

ArrowCreek Homeowners Association 2017 Strategic Plan



Together, Creating Our Path Forward



Overview

The 2017-2020 ArrowCreek Homeowners Association (HOA) Strategic Plan (Plan) is proud to present a collaboratively built roadmap that will serve to drive Board and staff decision making. The vision, mission and goals outlined in this Plan are a result of market analysis, community feedback and Board leadership.

Though this document will serve as a roadmap for Board and staff decision-making, no decisions will be made on any of the outlined goals without careful study, fiscal analysis, member feedback, board deliberations and voting.

The Board would like to thank all those who contributed ideas and input to make this Plan a reality.

Development and Organization of the Plan

The ArrowCreek HOA Strategic Plan was developed through a planning process that took place in 2016/2017. As defined by the Board and a strategic planning ad-hoc committee, the goals of the strategic planning process were to:

- Strengthen resident satisfaction
- Increase property values
- Sharpen effectiveness of community governance
- Improve alignment and unity among all community members
- Provide continuity for subsequent Boards

The strategic planning process included third-party analysis of the community's strengths, weaknesses, opportunities and threats, market analysis and copious community feedback. Through one-on-one interviews, focus groups, a Town

Hall meeting and a community survey, a wide range of ideas and opinions were brought into the planning process. The ArrowCreek HOA Board of Directors used the Technical Analysis (see Attachment A) as well as the community feedback to define the strategic focus areas and goals outlined in the Plan. The result is a Strategic Plan that reflects the ideas and opinions of the community and sets ArrowCreek up for success.

The Plan is divided into seven strategic focus areas. Within each focus area is a set of short and long-term goals. Each year, the General Manager and Board will create a work plan to drive tasks associated with each goal. Annually, the work plan will be updated including specific tasks to accomplish each goal as well as budget requirements.

Acknowledgements

Thank you to the following volunteers who worked diligently to develop the Strategic Plan:

Board of Directors

Bob Kirtley

Robin Rakusin

Joyce Seelen

Alan Liebman

Robert McDonald

John Krisch

Dave Steele

Staff

Ed Lahr

Strategic Planning Ad-Hoc Team

Paul Burkett

Bob Kirtley

Rebecca Wilson

Joe Uhlan

Norm Reeder

Joyce Seelen

The strategic planning process and the Strategic Plan were created through a partnership between Hansford Economic Consulting and Freshtracks Communications.

Our Mission

The Board is charged with setting broad policy and giving the operations team, supported by its management company, the tools to accomplish both tactical and strategic goals. The ultimate mission of the Board is to protect and enhance the ArrowCreek community's reputation and services so that home values remain strong.

Our Vision

We imagine, over the next three years, as a result of our work, the following will be realized:

ArrowCreek will be able to offer members enhanced high quality amenities and a robust roster of activities that builds a more beautiful and unified community--making us simply the best community in Northern Nevada to live, work and play.

Challenges Acknowledged

While the Board is optimistic about achieving the vision over the next three years, they are also aware of the inherent challenges to this work. Anticipated challenges the Board has taken into consideration during the development of the Strategic Plan include:

- Funding restraints
- Homeowner involvement
- Subsequent Boards materially altering the Strategic Plan as adopted
- Water quality challenges to landscaping
- Increasing population as lots are built out
- Finding areas of common ground for the HOA and the Friends of ArrowCreek
- Staffing to maintain expanded trails and amenities
- Concerns within community to change, fee increases and spending

Strategic Focus Areas

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| <ol style="list-style-type: none">1. Strengthen the Brand and Reputation of ArrowCreek2. Enhance the Residents' Club3. Expand Amenities and Offerings4. Unify the ArrowCreek Community5. Create a Vibrant Trail System and Outdoor Fitness Circuit6. Improve Appeal of the Community through Landscaping7. Maintain Existing Roads Program |
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1. Strengthen the Brand and Reputation of ArrowCreek

Benefits of Strengthening the Brand and Reputation of ArrowCreek

Strengthening the ArrowCreek brand and reputation will provide the community with a clearer identity, boost morale, and ultimately increase ArrowCreek's value and appeal.

Short-term Goals (1 year or less)

- Hire contractor or staff to design and implement a marketing plan that includes consistent messaging and branding across all marketing pieces (internal and external)
- Update Communications Committee charter to include marketing responsibilities
- Launch new website to showcase the contemporary ArrowCreek brand
- Share new marketing materials with outside entities such as real estate agents, local schools, etc.

