



2001 General Plan
Accomplishment Report
FY 2001-2009

Prepared by
Advance Planning Services
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City Council

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Introduction

The existing General Plan was adopted in 2001 and is the long-range planning document that has helped guide Scottsdale to where it is now. As established by the Arizona Revised Statutes and the City Charter, Scottsdale's General Plan creates an intent and direction for the future growth and character of the community.

The General Plan is a document that has the ability to respond to changing conditions, as well as the needs and desires of the community. The policies of the General Plan are implemented and detailed through ordinances and ongoing formal procedures of the city, such as the Zoning Ordinance, and Design Guidelines. The intent of the General Plan is implemented through recommendations from City Boards and Commissions, and decisions made by the City Council.

Purpose

The General Plan represents goals and policies to guide the community over the next ten year period. Scottsdale's General Plan has three interrelated functions:

- *It is an expression of the community goals and priorities;*
- *It is a decision-making guide; and*
- *It fulfills legal requirements created by state law.*

Arizona state statute (ARS 9-461-05A) requires that each city adopt a comprehensive, long-range General Plan. State law requires readoption and voter ratification of the city's General Plan every ten years, thus requiring the current Scottsdale General Plan to be updated by 2011. The process of updating the General Plan requires a thorough review of the current goals to see what has worked and what has not, in order to create a new comprehensive plan that is specific to the community.

State statute also requires cities to "render an annual report to the legislative body on the status of the plan and progress in its application" (ARS 9-461.07). The General Plan addresses crucial aspects of life in Scottsdale - for instance, housing, transportation, the natural environment and infrastructure, and therefore necessary for periodic review to analyze the successfulness of the plan.

The purpose of this report is to review the status and progress of the current plan in order to fulfill state mandate for annual review and to ensure that it still functions in the same manner expressed above. This report lists all the goals set forth in the General Plan and provides accomplishments to illustrate how they have been implemented. Since adoption in 2001, an annual report has not been completed for Scottsdale; therefore, this report will examine the progress of the General Plan from the years 2001 to June 2009. This document will also serve as the foundation for future General Plan annual reports.

Format

The 2001 Scottsdale General Plan varies from the structure outlined in state law. There are three extra elements: Character and Design, Economic Vitality, and Community Involvement. Although these three elements are not required by state statute, the issues they address are important to the current and future quality of life in Scottsdale. Also, some of the state mandated elements have been combined under one "Scottsdale element" heading, as shown in Table 1. This Accomplishment Report is formatted similar to the Scottsdale General Plan.

Table 1: Scottsdale General Plan and the State Mandated Elements

Scottsdale General Plan	State Mandated Elements
Character & Design	* not state mandated
Land Use	Land Use Element
Economic Vitality	* not state mandated
Community Involvement	* not state mandated
Housing	Housing Element
Neighborhoods	Conservation, Rehabilitation & Redevelopment Element
Preservation & Environmental Planning	Conservation Element Environmental Planning Element
Open Space and Recreation	Open Space Element Recreation Element
Cost of Development	Cost of Development Element
Growth Areas	Growth Areas Element
Public Services & Facilities	Public Buildings Element Public Services & Facilities Element Safety Element Water Resources Element
Community Mobility	Circulation Element Bicycling Element

Methodology

To find accomplishments that have occurred since 2001, the adopted City of Scottsdale Budget Review documents for fiscal year 2001/02 through fiscal year 2008/09 were examined. Within each of these documents, city departments list their annual accomplishments. It is those accomplishments that are included in this report. It must be noted that not all accomplishments that have occurred during those years are listed in this report. Instead, only those that specifically implement a General Plan goal and/ or is considered a major accomplishment are included.

Findings

The 2001 General Plan has been a successful document. Almost all the goals of the General Plan have been implemented with the exception of the Cost of Development Element goals (see below: Outdated Goals). For example the adoption of the Transportation Master Plan implemented goals in the Community Mobility Element and the completion of the Chaparral Water Treatment Plant implemented goals in Public Services and Facilities Element and the Preservation and Environmental Planning Element.

After reviewing the current General Plan goals, policies and accomplishments, there are nine aspects of the General Plan that will need to be addressed through the update process. The following is a list of the major items that need to be reassessed for the 2011 General Plan Update.

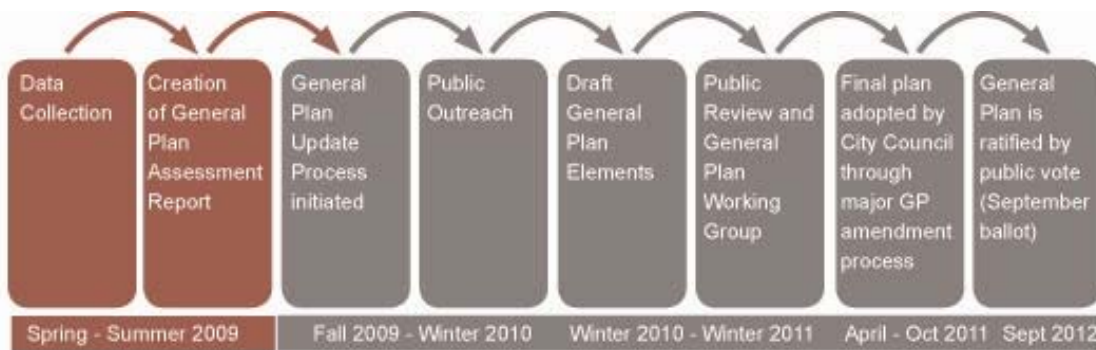
- **Vision** – The current General Plan vision was created in 1996 with CityShape 2020. It was validated in 1999-2001 during a public participation process known as Future in Focus. The citywide vision needs to be reaffirmed during the update process.
- **New Elements** – The state has mandated to include two new elements: an Energy Element and a Neighborhood Preservation and Revitalization Element. These new elements will need to have goals and approaches written for them. Scottsdale may also include a new, non mandated Sustainability Element.
- **Overlapping or Outdated Goals** – There are a few goals that overlap or that are mentioned twice in two or more elements. Simplifying goals and removing repetition will shorten the document.

Outdated goals will also need to be updated. For example, the Cost of Development Element goals have not been implemented because all three goals pertain to fiscal impact modeling and that modeling has not been utilized, thus these goals are outdated.

- **Specificity** –The General Plan is an overarching policy document; therefore, the goals are guiding policies and can be very broad in order to allow flexibility. The document is not intended to be specific; however, there is a desire to make the goals more precise in order to ensure the General Plan is more closely connected to the Zoning Ordinance and the Capital Improvement Plan. This will also create a more usable document.
- **Land Use Map** – The existing land use map will need to be updated, and a future land use map created.
- **Growth Areas Map** – This map will need to be reviewed to determine if the growth areas and the activity areas are still relevant, and if new ones should be formed.
- **Character Areas and Community Areas** – As a result of CityShape 2020, Scottsdale implemented Character-based General Planning. There are four Character Area Plans adopted and one updated (Downtown Plan). Since 2001, there have been two Community Area Plans written. The General Plan will need to be revised to include Community Area Plans, and a decision needs to be made on the relationship between Community Areas, Character Areas, and neighborhood planning.
- **Major Amendment Criteria** – Arizona State Statute Section 9-461.06 H. provides the definition of a “major amendment” but allows individual jurisdictions discretion to determine the criteria that would meet that definition. The major and non-major General Plan amendment criteria for Scottsdale needs to be reviewed and possibly revised.
- **Implementation** – An implementation section should be included for each element in order to provide guidance for the city’s Capital Improvement Plan.

Next Steps

The update of the 2001 General Plan will formally begin in the fall of 2009. This document, along with the 2009 General Plan Assessment Report will serve as the background review to the update process. Once staff has received input, a draft updated General Plan will be created for public review. The updated General Plan will go through the major General Plan amendment process beginning April 2011 and placed before City Council for adoption in October 2011. The adopted General Plan will then be placed on the September 2012 ballot to be ratified by the public.



Character & Design Element

1. **Determine the appropriateness of all development in terms of community goals, surrounding area character, and the specific context of the surrounding neighborhood.**
 - Completed a "Big Box" ordinance.
 - Completed a comprehensive update to the Environmentally Sensitive Lands (ESL) ordinance.
 - Completed design of the Gateway access to the McDowell Sonoran Preserve.
 - Awarded the Gold Leadership in Energy and Environmental Design (LEED) certification from the U.S. Green Building Council for Granite Reef Senior Center.
 - Pursued LEED Gold Certification for new Downtown fire station

2. **Review the design of all development proposals to foster quality design that enhances Scottsdale as a unique southwestern desert community. (The City Charter excludes review of detached single family residential)**
 - Developed Scenic Corridor Design Guidelines.
 - Updated the Design Standards and Policy Manual annually.
 - Appointed Development Review Board reviews the design of all non-single family projects.
 - Continued to enforce the adopted sign ordinance.

