

Parks and Recreation Comprehensive Plan Florence, Arizona

November 2019



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Acknowledgements

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Executive Summary

A. Purpose of this Plan

The Parks and Recreation Comprehensive Plan is a critical tool that helps guide the Florence Community Services Department. The Department's current Parks, Trails, and Open Space Master Plan was adopted in 2008. This plan updates the current 2008 document and will provide direction to the Department in the provision of facilities, programs, and services.

Project Vision

The primary role of the process is to engage the community in a meaningful way. Implementing this plan will increase the quality of life in the Town of Florence by allowing the community to take an active role in identifying future needs for parks and recreation services.



In addition, the Comprehensive Plan will also recommend improvements to three existing park sites to address the current and future needs of the community. Those park sites include Heritage Park, Little League Park, and Main Street Park. Community involvement and needs analysis helped to guide planning efforts for each site.

Critical Success Factors

The Town, along with the consultant team, identified critical success factors that would lead to a successful plan. Those critical success factors include:

- Involve the community throughout the process and seek their input, while communicating with them in all decision making as the plan progresses.
- Identify priorities that consider the cultural, economic, and physical conditions that make up the community.
- Identify overlaps or gaps between the Town system and those offered by other service providers.
- Provide a plan that encompasses prioritization of park and facility needs and review existing guidelines for Trails and Open Space.
- Provide recommendations that will best address livability and enhance economic vitality.

- Identify sustainable strategies.
- Identify opportunities/improvements for partnerships.
- Benchmark best practices between the Town of Florence and other communities of similar size and demographics.
- Identify trends that will impact the community in the next 10 years and how they will impact the community.

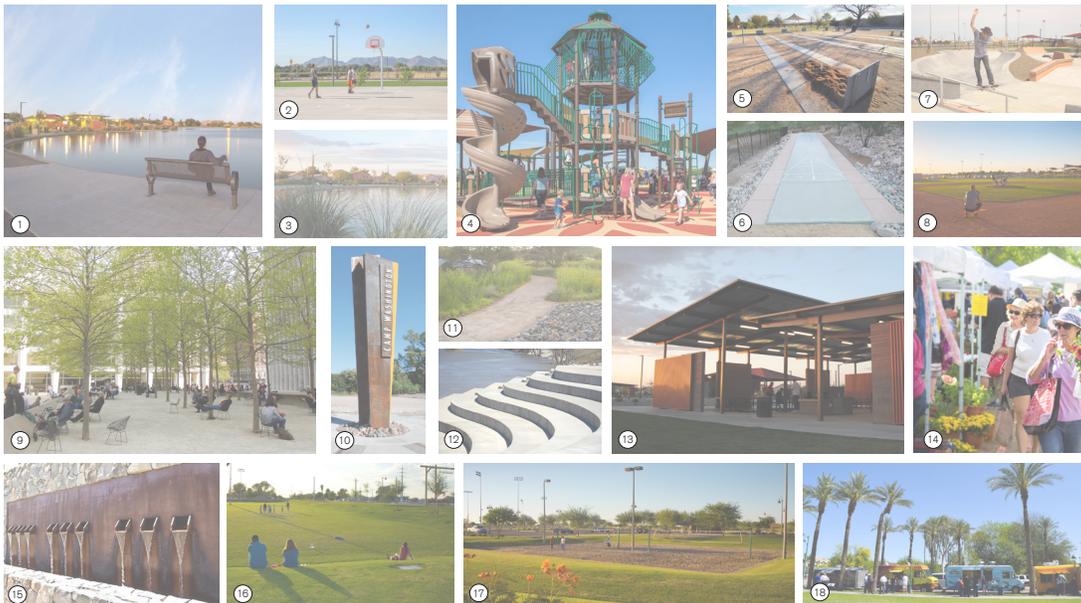
Site-Specific Master Plans

The success of the site-specific plans includes determining the most appropriate improvement for each park that will increase the current and future needs of the community. The Town will actively engage the community through focus groups and consider feedback in designing each park site. The probable costs for each park site improvement will be identified for the Town to move forward with appropriate budgeting steps to meet the needs of the community.

The following site-specific critical success factors were determined to deliver the most appropriate improvements for each site:

Heritage Park

- Determine upgrades that are most appropriate for the site.
- Address safety or needed repair to ball field fencing and dugouts.
- Design a destination playground and most appropriate site for the element.
- Determine other amenities that best fit the need of the park, including skate park, basketball, sand volleyball, and horseshoe pits.
- Evaluate connectivity, specifically the south and to Main Street.
- Address the lack of irrigation system and best solution to this problem.
- Determine if additional 1.5 acres is most appropriate for use as a maintenance yard.



Imagery



Main Street Park

- Determine upgrades that are most appropriate for the site.
- Provide maintainable turf area that minimizes overspray in unnecessary areas of the park including park elements.
- Determine if permanent acquisition, or long-term lease, is most appropriate for the Town.

Little League Park

- Identify most important improvements to address safety.
- Determine if removal of maintenance yard to add additional parking is beneficial.
- Keep in place historical scoreboard, historic structure, and ball field fence line at 200 feet.
- Maintain a park site that takes into account the importance of the downtown community and its importance to the community.

B. Planning Process Summary

The process utilized in developing this Comprehensive Plan included the formation of an integrated project team of select staff from the Town of Florence, the consultant team of GreenPlay, J2 Engineering, Matrix Design, RRC Associates, and local Town leadership and stakeholders. The project team provided detailed input to the consultant team throughout the project. This process allowed a collaborative approach to create a plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks:

- Document Collection and Review
- Needs Assessment
- Community Engagement
- Organizational/Program Analysis
- Financial Analysis
- Facility Inventory and Level of Service Analysis
- Recommendations: Goals, Objectives, and Action Plan



C. Key Issues Summary

Key issues detailed in this section were identified through public input and information gathering and compiled into categories as opportunities for the Town of Florence Community Services Department.

Organizational and Administrative

- Awareness/Communication
- Marketing/Branding
- Sustainability

Program and Service Delivery

- Teen programs
- Special events
- Special Interest/Non-Traditional programs
- Outdoor recreation programs
- Program accommodations/Therapeutic recreation
- Programming hours
- Farmer's market
- Fitness programs
- Program feedback

Facilities and Amenities

- Trails and connectivity
- Recreation Center
- Pickleball courts
- Community parks
- ADA Accessibility
- Shade structures

Main Street Park

- Ramadas
- Restroom
- Circulation

Little League Park

- Field and dugout
- Dog park equipment
- Restroom/Concession building
- Dog park water fountain
- Lighting

Heritage Park

- Restroom/Concession building
- Ballfield fencing
- Ramadas
- Lighting
- Parking lot
- Irrigation system
- Park circulation
- General park amenities

Level of Service

- Partnerships

Financial

- Bond referendum
- Grants
- Budget planning
- Fee structure

D. Inventory Assessment Summary

Site visits and an inventory assessment of the Town’s Parks and Recreation maintained facilities was conducted by J2 Engineering and Environmental Design, LLC (J2). The Town of Florence has 15 recreation facilities that it manages. The facilities range from active multi-use and active parks, outdoor recreation, and indoor community facilities. In all, the Town manages over 341 acres of parks, outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area, west of Main St. on Quartz St., south of 8th St. **Table 1** lists the 15 Town managed facilities as well as the site acreage for each facility.

Table 1: Town Facilities

Recreation Facility	Acres
Poston Butte	153
Tennis, Pickleball and Multi-use	5.7
Aquatic Center	2.0
Library & Community Center	3.5
Heritage Park	22.5
Padilla Park	1.0
Senior Center	1.5
Little League Park	2.3
Jaques Square	0.2
RV Parking	0.8
Arriola Square	0.3
Fitness Center	0.1
Main Street Park	1.3
Aero Modeler Park	54.2
Whitlow Rodeo Grounds	93
TOTAL	341.4

Each of the 15 facilities have varying levels of site improvements. For the purpose of this report, a site improvement is an improvement that enhances the usability or aesthetic appeal of the facility. In this study, the project team identified 22 different types of site improvements in one or more of the 15 facilities.

Each site was assessed for the improvements offered at the facility. There are a range of improvements that were identified, including site lighting, field lighting, and sidewalks as well as play fields, recreational and competitive sporting areas and swimming and splash pad areas. The 15 recreation facilities include outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area. Illustrated in **Table 2** is a list of each of the site improvements that were found at each of the 15 Town managed facilities.

Table 2: Facility Site Improvements

Recreation Facility	Sidewalks	Trails Parking	Restroom/Concessions	Ramadas	Benches/Bleachers	Trash Receptacles	Playgrounds	Baseball Fields	Basketball Courts	Volleyball Courts	Skate Park	Drinking Fountain	Dog Park	Site Lighting	Sports Lighting	Horseshoes	Pools	Splash Pad	Amphitheater	Tennis Courts	Pickleball Courts	Multi-Use Fields	
Poston Butte		X	X				X																
Tennis, Pickleball and Multi-use	X		X			X	X						X		X	X				X	X	X	
Aquatic Center	X		X	X	X	X	X						X		X			X					
Library & Community Center	X		X	X		X	X								X								
Heritage Park	X		X	X	X	X	X	X	X	X	X	X	X		X	X	X						X
Padilla Park	X		X	X		X	X								X				X	X			
Senior Center	X		X	X		X	X								X								
Little League Park	X			X		X	X		X					X	X	X							
Jaques Square	X		X	X		X	X																
RV Parking	X		X	X																			
Arriola Square	X					X	X																
Fitness Center	X		X	X			X																
Main Street Park	X		X		X	X	X	X					X		X								
Aero Modeler Park			X	X	X	X	X																
Whitlow Rodeo Grounds			X	X	X	X	X																

E. Recommendations and Action Plan Summary Table

Goal 1: Organizational and Administrative			
<i>Objective 1.1: Improve level of communication and awareness of the Department with all residents of Florence</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Enhance awareness of programs and facilities to the Town of Florence, Anthem, Sun City, and Florence Gardens.	N/A	Staff Time	Short-Term
1.1.b Continue to serve core of Florence while reaching out to non-core areas.	N/A	Staff Time	Short-Term
1.1.c Consider innovative solutions to bridge awareness gaps.	N/A	Staff Time	Mid-Term
<i>Objective 1.2: Enhance and improve marketing and branding with residents and visitors</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Develop strategic marketing and branding plan to establish identity of Community Services, staying consistent with the standards of the Town of Florence.	N/A	Staff Time or \$25,000 if contracted	Short-Term
1.2.b Update signage standards.	\$20,000	Staff Time	Mid-Term
1.2.c Budget additional funds for event promotions.	N/A	\$2,500 per event	Short-Term
<i>Objective 1.3: Address and identify opportunities for sustainability</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Research and develop conservation measures that are ecologically beneficial.	N/A	Staff Time	Mid-Term
1.3.b Develop best practices for sustainability throughout Community Services Department, including water conservation and open space preservation.	N/A	Staff Time	Mid-Term
Goal 2: Program and Service Delivery			
<i>Objective 2.1: Enhance programming for teens</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Build upon teen advisory council, engaging them to understand and adopt this generation's desires.	N/A	Staff Time	Short-Term

2.1.b Consider teen classes such as fitness/health programs, beginner gymnastics, community volunteerism, video game tournaments, kids theater, and technology classes.	N/A	Staff Time	Short-Term
Objective 2.2: Increase opportunities for special events/community gatherings			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to provide high-quality special events for the entire community.	N/A	Staff Time Volunteers	Short-Term
2.2.b Provide opportunities for produce and artisanal offerings through a variation of a local market (Farmers Market).	N/A	Staff Time Volunteers	Mid-Term
Objective 2.3: Increase opportunities for special interest and non-traditional programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to offer more special interest programs that offer non-traditional programs such as cooking, theater, STEM programs, and tech/vocational training.	N/A	Staff Time \$25 per hour instructors	Mid-Term
Objective 2.4: Enhance opportunities for Outdoor Recreation and Fitness programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop outdoor recreation programs, or partner with other organizations, to offer experiences in nature. Examples include Hiking, Biking, Disc Golf, Geocaching, Archeology, ASU (partner).	N/A	Staff Time Volunteers	Mid-Term
2.4.b Capitalize on natural resources such as Poston Butte, River Corridors, and the trails mentioned in the Active Transportation Plan.	N/A	Staff Time Volunteers	Short-Term
2.4.c Continue expanding on fitness offerings and offer classes such as yoga, Zumba, barbell, HIIT, etc.	N/A		Short-Term
Objective 2.5: Address opportunity for therapeutic recreation and program accommodations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop accommodations for people with disabilities.	N/A	Staff Time \$25 per hour instructors	Short Term- Ongoing
2.5.b Consider therapeutic recreation programs for the 12 - 18% of population that requires accessibility.	N/A	Staff Time \$25 per hour instructors	Short-Term

Objective 2.6: Reevaluate program delivery/hours/locations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.6.a Consider extending hours of operations to address earlier morning and later evening availability to accommodate participates in fitness and aquatics programs.	N/A	\$10,000	Short-Term
Objective 2.7: Improve program evaluation process			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.7.a Implement standardized feedback system, such as an online survey that is sent to all participants after the program.	N/A	Staff Time	Short-Term
Goal 3: Facilities/Amenities/Level of Service			
Objective 3.1: Improve trail and path connectivity			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Acquire acreage for multi-use trails for activities such as hiking, mountain biking, ATV, and equestrian.	TBD Per Acreage Cost Range	Staff Time	Long-Term
3.1.b Improve Poston Butte Hiking trails and walking paths by working collaboratively with County.	TBD Capital Cost Range	Staff Time	Mid-Term
3.1.c Ensure new development is connected with trails and greenways based on current plans, esp. with Active Transportation Plan.	TBD Per Mile Cost	Staff Time	Long-Term
3.1.d Connect Florence with Anthem/Sun City area via trail.	TBD Per Mile Cost	\$5,000	Long-Term
3.1.e Expand and improve existing pedestrian paths and bikeways to promote health, recreation and connectivity among neighborhoods.	TBD Per Mile Cost	\$1,000 per mile	Long-Term
Objective 3.2: Address opportunities for recreation center improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Pursue feasibility study for multi-generational recreation center.	\$57,000	Staff Time	Short-Term
3.2.b Provide space for classes, fitness/health, kitchen, gymnasium, senior programs, etc.	Feasibility will determine		Mid-Term
3.2.c Develop modern, ADA accessible fitness gym.	Feasibility will determine	Staff Time	Long-Term
3.2.d Sell or repurpose current fitness and senior facility, both of which need extensive repairs.	Capital Gains TBD	TBD	Long-Term

Objective 3.3: Build upon demand and success for pickleball			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Consider building additional pickleball courts to accommodate demand.	Cost per Court	\$1,500 per court	Mid-Term
Objective 3.4: Plan and strategize for additional community parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Identify land and acquire space for community/pocket parks in North Florence.	TBD \$30K-\$40K/a.c.	Staff Time	Long-Term
3.4.b Develop strategy for utilization of Development Impact Fees.	N/A	Staff Time	Long-Term
Objective 3.5: Address accessibility			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Develop ADA transition plan for parks and facilities to accommodate the 12-18% of population who require ADA accessibility.	TBD	Staff Time	Short-Term
Objective 3.6: Plan for existing and future park amenity improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Plan and provide shade structures in facilities and parks.	Cost per Ramada	Staff Time	Short-Term
3.6.b Develop a replacement program for amenities in need of repair/replacement (Examples: benches, trash cans, etc.).	Cost per amenity (bench, trash cans, etc.)	Staff Time	Mid-Term
3.6.c Establish Town standards for all amenities to ensure consistent styles, brands, etc. are at used throughout the facilities.	N/A	Staff Time	Mid-Term
Objective 3.7: Improve partnerships and relationships to increase level of service			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Create strong partnerships with alternative providers through public private partnerships to increase service and provide specialized programs, as well as increase quality and quantity of youth sports.	N/A	Staff Time	Mid-Term
3.7.b Create opportunities to better utilize existing resources to offer inclusive programs and events.	N/A	Staff Time Volunteers	Mid-Term

Goal 4: Financial			
<i>Objective 4.1: Consider financing opportunities for capital funding, future growth , and improvement projects</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider bond referendum for future capital projects.	TBD	Staff Time	Long-Term
4.1.b Increase resources toward grants and/or philanthropic efforts.	N/A	Staff Time Or \$30,000 new position	Mid-Term
4.1.c Ensure staff, utility, and supply budgets increases with new development and improvements.	N/A	3% per year minimally	Mid-Term
<i>Objective 4.2: Reevaluate current budget policies and consider establishing new policies that address future growth and development</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Establish fund or funds to ensure deferred maintenance, repair, replacements, and capital projects are addressed and funded properly.	N/A	Staff Time	Long-Term
4.2.b Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public private partnerships.	N/A	Staff Time Or \$40,000 if contracted	Mid-Term

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1 Purpose and Background: Plan Introduction

A. Purpose of this Plan

The Parks and Recreation Comprehensive Plan is a critical tool that helps guide the Florence Community Services Department. The Department's current Parks, Trails, and Open Space Master Plan was adopted in 2008. This plan will update the current 2008 document and will provide direction to the Department in the provision of facilities, programs, and services.

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- Identify sustainable strategies.
- Identify opportunities/improvements for partnerships.
- Benchmark best practices between the Town of Florence and other communities of similar size and demographics.
- Identify trends that will impact the community in the next 10 years and how they will impact the community.

Site-Specific Master Plans

The success of the site-specific plans include determining the most appropriate improvement for each park that will increase the current and future needs of the community. The Town will actively engage the community through focus groups and take into account feedback in designing each park site. The probable costs for each park site improvement will be identified in order for the Town to move forward with appropriate budgeting steps to meet the needs of the community.

The following site-specific critical success factors were determined to deliver the most appropriate improvements for each site:

Heritage Park

- Determine upgrades that are most appropriate for the site.
- Address safety or needed repair to ball field fencing and dugouts.
- Design a destination playground and most appropriate site for the element.
- Determine other amenities that best fit the need of the park, including skate park, basketball, sand volleyball, and horseshoe pits.
- Evaluate connectivity, specifically from the south and to Main Street.
- Address the lack of irrigation system and best solution to this problem.
- Determine if additional 1.5 acres is most appropriate for use as a maintenance yard.

Main Street Park

- Determine upgrades that are most appropriate for the site.
- Provide maintainable turf area that minimizes overspray in unnecessary areas of the park including park elements.
- Determine if permanent acquisition, or long-term lease, is most appropriate for the Town.

Little League Park

- Identify most important improvements to address safety.
- Determine if removal of maintenance yard to add additional parking is beneficial.
- Keep in place historic structure and ball field fence line at 200 feet.
- Maintain a park site that takes into account the importance of the downtown community and its importance to the community.

B. History of Department

Florence was selected in 1875 as the first county seat in Pinal County and remains so today. Florence is also the oldest town in Pinal County and in fact, one of the oldest towns in Arizona being founded in 1866. Most of old town Florence is designated on the National Register of Historic Places with more than 100 buildings listed on the National Register. The Community Services Department has a long history of providing quality services to the community. The development of Heritage Park began with an Arizona State Parks Heritage Grant in 1993. The first phase of development on the 25-acre park included two ball fields with lights and a restroom/concession building. The next phase, made possible through a federal Land and Water Conservation Fund (LWCF) grant, included basketball courts and lighting.



EN Fish and Brown House (Historic Building)

Through the early 2000s, the Town developed the Florence Aero Modeler Park in cooperation with the Florence Aero Modeler Club. The runway and related amenities were dedicated Bohn Field in honor of Lyle Bohn, the aero modeler club president that lobbied the Town and led to the development of the facility. In 2008, the Florence Aero Modeler Park was recognized with the Outstanding Facility Award (population under 25,000) from the Arizona Parks and Recreation Association.

From 2010 to the present, the Town accomplished many milestones in developing parks and facilities for the community, including the following accomplishments:

- 2014: The Town developed Padilla Park behind the historic Silver King Hotel. The pocket park is named after Ophelia Padilla, who owned the land and worked with the Town to make it a park. The 1 ½-acre park contains open turf, a concrete pad for entertainment, restrooms, picnic tables and a seasonal splash pad.
- 2014: The Town added lights to Heritage Park Ball Field #3.
- 2015: Opening of Aquatic Center on July 4th. The facility includes two bodies of water, a competition pool with diving well, a play pool with water slides and an aquatic play unit, a bathhouse with locker rooms, and a meeting room.
- 2015: The Library and Community Center opened on August 31st. The 28,000 square foot building includes the public library, spacious lobby, meeting rooms, teen room, craft room, study rooms, and administrative office for the parks and recreation department.
- 2015: Padilla Park was recognized with the Outstanding Facility Award (population 25,000-100,000) from the Arizona Parks and Recreation Association.
- 2016: The Town celebrated 150 years since its founding in 1866. Parks and Recreation took the lead in coordinating many of the activities, culminating with a New Year's Eve Celebration in Historic Downtown.
- 2017: The Florence Community Library merged with Parks and Recreation under the new Community Services Department.

FLORENCE COMMUNITY SERVICES MISSION, VISION, AND VALUES STATEMENT

MISSION:

Provide programs, services, and facilities that enrich the quality of life for all residents.

VISION:

The Town of Florence, Arizona has a rich and diverse history while serving as the county seat for Pinal County. Florence Parks and Recreation Department recognizes the town's heritage and emergence as a regional leader, and embraces our role in providing quality of life experiences for our citizens and visitors. We will continue to provide quality, affordable programming and events, as well as picture perfect parks and other park and recreation facilities. The Department will provide complete recreation centers, new and expanded parks and safe, developed trails. Parks and Recreation will continue to be a major partner in tourism opportunities as well as economic and cultural prospects.

VALUES:

Exceptional Customer Service

We are committed to providing you, our residents and visitors, with the level of service you deserve.

Professionalism

We are committed to parks and recreation and strive to be the best professionals we can be through continuing education, training, and certifications.

Partnerships

We are committed to working with organizations that align with our Mission, Vision, and Values to provide programs, services, and facilities and prevent duplication.

Health and Wellness

We are committed to providing programs, parks, and facilities that improve the health and wellness of our residents.

Quality

We are committed to providing high quality programs, parks, and facilities at a reasonable cost for residents and visitors.

Fun!

We are committed to helping our residents and visitors have fun, while participating in our programs or visiting our parks and facilities.

C. Department Overview

The Town of Florence employs 18 full-time, 34 part-time and 40 temporary/seasonal staff to operate the Community Services Department. The Department oversees park maintenance and recreational programming in various capacities including:

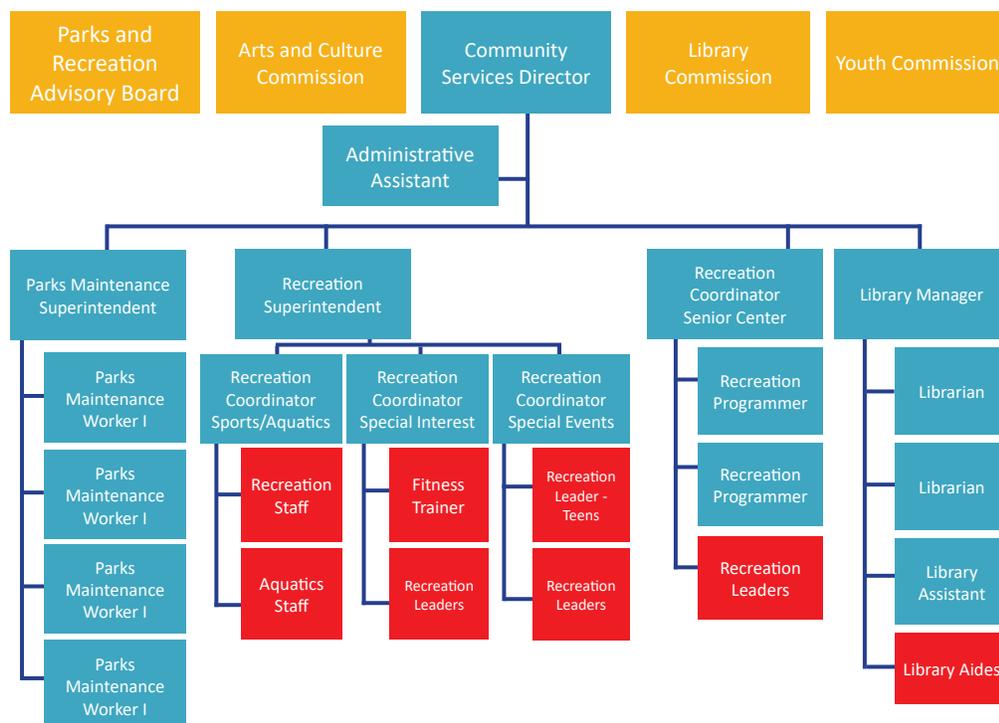
- Aquatics
- Sports
- Special interest classes
- Special events
- Senior activities
- Library

In addition to programming, the Department manages the following parks and amenities:

- Heritage Park
- Little League Park
- Main Street Park
- Padilla Park
- Poston Butte
- Aero Modeler Park
- Whitlow Rodeo Grounds
- Florence Aquatic Center
- Fitness Center
- Florence Library and Community Center
- Dorothy Nolan Senior Center
- Jaques Square
- Arriola Square
- RV Parking

The Department has four board/commissions that assist and provide input in terms of operation: the Parks and Recreation Advisory Board, the Arts and Culture Commission, the Library Commission, and the Youth Commission. The Community Services Director oversees the operation of the Department and has four employees that report directly, including the Parks Maintenance Superintendent, the Recreation Superintendent, the Recreation Coordinator-Senior Center, and the Library Manager. Each of these four employees have the benefit of additional full-time, part-time staff, and seasonal/temporary staff to administer programs and operate and maintain facilities and amenities in their area of responsibility as noted in the organizational structure of the Department (**Figure 1**).

Figure 1: Town of Florence Organizational Chart



D. Related Planning Efforts and Integration

As part of the information gathering phase, information from recent and current planning work has been integrated into the plan, including (but not limited to):

- Florence Transportation Plan
- North-South Corridor Study
- Bicycle, Pedestrian, and Trails Active Transportation Plan
- Safe Routes to School
- North End Framework Vision Plan
- Florence Historic District
- Town Council Strategic Plan 2017-2022
- Territorial Square Zoning District
- Pinal County Open Space and Trails Master Plan
- Pinal County CAP Recreation Trail Master Plan
- Department organizational structure and service levels
- Intergovernmental agreements related to park and facility use
- Department Fee Philosophy and Pricing Policy
- Other plans, budgets, forecasts, and other information as applicable

E. Methodology of this Planning Process

The process utilized in developing this Comprehensive Plan included the formation of an integrated project team of select staff from the Town of Florence, the consultant team of GreenPlay, J2 Engineering, Matrix Design, RRC Associates, and local Town leadership and stakeholders. The project team provided detailed input to the consultant team throughout the project. This process allowed a collaborative approach to create a plan that blends consultant expertise with the local knowledge of community members and stakeholders.

The development of this plan included the following tasks:

- Document Collection and Review
- Needs Assessment
- Community Engagement
- Organizational/Program Analysis
- Financial Analysis
- Facility Inventory and Level of Service Analysis
- Recommendations: Goals, Objectives, and Action Plan

Document Collection and Review

The Town of Florence provided the consultants with information related to Department operations to assist with the analysis and preparation of the plan including:

- Facility inventory
- Parks inventory
- Programs
- Other service providers
- Department operations
- Department budget
- Policies and procedures
- Previous planning efforts
- Comparative analysis

Needs Assessment and Analysis

- Consideration of the community's profile and demographics, including population growth and projections of demographic changes that are expected to occur and influence the Town population
- Further analysis of the statistically-valid community interest and opinion survey as well as open link survey
- Research trends related to Florence and the surrounding communities and national, regional, and local lifestyle trends to help guide the efforts to improve the delivery of parks and recreation services

Community Engagement

Providing a variety of methods for the community to participate results in useful data for analysis, using the following methods:

- Focus groups
- Stakeholder meetings
- Community-wide public meetings
- Statistically-valid community interest and opinion survey
- Open link survey

Organizational/Program Analysis

- Evaluation of current program offerings
- Statistically-valid community interest and opinion survey
- Identification of alternative providers
- Identification of potential partner organizations
- Identification of opportunities that exist for expansion and improvement within the Department

Financial Analysis

- Review of current operational and CIP budgeting process
- Introduction and evaluation of potential financing and cost recovery opportunities
- Analysis of financing future park site development and CIP needs

Facility Inventory and Level of Service Analysis

A full inventory of parks and facilities using existing mapping and on-site visits to verify amenities and assess the condition of the facilities and surrounding areas, along with the following assessments:

- Interviews with staff to provide information about parks and recreation facilities and services, along with insight regarding the current practices and experiences in serving residents and visitors
- Identification of alternative providers of recreation services to determine market needs and opportunities in the area for potential new facilities and services
- Targeting a level of service that is both feasible and aligned with the desires of citizens as expressed through the statistically-valid survey and other public outreach methods

Recommendations: Goals, Objectives, and Action Plan

- Identification and categorization of recommendations into themes with goals, objectives, and an action plan for implementation
- Development of an action plan for capital improvements, including operational impacts, and timeframe to support the implementation of the plan

The process allows the Town to understand the current context of the Department and the community with regard to parks, recreation, and open space. All individuals in the community were given an opportunity to provide input through community meetings, the open link survey, and public meetings. All information gathered through the process is taken into account to identify the needs and desires of the community and used to construct a plan that will benefit the Town of Florence for the next ten years, while addressing the anticipated projected growth of the community.

2 Identified Needs of the Florence Community

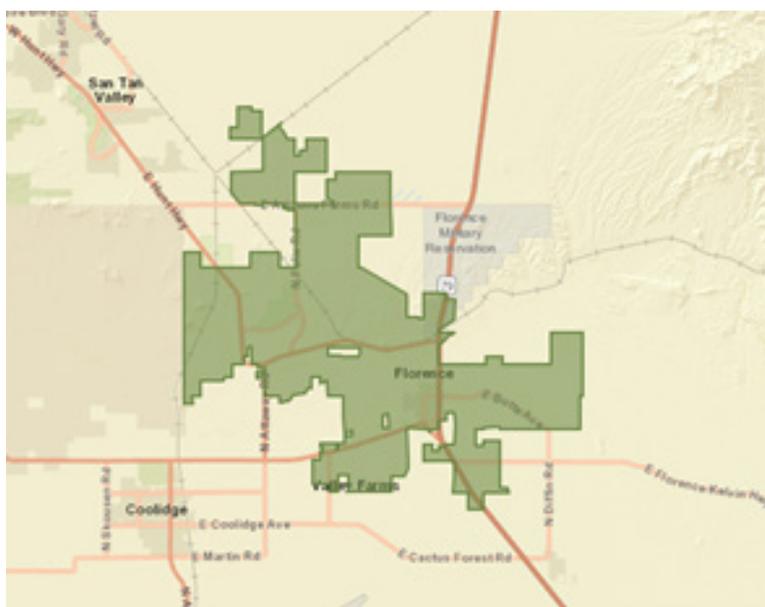
A. Demographic Profile

By analyzing population data, trends emerge that can aid decision-making and resource allocation strategies for the provision of parks, recreation, and open space management. This demographic profile was compiled in April 2019 from a combination of sources including Esri Business Analyst, the American Community Survey, the Maricopa Association of Governments, the U.S. Census, and other planning documents. The following topics will be covered in detail in this report:

Population	Age and Gender Distribution	Ethnic/Racial Diversity	Household Income	Education and Employment	Health Ranking
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Population and Demographic Trends

Figure 2: Florence Population Boundary Map



Growth rates can be a strong comparative indicator of an area's potential for economic development. According to the U.S. Census, from 2000 to 2010, the population of Florence grew by about 0.6 percent annually each year. Between 2010 to 2018, the growth rate increased to 0.91 percent. That number is projected to increase to about 1.04 percent between 2018 and 2023, as seen in **Figure 3** on the following page.

