

Long Range Plan 2012-2017

Foxfire Village
North Carolina

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Introduction

The Long Range Planning Committee (LRPC) was established in the fall of 2009 by the Foxfire Village Council. The LRPC was created as an Ad Hoc committee and was made up of eight individuals from the Village. The charge to the Committee, as issued by the Village Council, was to develop a long range plan for the Village to use in planning for the future of Foxfire. Most immediately, however, was a directive to the LRPC to develop a capital improvement plan to support Foxfire's Parks and Recreation Trust Fund (PARTF) grant application. See Appendix A. After completing the capital improvement plan, the LRPC interviewed each of the Village Council members and Village staff members to ascertain their perspectives on the current and future challenges facing the Village. The LRPC also constructed a brief three question survey that was distributed to the entire community. See Appendix B. The survey asked residents to comment on what they would most like to see improved in Foxfire, what was important to them relative to the future of Foxfire and to offer comments to the LRPC to consider as the Committee developed the plan.

The responses to the brief survey along with the interview comments from the Village Councilors and staff served as the basis for conducting a number of focus group discussions. See Appendix C. Representatives from the following groups were interviewed: the Foxfire Property Owner's Association (FPOA), the Garden Club, the Foxfire Men's and Ladies Golf Associations (FMGA/FLGA), Grande Pines & Reynwood residents, Younger Families with Children, and local Business people. The data collected from the focus groups was used in the development of the community based survey that was disseminated during the summer of 2011. Two hundred and forty-two surveys were returned. See Appendix D. The results from those surveys combined with the data collected from our initial survey, our interviews with the Village Councilors and staff, and from our focus group discussions are incorporated into the long range plan. Five major themes emerged from the data: Town Governance, Infrastructure, Public Safety, Finance/Taxation, and Future Development. The plan that is presented in the subsequent pages is organized by these major themes in each year of the five years of the plan. After compiling, analyzing, and discussing the information gathered from our interviews with Council and staff, focus group discussions, and survey data, the Committee has developed an overarching goal for the Long Range Plan. **Foxfire Village will be the most preferred small residential community in Moore County by the summer of 2014.** It is the Long Range Planning Committee's hope that this plan will serve as a valuable planning tool for the Foxfire Village Council and the residents of Foxfire Village in our attempt to fulfill this lofty goal and as we collectively look to enhance the quality of life for all of our residents. A process for progress review and revision of the plan for subsequent years is outlined in Appendix E.

Long Range Planning Committee

Mick McCue, Chair

Steve Durham, Secretary

Mike Siedler
Mary Anne Lauer
Warren Morgan

Rick Nappi
Ed Spaulding
Mark Dutton

Year 1: 2012-2013

Year 1 Goals: The emphasis in year one of the long range plan is on improving communications with Village residents, updating Village ordinances, particularly the

planning and zoning ordinances, and conducting needs assessments of the water system, roadside drainage, and our common areas within the Village. In addition, immediate efforts need to be made in the area of public relations. If we, as a community, do not promote ourselves, we cannot expect anyone else to do it for us. It is clear from our data collection that the golf course is critical to the future prosperity of the Village. Partnering efforts with the management team of Foxfire Resort and Golf must be initiated in year one of the plan.

Recommendations

Town Governance

- Explore ways to more effectively disseminate information to Village residents.

Note: Consider forming a committee of interested village residents who have an expertise in technology to investigate better uses of the Village website, email capabilities, social media, graphic design, etc. to encourage more participation in town government and to better inform residents of Foxfire on issues that impact everyone in the Village.

- Conduct a thorough review of our present ordinances, starting with Planning and Zoning ordinances.
- Update the ordinances as needed.

Infrastructure

- Conduct a needs assessment of our current water supply sources.
- Analyze our current and future ability to operate and maintain our own water department and identify other alternatives.
- Direct the Appearance Committee to conduct a comprehensive review of all Village common areas including roadside areas that need improvement.
- Conduct an examination of roadside drainage systems and begin to develop a maintenance plan to ensure the proper functioning of all systems.
- Discuss the status and viability of the tennis courts and pool house, and determine a course of action.

