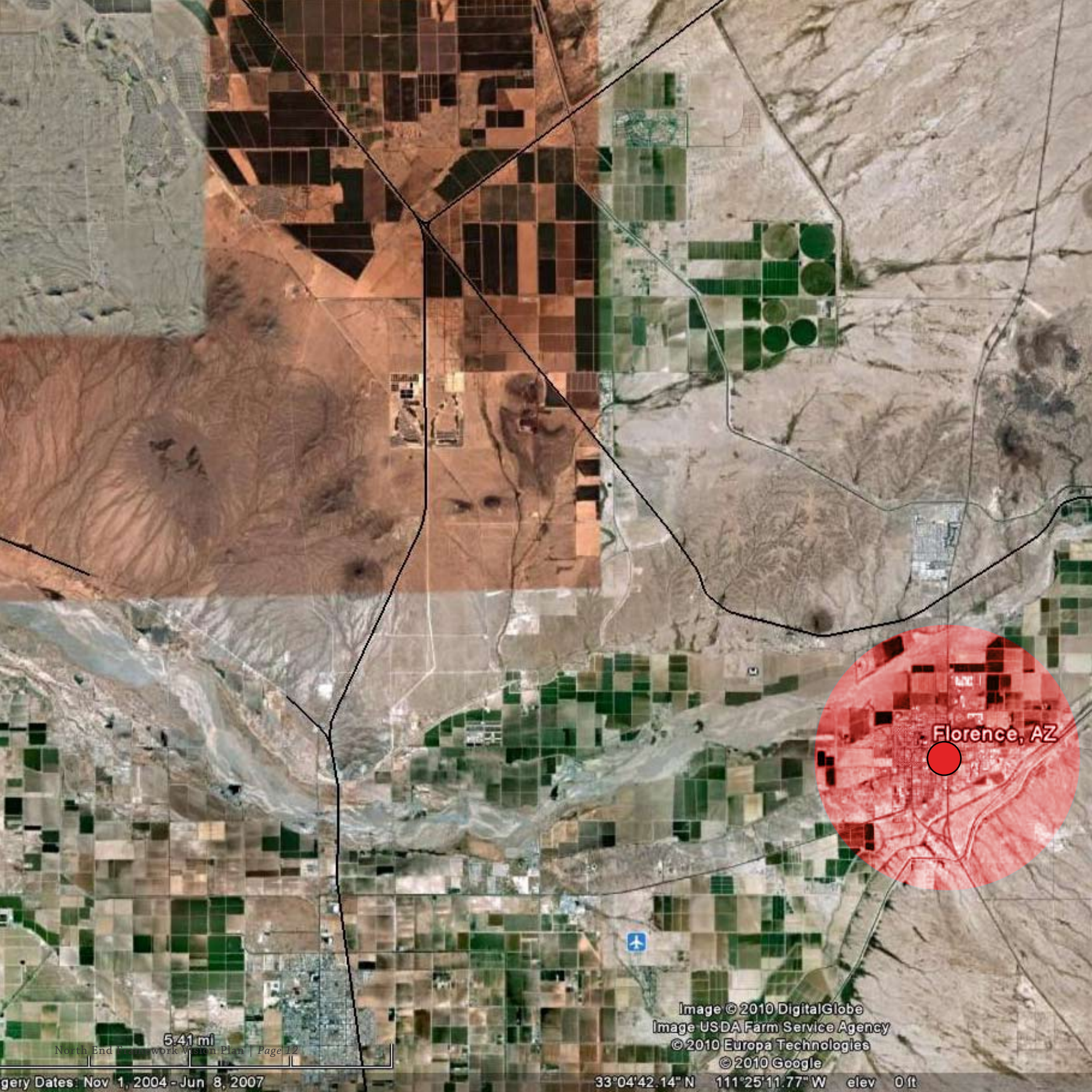
Swaback Partners is a team of dedicated individuals providing services in hospitality, special case architectural design and planning, interior design, environmental and graphic design, and community development services.

The firm was founded in 1978 and currently practices throughout the United States, Mexico, and the World.

Inspired by an uncommon association with Frank Lloyd Wright and over 25 years of study and preparation, Swaback partners was founded to create an Architectural and Planning practice which would provide individualized work for demanding clients.

From the start, Swaback Partners set out to build an organization of sufficient depth to undertake very special projects. The result is an enviable group of clients including some of the most interesting organizations in the world. The experience of the firm has included a significant number of resorts, resort residential developments, hotels, restaurants, public and private clubs and spas. Additionally, the firm has a strong presence in custom residential design based strongly in sustainable building practices.

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1. Process: Overview of the Scope

• Scope of service

In January of 2010, Swaback Partner submitted a comprehensive proposal in response to the Request for Proposal (RFP) released by the Town of Florence in November of 2009. The proposal was carefully crafted to address the broad range of issues identified in the RFP. Our team was attracted to this assignment because of the very thoughtful and comprehensive nature of the RFP. The Town was not simply looking for a one-dimensional master plan, but a more complex and intricate vision for the future that would address a wide variety of issues including:

- Floodplain mitigation and engineering
- Cost ramifications
- Finance mechanisms and development strategies
- Market and economic opportunities
- Planning and design options
- Robust community participation process

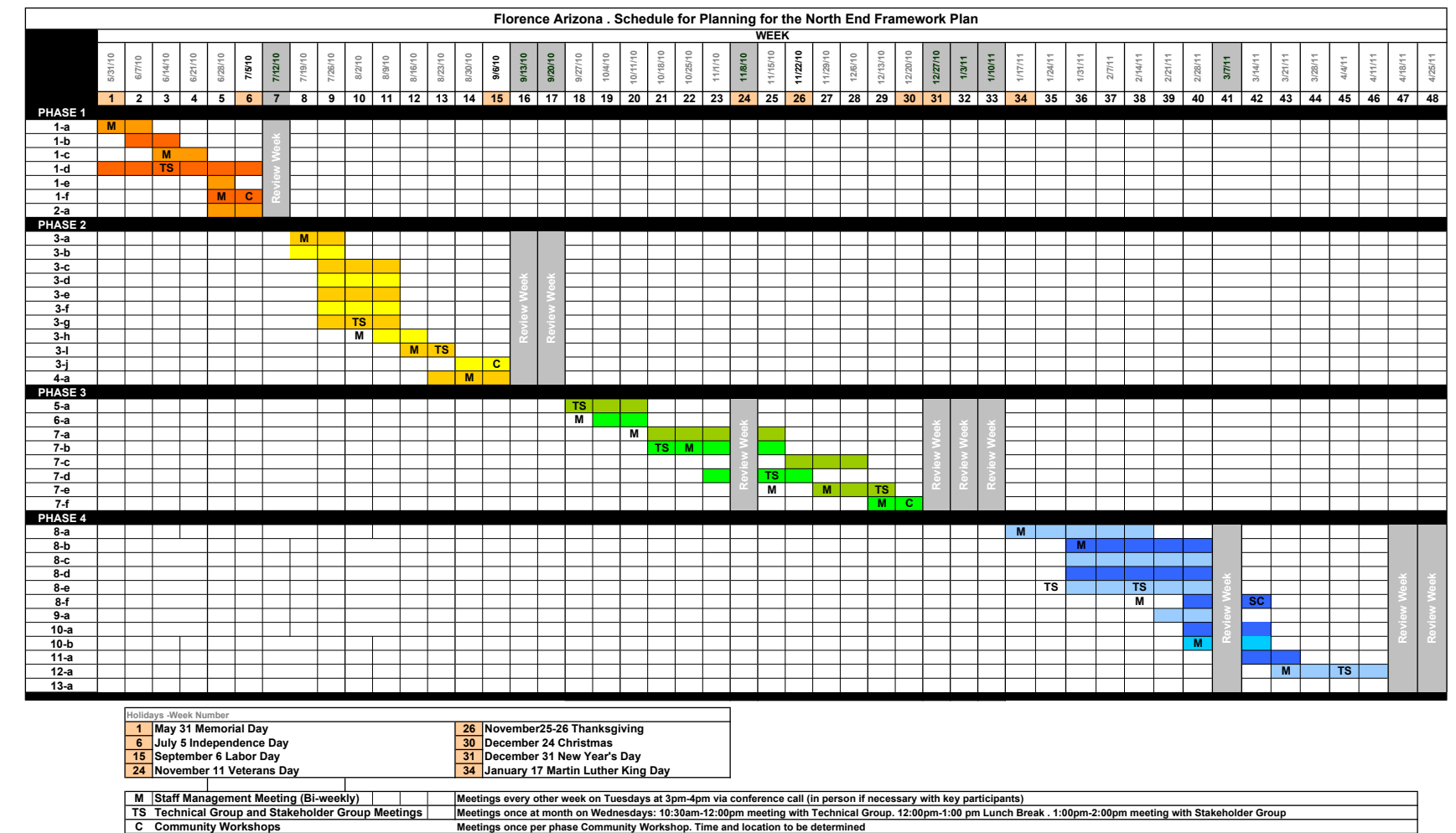
It was clear to us that the Town was interested in a dynamic process that would help set the stage for future development opportunities in a very detailed and technical manner. Not simply a pretty map for display, but a comprehensive tool-kit-of-parts to help guide future growth.

The following phases of work provide the framework for the 18-month planning effort. An effort that included considerable community input, a series of technical checks and balances and a process that mandated constant evaluation and refinement.

- Phase One: Kick Off and Overview
- Phase Two: Analysis and Background Review
- Phase Three: Options and Opportunities
- Phase Four: Project Vision Plan

Schedule

The accompanying schedule represents the timeline for the overall planning process and relationship to phases of work and associated tasks as well as key meetings and review periods.





1. Process: Participation

• Participation

Involvement of community members has been a key measure of success for the overall planning effort. The scope of services were carefully integrated with the project schedule to ensure a process that encouraged community feedback and input.

Numerous meetings occurred at several levels including:

- Bi-weekly management meetings with key Town officials
- Bi-monthly Committee meetings with the TAC and SAC members
- Community Forums at the conclusion of each phase of work
- Numerous special one-on-one meetings with key community leaders, property owners and Town officials.

In addition to the range of meetings, a project webpage has been created at www.Florenceframework.com. This site, as well as the project Facebook page has allowed for Internet based review, input and comment.

“The goals we need are those that take into account whether the projected ‘values’ are life-affirming or life-destroying. Enlightened goals can then become the dominant guide for all decision making procedures.

—Vernon Swaback



1. Process: Mission Statement

The TAC and SAC members spent considerable time discussing the goals and objectives for the effort and eventually crafted a Mission Statement that would be the basis for the community's aspirations and expectations.

Create a catalyst for expanding Florence's Main Street as the heart of a vibrant, charming and authentic Arizona community; integrating commerce, government, culture, recreation, entertainment along with high performance development practices that are financially sound, and environmentally sensitive.



1. Process: Major Themes & Principles

Most visioning exercises start out with a few key participants who establish an overall direction. Overtime, projects and processes such as this grow to include many people. Once a project moves from the planning stage to actual development, hundreds of people will then be involved. The creation and articulation of key themes and project principles now, helps to crystallize the effort of participants well into the future.

1. Holistic Connections

- The some of the parts is greater than the whole
- Major linkages to downtown
- Significant connections to the north (physical and desired)
- Transition to the Gila River
- Land Use / Transit linkages
- Blocks rather than suburban cul-de-sacs

2. Integrated Open Space

- Necklace of vistas and social realm
- Network of parks and plazas
- Open space enhancing land value
- Agriculture and open space
- Creative opportunities for shade and relief
- Streets and sidewalks as open space system

3. Anticipated Flexibility

- Balance and blend mixed (horizontal and vertical uses)
- Moderated densities and intensities
- Identify potential catalyst components
- Private / Public Partnerships
- Regional collaboration

4. Design Excellence

- Authentic architecture
- Foster unique character vs. sameness
- Compliment the existing downtown character
- Position design for branding opportunities
- Charming and vibrant town vs. busy urban center

5. Sustainable Significance

- Make growth "Smart"
- Consider implementing sustainability programs
- Strive for Green building/ LEED
- Consider LEED ND and other models



1. Process: Why Now?

Over the previous several years prior to the “Great Recession”, Arizona municipalities were overwhelmed with expansive growth and development projects, with little opportunity to adequately evaluate outcomes and consider future impacts. Today, many communities throughout Arizona are utilizing this “down time” to carefully analyze future growth scenarios. Florence should be commended for its commitment to orchestrating this effort now, so that the Town can be better prepared when development pressure is back to a greater pace.

While no one can predict the future, national demographic indicators still suggest significant growth for the western United States in the years to come. Florence’s location in the heart of the Sun Corridor is one of several key factors that will likely result in significant change in this region of Arizona.

This planning process provides a platform for considering a more comprehensive vision for the community and it’s downtown now and into the future. Instead of reacting to future development scenarios brought forth by others, this pro-active process has resulted in an exciting vision that sets the stage and expectation for what the community would like to see.



2. Setting: Culture & Heritage

Florence is a community rich in history. As one of Arizona’s oldest municipalities, the community has worked hard over the years to maintain a sense of its past culture, unique character and special quality of life. The romantic sense of the old west, celebrating the agrarian and ranching legacy of the founding pioneers of the Town remains strong today. This culture and history has been embraced throughout the planning process and the elements and features of the Vision Plan have woven in numerous aspects that celebrate the past. Some of these feature include:

- *Infusion of open space at several levels including the new Riverfront Park, planned improvements to Heritage Park, and a new Village Green*
- *Inclusion of farming, agriculture fields, and community farm plots and gardens for residents and businesses*
- *Integration of a mix of uses that encourage an entrepreneurial spirit*
- *Identification of a civic core that can provide a campus setting for local, state and federal facilities*

In addition to Main Street, another local example that celebrates the culture and history of the community in a creative and contemporary way is The Windmill Winery. We have been fortunate to conduct a number of community meetings in the restored historic barn and we concluded our community process with an evening cookout under the stars on the barn lawn terrace.

2. Setting: Culture & Heritage



The Vision Plan compliments the fabric of the downtown in a manner that reinforces the charming character that exists today. The consultant team has reviewed the range of on-going efforts in the downtown and understand the importance of integrating the land south of the Gila River within the context of the overall downtown. The impetus of this visioning process is in fact a direct result of the Redevelopment Plan completed in 2009. Some of the key goals of that planning effort relative to the north end include the following:

- *Connect the downtown to the Gila River*
- *Pedestrian oriented environment*
- *Civic/ government hub*
- *Residential development and affordability*
- *Sustainable, vibrant and active downtown*
- *Mixed-use magnet for shopping, employment, culture, recreation, business and residence*

Current on-going efforts

While the Vision Plan is ambitious and will likely take many years to execute, the Town is committed to an implementation strategy that can begin in the near future and include critical steps and efforts to foster an environment that attracts investment. Some of these efforts have already included the creation of a downtown incentive district. In addition, continued investment in the downtown through numerous programs will play a major role in showcasing Florence for future development considerations.

2. Setting: Study Area & Beyond



General Description

The specific area included within the context of the visioning exercise is highlighted in the adjacent aerial photograph. The area highlighted in red represents the “Study Area” focus and the surrounding property outlined represents the “Sphere of Influence”. While this perimeter area has not been studied in great depth, it has been analyzed to understand relevant impacts. The extent of ownership within the study area has also been identified. In general, the study area is bounded by the Gila River to the north, AZ State Route 79 to the east, Plant Road to the west and 1st Street / Ruggles Ditch / Butte Avenue to the south.

