

**GENERAL PLAN ANNUAL REPORT
JANUARY - DECEMBER 2023**

Louise Nevelson
Windows to the West
Scottsdale Civic Center



GENERAL PLAN ANNUAL REPORT
JANUARY - DECEMBER 2023

CITY COUNCIL

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Councilmember Tammy Caputi
Councilmember Tom Durham
Councilmember Barry Graham (Term Began Jan. 2023)
Councilmember Betty Janik
Councilmember Kathy Littlefield
Councilmember Linda Milhaven (Term Limit Reached Jan. 2023)
Councilmember Solange Whitehead

PROJECT STAFF

Jim Thompson, City Manager
Brent Stockwell, Assistant City Manager
Bill Murphy, Assistant City Manager
Erin Perreault, AICP, Executive Director, Planning, Economic Development & Tourism
Adam Yaron, Planning + Development Area Manager
Taylor Reynolds, Principal Planner
Nick Carroll, Planner & Report Author

CITYWIDE DIVISIONS & DEPARTMENTS

Administrative Services Division

Human Resources
Information Technology

Charter Officer Division

City Attorney
City Auditor
City Clerk
City Court
City Treasurer
City Manager's Office
Communications
Citizen Service

**Community & Economic
Development Division**

Aviation
Economic Development
Planning & Development
Tourism & Events

Community Services Division

Human Services
Libraries
Parks & Recreation

Planning & Administration

Preserve
WestWorld

Public Safety Division

Police
Fire

Public Works Division

Capital Projects
Facilities
Fleet
Solid Waste
Street Operations
Transportation
Water Resources
Water Quality
Reclamation Services
Planning & Engineering
Technology & Administration
Water Services
Pipeline & Treatment Agreements

Scottsdale Art

Public Art

OVERVIEW

Purpose	4
Format	6

SECTION 1 - IMPLEMENTATION

Our Community Values & General Plan Implementation	8
2023 Awards & Accolades	12
Respect Character & Culture	20
Conserve & Preserve The Environment	28
Collaborate & Engage	34
Foster Well-Being	40
Connect The Community	52
Revitalize Responsibly	58
Advance Innovation & Prosperity	64

SECTION 2 - GENERAL PLAN AMENDMENTS

Overview - City of Scottsdale General Plan 2035	74
General Plan Amendments, 2023	75

SECTION 3 - CHARACTER AREA PLANS

Southern Scottsdale Character Area	77
Old Town Character Area	80
Greater Airpark Character Area	84

SECTION 4 - IMPLEMENTATION REPORTING

Implementation Progress Reporting	88
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OVERVIEW



PURPOSE

The General Plan is the primary tool for guiding the future of the city. It contains community goals and policies on character and design, land use, open space and the natural environment, business and economics, community services, neighborhood vitality, transportation and growth. It shapes the physical form of the city, yet also addresses other aspects, such as human services, education, protection of desert and mountain lands, arts and culture, community health and the character of neighborhoods.

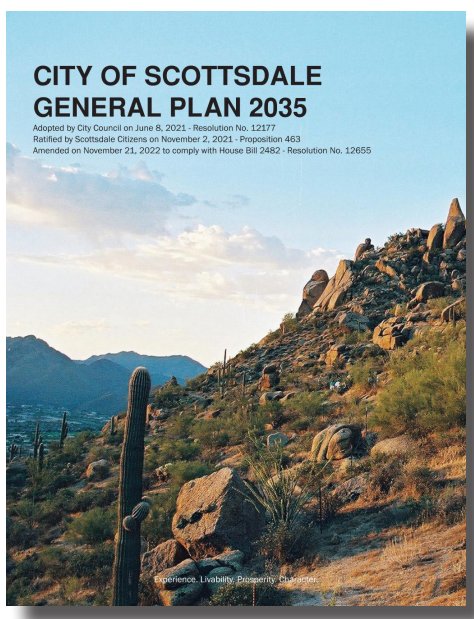
Scottsdale's General Plan 2035 has three interrelated roles:

- It is an expression of community vision, aspirations, values and goals;
- It is a decision making guide; and
- It fulfills State Statute and City Charter requirements.



ANNUAL REPORT – STATE STATUTE

Arizona State Statute 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 all attributes of the community—from housing, transportation, and infrastructure, to the natural environment—therefore necessitating periodic review of Plan implementation.



The purpose of this report is to review the advancement and implementation of the General Plan and to fulfill the state mandated requirement for annual review. The report provides a list of major accomplishments to illustrate how the General Plan has been implemented for the reporting period of January through December 2023.

