



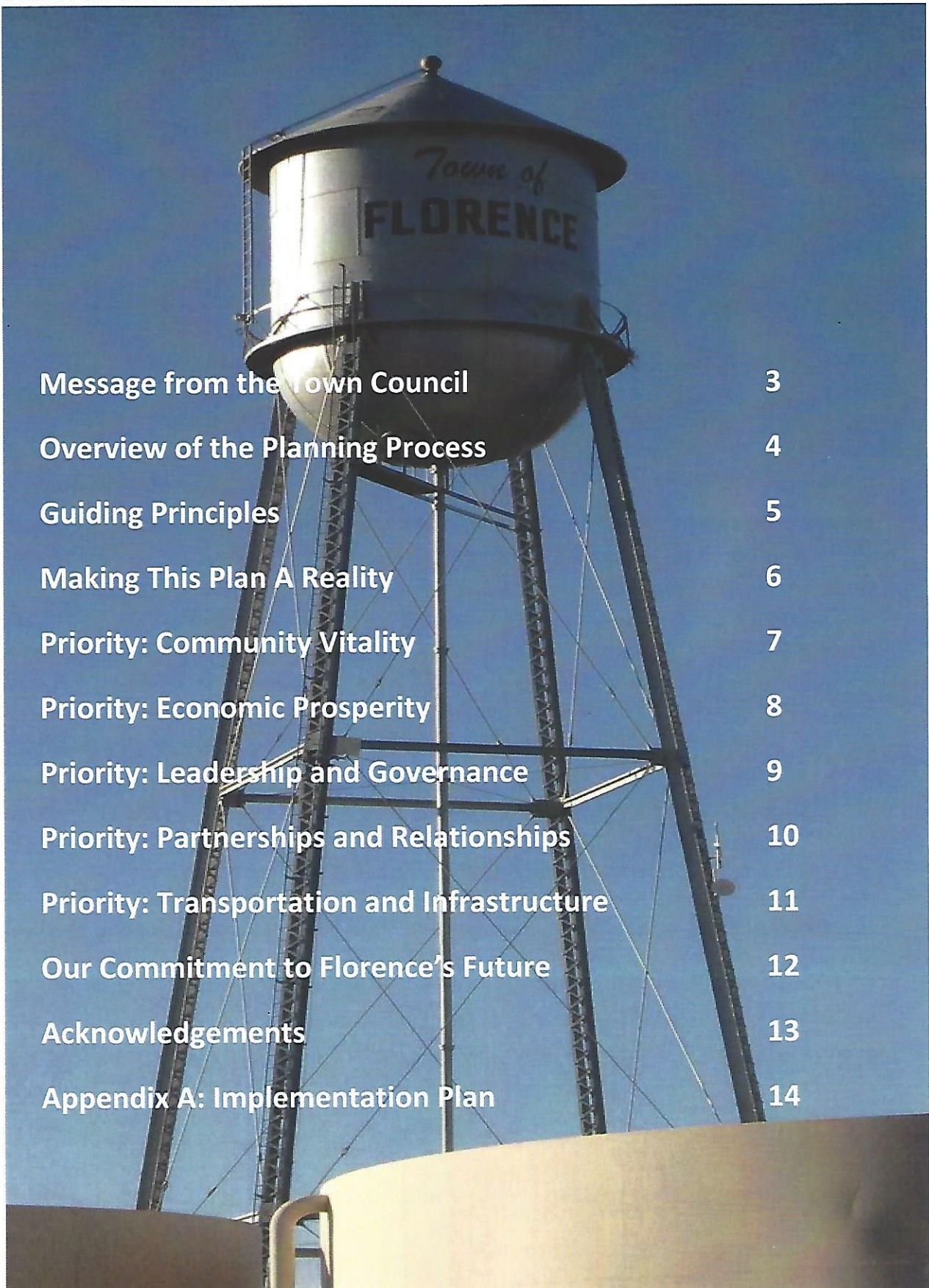
# Florence Town Council

## Strategic Plan 2017-2022





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## Overview of the Planning Process

The Florence Town Council decided in the spring of 2016 to undertake a strategic planning process for town government.