Photographic Analysis

The accompanying site photographs portray the surrounding character of the property that is made up substantially of agricultural uses. The existing Town Hall and adjacent Florence Fire Department are located along 1st Street, just east of Main Street. One other major component of study area is Heritage Park. This park includes informal open space, formal ball fields, a drainage corridor and parking.

Floodplain Extents

The aerial photograph does not provide a visual clue relative to the extent of floodplain. The entire study area falls within the designated FEMA floodplain. This condition is one of the major issues addressed in the Vision Plan. Currently, the property has very limited development potential due to the extent of the floodplain.

2. Setting: Regional Significance

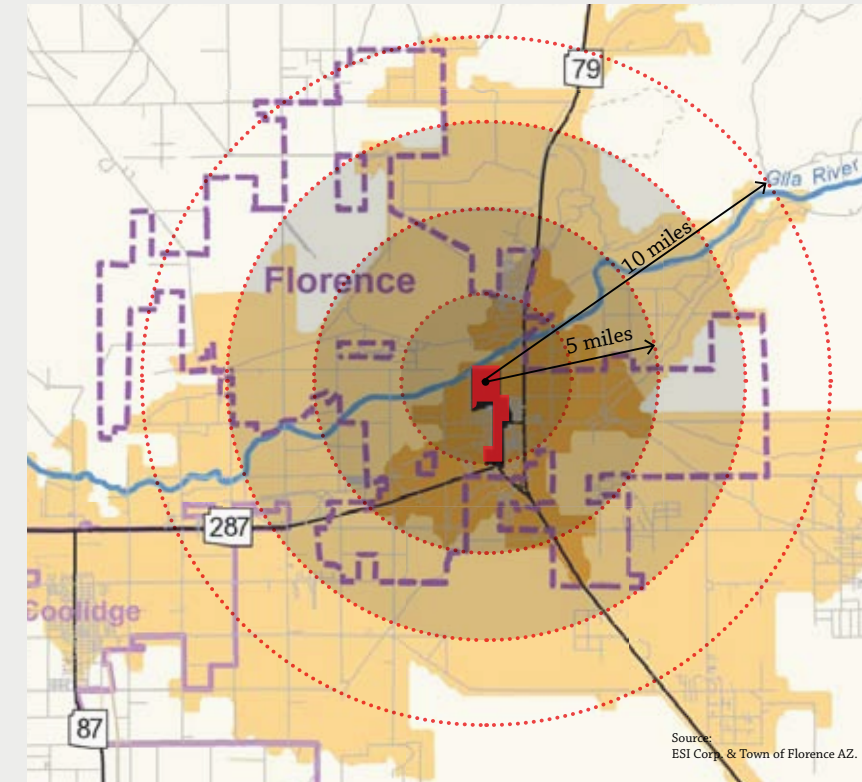
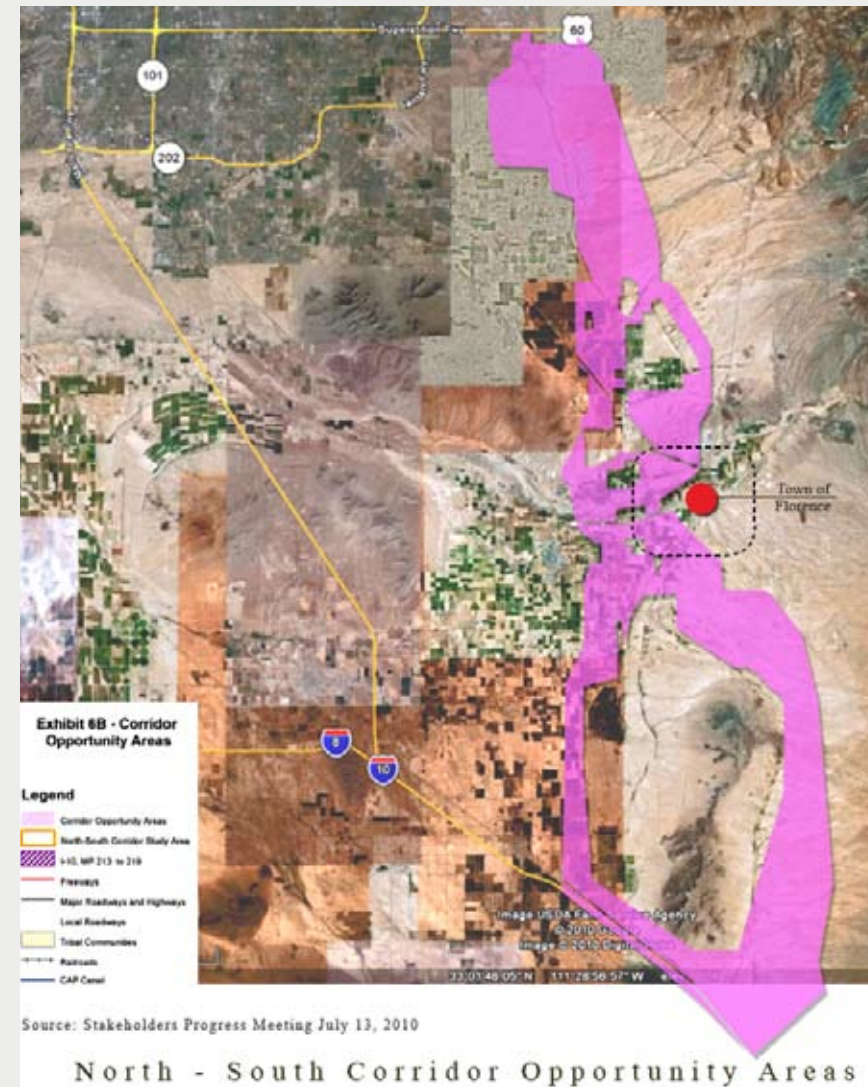
Regional Implications

The regional considerations have focused on the potential future impacts to Florence based on the ADOT (Arizona Department of Transportation) north-south Freeway corridor that is planned to connect Interstate 10 to State Route 60 (ADOT process is very preliminary in nature).

This planned regional transportation corridor would potentially have major impacts to Florence.

The exact route has not been decided and Town staff has been involved with ADOT in preliminary meetings. The North-South Corridor Study Area Exhibit provides a reference for the potential location of the corridor and its proximity to downtown.

The goal for Florence should be a regional transportation corridor that provides numerous benefits to the overall Town and region (economic/ convenience/ accessibility, etc.). The threat would be that the final corridor location by-pass downtown and result little to no economic benefits.

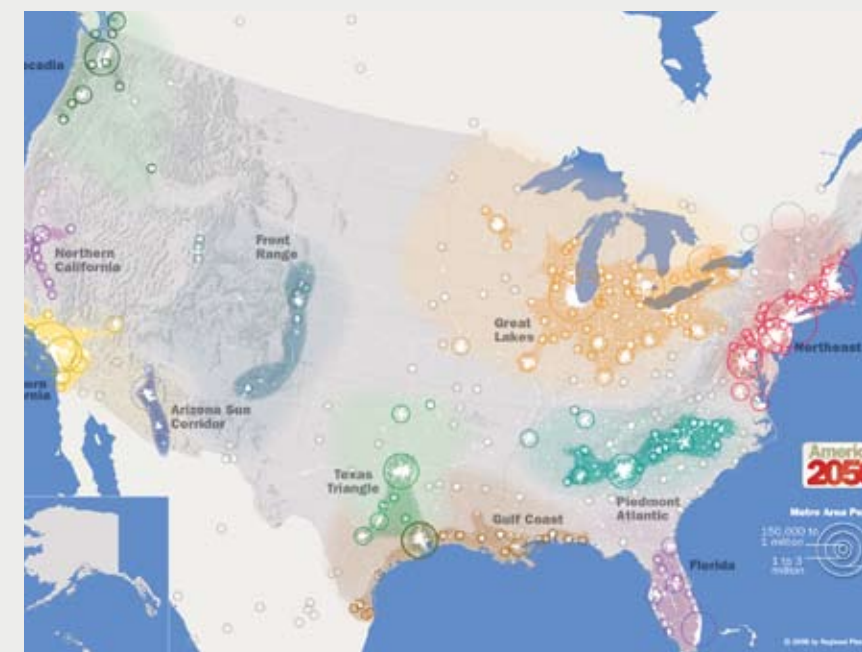


Florence Downtown "Center" Location

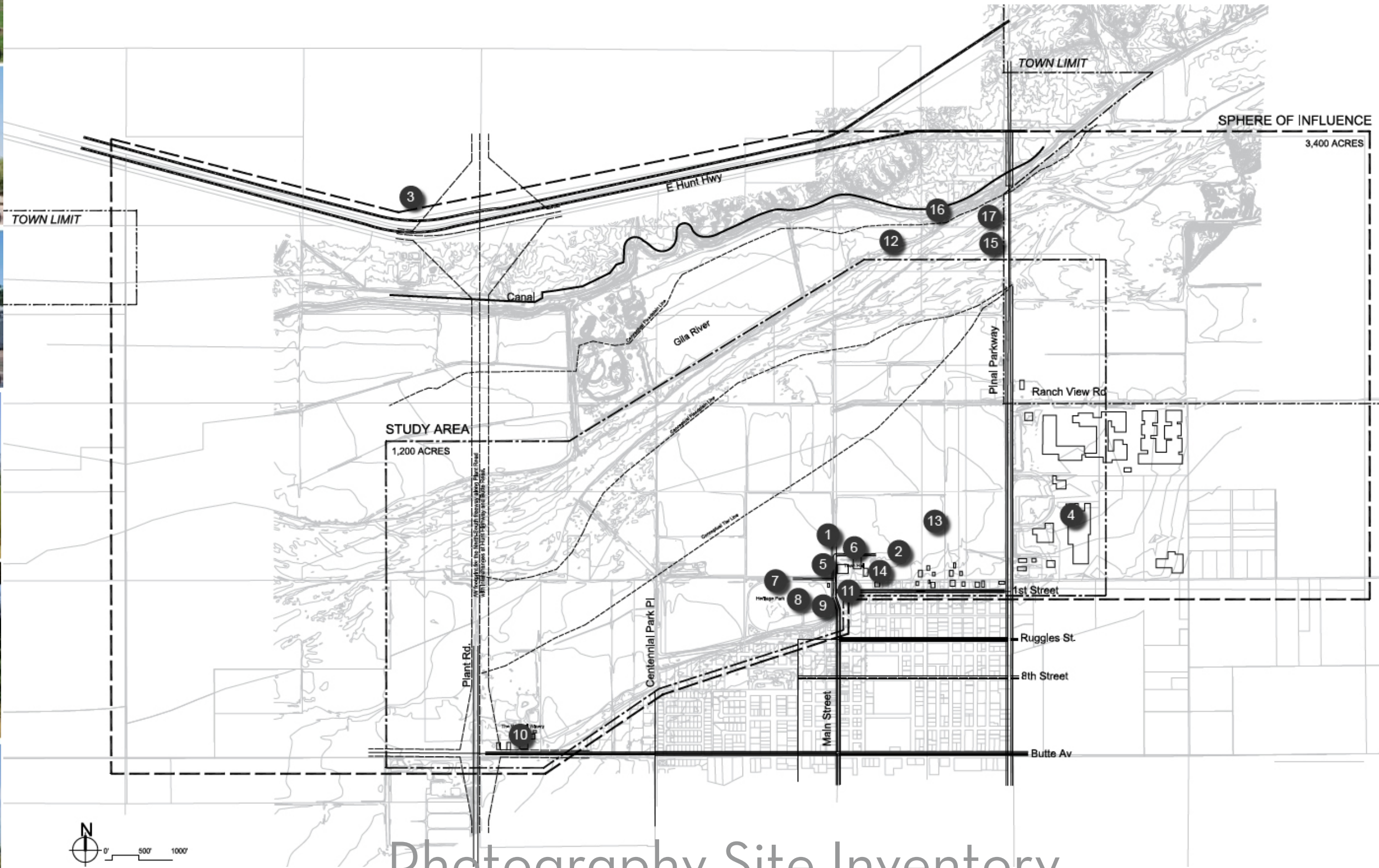
The accompanying image shows the location and relation of the downtown within the context of the entire community. It is important to note that the downtown is very near the actual "center" of the municipality. This central location reinforces the importance of a vibrant downtown that should conveniently serve all residences. It also identifies the need to make better transportation connectivity from both the north and south portions of the Town.

Sun Corridor

There has been much discussion regarding the Sun Corridor and what has been described as Arizona's Megapolitan region- one of only several strategically evolving across the United States. Florence is located near the center of this envisioned corridor that links Phoenix with Tucson in a new dynamic economic environment. While the economic downturn has had significant impacts on the growth projections for the area, many experts still believe Arizona's assets will continue to drive growth over time as the economy improves and the State continues to diversify its economic base beyond the construction industry. While we cannot rely on this outcome, it is certainly another indicator and factor over the long run that will put pressure on Florence's future development patterns.



3. Issues & Opportunities: Site Analysis



Photography Site Inventory

3. Issues & Opportunities: Site Analysis



The Core

The majority of the lands in the core of the Study Area are currently being utilized for agriculture production. Several of these fields have active crops, while several fields have been plowed for future initiatives. In addition to the fields, other existing features and conditions include the perimeter dirt roads, irrigation canals and power lines. The photographs within the core of the site provide a clear visual reference to the subtle slope of the landform as well as open panoramic views. In general, this area can be characterized as “back-of-house”, so little sensitivity to design has been considered along adjacent uses.



Eastside of the Study Area

The east side of the Study Area includes the Route 79 corridor and is dominated by typical suburban commercial conditions.. These conditions include car dominant environments on each side of the parkway. Large parking lots, large building massing, fast food restaurants and strip commercial oriented businesses flank the road. Little to no pedestrian scale features or elements are evident. Future consideration for this area should address a more appropriate gateway transition to the new North End District. This should include better streetscape treatment, better pedestrian and bicycle opportunities, much more landscape, better and more uniform signage and future infill building locations that lend themselves more to compact development.



The River

Typically the Gila River is viewed from the Route 79 bridge in the east and west directions. This experience, most always from an automobile traveling a rate of speed in the range of 35 to 40 mph, provides only a limited perspective of the existing conditions. In general, most people who haven’t had the opportunity to walk along or into the base of the river corridor have a limited perspective of the character and quality of the natural setting. It is evident from spending a considerable amount of time on both sides of the riverbank and in the base of the corridor that the topography and vegetation is considerable. The riverbank on the north side is generally more pronounced while the south side is more gently sloping back towards the downtown.



Westside of the Study Area

The highlight of the west side of the study area is the Windmill Winery and adjacent agricultural lands. This facility is a wonderful example of community design that makes a strong impact on unique placemaking. Careful consideration with any and all recommendations along the west side (including bridge crossing and or future highway alignments) must carefully consider any and all impacts to the Windmill property. This property and facilities should act as a catalyst to support new complimentary uses along the corridor.



