

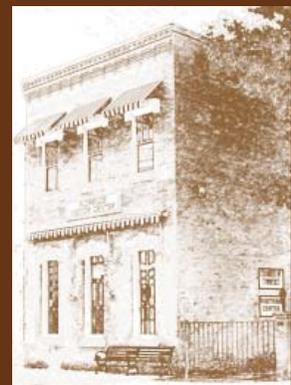
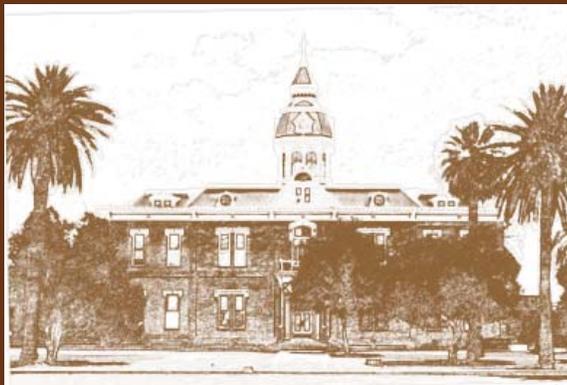


Town of Florence REDEVELOPMENT PLAN UPDATE

Prepared for:
The Town of Florence
REDI Program AZ Department of Commerce

Prepared by:
The Otak Team

February, 2009



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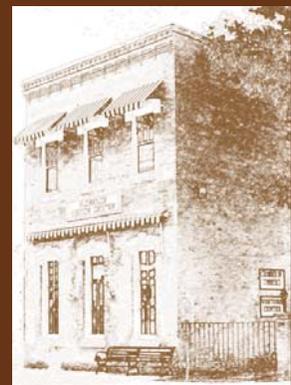
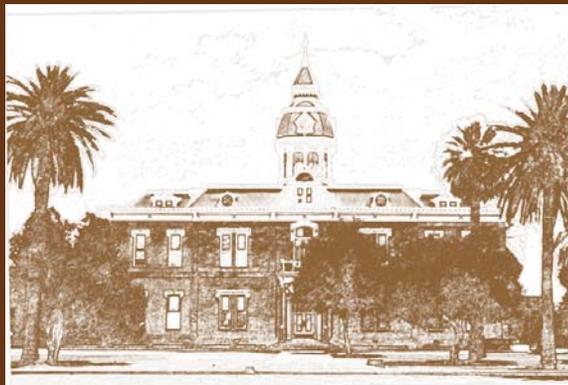
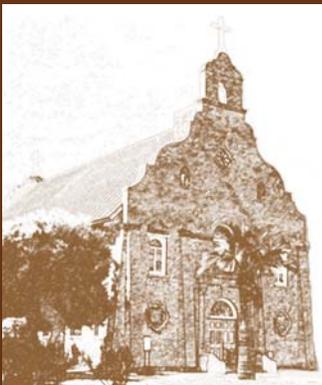
Town of Florence, AZ REDEVELOPMENT PLAN UPDATE

Executive Summary

Prepared for:
The Town of Florence
REDI Program AZ Department of Commerce

Prepared by:
The Otak Team

February, 2009





Executive Summary

Introduction

With a rich and diverse history, the Town of Florence is one of Arizona's oldest and most authentic towns. For over 100 years, Downtown Florence has been the hub of commerce, socialization, and a source of pride for its residents. It is the place where everyday and historic events have taken place, where a bustling commerce grew, and where people work, live, and play.

The Town of Florence Redevelopment Plan Update renovates the 1998 Downtown Redevelopment Plan developing a vision and implementation plan as the framework for redeveloping Downtown Florence and restoring its vibrancy and sense of place. The Plan and its vision and goals will encourage growth, maintain authenticity, and create a vibrant community blossoming as Florence approaches its 150th anniversary.

Vision for Downtown Florence - A rich heritage, a vibrant future

A vision is the legacy left to the next generation by today's Florence businesses, residents, and leaders. It is a consolidation of many different views of what the next generation will inherit. Throughout the process of this Redevelopment Plan Update, the consultant team worked closely with the Town, Redevelopment Commission, and Stakeholders through two public outreach work shops to achieve a concise statement that encompasses the overall vision for Downtown Florence. This diverse group of Florentines defined the legacy for the next generation as:

"A Rich Heritage, A Vibrant Future"

Districts

Through the visioning process it was determined that while the overall Downtown Redevelopment Area is generally well-defined, it is quite large. As such three distinct sub areas, or districts, were identified based on unique characteristics found within their boundaries. Each has a set of issues related to implementation that are addressed differently to support the overall vision and redevelopment of Downtown Florence. These districts are:

South Gateway

For visitors, potential business owners, and residents, State Route 287 is the first impression and primary introduction to Downtown Florence. It is a one-mile stretch that offers

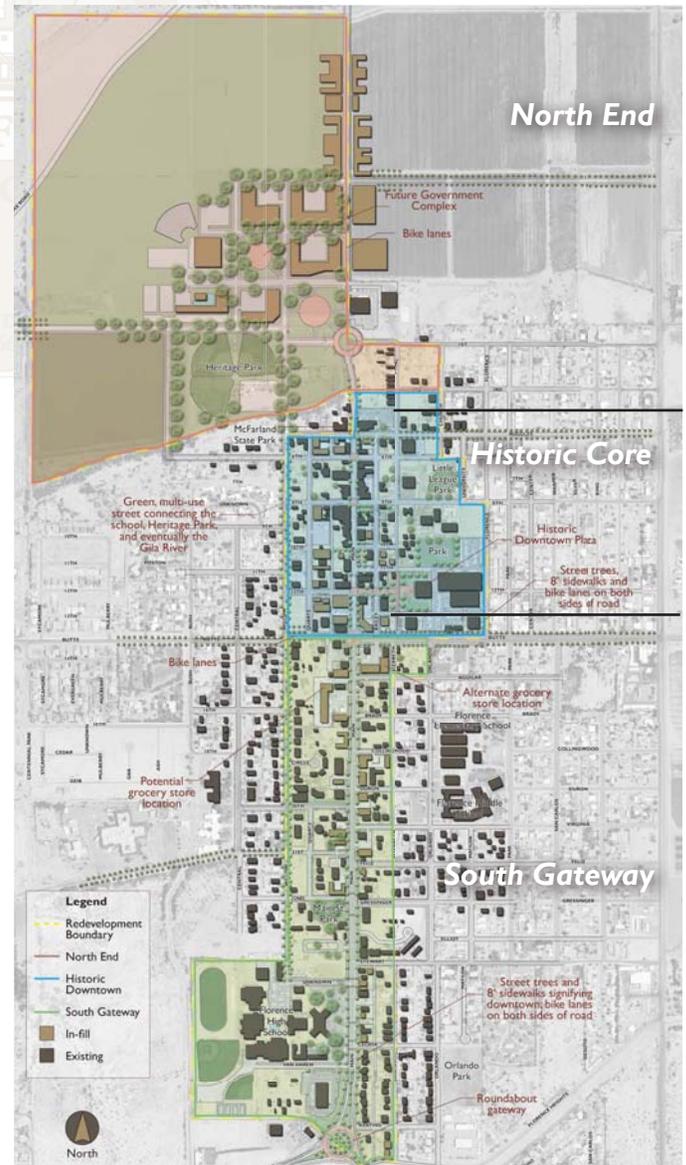
an opportunity to create a pedestrian friendly area of mixed land uses and an inviting oasis and gateway to Florence's unique Western Heritage and legacy.

Historic Core

Respecting the Historic Core's authenticity and character is a major investment for the future success of Downtown Florence. This area is the historic business core and, with approximately 110 of the Town's historic properties, is a source of pride for Florentines.

North End

Owned by the Town, the agricultural lands within the North End area offer the opportunity to use complementary





development standards to extend the features of the Historic Core north into a new mixed use Government Complex with retail, housing, and government related business that is sustainable.

Approach

The charge for the Redevelopment Plan Update is to set sights on a long-term planning horizon to increase the competitiveness of Downtown Florence, enhance its economic vitality, and preserve its character. The route selected by elected officials after public review and comment during this planning process becomes the “Success Strategy”. Achieving the strategy requires a time-specific and quantifiable implementation program. The strategy is achieved through three main concepts:

- Understanding that the role of Main Street has changed.
- Development of a redevelopment process that is achievable and visionary.
- Creation of a flexible plan that can change based on evolving external influences.

Vision Goals

The vision for the Downtown Redevelopment Plan Update is condensed into four main goals which are applicable to each of the distinct districts and implemented through a series of catalyst projects.

Goal 1: A framework approach creating a sustainable, vibrant, and active downtown area undivided by day or night.

Goal 2: Mix uses initiating the redevelopment of the downtown area into a magnet shopping, employment, cultural, and recreational destination for residents and visitors of all ages.

Goal 3: Truly reflect the rich Western history, traditions, authenticity, and wonderful historical character.

Goal 4: Sustainable and environmentally friendly development using innovative and energy-efficient technologies.

Support Goals

These four main goals and catalyst projects are supported by the key elements of the Redevelopment Plan. Each element has additional implementation goals, policies, and strategies

for implementation that support the overall vision which are shown in the implementation action plan included with this Executive Summary. These key elements are:

- Streetscape and Civic Space
- Transportation and Parking
- Wayfinding
- Economic Vitality
- Historic Preservation
- Housing, Underdeveloped and Undeveloped Land
- Sustainability

Implementation

Achievement of results is best measured through an implementation program. Setting specific goals and methods for successfully carrying out the Redevelopment Plan allows the Town to mesh its capital budget with redevelopment needs. The annual review of the implementation plan ensures the Redevelopment Plan remains fresh at all times and programs can be reprioritized based on external factors. Three implementation concepts are included in this plan, ensuring actions and accomplishments result in successful redevelopment plan. These concepts are:

- Accountable implementation measures
- Measurable timelines - on-going, immediate, short-term, mid-term, and long-term
- Successful implementation - a mandatory implementation program over a ten year period

Catalyst Projects

Catalyst projects are highly visible projects, both large and small, used to support the vision, spur new activity, and enhance an area.

South Gateway

- Beautification of South Main Street streetscape

History Square

- A Historic Town Square

River North

- North End Governmental Complex and with public amenities such as parks, retail, and sustainable mixed-use development.

Florence Downtown Redevelopment Area

- Streetscapes with enhancing the pedestrian experience.
- Consistent wayfinding.
- Reinforce and expand festival life.
- Business incentive programs to attract new business development
- Incentive program to upgrade existing housing stock and attract new housing.



Implementation Action Plan - District and Element Goals					
Project Action	On-going	Immediate	Short-term	Mid-term	Long-term
Streetscape and Civic Spaces					
Goal: Enhance streetscape in South Gateway		■	■		
Goal: A public gathering place in Downtown		■	■		
Goal: Phase II - Silver King Hotel pocket park		■			
Goal: A public open space connecting Downtown to the Gila River					■
Goal: Create gateway streets		■	■		
Goal: Develop Main Street as a multi-modal street			■		
Goal: A vibrant streetscape		■	■		
Goal: Develop Willow Street as a "Green Street"		■	■		
Transportation and Parking					
Goal: Well-situated and usable public parking lots		■		■	■
Goal: Develop a parking structure in the North End					■
Goal: On-street parking to support business development		■			
Wayfinding					
Goal: Directional signage leading visitors to Downtown		■			
Goal: Unique directional and informational maps			■		
Goal: Comprehensive wayfinding system as a brand identity			■		
Goal: Downtown Florence banner for seasonal events		■			
Goal: Street signage identify all districts in Downtown			■		
Economic Vitality					
Goal: Additional, vibrant business development	■				
Goal: Downtown Florence grocery store				■	
Goal: Increased business opportunity in the Historic Core		■	■	■	
Goal: Make resources available to improve the Historic Core	■				
Goal: A visually attractive Historic Core area for living, working, and recreation			■	■	
Goal: A broad variety of businesses in the Historic Core				■	
Goal: A well-used historic 2nd Pinal County Courthouse		■	■		
Goal: The governmental hub for Florence & Pinal County			■	■	
Goal: North End recreation connected into a regional and state-wide setting				■	■
Historic Preservation					
Goal: Historic resources are protected			■		
Goal: A recognized and respected Town center with a strong heritage		■	■	■	
Goal: Cultivate successful projects	■				
Goal: History comes alive	■	■			
Goal: Promotion of the Town's celebration of heritage	■				
Housing, Underdevelopment, and Undeveloped Land					
Goal: Housing stock generating a great place to live		■		■	
Goal: Renovate/rehabilitate non-historic homes			■		
Goal: A mixture of uses, affordable, and live-work housing		■			
Goal: North End housing that is affordable				■	
Sustainability					
Goal: Sustainably principles for Downtown buildings				■	
Goal: Use sustainability incentives to bring existing buildings into code compliance			■	■	



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REDI Program AZ Department of Commerce

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February 2009



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Acknowledgements



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Honorable Thomas (Tom) Smith, Vice Mayor
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Honorable Arnold (Arnie) J. Raasch, Council Member
Honorable William (Bill) Hawkins, Council Member
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Introduction



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Introduction

With a rich and diverse history, the Town of Florence is one of Arizona's oldest and most authentic towns. Its downtown has been the heart and soul of the community for over 100 years. Over the past quarter-century, similar to many small towns across America, Downtown Florence has experienced the challenge of serving a population whose majority has shifted from the Town center to outlying subdivisions and businesses in street-frontage shopping centers, major developments, malls, or large box stores located away from downtown on highways or major transportation routes.

A vibrant main street and city center resonates in most people's fondest memories of small towns. Florence is no exception to the memory of parades, social events, shopping, and entertainment venues. Asking people attending the first public outreach meeting about the vision for Downtown Florence, most reply with a future vision of downtown as it was in its heyday. While the past cannot be repeated in today's economy, Downtown Florence can become the vibrant and exciting pride of this small community.

It is a sense of place and community that separates a successful downtown from conventional subdivisions and impersonal malls. As we enter a new century, vibrant downtowns provide a residential and commercial niche uniquely differentiating the city centers from the strip malls and subdivisions. Much of this relates to the restoration of the historic structures along Main Street and the adaptive reuse of its small-footprint stores with business and residential occupants. This preserves the town's history, develops strong downtown housing opportunities, creates events attracting people, and develops a clean, safe, and accessible downtown area. All of these elements strengthen the community and create an authentic sense of place.

What was, can be once again—the Town of Florence

will be the great small town it once was and strives to be. This Downtown Redevelopment Plan Update sets forth the vision and the implementation strategy to reestablish Florence as a must-see-and-visit town in Central Arizona.

Purpose

The Town of Florence Redevelopment Plan Update renovates the 1998 Downtown Redevelopment Plan by developing a vision and implementation plan as the framework for redeveloping Downtown Florence and restoring its vibrancy and sense of place. Additionally, this update will provide the foundation for revitalization as it relates to the elimination of slum and blight in both the commercial and residential development throughout the downtown area in accordance with Arizona Revised Statutes (ARS) 36-1471.

This Plan will develop vision and implementation strategies as it relates to the following main categories:

- Streetscapes and Civic Spaces
- Transportation and Parking
- Wayfinding
- Economic Vitality
- Historic Preservation
- Housing, Under-developed, and Undeveloped Land

The Plan sketches an inventory and analysis of the existing conditions of the downtown area and identifies opportunities and constraints influencing redevelopment.

The redevelopment study area is the town core and is bounded by the Gila River on the north and State Highways 287/79 on the south. The east and west boundaries vary with Willow Street being the primary



boundary to the west, but it also extends further west in some areas to include the high school property to the south and the extension of Centennial Park north of 3rd Street. The eastern boundary varies with Elizabeth Street as the boundary south of Butte and Florence Street, University Street, and Church Street north of Butte to 1st Street. North of 1st Street, the eastern boundary follows the extension of Main Street north to the Gila River, *see figure 1-1*.

The redevelopment study area includes the majority of Florence's Historic District, the Historic Second Pinal County Courthouse, Heritage Park, several residential neighborhoods, and the Florence High School. The study area also includes a large parcel of vacant land north and west of Heritage Park. Part of this Plan update also requires a review of the current boundaries and a recommendation on whether the boundaries should be expanded, reduced, or remain the same.

Stakeholder Involvement

Instrumental to the adoption of the Redevelopment Plan Update is support from the public, stakeholders, Town Staff, and the Redevelopment Commission. These entities inclusion ensures that the vision and strategies were thoroughly reviewed, discussed, and amended accordingly gaining support from these diverse groups and their spheres of interest.

Interaction with Staff included a kick-off meeting, telephone conversations, workshops, and periodic meetings throughout the project duration. Monthly updates were given to the Redevelopment Commission. Public outreach included two Design Dialogue workshops that were conducted over the course of two days during the following dates:

- July 8th and 9th
- September 9th and 10th

As this Plan moves forward towards adoption, additional input will be received from Town Staff through their review, and the formal recommendation and adoption by the Redevelopment Commission and Town Council during the months of January 2009 and February 2009. Documentation of the public involvement process is included in the appendices of this report.

Downtown Redevelopment Plan Update Process

A Rich Heritage, A Vibrant Future: the Redevelopment Plan vision reflects direct input by the Town of Florence, Economic Development Staff, the Redevelopment Commission, and other key stakeholders. The process includes an evaluation, inventory, and analysis of the existing conditions, public outreach, development of strategies, creation of an implementation plan, and adherence with ARS 36-1471. Each step is documented in this report as individual sections that can be viewed independently or as a full document. The following sections of this report summarize the result of the overall Redevelopment Plan Update process, including illustration of concepts, design options, and a framework for implementation.

Background and Analysis



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Background and Analysis



1.1 Site Inventory and Analysis

The Florence Downtown Redevelopment Planning Area extends from the “Y” intersection of Main Street and Highway 287, one block to the east and one and one-half block to the west, and continues north to Butte Avenue, where it grows to encompass the three blocks east and three blocks west of Main Street. At Ruggles Street the boundary narrows to encompass the two blocks east of Main Street. At First Street, the boundary shifts to the west, encompassing only the Giles property agricultural lands and Heritage Park, while the east boundary follows Main Street, past Town Hall where Main Street ends, and the redevelopment boundary continues to the north along the property boundary to the Gila River, *see figure 1-1*.

Districts

Through the first Design Dialogue and analysis it became apparent there were three distinct areas, or districts that make the Downtown Redevelopment Area. Each of the areas has a common theme upon that the Redevelopment Plan will be organized. The three distinct districts, as shown on *Figure 1-1* are the South Gateway, Historic Core, and the North End.

The South Gateway

Located between Butte Avenue and the intersection of Main Street with Highway 287, the South Gateway District has a variety of uses with a mixture of offices, commercial services, restaurants, and vacant lots, as well as residential (mainly on the side streets), and the high school at the southwest corner. The Pinal County Historical Museum is also located within this District. The drive along Main Street through this portion of the Redevelopment Area feels much more open and vacant than the drive through the Historic Downtown and North End, with many opportunities for infill and redevelopment.

The area is located on both sides of Main Street from the

junction with State Route 287, Florence Heights Drive, and West Canal Road northerly to the intersection with Butte Avenue. Both Main Street and Butte Avenue are designated as a State Route, SR 287 and SR 79B, within the Redevelopment Boundaries. The area is defined by its primary uses and street configuration: car dominated commercial businesses along Main Street, small residential neighborhoods along the periphery of the area, and the High School and School District Offices. Main Street and Butte Avenue currently have a wide street cross-section with inadequate pedestrian facilities. Side streets generally have a narrower cross-sections, but again they tend to have minimal pedestrian facilities.

Historic Core

History encompasses the Redevelopment Area between Ruggles Street and Butte Avenue, including much of the Historic District. The Historic Core District holds the bulk of the historic structures in Florence, many of which line Main Street. Many of the structures on Main Street are currently vacant and in need of upgrades and repair. Downtown contains most of Pinal County’s government facilities, of which the majority are located along the east side of the Redevelopment District within the Historic Downtown Core; including the Historic Pinal County Second Courthouse, a centerpiece of the community.

The Historic Core District is located between Butte Avenue and 3rd Street and defined by the Historic Downtown Business District, the Historic Pinal County Second Courthouse, and the many historic structures (approximately 160) located within the Redevelopment Planning Area. Additionally, the First County Courthouse, while not locate within the planning boundaries, is immediately adjacent to the Downtown Redevelopment Area at the northwest corner of Main Street and Ruggles Street. These historic buildings, within and adjacent to the Redevelopment Planning Area, give the this district it’s overall character.

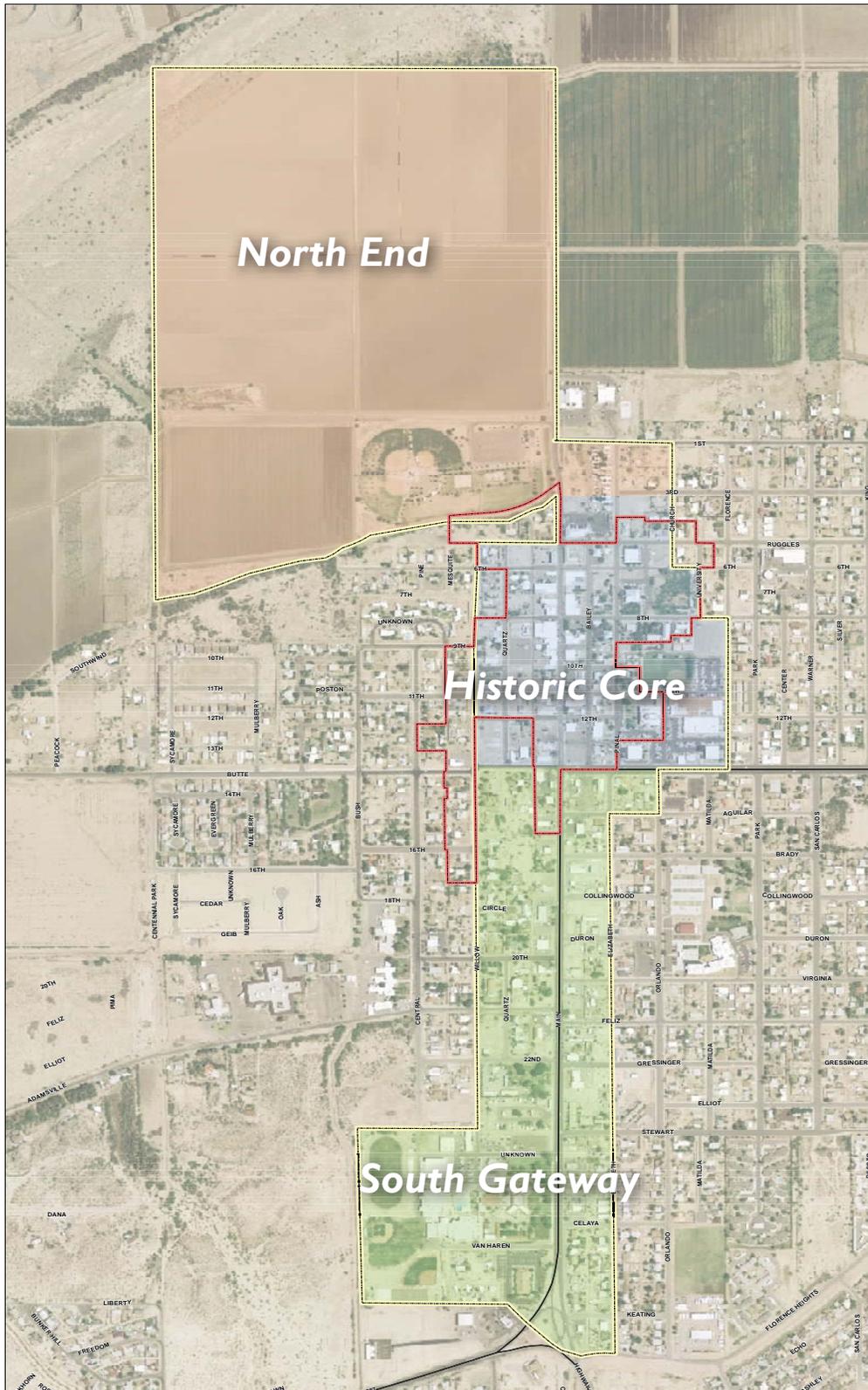


Figure I-1: Redevelopment Area and Districts

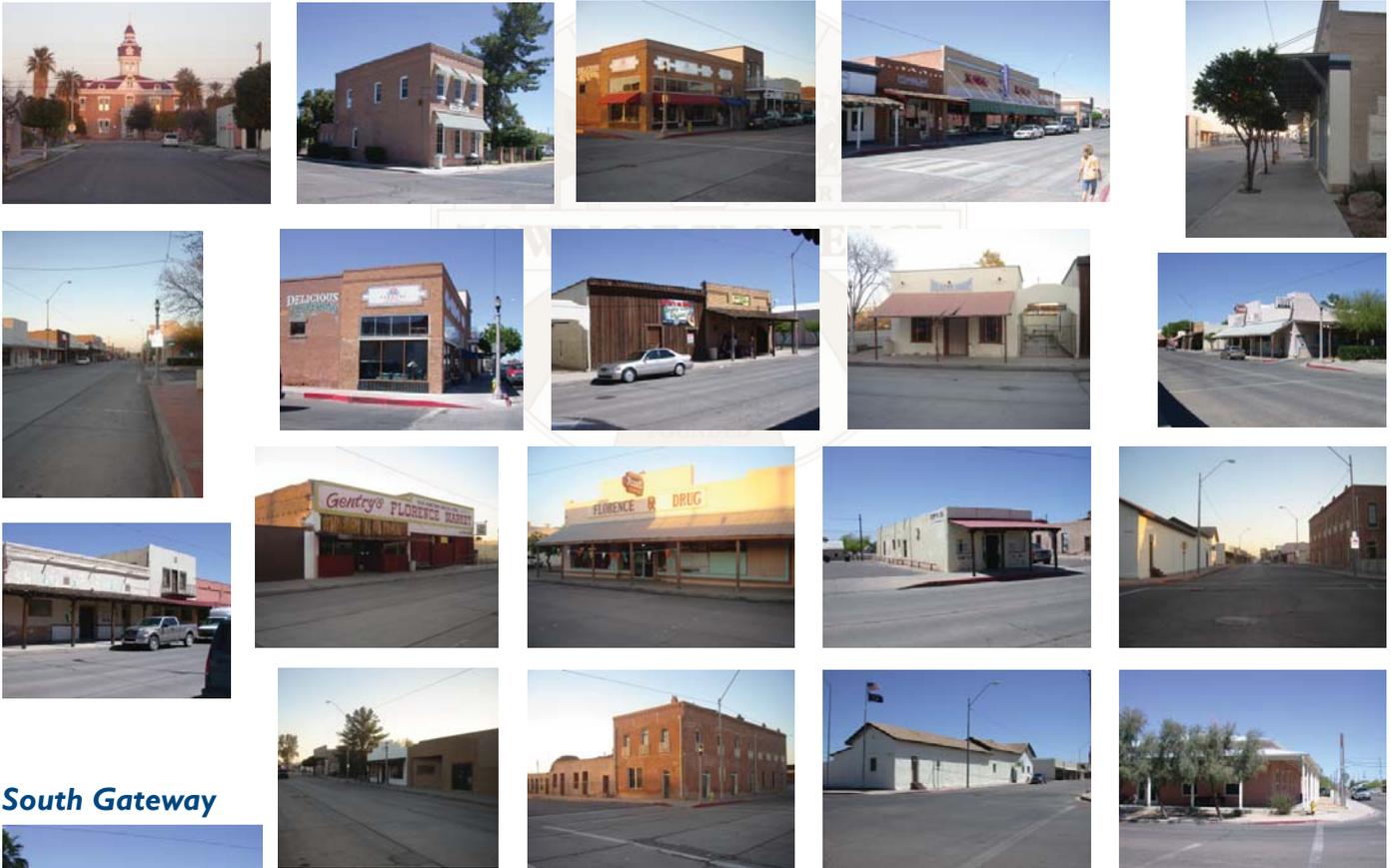
Site Inventory: Existing Character Site Photos



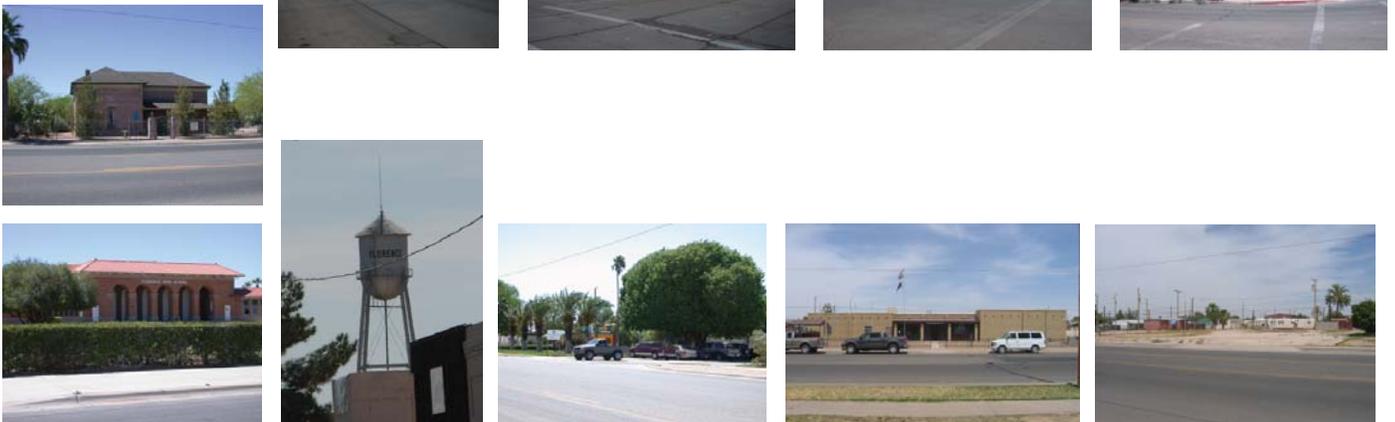
North End



Historic Core



South Gateway





North End

This area is comprised mainly of agricultural land known as the Giles property. Heritage Park, also part of North End, hosts a variety of recreational uses including ball fields, basketball courts, a playground and play area, picnic areas, volleyball, horseshoe pit, and a skate park. The Giles property is currently planned to be redeveloped as a future civic and government complex, *see figure 1-1.*

1.2 Land Use and Zoning

Land use within the Downtown Redevelopment Planning Area has several classifications, Parks and Recreation, Open Space, Public/Governmental, Low Density Residential, Medium Density Residential 1, High Density Residential 1, Community Commercial, and Downtown Mixed Use as identified in the Florence Area General Plan, Land Use Plan “Town Core”, *see Figure 1-2.* These land use classifications, which will ultimately be implemented with the consistent zoning districts, use a traditional prescriptive approach to the use of land. For the most part the Future Land Use Map generally reinforces the “district” concept identified in the analysis. However, as the classification and subsequent zones are defined, it may challenge premium land use opportunities and may place limitations on the approach to revitalization in each of the distinct districts.



South Gateway

Land use along Main Street from SR 287 to Butte Avenue consist of Parks and Recreation, Open Space, Public/Governmental, Low Density Residential, Medium Density Residential 1, Community Commercial, and Downtown Mixed Use according to the Florence Area General Plan, Land Use Map. This recognition of existing land uses does not translate well into developing this area as an adaptive re-use/mixed-use area, meeting the needs and goals of the Redevelopment Area vision. Extensive undeveloped lots and underdeveloped lots line the street. Although the streetscape improvements will help, these types of building intensities give the impression of a subdued marketplace. While future businesses will be vehicle-oriented, new and rehabilitation design needs to enhance the overall the streetscape and urban fabric.



Main Street in the South Gateway is heavily traveled, and not conducive to street-front residential development. Willow Street is less traveled, so the traditional development patterns of commercial fronting Main Street and residential moving outward from there is an effective use of land.

The desire for a food store is a goal expressed throughout the Redevelopment planning process. Large food stores require extensive acreage, 15 to 25 acres of land. There is no land assembled in the Redevelopment Area that meets this requirement. However, a number of new “neighborhood food stores” are beginning to appear in the Arizona market. These include Fresh & Easy, Trader Joe’s, and Wal-Mart’s “Marketside” Store. These stores can fit on parcels as small as two acres and would be well suited for the South Gateway area.



Historic Core

The Florence Redevelopment Area is seeking to revitalize Historic Core with a wide variety of uses and development concepts.



The Historic Core District has land use classifications of Parks and Recreation, Public/Governmental, Low Density Residential, Medium Density Residential 1, Community Commercial, and Downtown Mixed Use as identified in the Florence Area General Plan, Land Use Plan. These

uses lay the ground work for crating a diverse district, but it cannot be accomplished in the future using the traditional zoning practices. The zoning district required to implement Historic Core Land Uses essentially requires a unique approach tailored for the Historic Core.

Although not a part of the scope of the Redevelopment Plan, lot-by-lot land use analysis is necessary to implement zoning. The land use and zoning need to be based on accommodating a balance of commercial square footage and residential dwelling units. These are then assigned in a logical flow meeting future needs in the Historic Core.

Current conditions have two major employers within walking distance of the Historic Core: Pinal County and the Town of Florence. Future zoning and land use needs to allow for the establishment of a pedestrian travel route from the two businesses to the center of the Historic Core. The intersection of these two pathways will create sites for restaurants, particularly those serving breakfast and lunch in the early years. Encouraging walking in the beginning will pay dividends in the future when all civic services move to the North End. Fanning out from the restaurants towards the Pinal County Second Courthouse can be specialty retail

stores of the kind with crossover customers—appealing to both local residents and tourists.

At present, Town Hall seems a long distance from the Historic Core because there is significant open space with Heritage Park, low-income housing with the trailer park complex, and a lack of development between the customer source and destination. Perception is that areas of open space appear to be longer than reality, because there is little to judge progress when walking. Land use here should mix a combination of offices serving the needs of government and residential uses in open space compatible configurations, such as a cloister of garden apartments. This adds residences and businesses with more employees per square foot than retail uses. Retail uses in area should be limited to convenience stores, bakeries or similar food specialty shops, but the predominant allocation of square footage needs to go to offices.

Parking lots should be located midblock along the spokes, particularly near the Plaza and old Courthouse. On street parking should be well marked. Traffic calming devices need to be designed and installed, such as bulb-outs with trees between pairs of spaces, as well as at corners. The objective is to slow traffic in the Historic Core to make it easier for drivers to drive safely and to see activity.

Main and Willow are the major north-south streets the in Historic Core. Development patterns need





to draw pedestrians in the cross blocks (east-west) to add the additional north-south on both streets. Land uses on cross streets need to include display windows, and street-visible features, such as sidewalk or patio dining. Residential needs to be constrained on the cross streets, because too much residential use gives the perception that the street just goes to residential areas, and can cut off pedestrian traffic between Willow and Main. Spreading out from the center point of the Historic Core area, commercial uses need to reduce intensity and residential uses need to dominate. Commercial may be best restricted to the street corners with a mix of detached and attached single family on the rest of the block.

North End

The northern portion of the Redevelopment Area is prime real estate in terms of views, proximity, and opportunity. With Town ownership, there is opportunity for public-private partnerships to construct the right uses in the perfect locations. One priority needs to be a mix of civic services oriented businesses and attainable residential housing. The key in this area is to design a transition from a more contemporary architectural design, represented by Town Hall and the Post Office, into the Historic Core. The pedestrian way on Main Street will be a major route from the Historic Core to the parks, and the reverse. The more context built along Main Street in this location, will help strengthen the connection between the Historic Core and the North End.

1.3 Open Space

The Downtown Redevelopment Area has several parks and open spaces, ranging from small pocket parks to special use parks that serve the downtown area and contribute to its overall character. They are both passive and active recreational spaces that enhance the livability of the downtown area and are a great asset for residents and businesses alike. Located within all three distinct

districts, they attract residents and visitors, but in many cases they are not clearly identified or connected with each other or their adjacent neighborhoods and businesses. With a wayfinding system and stronger connection between the parks and businesses, there is a potential to capture these users by enticing businesses that cater to park user needs to locate in the downtown area. This will further strengthen downtown, and in particular the Historic Core, as a destination accessed by both motorize and non-motorized transportation modes.

In addition to the parks and open space, the Downtown Redevelopment Area is linked to the larger region via its streets, sidewalks, and trails.

However, as with the connection between the parks and businesses, this system is not well defined or prioritized. The Parks, Trails, and Open Space Master Plan (PTOS) identifies these issues and provides direction, which should be enhanced with this plan, by creating enhanced pedestrian corridors and enhanced signalized crossings along the downtown streets. This system will strengthen connections between adjacent neighborhoods and the Downtown Redevelopment Area.



There are several other parks and open spaces adjacent to the planning area, including McFarland State Park, Florence Middle School, Orlando Park, and the Gila River open space that have a direct impact on the Downtown area. These parks and open spaces attract visitors and residents who use these spaces for recreation and events. However, with little connectivity between the parks themselves and the local businesses, an opportunity to leverage visitors and users with the adjacent businesses is a missed opportunity.



As identified in the PTOS Master Plan, each of the three distinct districts has a major park within their area. There are also several smaller pocket parks and open space within these areas. Additionally, there are proposed and existing trails identified in the PTOS Master Plan and recreational facilities that exist within the Downtown Redevelopment Area. These areas are discussed in more detail below:

South Gateway

Main Street Park



A 1-1/2 acre passive pocket park located on Main Street and 22nd Street, provides ample shade, seating, picnic opportunities and open space for small group gatherings. Additionally, it is located directly across from the Pinal County Historical Society Museum. Strengthening the connection between this park and open space is an opportunity that should be explored.

High School Athletic Fields and Florence Community Pool

The athletic fields at the Florence High School and the Florence Community Pool located adjacent to the area destination for community athletic events. A connection between the Downtown Area and these facilities should be strengthened through enhanced pedestrian corridors.

Proposed and Existing Trails

The PTOS Master Plan identifies four trails and enhanced pedestrian corridors within this area. They are located on Main Street and Butte Avenue, 21st Street/Adamsville Road, Stewart Street, and Willow Street between Stewart Street and 22nd Street. As a connection between the High School and Heritage Park, Willow Street offers a great opportunity to link the Downtown Redevelopment Area with the Regional Trail System, Heritage Park, and McFarland State Park.

Historic Core:

Little League Park

A 2-acre active park between 6th Street and 8th Street and east of Pinal Street, provides the community with a baseball field and a dog park. This park site is east of the Senior Center and vital to the downtown community. The ballpark includes a concession/restroom building, dugouts, maintenance facility and seating at the dog park.

Amphitheater Park

Amphitheater Park, a name developed for this plan update, is located south of the Chapel of the Gila who owns the property. It is an existing open space with a small amphitheater, ball field, and passive areas. The amphitheater offers an opportunity for community events such as outdoor concerts, movies, and other events.



Arriola Square

This small urban park is located in downtown Florence east of Main Street. This park is a passive use linear park that provides seating and shade along the street for residents and visitors.