Public Safety

- Maintain the status quo.
 - Note: The residents expressed a high level of satisfaction with the Police Department in terms of its current size but acknowledged that if the community grows substantially, they would also support an increase in police protection.

Finance/Taxation

- Continue efforts to better inform the residents of how their tax dollars are spent.
 Note: In addition to conducting information sessions on the budget that began in 2010 consider using the internet and other technologies to disseminate highlights of upcoming budgets and offer citizens a vehicle to comment.
- Develop a strategy to build and maintain an appropriate sized budget reserve.

Future Development

- Begin to develop a public relations strategy that will promote Foxfire Village as both a golf and equestrian community.
 - Note: Meet with area real estate agents to assess their immediate needs relative to promoting Foxfire. Arrange regular meetings with Foxfire Resort & Golf management and Foxfire Property Owner's Association officers to begin discussions on how the Village, the golf course, and the Association can work together and support each other.
- Develop a course of action to dispose of or use the 160 acres of Village owned property off of Woodland Circle that provides the most benefit to the Village.

Desired Outcomes

- A more informed and engaged citizenry.
- A clear and concise code of ordinances that are fair and in accord with State law and accessible to all citizens.
- A clear assessment of our water capabilities (as far as can be determined).
 Note: Survey results showed significant concern over the quantity and/or quality of our water for the future.
 A sufficient water supply is an essential resource for future growth and viability of the Village.
- An assessment of all common areas and roadside drainage systems.
- A collaborative relationship with the golf course management team and the FPOA.

Associated costs and other Resources

- Water systems consultants.
- Support and assistance with the review of ordinances and transfer of document.

Year 2: 2013-14

Year 2 Goals: Year two of the long range plan focuses on several areas: acting upon the information gleaned from the needs assessments conducted during the first year of the plan; investigating the costs and benefits of a professional Village Manager; continuing the review of ordinances; efforts to improve the Village “Curb Appeal”; and the implementation of a formal public relations strategy.

Recommendations

Town Governance

- Distribute on a regular basis some form of a newsletter or list of important highlights from the Village Council using all available technologies. Include, whenever possible, news from each department, budget information, planning initiatives and news of interest.
- Review the job descriptions of the Village Clerk and Finance Director along with the duties of the Mayor. Begin to develop a job description for a Village Manager.

Note: While the results of our survey do not indicate a current desire for a Village Manager, many comments during Council and staff interviews, during our focus groups, and hand-written comments on surveys leads us to the conclusion that a cost-benefit analysis of a paid manager is prudent. After writing a job description, complete a cost benefit analysis taking into consideration the roles and responsibilities of the above mentioned positions, including the potential for a zoning enforcement officer.

- Continue to update the ordinances and ensure compliance with State law.
- Implement an enforcement process for ordinances including, but not limited to, hiring a professional enforcement officer.

Infrastructure

- Investigate alternatives for supplying water to Foxfire Village.
Note: Explore the benefits and pitfalls of connecting to Moore County and surrounding communities including costs and other logistical challenges.
- Develop and implement a beautification plan for all common areas based on the assessment and recommendations of the Appearance Committee.
- Develop a five year maintenance plan for Village roads and budget accordingly.
- Develop and implement a maintenance and improvement plan for the Village pool and budget accordingly.
- Repair/replace or demolish the tennis courts, and refurbish/replace pool house.

Public Safety

- Maintain the status quo.

Finance/Taxation

- Add to the reserve in accordance with the prescribed plan from year 1.

Future Development

- Create a public relations strategy based on information obtained from meetings with golf course representatives, real estate agents, and other vested parties.

- If necessary, discuss possible disposition and uses for the Village-owned property off of Woodland Circle.