3. **Identify Scottsdale's historic, archaeological and cultural resources, promote an awareness of them for future generations, and support their preservation and conservation.**
 - Added the first six properties to the Scottsdale Historic Register in 2000 and five properties in 2001.
 - Surveyed 750 post war commercial buildings to identify potentially significant commercial buildings associated with important historic themes in the development of downtown.
 - Prepared ten historic preservation plans.
 - Completed 230 archaeology survey reviews and 3 mitigation plans between 1999-2000, and 82 survey reviews, and 2 mitigation plans in 2001.
 - Designated a Certified Local Government (CLG) by the U.S. Department of Interior.
 - Issued updated *Preserve Brochure*, an updated *Access Area Bulletin*, three issues of *The Overlook* and miscellaneous information regarding the historic preservation and archaeological resources preservation programs to inform interested citizens and others about the community's preservation goals and programs
 - Designated two neighborhoods as historic areas.
 - Issued rehabilitation funds for planned improvements of homes in the two historically designated areas.
 - Approved a Historic Preservation Overlay designation to the Roald Amundsen Pullman Car in 2009.

4. **Encourage "streetscapes" for major roadways that promote the city's visual quality and character, and blend into the character of the surrounding area.**
 - Scenic Corridor Design Guidelines
 - McDowell Road Streetscape improvements
 - Indian School Road Streetscape improvements
 - Scottsdale Road Design Guidelines and Streetscape plans
 - Transportation Master Plan
 - Downtown Plan Update
 - Desert Foothills Scenic Drive, Scenic Corridor and Trails Analysis

5. **Build upon the significant role the arts have played in shaping our community's image and lifestyle by maximizing the potential of public art to enrich the daily lives of people that live in or visit Scottsdale.**
 - Updated Public Art Master Plan.
 - Updated the City's Art in Public Places Ordinance.
 - In partnership with the Scottsdale Public Art program, various Scottsdale city parks received new park entry signs.
 - Installed multiple permanent and temporary art installations throughout the City.
 - City staff helped two neighborhoods develop comprehensive improvements to the neighborhoods' aesthetics, safety and sense of community. Improvements included a public art project.

6. **Recognize the value and visual significance that landscaping has upon the character of the community and maintain standards that result in substantial, mature landscaping that reinforces the character of the City.**
 - Reduced overall landscape water usage by 25% in 2005.
 - Initiated the "Landscape Assistance Program" for low-moderate income homeowners.
 - Scenic Corridor Design Guidelines
 - McDowell Road Streetscape improvements
 - Indian School Road Streetscape improvements
 - Scottsdale Road Design Guidelines and Streetscape plans

7. **Encourage sensitive outdoor lighting that reflects the needs and character of different parts of the City.**
 - Created Exterior and Site Lighting Design Guidelines.
 - Created Ambient Lighting Zones in 2004.
 - Adopted the 2006 International Energy Conservation Code (IECC) via the International building Code (IBC) adoption in 2007.
 - Continue to encourage Desert Foothills Character Area Plan dark skies policy.

Land Use Element

Regional Context:

1. **Recognize Scottsdale's role as a major regional economic and cultural center, featuring business, tourism, and cultural activities.**
 - WestWorld continued to host over 100 events including the Barrett-Jackson Classic Auto Auction, Sun Country Circuit Quarter Horse Show, and the Scottsdale Arabian House Show. In recent years WestWorld hosted two new signature events, the Festival of the West and Parada Del Sol Rodeo, in addition to several other special events.
 - Bed tax has generated over \$79 million in revenue for the City of Scottsdale since 1999.
 - Tourism industry generated just under \$3.7 billion in total economic activity within the community in 2007.
 - Airpark is the 2nd largest employment center in Arizona.
2. **Coordinate land uses affecting regional networks (mobility, economic, and open space) with adjacent jurisdictions to maintain the integrity and efficiency of each network.**
 - Adopted Transportation Master Plan
 - Participant in the Papago Park Master Plan
 - Coordinated a canal bank agreement with SRP
 - Coordinated with the Salt River Pima Maricopa Indian Community on Pima Road issues.
 - Planned Preserve boundary connects the McDowell Mountains and higher desert lands with regional open space areas such as Tonto National Forest and the McDowell Mountain Regional Park

Citywide Land Use Policies:

3. **Encourage the transition of land uses from more intense regional and citywide activity areas to less intense activity areas within local neighborhoods.**
 - Encouraged in Downtown Plan Update.
 - Encouraged in Planned Unit Development ordinance.
4. **Maintain a balance of land uses that support a high quality of life, a diverse mixture of housing and leisure opportunities and the economic base needed to secure resources to support the community.**
 - Airpark is the 2nd largest employment center in Arizona.
 - 29% of land in Scottsdale is dedicated for the Preserve which contributes to a high quality of life.
 - Scottsdale has 937 acres of developed park space along with 170 miles of trails
5. **Develop land use patterns that are compatible with and support a variety of mobility opportunities/choices and service provisions.**
 - Encouraged in Transportation Master Plan.
 - Neighborhood trolley that connects two Growth Areas (Downtown and McDowell Corridor)
 - Dedicated downtown trolley
 - Supported in Trails Master Plan
6. **Promote land use patterns that conserve resources, such as land, clean air, water, and energy, and serve all people, within the community.**
 - Initiated R1-7 text amendments to encourage revitalization in older neighborhoods
 - Continued to enforce the Environmentally Sensitive Lands Ordinance
 - Encouraged in Downtown Plan

- Promoted with the new Planned Unit Development ordinance

Local Land Use Relationships:

- 7. Sensitive integrate land uses into the surrounding physical and natural environments, the neighborhood setting, and the neighborhood itself.**
 - Design Standards and Policy Manual
 - Sensitive Design Principals
 - Green Building Guidelines
 - Desert Foothills Character Area Plan
 - Dynamite Foothills Character Area Plan
 - Cactus Corridor Area Plan
 - Downtown Character Area Plan
 - Peaceful Valley Neighborhood Plan
 - Sherwood Heights Neighborhood Plan
 - Trails Master Plan
 - Desert Parks Design Guidelines
- 8. Encourage land uses that create a sense of community among those who work, live, and play within local neighborhoods.**
 - Adopted Downtown Plan has policies encouraging “live, work and play” land uses
 - Adopted Transportation Master Plan encourages transportation options and land uses that encourage “live, work and play”
 - Planned Unit Development ordinance
- 9. Provide a broad variety of land uses that create a high level of synergy within mixed-use neighborhoods.**
 - Downtown Plan Update
 - Planned Unit Development ordinance implements the General Plan mixed-use designation
 - Examples of projects that create a high synergy within mixed-use neighborhoods are:
 - One Scottsdale
 - Optima Camelview Village
 - Portales Place
 - Third Avenue Lofts
 - Southbridge
 - McDowell Village

Economic Vitality Element

1. **Sustain and strengthen Scottsdale's position as a premier international and national tourism destination and resort community.**
 - Supported the community's tourism industry through a broad-based tourism development program including marketing, research, event promotion and creation of new destination attractions.
 - Managed the transition of the City's tourism marketing contract from the Chamber of Commerce to the Scottsdale Convention & Visitor's Bureau.
 - Reached a new 20-year agreement for the Giant's training facilities, which continues the long standing relationship between the San Francisco Giants, the Scottsdale Charros and the City.
 - WestWorld continued to successfully host over 100 events including the Barrett-Jackson Classic Auto Auction, Sun Country Circuit Quarter Horse Show, and the Scottsdale Arabian House Show. In recent years WestWorld hosted two new signature events, the Festival of the West and Parada Del Sol Rodeo, in addition to several other special events.
 - Completed a coordinated marketing and advertising program promoting Downtown as a destination for residents and visitors.
 - Successfully negotiated a marketing agreement with the Heard Museum to promote Scottsdale as a destination.
 - Scottsdale Arts Festival ranked 1st in American Style magazine
2. **Encourage and maintain a high level of diverse, quality retail and entertainment activity in Scottsdale that supports the needs of Scottsdale's residents and visitors.**
 - Managed the Leisure Visitor Inquiry Study designed to identify the demographics, spending patterns, activities participated in, and other characteristics of Scottsdale visitors in order to effectively target demographic and geographic markets, and to provide data regarding the needs of current and future visitors.
 - Broadened the tax base through the attraction of a number of key retail developments, including new shopping centers, auto dealers, and specialty retail centers.
3. **Encourage and support a diversity of businesses that contribute to Scottsdale's sales and property tax base so that needed infrastructure, physical amenities, services, and the expansion of such services are provided.**
 - Expanded and maintained significant sales tax revenue generators for the City through the enhancement of retail sales-based businesses.
 - Met with over 100 existing business representatives to discuss issues facing the business community.
 - Conducted a competitive Market Penetration Analysis to measure Scottsdale's market share relative to comparative markets.
 - Conducted downtown tours and promotional outreach to over three thousand real estate agents, investors, prospective homeowners, planners and media professionals.
4. **Foster new and existing economic activities and employment opportunities that are compatible with Scottsdale's lifestyle.**
 - Continued to successfully attract new, targeted employers to Scottsdale. Over the past year (2008), the City of Scottsdale attracted 15 new companies with 1,400 jobs at an annual average salary of \$52,000.
 - Local unemployment rate is consistently lower than the Maricopa County and the State of Arizona.
 - Reached agreement on the development of SkySong: ASU/Scottsdale Center for Innovation at the former Los Arcos site, and began working with potential technology companies.
 - Attracted five (5) new bio companies, as well as assisting Mayo Clinic open their first new bio research building on the Mayo campus.