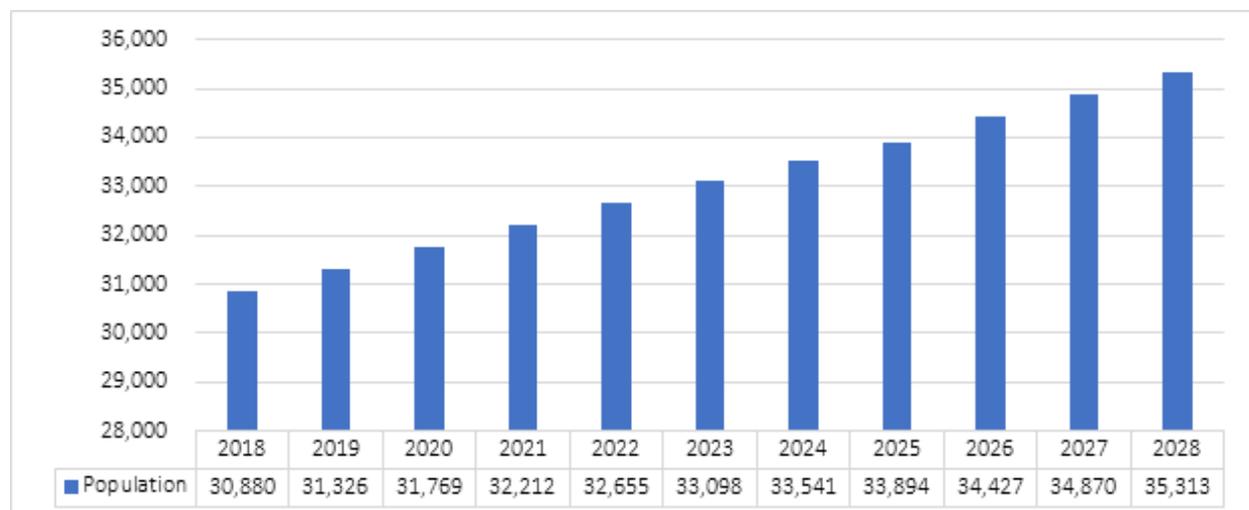
According to the State Demographer, in 2018 Florence had an estimated population of 27,507. This included the prison population. However, the population without including the prison population is estimated at 10,483. That number was projected to increase consistently for the next ten years.

By 2028, the population is expected to reach 35,313, an increase of over 4,000 people, as seen in **Figure 4**.

Figure 3: Projected Population Annual Growth Rates (2018 – 2023)



Figure 4: Townwide Projected Population



Source: U.S. Census Bureau

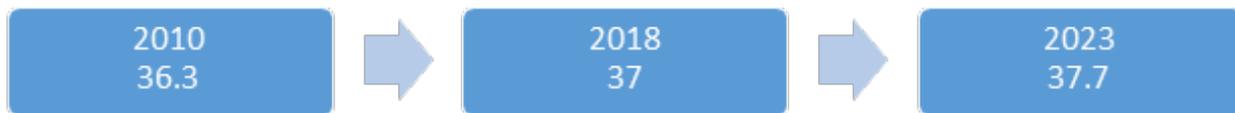
Age & Gender Distribution

Looking first at gender, Florence is primarily male (77%) compared to female (23%). However, it is important to understand the reasons behind the imbalance of sexes. Arizona State Prison has an all-male facility in Florence that, according to Pinal Central, housed 10,047 prisoners. In 2017, that number decreased to 9,770. Therefore, it makes sense that the male population as a whole is over 75 percent.

	Florence, AZ	Arizona	USA
2018 Female Population (%)	23.14%	50.32%	50.77%
2018 Male Population (%)	76.86%	49.68%	49.23%

The median age in Florence in 2018 was 37 years old, which is almost the same as the median age of the state of Arizona (37.2). The median age in both Florence and the state is expected to increase by 1 to 2 years over the next five years.

Figure 5: Median Age of Florence Compared to State of Arizona between 2010 and 2023

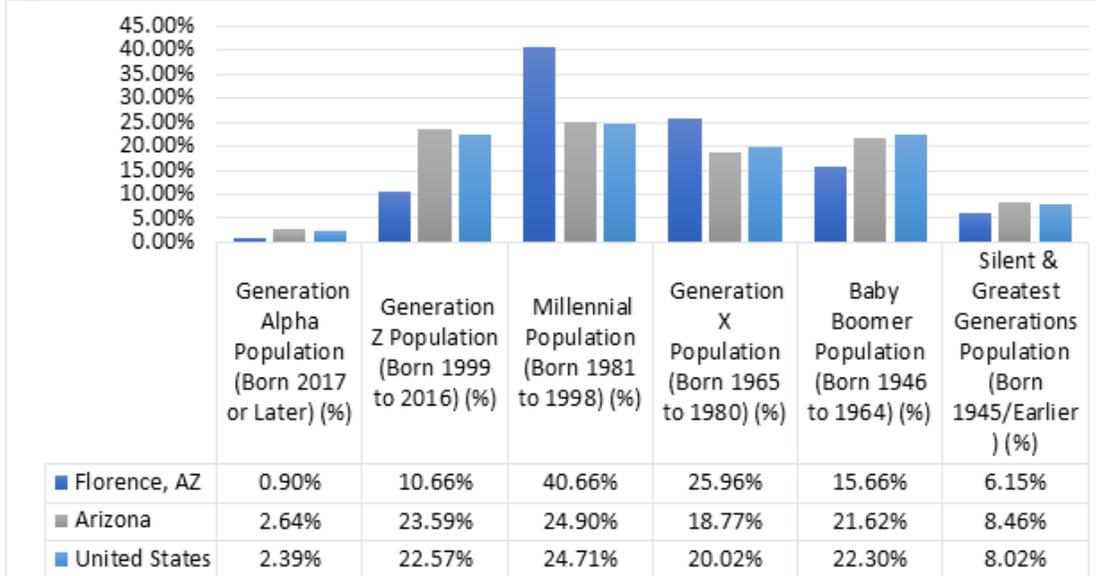


Source: Esri Business Analyst

The prison population not only impacts the distribution of gender, but also of age. In 2018, Florence had more people in the Baby Boomers and Silent/Greatest Generations than the state of Arizona and the United States. Baby Boomers are considered as those between the ages of 54 and 72 years old, while those in the Silent Generation are between 72 and 90 years old. This means that roughly 33 percent of the population was born before 1964. However, Millennials – which are those born between 1981 and 1996 made up the greatest percentage of the population, at 26 percent.

Generation Alpha	~ Born 2010 - ?
Generation Z	~ Born 1997 - 2010
Millennials	Born 1981 - 1996
Generation X	Born 1965 - 1980
Baby Boomers	Born 1946 - 1964
Silent Generation	Born 1928 - 1945

Figure 6: 2018 Generational Breakdown in Florence

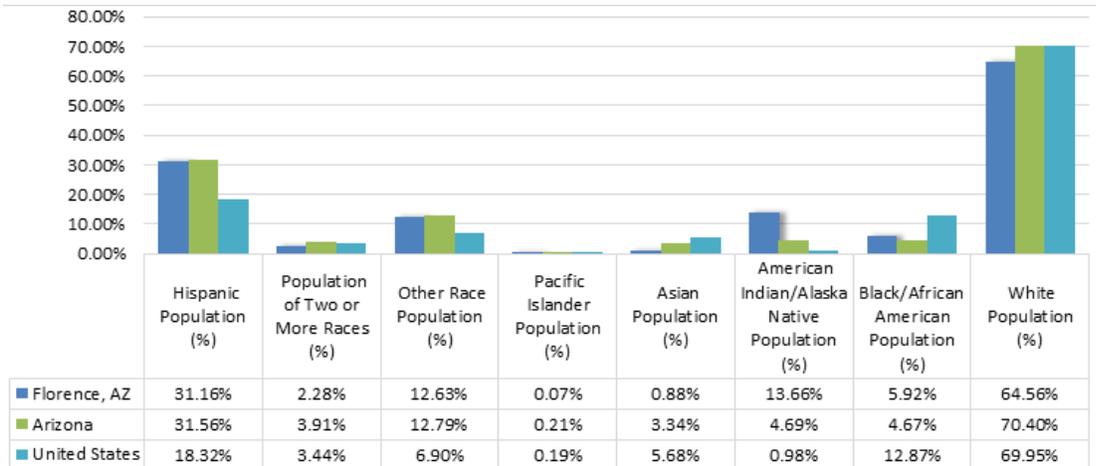


Ethnic/Racial Diversity

In the United States, communities are generally becoming more diverse. Before comparing this data, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be of any race and are included in all of the race categories.

Figure 7 reflects the approximate racial/ethnic population distribution. In 2018, the Florence population was primarily made up of White/Caucasians (65%) residents; however, almost a third of the population identified as Hispanic. Approximately 14 percent were of American Indian/Alaska Native population, while over 12 percent said that they were of “some other race.”

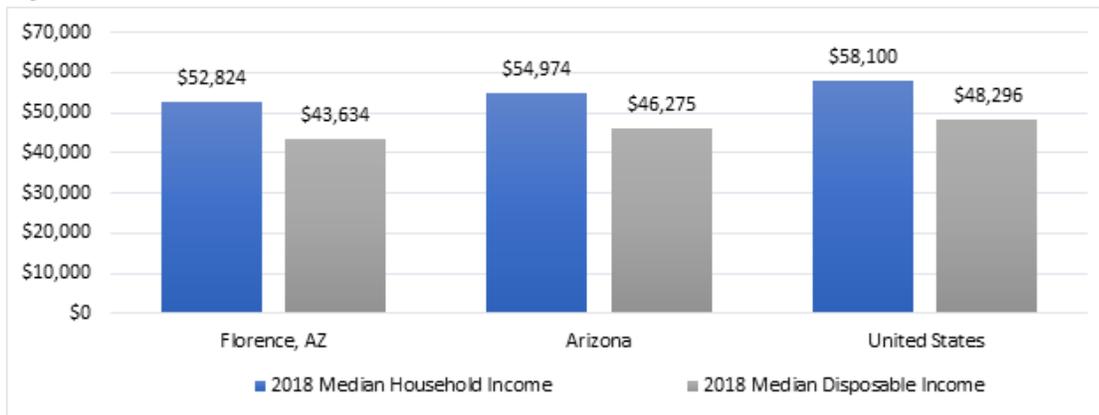
Figure 7: 2018 Racial/Ethnic Diversity of Florence



Household Income

The next section of this report looks at median household income and net worth. Florence households bring in a median income of \$52,824 a year, compared to the state of Arizona at \$54,974 and the United States at \$58,100. The median and disposable income is similar between all three areas of comparison.

Figure 8: 2018 Estimated Median Income



Another comparison of households shows that roughly nine percent of Florence residents receive food stamps, compared to 13.25 percent in the state of Arizona. The average in the United States was similar to that of the state of Arizona.

Variable	Florence, AZ	Arizona	USA
2012-2016 ACS Households Receiving Food Stamps/SNAP (%)	9.23%	13.25%	13.05%

Education & Employment

Analyzing the highest levels of educational attainment indicates that only 15 percent of Florence residents had a college degree. Of significance, 12 percent of the population had completed less than 9th grade, compared to only an approximate five percent in Arizona and the United States. According to a report by the Bureau of Justice Statistics entitled “Education and Correctional Populations,” only 20.5 percent of state prisoners on average had completed their high school diploma. The prison population influenced the education levels in Florence.

Table 3: 2018 Florence Educational Attainment

Level of Education	Florence	Arizona	USA
Graduate/Professional Degree (%)	4.58%	11.07%	12.18%
Bachelor's Degree (%)	4.73%	18.39%	19.60%
Associate's Degree (%)	5.62%	8.46%	8.45%
Some College/No Degree (%)	27.07%	25.51%	20.52%
GED/Alternative Credential (%)	12.35%	3.81%	3.96%
High School Diploma (%)	17.38%	19.81%	23.00%
9-12th Grade/No Diploma (%)	15.80%	7.43%	7.07%
Less than 9th Grade (%)	12.46%	5.52%	5.22%

According to the Maricopa Association of Governments, employment in the area is expected to increase significantly. From 12,200 jobs in 2015 to an expected 44,000 jobs in 2050, Florence and the surrounding communities will offer many more employment opportunities.

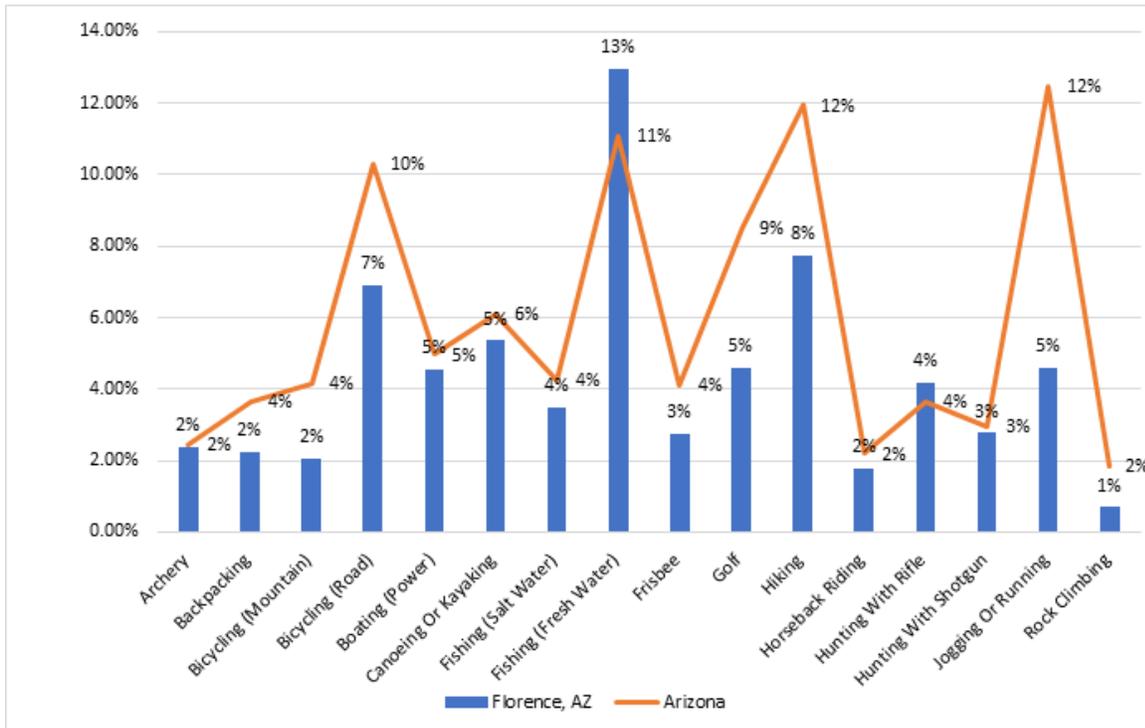
B. Park and Recreation Influencing Trends

The changing pace of today’s world requires analyzing recreation trends from both a local and national level. Understanding the participation levels of town residents, using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future of parks and recreation. These new shifts of participation in outdoor recreation, sports, and cultural programs are an important component of understanding and serving the community. The following are highlights of the trends most relevant to the Town of Florence. A full report has been provided to the Town as a staff document that provides more detailed information.

Outdoor Recreation Behavior

In **Figure 9**, data from Esri Business Analyst shows popular outdoor recreation activity participation by households in Florence. Compared to the state, Florence had higher participation in hiking and jogging/running than the state. The only activity that Arizona had higher participation was fresh water fishing, hunting (with rifle), and power boating.

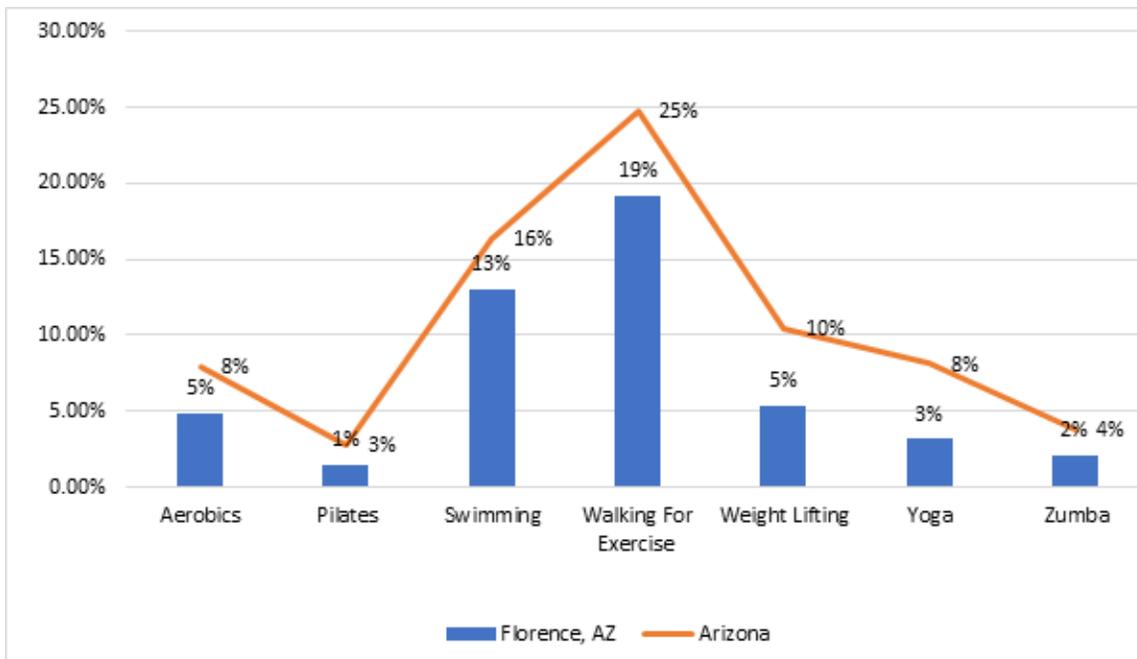
Figure 9: Outdoor Recreation Behavior of Florence compared to the State of Arizona



Fitness and Health Behavior

The figure below shows household participation in various fitness activities. Participation was relatively consistent in Florence than it was in the state of Arizona, with the only major difference being “Walking for Exercise” was more popular in Florence.

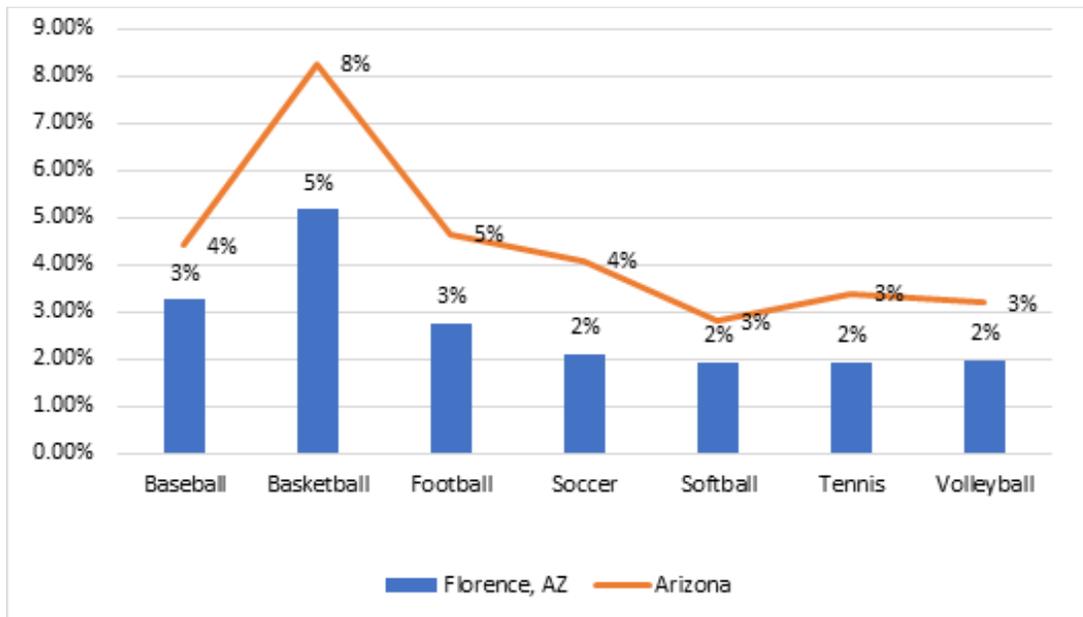
Figure 10: Fitness and Wellness Participation of Florence compared to the State of Arizona



Team Sport Participation

According to census data, households in Florence had high participation in basketball. All other sports had moderate participation that was consistent with participation in the state.

Figure 11: Team Sport Household Participation in Florence compared to State of Arizona



Trends Relevant to Florence

The following summary highlights trends that were identified as key takeaways from the public meetings and community input. A more detailed summary that includes additional trends that may be beneficial to the Town has been provided as a staff document.

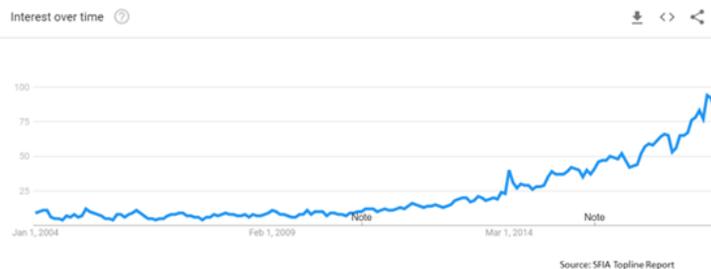
Pickleball

Pickleball continues to be a fast-growing sport throughout America. Considered a mix between tennis, ping-pong, and badminton, the sport initially grew in popularity with older adults. However, now the sport is being taught in schools across the country. Pickleball will continue to grow, judging by its growth in just the last several years. From 2016 to 2017, pickleball grew 12.3 percent to 2.815 million players. Dedicated pickleball courts are desired by avid players, rather than playing on striped tennis courts.

2.815
million players
in the US (2017)

12.3%
increase since 2016

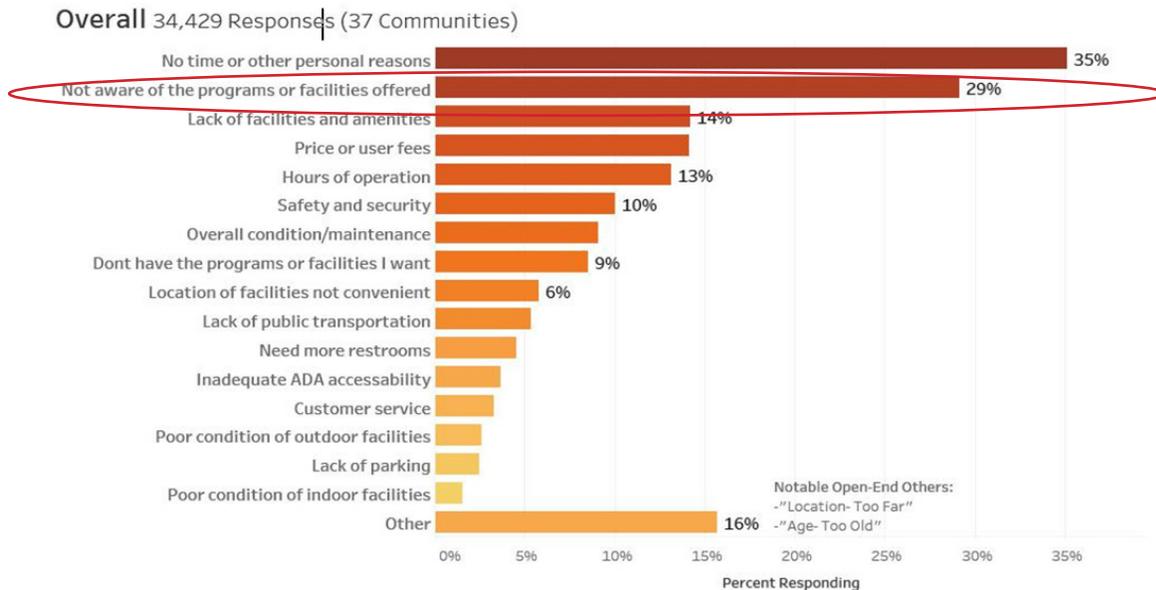
In 2016: 1.57 million were "Casual" participants who play 1-7 times a year, while 930 thousand were "Core" participants who play 8 or more times a year



Marketing and Social Media

Awareness of parks and recreation services is critical to the success of any agency. According to a study in collaboration with the National Recreation and Park Association and GP RED of approximately 35,000 responses, one of the primary reasons that patrons do not participate in programs and services is due to lack of awareness.

If you or anyone else in your household DOES NOT use parks or recreation offerings, why not?



In today's modern world, there is ample opportunity to promote and market parks and recreation services. It begins with a needs assessment that details how the community prefers to receive information. Then, a marketing plan should be developed that is catered to the agency's resources, including staff, time, and budget. This should guide the agency for one to three years.

Technology has made it easier to reach a wide-reaching, location-dependent audience, which can be segmented by demographics. However, it has also caused a gap in the way parks and recreation agencies are able to communicate. Agencies around the country have previously not dedicated substantial funding to marketing; however, it is becoming a critical piece to receiving participants. Without dedicated staff and support, it is difficult to keep up with social media trends, which seem to change daily. Furthermore, with an overarching desire to standardize a municipality's brand, there may be limitations to the access and control that a parks and recreation agency has over its marketing. It is essential that professionals become advocates for additional resources, training, and education. Having a strong presence on social networks, through email marketing, and through traditional marketing will help enhance the perception from the community.

Signage and Wayfinding

To increase perception and advocacy, a parks and recreation professional needs to prioritize opportunities that impact the way the community experiences the system. This can start with signage, wayfinding, and park identity. The importance of signage, wayfinding, and park identity to encourage awareness of locations and amenities cannot be understated. A park system impacts the widest range of users in a community: reaching users, and non-users, across all demographic, psychographic, behavioral, and geographic markets. In a more narrow focus, the park system is the core service an agency can use to provide value to its community (ex. partnerships between departments or commercial/residential

development, high-quality and safe experiences for users, inviting community-landscaping contributing to the overall look or image of the community). Signage, wayfinding, and park identity can be the first step in continued engagement by the community, and a higher perception or awareness of a park system, which can lead to an increase in health outcomes.

Cary, North Carolina, provided samples of how the Town chose to implement a cohesive and comprehensive Wayfinding, Signage, and Identity Plan, with images included on the following pages. The key elements are that each sign and wayfinding device provides a cohesive identity that help residents identify parks and recreation holdings and point to their awareness. In a city of trees, such as Cary, staff believes this has greatly helped resident knowledge and awareness.

