

**RESOLUTION 2017-18**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS, ARIZONA, ADOPTING THE 2017 FOUNTAIN HILLS STRATEGIC PLAN.

**WHEREAS**, the Mayor and Council of the Town of Fountain Hills (the "Town Council"), has determined it is in the best interests of the Town of Fountain Hills (the "Town") to maintain a strategic plan to provide guidance on a number of activities, including policy recommendations, Town operations and capital improvements; and

**WHEREAS**, the Town first adopted its strategic plan in 2005 and has continually maintained it and updated it; and

**WHEREAS**, the Strategic Planning Advisory Commission has prepared an update, the Town of Fountain Hills 2017 Strategic Plan (the "2017 Strategic Plan"), for Town Council Consideration.

**NOW, THEREFORE, BE IT RESOLVED** BY THE MAYOR AND COUNCIL OF THE TOWN OF FOUNTAIN HILLS, as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

SECTION 2. The Town Council hereby adopts the 2017 Strategic Plan in substantially the form and substance attached hereto as Exhibit A and incorporated herein by reference.

SECTION 3. The Mayor, the Town Manager, the Town Clerk, and the Town Attorney are hereby authorized and directed to take all steps necessary to carry out the purpose and intent of this Resolution.

**PASSED AND ADOPTED** by the Mayor and Council of the Town of Fountain Hills, Arizona, May 18, 2017.

**FOR THE TOWN OF FOUNTAIN HILLS:**

**ATTESTED TO:**

  
Linda M. Kavanagh, Mayor

  
Bevelyn J. Bender, Town Clerk

**REVIEWED BY:**

**APPROVED AS TO FORM:**

  
Grady E. Miller, Town Manager

  
Andrew J. McGuire, Town Attorney

EXHIBIT A  
TO  
RESOLUTION 2017-18

[2017 Strategic Plan]

See following pages.



# Town of Fountain Hills

## Strategic Planning Advisory Commission

# 2017 Strategic Plan

May 18, 2017

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## Mayor's Message

On behalf of the citizens and the Fountain Hills Town Council, I am pleased to introduce the Town of Fountain Hills 2017 Strategic Plan.

The Town of Fountain Hills utilizes the strategic plan to provide guidance on a variety of town activities including policy recommendations, town operations, and even capital improvement projects. From its earliest beginnings, Fountain Hills has grounded the vision for its future on the input and aspirations of its citizens. In 2004-2005 the first Strategic Plan was crafted over an 18-month process involving thousands of hours of work with volunteer professionals and the input of more than 2,000 residents and stakeholders. This first formal Plan for the future of Fountain Hills called for the creation of the Strategic Planning Advisory Commission to assure that the annual goals and priorities set by Council and Town staff were consistent with the Strategic Plan, and to provide ongoing education and public dialogue opportunities.

Prior to drafting the current strategic plan, Strategic Planning Advisory Commission members worked closely with the Fountain Hills Cultural and Civic Association on a community survey and the Vision Fountain Hills community event that took place in May 2016. The goals or strategic priorities outlined in the new plan were the direct result of the Vision Fountain Hills visioning process that included more than one hundred residents participating in the program. The Strategic Planning Advisory Commission also conducted a SWOT Analysis of the previous 2010 Strategic Plan and determined which actions and tasks were still relevant in the new plan. This coupled with the strategic priorities from the 2016 Vision Fountain Hills process form the basis of the 2017 Fountain Hills Strategic Plan.

The 2017 Fountain Hills Strategic Plan is based on the following key goals or strategic priorities:

- Maximizing Economic Development Opportunities in Fountain Hills
- Ensuring that Infrastructure in Fountain Hills is Well-Maintained and Safe
- Attracting Families and Working Professionals
- Ensuring that Fountain Hills Finances are Stable and Sustainable
- Focusing on Strengthening the Community and Improving the Town's Quality of Life

The 2017 Strategic Plan honors and continues the Fountain Hills tradition of citizen-involved planning. Fountain Hills is truly the best place to live in Arizona, and we are confident that the 2017 Strategic Plan provides the roadmap for an even brighter future for our Town.

Thanks to all who participated in this important planning process and for their efforts to help ensure a brighter future for the Town of Fountain Hills.

Mayor Linda M. Kavanagh

## SPAC Chair Message

On behalf of hundreds of involved citizens and the Fountain Hills Strategic Planning Advisory Commission (SPAC), I am pleased to provide the Town of Fountain Hills 2017 Strategic Plan.