Jaques Square

A small passive pocket park south of 8th Street and between Main Street and Bailey Street, provides restrooms, shade, seating and parking near the street.



Combined with Arriola Square, these two small pocket parks offer an opportunity to create event gathering space in the heart of downtown.

Fitness Center and Nolan Senior Center

The Fitness Center, located at 133 N. Main Street, and the Nolan Senior Center, located at 330 N. Pinal Street are activity centers that attract users to the downtown area. There are opportunities to strengthen the ties between these facilities and adjacent businesses.

Proposed and Existing Trails

According to the PTOS Master Plan, Main Street, Pinal Street, and 6th Street are identified as enhanced pedestrian corridors. These corridors provide connectivity to the Downtown Neighborhoods, businesses, parks and regional trail systems. Along with Willow Street, these corridors should be strengthened to provide further connectivity between the districts and the regional trail system.

North End

Heritage Community Park

Located north of the Historic Core, Heritage Park is currently the only Town owned Community Park within the Town limits. It contains a skate park, ballfields, ramadas, play grounds, barbecues, and passive uses. The PTOS Master Plan recommends an expansion to this park. This expansion will provide a strong connection with the Gila River but needs to be

coordinated with the future government complex also identified as being built in this general location.

Proposed and Existing Trails

Directly south of the Heritage Park is the Chase/Ruggles Ditch which runs along the southern edge of the park and is the northern boundary of the Historic Core. It is identified as part of the paved trail system which will extend east along 1st Street and west along the northern boundary of Heritage Park. Main Street is also identified as a town trail extending to the Gila River.

The Gila River Corridor

Located within the 100-year floodplain for the Gila River, this corridor is a prime location for trails and paths on both sides of the river corridor along with an equestrian trail at the river bottom. Trail heads are also proposed to create pedestrian and equestrian connectivity between this resource and the Downtown Redevelopment Area.

1.4 Vacancies

Throughout the Downtown Redevelopment Area there are several vacant buildings that lend to the perception that the Town of Florence, a once thriving small town, is deteriorating. While it is true that Florence is experiencing drastic change, with new subdivisions, strip malls, and large box stores drawing business away from historic business core, Downtown Florence still





offers something these areas do not - Authenticity and a rich history. In addition to contributing to the perception that Florence is not longer a vibrant Town, the vacant buildings also inhibit the pedestrian friendly nature of the Downtown Redevelopment Area.



While the majority of the vacant buildings are located within the Historic Core, there are several other key structures

within each district. These buildings are vacant for a variety of reasons, but the primary issues discussed in the public outreach meetings could be summed up with the following:

- The cost of upgrades that often exceeds the inherit value of the building, especially when the existing building is a historic structure.
- Rules, regulations and historic guidelines that complicate restoration of historic structures with additional materials and elements, such as awning and facade requirements, that make the cost of renovation of a historic structure much higher than renovating or purchasing a newer building.
- Code compliance on older structures is complicated, especially electrical, ADA, and structural, which increases the overall cost of renovation.
- Cost of code compliance and adherence to rules, regulations and historic guidelines often exceeds a small business' startup cost, limiting the type of investors.
- Absentee landlords who tend to think their building is far more valuable than what the market supports and tend to keep them vacant, holding out to make a higher profit on sale or rent.

- Smaller building footprints which do not lend themselves to modern businesses.
- The high cost of rent which keeps entrepreneurs and startup business from being able to.

The following is a brief summary of the vacancies in each of the three distinct districts:

South Gateway

The most noticeable vacancy in the South Gateway District is the historic High School building. The good news on this building is that it is under restoration with a proposed use as the Florence School District Offices. In addition to this historic structure, there are several houses and businesses that sit vacant. As the “gateway” into Downtown Florence, these buildings are detrimental to the first impression visitors have upon arriving from the south.

Historic Core

The Historic Core contains the majority of the historic buildings in the Downtown Redevelopment Area. While many of the buildings are occupied as businesses, or residential units, there are several historic structures that currently sit vacant due to a variety of issues discussed above.

Most notable among these structures is the Silver King Hotel that the Town owns and is in the process of renovating while exploring a variety of adaptive re-use possibilities. As with the buildings in the South Gateway, these vacant buildings add to the perception that Downtown Florence lacks vibrancy and business activity. As mentioned in Section 1.2, Land Use, a key component to this Redevelopment Plan is to identify potential adaptive reuses for these buildings and address the issues which cause these vacancies.



North End

While the north end is primarily open agricultural land, there are several residential buildings within this District between Ruggles Street and 1st Street. With 1st Street serving as an east entrance into the Downtown Redevelopment Area, these structures have a negative impact on visitors first impression of Downtown Florence.

1.5 Vacant Lots and Under-Developed/Undeveloped Land



Similar to vacancies, vacant lots and under developed/undeveloped land has a negative visual impact on the Redevelopment Area. However, they also offer a great opportunity for future development that can strengthen the vitality of Downtown Florence. Currently much of this land and many of the lots either sit vacant or are utilized as parking lots. While parking lots may provide a short-term solution for adjacent businesses that are thriving, they do not promote a pedestrian friendly environment. Additionally since they appear to be utilized, there is less incentive to develop these parcels. Existing businesses will become stronger if more lots are developed, attracting more visitors and shoppers. When not utilized as a parking lot, the vacant lots, under developed/undeveloped land tends to be unkept and are unsightly, accentuating the perception that the Town is not thriving.

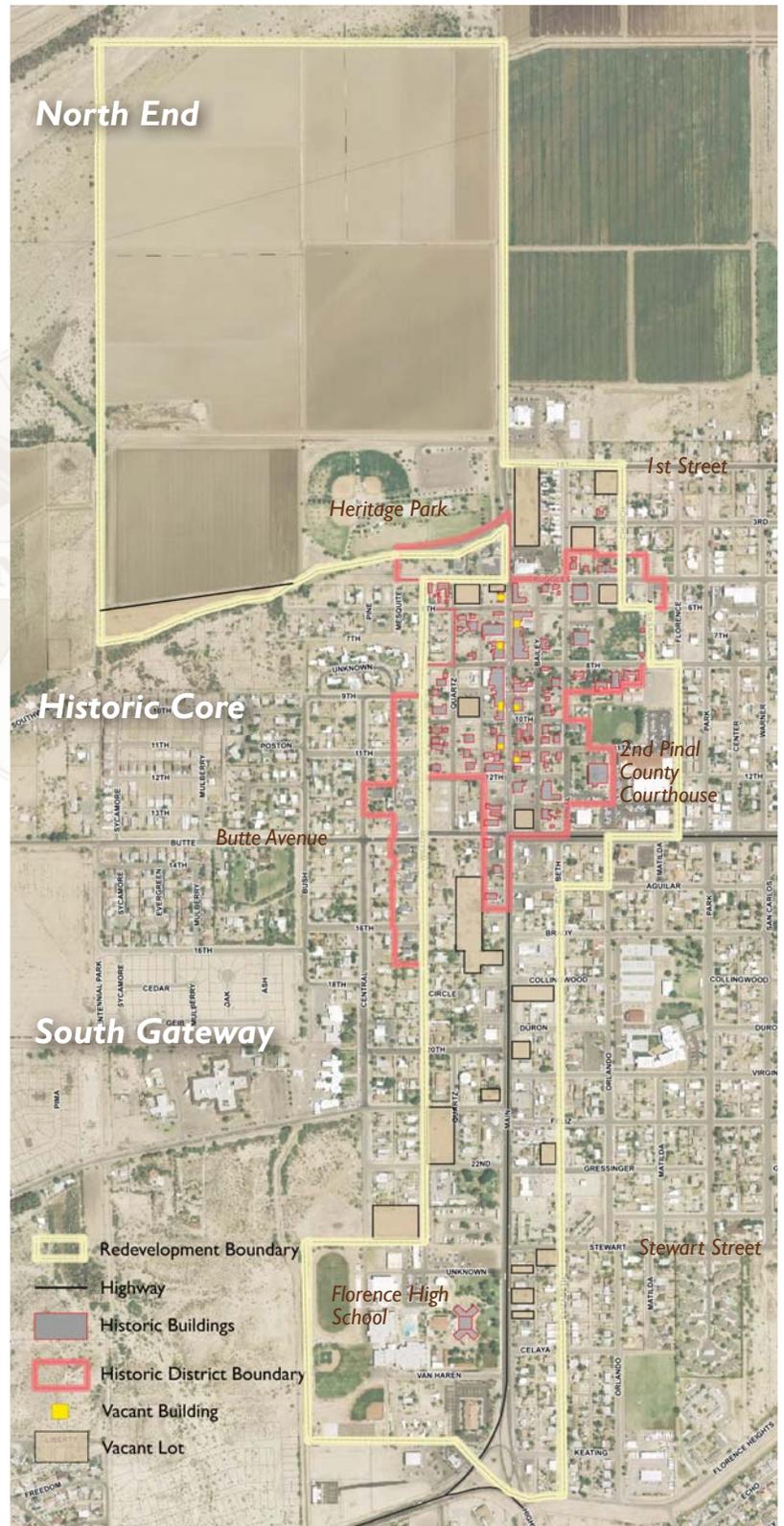


Figure 1-3: Vacancies and Vacant Lots



In addition to development opportunities, the vacant lots and under developed/undeveloped land also provide an opportunity for additional parks, plaza, and open space. While not appropriate for every lot, some additional parks, plazas, and open space may be appropriate if it supports local businesses and helps create a vibrant community with things such as outdoor cafes, playgrounds, public gathering places, and event spaces.

Vacant lots and under developed/undeveloped land is located throughout the Redevelopment Area. Along Main Street, it is most prevalent in the South Gateway and North End. In the Historic Core vacant lots along Main Street are fewer than the other two districts, but off Main Street, behind the historic buildings, there are many vacant lots. The following is a brief discussion of the vacant land in each district:

South Gateway

Along Main Street there are several under-developed/undeveloped lots that are used as makeshift parking lots or sit vacant. These have a negative impact of utilizing this District as the gateway and first impression of Downtown Florence. Effort should be made to identify opportunities for infill and/or the creation of additional park and open space if it supports a current adjacent use. As noted in section 1.2, there is also an opportunity to locate a neighborhood grocery store since several of the vacant lot locations equal the acreage required.

The residential neighborhoods east and west of Main Street are more well-defined with fewer vacant lots. However, there are couple noticeable exceptions, such as the lot(s) surrounding the water tower north of 22nd Street between Quartz Street and Willow Street, a couple of residential lots on Stewart Street and Elizabeth Street, and two lots on Gressinger Street and Elizabeth Street. The water tower lot lends itself to potential redevelopment as a park or open space due to its proximity to Main Street Park.

Historic Core

In addition to the vacant buildings in the Historic Core discussed in Section 1.3, there are several notable vacant lots. These include the lot on the north side of 10th Street between Quartz Street and the alley between Main Street and Quartz Street, the lots south of McFarland State Park, and the northeast corner of Butte Avenue and Main Street, near the Silver King Hotel. The lot on the northeast corner of Butte Avenue and Main Street has been identified as a future development site with a proposed use as a bank. This is an important corner and the development of this site should be aggressively pursued. Although parking is not an immediate problem, as discussed in Section 1.7, developing the other vacant parcels as temporary or permanent parking may be an appropriate use for these parcels to support revitalization of the Historic Core buildings.

North End

While most of the land within the north end area is agricultural associated with the Giles Property, which is owned by the Town and offers a great opportunity for future development as discussed in Section 1.2. However, as also discussed in Section 1.2, there are several properties between Town Hall and the Post Office that are also under-developed/undeveloped. These properties separate the Town Hall functions from the businesses and residents of both the North End and the Historic Core Districts. Mixed-use infill of these lots, as well as the other vacant parcels in the North End District, will enhance the overall character of the site, particularly as people enter the Redevelopment Area from the east along 1st Street.



1.6 Historic Preservation Considerations

One of the greatest assets possessed by the Town of Florence that will help the Town succeed in the economic development of the community is the unique character of its historic resources. The streetscapes, public spaces, historic districts and individual buildings provide the cultural attractions and business facilities that draw and serve both tourists and residents. The citizens of Florence have long recognized the value of the small-town charm conveyed by its historic architecture and association with what is locally referred to as “the authentic Old West.” The foundation for the original Florence Downtown Redevelopment Master Plan and this Update is the identification and preservation of these historic resources.



Previous Historic Preservation Documentation and Regulation

Much of the research and planning, as well as Town regulations developed since the mid-1970s, reflect a recognition of the economic value of the historic resources. As early as 1977, the value of the community’s architectural heritage was documented by Historian Dr. Harris Sobin in a popularly published survey report and subsequent National Register nominations of the Florence Townsite Historic District and various individual buildings. A Florence National Register Update was completed in 2003 by Pat Stein of Arizona Preservation Consultants.

Although the General Plan, the zoning ordinance, and the building code take historic resources into broad consideration as is common in most towns, they do not address specific situations, opportunities, and constraints encountered in this particular community. As a Certified Local Government and an Arizona Main Street Community, Florence is fortunate to have the basic method for evaluating the appropriateness of proposed historic preservation projects in place.

The Town has rudimentary principles outlined in the Historic Preservation Guidelines for assessing redevelopment projects within the Historic District. These projects are supported by Florence Historical Society, which is another important advocate for historic preservation. As of 2008, Florence has received 17 Heritage Fund grants since 1991 totalling over 1.4 million dollars and the Silver King Hotel has been recognized as Arizona Centennial Legacy project.

What is the “Authentic Old West” Image of Florence?

What the citizens of Florence commonly refer to as its “authentic Old West” image is generally what preservationists call historic character. The authenticity of a streetscape or building is based on three important considerations: age, significance, and integrity. These considerations are evaluated in terms of historic contexts, which consist of a theme, a place, and a period of time. Thus, one of the important contexts associated with the history of Florence is vernacular adobe architecture of Florence, 1866 through 1958. Other contexts would be the development of local government in Pinal County, 1866 through 1958, and community planning and development of Florence, 1866 through 1958.

For historic resources to be considered eligible for listing on the National Register of Historic Places, they must be more than 50 years of age and retain sufficient integrity to convey their significance.



Significance is assessed under one or more of four criteria:

- Historic Events or Patterns
- Important Persons
- Architectural Design and Construction Methods
- Archaeology (an ability to provide further historic data)

Integrity—the measure of authenticity—is assessed under seven aspects of differing relative importance:

- Location
- Setting
- Design
- Materials
- Workmanship
- Feeling
- Association

The Florence Downtown Historic District, as listed on the National Register, was recognized many years ago for its historic character (ability to convey its significance). Its important historic resources come in several scales (streetscapes and buildings) and types (architectural styles, construction methods). Part of the charm of the authentic Old West image of Downtown Florence is the complementary mixture of architectural styles that demonstrate the evolution of the town's growth and character. The town reveals through architecture its evolution of economy, government, culture, and technology.

Florence is most significant as the community possessing the largest intact collection of historic adobe buildings in Arizona, a title once held by Tucson until urban redevelopment razed the barrios. This superlative historic association with adobe architecture is probably the greatest opportunity for Florence to promote its heritage for the sake of kindling its economy and enhancing unique identity. Adobe architecture and

the romantic notions associated with that design, period, and culture is the greatest collective strength of Florence's many small buildings.

The most important individual buildings in Florence are associated with county government in the form of the First and Second Pinal County Courthouses. These two historic buildings are associated with the context of local government and frontier justice in Arizona, 1874 through 1958. The original courthouse, managed as McFarland State Historic Park, is also the largest



surviving adobe government administration building in Arizona. The second courthouse, still managed by Pinal County, is Arizona's best example of Queen Anne-style architecture in a government building. The tower of the Second Courthouse is the iconic landmark of the Town. It may be considered (or enhanced) as the symbolic center of town and place of arrival much like the Yavapai County Courthouse and Square serves Prescott.

It is the potential enhancement of these highly significant buildings and district that can aid the Town in changing its current branding as "that prison town" to the "Authentic Old West Town." Florence may have a better opportunity to restore its relatively untouched Main Street to a higher level of Old West authenticity than does Tombstone with its greatly altered facades on Fremont Street.

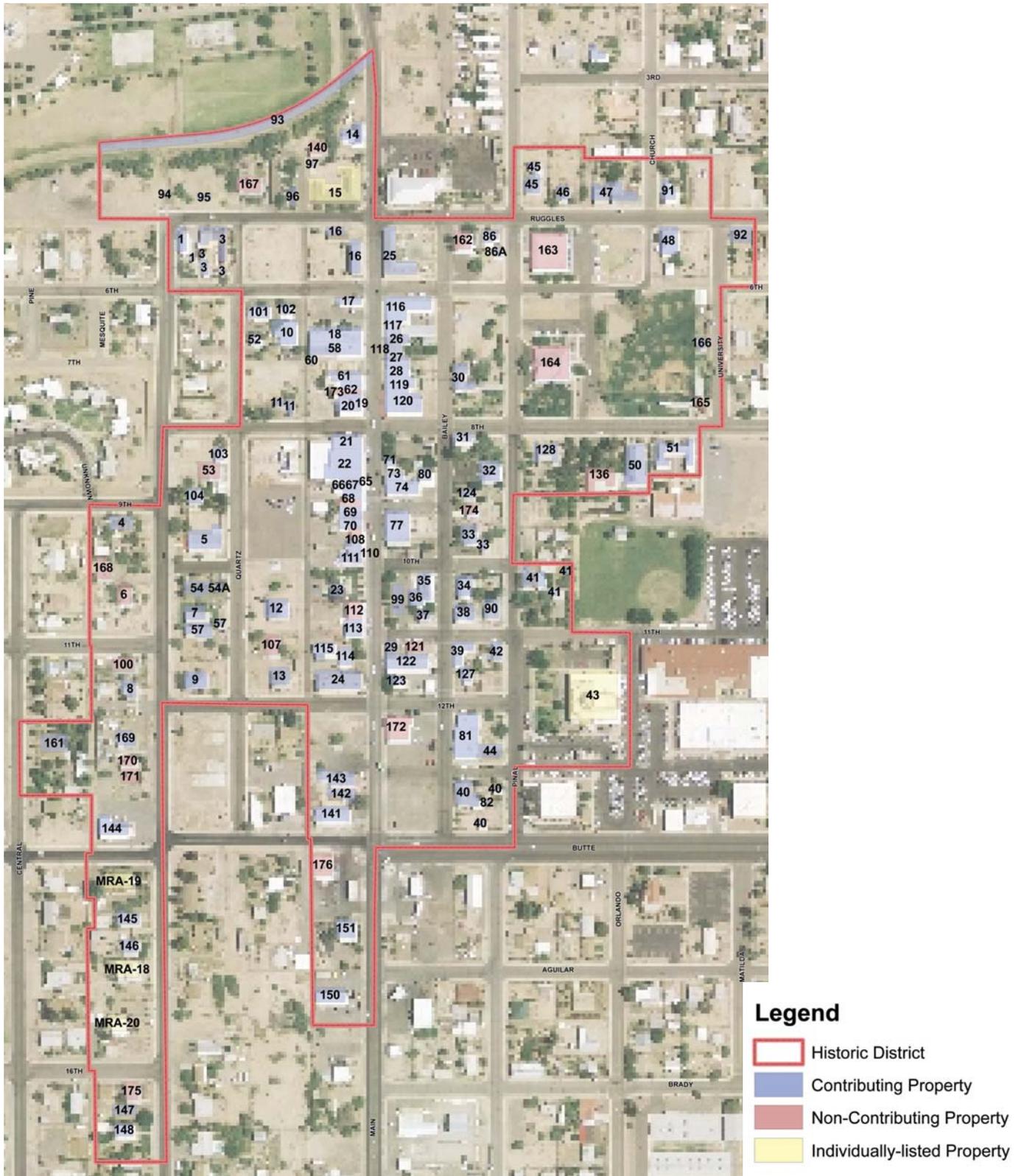


Figure I-4: Historic Properties



1.7 Infrastructure Assessment

A successful Downtown revitalization will be dependent upon infrastructure, from modern technology such as fiber optics to the everyday infrastructure we take for granted such as water lines, sewers, and streets. Infrastructure is the backbone of any new development. The term “infrastructure” covers all of the services that make it possible for a parcel of land to be used: sewer, water, telecommunications, power, parking, street condition, surface run-off, flood control, and sidewalks. The older the area, the older the infrastructure. To effectively compete with outlying lands receiving all new infrastructure, upgrades are needed in the Downtown Area. In addition to sewer and water, telecommunications is the most important upgrade. Virtually all businesses today need high speed communications for phone, video, computer, remote business transactions, and, of course, the Internet. Older lines have narrow bandwidth—and just like a freeway, where there is too much traffic the flow of data is constrained.

Through discussions with Town of Florence staff an understanding of current infrastructure conditions within the Florence Downtown Redevelopment Boundary was developed. For the most part, infrastructure within the downtown Redevelopment Area is in fairly good shape. However, there are some issues that may impact development of the area. These include, both sewer and water lines that are currently undersized and are 80 or more years old. The existing water lines are also currently an inadequate size to provide the pressure required for fire utilities. Any additional structures would require upgrades to the water and sewer infrastructure. The North End District currently has no infrastructure in place north of Town Hall and Heritage Park. This is the area that includes the Giles property, where there are future plans for a government complex.



Roads and sidewalks are generally in fair condition throughout the redevelopment boundary. Main Street south of Butte Avenue received new asphalt approximately two years ago; however, the width of the current sidewalk is inadequate. Main Street road surface and sidewalks north of Butte are in good condition, albeit they may have poor rideability due to large joints. The side streets north of Butte were resurfaced three to four years ago and are in good shape. Main Street, from the intersection with Highway 287 to the intersection with Butte Avenue, and Butte Avenue, as it travels east from the intersection with Main, are managed by the Arizona Department of Transportation (ADOT). Coordination with ADOT regarding improvements along these sections of roadway is required. This coordination can be extremely slow at times, so improvements need to include long planning, design and construction time frames.

Proper drainage is an issue through most of the Redevelopment Boundary area. The area south of Butte Avenue currently has inadequate drainage. North





of Butte Avenue and to the West of Main Street, the drainage systems are generally in good condition. North of Butte and East of Main Street, the drainage systems are insufficient.

The Redevelopment Area could also benefit from some electrical, lighting, and fiber-optic upgrades and additions. There are currently no fiber-optics serving the Downtown. There are often circuit and control issues, especially associated with the signalization at the intersection of Butte Avenue and Main Street.

In general, most of the Redevelopment Area would benefit from lighting upgrades, as the current lighting has insufficient coverage.

Near-future plans and improvements affecting the Downtown Redevelopment Area are summarized in the following table. A complete breakdown of Downtown Redevelopment Area capital improvement cost by fiscal year, from 2007-2008 through 2015-2016, is included in Appendix C of this report.

Table I-1: Capital Improvements Summary by Project and Fiscal Years

Project	Location	Fiscal Years	Total Cost
Florence Multigenerational Community Center	Giles Property	2007-2010	\$ 3,310,000
Community Center, Phase II	Adjacent to Heritage Park	2010-2012	2,300,000
Lighting	Heritage Park	2007-2009	168,000
Scoreboards	Heritage Park and Little League Park	2007-2009	44,000
Walking, Nature, and Riparian Trail	Florence	2008-2011	833,000
Library Building	Florence	2009-2013	5,400,000
Playground Equipment	Main Street Park	2009-2010	125,000
Softball Field #3	Heritage Park	2008-2009	250,000
Cool Deck Resurfacing	Florence Pool (High school)	2007-2008	50,000
Florence Streetscape Landscape & Irrigation	Main Street	2008-2009	113,700
Main Street Streetscape	Main Street	2007-2008	468,500
Street Improvements, Phase I and II	Bounded on N. by Stewart, S. by Florence, W. by Main, and E. by Hwy 79. Bounded on N. by Adamsville, S. by High School, E. by Main, and W. by Juvenile Detention Center	2007-2010	2,320,000
Roundabout or intersection improvement	SH79B and SH287 intersection	2007-2010	2,000,000
Main Street / Other Extension, Phase I	Main Street / Gila River Crossing	2010-2012	650,000
Main Street Extension, Phase I	Main Street / Gila River Crossing	2008-2011	1,880,000
Main Street Extension, Phase II	Main Street / Gila River Crossing	2014-2015	400,000
Main Street Extension, Phase III	Main Street / Gila River Crossing	2015-2016	2,000,000
Manhole replacement	Main Street	2007-2008	45,000
Main Street water line replacement	Granite Street	2007-2008	156,000
Total project costs			\$22,513,200



1.8 Transportation and Parking Assessment

The Florence area transportation system was recently evaluated in the Small Area Transportation Study *Coolidge – Florence Regional Transportation Plan, 2008* as well as in the *2008 General Plan Update*. Two major collector streets, Main Street and Butte Avenue, run through the Downtown Redevelopment Boundary. The intersection of these two routes is the only traffic signal in the downtown redevelopment planning area. These routes also provide the main access from the downtown to State Routes 79 and 287. Main Street, from the intersection of Highway 287 to the intersection with Butte Avenue; and Butte Avenue as it travels east from the intersection with Main, are managed by the Arizona Department of Transportation (ADOT). Coordination with ADOT regarding improvements along these roadway sections is required.

The Plan identified that edges of many side streets are not clearly defined and there is often no clear distinction between driveways and streets. In order to provide improved regional connectivity, the need for a new Gila River crossing was also identified.

A pedestrian and bicycle-friendly environment would provide connectivity throughout the Downtown Redevelopment Boundary as well as improve the quality of life for Florence residents and visitors. Main Street and Butte Avenue, the two major collector streets, currently lack bike lanes, although they do have sidewalks along each side. The side streets are often lacking sidewalks, and existing sidewalks may not be continuous or of adequate width.

Along Main Street and the adjacent streets to the east and the west, zoning varies and includes:

- Highway Business Commercial (B-2)

- Neighborhood Business (B-1)
- Neighborhood Office/Transitional (NO/TR)
- Downtown Commercial (DC),
- Neighborhood Multi-Family (R-2)
- Multi-Family Residential (MFR/R3)
- Single-Family Residential (R-1/R1-6)
- Manufactured Home Subdivision (MHS)

The parking requirements within these zones vary based upon the use. These requirements can fluctuate for instance between one space per room for hotels, one space per 75 s.f. of indoor floor for public assembly areas, or one space per 300 s.f. of indoor space for retail. Most Downtown streets currently have parallel parking on both sides. There are also public parking lots located at the intersections of 6th Street and Bailey Street, 8th Street and Main Street, 10th Street and Quartz Street, and 10th Street and Main Street, as well as numerous private parking lots scattered throughout the downtown.





1.9 Economic Base Analysis

The Town of Florence is located 50 miles southeast of Phoenix within the State of Arizona. This Economic Base Analysis examines the Florence Redevelopment Area market; first, by looking at the area’s demographics, next by business establishments within the Redevelopment Area, and finally considering the Town’s trade leakage. The analysis provides a base from which to launch further investigations into the potential mixture of uses and businesses, for the redevelopment area.

The Primary Market Area (PMA) is based upon a 5 minute drive time and the Secondary Market Area (SMA) is based upon a 15 minute drive time. These were calculated utilizing an origin at the intersection of Main and Butte, in downtown Florence. These drive times were modeled upon the existing road network and the ability to travel the posted speed limit between origins and destinations. Figure 1 displays the trade areas and the Town of Florence boundaries.

Population and Households

By 2007, the Town of Florence had a household population of 8,704 people, living in 3,704 households. In comparison, the PMA stood at 6,097 persons (2,400 households) and the SMA contained 14,885 persons (5,827 households). The Town of Florence accounts for 63.6 percent of all the households within the SMA. The average household size for Florence is

2.35, which is lower than that of the PMA at 2.54 and the SMA at 2.55. By 2012, the population of the PMA is projected to increase by 8.6 percent to 6,620. The SMA, however, is expected to increase by 4.7 percent and the Town of Florence by only 4 percent. Combined with the relatively un-aging population of Florence, discussed below, no significant demographic change is expected for the Town of Florence in the next five years. Appendix A includes a detailed trade area demographic analysis.

Socio-demographics

The median household income for Florence is \$46,893, which is relatively equivalent to the median household income of the PMA, \$46,489. The SMA median income is significantly lower than that of Florence at \$40,491. This is likely due to the SMA including more rural areas around Florence that contain lower income households. All three areas are anticipated to experience approximately 11 percent growth in median income over the next five years.

The median age in Florence stands at 33.8, compared to the PMA at 37.2 years of age and the SMA at 33.6 years of age. Nearly 63 percent of the population in the Town of Florence is under the age of 40, while those older than 60 only account for 11 percent of the population. By 2012, little change is experienced in the age cohorts of Florence and the trade areas.

Table 1-2: Town of Florence Socio-demographic Summary

	2007			2012			Florence Change 2007-12	SMA Change 2007-12
	Florence	PMA	SMA	Florence	PMA	SMA		
Population	8704*	6,097	14,885	9,055	6,620	15,590	4.0%	4.7%
Households	3704*	2,400	5,827	3,853	2,606	6,103	4.0%	4.7%
Median Income	\$46,893	\$46,489	\$40,491	\$53,114	\$51,591	\$44,943	13.3%	11.0%
Median Age	33.8	37.2	33.6	34.8	38.5	34.9	3.0%	3.9%
Bachelor's Degree or Higher	11.6%	13.6%	12.6%	15.4%	17.3%	16.4%	40.3%	38.9%

*CAAG data, figures Source: AGS 2007, CAAG Q4 2006



Educational attainment is another indicator of the socio-economic status of an area. With advancing educational attainment comes an increase in disposable income. Residents in the PMA have higher educational attainment overall than residents living within Florence or the SMA. Those within Florence holding a Bachelor's degree or higher represent 11.6 percent of the population, compared to the PMA at 13.6 percent and the SMA at 12.6 percent. All three geographies lag the Pinal County average, whose attainment of a Bachelor's degree or higher is approximately 18.5 percent of the population. Although by 2012, educational attainment levels in all three geographies are projected to increase for those persons with a Bachelor's degree or higher. The largest gains in educational attainment are for the Town of Florence and the PMA with both over a 40 percent increase.

Study Area Employment Population

The population of persons that are employed within Florence and the surrounding area is another important measure that will contribute to selecting the right mix of retail and office development that may

be supported within Downtown Florence. The people who are employed in Census Tracts 8 and 9 (day-time Population) were compared to the people who reside in Census Tracts 8 and 9 (night-time Population). Census tracts 8 and 9 approximate the populated area of the Town of Florence and the surrounding area, excluding other nearby cities' residents. The geographic boundaries of these two tracts covers a large area generally bounded by Barkerville and Willow Springs Road's to the east; Pinal County border to the south, I-10, City of Eloy and City of Coolidge boundaries to the west; and Arizona Farms Road to the north.

For ease of analysis the day-time population will be referred to as "workers" and the night-time population as "residents". Both population segments are comprised of persons in the workforce. Census Tracts 8 and 9 in Pinal County includes most of the incorporated City of Florence as it currently exists. A portion of the population examined, both work and live in this area, and are present in both data sets. This data is only available from the 2000 census.

The area contained a daytime population of

Table 1-3: Population by Earnings

	Residents		Workers	
	Number	Percent	Number	Percent
No earnings	155	4.6%	140	2.6%
Less than \$5,000	275	8.1%	265	4.9%
\$5,000 to \$9,999	195	5.7%	155	2.9%
\$10,000 to \$14,999	300	8.8%	345	6.4%
\$15,000 to \$19,999	290	8.5%	420	7.8%
\$20,000 to \$24,999	435	12.8%	640	11.9%
\$25,000 to \$29,999	410	12.0%	975	18.1%
\$30,000 to \$34,999	445	13.1%	920	17.1%
\$35,000 to \$49,999	640	18.8%	1,070	19.9%
\$50,000 to \$74,999	180	5.3%	295	5.5%
\$75,000 or more	85	2.5%	145	2.7%
Total	3,405	100.0%	5,380	100.0%

Source: Census Transportation Planning Package (CTPP2000)



approximately 5,380 workers, regardless of their place of residence, in 2000, versus a night-time population of 3,405 residents. The areas residents on average earned less than the worker population; those who earned less than \$24,999 per year totaled 49 percent for the area's residents and 37 percent for the area's workers. Only 8 percent, of both workers and residents, earned more than \$50,000 per year.

Race and ethnicity of the worker population showed tremendous similarities to the resident population. The majority of persons both worker and resident were primarily White and/or Hispanic. Roughly, 63 percent of the worker population was White and 28 percent were Hispanic, while the resident population was 63 percent White and 31 percent Hispanic.

In the following analysis, the two population segments were examined in three mutually exclusive data sets, Employment by Industry, Employment by Occupation, and Employment by Class of Worker.

The workers in the area were predominantly employed (85.1%) within these top four industries:

The workers in the area were predominantly employed (85.1%) within these top four industries:

- Public administration (68.8 percent)
- Educational, health, and social services (7.8 percent)
- Agriculture, forestry, mining (4.7 percent)
- Professional, management, administrative services (3.8 Percent)

Alternatively, residents in the area were predominately employed (66.5 percent) within these top four industries, two of which, corresponded with the worker population:

- Public administration (38.9 percent)
- Educational, health, and social services (11.7 percent)

Table 1-4: Population by Industry

	Residents		Workers	
	Number	Percent	Number	Percent
Agriculture, forestry, mining	200	5.9%	255	4.7%
Construction	195	5.7%	140	2.6%
Manufacturing	130	3.8%	85	1.6%
Wholesale trade	20	0.6%	19	0.4%
Retail trade	240	7.0%	95	1.8%
Transportation, warehousing, utilities	105	3.1%	8	0.1%
Information	29	0.9%	29	0.5%
Finance, insurance, real estate	135	4.0%	170	3.2%
Professional, management, administrative services	190	5.6%	205	3.8%
Educational, health and social services	400	11.7%	420	7.8%
Entertainment, accommodations, food services	300	8.8%	240	4.5%
Other services (except public)	125	3.7%	14	0.3%
Public administration	1,325	38.9%	3,700	68.8%
Armed forces	4	0.1%	0	0.0%
Total	3,405	100.0%	5,380	100.0%

Source: Census Transportation Planning Package (CTPP2000)



- Entertainment, accommodations, food services (8.8 percent)
- Retail trade (7.0 percent)

With such a high Public Administration percentage for the worker population, the area is clearly importing workers in that industry.

The occupations held by these populations also overlapped. Within the top four occupations within each population segment, Protective Service made

up the highest percentage of the working population at 47 percent for the areas workers and 22 percent of the areas residents. Office, administrative support was the second highest percentage in both populations segments at 11 percent for the areas workers and 16 percent of the areas residents. Protective Service is also an area where the importation of workers is notable.

Employment by Class of Worker showed a slightly different trend. The largest percentage of workers was in State Government (45%), whereas the largest

Table I-5: Population by Occupation

	Residents		Workers	
	Number	Percent	Number	Percent
Architecture, engineering	44	1.3%	38	0.7%
Armed forces	0	0.4%	20	0.4%
Arts, design, entertainment, sports, media	15	1.0%	75	1.4%
Building, grounds cleaning, maintenance	148	4.4%	65	0.7%
Business, financial operations	33	1.0%	75	1.4%
Community, social service	60	1.8%	184	3.4%
Computer, mathematical	15	0.4%	40	0.7%
Construction, excavation	200	5.9%	175	3.3%
Education, training, library	113	3.3%	193	3.6%
Farmers, farm managers	28	0.8%	35	0.7%
Farming, fishing, forestry	95	2.8%	84	1.6%
Food preparation, serving related	179	5.3%	196	3.6%
Healthcare practitioners, technicians	69	2.0%	119	2.2%
Healthcare support	29	0.9%	14	0.3%
Installation, maintenance, repairs	180	5.3%	114	2.1%
Legal	34	1.0%	118	2.2%
Life, physical, social science	0	0.0%	25	0.5%
Management	215	6.3%	325	6.0%
Office, administrative support	539	15.8%	612	11.4%
Personal care, service	94	2.8%	73	1.4%
Production	119	3.5%	89	1.7%
Protective service	759	22.3%	2,523	46.9%
Sales, related	228	6.7%	174	3.2%
Transportation, material moving	199	5.9%	109	2.0%
Total	3,405	100.0%	5,380	100.0%

Source: Census Transportation Planning Package (CTPP2000)



percentage of residents was in Private for-profit (39%). The second highest percentages were Local Government at 26 percent and State Government at 26 percent, for workers and residents, respectively. Private for-profit jobs rounded out the top three for workers at 18 percent, while Local Government rounded out the top three for residents at 20 percent.

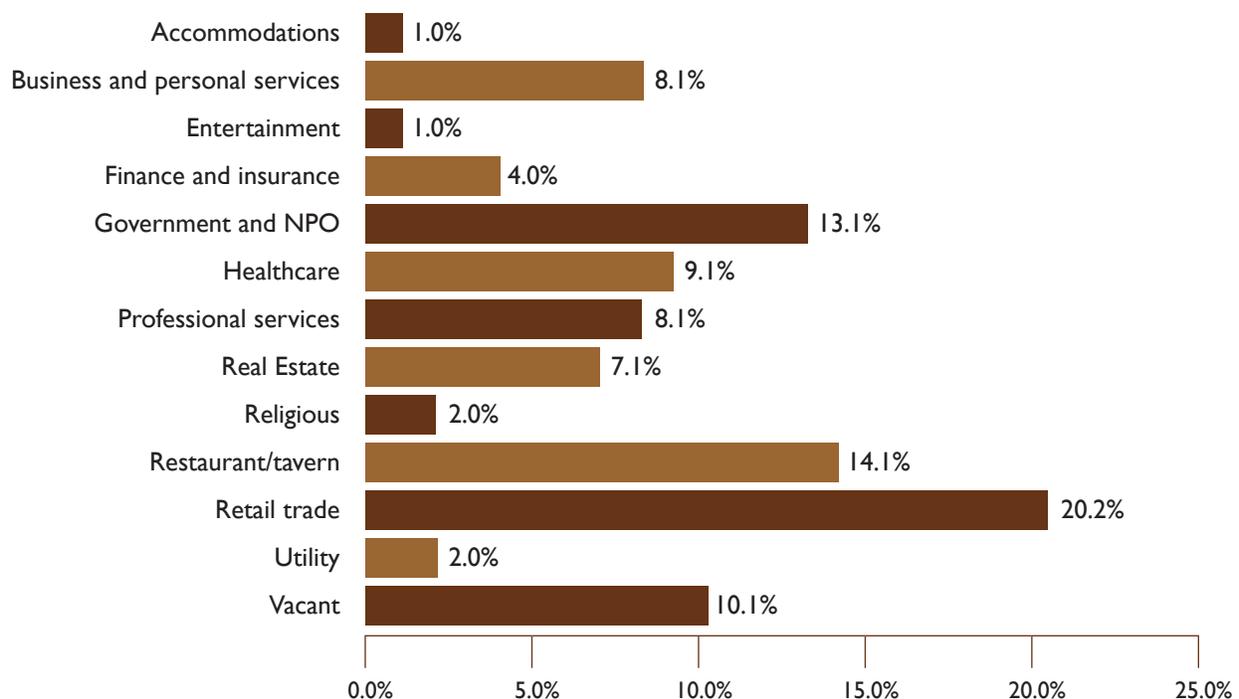
Overall the workers in the area, regardless of their residence, tend to earn slightly more and are more likely to be employed within Public Administration, Protective Service, and/or State Government. The residents in the area were also likely to be employed in Public Administration and/or Protective Service, albeit at a lower rate, and in contrast have a higher propensity to be employed by Private for-profit companies.

