



TOWN OF FOUNTAIN HILLS TOURISM DIVISION

16705 E. Avenue of the Fountains, Fountain Hills, AZ • 480-816-5185 • E.
tourism@fh.az.gov

Tourism Division Five Year Strategic Plan 2016-2020

July 2016

TABLE OF CONTENTS

A MESSAGE FROM DIVISION STAFF 4

OVERVIEW OF THE DIVISION 5

TOURISM DEFINITIONS 6

VISION..... 6

STATE WIDE ECONOMIC IMPACT AND TRAVEL TRENDS..... 6

Social and Cultural Trends – Consumers Keep Changing..... 7

Changing Consumer Tastes..... 7

Marketing and Communications in the Tourism Industry 8

Technology Trends 9

RESPECT 10

SWOT ANALYSIS..... 10

STRATEGIC GOALS 12

Goal #1 - Communication and Outreach 12

Goal #2 - Destination Marketing and Promotion	13
Goal #3 - Research, Planning and Measurement.....	14
Goal #4 - Industry Education, Training, and Recognition.....	15
Goal # 5 - Tourism Product Development	16
Goal # 6 - Strategic Alliances.....	17
SUCCESS FACTORS AND MEASURABILITY	19
TIMELINE	20
STRATEGIC GOALS TASK LIST - QUICK REFERENCE	21
Goal #1 - Communication and Outreach	21
Goal #2 - Destination Marketing and Promotion	24
Goal #3 - Research, Planning and Measurement.....	26
Goal #4 - Industry Education, Training, and Recognition.....	28
Goal # 5 - Tourism Product Development	30
Goal # 6 - Strategic Alliances.....	31

A MESSAGE FROM DIVISION STAFF

Dear Fountain Hills,

As so many residents and visitors already know, our painted skies, exhilarating outdoor recreation and luxury spas make Fountain Hills a natural travel destination. The effortless beauty and topography of Fountain Hills, the Fort McDowell Yavapai Nation, and the Salt River Pima Indian Community make visiting Fountain Hills the obvious choice for travel and leisure. And your Tourism Division is dedicated to promoting Fountain Hills as a premier destination not only within Arizona, but within the greater southwest region.

Arizona itself is a unique destination that caters and appeals to visitors and residents alike. Our rich culture, sunny climate, and abundance of recreational attractions help to separate Arizona from any other travel destination. The Tourism Division understands the needs of both visitors and residents, motivating us to create an innovative and interactive experience every time you visit Fountain Hills.

This Strategic Plan gives us the opportunity to showcase all of our goals, visions, and ambitions for highlighting the Town of Fountain Hills as a premiere destination. The following four year plan challenges our staff to be forward thinking, imaginative, and responsive as we work to implement economic impact strategies, industry partnerships, and further promote Fountain Hills throughout Greater Phoenix and beyond.

The vitality of Fountain Hills is at the forefront of everything this division stands for. It is our great honor to advocate for this great Town. To say that we pour our hearts into this division would be a great understatement. Please join us as we move into the second chapter of the Fountain Hills Tourism story.

Sincerely,

Rachael Goodwin | Tourism Supervisor

Grace Rodman-Guetter | Tourism Coordinator

OVERVIEW OF THE DIVISION

The Fountain Hills Tourism Division, within the Community Services Department, began January, 2014 when the Town of Fountain Hills tourism responsibilities transferred from the Chamber of Commerce to the Town of Fountain Hills. During that transition time, a new full-time staff position was created to support the Tourism Division's daily operations. As the program reached a two-year mark, staff has diligently observed the industry trends and has begun to cultivate a foundation for the tourism program. Staff has begun to recruit new events and have been recognized on both state and national levels for the development of innovative events and marketing efforts. As the program has gathered momentum, it is now time to harness that energy and focus the next four years on the growth and blossoming of the division.

The tourism strategy of Fountain Hills is centered on this four year strategic plan encompassing a sophisticated and dynamic multi-media marketing plan, industry partnership goals, and economic impact drivers outlined later in this report. The Fountain Hills strategic plan utilizes multiple platforms to reach our target consumer through recreational and leisure medias encouraging them to visit and "Experience" all that Fountain Hills has to offer.

Cornerstone Marketing Message: *"Get out of the Valley and into the Hills!"*

Mission

The Fountain Hills Tourism Division is dedicated to promoting Fountain Hills and the surrounding regional area as a recreation, leisure, and outdoor adventure destination.

"We could tell you about our neighborhood restaurants, our hidden adventure, our small town charm and our stunning views – but come see for yourself. We'll save you a seat!"

TOURISM DEFINITION

The Fountain Hills Tourism Division defines “Tourism” as the following:

Tourism is defined as the cultural, social and economic movement of people outside of their usual environment or routine. The Town caters to potential tourists through specific tourism drivers such as: special events, golfing, hiking, biking, outdoor adventure and dining. These attractions and more encourage guests to “Get out of the Valley and into the Hills!”