The Town Council determined that staff would work internally on this project with the limited assistance of an outside facilitator, the goal being that the Town would have more ownership over the Strategic Planning process, timeline, costs and final product. Karalea Cox of Common Sense Consulting and Facilitation was hired to facilitate and advise the planning process. Karalea worked closely with the Strategic Planning Team in developing and facilitating the process.



Community outreach was determined to be the foundation of this process. Several outreach activities in a variety of formats were conducted. They included: one-on-one Council and Candidate for Council interviews, one-on-one staff interviews, an electronic citizen survey, an electronic survey of Florence High School students, one-on-one stakeholder interviews conducted by town staff, two public forums and the formation of an ad hoc Citizen Advisory Group, which met frequently over the course of this process.

The result of these outreach activities provided the foundation for two Council work sessions: the first, between the Town Council and the Citizens Advisory Group, and the second, a Strategic Planning Retreat for Council, which was held on February 24, 2017. During the Strategic Planning Retreat, Council members and staff identified the five most important priorities for town government to focus on during the next five years. Realistic strategic objectives were created to guide the necessary steps in implementing each priority. Upon the recommendation of the consultant, the Council decided to develop an implementation framework created by department leaders to outline the action steps necessary to implement the Plan. Each Key Priority Area includes communication components and marketing components in the implementation framework. This framework is designed to ensure cross-departmental coordination and promote consideration of innovative ideas amongst town employees.

The Town of Florence staff and the consultant drafted this plan in consultation with the Town Council. Additional historical information, current guiding documents and related consultant conversations with Council members, the Citizens Advisory Group and stakeholders provided further context in the development of the plan.



## Guiding Principles

### Purpose of this Strategic Plan

This plan clarifies where we are today, where we'd like to be in the coming years and how we're going to get there. The Plan works concurrently with other documents, such as the General Plan, as a roadmap for the Council, Town Manager and Department Managers to ensure that decision-making and funding allocations are moving the Town in a unified and consistent manner for the benefit of Florence's future.

### Our Mission and Vision

Florence provides a safe, diverse, family-friendly community in which to Live, Work and Play. Florence strives for economic and environmental sustainability while protecting and promoting its unique history and culture.

### Our Stakeholders

The Town of Florence values its stakeholders and seeks to actively engage and partner with our stakeholders wherever possible.

### Our Strategic Priority Areas

The Town of Florence has identified the following five areas to focus on during the next five years.



## Making This Plan a Reality

The Town of Florence Council retains ultimate responsibility for the implementation of this plan. The Council shall, at its discretion, take steps that are necessary and appropriate to ensure the plan's successful implementation.

To ensure this Strategic Plan is implemented in a collaborative process across all areas of Town government, the implementation process is directed by the Strategic Plan Team.

The Strategic Plan Team, under the direction of the Town

Manager, reports to the Town Council, carry out the Council's directives and gather feedback from all parties involved within Town government.

The Strategic Plan Team reports to Council on a bi-annual basis on accomplishments made in reaching objectives and carrying out specific action steps in each Priority Area.

Strategic partners and other governmental agencies are additional resources for the implementation of this Strategic Plan. The Strategic Plan Team works with those partners and agencies to determine appropriate partnerships throughout the implementation of this plan.





# Community Vitality

*Community Vitality is the art of connecting all of the multi-dimensional aspects of community life to create a community and environment where people want to live, work, volunteer, recreate and socialize. It is more than creating quality of life; it's creating quality of place, life and connectedness.*



## Objectives

**Promote**, allocate resources, and propagate partnerships that facilitate the ongoing completion of key Town initiatives.

**Enhance** existing community events and develop new community events that showcase Florence and encourage the involvement of, amongst others, the schools, community organizations and the Town.

**Review** and evaluate existing and proposed codes, regulations and procedures that can proactively assist in addressing strategies and solutions pertaining to vacant buildings, undeveloped lots, infill development and blight.