Southside of the Study Area

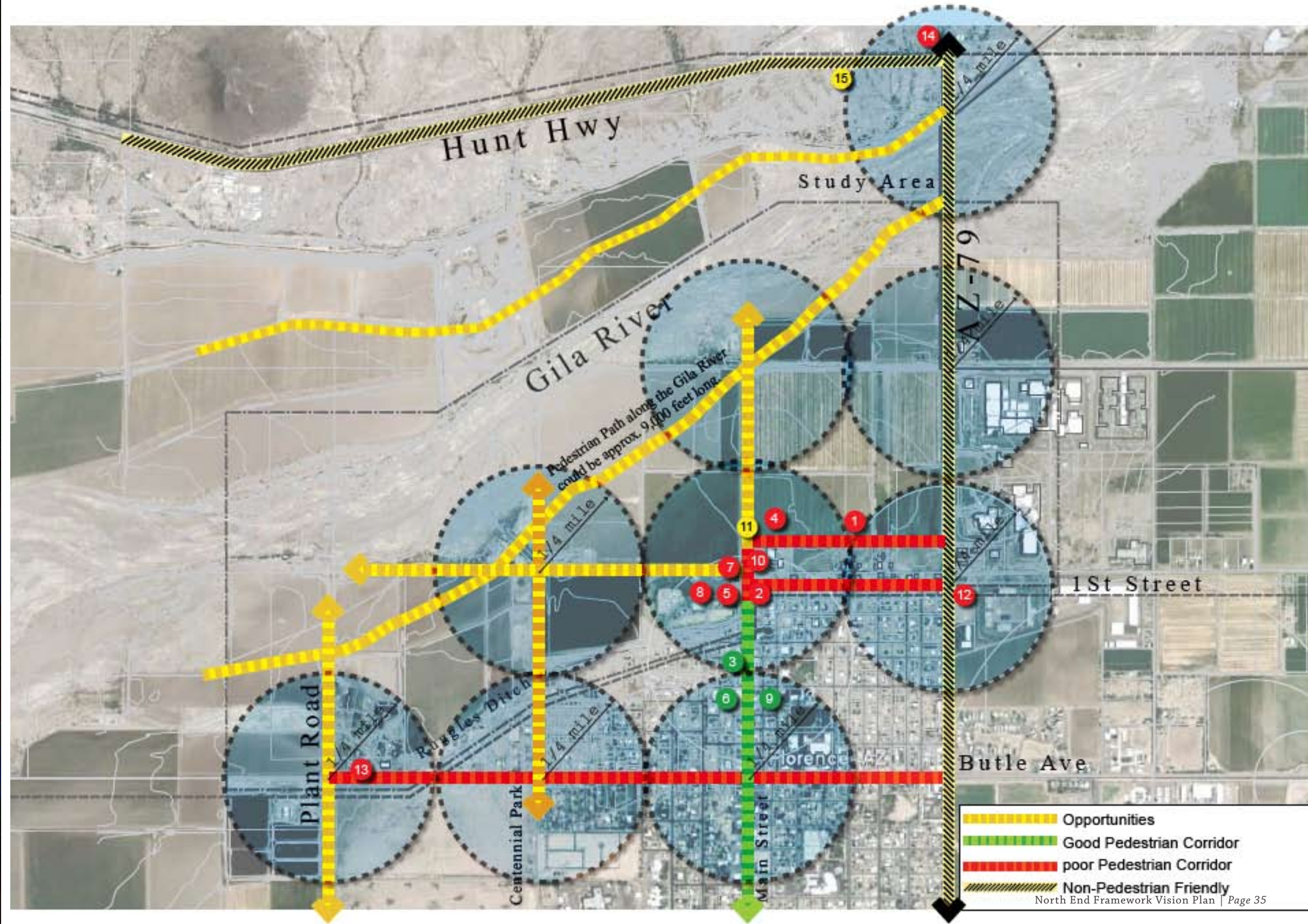
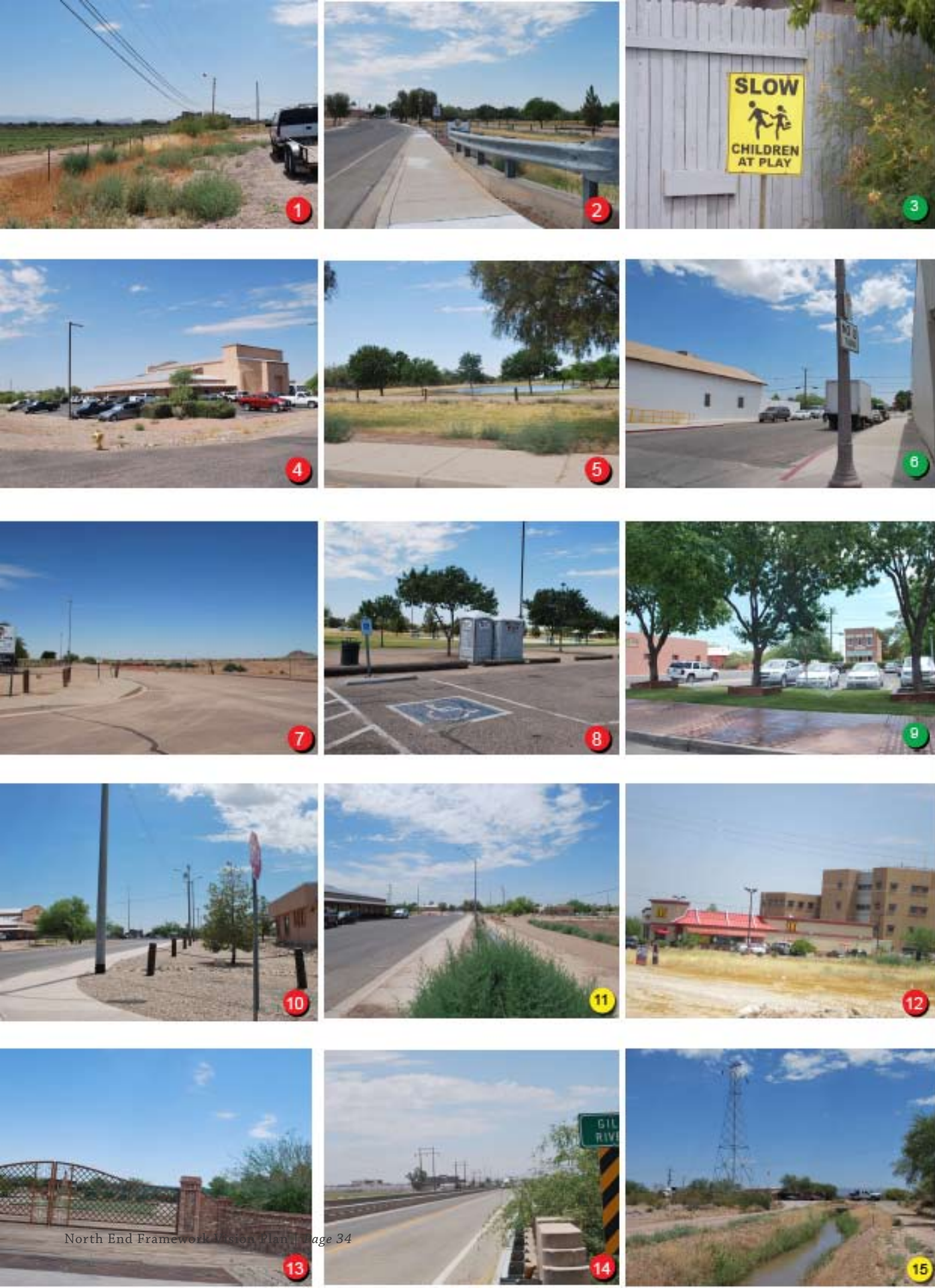
The south side of the study area includes the existing conditions and uses that transition from the downtown fabric to the site. The dominant components include the existing Town Hall, the Community Development Department’s temporary facilities, Heritage Park, the Florence Fire Department and properties along 1st Street. In general, the context and quality of the existing uses will need to be addressed in the future relative to the most appropriate transition and evolution of new development. The existing Town facilities will likely be replaced to a certain degree based on the planning/ visioning framework. The Heritage Park is a place of great opportunities for strategic improvements. Strategies for revitalization along 1st Street, which may become a more important east west corridor, should also be incorporated.



North side of Study Area

The sphere of influence north of the study area encompasses the lands between the river and Hunt Highway. In general, this area has very little development and the area is mostly used for agriculture. The agricultural lands are closest to the river and transition to undeveloped lands along Hunt Highway. There are several “for sale” signs located within these areas. The consultant team has had several discussions with (Arizona) Land Advisors who has been indicated as the land broker for some of the properties.

3. Issues & Opportunities: Pedestrian Analysis



3. Issues & Opportunities: Pedestrian Analysis



The Core

The majority of the lands in the core of the Study Area are currently being utilized for agriculture.

One aspect of the planning effort will focus on creating a development framework that encourages outstanding pedestrian environments. While the majority of the study area is undeveloped, consideration for pedestrian scale quality can be evaluated by studying the walkability of the overall area.

Pedestrian Walkability

The Pedestrian Walking Distance Analysis Plan Exhibit indicates the quarter mile walking distance radii in the designated blue areas. As discussed, a pedestrian will typically walk no more than a quarter mile to reach their desired destination. Any more than a quarter mile, someone will typically decide to make an automobile trip instead. The only caveat to this would be an environment that is so enjoyable for pedestrians that they don't mind (or notice) walking longer distances. The walking radii illustrates the beginning of a framework of how land uses might be organized in a more compact scenario that puts as much emphasis on walking environments as automobile trips.

As part of the analysis and background effort, the consultant team has considered the existing context of pedestrian circulation. Today, Main Street is certainly a wonderful environment for pedestrians. It will be important to extend the pedestrian aspects of Main Street into the new development. A key for this component will be the desire to organize future municipal facilities in a way that are more compact in nature, rather than a spread-out suburban model that is dominated by large parking lots.

Pedestrian Circulation in the Site

The Analysis Plan Exhibit also begins to suggest opportunities for creating pedestrian corridors. In order for potential success, these environments (because they are potentially much longer than the quarter mile standard) must be designed as attractive and comfortable environments. In addition, these corridors should be

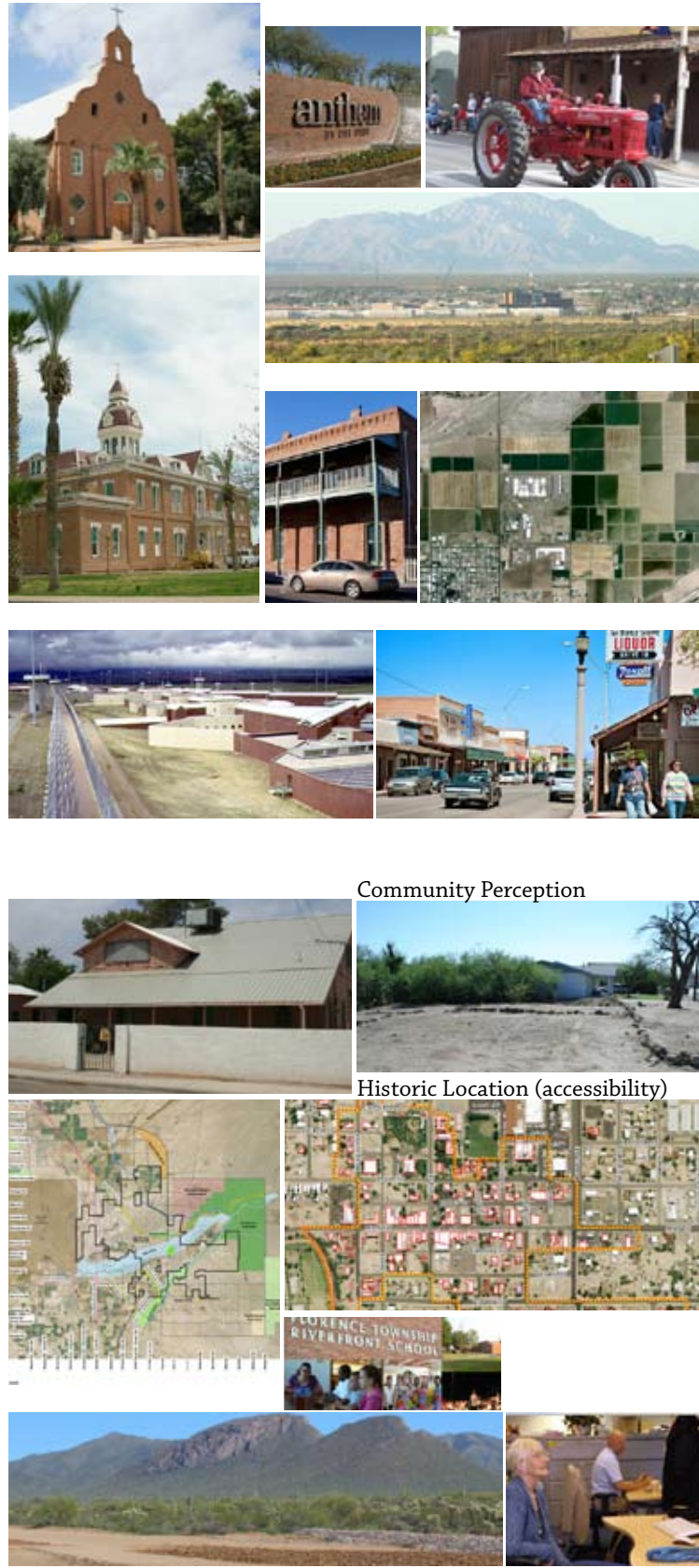


thought of as segmented threads that can be linked by a series of destinations that may be strategically organized along the quarter mile distance. For example, the notion of a parkway along the riverfront would certainly include a multi-use path for passive recreation, informal walking and formal exercise. This route would certainly be greater than the quarter mile distance standard. Strategic incorporation of specialty uses along the parkway would reinforce the multi-use path with numerous destination points. In addition, a walkway system would incorporate significant shade for relief from the desert context.

Pedestrian Context

The areas directly adjacent to intersection of Main Street and 1st Street have both positive and negative attributes related to pedestrian connectivity. The Pedestrian Walking Distance Analysis Plan Exhibit highlights several photographs that represent both good and poor environments for pedestrians. Much care should be given to reinforcing the quality of Main Street as well as focusing attention on existing east-west pedestrian corridors at Butte Avenue and 1st Street. These two specific corridors have very little pedestrian quality and will need significant improvements in the future to compliment and reinforce the positive aspects of the planned district. Street design should balance automobile demand with pedestrian and bicycle use. This design will become an important part of the overall quality and character of the street scene. Careful future attention should also be given to crossing conditions and the potential use of flared end sections. Such curb alignments allow for shorter crossing distances and provide safe and function transitions from sidewalks to crosswalks.

While the Route 79 corridor will always have a vehicular dominance based on traffic patterns and traffic volumes, measures can be incorporated that make it safer and more functional for pedestrians and non-vehicle users. These measures might include; continuous sidewalks, curb ramps, cross walks, flared-end sections, refined traffic signalization (pedestrian signage icons, crosswalk timers and ADA audio components), bike lanes, street tree planting, wayfinding and specialty signage oriented to pedestrians.