Business Inventory

The redevelopment area consists of 89 business establishments, which fall within one of twelve categories. Chart 1-1 displays the current business mix in downtown Florence. The most concentrated types of businesses in downtown Florence include Retail Trade Establishments, which make up 20 percent of the business mix. Restaurants and Taverns make up 14 percent, and Government and NPO's (Non-Profit Organization) comprise 13 percent of the downtown business mix. Figure 2 depicts the location of these establishments within the redevelopment area.

When examining the type of retail that currently exists in the redevelopment area it includes a mixture of clothing, gift shops, automotive and convenience food stores. Restaurant/tavern includes a combination of sit-down and fast food restaurants.

Chart 1-1: Florence Redevelopment Area Business Inventory





Consumer Expenditures

Consumer expenditures are an indicator of spending power within a market area. The consumer expenditures of 6 income categories were analyzed to gain a better understanding of how households within the Town of Florence are spending their money. This data was derived from the Consumer Expenditure Survey (CES) and calculated for 2007 and 2012 to gain a perspective of the strength of the market and how it will change over the next five years.

In 2007 residents within the Town of Florence spent approximately \$190 million on all expenditures including housing, retail and transportation. The retail component of this spending is estimated at \$56.4 million and includes food, alcoholic beverages, household equipment and supplies, apparel and services, entertainment, personal care products and services, reading, and tobacco products and smoking supplies. Of these subcategories, the majority is spent on food, and household supplies and equipment, which equates to over \$33.6 million combined.

By 2012 resident spending is projected to total \$206 million on all expenditures, which represents an increase of 8.1 percent. The retail component of 2012 spending is projected to be \$60.8 million. The combined total of the two largest subcategories in 2012 was once again food and entertainment, which is projected to be \$36.2 million.

Retail Trade Leakage

Based on the 2007 Consumer Expenditure Survey (CES) data there is \$190 million in potential spending within the Town of Florence. This equates to an average of \$51,365 in annual spending per household.¹ In reviewing the current mix of businesses, however, the trade area does not offer a full range of retail opportunities and there is no doubt the population is spending some of their disposable income shopping on-line, via catalogs and outside of the trade area.

Retail trade leakage was estimated by calculating Actual Annual Taxable Sales (derived from Town of Florence sales tax data) and comparing it to the Taxable Expenditures derived from the Consumer Expenditure Survey. The residents of the Town of Florence should generate over \$190 million in potential spending. The sales taxes collected (locally at a rate of 2 percent) by the Town of Florence for the year 2007 amounted to approximately \$1.4 million. This translates into a total of \$68,772,957 in Actual Taxable Sales. The Taxable Expenditures for the Town of Florence are estimated at \$112.4 million. The difference between Actual Taxable Sales and Taxable Expenditures represents retail trade leakage, which is approximately \$44 million.

¹ Discrepancy between the amount of money earned and the amount of money spent within the Consumer Expenditure Survey is due to sampling and non-sampling errors by participants in the Consumer Expenditure Survey.

Table 1-6: Town of Florence Estimated Trade Leakage, 2007

	Spending
Aggregate Average Annual Household Expenditure	\$190,254,918
Aggregate Average Annual Household Taxable Expenditure	\$112,421,738
Actual Annual Taxable Retail Sales*	\$68,772,957
Trade Leakage	\$43,648,781

Source: ESI Corp 2008; AGS 2007; CAAG Q4 2006; Town of Florence 2007; U.S. Dept. of Labor & U.S. BLS Consumer Expenditure Survey 2007

*Sales data provided by the Town of Florence



Findings

There exists the opportunity for the redevelopment area within the Town of Florence to diversify its business mix and recapture some of this trade leakage. Based on the consumer expenditure survey, the commercial uses, other than shelter, that households are projected to spend more of their money on include Personal Services, Household operation expenses, Household furnishings and equipment, Apparel, Transportation, Entertainment, and Personal insurance and pensions. These segments of total expenditures are projected to grow faster than overall spending. (see appendix D for Town of Florence Demand analysis)

Economically vibrant communities offer a diverse mix of business. The types of businesses that are compatible with the current business mix or otherwise absent from the Florence Redevelopment Area include the following:

- Automotive Parts/Accessories/Tires Stores
- Furniture Stores
- Floor Covering Stores
- Other Home Furnishing Stores
- Appliance, Television, and Other Electronics Stores
- Computer and Software Stores
- Camera and Photographic Supplies Stores
- Building Material and Supplies Dealers
- Lawn and Garden Equipment and Supplies Stores
- Grocery Stores
- Baked Goods Stores
- Confectionery and Nut Stores
- Beer, Wine, and Liquor Stores
- Pharmacies and drug stores
- Cosmetics, Beauty Supplies, and Perfume Stores
- Optical Goods Stores
- Other Health and Personal Care Stores
- Gasoline Stations with Convenience Stores
- Children's and Infants' Clothing Stores
- Family Clothing Stores

- Clothing Accessories Stores
- Other Clothing Stores
- Shoe Stores
- Jewelry Stores
- Luggage and Leather Goods Stores
- Sporting Goods Stores
- Hobby, Toy, and Game Stores
- Sewing, Needlework, and Piece Goods Stores
- Musical Instrument and Supplies Stores
- Book Stores and News Dealers
- Prerecorded Tape, Compact Disc, and Record Stores
- Florists
- Office Supplies and Stationery Stores
- Gift, Novelty, and Souvenir Stores
- Used Merchandise Stores
- Pet and Pet Supplies Stores
- Men's Clothing Stores
- Women's Clothing Stores
- Art Dealers

Further analysis would need to be conducted to determine whether any of these types of business establishments would be economically feasible in locating within the Redevelopment Area. A feasibility analysis would take into consideration key site selection criteria such as size and location of existing competition; cost of land and or buildings; size of the specific market area, its associated population and disposable income; and other key site selection criteria.

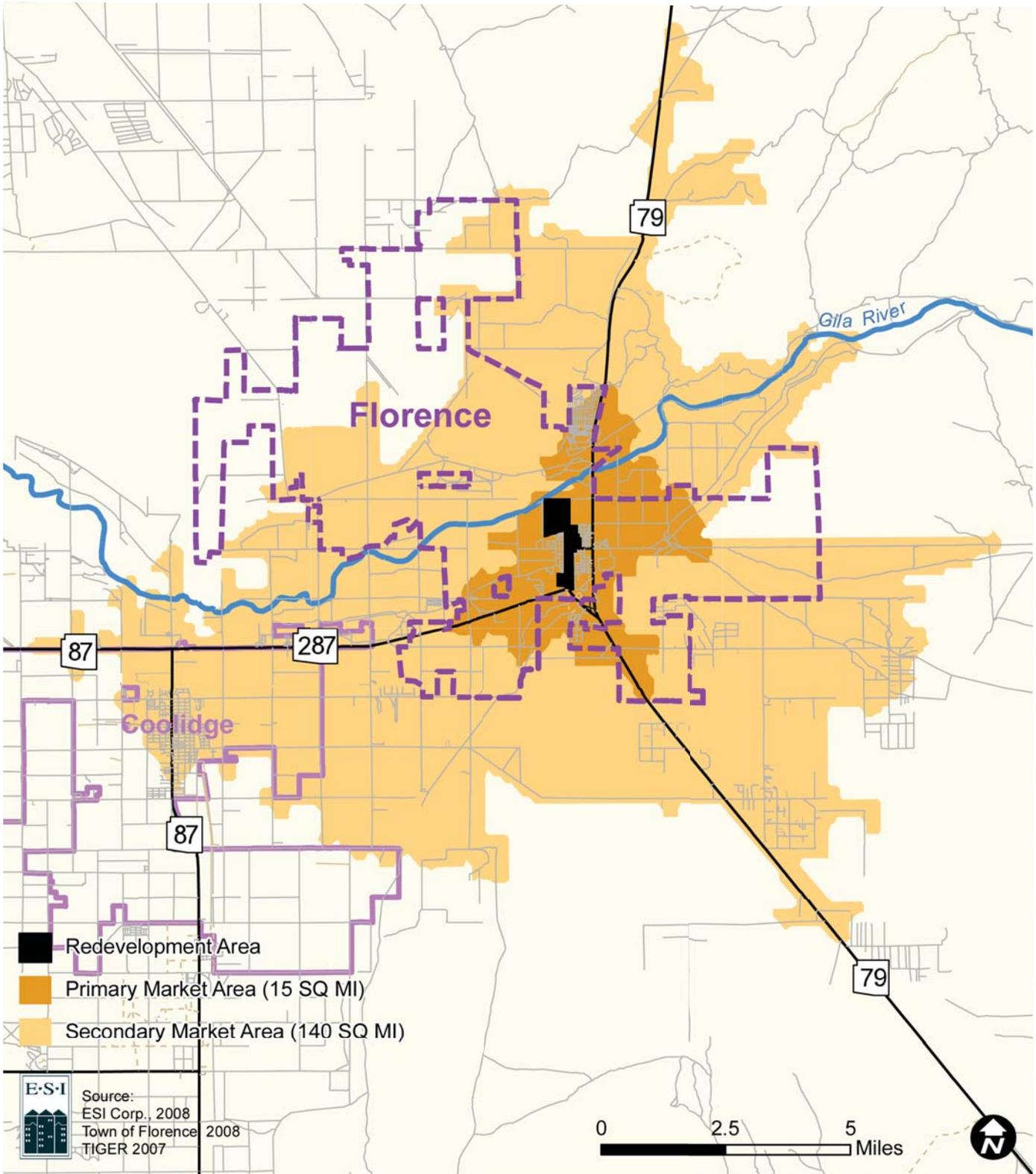


Figure I-5: Florence Redevelopment Area, Market Trade Area

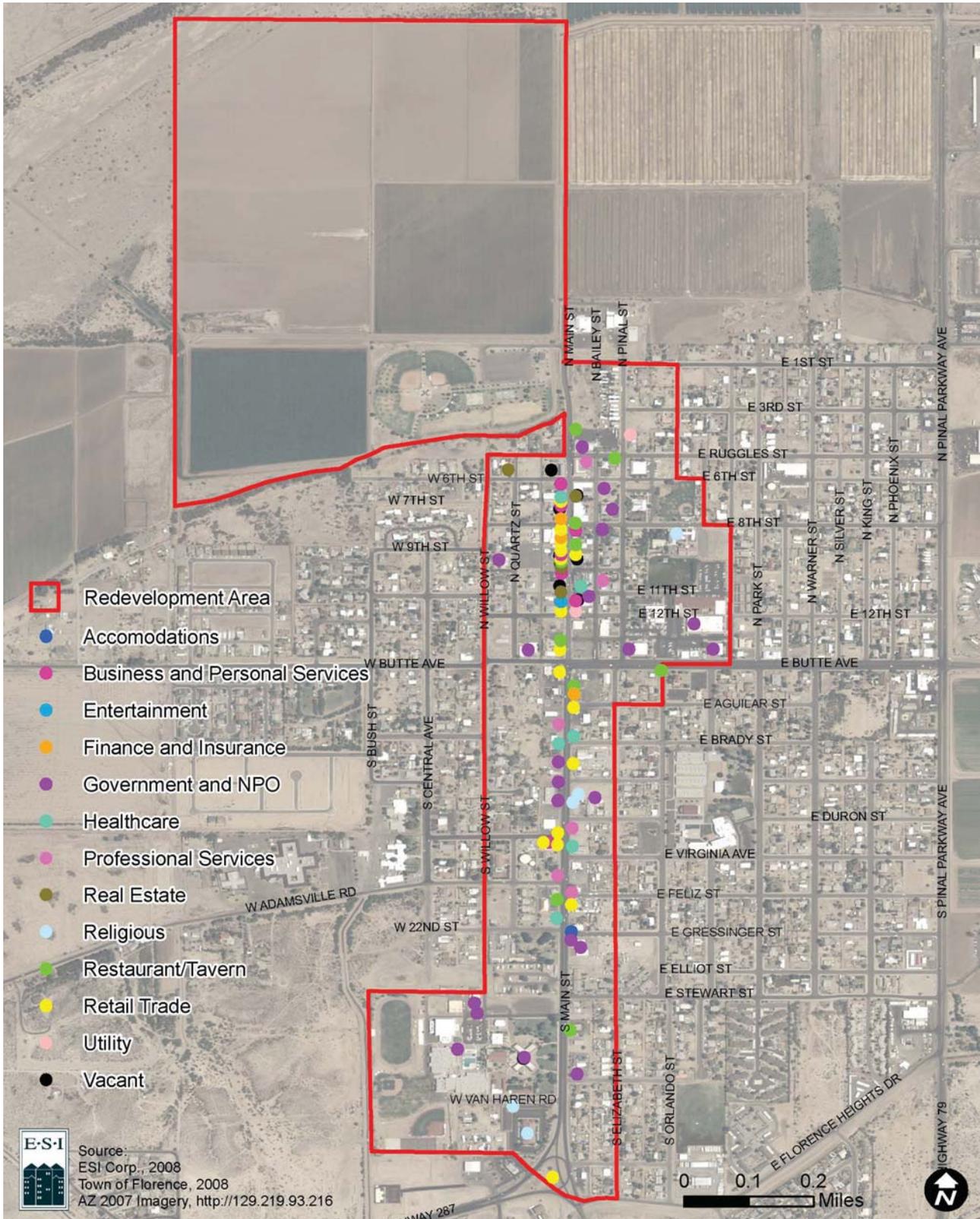


Figure I-6: Florence Redevelopment Area Business Inventory



**Table 1-7 - Town of Florence and Trade Area's Demographic Analysis
2007 - 2012**

2007

2012

Description	Town of Florence				Town of Florence			
	% of Total	PMA	% of Total	SMA	% of Total	PMA	% of Total	SMA
Household Population	8,704	6,097		14,885	9,055	6,620		15,590
Population by Age								
0 to 9	498	504	8.3%	1,284	514	543	8.2%	1,318
10 to 19	716	683	11.2%	1,575	732	726	11.0%	1,608
20 to 29	2,275	1,396	26.1%	3,332	2,120	1,351	20.4%	3,143
30 to 39	2,115	1,158	24.3%	3,093	2,312	1,308	25.5%	3,398
40 to 49	1,404	733	16.1%	2,228	1,505	814	12.3%	2,394
50 to 59	743	467	8.5%	1,320	818	536	9.0%	1,450
60 to 69	464	507	5.3%	934	499	573	5.5%	1,007
70 and over	489	650	5.6%	1,120	554	769	6.1%	1,273
Total	8,704	6,097	100.0%	14,885	9,054	6,620	100.0%	15,590
Male	3,098	2,937	35.6%	7,274	3,223	3,189	48.2%	7,618
Female	5,606	3,160	64.4%	7,612	5,831	3,431	51.8%	7,972
Total	8,704	6,097	100%	14,885	9,055	6,620	100%	15,590
Median Age	33.8	37.2		33.6	34.8	38.5		34.9
Race & Ethnicity								
White	3,326	2,628	38.2%	5,710	3,526	2,944	44.5%	6,117
Hispanic	2,994	2,108	34.4%	5,180	3,158	2,303	34.8%	5,506
Black	268	90	3.1%	400	242	88	1.3%	368
American Indian	186	117	2.1%	320	175	117	1.8%	306
Asian	32	32	0.4%	56	35	37	0.4%	62
Hawaiian	2	2	0.0%	4	1	2	0.0%	4
Other	1,789	1,021	20.6%	2,961	1,810	1,032	15.6%	2,980
Two or more races	108	100	1.2%	254	107	98	1.5%	248
Number of Households	3,704	2,400		5,827	3,853	2,606		6,103
Average Household Size 2000	2.35	2.54		2.55	2.35	2.54		2.55



Table I-7 - Town of Florence and Trade Area's Demographic Analysis - continued
2007 - 2012

Description	2007				2012							
	Town of Florence	% of Total	PMA	% of Total	SMA	% of Total	Town of Florence	% of Total	PMA	% of Total	SMA	% of Total
Households by Household Income												
Less than \$10,000	257	6.9%	180	7.5%	539	9.3%	247	6.4%	179	6.9%	517	8.5%
\$10,000 to \$14,999	206	5.6%	143	5.9%	421	7.2%	181	4.7%	132	5.0%	373	6.1%
\$15,000 to \$19,999	205	5.5%	132	5.5%	408	7.0%	220	5.7%	155	5.9%	442	7.2%
\$20,000 to \$24,999	206	5.6%	132	5.5%	363	6.2%	165	4.3%	101	3.9%	321	5.3%
\$25,000 to \$29,999	290	7.8%	206	8.6%	443	7.6%	221	5.7%	163	6.2%	342	5.6%
\$30,000 to \$34,999	226	6.1%	147	6.1%	342	5.9%	248	6.4%	179	6.9%	380	6.2%
\$35,000 to \$39,999	192	5.2%	134	5.6%	312	5.4%	222	5.8%	152	5.8%	343	5.6%
\$40,000 to \$44,999	198	5.3%	138	5.8%	346	5.9%	170	4.4%	126	4.8%	280	4.6%
\$45,000 to \$49,999	189	5.1%	127	5.3%	296	5.1%	183	4.7%	133	5.1%	323	5.3%
\$50,000 to \$59,999	494	13.3%	305	12.7%	667	11.5%	396	10.3%	273	10.5%	575	9.4%
\$60,000 to \$74,999	446	12.0%	249	10.4%	541	9.3%	573	14.9%	346	13.3%	744	12.2%
\$75,000 to \$99,999	436	11.8%	291	12.1%	630	10.8%	498	12.9%	320	12.3%	693	11.4%
\$100,000 to \$124,999	193	5.2%	133	5.5%	272	4.7%	249	6.5%	182	7.0%	355	5.8%
\$125,000 to \$149,999	83	2.3%	53	2.2%	113	1.9%	151	3.9%	106	4.1%	215	3.5%
\$150,000 to \$199,999	45	1.2%	11	0.5%	71	1.2%	80	2.1%	40	1.5%	113	1.9%
\$200,000 and over	36	1.0%	19	0.8%	63	1.1%	47	1.2%	22	0.8%	85	1.4%
Total	3,704	100%	2,400	100%	5,827	100%	3,853	100%	2,606	100%	6,103	100%
Median Income	46,893		46,489		40,491		53,114		51,591		44,943	
Education Attainment Years 25 and older												
Less than 9th grade	325	5.1%	177	4.2%	581	5.6%	209	3.1%	121	2.6%	373	3.4%
Some High School, no diploma	821	12.8%	481	11.4%	1,267	12.2%	550	8.1%	334	7.1%	862	7.8%
High School Graduate (or GED)	2,113	32.9%	1,351	31.9%	3,502	33.6%	2,300	33.8%	1,528	32.6%	3,829	34.4%
Some College, no degree	1,840	28.6%	1,223	28.9%	2,862	27.5%	1,933	28.4%	1,323	28.2%	3,043	27.4%
Associate Degree	582	9.1%	427	10.1%	898	8.6%	764	11.2%	568	12.1%	1,193	10.7%
Bachelor's Degree	507	7.9%	403	9.5%	883	8.5%	729	10.7%	579	12.4%	1,260	11.3%
Graduate or Professional Degree	240	3.7%	173	4.1%	430	4.1%	318	4.7%	232	5.0%	564	5.1%
Total	6,427	100%	4,235	100%	10,423	100%	6,803	100%	4,686	100%	11,123	100%

Source: AGS 2007; CAAG Q4 2006; ESI Corp. 2008; U.S. Census 2000

Note: AGS 2007 and 2012 relative percentages for the total population were applied to CAAG 2007 (grown to 2012 by AGS percent increase) household population estimates, except for the gender items, which were calculated using U.S. Census 2000 percentages for non-group quarters population, applied to CAAG 2007 household population estimates. Household population is synonymous with non-group quarters population.



I.10 Analysis of Existing Housing

Establishing housing in the Downtown area is more than just density, building height, lot coverage, and attainability. Residential development needs to achieve a social, cultural, and economic diversity. These factors must be smoothly incorporated into the overall planning. This means a new approach to zoning that transcends conventional districts and overlays.

The first step is an assessment of owner occupancy and tenant occupancy ratios. Areas of older homes tend to have greater numbers of renters than owners. A downtown area will always have more renters than the rest of the community, but the Town needs to establish a target ratio to define the type, scale, and density of dwellings. The end objective is a pleasant neighborhood people love to call “home”.

Crucial to achieving a housing balance is rehabilitation and restoration of existing housing stock. The homes are primarily detached single family, older construction, and in some cases, poorly maintained. Redevelopment funds need to be available to help remodel, restore, and modernize the available homes—or demolish those that cannot be improved. A program to help credit-worthy renters to purchase their home or another home in the Downtown Area will go a long way to meeting owner-renter tenancy balance goals.

The most desired residential housing type is single family detached housing. This is also the most expensive in terms of land cost, land consumption, and hardest for



families to obtain. In modern planning, the tendency has been to segregate commercial uses, buffering residential with multi-family. This pattern creates land use segregation running counter to Redevelopment Plan goals. The final land use for History Square and Parkway South may need to preplan the type of desired development to ensure a mix.

In the North End, the large tract of undeveloped land accommodates completely new construction. The type of structure most compatible with the Historic Core to the south will be a higher density of garden-style apartments or cloisters.



Parkway South has less land width in which to plan for new residential development. There are more undeveloped lots in this area, so individual assessments are needed to assign density, housing style, and likely tenancy target.

The ultimate long range objective is to have a critical mass population between 12,500 and 17,500 in the Downtown Area to support a food store. This mass will also ensure success of other businesses in the area.

Vision and Objectives



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A vibrant downtown corner

2.1 Vision for Downtown Florence - A rich heritage, a vibrant future

For over 100 years, Downtown Florence has been the hub of commerce, socialization, and pride for this unique and authentic town. It has hosted parades, rodeos, and other events; been the site of historic trials, gun fights, and blockbuster movies; has one of the largest collections of historic architecture in all of Arizona; witnessed war, silver booms, and economic busts; and raised and educated politicians, social activists, and cowboys. In short, it is a working, living, breathing, authentic small town.

Over the past decade, the Downtown Redevelopment Area has faced the same challenges as many other Arizona downtowns. While much of the state witnessed immense growth, most of it was concentrated in large, outlying, sprawling subdivisions; some even “attempt” to recreate the small town atmosphere using “new urbanist” development techniques. Sacrificed is the role of the small towns lending a sense of history to Arizona and people to the region.

Many of these developments attempt to recreate the “town center”. The idea of a town center or “downtown” is so empowering that new shopping areas

are no longer called “Malls,” “Plazas,” or “Complexes,” but are now “Town Centers,” “Uptown,” “Districts,” or “Neighborhood Downtowns”. In the Valley of the Sun Megalopolis, this is readily visible with Kierland Commons, the redevelopment of Paradise Valley Mall into PV Village, City North, Desert Ridge, and Arrowhead Towne Center. Florence has a distinct advantage—it has an authentic town center!

As the economic boom of the late 1990s and early 2000s ends, many people are beginning to look for an uncomplicated life that reflects the small-town environment in which they grew up. Additionally, Arizona’s rapid growth patterns are expected to continue with Pinal County being the epicenter of this growth. As the county seat, Florence is poised to support this influx of people and provide them with a rich cultural environment and a real sense of community.

This Downtown Redevelopment Update Plan sets the vision and goals for Florence to encourage growth, maintain authenticity, and create a vibrant community blossoming as Florence approaches its 150th anniversary.

2.2 Approach



Streetscape elements

A vision is the legacy left to the next generation by today’s Florence businesses, residents, and leaders. A vision is a consolidation of many different views of what the next generation will inherit for Downtown. There are different paths reaching tomorrow’s vision. The route selected by elected officials after public review and comment during this plan update process

2



Florence Farmer's Market



Outdoor Cafe

has become the “Success Strategy”. Achieving the Success Strategy (Strategy) requires a time-specific and quantifiable implementation program.

The motivation for the Redevelopment Plan Update is to set sights on a long-term planning horizon to increase the competitiveness of Downtown Florence, enhance its economic vitality, and preserve its character.

Summary of major concepts

A Changing Main Street

Main Street has changed significantly over the past five decades. As outlying independent communities, like Florence, become suburban edge communities, the role of the Downtown shifts. Where it was once the hub of the community, outlying urban-style development, strip malls, and large retail stores located away from the town center draw both businesses and customer traffic away from Downtown. While many communities futilely strive to return Downtown to what it once was, Florence recognizes that its heritage is the foundation of a different Downtown for a different economy.

Redevelopment Process

Redeveloping and revitalizing Downtown Florence is an ongoing process. Initial programs should be inexpensive with an immediate impact so the community realizes that change is accomplished. These are followed by a working implementation program. Only then can the

vision of the Redevelopment Plan become a reality. Through changes in economic conditions, available and restricted credits, and the Valley of the Sun Megalopolis’ incursion into Pinal and Pima Counties, it is important that the Redevelopment Plan be reviewed, its progress charted, and its priorities assessed on an annual basis. Successful implementation of any plan requires public oversight and political will.

A Flexible Plan

A major challenge of realizing a downtown vision is to understand that there are times when development proposals do not accomplish Plan goals supporting the vision. Some projects proposing a downtown location and seeking development incentives require assessment in relation to successfully implementing the Downtown Redevelopment Plan. The Downtown Redevelopment Commission, Planning Department, Economic Development Department, and Town Council need to have a plan providing flexibility in the implementation program to allow for changes due to evolving external influences.

2.3 Districts

Viewing through the planning process, the overall Downtown Redevelopment Area is generally well-defined; it is large with some very unique sub areas upon which a single strategy could not be applied universally. As noted in Section 1, three distinct, but

connected districts where defined, each with its unique character and set of issues related to implementation of the vision and redevelopment. These areas are:

South Gateway

For visitors, potential business owners, and residents, State Route 287 is the first impression and primary introduction to Downtown Florence from the I-10 and future freeways. Located on both sides of Main Street, from the junction with State Route 79B, Florence Heights Drive, and West Canal Road northerly to the intersection with Butte Avenue, South Gateway is a one-mile stretch of state highway with major local impact. South Gateway offers an opportunity to create a pedestrian-friendly area with a mix of land uses (residential, job-generating, retail, service) in an inviting oasis and gateway into Florence's unique Western heritage and legacy. The area still celebrates its own car dependent, 1960's, "Route 66" development patterns.

Historic Core

Respecting the Historic Core's authenticity and character is a major investment for the future success of Downtown Florence and a source of pride for Florentines. This area, located between Butte Avenue and 3rd Street, is the location of over 110 of the Town's 160 registered historic properties. It is also the historic



business core, where people once shopped, attended events such as parades, and enjoyed entertainment. Restoration and enhancement of all day activities, and preserving the authenticity, is a key component of the Redevelopment Plan.

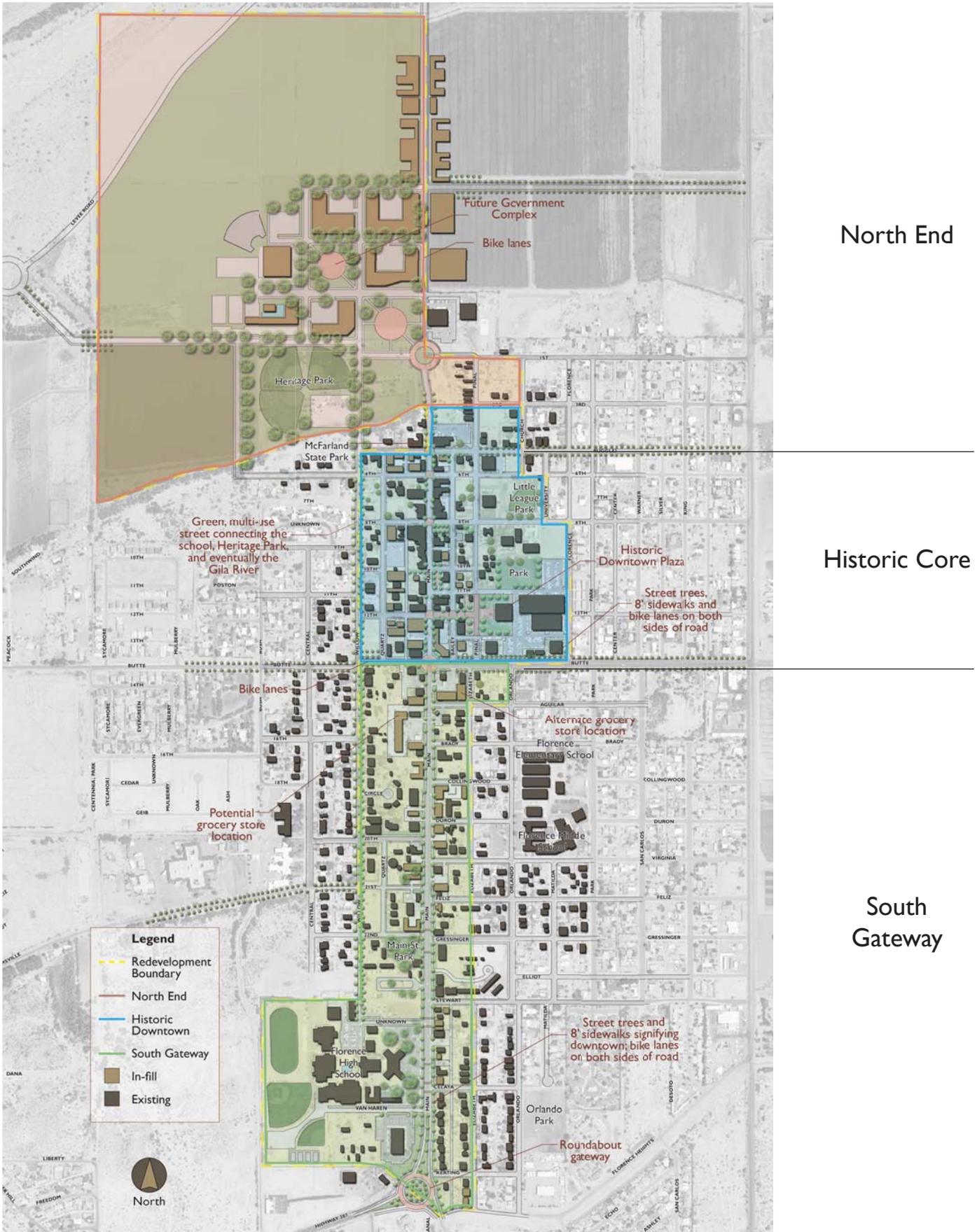
The Historic Core needs enforceable design standards on new construction, these must complement, not imitate historic architecture. The effect of such efforts usually result in a movie-set look or a "Disneyfication"¹ of the downtown area. The intent of this plan permits adaptive reuse of the smaller foot print buildings at the street frontage, preservation of the historic character of buildings, and accommodation for contemporary new buildings intermingled with historic structures. The key is to balance uses to create the critical mass of population, shopping, and jobs needed for Downtown retail businesses to succeed.

North End

Owned by the Town, the agricultural lands within the Civic Center area—3rd Street north to the Gila River, are basically undeveloped. These properties will see only new buildings, using complementary development standards, extending the aesthetic features of Historic Core from Butte Avenue to the Gila River. A fabric woven with particular pedestrian-friendly streetscapes, buildings that engage the street, and uses such as restaurants with outdoor cafes resulting in an active streetscape.

Furthermore, this area offers a unique opportunity for the Downtown Redevelopment Area to make a strong connection to the Florentine communities north of the Gila River, consolidate governmental facilities, strengthen the types of commercial and retail business, and add a variety of housing stock through new mixed-use development. New private development should be encouraged to use sustainability best practices and

¹ "Disneyfication" is a colloquial term referring to the use of false storefronts to create an imaginary place, such as the "Main Street America" at the entrance to the Anaheim, California, amusement park, Disneyland.



North End

Historic Core

South Gateway

Figure 2-1: Downtown Redevelopment Area Concept Plan

pursue LEED² certification. Silver LEED certification or similar independently-established certification needs to be the standard for all new governmental facilities.

2.4 Vision

Throughout the process of this Redevelopment Plan Update, the consultant team worked closely with stakeholders and the Redevelopment Commission to create a concise vision statement that encompasses the overall vision for Downtown Florence. Through this visioning process, a diverse group of Florentines defined the legacy for the next generation as:

“A Rich Heritage, A Vibrant Future”

The three distinct districts discussed previously are reflected in this overarching vision statement. South Gateway developed with the coming of the automobile. The Historic Core is the nativity of Florence. The North End is the undeveloped future. As such, in addition to this concise overarching statement for all of Downtown Florence are additional vision statements for each of the three distinct districts described above that support the overall statement. These district statements will reinforce Florence’s authentic history while developing the framework to revitalize the Downtown Area and recreate a vibrant future. The district visions statements are:

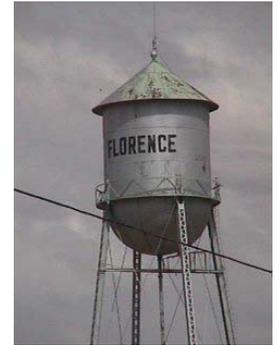
South Gateway

Be the initial impression of the Florence Legacy

This may be one of the most important statements in the Redevelopment Plan. With the South Gateway

² LEED is the acronym for Leadership in Energy and Environmental Design. This is a “Green Building Rating System™” encouraging and accelerating global adoption of sustainable green building and development practices through the creation and implementation of universally understood and accepted tools and performance criteria. LEED promotes a whole-building approach to sustainability by recognizing performance in five key areas of human and environmental health: sustainable site development, water savings, energy efficiency, materials selection, and indoor environmental quality. There are other certification services being established. Any recognized independent certification should be accepted by the Town.

segment of Main Street as the most traveled route through old Florence, decisions made from this first impression determine whether or not less-visible parts of the Town are visited. These “less visible parts” include the Historic Core, the North End, and McFarland State Park. Major enhancements to the South Gateway are simple to accomplish, with ADOT cooperation, and can be relatively inexpensive. The vision accomplished from



such enhancements is a corridor that says to visitors, “Welcome home,” and to potential business owners, “this is a well-kept place for business”.

A quick first step is adding color to the route. Installing, rotating, and displaying banners on light poles helps “shorten” the view by bringing a colorful visual ceiling to the road. The banners create a perspective arrow that hits right at the intersection of Butte Avenue and Main Street, the entrance to the historic area.

Historic Core

Celebrate Florence’s authentic and unique history while blending historic and complementary contemporary buildings for mixed uses and area amenities

Historic Core, the heart and soul of the Town, is an extraordinary resource. While many communities recognize it too late, Florence, through its Redevelopment Commission, has the opportunity to turn this asset into a catalyst. The major challenge is that emotionally, many want to see a downtown return to its “heyday”. There is a vision of cars filling the streets in front of bustling storefronts. It’s easy to look back and see what was, and hope it can be that way again. The vibrant future requires The Historic Core



Streetscape examples

redevelopment to utilize a different vision.

The fastest program to implement in the Historic Core is a wayfinding program to identify businesses and historic buildings.

The North End

Extend the scale and form of the Historic Core, while incorporating innovative and sustainable buildings and spaces

Basically undeveloped, these properties will see only new buildings. Using complementary development standards, the Town can extend the aesthetic features of the Historic Core from the existing Downtown to the Gila River, in particular pedestrian-friendly streetscapes, buildings that engage the street, and uses such as restaurants with outdoor cafes that activate the streetscape.

The quick and easy project for the North End can be a looped pathway along the river from McFarland State Park to the existing parks near Florence Town Hall.

New private development should be encouraged to use sustainability best practices and pursue LEED certification. All new governmental facilities should be built to a minimum LEED Silver certification, or similar energy conservation standards.

2.5 Redevelopment Goals

While there are different methods of successfully implementing redevelopment goals, the vision for the Plan condenses into four goals which are applicable to each of the distinct districts and implemented with catalyst projects. Implementation of these goals is incorporated into the Redevelopment Plan.

Goal 1: A framework³ approach creating a sustainable, vibrant, and active Downtown area undivided by day or night

Creating the framework requires a complement of policies, regulations, and money to build a solid foundation for accomplishing the Downtown vision. Some costs are associated with public infrastructure creating an enticing environment. Some costs are associated with private development necessary to restore, remodel, or construct buildings for commercial and residential occupancy. With an aggressive redevelopment plan, the Town will need to update and create development regulations ensuring, and often mandating, implementation of the Plan.

³ Framework approach means systematic Implementation: of a set of ideas, principles, agreements, or rules that provides the basis or outline for something intended to be more fully developed at a later stage

Goal 2: Mix uses initiating the redevelopment of the Downtown area into a magnet shopping, employment, cultural, and recreational destination for residents and visitors of all ages

Today's downtown requires a mix of uses creating the critical mass necessary for its success. The customers for downtown businesses will come from those who work and live in the area. To extend the hours of activity requires residential uses in addition to business. Over the years, first zoning regulations, and then narrow vision financing have segregated uses to implement the post-World War II community development model, still in use today as the conventional subdivision with isolated commercial sites on main roads and little, if any, job generating uses. Today, use segregation contributes to the decrease of business in downtown areas and the proliferation of outlying and sprawling malls and regional shopping complexes.

Goal 3: Truly reflect the rich Western history, traditions, authenticity, and wonderful historical character



A parade through downtown

So many towns have a “there” that isn’t a “there” stigma. Florence has the foundation for an extraordinary downtown revitalization. There is synergy and desire among property owners, the Town, County, and residents to see the Historic Core succeed. Fueled by the pause in Arizona’s economic growth, an opportunity exists for a breath from fast-paced development

demands, ensuring Florence an established town center. Building from a storybook Western history, embracing diverse traditions, celebrating wonderful character, and keeping authenticity all mix well to create a unique setting for the future of Florence. Political will is necessary to make this work.

Goal 4: Sustainable and environmentally friendly development using innovative and energy-efficient technologies

Nearing the end of the first decade of the 21st Century, there is a “greening” of America on everyone’s mind. Climate change, limited resources, construction, and energy cost all support the new call for sustainability and environmentally friendly development. It’s more than a calling: businesses are touting new LEED-certified buildings, and builders are trumpeting “green” homes for sale. Some jurisdictions call for “best management practices” or other defined terms requiring the use of the latest technology and innovation.

This may not always be practical. Sometimes the simplest of concepts is better than the latest technology. To invite sustainable and environmentally friendly redevelopment, Florence is on stronger ground defining its expectations and performance metrics than prescribing how to accomplish the standards.

