



## FOUNTAIN HILLS STRATEGIC PLAN

**Our Town, Our Choices.  
A Road Map to the Future**

# Draft Strategic Plan

**Town Council Study Session  
November 8, 2005**

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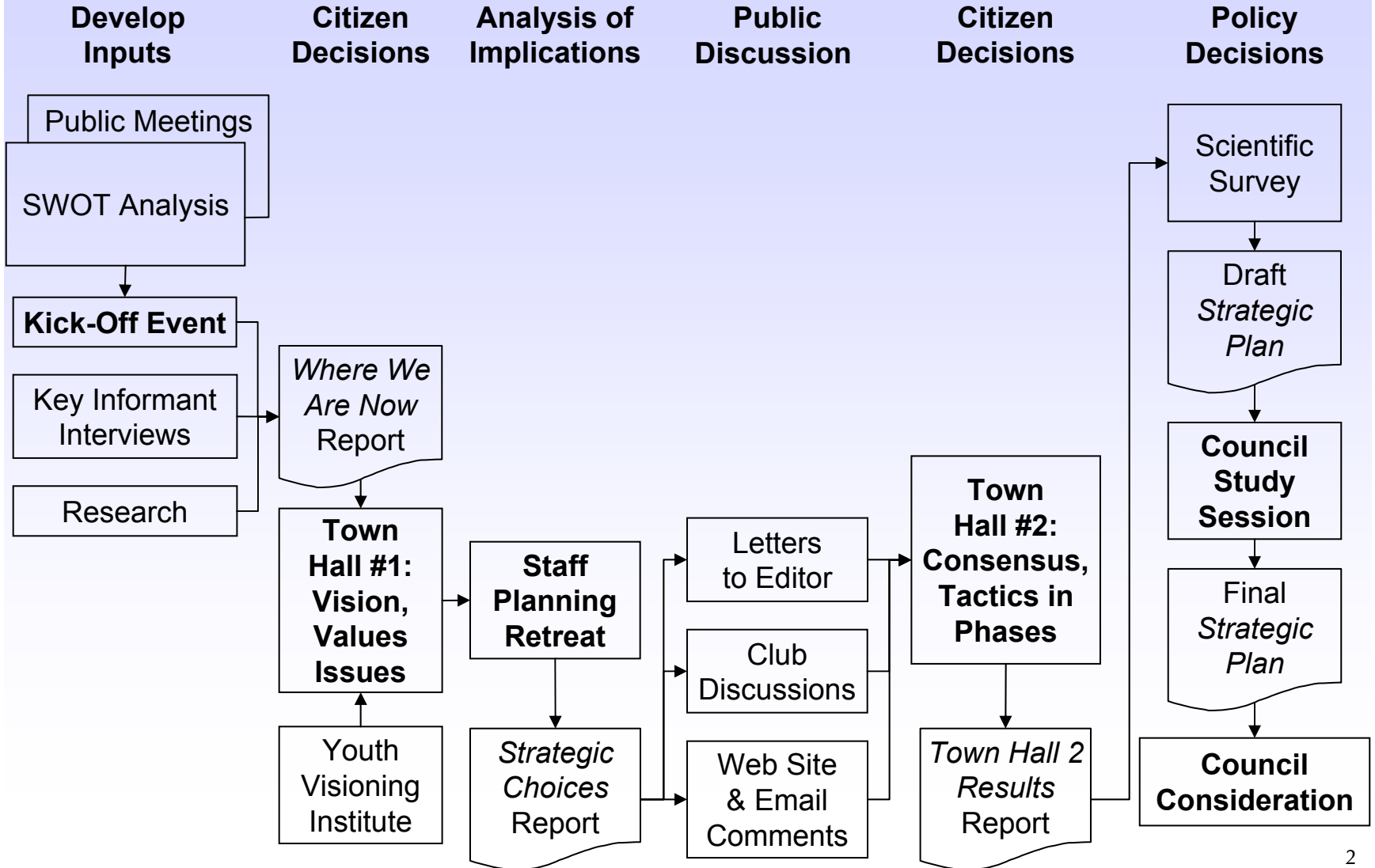
## FOUNTAIN HILLS STRATEGIC PLAN

## Introduction

- Strategic planning is a decision-making process to define an intended future and map ways to get there
- Fountain Hills strategic planning history:
  - ✓ 1995 and earlier: Civic Association sponsored periodic Town Hall events to solicit citizen input
  - ✓ Most initiatives from 1995 process have been accomplished
- 2004: Council commits to strategic planning
  - ✓ Fall meetings assess citizen interest in strategic planning
  - ✓ Technical Advisory Committee developed Public Involvement Plan; Council adopted, issued RFP

