

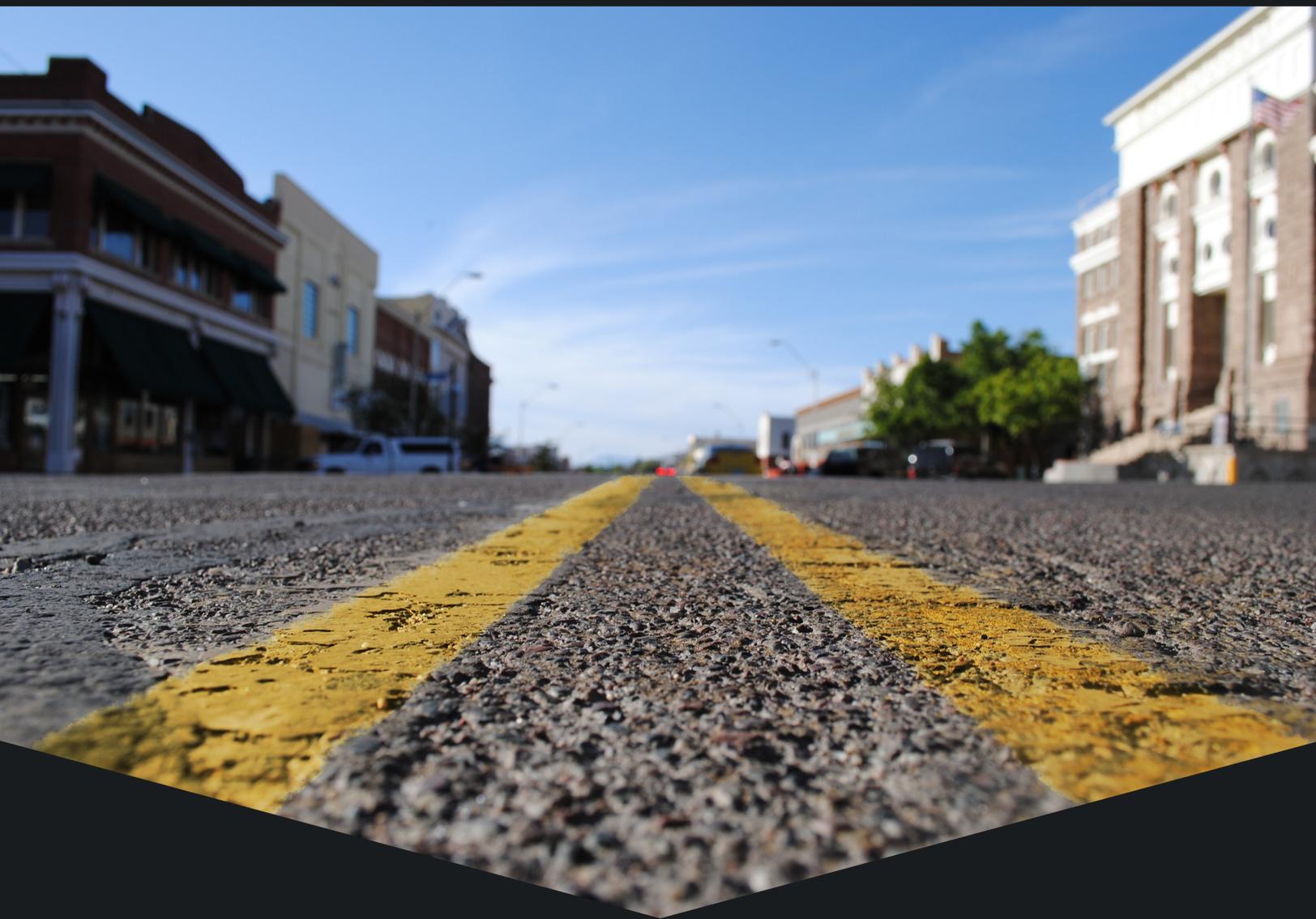
# Strategic Plan



*Globe City Council*

Fiscal Year

20 }<sup>13</sup>  
      } <sub>14</sub>



*“Come Home to Globe, the Best Small City In Arizona.”*



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**Back Row:** Councilmember Dezi Baker, City Manager Brent Billingsley, Councilmember Mike Humphrey  
**Front Row:** Councilmember Lerry Alderman, Councilmember Mary Ann Uhl, Mayor Terrence Wheeler, Councilmember Eric Mariscal  
**Not Pictured:** Councilmember James Haley

## City of Globe Vision Statement

*"Come Home to Globe, the Best Small City in Arizona"*

# Executive Summary

The City of Globe is focused on celebrating our rich history while charting a course toward a bright future. Many exciting challenges lie ahead for our diverse, friendly, and energetic community. In March 2013, the City Council facilitated a process to bring Council and staff together to establish strategic priorities to guide policy decisions for the next five years. These priorities were determined through the use of empirical data collected through a citizen survey, an employee survey, and a City Council survey.

