



**TOWN OF FOUNTAIN HILLS
MINUTES OF THE
STRATEGIC PLANNING ADVISORY COMMISSION
OCTOBER 24, 2016**

AGENDA ITEM #1 – CALL TO ORDER

A public meeting of the Strategic Planning Advisory Commission was convened and called to order by Chair Dana Saar at 3:00 p.m., Monday, October 24, 2016 in the Fountain Hills Community Center Conference Room, 13001 N. La Montana Drive, Fountain Hills, Arizona.

AGENDA ITEM #2 – ROLL CALL

Present at roll call were Chair Dana Saar, Commissioners Gerard Bisceglia, John W. Craft Jr., and Bernie Hoenle. Vice-Chair Peter Bordow, Commissioners Tammy Bell and George Seimon were absent at roll call. Executive Assistant Nancy Walter represented staff. Sherm Abrahamson, Jerry Butler, and Gene Mikolajczyk, represented Vision Fountain Hills.

AGENDA ITEM #3 – CALL TO THE PUBLIC

No one spoke at the Call to the Public.

AGENDA ITEM #4 – CONSIDERATION OF APPROVING THE OCTOBER 12, 2016 MEETING MINUTES

Commissioner Craft MOVED to approve the October 12, 2016 meeting minutes; Commissioner Hoenle SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

AGENDA ITEM #5 – DISCUSSION OF STRATEGIC PLAN DRAFT DOCUMENT

The Commission reviewed and discussed the attached *2015 Fountain Hills Strategic Plan* and the attached *2016 Strategic Plan*.

Commissioner Tammy Bell arrived at 3:24 p.m.

The Vision Fountain Hills work groups will modify and expand the two plans and bring them back to the Commission for review.

AGENDA ITEM #6 – CONSIDERATION OF ADJOURNMENT

Commissioner Bisceglia MOVED to adjourn at 4:39 p.m. Commissioner Craft SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

STRATEGIC PLANNING ADVISORY COMMISSION

BY: _____
Dana Saar, Chair

Prepared by: _____
Nancy Walter, Executive Assistant

CERTIFICATION

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Special Session held by the Strategic Planning Advisory Commission of Fountain Hills on the 24th day of October 2016. I further certify that the meeting was duly called and that a quorum was present.

Dated this 24th day of October 2016

Nancy Walter, Executive Assistant

2015 Fountain Hills Strategic Plan

Mayor's Message/Chair's Message

Abstract

The overall plan is designed to empower every SPAC, town staff and council member to ensure that efforts to complete the Strategic Plan continue over the 5 years regardless of position changes, elections, etc.

Introduction

Purpose

Vision

Fountain Hills will be a distinctive community designed to ensure long term economic sustainability and anchor its vitality with an active and vibrant town core that serves to invigorate a cultural, social and economic quality of life.

Values

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 stronger community that will meet the needs of a growing, balanced demographic.

Mission Statement

How the plan will be used

Partnerships

Core Responsibilities of the Town

Administration

Infrastructure

Public Safety

Parks and Recreation

Communication Plan

Status Updates

Presentation of Task/Milestone and Outcomes 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
- Presentable in a variety of mediums such as online, published in hard copy, included in PowerPoint presentations
- Should include detailed data behind the “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.
- Outcomes should be reported quarterly/semi-annually/Annually
- Possibility of a “grading system” to be considered by the Communication Workgroup. This system would include grading of milestones, as well as outcomes met toward each five-year goal.

Status Updates - Audiences

- FH Times section
- Online – web, FB, tweets
- Mobile app
- Town hall – annually, semi or quarterly?

Strategic Priorities

Economic Growth

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?)
- Mens/womens 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 – 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) - 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 – town trying to sell facility (?)
- 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 1st 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
- Phills 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.

Economic Growth (short term - long range)

- brick & mortar
- activities/events

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, measurable, **Scott Cooper** input on measurements

- Jobs created
- Capital invested
- Revenue generated

Infrastructure Maintenance and Evolution

Terrain

Technical

Demographic Balance

consider their needs such as the assisted living and medical support - but they also would like to have social events/activities where they can be entertained

With that being said, here's some input received about building the cultural environment to live and play for a 30 something group:

- 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, CrackerJax on a smaller scale
- 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.

- Additional comments from a single business owner:

- Link up with McDowell Mountain Park events
- **Spartan Races (multi day MTB events)**
- Multi day music festival – being held at Margaret T Hance Park
- 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... (5th 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, pickelball, 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”

- tourism

Dining experience

Recreational activities

- professional sports
- car shows
- school aged tournaments

Cultural activities

- arts
- sister cities
- library, kids 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

Measurements

- population growth, demographic mix

- develop centers of “excellence”, notoriety

Financial Stability and Sustainability

- a. Sustaining Town Services

Community

- b. Education
- c. Culture/Arts

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.
- Outcomes – These are measurable 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). Outcomes should generally be provided for the following periods:
 - Short-term (1 year or less)
 - Mid-term (1 to 3 years)
 - Long-term (3 to 4 years)

Terms Defined:

Each Strategic Goal:

- State desired Strategic Goals – what is the end game over 5 years? What does it “look like” in 5 years.
- Define outcomes for periodic “course evaluations” at the following intervals
 - Short-term (1 year or less)
 - Mid-term (1 to 3 years)
 - Long-term (3 to 4 years)
 - Each outcome should define the expected progress toward the 5-year Strategic Goal
- Define tasks/milestones to reach each outcome over 5 years. Each milestone should include the following details:
 - What, specifically, is the task – must be measurable
 - Who is responsible for the task.
 - By when will it be complete.
 - What other resources are required?
 - Is there a risk or mitigating circumstance?

- Prioritizing is extremely important when creating tasks/milestone
- Possibly use the “Logic Model”; beginning with the end in mind and working backwards to define outcomes and goals.

- **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.

Timeline and Reporting

Town of Fountain Hills 2016 Strategic Plan

<i>Strategic Outcome</i>	<i>Strategic Priority(s)</i>	<i>Measurement Standard(s)</i>	<i>Completion Date</i>
1 Roads and streets meets or exceeds regional maintenance standards.			#####
2 Town owned buildings and grounds meets or exceeds regional maintenance standards.			
3 Parks and recreation activities meets or exceeds regional standards.			
4 Home values meets or exceeds Scottsdale Area Association of Realtors (SAAR) mean values.			
5 Resident age distribution meets or exceeds 1 standard deviation from the mean.			
6 Sales tax revenue per household meets or exceeds regional average.			
7 Local student outcomes meets or exceeds state standards.			
8 Business and industry are supported by an appropriately skilled and available workforce.			
9 Biannual community survey results score 4 or 5 on at least 80% of those surveyed.			
10 Town bond rating meets or exceeds AA status.			
11 Town emergency reserves meet or exceed Maricopa County average.			
12 Crime rates meet or and below regional standards.			
13 Emergency services meet or exceed regional standards.			
14 Adequate employment is available to residents.			
15 Community infrastructure meets or exceeds environmental standards.			

Strategic Priorities

- 1 Economic Growth
- 2 Infrastructure maintenance and evolution
- 3 Demographic balance
- 4 Financial stability and Sustainability
- 5 Community