

TOWN OF FOUNTAIN HILLS STRATEGIC PLANNING PROCESS  
**Our Town. Our Choices.**

**Strategic Framework**

**Background**

On May 17, members of the Technical Advisory Committee met in a work session to:

- Reconcile focus areas
- Discuss the structure of the Strategic Framework
- Brainstorm additional alternative scenarios
- Share & discuss alternative scenarios.

After discussion, the TAC decided to delete the previous “Collaboration with External Powers” focus area, as such activities are implementation tactics, rather than strategic issues. The TAC also decided to maintain the other previous focus areas, making a few amendments to clarify where some issues should be considered.

The TAC developed a standard format for the Strategic Framework, to include focus areas and scenarios under each focus area. The agreed structure is:

**Structure: Focus Areas**

- Define in citizens terms and words
- Current situation assessment: Where do we stand today? What are we currently doing?
- Future implications of current situation: trends, external forces, risks

**Scenario Format:**

***Scenario 1: “World-class Parks & Recreation”***

- Goal statement
- Description

**Scenario Example:**

***Scenario 2: “Increase Parks & Recreation to national standards”***

- 10% increase per year in park acres to national standards
- Add 5 miles of trails over five years.

## **Focus Areas and Scenarios**

Working in pairs, TAC members identified the following content within each of the focus areas. Note that the following is the raw input from the TAC members, with very little analysis or processing. The Project Manager is expected to edit and draft supporting materials for this content:

### **Small Town Atmosphere and Town Identity**

The TAC clarified that this focus area includes volunteerism.

1. Implement the Town of Fountain Hills strategic plan
  - a. Establish a Citizens Commission to monitor strategic planning process and annually conduct a Town Hall meeting to evaluate and update the strategic plan.
2. Maintain a strong community volunteer focus
  - a. Develop a comprehensive volunteer database to match volunteers with volunteer opportunities.
  - b. Establish a volunteer coordinator position at the Town.
3. Strengthen the community's identity
  - a. Continue to conduct "Home Town" family-oriented activities (parades, Easter egg hunt, etc.) that bring the community together.
  - b. Establish a policy related to allowing any future gated communities.
  - c. Expand opportunities for community get-togethers or to jointly dialogue as a community.
  - d. Strengthen our community identity that includes the fountain and/or fountains as a major focal points.
4. Inclusive community focus
  - a. Develop a neighborhood enhancement program that focuses on encouraging neighborhood interaction and watching out for each other.

### **Commercial Vitality and Business Development**

1. Continue as-is
2. Become a destination
  - a. Expand the destination marketing program

- b. Become a destination/vacation location
  - c. Implement a comprehensive downtown development program that connects to Fountain Park.
  - d. Become a community that expands the arts business component/focus.
3. Pro-actively attract more businesses to address community needs
- a. Establish a commercial vitality and business development commission of citizens
  - b. Develop a downtown design overlay district that ensures unique character of development
  - c. Establish a comprehensive, linked system of wide pathways throughout the downtown.
  - d. Attract appropriate businesses to support community needs

## **Housing and Affordability**

1. Support the development of quality housing
- a. Establish a Housing Commission responsible for monitoring the housing quality of the community
  - b. Implement a pro-active housing code enforcement program.
2. Strengthen existing neighborhoods
- a. Identify areas within the community targeted for reinvestment and/or housing improvement programs.
  - b. Establish housing improvement programs by identifying funding sources.
3. Pro-actively ensure housing affordability
- a. Within targeted areas, encourage increased residential density for new or re-development
  - b. Town to play an active role in ensuring housing affordability, such as:
    - i. Purchase land and enter public/private partnership to build affordable housing
    - ii. Develop down payment assistant program for first time home buyers.
    - iii. Expedite the development process for developments with affordable housing
    - iv. Increase densities as appropriate for affordable housing

## **Environment**

1. Control development by developing Town ordinances and policies that support open space, protect views and dark skies
  - a. Maintain and enforce current zoning standards
  - b. View corridors
2. Annex State Trust Lands
3. Support environmental quality development policy
  - a. Recycling center
4. Maintain open spaces, washes, hillsides development policy.

## **Recreation**

1. Provide recreational center to support multi-generational activities
  - a. Aquatic center
  - b. Senior activities
  - c. Teen activities
  - d. Free movies
2. Expand current Parks & Recreation programs
  - a. Additional parks and open space
  - b. Develop washes for trails, bikeways and kept as wildlife preserve areas.
  - c. Pedestrian-friendly trails, greenbelt connection
  - d. Access to hiking and biking trails

## **Social and Demographic Fabric and Human Services**

The TAC clarified that this focus group includes health services.

1. Increase multi-age programs, services and facilities
  - a. Develop a more integrated community through culturally and economically diverse programs and activities.
  - b. Quality health care: 24 hour access.

## **Government financial stability**

1. Increase taxes to offset loss of construction tax income at build-out.

2. Reduce dependence on sales tax by levying a property tax, raising development and other fees, and implementing new fees.

## **Government and Municipal Services**

The TAC clarified that this area includes fire, police and transportation services.

1. Continue as is
2. Town provide new municipal services for garbage, recycling, water and wastewater.
3. Change how vital services (fire, emergency, police, garbage, recycling, water and wastewater) are currently provided:
  - a. In-source
  - b. Outsource
  - c. Collaborate with neighboring communities
4. Establish a transportation system, both within Fountain Hills and to adjacent communities, connecting key points.
5. As population and traffic increase, provide safer walkway areas, at key intersection areas and from Fountain Park to downtown.
6. Provide a municipal parking facility in the downtown area.

## **Arts and Culture**

1. Continue current arts, culture and traditional activities
2. Make Fountain Hills a cultural center for the arts, with traditional activities.
3. Make Fountain Hills a destination center for the arts and cultural activities

## **Education**

1. Create an adult education center in \_\_\_ years.
  - a. On-line classes
  - b. Related to senior center
  - c. Need for college accreditation
    - i. Satellite campus for ASU or NAU or Scottsdale Community College,...
2. Integrate Town and schools more closely
  - a. Facilities sharing

- i. Like Boys & Girls Club (share campus, gym)
  - ii. Community theater
  - iii. Community pool
  - iv. Adult education
- b. Townspeople support
- i. Athletics
  - ii. Mentoring

## **Physical Planning: Zoning and Architecture**

The TAC clarified that this focus area includes zoning and State Trust Lands activities, and to reword the title as shown above.

1. Enforce current general plan and zoning
  - a. Height restrictions to protect views
  - b. Density
2. Halt new gated communities
3. Create controls over commercial architectural compatibility
4. Use natural landscaping in public spaces, commercial and new developments
5. Limit growth: target 30,000 + total
  - a. Redevelopment density
6. State Trust Land development
  - a. Annex and apply Town rules and patterns
  - b. Preserve the land