

## SWOT Analysis

(From October 8, 2004 Citizen Meeting and  
January 29, 2005 Strategic Plan Kick-Off Meeting)

<b>Services and Infrastructure</b>			
<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Opportunities</b>	<b>External Threats</b>
<ul style="list-style-type: none"> <li>• Absence of charter gov't</li> <li>• School system/ high avg of students</li> <li>• Fountain</li> <li>• Youth council/ B&amp;G Club/ Teen Center</li> <li>• Gov't Channel 11</li> <li>• Good relationship w/MCSO</li> <li>• Many amenities for community this size, e.g., senior services, park system, art/ theatre, bike lane system, sports activities</li> <li>• Funded, well run Sanitary district</li> <li>• Assured water supply</li> <li>• Shea Blvd corridor</li> <li>• Proximity to Mayo Clinic</li> <li>• Strategic planning proces</li> </ul>	<ul style="list-style-type: none"> <li>• Charter gov't. would give people more say/ lack of communication avenues/ gov't to people</li> <li>• Reputation of school system threatens housing values / teacher turnover</li> <li>• Under-funded for streets</li> <li>• High sales tax/ dependent upon volatile revenue stream</li> <li>• No property tax</li> <li>• Lack of stable funding for fire protection</li> <li>• Limited financial resources exacerbated by build out/ excessive spending/ reliance on state revenue/ construction revenue ultimately ceases/ future financing ability</li> <li>• Lack of aquatic facility/ recreation center/ movie theatre/ senior center/ more space for library/ cemetery/ postal sub station</li> <li>• Inadequate public transportation</li> <li>• Lack of land for expansion, i.e., recreational property, more development</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with Ft McDowell on infrastructure issues</li> <li>• Grants</li> <li>• State Trust Land annexation</li> <li>• Partnership with NAU and Maricopa Community college for in town campus</li> <li>• Tie into regional transportation grid</li> </ul>	<ul style="list-style-type: none"> <li>• State Trust Land developed improperly</li> <li>• Add'l traffic dirt and noise associated with development of State Trust Land</li> <li>• Need access alternative to Shea</li> <li>• Not control water utility</li> </ul>

<b>Services and Infrastructure</b>			
<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Opportunities</b>	<b>External Threats</b>
	<ul style="list-style-type: none"> <li>• Environmental planning and education/ recycling for plastic and glass/treat waste water and reuse</li> <li>• No protection of view corridors</li> <li>• Lack of commercial architectural integrity</li> <li>• Public safety, e.g., no evacuation plans</li> <li>• Spotty cell phone coverage</li> <li>• No hi-speed internet in industrial area</li> <li>• Lack of competition in cable service</li> <li>• Strain on town staff/ services</li> <li>• Traffic grid improvements</li> <li>• Business should pay for fire protection</li> <li>• Too many refuse companies</li> <li>• Election cycle needs to be earlier to align budgeting with elections</li> <li>• Inconsistent bldg inspector punch lists</li> <li>• Housing deterioration in older areas/housing stock will deteriorate at approximately the same time</li> <li>• Defined maximum population</li> <li>• Shea is only regional road through Town and may need widening</li> <li>• Town of FH as employee training ground</li> </ul>		

<b>Business and Tourism Development</b>			
<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Opportunities</b>	<b>External Threats</b>
<ul style="list-style-type: none"> <li>• Captured/defined market area</li> <li>• Good education/high avgs of students</li> <li>• Sports activities/ events</li> <li>• Good business involvement</li> <li>• Resorts and golf courses</li> <li>• Fairs</li> <li>• Favorable community identity/ positive marketing of Town</li> <li>• High speed internet in town</li> <li>• Churches</li> <li>• #2 in valley home sales</li> <li>• Reasonable real estate taxes</li> <li>• Art/Theatre</li> <li>• Park system</li> <li>• Proximity to McDowell Mtn Park</li> <li>• Fountain</li> <li>• Known in area for great bicycling</li> <li>• Proximity to Casino/RV Parks</li> <li>• Planned downtown</li> <li>• Low crime</li> <li>• More resorts and hotels planned</li> <li>• Views</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of diversity/mix of businesses</li> <li>• Lack affordable housing</li> <li>• Insufficient population base to attract business/ demographic restrictions limit diverse business</li> <li>• Recruit business that attract or are desired by new FH residents</li> <li>• Lack of industry</li> <li>• Too many apartments</li> <li>• Too many new commercial bldgs/ existing ones vacant</li> <li>• Downtown should be consolidated to Ave of Fountains and Parkview/ too spread out</li> <li>• Limited financial resources</li> <li>• No property tax</li> <li>• High sales tax relative to valley</li> <li>• Lack of funding for fire protection</li> <li>• Lack of real downtown/ night life/ entertainment</li> <li>• Lack of parking spaces for events</li> <li>• No hi-speed internet in industrial area</li> <li>• Spotty cell phone coverage</li> <li>• Inadequate public transportation</li> <li>• Lack of competition for cable service</li> <li>• Improve USPS delivery system</li> </ul>	<ul style="list-style-type: none"> <li>• Identify trends and how they help attract business/economic development</li> <li>• Partnership with neighboring communities</li> <li>• Tourism</li> <li>• State Trust land annexation</li> <li>• Partner with Ft McDowell on business attraction and tourism</li> <li>• Accessibility to other amenities in the region</li> <li>• Potential business recruitment/</li> <li>• Development as ‘hub’ for the arts</li> <li>• Adjacent to nations fifth largest city</li> <li>• Downtown development</li> <li>• New resorts and hotels</li> </ul>	<ul style="list-style-type: none"> <li>• Closeness to metro area/ adjacent to nations fifth largest city</li> <li>• Over regulation</li> <li>• Regional water shortage /no local control of water utility</li> <li>• Economic development of adjacent</li> <li>• communities may conflict with FH</li> <li>• State trust Land and coordination with the state</li> <li>• Image of area is sometimes as a retirement community</li> </ul>