Figure 12: Cary, NC Site-Specific Signage

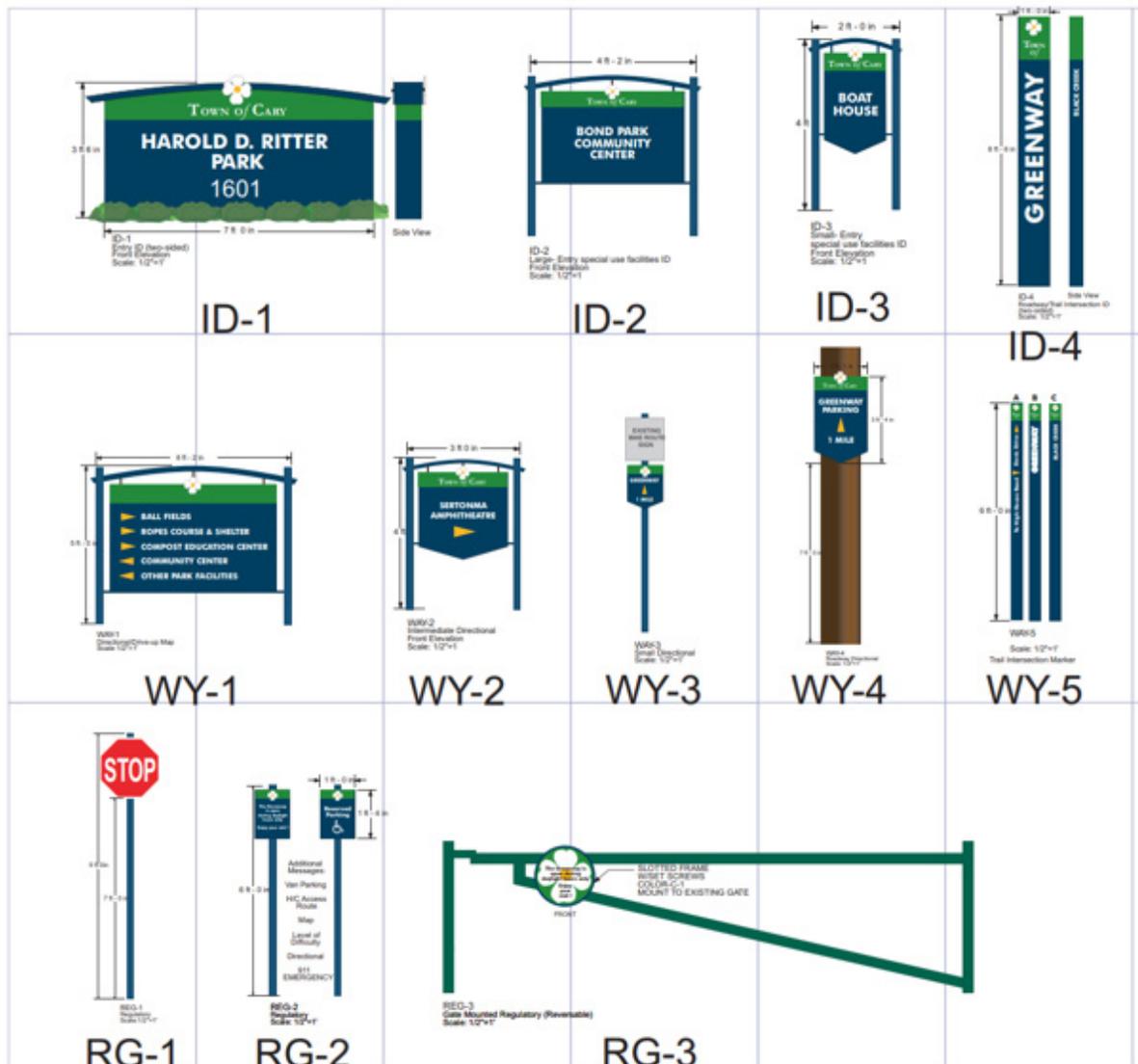
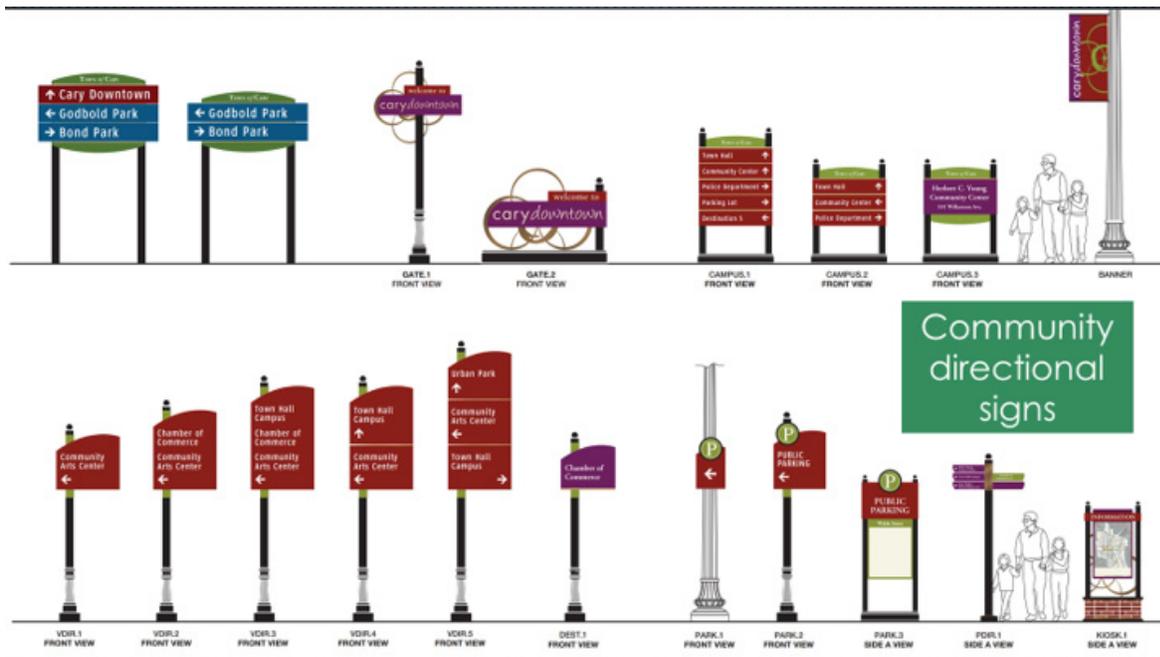


Figure 13: Cary, NC Community Directional Signage



Economic and Health Benefits of Parks

In 2017, the Outdoor Industry Association estimated that national consumer spending on outdoor recreation generated \$887 billion in consumer spending, and directly supported 7.6 million jobs.

- Trails, parks, and playgrounds are among the most important community amenities considered when selecting a home.
- U.S. Forest Service research indicates that when the economic benefits produced by trees are assessed, the total value can be two to six times the cost for tree planting and care.¹
- Nearly half of active Americans regard outdoor activities as their main source of exercise.²

“The Benefits of Parks: Why America Needs More City Parks and Open Space,” a report from the Trust for Public Land, makes the following observations about the health, economic, environmental, and social benefits of parks and open space³:

- Physical activity makes people healthier.
- Physical activity increases with access to parks.
- Contact with the natural world improves physical and psychological health.
- Residential and commercial property values increase.
- Value is added to community and economic development sustainability.
- Benefits of tourism are enhanced.
- Trees are effective in improving air quality and act as natural air conditioners.
- Trees assist with storm water control and erosion.
- Crime and juvenile delinquency are reduced.
- Recreational opportunities for all ages are provided.
- Stable neighborhoods and strong communities are created.

1 Nowak, David J., “Benefits of Community Trees,” Brooklyn Trees, USDA Forest Service General Technical Report

2 Outdoor Recreation Participation Report 2016

3 Paul M. Sherer, “The Benefits of Parks: Why America Needs More City Parks and Open Space,” The Trust for Public Land, San Francisco, CA, 2006

National Healthy Lifestyle Trends

The population of the United States is becoming more diverse. As demographics are experiencing an age and ethnic shift, so too are landscapes, daily lifestyles, and habits changing. The number of adults over the age of 65 has increased, and lifestyle changes have encouraged less physical activity; collectively these trends have created profound implications for the way local governments conduct business. Below are examples of trends and government responses. More and more, local governments are accepting the role of providing preventative health care through park and recreation services. The following facts are from an International City/County Management local government survey⁴:

- Eighty-nine percent (89%) of respondents' parks and recreation departments should take the lead in developing communities conducive to active living.
- Eighty-four percent (84%) had already implemented recreation programs that encourage active living in their community.
- The highest priority selected for the greatest impact on community health and physical inactivity was a cohesive system of parks and trails and accessible neighborhood parks.

Preventative Health

Research has shown conclusively that parks and recreation agencies can use systems thinking approaches to have a beneficial effect on modifiable health factors by helping to address:

- Increase physical activity
- Enhance social and parental engagement
- Improve nutrition
- Better transportation and access to facilities and spaces
- Perceptions of personal and community safety
- Reductions of smoking, alcohol, and drug use

These factors can be addressed through collaborations with a variety of community partners or “actors,” such as schools, public health, medical, other governmental agencies, private and non-profit sectors.⁵

Figure 14: Healthy Community Approach



(Penbrooke, 2017)

⁵ Penbrooke, T.L. (2017). Local parks and recreation agencies use of systems thinking to address preventive public health factors. (Doctoral Dissertation). North Carolina State University, Raleigh, NC. Retrieved from: <http://www.gpred.org/resources/> under PhD Dissertations.

Community Gardens

Communities around the country are building community gardens for a number of far-reaching environmental and social impacts. According to GreenLeaf Communities, which supports scientific research in environmental and human health, community gardens offer benefits including⁶:

Environmental	Social
<ul style="list-style-type: none"> • Reducing waste through composting • Improving water infiltration • Increasing biodiversity of animals and plants • Improve air and soil quality 	<ul style="list-style-type: none"> • Increase intake of vegetables and fruits • Promotes relaxation and improves mental health • Increases physical activity • Reduces risk of obesity and obesity-related diseases

Some studies show that community gardens can improve the well-being of the entire community by bringing residents together and creating social ties. This activity can reduce crime, particularly if gardens are utilized in vacant lots. In fact, vacant land has the opposite effect of community gardens, including increased litter, chemical and tire dumping, drug use, and decreased property values. By creating community gardens, neighborhoods can teach useful skills in gardening, food production, selling, and business. The National Recreation and Park Association published an in-depth guide to building a community garden in parks through the Grow Your Park Initiative,⁷ which can be found on the organization’s website.



Community garden in Denver, Colorado

C. Community and Stakeholder Input

Community engagement and stakeholder input are valuable tools that provide the opportunity for residents, users, and all persons that have a stake in the community to offer input in the creation of the plan and future development of the Department. The Town wanted strong community engagement and plenty of opportunities for input during the planning process. For this plan, residents and stakeholders were invited to take part in three public meetings, four focus groups, and individual interviews during the information gathering stages in January 2019. The input provided by the community members assisted in developing the survey and needs assessment. In addition, citizens were provided the opportunity to review the findings and the draft documents as the plan came together.

During the information gathering stage, the residents provided their input to the strengths of the department and opportunities that they believe exist for making improvements. The following is a summary of the key findings from these meetings that provided additional information in the creation of the community survey.

⁶ Katie DeMuro, “The Many Benefits of Community Gardens” Greenleaf Communities, <https://greenleafcommunities.org/the-many-benefits-of-community-gardens>, accessed January 2019

⁷ Laurie Harmon and Laurel Harrington, “Building a Community Garden in Your Park: Opportunities for Health, Community, and Recreation.” National Recreation and Park Association, https://www.nrpa.org/uploadedFiles/nrpa.org/Grants_and_Partners/Environmental_Conservation/Community-Garden-Handbook.pdf, accessed January 2019

Key Strengths

The strengths focus on identifying and celebrating what the Town of Florence is doing well and the image of the Department in the eye of the public. The following are highlights that capture the public's view of Florence's identified strengths.

The Department

- Approachable staff
- Strong leadership
- Great collaboration
- Teen council

Programs

- Diverse offerings
- Excellent special events
- Youth sports
- Programs brochure

Facilities

- Aquatics
- Library and community center
- Senior Center

Key Opportunities

In order to move forward and provide a plan over the next 10 years, it is important to understand what opportunities exist that the Town may be able to take advantage of to continue to offer quality services to the residents of Florence. Opportunities can consist in various forms, including creating new programs, improving current amenities, entering strategic partnerships, and many other avenues that can guide the department as the community grows.

The following are highlights that capture the public's view of Florence's identified opportunities:

Where are the Opportunities

- Advertising and communicating to public
- Extending facility hours for working residents
- Add multi-use trails and connector trails
- Update senior center and fitness center

Recreation Opportunities

- More special events
- More fitness programs
- Outdoor recreation
- Non-Traditional programming
- Teen programs

Recreation Amenities

- Multi use trails (hiking, biking, ATV, equestrian)
- Upgraded skate park
- Batting cages
- Improved community garden
- Outdoor auditorium
- Shuffleboard
- Multi-Generational Recreation Center
- Library and Community Center
- Senior Center

In addition to the understanding the strengths and opportunities for the Department, facilitated discussions lead to understand key issues within the community and identifying priorities for the next 5-10 years.

Key Issues and Values

- Historical Town, Traditional
- Multiple Generations of Families
- Family Oriented, Safest in Arizona
- Sensitivities to Perceived Level of Services
- Geographic Boundaries
- Small Town Atmosphere

Who is Underserved

- Teens and Tweens
- Outdoor Recreators
- Those without Transportation
- All Seniors
- Veterans
- Cyclists – No Safe Routes
- Unifying the Town as a whole

Priorities

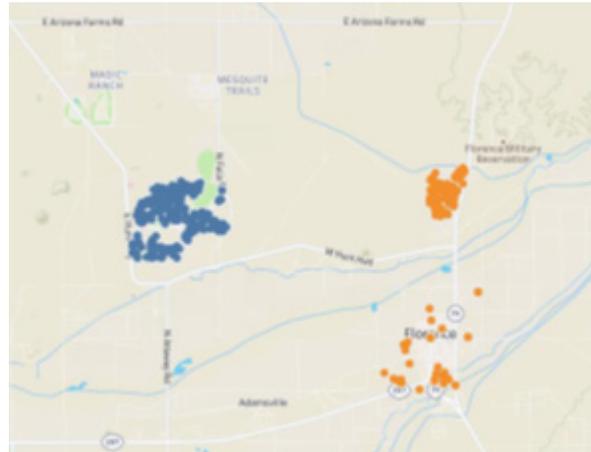
- Improve communication
- Add more community events
- Build cohesion
- Multi-Generational recreation center
- Outdoor recreation
- Connectivity through trails
- Focus on Economic Development

D. Community Survey Summary

The purpose of this study was to gather community feedback on the Town of Florence’s facilities, programs, open space, trails, future planning, communication, and more. This survey research effort and subsequent analysis was designed to assist the Town of Florence in developing a plan to reflect the community’s needs and desires. The following is a summary of the survey results; a full report has been provided to the Town as a staff resource document.

Throughout the preliminary analysis of Florence’s data, results indicated there were two separate populations of the community based on their perspectives and usage of parks and recreation facilities:

- Those that live in the core area of Florence
- Those who are not in the core area of Florence (e.g., Anthem, Sun City)
- Using GIS software, results for the invitation sample were separated into two unique geographical areas of the community.
- Due to these major differences, the results are presented in three groups instead of only two:
 - 1) Invitation sample - Core area of Florence (Historic Florence) in blue
 - 2) Invitation Sample - Non-core area of Florence (Anthem, Sun City, HOA areas)
 - 3) Open Link



Key Findings

Two Separate Populations

Looking at Florence’s parks and recreation offerings, the key takeaway is in the perceptions, use, and familiarity among different areas of the community. Those who live in the “core” area of Florence are much more likely to use and be aware of offerings. “Non-core” respondents, who live in Sun City/Anthem, are much less familiar and likely to participate.

Importance/Needs Met

Examining both core/non-core respondents combined, trails and pathways and a multi-use indoor facility have higher average importance than average needs met. For open link respondents, improvements could be made on youth and teen programs as well as the two previously mentioned.

Future Needs

Among future needs, the farmers market, trail and pathway connectivity, multi-use indoor facility, and special events were important across almost all samples. Core and non-core respondents were quite different in their overall importance for future needs.

Satisfaction

Satisfaction was strong to moderate for the Library and Community Center, special events, the Aquatic Center, and programs. However, the Florence Fitness Center received lower satisfaction ratings across all three groups.

Individual Park Needs

Respondents rated the greatest needs for Heritage Park, Main Street Park, and Little League Park along with the ranking of those needs. Across all three groups, relative consensus on the major needs at all three sites were identified. This will provide Florence with goals for the future.

Communication Effectiveness

Communication effectiveness varied by group. Those within the core of Florence gave moderate effectiveness ratings while non-core residents were much lower. Overall, Florence may need to look toward reaching out to these residents via multiple channels.

Communication Methods

Communication varied by group, but brochures/newsletters and social media saw high importance for specific age groups. The primary takeaway found is that a diversity of methods are needed to capture various age ranges within the community.

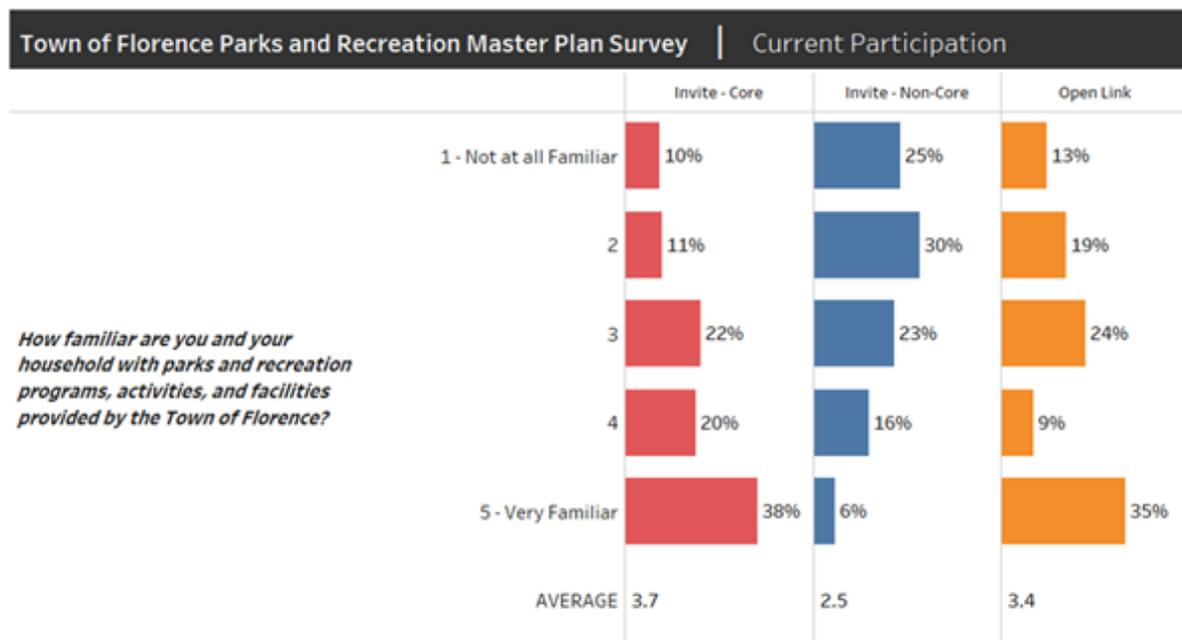
Funding

The highest level of support for future funding options was given to grants and philanthropic efforts across all three groups. Non-core respondents were less likely to support most options, which is likely due to them receiving similar services near their home.

Participation

The survey asked questions that provide data that allows the Town to understand how familiar residents are with their offerings and how often residents participate in their programs. The survey revealed that there is a discrepancy in the participation levels of the city programs based on core versus non-core residents. **Figure 15** identifies that core area respondents are moderately familiar with Florence’s parks and recreation offerings as compared to non-core respondents who are quite unfamiliar.

Figure 15: Familiarity with Parks and Recreation



Importance vs. Needs Met of Programs and Activities

The survey allowed respondents to identify the current programs and activities that are most important to the resident and those that most meet the needs of the residents. The respondents were able to score each program and activity on a scale of 1-5 with 1 being low and 5 the highest.

With regard to importance of programs and activities, the overall importance of programs throughout the Town were rated higher by core residents than those respondents that were identified as non-core residents. A majority of the programs and activities rated above a moderate level (3.0), with the following rating the highest:

- Community Center rated most important for core (4.2) and non-core respondents (4.0)
- Special events (4.2 core, 3.8 non-core)
- Heritage Park (4.0 core, 3.2 non-core)

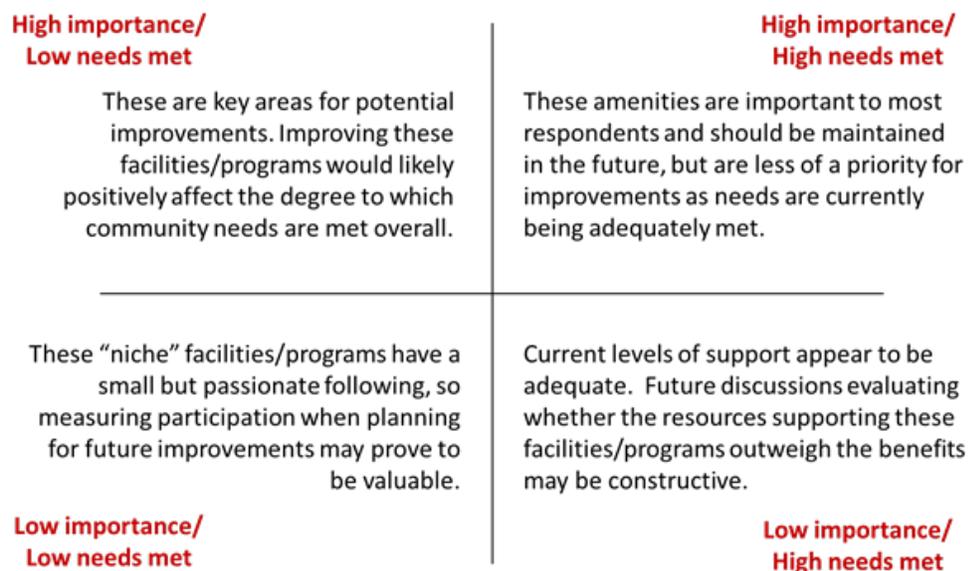
While most programs and activities rated in the survey scored above a moderate rating, the following programs fell into a moderate level to a low level of rating for importance:

- Athletic courts (3.3 core, 2.8 non-core)
- Adult recreation programs (2.9 core, 3.0 non-core)
- Padilla Park (3.0 core, 2.8 non-core)
- Senior recreation programs (2.3 core, 2.7 non-core)
- Other services (2.5 core, 2.5 non-core)
- Florence Senior Center (2.6 core, 2.5 non-core)

Respondents were then asked to rate how well these facilities/amenities are meeting the needs of Florence. By overall average, the Library and Community Center is rated highest (4.7 core, 4.2 non-core) followed by the Florence Senior Center (4.4 core, 3.9 non-core), special events (4.2 core, 4.0 non-core), and the Florence Aquatic Center (4.0 core, 4.1 non-core).

The importance versus needs met results allowed the Town to benefit from an Importance-Performance matrix that provides a tool for the Town to use as they identify future program/activities that will benefit the residents of the Town the most. The following figure defines the matrix:

Figure 16: Importance-Performance Matrix



The invite survey and the open link results showed similar results with trails/pathways, multi-use indoor facilities and youth recreation programs falling into the High Importance/Low Needs Met matrix, identifying these areas for potential improvements. The open link also identified teen programs as an area for potential improvement as noted in the results in **Figures 17 and 18**.

Figure 17: Importance-Performance Matrix Results (Invite)

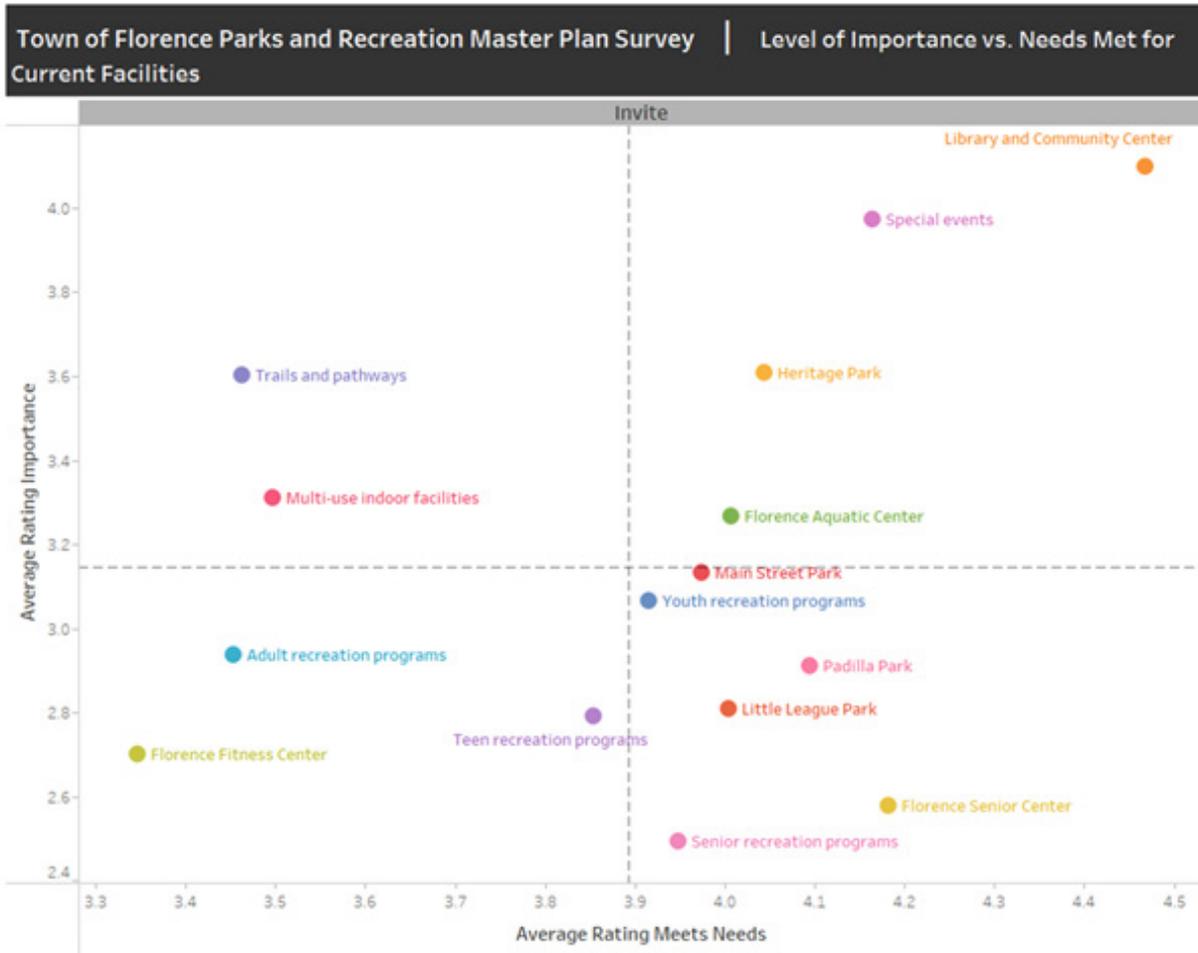
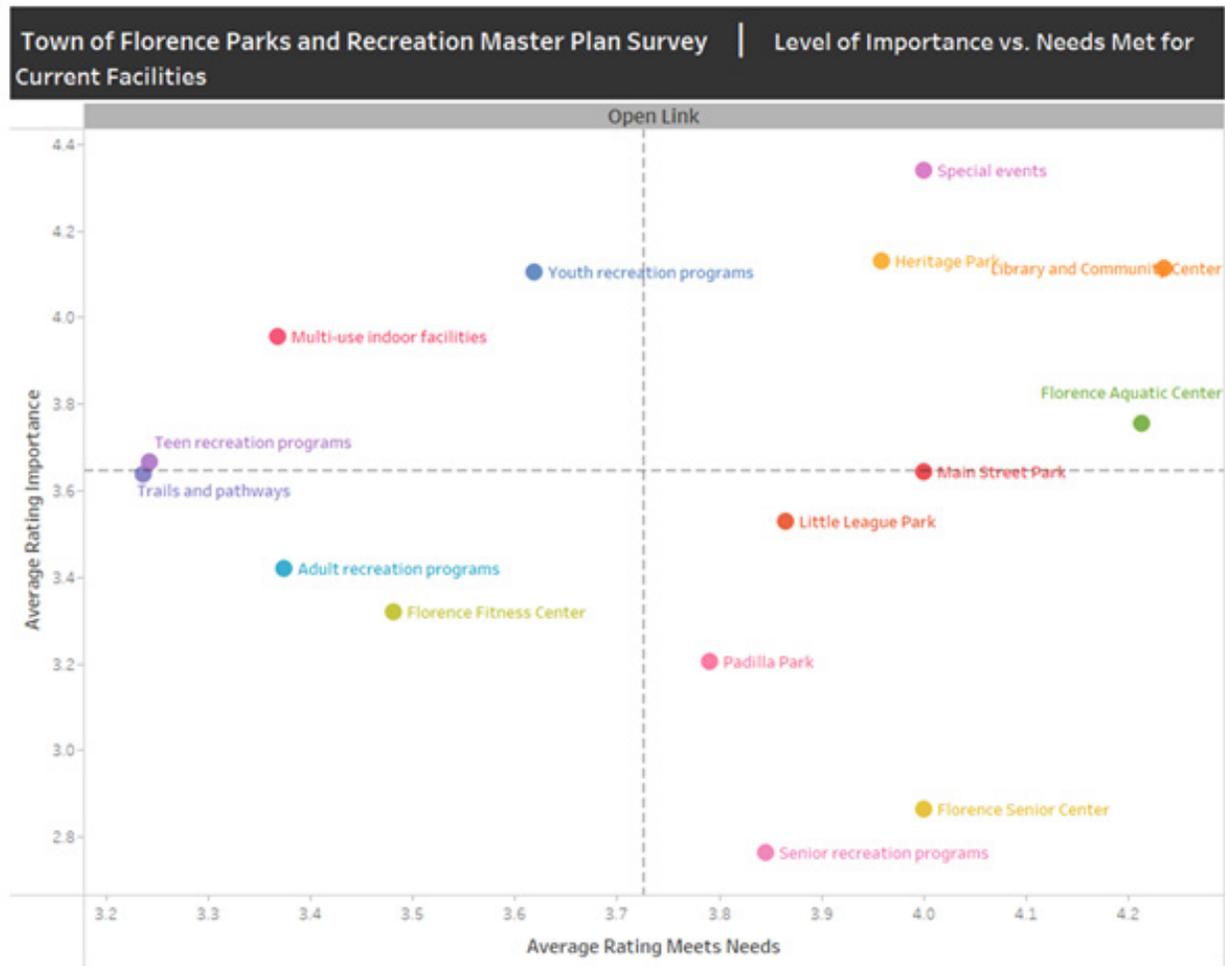


Figure 18: Importance-Performance Matrix Results (Open Link)



Future Facilities, Amenities and Programs

When examining future needs for Florence, the highest overall average importance was given to the Farmers Market. For core respondents, the top needs are trail and pathway connectivity (4.3), multi-use indoor facility (4.3), and fitness/health programs (4.3). For non-core respondents, the Farmers Market (4.3) was far in front of other needs, but tennis courts (3.9) and special events (3.9) follow behind.

When asked to prioritize these future needs, core and non-core respondents placed the highest priority on the Farmers Market. However, core respondents then listed multi-use indoor facility as second highest priority with lower percentages when compared to non-core respondents. Non-core respondents highlighted special events as their second priority. Overall, priorities were very different between core and non-core respondents. This may be because non-core respondents receive many services close to home.