Desired Outcomes

- A more informed and engaged public
- More attractive common areas
- Up-to-date and enforceable ordinances
- A highly efficient town government

Associated Costs and other Resources

- Tech support
- Potential for the reallocation of resources within administrative services
- Potential for additional costs for enforcement officer and/or town manager
- Costs associated with the development and implementation of a PR program

Year 3: 2014-15

Year 3 Goals: Continued work with the revisions to the Village ordinances and the possibility of hiring a Village manager highlight the third year recommendations. Also noteworthy is the ongoing work maintaining the roads and drainage areas as well as the public relations efforts.

Recommendations

Town Governance

- Implement a planning & zoning enforcement policy and inform the residents of the contents of the policy and the Village's intent to enforce all ordinances.

- Hire a Village Manager, if deemed appropriate based upon the information collected in Year 2 of the plan.

Infrastructure

- Implement the five year Village road maintenance plan including the clearing of all drainage areas.
- Continue to investigate other means of supplying water to Foxfire Village in addition to our own water system.

Note: Discuss the benefits and pitfalls of connecting to Moore County and/or surrounding communities including costs and other logistical challenges.

Public Safety

- Conduct a review of the Police Department with respect to the growth of the Village to determine if the size of Department continues to be appropriate.

Finance/Taxation

- Budget for any new positions and/realignment of positions.
- Budget for road maintenance and Appearance Committee recommendations.

Future Development

- Launch a comprehensive public relations plan.
- Continue discussions, as needed, on potential use of the 160 acres of Village owned property off of Woodland Circle.

Desired Outcomes

- A more attractive Foxfire Village
- More families interested in moving to Foxfire
- A well maintained road system and roadside drainage areas
- A more efficient governance model

Associated Costs and other Resources

- All cost associated with the recommendations contained in Year 3 should already be included in the budget.

Year 4: 2015-16

Year 4 Goals: The initiative started in year 1 to review and revise Village ordinances should be completed in this year of the plan. While the LRPC acknowledges that this is an arduous project we believe that in many respects the clarity and appropriateness of the ordinances and their subsequent enforcement is vital to the future of the Village; and, therefore is worthy of four years of attention in the long range plan.

Recommendations

Town Governance

- Complete the revision of the planning and zoning ordinances and post on the Village website. Inform all residents of the Village that the task has been completed and that enforcement of the revised ordinances will be in effect.
- Deploy an effective enforcement process.

Infrastructure

- Continue to investigate other means of supplying water to Foxfire Village in addition to our own water system.

Note: If the investigation of the water system yields evidence that another means of providing water to Foxfire Village is viable, then that option(s) should be presented to the residents for comment.

Public Safety

- Take action(s) as indicated by Year 3 assessment of Police Department and vis-a-vis population growth.

Finance/Taxation

- Continue to build the reserve based on the established plan.

Future Development

- Discuss the desirability and potential for commercial development.
 - **Note:** Survey results showed a strong interest in a grocery store within or close to the Village.
- Review the public relations program with respect to the latest demographic data and any qualitative data from area realtors.
 - **Note:** It would be appropriate and helpful to survey the community again using the same survey instrument to determine if there is any change in attitudes and perceptions regarding the major themes expressed in the long range plan.

Desired Outcomes

- Uniform adherence to the Village planning and zoning ordinances.
- A more appealing community to live in.
- An improved quality of life.

Required Resources

- Tech support for the completion of the ordinance documents
- Potential for additional costs for enforcement

Year 5: 2016-17

Year 5 Goals: The last year of the plan calls for a review of the initiatives that originated during the previous years of the plan. Some actions that are initiated and completed may no longer be necessary to continue based on the circumstances at the time. Others, however, may need to be revisited, revised, and re-instituted. Some may simply need more time for a variety of reasons, not the least of which is due to funding.