FORMAT

This report is organized into four sections. The first section is a 2023 synopsis of accomplishments realized through the implementation of the General Plan for each of the Community Values.

OUR COMMUNITY VALUES



The second section describes State Statutes pertaining to the General Plan amendment process, Scottsdale’s established amendment criteria and major and minor General Plan amendments that were considered by the Scottsdale City Council between January and December of 2023.

The third section reviews the specific implementation items that have been completed over the past year in the Southern Scottsdale, Old Town Scottsdale and Greater Airpark Character Areas.

The fourth section provides tables that detail implementation progress reporting specific to each Community Value.

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SECTION 1 - IMPLEMENTATION



OUR COMMUNITY VALUES

Building upon decades of planning and thousands of hours of community involvement, General Plan 2035 guides the physical development of Scottsdale and acts as a blueprint to enhance our four community aspirations – Exceptional Experience, Outstanding Livability, Community Prosperity and Distinctive Character.



Our seven Community Values are at the forefront of decision making in implementing the vision, community aspirations and goals found in the General Plan and the basis upon which inconsistencies in the General Plan are resolved.

The following Community Values are expanded upon and further defined in corresponding chapters of the General Plan:

Respect Character and Culture (Chapter 1 - Character & Culture)



Enhance and protect Scottsdale's unique features, neighborhood identity, character, livability, southwestern heritage and tourism through appropriate land uses and high standards for design. Create vibrant and attractive places that accommodate a variety of ages and incomes and support the arts and multicultural traditions.

Conserve and Preserve the Environment (Chapter 2 - Sustainability & the Environment)



Lead the region in the stewardship and sustainable management of the Sonoran Desert environment and conservation of natural resources and open spaces for the visual, physical and personal enrichment of everyone.

Collaborate and Engage (Chapter 3 - Collaboration & Engagement)



Promote strong, visionary leadership that is transparent, responsive and efficient; collaborates regionally; respects and honors our community values; recognizes the benefit of interactive community involvement and volunteerism; and embraces citizens as active partners in decisions that affect their neighborhoods and city.

Foster Well-Being (Chapter 4 - Community Well-Being)



Promote a culture of lifelong physical and mental health, safety and well-being for residents, visitors, employers and employees. Foster social connectivity across cultural and generational boundaries by cultivating a welcoming environment; respecting human dignity; and recognizing and embracing citywide and regional diversity.

Connect the Community (Chapter 5 - Connectivity)



Connect all community members within the City and to the region by striving for cost-effective, adaptable, innovative, safe and efficient mobility options. Connectivity and mobility involve more than getting people from here to there, connectivity and mobility influence the form and comfort of urban communities.

Revitalize Responsibly (Chapter 6 - Revitalization)



Vigorously evaluate the short- and long-term impacts of development and redevelopment decisions to ensure that public and private investment work collaboratively to support and maintain the unique features and local identity that make Scottsdale special, and contribute positively to the community's physical, fiscal and economic needs and high quality of life.

Advance Innovation and Prosperity (Chapter 7 - Innovation & Prosperity)



Embrace a diverse and innovative economy to sustain our high quality of life through a variety of businesses, health and research institutions, and educational, technological, tourism and cultural elements.

GENERAL PLAN IMPLEMENTATION & OUR COMMUNITY VALUES

The General Plan Annual Report is intended to review the advancement and implementation of the General Plan. Implementation is the manifestation of the General Plan. Because the General Plan will be implemented over the long-term, its **Implementation Chapter (Chapter 8)** describes general next steps and includes lists of major programs that should be created and/or updated to bring the General Plan to life. Major programs for implementation are categorized according to the Community Values. Items in this report that align with delineated implementation programs are identified, and their status is reiterated in the Implementation Progress Reporting section.

Actions and events that occur over the course of a year are not always singular in terms of implementation. In many instances, they implement more than one Community Value of the General Plan. However, highlighted actions and events only show up once in the report and are matched to the Community Value which they most closely align. Other Community Values that are implemented through the highlighted action are cross-referenced through the use of the corresponding colored symbols depicted on the previous page.

To further tie this document back to the General Plan, cross-references to the various General Plan elements are provided for each action. State law mandates 17 required elements in a General Plan for cities the size of Scottsdale; however, Scottsdale's General Plan 2035 includes 24 elements – a result of incorporating seven (7) additional community-created elements. Elements are organized into the seven core chapters of the General Plan which coincide with Our Community Values.