Figure 19: Greatest Needs for Future Facilities, Amenities, and Programs

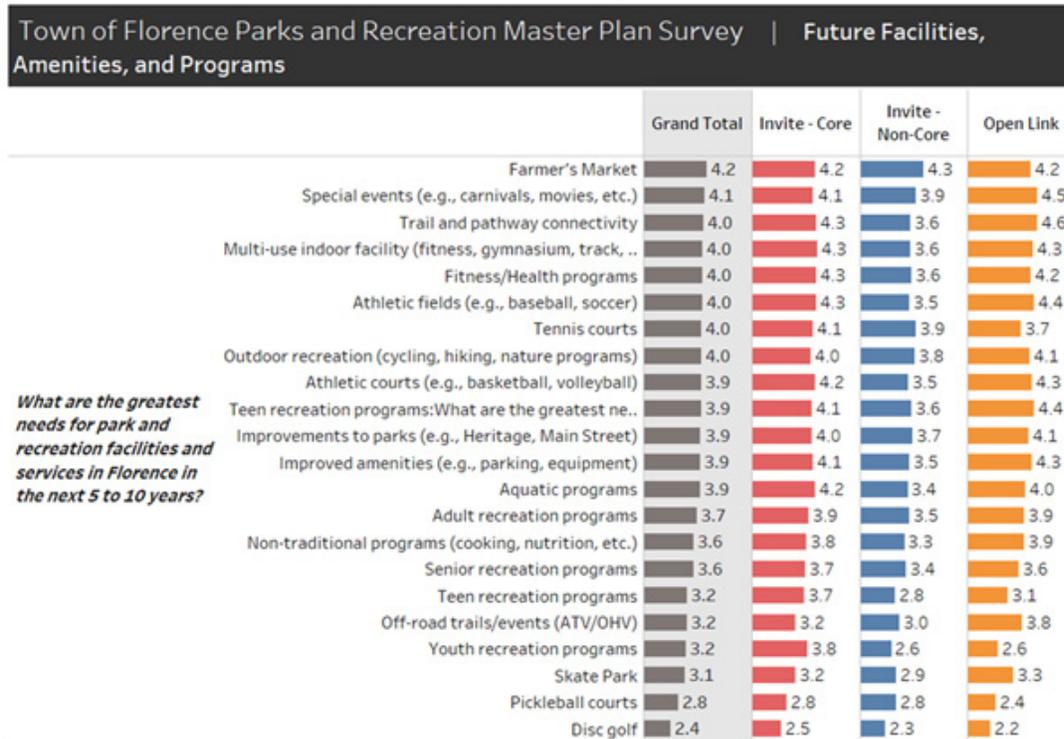
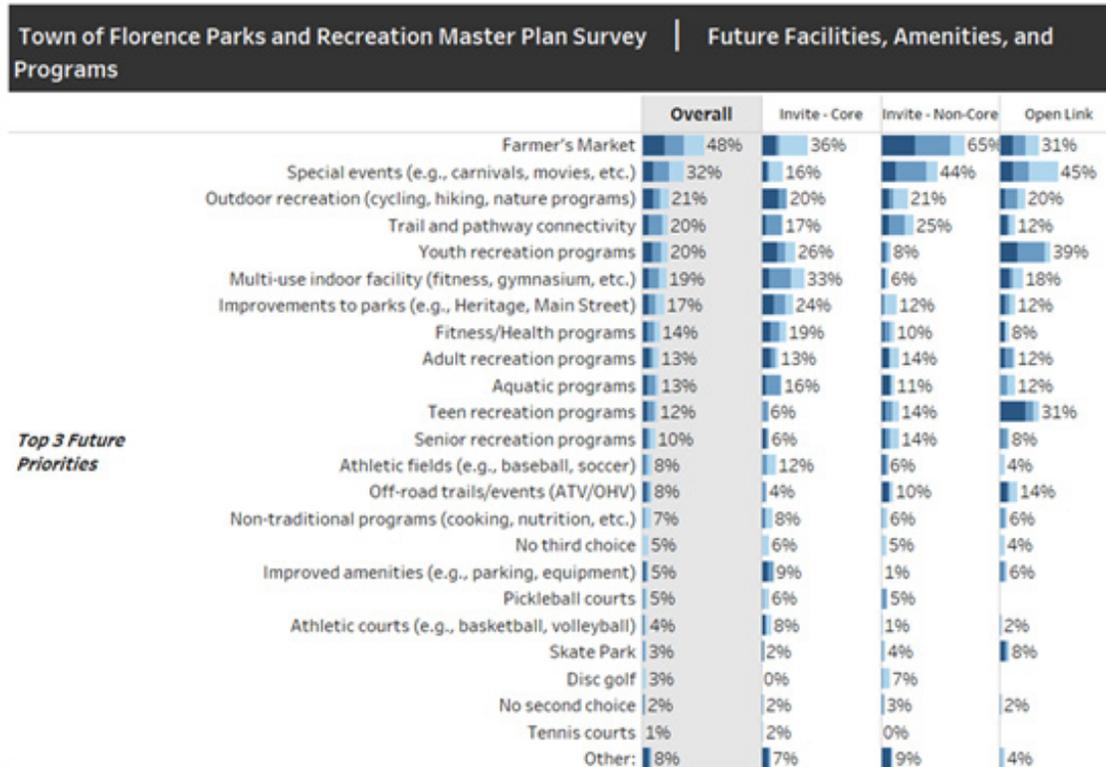


Figure 20: Top Three Future Priorities

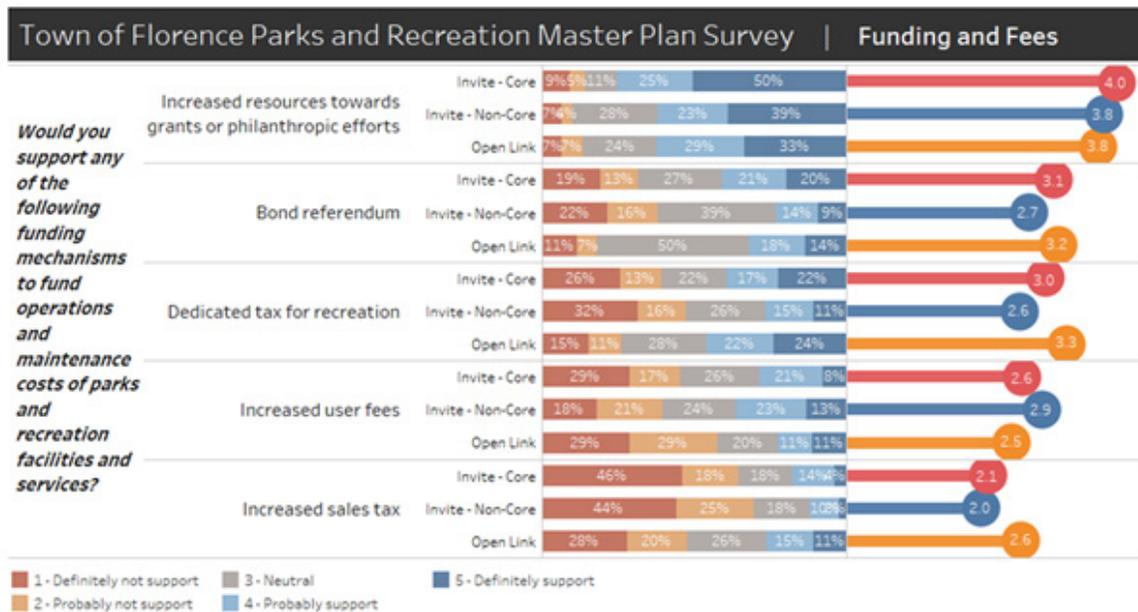


Funding

Support for funding mechanisms was rather consistent across most items. The strongest support among all three groups was for increased resources toward grants or philanthropic efforts. A bond referendum was generally second in terms of overall support, except for non-core respondents who rated increased user fees slightly higher. A portion of the community did generally not support increased user fees and increased sales tax. Furthermore, support for a dedicated tax for recreation was inconsistent among all three groups.

In summary, the survey revealed key differences to the core and non-core areas in Florence. Many of the non-core residents benefit from services and programs offered within their privately managed communities and are not as aware or participate in Town programming compared to the core residents of Florence. Despite the differences, the Town will benefit by continuing to market, promote its programs and services to all areas of Florence, and take advantage of opportunities that may exist to connect and build partnerships/collaborative efforts to reach the non-core communities and expand service levels of the Town.

Figure 21: Funding and Fees



E. Comparative Analysis

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the Department's management practices and fee structure. This process creates a deeper understanding of alternative providers, determines your place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities, because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether the past year’s expenses are typical for the community.

Therefore, it is important to take all data in a benchmarking study with context, realizing that while benchmarking can be a great comparative tool, it doesn’t lend itself into being a decision-making tool. For the purposes of this study, a regional approach was taken to benchmark neighboring agencies with similar populations. **Figure 22** shows the locations of these agencies:

1. Florence
2. Apache Junction
3. Casa Grande
4. Coolidge
5. Maricopa
6. Queen Creek

Figure 22: Benchmarked Communities

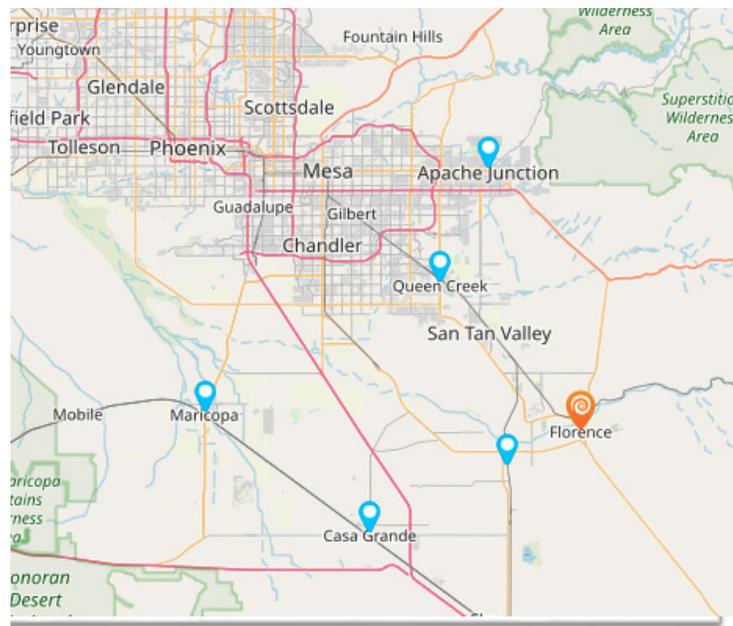


Table 4: 2018 Jurisdiction Population Compared to Full-Time Employees

	Florence*	Apache Junction	Casa Grande	Coolidge	Maricopa*	Queen Creek
Total Resident Population	10,483**	39,397	54,054	12,636	51,262	50,340
Full-Time Employees	18	34	48	11	28	32
Non-Full-Time Employees	62	68	100	56		29

*Population was listed by agency. Population data for other agencies was sourced from Esri Business Analyst.

** Prison population of approximately 16,500 was not included in Florence population estimates

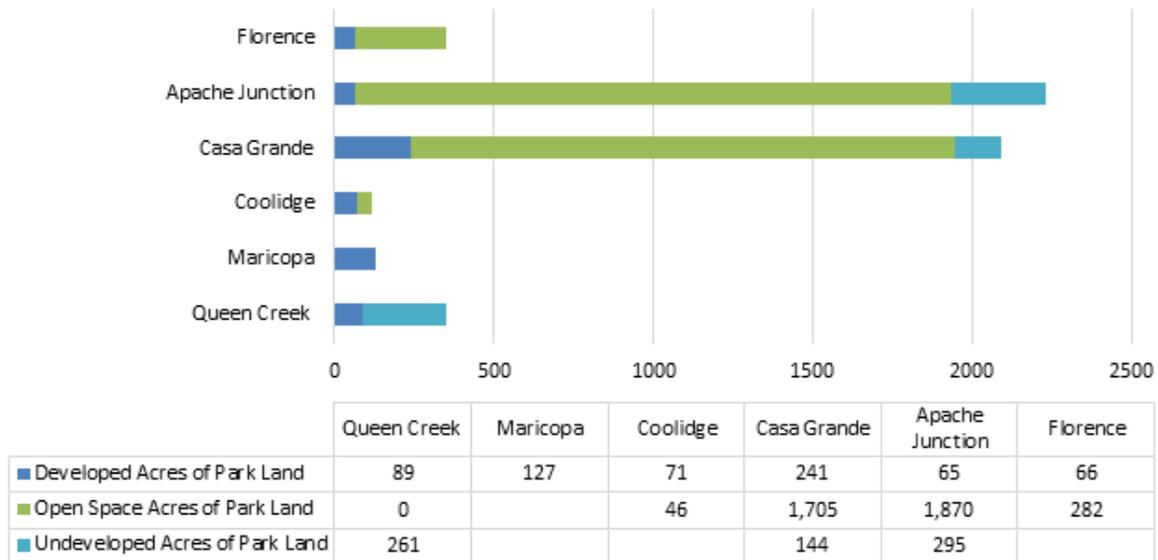
- The agencies ranged in population from approximately 12,000 to 55,000 people. Florence, at 10,483 people had the lowest population out of those compared. Casa Grande was the most populous at 54,054.
- Likewise, Casa Grande had the highest number of employees at 48 full-time and 100+ part-time or non-full-time employees. Coolidge, with the lowest population, only had 11 full time staff with 56 non-full-time employees. Florence had the second fewest full-time employees (18).

Table 5: Number of Parks and Park Acreage

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Number of Parks	7	7	20	11	4	4
Total Acres of Park Land	348	2,230	2,270	117	127	350
Avg # of Acres Per Park	50	319	114	11	32	88
Approximate Total square miles	62	35	110	75	55	32

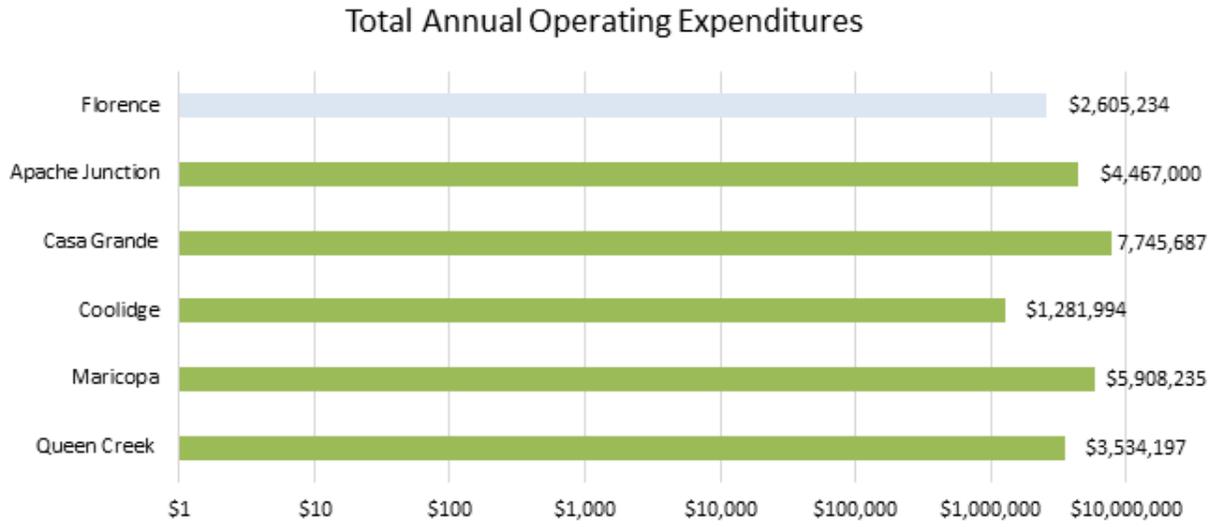
- In regard to park acreage, there was a significant difference in land between the agencies. Apache Junction and Casa Grande operated over 2,000 acres of park land, much of which is designated as BLM land, while all other agencies operated 350 acres or less.
- Florence had seven total parks, which fell in between the highest (Casa Grande, 20) and the lowest (Maricopa/Queen Creek, 4).

Figure 23: Acres of Park Land by Development Type



- Florence was at the lower end in regard to the number of developed acres of park land at 66 acres. Apache Junction had the most acres of park land, with a large majority of that land classified as open space.

Figure 24: Total Annual Operating Expenditures



- Casa Grande had the highest expenditures in 2018 at over \$7.7 million dollars, while Coolidge had the lowest at \$1.3 million dollars. Florence was the second lowest in terms of annual operating expenditures at roughly \$2.6 million dollars.

Figure 25: Number of Total Employees by Type



Table 6: Percentage of total full-time equivalents Involved in the Following Capacities

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
a. Administration	6%	9%	4%	3%	14%	24%
b. Operations/Maintenance	60%	36%	42%	60%	50%	63%
c. Programmers	33%	54%	54%	31%	36%	12%

Table 7: 2018 Annual Non-Tax Revenues and CIP Budget

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Annual Non-Tax Revenue (\$)	\$167,500	\$ 500,000	\$1,898,200	n/a	\$1,497,267	\$ 632,526
Annual Capital Improvement Plan (CIP) Budget (\$)	\$ 624,000	\$330,000	\$500,000	\$ 101,000	\$717,852	\$ 8,122,071

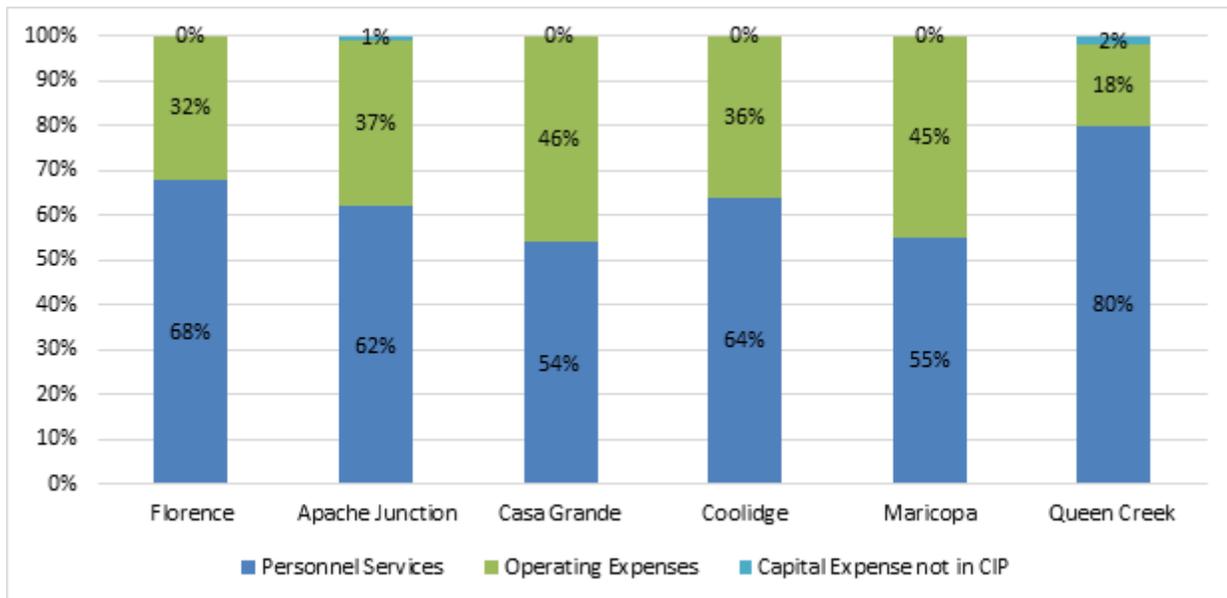
- Florence generated the lowest annual non-tax revenue at \$167,500. The CIP Budget in Florence was aligned with what other agencies are budgeting in the area.

Table 8: Percentage of Funding by Source

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
General fund tax support	93%	81%	72%	91%	77%	82%
Earned/generated revenue	5%	11%	24%	7%	22%	18%
Sponsorships	1%	1%	3%	1%	1%	0%
Grants	1%	7%	1%	1%		0%

- Florence had the highest percentage of financial support from the general fund generated by taxes, with only five percent coming from earned/generated revenue. Maricopa had over 20 percent of their funding originate with earned/generated revenue. Grants were also a relatively strong funding source (7%) for Apache Junction, although all other agencies generated one percent or less of funding from grants.

Figure 26: Capital Budget Designated by Expense



- All of the agencies with the exception of Queen Creek designated between 55 to 70 percent of their budget to personnel services. Queen Creek only designated 18 percent to operating expenses, while Florence used approximately 32 percent on the same purpose.

Table 9: 2018 Annual Capital Improvement Plan (CIP) Budget Designated by Expense

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Renovation	37%	100%	10%	42%	29%	0%
New Development	62%	0	90%	58%	71%	100%
Acquisition	0%	0	Varies	0%	0%	0%
Other	1%	0	Varies	0%	0%	0%

- Florence falls in the middle when it comes to designated expenses of the CIP Budget. Two agencies designated more funds than Florence for renovation, while two of the agencies designated less for the same category. The same is also true in regard to funds for new development.
- For all agencies, almost none of the funds were designated to acquisition.

Table 10: Amenities Within Organizations

	Florence	Apache Junction	Casa Grande	Coolidge	Maricopa	Queen Creek
Total Number of Trails	0.75	12.5	17	0	0	12
Total Number of Rectangular Game Ball Fields	2	2	5	2	11	5
Total Number of Diamond Game Ball Fields (Youth)	4	7	5	4	5	9
Number of outdoor basketball courts	2	2	0	3	2	6
Number of Outdoor Tennis/Pickleball Courts	4	12	12	1	4	0
Total Number of Dog Parks	1	0	1	0	1	1
Total Number of Playgrounds	2	4	0	7	4	3
Total Number of Indoor Recreational Centers	1	1	2	1	1	0
Total Number of Outdoor Pools/Aquatic Centers	1	1	1	1	1	0
Total Number of Indoor Pools/Aquatic Centers	0	0	0	0	0	0
Total Number of Splashpads/Spraygrounds	1	1	1	0	1	2
Number of Skate Parks	1	1	1	1	1	2

- Florence has approximately the same amount of skate parks, splashpads, indoor pools, outdoor pools, and indoor recreation centers compared to the other localities.
- Florence offers fewer playgrounds, outdoor tennis/pickleball courts, and ball fields compared to some of the other agencies.

F. Organizational/Program Analysis

The following sections identifies the current state of the Department’s internal operation, identifying strengths and weaknesses and understanding opportunities and threats. A programs and activities analysis below identify gaps and provides recommendations to fill in these gaps.

In addition to the programs and activities analysis, this section also takes a look at staffing, maintenance, and identifying partners and alternative providers that will allow the Department to view its current challenges, needs, and opportunities as it looks toward the future as growth occurs within the Department over the next several years.

Strengths, Weaknesses, Opportunities, and Threats (SWOT)

Analysis

In order to understand the internal operation of the Department, staff participated in a SWOT analysis exercise facilitated by the consulting group. A SWOT is an appreciative inquiry and analysis of internal strengths and weaknesses, and external opportunities and threats that the Department faces. The exercise is designed for staff to brainstorm and identify the potential strengths, weaknesses, opportunities and threats of the Department.

The first part of the SWOT analysis included the staff participating in a session to identify the strengths and weaknesses of the Department. Each item was rated based on performance and importance. The following guidelines were used:

- Performance: rate as major strength, minor strength, neutral (neither major nor minor), minor weakness or major weakness.
- Importance: rate the importance of each item to success of the Department. Rating is high, medium, or low.
- After each strength or weakness is rated for performance and importance, the consultants develop a Performance-Importance Matrix.
- Chart Major/High and Minor/High

Strengths Analysis

	PERFORMANCE			IMPORTANCE		
	Major Strength	Minor Strength	Neutral	High	Med	Low
Department Unity and Teamwork	X			X		
Customer Service	X			X		
Staff Retention – Knowledge Base	X				X	
Wide Offerings of Programs	X				X	
Relationship with Council	X			X		
Professional Development Opportunities	X				X	
Area of Expertise	X				X	
Clarity in Roles	X			X		
Cross Training	X				X	
Good Relationship w/ Other Departments	X			X		
Volunteer Base	X			X		
Community Involvement	X			X		
Adaptability and Flexibility	X				X	
Staff Diversity	X				X	
Excellent Communication	X			X		
Special Events	X			X		
New Facilities and Park Improvements	X			X		
Teen Council	X			X		
Leadership	X			X		

Weakness Analysis

	PERFORMANCE			IMPORTANCE		
	Major Weakness	Minor Weakness	Neutral	High	Med	Low
Lack of Adult Sport Participation			X		X	
Need Strategic Branding/Marketing Plan		X		X		
Older Parks and Facilities are outdated, needs upgrades		X		X		
Main Street Park – restrooms, ramadas, power/lighting, irrigation, signage, ownership/agreement			X		X	
Little League Park – ramadas, power/lighting, irrigation, signage, ball field lighting, fencing			X		X	
Heritage Park – restrooms, ramadas, power/lighting, irrigation, signage, furnishing, security lighting, fencing, accessibility, more amenities		X			X	
Crowding/Concession Seating in Aquatic Facility		X			X	
Fee Waiver/Partnerships?	X				X	
Signage – Policies, Service Dogs		X			X	
Communication and Awareness of Services – Identity Crisis		X			X	
Outdated Fitness Facility		X		X		

After identifying the strengths and weaknesses of the Department, the exercise moved to understanding the external opportunities that exist for the Department and identifying the external threats.

External opportunities are considered an opportunity that is an attractive arena to take action in which the Town of Florence Community Services Department would enjoy a competitive advantage, would further the agency in meeting its vision or fulfilling their mission, or enhance the development of its services. The agency should watch and plan for these if there is a high probability of occurrence. For each opportunity, a rating for attractiveness (high or low) and success probability (high or low) was identified. The following criteria were used:

- Attractiveness refers to how attractive the opportunity is to the Department in furthering their mission, fulfilling their vision, improving their revenue generation, cost recovery, or decreasing expenses. Rating is either high or low.
- Success probability relates to whether the department's strengths will enable it to be successful in this area. Rating is either high or low.

Opportunity Rating

OPPORTUNITY	ATTRACTIVENESS		SUCCESS PROBABILITY	
	High	Low	High	Low
Improve Council Communication	X		X	
New Recreation Center	X		X	
Main Street Park	X		X	
Little League Park	X		X	
Heritage Park – Updated Volleyball, Playgrounds, Corn Hole, Bocce Ball, Pickleball Courts, Outdoor Amphitheater/Special Event Space	X		X	
Potential (2) New Community and/or Pocket Parks - North		X		X
Acquire Acreage for Multi-Use Trails	X		X	
Shade Structures in Aquatics Facility and Parks	X		X	
Partnerships for Youth Sports	X		X	
Increase Special Interest Programs	X		X	
Partnering with Alternative Providers	X		X	

After identifying external opportunities, the exercise identified external threats. An external threat is a challenge posed by an unfavorable trend, event, or development in the environment. This threat might lead, in the absence of purposeful action, to the erosion of the Department’s quality service provision, financial and service sustainability, or the agency’s position or credibility. In some instances, this could also be detrimental to the parks and recreation industry. Examples might include not being guaranteed future funding or budget cuts. These are threats; but not identifying, pursuing, or using alternative funding is a weakness. The agency should identify and prepare to mitigate all foreseeable threats.

For each threat, the exercise specifies the likelihood that it will happen (probability of occurrence) and the seriousness of the threat. The following criteria were used to guide the process:

- Probability of occurrence relates to the likelihood that the threat will happen. Rating is either high or low.
- Seriousness of the threat is rated either high or low.

Threat Rating

	PROBABILITY OF OCCURRENCE		SERIOUSNESS	
	High	Low	High	Low
Changing Council Members (and Areas of Representation)	X		X	
Competition (Collaboration?) with Neighboring Communities and School District	X		X	
Inequity with partnership policy/Lack of clarity	X		X	
Funding for special events and programming	X		X	
Lack of Sponsorships, Lack of new businesses, transportation corridors	X		X	
Funding for Ongoing Maintenance	X		X	

The results will be used as a tool along with other information obtained through the planning process to identify goals and objectives to allow the Department improve their internal and external process in the following areas:

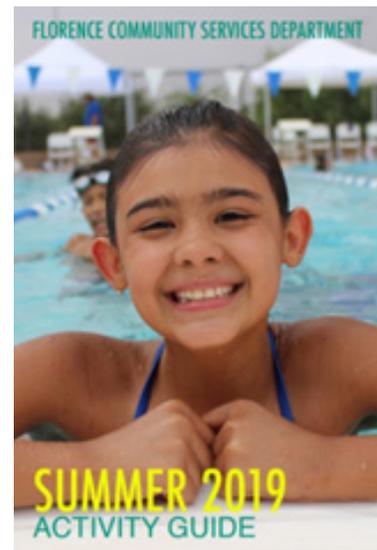
- Organizational management
- Program development and delivery
- Staffing and maintenance
- Other areas to increase productivity and delivery of services

Programs and Activities Analysis

An analysis of programs and services was generated by consolidating information from the public forums, the statistically-valid survey, and meetings with the parks and recreation staff. In addition, program findings by the consulting team were determined based on program descriptions, registration data, and observations. From these sources, recommendations were generated to help fill in the identified gaps.

Findings:

- Activity guide offers clear, concise information with all essential details for programs. Registration instructions are available in the activity guide, and a link to register is placed on the parks and recreation homepage.
- Each season offers 50+ programs that are available to seniors, youth, and adults, with a variety of times and dates to choose from. The activities most serve youth and seniors. Opportunities for adults and teens are limited; however, the Teen Advisory Council has a strong group of participants and is active throughout the community.
- Currently, there is not a standardized evaluation system for program participants to give feedback.
- In regards to marketing, the activity guide is mailed three times per year, and is available online. There is also information about special events available on the town's website. The Community Services Department does not have its own Facebook,



Instagram, or Twitter accounts. Instead, it must post through the Town of Florence’s social media accounts. In addition, registration forms do not ask, “Where did you find out about this program?” which is a vital marketing tool.

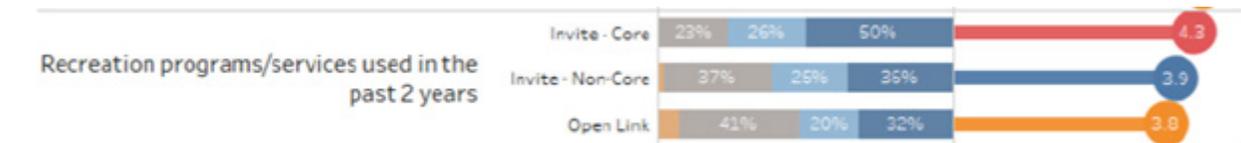
Program Offerings

Looking at registration data, on average, less than 10 percent of the classes fill to maximum enrollment. The program categories that were often the most successful were swim lessons, movies in the park, pickleball lessons, Aqua Zumba, and holiday/special events. On average, about 40 percent of classes offered did not meet the minimum participant enrollment, and many of those were canceled. Below is a listing of programs that are offered seasonally to understand the distribution of program types.

	Summer	Fall/Winter	Spring
Aquatics	26	5	5
Arts/Culture			5
Special Events	2	5	6
Special Interests	6	10	13
Teen Council		9	4
Youth/Teen Sports	2	6	5
Library	7	9	11
Seniors	8	9	12
	51	53	61

Understanding the public’s perception of programs is vital in determining gaps in service. Concerning the survey and focus groups, it is important to note that there were significant differences in program feedback based on where respondents lived. Those that lived in the core area of Florence were generally more familiar with services of the Town and more aware about what was offered, while those that did not live in the core area of Florence (e.g., Anthem, Sun City) were generally less aware and unfamiliar with parks and recreation services. In addition, those that completed the open link survey had varying perspectives on level of service in Florence.

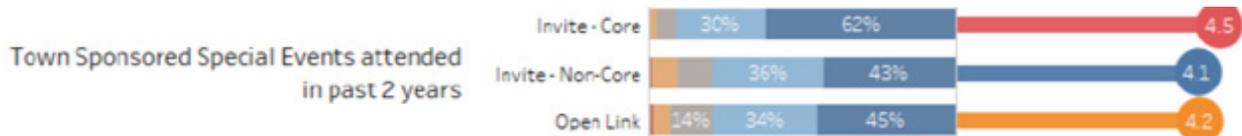
When asked how satisfied residents were with the quality of programs offered within the last two years, the overall rating was a 4 out of 5. Invitation respondents who lived in the core of Florence rated the programs the highest at 4.3. Facilities and parks ranked higher than programs.



This result indicates that there is room for improvement with the delivery of the programs. However, related to program delivery are town sponsored special events. Results indicated an overall satisfaction rating of 4.3. Core invitation respondents rated it the highest at 4.5. This satisfaction was also validated in the public meetings, which voiced a desire to see more special events, and greater awareness and marketing for the current ones that are offered.



