

Initial Draft Strategic Plan July 15, 2024

Our Mission

The City of Foley is dedicated to serving our residents and visitors with integrity by providing innovative and fiscally responsible services that promote safety, friendliness, and stability, while helping to ensure a thriving community for all.

Our Vision

Foley's historic charm will be preserved and serve as our foundation as we create exceptional services, facilities, and infrastructure, through a forward-thinking leadership mindset, for our diverse community.

Core Values

Integrity: We are unwavering in our commitment to honesty and transparency, working to do the right thing as we foster trust with our community.

Service: We take pride in being highly responsive to our community, dependably, and compassionately meeting our residents' needs quickly and effectively.

Friendly: We place courtesy, approachability, and inclusivity at the forefront of all of our interactions, knowing that our relationships inside and outside of the organization are what matter.

Well-Prepared: We are committed to providing services that keep our community safe, are proactive in our planning for the future, with a focus on resiliency.

Stewardship: We are steadfast in our commitment to manage our human, financial, and environmental resources efficiently, ensuring future opportunities for our community while preserving and enhancing our small-town atmosphere.

Creativity: We encourage a culture of innovation by creating an environment that supports, values, and rewards new ideas and approaches to meeting our community's needs.

Strategic Priority: Livable Community

Goal Statement: We will manage and keep pace with our growth with well thought out plans and regulatory framework that is fair, predictable, sustainable, and consistently applied to create and maintain a high-quality built environment.

Objectives:

1. Conduct an independent review of Foley's development plans, regulations and ordinances to ensure strategic alignment that leads to a regulatory framework that is consistently applied and provides the desired built environment.
2. With a focus on engagement and collaboration, develop stormwater management plans for vulnerable watersheds in Foley to improve water quality and identify and implement drainage solutions.
3. Formalize a process to regularly gather and evaluate demographic and service delivery data to identify and standardize triggers to initiate the needed investment in City capital projects and equipment investments to keep pace with growth.
4. Review, refine, and initiate overlay districts and focused context sensitive planning efforts to protect the historic character of the community, maximize opportunities in targeted industry sectors, enhance the protection of key environmental assets such as the tree canopy, and maximize development opportunities at strategic locations while preserving Foley's character.
5. Create plans to assess and reduce vulnerabilities for the community and organization as the potential climate impacts occur.
6. Update the trails and greenway plan to link parks, commercial activity centers, and neighborhoods so people can move safely throughout the City by walking or biking.
7. Work with developers to negotiate appropriate City facility and amenities required to support the new development.
8. Provide a range of housing typology and options in strategic locations around town to meet the demands of a growing population while providing quality development and preserving community character.
9. Establish a committee comprising representatives from various City departments to foster collaboration, ensure alignment, maintain consistency, and facilitate the effective planning, development review, inspecting, and monitoring of private development projects, all contributing to the development of a livable and growing community.

Strategic Priority: Economic Development

Goal Statement: We will seek and pursue opportunities within specific industries that are realistic, will be easily integrated into existing commercial development areas, and diversify our overall industry makeup.

Objectives:

1. Create a business recruitment program that includes location planning and targeted incentives for key sectors such as sports tourism, small manufacturing, healthcare, aeronautics, and retail/hospitality to expand the local tax base.
2. Partner with programs in the medical field to support the development of the medical district and enhance local workforce opportunities.
3. Maintain an understanding of gaps in our retail mix and determine specific priorities and needs to retain and grow a mix of high-quality options downtown as well as other retail nodes in the City.
4. Partner with Main Street Foley to develop a downtown masterplan for both the residential and commercial areas of historic downtown that includes enhanced pedestrian infrastructure, façade grant opportunities, and amenities such as outdoor seating and public art to enhance vibrancy.
5. Continue to explore opportunities to partner with Baldwin County Schools to enhance educational outcomes for children living in Foley.
6. As the new library comes online, work to identify appropriate programming partnerships to support workforce development and ESL opportunities for members of the Foley community.
7. Using placemaking strategies, promote economic growth of small businesses by encouraging and supporting their contribution to our distinctive community character.