VISION

The vision of the Tourism Division is to draw more visitors to the area by way of special events and activities. The short-term benefits of this campaign will be seen in guest spending within the area at restaurants, hotels, retail establishments, gas stations, etc. The long-term benefits will result in a new perception of Fountain Hills, notoriety as an event destination, increased residency, and increased business recruitment. These elements will combine for a strong tax base and robust local economy, while offering a high quality of living for our residents.

STATE WIDE ECONOMIC IMPACT AND TRAVEL TRENDS

Tourism is big business in Arizona, really big. No other Arizona industry produces the same economic impact and directly impacts all 15 counties. Ranked #1 among Arizona’s export-oriented industries - Microelectronics, Aerospace, Agriculture and Mining - the travel and tourism industry’s total economic impact of \$18.3 billion generated more than 157,700 jobs, and when combined with indirect employment impacts nearly 300,000 jobs statewide. Federal, state and local taxes of \$2.7 billion directly generated by tourism in 2011, saves each Arizona household \$1,030 of additional taxes annually. In terms of domestic U.S. visitation in comparison to other states, Arizona ranks #15 with 2.8 percent of the market share.

Travel and tourism are critical to the Arizona economy. No other Arizona industry produces the same economic impact as the travel and tourism industry and directly impacts all 15 counties. As Arizona’s and the U.S. economy begins to improve, it is more crucial than ever for Arizona to be competitive with marketing efforts that inspire visitors to come here and that speak directly to the needs and wants of target customer segments.

While the Arizona Office of Tourism continues to provide annual research measuring our advertising effectiveness, the economic impact of the travel industry to Arizona's economy and tracking tourism indicators, much needed consumer research related to our marketing efforts has not taken place for several years due to funding cuts. The evolution of the way visitors approach their travel combined with the series of economic shocks that have impacted our industry's performance has created a critical need for timely, quality research such as consumer focus groups, behavioral research and niche audience surveys to better understand how to reach our visitors and guide our marketing decisions. (Arizona Office of Tourism, 2014)

Social and Cultural Trends – Consumers Keep Changing

In addition to the changing economic and demographic situation within Arizona, several social trends are also impacting travel and tourism throughout the country, as identified by the Travel Industry Association. Below are the primary trends having the most significant strategic impact on tourism in our state and specifically in Fountain Hills.

Changing Consumer Tastes

- Consumers as destination brand ambassadors - Social media + mobile technology = empowered visitors. Visitors are now brand ambassadors for destinations. Constant updates about the experience (both good and bad), along with posted photographs can make the consumer an ever more important promoter and potential influencer of a destination.
- Outdoor recreation - According to the recently published Outdoor Recreation Economy Report, outdoor recreation spending is approximately \$646 billion in the United States and generates 6.1 million American jobs. Of that \$646 billion fully \$524 billion was spent on trips and travel related spending.
- The Outdoor Recreation Economy Report, Outdoor Industry Association, http://www.outdoorindustry.org/images/researchfiles/OIA_OutdoorRecEconomyReport2012.pdf
- Health and wellness - Consumers are increasingly integrating health and wellness into their lifestyles and in so doing look for destinations that enhance those opportunities through wellness vacations and wellness travel. A wellness vacation is about being proactive in discovering new ways to promote a healthier, less stressful lifestyle. Wellness Travel is the pause that reenergizes and rejuvenates each traveler. The wellness vacation is considered an occasional break for the body, mind, and soul.

- Purpose driven travel - As consumers continually see vacation time reduced, there is a heightened need for purpose driven travel e.g. a specific special event, hiking a specific location, etc. These trips are also driven by consumers who self- identify with a particular event or activity. For example, certain consumers may see themselves as foodies, wine aficionados, or are avid cyclists or golfers. As such, the ability to reach and communicate with niches based on activities is increasingly important for a destination.
- Culinary tourism - Many consumers today are looking for expanded culinary experiences while on vacation. In interacting with the local food, Fountain Hills visitors are dipping into the area's agricultural history.
- Cultural tourism - Cultural offerings and experiences continue to provide destination visitors with an opportunity to access the authenticity of a destination through such offerings as art, entertainment, architecture, history, events and food. Those experiences available in Town of Fountain Hills provide visitors with an excellent opportunity to understand the cultural interests of the area.
- Environmental issues remain a priority - Environmental issues continue to play an important role in the selection of a destination as well as the selection of activities while on vacation. Those destinations that place a strong emphasis on the environment will have a competitive advantage over those that do not.
- Despite increases in travel – value still prevails - There can be no doubt about the shift in the marketplace towards value, and this trend continues throughout all aspects of the industry. As such it is critical for Fountain Hills to effectively communicate the value it offers.

Marketing and Communications in the Tourism Industry

- Traveler flexibility and control – research everything - With the continued growth of online and mobile resources, consumers looking for flexibility and control of their vacation decisions have the ability to research everything and often do it not only in pre-trip planning but once a trip is underway.
- Social media more important as travelers resist more formal marketing - As consumers continue to resist traditional marketing efforts they are relying more and more on social media to research destinations and activities. As such the Town of Fountain Hills needs to ensure it provides updated content and information to meet those needs.
- Greater degree of personalization - Facilitated by increased data mining capabilities, marketing efforts will lead to much more customization for each consumer. Traditional demographic segmentation and targeting will no longer be enough as cutting edge DMOs (Destination Marketing Organizations) will focus more and more on customized targeting and offers.