- Market and recruit targeted employers and support entrepreneurs and existing businesses, in order to provide sustainable employment opportunities in Scottsdale. Assure that new employer's pay scale accommodates working and living in Scottsdale.
 - Continue Scottsdale's history as a net importer of jobs. Over the past 10 years, Economic Development has assisted in the attraction of over 100 new targeted businesses that collectively employ over 20,000 people.
 - Conducted small business workshops and training sessions on key small business topics, such as how to do business with the City.
5. **Locate and integrate non-residential development to improve access and visibility and to protect the integrity of neighborhoods.**
- Encouraged major developments to be located along major streets.
6. **Maintain and develop partnerships that will support and promote quality employment and business opportunities.**
- Initiated the Building Bridges to Business (B3) program in cooperation with the Scottsdale Chamber of Commerce and AZ Public Service Company (APS).
 - Partnered with the Scottsdale Convention and Visitors Bureau on a 20-year agreement with the Fiesta Bowl to lock in Fiesta Bowl and Bowl Championship Series (BCS) teams, alumni, media, and other affiliated groups' hotel rooms in Scottsdale.
 - Worked with GPEC and MAG on the development of Five Key Industry Clusters for Metro area.
 - Worked with AZDoC and Flinn Foundation on statewide bio-marketing efforts.
 - Partnered with Chandler, Tempe, ASU and ASU Research park on common marketing materials targeted at Bio and Technology companies.
7. **Sustain the long-term economic well being of the City and its citizens through redevelopment and revitalization efforts.**
- The total new reinvestment in Scottsdale south of Chaparral Road that has occurred or has been announced since 2003 is slightly more than \$3.4 billion.
 - Developed new overall strategy for downtown revitalization and began implementation of key initiatives (canal bank, public parking, improved business climate).
 - Established Downtown fee reduction program.
 - Successfully negotiated and secured a redevelopment agreement for the former Los Arcos Mall site to convert that into the ASU Scottsdale Center for New Technology and Innovation, a 1.2 million square foot research campus.
 - Covered Walkway and Façade Improvement Program and Fee Reduction Programs was begun to stimulate reinvestment in small business properties. This program was designed to encourage and leverage private investment and has resulted in nearly \$6,000,000 in total committed for 32 projects. Currently approximately \$16 of private funds are invested for each matching dollar of public funds. Additional projects have been put on a waiting list. The fee reduction program has benefited more than 290 businesses in Downtown and southern Scottsdale while saving businesses over \$98,000 and generating over \$183,000 in new fees to the City.

Community Involvement Element

1. **Seek early and ongoing involvement in project/policy-making discussions.**
 - Maintained an interested parties list to be contacted for involvement in planning cases.
 - Provided ongoing live coverage of City Council meetings as well as key Board and Commission meetings held in the City Hall.
 - Enhanced public awareness and involvement through the following community awareness programs: open houses notices on proposed development, early notification notices and public hearing notices.
 - Met requirements of Arizona law for posting of all Council meetings and providing transcripts of Council meeting minutes within three days of meeting.
 - Placed City Council meeting agendas and backup materials on the Internet on Fridays prior to Council meetings, in addition to legal posting sites and placement at all libraries and citizen service centers for easy access by citizens.

2. **Proactively seek community-wide representation on issues through vigorous outreach programs that engage citizens who are not typically involved.**
 - Created a planning neighborhood notification and participation plan for development applications.
 - Established e-newsletter with over 1,000 subscribers and inaugurated monthly downtown stakeholder meetings during first full year of operation of Downtown Office.
 - Launched new weekly e-mail newsletter, Scottsdale City Update, and other e-mail Subscription services in December 2001, to provide more timely information on City meetings, public participation opportunities and events.
 - Continued neighborhood outreach efforts to “take government to the people” by walking neighborhoods in the revitalization area to introduce staff and services to 1425 households.
 - Increased the number of Neighborhood Watch Groups.

3. **Publish and process city issues in a manner that is relevant to citizens’ daily lives and personal and professional interests.**
 - Enhanced customer service by implementation of an interactive voice response system and website to provide 24 hour access to pay fines via credit card.
 - Built subscription base for the Scottsdale Update weekly e-mail newsletter.
 - Produced Scottsdale Update biweekly news roundup program.
 - Provided live coverage of public meetings.
 - Produced hundreds of original programs and public service announcements, including launch of new quarterly program on city capital improvement projects.

4. **Accept and respond to new ways of communicating and new technologies.**
 - Opened a citywide call center in October 2003 and average over 10,000 citizen phone calls per month.
 - Court facility installed upgrades allowing for improved delivery of customer service and judicial proceedings.
 - Upgraded the City’s mobile wireless network, increasing the network speed five-fold and provided improved network coverage. The mobile wireless network provides mobile network connectivity to over five hundred city vehicles, including the Police Department, Building Inspections, Water Operations, Code Enforcement and Customer Service.
 - Deployed the Content Management System (CMS) and migrated the ScottsdaleAZ.gov web site to this system with an updated design that included a new look and feel.
 - Began to utilize Twitter and Nixle to provide real-time information to residents on public safety and traffic issues.

5. **Make available facts and information about community issues to increase understanding and insight into the complexity of challenges that affect the community.**
 - Procured new aerial photography for the entire City.
 - Provided high quality, accessible market information on the Scottsdale market and Scottsdale development initiatives such as Economic Trends; Retail Trends; Demographic Trends; and a Community Profile.
 - Developed “My Neighborhood” a public web site that shows plans, building permits, right of way permits, code enforcement, development cases, and capital improvement projects (active and pending).
 - Developed public web application for viewing the more than 35,000 archived City Clerk documents stored in the electronic document management system.

6. **Foster community partnerships, community catalysts, and community networks as a means of sharing information and responsibilities and working on collaborative solutions.**
 - Continued tradition of “Community Visioning” and reevaluated community goals through the Downtown Update, Southern Scottsdale and Greater Airpark Community Area Plans.
 - Conducted a successful and innovative Arizona Town Hall event to kick-off the process to update the Downtown Plan.
 - Police Department developed a partnership with the Cave Creek Unified School District to address growing concern over drugs on campus. Random K9 drug searches began at the high school campuses.
 - Fire Department collaborated with Scottsdale Unified School District and community organizations to educate our youth and adults on fire safety issues.
 - Achieved public awareness through newsletters, vehicle identification number (VIN) etching, Watch Your Car Program, and public safety displays, to increase citizen knowledge on how not to become a victim.

Housing Element

1. **Preserve the quality of existing dwellings and neighborhoods so that people will find our community a healthy, safe and attractive place to call home today and into the future.**
 - Assisted homeowners and corrected code violations through employed teens as part of the STOMP (Scottsdale Teens on a Mission for Progress) program.
 - Held monthly "code clinics" at the Citizen Services Centers to enable citizens to speak to city inspectors regarding any property maintenance issues.
 - Assisted low and moderate income homeowners with major and minor home repairs.
 - Created Citizen and Neighborhood Resource related programs with new code enforcement, housing, and neighborhood safety components in 2001.
 - Held Neighborhood College classes between the Fall and Spring sessions, offering classes about neighborhood safety and topics of particular interest to Home Owners Association leaders and members.

2. **Seek a variety of housing options that blend with the character of the surrounding community.**
 - Adopted elements of the green building concept into the Housing Rehabilitation Program.
 - Increased the amount and variety of housing downtown to support an active center.

3. **Seek a variety of housing options that meet the socioeconomic needs of people who live and work here.**
 - Scottsdale has single-family homes (large and small), multi-familing housing, senior housing, live/work units and mobile home
 - Completed social services intakes and case management for residents in need and provided financial assistance to families to prevent eviction and homelessness.
 - Scottsdale has continuously allocated its annual share of HOME Investments Partnerships grant funds to non-profit housing providers for either the acquisition and rehabilitation of affordable multi-family units or to acquisition and development of affordable housing.
 - Administered the Community Development Block Grant program for the City of Scottsdale, which provides federal grant funds for housing and social service programs in the community.
 - Administered the Housing Choice Voucher Program, which provides rental assistance in the private rental market for 730 households.

4. **Encourage housing development that provides for "live, work, and play" relationships as a way to reduce traffic congestion, encourage economic expansion and increase overall quality of life for our residents.**
 - Created a new zoning district, Planned Unit Development, to encourage mixed-use development.
 - Updated the Downtown Plan and included policies to encourage "live, work and play" environments.