Recommendations

Town Governance

- If the Village Manager concept is not deemed to be desirable at any point during the five year plan, the Village may want to revisit the notion in this year of the plan.
- Establish a review process for Village ordinances to ensure that the ordinances are kept up-to-date.

Infrastructure

- Review and revise the plans to maintain the roadways and drainage system, the beautification efforts headed by the Appearance Committee, and the plan to maintain and improve the Village pool and the tennis courts.

Public Safety

- Complete action(s) indicated by Year 3 assessment of Police Department.

Finance/Taxation

- Survey the community to determine if they would support an increase in taxes if additional services are provided.
Note: Residents expressed little interest in additional taxes even if additional services were provided in our Community Survey in 2011. If the demographics change significantly over the course of the five years that the plan is in place, then it may be appropriate to ask again.
- Continue with the plan to build a reserve.

Future Development

- Continue the discussion on commercial development within the village limits.
- If necessary, continue to discuss the possibilities for use of the 160 acres of Village owned property along Woodland Circle.
- Critique the public relations program to ascertain if the strategies are producing the desired results.

Desired Outcomes

- An improved image of Foxfire Village
- A community that is more aesthetically pleasing to both residents and non-residents
- More families moving to Foxfire Village
- A better quality of life for all Foxfire residents

Associated Costs and other Resources

- Funds to conduct follow-up survey
- Funds to renew public relations program
- Funds to hire consultants to help develop plans to market Woodland Circle property and plans for commercial development

Appendices

- A. Capital Improvement Plan
- B. Initial 3-Question survey
- C. Focus Group Questions
- D. Community Survey & Results
- E. Plan Review Process

Appendix A

Foxfire Village
North Carolina

Parks & Recreation Department

Five –Year
Capital Improvement Plan

2010-14

Year 1—2010

Project Description: This project is intended to revitalize the recreational area in the heart of Foxfire Village, which currently houses a municipal outdoor swimming pool and two tennis courts. Included in the revitalization project is the renovation of the swimming pool, construction of a new pool house and pool arbor, an extension to the existing swimming pool deck, total refurbishment of two tennis courts, installation of a children's playground, a walking trail, new lighting, landscaping, improvements to the current parking area and construction of a new access road.

Project Details

- **Pool renovations**-replace/repair pool coping & deck, extend pool deck, resurface interior pool walls and floor, install additional drainage, signage, add chemical storage area, ventilate & re-shingle pump house
- **New Pool House**-Construct new 1500 sq.ft pool house with exercise room, outdoor shower and install new septic system
- **Pool Arbor**-Build 12'x36' wood structure
- **Pool Fencing**-Install 513 linear feet of aluminum fence with stone columns
- **Tennis Courts**-Renovate/resurface both courts, replace existing net poles, nets and hardware, and replace 456 linear feet of 10' high fencing
- **Children's Play Area**-Construct a children's playground adjacent to the swimming pool
- **Site Work**-Demolition, grading, drainage, sedimentation and erosion control at the current site
- **Driveway/Parking**-Demolish existing driveway, replace with asphalt, restripe parking lot and install handicap parking signs as required
- **Walkway**-Install 1800 square feet of 4' wide concrete walkway
- **Walking trail**-Construct a 5' wide grit walking trail (1492 lf)
- **Landscaping**-Plantings and irrigation
- **Lighting**-Bollard path lighting
- **Signage**
- **Planning**-site planning, architectural design, surveys, grant application preparation, pre-planning costs
- **Contingency cost**

Anticipated Costs

- \$750,000 (\$375,000 PARTF Grant)

Year 2—2011

Project Description: This project is intended to enhance and improve the existing recreational facilities at the Foxfire Village Green Park.

Project Details

- **Children's Playground** –Install additional playground equipment and appurtenances at the Village Green
- **Horse Shoe Pits**-Construct new horseshoe pits
- **Common Lawn Area**-Improve site to include level turf area to accommodate outdoor activities such as bocce, volley ball, and other lawn sports
- **Walking Trail**-Improve existing walking trails by installing proper drainage to prevent degradation of trails and by removing underbrush leaving only large trees to enhance visual appeal and to ensure the safety of those using the trails.