As with the original 2000 Strategic plan and its subsequent revisions, this 2017 version provides a destination, as well as the road map to that destination. However, this plan was derived with far greater community input. SPAC joined forces in 2016 with a concerned group of community volunteers who formed what became Vision FH. This partnership enabled SPAC to benefit from a much more comprehensive set of survey and workshop data from which to author this 2017 Strategic Plan.

Over 2,000 residents took part in a community wide survey conducted by Vision FH whose leadership included three SPAC members. The survey was followed up with a full-day workshop focused on each of the five Strategic Priorities:

1. Economic Development
2. Town Infrastructure
3. Attract Families and Working Professionals
4. Financial Stability and Sustainability
5. Community / Quality of Life

That group of 100+ citizens along with the survey results guided SPAC's development of this Strategic Plan. It differs from previous plans in that it is much more prescriptive and contains specific outcomes for the Town Council and staff to work toward as they implement the details of the plan.

The time and dedication of SPAC members has been outstanding. Even though the process exceeded our original 2016 timeframe, the results from the additional time have significantly enhanced the value of this document.

On behalf of the SPAC members below, I wish to thank the thousands of Fountain Hills residents who helped in this process and hope that we witness the fruits of that labor over the coming years. It is our hope that the investment SPAC members have provided will result in a community that each of us envision as the best place in Arizona to call home.

Dana Saar, Chair

Town of Fountain Hills Strategic Planning Commission

SPAC Members:

Peter Bordow – Vice Chair

Tammy Bell – Commissioner

John Craft Jr. – Commissioner

John McHugh – Commissioner

Gerard Bisceglia – Commissioner

Bernie Hoenle – Commissioner

## Abstract

The Fountain Hills Strategic plan is designed to empower every Town staff, Town Council, and Strategic Advisory Planning Commission member to ensure that efforts to complete and track progress of the Strategic Plan continue over its five-year life span regardless of position changes, elections, etc. This is a living document, intended to endure in principal and evolve in goals, objectives, and approach.

## Vision

Fountain Hills is a distinctive community with long term-economic sustainability and vitality anchored with an active and vibrant town citizenship that serves to invigorate a rich cultural, social and economic quality of life.

## Values

The following core values are a set of important and lasting beliefs and ideals shared by the members of our community. Our stated values influence and serve as broad guidelines in all situations to determine if we are on the right path and fulfilling our strategic goals; creating an unwavering and unchanging guide.

- *Preserve the health, well-being and safety of all our residents and visitors;*
- *Champion the diversity of experiences our residents bring to our community and rely on this depth of experience to innovatively address our challenges and continually improve our community;*
- *Take responsibility for our Town's success by building partnerships and investing in our talent and resources;*
- *Steward this unique enclave, dedicated to preserving the environment and visual aesthetic and to living in balance with the Sonoran Desert.*
- *Encourage a strong community that meets the needs of a growing, balanced demographic.*

## Background

This is the third major revision of the Fountain Hills Strategic Plan. The plan is substantially revised every five years, and for the 2015 refresh cycle, the Strategic Planning Advisory Commission departed from the historical structure and tone of the previous two revisions; opting instead to focus on specific, measurable goals and objectives.

At the 2015 onset of the development of this plan, the Strategic Planning Advisory Commission facilitated a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis report. That report helped provide context and focus for the resulting content. A full copy of that report is included in Appendix A of this document.

Every goal and objective in this document is the result of numerous forums, engagements, discussions, polls, and presentations – all designed and intended to have this plan be the product of the community.

During the 2015 to 2017 update effort, the Strategic Planning Advisory Commission worked closely with a number of community organizations to facilitate input from the residency on priorities and goals. The Vision FH organization in particular provided enormous support and partnership, also serving as liaison to many other local organizations and groups. And while overall update process exceeded our original 2015/2016 timeframe, we believe the results from the additional time have significantly enhanced the value of this document.

## Partnerships

A key success criteria to fulfilling the vision of the 2017 Fountain Hills Strategic Plan is the Town's long-term collaboration and partnership with those whom the goals and objectives were developed. Many local groups and organizations directly and indirectly contributed to this content. Significant contributors included:

- Vision Fountain Hills
- Fountain Hills Chamber of Commerce
- Fountain Hills Business Alliance
- JumpStart Business Incubator
- Fountain Hills Civic and Culture Association
- Fountain Hills Unified Schools District
- Town of Fountain Hills Department Heads.