5. **Encourage the investment of resources and use of existing and future tools to promote the revitalization of Scottsdale's older neighborhoods and adaptation of dated housing stock.**
 - Revised and sought City Council approval of the Housing Rehabilitation guidelines.
 - Updated, revised and implemented Property Maintenance Ordinance.
 - Initiated neighborhood clean-up with Maricopa Probation & Youth Services.
 - Adoption of the R1-7 text amendment for walls and fences.
 - Initiated R1-7 text amendment to promote revitalization.

6. **Encourage the increased availability and integration of a variety of housing that supports flexibility, mobility, independent living, and services for all age groups and those with special needs.**
- Continued outreach and education efforts including promoting the landlord tenant counseling program providing fair housing and landlord/tenant rights information to Scottsdale residents and presenting Code Enforcement Basics courses to residents, homeowners associations, realtors and real-estate students and neighborhood groups.
 - Created the apartment complex alliance program, which held its first meeting on Sept. 21st, 2005. This improved communication within the apartment community in order to reduce crime and/or prevent crime.
 - In 2002 the Scottsdale Housing Agency received an additional 25 Housing Choice Vouchers through the Department of Housing and Urban Development's Fair Share Allocation. The additional Vouchers provided rental assistance to the elderly and low-income families within the Scottsdale community.
 - In 2002 the Scottsdale Housing Agency received an additional 40 Housing Choice Vouchers from the Department of Housing and Urban Development as a result of a multifamily property owner "Opting-Out" of their HUD insured mortgage.
 - The City hired an ADA Coordinator to address accessibility issues.
 - Implemented the ADA Transition Plan identifying barriers to accessibility of programs and facilities.
 - Completed the Granite Reef Senior Center in 2006.

Neighborhoods Element

1. **Enhance and protect diverse neighborhoods so they are safe and well maintained.**
 - Recognized as one of America's Promise 100 Best Communities for Youth in the country.
 - More than half of all code enforcement cases were proactive (code staff initiated).

2. **Use redevelopment and revitalization efforts to provide for the long-term stability of Scottsdale's mature residential and commercial neighborhoods.**
 - Fee reduction programs for downtown and southern Scottsdale businesses in FY06/07 benefited over 250 projects from July through April.
 - Invested in the downtown by approving the Canal bank project (\$10 million), the Canal Transit Bridge, the Old Town parking garage (\$4.2 million) and the 5th Avenue parking garage (\$5 million) and the Waterfront private development project consisting of 250 residential units and 250,000 square feet of commercial office space.
 - Constructed two downtown parking structures.

3. **Sustain the long-term economic well being of the City and its citizens through redevelopment and neighborhood preservation and revitalization efforts.**
 - Conducted 24 crime prevention through environmental design surveys for businesses and 18 lighting surveys of neighborhoods and commercial areas in 2003.
 - Code Enforcement abated more than 300 graffiti sites annually covering an estimated 19,800 feet of surface area and utilizing 120 gallons of paint in 2004.
 - Implemented a crime reduction plan with Phoenix Police Department to address property crimes along Scottsdale Road.
 - Responded to over hundreds of patrol calls for service and assists, and participated in the Loiter Reduction Program, Paiute Neighborhood Action Plan, Buzz Special Enforcement Detail, and the Beat 17 Crime Reduction Plan.
 - The Scottsdale Green Building Program continues to offer alternatives to remodeling in conjunction with redevelopment and revitalization efforts.

4. **Preserve and enhance the unique sense of neighborhood found in diverse areas of Scottsdale through neighborhood conservation.**
 - Expanded monthly neighborhood forums at the Citizen Service Centers to give neighborhoods an opportunity to come together to learn and share information.
 - Increased the number of neighborhood groups participating in the "Getting Arizona Involved in Neighborhoods" annual block party event, with over 5,000 residents participating.
 - Relocated the Arabian Citizen Service Center to the Pima North site, at the City's Water Campus, and relocated the Papago Citizen Service Center to the Granite Reef site, inside the new Granite Reef Senior Center.

5. **Promote and encourage context-appropriate new development in established areas of the community.**
 - Stepped up efforts to focus on technology, sustainable technology, and bioindustry sectors. Major new initiatives, such as SkySong and the Mayo Collaborative Research Facility have stimulated new interest by businesses in these sectors – for example, the first building at SkySong has over twenty companies that moved in.
 - The Planned Unit Development (PUD) Text Amendment was implemented to encourage mixed use development and revitalization.

Preservation & Environmental Planning Element

1. **Acquire the land within the Recommended Study Boundary of the McDowell Sonoran Preserve to create an integrated desert open space system linking open spaces in Scottsdale with open spaces adjacent to Scottsdale.**
 - Acres added to the Preserve since 2000 is 2,884 for a total of 14,416.
2. **Enhance the quality of life in Scottsdale by safeguarding the natural environment.**
 - Multiple amendments to the ESLO Ordinance including: minor amendments in 2007, restoration of damaged desert areas in 2007, side yard setbacks for ESL properties in 2006.
 - Native Plant Ordinance continues to be enforced.
 - Protected Scottsdale's archeological resources.
 - Achieved the NEPT Environmental Performance Award in 2004.
 - Received first-place Crescordia Award in 2005.
 - Received AZ Governor's Award for Energy Efficiency in 2006.
 - AZEPT Scottsdale named as Charter member.
 - Received Energy Leadership Mayoral Award in 2007.
 - Named Clean Air Champions of 2007
3. **Achieve a sustainable balance between the conservation, use and development of Scottsdale's natural resources.**
 - Traffic signal retrofitted to LED technology.
 - Created the "Water Use It Wisely" campaign to promote water conservation.
 - Created water conservation rebates.
 - Recharged over 11 billion gallons since 2004.
 - Completed the Scottsdale Water Campus and Chaparral Water Treatment Plant.
 - Produced the Sustainability Indicators Report.
 - Received first place Crescordia Award by Valley Forward in 2007 for the City's comprehensive aquifer sustainability program.
4. **Reduce energy consumption and promote energy conservation.**
 - Introduced the Fleet Alternative Fuels Policy, to convert vehicles to biodiesel.
 - Scottsdale City Council unanimously approved Resolution No. 6644 in 2005, establishing the Green Building (LEED) Policy for new city buildings and remodels. This action made Scottsdale the first city in the nation to adopt a LEED Gold policy. The resolution requires all new, occupied city buildings, of any size, be designed, contracted and built to achieve certification in the LEED Program at the Gold certification level. In addition, all future renovations and non-occupied city buildings will be designed, contracted and built to include as many principles of both the LEED program and the City's Green Building Program where feasible.
5. **Conserve water and encourage the reuse of wastewater.**
 - Promoted "Water Use It Wisely" campaign to encourage water conservation.
 - Provided water conservation rebates.
 - Constructed the City of Scottsdale Water Campus and Chaparral Water Treatment Plant.
 - Provided non-potable irrigation water service to the WestWorld Golf Course, and Inlet Golf Course.
 - Completed the Water and Wastewater Emergency Response Plan.
 - Groundwater recharge. (Recharged over 11 billion gallons since 2004)
6. **Ensure the quality of our groundwater and surface water supplies.**
 - Constructed the COS Water Campus and Chaparral Water Treatment plant.
 - Produce annual Water Reports.

- Continue to maintain the Assured Water Supply designation with the AZ Department of Water Resources.
 - Provided safe and reliable drinking water service to City customers through numerous water production facilities.
 - Achieved 100% compliance with the Safe Drinking Water Act requirements.
 - Continue to monitor and inspect significant industrial and commercial users in the City
 - Met or surpassed all conditions of the EPA Consent Decree for the Superfund Site.
7. **Promote local and regional efforts to improve air quality.**
- Participated in the MAG air quality planning process, 1980's – present.
 - City commitments in Regional Air Quality Plans, 2004 and 2007.
 - Adopted Dust Control Ordinances in 2008.
8. **Maximize resource recovery and reuse, and promote recycling and promote the use of recycled, recyclable, and renewable materials.**
- Curbside recycling program.
 - Solid Waste contract with SRPMIC Landfill for waste, recyclables, brush composting and "white goods" collection.
 - Construction waste recycling pilot program.
 - Green Building recycled construction material resource list.
 - Environmentally preferred products procurement code; member AESA which promotes AZREX web program.
9. **Protect and conserve native plants as a significant natural and visual resource.**
- Continued preservation management of wildlife habitat and native plants.
 - Continued to enforce the Native Plant ordinance.
 - Continued to enforce Environmentally Sensitive Lands Ordinance (ESLO).
 - Regularly track and report native plant salvage rates, 90%.
10. **Encourage environmentally sound "green building" alternatives that support sustainable desert living.**
- Green Building Program, established 1998, continues to grow.
 - Created residential, commercial and remodeling guidelines.
 - Distributed green building publications and resources and sponsored lecture series.
 - Held Green Building EXPO, 10 years.
 - LEED Gold Policy, 2005.
 - 1st LEED Gold Senior Center in Arizona, multiple city buildings in process to become LEED certified.
 - Residential green building permits continue to increase: 2001=4.51%, 2002=4.30%, 2003=4.24%, 2004=21.1%, 2005=34.5%, 2006=34.7%
 - Solar electric and solar hot water permits issued continue to grow each year.