- Time poverty/hectic lives = shorter trips - Time continues to be the new currency due to the hectic nature of consumers' lives, and the impact is seen on vacation and travel. As such, vacation trips have become significantly shorter in duration. Thus, consumers are looking for hassle free vacations, placing greater importance on methods of direct access information.

Technology Trends

- Digital users are everywhere, but hard to pin down exactly where - Consumers are accessing the web through a variety of devices (mobile, tablet, desktop) and operating systems (iOS, Android, etc). Along with mobile app and mobile web, this makes it more challenging to identify target audience behavior. Multi-screen multitasking (think using a smart phone while watching TV) is no longer unusual consumer behavior. As a result, identifying where a target audience spends time is not as simple as it used to be. Destinations need to recognize consumers as individuals or “micro-audiences”.
- It's all about mobile - Time spent on the mobile web is growing at 14 times the rate of desktop internet usage essentially dethroning the “regular” internet and crowning mobile as the new leader. Therefore, a mobile marketing strategy is no longer optional for destinations but essential to maintain marketplace share.
- Content is King - Marketers are now publishers, using content to drive a variety of interactions throughout (and beyond) the AIDA (Awareness, Interest, Desire, Action) funnel. Content includes paid, earned and owned content, as well as images, video and words. It is absolutely critical to have a content marketing strategy to effectively reach passion based target segments.
- Social driven engagement drives preferences - User reviews are a key influence in consumer decision making (71% of people say reviews from family members or friends influence purchase decisions) 7 . Look for continued increase and applications in use from many social marketing sources as users are exposed to the thoughts, opinions and recommendations of friends, families and influencers – a group of people that is growing wider through social media. As a result, the online reputation management and social media monitoring are long term critical elements for Fountain Hills tourism.
- Big Data isn't just jargon - Large amounts of data are now generated with every interaction on every digital platform. This presents a real opportunity for destinations...if harnessed effectively. Fountain Hills will seek to improve how we collect and use customer information to provide a better experience for potential visitors before, during and after their visit.

RESPECT

The Town of Fountain Hills works to support the continued care of and respect for the natural topography of our lands. We will demonstrate respect for each other, for our State, its lands and its people.

SWOT ANALYSIS (STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS)

SWOT's primary objective is to help organizations develop a full awareness of all the factors impacting an institution. In December of 2015, staff completed a SWOT analysis of the current standing of the Tourism Program. Completed by the Tourism Supervisor and the Tourism Coordinator, with insight from the Economic Development Specialist, the study enabled the tourism division to identify both internal and external influences affecting the program and help paint a full and accurate picture of the division.

This process served as a precursor to the strategic plan and offered insight into the vision, such as exploring new initiatives, making decisions about new policies, identifying possible areas for change, or refining and redirecting efforts. The analysis is a reflection of time spent at events, communications with visitors and residents, goals for upcoming years, and weaknesses identified as opportunities for growth and change. The next page shows the results of the analysis:

Strengths
<ul style="list-style-type: none"> ▪ Hiking and Biking - Recreation Attractions ▪ Great topography to support events ▪ Natural beauty/weather ▪ World Famous Fountain ▪ Awarded by industry peers ▪ Grant winners

Weaknesses
<ul style="list-style-type: none"> ▪ Community Support ▪ Funding resources ▪ Staff workloads ▪ Lack of summer activities and access ▪ Previous strained relationships with industry partners (Pre transition of program to Town)

Opportunities
<ul style="list-style-type: none"> ▪ Events with variable age appeal ▪ New marketing makes us easy to brand - Blank slate ▪ Seek more recognition through industry awards and grants

Threats
<ul style="list-style-type: none"> ▪ Competing messages & marketing committees ▪ neighboring communities with larger budgets and more exposure ▪ Perception of Fountain Hills being a retirement community

STRATEGIC GOALS

Goal #1 - Communication and Outreach

Tourism is a key part of the Town of Fountain Hills economic profile. As such, everyone is a stakeholder, including local residents, private businesses, government agencies as well as visitors. To ensure long term success all stakeholders need to continually feel their issues and perspectives are understood and that each understands the issues of other stakeholders. Creating and maintaining positive stakeholder attitudes are critical to the success of the Town of Fountain Hills tourism efforts. Local residents may not have a clear understanding of the benefits of tourism and its economic and sustainable quality of life benefits. It is critical to communicate the benefits and economic impacts of tourism for the Town. The challenge often becomes how to do it more effectively and ensure timely and accurate information is disseminated through proper and successful channels.