## Core Responsibilities of the Town

In the context of this Strategic Plan it's important to note that the Town Government has a number of specific, adjudicated core responsibilities:

- Administration
- Infrastructure
- Public Safety
- Parks and Recreation

And, while the community input for the content of this plan included a very broad and rich source of information and priorities, the goals and objectives included in this plan have been distilled from that input such that they are within the legal and logistical scope of the core responsibilities of the Town.

A large part of the balance of the input we received from the community has been shared and taken on by our partner organizations. Appendix B includes a summary of that collateral.

## How the Plan will be Used

In a municipal setting, staff and partner organizations use the strategic plan to develop proposals and initiatives that implement elements of the strategic plan; Council uses the strategic plan to evaluate all proposals.

While a full update of a Strategic Plan is recommended periodically (every five years), the Strategic Plan should be reviewed annually and adjustments made as necessary. The following cycle outlines the annual use of the Strategic Plan:

**Fall**

- SPAC reviews previous fiscal year achievements, recommends any potential Strategic Plan revisions to Council, and provides recommendations for future goals/action plan
- Council considers revisions to Strategic Plan
- Council sets annual goals

**Winter**

- Staff outlines annual action plan based on Council goals

**Spring**

- Council passes budget based on action plan

**Summer**

- Staff monitors implementation of Strategic Plan
- Staff develops annual achievements report reflecting implementation of the Strategic Plan (based on previous year budget/action plan/goals)



## Communication Plan

The Communications Plan for the 2017 Fountain Hills Strategic Plan is designed to empower SPAC Commissioners, town staff members and Town Council members to ensure that efforts to complete the Strategic Plan continue over the five-year scope regardless of position appointment changes, elections, staff changes, etc.

The Strategic Planning Advisory Commission applied significant focus and effort to methods and modalities of communicating the overall plan and reporting the regular and specific progress of each goal and objective.

At the time of the writing of this plan, specific communication methods and modalities are still being evaluated and will be presented to the Town Council for consideration and approval. Following are the elements of the communication framework to be finalized.

### Our Commitment

Our commitment to communication is intended to ensure transparency and accountability for the goals and initiatives within the plan, as well as to help in identifying possible course corrections, as we analyze where efforts are being taken and document results or lack thereof.

### Status Updates

We will communicate progress and status of the Plan's goals, milestones, and initiatives, on a regular basis in clear, easy-to-understand language and easily accessible methods.

### Audience – Who is the Strategic Plan Written for?

- Town Council and Mayor
- Fountain Hills Residents
- Our Local Partner Groups

### Modalities – Methods We Will Use to Communicate

The Strategic Planning Advisory Commission recommends the Town present status updates in a variety of ways. Specifically, we suggest a mixture of traditional and online modalities that include:

- Published and downloadable documents:
  - Word Document
  - PowerPoint
  - Executive Summary document
- Online/web version:
  - Mobile Application
  - Social media
  - Fountain Hills Town website
- In print – Fountain Hills Times
- Public forums

## Content - What We Will Communicate

- Near term outcomes (Plan launch thru first 12 months)
- Long term outcomes (13 months – year 5)
- Metrics/milestones for monitoring and reporting

## Guidelines - How Will it be Communicated?

Presentation of updates regarding progress of the Strategic Plan should meet the following requirements:

- Easy to read and understand at a short glance (dashboard).
- Include an easy guide on how to read the status updates.
- Visually consistent between and among all Strategic Goals and Objectives.
- Presentable in a variety of mediums such as online, published in hard copy, etc.
- Should include detailed data behind a summary view so the viewer may choose to “drill down” into the details behind that summary view.
- Tasks/Milestones should be refreshed/updated as required by the milestone completion date.

## How We Prioritized the Goals and Objectives

Every strategic goal and objective included in this Strategic Plan is important and considered achievable by the Strategic Planning Advisory Commission, Town Council, and Town Manager.

Having stated that, the Strategic Planning Advisory Commission, together with the Town Manager, assigned high-level priorities to each of the objectives within the strategic goals. This prioritization process is intended to reflect a narrow set of operating constraints and assumptions. The priorities:

- Reflect the voice of the residents that participated in the groups and public forums and their view of importance,
- Offer a potential context for funding prioritization,
- Are not “set in stone”, i.e., the dependency among items may shift or influence the stated priorities,
- Do not necessarily imply a chronological order of completion.

## Strategic Goals

The following section presents the specific target strategic goals and objectives of the 2017 Fountain Hills Strategic Plan. For every strategic goal, the individual objectives each include the high-level priority, task description, lead responsible resource and project completion date.