Open Space & Recreation Element

1. **Protect and improve the quality of Scottsdale's natural and urban environments as defined in the quality and quantity of its open spaces.**
 - Awarded "Sports Illustrated" Magazine's Arizona Sportstown USA for Scottsdale Parks and Recreation in 2003
 - Awarded the National Gold Medal Award for Excellence in Parks and Recreation Management in 2003.
 - Received the Outstanding Public Tennis facility award from the United States Tennis Association for Scottsdale Ranch Park Tennis Center in 2003.
 - Maintained profession status with national accreditation through the National Park and Recreation Association Commission for Accreditation as one of 50 Sports Towns in the U.S., and as a Gold Medal Award recipient for excellence in park planning, programs, services and facilities in 2005.
 - Scottsdale Sports Complex named Project of the year by American Public Works Association in 2007
 - Completed the design for the new Desert Discovery Center.
2. **Manage a comprehensive open space program that is responsive to public need, delivers high quality customer service, and exemplifies the City's commitment to leadership in environmental affairs.**
 - Results of the year 2001 citizen survey indicated the percentage of satisfaction for parks and open spaces and recreation programs improved to 96% of citizens rating these services as good or very good.
 - Received \$823,000 in Arizona State Heritage grants for various park and trail improvements.
 - Completed the Parks and Recreation Master Plan, 2004.
 - Trails Master Plan was adopted in 2004.
 - Completed first full year of operation with over 200,000 people hiking the Pinnacle Peak trail in 2003.
3. **Acquire and develop open space identified (by the City Council) as high priority through land dedication or purchase.**
 - Acres added to the Preserve since 2000 is 2,884 for a total of 14,416.
 - Continued to work closely with Arizona Game and Fish, State of Arizona, and Tonto National Forest to acquire and protect open space.
4. **Encourage and cooperate with other governmental agencies to preserve and protect regional open space and to acquire, develop, maintain and operate regional facilities that are available to people who live, work or visit the City of Scottsdale.**
 - Utilized over thousands of hours of volunteer support to monitor and maintain trails and lead trail hikes and programs.
 - Received a \$225,000 Arizona State Heritage grant for the development of the McDowell Mountain Ranch Park and Aquatic Center final phase in 2002.
 - Currently participating in the Papago Park Master Plan which includes representatives from the City of Phoenix, City of Tempe and the Salt River Pima-Maricopa Indian Community.
5. **Improve the quality of life for all Scottsdale residents by ensuring a wide range of recreational facilities and services.**
 - Scottsdale has acquired property near WestWorld to accommodate special event parking and lighted sports fields.
 - A new playground was completed at McCormick-Stillman Railroad Park, one of the most popular parks citywide.

- Club SAR memberships reached 2,500 and revenues topped \$190,000 in 2007. Added air conditioning system and dual extended rooms which allowed for mixed martial arts, kick boxing, yoga, and rowing classes to be offered simultaneously.
 - Opened Pinnacle Peak Park, Lost Dog Wash, Chaparral Dog Park, El Dorado Skate Park, Camelback Park, Horizon Park, and Chaparral Park Lake renovation.
- 6. Cooperate with and support the school districts that serve Scottsdale to be able to continue access to school sites and facilities for suitable, safe, and consistent recreational use and enjoyment.**
- Continue to coordinate with schools and participate in the International Walk to School Day, encouraging school staff, parents, and students to walk to school.
 - Completed a new "Master Agreement" with the School District in May 2001. This intergovernmental agreement updates the 1987 Agreement with specific joint use sections that will assist both City and School District staff in the provision of community-wide recreational programming.
 - Began a new pilot program for middle school intramural sports in partnership with the Scottsdale Charros.
- 7. Provide attractive, well-maintained community recreational and park facilities that serve the entire community.**
- Awarded the National Gold Medal Award for Excellence in Parks and Recreation Management.
 - Completed 5-year Facilities Maintenance Plan for all buildings and facilities citywide.
 - Completed Ironwood Park, Stonegate Equestrian Park, Pinnacle Peak Park Trailhead, Sonoran Hills Park, La Mirada Desert Park Phase II. Vista del Camino Multi-use Path Lighting and seven lighted sports fields at DC Ranch Park adjacent to Copper Ridge School.(2001)
 - Opened newly renovated Eldorado Pool in June of 2003. The pool is complete with more lap lanes, fitness center and public art.
 - Completed the construction of the McDowell Mountain Ranch aquatic Center.
 - Rebuilt two tennis courts and resurfaced 15 courts.
 - Renovated Eldorado South building with in-house construction staff saving \$10,000.
 - Completed Chaparral Park Extension project including Off Leash Area, 2 new ball fields, installed new lights at two soccer fields and upgraded lighting on 2 soccer fields and 4 baseball/softball fields, added pathways and open space.
 - Completed construction of Phase II of the spring training facilities at Indian School Park for the San Francisco Giants; opened CAP Basin Lighted Sports Complex September 2006; and McDowell Mountain Ranch Park and Aquatic Center January 2007.
 - Completed Scottsdale Ranch Desert Garden in partnership with the Arizona Heritage Fund and the Scottsdale Ranch Community Association.
- 8. Provide access to educational, recreational, and cultural services for all residents. Accessibility refers to the location of facilities, their design, and the availability of transportation to reach them.**
- Scottsdale hired an ADA Coordinator to ensure accessibility to all persons.
 - Over 15,000 community members attended Community Special Events, including Holiday Harmony, Mighty Mud Mania, Wet & Wild Water Day, and Cinco de Mayo each year. Over 2,000 residents attended Neighborhood Events such as Fishing Expos, Movies in the Park, Holiday Parties, and Neighborhood Picnics each year.
 - Hosted the AZ Special Olympic Fall Championships opening ceremonies and competition in swimming and softball in 2005.

Cost of Development Element

1. Present quick tabular and graphic analyses and reviews to city elective and appointive bodies and the general public by using fiscal impact modeling.
 - DID NOT IMPLEMENT. Did not use fiscal impact modeling
2. Assign a staff liaison from each city department to participate, on an as-needed basis, with the primary management team of a fiscal impact model.
 - DID NOT IMPLEMENT.
3. Conduct city department evaluation, planning, and budgeting for existing and future levels of public service operations and the development of infrastructure and capital facilities by the use of fiscal impact modeling.
 - DID NOT IMPLEMENT. Fiscal impact modeling was not used. Demographic information and land use impact analysis was used for planning purposes.

Growth Areas Element

1. **Direct and sustain growth and expansion in areas of the City that can support a concentration of a variety of uses and are particularly suitable for multimodal transportation and infrastructure expansion and improvements.**
 - Adoption of the Downtown Plan Update in 2009.
 - Creation of Airpark Community Plan – estimated adoption 2010.
 - Creation of Southern Scottsdale Community Plan – estimated adoption 2010.
 - Held the McDowell Road Corridor/South Scottsdale Economic Development Summit to discuss future of McDowell Road, which is a Growth Area.
2. **Make automobile, transit, and other multimodal circulation more efficient.**
 - Expanded trolley service in the Downtown Growth Area.
 - Expanded trolley service in McDowell Corridor Growth Area.
 - Transportation Master Plan
3. **Conserve significant natural resources and open space areas in the growth areas and coordinate their locations to similar areas outside the growth areas.**
 - Papago Park Master Plan in progress. (Papago Park is located next to the McDowell Road Growth Area.)
 - Arizona Canal underwent multiple improvements to create walkable open space and inviting public realm in the Downtown Growth Area.
 - Completed the CAP Basin Park located in the Airpark Growth Area.
4. **Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and fiscal planning that is coordinated with development activity.**
 - Financial Management - Over \$7.5 million in project savings will be realized through project scope modifications developed with public input. Over \$2.6 million in new contributions from the Flood Control District of Maricopa County and over \$1 million in new contributions from private developers will be committed to the City this fiscal year.
 - Adjusted rates and development fees to assure the services are prudently priced and to assure that development fees cover the cost of growth-related capital improvement needs.
5. **Identify legal mandates and policies concerning future growth, development, revitalization, redevelopment, and expansion of public infrastructure and facilities, services and crime prevention within the municipal boundaries.**
 - Identified Redevelopment Districts
 - Waterfront Infill Incentive District: Scottsdale designated/adopted per state statute requirements (legal) an Infill Incentive District in 2003 to guide the redevelopment and revitalization of the Scottsdale Waterfront project which was a catalyst for further Downtown redevelopment/revitalization as well.
 - Downtown Overlay: Zoning Ordinance mandate/policies adopted to allow for greater development flexibility in the Downtown area with the intention of encouraging small property redevelopment/revitalization and reinvestment.
 - Planned Unit Development Ordinance mandate/policies adopted to allow for greater development flexibility in non ESL/Downtown areas of Scottsdale along major economic/commercial corridors to encourage redevelopment/revitalization especially in GP designated Mixed-Use areas.
 - R1-7 - Zoning Ordinance mandate/policies adopted to allow for greater development flexibility in these designated residential areas to encourage redevelopment/revitalization of residential properties particularly in southern Scottsdale.

