



FOUNTAIN HILLS STRATEGIC PLAN 2006-2010

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

Draft Strategic Plan

Ver. 4.1, November 29, 2005

Town Council Meeting

December 1, 2005

Technical Advisory Committee:

Janice Abramson

Peggy Fiandaca

Councilmember Edwin Kehe

Roger Riggert

Tim Pickering, Town Manager

Phillip Blackerby, Project Mgr.

Francesca Carozza

Curt Dunham

Jim Hamblin

Henry Leger

Mike Tyler

Shaunna Williams

Lynne Brown

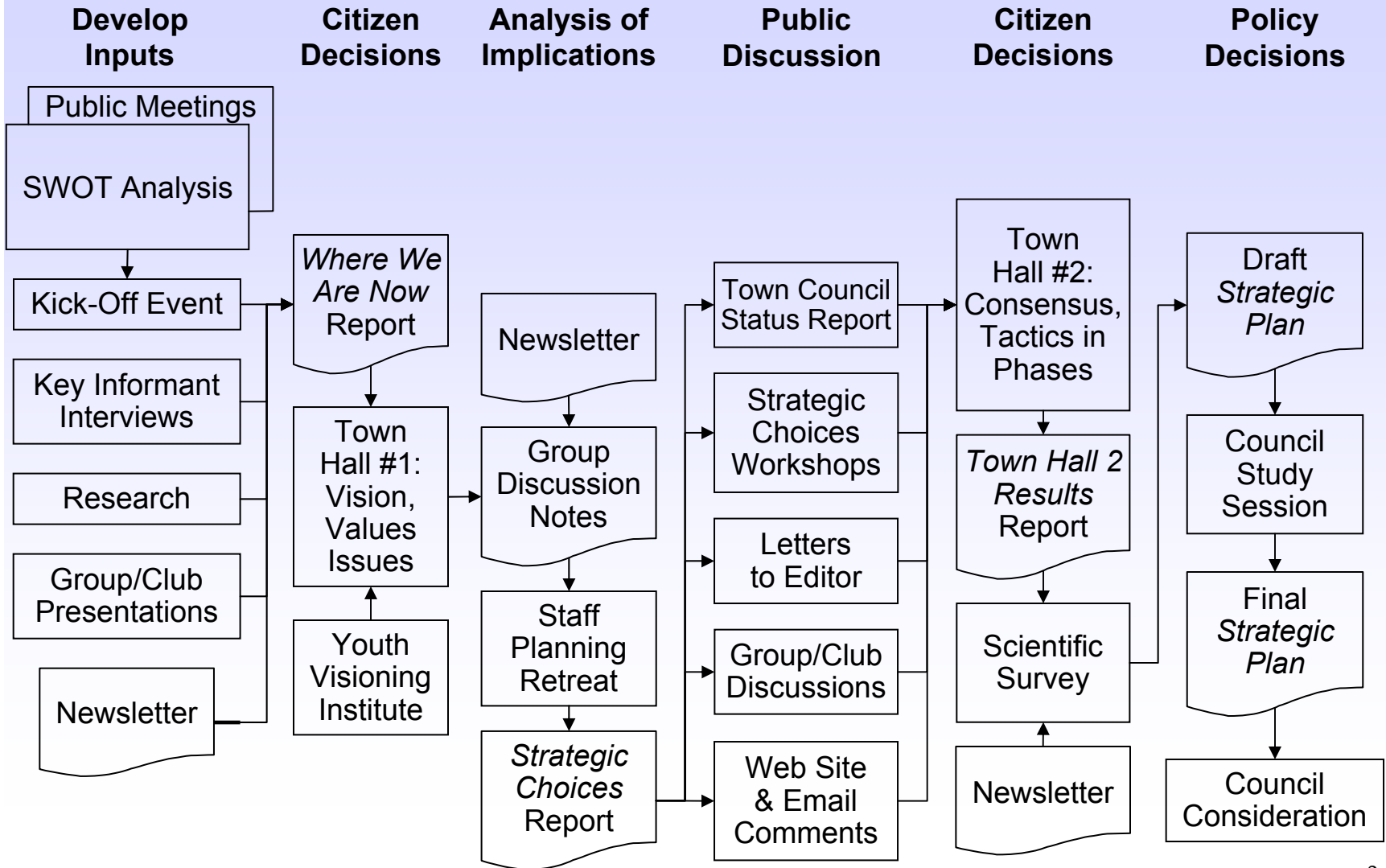
Charlotte McCluskey

Introduction

- Strategic planning is a disciplined process by which an organization envisions its future and develops strategies, goals, objectives and action plans to achieve that future
- Key concepts:
 - ✓ Inclusiveness
 - ✓ Simplicity
 - ✓ Financially Responsible
 - ✓ Realistic Implementation