A Strategic Plan is a dynamic roadmap to help realize our community's future in concert with other planning and policy documents. It is intended to provide City staff with the information needed to achieve our community's shared vision.

Through a strategic planning retreat process, and with the help of professional facilitators, a focused vision for the City of Globe emerged. This plan sets out five strategic areas to guide City Council's budgetary and policy decisions:

- Economic Development/Prosperity;
- Infrastructure (Water, Wastewater, Streets);
- Quality of Life;
- Public Safety and;
- Regionalism/Partnerships.

Implementation strategies will be developed through the City's budget process. Progress towards achieving these commitments will be measured and monitored by key indicators identified in the plan.

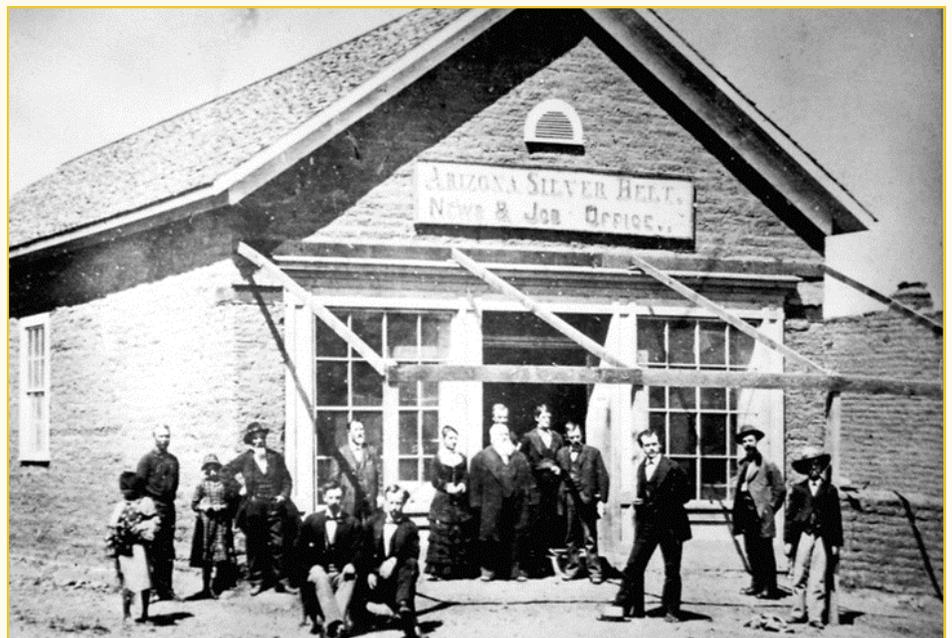
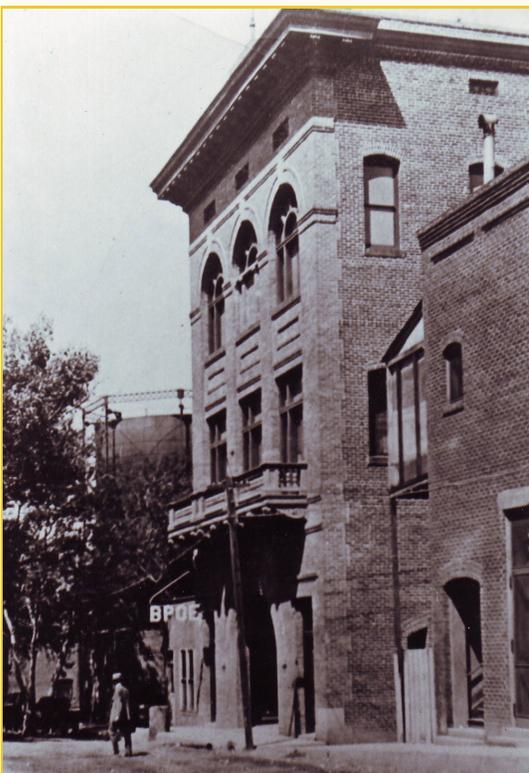
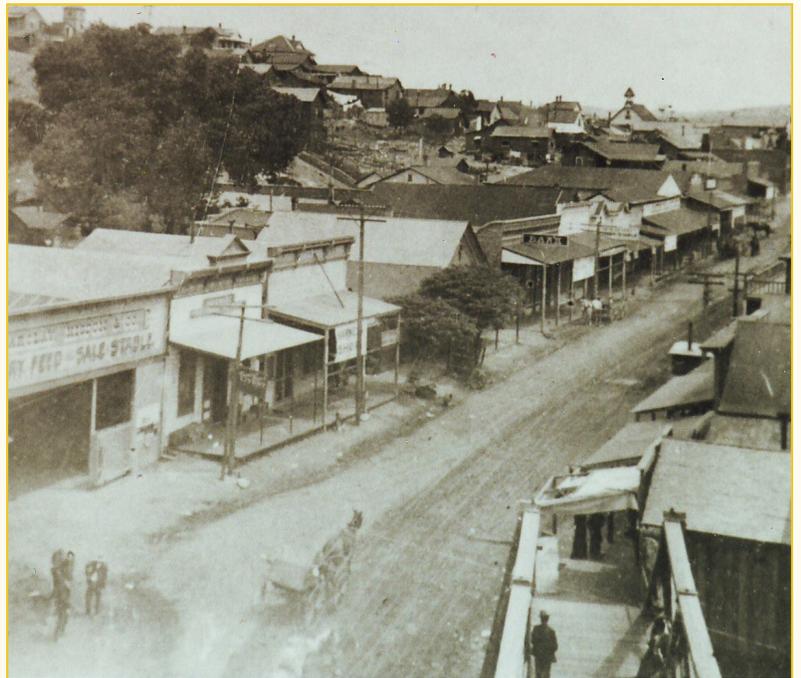