6. **Integrate public (civic) art into the visual character of designated growth areas.**
 - Approved or completed several art pieces in growth areas, completed through private and public partnerships, including “The Doons” and “Hash Knife” sculptures, and artist bus shelters.
 - Indian Bend Road Project which included a public art piece of stainless steel horse gargoyles, under construction 2009.
 - American Style magazine named Scottsdale the fourth-best destination among 25 mid-size U.S. cities with populations of 100,000 to 499,999.

7. **Promote development timing that is guided by the adequacy of existing and/or expandable infrastructure, services, and facilities.**
 - Scottsdale holds to the policy that development should “pay for itself” and not burden existing residents and property owners with the provision of infrastructure, public services and facilities.
 - Established CIP projects (Scottsdale Road, Legacy Drive, Loop 101 frontage road, waterline extension) where infrastructure was built in order to support the One Scottsdale project.
 - Limited the use of the commercial and office sites at Silverstone until Scottsdale Road work was completed.
 - Increased capacity of the Miller Road sewer line in order to support both Skysong and the Downtown area.
 - The recently completed water pump station at Marshall and Indian School and the rebuilding of Indian School Road approaching the Downtown area from the east are in support of this goal.
 - Direct coordination of the private construction/development of the Scottsdale Waterfront project and the public infrastructure, services and facilities associated with the project along Camelback, Marshall Way, Goldwater, Drinkwater and the along the Arizona Canal were timed so that both the public and the private projects were completed as a whole. This included close coordination surrounding the location/relocation of existing infrastructure facilities/services as well as the addition of expanded infrastructure services on both the private and public land.
 - City construction of two public parking structures (public facilities) in Downtown Scottsdale to meet the existing and future parking demand throughout downtown.
 - Addition of new or expansion/upgrading of existing public infrastructure including water/sewer upgrades, street widening, and streetscape enhancements have been programmed into the CIP and regularly occurred during the past five years in order to support the \$2.1 billion in downtown revitalization/redevelopment that occurred between 2003-2008 as well as to upgrade aging infrastructure in southern Scottsdale.

Public Services & Facilities Element

Public Services:

1. **Establish and maintain an innovative, sustainable solid waste collection, recycling, and disposal delivery system for present and future generations.**
 - Continued setting standards to help preserve and protect Scottsdale neighborhoods by utilizing the transfer station to curtail emissions, utilizing programs to remove discarded tires and shopping carts from streets and alleys, collection of household hazardous waste and electronics, enforcing a Nine Day Rule for placement of brush and bulk items, and focusing resources and new service programs in support of revitalization efforts in south Scottsdale.
 - Continued to work on the green waste recovery service for sorting and processing green waste from Scottsdale brush and bulk loads.
 - For the first time alleys are groomed wall to wall continuously. Interdivisional cooperation has reduced illegal dumping and construction debris.
 - Library eliminated use of plastic bags, replacing them with an affordable reusable bag.
 - Added a formal green waste recovery service to our Intergovernmental Agreement with the Salt River Landfill for sorting and processing green waste from Scottsdale brush and bulk loads.
 - Continued to keep citizen participation of Household Hazardous Waste “wait” time to five minutes.
 - Collected five tons of trash in the 10th Annual Treasures ‘N Trash event with 421 volunteers cleaning 75 miles of Scottsdale roadways in 2005.
 - Complied with conditions of State Variance to Mandated Twice-weekly Refuse Collection.
 - Responded to oil spills, burnt containers, and dead animal collection in order to maintain a sanitary and aesthetic community.
 - Negotiated extension of landfill services IGA extending agreement terms through 2015.
 - Revamped the Adopt-a-Road program to allow for additional volunteers who will assist in keeping city roadways clean and scenic.
 - Redesigned the Solid Waste Services internet website to include interactive service request forms.

2. **Protect the health, safety, and welfare of the public from the impacts of flooding.**
 - Partnered with the Plan Review Division to develop a policy that will ensure that new private development in sensitive areas is reviewed by engineers especially proficient in stormwater management, in order to protect neighborhoods against adverse stormwater impacts.
 - In cooperation with the Flood Control District and the Federal Emergency Management Agency, finalized the Flood Insurance Study in the far northern part of the City that will eliminate the need for mandatory flood insurance for approximately 60 homes.
 - Successfully responded to all weather related emergencies during an exceptionally active winter storm season, restoring all arterial road access with minimal impact to motorists.
 - Implemented new procedures to handle West Nile Virus issues.
 - Earned a Community Rating System score of 6 based on a federal audit of floodplain management performance. The City now has the best-managed flood plains in Arizona and is ranked in the 95th percentile nationally.
 - Developed and implemented five stormwater management process improvements in accordance with Council direction, including enhanced review of stormwater management plans in areas of special concern, plan review by staff with specialized expertise, improvement of construction oversight, regular inspection of all watercourses, and a public education campaign regarding watercourse maintenance responsibilities.
 - Secured recommended CIP funding in the amount of \$23.5M from the Flood Control District of Maricopa County for the Granite Reef Watershed project.
 - Constructed new CAP Basin soccer complex.

- Completed stormwater map conversion for Scottsdale. This project documents the location of underground storm water infrastructure for the first time ever. This data will become a key component for flood prediction / infrastructure planning. Additionally, this data will become the "inventory" that will be referenced by field inspectors as it pertains to periodic inspection of drainage infrastructure as mandated by the EPA (NPDES).
 - Maintained compliance with citywide NPDES goals by inspecting 100% of outfalls into the Indian Bend Wash.
3. **Encourage provision of power and communication systems that match the character of Scottsdale and provide reliable, efficient service for Scottsdale citizens, visitors, and businesses.**
- Completed full GIS inventory of all city-owned street light pole locations, in cooperation with Street Lights Program. All city-owned street lights are now accessible by computer.
 - Installed 10 miles of fiber conduit for future needs concurrently with existing projects, efficiently eliminating the need to disrupt traffic for installation at a later date.
 - All first response fire apparatus in the City have thermal imaging cameras available for use in finding hidden fires and locating possible fire victims.
 - All planned preventive maintenance activities have been performed on the City's traffic signals year to date.
 - Wireless Ordinance Update in 2003.
 - The mobile wireless network project provided for a faster and more secure wireless connection to the City network for over 450 city vehicles. The wireless network supports mobile applications used to support the daily operation of Water Operations, Building Inspections, Code Enforcement, Police Department, Solid Waste Management, and several other key city groups.
4. **Develop strategies to place the library in a position to respond to future challenges brought on by the information age, social and economic forces and people's lifestyles.**
- As of 2007, the library had 149,152 cardholders representing 63% of Scottsdale's population.
 - Implemented wireless access to the library catalog and Internet.
 - Opened the new Arabian Library and started construction for the new Appaloosa Library. Both libraries feature an early learning space, teen center and coffee shop.
 - Increased the attendance at the Knowasis: Thunderbirds Charities Teen Learning Center to 100,000 teens, providing books, media, positive role models and a safe place to learn.
 - Library users can access information from home, school or office via software installed in April 2001.
 - Established partnerships with the Civic Center Senior Center to provide a "deposit" book collection for an Intergenerational Reading Program - seniors and preschoolers. Other partnerships were established with Vista del Camino for their Return to Work Program and Youth and Family Services. Outreach projects included partnerships with the Office of Diversity and Dialog, One Book Arizona, Downtown Scottsdale, and the Phoenix Zoo.
5. **Partner with other jurisdictions and agencies to achieve maximum efficiency in city service delivery.**
- Coordinated on numerous projects with Scottsdale Area Convention and Visitor's Bureau.
 - Successfully completed the Loop 101 pilot project in 2006. Initial analysis indicates the program reduced average speeds, crashes, injuries and deaths during the nine-month life of the project.
 - As part of the overall goal of eliminating indicators of decline, a partnership was established with the Police Department where Code Inspectors have been given the authority to address on-street vehicle parking issues.
 - Worked with Homeland Security to address facility security issues.