FOUNTAIN HILLS STRATEGIC PLAN 2006-2010

Citizen-Driven Strategic Planning Process



Citizen-Driven Participation*

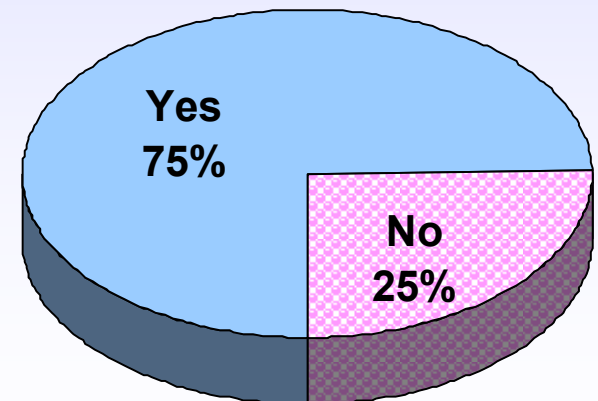
- | | |
|--|---------|
| • Technical Advisory Committee | 8 |
| • Kick-off event | 200+ |
| • Key informant interviews | 30 |
| • Speakers Bureau (groups) | 19 |
| • Youth Visioning Institute (+ volunteers) | 50 |
| • Town Hall 1 | 256 |
| • <i>Informed Choices</i> workshops (unduplicated) | 50+ |
| • Town Hall 2 rehearsal group | 12 |
| • Town Hall 2 | 163 |
| • Town Halls 1 & 2 (unduplicated) | 330 |
| • Random sample survey (2,400 mailed) | 1,206 |
| • Newsletters (3), invitations (1), <i>Compass</i> (3) | ≈10,000 |
| • Contact list of individuals | 703 |
| • News articles (70); circulation ≈6,000 each paper | |
| • Publicity partners: Civic Assoc., CofC, PTO | |

*Numbers reported do not include Councilmembers, staff, consultants, media or outside facilitators

Major Findings

- Residents think Fountain Hills is a good place to live (96%), better than U.S. average (84%)
- Residents like quality of life (93%), better than U.S. average (77%)
- Most residents are aware of Strategic Planning Process (75%)

Awareness of Strategic Plan



(Cont.)

Major Findings (Cont.)

- Residents moved to Fountain Hills because:
 - ✓ Low crime rate 91%
 - ✓ Appearance, views, beauty 86%
 - ✓ Quality of housing 83%
 - ✓ Small-town atmosphere 77%
 - ✓ Local government financial stability 71%
- Residents stay in Fountain Hills because:
 - ✓ Small-town atmosphere 51%
 - ✓ Low crime rate 51%
 - ✓ Appearance, views, beauty 40%
 - ✓ Level of taxation 29%
 - ✓ Quality of housing 17%

Action Plan

- ① Develop a financial implementation plan within six months, addressing:
 - ✓ Strategies for long-term financial stability
 - ✓ How to implement strategic priorities, and update cost estimates

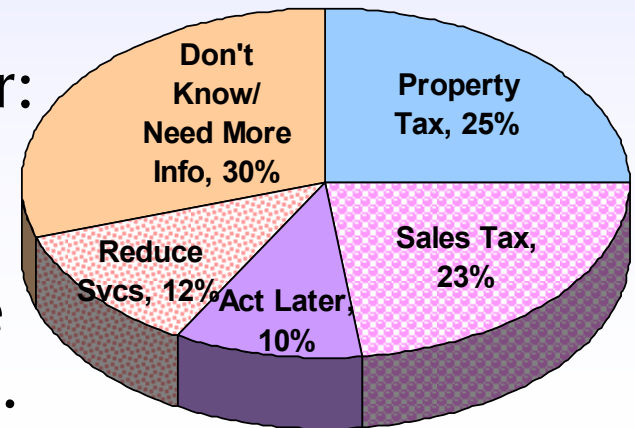
(Cont.)

Action Plan (Cont.)

② Resolve long-term projected revenue shortfall within 2 years. Causes: reduced construction-related revenues and State shared revenues at build-out, estimated \$66-\$85 per household

- ✓ Educate the public: 30% said “Don’t know/ need more information”
- ✓ 48% said act sooner, not later:
 - + Property tax (25%)
 - + Sales taxes (23%)

The longer we wait, the more revenue we will have to raise.



(Cont.)

Action Plan (Cont.)

- ③ Strategic Priorities, 1-2 Years (\$36/Hhld./yr.)
 - Work with local schools more closely (\$0)
 - Require low-water landscaping (\$10)
 - Strictly enforce General Plan and zoning ordinances (\$8)
 - Regulate commercial architectural compatibility (\$18)
 - Annex State Trust Lands (\$0-unk.)

(Cont.)

Action Plan (Cont.)