**VISION**

Fountain Hills is a distinctive community with long term economic sustainability and vitality anchored with an active and vibrant town citizenship that serves to invigorate a rich cultural, social and economic quality of life

**VALUES**

Preserve the health, well being and safety of all residents and visitors

Champion the diversity of experiences our residents bring to our community and rely on this depth of experience to innovatively address our challenges and continually improve our community

Take responsibility for our Town's success by building partnerships and investing in our talent and resources

Steward this unique enclave, dedicated to preserving the environment and visual aesthetic and to living in balance with the Sonoran Desert

Encourage a strong community that meets the needs of a growing, balanced demographic

2017 STRATEGIC PLAN

STRATEGIC GOALS

- 1 Economic Growth**
- 2 Infrastructure Maintenance**
- 3 Demographic Balance**
- 4 Financial Stability and Sustainability**
- 5 Community and Quality of Life**

STRATEGIC OBJECTIVES AND TASKS

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
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| <p><b>1.1 Market Fountain Hills</b></p> <ul style="list-style-type: none"> <li>1.1a Develop a community brand/vision/marketing plan</li> <li>1.1b Develop a new business resource package</li> <li>1.1c Increase funding for business accelerator programs</li> <li>1.1d Explore higher education opportunities in Fountain Hills</li> </ul> <p><b>1.2 Sustain Commercial Businesses</b></p> <ul style="list-style-type: none"> <li>1.2a Rezone undeveloped commercial property to residential where feasible</li> <li>1.2b Adopt a text amendment that allows residential uses on commercially rezoned properties</li> <li>1.2c Rezone unplatted land for greater density and affordable family homes</li> </ul> <p><b>1.3 Promote Tourism</b></p> <ul style="list-style-type: none"> <li>1.3a Create and expand destination events</li> </ul> | <p><b>2.1 Invest in Fountain Hills</b></p> <ul style="list-style-type: none"> <li>2.1a Develop and implement an investment plan to bring streets, buildings and parks up to established standards</li> <li>2.1b Commission a study to identify gap between actual and subdivision ordinance specifications and determine cost of meeting ordinance specifications</li> </ul> <p><b>2.2 Promote Environmentally Friendly Initiatives</b></p> <ul style="list-style-type: none"> <li>2.2a Develop and adopt a comprehensive environmental plan</li> <li>2.2b Research and report on economic and logistic feasibility of electric car charging stations</li> </ul> | <p><b>3.1 Attract Demographic</b></p> <ul style="list-style-type: none"> <li>3.1a Work with State Land Trust to increase residential density</li> </ul> <p><b>3.2 Market and Promote</b></p> <ul style="list-style-type: none"> <li>3.2a Distribute Town's marketing plan to local businesses</li> <li>3.2b Expand use of social media and on-line messaging</li> <li>3.2c Include family branding in marketing plan</li> <li>3.2d Organize a young professionals group or organization</li> <li>3.2e Organize specialty youth camps</li> <li>3.2f Support youth club sports</li> </ul> | <p><b>4.1 Identify Sources of</b></p> <ul style="list-style-type: none"> <li>4.1a Adequately fund all identified reserve funds</li> <li>Identify revenue</li> <li>4.1b options</li> <li>Increase revenues to</li> <li>4.1c meet community needs including addressing projected operating shortfall</li> </ul> | <p><b>5.1 Promote Education System</b></p> <ul style="list-style-type: none"> <li>5.1a Include local school strengths in marketing plan</li> <li>5.1b Work with FHUSD to maximize property values</li> <li>5.1c Explore selling/leasing unused properties</li> </ul> <p><b>5.2 Utilize Intergovernmental Relations to Achieve Priorities</b></p> <ul style="list-style-type: none"> <li>5.2a Increase community efforts to lobby for municipal issues</li> </ul> <p><b>5.3 Leverage the Talents of Residents to the Town's Advantage</b></p> <ul style="list-style-type: none"> <li>5.3a Utilize effective volunteer skills and talents</li> </ul> |
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**Goal # 1 – Economic Growth: Maximize Economic Development Opportunities in Fountain Hills**

**Objective #1 – Create or Utilize Tools to Help Market Fountain Hills for Economic Development Opportunities**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
M	Develop a community brand/vision/marketing plan for Fountain Hills	Scott Cooper	June 2019
L	Develop a new business resource package	Scott Cooper	June 2017
L	Increase funding for business accelerator programs	Scott Cooper	July 2018
H	Explore higher education opportunities in Fountain Hills	Scott Cooper	December 2019