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Anticipated Costs

- **Children's Playground (Village Green)- \$20,000**
- **Horse Shoe Pits- \$1,400 (\$700/pair)**
- **Common Lawn Area-\$8,000 (\$0.20/sf)**
- **Walking Trail Improvements -\$10,000**

Year 3--- 2012:

Project Description: This proposed project is intended for the purpose of providing additional recreational opportunities to the Foxfire Community as well as for surrounding areas. The proposal is for the Village of Foxfire to acquire the common property off N. Shamrock Dr. currently owned by Avestra Properties, located adjacent to Lake MacKenzie consisting of the old Pavilion, beach, and shore areas, and to create a community fishing and recreation area as well as other water related recreational activities such as canoeing and kayaking. This would consist of Partnering with the North Carolina Wildlife Resources Commission in conjunction with the Federal Sport fishing program, by placing the area in the State Community Fishing Program as essentially a City Park. There would be as cost share of 75% Federal aid funding and 25% cooperator funding. The project would include the renovation of the existing pavilion, the construction of new concrete abutment and sidewalk, fishing piers, fish feeding stations, fish feed, fish attractants, fish stockings, beach area and small canoe launch area.

Project Details:

- **Pavilion Renovation-** replace existing roof structure and repair brick and concrete as needed.
- **Construction of Fishing Piers-** construct fishing piers out onto lake with possible seating areas and roof structure.
- **Beach Area-** update existing beach area adding new sand
- **Fish Stocking-** receive scheduled fish stockings as necessary from NC Wildlife Fisheries, as well as feeders, feed and other management tools
- **Concrete Abutments and Sidewalks-** construct any necessary sidewalk, bulk head, or other concrete structures
- **Beautification-** any landscaping, lighting, and site maintenance needed
- **Planning-** site planning, MOA's, designs, surveys, associated fees, planning costs
- **Misc. Costs**

Anticipated Costs

- \$50,000 (75% of approved items funded by Federal Aid)

Year 4 - 2013

Project Description: This project consists of the construction of a children's playground for the east side of Foxfire Village on Village-owned property. Placing a playground on the east side of the Village would allow children to safely access a playground without

crossing the heavily trafficked Hoffman Road.

Project Details:

- **Children's Playground** – Install playground equipment and appurtenances on the east side of Village on 2 Village-owned parcels located off of the newly constructed portion of Woodland Circle.

Anticipated cost

- \$20,000 for playground equipment

Year 5 – 2014

Project Description: Construct an indoor community center at Village Green Park to include at a minimum: gym/fitness center, an activity room, office space, kitchen and bathrooms.

Project Details:

- **Building** - For the purpose of this document, an 8,000 sq ft structure is assumed at \$90 a sq ft., containing office space for village employees and bathrooms. (Building capacity will dictate number of bathroom facilities needed.)
- **Office Equipment** – Purchase of additional equipment would be determined by any supplementary staffing that may occur in the next few years.
- **Kitchen Equipment** – If commercial grade appliances are needed for village activities, there would be additional costs.
- **Fitness Center Equipment** - Assuming room size of 18 X 15 the following four pieces of equipment would be purchased: Multi-Gym (weights), Treadmill, Elliptical and Recumbent Bike, all commercial grade.
- **Property** – Facility will be constructed on a portion of the Village Green Park property

Anticipated Costs

- Building \$720,000 (Seek PARTF Grant for \$360,000)
- Fitness Equip. \$13,796

Appendix B

Foxfire Village The Way You Want It

The Foxfire Village Long Range Planning Committee needs your help in planning for the future Foxfire Village. Our first step is to identify the desires of the community with respect to the character of the Village that you desire. For example, Southern Pines has developed a plan that seeks to preserve the viable nature of their historic downtown area, horse country, and the unique nature of their residential neighborhoods. Although

Foxfire Village is obviously very much different in character than Southern Pines, it is just as vital that the community identifies what Foxfire should seek to preserve, build, or change in the future. We need the help of all Foxfire residents in identifying those things that you wish to preserve, build, or change as we develop over the next decade or two. Specifics are, at this point, not as important as general concepts and character. It's more important for us to know that you want to maintain robust recreational facilities than knowing you want a bocce ball court.