When asked about barriers to participation, the top two reasons regardless of respondent location were a lack of awareness and no time/personal reasons. Based off of the list below, it is important to 1) improve awareness through marketing, 2) offer a greater variety of programs at different times/days to test what works with the market and 3) better understand the ways in which user fees become a barrier to participation. A compiled list of the top five reasons from the following sources are listed below:



Invite – Core	Invite – Non-core	Open Link
No time or Personal Reasons	Not aware of services offered	Not aware of services offered
Hours of Operation/Time Offered	No time or other personal reasons	No time or other personal reasons
Not aware of the services offered	Location of programs/classes not convenient	Price or user fees
Price or User Fees	Don't have programs I want	Hours of operation/time offered
Lack of facilities and Amenities	Overall condition/maintenance of locations	Don't have the programs I want

The survey then asked about the importance of programs and services. Overall, special events were of the most importance to households, and the department was doing a sufficient job at meeting those needs. Adult recreation programs were rated third in importance, but rated last – just a 3.4/5 – in terms of meeting the needs of Florence. Although senior programs were ranked last in terms of importance in this survey, the perception was that the department was meeting the needs of demographic.

Program	Importance to Households	Meeting The Needs
Special Events	4.1	4.07
Youth Recreation Programs	3.43	3.8
Adult Recreation Programs	3.1	3.4
Teen Recreation Programs	3.07	3.6
Senior Recreation Programs	2.6	3.9



The survey asked respondents to prioritize facilities and services. Taking the results specific to programs, a list was generated that indicates the greatest need of recreation programs over the next 5 to 10 years. Then, feedback from the survey comments, as well as supporting information from focus groups was inputted in the right column to provide additional context.

Greatest Needs Next 5 – 10 Years	Overall Rating	Supporting Data
Farmer’s Market	4.2	<ul style="list-style-type: none"> Public input indicated that there was a lack of fresh, local foods in Florence. Events that bring the town together, regardless of age, was also desirable according to focus groups.
Special Events	4.1	<ul style="list-style-type: none"> According to focus groups, special events were well-organized, well-attended, and valued highly by the community. Ideas for special events, generated from public input, included: Monthly Community Events, 5ks, Fishing Derby, Event Watching.
Fitness/Health Programs	4	<ul style="list-style-type: none"> Ideas for fitness/health programs, generated from public input, included: Pickleball, Zumba, Yoga.
Outdoor Recreation	4	<ul style="list-style-type: none"> Ideas for outdoor recreation programs, generated from public input, include Hiking, Biking, Disc Golf, Geocaching, Archeology, Arizona State University (ASU). Many of the outdoor recreation programs could be offered to adults, which lack the same level of program offerings as other demographics.
Teen Recreation Programs	3.9	<ul style="list-style-type: none"> Teens and tweens were identified as underserved populations in the focus groups. Ideas for teen programs, generated from public input, include: Gymnastics, Volunteer Programs, Video Game Tournaments, Kids Theater, Tech Classes.
Aquatic Programs	3.9	<ul style="list-style-type: none"> Feedback indicated that aquatic programs that were held later in the evening would receive more participation.
Adult Recreation Programs	3.7	<ul style="list-style-type: none"> Working adults indicated that they would like to see programs available during after-work hours. Non-traditional programs, in addition to outdoor recreation programs, would both serve this adult demographic.
Non-traditional Programs	3.6	<ul style="list-style-type: none"> Ideas for non-traditional programs, generated from public input, include Cooking, Health, Nutrition, Shuffleboard, Overnight Senior Trips.
Senior Recreation Programs	3.6	<ul style="list-style-type: none"> Seniors were seen as an underserved population according to focus group participants. Seniors in focus groups stated that they would like to see more opportunities to play pickleball. They would also like to see additional water aerobics classes.

Greatest Needs Next 5 – 10 Years	Overall Rating	Supporting Data
Youth Recreation Programs	3.2	<ul style="list-style-type: none"> Local sports organizations are seen as a key partner in offering high-quality programs to youth. Public input indicated that youth sports were highly valued and well-organized. Feedback showed desire for youth who aren't involved in sports to still have ways to become active and engaged with the department.

Open Ended Responses

At the end of the survey, respondents were given the opportunity to provide any additional comments or suggestions about programs and services in Florence. Themes were developed based on frequency and the importance of comments made by respondents. Below is a selection of comments that were pulled from the survey that relate directly to the types of programs desired from the community.

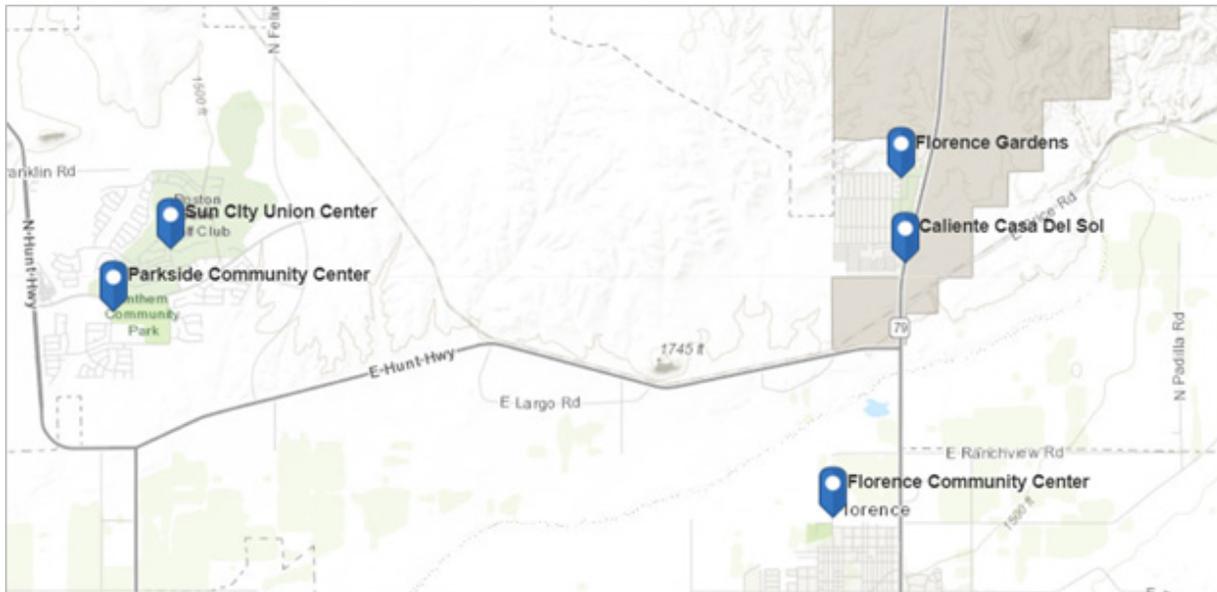


Partners and Alternative Providers

Agencies around the country are more effectively managing their resources by partnering with nearby organizations and alternative providers. Partnering can often minimize duplication of services and even enhance the experience for users by focusing on offering high-quality recreation facilities and programs. For the Town of Florence, there are several other recreation providers – four primary Homeowners Associations (HOAs) – that offer their residents private access to independently owned and operated facilities. These areas are not typically available for use by the Town of Florence residents, but rather only those that live and pay for the amenities. This scenario provides an interesting challenge for the Town of Florence Community Services Department:

- How can the department serve all residents, even those who may already have their recreational needs met by their HOA?
- How can the department reduce duplication of services while still providing services to residents with no access to privately managed facilities?
- Alternative providers and their primary facilities are mapped in **Figure 27**. Drive times and distance from Florence Community Center are indicated in parenthesis.
- Anthem Parkside at Merrill Ranch/Parkside Community Center (14 minutes, 8.6 miles)
- Sun City Anthem at Merrill Ranch/Sun City Union Center (14 minutes, 8.8 miles)
- Florence Gardens Homeowners Association/Florence Gardens (6 minutes, 3.0 miles)
- Caliente Property Owners Association/Caliente Casa De Sol (7 minutes, 2.8 miles)

Figure 27: Alternative Providers of Recreational Facilities in Florence



A needs index analysis matrix was completed with input from staff to determine the level of service in the area. Some of the key takeaways are:

- Anthem Parkside and Sun City Anthem share many outdoor amenities. HOA residents are accustomed to high-quality amenities with a strict level of privacy. Residents have access to similar types of facilities offered by the Town of Florence, with exception of the skate park. The Town also has an additional dog park and sports courts other than the HOA community's amenities.
- Florence Gardens has some of same primary outdoor facilities as the Town of Florence, such as a leisure and lap pool. They also provide a golf course, which is not something that the Community Services Department offers. However, the Town provides several amenities that Florence Gardens does not offer their residents, such as an outdoor amphitheater, spray/splash pad, basketball courts, sports fields, dog parks, horseshoe, pickleball/tennis courts, playgrounds, and volleyball courts. However, it is critical to note that Florence Gardens is a 55+ retirement and RV resort. Many of these kid-friendly amenities provide by the Town may not appeal to the older demographic.
- Caliente Casa De Sol provides four leisure/therapy pools for their residents, in addition to golf, horseshoe, and picnic areas. However, similar to Florence Gardens, kid-friendly amenities such as sports fields, playgrounds, and sports courts are not available to residents/visitors. Again, this community is a 55+ only homeowners association.

Table 11: Outdoor Amenities Needs Analysis Matrix

Ownership	Outdoor Facility	Amphitheater	Aquatics, Complex	Aquatics, Lap Pool	Aquatics, Leisure Pool	Aquatics, Spray Pad	Aquatics, Therapy Pool	Basketball Court	Bocce Ball Courts	Concession Building	Diamond Field	Dog Park	Event Space	Fishing	Golf	Golf, Practice	Horseshoe Court	Loop Walk	Open Turf	Pickleball Court	Picnic Ground	Playground, Destination	Playground, Local	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trail, Multi-use	Trailhead	Volleyball Court (Sand)	Water Access, General
Town of Florence Community Services Department		1	1	1	1	1		3		3	4	3					1			2	1		1	1			1	2			1	
Anthem Parkside at Merrill Ranch		1	1	1	1	1	1	1			3	1	1	1				1	1		1	1		2	1	1		8	1	1	1	1
Sun City Anthem at Merrill Ranch		1	1	1	2	1	1		6				1		1	1	6	1	1	8	1			1	1			1	1			
Florence Gardens Homeowners Association				1	1		1								1																	
Caliente Property Owners Association					4		4								1		1				1											

The same type of analysis was performed for the indoor facilities. Key takeaways are below:

- The Town of Florence Library and Community Center offers several multi-purpose rooms that serve as space for meetings, fitness classes, and events. Along with a full-service library, there is also a central lobby area that offers space to read, do homework, or host quiet after-school activities. The Florence Fitness Facility offers fitness equipment, but no space for fitness group classes. The Florence Senior Center is primarily a gathering space, with room for reading, games, and social activities.
- Anthem Parkside Community Center has the only sport court/multi-use gymnasium in the Town of Florence, as well as the only rock-climbing wall and indoor walking track.
- Sun City Union Center offers a high-end full-service recreational facility, ranging from a day spa to an indoor lap pool, to fitness facilities.
- Florence Gardens only offers a multi-purpose room, with no other indoor amenities.
- Caliente Casa De Sol has several rooms for arts and crafts, games, and cooking, but lacks amenities related to fitness and health.

Table 12: Indoor Amenities Needs Analysis Matrix

Ownership	Indoor Facility	Arts and Crafts	Diving Well	Event Space	Fitness Center	Group Fitness Studio	Game Room	Food - Counter Service	Library	Spa	Sport Court/Multi-Use Gym	Track, Indoor	Kitchen - Commercial	Lap Pool	Lobby/Entryway	Multi-Purpose Room	Patio/Outdoor Seating	Retail/Pro-shop	Rock Climbing Wall	Wellness Clinic	Weight/Cardio Equipment	
Town of Florence Community Services Department				1	1	1			1				1		1	3						1
Anthem Parkside at Merrill Ranch			1	1	1	1	1	1			1	1		1	1	1	1		1			1
Sun City Anthem at Merrill Ranch		3		1	1	1	2	1	1	1				1		1		1				1
Florence Gardens Homeowners Association																1						
Caliente Property Owners Association		2					1		1				1									

While the Town of Florence offers its facilities openly to all residents, many HOA residents live and play within the facilities provided by their own associations. Anthem Parkside and Sun City Anthem residents not only are geographically isolated from Florence Library and Community Center by about 15 minutes, but residents are accustomed to the high level of quality facilities offered by their HOA. In regard to Florence Gardens and Caliente Property Owners Association, the Town offers several amenities that aren't available to those HOA residents – but those facilities are primarily intended for a younger demographic.

Knowing that the residents in HOA communities do not necessarily need the facilities offered by the Town of Florence, duplication of services should not be a primary concern. Priority should be placed on serving residents in Florence who do not have access to HOA amenities. The Community Services Department may be better suited to focus on the programs and services that are not available to those privately-owned communities. For instance, special events bring together people from all areas in Florence. Activities such as special events require sufficient promotion, and additional efforts should be made to inform all residents about upcoming programs and events. This may be the link that continues to be uniquely offered by the Community Services Department.

As leadership and systems change in the future, potential partnerships should be considered between the HOA communities and the Town of Florence. Continued communication and relationship building should be a priority moving forward, with a focus on the benefits that it would provide to all residents.

G. Financial Analysis

The following section highlights the current financial situation of the Department, cost recovery strategies and identifying potential funding opportunities of which the Town can take advantage, as additional amenities and resources are added that may come about from this planning process. A staff document identifying these various financing opportunities has been provided to the Department as a separate document to this plan.

Current Circumstances

According to the most current financial information (2018/19 budget), the Department has a total operating expenditures budget of approximately \$2.5 million which is spread out among nine areas within the Community Services Department. The following is a breakdown based on percentage of how the budget is allocated in each of the nine areas:

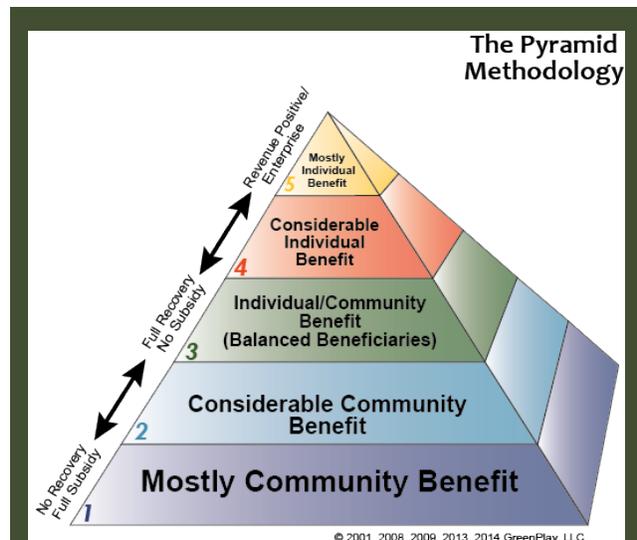
- Fitness Center (4%)
- Community Services Administration (9%)
- Parks Maintenance (22%)
- Community Center (3%)
- Aquatics (11%)
- Programs (19%)
- Special Events (6%)
- Senior Center (12%)
- Library (13%)

Revenues are made up of non-tax revenue of approximately \$165,000 and an annual capital improvement plan (CIP) of \$624,000. A majority of the operating budget is funded by the general fund plan that is generated by taxes that make up 93 percent of the budgeted amount with earned/generated revenue making up five percent and sponsorships and grants generating one percent each.

An introductory workshop was held with Town staff that introduced the Department to the GreenPlay Pyramid Methodology and the process to determine a cost recovery strategy for the Department. The GreenPlay Pyramid Methodology suggests a cost recovery strategy that includes a policy that identifies consensus on attempts to recover a specified percentage of direct costs through a process that engages staff, the public, and elected officials for full buy-in of a fee pricing methodology.

The Town of Florence and the Community Services Department currently has a user fees and cost recovery procedure in place. The procedures define various factors that should be taken into account that include defining the most appropriate use of general purpose revenues and the use of user fees, the recipient of the service, and the effect of pricing. Recreation programs has a policy of its own within the Town's policy that defines cost recovery goals for specific recreation activities:

- High range cost recovery activities (60%-100%)
- Mid-range cost recovery activities (30%-60%)
- Low range cost recovery activities (0-30%)



The creation of a cost recovery and subsidy allocation philosophy and policy is a key component to maintaining an agency's financial control, equitably pricing offerings, and helping to identify core services including programs and facilities.

Critical to this philosophical undertaking is the support and buy-in of elected officials and advisory boards, staff, and ultimately, citizens. Whether or not significant changes are called for, the organization should be certain that it philosophically aligns with its constituents. The development of a financial resource allocation philosophy and policy is built upon a very logical foundation, based upon the theory that those who benefit from parks and recreation services ultimately pay for services.

Potential Funding Support

A component of this plan was to address potential funding and willingness to pay through the stakeholder input and community surveys. In addition to the information obtained through these methods, the Town was provided a funding exercise to aid in identifying current funding sources that are in place, additional funding sources that could be implemented in the future, and recognizing additional opportunities that may exist of which the Town is unaware at this time. A variety of funding methodologies exist for ongoing operations/maintenance as well as capital/project related needs. There are also many alternative funding opportunities that have been identified.

Traditional Parks and Recreation Operations and Capital Funding Sources

There is an assortment of mechanisms that the Town of Florence can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval.

Alternative Parks and Recreation Operations and Capital Funding Sources

Alternative funding sources include a variety of different or non-conventional public-sector strategies for diversifying the funding base beyond traditional tax-based support. A staff document has been provided to the Town that includes known industry funding practices, potential sources, and strategies, as compiled by GreenPlay, with definitions and examples for the town to use as reference.

The following is a list of funding sources or alternative providers/sources that the Town identified as currently using, could easily be used, or could definitely consider using in the future. A list complete with short definitions of each potential funding source was provided as a staff resource document.

Currently in Use

- General or Operating Fund
- Property Tax
- Sales Tax
- Development Impact Fees
- Registration Fees
- Chamber of Commerce
- Senior Citizen Groups (AARP, Silver Sneakers)
- Management or Technical Assistance Grants
- Planning Grants
- Program or Support Grants
- Lighting Fees
- Booth Lease Space
- Surplus Sale of Equipment by Auction
- Recycle Office Trash

Could Easily be Used

- Ticket Sales/Admission
- Facilities and Equipment Grants
- General Purpose or Operating Grants
- Matching Grants
- Recreational Trails Program (RTP)
- Equipment Rental
- Flexible Fee Strategies
- Processing/Convenience Fee

Could Definitely Consider

- Park Lands Dedication Ordinance
- General Obligation Bonds
- School Districts
- Medical Centers /Hospitals
- Boys and Girls Club
- Youth Sports Associations
- Adult Sports Associations
- Land and Water Conservation Fund
- Foundations/Gifts
- Friends Associations
- Volunteers/In-Kind Services
- Adopt-A-Park or -Trail
- Neighborhood Park Watch
- Security and Clean-Up Fees (Deposits)
- Merchandising Sales or Services
- Private Concessionaires
- State Park Funding Ideas
- Changing maintenance standards and practices
- Contract renegotiation
- Cost Avoidance
- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use solar and wind energy
- Green operating practices
- Clean offices less frequently
- Flex Scheduling
- Virtual Meetings
- Preventative Maintenance
- Reduce Driving
- Eliminate Environmentally Negative Chemicals and Materials
- LEED® Design Principles
- Purchase better equipment - less maintenance
- Re-analyze and Revised Practices and Standards
- Monitor and Report Results
- Lead by Example

3 Current Inventory and Level of Service Analysis

A. Inventory and Assessment

Site visits and an inventory assessment of the Town’s Parks and Recreation maintained facilities was conducted by J2 Engineering and Environmental Design, LLC (J2). A summary of the Inventory and Assessment follows.

Recreation Facilities

The Town of Florence has 15 recreation facilities that it manages. The facilities, described further in this section, range from active multi-use and active parks, outdoor recreation, and indoor community facilities. In all, the Town manages over 341 acres of parks, outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area, west of Main St. on Quartz St., south of 8th St. **Table 13** lists the 15 Town managed facilities as well as the site acreage for each facility.



Table 13: Town Facilities

Recreation Facility	Acres
Poston Butte	153
Tennis, Pickleball and Multi-use	5.7
Aquatic Center	2.0
Library & Community Center	3.5
Heritage Park	22.5
Padilla Park	1.0
Senior Center	1.5
Little League Park	2.3
Jaques Square	0.2
RV Parking	0.8
Arriola Square	0.3
Fitness Center	0.1
Main Street Park	1.3
Aero Modeler Park	54.2
Whitlow Rodeo Grounds	93
TOTAL	341.4

Facility Site Improvements

Each of the 15 facilities have varying levels of site improvements. For the purpose of this report, a site improvement is an improvement that enhances the usability or aesthetic appeal of the facility. In this study, the project team identified 22 different types of site improvements in one or more of the 15 facilities. The facilities, described in this section, range from active multi-use and active parks, outdoor recreation, to indoor community facilities. Each site was assessed for the improvements offered at the facility. There are a range of improvements that were identified, including site lighting, field lighting, and sidewalks as well as play fields, recreational and competitive sporting areas and swimming and splash pad areas. The 15 recreation facilities include outdoor recreation areas, indoor areas and one special area for RV and high-profile vehicle parking in the downtown area. Illustrated in **Table 14** is a list of each of the site improvements that were found at each of the 15 Town managed facilities.

Table 14: Facility Site Improvements

Recreation Facility	Sidewalks	Trails Parking	Restroom/Concessions	Ramadas	Benches/Bleachers	Trash Receptacles	Playgrounds	Baseball Fields	Basketball Courts	Volleyball Courts	Skate Park	Drinking Fountain	Dog Park	Site Lighting	Sports Lighting	Horseshoes	Pools	Splash Pad	Amphitheater	Tennis Courts	Pickleball Courts	Multi-Use Fields	
Poston Butte		X	X				X																
Tennis, Pickleball and Multi-use	X		X			X	X						X		X	X				X	X	X	
Aquatic Center	X		X	X	X	X	X						X		X			X					
Library & Community Center	X		X	X		X	X								X								
Heritage Park	X		X	X	X	X	X	X	X	X	X	X	X		X	X	X						X
Padilla Park	X		X	X		X	X								X				X	X			
Senior Center	X		X	X		X	X								X								
Little League Park	X			X		X	X		X					X	X	X							
Jaques Square	X		X	X		X	X																
RV Parking	X		X	X																			
Arriola Square	X						X	X															
Fitness Center	X		X	X			X																
Main Street Park	X		X		X	X	X	X					X		X								
Aero Modeler Park			X	X	X	X	X																
Whitlow Rodeo Grounds			X	X	X	X	X																

Referring to **Table 14**, Heritage Park is the facility with the most improvements, containing 16 of the 22 identified improvements. The least improved facility is Poston Butte, containing three of the 22 identified improvements. The difference in the range of improvements is indicative of the type of facility and not the level of use. While Heritage Park is a community park with various active, passive, and aesthetic improvements, Poston Butte is a natural outdoor trail and hiking area. The difference in the type of facility as well as the type of improvements will, of course, correspondingly impact the capital and maintenance budgets for each facility.

The most common site improvement in each of the 15 facilities is playgrounds, occurring in 14 of the 15 facilities with sidewalks and trash receptacles a close second, occurring in 12 of the 15 facilities. The least common site improvements are pickleball, splash pad, and amphitheater, which are located at only one facility each.

Recreation and Supportive Improvements

J2 performed site visits and an inventory assessment over four days: January 22-25, 2019. In the assessment, a rating scale of 1 to 3 was established to determine the quality of each recreational site improvement at each of the 15 facilities. For the purposes of this report, the scale description is provided as follows.

- 1 Indicates that an improvement is in disrepair, has reached the end of its life cycle, or poses a safety concern and should be repaired or replaced as soon as feasible.
- 2 Indicates that an improvement is in fair to good condition, poses no immediate safety concern but is nearing the end of its life cycle and should be planned to be replaced.
- 3 Indicates that an improvement is in new or good condition, poses no safety concern, and does not need repair or replacement in the foreseeable future.

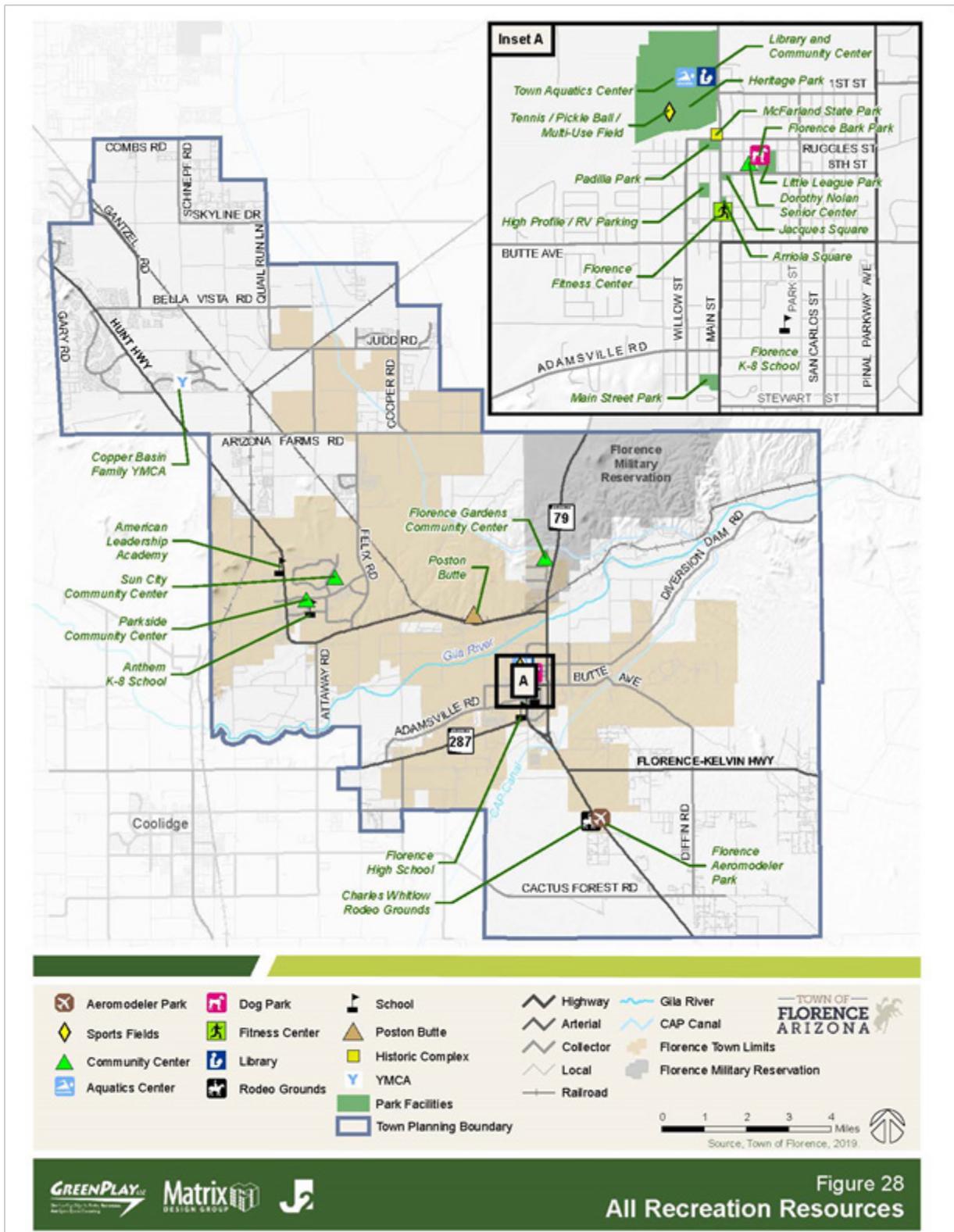
Typical observations at most facilities are that the site furnishings are showing wear and tear and nearing the end of their life cycle; a replacement program should be established for these items. There are also multiple brands and styles of site furnishings throughout the facilities. Florence should consider standardizing equipment for aesthetic consistency and ease of maintenance for replacement parts. Some facilities such as Heritage Park, Little League Park, and Main Street Park appear to have their original irrigation systems that are nearing the end of their life cycles and will need to be replaced.

All facilities should be evaluated for ADA compliance and upgraded accordingly. Most facilities need added or updated area lighting to increase usability and safety. The in-depth site inventory and evaluation can be found on the following pages. **Table 15** illustrates the condition of the improvements at each respective facility. **Figure 28**, shows the location of each of the 15 Town managed facilities.

Table 15: Recreation and Supportive Improvements

Recreation Facility	Baseball Field	Soccer/Multi-Use Field	Basketball Courts	Volleyball Courts	Skatepark	Restroom Building	Restroom/Concession Building	Concession Building	Horseshoe	Splash Pad	Playground	Amphitheater	Pickleball Courts	Tennis Courts	Dog Park	
Poston Butte																
Tennis, Pickleball and Multi-use		1											2	2		
Aquatic Center																
Library & Community Center																
Heritage Park	3		3	1	1		1		1		2					
Padilla Park						1				1						
Senior Center																
Little League Park	1						1									3
Jaques Square						1										
RV Parking						1										
Arriola Square																
Fitness Center																
Main Street Park											1	1				
Aero Modeler Park																
Whitlow Rodeo Grounds						1		1								

Figure 28: Recreation Facility Locations Map



Recreational Facility Descriptions

The 2008 Plan noted that the Town managed 11 facilities. These facilities are noted with an asterisk. Since the completion of the 2008 Plan, the Town has successfully expanded its managed facilities to 15, which includes the most utilized facilities. These include: the Community Center, Library, and Aquatic Centers; the Tennis, Pickleball Courts, and the Multi-Use Field, Padilla Park, and the RV Parking area. The following descriptions of the 15 Town managed facilities are a summary from the Town of Florence 2008 Parks, Trails, and Open Space Master Plan, updated and supplemented with the current conditions acquired through the 2019 site visits.

*Poston Butte

The Poston Butte is a 153-acre site where Charles Poston, the “Father of Arizona,” is buried at its summit. The park is located north of East Hunt Highway and west of Herseth Road. This historical site was once an Apache ruin where worship ceremonies were conducted. Paved Paths, Town Trails, Backcountry Trails, and a Trailhead for connectivity to the park from numerous locations are proposed for the park. Poston Butte Special Use Park has currently a recreational open space land use.



Assessment of Amenities & Physical Condition

Pedestrian Gate:	Good Condition
Cattle Gate:	Good Condition
Entry Underpass:	Good Condition
Fence:	Good Condition
Signage:	Good Condition
(2) Trash Receptacles:	Good Condition



Future Considerations & Recommendations

There is potential to extend trails and connect to regional facilities through capital improvements as well as through public-private partnerships with future development.