- | | | |
|--|---|-----------------|
| ■ Arts, Culture & Creative Community* | ■ Growth Areas | |
| ■ Bicycling | ■ Housing | |
| ■ Circulation | ■ Healthy Community* | |
| ■ Character & Design* | ■ Land Use | |
| ■ Community Involvement* | ■ Neighborhood Preservation
& Revitalization | |
| ■ Cost of Development | ■ Open Space | |
| ■ Conservation | ■ Public Buildings | |
| ■ Conservation, Rehabilitation,
& Redevelopment | ■ Public Services & Facilities | |
| ■ Energy | ■ Recreation | * = Community- |
| ■ Education* | ■ Safety | Created Element |
| ■ Environmental Planning | ■ Tourism* | |
| ■ Economic Vitality* | ■ Water Resources | |

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2023 AWARDS & ACCOLADES



Gold Level Certification from Bloomberg Philanthropies What Works Cities 🏡👥📊

Scottsdale was awarded the Bloomberg Philanthropies What Works Cities Certification at the Gold Level for exceptional use of data to inform policy decisions, allocate funding, improve services, evaluate program effectiveness and engage residents. What Works Cities Certification sets the standard of excellence for data-informed, well-managed local government. Scottsdale leveled up from Silver certification in 2019 and 2020. Scottsdale is part of an elite group of 62 cities worldwide to have achieved certification.

[Community Involvement, Economic Vitality, Healthy Community, Public Services & Facilities Elements]

State and Regional Awards

for Scottsdale Civic Center Renovation 🏡👥📊

The Arizona Parks & Recreation Association (APRA) and Engineering News-Record (ENR) Southwest recognized the renovation of this voter-approved 2019 bond election project – the community's signature special event and public gathering space. APRA's "Outstanding Facility" award recognizes the Scottsdale Civic Center as the state's best newly constructed facility of 2023 for populations of more than 100,000. The publication ENR Southwest also announced Scottsdale Civic Center as the best "Landscape/Urban Development" project in the region, which includes Arizona, Nevada and New Mexico. Parks & Recreation Magazine, the official publication of the National Recreation and Park Association, also featured the urban desert park in a recent issue.

[Character & Design, Open Space, Public Buildings, Tourism Elements]



Civic Center
(Lake|Flato and Dig Studio).

Presidential Volunteer Service Awards 🏡👥📊

Teen and adult library volunteers were honored with Presidential Volunteer Service Awards. This award recognizes outstanding volunteers who complete a certain number of volunteer hours. Teen volunteers were recognized at a City Council meeting, and two adult volunteers were given the lifetime achievement award, which requires 4,000+ volunteer hours.

[Healthy Community, Public Services & Facilities; Implementation Program]





Taliesin West.

Organization of World Heritage Cities Membership 🏡

Scottsdale was granted membership among an elite group of cities that are home to UNESCO World Heritage sites. The organization recognizes Scottsdale as the location of Frank Lloyd Wright’s desert home and laboratory, Taliesin West, and welcomes the city as an active participant in international efforts to protect and preserve the heritage of mankind. Established in 1937, Wright’s winter home in the foothills of the McDowell Mountains was forged from the natural elements of the desert, with most of the labor done by the architect and his apprentices, making it one of his most personal works and a premier example of organic architecture.

[Character & Design Element; Implementation Program]

Top Local Government Influencers Recognition 🧑🏫

In 2023, Engaging Local Government Leaders (ELGL) recognized three Scottsdale employees as top local government influencers for 2022. Scottsdale Police Department’s Director of Strategic Initiatives Cassie Johnson was named the Number 10 Top Local Government Influencer. Chief Information Officer Bianca Lochner and Business Intelligence Manager Kari Johnson made the list of ELGL’s Top 100 Local Government Influencers. The award is based on an individual’s influence in their community and outside their community through professional associations, mentoring and writing.

[Healthy Community, Public Services & Facilities, Safety Elements]



Recognition for Leadership in Energy and Environmental Design (LEED) 🌿📊

Scottsdale was selected for the 2023 LEED for Cities Leadership Program Cohort. The U.S. Green Building Council’s LEED for Cities Local Government Leadership Program helps local governments set goals, collect data and validate performance through LEED for Cities certification. Certification helps local governments achieve meaningful results such as attracting new economic activity, reaching global climate goals, improving air and water quality and enhancing quality of life for all. Scottsdale and the 12 other cities in the 2023 cohort join 77 local governments that have participated in the program since its inception.