2.6 District Goals

In addition to a concise vision with four main goals for the entire Redevelopment Area, it is recognized that the distinct districts discussed above will have different opportunities for using land, architectural design, and the classification of roads. Applying a set of sub-goals addresses these different areas’ character. Implementation of these goals are discussed, along with other goals, through the project element of: Streetscapes and Civic Space, Transportation and Parking, Wayfinding, Economic Vitality, Historic Preservations, and Housing, Underdeveloped, and Undeveloped Land as discussed in Section 3.

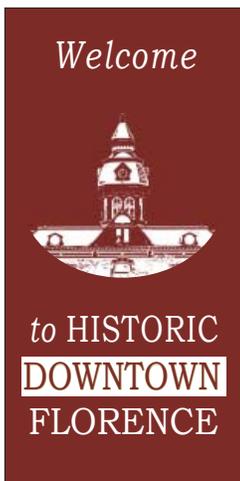


South Gateway

Areas like South Gateway evolved over time rather than having been planned. With the advent of the automobile, the extension of state highways, some businesses required larger space for parking, display, sales, and warehousing. These businesses moved from downtowns to long stretches of road on the entryways into town. In most cases, there were few, if any, houses in the area, and unbridled commercial development occurred in strips along the highway. In the Post World War II years, these strips out of downtown defined gateways into the towns. The choice is to phase out such uses or celebrate this portion of historical development by enhancing the area.

Goal 1: An effective system of signage and wayfinding guiding residents and visitors to the many resources within Downtown

A famous advertising campaign was built around the phrase, “when you’ve arrived, there’s no need to shout”. This applies to community character as well. Over the years, the trend moved towards taller and larger signs, signs for shopping centers listing every business in multiple panels, blinking lights, strobes, and now LED video panels.



Simple, cost-effective, and rotating banners announce the arrival in Florence

The lack of visual coherence shouts at the driver, and actually makes it more difficult to read signs. Called “visual competition,” there is a balance between effective signage and too much signage. Even at SR 287’s reduced speed through town, the typical driver has mere seconds to take in a sign and have its information register. The sign industry has actually funded studies showing how much information the eye and mind can process by letter size and

vehicle speed. This is among the reasons many cities do not allow billboards in town—the visual competition with the signage for local businesses.

Consolidating signage in the South Gateway is a long-term benefit to businesses and to Florence as well. Tying sign design, height, and size to safe visibility factors reduces the visual competition. The Historic Core will need a separate code for all signs from street signs to business signs.

Today, wayfinding helps people locate resources, businesses, activity centers, and government offices. Many cities in the Phoenix metropolitan area, as well as Tucson and Flagstaff, all have uniquely designed wayfinding systems to help move traffic to destinations within the city.

Goal 2: Attractive, multiple-use neighborhoods and employment opportunities drawing upon local history

To create a sustainable community, it is important to use under-developed and undeveloped properties in existing areas. The increase in fuel costs in 2008 demonstrated the expense in both time and money of development design requiring long drives for shopping, sleeping, and working. South Gateway offers opportunities for inclusive development patterns to intermix uses. In larger cities, and sometimes in satellite cities, the push is to increase density using multiple-story buildings. The solution for tall or vertical “infill” development may not be compatible with Downtown Florence. Creative urban design can use setbacks, terraced buildings, or partial in-ground structures, to pull the height back from the street, maintaining the current character of South Gateway.

Goal 3: The appropriate location for well-designed and landscaped primary job-generating businesses and auto-oriented activities

The physical characteristics of South Gateway, long and narrow, challenge the concept of a pedestrian-

oriented development pattern. Streets need to safely accommodate multiple modes of transportation, people, cyclists, transit, and vehicles. Development needs to focus on uses which tend to be more auto-dependent, while streetscape enhancements such as driveway consolidation, well-defined pedestrian zones and crosswalks, smaller corner radii, and buffers between business parking lots and sidewalks are incorporated, creating an attractive and complete street.

Goal 4: Housing opportunities providing the population needed to support governmental, retail, service, commercial, and employment uses and opportunities

To be successful, a redevelopment area requires day and night vibrancy. Currently this is lacking and will be a long-term challenge for the Redevelopment Area. It places the Redevelopment Agency in the role of a partner with private development. The public-sector access to capital is what can drive the success of development in South Gateway. There are many options. In satellite communities, such as Florence, many times the vision is for a multi-acre, sprawling clean-industry center. South Gateway does not have the capacity to support such a development. An inventory of business in Florence finds that most businesses are small with just a few employees. The employment market is dominated by the prison and by retail giants, like Safeway.

South Gateway’s small land areas offer the ability to design a development for a specific site. In many communities, live/work stores and residences are being built in areas like South Gateway. Industrial-style lofts are attractive to creative individuals, artists, architects

and engineers. An interconnected group of “small town” doctors’ offices can create a reasonably sized clinic. Low-slung multi-story buildings can offer retail and office space on the first floor and setback residences on a second or possibly third level. Use of sustainability best practices should be encouraged for these new developments. LEED certification should also be encouraged, but not mandated. In Freeport, Maine, and Washington, DC., large retailers adapted design of new large retail stores, as well as small retail and traditional buildings by remodeling the historic structure and then interconnecting multiple structures

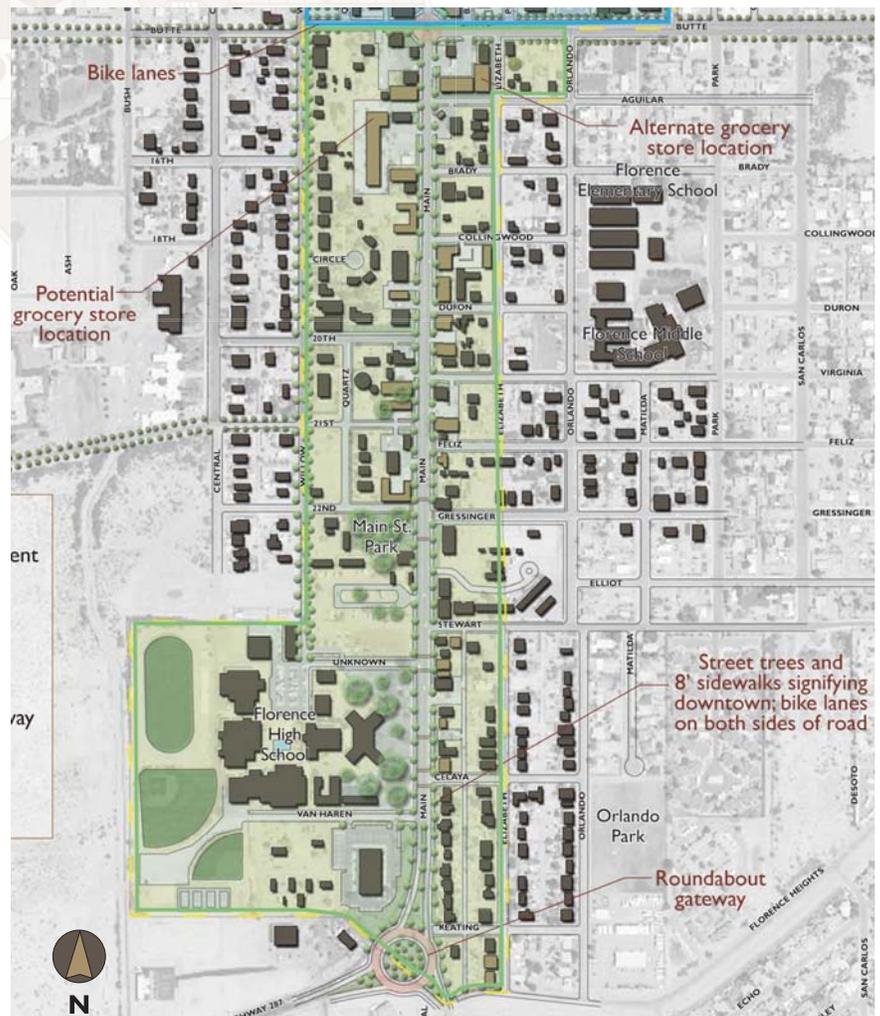


Figure 2-2: The South Gateway



in a number of different design schemes to maintain the traditional street front scale. In Boulder, Colorado, a Safeway was constructed with a façade of multiple storefronts related to food: bakery, fish, butcher, and café. The bakery and café had independent doors providing access.

Historic Core

Today's historic downtowns succeed by assuming a different role. The downtown of the general store, grocery, furniture, and department store is not an effective means to draw visitors. The contemporary historic central area is catalyzed by attracting and serving a new population. Success is measured by finding a market niche and investing in that niche. Importantly, the city center must have life after dark. In Florence, this niche is built around its authentic history. The Historic Core is the place where people will come to learn about this unique history, visiting historic buildings, watching the parades, gathering at the farmer's market, and enjoying the entertainment venues that create a vibrant night life.

An investment in housing will produce a great return. More primary employment jobs need to base in the Historic Core without denuding historic character with contemporary design. The more employees put in the Historic Core, the more customer base exists to support retail, commercial, restaurant, and entertainment businesses.

Goal 1: A town square celebrating our history, serving as the "heart" of Downtown, and a focal point for public gatherings, ceremonies, and events

One way to make a downtown more attractive for multiple uses is to ensure that there is a space that serves as the "heart" of the community. A signature space that gives you the sense you have arrived. A town square starts the renaissance by creating a focal point that becomes the "there" for Florence. It needs to be of adequate size and appropriate location so that the Historic Core can thrive and grow around it. While the final location will need to be analyzed, this Plan recommends two potential locations. Option 1 locates

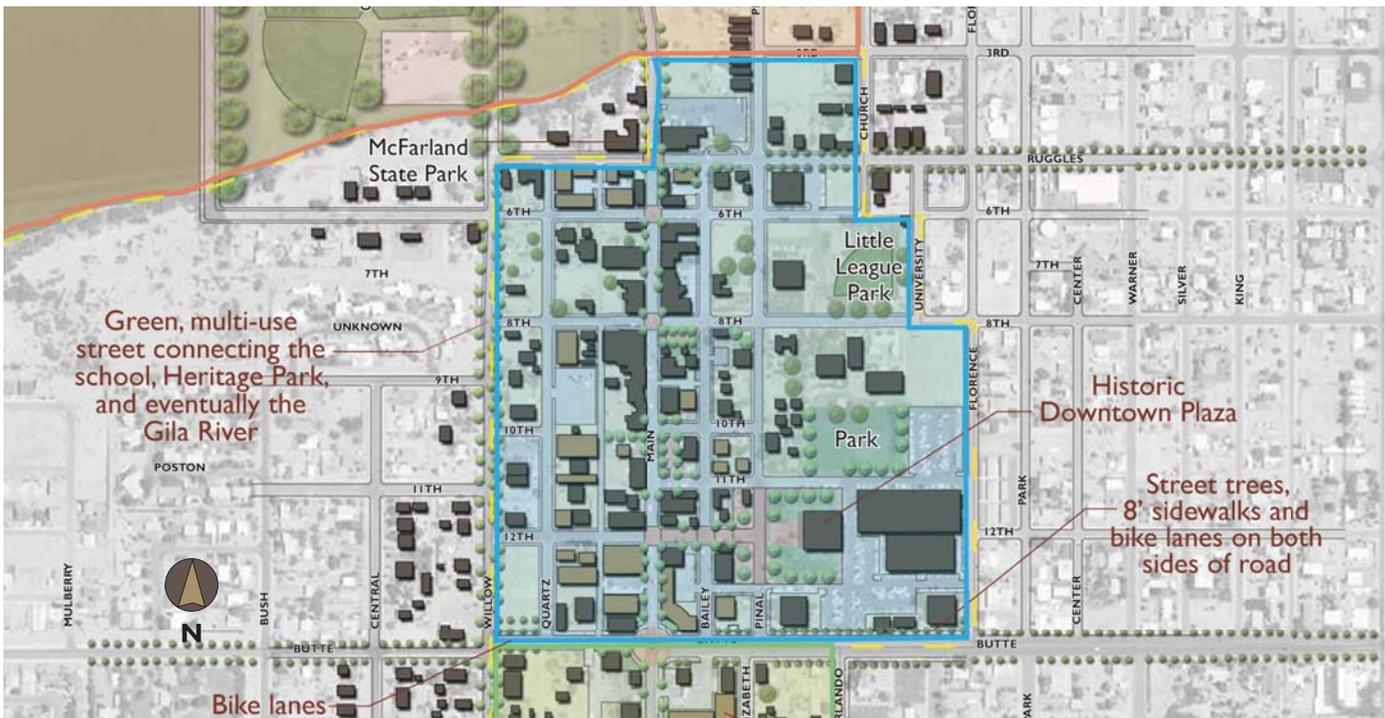


Figure 2-3: The Historic Core

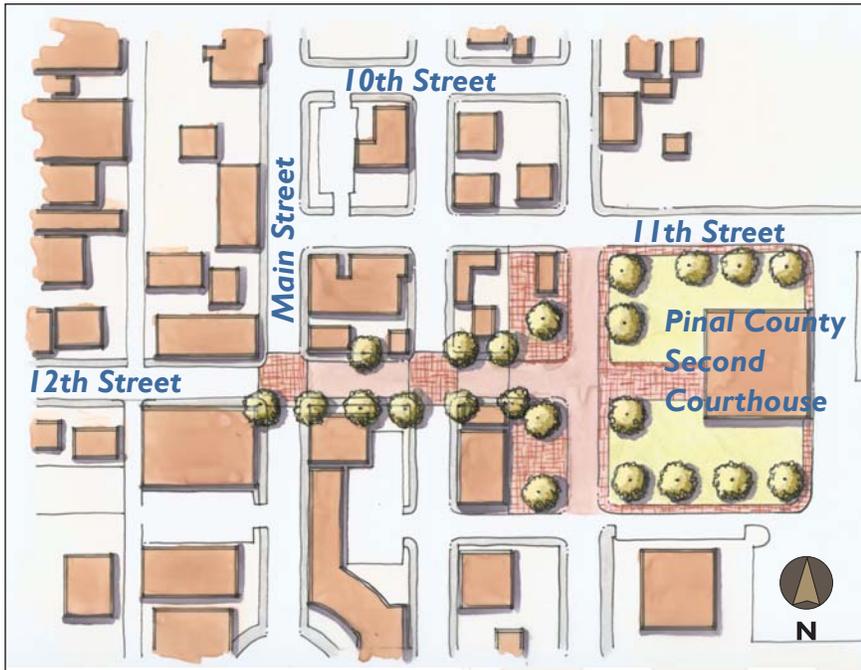


Figure 2-4: Town Square, Option 1

the square on 12th Street from Main Street to the Historic Pinal County Second Courthouse, creating an open space that is focused on the courthouse. Option 2 develops a “plaza” along Main Street between 8th Street and 10th Street. It utilizes the current open space of Jaques and Arriola Park to create a “plaza” that is in the center of the historic downtown core. In both options, historic structures need to be preserved and the public realm (sidewalks, streets, and publicly own land) should be used to create the space.

Goal 2: Revitalizing the business center anchored by a traditional Main Street, providing multiple opportunities to live, work, and spend

Amenities creating attraction, housing creating critical mass, places for people to work, places to park, the retail and service businesses for the new population. These are the components of a successful downtown. It is an investment returned over time, the success achieved by maintaining commitment and political will to ensure development patterns occur as are best for the Town and the Redevelopment Area.

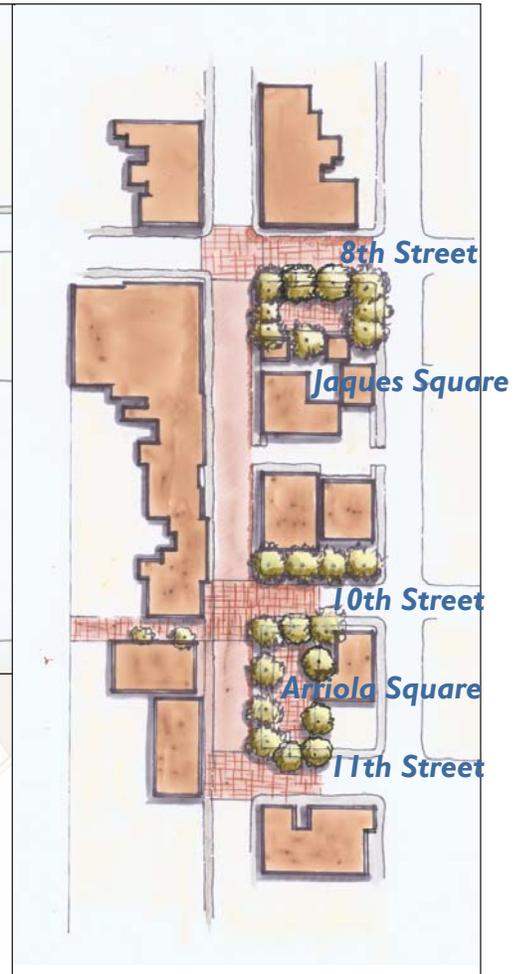


Figure 2-5: Town Square, Option 2

Goal 3: Boutique and specialty retail stores, distinctly different from retail activities and services available elsewhere in the Greater Florence area

The revitalization of the Historic Core will be dependent on creating that niche market that attracts business and people. The Redevelopment Plan Update recommends the Historic Core area be developed more as a series of boutique and specialty stores that are different from the larger box stores throughout the Greater Florence area. These should include specialty clothing stores, antique shops (although these should be limited to reduce turnaround), restaurant, craft stores, and other small retail business. Additionally, other small business types, such as small convenience stores, drug stores, ice cream



stores, a brewery, and possibly a small theater, should be attracted to this area to provide services for the local community and destinations for visitors.



A historic building converted to retail use

Goal 4: Sustainable, walkable, pedestrian-friendly character mixing businesses and housing

A different type of person lives in a successfully revitalized downtown. It is almost two opposite ends of the life cycle. Singles and young couples with young or no children, older residents interested in a less-maintenance lifestyle—these are the types of people typically living in a revitalized downtown area. This can be the market to attract to the Historic Core. To build the critical mass, it is important to offer unique and attractive amenities not found in other areas: Tree-shaded walkways, fountains, public art, places to ride bicycles, sit, and relax. Overall, there needs to be a sense of safety as well. The tested success of mid-sized and even large communities is an effective formula to follow. Within its planning area, Florence is no longer going to be a small town, but a major satellite city. That future scale of size is part of the investment in downtown.

North End

Florence has made a significant investment in land between the Historic Core and the Gila River. This investment becomes the seat of government for the Town and in the future, the County. Larger scale civic uses—regional park, sports fields, and government services, will all locate at the North End.

Basically undeveloped, these properties will see only new buildings. Using complementary development standards, the Town can extend the aesthetic features of the Historic Core from the existing downtown to the Gila River.

Connecting cross-river residents to the North End is essential to create a connection with the Town. In many satellite cities, freeways, rivers, floodways, and other natural or man-made barriers separate portions of the community, resulting in a separation of civic interests. Many examples can be presented from the Phoenix metro area about these divided civic interests. Getting a road system across the river to Anthem at Merrill Ranch and other developments in the Merrill Ranch area is an essential need for the success of this Plan and the long-term stability of the Town.

Furthermore, this area offers a unique opportunity for the Downtown Redevelopment Area to consolidate governmental facilities, strengthen the types of commercial and retail business, and add a variety of housing stock through new mixed-use development. New private development should be encouraged to use sustainability best practices and pursue independent environmental construction certification. All new governmental facilities should be built to a minimum equivalent of LEED Silver certification or similar independently-established certification.

Goal 1: The governmental center supporting the Town of Florence and Pinal County

The crippling factor precluding civic facilities, recreation areas, and open space is the cost of land. Florence holds a significant asset with its ownership of land from the historic canal to the Gila River west of Main Street. With Pinal County's government center on the east side of the Historic Core and Second Courthouse, a perfect opportunity is created for the Historic Core with major employment centers bracketing the historic shopping areas.

Goal 2: Regional commercial area serving greater Florence

The Gila River is a physical barrier to a successful downtown if it is not appropriately integrated into the Town’s Redevelopment Area planning. One of the largest and most dense development areas in the Town, Anthem at Merrill Ranch, is located across the river from Downtown. The large, undeveloped acreage could create a regional commercial complex if a bridge crossing the Gila River to Hunt Highway is developed connecting Anthem at Merrill Ranch to Downtown.

Goal 3: Link new communities north of the Gila River to Downtown Florence

The Gila River separates more than the new communities from Downtown; it separates the Town’s newest residents from identification with Florence as an independent town. When people move to a new area, the first few years are spent getting settled—finding the grocery store, locating soccer sign-ups, settling in with their place of worship, meeting neighbors, and then taking a look around at where they live. Many of the families first moving into the area have a northern and westward connection—I-10, Phoenix, Chandler, Mesa. Downtown Florence is located south and east of the developing areas. It is possible that their media focus is all towards the Phoenix metro rather than Florence. Though possible, it is awkward to get to the downtown area from Anthem at Merrill Ranch.

Without connection across the Gila River, there is a challenge building an incentive for families to reverse their flow and come to Downtown. Although extraordinarily expensive, connecting new Florence to Downtown is critical.

Goal 4: Eastern Pinal County’s central recreational and gathering place with open space, parks, and integration of the Gila River natural environment

A great opportunity exists to create a place for recreation—one serving the Town of Florence and the greater Eastern Pinal County area. This is an asset that raises Florence above other Pinal County cities appreciate. An attractive, comfortable active and passive recreation area supports multiple activities. Linked to the Historic Core, the “day at the park,” will provide customer mass for businesses, particularly restaurants, cafés, and coffee shops.



Figure 2-6: The North End concept plan



2.7 Catalyst Projects

For a redevelopment area to succeed, catalyst projects are needed. A catalyst project is a highly visible, physical action. Sometimes the simplest of catalyst projects can spur new activity enhancing an area. Provo, Utah, paid for paint and awnings to get business to spruce up the appearance of downtown with more than 90 percent participation. New tenants followed. The Historic Core, adaptive reuse of the Second Courthouse,

streetscape, even wayfinding signs can catalyze an area. Implementing catalyst projects requires good planning and a systematic roll-out. The improvements must be installed or built in a manner that makes a major physical difference. Sometimes this means that a large area, say the length of South Gateway, is improved over a period of years. Diluting the improvements completely undermines the catalytic effects.

Catalyst Projects to Stimulate Redevelopment

South Gateway

- Beautification of South Gateway streetscape: trees, flowers, shrubs, banners, lights, furniture, landscape median

Historic Core

- A Sense of Place with a Historic Town Square: locate, design, acquire, and build

North End

- Creating tranquility with Florence Civic Center amenities such as parks, retail, and mixed-use development

Florence Downtown Redevelopment Area

- Enhancing the pedestrian experience with street furniture, shade, and lighting
- Consistent wayfinding: uniform colors, shapes, fonts, and appearance to highlight Downtown Florence
- Expand existing festival and event life in Downtown Florence: identifying opportunities to further celebrate Florence's historic character
- Business incentive program(s) to attract new business development
- Incentive program(s) to upgrade existing housing stock and attract new housing

Implementation Strategies



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3.1 Introduction

The entire purpose of a Redevelopment Area is to create and instill economic vitality into its boundaries. Florence's Downtown reflects civic pride and the recognition that only with a vital and economically successful central area will the Town be able to maintain its identity. Many cities in the Phoenix metro area allowed suburban-style development to overwhelm the individual identities so that it's nearly impossible to tell when one is passing from one community to the next. The residents have little loyalty or local focus because the city is now just a bedroom, not a lifestyle.



Courthouse Square - Prescott, AZ

A successful redevelopment area creates a lifestyle, a central focus, a sense of place.

3.2 Implementation

Actions and accomplishments are the results of a successful redevelopment plan. Achievement of results is best measured through a mandatory implementation program. Setting specific goals and methods for successfully carrying out the Redevelopment Plan allows the Town to mesh its capital budget with redevelopment needs. Such planning ensures the Redevelopment Commission is able to put programs into play on a scheduled and measurable basis. The other factor is that the annual review ensures the Redevelopment Plan remains fresh at all times. The

Redevelopment Commission and Town Council can reprioritize programs, moving them from one time period to another. The annual review also allows the Town to add new priorities on a systematic basis and delete those no longer needed or wanted.

3.3 Types of Implementation

Implementation is the key, and the Florence Redevelopment Plan unlocks the future with accountable implementation measures. Each measure is written in a manner that either specifies a metric or measure of accomplishment or a time-period in which the measure is to be accomplished with the details left to the Town or appropriate responsible agency. This Plan is designed to be used on a regular basis, particularly during budget creation and capital improvement planning, to ensure success.

3.4 Measurable Timelines

Implementation measures form four measurable timelines.

- “Ongoing” means that the implementation requirement applies on a regular basis when applications are reviewed or activities proposed fall under the purview.
- “Immediate” means the implementation requirement shall be accomplished within the first twelve months following the adoption of the Plan.
- “Short-term” means the implementation requirement shall be accomplished within the first five years following the adoption of the Plan.
- “Mid-term” means the implementation requirement shall be accomplished within a horizon of five to ten years into the future.
- “Long-term” means the implementation requirement shall be accomplished beginning ten years in the future.



3.5 Successful Implementation

Written with the word “shall” identifies a required implementation action, rather than a discretionary action. Sometimes, the word “may” identifies a choice of required actions. Discretion is permitted with the selection of, say, Option A over Option B, but one of the options shall be implemented. If the Plan is adopted without a mandatory implementation program, it may as well not be adopted. If the community today does not have faith in its vision for the future, the Redevelopment Plan becomes a parable on the shelf. Many times it is forgotten that the Plan is accomplished over a 10 to 20 year timeline, but it is accomplished in small increments over that period.

3.6 Successfully Accomplishing the Vision – Implementation of Redevelopment Goals

Goal 1: *A framework approach creating a sustainable, vibrant, and active Downtown Florence across day and night*

POLICY 1: Carry out the Downtown Redevelopment Plan.

Implementation Measure 1: No later than March 31 of each fiscal year, Town staff shall report to the Redevelopment Commission on accomplishments implementing the Redevelopment Plan during the prior 12 months and identify remaining programs requiring implementation during the planning period. The Redevelopment Commission shall review priorities and establish a budget for the coming fiscal year adequate to implement required programs.

Timeline: Ongoing.

Likely Project Lead: Town Director of Economic Development, or equivalent, will coordinate data from other Town departments to present to the Commission as a unified report from Town staff.

Fiscal alert: None.

Funding Sources: General Fund and Redevelopment budgets for staff time.

Funding Source Acronyms:

Identification of funding sources for implementation of a goal are part of a successful implementation strategy. The following is a list of funding source acronyms and their meaning:

- ADOC - Arizona Department of Commerce
- CDBG - Community Development Block
- RCF - Redevelopment Commission Fund
- EDA - Economic Development Administration
- ADEQ - Arizona Department of Environmental Quality
- ADOH - Arizona Department of Housing
- CLG - Certified Local Government Grants
- IRD - Incurred Redevelopment Debt
- STO - Sales Tax Offsets
- APS - Arizona Public Service
- DRF - Downtown Redevelopment Funds
- DOE - US Department of Energy
- ACC - Arizona Corporation Commission
- ADOT - Arizona Department of Transportation
- NEA - National Endowment for the Arts
- PS - Private Sources
- ASPHF - Arizona State Parks Heritage Fund
- USDA - US Department of Agriculture
- GSA - General Services Administration
- RNEA - Residential Neighborhood Enhancement Area
- NCO - Non City Funds
- AOT - Arizona Office of Tourism
- IG - Indian Grant

Implementation Measure 2: Following adoption of the coming fiscal year budget, the Redevelopment Commission shall propose amendments to the Redevelopment Plan recognizing tasks successfully accomplished, and reassigning priorities to upcoming tasks as may be necessary, including revising the implementation timing horizons.

Timeline: Ongoing.

Likely Project Lead: Redevelopment Commission.

Fiscal alert: None.

Implementation Measure 3: During the mid-term planning period, revise the Town zoning and subdivision codes to assist in redevelopment within the Plans district boundaries.

Timeline: Mid-term.

Likely Project Lead: Planning and Zoning Department.

Fiscal alert: Potential outside consulting services.

Funding sources: ADOC, CDBG, General Fund¹, RCF

Implementation Measure 4: Discretionary development should be consistent with the vision, goals, and policies of the Redevelopment Plan.

Timeline: Short-term.

Likely Project Lead: Planning and Zoning Department Town Council when reviewing applications; a substantiated finding of consistency is required for project approval.

Fiscal alert: None.

Funding sources: Application or Building Permit Fees

Goal 2: Mix land uses initiating Downtown Area Redevelopment into magnet shopping, employment, cultural, and recreational destination for businesses, residents, and visitors

POLICY: Generate economic base employment in the Redevelopment Area².

Implementation Measure: Create an incentive program enticing base employment businesses to locate in the Downtown area. Such an incentive program may include, and is not limited to:

- Loans or grants from redevelopment monies for acquisition of property, remodeling, or enhancement of structures.
- Cooperative parking facilities owned by the Town to reduce the amount of land area needed for business and employee parking.
- Improved infrastructure and telecommunications backbone to serve businesses.
- Identification of the types of businesses desired for

¹ "General Fund" will always be spelled out, as this represents the City's discretionary budget.

² "Economic base employment" means major businesses and industries within a geographic market area that provide employment opportunities essential to support the community.

Downtown Florence, and creation of a "hardline zoning policy"³ ensuring that the Redevelopment Area can be populated with such businesses.

Timeline: Short-term.

Likely Project Lead: Redevelopment Commission; Town Council.

Fiscal alert: Requires Downtown Redevelopment Funds (DRF) commitment for capital projects: bond sales.

Funding sources: General Fund, DRF; ADOC, EDA, CDBG

Goal 3: Truly reflect the rich Western history, traditions, authenticity, and wonderful historical character

POLICY 1: Redevelopment Area design standards are needed to ensure complementary community design rather than imitation community design.

Implementation Measure: Enact a Redevelopment Area design code reflecting the different areas of Downtown Florence, yet ensuring design cohesiveness.

Timeline: Short-term.

Likely Project Lead: Planning and Zoning Department.

Fiscal Alert: Possible consulting costs or staff time commitment.

Funding sources: AOT, General Fund, ADOC, CLG.

POLICY 2: Ensure conversion of under- and undeveloped lots is consistent with Plan direction.

Implementation Measure: All development and land use applications within the Plan Area shall be reviewed for conformance with the Plan goals and implementation programs.

Timeline: Ongoing.

Likely Project Lead: Planning and Zoning Department.

Fiscal Alert: None.

Funding Source: Fees.

³ A "hardline zoning policy" is a position of the Town Council to hold out approvals for those uses best achieving Plan goals. This means that some uses may be denied because such will not help achieve Plan goals.



Goal 4: Sustainable and environmentally-friendly development using innovative and energy-efficient technologies

POLICY 1: Integrate sustainable building practices through the Development and Building Codes.

Implementation Measure 1: Achieve energy efficiency for existing buildings through a low-interest loan, grant, or cost-sharing program to reduce the capital cost of improving existing buildings.

Timeline: Mid-term.

Likely Project Lead: Planning and Zoning Department.

Fiscal Alert: Bond issue, using redevelopment incremental funds, APS, DOE, ACC, CDBG.

Implementation Measure 2: Ensure new construction and major remodeling efforts, incorporate appropriate LEED standards (or equivalent energy-saving, environmentally-friendly standards). Amend the Development Code to mandate this requirement.⁴

Timeline: Ongoing.

Likely Project Lead: Planning and Zoning Department.

Fiscal Alert: Increases construction costs but lowers long-range operating cost.

Revenue source: Fees

POLICY 2: Reward energy-efficient and environmentally-friendly development and remodeling.

Implementation: Establish a recognition program annually honoring property owners or builders who use exemplary techniques in construction or remodeling to implement an energy-efficient or environmentally-friendly structure.

Timeline: Short-term.

Likely Project Lead: Town Council.

⁴ Avoid using the term “best management practices” or requiring strict adherence to LEED standards. There may be alternative methods of accomplishing the same objectives. Avoid mandating LEED certified buildings, as this can be a complex and costly process. Such certification should be voluntary.

Fiscal Alert: Incidental costs for trophies, award function, and plaques or other recognition mementos.

Funding Sources: General Fund.

3.7 District Goals - Implementation

One of the main purposes of the Redevelopment Plan was to provide visions, goals, and implementation strategies for a series of elements which included items such as housing, open space, economic incentives, and streetscapes. Through the planning process, these elements were consolidated into the following Downtown Redevelopment elements:

- Streetscapes and Civic Spaces
- Transportation and Parking
- Wayfinding
- Economic Vitality
- Historic Preservation
- Housing, Underdeveloped, and Undeveloped Land
- Sustainability

The over arching vision statement described in Section 2 of this report defines the legacy for the next generation and is supported by the visions developed for each of the three distinct districts of the Redevelopment Area. While the goals, policies, and strategies to successfully implement the vision are described individually in Section 3.6, the goals, policies and strategies for the districts described in Section 2.5 have been incorporated into each of the Redevelopment elements as identified in each of the following sections.

3.8 Streetscapes and Civic Spaces

The old adage “you never have a second chance to make a first impression,” does come into play when people are checking out a town. Aesthetics affect real estate values, community economic demographics, and the character of stores developed in a community. One of the simplest means to improve the first impression is through enhancement of streetscapes and civic places.

South Gateway

Goal: *Enhanced streetscape in South Gateway*

POLICY: Obtain ADOT cooperation enhancing the appearance of Main Street in the South Gateway area.

Implementation Measure 1: Within the first six months after the of adoption of the Redevelopment Area Plan, assign a staff member and Redevelopment Commission member to negotiate with the ADOT for improvements using Transportation Enhancement Program, and Safe Route To School funds in conjunction with other sources.

Timeline: Immediate.

Likely Project Lead: Redevelopment Commission, Planning and Zoning.

Fiscal alert: None.

Funding: None required.

Implementation Measure 2: Within six months of an agreement from ADOT that they will cooperate with streetscape enhancement, prepare and adopt a SR 287 (Main Street) Streetscape Master Plan.

Timeline: Immediate planning period with actual start dependent on outside agency.

Likely Project Lead: Economic Development.

Fiscal Alert: Possible consultant costs.

Funding sources: ADOT, USDA, ADOC, RDF.

Implementation Measure 3: As part of the Streetscape Master Plan agreement for ADOT cooperation, identify property acquisition requirements, estimated costs, and funding sources for streetscape installation

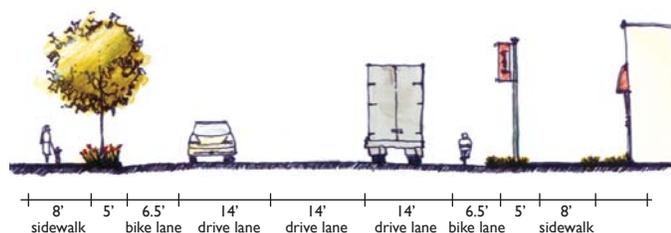


Figure 3-1: Typical South Main Street section

and construction.

Timeline: Short-term planning period with actual start dependent on outside agency.

Likely Project Lead: Planning and Zoning.

Fiscal Alert: Possible costs for appraiser or real estate consultant.

Funding: ADOT, RCF.

Historic Core

Goal: *Develop a public gathering place in the Historic Core that enhances the historic character of Florence, exuding a sense of place*⁵

POLICY: Acquire, design, and construct the Town Square.

Implementation Measure 1: Within the first budget period following adoption of the Redevelopment Area Plan, begin to allocate funds for the identification of the ideal location for the new Town Square. Identify revenue sources from within the RDA budget powers, state and federal grants, and private sources.

Timeline: Short-term.

Likely Project Lead: Parks and Recreation and Historic District Advisory Commission.

Fiscal alert: Earnest money, capital for acquisition, appraisals, possible legal costs if condemnation is required.

Funding Sources: DRE, AOT, USDA, CDBG, General Fund.

Implementation Measure 2: Within six months following identification of a location for Town Square, develop a master plan for design and construction.

Timeline: Mid-term.

Likely Project Lead: Parks and Recreation and Historic District Advisory Commission.

⁵ No historic buildings or structures should be removed to develop the public gathering place. As part of this plan, two conceptual options were develop for two potential locations, see section 2.5. These locations were selected in collaboration with the Town as potential locations that would develop the “there” place in the Historic Core. They are meant to be illustrative concepts showing a potential approach only.

3

Fiscal alert: Possible consulting fees for master planning, design, and civil engineering.

Funding sources: RCF, AOT, USDA, CDBG, General Fund, Food Tax for Parks and Recreation.

Implementation Measure 3: Within 18 months of master plan, complete construction and dedicate Town Square.

Timeline: Mid-term.

Likely Project Lead: Parks and Recreation and Historic District Advisory Commission.

Fiscal alert: Capital improvement costs and ongoing maintenance.

Funding sources: DRF, AOT, USDA, CDBG, General Fund, Sales Tax for maintenance, Food Tax for Parks and Recreation.

Goal: Silver King Phase II: Create a pocket park at the Silver King Hotel

POLICY: Design and construct the pocket park at the Silver King Hotel.

Implementation Measure 1: Within the first year of the Redevelopment Plan adoption, hire a consultant and contractor to design and construct the pocket park.

Timeline: Immediate.

Likely Project Lead: Redevelopment Commission.

Fiscal alert: Capital improvement costs and ongoing maintenance.

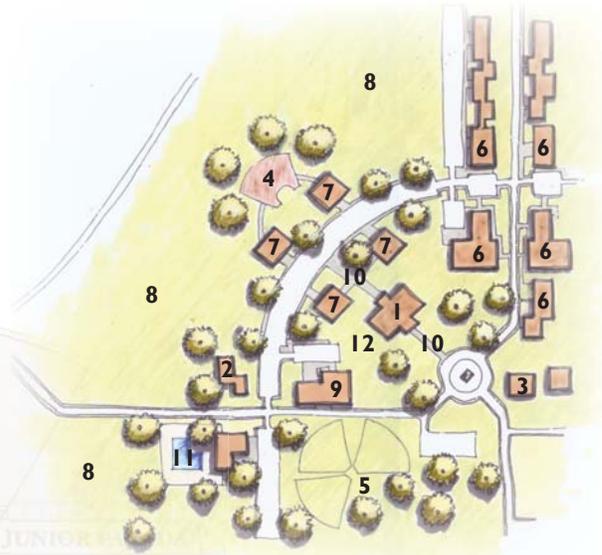
Funding Sources: DRF, AOT, IG, General Fund.