Tennis/Pickleball/Multi-Use Field

The Tennis, Pickleball, and Multi-use Field is a 5.7-acre facility located on the north end of downtown adjacent to the Aquatic Center. The facility has been open since October 2016. The facility includes two tennis courts and two pickleball courts with covered bench seating areas. All courts are lighted and are open from sunrise until 10:00 p.m., seven days a week

Assessment of Amenities & Physical Condition

- (1) Multi-use Field: Good Condition
- (2) Pickleball Courts: Excellent Condition
- (2) Tennis Courts: Excellent Condition

Future Considerations & Recommendations

An addition of a restroom facility closer to the courts would benefit users, and there is currently a high demand for pickleball courts and should be planned for future expansion.



Aquatic Center

The Aquatic Center is a new facility, constructed following the 2008 Plan. It is situated on 2 acres in downtown Florence, adjacent to the Town's Community Center and Library. The facility has been open since July 2015. The facility includes:

- Competition/Lap Pool
- Two 1-Meter Diving Boards
- Two Water Slides
- Family Play Pool, with Zero-Depth Entry
- Toddler Slides
- Shaded Areas
- Family Dressing Room
- Training Classroom

Assessment of Amenities & Physical Condition

- | | |
|-----------------------|----------------|
| (1) Aquatic Building: | Good Condition |
| (2) Pools: | Good Condition |
| (1) Pump House: | Good Condition |
| (1) Parking Lot: | Good Condition |

Future Considerations & Recommendations

Additional seating needed for events, and additional seating needed for concessions area.



Library and Community Center

The Florence Library and Community Center is a 28,000 square foot facility that sits on 3.5 acres of land in the heart of historic downtown Florence. It opened in 2015 and is the most utilized facility that the Town of Florence owns, operates and manages. The Florence Library and Community Center features both Adult and Children’s Collections, a Children’s story time area, a Teen Room, a Tech Room, two small Study Rooms, public computers, and more.



The Community Center portion of the building includes a large lobby, five multi-purpose rooms that are available for Parks and Recreation programs, Library programs, general government meetings, and rentals by the public and community organizations. In addition, there is a shared Arts and Crafts Room and a 10-person Conference Room.

Assessment of Amenities & Physical Condition

Library & Community Center Building: Excellent Condition - Recent construction
Parking Lot: Good Condition
Plaza: Good Condition

Future Considerations & Recommendations

This facility is in excellent condition due to its new construction. Due to the heavy and consistent use of the facility it is recommended that the Town maintain an aggressive maintenance to retain its appearance and good condition and reduce the potential for benign neglect. Regular upgrades should be scheduled to keep facility new and current.



*Heritage Park

At 22.5 acres, Heritage Community Park is the largest active, multi-use park facility owned and managed by the Town. It is located south of downtown Florence on Main Street. The property east of Main Street is community commercial and to the west is medium density residential. Directly south of the park are both medium and high-density residential land uses. Chase/Ruggles Ditch runs along the southern edge of the park and is the southern boundary of the Florence Townsite Historic District.



Assessment of Amenities & Physical Condition

(3) Baseball Fields 1-3:	Good Condition
(1) Restroom/Concession Building:	Poor Condition - Plumbing issues, access issues & heavy vandalism
(1) Skatepark:	Good Condition - Several amenities need replacement
(2) Basketball Courts:	Good Condition
(5) Ramadas:	Good Condition - Ramada 4's base is dangerously rusted
(1) Large Playground:	Good Condition - Needs additional fibar & Shade fabric is torn
(1) Small Playground:	Good Condition - Needs additional fibar & Shade fabric is torn
(1) Plaza Area:	Good Condition - Does not meet ADA
(1) Volleyball:	Good condition - Need boundary marker & remove branch hanging into court area
(1) Parking Lot:	Good Condition - Bollards around fire hydrant need to be replaced
(2) Turf Basins:	Good Condition - Currently dormant and full of weeds
(1) Grand Walkway:	Good Condition - Creaking in asphalt and breaking in the curbing
(14) Trash Receptacles:	Good Condition - Normal wear and tear
(4) Horseshoe Pits 1-4:	Good Condition
(13) Picnic Tables:	Good Condition - Normal wear and tear
(3) Site Signage:	Good Condition - Signage faded and damaged
(1) Trash Enclosure:	Good Condition
Site Lighting:	Good Condition - Fading and minor rust damage

Future Considerations & Recommendations

The overall condition of the park average due to heavy and consistent use. Regular maintenance should be increased to prevent further disrepair and an upgrade, enhancement of the overall facility should be planned within the next few years.

Padilla Park

Padilla Park is a 1-acre park located in the Florence Historic Townsite. When the site was excavated in 2014, 24 archaeological features were identified and recorded. One of the features was listed as a possible prehistoric pit. Padilla Park amenities include a splash pad, restrooms, open turf, amphitheater, and picnic tables.



Assessment of Amenities & Physical Condition

(1) Amphitheater Stage:	Good Condition
(1) Splash Pad:	Good Condition
(1) Restroom Building:	Good Condition
(5) Benches:	Good Condition
(8) Picnic Tables:	Good Condition
(10) Trash Receptacles:	Good Condition
Signage:	Good Condition
Site Landscape:	Good Condition
Parking Lot:	Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade and/or replacement as needed.

***Senior Center**

The Senior Center, known as the Dorothy Nolan Senior Center, is situated on 1.5 acres in downtown Florence, two blocks east of Main on Pinal St. Dorothy Nolan was a teacher in Florence and Sacaton. She was an advocate for seniors and served several terms on the Arizona Advisory Council for the Aging. The facility is in relatively good condition but is dated and in need of upgrade.



Assessment of Amenities & Physical Condition

Senior Center Building:	Good Condition
Parking Lot:	Good Condition
Site Furnishings:	Good Condition

Future Considerations & Recommendations

Current building is outdated. New Senior Center building should be considered.

***Little League Park**

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 is vital to the downtown community. The ballpark includes a concession/restroom building, dugouts, maintenance facility, and seating at the dog park.



Assessment of Amenities & Physical Condition

(1) Baseball Field:	Good Condition - Field needs attention & home dugout needs repair
(1) Restroom/Concession Building:	Good Condition - Recently replaced roof
(1) Maintenance Yard:	Good Condition - Historic building within yard is in poor condition
(3) Dog Parks (Small/Large/Agility):	Good Condition
Sidewalks:	Good Condition - Some cracking
Lighting:	Good Condition - Should be updated within the next few years
(5) Trash Cans:	Good Condition - Rust damage
Site Landscape:	Good Condition - Weed treatment needed within turf

Future Considerations & Recommendations

Repairs needed within baseball field and shade elements should be placed over bleachers. Repair/replace drinking fountain in Dog Park entry

***Jaques Square**

Jacques Square is a small passive pocket park south of 8th Street and between Main Street and Bailey Street. Jaques Square provides restrooms, shade, seating, and parking near the street.



Assessment of Amenities & Physical Condition

Restroom Building:	Good Condition
Parking Lot:	Good Condition
(4) Benches:	Good Condition
(2) Planters:	Good Condition
(2) Trash Receptacles:	Good Condition
(1) Kiosk:	Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade and/or replacement as needed.

High Profile/RV Parking

The site, located west of Main St. on Quartz St., south of 8th St., sits on less than an acre of land (.80). It includes 31 standard parking stalls and 9 handicapped stalls. The site does not have drainage, landscape or pedestrian facilities.



Assessment of Amenities & Physical Condition

- (1) Restroom: Good Condition - Only open for events
- (1) Parking Lot: Poor Condition - ADA parking does not meet current federal standards

Future Considerations & Recommendations

Regular pavement preservation schedule should be kept up. Detailed site assessment and modification should be considered to bring parking lot into compliance with Federal ADA standards as well as local zoning standards.

*Arriola Square

Arriola Square is a small urban park located in historic downtown Florence east of Main Street. The park is the site of the first fired-brick building in Florence which was built in 1886. In 1908, the home was acquired by a local businessman, Aquiles Arriola. The home was eventually demolished, but the property remained in the family until it was acquired by the Town in 1985. Today, the site is a passive use, linear park that provides seating and shade along the street for residents and visitors.



Assessment of Amenities & Physical Condition

- (6) Benches: Good Condition
- (1) Historic Marker: Good Condition
- (2) Planters: Good Condition
- Site Landscape: Good Condition

Future Considerations & Recommendations

The site is in good condition and should be maintained on a regular basis with site improvements and amenities schedule for periodic renovation, upgrade, and/or replacement as needed.

*Fitness Center

The Fitness Center is in downtown Florence and offers various programs and equipment, including the SilverSneakers®, health and fitness program for adults 65 and over that is included with many Medicare Plans.

Other amenities include:

- Treadmills
- Recumbent bikes
- Elliptical trainer
- Arc trainers
- Weight machines
- Free weights
- Exercise classes
- Private instruction
- Multi-purpose room



Assessment of Amenities & Physical Condition

Historic Building: Good Condition

Fitness Equipment: Good Condition

Future Considerations & Recommendations

Current building is at near max capacity. New fitness/gymnasium building should be considered.

*Main Street Park

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.



Assessment of Amenities & Physical Condition

(1) Playground: Good Condition - Additional fiber needed

(3) Ramadas: Poor Condition - Clearance issues, structural damage & rust damage

(9) Picnic Tables: Poor Condition - Heavy damage to benches

(5) Site Signage: Poor Condition - Heavy damage and faded

Sidewalks: Good Condition - Some cracking

Lighting: Poor Condition - Poor site safety lighting levels

(1) Parking Lot: Good Condition - Worn asphalt paving

Site Landscape: Good Condition - Dormant turf with large mature trees

Future Considerations & Recommendations

Overall the site is in poor to average condition. A restroom building should be added to site and the Town of Florence should consider purchasing or entering into a long-term agreement with Arizona Department of Transportation.

***Aero Modeler Park**

The Aero Modeler site is home to a very engaging and active group of enthusiasts and hobbyists who fly radio-controlled (RC) model airplanes. The site, managed by the Town of Florence, is comprised of 54.2 acres located on BLM land located south of downtown Florence along State Route 79. The facility includes a 100-foot wide and 600-foot long runway.



Assessment of Amenities & Physical Condition

- (1) Shade Canopy: Good Condition
- (1) Concessions Building: Good Condition
- (1) Runway: Poor Condition - Cracking and worn
- (2) Bleachers: Poor Condition - No safety railing & worn

Future Considerations & Recommendations

The Aero Modeler Park is heavily utilized by residents and attracts many visitor users to the site as well. The Town should consider upgrades and regular maintenance to keep this regionally recognized facility in good repair.

***Whitlow Rodeo Grounds**

Established in 1933 and home of the oldest Junior Rodeo in the United States, the Charles Whitlow Rodeo Arena sits on 93 acres of BLM land south of downtown Florence along State Route 79 and near the Aero Modeler Park.



Assessment of Amenities & Physical Condition

- Arena 1: Good Condition
- Arena 2: Good Condition
- (2) Announcer's Buildings: Good Condition
- (1) Concession Building: Good Condition
- (1) Restroom Building: Good Condition
- (1) Ramada: Good Condition
- (10) Bleachers: Poor Condition

Future Considerations & Recommendations

The Charles Whitlow Rodeo Arena is used primarily for equestrian events by residents and attracts many visitor users to the site as well. The Town should consider upgrades and regular maintenance to keep this nationally recognized facility in good repair.

B. Level of Service

Gap Analysis

As noted by the National Recreation and Park Association, (NRPA), the historic and conventional park level of service standard recommended one park for every 2,181 residents served, with 10.1 acres of parkland per 1,000 residents, (source: <https://www.nrpa.org/publications-research/parkmetrics/>). Today, communities are finding that this standardized approach does not always meet the level of service for their residents. This is not only due to the acreage of park and recreation facility, but also the type and level of programming of services. As a result, this section of the report will look to establish a Level of Service Standard for Florence that is unique to the community and identify any impediments to accessibility for local and regional facilities, as well as opportunities to expand future facilities that meet the needs and level of service Florence residents have come to expect.

For the purpose of this report, **Table 16** identifies each Town-managed facility, the facility acreage and type, the NRPA LOS standard for the type of facility, and the Town of Florence LOS standard for the type of facility. The Florence LOS was developed based on input from the project survey, interviews and information from the 2008 Plan.

Table 16: Town Managed Facility Level of Service

Recreation Facility	Acres	Facility Type	NRPA LOS Standard	Florence LOS Standard
Poston Butte	153	Regional	1-hour drive	5 Mile
Tennis, Pickleball and Multi-use	5.7	Community	1.5-3 Mile	3 Mile
Aquatic Center	2.0	Community	1.5-3 Mile	3 Mile
Library & Community Center	3.5	Community	1.5-3 Mile	3 Mile
Heritage Park	22.5	Community	1.5-3 Mile	3 Mile
Padilla Park	1.0	Neighborhood	.25-.5 Mile	½ Mile
Senior Center	1.5	Neighborhood	.25-.5 Mile	½ Mile
Little League Park	2.3	Neighborhood	.25-.5 Mile	½ Mile
Jaques Square	0.2	Neighborhood	.25-.5 Mile	½ Mile
RV Parking	0.8	Community	1.5-3 Mile	3 Mile
Arriola Square	0.3	Neighborhood	.25-.5 Mile	½ Mile
Fitness Center	0.1	Neighborhood	.25-.5 Mile	½ Mile
Main Street Park	1.3	Neighborhood	.25-.5 Mile	½ Mile
Aero Modeler Park	54.2	Regional	1-hour drive	5 Mile
Whitlow Rodeo Grounds	93	Regional	1-hour drive	5 Mile

Existing Level of Service

For the Town of Florence, the facility Level of Service analysis reviewed each of the 15 Town managed facilities and classified them as either a neighborhood, community, or regional facility, corresponding with the facility’s intended service area. Based on facility type, the team then assessed the accessibility of each facility based on the intended service area. The facilities LOS Standard used for each type is:

Facility Type	Service Area	Accessibility Standard
Neighborhood:	½-Mile	Facility is easily accessed by foot, bike or vehicle.
Community:	3-Mile	Facility is easily accessed by bike or vehicle.
Regional:	5-Mile	Facility is easily accessed by vehicle.

The intent of the level of service standards for Florence is not to establish a definitive rule, but instead to provide guidelines for maintenance and improvements for the population intended to serve as well as provide guidelines for the development of new facilities in the future. By way of example, it is understood that the Aero Modeler Park is a regional facility that hosts periodic, intra and inter-regional events beyond the 5-Mile radius noted above. However, this facility services a local population on a more regular weekly and monthly basis. Therefore, the LOS Standard utilized in this case is to service the more regular local users. This allows the Town to understand the overall community needs, plan for future maintenance and improvements for local and regional users, while avoiding over-investing for larger events that occur less frequently but can be accommodated within the current facility and budget constraints.

Future Level of Service

Based on the above assessment, the following Level of Service Standards are proposed for the Town of Florence:

Facility Type	Service Area	Facility Size
Neighborhood:	½-Mile	0.1 to 3 acres.
Community:	3-Mile	3 to 25 acres.
Regional:	5-Mile	25+ acres.

To avoid speculative private investment as well as unintended expectations, this plan does not direct specific park locations. Instead, Future Level of Service needs are provided as guidance for future public investment and public/private partnerships for locating future improvements based on the location of existing facilities. As noted previously, these standards are based on survey and interview input, anticipated population projections, preferred locations based on facility type, current standards and information from the 2008 Plan.

This approach will ensure the most suitable and cost-effective locations can be identified and sited based on the timing of future needs. To implement this approach, the following modified criteria from the 2008 Plan should be carried forward and utilized when siting or acquiring land for new Town facilities:

- Identify major physical barriers that create facility service area edge buffers. These include major roadways and freeways, canals, rivers, and utility corridors.
- Accommodate modifications to park “service radius” dimensions in areas of rugged topography and low density (1 DU/AC or less) while still following LOS requirements.
- Identify compatible land uses for each park or facility type. These include:
 - Neighborhood facilities are ideally located in residential areas providing convenient, non-vehicular access for the targeted users. Site Neighborhood Parks with a maximum of ¼ to ½-mile walking/biking distance to residences. Connect via paths, trails, and sidewalk system.
 - Community facilities are ideally located near or in commercial, industrial, or floodplain areas where lighted sports facilities and parking overflows minimize impacts on affected residents.
 - Regional facilities are ideally located in large open areas where periodic large regional events do not disrupt or disturb local day-to-day activities.
- Identify independent recreational resources, such as master planned community parks as “neighborhood parks,” only to minimize facility duplication and overlapping of service areas for populations being served by other facilities such as those provided within planned developments.
- Identify locations that minimize pedestrian/bicycle and vehicular conflicts by responding to the existing and planned major arterial roadway network, on-street bike routes, and multi-use path and trail network.
- Incorporate Trailheads into all parks that connect to or are adjacent to trails, paths and open spaces.
- Incorporate the philosophies proposed by the 2005 Florence Greenway: A Bridge to the Future and a Connection to the Past and the 2007 Pinal County Open Space and Trails Master Plan to link park, recreation, and open space facilities throughout the Town.

Like the 2008 Plan, this plan recognizes the contribution of new development in providing park and recreation services to new residents within their community. However, two problems persist when only relying on new development to provide parks and recreation amenities for the Town. First, most if not all facilities within a new development are only available to residents of that community. While it is understandable for facilities to only be available for those who pay for it, the Town needs to be able to provide services to those residents who do not have access to new community facilities. Second, and just as problematic, is the lack of overall community cohesion that public facilities provide. Public facilities, paid for by public dollars, create central gathering spaces for all Town residents. When done correctly, each public facility, regardless of size and type, can create its own sense-of-place that gives each area its own unique identity. This fosters a sense-of-belonging, ownership and overall pride in the community which increases overall resident satisfaction and participation.

By overlaying the facility service radii on a map of the city, the resulting diagram shows where gaps may exist in the area served by the existing facility locations (See **Figure 29**).

Inventory Analysis

Based on official State population projections, the Town of Florence approximate population for the future years is shown below, (source: <https://population.az.gov/population-projections>).

Year	Projected Population
2030	36,665
2040	48,150
2050	58,644

As referenced above, the NRPA standards are no longer used for facility quantity, as it is they believe communities serve different residents with distinct needs and recreational preferences. However, they do distribute metrics based on evaluations of park and recreation agencies across the United States. Current data from the 2017 NRPA “Agency Performance Review” based on a survey of 925 agencies indicate the following for the typical community of 20,000 to 49,999 residents:

- 9.6 acres for every 1,000 residents.
- 1 park for every 1,901 residents.
- Over 90 percent of respondents offer playgrounds, with an average of one playground per every 3,010 residents.
- Over half of respondents offer indoor recreation centers with gyms, while approximately 2 in 5 offer senior centers and fitness centers.

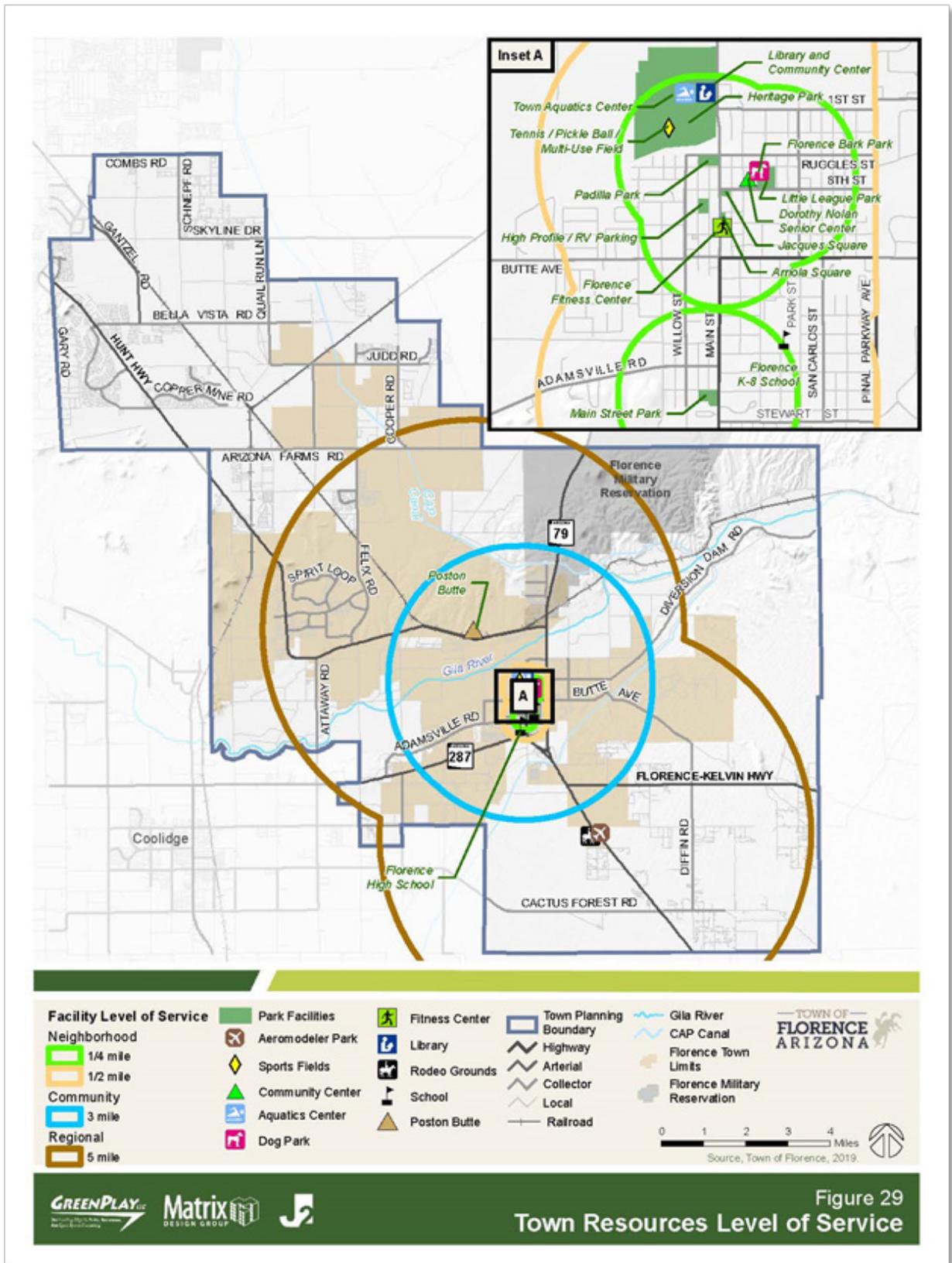
Level of Service Summary

Given the results of the gap and inventory analyses, the following recommendation is provided. Coverage of the town with Neighborhood facilities is very good in the downtown Florence area. Outside this area, Neighborhood facilities are lacking. Future Neighborhood facilities should be a priority outside and south of the downtown area, particularly in areas where private HOA facilities are not present and will not be provided in the future.

The availability of Community Town managed facilities is good given the service area. However, with Town managed Community facilities only located in downtown Florence, Town staff should be assessing the future Community facility needs and investment in the area south and east of downtown to service existing and future residents that are not part of a master planned community.

Finally, Town managed Regional facilities are good and adequate for the foreseeable future. However, Town staff should periodically assess these facilities to improve and or expand existing Regional facilities for upgrades, enhancements and expansion opportunities.

Figure 29: Gap Analysis Map





4 Site-Specific Park Master Plans

A. Data Collection and Review

J2 Engineering and Environmental Design, LLC (J2) developed a “pencil sketch” site plan and prepared an opinion of probable construction cost for both Main Street Park and Little League Park. As there was not much input received from the public on either of these park sites the Town’s direction was to provide a conceptual budget for needed repairs and improvements that would essentially rebuild the parks as they currently function.

Main Street Park proposed improvements include new ramadas, new walking pathways, new lighting, new restroom building, and new landscape and irrigation systems. See pencil sketch and opinion of probable construction cost for additional information.

Little League Park proposed improvements include converting the exiting maintenance yard into a parking lot, expanding the dog park area, redoing the ballfield fencing, lighting, and dugouts, and converting the existing historic building into a restroom/concession building. See pencil sketch and opinion of probable construction cost for additional information.

The “pencil sketch” site plans, a detailed opinion of probable construction costs and other related documents are included as appendix items.

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5 Key Issues Triangulation Matrix

Florence, Arizona	Qualitative Data				Quantitative Data		
	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS
Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed							
Organizational and Administrative							
Awareness/Communication	a	a	a	a	a	a	
Marketing/Branding	a	a	b	a	b	b	
Sustainability	a	b	c	b	c	a	

Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS
	Program and Service Delivery						
Teen Programs	a	a	a	a	a	b	
Special Events	a	a	a	b	a	a	
Special Interest/Non-Traditional Programs	a	a	a	b	b	b	
Outdoor Recreation Programs	a	b	a	b	a	b	
Program Accomodations/Therapeutic Recreation	a	a	b	b	a	b	
Programming Hours	b	b	a	b	a	b	
Farmer's Market	b	c	b	b	a	b	
Fitness Programs	b	b	b	b	b	b	
Program Feedback	b	b	c	b	c	b	
Facilities and Amenities							
Trails and Connectivity	a	a	a	a	a	a	a
Recreation Center	a	a	a	a	a	b	a
Pickleball Courts	b	b	a	b	b	b	b
Community Parks	b	b	b	b	c	c	b
ADA Accessibility	a	a	b	b	a	b	a
Shade structures	b	b	b	b	b	b	b

Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS
	Main Street Park						
Ramadas	a	b	b	b	b	b	a
Restroom	b	b	b	c	b	b	c
Circulation	b	b	c	b	b	b	b
Little League Park							
Field and Dugout	a	b	b	b	b	b	a
Dog park equipment	c	b	b	b	c	b	c
Restroom/Concession Building	a	b	a	b	b	b	a
Dog park water fountain	a	c	b	b	b	b	a
Lighting	b	b	b	b	b	b	b
Heritage Park							
Restroom/Concession Building	a	b	a	b	b	b	a
Ballfield Fencing	b	b	a	b	b	b	b
Ramadas	b	b	b	b	b	b	b
Lighting	b	b	a	b	b	b	b
Parking lot	a	b	b	b	b	b	a
Irrigation System	a	b	a	b	b	b	a
Park Circulation	a	a	a	a	b	b	a
General park amenities	b	a	a	b	b	b	b

Key Issue - Rating Scale a - priority b - opportunity to improve c - minor or future issue blank means the issue didn't come up or wasn't addressed	Consultant Team	Staff Input	Public Input	Leadership Interviews	Community Survey	Other City Documents	Facility Assessment/LOS
	Level of Service						
Partnerships	a	a	a	a	a	a	
Financial							
Bond Referendum	a	b	b	a	b	b	
Grants	b	a	a	a	a	b	
Budget Planning	a	a	a	a	b	a	
Fee Structure	a	a	a	a	b	a	



6 Recommendations and Action Plans

A. Recommendations

After analyzing the findings that resulted from this process, including the Key Issues matrix, a summary of all research, the qualitative and quantitative data, inventory, LOS analyses, and input assembled for this study, a variety of recommendations have emerged to provide guidance in consideration of how to improve parks and recreation services and facilities for the Town of Florence. This section describes ways to enhance the level of service and the quality of life with improvement through organizational efficiencies, financial opportunities, improved programming and service delivery, and facilities and amenities.

Organizational and Administrative

The Town of Florence is expecting growth to occur over the next 5-10 years. As this growth occurs, plans and policies need to anticipate the expected needs of the community. In addition to anticipating the growth of the town, the Department must improve resident awareness of programs, services, and facilities for both the core and non-core residents. The gap of awareness for those non-core residents that live within Anthem, Sun City, and Florence Gardens must be taken into account. Creating an innovative solution to communication will help bridge this gap and improve the awareness of the department throughout the Town.

Marketing and outreach to the community is always a challenge for many cities and towns throughout the country. The Town would benefit by creating a strategic marketing and branding plan that establishes an identity for the Community Services Department. Updating signage and using consistent standards will improve awareness as well as budgeting additional funds to provide more special events or promotions throughout the community that bring the residents together and understand the role of the department within the community.

Another area that can assist the organization is to address sustainability. The Town is located in area where best practices should be considered that address sustainability throughout the Department, including addressing water conservation and preserving open space.

Program and Service Delivery

The Town of Florence will benefit by exploring additional opportunities to provide programming that meet the demands of the community and creates equity throughout the Town. Through the information gathering process, teen programming is identified as a priority. The Town currently offers a teen advisory council that provides a positive service for the department. Building upon the council and engaging this group will allow the department to improve and provide programming that this demographic demand. Classes should take into account fitness and health programs, community volunteerism, theater, and gaming and technology opportunities.

The Town currently has well-respected special events which are popular in the community. These events provide a unique experience and address programming for the core and non-core resident. The events should be evaluated on a regular basis, identifying opportunities to make improvements to continue growing the level of service provided. The possibility of/addition of a Farmers Market is popular, and there is interest in additional event opportunities that include artisanal offerings, special interest programs, and non-traditional programming (cooking, theater, STEM programs, tech/vocational training). In addition to special events, fitness programming is another area that has been identified for improvement. The Town would benefit by reevaluating the current fitness programs and exploring opportunities in the areas of yoga, Zumba, barbell, HIIT, and other fitness related activities.

New opportunities exist that address outdoor recreation, therapeutic recreation, and providing program accommodations. The Town benefits by having many natural resources and trails located throughout the community and surrounding area. Developing outdoor opportunities by capitalizing on these resources provide a unique opportunity to explore partnerships and collaborative efforts with other organizations, allowing the Department to work cooperatively in meeting the demands of the residents. Approximately 12-18% of the residents require accessibility. There is an opportunity that exists to address this issue by providing therapeutic recreation programs and accommodations for those with disabilities. The Town can accomplish by providing programming that identifies those in need and seeking partnership/collaborations with local organizations that can help to reach those in the community that are in need.

A final tool that can assist the Town is implementing a standardized program evaluation process. A standardized process will allow the Town to hear from those current users through feedback on the quality of the programs, the registration process, facility conditions, instructors, and other pertinent information that will assist in making improvements to current programming. The evaluation process is also a tool that will other feedback for suggestions on future programming needs, amenities, and other issues that affect the department.

Facilities/Amenities/Level of Service

The current inventory of parks and facilities are well respected throughout the community and provide services that meet the demands of the resident. At the same time, many facilities are in need of updates and there is a desire for additional services to be provided by the Town. A plan needs to be in place to address the shortfalls of the current system and plan for the future through acquisition and addition of acreage to increase the level service provided by the Town.

The survey revealed that trails and connectivity are an identified need and very important to the residents. A plan should be developed to identify acquiring additional acreage for expansion of these services. The Active Transportation Plan should be used a reference and new development should be connected with trails and greenways. Forming a collaborative working relationship with the county will ensure that hiking trails and walking paths will be addressed, specifically with Poston Butte hiking

trails. Another need is to connect Florence with Anthem and Sun City, allowing accessibility throughout the surrounding area. The promotion of healthy lifestyles, recreation, and connectivity should be a top priority for the Town through expansion and improvement of existing pedestrian paths and bikeways (example: Rio Solado). The Town must also take into account those residents that are in need of accessible facilities with the development of an ADA transition plan that addresses accessibility to all parks and facilities.