- Coordinated the implementation of Water Resources Apprentice Program with Gateway Community College.
- Partnered with Scottsdale Unified School District to implement a Domestic Terrorism Prepared Response system called Rapid Response. This system provides responding public safety officials with a computerized layout of every school including photographs, increasing the level of safety for students, teachers, and public safety officials.
- Assisted other agencies in major drug trafficking investigations that had a local connection.
- Coordinated expanded disaster / threat / large-scale event preparedness training, ensuring all sworn employees received Mobile Field Force, National Incident Management System, and the Signs of Terrorism.
- Coordinated an initiative to produce and install storm drain markers, as part of the Valley-wide program to provide awareness/education about the importance of keeping storm drains clean (free of litter/debris which can contaminate ground water/lakes).
- Conducted multi-agency crime prevention safety fairs with neighboring jurisdictions to provide prevention and safety information to residents.

Human Services:

6. **Provide an integrated system of services, resources, and opportunities to help Scottsdale residents of all ages improve their lives, the lives of others, neighborhoods, and the total community.**
 - Provided an Outdoor Recreation Retreat for adults with developmental disabilities at Camp Shadow Pines in Heber, Arizona.
 - Assisted people through the Family Self Sufficiency program, increasing their average income over 100%.
 - Initiated the Connect with your Neighbor Program with events at five neighborhood parks.
 - Completed the renovation and expansion of the Vista del Camino Community Center adding 2,500 square feet to the facility to provide better space utilization and accessibility for social service programs, the food bank, and the Job Preparation Computer Center.
 - Hosted the AZ Special Olympic Fall Championships opening ceremonies and competition in swimming and softball in 2005.
 - Served seniors during annual Beat-the-Heat program.
 - Opened the Scottsdale Family Early Childhood Learning Center in September 2005 and took over programming for the Teen Center.
 - Developed the Community Services Facilities Plan updating the Parks Master Plan 2010.
 - A survey was developed and conducted during the summer of 2002 to determine the critical needs facing Senior Adults in Scottsdale. The survey was made possible through a collective effort of the LINKS Collaborative (Scottsdale Healthcare, Saint Patrick's Catholic Community, VICAP, Tempe Community Action Committee, Area Agency on Aging).
 - Increased number of senior services citizen contacts through on site activities, outreach, and health and wellness programs.
 - Youth and Family services received additional funds to enhance services for at-risk teens through the Workforce Investment Act in 2002.
 - Updated the 5-year planning document, City of Scottsdale Human Services Plan; this document is a strategic plan to assess and address future human service needs in Scottsdale.
 - Assisted families in need of emergency services for utility assistance, emergency food boxes and financial assistance to prevent eviction and homelessness.
 - Implemented Scottsdale Healthcare's Neighborhood Outreach Action for Health (NOAH) program at the Paiute Neighborhood Center, and in its first year of operation it provided 1,300 contact hours of service to 550 pediatric patients, in addition to 1,150 visits for 425 adults who are not eligible for

- AHCCCS. These individuals were assessed and referred to the Scottsdale Healthcare Family Clinic for medical care. Additionally, 200 dental visits were conducted for 100 children.
- Worked extensively with the East Valley Partnership to provide services (mentoring, job shadowing, counseling, social skills and paid work experience) for low-income at-risk teens through the Workforce Investment Act, in a program called Youthworks.
 - Established the Household Emergency Assistance Program (H.E.A.P.) in collaboration with Scottsdale School District.
 - Initiated a mediation program for residents to facilitate communication between parties to promote settlement.

Public Safety:

- 7. Provide a safe environment for all Scottsdale citizens, visitors, and private interests by alleviating physical risks that may be encountered in the normal operation and development of the community.**
- Completed the remodel of the Justice Center to add additional staff space and an additional courtroom to provide more efficient customer service.(2001)
 - Awarded federal funding from the FY 2003, Assistance to Firefighter Grant Program.
 - Certified all members of the program in the "Red Card" (national wild fire training requirements) system and trained members in special advanced wildland training.
 - Dramatically reduced investigation time, investigator travel, travel time for victims and their families and numerous well-coordinated investigations including immediate services for walk-in victims, crisis intervention, victim advocates, child friendly interview rooms and immediate assistance by Child Protective.
 - Investigated 100% of reported domestic violence crimes, as required by state law.
 - Achieved accreditation in the crime scene discipline through the American Society of Crime.
 - Reduction in crime, especially in the El Dorado and McKellips Lake Parks through cooperative effort between the Bike Unit, Park and Recreation Staff, and the City Prosecutor's office.
 - Reduction in time needed to solve or reduce crime problems identified by patrol officers and citizens.
 - Provided comprehensive law enforcement services to the schools of the Scottsdale Unified and Cave Creek Unified School Districts that are within the City of Scottsdale.
 - Created the city-wide homeland security team, Emergency Safety and Preparedness Team (ESAP).
 - Opened three new permanent fire stations – McDowell Mountain and Troon neighborhoods, and on Indian School Road.
 - Reduced speed violations on Frank Lloyd Wright Blvd at 77th St from pre-installation high of 36 violations per hr to less than two violations per hr by the end of the 15 months of operation in 2005.
 - Developed and implemented a bike registration program to enable citizens to register their personal bikes.
 - Developed a Reserve Bike Officer program for each District Commander for an alternative delivery of police service for crime hotspots.
 - Collaborated with the Preserve Program to ensure communications for Preserve personnel, stewards and public safety patrol was adequate for improved emergency response.
 - Provided coverage at the existing signature events including the Arizona Rock 'N' Roll Marathon, Barrett-Jackson Auto auction, FBR Open, and the Parada Parade.
 - Completed the Police Crime Lab, Property & Evidence, District 1 facility .
 - Created the Gang Investigations Unit.
 - Received Project of the Year Award from the International Association of Law Enforcement Planners for strategic planning efforts.

- Developed partnerships with our Spanish speaking community. Facilitated monthly community-police meetings at the Paiute Neighborhood Center and outreach meetings in other parts of the City. Relationship building, crime prevention and problem solving efforts have resulted in the reduction of crime and the fear of crime in the Paiute community.

Public Buildings and Facilities:

8. **Provide city service facilities to meet the governmental, administrative, public safety, emergency, social, human, cultural, informational, and maintenance needs of the community.**
 - Completed construction of facilities including Arabian Library Phase II, Fire Station #602 – Downtown Fire Station, Sky Song Infrastructure, TPC Desert Golf Course and Clubhouse Renovation and Police/Fire Training Facility Phase II.
 - Completed terminal area renovations, including a new access road, parking lot, and xeriscape landscaping.
 - Purchased a tent to host new special events at WestWorld.
 - Completed construction of Phase I of the spring training facilities at Scottsdale Stadium and Indian School Park for the San Francisco Giants; Scottsdale Senior Center at Granite Reef; CAP Basin Lighted Sports Complex; and McDowell Mountain Ranch Park Aquatic Center.
 - Completed the switch to the use of bio-fuel at the City's diesel fueling site, which is a clean-burning, environmentally friendly alternative fuel.
9. **Design public buildings and improve aesthetics of public buildings and facilities to increase appeal as community gathering spaces.**
 - Completed designs for four new permanent city fire stations – McDowell Mountain Ranch, Troon Park, Scottsdale Airport, and northwest corner of Pima and Ranch Roads.
 - Completed construction of new Downtown fire station on Indian School Road which has a community meeting room.
 - Completed McDowell Village and Granite Reef Senior Center.
 - Added teen room to Civic Center Library.
 - Completed remodel of the Police/Fire Headquarters.
10. **Provide recreational opportunities to meet the needs of all areas of the community through public facilities.**
 - McCormick-Stillman Railroad Park named one of nations top 50 attractions for children by Zagat Surveys.
 - Continue to provide facilities and programs that increase the health and fitness of the adults in the community, and provide employee relations opportunities for Scottsdale businesses.
 - Developed a new mobile recreation program to provide recreational programming in underserved and growth areas throughout the City.
11. **Coordinate with the School Districts that serve Scottsdale to plan for and secure school sites and facilities for the delivery of the best elementary and secondary educational programs achievable for the school-age children of the community.**
 - Approved the Collaborative City and School Planning Text Amendment also called the "School District Notification Policy" that ensures communication between the City and School Districts through management of zoning cases.(4-TA-2002)

Water Resources

12. Ensure renewable, long-term water supplies for the community.

- Since 2006, achieved "Safe Yield" by artificially recharging (along with natural recharge) enough to balance the amount of groundwater pumped from the aquifer.
- Completed the Vulnerability Assessment for Water and Wastewater Systems Security.
- Increased preventative maintenance activities in order to reduce service disruptions to customers.
- Continued recharge operations into the Carefree Sub-basin.
- Ensured sustainability and State Groundwater Law compliance by partnering with the City of Phoenix to study and analyze long-term pumping effects and other impacts on the shared northeast groundwater aquifer. This effort was part of the City's aquifer sustainability program, which received a Crescordia Award from Valley Forward in 2007.
- Finalized lease of additional CAP water rights from the Gila River Indian Community (GRIC). The addition of this supply to the City's water supply portfolio is projected to be sufficient to meet demands through the planning period ending in 2035.
- Completed the strategic plan for the Water Resources Department to design the vision for the future.
- Completed the Water and Wastewater Emergency Response Plan.
- Received a high score from the AZ Department of Health Services on the audit of the water and wastewater laboratories.
- Maintained a 100-Year Assured Water Supply, which guarantees the City has a long-term supply for all current and committed water users through acquisition and lease of additional surface water supplies.