North End

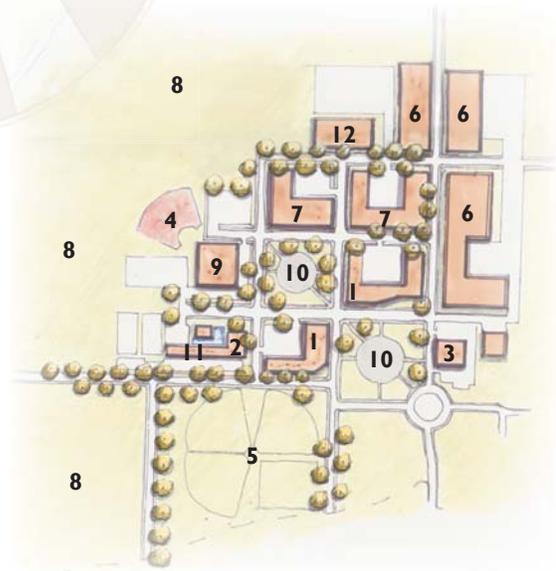
Goal: A public open space connecting Downtown to the Gila River

POLICY: The North End shall be interconnected to the Historic Core and the Gila River by civic spaces incorporated into the proposed Florence Civic Center.

Implementation Measure: Incorporate design of public space meeting the needs of the community into the



North End, Option 1



North End, Option 2

Legend

- | | |
|----------------------------------|-----------------------|
| 1. Town Hall Complex | 7. Civic-use Building |
| 2. Multi-Generational/Rec Center | 8. Park |
| 3. Existing Town Hall | 9. Library |
| 4. Amphitheater | 10. Civic Plaza |
| 5. Heritage Park (existing) | 11. Aquatic Center |
| 6. Retail/Commercial | 12. Future Expansion |

Figure 3-2: North End Civic Center Complex, Option 1 and Option 2

design of the Florence Government Complex.

Timeline: Long-term.

Likely Project Lead: Parks and Recreation.

Fiscal alert: Consulting costs for design.

Funding sources: RCF, USDA, CDBG, General Fund, Sales Tax for maintenance.

Overall Downtown Redevelopment Area

Goal: *Develop Main Street as a multi-modal street which serves as an enhanced pedestrian corridor as defined in the Parks, Trails, and Open Space Master Plan (PTOS)*

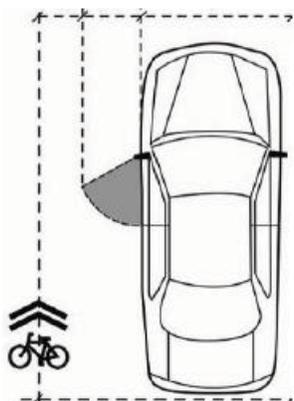


Figure 3-3: Shared bikelane with parallel parking

POLICY: Transportation planning shall include multiple modes of transportation along Main Street, including pedestrian, bicyclist, motorist, and future public transportation, such as buses or trolleys.

Implementation Measure: Prepare a transportation plan detailing the Redevelopment Area

incorporating:

- Identification and marking bike lanes on Main Street.
- Preparation, adoption, and begin implementation of pedestrian safety and enhancement improvements such as crossings using decorative crosswalks, ADA compliant ramps, pedestrian-friendly corners, safety bulbs where practical, and traffic-calming devices in appropriate areas for completion in the Mid-term planning period. Include an ongoing maintenance program in the process.

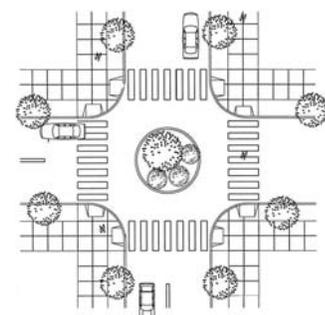


Figure 3-6: Crosswalk example

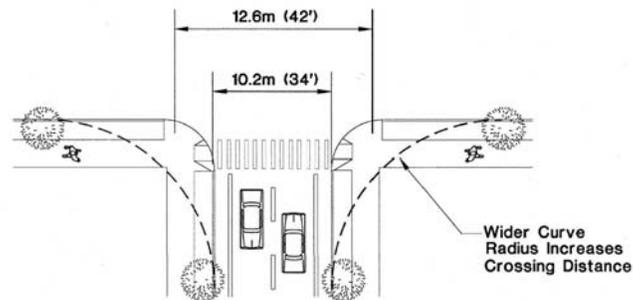


Figure 3-5: Corner radii example

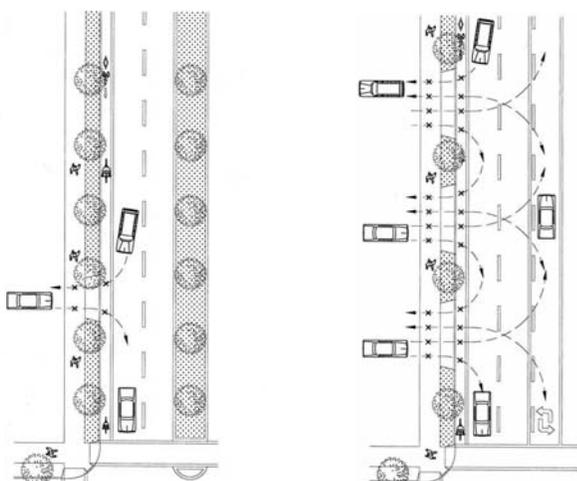


Figure 3-4: Effective (left) and ineffective (right) limited vehicle access points

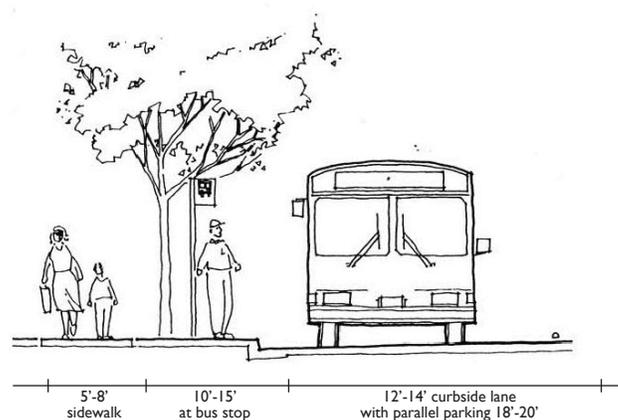


Figure 3-7: Typical transit stop section

3

- As regional transit is expanded into Pinal County, create links from Downtown to regional transit. Identify opportunities in the next update of the Florence Transportation Plan or General Plan Transportation element.
- As part of the streetscape plans for Downtown, incorporate design standards for enhanced pedestrian corridors from the PTOS.
- During the Mid-term portion of planning period, complete a feasibility study, funding sources, and create a bus or trolley system along Main Street serving Downtown as a shuttle and regional transit connection.

Timeline: Short-term planning (portion Mid-term).

Likely Project Lead: Planning and Zoning, Parks and Recreation.

Fiscal alert: Possible additional cost for the regular preparation of the Plan to incorporate these additional



Landscape buffer between parking lot and pedestrian space

requirements.

Funding Sources: ADOT, RDF, General Fund.

Goal: Connect Ruggles, Butte, and North Main Streets to the arterial highway networks as Downtown gateways

POLICY 1: Install wayfinding and directional signage between the highway networks and Main Street.

Implementation Measure: Within 12 months of Redevelopment Plan adoption, install signage as defined in the Wayfinding Plan.

Timeline: Immediate.

Likely Project Lead: Economic Development.

Fiscal alert: Cost of sign design, fabrication, and installation.

Funding Sources: ADOT, General Fund, RDF.

POLICY 2: Develop Ruggles, Butte, and North Main Streets as “gateway” streets providing connections with the highway networks and to serve as enhanced pedestrian corridors.

Implementation Measure: Concurrently with preparation of the SR 287 (Main Street) Streetscape Master Plan, prepare and adopt a Gateway Streetscape Plan creating a complementary design scheme for each of the gateway streets ensuring easy route identification. Use the Gateway Streetscape Plan to limit vehicle access points protecting neighborhood street safety.

Timeline: Mid-term

Likely Project Lead: Planning and Zoning and Parks and Recreation.

Fiscal Alert: Capital costs, consulting design costs.

Fund Sources: ADOT, RDF.

Implementation Measure 2: Within 12 months of Gateway Streetscape Plan adoption, begin a street-tree planting program and install street furnishings.

Timeline: Mid-term. Timeline dependent on outside agency.

Likely Project Lead: Planning and Zoning, Parks and Recreation.

Fiscal alert: Cost of landscaping, planning, engineering, capital equipment, and installation.

Funding Sources: ADOT, General Fund, RDF, CDBG.



Examples of public art

Potential gateway signage locations

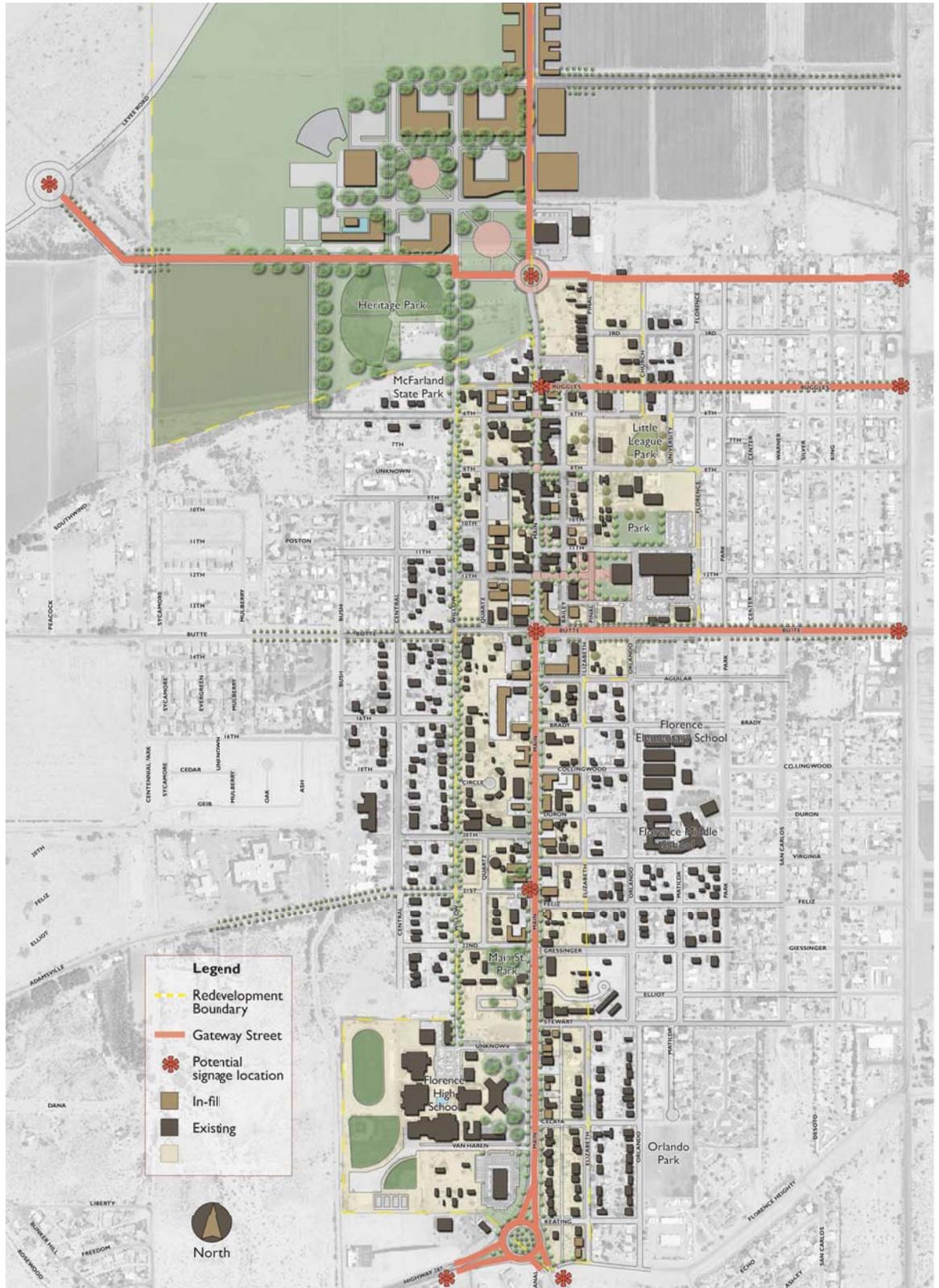
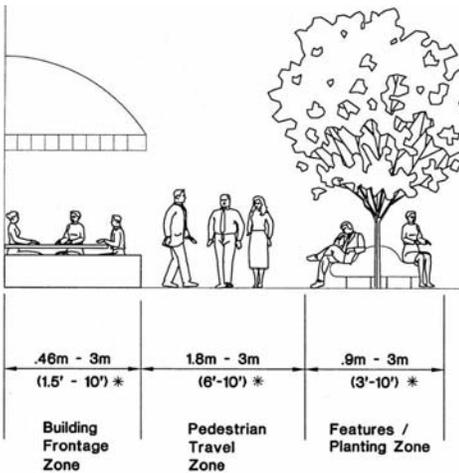


Figure 3-8: Potential gateway signage locations

3

Goal: A vibrant streetscape with outdoor seating and an environment promoting pedestrian comfort with shaded spots, safety, linking neighborhoods, and supporting business development



*(Typical Approximate Widths)

Figure 3-9: Typical sidewalk section

POLICY: Beautify the Redevelopment Area beyond the street right-of-way.

Implementation Measure 1: Concurrent with preparation of the streetscape plans, implement a community art program that works with art groups, local artists, and schools to identify places for and types of outdoor art to decorate the streetscape.

Timeline: Immediate and Short-term.

Likely Project Lead: Planning and Zoning, Parks and Recreation, Redevelopment Commission.

Fiscal Alert: RDC-generated grants, capital equipment, design, and labor.

Funding Sources: ADOT, AOT, RDF, NEA, ADOC.

Implementation Measure 2: Concurrent with the streetscape plan preparation, identify locations for pocket parks and other small areas for street furniture for seating and shade opportunities.

Timeline: Immediate and Short-term.

Likely Project Lead: Planning and Zoning, Parks and Recreation, Redevelopment Commission.

Fiscal Alert: RDC-generated grants, capital equipment, design, and labor.

Funding Sources: ADOT, AOT, RDF, NEA, ADOC.

Goal: Develop Willow Street as a “Green Street” or enhanced pedestrian corridor with multi-use trails connecting the Gila River Open Space and the communities north of the Gila River to the Downtown Redevelopment Area and Florence High School

POLICY: Transportation planning shall include multiple modes of transportation along Willow Street, including pedestrian, bicyclist, motorist, and equestrian.

Implementation Measure 1: Within the first budget period following adoption of the Redevelopment Area Plan, allocate funds for the Willow Street Improvements. Identify revenue sources from within the RDA budget powers, state and federal grants, private sources and ADOT Transportation Enhancement Program, Safe Route To School funds.

Timeline: Immediate.

Likely Project Lead: Redevelopment Commission, Planning and Zoning.

Fiscal alert: None.

Funding: None required.



Examples of successful, vibrant downtown areas—all providing a variety of activities and shopping

Implementation Measure 2: Within twelve months following identification of funds for the Willow Street Improvements, develop a master plan for design and construction.

Timeline: Short-term.

Likely Project Lead: Planning and Zoning, Parks and Recreation.

Fiscal alert: Possible consulting fees for master planning, design, and civil engineering.

Funding sources: RCF, AOT, ADOT, USDA, CDBG, General Fund.

3.9 Transportation and Parking

If people, vehicles, and deliveries cannot easily get around in the Redevelopment Area, coming to the Area could be considered “inconvenient”. Providing a well-planned transportation system and readily available parking overcomes this problem.

South Gateway and Historic Core

Goal: *Well-situated and clearly usable public parking lots*

POLICY: Ensure safe, convenient, and adequate parking areas.

Implementation Measure 1: Inventory the location and number of spaces in areas used for public parking. Define in the inventory which parking lots are owned by the public and which are informally used private land.

Timeline: Immediate.

Likely Project Lead: Economic Development, Planning and Zoning and Town Police.

Fiscal alert: Staff time.

Funding Sources: General Fund, RDE.

Implementation Measure 2: Obtain easements or acquire parking lots not presently owned by the Town.

Timeline: Mid-term.

Likely Project Lead: Redevelopment Commission.

Fiscal alert: Possible land acquisition costs.

Funding Sources: RDE, ADOT, EDA, USDA.

Implementation Measure 3:

Consistently sign, identify, and promote existing public parking lots before the end of Fiscal Year 2014, concurrent with the implementation of the Wayfinding Plan.

Timeline: Immediate.

Likely Project Lead: Economic Development, Historic District Advisory Commission, Planning and Zoning, and Town Police.

Fiscal alert: Costs for signage.

Funding Sources: EDA, USDA, RDE, AOT.

Implementation Measure 4: Link parking areas in Downtown with pedestrian access to businesses, public spaces, and commercial districts.

Timeline: Mid-term.

Likely Project Lead: Parks and Recreation, Planning and Zoning, and Town Police.

Fiscal alert: Sign costs, possible construction and design.

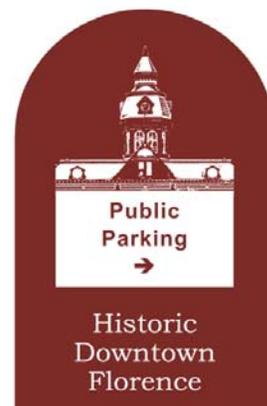
Funding Sources: EDA, USDA, RDE, AOT.

North End

Goal: *Incorporate a parking structure into the development of the Civic Center buildings that encourages a park once – pedestrian first environment and supports the Historic Core businesses*

POLICY: Construct a parking structure serving North End and the Historic Core.

Implementation Measure: As part of the development of a master plan for the Civic Center area, identify a



Sample directional signage



location, design, and build a parking facility that is convenient to parks and the Historic Core

Timeline: Long-term.

Likely Project Lead: Planning and Zoning or Town Facility Management.

Fiscal alert: Capital improvement costs.

Funding Sources: RDE, AOT, USDA.

Downtown Redevelopment Area

Goal: On-street parking supporting business development in the Downtown Redevelopment Area

POLICY: Make the most of existing on-street parking.

Implementation Measure: Clearly stripe, mark, sign, and delineate on-street parking.

Timeline: Immediate.

Likely Project Lead: Planning and Zoning and Town Police.

Fiscal alert: Staff costs.

Funding Sources: RDE, General Fund.

3.10 Wayfinding

Getting people to and around the Redevelopment Area is crucial to the success of revitalizing Downtown. If people, vehicles, and deliveries can get to Downtown, but are not able to easily get around in the Redevelopment Area, coming to the Area could be considered “inconvenient”. Providing a well-planned, consistent wayfinding system helps alleviate this problem.

South Gateway

Goal: Directional signage system leading visitors and residents from highways to Downtown Florence

POLICY: Ensure that the Downtown Area is readily

recognized and easy to navigate.

Implementation Measure 1: Install gateway signs at the intersections of Butte Avenue and Highway 79, Ruggles and Hwy. 79 and South Main Street and Hwy. 287 (Main Street).

Implementation Measure 2: Install remaining signs and graphics along all Downtown streets and pathways.

Timeline: Short-term.

Likely Project Lead: Economic Development, Planning and Zoning and Historic District Advisory Commission.

Fiscal alert: Sign costs.

Funding Sources: RDE, AOT, ADOT, General Fund.

Historic Core

Goal: Unique direction signs and information maps in the Historic Core

POLICY: Ensure that wayfinding in Historic Core is unique to the character of the area.

Implementation Measure:

Create a style and theme for Historic Core mapping identifying historic structures and sites; complement the maps with appropriate historic identification signage on buildings and at historic sites.

Complete installation of the maps and historic identification signs.

Timeline: Short-term.

Likely Project Lead: Economic Development, Parks and Recreation, Planning and Zoning, and Historic District Advisory Commission.

Fiscal alert: Sign design, fabrication, and installation costs.

Funding Sources: RDE, ADOT, AOT.



Sample directional signage

Downtown Redevelopment Area

Goal: A comprehensive wayfinding system creating the Downtown Florence brand identity

POLICY: All signage in the Redevelopment Plan Area is to be coordinated.
Implementation Measure: Prepare and adopt an overall wayfinding and branding signage program.

Timeline: Short-term.

Likely Project Lead: Planning, Redevelopment Commission, and Historic District Advisory Commission.

Fiscal alert: Costs of consulting services for wayfinding plan.

Funding Sources: ADOT, General Fund, RDF, AOT.

Goal: A Downtown Florence banner to announce seasonal events

POLICY: Working with local business and event groups, identify seasonal events to highlight on-street banners using a consistent design concept, although unique themes for different events.

Implementation Measure: Within six months of adoption of the Redevelopment Plan, create a committee of Town staff and business leaders to develop a seasonal banner design.

Timeline: Immediate.

Likely Project Lead: Economic Development Planning and Zoning, Historic District Advisory Commission and Parks and Recreation.

Fiscal alert: Cost of designing and preparing banners



Sample map/directory

Funding Sources: ADOC, ADOT, AOT, RDF, NCO.

Goal: Street signage identifying all districts in Downtown

POLICY: Ensure that street name signage throughout the Downtown Redevelopment Area is uniform and unique to the character of the area.

Implementation Measure:

The Wayfinding Plan, shall include a distinctive street-name sign for streets and paths within Downtown Florence. This includes signs appropriate for each of the districts: South Gateway, Historic Core, and North End.

Timeline: Short-term.

Likely Project Lead: Economic Development, Planning, and Historic District Advisory Commission.

Fiscal alert: Cost of preparing the wayfinding plan and its implementation.

Funding Sources: ADOC, ADOT, AOT, RDF, General Fund, Fees.



Sample street signage



Sample light pole banners

3.11 Economic Vitality

This is the heart and soul of a redevelopment area, improved economic vitality. To accomplish this goal means change, sometimes significant change. It is necessary to bind the Districts together with some commonalities in order to succeed economically. This means different objectives in the different Districts, but the overall result is an economy that works well within its setting.

3

South Gateway

Goal: **Additional, vibrant business development**

POLICY: On an ongoing basis, assist local entrepreneurs starting businesses in South Gateway.

Implementation Measure: Prepare and adopt a marketing plan to specifically identify target business categories for South Gateway. As part of the marketing plan, identify and package the retail space that can be currently offered in the marketplace. As part of the marketing plan, create a personal contact program increasing awareness of available financing programs for existing South Gateway business owners.

Timeline: On-going.

Likely Project Lead: Economic Development.

Fiscal alert: Costs for plan preparation if using outside agency.

Funding Sources: General Fund and Redevelopment budgets for Staff time.

Goal: **Downtown Florence grocery store**

POLICY: Site and recruit a grocery store for the Downtown area.

Implementation Measure: While preparing South Gateway inventory, include a market analysis and identify locations for a grocery store recognizing that the population base in Downtown Florence may not support a super center, but might be adequate for the new style neighborhood market. Following site identification, work with property owners and realtors to create a



Examples of downtown and neighborhood grocers

business attraction marketing plan. The marketing plan shall include an incentive package specifically oriented to the type of grocery store sought for South Gateway.

Timeline: Mid-term.

Likely Project Lead: Economic Development.

Fiscal alert: None.

Funding Sources: N/A-already part of targeted Plan.

Historic Core

Goal: **Increased business opportunity in the Historic Core**

POLICY 1: Approve and facilitate the right business/residential mix for the Historic Core.

Implementation Measure: Consider the adoption of reduced or waived fees for permits and applications in the Historic Core. Establish criteria for eligible projects and amount of reduction or waiver.

Timeline: Immediate.

Likely Project Lead: Town Administration.

Fiscal alert: Reduces fee revenue.

Funding Sources: Fees.

POLICY 2: Make funding available to subsidize or offset costs in Historic Core as an incentive to attracting a business/residential mix.

Implementation Measure 1: Capitalize on the Town's status as a certified local government for the Historic Core making the Town eligible for grants from the State Historic Preservation Office and the National Trust for Historic Preservation.

Timeline: Short-term.

Likely Project Lead: Economic Development; Grants Writer.

Fiscal alert: Costs of pursuing grants; matching funds

Funding Sources: RDF, AOT, Fees, USDA, NGO.

Implementation Measure 2: Create a façade improvement grant program, matching building-owner or tenant improvements conforming to Secretary of the Interior's Standards for Rehabilitation.

Timeline: Short- or Mid-term.

Likely Project Lead: Economic Development.

Fiscal Alert: Requires fund for the Town side of the grants.

Funding source: AOT, ADOT, USDA, EDA, RDF, PS, NGO.

Implementation Measure 3: Create a development incentive program for Downtown incorporating: Construction sales tax rebates for rehabilitation or new construction for projects meeting defined criteria for design, use, and location. Initially, to create critical mass in the Historic Core, the rebate may be limited to the historic area.

Approve a land-bank program that helps new development in the Historic Core acquire property using any combination of grants, low interest loans, or “silent” second deeds of trust.

Timeline: Short- or Mid-term.

Likely Project Lead: Economic Development.

Fiscal Alert: Requires fund for the town side of the grants.

Funding source: AOT, ADOT, USDA, EDA, RDF, APS, Private Sources (PS), NGO.

Goal: Make sure resources are available to improve the Historic Core

POLICY: Successful redevelopment of Historic Core is the anchor of the Town’s future success.

Implementation Measure 1: Use all resources feasible to emphasize the success and redevelopment of the Historic Core:

- Aggressively pursue historic preservation, economic development, and tourism grants through public sources and private foundations. Contract with or hire a grant coordinator.
- Distribute a newsletter through personal contact promoting awareness of available financing programs for existing Historic Core business owners.
- Assist Historic Core business owners obtaining

financial assistance for operating capital, and interior and exterior improvements, and taking advantage of historic preservation tax credits.

Timeline: Ongoing.

Likely Project Lead: Economic Development.

Fiscal alert: Minor creation costs.

Funding Sources: RDF; CLG.

Implementation Measure 2: Enact a Business Improvement District to benefit Historic Square.

Timeline: Long-term.

Likely Project Lead: Redevelopment Commission.

Fiscal Alert: Costs of creating a district.

Funding Sources: RDF, General Fund, ASPHF.

Goal: The Historic Core area is visually attractive and exciting for living, working, and recreation

POLICY: Code enforcement is critical to the Historic Core’s success.

Implementation Measure: Prepare a property upkeep ordinance incorporating:

- Identify property owners with less-than-appropriately maintained properties, and encourage voluntary participation in the Historic Core funding and loan opportunities. If voluntary participation is not selected, actively enforce code standards.
- Require individual merchant/property owners maintain their buildings.
- Reinforce Main Street Program’s efforts in celebrating the Historic Core business improvements with an Award of Excellence for business owners and property owners investing in the betterment of the neighborhood.

Timeline: Short- and Mid-term.

Likely Project Lead: Main Street Program, Economic Development, and Planning and Zoning.

Fiscal alert: Cost of enforcement.

Funding Sources: RDF, General Fund, Fines or Levies for Enforcement Actions (Fines).



Above left and center: An historic home converted to a Bed & Breakfast. Above right: new mixed-use residential office, and retail

Goal: A broad variety of retail business in the Historic Core

POLICY: Special emphasis for the Historic Core to achieve goals.

Implementation Measure: Develop Town resources expressly for Historic Core including:

- Support and work to further enhance the existing farmer’s market and ensure it happens on a regularly scheduled basis.
- Fund and implement appropriate marketing plans created by the Main Street Program.
- Coordinate business promotion with a common logo, promotional flyers, brochures, and sale events.
- Require coordinated store hours when providing Redevelopment Area incentives or funding for businesses, ultimately ensuring that most retail businesses have the same schedule aiding in promotional efforts.

Timeline: Mid-term.

Likely Project Lead: Economic Development.

Fiscal alert: Staffing cost.

Funding Sources: RDF, General Fund, USDA, EDA.

Goal: A restored and well-used historic Pinal County Second Courthouse

POLICY: Adaptive reuse of the second historic Pinal County Second Courthouse as the anchor for the Historic Core with education functions such as a

UA, ASU, NAU, CAC or other colleges, satellite campus with a focus on adult and evening classes.

Implementation Measure: Adapting the Pinal County Courthouse and populating with tenants shall be systematically achieved:

- As part of the streetscape plan for the Historic Core, partner with the County to include a master plan for the reuse of the Pinal County Second Courthouse area.
- Collaborate with Pinal County, creating catalyst development in the old Courthouse and the County Government Center complex.

Timeline: Immediate and Short-term.

Likely Project Lead: Economic Development.

Fiscal alert: Construction costs.

Funding Sources: ASP, AOT, PS, NGO, RDF, CLG.

North End

Goal: The governmental hub for Florence and Pinal County

POLICY: Strive to bring all branches of federal, civic, county, and other governmental functions to facilities in the North End.

Implementation Measure: Working with the County and General Services Administration (GSA), create a Government Center Complex to accommodate all parties.

Timeline: Short-term and Mid-term.

Likely Project Lead: Economic Development and Town Administration.

Fiscal alert: Funding for significant construction efforts.

Funding Sources: ADOC, County, General Fund, RDF, Bonding, Other Funding Sources, GSA.

Goal: *An interconnection of the North End recreation areas into a regional and state-wide setting*

POLICY: Recreation facilities in the North End shall take a regional context.

Implementation Measure: Plans and development for the North End recreation shall consider local and regional needs. Facilities shall coordinate with the Parks, Trails and Open Space Master Plan, General Plan, and may include and are not limited to:

- Multi-use paths and trails along the Gila River corridor with connections to other trailheads and equestrian trails outside Florence, including the Arizona Trail.
- Parking and staging for equestrian uses and associated park furniture and amenities.
- A community amphitheater to accommodate outdoor concerts, plays and other venues.

Timeline: Mid-term and Long-term.

Likely Project Lead: Parks and Recreation.

Fiscal alert: Planning and construction costs.

Funding Sources: County, General Fund, Bonds, AOT, ASP.

3.12 Historic Preservation

To be successful economically, a Redevelopment Area must stand out from other portions of the Town and surrounding cities and towns. This places the emphasis on historic preservation. Study after study finds that Americans love to see our history, and historic tourism is the strongest of all draws other than major theme parks. Historic buildings are an asset and need to be

preserved, improved, restored, and complemented with appropriate new development. In normal real estate markets, a historic building will command a price premium for its registration and the cachet coming with the recognition.

South Gateway

Goal: *Historic resources are protected*

POLICY: Historic preservation is integral to Redevelopment Area success.

Implementation Measure: Conduct a historic resources survey of South Gateway to identify properties eligible for inclusion on the National Register of Historic Places, and prepare National Register Nominations and review, revise and implement the 1977 Florence Historic District Preservation Plan reflecting current conditions and standards.

Timeline: Mid-term.

Likely Project Lead: Planning and Zoning, Historic District Advisory Commission.

Fiscal alert: Consulting costs.

Funding Sources: CLG, ASP, AOT, RDF, General Fund.

Historic Core

Goal: *The Historic Core area is the recognized and respected town center with a strong heritage*

POLICY: All Town actions affecting the Historic Core work towards its successful completion.

Implementation Measure: The Town shall utilize coordinated and transparent steps to redevelopment of Historic Core:

- Immediately following adoption of the Redevelopment Area Plan, organize a Historic Core Task Force comprised of representatives from interested residents, community groups, stakeholders,



agencies, and owners charged with advising the Redevelopment Commission.

- Setting Implementation: priorities.
- Maintaining liaison assistance between the Town and stakeholders.
- Championing Historic Core projects.
- Review past surveys to identify historic contexts and their associated properties for interpretation, development, and promotion.
- Following Redevelopment Area Plan adoption, appoint a Town Historic Preservation coordinator to obtain National Trust certification, meet with State Historic Preservation Office officials, and other Historic Preservation professionals to be the in-house contact for the Historic Core.
- Concurrent with other ordinance preparation mandated by the Redevelopment Area Plan, prepare and adopt Rehabilitation Standards and Guidelines, and implement a training program for Historic Preservation Commissioners and Town officials and the staff of the Planning and Zoning Departments.

Timeline: Immediate, Short- and Mid-term

Likely Project Lead: Planning and Zoning, Economic Development, and Historic District Advisory Commission.

Fiscal alert: Various components have capital and staffing costs and cost of Nation Trust certification.

Funding Sources: General Fund, RDF, ADOC, ASPHE.

Goal: Cultivate successful projects.

POLICY: Incrementally initiate and complete projects in Historic Core.

Implementation Measure: Establish priorities for projects and coordinate with groups to accomplish tasks:

- Collaborate to rehabilitate Historic District sites such as Courthouse Square, and create pocket parks, banners, wayfinding to historic sites, museums and attractions, urban ditch system and street trees, Town Square and Fiesta Grounds at Assumption Catholic Church.

- Collaborate to preserve historic streetscapes, such as Main, Ruggles, Sixth and Eighth Streets. Consider reconstruction of missing porches and boardwalks.
- Collaborate with property owners to preserve and rehabilitate historic buildings, such as, First and Second Pinal County Courthouses, Gibby’s Saloon, Gentry’s Grocery Stores, among others.
- Collaborate with property owners to enhance non-contributing buildings to complement the visual image of the historic district.
- Collaborate with property owners to develop heritage-sensitive contextual infill projects within and adjacent to the historic district for commercial, residential, cultural, institutional and governmental uses.

Timeline: Ongoing.

Likely Project Lead: Economic Development, Planning and Zoning, and Historic District Advisory Commission.

Fiscal alert: Various costs will need to be incorporated into project planning.

Funding Sources: Depends on the type of project.

Downtown Redevelopment Area

Goal: History comes alive

POLICY: Catalyze the Historic Core with activities and events.

Implementation Measure: The Town shall take the lead in creating activities for the Historic Core vibrancy:

- On an ongoing basis, create the process for development, management, and promotion of heritage programs and local events.
- Coordinate a heritage cross-training program involving local businesses and museums and visitor centers to create “town ambassadors” from shopkeepers and docents.
- Coordinate various heritage education programs for site visitors.
- Coordinate development of multi-media walking tours using conventional and advanced technologies.

- On an ongoing basis, facilitate and coordinate local, regional, and nationally-oriented festivals and cultural events in order to ensure the regular Historic Core activities.
- Cultural and traditional social events—Cinco de Mayo, Junior Parada, and Florence Mud Festival, or others as the occasion arises.
- Determine a unique Florence characteristic(s), and facilitate and partner in a nationally-promoted conference, seminar, or event to study, discuss and celebrate all things related to the romance, technology, preservation, and sustainability of the characteristic(s).

Timeline: Immediate - Ongoing.

Likely Project Lead: Redevelopment Commission, Parks and Recreation, Main Street Program, and Historic District Advisory Commission.

Fiscal alert: Costs vary with project.

Funding Sources: Vary with project.

Goal: Implement promotions of the Town’s proud celebration of heritage

POLICY: Use the anchor of being the County Seat to promote Florence Statewide importance.

Implementation measure: Create a program designed to connect Florence to regional, state, and other celebrations to attract visitors:

- Reach out to nearby communities and the Arizona Office of Tourism for regional coordination of heritage tourism.
- Develop methods of marketing and promotion that reach both citizens and potential visitors from around the state, nation, and world.
- Develop a regularly updated “Florence Townsite, D.T.” website that promotes the history, architecture, setting, culture, events, and friendly townspeople.

Timeline: Ongoing.

Likely Project Lead: Economic Development, Parks and Recreation, and Historic District Advisory Commission.

Fiscal alert: Varies with project.

Funding Sources: Varies with project.

3.13 Housing, Underdevelopment, and Undeveloped Land

Tourism and in-situ workers are not enough to support a vital downtown. Residents are required. Development trends moved people into suburban type settings and did little to repopulate downtown with a diverse economic population. To achieve this diversity and repopulate a diverse downtown, a mix of housing is needed, not in the traditional sense of single family, townhouse, apartment, but a more precise siting to mix housing types and tenancy on the same block.

South Gateway and Historic Core

Goal: Increase new and rehabilitated housing stock generating a great place to live

POLICY: A neighborhood enhancement area delivering resources to attract new and varied residents.

Implementation Measure 1: The Town shall establish a Residential Neighborhood Enhancement Area⁶ (RNEA) for the purpose of providing incentives to developers of residential projects and new residents to live in the Redevelopment Plan Area. The RNEA shall include:

- Boundaries coterminous with the Redevelopment Plan Area.
- Utilize the funding ability of the Redevelopment Commission to assist private homeowners with residential rehabilitation consistent with goals of Downtown Florence.
- Utilize the funding ability of the Redevelopment Commission to create a revolving fund to partner with landowners and developers to construct downtown housing stock. The closer to the Historic Core, the greater the Agency’s participation.

⁶ Similar to a RDA, a residential neighborhood enhancement area is set up to help beautify a small area or help low-mod income folk fix their homes, buy their home, and other ownership programs.



A downtown festival celebrating local heritage

- Initiate a study specifically geared toward private housing stock and how to market this resource to the general public.
- Following the additional study, use the Redevelopment Area Plan housing stock analysis, identify specific parcels for development, and start a program to partner with property owners, encourage the sale of properties, or acquire the properties for residential development.
- Brochures advocating the benefits of building and rehabilitating residential development within Downtown. Stress the asset value of historic buildings in the Historic Core.

Timeline: Mid-term.

Likely Project Lead: Economic Development, Planning and Zoning.

Fiscal alert: Capital costs and possible grants without repayment.

Funding Sources: RDF, ADOH, CLG, APS, CDBG.

Implementation Measure 2: Begin a design-build public-private partnership competition to construct new housing, rehabilitate existing clusters of housing stock, or to adaptively reuse other existing buildings. The program shall start within the Historic Core and then move outward.

Timeline: Immediate.

Likely Project Lead: Economic Development, Planning and Zoning.

Fiscal alert: Capital cost and land acquisition.

Funding Sources: RDF, Bonds, AHOC, USDA, CDBG, HUD, CLG.

Goal: Renovate/rehabilitate non-historic homes

POLICY: Retaining area character requires preserving and enhancing all current housing stock.

Implementation Measure: Adopt programs assisting current residential homeowners encouraging restoration, improvements, or upgrades:

- Work with the County Assessor to “freeze” property tax valuation increases resulting from renovations and rehabilitation in Downtown Florence.
- Update and enforce housing standards ordinance establishing property maintenance, landscape, and upkeep standards for Downtown Florence.
- Coordinate with Housing Inspector to enforce current codes and regulations.
- Coordinate with service clubs, the Sheriff for jail inmate work crews, etc, and other non-governmental service organizations to provide rehabilitation and maintenance services for residents not able to do so. The Redevelopment Commission will create a fund to offset the cost of materials.

Timeline: Short- and Mid-term.

Likely Project Lead: Planning and Zoning and Economic Development.

Fiscal alert: Personnel costs, and loss of tax revenues.

Funding Sources: General Fund, RDF, Fees, Fines.

Goal: New construction or adaptive reuse with a mixture of uses, maintained affordability, and live-work housing

POLICY: Develop affordable mixed-use housing with live-work incentives.