[Energy, Economic Vitality Elements; Implementation Program]



Arizona Forward Environmental Excellence Awards Finalists 🌵🏠📈



The Bell94 Sports Complex was named as a finalist for an award in the “Civic Buildings, Structures, and Landscape Design” category which recognizes projects that preserve environmental quality, incorporate sustainability, integrate with the natural or built environment and create aesthetic appreciation. The Identifying Strategies for a Cooler Scottsdale study was named as a finalist for an award in the “Environmental Education & Communication” category which recognizes education and communication that is designed for a wide audience and produces increased awareness, change in behavior or a deeper appreciation of sustainability or climate action initiatives.

[Character & Design, Open Space Elements; Implementation Program]

Community Action Program (CAP) Team Recognition 🧑🏻‍🤝‍🧑🏻



Scottsdale Community Partners.

The CAP team, based out of the Vista del Camino Community Center, was recognized at a countywide meeting for its high performance and shortest wait time in the network for helping clients with rent and utility assistance. Angela Bravo Gallagher was named individually for her insights and questions that have positively impacted system improvements. During the fiscal year through January 2023, the CAP team distributed more than \$3.5 million in rent and utility assistance to residents demonstrating financial need.

[Housing Element; Implementation Program]

Center for Digital Government Top Digital City 🧑🏻‍💻📈



The Center for Digital Government named Scottsdale America’s top digital city in the 125,000 – 249,999 population category. The Center for Digital Government’s annual competitive award program recognizes cities using technology to strengthen cybersecurity, enhance transparency, ensure digital privacy rights and equality, and find innovative solutions.

[Economic Vitality, Healthy Community Elements]



Arizona Association for Economic Development Golden Prospector Awards 📈

Economic Development earned two Awards of Merit from the Arizona Association for Economic Development. The team received a Special Event Award of Merit for the Super Season Site Selection event, as well as a Multimedia Promotion Award of Merit for the “All Day. Every Day.” video campaign.

[Economic Vitality, Tourism Elements]



International Economic Development Council Award 📈

Economic Development also earned a bronze multimedia award from the International Economic Development Council for its “All Day. Every Day.” campaign video. The video showcases business leaders discussing Scottsdale’s strengths, opportunities and business-friendly environment and serves as a powerful promotional tool. It highlights unique assets, such as infrastructure, workforce and quality of life. By effectively communicating these advantages, the video can attract the attention of potential entrepreneurs and businesses considering expansion or relocation.

[Economic Vitality, Tourism Elements]



Kiva Craft Center fashion show (1956).

Governors Heritage Preservation Honor Award 🏠

The Kiva Craft Center Rehabilitation Project was recognized by the Arizona Preservation Foundation and Arizona State Historic Preservation Office with a 2023 Governors Heritage Preservation Honor Award. The mission of the award is to promote public awareness of historic preservation in Arizona and publicly recognize the people and projects that demonstrate excellence in design and execution of historic preservation.

[Character & Design, Conservation, Rehabilitation, & Redevelopment, Neighborhood Preservation & Rehabilitation Elements; Implementation Program]



Left to right: City of Chandler Councilmember OD Harris, RJ, City of Phoenix Councilmember Laura Pastor and Valley Metro CEO Jessica Mefford-Miller.

Valley Metro Champions for Clean Air Awards 🌿🚌

Robert “RJ” Sievers was named the Valley’s “Outstanding Transit Rider” at the Valley Metro Champions for Clean Air Awards. RJ is a security screener at City Court and commutes to work five days a week using Valley Metro and Scottsdale Trolley transit services. He commutes 20 miles round trip from central Phoenix, not including his 1.5 mile walk to the bus stop. Scottsdale’s entries in the Outstanding Vanpool, Livable Community and Bicyclist (Caitlin Ahern) categories were award finalists at the 36th annual celebration.

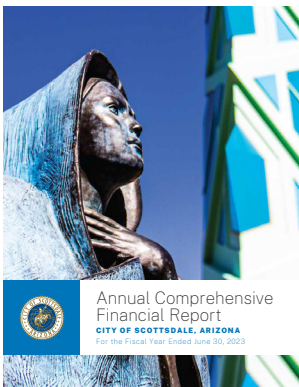
[Environmental Planning, Circulation Elements]



2023 Tree City USA Award 🌳

Tree City USA is a national recognition program that began in 1976 and is sponsored by the Arbor Day Foundation in partnership with the U.S. Forest Service and National Association of State Foresters. In 2023, Scottsdale was awarded Tree City USA for the 41st time, more than any other community in Arizona. Scottsdale was also awarded the Growth Award for the 30th time as a community that demonstrates an increased level of tree care and community engagement.

[Conservation, Environmental Planning Elements]



Certificate of Achievement for Excellence in Financial Reporting 📊

The city earned its 50th consecutive Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers’ Association. This highest form of recognition in government accounting and financial reporting is awarded by an independent panel of peer reviewers from across the United States and Canada. Scottsdale’s 2022 Annual Comprehensive Financial Report met or exceeded standards to demonstrate a constructive “spirit of full disclosure” to clearly communicate its financial story.