# FOUNTAIN HILLS STRATEGIC PLAN

## Citizen-Driven Strategic Planning Process



## FOUNTAIN HILLS STRATEGIC PLAN

## Mission of the Strategic Planning Process

- Comprehensive, citizen-driven effort
- Determine community's long-term vision
- Generate strategic agenda for decision-making
- Identify gap between present and community desires
- Quantify needs, desires, projects & services critical for community success
- Outline Town's role in financing and implementing action strategies
- Determine citizens' willingness to pay for community needs & desires

## FOUNTAIN HILLS STRATEGIC PLAN

## Key Concepts of Strategic Planning Process

- Inlusiveness
  - ✓ Educational, informative, comprehensive
  - ✓ Variety of venues and techniques
  - ✓ Town leadership actively involved and committed
  - ✓ Community organizations are partners
- Simplicity
  - ✓ Materials: concise, easy to understand, direct
  - ✓ Quality of information, not volume
  - ✓ Final plan: brief and implementation-friendly

## FOUNTAIN HILLS STRATEGIC PLAN

## Key Concepts (Cont.)

- Financially Responsible
  - ✓ Outline long-term financial realities, costs of options
  - ✓ Framework for secure financial future
  - ✓ Public opinion to finance the future
  - ✓ Clarify fundamental needs *vs.* wants
- Realistic Implementation
  - ✓ Identify proper organizational alignment and resources to implement the plan
  - ✓ Staffing, administration, capital improvements and budget reflect strategic plan goals

## FOUNTAIN HILLS STRATEGIC PLAN

# Keeping the Process Alive: Create & Appoint Citizens Action Network

Implementation of Strategic Initiatives



Town Staff  
Day-to-Day Operations  
Budgeting  
Policy Implementation

{ CAN }

Town Council  
Visioning  
Long-Range Planning  
Policy Development

- Commission to fill the gap between Staff and Council
- 9-15 citizens & business people; membership criteria to ensure balance, diversity & effectiveness; Youth representative
- Stagger terms to ensure continuity

## FOUNTAIN HILLS STRATEGIC PLAN

## Vision Issues

- **Downtown Development:** The Town should pursue new business development in downtown Fountain Hills that mainly serves the needs of residents, rather than create a tourist destination.
- **Arts & Culture:** The Town reached no consensus on activities related to arts & culture. Citizens with an opinion are split between creating a destination center for arts & culture, and developing programs for local consumption. This issue ranked low priority for both Town Hall participants and survey respondents.



## FOUNTAIN HILLS STRATEGIC PLAN

## Vision Elements: Tier 1

- Fountain Hills is dedicated to careful stewardship of the most beautiful natural desert area in the world. It maintains its starry nights, clean air and water quality.
- Fountain Hills is recognized as the best planned community in Arizona. Growth & density have been closely managed to maintain the Town's unique character.
- Fountain Hills has the premier school district in Arizona offering lifelong learning and a community college.
- Town Government is fiscally sound and has reliable revenue streams

## Value Statements – Tier 1

- Education
- Cultural diversity
- Public safety
- Environment
- Community participation, involvement & volunteerism
- Preserve small town character
- Recreational opportunities

## FOUNTAIN HILLS STRATEGIC PLAN

## 10 Focus Areas

- Governmental Financial Stability
- Commercial Vitality & Business Development
- Arts & Culture
- Small-Town Atmosphere & Town Identity
- Housing & Affordability
- Preservation of the Environment
- Parks & Recreation
- Municipal Government Services
- Education: Higher & Continuing Education & Support of Educational Excellence
- Physical Planning: Zoning & Architecture

## Action Plan

- Develop a long-term funding plan in the first six months, addressing current needs and new initiatives
- Resolve long-term projected revenue shortfall in one-to-two years, currently estimated about \$66/household
  - ✓ Educate the public regarding alternatives: 30% said not sure/need more information
  - ✓ The longer we wait, the more revenue we will have to raise; 48% said to act sooner rather than later.