Action Steps

1. Develop periodic stakeholder surveys to assess the perception of Town tourism programs and efforts.
2. Develop periodic outreach programs and forums that allow stakeholders to ask questions, voice concerns and make suggestions
3. Provide accurate and consistent information on tourism related issues to all stakeholders through a variety of communication vehicles.
4. Develop and support programs that increase pride and involvement from all stakeholders.
5. Provide support for new and existing activities that are interesting for both residents and visitors that encourage interaction between them.
6. Continually educate policymakers as to the economic and quality of life value that tourism has for the Town of Fountain Hills.
7. Maintain a presence at key special events throughout the year to encourage interaction and accessibility to division staff.

Goal #2 - Destination Marketing and Promotion

Destination marketing and promotion are at the heart of Fountain Hills tourism's mission. As such these marketing programs are integral to developing a sustainable tourism economy. Fountain Hills currently promotes a variety of destination elements including the following:

Reason for visiting:

Outdoor Adventure

Special Events

Heritage

Arts and culture

Golf/ Spa retreat

Winter Respite

All of these activities are set within the iconic southwest beauty of Fountain Hills and the Sonoran Desert. As the tourism program continues to advocate for Fountain Hills, staff will focus on specific target markets that show the most growth potential as well as expressed need from stakeholders. Target segments including the following:

Leisure – This segment includes visitors who have chosen the Greater Phoenix Metro area as their vacation destination and are looking to explore the different facets the valley has to offer. The key focus for attracting this segment is special events, outdoor recreation and adventure, and arts and culture.

Recreation – This segment is one of the area's strongest group segments, attracting visitors primarily for hiking and biking.

Special Events – The segment will focus on both visitors and residents of the Valley. Offering more than 50 special events a year, we intend to promote Fountain Hills as a destination that embraces a full spectrum of events representing across sections of interests, hobbies, cultures and heritages.

Action Steps

1. Promote the iconic branding to effectively differentiate the Town of Fountain Hills.
2. Create awareness for Fountain Hills by effectively positioning the destination as an events and leisure location with the valley.
3. Implement experience specific itineraries to assist in promoting the Town of Fountain Hills attractions and activities in an effort to extend visitor stays and generate additional revenue.
4. Continually support the visitor center in an effort to provide a quality experience and additional length of stay.
5. Work to develop a year-round special events strategy that identifies events for shoulder seasons.
6. Develop a strategy to link events in an effort to create incremental return visits.

Goal #3 - Research, Planning and Measurement

Ongoing destination research, planning and measurement are imperative for the long term competitive advantage of the Fountain Hills market. The ability to be at the front of changing market conditions and communicate those changes to the local tourism industry is key to keeping our tourism experience relevant. This information needs to be continually integrated into adaptive marketing plans and strategies. Likewise the ability to continually improve the organization's measurements and effectiveness over the long term is a necessity, especially to be able to provide specific Return on Investment information to funding organizations.

Action Steps

1. Continue to implement a strategic approach to research, planning and measurement, allowing funding to refine marketing efforts.
2. Develop a macro level measurement approach to help quantify the value and ROI of events and programs held within Fountain Hills.
3. Continually refine program level measurements to provide as much insight as possible for refining marketing programs.

4. Develop an ongoing rotation of marketing research that includes visitor profile information and out of market perceptions of Fountain Hills.
5. Integrate surveys and other feedback mechanisms to gain visitor insight and perspective.
6. Develop a comprehensive system to disperse research in a tailored and targeted way to different constituent groups.

Goal #4 - Industry Education, Training, and Recognition

Industry trends and technology, including social media applications, are constantly changing and Fountain Hills can play an important role educating and training the local tourism industry in order to improve coordination and effectiveness with the organization's programs.

Additionally, Fountain Hills is poised to make great strides within the tourism and event industry and should look for recognition opportunities through industry awards and honors.

Action Steps

1. Maintain communication and education with stakeholders regarding the needs, trends, changes, etc. of the local tourism industry.
2. Maintain industry-related trainings through conferences, webinars, etc. in order to stay on top of the shifting dynamics of Arizona tourism.
3. Develop specific training for non-profits (museums, special events, etc.), small businesses, and other stakeholders on how to integrate into the Town of Fountain Hills tourism industry.
4. Increase training in technology marketing so as to improve the overall competitiveness of the destination. Ongoing topics could include but are not limited to:
 - a. Tourism product distribution
 - b. Social marketing

- c. Trip Advisor and Yelp strategy
 - d. Trends in technology marketing
5. Continue to reinforce the value of innovation among the staff.
 6. Review outside non-tourism organizations to understand “how they do it”.
 7. Periodically visit other destinations to review methods and practices.
 8. Research and apply for industry awards and honors.

Goal # 5 - Tourism Product Development

The “Tourism Product” includes a number of key components including the physical aspects and emotional elements that combine to provide a unique travel experience. The physical elements of the tourism product include the natural setting, the infrastructure and super structure of a destination the emotional components of the tourism product includes industry employees, cultural and historical resources and overall destination hospitality. These elements combine to provide an overall tourism experience including everything from events and activities to dining, shopping, etc.

With regard to physical product development Fountain Hills can and should be supportive (where appropriate) of infrastructure that can enhance and improve the local tourism economy. For example, there has been an identified need to relocate and/or enhance the Visitors Center in conjunction with the Chamber of Commerce. This effort is designed to increase visibility of the Visitor Center and upgrade the experience for the guests of Fountain Hills.