[Economic Vitality Element]



Voice of the People Award 🏆

Scottsdale earned a national “Voice of the People Award” for leveraging technology to expand the ways residents can provide input and ideas. The awards, presented by Polco and the International City/County Management Association, honor local governments that best engage residents and include public opinion in community decisions.

[Community Involvement Element]



Scottsdale Ranch Park & Tennis Center Recognition 🏠👥

Scottsdale Ranch Park & Tennis Center was designated a 2023-2024 premier facility by the United States Tennis Association. This is the second consecutive year the facility has received the national designation for its “exceptional leadership, quality of programs, staffing and facility care.” The premier facility designation was created by the USTA in 2022 and awarded to 22 tennis facilities in the U.S., including Scottsdale Ranch Park Tennis Center.

[Healthy Community, Recreation, Neighborhood Preservation & Revitalization Elements]



**American Planning Association
Honorable Mention Award** 🏆👥

The city was recognized at the State of Arizona American Planning Association Conference for its Identifying Strategies for a Cooler Scottsdale study in the Best Master Plan/Project/Study category. The study was overseen by Tim Conner, environmental policy manager, who worked with a core team of city staff in partnership with the ASU Urban Climate Research Center and the Rob and Melani Walton Sustainability Solutions Service.

[Environmental Planning, Healthy Community Elements]



Police Communications Manager of the Year Award 🧑‍🚒

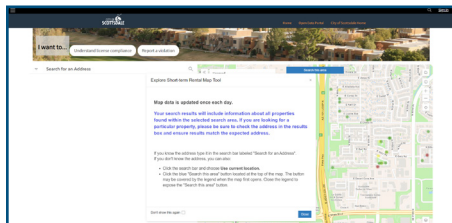
Karen Sutherland was presented the award by the Arizona Chapter of Association of Police Communications Officials/National Emergency Number Association at its annual conference held in Tempe. Also in attendance were several communications leaders from across the state that have risen to leadership positions under Karen's mentorship.

[Safety Element]

CompTIA Public Technology Institute Solutions Award 🏠

The Short-term Rental Resource Center, created by Scottsdale's Beacon Core Data Services Team, was a winner in CompTIA Public Technology Institute's 2023 Solutions Awards. The interactive tool helps citizens understand the status of short-term rentals in their neighborhood and provides information on how to report violations. It also provides information for short-term rental owners on how to comply with city ordinances.

[Housing, Neighborhood Preservation & Revitalization]



Local IT Innovation of the Year Award 📊

Scottsdale GIS Special Events Management System was recognized with the Local IT Innovation of the Year Award by the Scoop News Group. The LocalSmart Awards highlight the people and projects making city, county and municipal government better. Scottsdale's IT and GIS team developed an innovative digital map application showing the real-time location and status of first responders on site at the 2023 WM Phoenix Open. When every second counts, the application helped public safety command staff to dispatch the crews nearest to each incident and provided first responders in the field with advanced maps of the venue so they could find the quickest path to those in need.

[Safety, Tourism Elements]



Bell94 Sports Complex Recognition 🏟️

The Bell94 Sports Complex was presented the 2023 Best Projects Award of Merit by ENR Southwest for innovation, sustainability contributions and safety.

[Open Space, Recreation Elements]





Phoenix New Times Best of 2023 Recognitions

- **Civic Center Library** – Best Library
- **Taliesin West** – Best Architectural Gem
- **Scottsdale Museum of Contemporary Art** – Best Art Museum
- **Canal Convergence** – Best Art Festival

[Arts, Culture & Creative Community, Public Buildings, Public Services & Facilities, Tourism Elements]



Bronze Horse Fountain welcomes visitors to 5th Avenue.



Scottsdale is first and foremost a residential community and southwest tourist destination. Scottsdale also features a variety of land uses that contribute to a diverse economy, unique community character and a national reputation for quality and livability. Scottsdale residents and visitors place extraordinary value on the diverse character types and unique design qualities that, when grouped together, complete the Scottsdale mosaic. The “Respect Character and Culture” Community Value is expressed and implemented through the Character & Culture Chapter of the General Plan, which emphasizes the community’s continued commitment to quality design, authentic arts and culture and the protection of Scottsdale’s special places.

ELEMENTS IN THIS CHAPTER:

- Character & Design
- Land Use (General Plan Amendment Criteria)
- Arts, Culture & Creative Community

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Respect Character and Culture.