We ask that each adult over the age of 18 in your household think about their desires for the future of Foxfire Village and complete a survey form. Please return the survey form(s) to the Town Hall, Members Room, or by email, or call Mick McCue 400-5142 and he'll come and get it. Thank you for your help.

1. What is important to you in terms of the future of Foxfire Village?
2. What would you like to see changed?
3. Please provide any comments that you would like the Long Range Planning Committee to consider in planning for the future.

Demographic Information: Age of Respondent(s): _____; Gender: _____;
Years in Foxfire: _____; # of Residents in Household: _____.
Thank you for your assistance in planning for the future of Foxfire Village. If you have questions please contact Mick McCue @ 400-5142 or amccue@nc.rr.com.

Appendix C

Long Range Planning Committee-Focus Group Questions

There are five major categories that will be discussed during our focus group session. They are:

- **Town Governance**
- **Infrastructure**
- **Public Safety**
- **Finance/Taxation**
- **Vision/Future Development**

Town Governance:

In each of our initial and follow-up interviews with the Village Council members and Village Employees, the issue of a Town Manager was mentioned often as a better and more efficient way of running the Village and its day-to-day operations.

1. What are your thoughts on hiring a Town Manager?
2. Another concern that was expressed throughout our interviews and then again in the survey results was the lack of oversight and enforcement of existing ordinances, specifically zoning and building. Do you see this as a problem for the Village or as an area that needs more attention?

Infrastructure:

There are essentially two major infrastructures that are critical to the Village; the water system and the roads. The water system is fully funded through the water usage fees paid by the residents of Foxfire Village. The roads on the other hand are funded through local taxes and are built into our budget each year.

1. Do you have any comments or concerns about water or roads?
2. How important is the pool, tennis courts, the park, curb appeal, etc. to you and in general to the residents of Foxfire?
3. Are you willing to pay additional taxes to maintain all or some of the above mentioned areas? Which ones?

Public Safety:

Everyone acknowledges that the safety of the Village residents is extremely important. The Police Department recently added a par-time officer bringing the force to 2 full-time and one part-time officer. The addition of the part-time officer created some discussion both at the Council level and within the general population of the Village.

1. What are your thoughts on the subject of the Foxfire Village Police Department?

2. Do you feel safe living in Foxfire Village?
3. What do you want and what are you willing to pay for in terms of having our own police department?
4. Are there other issues outside of the police department relative to public safety that you would like the LRP Committee to consider?

Finance/Taxation:

1. How do you foresee the Village financing the needs and wants of its residents and still maintain a reasonable tax base?
2. What current services and/or additional services are you willing to pay more taxes for, if any?

Vision/Future Development

In recent years the Village has expanded its boundaries through the annexation of several properties including Forest Ridge in 2003, Reynwood in 2006, Grand Pines in 2008 and most recently the Stonehill Pines and the Edwards property in 2009.

1. What are your thoughts on these developments and on the future development of Foxfire Village?
2. What is your vision for Foxfire Village in 10 or 20 years?

Appendix D

Community Survey and Results

Foxfire Village Community Survey-2011

Fellow residents, please help plan for the future of Foxfire by taking some time to fill out this survey. You may have completed a short survey about a year ago dealing with similar subjects. After evaluating that first survey and conducting a number of focus groups, this detailed survey was developed in order to gather hard data on the specific subjects that are of most concern to Village residents. Each adult resident may fill out the survey simply by marking the appropriate boxes, and return it to the Village office. If additional surveys are required, you may get them at the Village office. This is your chance to have a voice in the future of the Village. Thank you for your assistance.