Community Perception

Historic Location (accessibility)

Opportuni-



Re-capture the Flood Plain

Sun Corridor

Economic Upturn Forecast

Arts & Crafts

River as an Amenity

Regional Transportation Planning

Farming Legacy

Inappropriate

3. Issues & Opportunities: SWOT Analysis

The consultant team has spent considerable time and effort analyzing the range of conditions in and around the study area. Specific topics that were analyzed and helped to inform the process included; floodplain mitigation, land use organization & configuration, transportation framework, open space, pedestrian connectivity and the urban form (visual character) of the study area and downtown. A summary SWOT analysis was prepared that identified key Strengths, Weaknesses, Opportunities and Threats.

Strengths

- Historic Buildings*
- Community Development*
- Special Events*
- Leadership*
- Authentic*
- County Seal*
- Farming / Ranching*
- Agriculture*
- Employment Base*
- Heritage*
- History*
- Main Street*

Weaknesses

- Regional Identity*
- Community Perception*
- Historic Location (accessibility)*
- Higher Education*
- Demographics / Sustainability*
- Diverse Workforce*

Opportunities

- Re-capture the floodplain*
- Consensus Building*
- Economic upturn forecast*
- Arts and Crafts*
- County Government*
- Attraction for Visitors*
- Solar Industry*
- River as an amenity*
- Linkage of North / South Florence*

Threats

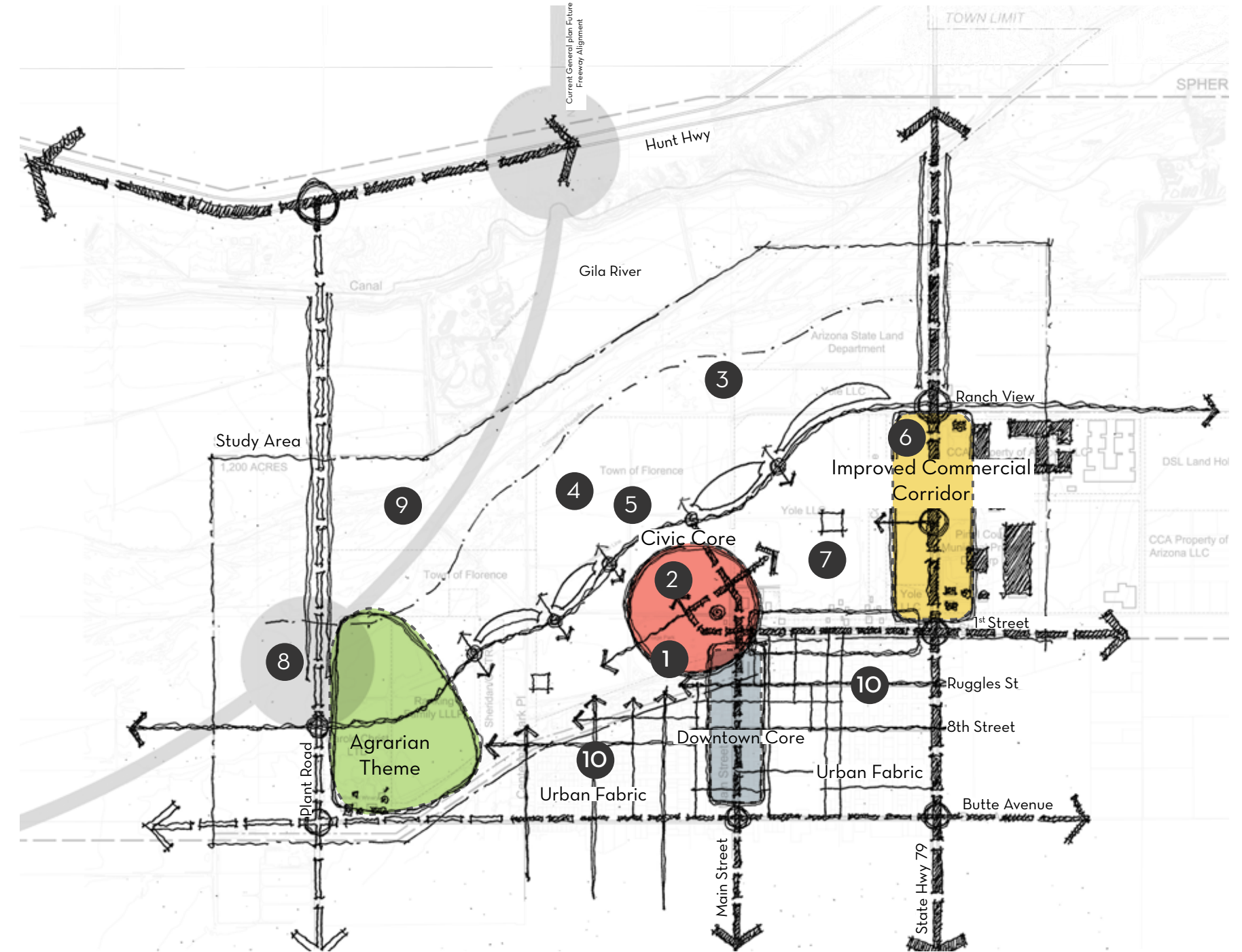
- Lack of Connectivity (river as a barrier)*
- Regional Transportation Planning*
- Farming Legacy*
- Loss of Business*
- Municipal Competition*

The careful review of existing conditions provided a platform for a series of recommendations that would help to form the basis of the Vision Plan.

3. Issues & Opportunities: Opportunities & Constraints

Opportunity	Elements / Issues	Constraints
<i>Extended Quality Character</i>	1 LINKAGE TO MAIN STREET	<i>Walkability / Distance</i>
<i>Potential Catalyst</i>	2 NEW CIVIC IDENTITY	<i>Necessity / Cost County Participation</i>
<i>Buildable Land Area</i>	3 FLOODPLAIN MITIGATION	<i>Cost/ Coordination (Ownership) / 79 Bridge Issues</i>
<i>Sustainable Focus / Land value lift</i>	4 RIVER FRONT RECREATION / AGRICULTURE	<i>Cost / Maintenance Program</i>
<i>Connectivity Land Values</i>	5 RIVER PARK PARKWAY	<i>Implementation / Cost / Ownership agreement</i>
<i>Commercial infill Street scene Signage</i>	6 PINAL PARKWAY GATEWAY	<i>Visual distraction / suburban / Poor 1st impression</i>
<i>'It's the relationship of all things that creates value' Frank Lloyd Wright</i>	7 HIGH PERFORMANCE MIXED-USE INFILL	<i>Market Forces / Timing / Zoning / Multiple Ownership</i>
<i>Linkage of North / South</i>	8 NEW BRIDGE CROSSING	<i>Cost / Location / Future Hwy</i>
<i>Economic Benefits / Convenience / Accessibility</i>	9 FUTURE FREEWAY	<i>Impacts to Land Owners / Coordination with Bridge crossing</i>
<i>Catalyst for Revitalizing Downtown</i>	10 COMPLIMENT / ENERGIZE DOWNTOWN	<i>Retail Saturation</i>

The two following exhibits provide a summary of many of the key land use and planning issues that have been identified early in the analysis process. The Opportunities and Constraints diagram identifies key elements and issues that need to be addressed.



3. Issues & Opportunities: Floodplain Mitigation

Very early on in the process of analysis and evaluation, the consultant team identified potential negative consequences of the previously planned levee scenario recommended to alleviate the flood plain issue. Three key summary findings from the analysis included:

1. Exorbitant cost (likely in excess of \$12 million):

From a development standpoint, there was no scenario that could justify the cost of construction versus the return on investment based on land value and development projections.

2. Numerous technical flaws: *A careful evaluation of the levee layout showed several design flaws that would result in poor performance as well as negative impacts on adjacent properties.*

3. Negative Aesthetic: *The structure would have been a major eyesore because of its massive bulk and would negatively impact any sense of creating an open space system along the river.*

The consultant team prepared a series of alternatives to the levee system that focused around a scenario that looked to strategically balance cuts and fills with the study area.

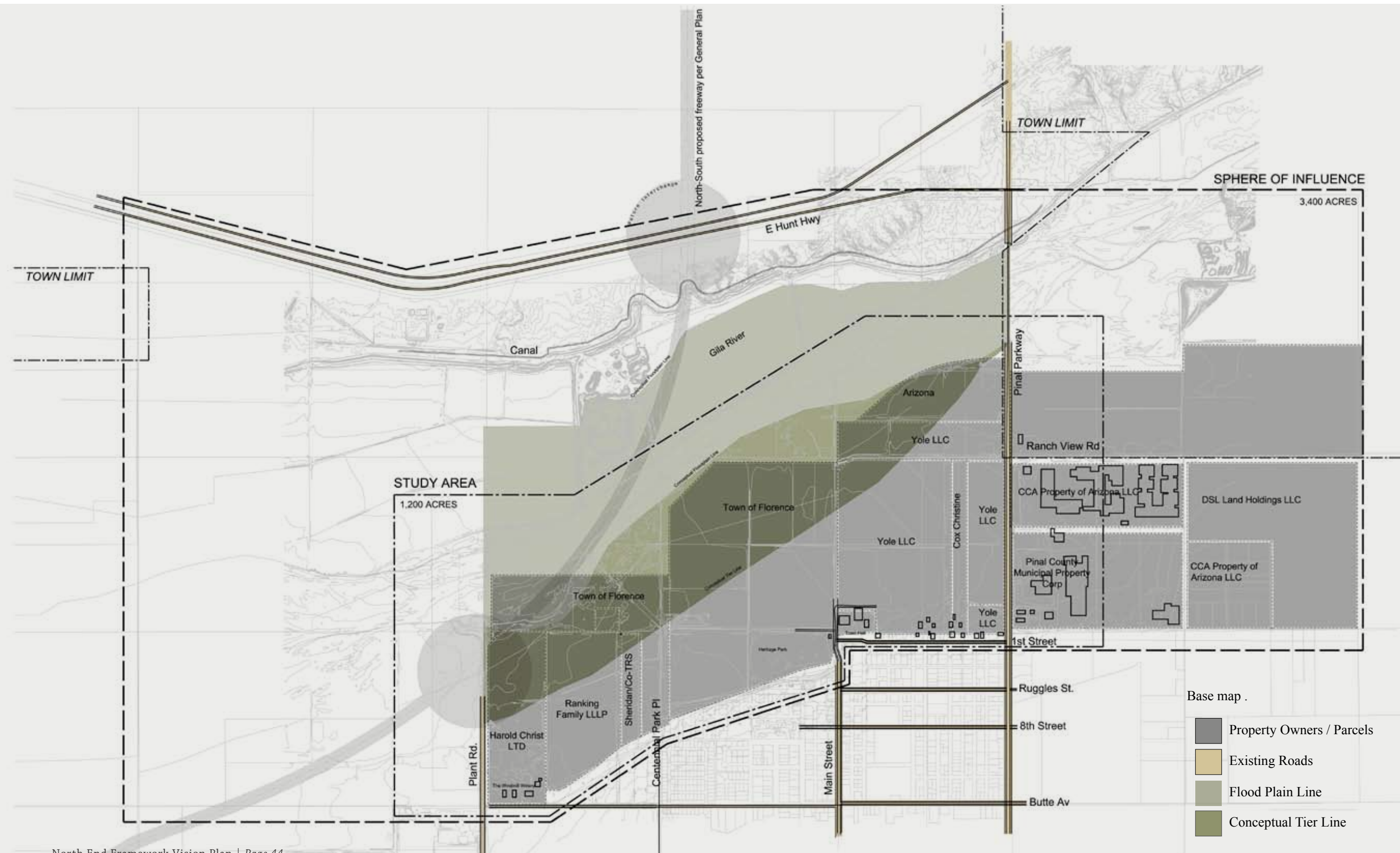


The accompanying aerial photograph and illustration shows the green areas (representing cuts) and the non-blue areas (representing fills). The preferred floodplain mitigation strategy recommends a careful orchestration of manipulating the landform in order to establish a critical amount of land with a new higher elevation that is located above (and outside) the floodplain. Two key factors in this strategy include the movement of dirt from one location to the other (which is much more cost effective than hauling in dirt from off site) and the creation of an amenity (a new river-front park) for the area that has extensive dirt/ earth removal. This strategy was found to be significantly less in cost and would have no negative impacts on adjoining lands relative to drainage flows.

This strategy is only cost effective when a careful engineered solution is produced that balances cuts and fills. The current plan, as indicated on the diagram, is specifically based on a balanced engineering solution that has no requirement for the need to bring added materials from off site. Any off-site addition of materials would simply be too costly. Because this strategy encompasses several different properties and an extensive area, the engineering method described is very efficient.

This efficiency could generally not occur with an individual land owner who would most likely need to import a considerable amount of material (fill) from off site. This requirement would therefore make the cost very prohibitive.

3. Issues & Opportunities: Property Ownership



Need for Cooperation/ Participation for an Improvement District

An important component of the overall planning process has included the consideration of economic and financial feasibility. Two viable major funding options made available by the Arizona State Revised Statutes for construction of the required flood plain mitigation and associated infrastructure improvements are municipal Improvement Districts (IDs) and Community Facility Districts (CFDs). These and other financing tools should be evaluated in more detail to determine viability once the Town has endorsed the vision plan. It will be critical for the landowners to come together in a collaborative manner to consider opportunities to finance and fund future improvements in order to create greater land values and development potential.

Town's Ownership and Position to Leverage

As indicated on the Property Ownership Exhibit, the Town owns a significant amount of land within the study area (260 acres +/-) and will play a critical role in any future development. This role should include the participation in the ID and or the CFD process as well as other mechanisms that may help encourage redevelopment such as; creation of an infill incentive district, new zoning tools and the potential disposition of lands that may foster development.