**Objective #2 – Increase Population and Residential Densities to Sustain Existing and Future Commercial Businesses in Town**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
M	Rezone undeveloped commercial property to residential where feasible	Scott Cooper/ Bob Rodgers	Ongoing
M	Adopt a text amendment that allows residential uses on commercially zoned properties	Bob Rodgers	June 2017
M	Rezone unplatted land for greater density and affordable family homes	Bob Rodgers	Ongoing

**Objective #3 – Market/Promote Tourism to Generate Hotel Stays and Higher Dollar Expenditures During Visits to Fountain Hills**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
L	Create and expand destination events	Rachael Goodwin/ Grace Rodman-Guetter	June 2019

**Goal # 2 – Infrastructure Maintenance and Evolution: Ensure the Infrastructure in Fountain Hills is Well-Maintained and Safe**

**Objective #1 – Invest in and Maintain the Community’s Infrastructure**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
H	Develop and implement an investment plan to bring streets, buildings, and parks up to established standards	Grady Miller	June 2019
L	Commission a study to identify gap between actual and subdivision ordinance specifications and determine cost of meeting ordinance specifications	PW Director/ Bob Rodgers	June 2019

**Objective #2 – Promote Environmentally Friendly Initiatives**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
M	Develop and adopt a comprehensive environmental plan for Fountain Hills	PW Director	June 2019
L	Research and report on economic and logistic feasibility of electric car charging stations	PW Director	June 2018

**Goal # 3 – Demographic Balance: Attract Families and Working Professionals to Fountain Hills**

**Objective #1 – Utilize Land-Use Planning to Attract Families to Fountain Hills**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
M	Work with State Land Trust to increase residential density	Council/Staff	December 2018

**Objective #2 – Market and Promote Fountain Hills as a Unique Place for Families and Working Professionals**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
L	Distribute town’s marketing plan to local businesses	Scott Cooper	July 2019
M	Expand use of Social Media and on-line messaging	Grace Rodman-Guetter	Ongoing
L	Include family branding in marketing plan	Grace Rodman-Guetter/ Scott Cooper	June 2019
L	Organize a young professionals group or organization	Scott Cooper	June 2018
L	Organize specialty youth camps (robotics, coding, arts, etc.)	CS Director/ Rachael Goodwin	Summer 2018
L	Support youth club sports	CS Director	Ongoing

**Goal # 4 – Financial Stability and Sustainability: Ensure the Town’s Finances are Stable and Sustainable**

**Objective #1 – Identify Sustainable Sources of Revenue to Sustain Funding of Town Core Services**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
H	Adequately fund all identified reserve funds	Town Council/Town Manager	December 2027
H	Identify revenue options	Town Staff/Town Manager/Town Council	September 2017
H	Increase revenues to meet community needs including addressing projected operating shortfall	Town Manager/Town Council	November 2018

**Goal # 5 - Community: Focus on Strengthening the Community and Improving Town's Quality of Life**

**Objective #1 – Partner with the Fountain Hills Unified School District to Promote FH Education System**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
M	Include local school strengths in marketing plan	Scott Cooper/Grace Rodman-Guetter	June 2019
L	Work with FHUSD to maximize its property values	Town Staff/Council/FHUSD	December 2017
L	Explore selling/leasing unused properties	Town Staff/Council/FHUSD	December 2017

**Objective #2 – Utilize Intergovernmental Relations to Achieve Fountain Hills Priorities**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
L	Increase community efforts to lobby for municipal issues	Town Manager/Town Council	January 2018

**Objective #3 – Leverage the Talents of Residents to the Advantage of Fountain Hills**

<u>Priority</u>	<u>Tasks</u>	<u>Lead Responsibility</u>	<u>Projected Completion Date</u>
L	Utilize effective volunteer skills and talents	Heather Ware	Ongoing

## Appendix A: Town of Fountain Hills Updated SWOT Analysis

### Strengths

- ✚ *Environmental setting* – Lush suburban setting with mountain views.
- ✚ *Community brand* – World famous fountain. Recognized as one of the most livable communities in Arizona.
- ✚ *Operationally lean local government* – Efficient and within budgetary constraints.
- ✚ *Safe community* – Low crime rate. Responsive emergency services.
- ✚ *Abundant amenities* – The arts, theatre, recreation, sports, medical services etc.
- ✚ *Proximity to Phoenix Sky Harbor Airport* – 30-minute drive.
- ✚ *Data infrastructure* – Connectivity for local business and homes.
- ✚ *Numerous special events* – Art fairs, concerts, community gatherings.
- ✚ *Robust volunteer program* – Active and organized community-wide.
- ✚ *Available office space*
- ✚ *Collaboration and support from local civic and fraternal groups.*