Long-term Goals (beyond year 1)

- Hire part-time marketing contractor
- Review and update marketing plan annually

2. Enhance the Residents' Club

Benefits of Enhancing the Residents' Club

Enhancing the Residents' Club will boost ArrowCreek's ability to compete in the Northern Nevada real estate market while providing community members with an improved facility.

Short-term Goals (1 year or less)

- Implement plan to conduct immediate low-cost improvements to Residents' Club (examples: Wi-Fi, upgrade chairs, expand pool deck by moving fence, water bottle filler, hang photography and art, paint, new furniture, etc.)
- Contract with architecture firm to conduct a feasibility study to develop cost estimates for Residents' Club improvements
- Explore potential homeowner support for various Residents' Club improvement options
- Explore additional ways to collect data in regard to Residents' Club improvements to understand user and use trends

Long-term Goals (beyond year 1)

- Develop a finance plan to fund the various phases of the Residents' Club renovation

3. Expand Amenities and Offerings

Benefits of Expanding Amenities and Offerings

Immediate and long-term improvements and expansion of ArrowCreek's amenities and offerings will provide opportunities to reach and connect a wider range of community members. Additionally, amenity improvements will increase the appeal of ArrowCreek, which links, to home values.

Short-term Goals (1 year or less)

- Expand activities and uses of current parks/fields such as Harbottle Park and the multi-use field (examples: bocce ball, trail heads, par course, volleyball, other)

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- Contract with outside firms to enhance the sports field and improve irrigation system

Long-term Goals (beyond year 1)

- Continue to grow and implement plans to improve amenities and offerings based on financial feasibility and membership input

4. Unify the ArrowCreek Community

Benefits of Building a Unified ArrowCreek Community

Building the ArrowCreek community means supporting a harmonious resident life that is respectful and includes all members. Having a united community works to build a positive reputation, which aids in maintaining and increasing home values. The ArrowCreek HOA Board believes that the best path forward for the whole community of ArrowCreek is to create a co-operative relationship between the HOA and The Club at ArrowCreek. By working together and complementing each other, ArrowCreek will be a stronger community in the marketplace.

Short-term Goals (1 year or less)

- Explore opportunities with The Club at ArrowCreek to create shared short-term and long-term goals
- Develop a Board statement regarding benefits of working together

Long-term Goals (beyond year 1)

- Continue working jointly with The Club at ArrowCreek to establish long-term goals to build a unified community

5. Create a Vibrant Trail System and Outdoor Fitness Circuit

Benefits of a Vibrant Trail System and Outdoor Fitness Circuit

ArrowCreek currently has an extensive system of walking paths along roadways that is enjoyed by the community. Upgrading the existing system to incorporate off-road trails will set ArrowCreek apart from competing communities and reinforce ArrowCreek's reputation as a fit and active community.

Short-term Goals (1 year or less)

- Identify and work with a contractor to develop a Trails Master Plan
- Update trail signs and create a map to include access and distances
- Incorporate the benefits of a Trails Master Plan into ArrowCreek's brand and marketing

Long-term Goals (beyond year 1)

- Design and build the Trails Master Plan
- Explore connecting to the County trail system

6. Improve the Appeal of ArrowCreek Through Landscaping

Benefits of Improving Community Appeal through Landscaping

Homeowners and visitors should share a remarkable experience together at ArrowCreek. Improving the aesthetic appeal with landscape upgrades will create positive impressions for residents, visitors, potential homeowners, and real estate agents.

Short-term Goals (1 year or less)

- Develop a plan to improve the look of ArrowCreek by implementing upgrades along ArrowCreek Parkway from the welcome gate to the Residents' Club
- Include common areas that are currently in their natural state into the landscaping plan

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- Continue to work to reduce the risk of wildfire throughout the community

Long-term Goals (beyond year 1)

- Develop a comprehensive landscape plan
- Improve lasting first impression
- Continue to reduce wildfire risk
- Improve color pallet to be consistent with existing water and soil restrictions as well as staff maintenance limitations
- Evaluate existing drainage and water systems for improvement
- Improve quality of reclaimed water used for landscaping

7. Maintain Existing Roads Program

Benefits of Maintaining Existing Roads Program

Maintaining the 26 miles of roads within the ArrowCreek is important for home values and safety. As such, the Board is committed to maintaining the existing roads program as a top priority.