1. The Village needs the services of a paid professional Town Manager.

5- 36

4- 44

3- 45

2- 46

1- 71

2. Planning & Zoning ordinances and regulations need to be strictly enforced.
5- **96** 4- **102** 3- **35** 2- **6** 1- **3**
3. The oversight and enforcement of Planning & Zoning ordinances should be improved.
5- **73** 4- **88** 3- **61** 2- **13** 1- **7**
4. Opportunity for public participation in Village government is important to me.
5- **77** 4- **114** 3- **36** 2- **11** 1- **4**
5. I would like to receive more timely information from the Village Council.
5- **55** 4- **104** 3- **57** 2- **25** 1- **1**
6. Foxfire should continue to own and operate its own water system.
5- **103** 4- **84** 3- **37** 2- **11** 1- **7**
7. The quality of Foxfire's water concerns me.
5- **79** 4- **68** 3- **42** 2- **34** 1- **19**
8. The quantity of Foxfire's water in the future concerns me.
5- **102** 4- **92** 3- **22** 2- **22** 1- **3**
9. The cost of water above the minimum 3500 gallon per month is reasonable.
5- **47** 4- **105** 3- **46** 2- **23** 1- **21**
10. "Curb Appeal" is important to me.
5- **129** 4- **92** 3- **18** 2- **1** 1- **2**
11. The appearance of common areas (ex. Entrance to the Village, Village Green, sides of roadways, pool and tennis court area, etc.) should be a priority for the Village.
5- **126** 4- **95** 3- **14** 2- **3** 1- **4**
12. Village common areas need improvement.
5- **67** 4- **86** 3- **62** 2- **22** 1- **5**
13. All homes in the Village are cared for and well maintained.
5- **22** 4- **91** 3- **28** 2- **76** 1- **25**
14. Residents should be required to maintain the appearance of their homes and property consistent with the standards set forth in the Planning & Zoning ordinances.
5- **109** 4- **112** 3- **13** 2- **5** 1- **3**
15. A swimming pool is a valuable asset to the Village.
5- **97** 4- **86** 3- **31** 2- **18** 1- **10**

16. The existing swimming pool should be repaired and maintained.
5- **83** 4- **106** 3- **34** 2- **8** 1- **11**
17. Tennis courts are a valuable asset to the Village.
5- **44** 4- **77** 3- **51** 2- **39** 1- **31**
18. The existing tennis courts should be repaired/replaced and maintained.
5- **59** 4- **67** 3- **43** 2- **31** 1- **42**
19. The Village Park is an important amenity.
5- **96** 4- **111** 3- **23** 2- **8** 1- **4**
20. The children's playground at the Village Park should be expanded and enhanced.
5- **33** 4- **44** 3- **97** 2- **46** 1- **22**
21. The roads in the Village are adequately maintained.
5- **18** 4- **147** 3- **32** 2- **40** 1- **5**
22. Drainage along roadways needs to be improved.
5- **30** 4- **82** 3- **94** 2- **29** 1- **7**
23. Road cleanliness is important to me (i.e., clear of pinestraw, sand and debris).
5- **60** 4- **137** 3- **29** 2- **14** 1- **2**
24. I feel safe in the Village.
5- **110** 4- **124** 3- **5** 2- **3** 1- **0**
25. A Police presence in the Village is important.
5- **156** 4- **75** 3- **3** 2- **2** 1- **6**
26. The current size of the Police force is appropriate.
5- **52** 4- **128** 3- **36** 2- **14** 1- **12**
27. The Police department should be appropriately expanded as the population of the Village grows.
5- **55** 4- **133** 3- **24** 2- **17** 1- **13**
28. The Village needs more street lights.
5- **45** 4- **53** 3- **61** 2- **56** 1- **27**
29. The Fire Department's presence in the Village is a welcomed addition.
5- **118** 4- **104** 3- **18** 2- **0** 1- **2**
30. Village property taxes are fair.
5- **46** 4- **130** 3- **33** 2- **25** 1- **8**

31. I would be willing to pay more in taxes if additional and better services were provided (ex. Trash pick-up, recycling services, improved common areas, curb appeal, etc.)