### Weaknesses

- ✚ *Fiscal sustainability* – Sales and income tax revenues have been declining while operating costs, particularly for emergency services, continue to increase.
- ✚ *Demographic imbalance* – The age group 55 – 74 years saw the biggest increase since 2005 and now represents the largest age group in town. Almost 2/3 of the local households have only two (2) persons in residence. Enrollment in our schools is declining. Ideally there should be balance among the age groups in order to sustain and support community amenities, schools and non-retail business operations.
- ✚ *Aging infrastructure* – Resulting in most of our roads, Fountain Park and government buildings facing increased maintenance and repair costs.
- ✚ *Land locked* – Limited room for new home or industrial space expansion. Presently only 2000 remaining plats for home sites. Future revenue growth from traditional sources will therefore be limited.
- ✚ *Limited youth programs* - By comparison with other bedroom communities, FH has a shortfall in youth programs and services. Coupled with housing costs and schools, youth programs are critical factors among young families considering relocation to an area.
- ✚ *Lack of available industrial space* – Limits our town’s ability to attract employers.
- ✚ *Affordable housing* – The median value home is now \$363,000 compared to \$248,000 in 2004. Affordable housing is critical to attracting young families to the area.
- ✚ *Town government is understaffed*

With so much of the town's revenues committed to funding emergency services, other department staffs have been seriously cut back.

- ✚ *Seasonal residents* – Significant number of winter visitors who require local services and utilize local amenities, but not 'invested' in Fountain Hills' future.

## Opportunities

- ✚ *Rebrand the community* – Would require local support in identifying, developing and promoting a unique niche that would attract visitors and/or new residents.
- ✚ *Extend residential density* – New, affordable family housing.
- ✚ *Focused economic development program* – To increase use of available commercial space and increase revenues to the town.
- ✚ *Future technology preparedness*

## Threats

- ✚ *General resistance by community to changes/investments proffered by local government.*
- ✚ *Impact of certain legislation by state on local government's ability to manage the community's evolving needs.*
- ✚ *Lack of funds to address the town's aging infrastructure.*
- ✚ *Sustainability of our school system with continued declining enrollment.*

## Appendix B: Source Materials and Brainstorming Ideas

Following is the raw material produced from various workgroups and brainstorming sessions during the development of this plan.

### Economic Growth

Consider:

- Floor space
- IT Infrastructure
- Location
- Employees
- Public transportation (?)
- Tax breaks, incentives (?)
- Volunteer organizations
- Part time residents (services/needs) view seasonal residents as benefit

Resources for support: (organizations already meeting with range of talent)

- Vision FH
- Chamber of Commerce
- Tourism/marketing effort
- FH Economic Dev (Scott Cooper)
- Realtors association
- Kiwanis/Rotary/AMVets, etc
- Yavapai Nation – Casino & We Ko Pa resort/conference center
- Association of Mayors (is there one?)
- Men's/Women's clubs

Identify target business opportunities – products & services

- Call Centers and/or remote office work facilities, web hosting
- Camps & retreats (big in Prescott, Sedona)
- Variety of medical needs continue –building more “senior” facilities - Concern about becoming Sun City “East”
- Medical, and possible recreational marijuana sales/production
- Auditorium mixed use facility similar to Highland Church ([www.songkick.com](http://www.songkick.com)) - Schools, community concerts, name entertainers, theater performances, etc

Seek out private/public partnerships:

- Peaks Athletic for “community pool”, YMCA, shuttle transportation
- School programs, competitive training (triathlon)
- Theater

- Dinner theater options
- Adult education, partnerships with extended campus ASU, UA, tech & others
- Negotiations with EVIT
- Focus on specialty: Business, Music, Resource Conservation, Wildlife Management
- Could FH become a 1<sup>st</sup> class destination in one of these areas – what would it take
- Work with Hot Rod fabrication shop, body shops, bike shops (what else do we already make in FH) - Idea is to teach skills
- Golf cart public transportation for local errand support (Scottsdale model, tips?) - Start part time, weekends, special events

