TOWN OF FOUNTAIN HILLS STRATEGIC PLANNING PROCESS
Our Town. Our choices.

Integration Exercise

Background

The Technical Advisory Committee on May 3, 2005, underwent a facilitated exercise to integrate 75 items compiled from multiple sources. The sources of these items, with their three-character reference codes, included:

- *Key Informant Interviews* (KII) conducted during February, 2005 with about 35 community leaders. Data points were taken from responses to question 5: "Imagining the Future and Three Wishes."[1] These data included 10 major headings developed by the TAC member who summarized the results, plus another 13 items from a "Miscellaneous" category (KI-M) of items that did not clearly relate to the other 10 categories.
- *Youth Visioning Institute* (YVI) conducted March 16, 2005, during which about 50 high school students worked in small facilitated groups to identify and express their long-term vision for Fountain Hills. The students created posters with drawings an collages that expressed their vision, and each small group presented its vision to the other participants. The program facilitator then helped the students identify common elements—numbering 10—of their envisioning posters.
- *Town Hall 1* on Saturday, April 16, 2005, brought together 168 recorded participants who worked in 13 facilitated small groups (9-16 participants, each). The small groups developed lists of participant values and vision components. Based on easel-pad notes recorded live by facilitators, program organizers in a very short time developed consolidated lists of 27 value phrases (VAL) and 15 vision components (VIS). Later, another analyst who entered the notes into a text file confirmed that the 27 value phrases and 15 vision components accurately reflected the small group contents.

In the integration exercise, participants were divided into two small groups (A and B) of four participants each[2]. Each group had identical workspaces of a large piece of butcher paper, and 75 Post-it® notes (size 4"X6") with labels on them containing the full text of each of the 75 items. Participants were instructed to arrange each of the items into clusters on the paper, without speaking. Any member could move any item to any spot on the paper, or rearrange any items already placed. After about 15 minutes, both groups had produced clusters of all the items, and had reached a point where all members agreed that no further changes were needed.

A spokesperson for each group explained the group's results to the other group. Group A identified 12 clusters, and Group B developed 10 clusters. The facilitator (Phillip Blackerby) recorded key words associated with each cluster as the results were reported. Then, the facilitator

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[1] The exact text of question 5 is: "If everything imaginable were possible, if there were no constraints whatsoever, envision our ideal community. Describe things that are new, better, different. PLUS: If you had a magic wand and could change or develop anything you wanted about our community, what 3 things would you do to improve the community's quality of life and enhance our competitive advantage? Why did you identify those 3 things?"

[2] Group A included Janice Abramson, Jim Hamblin, Roger Riggert and Bob Yordy; Group B included Image Weaver Francesca Carozza, Peggy Fiandaca, Town Manager Tim Pickering and Mike Tyler.

helped the participants develop a single consensus consolidated list of clusters. The outcome—termed the "Conference Report"—contained 12 category names that are different from either group's set of clusters.

The following categories comprise the "Conference Report." On subsequent pages are the individual group results, including the key words describing each cluster, and the specific items that make up that cluster.

Conference Report

- Commercial vitality / business development
- Small town atmosphere / identity
- Housing & affordability
- Environment – preservation
- Recreation
- Social & demographic fabric & human services
- Collaboration with external powers
- Government financial stability
- Municipal government services (incl. public safety & transportation)
- Arts & culture
- Education: support and higher education (not funding)
- Architecture & physical planning

Group A

Commercial vitality
- Attract shoppers: extend shopping hours too (YVI)
- Self sustaining town (VAL)
- Communications and Technology (VAL)
- Spirit of commercial vitality (VAL)
- A thriving Town Center has been developed with a multitude of activities, shops and galleries.
  - Business are thriving
  - Tourism destination—people come from all around (VIS)
- Polish and leverage the town's tourism advantages: (KII)
- Develop/promote a balanced downtown complex of retail, services and events: (KII)
- Revisit commercial zoning: (KII)

Environmental preservation
- Preservation (YVI)
- Environment (VAL)
- Dark skies (VAL)
- Fountain Hills is dedicated to careful stewardship of the most beautiful natural desert area in the world. It's maintained its starry nights, clean air, and water quality. (VIS)
- Fountain Hills is Recognized as the "best" planned community in Arizona. Growth and density have been closely managed to maintain the Town's unique character. (VIS)
- Fountain Hills is "the Place" to be outside as it has maintained its open space and access to hiking, biking, and enjoying the natural environment. (VIS)
- Fountain Hills is a sophisticated, vibrant, and high energy small town that thrives because of citizens' strong pride and sense of community. As you emerge from the Valley, Fountain Hills is your respite from the hustle and bustle of one of the largest cities in the U.S. (VIS)
- Negotiate annexation of state trust land: (KII)
- Vision: Clean up Ashbrook wash and develop it into a pilot project demonstrating co-existence of wildlife, water recharge and recreational paths linking neighborhoods, schools, parks and the community. (KI-M)
- Recognize our Town's unique hiking potential. Reactivate the Parks and Rec master plan for walking trails in the washes. This would keep kids off the street. Would necessitate reversing the wash initiative. (KI-M)
- Make FH Blvd. more of a showcase as people drive into town; now looks deserted. (KI-M)
- Do more to maintain the openness of the community; the additions in Fountain Park are "closing it in"- we need more natural features that people can enjoy. (KI-M)