3. Issues & Opportunities: The New Normal



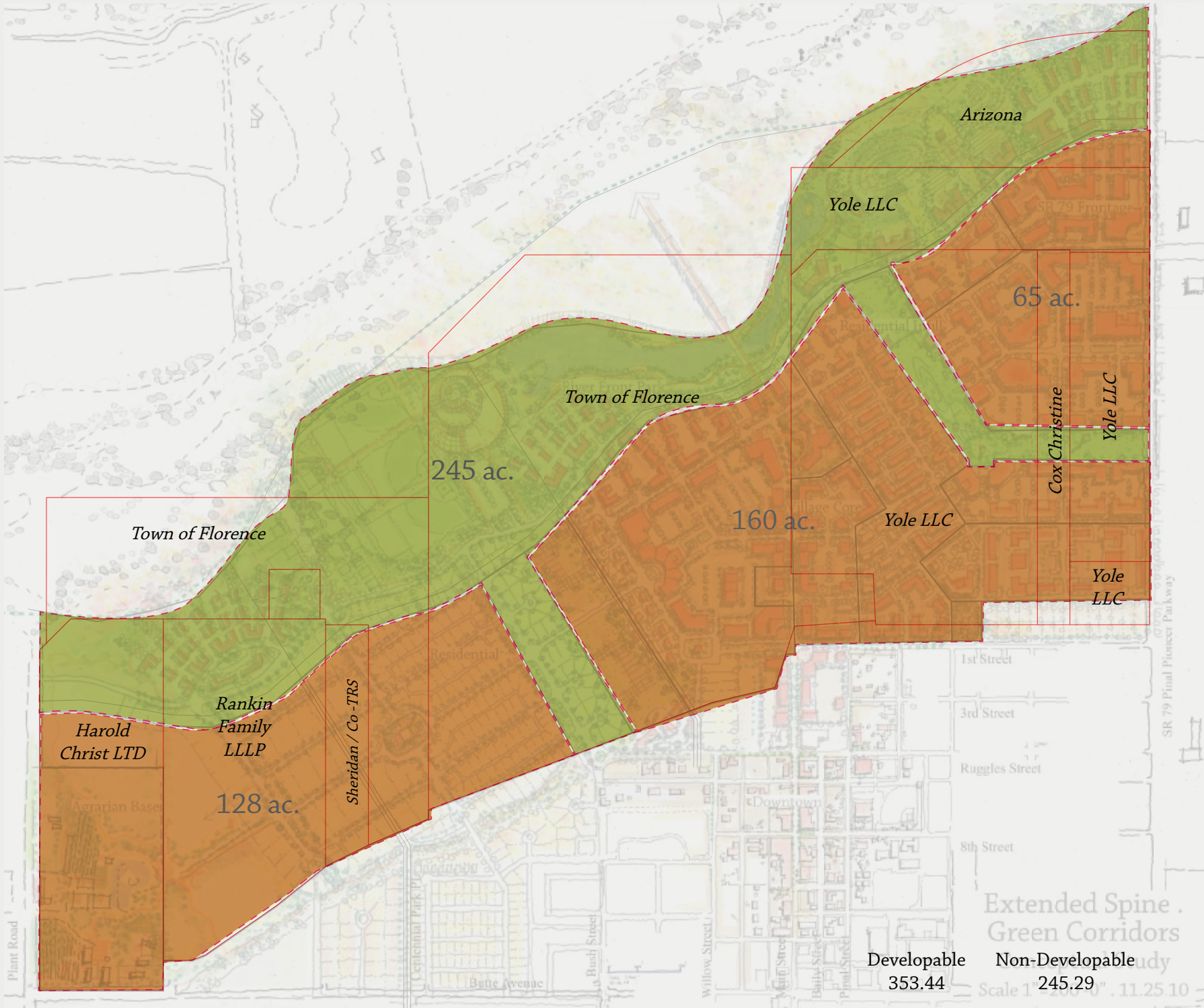
As the national economy continues to take steps toward improvement, Arizona struggles with high unemployment and significant budgetary constraints at state and local levels. The housing market continues to stagnate and most development experts don't see a robust recovery for several years. Most experts agree that the "new normal" coming out of the recession will require developers to be more sophisticated in considering future projects. The historical Arizona residential pattern of leapfrog development with large-scale greenfield subdivisions, out on the fringe, may be difficult to execute in the future. The traditional model of home buyers driving further out for affordability becomes difficult to assess based on the upward trends of fuel prices, greater traffic congestion and the lack of job security. Moving forward, it is anticipated that successful development will focus more on strategic infill projects.

The consultant team believes that the designated study area and associated Vision Plan represents the perfect typology for the very best aspects of infill development. Main Street already provides a special and unique setting that can reinforce community character and charm. The communities amenities already exist already. A developer would not need to spend an exorbitant amount of capital on creating new amenities. This reinforces the attractive nature of infill development.



Current Setting

3. Issues & Opportunities: Land Use Budget



Based on the balance of several factors including engineering costs, development costs, economic projections and finance scenarios, the consultant team tested a series of land use budgets that anticipated the most effective and feasible organization of potential uses. These projections are not intended as a mandate, but rather a guide to best anticipate an appropriate mix of uses that will meet the stated project goals and satisfy the economic basis required to address site improvement costs and options for proposed financing mechanisms. The outlook for land uses as projected include the following:

USE (DEVELOPABLE LANDS)	ACRES
Regional Commercial	38
Commercial Office	31
Specialty Retail	14
Specialty Agriculture	31
Municipal/Civic	60
Residential (medium/higher density)	76
Residential (low/medium density)	96
Parks	7
TOTAL	353

Note: Figures are approximate

The Riverfront Park is approximately 245 total acres

3. Issues & Opportunities: Land Use Budget

Infrastructure Engineering Model

Infrastructure Costs	\$ 4,653,400.00	Required Value	Average Projected
Construction Contingency (20%)	\$ 930,680.00	Per Acre (4:1)	Per Acre Value
Subtotal Costs	\$ 5,584,080.00		
District Incidentals (Est. @ 25%)	\$ 1,396,020.00		
Total Project Costs	\$ 6,980,100.00		
Total to be Assessed	\$ 6,980,100.00		
Capitalized Interest (8% @ 18 months)	\$ 962,772.41		
Reserve Fund (1%)	\$ 80,231.03		
Total Assessed with Capitalized Interest	\$ 8,023,103.45		
Cost Per Acre based on: 353.44	\$ 22,700.04	\$ 90,800.17	\$ 167,924.69

Floodplain Engineering Model

Floodplain Costs	\$ 6,406,500.00	Required Value	Average Projected
Construction Contingency (20%)	\$ 1,281,300.00	Per Acre (4:1)	Per Acre Value
Subtotal Costs	\$ 7,687,800.00		
District Incidentals (Est. @ 25%)	\$ 1,921,950.00		
Total Project Costs	\$ 9,609,750.00		
Total to be Assessed	\$ 9,609,750.00		
Capitalized Interest (8% @ 18 months)	\$ 1,325,482.76		
Reserve Fund (1%)	\$ 110,456.90		
Total to be Assessed with Capitalized Interest	\$ 11,045,689.66		
Cost Per Acre based on: 353.44	\$ 31,251.95	\$ 125,007.81	\$ 167,924.69

Reverse Engineering Models

Total Acres	353.44
Average Projected Cost Per Acre	\$ 167,924.69
Total Projected Land Value based on Total Acres	\$ 59,351,303.69
Applying a 4:1 Value to Lien Ratio	\$ 14,837,825.92
Total Bond Issuance	\$ 14,837,825.92

Potential Mix of Development	Acres	Project Land Values per Acre
Open Space 0%	0	\$ -
Gila River 0%	0	\$ -
N/A 1%	4.78	\$ -
Park 0.9%	3.02	\$ -
Muni 17.1%	60.48	\$ 217,800.00
C-O 8.8%	31.06	\$ 270,000.00
Specialty Agr 8.8%	31.2	\$ 76,625.00
Special Retail 3.9%	13.69	\$ 196,000.00
Regional 10.7%	37.82	\$ 283,140.00
ResMed 27.1%	95.77	\$ 105,857.00
ResHigh 21.4%	75.62	\$ 157,000.00
100.0%	353.44	
Weighted Average Value per Acre		\$ 167,924.69

Throughout the planning process, several financial models have been tested to better understand feasibility. The basis of these models has included the assumption that a finance mechanism would be required (such as the ID and or the CFD) to fund the initial improvements of floodplain mitigation and base utility improvements. Typically, the value to loan ratio for these kinds of transactions are at 4:1. This would require that our future development values be four times greater than the desired/ required loan amount. The accompanying Finance Model Exhibit provides several key pieces of information.

Costs (per average acre)

1. Floodplain Mitigation Costs
 2. Infrastructure Costs
 3. Incidental Costs
 4. Finance Costs
- Total: \$54,000.00 (approximate)

Benefits (per average acre)

1. Projected Land Values
- Total: \$170,000.00 (approximate)

Gap Analysis

Based on the 4:1 loan to value ratio identified, this would require the land values to be at \$216,000. The result is a gap of \$46,000.00 per acre. This gap between value projections, costs and finance can be further evaluated in order to better consider options for moving ahead. The simplest solution may be patience. If one assumes that the land values will go back up over time, it its realistic to think that at some point in the future, the estimated values identified would increase and eventually meet the required values to allow the financing to occur through the use of the ID/ CFD.

A second strategy would be to consider a phasing scenarios for improvements that aligns early phase improvements with land use locations and values that are near or at the greatest (i.e. commercial, office and municipal uses). The consultant team has provided a phasing framework based on this strategy that can be seen in pages 80 and 81.

The phase one scenario identified brings the value gap down to less than \$10,000.00 per acre. Based on future detailed engineering analysis, such a scenario could be better quantified and a strategic effort could be established to look for other funding opportunities that would close the gap and allow the initial effort to commence.

Assessment Methodology

In both an Improvement District and a Community Facilities District it is important that an Assessment Methodology be determined that assesses a portion of the costs incurred for constructing the infrastructure and the floodplain mitigation to each parcel of land within the area in accordance with the benefits derived by each said parcel. There is no specific formula for distributing the costs to each parcel by statute but there are certain methods that have proven to be acceptable. The final method for assessment should be determined in the future once the actually costs of the proposed improvements are precisely determined and the preliminary design has been prepared showing what improvements are to be constructed and at what location.

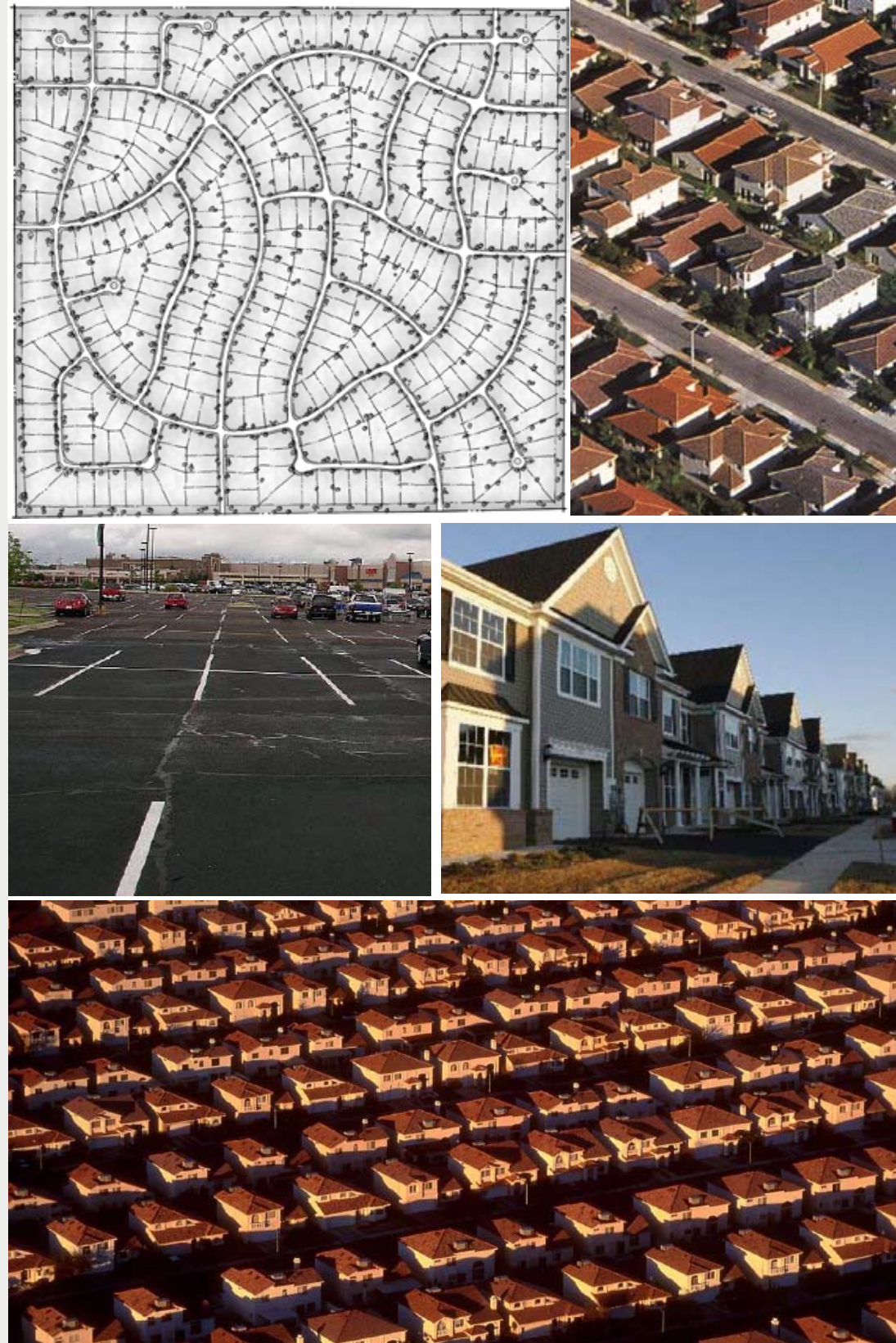
4. Vision: Conventional Patterns

Sub-urban

Character and Quality

Arizona's significant growth and expansion over the last several decades has resulted in countless non-distinguishable sub-divisions that have resulted in an abundance of sprawl. The accompanying illustrations portray scenes that have been repeated over and over throughout metropolitan areas. We often refer to sprawl as the artless development of suburban areas that discourage unique and special design and rely on indistinguishable building typologies. Sameness is the preferred mantra in these instances.

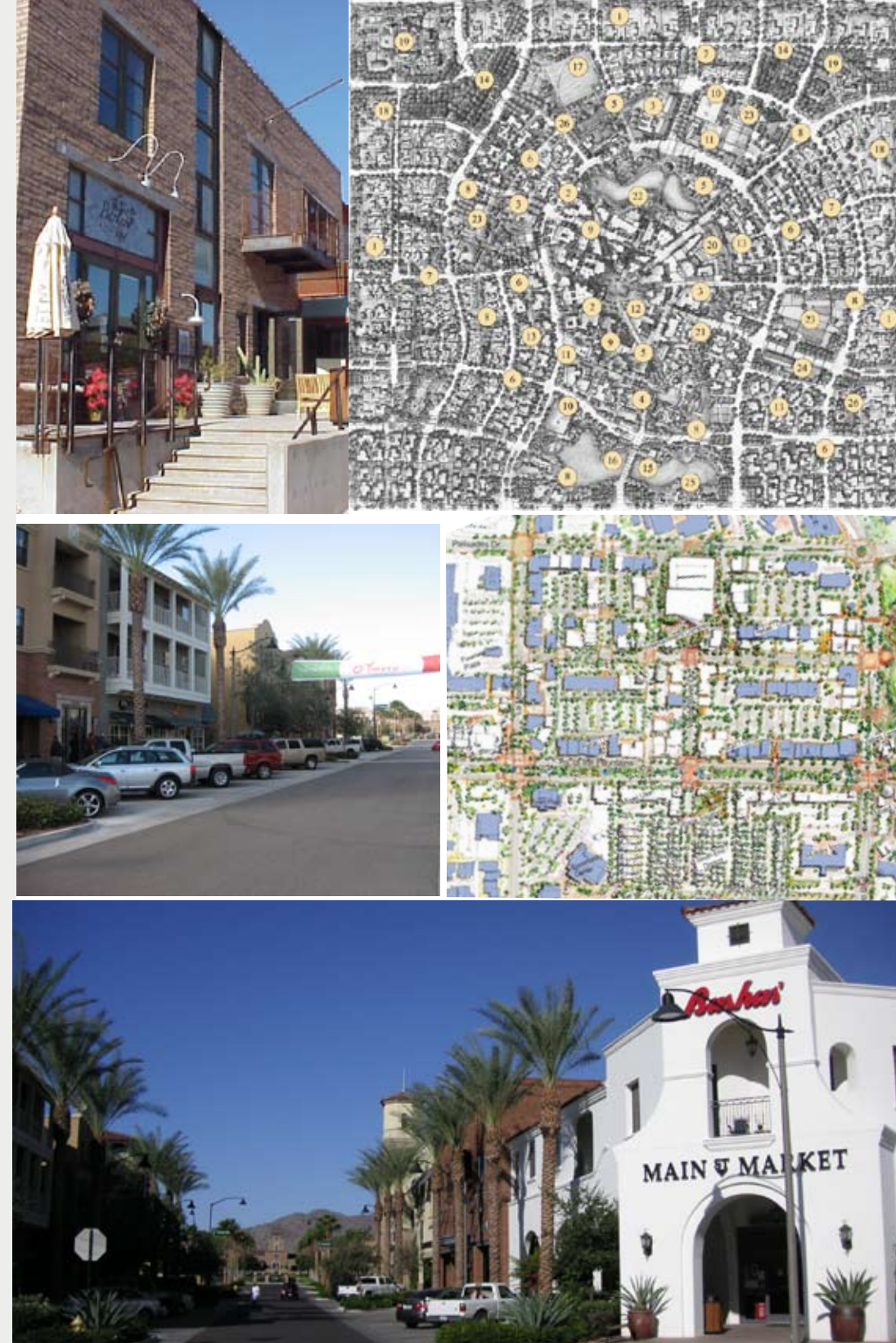
The vision for the NEFVP is to encourage the development of a unique environment that is neither urban nor sub-urban. It is more oriented to creating a unique, charming and one-of-a-kind setting that compliments the culture and heritage of the community. Rather than one big design gesture or idea, future development should be focused on doing a thousand things really well. The result will be a place that attracts people to come work, live, recreate and play.