Implementation measure: Identify properties in Downtown suitable for multi-story construction requiring commercial or retail uses on ground level with residential units on upper levels. Ensure the

code mandates building heights compatible with the Neighborhood.

Timeline: Immediate.

Likely Project Lead: Economic Development, Planning and Zoning,

Fiscal alert: None.

Funding Sources: N/A

North End

Goal: New residential development designed for the North End and long-term affordability

POLICY: Keep North End land and real estate pricing competitive with outlying areas.

Implementation Measure: As part of the design of the Civic Center complex in the North End, identify property that can be set aside for residential development. After identifying appropriate property, create a public-private partnership to construct attainable housing.

Timeline: Mid-term.

Likely Project Lead: Economic Development.

Fiscal alert: Possible subsidies or grants.

Funding Sources: ADOH, USDA, APS, CDBG.

3.14 Sustainability

Goal: Sustainably constructed and designed, rehabilitation, and remodeling for Downtown buildings

POLICY 1: “Green” building techniques to make the Town environmentally attractive to developers.

Implementation Measure: Enact an ordinance incorporating construction standards to require appropriate “green building” techniques. Recognizing that technology is changing faster than plans and codes, ensure the ordinance has performance-based requirements allowing the builder to select among technologies to accomplish Town’s goals and is not tied to any particular certification system. At a minimum,

the ordinance shall:

- Require environmentally responsible construction techniques for new buildings in the North End.
- Balanced “green” building techniques designed to preserve and protect the Historic Core buildings.
- Standards reflecting the costs compared to benefits for imposing “green” development standards in South Gateway older buildings.

Timeline: Mid-term.

Likely Project Lead: Planning and Zoning.

Fiscal alert: Costs for construction may increase.

Funding Sources: None.

POLICY 2: Sustainably redevelop Downtown Florence.

Implementation Measure 1: During the short-term planning period, clearly define Town of Florence objectives for sustainable development and adopt as a program for Downtown redevelopment and construction.

Timeline: Short-term.

Likely Project Lead: Planning and Zoning Department.

Fiscal alert: Possible outside consulting services; possible additional costs to remodeling and development.

Funding Sources: Reimbursement from future Fees; General Fund; ADOC, EDA, ADEQ, ADOH

Implementation Measure 2: Using redevelopment funding, the Agency shall establish a grant program to help offset costs of compliance with sustainable development standards. The grant program shall be designed to offer the financial support commensurate when a project exceeds minimum standards.

Timeline: Mid-term.

Likely Project Lead: Redevelopment Commission.

Fiscal alert: Requires funds for distribution.

Funding sources: National Trust for Historic Preservation CLG, IRD, STO⁷, ADEQ, ADOH, APS.

⁷ Sales tax offsets (STO) is a program using future tax revenue to pay back the developer for today’s costs



Table 3-1: Implementation Action Plan

Project Action	On-going	Immediate	Short-term	Mid-term	Long-term
Vision Goals					
Goal 1: <i>A framework approach</i>					
<i>Policy 1:</i> Carry out the Downtown Redevelopment Plan.					
IM - 1 Annual report to the Redevelopment Commission.	■				
IM - 2 Amendments to Redevelopment Report based on upcoming fiscal year budget.	■				
IM - 3 Revise Town zoning and subdivision codes.				■	
IM - 4 Plan reviews for consistency with visions, goals and policies.,			■		
Goal 2: <i>Mixed land uses to initiate redevelopment</i>					
<i>Policy:</i> Generate economic based employment.					
IM - Create an incentive program enticing base employment business.			■		
Goal 3: <i>Reflect the rich western history</i>					
<i>Policy 1:</i> Historic District Advisory design guidelines.					
IM - Enact a Redevelopment Area design code.			■		
<i>Policy 2:</i> Ensure conversion of under- and undeveloped lots is consistent with Plan.					
IM - Review all development/redevelopment applications shall be reviewed for conformance with vision and goals.	■				
Goal 4: <i>Sustainable development</i>					
<i>Policy 1:</i> Integrate sustainable building practices through Development and Building Codes.					
IM - 1 Energy efficiency through low-interest loans, grants, or cost sharing.				■	
IM - 2 Incorporate appropriate LEED standards or similar independently established standard.	■				
<i>Policy 2:</i> Reward energy-efficient and environmentally-friendly development and remodeling					
IM - Establish annual recognition program.			■		
District / Element Goals					
Streetscape and Civic Spaces - South Gateway					
Goal: <i>Enhance streetscape in South Gateway</i>					
<i>Policy:</i> Obtain ADOT cooperation.					
IM - 1 Assign staff and redevelopment commission member to negotiate with ADOT.		■			
IM - 2 Develop South Main Street Master Plan.		■			
IM - 3 Identify required easements.			■		

Table 3-1: Implementation Action Plan

Table 3-1: Implementation Action Plan

<i>Project Action</i>	<i>On-going</i>	<i>Immediate</i>	<i>Short-term</i>	<i>Mid-term</i>	<i>Long-term</i>
Streetscape and Civic Spaces - Historic Core					
Goal: A public gathering place in Downtown					
<i>Policy</i> : Locate, design, and construct the Town Square.					
IM - 1 Allocate funds for location of Town Square.		■			
IM - 2 Develop Town Square Master Plan.			■		
IM - 3 Construct and dedicate Town Square.			■		
Goal: Silver King Hotel Phase II: Create a Pocket Park					
<i>Policy</i> : Design and construct the Pocket Park.					
IM - 1 Allocate funds for design and construction of the pocket park.		■			
Streetscape and Civic Spaces - North End					
Goal: A public opens space connecting Downtown to the Gila River					
<i>Policy</i> : Develop interconnected open space between the Historic Core and new Governmental Complex.					
IM - Incorporate design of public space into the design of the Government Complex.					■
Streetscape and Civic Spaces - Redevelopment Area					
Goal: Create gateway streets					
<i>Policy 1</i> : Develop wayfinding and directional signage.					
IM - Install wayfinding signage and directional signage.		■			
<i>Policy 2</i> : Develop Ruggles, Butte, North Main, First, and Levee Road as Gateway Streets.					
IM - 1 Create and adopt a Gateway Streetscape Plan.		■			
IM - 2 Develop and install street-tree planting program and street furnishing program.		■	■		
Goal: Develop Main Street as a multi-modal street					
<i>Policy</i> : Develop a transportation plan for Main Street incorporating all modes of transportation.					
IM - 1 Prepare a transportation plan detailing multi-modal transportation principles.			■		
IM - 2 Implement a dedicated bike lane along Main Street.			■		
Goal: A vibrant streetscape					
<i>Policy</i> : Beautify the Redevelopment area within the public realm and beyond the street right-of-way.					
IM - 1 Implement a community art program.		■	■		
IM - 2 Identify locations for pocket parks and street furnishings.		■	■		
Goal: Develop Willow Street as a “Green Street”					
<i>Policy</i> : Develop multiple modes of transportation along Willow Street.					
IM - 1 Allocate funds for Willow Street Enhancement.		■			

Table 3-1: Implementation Action Plan: continued



Table 3-1 : Implementation Action Plan

<i>Project Action</i>	<i>On-going</i>	<i>Immediate</i>	<i>Short-term</i>	<i>Mid-term</i>	<i>Long-term</i>
IM - 2 Develop Willow Street Streetscape Master Plan.			■		
Transportation and Parking - South Gateway and Historic Core					
Goal: Well-situated and usable public parking lots					
<i>Policy:</i> Ensure safe, convenient, and adequate parking areas.					
IM - 1 Inventory location and number of spaces used for public parking on public and Town owned land.		■			
IM - 2 Obtain easements or acquire parking lots not presently owned by the Town.					■
IM - 3 Consistently sign, identify, and promote existing public parking lots.		■			
IM - 4 Link parking areas in Downtown with businesses.				■	
Transportation and Parking - North End					
Goal: Develop a parking structure in the North End					
<i>Policy:</i> Construct a parking structure serving the North End and Historic Core.					
IM - Locate, design and build a parking facility as part of the Civic Center Area.					■
Transportation and Parking - Redevelopment Area					
Goal: On-street parking to support business development					
<i>Policy:</i> Make the most of existing on-street parking.					
IM - Clearly strip, mark, sign, and delineate on-street parking.		■			
Wayfinding - South Gateway					
Goal: Directional signage leading visitors to Downtown					
<i>Policy:</i> Ensure that the Downtown Areas is readily recognizable and easy to navigate.					
IM - 1 Install gateway signs at the gateway streets leading to Downtown.		■			
IM - 2 Install consistent signs and graphics along all Downtown Streets.		■			
Wayfinding - Historic Core					
Goal: Unique directional and informational maps					
<i>Policy:</i> Ensure that wayfinding in Historic Core is unique to the character of the area.					
IM - Create a style and theme for the Historic Core mapping historic structures and sites.			■		
Wayfinding - Downtown Redevelopment Area					
Goal: Comprehensive wayfinding system as a brand identity					
<i>Policy:</i> Coordinate all signage in the Redevelopment Area.					
IM - Prepare and adopt an overall wayfinding and randing signage program.			■		

Table 3-1: Implementation Action Plan: continued

Table 3-1: Implementation Action Plan

Project Action	On-going	Immediate	Short-term	Mid-term	Long-term
Goal: Downtown Florence banner for seasonal events					
<i>Policy:</i> Create on-street banners for seasonal events.					
IM - Create a committee of Town Staff and business leaders to develop seasonal banner design.		■			
Goal: Street signage identify all districts in Downtown					
<i>Policy:</i> Ensure street name signs are uniform in the Redevelopment Area.					
IM - Develop distinctive street name signs for the streets and paths within the Redevelopment Area.			■		
Economic Vitality - South Gateway					
Goal: Additional, vibrant business development					
<i>Policy:</i> On an ongoing basis, assist local entrepreneurs starting business in South Gateway.					
IM - Prepare and adopt a marketing plan to specifically identify target business categories.		■			
Goal: Downtown Florence grocery store					
<i>Policy:</i> Site and recruit a grocery store for the Downtown Area.					
IM - Develop a market analysis and identify locations for a grocery store.				■	
Economic Vitality - Historic Core					
Goal: Increased business opportunity in the Historic Core					
<i>Policy 1:</i> Approve and facilitate the right business/residential mix for the Historic Core.					
IM - Establish and adopt reduce or waived fees for permits and applications.		■			
<i>Policy 2:</i> Make funding available to subsidize or offset cost of development in Historic Core.					
IM - 1 Capitalize on the Town's status as a certified local government and associated grants.			■		
IM - 2 Create a facade improvement grant program.			■	■	
IM - 3 Create a development incentive program for Downtown.			■	■	
Goal: Make resources available to improve the Historic Core					
<i>Policy:</i> Successful redevelopment of the Historic Core is the anchor of the Town's future success.					
IM - 1 Use all resources feasible to emphasize success and redevelopment of the Historic Core.	■				
IM - 2 Enact a Business Improvement District to benefit the Historic Core.					■
Goal: The Historic Core area is visually attractive and exciting for living, working, and recreation					
<i>Policy:</i> Code enforcement is critical to the Historic Core's success.					
IM - Prepare a property upkeep ordinance.			■	■	
Goal: A broad variety of businesses in the Historic Core					
<i>Policy:</i> Special emphasis for Historic Core to achieve goals.					

Table 3-1: Implementation Action Plan: continued



Table 3-1 : Implementation Action Plan

<i>Project Action</i>	<i>On-going</i>	<i>Immediate</i>	<i>Short-term</i>	<i>Mid-term</i>	<i>Long-term</i>
IM - Develop Town resources expressly for Historic Core.				■	
Goal: A restored and well-used historic Pinal County Second Courthouse					
<i>Policy:</i> Adaptive reuse of the Pinal County Second Courthouse as an anchor for the Historic Core with educational functions such as ASU, UA, NAU, CAC satellite campus with a focus on adult and evening classes.					
IM - Collaborate with Pinal County to identify an appropriate adaptive reuse of the Courthouse.		■	■		
Economic Vitality - North End					
Goal: The governmental hub for Florence and Pinal County					
<i>Policy:</i> Strive to bring all branches of federal, civic, county, and governmental functions to facilities in the North End.					
IM - Create a government center complex to accommodate all parties.			■	■	
Goal: An interconnection of the North End recreation areas into a regional and state-wide setting					
<i>Policy:</i> Recreation facilities in the North End shall take a regional context.					
IM - Develop plans for the North End consistent with the Parks, Trails, and Open Space Master Plan, General Plan that meet local and regional needs.				■	■
Historic Preservation - South Gateway					
Goal: Historic resources are protected					
<i>Policy:</i> Historic preservation is integral to Redevelopment Area success.					
IM - Conduct a historic resources survey of South Gateway.				■	
Historic Preservation - Historic Core					
Goal: The Historic Core area is the recognized and respected Town center with a strong heritage					
<i>Policy:</i> All Town actions affecting the Historic Core work towards its successful completion.					
IM - Utilize coordinated and transparent steps to redevelopment.		■	■	■	
Goal: Cultivate successful projects					
<i>Policy:</i> Incrementally initiate and complete projects in the Historic Core.					
IM - Establish priorities for projects.	■				
Historic Preservation - Redevelopment Area					
Goal: History comes alive					
<i>Policy:</i> Catalyze the Historic Core with activities and events.					
IM - The Town shall take the lead in creating activities for the Historic Core vibrancy.	■	■			
Goal: Implement promotions of the Town's proud celebration of heritage					
<i>Policy:</i> Use the anchor of being the County Seat to promote Florence Statewide importance.					
IM - Create a program designed to connect Florence to regional, state, and other celebrations to attract visitors.	■				

Table 3-1: Implementation Action Plan: continued

Table 3-1: Implementation Action Plan

Project Action	On-going	Immediate	Short-term	Mid-term	Long-term
Housing, Underdevelopment, and Undeveloped Land - South Gateway and Historic Core					
Goal: Increase new and rehabilitated housing stock generating a great place to live					
<i>Policy:</i> A neighborhood enhancement area delivering resources to attract new and varied residents.					
IM - 1 Establish a Residential Neighborhood Enhancement Area.				■	
IM - 2 Begin a design-build public-private partnership competition to construct new housing, rehabilitate existing housing, and/or adoptively re-use existing housing and buildings.		■			
Goal: Renovate/rehabilitate non-historic homes					
<i>Policy:</i> Retaining area character requires preserving and enhancing all current housing stock.					
IM - Adopt programs assisting current residential homeowners encouraging restoration, improvements, or upgrades.			■		
Goal: New construction or adaptive reuse with a mixture of uses, maintained affordability, and live-work housing					
<i>Policy:</i> Develop affordable mixed-use housing with live-work incentives.					
IM - Identify properties in Downtown suitable for multi-story construction with mixed-uses.		■			
Housing, Underdevelopment, and Undeveloped Land - North End					
Goal: New residential development designed for the North End and long-term affordability					
<i>Policy:</i> Keep North End land and real estate pricing competitive with outlying areas.					
IM - Identify property that can be set aside for residential development in the Civic Center design.				■	
Sustainability					
Goal: Sustainably constructed and designed, rehabilitation, and remodeling for Downtown buildings					
<i>Policy 1:</i> “Green” building techniques to make the Town environmentally attractive to developers.					
IM - Enact an ordinance incorporating construction standards to require appropriate “green building” techniques.				■	
<i>Policy 2:</i> Sustainably develop new buildings and redevelop/rehabilitate existing buildings within Downtown Florence.					
IM - 1 Define sustainable development objectives.			■		
IM - 2 Establish a grant program.				■	

Table 3-1: Implementation Action Plan: continued



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ARS Statute 36-1479 Compliance



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ARS Statute 36-1479 Compliance



4.1 Introduction

The Town of Florence has declared the Downtown Redevelopment Area to be a blighted area in need of redevelopment. Pursuant to ARS Statute 36-1479, this Redevelopment Plan Update has been developed after the Town had undertaken a General Plan Update. The Town will not be acquiring real property for the redevelopment project.

4.2 Boundaries

The redevelopment district boundary starts at the intersection of Elizabeth and Florence Heights. From there it heads to the west where at the intersection of Florence Heights and Highway 287 and 79B the boundary cuts northwest across the intersection of Main Street, Highway 287 and Highway 79B until it reaches the southwest corner of the Church of Latter Day Saints property. The boundary then follows the southern edge of the property that houses the current high school, pool, and historic high school.

The boundary turns north along the west edge of the football field property and then east along its north edge before turning north again, following Willow Street to the Ruggles intersection. It then turns east until it reaches the intersection of Ruggles and Main where it turns north. As Main Street crosses the historic canal, the boundary turns to the west and follows the canal, located along the boundary between Heritage Park and McFarland State Park.

The boundary continues to follow the southern edge of Heritage Park and then follows the southern edge of the field directly to the west of Heritage Park, approximately 3,000 feet west of Main Street. At the southwest edge of the adjacent field, the boundary turns north and follows the west side of the next three fields and partially into the Gila River, approximately 4,000 feet. The boundary then turns to the east and follows

the north side of two fields until it hits the intersection of the future Main Street extension alignment. Here the boundary turns south and follows the future alignments until the intersection of Main and 1st Streets, where it turns to the east before turning south at the intersection of 1st and Church Streets. It then follows Church Street to the intersection of Church and 6th, Streets, where it heads east before again turning to the south at the intersection of 6th and University.

The boundary then follows University for one block before turning east for one block along 8th Street, before heading south along Florence Street. At the intersection of Florence Street and Butte Avenue, the boundary turns west, following Butte before turning south at Orlando Street. It follows Orlando for one block, then heads west for one block along Aguilar where it turns south at the intersection of Elizabeth. The boundary follows Elizabeth Street south, sometimes through lots, until it reaches the starting point at the intersection of Elizabeth and Florence Heights.

4.3 Existing Conditions Map

See Figure 4-1.

4.4 Proposed Land Use Plan

No changes in the land use are proposed as part of this plan. See Figure 4-2 for the Downtown Redevelopment Plan.

4.5 Population Densities

Information showing the standards of population densities, land coverage, and building intensities in the area after development has been provided in Section 1 and Section 3 of this report



4.6 Zoning Changes

As part of the recommendations of this project, it is proposed that the Town review their current zoning and subdivision codes within the Redevelopment Planning Area to more readily accommodate mixed-use development. This is a recommended implementation measure to accomplish one of the project goals of creating a more sustainable, vibrant, and active Downtown Florence across day and night. See Section 3.6. This is a recommendation for further study. No changes to the existing zoning are proposed as part of this project.

4.7 Site Improvements

This Plan recommends the creation of a new Town Square, streetscape improvements with landscaping on several streets, implementation of policies that would encourage infill development along Main Street, and the development of a new Civic Center to be located in the North End District. The development of the Town Square, streetscape improvements and infill development may require upgrade to existing utility facilities, including water, sewer, and storm water facilities. The development of the Civic Center would require new utilities to be developed north of 1st Street to support the new development. Existing utility facilities are discussed in more detail in Section 1 of this report.

4.8 Land Acquisition

No acquisition of land is proposed as part of this redevelopment project and as such, no method and estimate of cost for acquisition and preparation for redevelopment have been developed. Additionally since no acquisition is identified, there will not be any proceeds of revenues from its disposal to developers.

4.9 Financing Method

Several methods of financing have been developed as part of the report. Each goal and implementation measure have been assigned a series of different funding sources. These funding sources range from the Town's General Funds, Bonds, Taxes, and Grants.

4.10 Displaced Families

It will not be necessary to relocate any families to implement the Redevelopment Plan. As such, no method for the relocation of displaced families was developed for the report.

4.11 Legal Description of Redevelopment Area

EXISTING BOUNDARIES

The boundary of the Florence Redevelopment District located in parts of Sections 35 and 36 of Township 4 South, Range 9 East and of Sections 1 and 2 of Township 5 South, Range 9 East in the Gila and Salt River Base and Meridian, Pinal County, Arizona, and more particularly described as follows:

Commencing at the POINT OF BEGINNING which is the intersection of the centerlines of Main Street and Ruggles Street (5th Street) as shown on the Florence Town site Map recorded in Book 1 of Maps, Page 1 in the Pinal County Recorder's Office,

- Thence westerly along the centerline of Ruggles Street approximately 553 feet to the centerline of Willow Street,
- Thence southerly along the centerline of Willow Street approximately 4,351 feet to a point on the East-West Midsection line of Section 2,
- Thence westerly along said Midsection line and northern boundary of Florence High School approximately 784 feet to the Northwest corner of

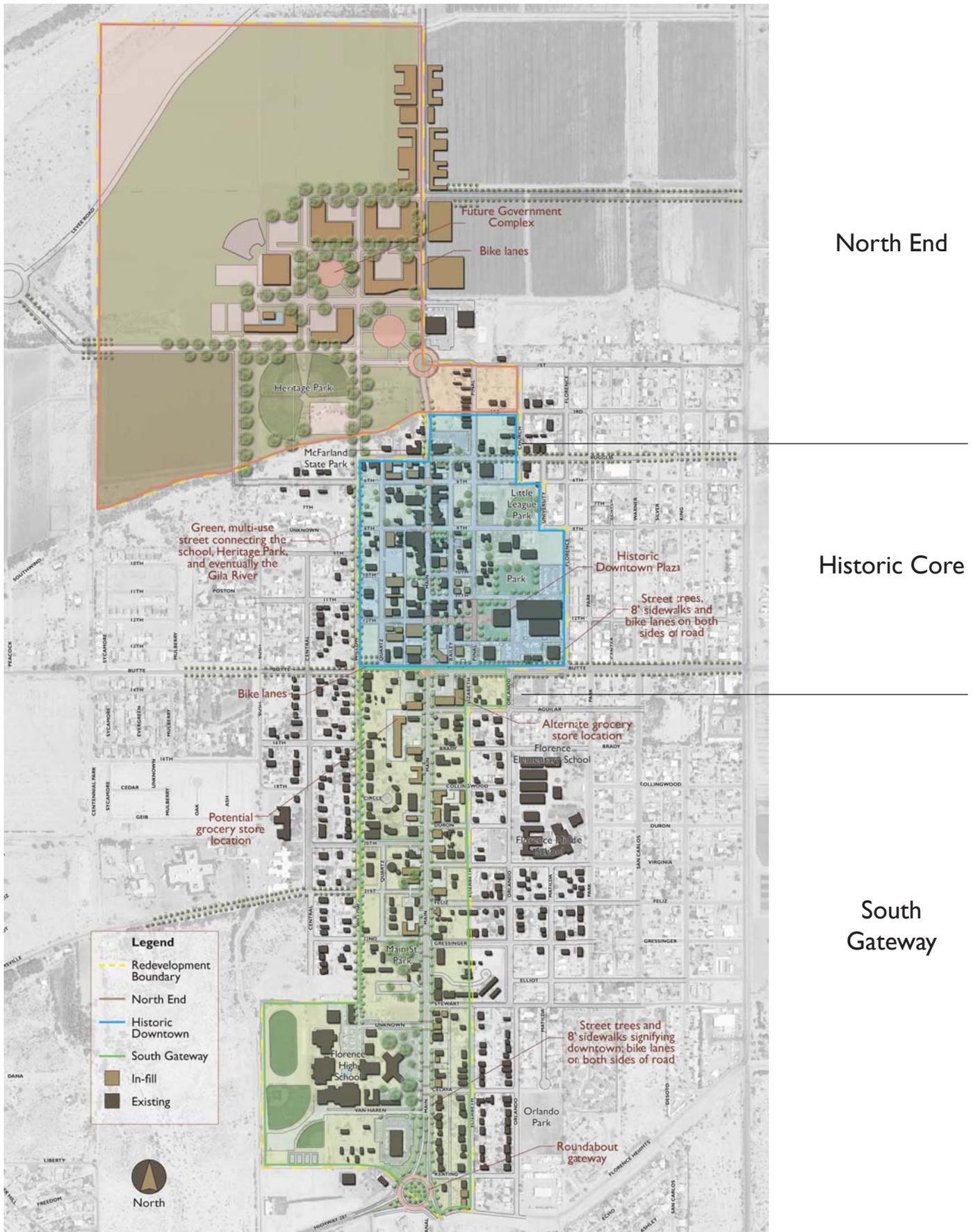


Figure 4-1: Downtown Redevelopment Area Concept Plan



the northeast quarter of the southeast quarter of Section 2,

- Thence southerly along the North-South 1/16th line of Section 2 and western boundary of Florence High School approximately 1,317 feet to the southwest corner of the northeast quarter of the southeast quarter of Section 2,
- Thence easterly along the East-West 1/16th line of Section 2 and southerly boundary of Florence High School approximately 858 feet of the northwest corner of Parcel 202-06-1F,
- Thence southerly and southeasterly along the west line of said parcel approximately 238 feet to the northern right-of-way line of State Route 287,
- Thence southeasterly approximately 530 feet to the intersection of State Route 79B east right-of-way and Florence Heights Drive centerline,
- Thence easterly along the centerline of Florence Heights Drive approximately 250 feet to the centerline intersection of Elizabeth Street and Florence Heights Drive,
- Thence northerly along the centerline and projected centerline of Elizabeth Street approximately 4,053 feet to the centerline intersection of Aguilar Street and Elizabeth Street,
- Thence easterly along the centerline of Aguilar Street approximately 330 feet to the centerline intersection of Orlando Street and Aguilar Street,
- Thence northerly along the centerline of Orlando Street approximately 330 feet to the centerline intersection of Butte Avenue and Orlando Street,
- Thence easterly along the centerline of Butte Avenue approximately 450 feet to the centerline intersection of Florence Street and Butte Avenue,
- Thence northerly along the centerline of Florence Street approximately 1,131 feet to the centerline intersection of 8th Street and Florence Street,
- Thence westerly along the centerline of 8th Street approximately 185 feet to the centerline intersection of University Street and 8th Street,
- Thence northerly along the centerline of Univer-

sity Street approximately 370 feet to the centerline intersection of 6th Street and University Street,

- Thence westerly along the centerline of 6th Street approximately 185 feet to the centerline intersection of Church Street and 6th Street,
- Thence northerly along the centerline of Church Street approximately 930 feet to the centerline intersection of 1st Street and Church Street,
- Thence westerly along the centerline of 1st Street approximately 740 feet to the centerline intersection of Main Street and 1st Street,
- Thence southerly along the centerline of Main Street approximately 745 feet to the centerline intersection of Ruggles Street and Main Street being the POINT OF BEGINNING.

Containing 189 acres, more or less.

ADDED AS PART OF AMENDMENT #2

Heritage Park – Parcel Number 200-40-01406

A parcel of land lying in and being a portion of the East ½ Section 35, Township 4 South, Range 9 East, Gila and Salt River Meridian, Pinal County, Arizona, having a boundary more particularly described as follows:

Commencing for a tie at the 4” brass cap stamped “C-1/4” marking the center of Sec. 35, from which the 1 1/2” aluminum cap marking the South ¼ corner of Sec. 35 bears S. 0 24’ 49” E., 2635.55 feet distant Said center of section 35 being the POINT OF BEGINNING of the herein described parcel.

- Thence from said C-1/4, N. O 24’ 49” W., along the N-S mid section line, 100.00 feet;
- Thence S. 4522’ 14 E., 183.93 feet;
- Thence S. 89 55’ 25” E., 237.81 feet;
- Thence N. 75 53’ 14” E., 122.86 feet;
- Thence N. 48 58’ 01” E., 3.45 feet to the E-W mid



- section line of said Sec. 35;
- Thence S. 0 24' 49" E., 492.34 feet;
- Thence N. 89 41' 09" E., 442.38 feet;
- Thence S. 0 24' 49" E., 537.18 feet;
- Thence S. 78 00' 41" W., 130.44 feet;
- Thence S. 73 09' 49" W., 172.98 feet;
- Thence S. 67 49' 10" W., 437.35 feet;
- Thence S. 79 31' 32" W., 235.87 feet to the N-S mid section line of Sec. 35;
- Thence N. 0 24' 49" W., 1309.60 feet to the POINT OF BEGINNING.

SUBJECT PARCEL having an area of 20.000 acres.

A parcel of land lying in and being a portion of the Southeast ¼ of Section 35, Township 4 South, Range 9 East, Gila and Salt River Meridian, Pinal County, Arizona, having a boundary more particularly described as follows:

Commencing for a tie at the 4" brass cap stamped "C-1/4" marking the center of Sec. 35, from which the 1 1/2" aluminum cap marking the South ¼ corner of Sec. 35 bears S. 0 24' 49" E., 2635.55 feet distant. Thence from said center of Section 35, N. 89 41' 09" E., along the E-W mid section line, 489.74 feet to the Northwest corner of the herein described parcel and the POINT OF BEGINNING.

- Thence continuing N. 89 41' 09" E., 442.38 feet;
- Thence S. 0 24' 49" E., 492.34 feet;
- Thence S. 89 41' 09" W., 442.38 feet;
- Thence N. 0 24' 49" W., 492.34 feet to the POINT OF BEGINNING.

SUBJECT PARCEL having an area of 5.000 acres.

Giles Property – Parcel Numbers 200-40-011A; 200-40-015, 200-40-016, 200-43-057 (formerly

200-40-011B, 200-40-011C, 200-40-011D)

Parcel 200-40-11A

A portion of the Northeast quarter of Section 35, Township 4 South, Range 9 East of the Gila and Salt River Base and Meridian, Pinal County, Arizona, more particularly described as follows:

Commencing at the East quarter corner of said Section 35, based on 1869 B.L.M. Survey;

- Thence N 00 13' 15" E along the East line of said Section 35, a distance of 2065.00 feet to the True Point of Beginning;
- Thence S 74 42' 18" W a distance of 2763.56 feet to a point on the North-South midsection line of said Section 35, and point being the midpoint between the center of Section 35 and the North quarter corner of said Section 35 (1869 Survey);
- Thence N 00 21' 08" E a distance of 1316.39 feet to the North quarter corner of said Section 35 (1869 Survey);
- Thence S 89 28' 15" E a distance of 2659.86 feet to the Northeast corner of said Section 35 (1869 Survey);
- Thence S 00 13' 15" W a distance of 562.81 feet to the True Point of Beginning.

Gross Acres = 57.393±

Parcel 20-40-11B

A portion of the Northeast quarter of Section 35, Township 4 South, range 9 East of the Gila and Salt River Base and Meridian, Pinal County, Arizona, more particularly described as follows:

Commencing at the East quarter of said Section 35 based on the 1869 B.L.M. survey, and said point being the True Point of Beginning;



- Thence N. 00 13' 15" E. a distance of 2065.00 feet;
- Thence S. 74 42' 18" W. a distance of 2763.56 feet to a point on the North-South midsection line of said Section 35, and point being the midpoint between the center of Section 35 and the North quarter corner of said Section 35;
- Thence S. 00 21' 08" W. a distance of 1316.39 along the North-South midsection line to the center of Section 35;
- Thence S. 89 34' 42" E. a distance of 2665.88 feet to the True Point of beginning.

Gross Acres= 103.399±

Parcel 200-40-11C

A portion of Southeast quarter of Section 35, Township 4 South, Range 9 East of the Gila and Salt River Base and Meridian, Pinal County, Arizona, more particularly described as follows;

Commencing at the East quarter corner of said Section 35, based on 1869 B.L.M. Survey;

- Thence N. 89 34' 42" W. a distance of 1332.94 feet to the True Point of Beginning;
- Thence S. 00 21' 00" W. a distance of 895.04 feet;
- Thence S. 82 22' 44" W. a distance of 1279.34 feet;
- Thence N. 00 21' 08" E. a distance of 1074.03 feet;
- Thence S. 89 34' 42" E. a distance of 1266.94 feet to the True Point of Beginning.

Gross Acres = 28.836±

Parcel 200-40-11D

A portion on the Southeast quarter of Section 35, Township 4 South, Range 9 East of the Gila and Salt River Base and Meridian, Pinal County, Arizona, more particularly described as follows;

Commencing at the South quarter corner of said Section 35 (1869 Survey);

- Thence North along the North-South mid-section line, N. 00 21' 08" E. a distance of 1005.24 feet to the True Point of Beginning;
- Thence continuing North along mid-section line, N. 00 21' 08" E. a distance of 489.77 feet;
- Thence N. 82 22' 44" E. a distance of 1345.99 feet;
- Thence S. 68 25' 52" W. a distance of 148.01 feet;
- Thence S. 79 47' 52" W. a distance of 433.50 feet;
- Thence S. 63 09' 29" W. a distance of 543.96 feet;
- Thence S. 00 12' 05" W. a distance of 291.74 feet;
- Thence N. 89 56' 39" W. a distance of 286.45 feet to the True Point of Beginning.

Gross Acres = 5.470±

*Note: This legal is based on abandonment of Right of Way on the West of Block 156 and abandonment to the Right of Way to the centerline of road on the East.



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Appendix A



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Public Outreach Process: Design Dialogue One Summary



A.1 Design Dialogue One Structure

Otak held Design Dialogue meetings with town staff, stakeholders and the public over the span of July 8th and 9th, 2008. The following groups were invited to attend:

Town Staff

- Town Manager
- Economic Development
- Finance
- Assistant to the Town Manager
- Town Clerk
- Planning
- Public Works Department
- Engineering and Traffic
- Parks Department
- Library
- Fire
- Police
- Senior Center Representative

Community Services

- Chamber of Commerce
- Florence Unified School District
- Lions
- Rotary
- Woman's Club
- American Legion

Events

- Country Thunder
- Main Street Program
- Pinal County Fair
- Renaissance Festival
- Pinal County Mounted Posse
- Chamber of Commerce

Town Commissions I – Historic Aspect Focus

- Redevelopment Commission
- Historic Advisory Board
- Pinal County Historic Society (Part of HDAC and runs the museum)
- Florence Main Street Program Board
- Bonnie Baroila from Florence Preservation Foundation
- IDA

Town Commissions II

- Town Council
- Planning and Zoning Commission
- Parks and Recreation Advisory Board
- Library Advisory Board
- Redevelopment Commission

Downtown Community

- Pinal County
- Downtown Business Community
- Development Community
- Main Street Program
- Chamber of Commerce

General Public

- Downtown Residents
- Town of Florence Residents

A.2 Design Dialogue One Goals

The goal of the meetings was to gather input and information while discussing the vision and overall strategy. Four main questions were asked of every group:

- Information Gathering
- Open Input from Stakeholders and Public with-Breadth of Views



Design Dialogue One Summary

- Balanced Redevelopment Plan Reflection of Community
- Desires
- Establish Redevelopment Vision
- Presentation of Inputs to Town Council

A.3 Design Dialogue One Questions

- What are the biggest barriers to the long-term redevelopment in downtown?
- What are the best attributes and opportunities of the downtown?
- Where should the money come from to pay for downtown improvements?
- If you left the Florence areas and returned 20 years later; what would you like the downtown to look like?

A.4 Responses

Responses for each question followed general themes:

What are the biggest barriers to the long-term redevelopment in downtown?

- Difficulty in utilizing the historic structures in the downtown core due to the price of bringing the structure to code, the price to rent or buy space, and absentee landlords
- Difficulty in working with the town to meet all regulations before occupying space
- Difficulty in developing vacant land
- Challenges regarding the Historic District status
- Poor circulation
- Competition with business development outside the core
- Poor community perception and branding
- Lack density and mixed use in the downtown core
- Poor economy and funding
- Community apathy
- Lack a destination or a draw

- Lack of business/downtown cohesiveness
- Need basic downtown improvements

What are the best attributes and opportunities of the downtown?

- Historic nature/structures/museums/past
- Authenticity
- The great people
- Clean and safe
- Location – halfway between Tempe and Tucson
- Events – Historic Home Tour, Junior Parada, Country Thunder, Rodeos
- Large permanent job base
- Need a “there” in the downtown core, places and spaces
- Need to focus on a downtown that is appealing to all ages and times of day
- Grocery stores, places to eat, antique shops, basic services, hotel, scenic railroad, specialty shops, cowboy supply store, and pharmacies were all potential opportunities

Where should the money come from to pay for downtown improvements?

- Grants
- Balance of sources /partnerships
- Taxes
- Private
- Through tourism and outside dollars
- Incentives
- Donations/fundraising

If you left the Florence areas and returned 20 years later; what would you like the downtown to look like?

- Historic character preserved
- Vibrancy
- Mixed use
- Diversified businesses
- Quaint downtown
- Tourism focused



- Physical improvement
- Three main areas with slightly different feel to each
- A true downtown where the population lives

A.5 On-going Data Collection

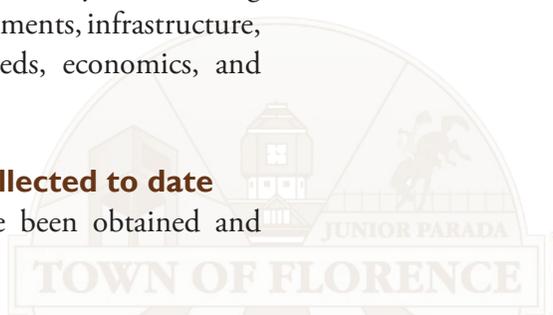
The gathering and analysis of background information has been ongoing. Inventory and analysis of existing land use, historic preservation elements, infrastructure, transportation and parking needs, economics, and housing.

Studies and documents collected to date

The following documents have been obtained and reviewed to date:

A.6 Next Steps

The next step includes vision and approach development. Identification of opportunities and strategies for historic preservation, vacant lots, streetscapes, wayfinding, transportation and parking, housing and economic redevelopment.



Source	Information	Data Date
Town of Florence Staff	▪ Strategic Plan for Community and Economic Development	December 2005
	▪ Florence Area General Plan Update	January 2001
	▪ Coolidge – Florence Regional Transportation Plan: Summary and Final Report	April 2008
	▪ Florence Main Street Forum Meeting Notes	November 2007
	▪ Historic Preservation Guidelines	May 1996
	▪ General Plan Update	June 2008
	▪ Town of Florence Site Development Study	June 2008
	▪ Facility Needs Analysis	May 2007
	▪ Town of Florence Main Street Redevelopment Project	November 2007
	▪ Main Street Streetscape Improvements Specifications	May 2008
	▪ Florence Downtown Redevelopment Plan	November 1998
	▪ Parks, Trails and Open Space Master Plan	May 2008
	▪ GIS Data	
	▪ Aerials Photos	
▪ Historic Structure Images		
Florence Main Street Program	▪ Strategic Plan	April 2008
	▪ Upcoming Projects	July 2008



Design Dialogue One Summary

A.7 Meeting Comments Summary

Following is a list of comments recorded during Design Dialogue One. Numbers in parentheses indicate the number of attendees who made the same comment.

Question #1: What are the biggest barriers to the long-term redevelopment in downtown?