13. Encourage the conservation of water and the reuse of wastewater.

- Met or surpassed all requirements and stipulations of the Arizona Department of Water Resources Non-Per Capita Conservation program.
- Provided non-potable irrigation water service to the WestWorld Golf Course, and Inlet Golf course.
- Promoted water conservation through the "Water Use it Wisely" campaign.
- Implemented new hot water recirculation system rebate program and two substantially revamped landscape rebate programs.
- Promoted water conservation through various workshops, trade shows, school shows, rebates, and media coverage.
- Completed and submitted the annual report on the status of the thirteen conservation measures to the State Department of Water Resources.
- Provided water conservation "best management practices" information to citizens through education, workshops and literature.
- Completed booster site #126, located at Los Gatos and Pima Rd., which moves CAP water north. This has reduced the dependency on groundwater and its related electrical power and well site maintenance costs.
- Treated and distributed an average of 1.8 million gallons per day of treated wastewater for irrigation use.

14. Meet or surpass all applicable water quality standards for domestic, commercial, and industrial uses.

- Met or surpassed all Effective Remediation Goals set in the Superfund Consent Decree to achieve effective remediation of the contaminated groundwater.
- Received Construction Closeout by the USEPA for the Central Groundwater Treatment Facility (Superfund), which is a significant USEPA milestone for the project.
- The new Chaparral Water Treatment Plant was completed and became operational early April 2006.

- Met or surpassed all state and federal regulatory requirements.
- Revised the Pipeline Capacity Agreements to include cooperative financing for water quality improvements to be accomplished through an expansion of the City's Advanced Water Treatment (AWT) facility. This agreement and resulting AWT expansion will provide lower sodium concentrations for golf course irrigation.
- Produced water that was non-detect for TCE contamination for the ninth straight year in 2007.
- Monitored, inspected and sampled significant industrial and commercial users on the City wastewater systems to ensure hazardous materials were not discharged into the system.
- Operated the CGTF at full treatment capacity to easily achieve the minimum pumping goal of 6300 gpm avg daily flow. In doing so, the effective capture and reduction of the NIBW contaminated plume size and concentration will meet the expectations set forth by EPA.
- Managed the drinking water regulatory program to safeguard the public health. Identified and reported drinking water quality results to regulators and operators.
- Performed over 900 of inspections to prevent grease buildups and associated odor problems from restaurants.
- Performed 10 site inspections of seven different significant industrial sewer users.
- Scottsdale, in partnership with the other Sub Regional Operating Group (SROG) members, was selected as the first place winner in the EPA 2002 Clean Water Act recognition award for best pretreatment program in the 100 and greater significant industrial user category.
- Received Excellence award to pre-treatment programs in cities with 100,000 or more population.

Community Mobility Element

Regional Systems

1. **Protect the function and form of regional air and land corridors.**
 - Completed a \$650,000 security improvement project as a result of the September 11th terrorist attacks which includes hardwiring all airport access locations, placement of sixteen (16) security cameras, and a new security access control system in 2002.
 - (Airport) Began implementation of the FAR Part 150 Noise and Land Use Compatibility Study, resulting in additional noise abatement procedures and improvements.
 - Continued to enhance the pilot/community outreach program to address aircraft noise concerns.
 - Completed Phase 2 of the runway safety area improvement project in order to minimize airfield erosion and eliminate blowing debris.
 - Initiated major programs including the first fixed photo enforcement demonstration program in the U.S.
 - Completed Thompson Peak Parkway as a 4-lane roadway by filling in the 1-mile gap between Bell Road and Union Hills Drive and completed the widening of Pima Road to 6 lanes between the Loop 101 and Thompson Peak.
 - The Transportation Master Plan was adopted by City Council in January 2008 after two years of community outreach and dialogue.
 - The HOV lane was added to the Loop 101.
2. **Protect the physical integrity of regional networks to help reduce the number, length, and frequency of automobile trips, to improve air quality, reduce traffic congestion, and enhance quality of life and the environment.**
 - Obtained regional funding for three transportation projects, thus freeing up local funding to fulfill other capital and operating needs in 2004.
 - Improved traffic operations and reduced congestion associated with the PF Chang Rock and Roll Marathon, Barret-Jackson Auto Auction, and FBR Open Golf Tournament.
 - Maintained dust abatement compliant surfaces on particulate matter-10 regulated dirt roads.
 - Completed freeway noise evaluation, mitigation plan and funding strategy.
3. **Promote regional diversity and connectivity of mobility choices.**
 - Recognized by the League of American Bicyclists as a Bike Friendly City at the Silver Level.(2005)
 - Implemented year round trolley service.(2005)
 - Began planning efforts for the ASU Transit Center, Mustang Transit Center/101-Shea Park and Ride, and the Scottsdale Road High Capacity Study.(2005)
 - Improved service frequency and hours on the Hayden Road and 68th Street Routes.(2005)
4. **Prioritize regional connections to safely, effectively and efficiently move people, goods, and information beyond the city boundaries.**
 - Increased span of service and frequencies on several routes matching service with Tempe or Phoenix and implemented Supergrid service on Scottsdale Road with Proposition 400 funds.

City-wide Systems

5. **Relieve traffic congestion.**
 - Facilitated the development of a Strategic Plan for Intelligent Transportation Systems to guide the operation and maintenance of the multi-million dollar infrastructure for the City and the Valley.

- 9 bus turnouts and over 280 sidewalk ramps were completed or initiated in FY 2002/03. Another 6 major roadway improvements, 15-20 turn lane improvements, 4 ITS projects, 3 drainage projects and 2 bicycle system improvements saw final design initiated and/or completed in FY 2003/04.
 - Implemented the AZTech Smart Corridor ITS equipment on Shea, Cactus and Hayden Roads, in 2002.
 - In 2002 evaluated all communication plans for Scottsdale ITS and found the best and most cost-effective utilization that didn't adversely affect the traveling public during construction, and allowed other City departments to take advantage of the infrastructure. Implemented installation of remaining fiber optic network.
- 6. Optimize the mobility of people, goods, and information for the expected build-out of the city.**
- Reviewed and made recommendations to City boards, commissions, and Council regarding potential impacts to the roadway network created by private development proposals.
 - Scottsdale transit programs include ride-share, 14 transit routes, trolley routes, Cab Connection and the recent addition of the Loop 101 HOV lane.
- 7. Maintain Scottsdale's high aesthetic values and environmental standards in the city's transportation system.**
- Installed 15 additional shelters and began planning Mustang Park and Ride/Transfer Center. (2006)
 - Installed 40 bus shelters. (2004)
 - Assisted in the adoption of the Arterial Life Cycle Program and Transit Life cycle Program policies and procedures to support implementation of Proposition 400.
 - Enhanced and added landscaping upgrades in specific sight line triangles, provided traffic calming neighborhood assistance, and upgraded neighborhood medians throughout the City.
 - Began Enhanced Alley Maintenance Program in 2001.
- 8. Emphasize live, work, and play land use relationships to optimize the use of citywide systems and reduce the strain on regional and local/neighborhood systems.**
- Expanded Downtown trolley service.
 - Dedicated Downtown trolley service.

Local/Neighborhood Systems

- 9. Protect neighborhoods from negative impacts of regional and citywide networks.**
- Developed first Downtown Parking Master Plan.
 - Began a new fee-supported Traffic Impact Mitigation Analysis process for assessing the traffic impacts of development in 2001.
 - In partnership with Inspection and Land Survey Services, implemented Barricade Management System to better coordinate and track road construction street closures and restrictions.
- 10. Encourage a diversity of links between neighborhood systems and with citywide and regional systems.**
- Improved service frequency and hours on the Hayden Road and 68th Street Routes.
 - The Cab Connection taxi voucher program and TRIP reimbursement program for eligible seniors and disabled individuals continues to grow.
 - Supported through Transportation Master Plan policies.
- 11. Provide opportunities for building "community" through neighborhood mobility.**
- Finished the final segment of multi-use path improvements in the Pima Road corridor, allowing for a continuous 8.5-mile bike route from Roosevelt Street to Shea Boulevard.
 - Initiated a Citywide school safety audit program, and a major intersection safety analysis program.

- Supported in Trails Master Plan.
12. **Recognize the diversity of neighborhoods throughout the city and their different mobility needs.**
- Met with over 1,300 citizens and business owners to share ideas and gather input on the development of the Transportation Master Plan.
 - Began neighborhood connector trolley service and expanded operating days/hours of the downtown trolley.
 - Scottsdale has been recognized by the League of American Bicyclists as a bicycle friendly community at the Silver level for 2005-2009.