## FOUNTAIN HILLS STRATEGIC PLAN

**Immediate Priorities:****Accomplish within 1-2 years (\$26/Hhld./yr.)**

- Have the Town work more closely with local schools (\$0)
- Require new residential development to use low water native vegetation for landscaping (\$10)
- Strictly enforce General Plan and zoning ordinances (\$8)
- Establish an architectural review board to ensure the architectural aesthetic compatibility of commercial property in Fountain Hills (\$8)
- Annex State Trust Land (\$0)

## FOUNTAIN HILLS STRATEGIC PLAN

## Longer Term Priorities

Accomplish within 3-5 years (\$264/hhld./yr.)

- Add recreation amenities, such as hiking trails and bike lanes, and programs, such as concerts, to the Town's parks & recreation system (\$17)
- Invest in activities to strengthen the community's small town identity, such as celebration days and events (\$32)
- Enhance pedestrian safety by adding sidewalks and improving striping at crosswalks (\$17)

(Cont.)

## FOUNTAIN HILLS STRATEGIC PLAN

## Longer Term Priorities (Cont.)

## Accomplish within 3-5 years (\$264/hhld./yr.)

- Invest in initiatives that will support lifelong learning opportunities for residents of all ages (\$10)
- Ensure all streets are well-maintained and smooth (\$120)
- Enhance the Town's stewardship of the natural environment by establishing view corridors and adding/improving trails and washes (\$68)

## FOUNTAIN HILLS STRATEGIC PLAN

## Not Community Priorities at this Time

- Build a new teen activity center (\$41)
- Increase enforcement of housing quality codes by inspecting existing properties whenever occupancy changes (\$30)
- Build a new aquatic center that has features for people of all ages (\$84)
- Improve public transportation services to and from Fountain Hills and other communities (\$20)
- Create a curbside recycling program (\$105)
- Establish a Town-operated garbage collection service (\$276 replace current fees)
- Acquire land, develop & maintain a new 15-acre community park (\$68)
- Widen Fountain Hills Boulevard (\$25)
- Build a new performing arts center (\$48)
- Build a larger stand-alone senior center (\$42)



## FOUNTAIN HILLS STRATEGIC PLAN

## CAN Responsibilities

- Champion strategic plan: keep it visible
- Give plan to candidates for public office
- Indoctrinate newly-elected & appointed officials
- Initiate periodic updates to plan
- Initiate citizen involvement activities
- Recruit partners; leverage community resources
- Annual work session with Town Council
- Quarterly progress reports
- Speakers bureau for civic & business groups
- Meet regularly
- Engage public dialog about new initiatives

## FOUNTAIN HILLS STRATEGIC PLAN

## Staff Responsibilities

- Support & technical assistance to CAN meetings
- Liaison between CAN and Town Council
- Town Manager/designee *ex-officio* CAN member
- Support & technical assistance in public involvement activities, plan updates
- Project implementation & financial planning info
- Present strategic priorities to Council, detailing resource needs and implementation options
- Financing options to Council to implement initiatives

## FOUNTAIN HILLS STRATEGIC PLAN

## Town Council Responsibilities

- Leaders of strategic planning in Fountain Hills
- Create CAN and appoint members
- Participate with CAN in annual strategic work session
- Review & adopt plan updates
- Provide meeting time for quarterly progress reports
- A Council member as *ex-officio* CAN Member
- Make decisions about implementation, financing
- Refer ideas, suggestions from community to CAN
- Provide financial & staff resources to CAN for plan update and public involvement activities

## FOUNTAIN HILLS STRATEGIC PLAN

## Strategic Plan Summary

- Create and appoint Citizens Action Network
- Long term financial plan in 6 months
- Resolve revenue shortfall; educate public and resolve issue in 1-2 years
- Immediate priorities (1-2 years):
  - ✓ Work with local schools (\$0)
  - ✓ Low water native landscaping (\$10)
  - ✓ Strictly enforce General Plan and zoning (\$8)
  - ✓ Create commercial architectural review board (\$8)
  - ✓ Annex State Trust Land (\$8)

(Cont.)

## FOUNTAIN HILLS STRATEGIC PLAN

## Strategic Plan Summary (Cont.)

### Longer Term Priorities

(3-5 years):

- Add recreation amenities
- Strengthen small town identity
- Enhance pedestrian safety
- Support lifelong learning
- Maintain smooth streets
- Enhance stewardship of natural environment:
  - ✓ View corridors
  - ✓ Trails
  - ✓ Washes

### Not Community Priorities

- Teen activity center
- Housing quality inspection upon occupancy change
- Aquatic center for all ages
- Public transportation
- Curbside recycling
- Town garbage collection
- New 15-acre comm. park
- Widen Fountain Hills Blvd
- Performing arts center
- Larger senior center