



**TOWN OF FOUNTAIN HILLS  
MINUTES OF THE  
STRATEGIC PLANNING ADVISORY COMMISSION  
DECEMBER 18, 2019**

**AGENDA ITEM #1 – CALL TO ORDER**

A public meeting of the Strategic Planning Advisory Commission was convened and called to order by Chair John W. Craft, Jr. at 4:00 p.m., Wednesday, December 18, 2019, in the Council Chambers at Town Hall, located at 16705 East Avenue of the Fountains, Fountain Hills, Arizona.

**AGENDA ITEM #2 – ROLL CALL**

Present at roll call were Chairman John W. Craft Jr., Vice Chairman Peter Bordow, Commissioners Gerry Friedel, Cynthia Magazine, Chad Bernick, and John McHugh. Not present was Commissioner Gerard Bisceglia. Staff present were Town Manager Grady Miller and Executive Assistant Angela Padgett-Espiritu.

**AGENDA ITEM #3 – CALL TO THE PUBLIC**

No one spoke at the Call to the Public.

**AGENDA ITEM #4 – CONSIDERATION OF APPROVING THE OCTOBER 23, 2019 MEETING MINUTES**

Vice Chairman Bordow, MOVED to APPROVE October 23, 2019, Meeting Minutes; Commissioner Friedel SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

**AGENDA ITEM #5 – UPDATE FROM WORKGROUP ON SWOT ANALYSIS**

Commissioners Bernick, Magazine and Friedel updated the commission on the progress of the report for Strength Weakness Opportunities and Threats Analysis (SWOT) to the Commission (see attached).

**AGENDA ITEM #6 – DISCUSSION OF THE GENERAL PLAN AND ITS ALIGNMENT WITH THE NEXT STRATEGIC PLAN**

Chairman Craft, Jr. solicited a discussion that would involve questions and comments from the commission of the General Plan and its alignment with the steps for the 2020 Strategic Planning process. A discussion ensued and included the below feedback from the commission:

- Recent stakeholder meeting for the General Plan was much better than it was six months ago.
- General Plan draft has nine overarching elements that serve as the basis and asked if there was any thoughts on these overarching areas within the General Plan and as we develop the 2020 Strategic Plan.
  - The alignment of the Strategic Plan and the General Plan is going to be there and is not anything we need to be cognizant. Sustainability will be the overall theme and all will be overlapping but this is acceptable.
- Impressed with the real-time quality process in Vision Fountain Hills 2.0 around specific issues and the use of social media as part of the methodology.
- Recommended that Development Services Director John Wesley attend the next meeting to update and answer the commission's questions regarding the 2020 General Plan.

- If the same people are involved in answering the Vision Fountain Hills 2.0 surveys, we will experience less diversity in viewpoints?
  - Vision Fountain Hills 2.0 is trying to do everything they can to control this from happening.
  - This commission is very diverse and should prevent from the happening.
- Vision Fountain Hills 2.0 will have its own agenda that is entirely different from the Strategic Planning Advisory Commission and Strategic Planning Advisory Commission will have an entirely different view from the Town's Council. These distinctions need to be very clear to the public.

**AGENDA ITEM #7 – UPDATE ON VISION FH 2.0 MISSION STATEMENT AND GOALS**

Chairman Craft, Jr. introduced and welcomed Co-chair Tammy Bell with Vision Fountain Hills.

Tammy Bell reviewed with the commission, the original mission of Vision Fountain Hills. In 2015, nearly 2000 Fountain Hills residents participated in a community survey and workshop that identified priorities that were later identified in the 2017 Strategic Plan. The Vision Fountain Hills has progressed to Vision Fountain Hills 2.0, which will be more of a sustainable community engagement organization that will:

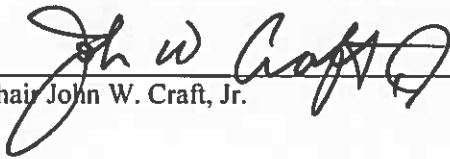
- Provide effective and documented communication to our commissioners, board members, Town Council and staff members and General Community.
- Provide reports from facts and answers of data gathered in the community that will be measurable
- Solicit ideas from the Community on how they think and feel on how the Town should move forward
- Plan to inform and engage the community
- Utilize the resources and tools that are available to us to acquire and distribute information from the community on priorities:
  - Social Media
  - Facebook
  - Podcasts
  - Websites
  - Instagram

Vision Fountain Hills 2.0 is not a political party. We are stakeholders and gathers of data in the community and support the Town overall with a passion to hear from the residents, business owners and the Town Council. We would want to brand Vision as residents that care about our community by being active listeners. Any overlap with the General Plan will be addressed and any items that arise will be communicated.