**Promote** and evaluate current services and programs that the Town offers to residents.

**Pursue** partnerships to provide additional services to Florence's youth, seniors, and families.

**Seek** opportunities to enhance access to fresh and healthy local food.

**Identify** additional opportunities to celebrate and capitalize on the Town's history and its Historic District.

## AREAS of EMPHASIS

- ~ Open Spaces
- ~ Events/Programs
- ~ Visual Appearance
- ~ Community Promotion
- ~ Community Services
- ~ Community Involvement



# Economic Prosperity

*Economic Prosperity is more than economic development or simply creating jobs, although those are important. Economic Prosperity is diversifying the local economy through innovative entrepreneurial development that embraces and supports current economic sectors, increases small business opportunities and provides community amenities that increase quality of life and contributes to Community Vitality.*



## Objectives

**Develop** resources and tools to help the Town define its unique identity and serve as a valuable mechanism to communicate and promote a clear, consistent and positive message about Florence.

**Seek** opportunities to streamline and improve government functions.

**Develop** strategies, mechanisms and partnerships to foster economic development, including business education, business retention and small business incubation.

**Evaluate** opportunities to capitalize on existing regional events to increase the positive economic impact of these events on the Town.

## AREAS of EMPHASIS

- ~ Branding and Marketing
- ~ Business Attraction
- ~ Economic Gardening
- ~ Infill Development
- ~ Redevelopment



# Leadership and Governance

**Community leadership and municipal governance go hand-in-hand.**

**Community leadership comes from all ages, backgrounds and interests. It is stepping up and stepping out to create leaders who are connected in all aspects of community life.**

**Municipal Governance is listening to residents, providing quality services and taking ownership of the budget to increase community capacity and resiliency.**



## Objectives

**Ensure** public confidence by maintaining a welcoming, inclusive and safe environment in the Town of Florence.

**Seek** opportunities for Council members and staff to serve on regional, state and national committees and organizations.

**Attract** citizens to serve on Town boards and commissions, and provide other local volunteer and leadership opportunities.

**Provide** opportunities for meaningful public involvement in decision-making to ensure a high level of transparency in municipal governance.

**Evaluate** personnel policies and procedures and employee compensation and benefits strategies to attract and retain quality employees.

**Stay** engaged with federal, state, regional and local government and regulatory agencies regarding existing and ever-evolving regulatory requirements.

## AREAS of EMPHASIS

- ~ Developing tomorrow's leaders
- ~ Engaging younger leaders
- ~ Easy access to public information
- ~ Two-way communication
- ~ Transparent processes



# Partnerships and Relationships

*Partnerships and relationships are essential to the success of the community. Working together as a community and a larger region to build a better future for Florence is vital to the success of this Strategic Plan. Strong, healthy inter-governmental relationships leverage resources and maximize opportunities. Partnering with community organizations and businesses builds capacity and resiliency.*



## Objectives

**Identify** and improve the Town's relationships with regional and professional organizations to leverage resources.

**Nurture** the Town's partnership with Pinal County and local governments to ensure a positive working relationship and to leverage resources.

**Build** a stronger relationship with ADOT to enhance the planning, funding and implementation of local and regional transportation projects.

**Partner** with community stakeholders (i.e., civic, faith, chamber and historical organizations) so that all residents are engaged and contributing to the Town's activities.