At the same time the emotional components of the destination can continually change and improve. It is the ongoing role of Fountain Hills Tourism to support the tourism product improvements that in the end will provide visitors with a range of experiences that the organization can effectively promote.

Action Steps

1. Support new and existing recreation and special event programming.
2. Look to develop tourism product experiences that generate ongoing repeat visitors, specifically through special events and annual activities.
3. Look to develop 3-5 niche opportunities like biking, sustainable dining movements, including vegan, paleo, etc. for potential long-term market development.

Goal # 6 - Strategic Alliances

Fountain Hills continues to build and develop its strategic alliances within the industry. These alliances include those within our community, within the valley, as well as those around the state. Identified partners include:

- Arizona Office of Tourism - The Arizona Office of Tourism has been a significant partner for the Tourism Division with the education and support they provide to entities of all sizes whose goal is to contribute to and thrive within the tourism sector of this state. AOT (Arizona Office of Tourism) offers its annual AOT Governor's Conference on Tourism, weekly industry updates, and co-op marketing opportunities. Tourism policy and advocacy at the state level, representation on a global scale within the travel industry and Proposition 302 funding to Destination Marketing Organizations (DMOs) within Maricopa County
- Fountain Hills Chamber of Commerce - The Fountain Hills Chamber of Commerce is an integral partner with the Tourism Division because of their participation and advocating of town businesses and events. The Chamber of Commerce currently houses the Fountain Hills Visitor Center which is stocked with printed marketing collateral by the Tourism Division. This partnership is crucial to the successful promotion of Fountain Hills.
- Fort McDowell - The partnership with Fort McDowell and the Yavapai Nation is a living, growing, and thriving relationship as both entities work to promote this regional area as a world class recreation, leisure, and outdoor adventure destination. Each entity heavily promotes the natural beauty and topography that make Fountain Hills and Yavapai Nation an obvious choice for travel and leisure. There is a great potential for an even greater partnership with Fort McDowell.
- Salt River Pima Indian Community - The fall of 2015 introduced a new partnership with the Town of Fountain Hills and the Salt River Pima Indian Community. This partnership was first forged via the Proposition 202 grant funds and look to be a promising

union. We anticipate this partnership to continue far into the future as we work together bringing attention to the vast travel opportunities that this region offers.

- Fountain Hills Artists Gallery - The Town of Fountain Hills and the Fountain Hills Artist Gallery have developed a cooperative relationship to better promote public art and our blossoming artist community. This partnership also prompted the complete redesign of the Art Walk Guide, featuring a calendar listing all the Artist Gallery and Art Walk joint events.
- Recreational Partners/Participants - As we have highlighted, Fountain Hills is home to many outdoor recreational activities. The Tourism Division has actively cultivated many recreational partners who align with the goal of attracting adventure-minded visitors. These partners include but are not limited to:
 - McDowell Mountain Regional Park
 - McDowell Mountain Cycles
 - Desert Belle River Boat Tours
 - Desert Dogs ATV Tours
 - Fountain Hills Bikes
 - Sami's Amethyst Mine Tour

Action Steps

1. Continue to work with and develop key strategic alliances within the tourism industry to promote all there is to see and do in Fountain Hills.
2. Proactively work with other regional tourism destinations to help in implement cross-marketing opportunities to better promote visitation in the northeast area of the valley.
3. Identify potential areas to share costs in an effort to improve efficiencies and promote collaboration (ex: joint research, special event strategies, etc.).

SUCCESS FACTORS AND MEASURABILITY

- Continue to Work Together- The Town of Fountain Hills is a destination that works well with others. The division has fostered a can do spirit and continues to take on challenging issues. It is important for the council and staff to continue their approach to work and support the goals of the division.
- Community- Critical to the destination's success is the continuation of efforts to educate and involve the community in tourism. It is important that the local community understand the importance of tourism in the Town of Fountain Hills and the industry's role in generating employment and local tax revenue.
- Culture of Innovation- The Fountain Hills Tourism Division must continue to innovate and change to meet the changing dynamics of the industry in order to continually increase the awareness and desirability of Fountain Hills as a destination.
- It's All in the Numbers- Success is not defined by a single yes or no, by a check list, or by a first place finish. Success for the Tourism Division is an ongoing sum of all the parts. Statistical analysis, digital metrics, visitor attendance, increased tax revenue, heads in beds, click thrus, "Likes," engagements and any number of other measurable bits and pieces will determine the effectiveness of the division. Each of these measurements are brush strokes that will paint the picture of tourism in Fountain Hills. Staff will regularly monitor vital statistics in order to steer the program and correct course as needed.
- Quality over Quantity- Numbers and statistics only tell one side of the story. Numbers are hard facts, but the quality of the program is just as valuable. Staff will regularly engage in customer and stakeholder feedback, using it as a temperature gauge for the program and its success rate.