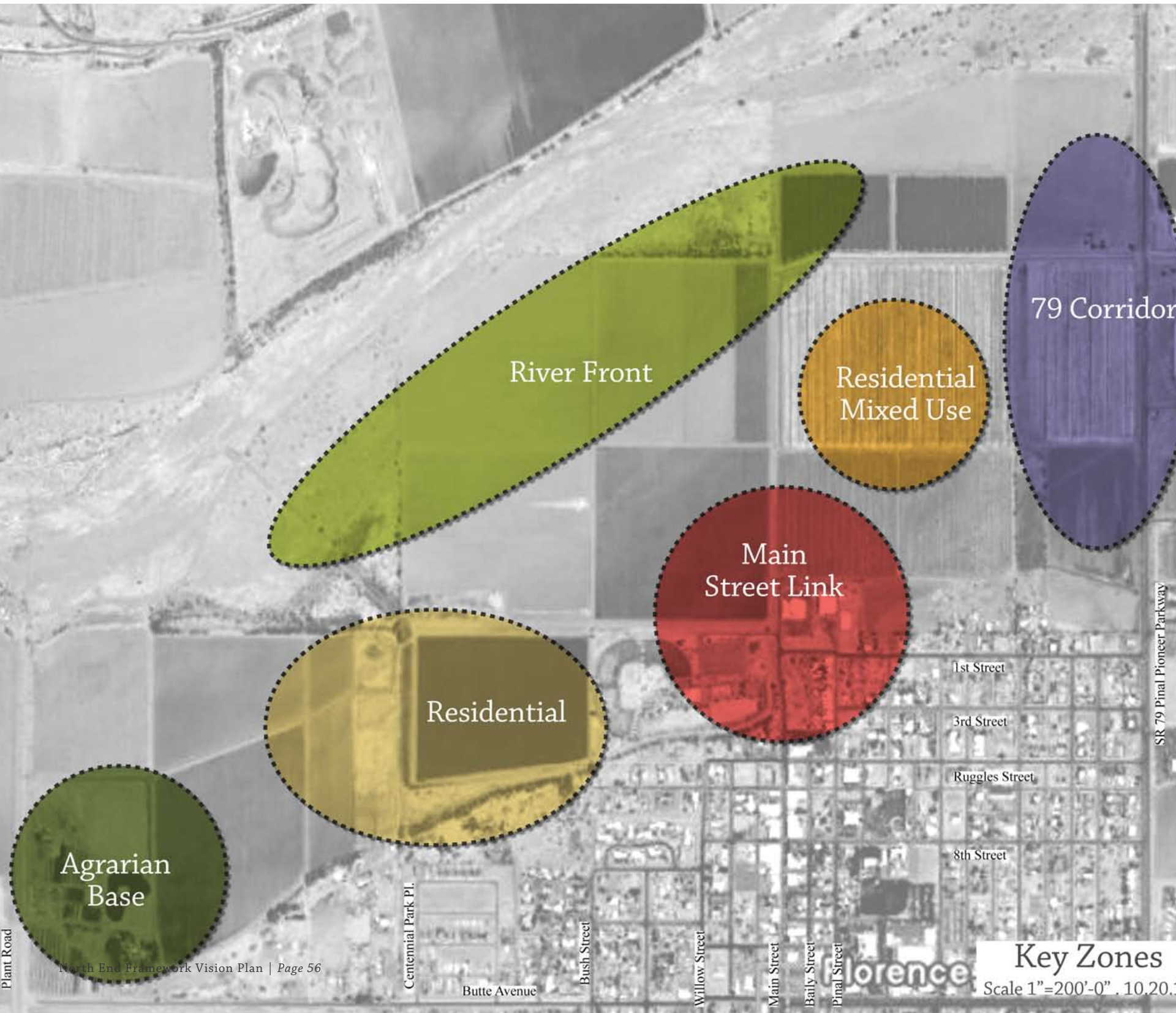
4. Vision: Mixed Use Infill

Mixed Uses

The anti-sprawl crusade has focused on development patterns that encourage the creative mix of uses. The NEFVP has carefully crafted a vision that encourages the thoughtful integration of land uses that will result in more compact, dynamic, pedestrian oriented environments. Rather than rely on traditional zoning tools that often foster the isolation and separation of uses (which requires the dependence on the automobile to get from one place to another), the NEFVP mixes complimentary uses in a way that encourages residents, workers and visitors to walk.



4. Vision: Key Zones



The physical planning aspects of the Vision Plan have been organized around a framework with several special zones. Each accompanying exhibit identifies these zones and their general location within the study area. Together, these zones provide the basis for the organization of the overall land use budget relative to the technical issues addressed including floodplain mitigation, infrastructure costs, finance opportunities, and economic future forecasting.

- 1. Riverfront
- 2. Main Street Link
- 3. Route 79 Corridor
- 4. Residential Infill
- 5. Agrarian Base

RIVER FRONT CHARACTER

4. Vision: Key Zones

The recommended engineering strategy that provides the most cost effective methodology for floodplain mitigation requires the manipulation and impact of approximately 250 acres adjacent to the River. This area will initially be used for earthen material removal and subsequent fill in upland areas. This methodology provides not only an engineering solution, but also an opportunity to create a unique riverfront park. This 250 acres is envisioned as a River Park that will be sculpted and designed to compliment floodplain mitigation strategies as well as providing a variety of regional recreation opportunities. The vision for the Riverfront Park includes:

- *Formal sports fields and facilities*
- *Informal naturalized landscape zones*
- *Integrated path and trail system*
- *Park pavilions, comfort stations and parking*
- *Irrigation ponds*
- *Community gardens and agriculture fields*
- *Playgrounds and play spaces*

While the Riverfront Park is envisioned to have a variety of formal program elements, a significant portion of the park is planned to be re-established with indigenous plant materials and features. It will be important to balance formal recreation activities with passive natural settings that represent urban wilderness.



MAIN STREET CHARACTER

4. Vision: Key Zones

One of the most important aspects of the Vision Plan will be the ability to connect (link) to the existing Main Street in a creative and complimentary manner. The Vision Plan suggests an extension of the downtown Main Street corridor with the inclusion of specialty retail, office, civic and residential uses. The intent is to create a very attractive, dynamic and comfortable environment that encourages a strong link from old to new.

The link also provides a very efficient gateway to the planned municipal campus situated along the west side of Main Street. This relationship provides a wonderful setting for a dynamic mixture of uses that will result in a very attractive and active setting. As had been described during the analysis

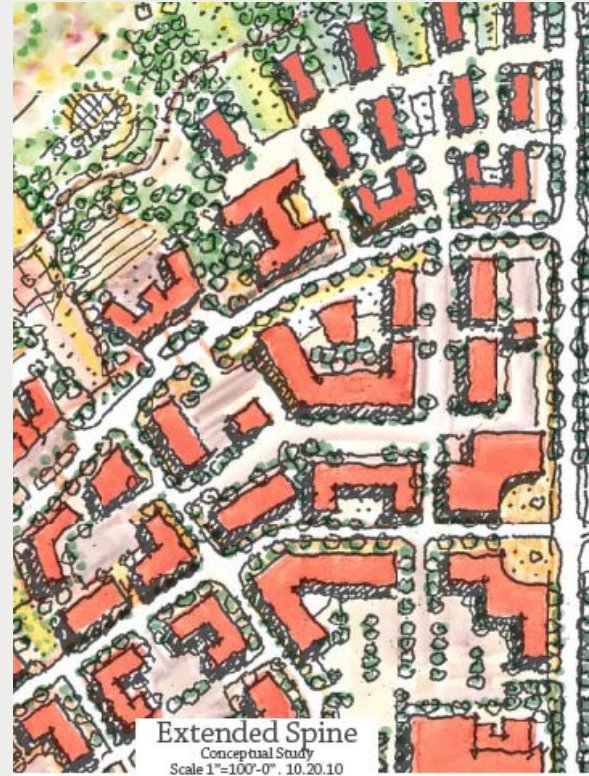
stage, a major obstruction to the success of most small downtown settings is the lack of integrated housing. Most downtowns are only busy during business hours. By carefully incorporating a variety of housing products in and around Main Street, the plan sets the stage of a very active downtown morning, noon and night.

The linkage of Main Street has also been considered at the regional scale with several recommendations for new roads and bridges that should assist in better connectivity to different parts of the Town.



79 CORRIDOR CHARACTER

4. Vision: Key Zones



The corridor represents some of the earliest opportunities to see redevelopment once the floodplain mitigation and base infrastructure improvements have been made. The Plan envisions this area to be a combination of big-box retail (not too big box- but oriented to national chain merchandisers), unique office park and higher density multi-family housing. The Vision Plan suggests an organization of uses that thoughtfully transition from the highway corridor back to the much more compact and pedestrian oriented Main Street area.

The kinds of retail uses envisioned for the corridor would not compete with the specialty uses that exist today on Main Street. The intent is to carefully balance the range of retail uses so the each area can compliment the other without negative impacts.



AGRARIAN BASE

4. Vision: Key Zones

We applaud the agrarian heritage of Florence and believe that agriculture is an important component for the community moving forward. The Windmill Winery is a wonderful contemporary use that creatively integrates agriculture with entertainment and retail. We strongly believe that the agrarian lifestyle should be integrated into the overall context of the Vision Plan. Today, there are many models throughout the United States where urban and suburban communities have committed to the integration of community gardens and locally based agriculture. The vision plan promotes agriculture through the following features:

- *Integration of the Windmill Winery into the fabric of the design*
- *Incorporation of working fields in both private lands and in the River Park*
- *Insertion of “farmstead” residential lots (larger lots with area for small scale gardens, barns, and agriculture fields)*
- *Strategic location of community gardens with plots for flowers, vegetables and other produce*
- *Small urban orchards in park areas*
- *Strategy to engage local and regional retail and commerce to utilize fresh local produce*



RESIDENTIAL INFILL

4. Vision: Key Zones

As part of the dialogue related to the “new normal” economy, the consultant team strongly believes that residential development close to the center of Florence has great potential. The orchestration of a range of housing types and densities intermixed throughout the north end area reinforces the very best aspects of community building. The mix of residential development engaged with recreation, retail, commerce health & wellness, education and open space provides a wonderful setting for families, singles and seniors.

The proposed range of residential typologies are not intended to suggest or promote an urban environment. The suggestions represent a realistic approach to a residential strategy for downtown that could include:

- Multi-Family
 - Rental
- Single Family Attached
 - Townhomes
 - Duplexes, triplexes, etc
- Single Family Detached
 - Small Lots
 - Large Lots



WREATH AT QUAIL HILL, IRVINE 11 DU/AC, 162 UNITS, 14 ACRE SITE
SINGLE-FAMILY DETACHED CLUSTER



COTTAGES AT EDENGLLEN Ontario, CA
PROJECT TYPE: SINGLE FAMILY DETACHED
DENSITY: 8.5 du ac

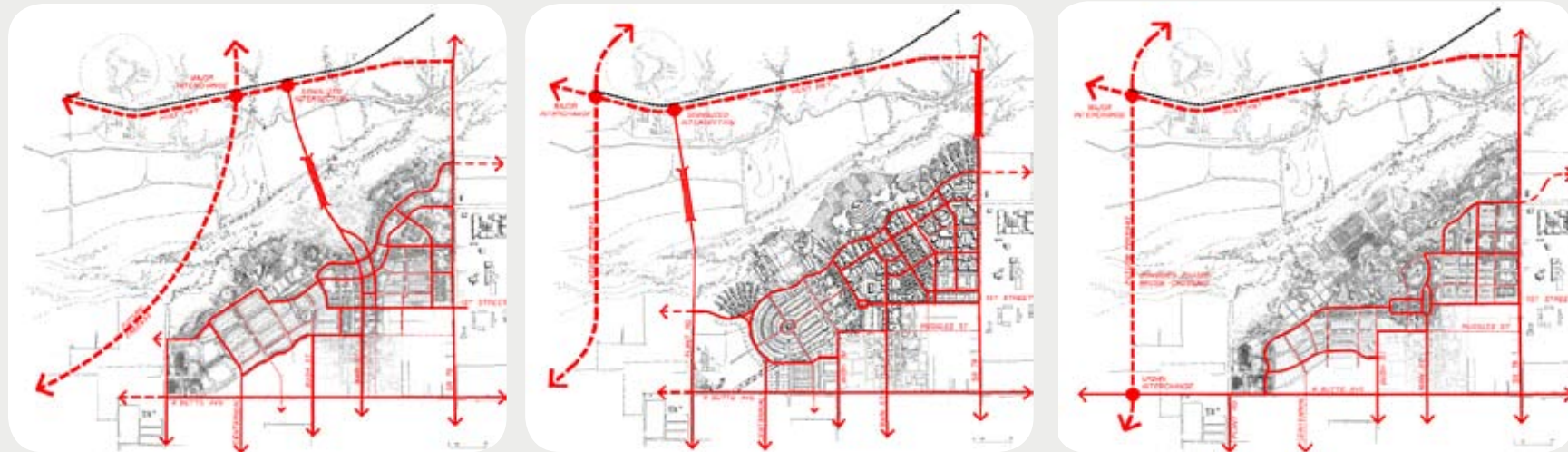


LOMBARD COURT at Woodbury Irvine, California Architect JZMK
PROJECT TYPE: Multi-family CLIENT: William Lyon Homes
SITE AREA: 8.1 AC NUMBER OF UNITS: 150 DENSITY: 18 DU/AC



4. Vision: Transportation Framework

A significant component of the planning process included the development of a multi-layer transportation strategy. The transportation strategy considered a range of issues at the local, community wide and regional levels. The accompanying exhibits illustrate a broad range of engineering and design schemes tested.