# Globe...

## City History

Searching for gold, prospectors found silver instead, in the rugged mountains south of the Salt River Canyon in the early 1870s. Within a few years, Globe City would be built along Pinal Creek, in a small valley between the Pinal Mountains on the southwest and the Apache Mountains on the northeast. The plans for an incorporated Globe were established in July 1876 with retail stores, banks, and Globe's first newspaper printing its first issue on May 2, 1878. By February 1881 Globe would be the business center of a "mineral belt" in Cobre Valley, and about six years later the county seat of newly created Gila County. When the silver played out, copper would bring even greater wealth.

In the 1900s, the Old Dominion Copper Company in Globe ranked as one of the world's richest. The Old Dominion closed in 1931 but mining operations continued in nearby Miami. Globe's economy remains heavily dependent on the mining industry.



## City Overview

With its natural beauty, wonderful climate, diverse demographics, and excellent quality of life, Globe is more than just a great place to live, Globe is home. According to the United States Census Bureau, the City of Globe includes a population of 7,532 people and has a total area of 18.0 square miles. Globe is in close proximity to the Town of Miami, Arizona, and the San Carlos Apache Indian Reservation. Globe, Miami, and the unincorporated areas nearby (including Inspiration, Claypool and Central Heights-Midland City) are commonly called the Globe-Miami or the Cobre Valley Region.

# ...The City of Hospitality

## The Future of Globe

The Globe City Council envisions the creation of an economically diverse, vibrant, environmentally conscious, attractive community integrated within the historic framework of our western mining, ranching, and regional government heritage. With expanded business and job opportunities and new living options for residents, redevelopment and preservation will re-connect the neighborhoods to the Cobre Valley Region's rich environmental context while re-forging links between the City of Globe and our regional partners.



# Economic

## Development/Prosperity

### Why is this Important?

Globe needs to take steps toward a sustainable economic future. In order to accomplish this, Globe and our regional partners need to make strategic investments and create partnerships that result in quality jobs to ensure the long term economic viability of our city and to support the basic needs of our residents. It is understood that Globe needs to focus on statewide, national, and international opportunities for jobs to enhance neighbor communities and the Cobre Valley Region.