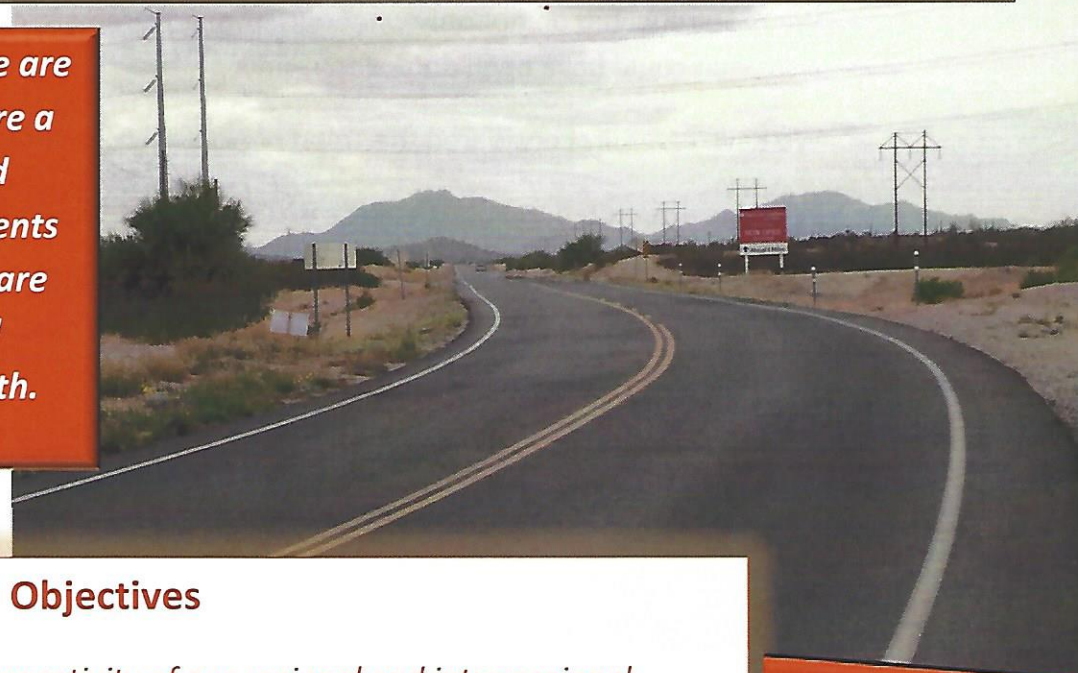
## AREAS of EMPHASIS

- ~ Regional Governmental Partners
- ~ Pinal County
- ~ Arizona Dept. of Transportation
- ~ Community Partners



# Transportation and Infrastructure

*Transportation and Infrastructure are not municipal amenities; they are a necessity. Transportation and Infrastructure are physical elements that reinforce connectivity and are critical for positive sustained residential and economic growth.*



## Objectives

**Enhance** the safety, mobility and connectivity of our regional and intra-regional transportation system.

**Dedicate** the necessary resources to address water quality and sustainability and other Town-provided utilities while controlling costs.

**Increase** opportunities to save funds and time on municipal development projects.

**Utilize** alternate project delivery methods to realize economies of scale on construction and maintenance activities.

**Enhance** relationships with external utility providers to ensure high quality and consistent service and repairs.

**Assess**, evaluate and make recommendations pertaining to the use of special districts.

**Consider** multi-modal transportation options in the maintenance of existing infrastructure and the development of new infrastructure.

**Maintain**, enhance and expand information technology (IT) infrastructure to pursue the goals, objectives and tasks as established by Town Council and the Strategic Plan.

## AREAS of EMPHASIS

- ~ Roads and Highways
- ~ Trails, Parks, Open Space
- ~ Water and Wastewater
- ~ Technology
- ~ Utilities



## Our Commitment to the Town of Florence's Future

This Strategic Plan is the product of reflection, consideration and anticipation.

We have reflected on not only what our Town government did right in the past, but also what could have been done differently.

We have carefully considered the Town of Florence's existing challenges.

We have attempted to anticipate the external forces that shape our Town's future.

In this context, we rededicate ourselves to building a future that further advances the public health, safety and well-being of all Town of Florence residents – as well as the generations of residents yet to come.





## **Acknowledgements**

### **Citizens Advisory Group**

Betty Wheeler, Florence Resident

Guy Rankin, Florence Resident and Business Owner

Harold Christ, Florence Resident and Business Owner

Henry Padilla, Florence Resident

Jim Tchida, Florence Resident

Mike Shoppell, Florence Resident

Peter Koulouris, Florence Resident and Business Owner

Russell Clark, Florence Resident

### **Strategic Planning Process Facilitated By:**

Common Sense Consulting & Facilitation, Karalea Cox