Local Road System

The Vision Plan has been established with a series of local roads that are organized to compliment the existing street grid pattern in and around the downtown. The goal of the planned local street system is to create multiple connections for access. Unlike typical suburban settings that rely on cul-de-sacs and dead-end streets to limit circulation and require the majority of traffic to travel on major arterials, the grid pattern for the north end allows for balanced circulation dispersion throughout the development with great efficiency.

Over time, the envisioned road system could accommodate a localized rubber tire trolley route that supports public transit throughout the entire downtown.

Community-wide Connections

In addition to the localized street patterns, the consultant team has also evaluated a series of options for bridge crossings to and from the downtown. The General Plan for Florence identifies the need to expand crossings north and south beyond the existing bridge along the State Route 79

corridor. The preferred scenario calls for a new two-lane bridge (one lane in each direction) aligned with Main Street. This bridge crossing would reinforce the importance of the Main Street corridor and would provide easy and convenient access for residents and visitors coming from the north. Future study will need to be done to analyze the potential traffic volumes coming into the downtown to make sure that too much traffic is not funneled this location. It is important to note the General Plan does call for future additional bridge crossings over the River to the west of the downtown. Such connections would also impact the volumes projected for a Main Street bridge crossing. The consultant team has also pointed out the importance of future east west routes into the downtown. Over time, as more development occurs in and around Merrill Ranch and Anthem, a future bridge crossing of Valley Farms Road may be warranted. This scenario would result in a travel pattern that allows residents from the northwest to travel south and enter the downtown from the west. This condition would suggest greater impact to the Butte Avenue corridor in the future.

Planning Considerations

1. Continued support with the ADOT NS Corridor Study
2. Development of an Area Specific Plan
3. Update of the General Plan
4. Consideration of New Zoning for the NEFVP area (maybe a form based code)
5. Due Diligence Analysis of Federal Funding Opportunities for the "finished" riverfront and the Main Street Bridge
6. Identification of short-term initiatives (PR/ promotion and downtown improvements).
7. Butte Avenue Corridor Study

Regional Significance

The consultant team has also been working closely with Town staff and ADOT on options for the North South Freeway Corridor that is planned to connect Interstate 10 with State Route 60. Although still in the very early stages of planning, staff has been monitoring and participating in numerous meetings with ADOT and a wide variety of Florence stakeholders to best understand potential impacts to the community. Although no detailed alignment has been prepared, it is clear that the best scenario for Florence would be an alignment that provides close and easy access into and out of the downtown. Any scenario that bypasses the downtown area would likely have significant negative impacts.

4. Vision: Aspirations

Key Components

- A** Riverfront Park
- B** Main Street Extension
- C** Civic / Municipal Campus
- D** Corporate Office Complex
- E** Regional Commercial Center
- F** Mixed-Use Core
- G** Residential Village
- H** Agrarian Cornerstone
- I** Gateway Crossing
- J** Heritage Park Enhancement

Special Features

- | | |
|----------------------------|---------------------------|
| ① Sport Fields | ②② Landscape Buffer |
| ② Community Gardens | ②③ Offices Suites |
| ③ Farm Fields (leased) | ②④ Incubator Facilities |
| ④ Amphitheater | ②⑤ Route 79 Corridor |
| ⑤ Urban Gardens | ②⑥ Big Box Brand Retail |
| ⑥ Orchards | ②⑦ Green Belt |
| ⑦ The Grove | ②⑧ Residential Town Homes |
| ⑧ Path and Trails | ②⑨ Residential Duplexes |
| ⑨ Access Parking | ③① Live Work |
| ⑩ Irrigation Pond | ③① Neighborhood Retail |
| ⑪ Re-Purposed Ex-Town Hall | ③② Specialty Office |
| ⑫ Covered Bridge | ③③ Multi-Family |
| ⑬ Village Green | ③④ Duplexes |
| ⑭ Bridge | ③⑤ Small Lot SFD |
| ⑮ Park Improvements | ③⑥ Medium Lot SFD |
| ⑯ On-Street Parking | ③⑦ Garden Lots |
| ⑰ Shaded Sidewalks | ③⑧ Farmstead Lots |
| ⑱ New Town Hall | ③⑨ The Windmill Winery |
| ⑲ Clock Tower | ④① Multi-Purpose Fields |
| ⑳ Focal Civic Building | ④① Playgrounds |
| ㉑ Parking Pods | ④② Pavilions |



4. Vision: Aspirations

The Plan illustration and accompanying perspective sketch on the following pages provides a snapshot of the envisioned development for the area on the overall process, goals and objectives, citizenry input and final refinement. The illustration is not intended as a mandate, but rather a road map to assist the community in contemplating future improvements to this area of the downtown. Unlike many planning efforts that simply portray a one-dimensional picture of what might be, this plan and process has been formulated based on the series of critical disciplines that have identified development parameters relative to:

- *Engineering costs for floodplain mitigation*
- *Engineering costs for infrastructure and site improvements*
- *Planning and design initiatives*
- *Finance mechanisms for Improvement District/Community Facilities District*
- *Economic market forecasting to anticipate future development needs*
- *Community input and feedback to gauge citizenry interest and desire*



NEFP
FRAMEWORK PLAN
FLORENCE

North End Framework Vision Plan | Page 74



North End Framework Vision Plan | Page 75
SWABACK PARTNERS pllc
Architecture • Planning • Interior Design

4. Vision: Complimentary Brand

Iconic Elements

• Bridge • Towers • River Front • Park • Square / Plaza



Naming Exercise

Bridge Way
 Bridge Pass
 The Crossing
 Gateway Center
 Gateway Place
 Gateway Square

Tower Center
 Tower Place
 Tower Square
 Tower Street
 Clock Tower Square
 The Bell Tower District

Riverside
 River Pass
 The River Front
 The Park District
 The River District

Ruggles Square
 Park Square
 Park Side
 Park Plaza
 Heritage Park
 The Park District
 The Green



Downtown Florence

Graphic Icons



Brand Significance

The consultant team strongly believes that the Vision Plan and physical boundaries of the development area would be greatly enhanced by an identifiable signature brand. Such an exercise would compliment the vision and help to crystallize the expected character and quality of the area.

The brand would need to compliment the overall identity of the downtown in a thoughtful manner that reinforces both the overall positive aspects of the downtown and, at the same time, highlight those special features and aspects of the north end. The accompanying Branding Exhibit provides a series of examples and precedents that have been used in other areas and how some of these themes might be translated to Florence.

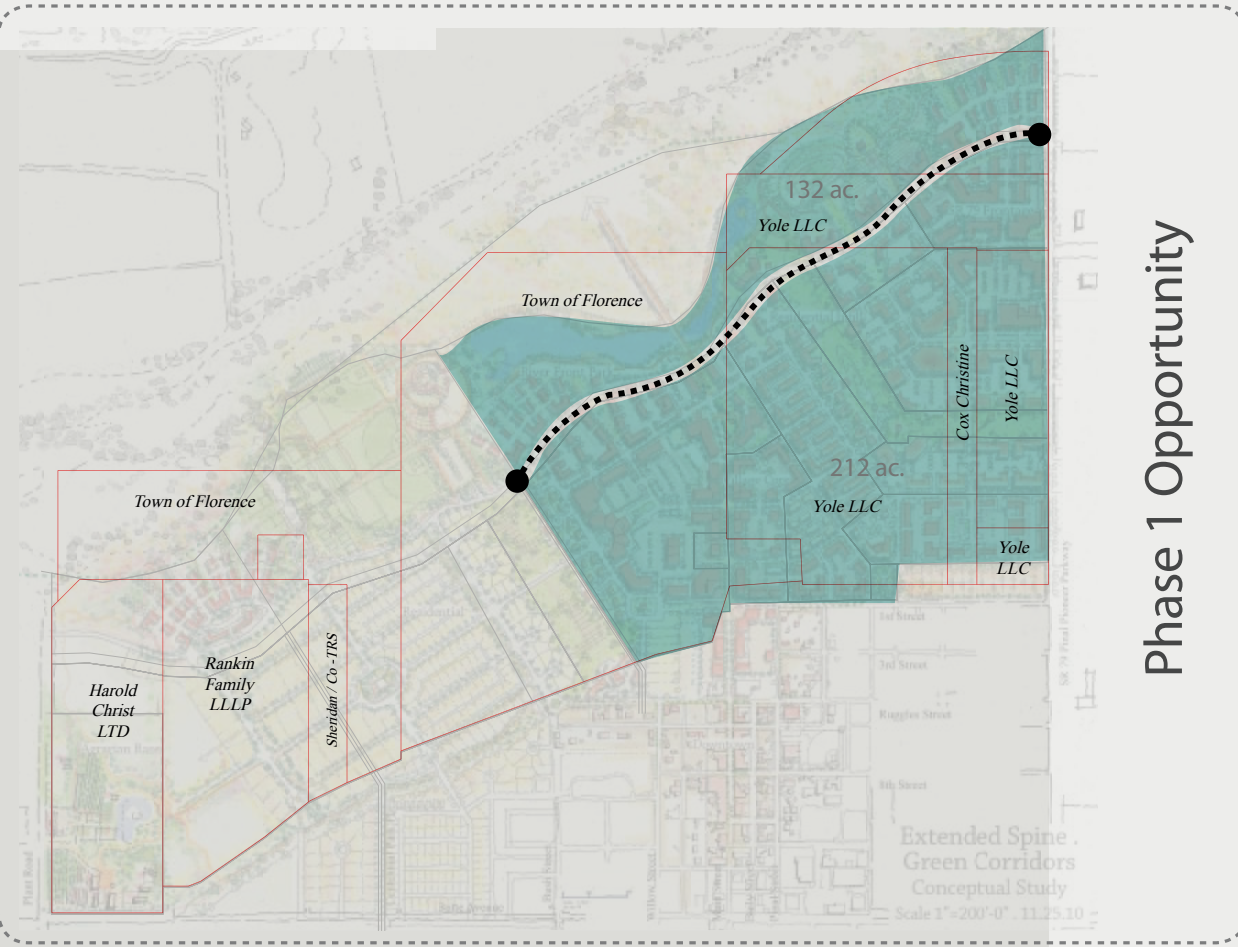
The theming exercise conducted during the planning effort provides a process and baseline to consider a preferred and refined direction moving forward- one that celebrates the past and captures the future of the Downtown.

5. Moving Forward: Catalyst for Change

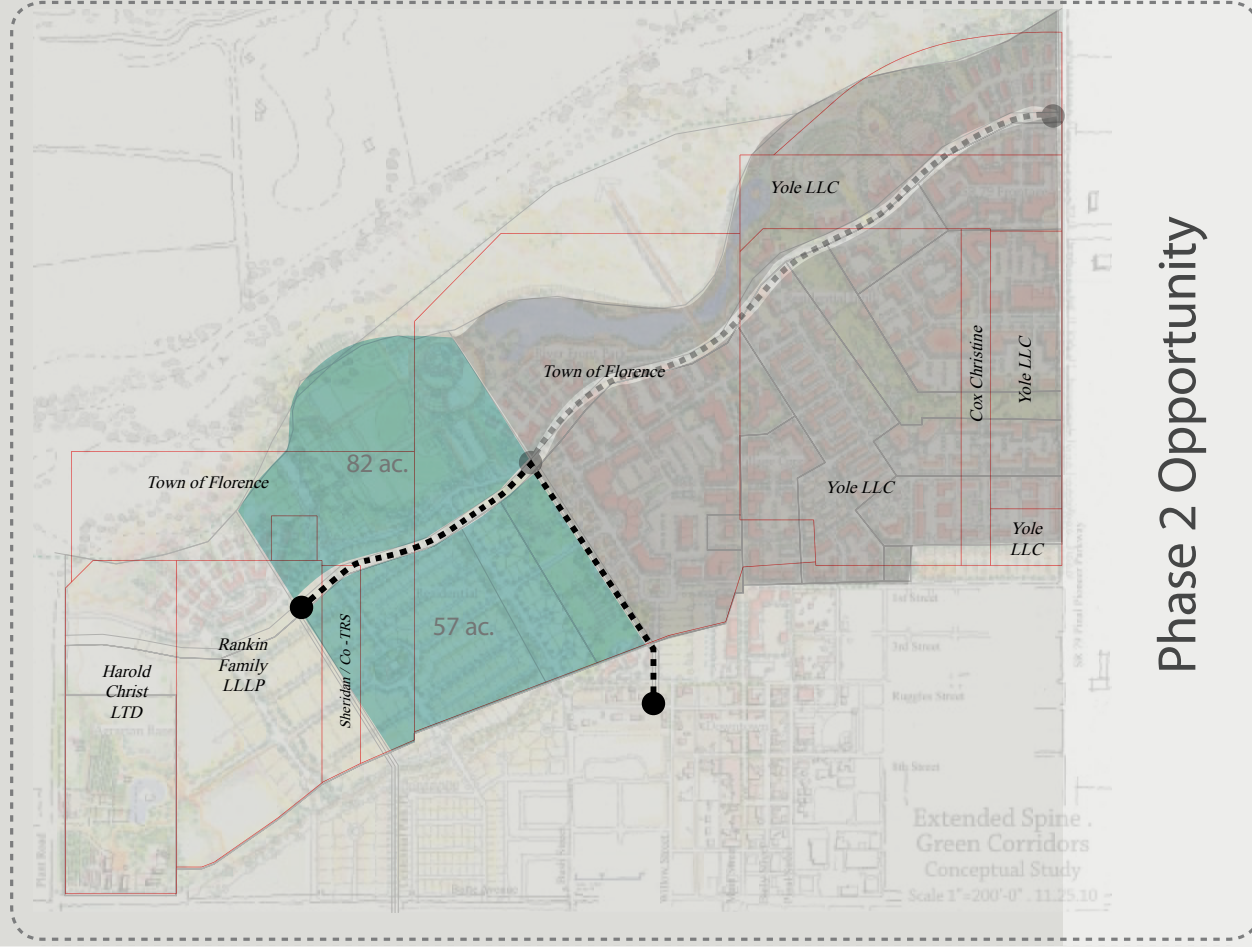
The Vision Plan provides a strategic framework for future development opportunities in the north end of the downtown. One of the major goals and objectives for the Florence Redevelopment Plan was to put in place a legitimate strategy for the north end of Downtown so that a clear picture of future opportunities could be established. The NEFVP provides that picture and roadmap that can help influence and shape future development. While the plan is ambitious, it is important to consider incremental opportunities that can be accomplished over time. The starting point for incremental success will include a series of additional efforts at the planning stage that can assist in creating the most conducive environment to attract redevelopment.