Scottsdale Public Art 2023 Accomplishments 🇺🇸

Scottsdale Public Art focuses on commissioning and maintaining large-scale permanent and temporary public art, curating exhibitions at the Scottsdale Civic Center Library, displaying portable works and implementing numerous public art events throughout the year, including Canal Convergence. In 2023, Scottsdale Public Art accomplished:

- 22 simultaneous permanent art projects (9 public and 13 private developments)
- 6 temporary public art projects, 4 exhibitions and two major events (Cycle the Arts and 50th Anniversary Celebration)
- 6 permanent and 3 temporary Augmented Reality for Canal Convergence Event
- 60 artist collaborations (FY2023)
- Dedications of two permanent public art pieces (*Cholla Reflections* and *Desert's Garden*)



Windows to the West.

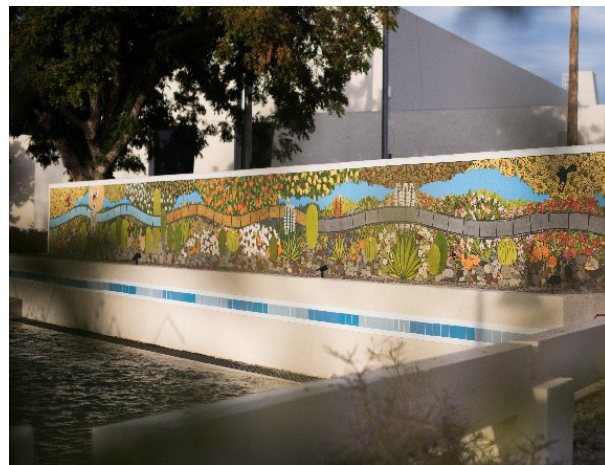
Celebrating 50 Years of Transformative Public Art 🇺🇸

In 2023, the City of Scottsdale celebrated a half-century dedicated to enriching communities through public art. Scottsdale Public Art celebrated the 50th anniversary of the dedication of the first commissioned work of art in Scottsdale, *Atmospheres and Environments XIII* or as it is more affectionately known, *Windows to the West*, as well as the completion of Scottsdale Public Art's most recent permanent piece, *Desert's Garden*, bringing the total number of permanent public artworks in the collection to 159. With live music and dancing, over 200 citizens gathered at Scottsdale Civic Center to celebrate public art in Scottsdale as an enduring symbol of creativity and cultural engagement.

[Arts, Culture & Creative Community Element]



50th Anniversary Celebration.



Desert's Garden.

Cholla Reflections 🇺🇸

In early 2023, Scottsdale Public Art completed a long-standing, public-private collaboration between the City of Scottsdale, Keep Scottsdale Beautiful, U.S. Bureau of Reclamation and the Central Arizona Project with the dedication of *Water Resources Mural*, by Kyllan Maney and *Cholla Reflections*, by Flying Carpet Creative. The project is integrated into the surroundings of the Water Facilities building at the intersection of Frank Lloyd Wright Boulevard and Greenway-Hayden Loop, inspiring contemplation as people traverse the area. The project also paired the artists with a local team of university students. Flying Carpet Creative Studio produced five earth-cast concrete monolith sculptures for the site and collaborated with the student team to create artistic metal elements on the bridge, sandblasted elements on the sidewalk path and hand-cast pavers that integrate with the theme, material, shapes and colors of the art, creating cohesiveness at the intersection.

Maney states: “The artwork invokes an interest in the natural elements of the place by taking a record of the desert terrain and re-presenting it more dramatically in the landscape. This mural component acknowledges the relationship between this landscape and the man-made elements pushing on it: the Arizona Canal System, Scottsdale Water Resources, WM Phoenix Open and the adjacent TPC Scottsdale golf course, all of which have a long history in Scottsdale.”

[Arts, Culture & Creative Community Element]



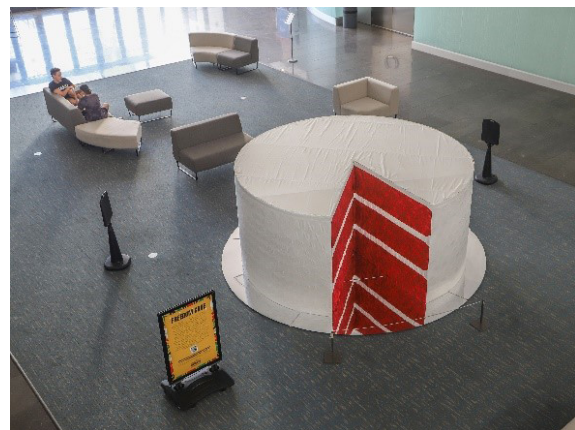
Scottsdale Public Arts Events and Temporary Projects 🇺🇸 🎨 🚲