TIMELINE

- 2016:** Adopt Strategic Plan via Mayor and Council
- 2018 - 2020:** Present semi-annual updates to Council and Stakeholders, featuring program highlights, challenges, and new initiatives
- Annual Marketing Plan review, subject to grant funding, co-op opportunities, etc.
- Annually review Strategic Plan to ensure vision and goals continue to meet the needs of the Town of Fountain Hills.
- 2020:** Review Strategic Plan to consider completion of identified goals and future planning. Update the Strategic Plan to reflect changing trends, economics, and other external factors.
- 2021:** Adopt and implement future plan.

STRATEGIC GOALS TASK LIST - QUICK REFERENCE

Goal #1 - Communication and Outreach

Tourism is a key part of the Town of Fountain Hills economic profile. As such, everyone is a stakeholder, including local residents, private businesses, government agencies as well as visitors.

Objective #1 – Create and maintain positive stakeholder relationships, interactions, and partnerships.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Hold semi-annual stakeholder meetings.	Tourism Coordinator	Semi-Annual
<input type="checkbox"/> Develop periodic stakeholder surveys to assess the perception of Town tourism programs and efforts.	Tourism Coordinator	Annual
<input type="checkbox"/> Develop periodic outreach programs and forums that allow stakeholders to ask questions, voice concerns and make suggestions.	Tourism Coordinator	On-Going
<input type="checkbox"/> Provide accurate and consistent information on tourism related issues to all stakeholders through a variety of communication vehicles such as: Tourism Survey Website e-mail blasts Website information updates	Tourism Coordinator	On-Going
<input type="checkbox"/> Pass along data from consortium committees, state reports, etc. to all stakeholders through updates/reports provided at semi-annual stakeholder meetings.	Tourism Coordinator	Semi-Annual
<input type="checkbox"/> Develop and support programs that increase pride and involvement from all stakeholders through: Stakeholder presentations Website updates	Tourism Supervisor/Tourism Coordinator	On-Going

<p>Stakeholder partnerships i.e. events and co-op agreements</p> <p><input type="checkbox"/> Provide support for new and existing activities that are interesting for both residents and visitors that encourage interaction between them through: Marketing support Social Media Promotions Website listings Highlights or features in itineraries</p> <p><input type="checkbox"/> Provide support for special events i.e. tabling, providing collateral, marketing and press release distribution. Collateral includes but is not limited to: Visitors Guide Dining Guides Calendar of Events Itineraries Hiking Maps Stickers Town Kiosks</p> <p><input type="checkbox"/> Regularly educate policymakers as to the economic and quality of life value that tourism has for the Town of Fountain Hills.</p> <p><input type="checkbox"/> Maintain a presence at key special events throughout the year to encourage interaction, collection of visitor data and accessibility to division staff.</p> <p><input type="checkbox"/> Work to develop learning and collaboration opportunities with the Chamber of Commerce</p>	<table border="1"> <tr> <td data-bbox="1081 185 1501 503">Tourism Coordinator</td> <td data-bbox="1501 185 1919 503">On-Going</td> </tr> <tr> <td data-bbox="1081 503 1501 876">Tourism Coordinator</td> <td data-bbox="1501 503 1919 876">On-Going</td> </tr> <tr> <td data-bbox="1081 876 1501 998">Tourism Coordinator</td> <td data-bbox="1501 876 1919 998">On-Going</td> </tr> <tr> <td data-bbox="1081 998 1501 1112">Tourism Coordinator</td> <td data-bbox="1501 998 1919 1112">On-Going</td> </tr> <tr> <td data-bbox="1081 1112 1501 1205">Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce CEO</td> <td data-bbox="1501 1112 1919 1205">2017</td> </tr> </table>	Tourism Coordinator	On-Going	Tourism Coordinator	On-Going	Tourism Coordinator	On-Going	Tourism Coordinator	On-Going	Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce CEO	2017
Tourism Coordinator	On-Going										
Tourism Coordinator	On-Going										
Tourism Coordinator	On-Going										
Tourism Coordinator	On-Going										
Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce CEO	2017										

Objective #2 - Table at key special events providing collateral and face time with public. – Visitors Guides, Dining Guides, Calendars of Events, Valley Maps, bumper stickers and wristbands.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Table at Oktoberfest	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Ballet Under the Stars	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at CopperWynd Pro Challenge Tennis Tournament	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Fountain Festival of Arts and Crafts	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Turkey Trot	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Concours in the Hills	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at The Great Fair	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at St. Patrick’s Day at the Fountain	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Fountain Hills Music Festival	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at Fourth at the Fountain	Tourism Coordinator	Annual Basis
<input type="checkbox"/> Table at New Events TBD 2016-2020	Tourism Coordinator	Annual Basis

Goal #2 - Destination Marketing and Promotion

Destination marketing and promotion are at the heart of Fountain Hills tourism’s mission. The following marketing programs are integral to developing a sustainable tourism economy. Fountain Hills currently promotes a variety of destination elements including the following:

Reason for visiting:

Outdoor Adventure

Special Events

Heritage

Arts and culture

Golf/ Spa retreat

Winter Respite

Objective #1 – Market Fountain Hills as a premier Destination and therefore function as a Destination Marketing Organization (DMO).