**AGENDA ITEM #8 – CONSIDERATION OF ADJOURNMENT**

Commissioner Bernick MOVED to adjourn at 5:05 p.m. Vice Chairman Bordow, SECONDED the motion, which CARRIED UNANIMOUSLY by those present.

**STRATEGIC PLANNING ADVISORY COMMISSION**


BY:   
Chair John W. Craft, Jr.

Prepared by:   
Angela Padgett-Espiritu, Executive Assistant

**CERTIFICATION**

I hereby certify that the foregoing minutes are a true and correct copy of the minutes of the Regular Session held by the Strategic Planning Advisory Commission of Fountain Hills on the 18<sup>th</sup> day of December 2019. I further certify that the meeting was duly called and that a quorum was present.

Dated this 27<sup>th</sup> day of December 2019.

  
Angela Padgett-Espiritu, Executive Assistant

## SWOT

### Strengths

- Skilled and Educated workforce 30% Bachelors, 18.6% with Graduate Degree
- Commitment to sustainable development – development must maintain views and environment
- Environmental setting – where the desert meets the mountains.
- Community Brand is upscale
- Safe from violent crime 1:664 chance of being a victim in Fountain Hills vs 1:197 for AZ.
- Numerous special events
- Volunteers
- Available commercial/retail space
- Abundant amenities, including growing presence of health and wellness opportunities
- Easy access to Scottsdale and Airport

### Weaknesses

- Community Brand is also seen as a retirement community
- Housing Affordability
- Revenue/Fiscal Sustainability
- Aging Infrastructure
- Demographic imbalance 55-74 still the largest age group in town, 54.4% of the town population is over 50. Ages 20-40 is 10% of the population, 40-50 12.4%
- Age Dependency ratio is at 66.3% up from 41% in 2010
- School enrollment declining
- More likely to experience property crime or theft 1:91 chance in fountain hills vs 1:34 in AZ.
- Land Locked (except state trust land)
- Lack of Industrial space to attract employers
- Some landlords are not willing to rent out empty space to business owners. They are using developments as a write off.
- Technology improvements needed on Main Street, buildings aren't lit for high speed internet services.
- Lack of investment in town by seasonal residents

### Opportunities

- Working age residence are highly educated with 40% of ages 25-64 holding a bachelor's degree or higher
- Working residents generally must outflow(commute) for work. Businesses need educated laborers; the town has a large pool to entice to stay within the community.
- Technological preparedness is marketable to businesses
  - Fiber is reportedly run-down Saguardo Blvd but not leveraged.
- California outflows could be enticed by views, office space and educated work force.
- Business Incubators
- EVIT to do more with promotions
- Health and Wellness rebranding
- Strategic Partnerships with ASU/NAU
- Shea/Target corridor redesign/redevelop
- Rebrand Community Center (not a Senior Center)
- Future technology down Main Street
- Increase rental market
- Town website reworked and maintained to assist with brand and reputation management
- Look at Fountain/Sanitary District relationship for strategic partnership
- Address absentee landlord/tax write off issue
- Examine ways to harness newly arrived potential volunteers

### **Threats**

- **Retail dependence on seasonal residence.**
- **% of residents are outside of the workforce (over 65) and may not have as much disposable income to feed the local economy.**
- **Economic downturn can more adversely impact fountain hills since it is dependent on outflow workers and not self-sustaining.**
- **Infrastructure maintenance**
- **Lack of town branding**
- **Vacant buildings/absentee landlords create town blight.**
- **Lack of sustainable revenue**
- **School population**
- **Town website does not offer attractive options for relocation of business or family**
- **No current staff PR capability**