### Strategic Objectives

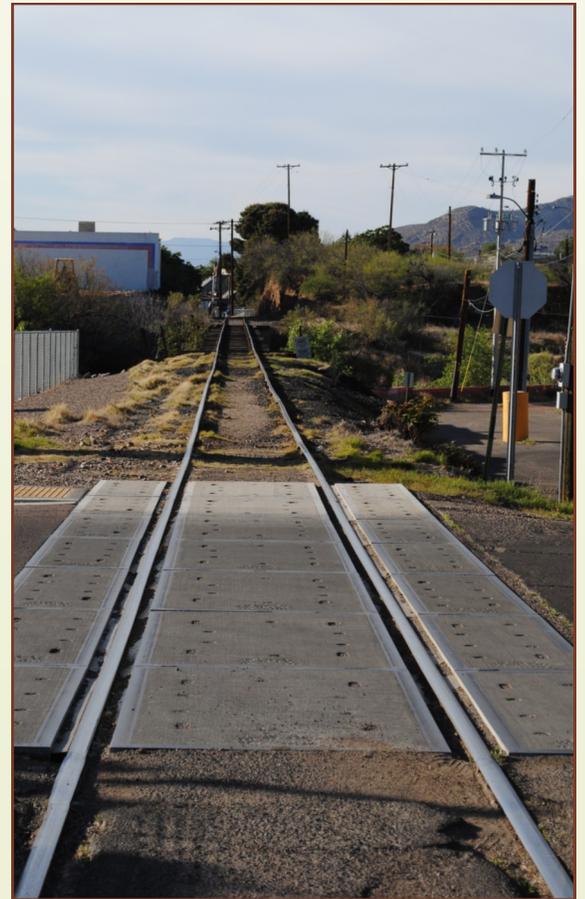
- Work with regional partners to develop the resources and tools required to become a leader in rural economic development.
- Look into mechanisms to foster small business expansions and support small business start ups. (Including but not limited to business retention programs, small business training, revolving loan funds, a business incubator, and use of the Municipal Property Corporation).
- Maintain/expand a healthy retail base, increasing sales tax receipts.
- Develop an annual festival and event framework/plan/marketing to enhance tourism in concert with businesses and local partners.
- If funding allows; pursue investment in redevelopment, brownfield, and infill opportunities.
- Seek funding to add amenities to the downtown including additional public restrooms and parking.
- Pursue opportunities to purchase or build the facilities necessary to develop a multi-faceted/ interactive visitor center.
- Partner with Gila County, State Lands, BLM, museums and others to make Globe and surrounding areas a destination for eco-tourism.
- If opportunities arise, create new educational opportunities with Arizona colleges and universities.
- Seek funding to complete a branding strategy, way finding study, and signage program.



# Infrastructure

## Why is this Important?

Infrastructure is of high concern to Globe residents. The City's sewer collection, water transmission, streets and waste water treatment plant are major factors in sustaining the quality of life and economic health of our City. Creating a balance between future investments and an annual maintenance program is important. In order to achieve the desired outcomes for Globe, numerous types of improvement strategies are recommended, including regional partnerships, grant funding, and debt financing.



## Strategic Objectives

- Design and implement a capital improvement program that prioritizes projects and allocates adequate fiscal resources to those priority projects.
- Evaluate and implement an annual preventative maintenance program to provide quality infrastructure while decreasing lifecycle costs.
- Pursue funding and creative solutions to enhance multimodal facilities including sidewalks, curb ramps, and hand rails in the downtown and residential areas.
- Initiate negotiations with utility companies regarding expiring franchise agreements, design standards, permitting, and inspection to reduce pavement cuts and repairs that don't meet minimum industry standards.
- As funding becomes available, make strategic upgrades to the wastewater treatment plant including capacity, function, and efficiency.
- Consider composting, sludge treatment, and solid waste sales to generate operational funds for the waste water facility in the future.
- Secure and develop a long-term water supply.
- Conduct bi-annual structure inspections and maintain an updated structure inventory that will identify needed improvements or restrictions.
- Consider implementation of a storm water management program that addresses infrastructure, maintenance, existing floodplains, and water quality challenges.
- Reach out to regional partners to pursue funding partnerships that foster reconstruction or expansion of key regional routes.

# Quality of Life



## Strategic Objectives

- Provide opportunities for meaningful public involvement and enhance community involvement in decision making.
- Provide a positive and productive organizational culture that provides good customer service that is responsive and accessible.
- Work with regional partners, non-profits, educational institutions, and local governments to expand the opportunities that Globe residents, including youth and seniors, have to participate in quality indoor and outdoor recreation.
- Support the Wounded Warriors effort.
- Improve neighborhood cleanliness and reduce urban blight by promoting compliance with codes and environmental regulations.
- Create and maintain signature programs that utilize available City resources to enhance the arts, culture and recreation in Globe.
- Increase activities, programs, and projects including partnerships with organizations sharing interest in Globe's unique history.
- Protect our local environmental resources and promote environmentally sustainable processes and projects.
- Provide regional leadership in addressing the quality, availability, diversity, and affordability of housing in the region.
- Complete the City of Globe's General Plan update to satisfy state requirements.
- Attract, retain, and develop quality municipal employees.
- Work with regional partners to coordinate public health and behavioral health programs to ensure the citizens that need help are getting it.