- ④ Strategic Priorities, 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)
 - Strengthen community's small town identity, such as celebration days and events (\$32)
 - Enhance pedestrian safety: add sidewalks and improve striping at crosswalks (\$17)

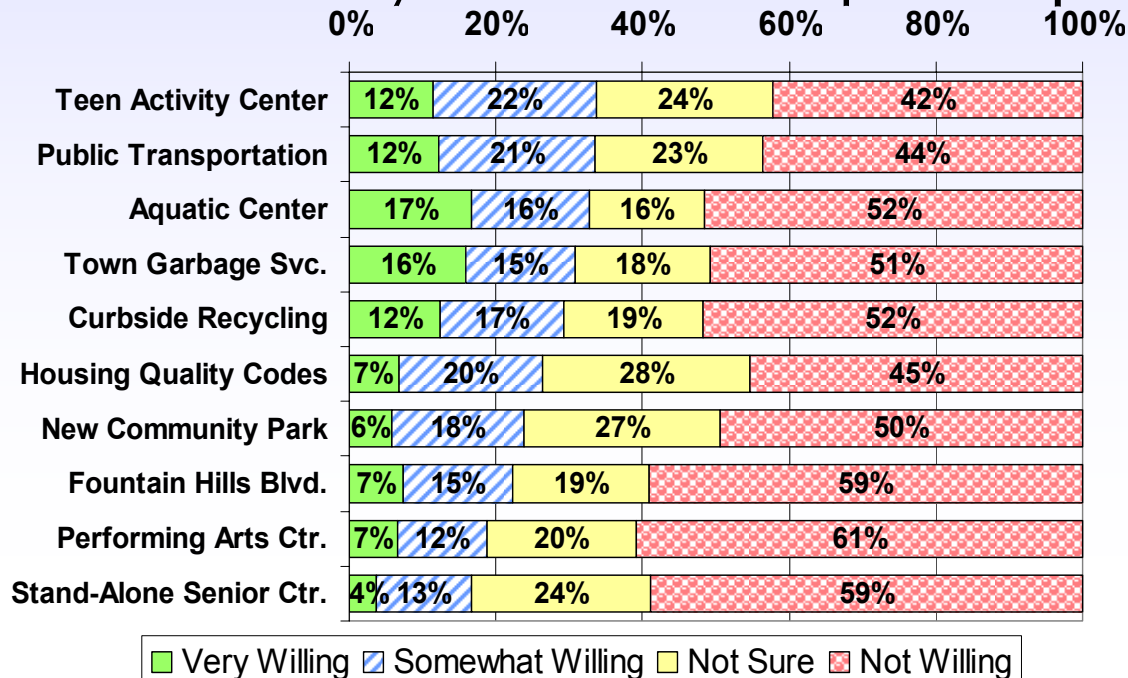
(Cont.)

Action Plan (Cont.)

- ④ Strategic Priorities, 3-5 Years (Cont.)
 - Ensure all streets are well-maintained and smooth (\$120)
 - Support lifelong learning opportunities (\$10)
 - Enhance stewardship of the natural environment, by establishing view corridors and adding/improving trails and washes (\$68)

5 Not Town Priorities at this Time

- Hundreds of ideas were considered; few were generally supported by citizens (>40%)
- To implement these ideas:
 - ✓ Find outside partners, non-municipal resources
 - ✓ Educate citizenry how ideas improve quality of life



(Cont.)

⑤ Not Town Priorities at this Time

- Build a new teen activity center (\$41)
- Improve public transportation services to and from Fountain Hills and other communities (\$20)
- Build a new aquatic center that has features for people of all ages (\$84)
- Establish a Town-operated garbage collection service (\$276, replacement fees)
- Create a curbside recycling program (\$105)
- Increase enforcement of housing quality codes by inspecting existing properties whenever occupancy changes (\$30)
- 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)

Vision Issues

- ⑥ **Downtown Development:** Town should pursue new downtown business development that mainly serves the needs of residents, rather than create a tourist destination. No new strategic priorities; current economic development activities continue.
- ⑦ **Arts & Culture:** Strategic planning process reached no consensus. Citizens' opinions split between destination center, or programs for local consumption. Arts & culture ranked low priority for both survey respondents and Town Hall participants. No new strategic priorities.

Vision Elements

- 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
- New business development in downtown Fountain Hills mainly serves the needs of residents, rather than primarily focusing on attracting tourists and residents from other communities.

Keeping the Process Alive

- ⑧ Strategic Planning Advisory Commission
 - Champion Strategic Plan; keep it visible
 - Advise Town Council, Manager
 - Educate officials; provide Plan to candidates
 - Report progress and challenges
 - Update every 5 years, citizen-driven process
 - Membership:
 - ✓ Market research & survey
 - ✓ Communications
 - ✓ Civic Association
 - ✓ Strategic planning experience (3)
 - ✓ 1 Youth Member

Acknowledgements

- Participants:
 - ✓ Key Informants
 - ✓ YVI Students
 - ✓ Town Hall 1
 - ✓ Strategic Choices
 - ✓ Town Hall 2
 - ✓ Survey
- Technical Advisory Committee members
- Civic Association
- Four Peaks Women
- Boys & Girls Club
- Fountain Hills PTO
- Event volunteers
- Volunteer Facilitators
- Town Council Members
- FHUSD and FHHS
- La Piazza, Boomer's, Phil's Filling Station
- League of Arizona Cities and Towns
- Town Staff
- Consultants
- Media