Strategy Priority: Community Safety

Goal Statement: We will remain a City where people feel safe and trusting relationships are cultivated between public safety officials and the community, while ensuring the City's readiness to respond to emergencies.

Objectives:

1. Maintain and enhance safety initiatives and ensure the capacity, facilities, and resources of the City are adequately scaled to meet the demands of our growing population and provide a safe environment for residents and visitors.
2. Expand community relations programs to enhance relationships and understanding between the community the Foley Police and Fire Departments.
3. Develop a local emergency operations center/safe room structure for the City and train all staff in NIMS-ICS NIMS-ICS in order to be prepared for natural and man-made disasters.
4. In partnership with Foley High School, create a public safety career program to increase the pipeline of applicants to critical and hard to fill front-line public safety jobs in the police and fire departments, while also fostering community relations.
5. Expand the City camera system to increase the capabilities of the police department to ensure safety for residents and visitors.
6. Increase Fire Inspectors for existing businesses to enhance fire safety standards, ensure compliance with regulations, and mitigate risks, fostering a secure environment for all in Foley.
7. Implement Crime Prevention through Environmental Design principles to improve community safety by ensuring public spaces are well-lit, visually monitored, and designed to encourage natural community interaction to foster a sense of security for all residents.

Strategic Priority: Culture, Arts, and Recreational Experiences

Goal Statement: We will ensure residents and visitors of all ages and abilities are able to access diverse recreational and cultural arts opportunities that provide enjoyment, community connection, and improve the overall wellness of our residents.

Objectives:

1. Conduct a master planning effort to guide decision-making for investments in parks, recreational spaces and programming, and cultural facilities in order to meet the needs of the evolving community into the future
2. Based upon the master planning effort, construct new facilities, upgrade and modernize park facilities to create safe, appealing, and functional recreational spaces while implementing effective preventative maintenance programs to reduce costs and enhance sustainability.
3. Based upon the master planning effort, design and construct new cultural and civic facilities including a new library, and new senior center, and museum facilities.
4. Create spaces and opportunities for new programming for communities with unmet needs including special needs, ESL, adult, and minorities.
5. Identify, attract, and retain quality events to our community for our citizens and visitors to improve our quality of life and economic vitality.
6. Build and expand innovative partnerships to support and enhance cultural, educational, recreational, and natural opportunities.
7. Prioritize land conservation, environmental restoration, and expansion of existing natural areas for protection of endangered species and sensitive habitats.
8. Promote a holistic approach to health and wellness by offering a diverse range of programming aimed at nurturing physical, mental, and social well-being of residents regardless of age, background, or ability in order to foster a stronger sense of community.

Strategic Priority: Organizational Excellence

Goal Statement: We will invest in our people, processes and systems to ensure we continue to provide excellent customer service, remain fiscally responsible, and foster transparency and trust within the community regarding City governance and decision-making.

Objectives:

1. Develop and implement a place branding and marketing plan to create a consistent and cohesive identity for all levels of communication, community engagement, signage, and promotional purposes enhancing the Foley brand.
2. Conduct an organizational assessment and long-term staffing plan to ensure service delivery levels are met across all departments and functions.
3. Make strategic investments in technology to streamline processes and automate work flows to create efficiencies and improve productivity.
4. Develop an employee recruitment and retention program to attract and retain quality talent, ensuring a workforce that reflects the diversity and needs of the community.
5. Create an inter-departmental project planning team to improve internal communications and planning efforts on all public infrastructure and facility projects.
6. Maintain multi-year financial plans to ensure adequate resources are available for ongoing operations and future capital investments.
7. Conduct a comprehensive space needs analysis and facilities and incorporate into the capital improvement plan to ensure that staff have the appropriate operational space to provide City services in a safe and efficient manner.
8. Prioritize transparency and accountability to build trust, enhance public satisfaction, and foster an environment where residents feel informed and valued.