While many non-core residents benefit from unique facilities and amenities in their own communities, the core residents of Florence seek improvements to the current facilities. A plan that addresses a feasibility study to consider a multi-generational recreation center is needed. The plan should take into account a facility that provides unique amenities that address health, fitness, programming, and other opportunities for all ages. The current fitness and senior facilities are in need of repairs and updates. The feasibility study must take into account their current states and look at the best possible solution for future use. Pickleball is very popular in the Florence community and there is a need for additional courts to accommodate the program and number of participants.

The current park system has been identified for many improvements. A majority of these will be identified through the separate Site-specific Master Plan that addresses Main Street, Little League, and Heritage Parks. The Town would benefit by developing a department wide replacement program and establishing a standard for all amenities to ensure consistent branding/style of equipment throughout town and having a replacement plan in place to address outdated equipment.

Financial

The Department has an internal cost recovery/pricing program in place that outlines expected recovery rates and pricing based on user benefits. The Town should ensure that the policy is followed and continue to review the policy on a yearly basis to ensure consistency throughout the department. As growth of programming and services continues, the policy should be evaluated on a regular basis, with adjustments to the policy if deemed appropriate.

With the growth of the town and increased service levels, staffing and supply budgets must be addressed. Capital funding and planning for future growth for open space, facilities, and other demands will become an issue in the short term. Creating a financial plan to address this growth will be important in continuing to fund the Department and meet future demands that will come with the increased service level. The Town will benefit by identifying opportunities for capital improvements and additional funding options as the needs arise. Developing strategies to seek alternative funding sources that include donations, grants, partnerships, sponsorships, and impact fees will benefit the town. The consideration of a bond referendum for future capital projects showed some support through the community survey.

Summary of Goals and Objectives

Organizational and Administrative

- Improve level of communication and awareness of the Department with all residents of Florence
- Enhance and improve marketing and branding with residents and visitors
- Address and identify opportunities for sustainability

Program and Service Delivery

- Enhance programming for teens
- Increase opportunities for special events/community gatherings
- Increase opportunities for special interest and non-traditional programming
- Enhance opportunities for Outdoor Recreation and Fitness programming
- Address opportunity for therapeutic recreation and program accommodations
- Reevaluate program delivery/hours/locations
- Improve program evaluation process

Facilities/Amenities/Level of Service

- Improve trail and path connectivity
- Address opportunities for recreation center improvements
- Build upon demand and success for pickleball
- Plan and strategize for additional community parks
- Address accessibility in facilities and parks
- Plan for existing and future park amenity improvements
- Improve partnerships and relationships to increase level of service

Financial

- Consider financing opportunities for capital funding, future growth, and improvement projects
- Reevaluate current budget policies and consider establishing new policies that address future growth and development

Summary of Site-specific Goals and Objectives

Main Street Park

- Consider plans and improvements to address:
 - Ramadas
 - Site furnishings
 - Restrooms
 - Circulation
 - Accessibility
 - Shade structures

Little League Park

- Consider plans and improvements to address:
 - Field and dugout
 - Dog park amenities
 - Ball park amenities
 - Shade structures

Heritage Park

- Consider plans and improvements to address:
 - Restrooms/concessions
 - Park amenities
 - Irrigation system
 - Parking lot
 - Accessibility
 - Shade structures

B. Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the planning process with a primary focus on maintaining, sustaining, and improving the Town of Florence parks, recreation, open space, and trails. All cost estimates are in current year (2019) figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

Goal 1: Organizational and Administrative			
<i>Objective 1.1: Improve level of communication and awareness of the Department with all residents of Florence</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Enhance awareness of programs and facilities to the Town of Florence, Anthem, Sun City, and Florence Gardens.	N/A	Staff Time	Short-Term
1.1.b Continue to serve core of Florence while reaching out to non-core areas.	N/A	Staff Time	Short-Term
1.1.c Consider innovative solutions to bridge awareness gaps.	N/A	Staff Time	Mid-Term
<i>Objective 1.2: Enhance and improve marketing and branding with residents and visitors</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.2.a Develop strategic marketing and branding plan to establish identity of Community Services, staying consistent with the standards of the Town of Florence.	N/A	Staff Time or \$25,000 if contracted	Short-Term
1.2.b Update signage standards.	\$20,000	Staff Time	Mid-Term
1.2.c Budget additional funds for event promotions.	N/A	\$2,500 per event	Short-Term
<i>Objective 1.3: Address and identify opportunities for sustainability</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.3.a Research and develop conservation measures that are ecologically beneficial.	N/A	Staff Time	Mid-Term
1.3.b Develop best practices for sustainability throughout Community Services Department, including water conservation and open space preservation.	N/A	Staff Time	Mid-Term
Goal 2: Program and Service Delivery			
<i>Objective 2.1: Enhance programming for teens</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Build upon teen advisory council, engaging them to understand and adopt this generation's desires.	N/A	Staff Time	Short-Term
2.1.b Consider teen classes such as fitness/health programs, beginner gymnastics, community volunteerism, video game tournaments, kids theater, and technology classes.	N/A	Staff Time	Short-Term

Objective 2.2: Increase opportunities for special events/community gatherings			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.2.a Continue to provide high-quality special events for the entire community.	N/A	Staff Time Volunteers	Short-Term
2.2.b Provide opportunities for produce and artisanal offerings through a variation of a local market (Farmers Market).	N/A	Staff Time Volunteers	Mid-Term
Objective 2.3: Increase opportunities for special interest and non-traditional programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.3.a Continue to offer more special interest programs that offer non-traditional programs such as cooking, theater, STEM programs, and tech/vocational training.	N/A	Staff Time \$25 per hour instructors	Mid-Term
Objective 2.4: Enhance opportunities for Outdoor Recreation and Fitness programming			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.4.a Develop outdoor recreation programs, or partner with other organizations, to offer experiences in nature. Examples include Hiking, Biking, Disc Golf, Geocaching, Archeology, ASU (partner).	N/A	Staff Time Volunteers	Mid-Term
2.4.b Capitalize on natural resources such as Poston Butte, River Corridors, and the trails mentioned in the Active Transportation Plan.	N/A	Staff Time Volunteers	Short-Term
2.4.c Continue expanding on fitness offerings and offer classes such as yoga, Zumba, barbell, HIIT, etc.	N/A		Short-Term
Objective 2.5: Address opportunity for therapeutic recreation and program accommodations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.5.a Develop accommodations for people with disabilities.	N/A	Staff Time \$25 per hour instructors	Short Term- Ongoing
2.5.b Consider therapeutic recreation programs for the 12 - 18% of population that requires accessibility.	N/A	Staff Time \$25 per hour instructors	Short-Term

Objective 2.6: Reevaluate program delivery/hours/locations			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.6.a Consider extending hours of operations to address earlier morning and later evening availability to accommodate participates in fitness and aquatics programs.	N/A	\$10,000	Short-Term
Objective 2.7: Improve program evaluation process			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.7.a Implement standardized feedback system, such as an online survey that is sent to all participants after the program.	N/A	Staff Time	Short-Term
Goal 3: Facilities/Amenities/Level of Service			
Objective 3.1: Improve trail and path connectivity			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Acquire acreage for multi-use trails for activities such as hiking, mountain biking, ATV, and equestrian.	TBD Per Acreage Cost Range	Staff Time	Long-Term
3.1.b Improve Poston Butte Hiking trails and walking paths by working collaboratively with County.	TBD Capital Cost Range	Staff Time	Mid-Term
3.1.c Ensure new development is connected with trails and greenways based on current plans, esp. with Active Transportation Plan.	TBD Per Mile Cost	Staff Time	Long-Term
3.1.d Connect Florence with Anthem/Sun City area via trail.	TBD Per Mile Cost	\$5,000	Long-Term
3.1.e Expand and improve existing pedestrian paths and bikeways to promote health, recreation and connectivity among neighborhoods.	TBD Per Mile Cost	\$1,000 per mile	Long-Term
Objective 3.2: Address opportunities for recreation center improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.2.a Pursue feasibility study for multi-generational recreation center.	\$57,000	Staff Time	Short-Term
3.2.b Provide space for classes, fitness/health, kitchen, gymnasium, senior programs, etc.	Feasibility will determine		Mid-Term
3.2.c Develop modern, ADA accessible fitness gym.	Feasibility will determine	Staff Time	Long-Term
3.2.d Sell or repurpose current fitness and senior facility, both of which need extensive repairs.	Capital Gains TBD	TBD	Long-Term

Objective 3.3: Build upon demand and success for pickleball			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.3.a Consider building additional pickleball courts to accommodate demand.	Cost per Court	\$1,500 per court	Mid-Term
Objective 3.4: Plan and strategize for additional community parks			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.4.a Identify land and acquire space for community/pocket parks in North Florence.	TBD \$30K-\$40K/a.c.	Staff Time	Long-Term
3.4.b Develop strategy for utilization of Development Impact Fees.	N/A	Staff Time	Long-Term
Objective 3.5: Address accessibility			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.5.a Develop ADA transition plan for parks and facilities to accommodate the 12-18% of population who require ADA accessibility.	TBD	Staff Time	Short-Term
Objective 3.6: Plan for existing and future park amenity improvements			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.6.a Plan and provide shade structures in facilities and parks.	Cost per Ramada	Staff Time	Short-Term
3.6.b Develop a replacement program for amenities in need of repair/replacement (Examples: benches, trash cans, etc.).	Cost per amenity (bench, trash cans, etc.)	Staff Time	Mid-Term
3.6.c Establish Town standards for all amenities to ensure consistent styles, brands, etc. are at used throughout the facilities.	N/A	Staff Time	Mid-Term
Objective 3.7: Improve partnerships and relationships to increase level of service			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.7.a Create strong partnerships with alternative providers through public private partnerships to increase service and provide specialized programs, as well as increase quality and quantity of youth sports.	N/A	Staff Time	Mid-Term
3.7.b Create opportunities to better utilize existing resources to offer inclusive programs and events.	N/A	Staff Time Volunteers	Mid-Term

Goal 4: Financial			
<i>Objective 4.1: Consider financing opportunities for capital funding, future growth , and improvement projects</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.1.a Consider bond referendum for future capital projects.	TBD	Staff Time	Long-Term
4.1.b Increase resources toward grants and/or philanthropic efforts.	N/A	Staff Time Or \$30,000 new position	Mid-Term
4.1.c Ensure staff, utility, and supply budgets increases with new development and improvements.	N/A	3% per year minimally	Mid-Term
<i>Objective 4.2: Reevaluate current budget policies and consider establishing new policies that address future growth and development</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
4.2.a Establish fund or funds to ensure deferred maintenance, repair, replacements, and capital projects are addressed and funded properly.	N/A	Staff Time	Long-Term
4.2.b Ensure cost recovery policy consistently guides pricing for programs, special events, rentals, and public private partnerships.	N/A	Staff Time Or \$40,000 if contracted	Mid-Term

C. Site-specific Action Plan, Cost Estimates, and Prioritization

The following Goals, Objectives, and Action Items for the recommendations of the three Site-specific Park plans are drawn from the public input, inventory, level of service analysis, findings feedback, and all the information gathered during the planning process with a primary focus on maintaining, sustaining, and improving Town of Florence parks, recreation, open space, and trails. All cost estimates are in current year (2019) figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined or known at this time.

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)

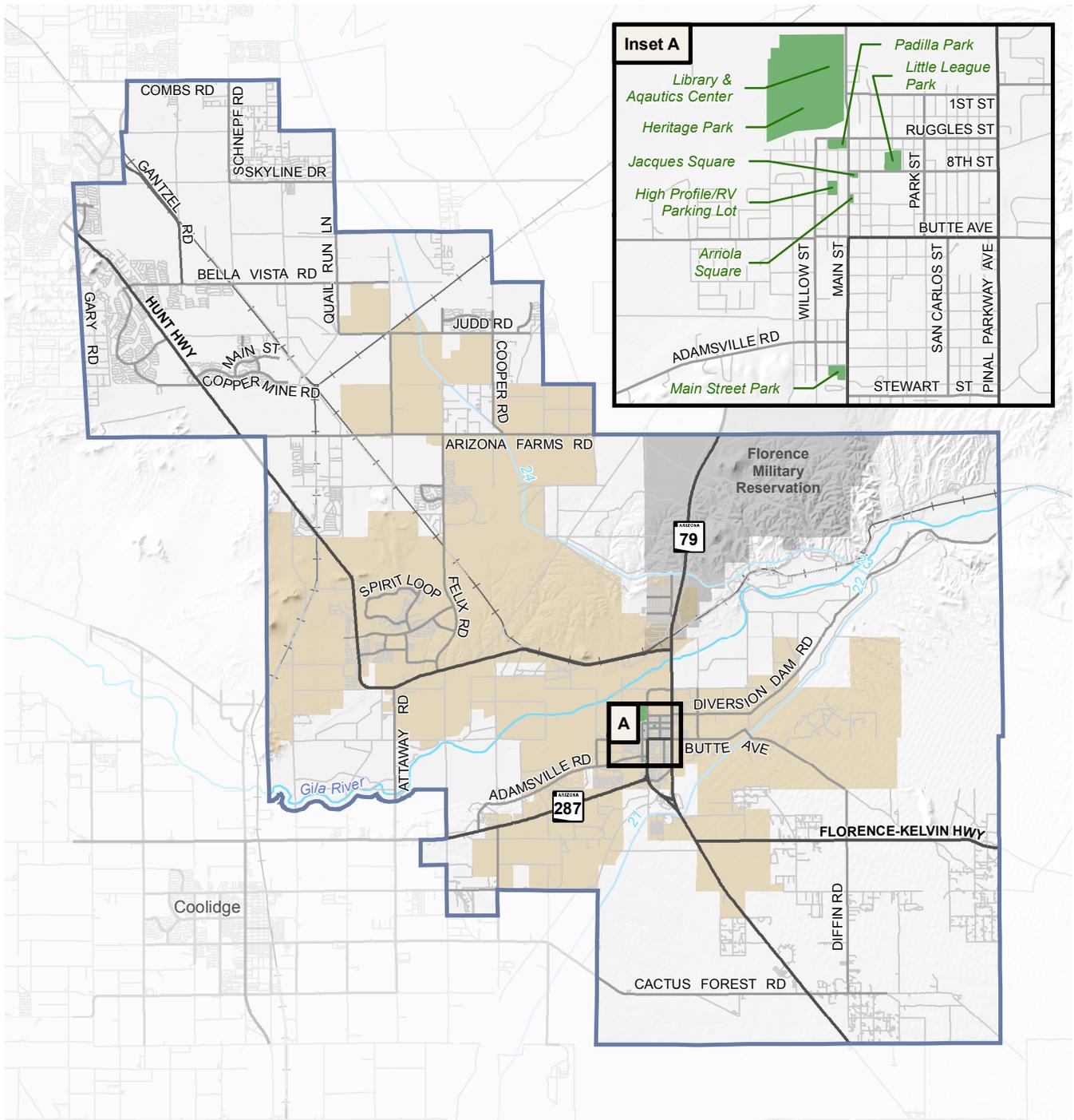
Main Street Park			
<i>Objective 1.1: Consider Plans and Improvements to address Main Street Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
1.1.a Ramadas- poor condition	\$230,000	N/A	
1.1.b Site Furnishings- poor condition	\$25,000	N/A	
1.1.c Restrooms- need for a facility to enhance the park	\$150,000	Staff Time	
1.1.d Circulation- improve circulation/walkways to amenities, improve ADA accessibility throughout the park and provide site lighting	\$145,000	N/A	
Little League Park			
<i>Objective 2.1: Consider Plans and Improvements to address Little League Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
2.1.a Field and Dugout - Updated for irrigation, field layout, fencing, and dugouts. Existing conditions do vary from good condition to poor such as the home side dugout which has extensive termite damage. Replace lighting.	\$510,000	Staff Time	
2.1.b Dog Park Amenities- Replacement plan for equipment. Repair/replace water fountain. Add Lighting to dog park.	\$128,000	Staff Time	
2.1.c Ball Park Amenities- Restroom has plumbing issues, access issues, and vandalism. Add Shade structures. Replace Concession Stand.	\$518,000	Staff Time	
Heritage Park			
<i>Objective 3.1: Consider Plans and Improvements to address Heritage Park</i>			
Actions	Capital Cost Estimate	Operational Budget Impact	Timeframe to Complete
3.1.a Restrooms/Concessions- Restroom has plumbing issues, access issues, and vandalism. Replace Concession Stand.		Staff Time	

<p>3.1.b Park Amenities- Ball field fencing and gates have areas of wear and gates that are not functioning properly.</p> <p>Ramadas are dated, some minor structural damage, need lighting.</p> <p>Overall lighting could be added and updated throughout the park to enhance user experience and safety.</p> <p>Amenities are in a fair condition but could definitely be refreshed and updated to current park standards and trends.</p> <p>Add Shade structures.</p>		Staff Time	
<p>3.1.c Irrigation System- Nearing end of life cycle and should be replaced.</p>		Staff Time	
<p>3.1.d Parking Lot- Areas of cracking and deterioration, no shade, no real definition of circulation and vehicle containment.</p>		Staff Time	
<p>3.1.e Accessibility- There is not ADA accessible access to all park amenities.</p> <p>Walking pathways (loops) could be added to enhance user experience.</p>		Staff Time	



A Appendix A: Inventory Maps

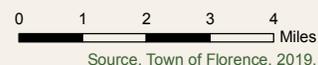
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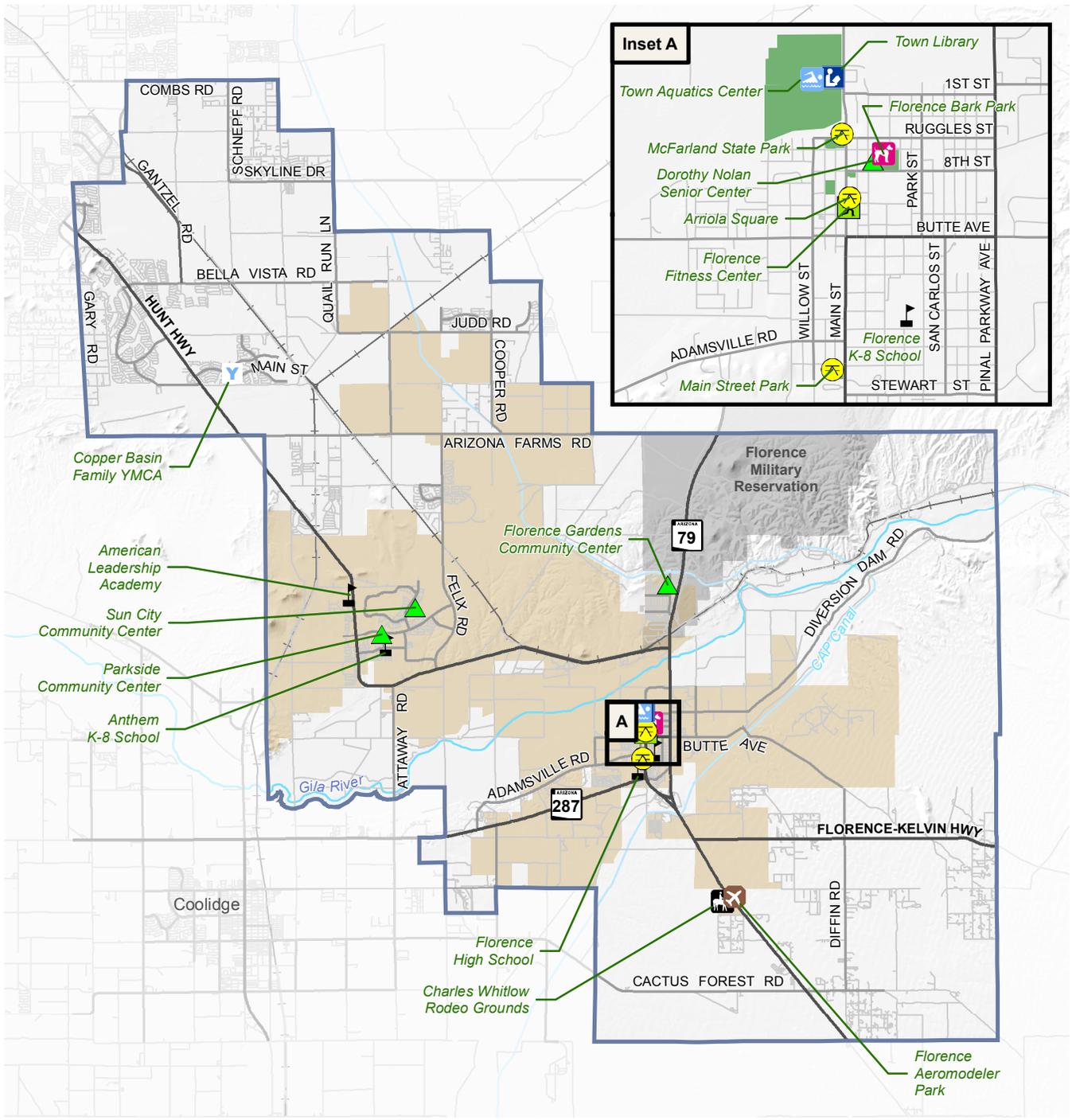
Legend

- Park Facilities
- Town Planning Boundary
- Highway
- Arterial
- Collector
- Local
- Railroad
- Gila River
- CAP Canal
- Florence Town Limits
- Florence Military Reservation

Note: Awaiting additional existing trails data



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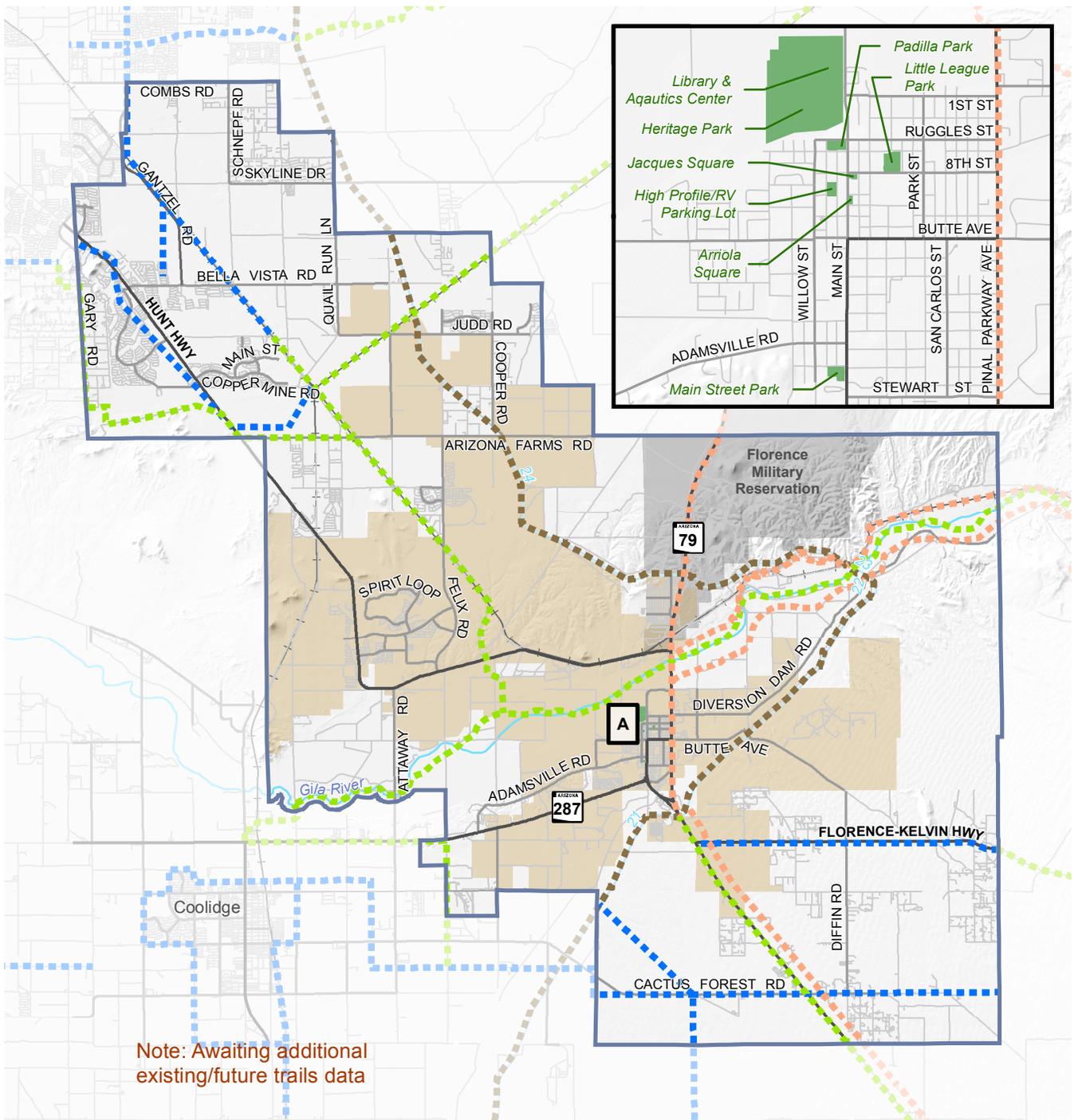


Legend

Aeromodeler Park	Fitness Center	Park Facilities	Highway	Gila River
Park	Library	Town Planning Boundary	Arterial	CAP Canal
Community Center	Rodeo Grounds		Collector	Florence Town Limits
Aquatics Center	School		Local	Florence Military Reservation
Dog Park	YMCA		Railroad	

Source, Town of Florence, 2019.

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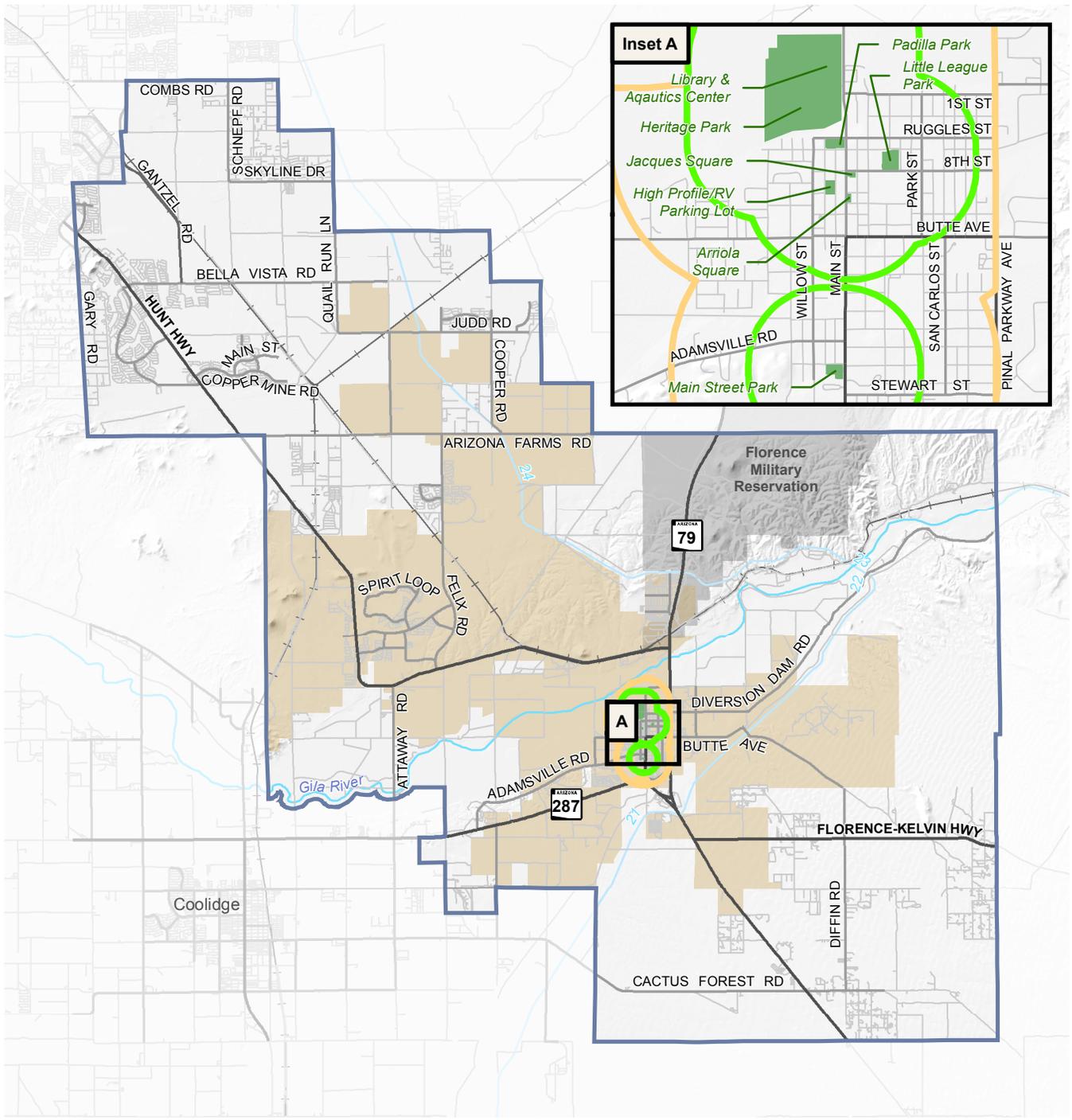
Note: Awaiting additional existing/future trails data

Legend

Pinal County Comprehensive Plan Trails	Park Facilities	Highway	Gila River
Adopted County Trail Corridor	Town Planning Boundary	Arterial	CAP Canal
Existing/Planned Multi-Use Trail Corridor		Collector	Florence Town Limits
Proposed Multi-Use Trail Corridor		Local	Florence Military Reservation
Proposed OHV Trail		Railroad	

Source, Town of Florence, 2019. Pinal County, 2017.