#### Review the Fountain Hills Visitors Guide

- Does it match what expected
- Improved, some disconnects, update .pdf not fully automated, Grab a Bite needs work
- Improve/increase multimedia marketing efforts, social media, and “other AZ and Phoenix guides”

#### Activities/events, some missed opportunities to grow revenue: food, t shirts, mugs, posters, pins, etc

- Silver Car Auction – link up related or partnership events
- Phil’s weekly car show
- The Concours
- Tour de Scottsdale, Cyclo Mesa & other events transiting FH (Bikefest step in good direction)
- Artists series at several Churches – could benefit from larger venue (Auditorium)
- Several nearby lakes (day at the Lake activities), we reference the lakes, but how about a boat show...
- McDowell Mt Park events, better coordination, they have multiday events

**Park Place** is on the way, need to help reduce the negative comments and try to determine positive benefits to the community. There doesn’t appear to be a consolidated effort to fill the business space.

**Brokers Alliance** is a prime example of how things “can” work, yet there are still challenges

- first being affordable housing as stated by employees and potential new hires.
- other challenge is finding the required IT savvy workforce locally to grow the companies

**Communications and Social Media**, increased attention to the visitor guide & tourism with marketing. Scottsdale, Phoenix, Los Angeles provide most access to town site, followed by FH residents. Town working position description for full time equivalent be Public Info Officer.

**New business, Lai Mai Thai** restaurant doing well by all reports (may be too small) and **Dead Heat Brewery** approved for location near Fry’s to open in December.

#### Develop a community brand

- adventure center - natural environment
- fine arts center
  - arts

- music
- theater
- environmentally conscious

Retain current business

- showcase
- business specific
  - financial
  - training
  - increased traffic

Create comprehensive resources package

- town, county, state...
- consolidation effort and content currency

Develop a business accelerator

- financial incentives or services discounts

Showcase successful businesses

- marketing - visibility inside & outside community
- linking on social media

Re-development

- impact of latest development projects on Ave of Fountains
- town parking plan - vertical vs horizontal
- town efficiency, use of solar and other energy saving actions

Measurements of success

- jobs created
- capital investment
- revenue generated

Strategy, milestones (PERT/Gant), return on investment (dollars/benefits) hard/soft

- Jobs created
- Capital invested
- Revenue generated

## Demographic Balance

- need for better child care options
- recreation - wide variety from adult leagues to family oriented functions, typical sports to sand volleyball, kite flying, robot competition, drone flying competition, paint ball, battle zone, laser tag.
- socializing for young mothers - exercise with strollers like Mall walking (our daughter-in-law had a jogging stroller) might work around the fountain

- entertainment - feedback from ballet was great performance, but mixed with little children and glow sticks was very distracting (we were at the HS football game and they had a special family carnival type event before the game - seemed well attended), nice comments about theater & youth theater
- FH Village concept for living - separate apartments linked up with community center, dining area, etc. Somewhat a professional dorm approach with privacy.
- Access to public transportation, limited use of motor vehicles, rent cars like Zip, and even rent bikes
- More purchases of hybrid or electric vehicles - look for charging stations near a Starbucks
- Recycle and renewable energy continues to grow - Facebook last week, where do I take recyclables since our condo doesn't do it
- Trend toward living in smaller square footage
- Live music ` there are a lot of bands, plus ASU has an outstanding school of music & ensembles
- Restaurants with "natural foods" - One input requested late night - date night dining

Relative to announcement about new micro brewery

- Micro brewery & wine bars (sort of removed from center of town by being near Fry's) spin off could be golf cart provided transportation to/from the brewery so folks
- don't drive or have to call Uber (carts for tips in old town Scottsdale)
- Cart idea might even work for assisted living for those that want to get out

additional background notes:

Input on the environment from the community center planning workshop, contacts in FH, plus our own adult children with families: environmentally conscious, drive hybrids, eat from farmers market coop, rent vs buy housing, into triathlons, if possible - go wireless. Grandkids are growing up with iPads and Kindles. We text first, then email, then FaceTime, finally talk on phone. Favorite media sites, Facebook minimal use.