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Promote the iconic branding to effectively differentiate the Town of Fountain Hills. Promotions include but are not limited to: Print Online Digital Retargeting Social Media	Tourism Coordinator	On-Going
<input type="checkbox"/> Brand all publications and initiatives with tourism logo for consistent and recognizable identity.	Tourism Coordinator	On-Going
<input type="checkbox"/> Create awareness for Fountain Hills by effectively positioning the	Tourism Coordinator	On-Going

destination as an events and leisure location with the valley. Marketing promotions in print, online, digital retargeting and social platforms.

- Continue to work with event organizers to foster event friendly environment.
- Continually enhance the visitor center in an effort to provide a quality experience and additional length of stay. Stock on a monthly basis with:
 - Visitors Guide
 - Dining Guides
 - Calendar of Events
 - Hiking Maps
 - Art Walk Guides
 - Photos for Welcome Center Television slide show
- Promotional Film/Commercial for Tourism

Tourism Coordinator	On-Going
Tourism Coordinator/ Chamber of Commerce	Monthly
Tourism Supervisor/ Tourism Coordinator	2016

Objective #2 - Implement experience specific itineraries to assist in promoting the Town of Fountain Hills attractions and activities in an effort to extend visitor stays and generate additional revenue.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Publish seasonal itineraries highlighting program initiatives and activities.	Tourism Coordinator	Seasonal
<input type="checkbox"/> Itineraries include but are not limited to: Arts & Culture, Foodie, Outdoor Adventure, Around the Fountain and Hiking & Biking	Tourism Coordinator	Seasonal
<input type="checkbox"/> Itinerary introduction to website	Tourism Coordinator	2016
<input type="checkbox"/> Itinerary enhancement and promotion	Tourism Coordinator	2017

Objective #3 - Work to develop a year-round special events strategy that identifies events for shoulder seasons.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Work with special events committee to vet out new special events that will boost tourism initiatives.	Tourism Supervisor/ Tourism Coordinator	On-Going
<input type="checkbox"/> Develop a strategy to link events in an effort to create incremental return visits by having an onsite event presence to promote future visitation opportunities.	Tourism Coordinator	On-Going
<input type="checkbox"/> Facilitate publishing of events calendar to give incentive for visitors to return on a regular basis.	Tourism Coordinator	Semi-Annual

Goal #3 - Research, Planning and Measurement

Ongoing destination research, planning and measurement are imperative for the long term competitive advantage of the Fountain Hills market. The ability to be at the front of changing market conditions and communicate those changes to the local tourism industry is key to keeping our tourism experience relevant.

Objective #1 – Remain competitive within the tourism industry, researching and implementing trending market initiatives and phenomenon.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Continue to implement a strategic approach to research, planning and measurement, allowing funding to refine marketing efforts.	Tourism Supervisor/ Tourism Coordinator	On-Going
<input type="checkbox"/> Continued maintenance of collateral database, advertising reach and survey demographics to help guide purchasing decisions as provided	Tourism Coordinator	Monthly

through: Arizona Office of Tourism International Festivals and Events Association Arizona Lodging and Tourism Association	
<input type="checkbox"/> Develop a macro level measurement approach to help quantify the value and ROI of events and programs held within Fountain Hills.	Tourism Supervisor/ Tourism Coordinator 2017
<input type="checkbox"/> Use of tourism economic impact calculator to help quantify ROI.	Tourism Supervisor/ Tourism Coordinator Annually
<input type="checkbox"/> Partnership with Economic Impact calculation partner	Tourism Coordinator 2016

Objective #2 - Develop an ongoing rotation of marketing research that includes visitor profile information and out of market perceptions of Fountain Hills.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Regularly refine program level measurements to provide as much insight as possible for refining marketing programs. Measurements include but are not limited to: Tourism Survey Post Program Evaluations Website Analytics Social Media impressions, reach and engagement	Tourism Coordinator	On-Going
<input type="checkbox"/> Service and collection of official tourism survey to help complete tourism economic impact studies.	Tourism Coordinator	On-Going
<input type="checkbox"/> Integrate surveys and other feedback mechanisms to gain visitor insight and perspective.	Tourism Supervisor/ Tourism Coordinator	On-Going

<input type="checkbox"/> Disbursement of completed economic impact study to Town Council and stakeholders upon completion.	Tourism Supervisor/ Tourism Coordinator	Annually
--	--	----------

Goal #4 - Industry Education, Training, and Recognition

Industry trends and technology, including social media applications, are constantly changing and Fountain Hills can play an important role educating and training the local tourism industry in order to improve coordination and effectiveness with the organization's programs.