Scottsdale Public Art's dedication to accessibility and inclusivity was evident in the diverse range of projects undertaken in 2023. Temporary installations, such as *Lost* and *Freedom Cake*, brought art to unexpected places, challenging preconceptions and sparking conversations in unconventional settings. Meanwhile, library exhibitions, including *Rip Woods: Creating Magic*, *Diversion: Recycled Textiles to Art*, *Kids in Focus: Photographers Mentoring Youth*, and *HOME-ING*, showcased the breadth and depth of local artistic talent, making art accessible to visitors from all walks of life. Cycle the Arts 2023 was a success with 100 riders enjoying a 13 mile route visiting ten works of public art.

[Arts, Culture & Creative Community, Bicycling, Community Involvement Elements]



Cycle the Arts.



Freedom Cake.

Scottsdale's Founders Day 🇺🇸

Scottsdale commemorated the 186th birthday of Winfield Scott on February 25, 2023 as Founders Day. The celebration was held in front of the newly renovated Little Red Schoolhouse. Speakers included Mayor David D. Ortega, Historical Society President Jason Song, Scottsdale Historian Joan Fudala and Citizen Advisor Bruce Wall as "Winfield Scott." Attendees enjoyed refreshments sponsored by the Daughters of the American Revolution Winfield Scott Chapter and took a walking tour of sites around the area that are associated with the Scott family.

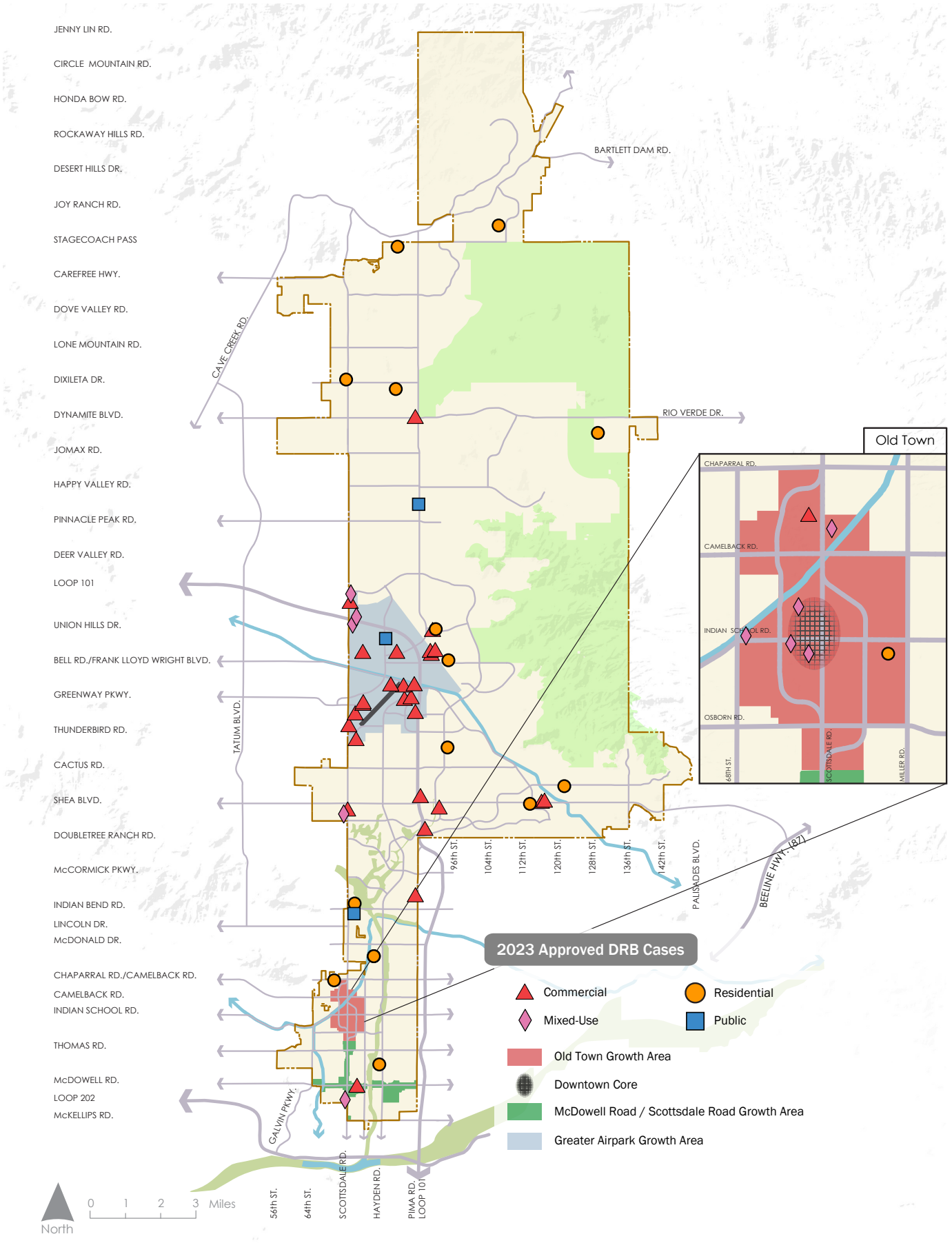
[Arts, Culture & Creative Community Elements]