Difficulty in utilizing the historic structures in the downtown core:

- Real estate value versus the condition of the existing buildings. Existing buildings are historic in nature, which is subject to rules and regulations making the cost of redevelopment higher. (2)
- Problem with absentee landlords. (6)
- Properties need to be made available at or below market value to get tenants in who are willing to improve and bring structures up to code. (3)
- How do you change the perception of the risk associated with investment?
- Main Street is vacant because the people who own the real estate want more money for the structures than an investor is willing to pay based on the investor's perceived risk. (6)
- Don't want a developer to come in and buy most of the vacant buildings and then turn around and try to sell them for more money.
- Limited space, small shops (resulting in real estate prices)...how can facilities be modified or changed to allow for new or innovative shops or businesses?
- Need a lot of facade improvements. People pass on by when it seems there is no pride in the community
- Inside needs lots of structural improvements, ADA, etc.
- Landlords should allow a 2-year reduction in rent to allow the business time to establish. Trying to get the buildings in downtown to reopen, rebuild or do something with them.
- Town needs to partner with the business commu-

nity.

- The death of the small businessman has occurred and we have a venue that plays to a time that really doesn't exist anymore.
- Need a strong implementation plan (1-month, 6-month, 1-year, 2-year plan)

Difficulty in working with the town to meet regulation to get into a building:

- Town codes are too stringent and make the price of development too high. (8)
- Flexibility and willingness to negotiate from both sides (Town, owners, etc.) – allow things to get up and running and allow the cash flow to start; interim requirements for start-ups. (5)
- Town has been its own worst enemy and should take inventory about the direction.

Difficulty in developing vacant land:

- Lack of vacant lots for a major development opportunity; the remaining lots may not be adaptable to traditional, larger-scale developments.
- Challenge to assemble any land to do something significant (parcels are currently small).

Challenges of Historic District status:

- Historic District creates a barrier with redevelopment. (2)
- Need to maintain the historical integrity in the downtown areas. We need to renovate and restore and not bring in inappropriate uses.

Poor circulation:

- Transportation and access to Main Street. Need another access north and another east/west access (3)
- Main Street dead-ends – address this issue – people have no reason to go down Main Street. (2)
- Multi-modal circulation needed regionally.
- Parking (2)
- Main corridor into downtown is controlled by another jurisdiction.



- (ADOT)
- State decisions with what they want to do with highways – highway routes.
- Geography – downtown currently far from existing development.

Competition with Business development outside the core:

- Competition with new growth. People like new things and new buildings and brands. (2)
- Competition with Anthem. (2)
- Look at Anthem as a benefit.

Poor perception and branding:

- Branding issues, “that prison town”....need to find an identity, market and brand it.
- No cohesive vision or identity for Town.
- Perception as a prison town.
- Need a revitalizing theme.
- Image needs to grow and a more sophisticated marketing program needs to be developed.
- What is the focus or perception of downtown?
- Market the historical downtown. (4)
- Forgetting our own history of what used to attract other people (used to be the Garden City).
- Need attractions and central theme. (5)
- More money on advertising than on studying it (travel magazines, TV, newspapers, in Phoenix, Tucson).

Lack of density and mixed use in downtown core:

- Lack of use, diversity is now a challenge. Currently not doing a good job in attracting business diversity.
- Need new growth in core area and an acceptance of density. Mixed use, townhomes, and affordable housing options. (4)
- No large employers that are not government
- Need high-density residential within walking distance of downtown.

- Need unique restaurants, gift shops, art gallery. (4)

Poor economy and funding:

- Lack of money, poor economy...affecting the future. (8)
- Lack of serious investors with investment capital.
- Main Street improvements severely under-funded.
- Silver King project has the potential to be a major project; severely under-funded.
- Lack of capital.
- The risk involved does not equal the reward...nobody to invest, as time passes buildings get more and more in disrepair.
- Gas prices.
- Local people do not support local businesses.
- Need more jobs that pay a decent wage.

Community apathy:

- Do the people in the town really want the town to change? Need everyone on board to get change to occur. (3)
- There have been a lot of plans and efforts without the stimulus, which may result in a negative feeling towards additional planning...planning without results. (2)
- Apathy with citizens currently residing in Florence proper. (2)
- Apathy comes when it will cost them money.
- Focused vision. (3)
- Different organizations in town will not work together for the good of the people.
- Local people need to also be supporting the local community. (3)
- Town needs some town pride.

Lack of a destination or draw:

- Lack of “draw” or “destination” to downtown. (5)

Lack of business/downtown cohesiveness:

- Lack of cohesiveness among the downtown businesses – owners don’t work together.



Design Dialogue One Summary

- Divide between north and south downtown – need to be brought together. (2)
- Time to bring the whole thing together (north and south). There are historic homes and buildings along the entire corridor. Could be treated in different ways – streetscape.
- Phase in the different areas – but the whole length needs involvement.
- Historic Downtown is certainly a priority – but one feeds the other...it works both ways.

Need basic downtown improvements:

- Community needs downtown improvements (signage, parking, etc.). (5)
- South Main is not very pedestrian-oriented, but that should change.
- Some beautification – get rid of wires.

Other:

- Drainage issues and flooding, without dams downtown is technically in a flood zone.
- Monday through Friday, 8-5 community. After-hours and weekends the community shuts down.
- Town will need to offer additional incentives to facilitate development in the downtown area.
- Need a few key projects to kick it all off.
- Blend in all the various aspects the town has: events, parks, trails, etc
- What can we offer citizens that they are now going out of town for?
- Better public relations on the part of organizations who are trying to bring businesses into the area.
- Not currently capitalizing on the fact that we are a major employment center.

Question #2: What are the best attributes and opportunities of the downtown?

Best attributes:

- The look and feel of the downtown and the his-

- toric nature, small-town attributes. (8)
- Population of Florence – neat old families, generation who really care about the town. (7)
- Community service organizations.
- Home tour, Junior Parade.
- The second Court House (currently under renovation) – would be a great opportunity – very visible marker – the beacon.
- The historical museum – a destination. (2)
- The great Main Street.
- Historical structures. (9)
- Clean, looks good.
- Synergy and energy which creates an opportunity.
- Ruins, petroglyph in the area.
- Authentic (2)
- Low crime rate.
- Unique recreational sites.
- Larger area is an advantage in order to work with the entire community.
- Location is a central core to a lot of amenities and attractions.
- Halfway between Tempe and Tucson. (2)
- Walkable (2)
- Locations – best location for best opportunities for this type of town – the “old way” between communities – Old West town.
- Government and prison are a large job base.
- Rodeo grounds is a great opportunity – people are going to come back time and time again – need to offer them some in line with “rodeo interests.”
- Florence is finally in the right location; as Boomers age and move south, Florence is the town that didn't change.

Business opportunities:

- A drugstore.
- Grocery store – nature and size to fit in a downtown area. (3)
- Pharmacy – current locations too far.
- Basic services – dry cleaning.
- Novelty shops.



- Antique shops.
- Places to eat. (3)
- Neighborhood market with a small deli or florist.
- Hotel would be an important anchor to attract people to stay a weekend and therefore lead to more wine stores, arts and crafts, etc. (2)
- North Main Street has land that you can build – for instance a grocery store.
- Hardware store, town hall, bank, LB's, Old Pueblo.
- We need a “there.” (3)
- Need a destination and events center near riparian area – draw people.
- Scenic Railroad. (2)
- Need jobs for the spouses.
- Need a nursing home.
- Need a cowboy/clothing supply store.
- Court House restoration has potential to hold souvenirs, visitor center, tea shop, galleries then tours of the upstairs.
- Downtown needs lots of specialty stores and keep it as historical as possible.
- Opportunity to get grants and apply toward building improvements.
- Opportunity to be a part of change and growth. (2)

Physical needs:

- Street misters.
- Facade improvements.
- Need a destination point.
- Lofts downtown could be very successful if priced accordingly – price and code are limiting.
- Relocate current public works lots and allow for redevelopment.
- Alleviate transportation restrictions.
- Equestrian trail/hitching posts. (2)
- Local housing for the large work force that commutes to town every day.
- Better wayfinding system. (3)

General opportunities:

- Wonderful farmer’s market – with fresh fruit would be a great opportunity (alternative to grocery store).
- Focus on children will bring people to the downtown.
- An attraction or an experience to draw people.
- Need the anchors first.
- A balance of businesses that support the local population as well as the outside population – travelers and those who commute to Florence to work – look at dollars coming in and dollars leaving.
- Large seasonal senior population – need businesses that attract them – arts and crafts! (yarns)
- Places and spaces – the “there” – community gathering locations, public square.
- Offer a historical tour more often – not once a year – every weekend.
- A fountain with seating – a gathering place with trees for shade.
- Not currently a great place for gathering – need comfortable seating.
- Existing businesses are easy to work with; there are just not enough of them.
- There is a lot of available space downtown (just not affordable or it’s run down).
- Current land is being under-utilized, currently lacking an anchor. Properties around the Baptist church could potentially be developed.
- Current anchors are the bank and the hardware store.
- Re-enactors could be a big draw – hold events for tourists.
- Build more alliances with different companies.
- Mud days.
- Bed-and-breakfasts in people’s homes (one bedroom here and there).
- Velodrome.
- Shooting range.
- Additional sports venues.
- Vision for downtown as an Arts and Entertain-



Design Dialogue One Summary

ment district. (3)

- Needs attraction – Ferris wheel.

Question #3: Where should the money come from to pay for downtown improvements?

Grant:

- Grants – Historic Buildings
- Grants other funding – just bureaucratic (4)

Balance of sources/partnerships:

- Can't all come from private investment.
- Multiple sources – Town dollars, grants, private investment.
- Partnership with building owners with help of Town – let the new tenant come in and upgrade and allow time to bring the business to code – and the owner could waive rent while tenant is upgrading. Have a phased plan and allow them to open the business with a three-year window to meet code. (6)

Taxes:

- Taxpayers would be a large hurdle to overcome (4)
- Citizens should pay more taxes; make it a voter issue.
- The question has been posed, “Would you be willing to bond?” and the “yes” answers were quite high. (2)
- Public money will be questioned as to where the public dollars will be spent. Private-sector benefits will be harder to sell.

Private:

- Developers should contribute something (developers from the community as a whole). (2)
- There are future moneys to come when lots are developed. (3)
- Outside private investors.
- Marketing campaign and theme – huge investment group – one person isn't surviving.

- Need business to help with economy and provide the quality of life.
- Currently a hard time for private investors to invest money.
- There are prominent, historic families who should be able to help out to save the town.

Tourism and outside dollars:

- Need to find niche to bring outside dollars and tax dollars with outside revenue. (2)
- Lottery funds.
- Need to educate local commuting workers on the downtown.
- Corporate sponsorships.
- Tap into the film industry.
- Partner with major corporations to invest in the town and gain naming rights.

Incentives:

- Create benefits to opening stores downtown – besides monetary – other incentives.
- Incentives to make working with the buildings attractive.

Other labor sources:

- Prison is also another source of labor
- Maybe work with local high school children working on the historic structure improvements – like they did with a local home they built
- New hospital coming in – new employment, more people moving here, more amenities required.

Donations/Fundraising:

- Looking towards former locals to recruit investors – benches, trees, name things after those who donate.
- Currently selling bricks to raise money for the Court House restoration.



Question #4: If you left the Florence area and returned 20 years later, what would you like the downtown to look like?

Historic character preserved:

- Historic character preserved while having a mix of the historic as well as the basics – antiques and shoe stores etc. (3)
- Historically rehabilitated as accurately as possible. (2)
- You can not recreate the historic downtown – Florence is authentic and valuable.
- Potential like Scottsdale – cultural, heritage.
- Keep it authentic.
- It is absolutely key to preserve the main street. It is the escape from the Phoenixes to go to the small towns, bed-and-breakfasts, etc.

Vibrancy:

- Vibrancy (8)
- Walkable (4)
- Lots of landscape – trees – shade.
- Nice area to hang out. (2)
- Different activities during the day than at night.
- Every store should be full. (2)
- People on the street all the time – not “rolling up” at 4 pm. (5)
- Mixture of commercial, retail, arts and residential. (6)
- Optimistic due to the activity north of downtown – if we use it right and give them a reason to come down. Good food places, friendly bar, great bank – they are part of Florence also. (2)
- Need a movie theater or bowling alley; need activity
- Entertainment (2)
- Art Scene (6)
- Music(2)
- Restaurants (3)
- Breweries (2)
- Appealing to all ages (15)
- A decent steak house – something that would make

- parking a problem.
- More of social gathering place. (2)
- Good quality of life. (2)
- Like Mill Ave overlooking the Florence Town Lake.
- Like Park City – 20 years ago it was like Florence.
- Like it was 20 years ago – busy, full, more bars, parades 5 or 6 a year, governors came, bouncing, need the heart back in Florence, dancers, singers, musicians, great attitude. (5)
- Public square, center, heart.
- Town pride.
- Unique shops, restaurant.
- Book store – new and used.
- Day spa.
- Dry cleaner
- High-end things/meals.
- Sandwich shop
- Good service with a good product.
- Riparian habitat.
- Florence Town Lake that connects downtown to Anthem.
- Antique stores.
- Energy that we are currently planning for.
- Focus on children. (3)
- Fishing derbies.

Mixed use:

- Mixed-use downtown – integration of all uses – residency downtown. (4)
- If there was residency downtown, people would be interested.
- Balanced mix of uses and businesses.

Diversified businesses:

- A corporate headquarters that fits with the character.
- Online commuters – infrastructure available to support them.
- Higher-paying job opportunities.
- Love to see the Adamsville hospital become a rehab



Design Dialogue One Summary

center, nursing home and retirement center – lacking good facilities.

- Education/campus – U of A North.
- Convention center.
- Minor league hockey team!
- Floodplain property as part of equestrian property.
- Catholic College on donated land.

Quaint Downtown:

- Something like Gilbert – retained. (2)
- Glendale – still a historic downtown – coffee, candy – large stores more north.
- Similar to Tombstone or Scottsdale – Old Town street.
- Old Town Florence to compliment the new towns.

Tourism-focused:

- State park, monastery, rodeo grounds, historical structures – potential!
- Need to sell the cowboy culture more – parks side has identified this.
- Get a map and travel to destinations/historical markers along trails.
- Lots of money that travels with the rodeos.
- The downtown should/will become purely tourism. Historical aspects, restaurants, bars, art – things are changing and people don't need to come downtown to shop anymore.
- Population in the area is growing – development is happening without a lot of identity or character. Florence could be the place that they go – the destination. (3)
- Now a destination point.
- Police on mounted horses.
- Tourist train. (2)
- Tourists buses – to a western museum and western music museum, dinner theater, people come from all over to Country Thunder.
- Attraction would be the western influence. (2)
- Annual mud festival – adobe workshops, home tours.

- Rodeo ground potential – national rodeos – other towns are already using Florence's rodeo grounds.
- Return or Cinco De Mayo and Parada to what they were in the hey days. (2)
- Need events to bring people to Florence.
- Take advantage of holidays.

Physical improvements:

- Bridge connection to the north. (4)
- Lifestyles will have changed (expensive gas) – investment opportunities on a small scale. People won't want to drive far for the goods – same large stores will start investing in smaller scale.
- Larger scale of building.
- Freeway will be closer by.
- Housing will still be a mismatch.
- Need to get the basic services first and grow from there.
- Parks and trails master plan will be huge in the next 20 years.
- Do need a connection to the north – maybe a little further west than Main Street.
- Sports venues north of river.
- Plan for greenway from Anthem fully implemented.
- Downtown senior housing. (3)
- Easy to get around in a wheelchair.

Three main areas with slightly different feel:

- Three sections of development area – New opportunities to the north, Historic Downtown, and then the south section.
- Enhanced gateway area to the south and north.
- North Main street – restaurants, etc.
- South Main street – light industrial.
- Northern portion (currently fields) will have more development.



True Downtown moved to where the population lives:

- “Downtown” will have moved and all that will be left will be the basic businesses...downtown will really be more north.
- Primarily Florence will be NW of where we are now – unless the town is willing to make drastic changes and allow changes to happen – right now takes years to accomplish.

Question #5: What else should we consider?

- South Main might have a feel like it does, but with hopefully more infill – historic downtown should have a different character.
- Hopefully the feed store stays in business – interesting and valuable attribute.
- Improvements at the rodeo grounds are quite substantial, currently employing a person to market it – 6,000 people will be coming to town once a month for equestrian events. Challenges are water infrastructure, bleacher seating, other amenities out there – limiting the number of people they can host.
- People are currently camping or staying in Coolidge or Chandler, come up and drive home. Some come in town at night but we currently lack amenities.
- Doesn't have to always be equestrian – volleyball, music, car shows, etc.
- Posse are the stewards but it is Town property.
- The money goes back to the kids and community growth.
- The private sector is what is going to make it happen.
- Tourism is the key component.
- Major changes in utilities and how we transport ourselves.
- Florence will be the destination.

A.8 Meeting Attendees

Tuesday July 8, 2008

Town Staff Meeting

10 a.m. to 11 a.m.

- Himanshu Patel
- Jeanette Grady
- Jim Mannato
- Mark Eckhoff
- Scott Powell
- Dennis Hixon
- Wayne J. Costa
- Ken Lawrence
- Kathy Kaiser
- Becki Guilin
- Robert Ingulli
- Rose Bebris
- Gabe Beechum
- Lisa Garcia

Community Services

2 p.m. to 3 p.m.

- Cheryl Miller, Florence Woman's Club
- Carl Bell, American Legion
- Armando Sepulu, American Legion
- Laura Feliz, Florence D. Nolan Senior Center
- Jo Martin, Chamber of Commerce Board of Directors
- Annie Raasch, Florence Town Council
- Tom Madden, FLA
- Frank Puglia, Florence Rotary
- Jennifer Evans, Florence Main Street Program
- Sharon Speck, Redevelopment Commity/ Chamber of Commerce/Florence Woman's Club
- Larry (no last name provided)

Events

3 p.m. to 4 p.m.

- Ernie Feliz, Pinal County
- Tom Celaye, Town of Florence
- Barbara Brown, Town of Florence



Lois Stryker, Historic District Adv. Com.
Alma Yost, Historic District Adv. Com.
Gilbert Olgin, Florence Planner
Chris Reid, Historic District Adv. Com.
Lynn Smith, Historic District Adv. Com./
P.C. Historical Society
Tom Lowe, Southwest Legends, Gunfighters and
Arizona Rangers
Christopher DeMille, McFarland State Park
Bonnie Bariola, Florence Preservation Foundation
Vicki Kilvinger, Mayor of Florence
Joe Gervasen (sp), Florence Preservation
Foundation
Bill Coomer, Florence Preservation Foundation
Peter Villa Verde, I.D.A./Pinal Partnership
Terri Leverton, McFarland State Park
Frank Puglia, Florence Rotary
Barb Kelly, I.D.A./Redevelopment Commission

Dan Sell, (Apache Carlos LLC)
Main Street Property Owner
Mark Exline, E&E Outfitters
Hannah Lusk, Belva's Real Estate
Cindy Sills, Belva's Real Estate
Ernie Feliz, Pinal County
Henry Padilla, Florence Main Street Program
Jennifer Evans, Florence Main Street Program
Fred Zaun, Property Owner
Ann Edmondson, TC Armory, LLC
Barb Kelly, I.D.A./Redevelopment Commission
Peter Villa Verde, I.D.A./Pinal Partnership
Matthew Ritter, Chamber/Posse/Attorney
Mary Baths

Town Commissions II

7 p.m. to 8 p.m.

Barbara Brown, Town of Florence
Mark Thompson, Town of Florence
Vallarie Woolridge, Town of Florence
Bill Hawkins, Town Council
Larry Kollert, I.D.A.
Denise Kollert, Library Board
Jeanette Craig, Library Board
Rose Bebris, Town of Florence
Barb Kelly, I.D.A./Redevelopment Commission
Vicki Kilvinger, Mayor of Florence

Wednesday July 9, 2008

Downtown Community

5:30 to 6:30 p.m.

Tom Smith, Vice Mayor
Annie Raasch, Florence Town Council
Barbara Brown, Town of Florence
Frank Puglia, Florence Rotary
Larry Pfeiffer, Main Street Property Owner

Appendix B 

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Public Outreach Process: Design Dialogue Two Summary



B.1 Design Dialogue Two Structure

Otak held Design Dialogue meetings with the general public as open houses during the afternoon and evening on September 9 and 10, 2008.

B.2 Design Dialogue Two Goals

The goal of these meetings was to present and receive input on the working vision for the Downtown Redevelopment Area. During the meetings the team also reviewed concepts developed based on input received during the Design Dialogue One meetings held in July. A series of graphic displays were presented, and attendees were invited to provide comments.

B.3 Public Comments

Copies of the displays showing comments submitted are included on the following pages.

The following written comment was submitted at the Open House on September 10:

- Overall thoughts: I like what has been captured and what was on display. Very small variances, as I recall, from original meeting. I saw a note on one of the “Goals and Strategies for Historic Preservation” placards (2nd from the last) asking “What is this?” regarding events such as Cinco de Mayo and El Grito de Dolores. “El Grito” is more popular in southern Arizona communities with high Hispanic populations. We see Cinco de Mayo here (which represents a battle in Mexican history; El Grito was/ is part of the Mexican Independence celebration of September 16th).
- There is still too much talk, by a small but vocal faction, about trending towards cowboying-up Main Street (historic Florence). I heard again tonight about putting hitching posts on Main Street. Why cheapen

our truly historic (think authentic) downtown street by interjecting any more replication / non-existing-anymore stuff for the sake of trying to recapture a very small and short part of the street’s history? There could be jeopardy of losing more of our historic “cred” / authenticity (think Tombstone) than any cutesy/ homey cowboy installment can ever pay back.

B.4 Public Open House Attendees

Tuesday, September 9, 2008

Barb Kelly
H. Christine Reid
Mark Thompson
Jason Whetten
Larry Kollert
Denise Kollert
Himanshu Patel
Scott Powell
Tom Smith
Lynn Smith

Wednesday, September 10, 2008

Henry Padilla
Terri Leverton
Starla Jackson
Gilbert Olgin
Maria Lizarraca
Lisa Garcia
Lois Stryker
Vallarie Woolridge
Barbara Brown
Gaye Bumsted Perry
Larry Pfeiffer
Jennifer Evans
Vicky Kilvinger, Mayor

Please remove this portion of the vision statement.

Visioning & Strategy

Vision statement sounds like every other town's vision - Florence needs to be original

Honoring the past, while energizing the future, for a vibrant tomorrow!

Downtown Vision

- The Downtown Florence Redevelopment Plan will develop a framework approach to creating a downtown area that is sustainable, vibrant, and active both day and night.
- It will have a mixture of uses that initiate the redevelopment of the downtown area into a regional shopping, employment, cultural, and recreational destination for residents and visitors of all ages.
- The Downtown Florence Redevelopment Plan will be a true reflection of the community's rich Western history, traditions, authenticity, and wonderful historical character.
- Develop the Downtown Florence Redevelopment Area in a sustainable and environmentally friendly manner through the use of innovative and energy efficient technologies.

The Historic Core is envisioned as:

- A blend of historic and sympathetic contemporary buildings for mixed-use and amenities;
- A town square that celebrates the community's history and serves as the "heart" of the downtown and a focal point for public gatherings, ceremonies, and events;
- A revitalized business core anchored by a traditional main street, and providing retail, service, entertainment, civic, employment, open space, and housing opportunities; **Restaurant**
- A boutique or specialty retail focus, distinctly different from those retail activities/services available elsewhere in the Greater Downtown Florence area;
- A sustainable, walkable, pedestrian-friendly character with a mixture of businesses and housing.

The South Gateway is envisioned as:

- Providing the region's initial first impression of Greater Downtown Florence;
- Having an effective system of signage and wayfinding which will guide residents and visitors to the many resources within the downtown area;
- An attractive, multiple-use district of neighborhoods and employment opportunities that draws upon its history;
- Providing appropriate locations for well-designed and landscaped light-industrial and auto-oriented activities;
- A mixture of housing opportunities providing the "roof tops" to support growing governmental, retail, institutional, and commercial uses and employment opportunities.

The North End is envisioned as:

- A new extension of the scale and form of the historic core;
- A governmental hub supporting the Town of Florence and Pinal County;
- A destination-based retail and commercial area serving the larger trade area as well as adjacent residential neighborhoods;
- Providing a link to the Historic Downtown and the new communities north of the Gila River;
- A major recreational and public gathering area through the development of open space and parks, and engagement with the Gila River and the natural environment.

Catalyst Projects to Stimulate Redevelopment:

- South Gateway Streetscape
- Historic Town Square
- North End Government Complex
- Wayfinding Plan and Element Implementation
- Pedestrian Environment Enhancements (Benches, Tables, Shade Elements, etc.)
- Develop a Historically Oriented Festival.
- Develop a business incentive program to attract new business development.



Goals & Strategies *for* Streetscapes & Civic Spaces

One: Create a public gathering place in the Historic Downtown area that enhances the core's character and develops a sense of place.

- Identify a location for the new Town Square.
- Develop a master plan for the Town Square.
- Identify property acquisition requirements.
- Identify funding sources.



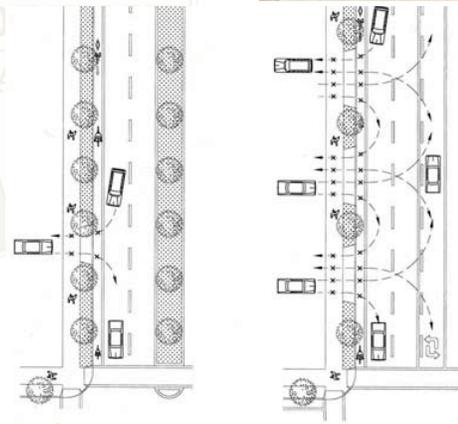
Two: Create a gateway streetscape along Main Street in the Southern Gateway district.

- Reach out to ADOT for streetscape enhancement opportunities through their Transportation Enhancement Program.
- Develop a Streetscape Master Plan.
- Identify property acquisition requirements.
- Explore funding opportunities such as Safe Routes to Schools or transportation enhancement initiatives.



Three: Develop Ruggles, Butte and North Main gateway connections to the local highway networks.

- Implement signage per wayfinding plan.
- Develop a street tree planting program.
- Install street furnishings.



Limited vehicle access points

Four: Create a public open space that links the Town of Florence with the Gila River.

- Work with designers of the North End's government complex to develop a public space that meets the needs of the community.

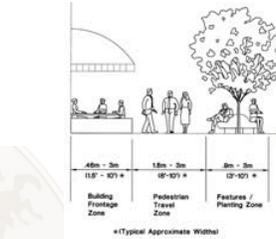


Goals & Strategies *for* Streetscapes & Civic Spaces

Four: *Create a vibrant streetscape environment that promotes pedestrian comfort and safety, links neighborhoods, and supports business development.*

- Implement a community art program.
- Identify locations for active public space.
- Identify locations for seating and shade opportunities.

Outdoor seating and shaded spots



Public art



Necessary amenities



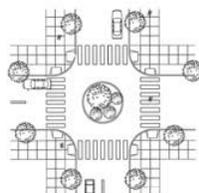
Misters on arcade (covered walkway) in historic core.

Active spaces

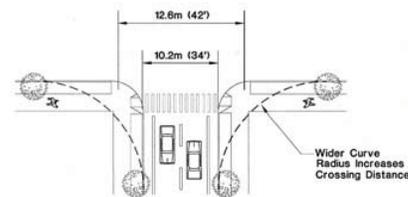
Create an "exercise/walking path".
More areas for people to gather and socialize.



Pedestrian friendly corners and crossings



Crosswalk aerial



Curb and crossing aerial

Goals & Strategies *for* Transportation & Parking

No...Not Florence



One: Create a multi-modal Main Street.

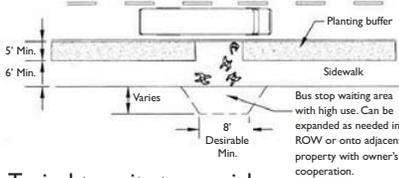
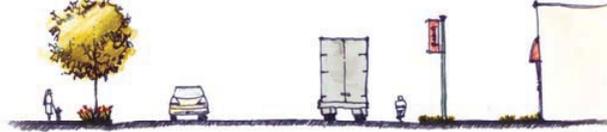
- Install bike lanes.
- Create a trolley system.
- Enhance the pedestrian environment.
- Develop a horse trail connection to the downtown.
- Encourage the return of horse and carriage service.
- Link the downtown to regional transit.

Does not go with the horse and buggy concept.

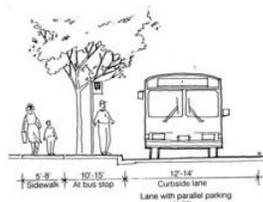
Not enough room. Is this realistic with our narrow main street?

Need plan to address clean-up

Typical street section



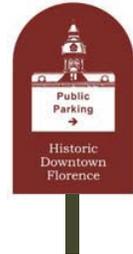
Typical transit stop aerial



Typical transit stop section

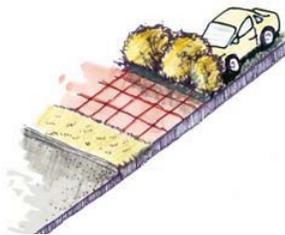
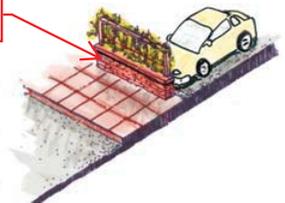
Three: Promote and clearly define existing public parking lots.

- Provide directional signage.
 - Link parking with public realm.
 - Label lots as Public Parking.
- Clearly define on-street parking on Bailey St.
- Review opportunities for shared use parking.



Parking screened from view

Create a bench for seating



Two: Maintain and promote on-street parking that supports business development in the Downtown Redevelopment Area.

- Clearly delineate on-street parking.
- Institute a on-street parking limit.

Only once we have an actual parking problem

Tie this to demand

Explore options of making Main Street on-way. Look at Hendersonville, NC

Four: Develop a Main Street connection to Hunt Highway across the Gila River.

- Continue to explore Gila River crossing options with adjacent proposed highway alignments.
- Provide a dry river crossing.

Explore developing a "river road" between Hwy 79 and Plant Rd. to connect downtown to the north and west. Similar to the General Plan Land Use map.

Concern about congestion on Main St. Also Bailey St is where all service trucks drive - Not allowed on Main St.

Goals & Strategies *for* Wayfinding



One: Create a holistic wayfinding program that creates a brand identity for Downtown Florence.

- Develop an overall wayfinding and branding signage program.

Two: Develop and implement a directional signage system to lead visitors and residents from the highway system to the Downtown Redevelopment Area.

- Gateway sign located at the intersections of Butte and Hwy 79, Ruggles and Hwy 79 and South Main and Hwy 287.
- Develop and implement wayfinding graphic along streets.

Great Ideal! Lots of traffic passes through here everyday and doesn't know what wonders are just a few blocks away

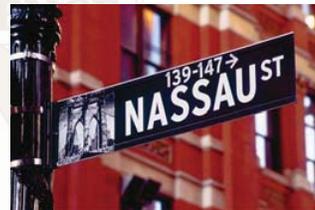
Four: Develop and implement a new street name signage system that identifies both the Downtown Redevelopment area and the Historic Downtown Core.

- Create a distinctive street name sign for the Redevelopment area.
- Create a historic street name sign for the Historic Core.



Example Sign

Good Ideal Example sign and street signs



Put in historic looking street lights
Old Gas lamps? (Electric)

Five: Create a wayfinding system of direction signs and information maps for the Historic Downtown Core.

- Develop and/or enhance Historic Building Maps on informational panels.

Three: Develop and implement a Downtown Florence Banner to announce seasonal events.

- Identify seasonal events to highlight.
- Create standard banners to utilize for events.



Example Banner



Good Idea

Goals & Strategies *for* Economic Vitality



Historic Core

One: *Reduce the costs of locating a business and renovating a building in the Historic Core.*

- Create a fee reduction or waiver program for qualified projects in the Historic Core of Downtown.
- Provide matching grants for façade and tenant improvements that could include a reimbursement on a dollar-for-dollar basis for qualified expenditures up to a specified amount.
- Reimburse the value of the construction sales tax for rehab or new construction for qualified projects within the Historic Core.
- Consider the creation of a Historic Core overlay zone that defines specific development standards that may reduce parking requirements, reduce setbacks, increase density, and allow a mixture of uses, which may offset costs.

Two: *Vigorously explore all realistic avenues to capture available resources to improve the Historic Core.*

- Pursue economic development and tourism grants through public sources and private foundations.
- Develop a personal contact program to increase the awareness of available financing programs for existing Historic Core business owners.
- Assist small business owners in obtaining financial assistance for operating capital, and interior and exterior improvements.
- Consider establishing a Business Improvement District to benefit the Historic Core.

Three: *Enhance the visual quality of the Historic Core.*

- Identify absentee owners and encourage their active participation in revitalization, redevelopment and development activities.
- Identify vacant and underutilized parcels for appropriate mixed-use development.
- Encourage individual merchants to establish a maintenance program for their businesses.
- Assist existing property owners with façade improvements through the Main Street program.

- Develop an Award of Excellence program for Historic Core business owners who invest in their business. We have the AZ Main Street awards

- Enhance the leisurely shopping experience through the construction and installation of sidewalk furniture (benches, trash cans, bike racks, etc.) trees, and other streetscape improvements. Ash trays with trash cans



Four: *Expand the Historic Core retail offerings.*

- Identify and package the retail space that can be currently offered to the market. Careful consideration should be given to ensure that the space is adaptable to the desired tenant; for example, highly visible street-level space suitable for retailers and space adjacent to wide sidewalks or pocket parks suitable for restaurants or cafés that may offer outdoor seating.
- Identify key vacant parcels for retail/commercial uses.
- Identify and create character areas (i.e. cultural/ tourism, entertainment) within the Historic Core.
- Create an open-air marketplace in the park or Town Square that could draw residents and attract visitors. Determine the frequency of the events, i.e. daily, bi-weekly, weekly, monthly, etc.
- Fund and implement the marketing plan that is being created by the Main Street Program.

Five: *Manage the Historic Core real estate asset as an integrated whole, like a shopping mall.*

- Monitor how people feel about the Historic Core through a regular survey of business owners and merchants.
- Coordinate the promotion of individual businesses through a common logo, promotional flyers, brochures, and staging of sales.
- Coordinate store hours so shoppers can easily identify when all Historic Core businesses will be open. It does not always make sense to do this. It should be based on the business clusters.

Goals & Strategies *for* Economic Vitality



Historic Core, *continued*

Six: *Identify and facilitate key development opportunities in the Historic Core.*

- Develop a master plan for the reuse of the Pinal County Courthouse area. In conjunction with county redevelopment
- Collaborate with Pinal County to create essential new retail, office, and residential space in a catalyst redevelopment project on the site of the existing governmental complex.
- Conduct a survey to identify vacant and commercial buildings that are no longer economically viable and encourage the owner to redevelop the site or renovate the building. Who decided and what is the criteria?
- Consider the creation of a Historic Core overlay zone that defines specific development standards to facilitate mixed-use development (i.e. setback, parking requirements, etc.). Can we address the commuter employee population?

- Prepare a marketing piece that identifies the parcel and key demographic information.
- Develop an incentive package to attract a grocer that could include rebate of construction and retail sales tax.
- Develop a list of targeted grocers and begin a marketing campaign.



Southern Gateway

One: *Implement a business attraction and retention program.*

- Target specific business types that match the Town's existing/desired demographic profile to locate in South Gateway.
- Identify and package the retail space that can be currently offered in the marketplace.
- Develop a personal contact program to increase the awareness of available financing programs for existing South Gateway business owners.
- Provide assistance to local entrepreneurs to start up a business in South Gateway.
- Collect data and maintain an up-to-date database about the South Gateway area and businesses.

Enhance the existing grocery store for expansion

Two: *Attract a grocery store to Florence.*

- Conduct a market analysis for the siting of a grocery store.
- Identify key parcels in South Gateway within proximity to Butte and Main Streets, that would be suitable for a grocery store.
- Conduct preliminary site development studies to ensure fast tracking of the permitting process.

Enhance business opportunities for existing businesses to expand

North End

One: *The North End will become the governmental hub for Florence and Pinal County.*

- Continue to work with Pinal County to relocate the existing governmental operations from the Historic Core to the North Gateway area.
- Facilitate the development of critical wet and dry infrastructure to support the governmental complex and other land uses.
- Identify supporting uses that will complement the governmental complex, such as restaurants, retail and supporting office.

Two: *Foster Eco-Tourism in the North Gateway Area.*

- Identify and develop multi-use paths and trails along the Gila River corridor. Ensure connections to other trailheads and equestrian trails outside the downtown area.
- Promote and foster the equestrian opportunities by creating parking and a staging area for unloading/loading horses from trailers. Provide equestrian facilities and other infrastructure (rest rooms, water fountain, water tank, shade structure or trees, etc.).
- Consider the addition of a community amphitheater within Heritage Park to accommodate outdoor concerts, plays and other venues.

Similar to river walk in Tucson, Santa Cruz and Rillito - Great Paths!

Goals & Strategies for Historic Preservation



One: Rally partners committed to Heritage Development.

- Organize a Heritage Development Task Force of interest groups, cultural groups, stakeholders, agencies, and owners.
- Review past surveys to identify historic contexts and their associated properties for interpretation, development, and promotion.
- Assess the potential of the specific historic resources for balanced use by the residents and the visitors.
- Seek funding through grants, donations, special events, etc.
- Encourage the Town to develop an owner-friendly construction plan review process for registered historic properties.
- Develop a Rehabilitation Standards and Guideline training program for Historic Preservation Commissioners and Town officials and the staff of the Building Safety and Zoning Departments.

Commissioner attend frequent conference/training - town staff and other P and Z folks need to be required to attend as well so all are on the same page.

Two: Protect historic resources.

- Conduct a historic resources survey of the South Gateway Area to identify NRHP-eligible properties associated with the post-Territorial era. Prepare National Register Nominations.
- Review, revise and implement the Florence Historic District Preservation Plan (Sobin, 1977) in light of 2008 conditions and situations.
- Review and revise the existing historic preservation zoning ordinance.
- Prepare Historic District Design Guidelines for preservation and in-fill development.
- Prepare South Gateway and North End Design Guidelines for preservation, in-fill, and new contextual development.

Needs Major revision.

Revise and update

Three: Develop and manage exciting programs to make history come alive.

- Develop, manage and promote heritage programs and local events.
- Coordinate a heritage cross-training program involving local businesses and museums and visitor centers to create "town ambassadors" from shopkeepers and docents.
- Provide various heritage education programs for schools, citizens, visitors, business owners, civic leaders, and officials.
- Cultural and social events that are traditional (Cinco de Mayo, El Grito de Dolores, Rodeo and Parade) and new (Country Thunder, Florence Mud Festival, etc.).
- Develop a nationally-promoted annual "Florence Adobe Conference" to study, discuss and celebrate all things related to the romance, technology, preservation, and sustainability of adobe architecture.
- Collaborate with the SHPO, NPS, the National Trust, historical architects, historians, contractors, designers and artists to design a broadly based conference that appeals to many interests.
- Develop interpretive programs using different mediums such as walking tours with brochures and cellphone/podcast narration, historical reenactments, publications, signs, hands-on activities, photographs, exhibits, special events and oral histories.