Recreation & diversity
- Place for youth to gather or do (YVI)
- Recreational Opportunities (VAL)
- Entertainment/night life (VAL)
- Kid friendly (VAL)
- Expand amenities with inter generational appeal (KII)

Transportation
- Public transportation (YVI)
- Local public transportation (VAL)
- Accessibility to town (VAL)
- Fountain Hills is well connected through its multi modal transportation facilities that include public transportation. (VIS)

Affordability - housing
- Affordable housing (YVI)
- Affordability (VAL)
- Limit growth (VAL)
- Maintain property values (VAL)
- Unique architecture (VAL)
- A community defined by its unique architecture that is compatible with its natural surroundings.
  - Diverse design
  - Preservation of the views in regard to the unique architecture (VIS)
- Don't go for the "affordable housing" because that just downgrades our town. We already have an abundance of apartments and condos. (KI-M)

Community & volunteerism
- Arts and Culture (VAL)
- Community Participation and Volunteerism (VAL)
- Cultural Diversity (VAL)
- Community Events (VAL)
- Traditions/Entertainment (VAL)
- Fountain Hills is a community that embraces volunteerism. It is a citizen driven community with a government that is responsible to its citizenry. (VIS)

Diversity - age socio-
- Fountain Hills is a community of Diversity. All age levels and socio-economic levels are represented supported by housing and quality jobs. (VIS)
- Work toward a more diverse demographic base: (KII)

Small Town character
- Fountain (YVI)
- Traditions (YVI)
- Small town feel (YVI)
- Preserve Small Town Character (VAL)
- Sense of community (VAL)
- Town Identity: fountain (VAL)
- Fountain Hills is known as a cultural center. It's a community that celebrates the arts, it's proud of and supports it's events, and maintains it's traditions. (VIS)
- Fountain Hills community fabric is defined by its strong clubs and organizations that partner with the Town to address and meet the community's needs. (VIS)
- Why not position FH as an upscale arts-oriented community, increase development fees and take full marketing advantage of our uniquely beautiful mountain community? (KI-M)

Outside community - inclusiveness
- Fountain Hills has a strong partnership with Scottsdale, Fort McDowell, and Salt River Pima Maricopa Indian Community. (VIS)
- Increase collaboration with neighbors & other sources of power: (KII)
- Achieve a more inclusive approach to town government: (KII)

Public safety & services
- Safer streets…stop signs (YVI)
- Public Safety (VAL)
- Fountain Hills is recognized as a safe community because of its world class fire, police, and emergency and medical services. (VIS)
- Our own Police & Fire. Our own recycling. (KI-M)
- Vision: Our infrastructure (roads, parks, retail facilities) are constantly refreshed and updated to keep them modern. Includes underground power lines. (KI-M)
- Look at neo traditional elements like streetscapes and school bus stops/shelters, traffic calming within neighborhoods. (KI-M)
- Vision: A community-oriented approach to police coverage where law enforcement is more connected to the town "Beat cops" police on bikes. (KI-M)

Education & fiscally sound govt.
- School funding (YVI)
- Fiscally sound government (VAL)
- Education (VAL)
- Fountain Hills has the premier school district in Arizona offering lifelong learning and a community college. (VIS)
- Town Government is fiscally sound and has reliable revenue streams. (VIS)
- Solidify the town's financial stability and responsibility: (KII)
- Put strategic planning to work: (KII)

Social services

- Social services (VAL)
- Community Resources (VAL)
- Need a plan to support our aging community & its people. (KI-M)
- Better medical facilities. (KI-M)
- More community involvement by the new people moving in. (KI-M)

Group B

Social/ demographic fabric

- Place for youth to gather or do (YVI)
- Social services (VAL)
- Community Participation and Volunteerism (VAL)
- Cultural Diversity (VAL)
- Kid friendly (VAL)
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- Traditions (YVI)
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- Community Events (VAL)
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Education

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Housing & affordability

- Affordable housing (YVI)
- Affordability (VAL)
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Town amenities, transportation, public safety

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- Communications and Technology (VAL)
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Govt. & finances
- Fiscally sound government (VAL)
- Maintain property values (VAL)
- Self sustaining town (VAL)
- Community Resources (VAL)
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