- Link up with McDowell Mountain Park events
- **Spartan Races (multi day MTB events)**
- Multi day music festival
- Mountain to Fountain 5K race
- Fountain Hills Bike Fest (Apr 2017), bringing in support from CA for drag races
  - That was original plan, found out the drag race event was going to be too expensive
  - trying to find another contractor
- Increase events for town family gatherings like:
- Chili/bbq cook off
- Taste of Fountain Hills
- A real Art Gallery, revolving exhibits, etc.
- Movies in the park, nice idea
- Better environment needed beyond popcorn and blanket
- Restaurant – at least one Fire Rock type, but available to the public in town
- Casablanca Rooftop, Grass Roots, Culinary Drop Out (examples)
- Tough to get nice glass of wine or a craft beer after 9:00 pm
- Young professionals... (5<sup>th</sup> and Camelback area), socializing spot
- Old Town Scottsdale in general social mix of college and young professionals

- Irish Pubs, Scottsdale/Tempe
- International or theme other than pizza
- Social atmosphere – micro brewery, joint wine tasting w/several vineyards participating
- Rotate hosting wine pairing meals
- Takes business investment
- Progressive dinner party hosted by local restaurants
- Multimedia marketing (current/correct information) *everything on the net*
- Put all government services on the net
- Slide the city is one day per year, need a CrackerJax like facility
- Skate board park, BMX bike park
- Copper Wynds international tennis (should have related activities in town)
- Hold invitational tournaments– golf, softball, soccer, pickleball, etc
- School age travel teams, track meets, swim meets
- Sponsor science fair with a focus – water/solar/renewable energy
- Regional, state, SouthWest... science/technology fairs can be a draw
- Solar powered vehicles (ASU & UofA), be great to see them tackle these hills
- Move beyond two art fairs as the main draw and short term money maker for non-profits
- Name performers in the fountain park
- Generate atmosphere leaning towards innovation, students left area for robot competition
- How about drone competition
- Host a real “farmers market”
- Segway touring, Zip car location, Zip type bike location (rentals)
- Day care, child care services/facilities
- How to better engage numerous resources associate with local churches

Demographic balance (residential full/part time, tourism)

- Build upon commute/accessibility to surrounding communities
- Increase awareness of current assets
- Family oriented
- active Boys & Girls club
- Work environment
- assisted living advantages/convenience

Contributing factors for attracting younger residents/visitors

- housing environment (not just affordable - own/rent)
- transportation around town (sidewalks, bike lanes, walking corridors)
  - walking
  - bikes
  - skate boards
  - hiking
  - neighborhood playgrounds
  - child care

Increase Fountain Hills as “destination”

Dining experiences

Recreational activities

- professional sports
- car shows
- school aged tournaments

Cultural activities

- arts
- sister cities
- library, kid's museum or activity center

Entertainment

- participative and spectator

Schools/education/training

- advanced or unique programs
- recruit talent for leadership credentials
- facilities (pool, auditorium, sound/tv studio)
- key sports teams

## Measurement and KPIs

### Measurement Terms Defined:

- **Strategic Goals** – these are the stated desired end state condition over the 5-year strategic plan; e.g., demographic balance will be...
- **Tasks/Milestones** – These are specific measurable actions to be taken to reach the Strategic Goals. They should be granular, tactical steps each with a specific “by when” completion date.
- **State desired Strategic Goals** – what is the end game over 5 years? What does it “look like” in 5 years.

- **Strategic Goals** – these are the specific stated desired end state conditions/results for the 5-year strategic plan that support the overriding Strategic Priorities developed in collaboration with VisionFH. Consider;

- What is the end game over 5 years?
- What does it “look like” in 5 years – what has changed and what has been created?

You should create two to four Strategic Goals for each Key Strategic Priority: Economic Growth, Infrastructure Maintenance and Evolution, Demographic Balance, Financial Stability and Sustainability, and Community.

- **Outcomes** – These are indicators of progress toward the Strategic Goals and will help determine whether the subsequent tasks/milestones are on track to achieving the Strategic Goals or if the tasks/milestones should be adjusted (course correction). You can create several of these over the five-year plan at different intervals. There are essentially markers of success, over a period of time, toward the strategic goals. One or more Outcomes should generally be provided for the following periods:

- Short-term (1 year or less)
- Mid-term (2 to 3 years)
- Long-term (3 to 4 years)
- **Tasks/Milestones** – These are specific, measurable actions to be taken to reach the Strategic Goals. They should be granular, quantifiable tactical steps; each with the following specific attributes:
  - What, specifically, is the task? – must be measureable as completed or not.
  - Who is responsible for the task?
  - By when will it be complete?
  - What other resources are required?
  - Is there a risk or mitigating circumstance?
  - What is the cost/price of completing the task/milestone?
  - Prioritizing is extremely important when creating tasks/milestone.