Need a better promotion effort for this.

Add Multicultural festival and Home Tour

What is this?

Not celebrated here.

Very important! Most people north of Hunt Hwy have no idea what Main Street Florence had to offer

Work with McFarland State Park in developing programs

Stress importance of Florence heritage and how it impacted the development of the state.

Enforce codes and ordinances especially!

Goals for Sustainability

One: Encourage sustainable development through the adoption and implementation of a community-based Green Building Program.

Two: Develop a municipal Green Building Policy.

Create a pick up recycling program

Goals for Implementation

One: Develop a program indicating the appropriate tools, actions and timelines for carrying it out - an incremental implementation strategy that helps a community act in the role of "agents of change."

Two: Assemble an Implementation Plan and objectives with short-term, medium-range, and long-term actions for achieving them.

Three: Develop an "Action"-related chart to assist the Town in tracking implementation strategies based on a rolling 3-year incremental implementation strategy.

Example Plan

Tigard Downtown Implementation Strategy

Tigard Downtown Action Plan – 3 Year

Project / Action	Year 1 (Near-Term)	Year 2 (Near-Term)	Year 3 (Near-Term)	Future (Long-Term)
	FY 08 – 09	FY 09 – 10	FY 10 – 11	
Facilitation of Redevelopment Projects, cont'd				
Downtown Housing Development				
Housing Study	■			
Housing Program Estimate				
Implementation			■	■
Development Opportunities Study (DOS) Program			■	
Performing Arts Center				
Performing Arts Use / Preliminary Siting			■	
Performing Arts Use / Feasibility Study				■
Land Disposition / Acquisition				■
Fanno Creek Park / Public Area				
Plaza / Private Development Feasibility Study	■			
Land Acquisition (Hoodplain properties)		■		
Land Acquisition (Public Area)			■	
Fanno Creek Realignment & Restoration	■	■		
Park Restoration		■		■
Public Area Improvements				■
Urban Creek / Green Corridor				
Alignment Options		■		
Feasibility Study		■		
Preliminary Design				■
Land Disposition				■
Final Design & Engineering				■
Construction				■
Ash Ave. Street / Open Space Design				
				■

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Already a CLG

Potential Funding Sources

Outside Funding Sources:

- Become a Certified Local Government, run by the National Park Service, based on communities dedicated to historical preservation
- Preserve America Community Program
- Safe Routes to Schools
- Corps of Engineers, regarding wetland restoration and park along Gila River
- Main Street Program for sustainable building improvements
- APS/SRP energy efficiencies rebates

Program is...

- Green building loan fund
- Permit fee waivers
- Subsidized LEED application fees

Historic Preservation Funding Sources:

- Arizona Heritage Fund Grants
- National Trust Grants
- ADOT T-21 Transportation Enhancement Grants (Silver King Hotel)

Internal Funding Sources:

- Business Improvement District
- Low Interest Loan Programs through a Community Development Corporation
- Taxes
- Bonding
- Develop an endowment fund
- Develop an incentive program
- Transfer of Development Rights

State

Historic Preservation Tax Programs:

- HP Improvements IRS Tax Credits
- Property Tax Reduction Program

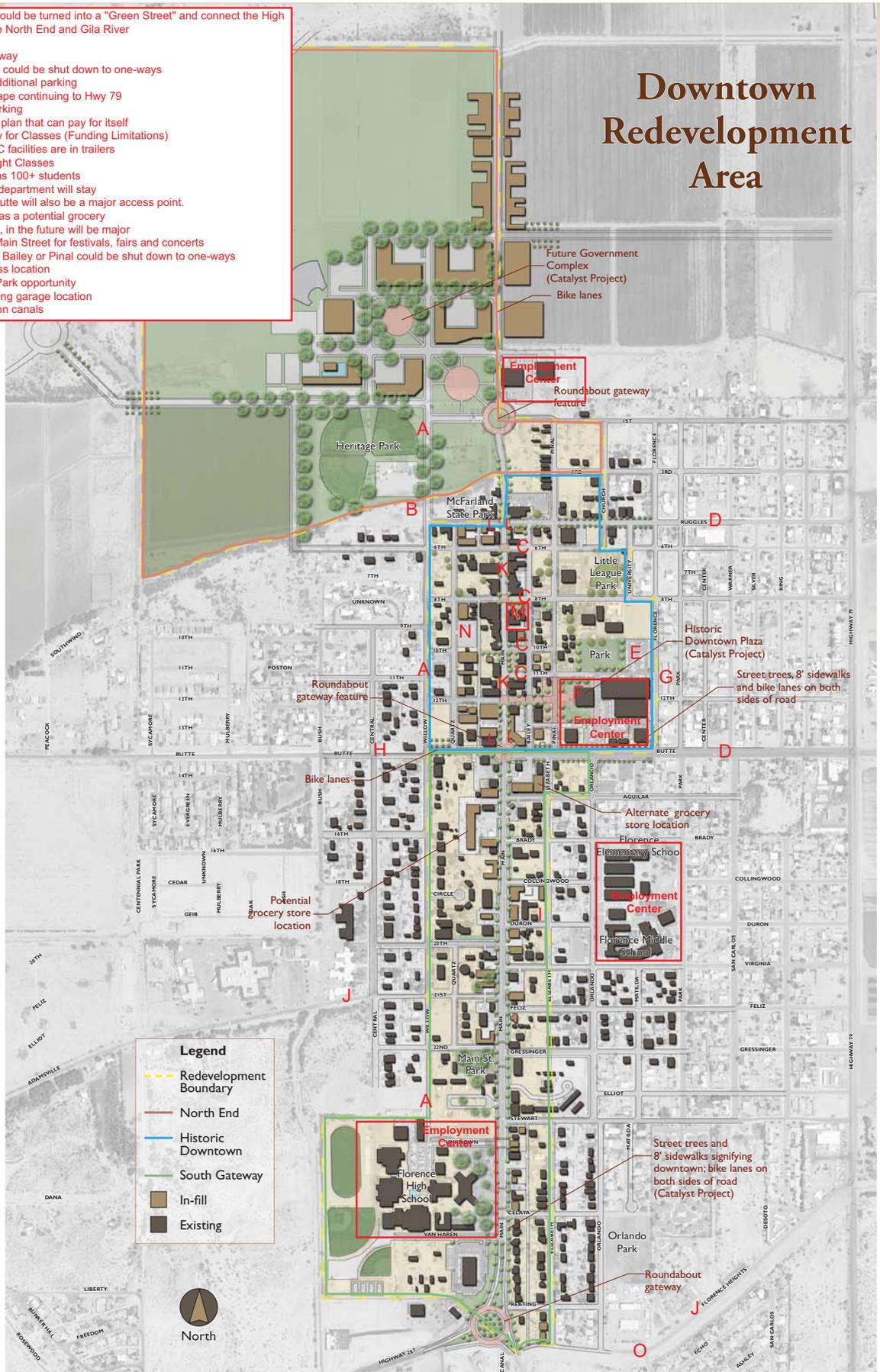
Other Economic Stimulators:

- Trail connections and greenways
- Streamlining Permitting
- Arts Commissions or Councils
- Offer green building awards

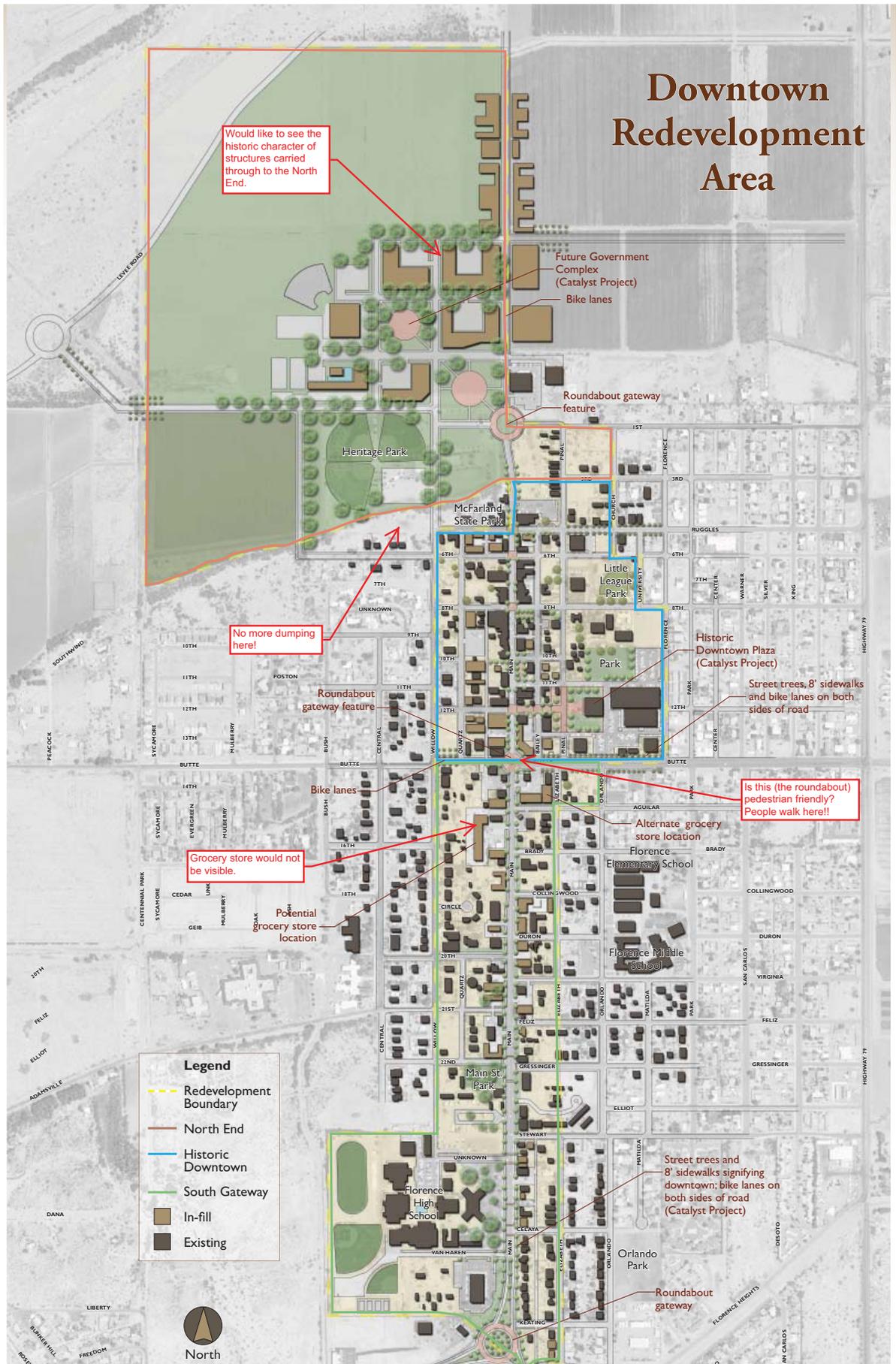
Participate in a Sister City Program

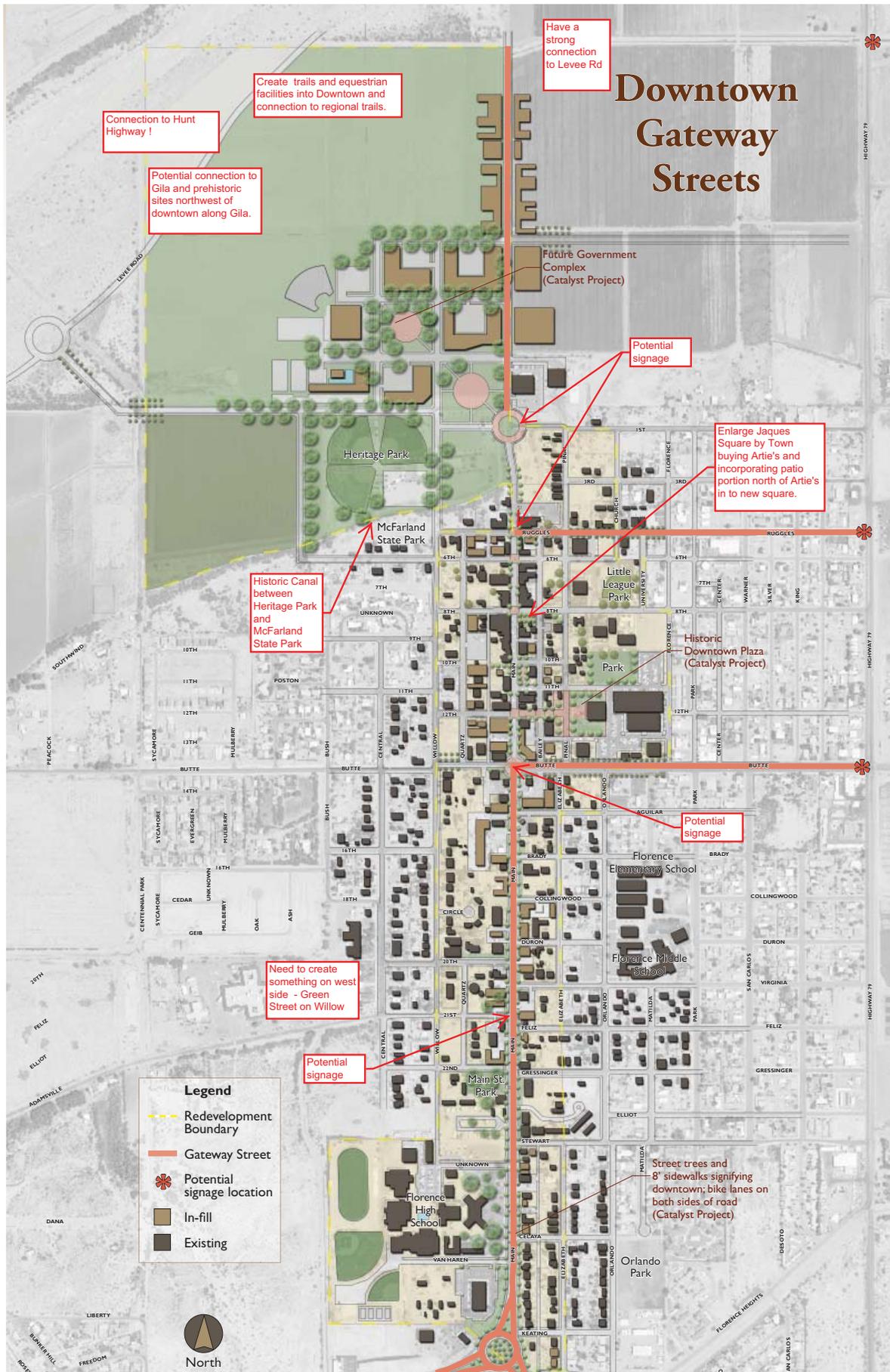
- A. Willow Street could be turned into a "Green Street" and connect the High School to the North End and Gila River
- B. Historical Site
- C. Potential One-way
 - Side streets could be shut down to one-ways to create additional parking
- D. Show streetscape continuing to Hwy 79
- E. Shared use parking
- F. Needs a reuse plan that can pay for itself
 - CAC Facility for Classes (Funding Limitations)
 - Current CAC facilities are in trailers
 - Day and Night Classes
 - Currently has 100+ students
- G. Some County department will stay
- H. In the future, Butte will also be a major access point.
- I. Baptist church as a potential grocery
- J. Currently used, in the future will be major
- K. Close down Main Street for festivals, fairs and concerts
 - Quartz and Bailey or Pinal could be shut down to one-ways
- L. Anchor Business location
- M. Town Center Park opportunity
- N. Potential parking garage location
- O. Trail systems on canals

Downtown Redevelopment Area



Downtown Redevelopment Area







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Appendix C



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Economic Methodologies, Case Studies, and Demand Analysis



C.1 Methodology: Town of Florence Economic Base Indicators and Analysis

Trade Area

Two trade areas were delineated for the Florence Redevelopment Area Update, a primary market area (PMA) and a secondary market area (SMA). These areas were delineated based upon a combination of a drive-time (5 and 15 minutes, respectively), topography, population density, and input gathered from the economic development manager from the Town of Florence. The PMA approximates the core market of the redevelopment area and includes those persons who live in and just beyond the redevelopment area boundaries. The SMA includes those persons who live in the Town of Florence, extends to downtown Coolidge to the west, and includes rural areas within a 15 minute drive in all other directions.

Demographics

Analyzing the demographic make-up of the Town of Florence and surrounding areas is fraught with difficulties due to the large proportion of persons enumerated within the census data that are incarcerated at one of the regions several facilities. These persons affect the data in several ways. The method used to attempt to reduce the impact of this population segment is discussed below.

The incarcerated population makes up the majority of the group-quarters population within and around the Town of Florence. The group quarters population includes two sub-groups: institutionalized and non-institutionalized persons. The institutionalized persons include corrections, nursing homes and other, while the non-institutionalized persons include college dormitories, military quarters, and other.

Two years were specifically examined for the demographic analysis, 2007 and 2012. The 2007

household population was derived directly from Central Arizona Association of Governments (CAAG), while the 2012 household population was calculated utilizing the percent growth over the five year period from the AGS data (each geography calculated and applied separately), and growing the CAAG 2007 estimate by this percentage. The 2007 relative percentages of each profile were derived from 2007 AGS data, while the 2012 relative percentages of each profile were derived from 2012 AGS data.

The demographic analysis examines several profiles such as age, gender, educational attainment, and household income. These profiles have been made to sum to the total number of the household population only (for each year examined), excluding the number of persons in group quarters. This was done by utilizing the percentage of the total for each category in each profile, for the total population, and applying it to the household population estimated by the Central Arizona Association of Governments (CAAG).

The gender profile differs from this process, as the 2000 U.S. Census contains the number of the group quarters population which is male or female. This data was subtracted from the total male and female number of persons in the year 2000 from the U.S. Census, in order to get an actual count and relative percentage of male and female persons in the household population for the year 2000. These relative percentages were then applied to the household population figures described above.

The average household size from 2000 was applied to all years examined. This provided a reasonable number of households based upon the CAAG household population estimates. The average household size of an area changes little if any over the course of a decade unless a natural disaster or other significant event affects the population of the region. This was not the



case for the Florence region, therefore the average household size from the 2000 U.S. Census was applied to the household population figures for each year as described above.

This methodology was prepared in an attempt to more realistically enumerate and analyze the household, or real population; the persons who live in households within the community and purchase goods and services and are therefore important to the economic base analysis.

There is no way to know for sure how the data has been affected by the inclusion of the group quarters population by the U.S. Census, without detailed data about the group quarters population specifically. Therefore the following list of possible affects may prove valuable.

- Total population is unaffected since the population of group quarters has been removed.
- Household size may be slightly under or over projected. This may have a small effect upon the total household expenditures, since the difference is likely to be less than 0.25.
- Household income should remain unaffected.
- Age, race, ethnicity, and Hispanic origin may be substantially affected if the group quarters facilities draw residents from particular demographic segments of the population.
- Gender has been expressed in real percentages of the 2000 population. If these percentages have shifted in the last decade the figures may be affected considerably.
- Educational Attainment levels may be affected. If one assumes that the incarcerated population has a lower educational attainment level, then the figures are under-representing the amount of persons with higher educations as compared to the universe of persons 25 and older.

Expenditures

The Consumer Expenditure Survey produced by the U.S. Department of Labor and U.S. Bureau of Labor Statistics is used to approximate the total expenditures of the households within the geographic areas of the Town of Florence, PMA and SMA.

The taxable expenditures from the western region survey by consumer unit (analogous to households for our purposes) were multiplied by the number of households in the three geographies utilizing income ranges. This resulted in approximate taxable expenditures for the households within each of the three geographies.

The discrepancy between the amount of money earned and the amount of money spent within the Consumer Expenditure Survey is due to sampling and non-sampling errors by participants in the Consumer Expenditure Survey. According to the Bureau of Labor Statistics (BLS), the administrators of the survey, there are many reasons why average household income is less than average expenditures. The first reason is that survey participants are notorious for having a very low response rate about income. BLS only used the completed information, and in later years has begun using imputation to fill in the blanks in the data. Some more straightforward reasons behind the disparity suggested by BLS include that many people are inaccurate at estimating their income and often omit a number of items, as well as situations where people may have low or negative incomes, and are living off of savings, loans or retirement portfolios. It seems that it is also likely that a number of people utilize loans and credit cards to “live beyond their means”.

C.2 Case Studies and Resources

Streetscaping and Way-Finding

Spokane, Washington

Spokane’s Neighborhood Business Centers Program



(NBC) is a group who seeks to work with the neighborhood councils in Spokane in order to “foster community well-being, local character, a sense of place, and prosperity by supporting small business, community interests, safety, tourism, and local events within vibrant family oriented neighborhood business centers”. One of the ways in which the NBC promotes this is through streetscape and wayfinding development. Their website features many articles that detail the various ways in which they pursue their core goals. Some steps which NBC found to be useful in developing this area of their downtown included detailed pedestrian auditing, use of consultants for design workshops, as well as a host of design review meetings. These meetings sought to determine a number of things, including which specific areas the city would be willing to take care of, as well as possible funding sources for the project, such as Community Development Block Grants (CDBG’s) among others.

http://www.developingspokane.org/docs/NBC_Streetscape_Implementation_Guidebook_2008.pdf

Klamath Falls, Oregon

The Oregon Arts Commission’s Arts Build Communities Technical Assistance Team seeks to assist lower income rural communities in Oregon with “linking local arts and cultural resources with community development initiatives” in order to revitalize downtowns, one of which was Klamath Falls. The Klamath Falls Arts Council worked with the commission to inventory all of their local artists, apply for grant funding, analyze pedestrian and traffic circulation patterns, and provide assistance in researching the history, events, and character of the region in order to determine the proper tone of art to integrate into the downtown. A “Primary Public Art Path” was designated through downtown Klamath Falls that is anchored by their main street and museum, as well as other secondary paths that

also lead past designated “Public Art Parks.” Street-scaping and wayfinding methods are planned for implementation to direct pedestrian traffic and denote different areas. Many of the art areas are site-specific due to historical links, pre-existence, or inventive links to the modern community (ex. Railroad benches). Others that are available are not site specific, and these were peppered around town to fill in long stretches between the other Public Art Parks.

<http://www.oregonartscommission.org/pdf/klamathpublicart.pdf>

Low Interest Loan Programs Warsaw, Indiana

The town of Warsaw, Indiana features a low interest revolving loan program run by the Warsaw Community Development Corporation, which was setup in 1985 “to promote the physical and economic revitalization of downtown Warsaw.” A pool of money was originally contributed by the City and a group of banks, from which a Trustee Bank and Program Coordinator were designated to take care of collections/dispersions, and to handle applications and day-to-day operations of the program, respectively. A number of restrictions, qualifications, and some limitations exist for the available revolving loans, which are detailed on their website. In order for this program to succeed, and to have continued to operate, it was necessary to have a group of cooperative investors, as well as responsible entities to run the loan program itself.

<http://www.warsawcdc.org/low-interest-loan/index.cfm>

Funding Certified Local Government (CLG)

One possible way that Florence can garner some government funding for revitalizing their downtown is to leverage their Certified Local Government (CLG), a program run by the National Park Service



(NPS). Some of the major stipulations for receiving CLG funding are that the community must provide dollar-to-dollar matched funding, as well as report on the progress of the project. The funding awarded for CLGs is based in communities that are dedicated to historical preservation, so they must prove their dedication to this cause, as well as obtain any necessary certifications for their state and establish a number of requirements for the program itself.

http://www.nps.gov/history/hps/clg/become_CLG.html

Preserve America Community (PAC)

Yet another downtown fund available from the government is the Preserve America Community (PAC) program. The PAC supports planning, development, and implementation of innovative activities and programs in heritage tourism such as, surveying and documenting historic resources, interpreting historic sites, planning, marketing, and training. Successful applicants will emphasize creative projects that promote and preserve the community's cultural resources. Successful projects will involve public-private partnerships and serve as models to communities nationwide for heritage tourism, education, and economic development. In order to qualify as one of these successful applicants/projects, a number of criteria must be met. These criteria include meeting a strict set of categories of projects, such as research and documentation, but not conservation of collections. As in CLG's, for PAC funding, communities must provide dollar-for dollar matching for all projects. In addition to these requirements, it is mandatory that all communities have a resolution of support from their governing council, which displays their willingness to accept the PAC funding if awarded and their commitment to their respective proposed project.

<http://www.nps.gov/history/hps/hpg/preserveamerical/application.htm>

Streamlined Permitting

City of Tucson, Arizona

The City of Tucson, Arizona, once voted "the least business-friendly government entity in Arizona" has found success in a very short amount of time through streamlining their permitting processes. This has been accomplished through a multitude of solutions, including ones as elementary as inventorying perceived problems with their system, to the more complicated, such as doing their own health inspections reducing the number of steps to make redevelopment of land easier. Tucson has set some lofty goals that they aim to make, ones that Florence would do well to emulate in some capacity.

<http://www.azbiz.com/articles/2008/08/01/news/doc4893636d957b0113594251.txt>

Trails and Pathways

Trail Oriented Development (TrOD)

In a report entitled, "From Trail Towns to TrOD: Trails and Economic Development" the Rails to Trails Conservancy highlights the extraordinary economic development impact of trail connections and greenways which link residences to parks and business districts. Trail Oriented Development (TrOD) is highlighted as a growing trend. The report explains that the economic impacts of siting new trails near current development or building new developments along existing trails is tremendous. For example, the Virginia Creeper Trail generates \$1.59 million in annual spending, total visitor spending estimates for six trailheads along the Allegheny Trail in Pennsylvania ranged from \$5.4 million to \$14.1 million, and property values along a single greenway increased to provide \$13.64 million of new property tax revenue, in Austin, Texas.

http://www.railtrails.org/resources/documents/whatwedol/TrailLink%2007%20program_Economic%20Develop.pdf



Trail Based Economic Development

Much insight can be gleaned from the “Implementing Trail-Based Economic Development Programs: A Handbook for Iowa Communities”, which is a comprehensive guide for trail-based economic development. A host of case studies are presented from different parts of the United States, along with detailed steps from planning to implementation of trails that will spur economic development. Both motorized and non-motorized trail systems are explored. Highlights include the estimated \$3 billion of economic activity and 43,000 jobs generated statewide by the California Off-Highway Vehicle system of trails, and the estimated \$3.38 million economic impact generated by the Northern Central Rail Trail in Maryland.

<http://www.americantrails.org/resources/economics/IAecondevel.html>

Transfer of Development Rights (TDR) **Examples of Transfer of Development Rights TDR**

The Transfer or Purchase of Development Rights can be used as a tool for historic preservation, open space and greenway allocation, or generally the management of densities throughout a community. The link below showcases updates to the comprehensive text “Saved By Development: Preserving Environmental Areas, Farmland and Historic Landmarks With Transfer Of Development Rights” by Rick Pruetz, which details examples of TDR programs around the United States.

<http://design.asu.edu/apal/proceedings99/PRUETZ/PRUETZ.HTM>

The model TDR ordinance found at the link below is provided by the American Planning Association. The ordinance, “establishes a general framework for severing development rights involving net density and intensity (through FAR’s) from a sending parcel and

transferring them to a receiving parcel.” The model ordinance details the purpose, implementation, and function of a TDR program.

<http://www.planning.org/smartgrowthcodes/pdf/section46.pdf>

Business Improvement District (BID) **Durango, Colorado**

The Durango, Colorado BID is one example of an extremely successful BID that puts a strong focus on historic preservation. The Durango BID has partnered with the City and has become the repository of event equipment utilized to hold many events in the downtown area. In their own words they explain that, “In addition to supporting events through marketing grants, “branding” the Historic Downtown has become a central focus of the BID. Efforts have gone far to unify “the look” and elevate awareness of the Downtown – so much so that Durango, primarily because of its Historic Downtown, was named to the National Trust for Historic Preservation’s Dozen Distinct Destinations for 2007”.

<http://www.downtowndurango.org/about.html>



Table C-1: Town of Florence Demand Analysis

	Total 2007 Expenditures	Total 2012 Expenditures	Percent of 2007 Total	Percent Increase 2007 - 2012
Average annual expenditures	\$190,254,918	\$205,657,851	100.0%	8.1%
Food	\$23,726,185	\$25,405,873	12.5%	7.1%
Food at home	\$13,403,536	\$14,271,567	56.5%	6.5%
Cereals and bakery products	\$1,694,894	\$1,799,330	12.6%	6.2%
Cereals and cereal products	\$549,845	\$584,485	32.4%	6.3%
Bakery products	\$1,145,383	\$1,215,169	67.6%	6.1%
Meats, poultry, fish, and eggs	\$2,960,055	\$3,155,928	22.1%	6.6%
Beef	\$890,236	\$951,951	30.1%	6.9%
Pork	\$549,184	\$584,888	18.6%	6.5%
Other meats	\$365,470	\$390,357	12.3%	6.8%
Poultry	\$509,396	\$543,902	17.2%	6.8%
Fish and seafood	\$479,459	\$509,317	16.2%	6.2%
Eggs	\$166,263	\$175,553	5.6%	5.6%
Dairy products	\$1,481,941	\$1,575,295	11.1%	6.3%
Fresh milk and cream	\$550,917	\$581,590	37.2%	5.6%
Other dairy products	\$931,907	\$994,444	62.9%	6.7%
Fruits and vegetables	\$2,446,099	\$2,598,185	18.2%	6.2%
Fresh fruits	\$843,946	\$897,327	34.5%	6.3%
Fresh vegetables	\$803,727	\$853,003	32.9%	6.1%
Processed fruits	\$450,381	\$478,190	18.4%	6.2%
Processed vegetables	\$346,863	\$368,433	14.2%	6.2%
Other food at home	\$4,821,576	\$5,143,889	36.0%	6.7%
Sugar and other sweets	\$465,402	\$497,447	9.7%	6.9%
Fats and oils	\$339,328	\$359,170	7.0%	5.8%
Miscellaneous foods	\$2,553,561	\$2,720,188	53.0%	6.5%
Nonalcoholic beverages	\$1,241,697	\$1,325,668	25.8%	6.8%
Food prepared by consumer unit on out-of-town trips	\$220,424	\$240,164	4.6%	9.0%
Alcoholic beverages	\$2,043,964	\$2,209,601	1.1%	8.1%
Housing	\$66,151,539	\$71,193,431	34.8%	7.6%
Shelter	\$42,230,441	\$45,451,136	63.8%	7.6%
Owned dwellings	\$26,190,126	\$28,802,651	62.0%	10.0%
Mortgage interest and charges	\$17,020,096	\$18,843,650	65.0%	10.7%
Property taxes	\$5,062,465	\$5,520,942	19.3%	9.1%
Maintenance, repairs, insurance, other expenses	\$4,108,692	\$4,439,286	15.7%	8.0%



Table C-1: Town of Florence Demand Analysis - continued

	Total 2007 Expenditures	Total 2012 Expenditures	Percent of 2007 Total	Percent Increase 2007 - 2012
<i>Utilities, fuels, and public services</i>	\$10,774,610	\$11,479,046	16.3%	6.5%
<i>Natural gas</i>	\$1,416,728	\$1,509,897	13.1%	6.6%
<i>Electricity</i>	\$3,598,610	\$3,822,628	33.4%	6.2%
<i>Fuel oil and other fuels</i>	\$262,799	\$276,117	2.4%	5.1%
<i>Telephone services</i>	\$3,825,280	\$4,075,881	35.5%	6.6%
<i>Water and other public services</i>	\$1,670,090	\$1,793,208	15.5%	7.4%
<i>Household operations</i>	\$3,368,499	\$3,668,990	5.1%	8.9%
<i>Personal services</i>	\$1,146,018	\$1,264,442	34.0%	10.3%
<i>Other household expenses</i>	\$2,222,482	\$2,404,549	66.0%	8.2%
<i>Housekeeping supplies</i>	\$2,328,932	\$2,501,760	3.5%	7.4%
<i>Laundry and cleaning supplies</i>	\$539,431	\$582,746	23.2%	8.0%
<i>Other household products</i>	\$1,150,775	\$1,233,581	49.4%	7.2%
<i>Postage and stationery</i>	\$638,102	\$684,762	27.4%	7.3%
<i>Household furnishings and equipment</i>	\$7,449,084	\$8,092,896	11.3%	8.6%
<i>Household textiles</i>	\$603,467	\$652,582	8.1%	8.1%
<i>Furniture</i>	\$2,111,631	\$2,302,711	28.3%	9.0%
<i>Floor coverings</i>	\$157,078	\$173,434	2.1%	10.4%
<i>Major appliances</i>	\$973,950	\$1,056,772	13.1%	8.5%
<i>Small appliances, miscellaneous housewares</i>	\$463,180	\$503,749	6.2%	8.8%
<i>Miscellaneous household equipment</i>	\$3,139,844	\$3,403,598	42.2%	8.4%
<i>Apparel and services</i>	\$7,135,096	\$7,692,220	3.8%	7.8%
<i>Men and boys</i>	\$1,723,329	\$1,863,135	24.2%	8.1%
<i>Men, 16 and over</i>	\$1,423,853	\$1,540,967	82.6%	8.2%
<i>Boys, 2 to 15</i>	\$300,050	\$322,631	17.4%	7.5%
<i>Women and girls</i>	\$2,706,485	\$2,923,762	37.9%	8.0%
<i>Women, 16 and over</i>	\$2,286,526	\$2,467,164	84.5%	7.9%
<i>Girls, 2 to 15</i>	\$421,855	\$458,655	15.6%	8.7%
<i>Children under 2</i>	\$351,755	\$371,049	4.9%	5.5%
<i>Footwear</i>	\$1,221,563	\$1,307,795	17.1%	7.1%
<i>Other apparel products and services</i>	\$1,132,715	\$1,227,275	15.9%	8.3%
<i>Transportation</i>	\$35,134,228	\$38,076,746	18.5%	8.4%
<i>Vehicle purchases (net outlay)</i>	\$15,072,040	\$16,405,075	42.9%	8.8%
<i>Cars and trucks, new</i>	\$8,054,329	\$8,832,033	53.4%	9.7%
<i>Cars and trucks, used</i>	\$6,664,133	\$7,177,449	44.2%	7.7%
<i>Other vehicles</i>	\$356,607	\$398,665	-	-



Table C-1: Town of Florence Demand Analysis - continued

	Total 2007 Expenditures	Total 2012 Expenditures	Percent of 2007 Total	Percent Increase 2007 - 2012
Gasoline and motor oil	\$8,127,472	\$8,720,246	23.1%	7.3%
Other vehicle expenses	\$9,545,534	\$10,329,280	27.2%	8.2%
Vehicle finance charges	\$1,115,889	\$1,220,303	11.7%	9.4%
Maintenance and repairs	\$3,007,669	\$3,251,758	31.5%	8.1%
Vehicle insurance	\$3,560,746	\$3,823,748	37.3%	7.4%
Vehicle rental, leases, licenses, other charges	\$1,861,567	\$2,033,616	19.5%	9.2%
Health care	\$9,916,301	\$10,530,024	5.2%	6.2%
Health insurance	\$4,912,013	\$5,212,930	49.5%	6.1%
Medical services	\$2,852,359	\$3,049,414	28.8%	6.9%
Drugs	\$1,736,431	\$1,827,826	17.5%	5.3%
Medical supplies	\$416,830	\$441,281	4.2%	5.9%
Entertainment	\$9,922,512	\$10,820,504	5.2%	9.1%
Fees and admissions	\$2,575,051	\$2,829,947	26.0%	9.9%
Television, radios, sound equipment	\$3,419,728	\$3,681,683	34.5%	7.7%
Pets, toys, and playground equipment	\$1,653,242	\$1,790,536	16.7%	8.3%
Other entertainment supplies, equipment, and services	\$2,274,749	\$2,518,568	22.9%	10.7%
Personal care products and services	\$2,253,333	\$2,420,623	1.2%	7.4%
Reading	\$513,624	\$554,445	0.3%	7.9%
Education	\$3,089,478	\$3,340,265	1.6%	8.1%
Tobacco products and smoking supplies	\$1,001,494	\$1,055,129	0.5%	5.4%
Miscellaneous	\$3,680,700	\$3,953,885	1.9%	7.4%
Cash contributions	\$6,612,180	\$7,189,187	3.5%	8.7%
Personal insurance and pensions	\$19,071,312	\$21,212,476	10.0%	11.2%
Life and other personal insurance	\$1,012,222	\$1,115,172	5.3%	10.2%
Pensions and Social Security	\$18,058,593	\$20,096,918	94.7%	11.3%

Source: ESI Corp. 2008; CAAG 2007; AGS 2007; U.S. Department of Labor and U.S. Bureau of Labor Statistics Consumer Expenditure Survey 2007

Note: For "Percent of 2007 Total," values are percents of their respective categories, and major categories are percentages of total expenditures

Appendix D



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Capital Improvement Projects Summary by Fiscal Year



Budgeted Cost by Fiscal Year											
Project	Location	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	Total Cost
Florence Multigenerational Community Center	Giles Property	\$50,000	\$700,000	\$2,560,000							\$3,310,000
Community Center, Ph II	Adjacent to Heritage Park			766,667	\$666,667	\$866,666					2,300,000
Lighting	Heritage Park	18,000	150,000								168,000
Scoreboards	Heritage Park and Little League Park	4,000	40,000								44,000
Walking, Nature & Riparian Tr	Florence		320,000	100,000	413,000						833,000
Library Building	Florence			1,350,000	1,350,000	1,350,000	\$1,350,000				5,400,000
Playground Equipment	Main Street Park			125,000							125,000
Softball Field #3	Heritage Park		250,000								250,000
Cool Deck Resurfacing	Florence Pool (High school)	50,000									50,000
Florence Streetscape Landscape & Irrigation	Main Street	10,000	103,700								113,700
Main Street Streetscape	Main Street	468,500									468,500
Main Street Improvements, Phase I and II	Bounded on N. by Stewart, S. by Florence, W. by Main, and E. by Hwy 79; Bounded on N. by Adamsville, S. by High School, E. by Main, and W. by Juvenile Detention Center	1,580,000	85,000	655,000							2,320,000
Roundabout or intersection improvement	SH79B and SH287 intersection	100,000	250,000	1,650,000							2,000,000
Main Street / Other Extension, Phase I	Main St. / Gila River Crossing			275,000	375,000						650,000
Main Street Extension, Ph I	Main St. / Gila River Crossing		30,000	240,000	1,610,000						1,880,000
Main Street Extension, Ph II	Main Street / Gila River Crossing					\$400,000					400,000
Main Street Extension, Ph III	Main Street / Gila River Crossing							\$2,000,000			2,000,000
Manhole replacement	Main Street		45,000								45,000
Main Street water line replacement	Granite Street		156,000								156,000
Total project costs		\$2,481,500	\$1,928,700	\$7,446,667	\$4,314,667	\$2,591,666	\$1,350,000	\$0	\$400,000	\$2,000,000	\$22,513,200



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Appendix E



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