## Why is this Important?

High quality of life is important to the Citizens of Globe. Strategic investments are necessary to provide clean, safe, and vibrant neighborhoods. Partnerships with local non-profit and governmental organizations are important to provide on-going and expanded programs for children, seniors, and special needs populations. Globe's vibrant arts and culture programs are important to the success of our downtown and creating a sense of community. As we move forward we should celebrate our clean air, water, and natural landscapes. Future development should be sustainable and environmentally responsible.



# Public Safety



## Why is this Important?

The City of Globe is committed to providing high quality public safety services and programs in partnership with our residents and businesses. This includes efficient emergency response, new technology, prevention programs, and coordination with other regional public safety organizations to insure safe, transparent, and professional operations.

## Strategic Objectives

- Expand regional collaboration and partnerships to shorten response times, improve communication, and enhance service.
- As resources are available, procure new vehicles and equipment and phase out capital that has reached the end of its useful life.
- As resources are available, purchase, construct a new, or remodel an existing structure to serve as a new public safety facility that is of appropriate size and is located to meet industry standards.
- Look into the feasibility of providing a Regional Dispatch Center for fire and police services.
- Invest in tools, training, and technology to increase productivity and efficiency.
- Seriously consider provision of the equipment and resources necessary to maintain or improve the City's ISO rating for Fire Services.
- As funding allows, upgrade all regulatory signs in the City limits to meet minimum Federal standards for reflectivity, readability, and size.
- Take a leadership role in innovative strategies/prevention efforts regarding substance abuse and treatment.



# Regionalism

## Why is this Important?

The City of Globe protects the public trust by providing the most effective and efficient services possible. Excellent public service can only be achieved through a commitment to cooperation, coordination, and communication with our regional partners. An effort should be made to maintain existing and build new relationships with the mining industry, government agencies, tribal communities, nonprofits, and educational partners.

# Partnerships



## Strategic Objectives

- Explore ways for the City to participate in the planning and implementation of policies and programs that have benefit to the City and surrounding region.
- Reach out to local mining companies, the Bureau of Land Management (BLM), US Forest Service (USFS), and other state and Federal entities to acquire additional land to facilitate residential, commercial, and industrial growth.
- Continue support and active participation in the Central Arizona Governments (CAG).
- Take an active role in increasing the effectiveness and cooperation between the Economic Development Corporation, Chamber of Commerce, Industrial Development Authority, and other organizations that play a role in Globe's future economic success.
- Reach out to the San Carlos Apache Tribe to build trust, gain cultural understanding, discuss potential partnerships, economic development opportunities, and to address issues common to both entities.



# Looking Forward & Staying Informed...

## Strategic Planning Process

This document was developed to reinforce long-term planning for both the City's operating (day-to-day operations) and capitol (long-term investments) programs. The City Council enlists staff's assistance, via the City's department heads, in developing the Strategic Plan. This team approach is critical to our success, as it allows staff to better understand the

City Council's goals and vision for our City. In turn, staff can more successfully plan city projects and budgets to implement the Council's shared vision.

## Annual City Budget

The vision and strategic objectives included in this report will be considered when making policy decisions and for guidance when producing the City's annual operational and capitol improvement budget.

Specific financial needs will be discussed and presented to the Council and considered on a case-by-case basis.

## Strategic Plan Updates

This plan was designed to provide a five to ten year vision for the City of Globe. The document will be reviewed annually, prior to each budget cycle, to determine if an update is required. It is anticipated that the document will need an update in two years.

## City of Globe Contact Information

City Municipal Office:.....	928-425-7147
Police Department: .....	928-425-5751
Fire Department: .....	928-425-4432
Chamber of Commerce: .....	928-425-4495
Southern Gila County Economic Development Corporation: .....	928-812-3056
Main Street: .....	928-425-9340
Besh Ba Gowah: .....	928-425-0320
Downtown Association: .....	602-809-7988
Historical Society: .....	928-425-7385
Center of the Arts: .....	928-425-0884
Globe Active Adult Center: .....	928-425-9030
Globe Public Library: .....	928-425-6111

### Stay Informed

City of Globe website:  
[www.globeaz.gov](http://www.globeaz.gov)





## Festival of Lights at Besh Ba Gowah held in December



150 N. Pine St.  
Globe, Arizona 85501  
(928) 425-7146