5- 27 4- 77 3- 49 2- 46 1- 43

32. A reserve should be established to provide funds for future infrastructure maintenance and capital improvements, e.g., roads.

5- 46 4- 135 3- 32 2- 18 1- 11

33. I know how my tax dollars are used.

5- 13 4- 86 3- 59 2- 63 1- 21

34. The Village should strive to retain its small town and rural nature.

5- 104 4- 99 3- 22 2- 13 1- 4

35. Foxfire should seek to attract young/working families.

5- 66 4- 94 3- 45 2- 31 1- 6

36. Foxfire should seek to attract retirees.

5- 68 4- 112 3- 51 2- 6 1- 5

37. Foxfire Village should be recognized and promoted as both a Golf and Equestrian Community.

5- 66 4- 105 3- 45 2- 17 1- 9

38. The village should provide more trails for equestrian use.

5- 20 4- 23 3- 94 2- 65 1- 40

39. I support the construction of multi-family units and condos for permanent residents within Village corporate limits.

5- 17 4- 68 3- 42 2- 52 1- 63

40. I support the construction of resort units and condos within Village corporate limits.

5- 16 4- 77 3- 63 2- 36 1- 50

41. A grocery store is needed in the Village.

5- 103 4- 73 3- 30 2- 18 1- 18

42. The golf courses are critical to the present and future vitality of the Village.

5- 161 4- 62 3- 9 2- 7 1- 3

43. I support commercial development within the Village corporate limits.

5- 55 4- 101 3- 40 2- 27 1- 19

44. An effective public relations strategy is needed to promote Foxfire Village.

5- 67 4- 107 3- 37 2- 19 1- 12

45. Gender

Male - **119** Female - **123**

46. Do you play golf?

Yes - **142** No - **99**

47. Are you an equestrian enthusiast?

Yes - **24** No - **217**

48. Age of respondent?

20-40 **9** 40-60 **73** 60+ **159**

49. Number of years a Foxfire Village resident?

0-2 **15** 3-5 **74** 5-10 **69** 10+ **84**

50. Number of children under 18 residing at home?

0 **210** 1-2 **28** 2-4 **2** 4+ **1**

Please return the completed survey to the Village offices no later than
September 15, 2011. Thank you for your assistance.

Appendix E

Plan Review Process

The success of the long range plan depends on frank assessment of our implementation efforts. The process for continuing review, revision, and renewal of the plan for subsequent years is set forth below.

Year 1

Review progress against the Year 1 implementation plan and specific tasks.
Mid-Year report to Council on progress
Develop any new recommendations for Year 2 by end of 3rd Quarter

Year 2

Review progress against the Year 2 implementation plan and specific tasks.
Mid-Year report to Council on progress
Develop any new recommendations for Year 3 by end of 3rd Quarter

Year 3

Review progress against the Year 3 implementation plan and specific tasks.
Mid-Year report to Council on progress
Develop any new recommendations for Year 4 by end of 3rd Quarter
Begin planning for long range plan 2017-2022

Year 4

Review progress against the Year 4 implementation plan and specific tasks.
Mid-Year report to Council on progress
Develop any new recommendations for Year 5 by end of 3rd Quarter
Continue planning for long range plan 2017-2022
Conduct Community Survey

Year 5

Review progress against the Year 4 implementation plan and specific tasks.
Mid-Year report to Council on progress
Complete new Long Range Plan for 2017-2022 by fourth quarter