Objective #1 – Seek education and training to gain perspective and ability for implementation of any and all industry trends.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Maintain communication and education with stakeholders regarding the needs, trends, changes, etc. of the local tourism industry.	Tourism Coordinator	On-Going
<input type="checkbox"/> Develop specific training for non-profits (museums, special events, etc.), small businesses, and other stakeholders on how to integrate into the Town of Fountain Hills tourism industry.	Tourism Coordinator	Semi-Annually
<input type="checkbox"/> Maintain attendance at industry-related trainings through conferences, webinars, etc. in order to stay on top of the shifting dynamics of Arizona tourism.	Department Director/Tourism Supervisor	On-Going
<input type="checkbox"/> Attendance of Arizona tourism conferences such as but not limited to the Arizona Governors Conference on Tourism.	Department Director/Tourism Supervisor	On-Going
<input type="checkbox"/> Attendance and completion of the International Festivals and Events Association Event Management School	Tourism Coordinator	2018/2019

Objective #2 - Increase training in technology marketing so as to improve the overall competitiveness of the destination. Ongoing topics could include but are not limited to:

- Tourism product distribution
- Social marketing
- Trip Advisor and Yelp strategy
- Trends in technology marketing

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Attend seminars, trainings and webinars for social media platforms to stay up-to-date with all technology platforms.	Tourism Coordinator	On-Going
<input type="checkbox"/> Continue to reinforce the value of innovation among the staff by supporting the pursuit of higher education in all industry related forums.	Tourism Supervisor	On-Going

Objective #3 - Review outside non-tourism organizations to understand “how they do it”.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Research marketing and outreach initiatives to remain competitive within industry when serving our “product” through: Aggressive and specific marketing Identity Branding Website Call to Actions Social Engagements Fostering of Brand Ambassadors	Tourism Coordinator	On-Going
<input type="checkbox"/> Periodically visit other destinations to review methods and practices.	Tourism Supervisor/ Tourism Coordinator	On-Going
<input type="checkbox"/> Network with other destinations for idea sharing, collaboration and learning opportunities.	Tourism Supervisor/ Tourism Coordinator	On-Going

Objective #4 - Research and apply for industry awards, honors and grants.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Maintain industry connections and relationships with boards who seek to honor those performing at the top of the industry. Actively apply for awards. Includes but is not limited to: Arizona Office of Tourism International Festivals and Events Association Arizona Lodging and Tourism Association <input type="checkbox"/> Apply for grant funding from tourism or tourism related organizations who seek to honor those performing at the top of their industry.	Tourism Coordinator	Annually
	Tourism Coordinator	Annually

Goal # 5 - Tourism Product Development

The “Tourism Product” includes a number of key components including the physical aspects and emotional elements that combine to provide a unique travel experience. The physical elements of the tourism product include the natural setting, the infrastructure and super structure of a destination the emotional components of the tourism product includes industry employees, cultural and historical resources and overall destination hospitality. These elements combine to provide an overall tourism experience including everything from events and activities to dining, shopping, etc.

Objective #1 - Support new and existing recreation and special event programming.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Continue to table at special events; handing our collateral and talking with the public. <input type="checkbox"/> Interact with the public in a way that makes them feel as though they have been served by the tourism product.	Tourism Coordinator	On-Going
	Tourism Coordinator	On-Going

Objective #2 - Look to develop 3-5 niche opportunities like biking, sustainable dining movements, including vegan, paleo, etc. for potential long-term market development.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Work with outstanding stakeholders who provide specific products or activities that can easily be partnered with and promoted through the tourism vehicle including but not limited to: Marketing co-ops Sponsorships Social Media Promotion of official Photography Web page listings Events Hosting	Tourism Coordinator	On-Going
<input type="checkbox"/> Work with Chamber of Commerce to introduce the Fountain Hills Bike Fest	Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce	2016/2017

Goal # 6 - Strategic Alliances

Fountain Hills continues to build and develop its strategic alliances within the industry. These alliances include those within our community, within the valley, as well as those around the state.

Objective #1 - Continue to work with and develop key strategic alliances within the tourism industry to promote all there is to see and do in Fountain Hills.

Tasks	Lead Responsibility	Status/Completion Date
<input type="checkbox"/> Continued fostering of networking relationships with state, regional and local stakeholders/partners, including but not limited to: Hoteliers Restaurants Recreation activity providers Chamber of Commerce	Tourism Supervisor/ Tourism Coordinator	On-Going

Consortium partners
 Phoenix CVB
 Scottsdale CVB
 Mesa CVB

- Participation in co-operative partnering opportunities with regional tourism destinations. Identify potential areas to share costs in an effort to improve efficiencies and promote collaboration (ex: joint research, special event strategies, etc.).
- Facilitation of co-operative agreements and partnerships with tourism partners, activities and programs.
- Proactively work with other regional tourism destinations to help implement cross-marketing opportunities to better promote visitation in the northeast area of the valley.
- Explore a cross-functional Visitor’s Center with Chamber of Commerce
- Work with Chamber of Commerce to continue to facilitate and present the Tourism Award of the Year

Tourism Supervisor/ Tourism Coordinator	On-Going
Tourism Supervisor/ Tourism Coordinator	On-Going
Tourism Supervisor/ Tourism Coordinator	On-Going
Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce CEO	On-Going
Tourism Supervisor/ Tourism Coordinator/ Chamber of Commerce CEO	On-Going