<b>Business and Tourism Development</b>			
<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Opportunities</b>	<b>External Threats</b>
	<ul style="list-style-type: none"> <li>• Protect views/ no 40' buildings on Ave of Fountains</li> <li>• No movie theatre; movie will bring trouble and noise</li> <li>• Don't need 5 hotels- develop Ave of Fountains ala Carmel, CA for the Fair</li> <li>• Run Fountain at full height</li> <li>• Limited land for business expansion</li> <li>• Closeness to metro area</li> <li>• Limited employment opportunities</li> <li>• Lack of business training for youth</li> <li>• Lack of youth-targeted retail</li> <li>• Recruit less expensive clothing shops, e.g., Kohl's</li> <li>• Limited employment opportunities</li> <li>• Plan appropriate mix of industry, commercial, and housing</li> <li>• Create DVD souvenir movie of FH for snow birds, tourists, visitors</li> <li>• Cost of area golf courses</li> <li>• Limited # of transportation accesses, especially for work force</li> </ul>		

<b>Community Culture and Amenities</b>			
<b>Internal Strengths</b>	<b>Internal Weaknesses</b>	<b>External Opportunities</b>	<b>External Threats</b>
<ul style="list-style-type: none"> <li>• Location/landlocked/views</li> <li>• Proximity to McDowell Park</li> <li>• Volunteerism/ talented population</li> <li>• Variety of backgrounds/ resources</li> <li>• Small town atmosphere/ sense of pride/ friendliness/ size of community</li> <li>• Diversification of clubs</li> <li>• Diversification of people/ ages, etc</li> <li>• Youth Council/ B&amp;G club/ Teen center/ Teen Court</li> <li>• Churches</li> <li>• Partnerships with courts, schools, towns, MCSO</li> <li>• Senior services</li> <li>• Town Council listens</li> <li>• Hilly community great for hiking and biking</li> <li>• Strategic planning process</li> <li>• Recreational facilities</li> <li>• Low crime</li> <li>• Winning swim team</li> <li>• Culture/ art/ theatre</li> <li>• Welcoming attitude to new residents</li> <li>• Talented population</li> <li>• Volunteerism</li> </ul>	<ul style="list-style-type: none"> <li>• Apathy/ NIMBY mentality</li> <li>• Not as diverse as we could be</li> <li>• Lack of real identity- internal and external</li> <li>• Not enough volunteers utilized properly</li> <li>• Seasonal population lack of commitment to the community</li> <li>• Not tapping young people</li> <li>• Lack of sense of pride</li> <li>• Gated communities squelch sense of community</li> <li>• No aquatic/ recreational/ performing arts facility and no movie theater</li> <li>• Cost of using golf courses</li> <li>• No public access TV channel</li> <li>• Lack of affordable housing for young families</li> <li>• No view corridor protection</li> <li>• 40' movie theater on Ave of the Fountains</li> <li>• No paths for mobility scooters/ biking/ hiking besides street</li> <li>• Drugs in school</li> <li>• Inadequate public transportation</li> <li>• Insider/outsider mentality/ pull up drawbridge</li> <li>• Not preserving nature</li> <li>• Lack of historical experience</li> </ul>	<ul style="list-style-type: none"> <li>• Youth grants-tap into university/ other grants</li> <li>• Potential to recruit business and develop as 'hub' for the arts</li> <li>• Sister cities involvement</li> <li>• Access to amenities of adjacent communities</li> </ul>	<ul style="list-style-type: none"> <li>• Politics and external perceptions</li> <li>• Regional water shortage/no local control of water utility</li> </ul>