5. Moving Forward: Phasing Option

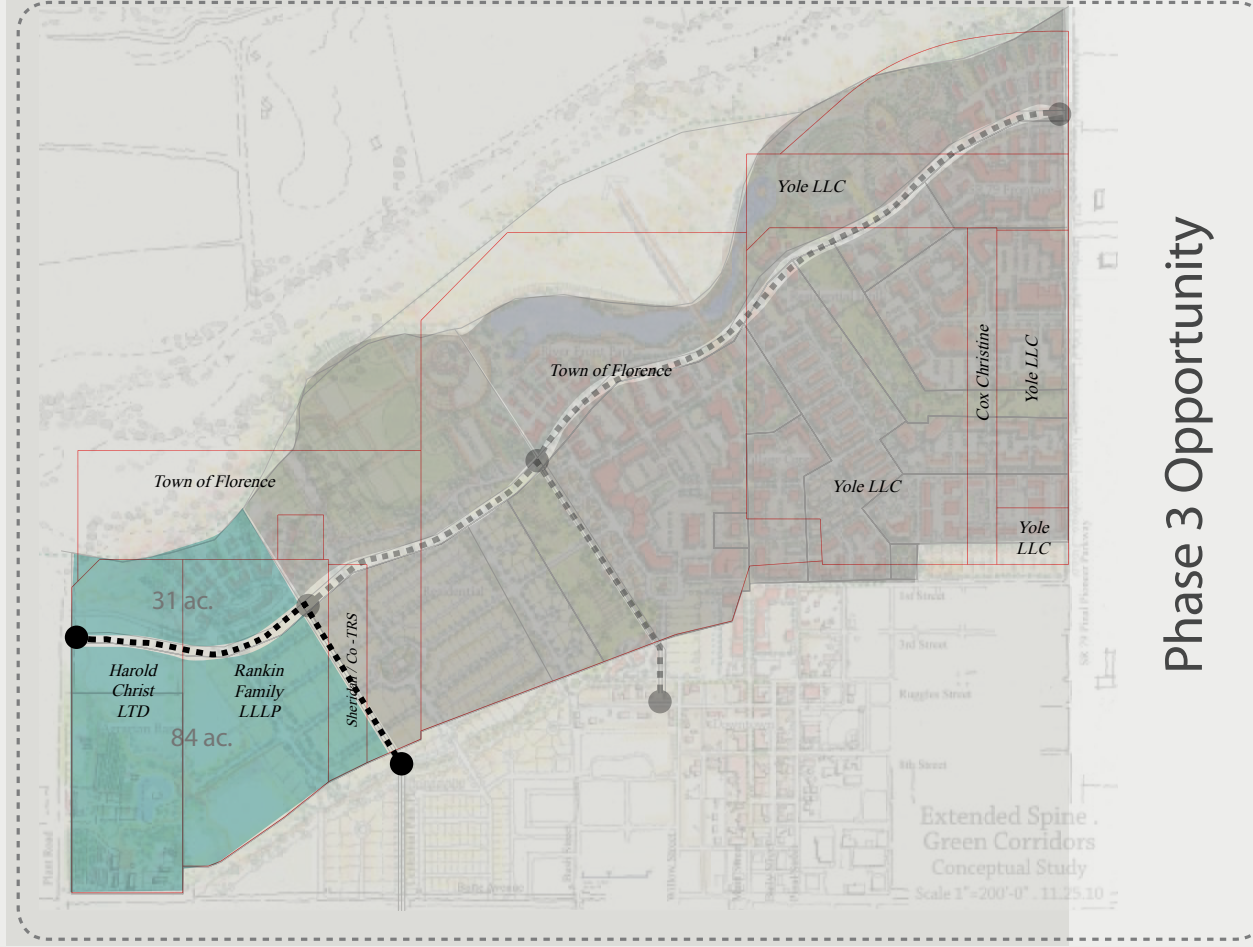
Based on the financial modeling identified as part of the land use budget, the consultant team determined that the most likely scenario for securing financing for the initial improvements (both floodplain mitigation and utility/ infrastructure) would be through a series of phased initiatives. This approach would provide more flexibility relative to timing, coordination of land ownership, Town input and possible Town land disposition and market demand. The phasing diagram and associated information is not intended as a mandate. The phasing scenarios articulate how such a strategy might be executed. Based on real-time factors, the phasing should be refined and adjusted accordingly. It is also important to note, while the phasing may provide more flexibility relative to future implementation factors, the financing and construction costs would be slightly higher compared to a scenario of doing everything at once.



Phase 1 Opportunity



Phase 2 Opportunity



Phase 3 Opportunity

5. Moving Forward: Government

A component of the planning process included the review and inclusion of the extensive public facilities needs analysis that the Town had previously conducted. That effort resulted in a series of planning concepts that focused on a singular municipal complex that would be located just to the north of the existing town hall. The current visioning exercise has refined this strategy to focus on a municipal campus that has been thoughtfully integrated into the overall framework of the north end. Unlike many traditional municipal complexes that are set inward from other development and dominated by large perimeter parking lots; the campus strategy focuses on a more compact and pedestrian friendly environment that would be directly engaged with a range of uses including, office, retail, housing and recreation. The majority of buildings would be set along the perimeter of the property (with parking lots located in the middle and convenient on-street parking along the street) to engage the street front with several special building situated at the terminus of key axial relationships. This mix of foreground buildings and background buildings provides a wonderful setting for a range of uses and users.

Sixty acres have been dedicated to the campus core. This area allows for the integration of Town facilities as well as County and Federal facilities. As the County population continues to grow and more services and management is necessary, the County will need to consider and decide on how and where to best manage services. The preferred alternative for Florence would be one where the County continues to focus and expand facilities in Town. The planned municipal campus could certainly accommodate future County office and management space needs. The alternative for the County would be a scenario where they might locate a series of satellite offices throughout the County. This alternative would certainly not be as favorable to Florence's local economy.

Based on the conceptual arrangement of building blocks identified in the Vision Plan, this area might include a major civic plaza with iconic clock tower, which reflects both the history and future of the community. This civic campus setting could be easily phased in over time to allow for flexibility.

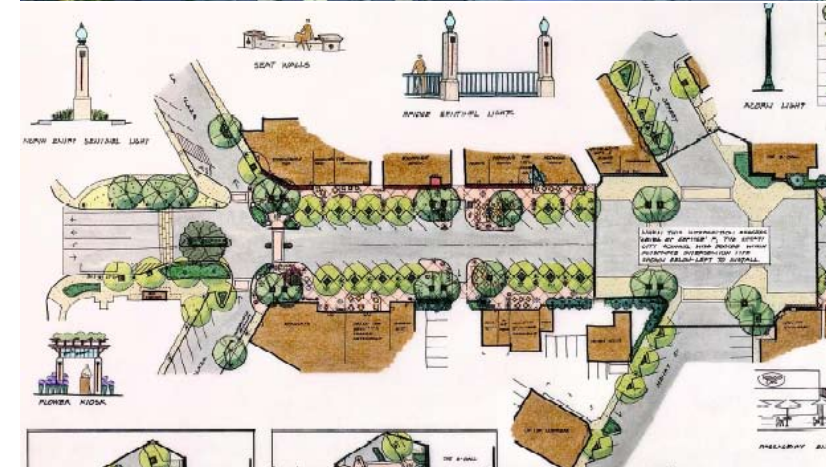


Planning Tasks Moving Forward

The Vision Plan has been focused on creating a legitimate development scenario based on the range of factors previously described including engineering, cost, finance, design and economic projections. Part of the analysis stage of work included the review of current zoning in and around the downtown. As has been stated, many Arizona municipalities are utilizing outdated zoning tools based on historic development patterns that are not the most conducive for encouraging mixed-use, compact, pedestrian oriented development. As the Town considers early action items that will assist in making these lands more attractive for redevelopment, consideration should be given to the following items:

1. Development of an Area Specific Plan for the North End that can be formulated as a policy document and incorporated into the Town's General Plan. This would ensure that the desired vision plan and identified policies would be solidified for the long term.
2. Create new zoning tools based on Form Based Coding that will provide the Town with a more dynamic, flexible, straightforward and developer friendly ordinance for future development in the downtown area. This zoning would likely take the form of a New Zoning Overlay District for the entire downtown area.
3. Continued support with ADOT's efforts to identify the preferred alignment for the future North South Freeway.
4. Due-diligence at the Federal level for the identification of potential funding sources.

In addition, the accompanying exhibit identifies those critical tasks oriented to engineering, finance and economic forecasting that should be considered in the near future to help future opportunities



5. Moving Forward: Critical Steps

Engineering Consideration

- *Research possible funding mechanisms to augment the potential NEFVP assessments through agencies such as; ADOT, Pinal County, Federal Highway or WIFA for either flood mitigation or infrastructure.*
- *Prepare Water and Wastewater Master Plans for the NEFVP Area Specific Plan along with an update to the existing Town Master Plans.*
- *Prepare a Circulation Master Plan for the NEFVP Area Specific Plan.*
- *Prepare a Master Drainage Plan for the NEFVP to determine preliminary drainage infrastructure and estimate the area within the multi use open space required for drainage related elements.*
- *Prepare a Design Concept for the Flood Plain mitigation grading for NEFVP to investigate proposed channel and drainage improvements necessary to remove the area from the flood plain.*
- *Provide preliminary costs for the NEFVP Area Specific Plan infrastructure and grading.*

Financing Consideration

- *Prepare a map of dedication to facilitate the use of an improvement district (Infrastructure in public rights-of-ways). Should be listed under Engineering or Planning.....*
- *Coordination with Town of Florence Financial Advisors to augment NEFVP special district financing.*
- *Research potential reduction of construction contingencies utilized upon further due diligence with engineering design.*
- *Seek developer financial participation. (Most districts utilized today still need some developer financial participation)*
- *Investigate disproportionate assessments. (i.e. Town of Florence for parks and open space).*
- *Preparation of master development agreement and any sub-agreements.*

Economic/Development Strategies

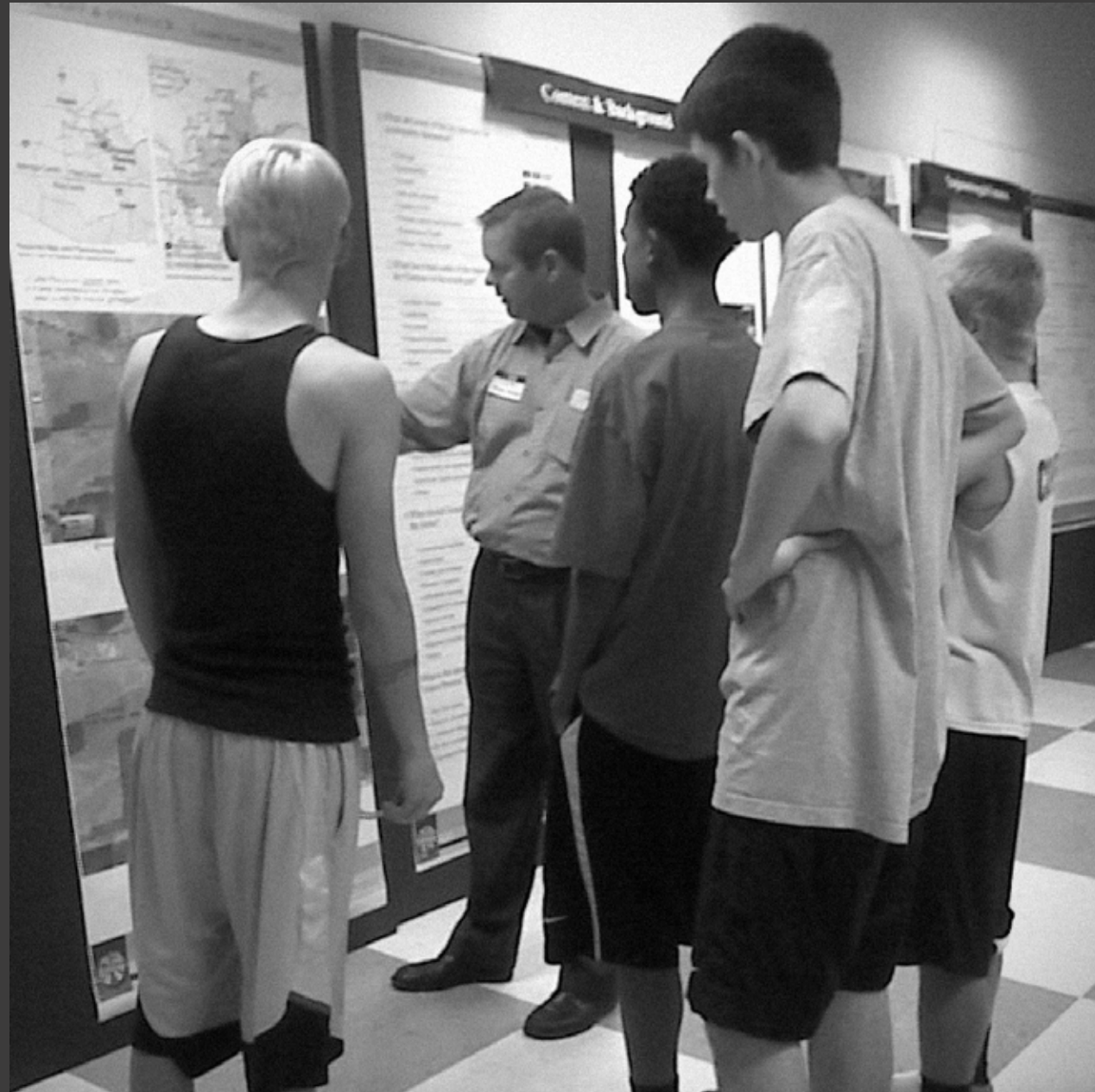
- *Develop a standard Development Agreement form that provides for: the tract/map dedications listed above; reimbursement agreements across owners and phases; special user fees assessed; participation and specific performance in special districts as a precondition for zoning.*
- *Establish a Campus Plan for governmental uses as an adjunct to the Town's Economic Development plan*
- *Establish a Master Property Owners Association with sub-associations guiding the governance and maintenance obligations of owners under each phase.*
- *Develop an Affordable Housing Program designating certain parcels for tax credit rental housing.*
- *Conduct an economic/appraisal analysis of the incremental value of open space based upon premiums achieved by land parcels adjoining open space tracts.*
- *Develop a Parks District funding by property user fees (see 19 above) that establishes an income based value for recreation land uses. Consider major venue for performing arts as an anchor.*
- *Update the Town's Economic Development plan to incorporate marketing to retail, residential service businesses and residential rental/sales to correctional industry and service employees.*

The consultant team has prepared a “to do list of next steps” for the Town in considering additional opportunities to move the process and effort forward. These series of tasks identified are intended to assist the Town in ways that will provide more clarity to the process and better position the properties and lands to secure redevelopment.

Momentum and Magnetism

No one believes that this significant planning effort will result in new development tomorrow, next week, next month or even next year. There is a strong sense that this visioning process has created a critical degree of excitement and energy throughout the community with respect to the future of the downtown and specifically the north end. Beyond the range of technical steps that will need to be performed in the future, the Town and community leaders need to keep this vision at the forefront over the coming years so that the current momentum can be maintained. The job ahead includes the necessity to reinforce the work that has been done to date so that the community's expectations can be realized in the future. The magnetism that has attracted great interest in this process and outcome needs to be the catalyst for change both in the short term and long term. Lectures, forums, workshops, articles and other community oriented activities should be orchestrated in the months to follow so that this vision becomes ingrained in the minds of all citizens who have a heart felt passion and concern for the future of Florence.

- Illustrative Vision Plan . Full size
- Illustrative Perspective . Full size



“None of us lives at the point where the Creation began, but every one of us lives at a point where the Creation continues”

—*Scott Russell Sanders*

The Team

This effort has been possible thanks to a great group of people working together for the future of their town, and the hope for a better world.





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