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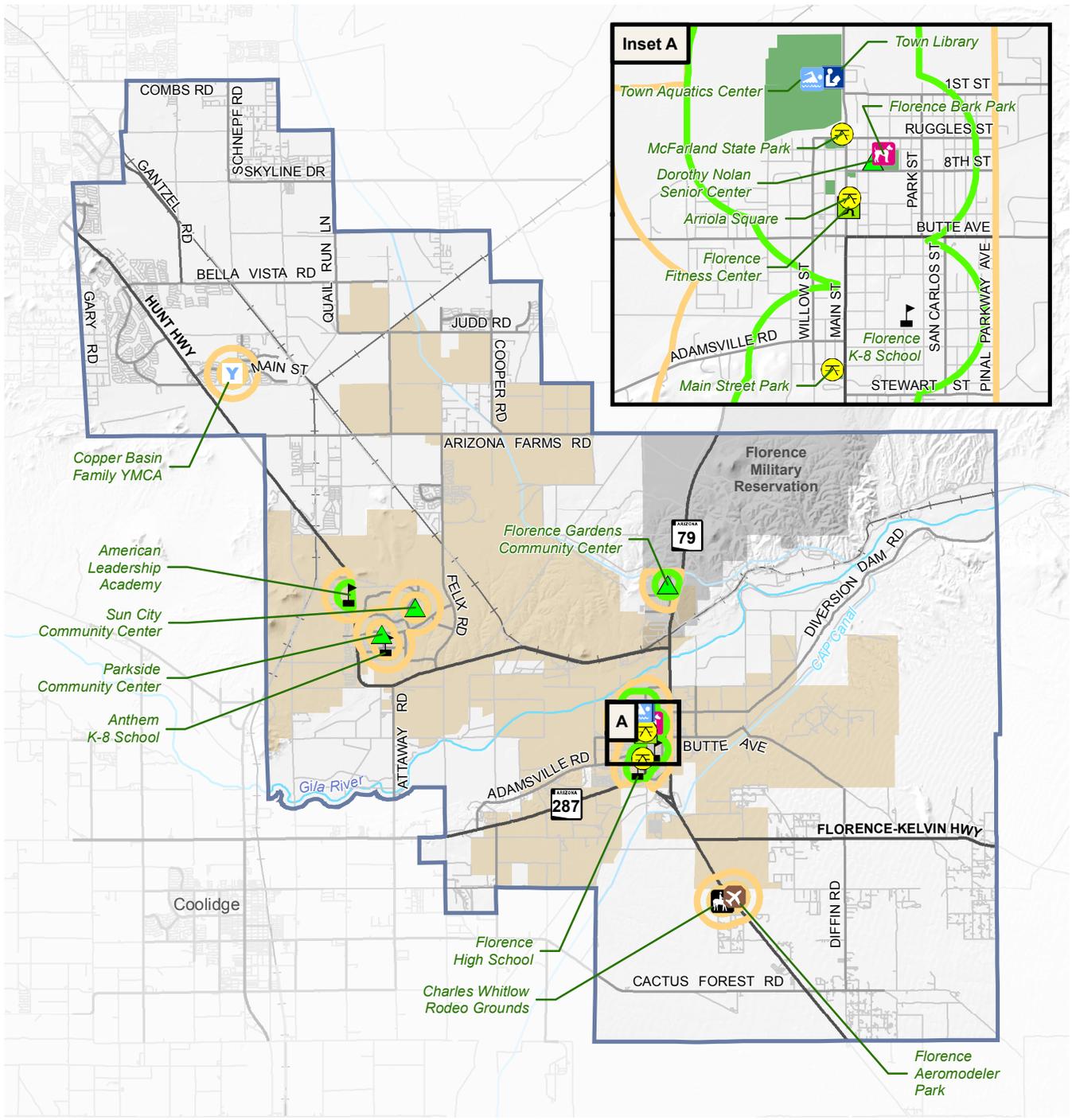
Legend

Walkability Distances	Park Facilities	Highway	Gila River
1/4 mile	Town Planning Boundary	Arterial	CAP Canal
1/2 mile		Collector	Florence Town Limits
		Local	Florence Military Reservation
		Railroad	

Note: Awaiting additional existing/future trails data

Source, Town of Florence, 2019. Matrix Design Group, 2019.

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Legend

Aeromodeler Park	Fitness Center	Walkability Distances	Highway	Gila River
Park	Library		Arterial	CAP Canal
Community Center	Rodeo Grounds	1/4 mile	Collector	Florence Town Limits
Aquatics Center	School	1/2 mile	Local	Florence Military Reservation
Dog Park	YMCA	Park Facilities	Railroad	
		Town Planning Boundary		

0 1 2 3 4 Miles

Source, Town of Florence, 2019. Matrix Design Group, 2019.

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B Appendix B: Site-Specific Plans

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Concept



Heritage Park- Master Plan

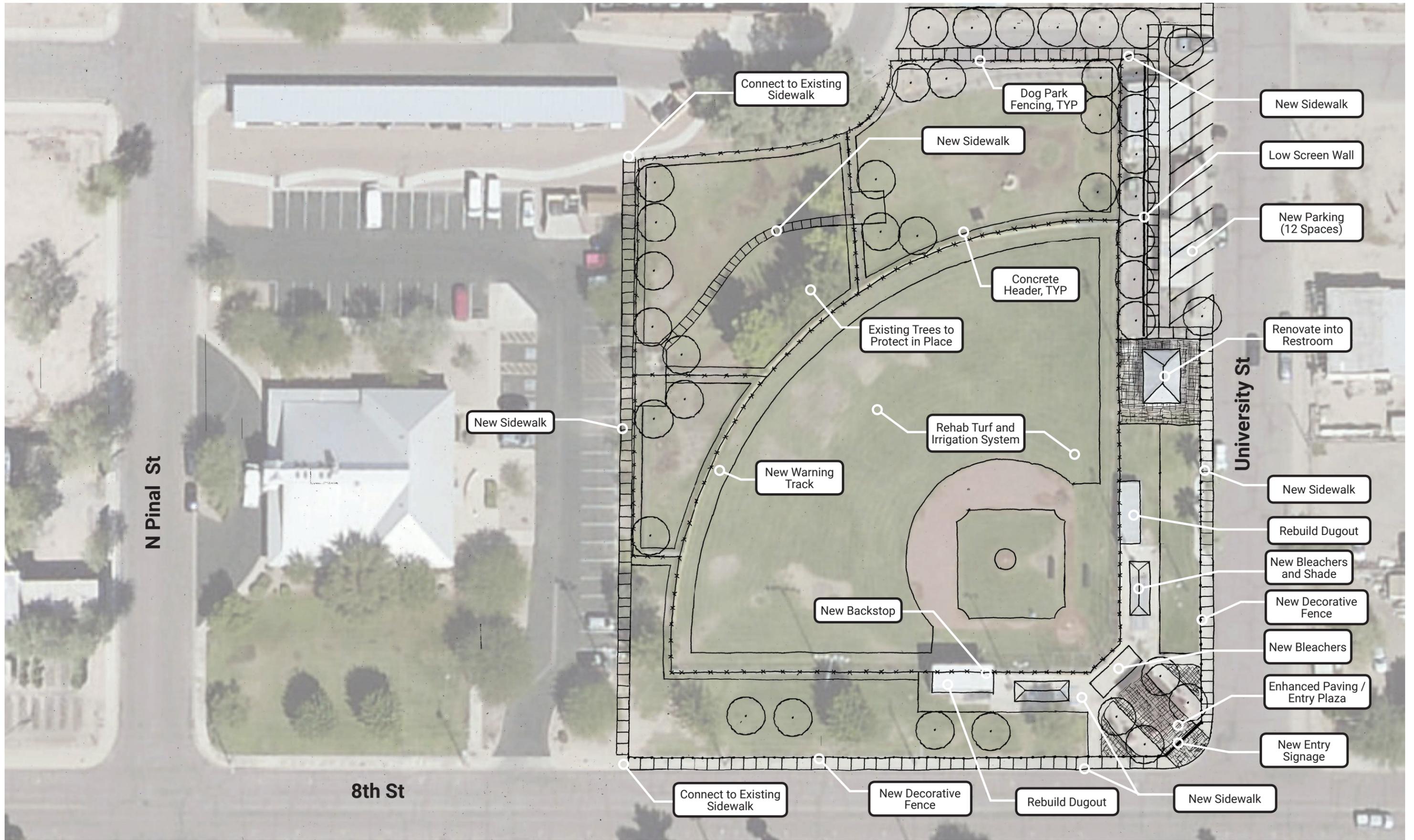
Town of Florence, Arizona

November 4, 2019



0' 25' 50' 100'





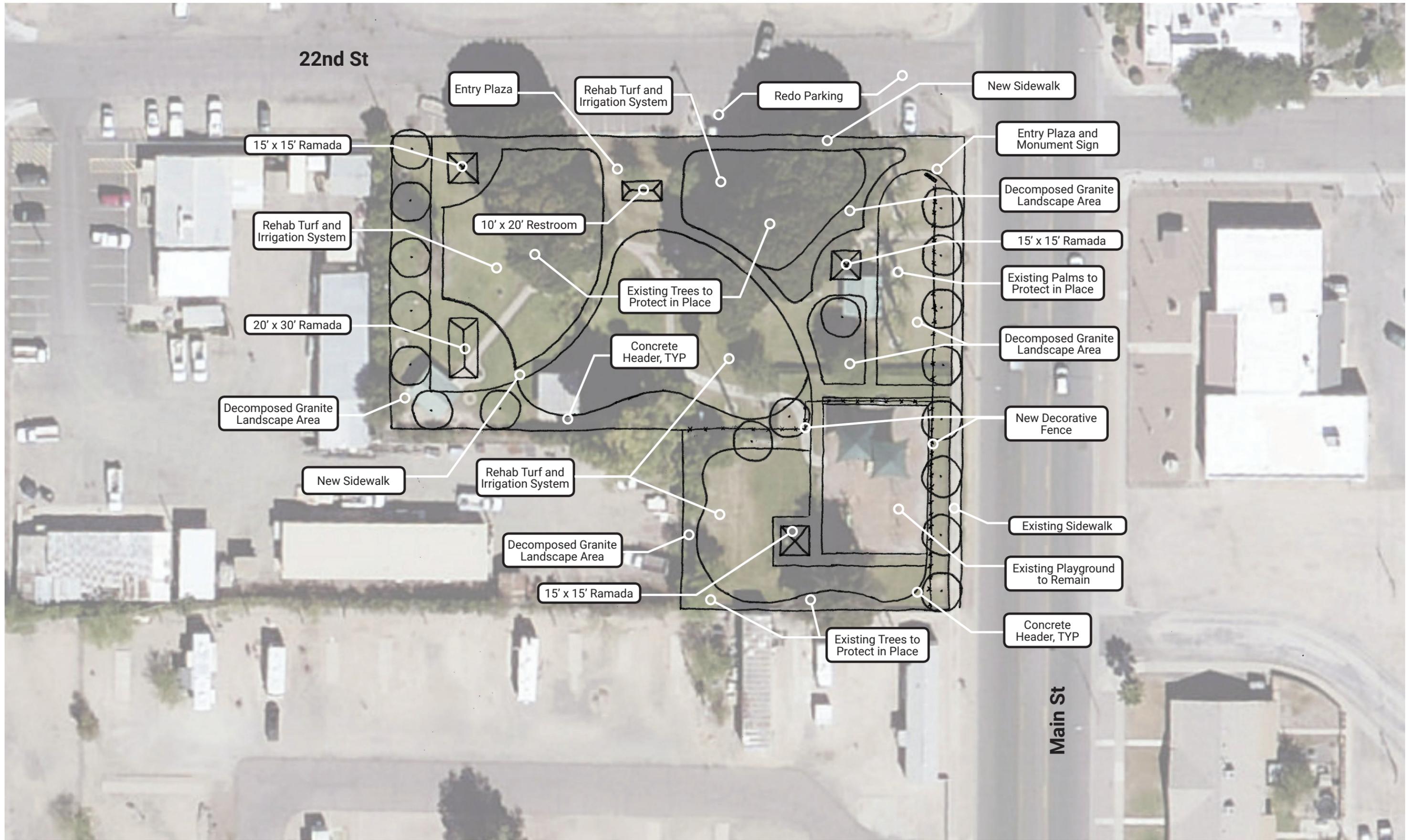
Little League Park

July 26, 2019



0' 10' 20' 50'
scale = 1"=20'





Main Street Park

July 31, 2019



0' 10' 20' 50'
 scale = 1"=20'





C Appendix C: Conceptual Costs

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Town of Florence: Heritage Park

Opinion of Probable Construction Cost: Preliminary Master Plan

Prepared By: J2 Design
09/12/19

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT COST	EXTENDED AMOUNT
REMOVALS					
	Baseball Field Dugouts	EA	6.00	\$2,500.00	\$15,000.00
	Concrete Pavement	SF	15,288.00	\$2.00	\$30,576.00
	Asphalt Pavement	SY	12,558.44	\$12.00	\$150,701.33
	Decomposed Granite (1/2" Screened)	SF	531,224.00	\$0.30	\$159,367.20
	Decomposed Granite (1/4" Minus) - Playground Area	SF	8,427.00	\$0.25	\$2,106.75
	Fencing (Perimeter & Outfield)	LF	6,981.00	\$3.00	\$20,943.00
	Fencing - 20' Backstop	LF	252.00	\$10.00	\$2,520.00
	Gate	EA	4.00	\$200.00	\$800.00
	Maintenance Gate	EA	1.00	\$500.00	\$500.00
	Sestwall	LF	575.00	\$10.00	\$5,750.00
	Fibar	SF	8,409.00	\$0.15	\$1,261.35
	Sand	SF	13,836.00	\$0.10	\$1,383.60
	Trash Enclosure Wall (CMU)	LF	68.00	\$30.00	\$2,040.00
	Curb and Gutter	LF	7,046.00	\$2.00	\$14,092.00
	Ramp	EA	4.00	\$400.00	\$1,600.00
	Concrete Header	LF	230.00	\$2.00	\$460.00
	Sand Volleyball Court	EA	1.00	\$3,000.00	\$3,000.00
	Skate Park	EA	1.00	\$16,000.00	\$16,000.00
	Basketball Court	EA	2.00	\$20,000.00	\$40,000.00
	Building	LS	1.00	\$125,000.00	\$125,000.00
	Ramada (Small)	EA	4.00	\$5,000.00	\$20,000.00
	Ramada (Large)	EA	1.00	\$8,000.00	\$8,000.00
	BBQ Grill	EA	4.00	\$200.00	\$800.00
	BBQ Grill (Large)	EA	1.00	\$200.00	\$200.00
	Shade Canopy and Posts	EA	2.00	\$5,000.00	\$10,000.00
	Playground Structure (Small)	EA	1.00	\$6,000.00	\$6,000.00
	Playground Structure (Large)	EA	1.00	\$10,000.00	\$10,000.00
	Existing Trees	EA	90.00	\$1,000.00	\$90,000.00
	Bleachers (5 row)	EA	4.00	\$800.00	\$3,200.00
	Picnic Tables	EA	21.00	\$300.00	\$6,300.00
	Benches	EA	6.00	\$100.00	\$600.00
	Park Signage	EA	7.00	\$200.00	\$1,400.00
	Concessions/Restroom Building	EA	1.00	\$125,000.00	\$125,000.00
	Trash Receptacles	EA	19.00	\$150.00	\$2,850.00
	Remove Turf	SF	197,245.00	\$0.10	\$19,724.50
	Remove Storage (Conex Box)	EA	1.00	\$1,000.00	\$1,000.00
	Removal Of Existing Area Lights And Foundation	EA	7.00	\$1,000.00	\$7,000.00
IMPROVEMENTS					
	Concrete Pavement (Sidewalk)	SF	124,950.00	\$8.00	\$999,600.00
	Box Culvert	LF	430.00	\$250.00	\$107,500.00
	Asphalt Pavement	SY	7,710.00	\$40.00	\$308,400.00
	Signing and Striping	LS	1.00	\$20,000.00	\$20,000.00
	Curb and Gutter	LF	10,438.00	\$25.00	\$260,950.00
	Decomposed Granite (1/4" minus) - Walking Path	SF	13,413.00	\$0.40	\$5,365.20
	Decomposed Granite (1/2" Screened)	SF	315,786.00	\$0.65	\$205,260.90
	Shaded Bleachers (5 row)	EA	9.00	\$20,000.00	\$180,000.00
	New Turf (Seed)	SF	432,974.00	\$0.20	\$86,594.80
	Lake	AC	1.42	\$475,000.00	\$673,298.32
	Trees (24" Box)	EA	292.00	\$300.00	\$87,600.00
	Shrubs (5 Gal)	EA	1,460.00	\$35.00	\$51,100.00
	Maintenance Yard	LS	1.00	\$300,000.00	\$300,000.00
	Ramada 12x24 (Small)	EA	5.00	\$30,000.00	\$150,000.00
	Group Ramda (Large)	EA	1.00	\$250,000.00	\$250,000.00
	Basketball Court	EA	2.00	\$55,000.00	\$110,000.00
	Horseshoe Pits	EA	4.00	\$10,000.00	\$40,000.00
	Sand Volleyball	EA	2.00	\$40,000.00	\$80,000.00
	Shuffleboard	EA	2.00	\$15,000.00	\$30,000.00
	Pump Station	LS	1.00	\$250,000.00	\$250,000.00
	Skate Park	LS	1.00	\$700,000.00	\$700,000.00
	Ball Field	EA	3.00	\$550,000.00	\$1,650,000.00
	Restroom/Concession	EA	1.00	\$400,000.00	\$400,000.00
	Destination Playground	LS	1.00	\$1,000,000.00	\$1,000,000.00
	Amphitheater Seating	SF	9,005.00	\$65.00	\$585,325.00
	Concrete Header	LF	1,697.00	\$20.00	\$33,940.00
	Benches	EA	10.00	\$1,500.00	\$15,000.00
	Picnic Tables	EA	20.00	\$2,500.00	\$50,000.00
	Trash Receptacles	EA	20.00	\$1,200.00	\$24,000.00
	Bike Racks	EA	8.00	\$800.00	\$6,400.00
	Drinking Fountain	EA	2.00	\$10,000.00	\$20,000.00
	Restore Wash to Riparian Corridor	SF	137,225.00	\$5.00	\$686,125.00
	Raised Pedestrian Crossing	SF	1,877.00	\$15.00	\$28,155.00
	History Pylon	EA	8.00	\$10,000.00	\$80,000.00
	Remove and relocate Fire Hydrant	EA	2	\$10,000.00	\$20,000.00
	Irrigation System (Turf spray and Drip)	SF	748,918.00	\$3.25	\$2,433,983.50
	Earthwork (Assumed movement of approximately 6" over the park site not including the existing ballfield area)	CY	18,867.00	\$20.00	\$377,340.00
	Earthwork (Retention Basins (3))	CY	6,080.00	\$25.00	\$152,000.00
	Signage	LS	1.00	\$15,000.00	\$15,000.00
	Led Path Lights, Pole, Foundation, Including Necessary Trench, Conduit And Conductors For Each Light	EA	62.00	\$4,000.00	\$248,000.00
	Led Parking Lot Light, Concrete Pole, Foundation, Including Necessary Trench, Conduit And Conductors For Each Light	EA	47.00	\$4,500.00	\$211,500.00
	Led Sports Court Light On A Concrete Pole With Direct Embedded Foundation	EA	24.00	\$5,000.00	\$120,000.00
	Light Push Button On Sports Courts Along With Sand Wetting Push Button On Volleyball	EA	7.00	\$500.00	\$3,500.00
	Led Light And Receptacle At Small Ramada, Including Necessary Trench, Conduit And Conductors	EA	5.00	\$1,800.00	\$9,000.00
	Led Light And Receptacle At Group Ramada, Including Necessary Trench, Conduit And Conductors	EA	1.00	\$3,600.00	\$3,600.00
	Concrete Pull Box	EA	50.00	\$275.00	\$13,750.00
	Metered Electrical Service Entrance Section And Control Equipment	LS	1.00	\$40,000.00	\$40,000.00
	Power Connection To Pump Station Including Control Equipment	LS	1.00	\$50,000.00	\$50,000.00
	Led Sports Lighting Equipment, Including (78) Led Luminaires, (0) Poles, (6) Foundations And Control Equipment	LS	1.00	\$408,960.00	\$408,960.00
	Led Sports Lighting Installation (4 Sw Field Poles Relocated, 2 Nw Field Outfield Poles Relocated)	EA	6.00	\$5,000.00	\$30,000.00
	Trench, Conduit And Conductors For Led Sports Lighting	LF	550.00	\$25.00	\$13,750.00
				Subtotal	\$14,530,173.46
				30% Contingency	\$4,359,052.04
				Contractor General Conditions(15%) (Mobilization, Taxes, Bond, Survey, SWPP, Traffic Control, Etc)	\$2,833,383.82
				Total Construction	\$21,722,609.32
				Professional Fees (20%) inclusive of survey, geotechnical investigation, design, construction management	\$4,344,521.86
				Total Project Cost	\$26,067,131.18

Town of Florence: Little League Park
Opinion of Probable Construction Cost

Prepared By: J2 Design
08/01/19

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT COST	EXTENDED AMOUNT
REMOVALS					
	Concessions/Restroom Building	EA	1	\$10,000.00	\$ 10,000.00
	Baseball Field Dugouts	EA	2	\$5,000.00	\$ 10,000.00
	Asphalt Pavement	SY	89	\$12.00	\$ 1,068.00
	Concrete Pavement (sidewalk)	SF	6,813	\$2.50	\$ 17,032.50
	Concrete Driveway	SF	530	\$3.00	\$ 1,590.00
	Curb and Gutter	LF	175	\$11.00	\$ 1,925.00
	Turf Removal	SF	61,089	\$0.10	\$ 6,108.90
	Fencing (Backstop)	LF	182	\$10.00	\$ 1,820.00
	Fencing (Dog Park and Outfield)	LF	1,184	\$4.00	\$ 4,736.00
	Fencing (Maintenance Yard)	LF	270	\$6.00	\$ 1,620.00
	Existing Trees (Palms)	EA	4	\$1,000.00	\$ 4,000.00
	Bleachers	EA	2	\$800.00	\$ 1,600.00
	Dog Park Equipment	LS	1	\$500.00	\$ 500.00
	Sports Lighting Poles	EA	4	\$5,000.00	\$ 20,000.00
	Area light poles	EA	2	\$1,500.00	\$ 3,000.00
	Shed	SF	1,760	\$3.00	\$ 5,280.00
	Signage	EA	4	\$200.00	\$ 800.00
	Litter Receptacles	EA	8	\$150.00	\$ 1,200.00
IMPROVEMENTS					
	Concrete Pavement (Sidewalk)	SF	12,492	\$5.00	\$ 62,460.00
	Enhanced Pavement (concrete pavers)	SF	2,553	\$12.00	\$ 30,636.00
	Asphalt Pavement	SY	432	\$30.00	\$ 12,960.00
	Curb and Gutter	LF	441	\$22.00	\$ 9,702.00
	6' Chainlink Fence (Outfield/Dog Park)	LF	1,360	\$35.00	\$ 47,600.00
	Fencing (Backstop)	EA	1	\$30,000.00	\$ 30,000.00
	Decorative Fence (4ft tall)	LF	458	\$75.00	\$ 34,350.00
	CMU Wall (4ft tall)	LF	138	\$80.00	\$ 11,040.00
	Bleachers (5 row)	EA	3	\$8,000.00	\$ 24,000.00
	Shade Structure (Fabric)	EA	2	\$8,000.00	\$ 16,000.00
	Turf (Seed)	SF	59,839	\$0.15	\$ 8,975.85
	Dugouts (CMU with hard lid)	EA	2	\$18,000.00	\$ 36,000.00
	Concrete Header	LF	1,273	\$8.00	\$ 10,184.00
	Convert Historic building to Restrooms/Concessions	LS	1	\$100,000.00	\$ 100,000.00
	Remove and relocation Water Service	EA	1	\$8,000.00	\$ 8,000.00
	Remove and relocate Fire Hydrant	EA	1	\$10,000.00	\$ 10,000.00
	New Water line for Restroom/Concession	LF	31	\$150.00	\$ 4,650.00
	New Sewer line for Restroom/Concession	LF	31	\$150.00	\$ 4,650.00
	Remove and Reinstall Score Board	LS	1	\$3,000.00	\$ 3,000.00
	Dog Park Equipment	LS	1	\$5,000.00	\$ 5,000.00
	Benches	EA	6	\$1,500.00	\$ 9,000.00
	Picnic Tables	EA	7	\$2,500.00	\$ 17,500.00
	Trash Receptacles	EA	8	\$1,000.00	\$ 8,000.00
	Bike Racks	EA	1	\$800.00	\$ 800.00
	Drinking Fountain	EA	2	\$8,000.00	\$ 16,000.00
	Overhead to Underground Conversion of Power Lines Along 8th Street	LF	435	\$40.00	\$ 17,400.00
	APS Pull Boxes for Overhead to Underground Transition	EA	2	\$2,000.00	\$ 4,000.00
	LED Area Light, Pole, Foundation, Including Necessary Trench, Conduit and Conductors for Each Light	EA	12	\$4,500.00	\$ 54,000.00
	Remove and Replace Existing Electrical Service Entrance Section in New Location, including Associated Disposal Costs	LS	1	\$50,000.00	\$ 50,000.00
	APS Fees for Relocated SES Design and Labor	LS	1	\$25,000.00	\$ 25,000.00
	LED Sports Lighting Equipment, Including (18) Luminaires, (4) Poles, (4) Foundations and Control Equipment	LS	1	\$156,000.00	\$ 156,000.00
	LED Sports Lighting Installation	EA	4	\$4,000.00	\$ 16,000.00
	Trench, Conduit and Conductors for LED Sports Lighting	LF	500	\$25.00	\$ 12,500.00
	Irrigation System (Turf spray and Drip)	SF	59,839	\$2.00	\$ 119,678.00
	Decomposed Granite (1/4" minus) - Dog Park	SF	4,994	\$0.40	\$ 1,997.60
	Decomposed Granite (1/2" Screened) - Planters	SF	5,603	\$0.65	\$ 3,641.95
	Entry Monument	EA	1	\$15,000.00	\$ 15,000.00
	Bases and Equipment	LS	1	\$5,000.00	\$ 5,000.00
	Foul Poles	EA	2	\$2,000.00	\$ 4,000.00
	Pitching Mound (Clay)	EA	1	\$2,400.00	\$ 2,400.00
	Warning Track Mix	SF	5,921	\$0.90	\$ 5,328.90
	Infield Mix	SF	7,050	\$2.00	\$ 14,100.00
	Earthwork	LS	1	\$20,000.00	\$ 20,000.00
	Signage	LS	1	\$5,000.00	\$ 5,000.00
				Subtotal	\$ 1,143,834.70
				30% Contingency	\$ 343,150.41
				Contractor General Conditions(15%) (Mobilization, Taxes, Bond, Survey, SWPP, Traffic Control, Etc)	\$ 223,047.77
				Total Construction	\$ 1,710,032.88
				Professional Fees (20%) inclusive of survey, geotechnical investigation, design, construction management	\$ 342,006.58
				Total Project Cost	\$ 2,052,039.46

Town of Florence: Main Street Park
Opinion of Probable Cost

Prepared By: J2 Design
08/05/19

ITEM NO.	DESCRIPTION	UNIT	QUANTITY	UNIT COST	EXTENDED AMOUNT
REMOVALS					
	Concrete Pavement (Sidewalk)	SF	3,255	\$2.50	\$ 8,137.50
	Turf Removal	SF	61,089	\$0.10	\$ 6,108.90
	Fencing (Tubular Steel)	LF	204	\$4.00	\$ 816.00
	Fencing (Tubular Steel with CMU)	LF	297	\$8.00	\$ 2,376.00
	Vertical Curb	LF	974	\$11.00	\$ 10,714.00
	Concrete Header	LF	270	\$4.00	\$ 1,080.00
	Ramadas	EA	3	\$4,000.00	\$ 12,000.00
	Existing Trees	EA	4	\$1,000.00	\$ 4,000.00
	Asphalt Paving	SY	560	\$12.00	\$ 6,720.00
	Area Light Poles	EA	3	\$1,500.00	\$ 4,500.00
	Signage	EA	1	\$200.00	\$ 200.00
	Benches	EA	5	\$200.00	\$ 1,000.00
	Litter Receptacles	EA	3	\$150.00	\$ 450.00
IMPROVEMENTS					
	Concrete Pavement (Sidewalk)	SF	5,225	\$5.00	\$ 26,125.00
	Asphalt Pavement	SY	560	\$30.00	\$ 16,800.00
	Turf (Seed)	LF	23,145	\$0.15	\$ 3,471.75
	Trees (24" Box)	EA	17	\$300.00	\$ 5,100.00
	Shrubs (5 Gal)	EA	85	\$35.00	\$ 2,975.00
	Decorative Fencing (4ft tall)	LF	354	\$75.00	\$ 26,550.00
	Concrete Header	LF	501	\$8.00	\$ 4,008.00
	Curb and Gutter	LF	974	\$25.00	\$ 24,350.00
	Ramadas 15'x15'	EA	3	\$25,000.00	\$ 75,000.00
	Ramadas 30'x15'	EA	1	\$40,000.00	\$ 40,000.00
	Restroom	EA	1	\$75,000.00	\$ 75,000.00
	Benches	EA	5	\$1,500.00	\$ 7,500.00
	Picnic Tables	EA	10	\$2,000.00	\$ 20,000.00
	Trash Receptacles	EA	7	\$1,000.00	\$ 7,000.00
	Decomposed Granite (1/2" Screened) - Planters	SF	17,220	\$0.65	\$ 11,193.00
	Irrigation System (Turf spray and Drip)	SF	37,364	\$2.00	\$ 74,728.00
	New Water line for Restroom/Concession	LF	100	\$65.00	\$ 6,500.00
	New Sewer line for Restroom/Concession	LF	100	\$65.00	\$ 6,500.00
	Entry Monument	EA	1	\$15,000.00	\$ 15,000.00
	Earthwork	LS	1	\$20,000.00	\$ 20,000.00
	Bike Racks	EA	1	\$800.00	\$ 800.00
	Drinking Fountain	EA	1	\$8,000.00	\$ 8,000.00
	Signage	LS	1	\$5,000.00	\$ 5,000.00
	Wall Mounted Metered Electrical Service and Control Equipment at Restroom Building	EA	1	\$10,000.00	\$ 10,000.00
	LED Pathway Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	10	\$4,000.00	\$ 40,000.00
	Trench, Conduit and Conductors for Power Feed to Restroom	LF	30	\$25.00	\$ 750.00
	LED Light and Receptacle at ramada, including necessary Trench, Conduit and Conductors for each Small Ramada	EA	4	\$1,800.00	\$ 7,200.00
	LED Light and Receptacle at ramada, including necessary Trench, Conduit and Conductors for each Large Ramada	EA	1	\$2,500.00	\$ 2,500.00
	LED Playground Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	4	\$4,500.00	\$ 18,000.00
	Monument Sign Lighting including necessary Trench, Conduit and Conductors for each light	LS	1	\$3,000.00	\$ 3,000.00
	LED Parking Lot Light, Pole, Foundation, including necessary Trench, Conduit and Conductors for each light	EA	3	\$4,500.00	\$ 13,500.00
Subtotal					\$ 634,653.15
30% Contingency					\$ 190,395.95
Contractor General Conditions(15%) (Mobilization, Taxes, Bond, Survey, SWPP, Traffic Control, Etc)					\$ 123,757.36
Total Construction					\$ 948,806.46
Professional Fees (20%) inclusive of survey, geotechnical investigation, design, construction management					\$ 189,761.29
Total Project Cost					\$ 1,138,567.75