Development Review Board

To maintain Scottsdale's high quality character and design, the Development Review Board (DRB) held regular meetings during 2023 to review proposed development within the city. The Board reviewed many different types of projects and approved several that included renovation and expansion of existing developments, large, mixed-use development projects and infill projects on parcels that had been vacant, including the following found on the Approved DRB Cases Map (page 25):

- ▲ **Commercial Developments** – Seventh Day Adventist Warehouse Building (14-DR-2022), Jimmy John's (21-DR-2022), FLW Storage (27-DR-2022), Woodbridge Interiors Retail Center (17-DR-2022), Storage 365 (30-DR-2022), FEV2 Office Remodel (3-DR-2023), DC Ranch Corporate Center Office Building (42-DR-2022), House of Diamonds - Shea (6-DR-2023), Tropical Smoothie Cafe (47-DR-2021), Earnhardt Hyundai & Genesis North Scottsdale (33-DR-2022), DC Corp Center Lot 12 (34-DR-2022), Helm Hangar (47-DR-2022), 82nd and Princess Drive Internal Community Storage (36-DR-2022), Avalon Mammoth (Bank) (43-DR-2022), One Scottsdale PU III, Natural Results Plastic Surgery and Medical Spa (61-DR-2015#4), The George Hotel (26-DR-2022), The Italiano Restaurant (7-DR-2023), The Outpost (12-DR-2020), Scottsdale Airpark Aircraft Storage Facility (13-DR-2023), Fairmont Scottsdale Princess Parking Garage (5-DR-2023), Desert Cove Community Storage (8-DR-2023), Scottsdale Gold Bullion and Coin (1-DR-2023), DC Ranch Corporate Center - Lot 4 (10-DR-2023), Floor & Decor (17-DR-2023), Jack in the Box #115 Reimage (20-DR-2023), Legacy Building "A" Modification (43-DR-2020#2)
- ◆ **Mixed-Use Developments** – Bella Alba (AKA Continental) (1-DR-2022), One Scottsdale PU III, Medical Office Building (61-DR-2015#5), Astria Wong Building (16-DR-2022), Magnolia Waterside @ Old Town (10-DR-2022), Hazel & Azure - Camelback (37-DR-2021#2), Optima McDowell Mountain Village (50-DR-2022), Scottsdale & Gold Dust (2-DR-2023), Marshall Four (46-DR-2022), Artisan Scottsdale (11-DR-2023)
- **Single-Family Subdivisions, Multi-Family Residential, and Residential Healthcare Facility Developments** – Standing Stones Preliminary Plat (7-PP-2021), Scottsdale & Dixileta (5-PP-2021), Hawkins - CSOK (8-PP-2020), Legacy at Dc Ranch (3-PP-2021), Rancho Vista Replat (1-PP-2023), Hozho at Lone Mountain (8-PP-2022), Modus Development 6-Unit (9-PP-2022), Replat Tract D Sweetwater Ranch Manor (10-PP-2022), Stagecoach and Windmill (Signature at Stagecoach Pass) (7-PP-2022), Preserve Ranch (6-PP-2015#2), 26 Oaks (6-PP-2021), AFB Development (12-PP-2022), Palo on 75th (20-DR-2022), Artesia (15-DR-2022), Madrasa 2nd Floor Addition (40-DR-2022), MODUS Development 6-Unit (28-DR-2022)r Addition (40-DR-2022), MODUS Development 6-Unit (28-DR-2022)
- **Public Infrastructure or Facilities** – North Pima Road Improvements (36-DR-2020), McCormick Stillman Railroad Park Improvements (16-DR-2023), Fire Station 612, Well 160 (4-DR-2023)

[Character & Design, Community Involvement, Housing, Neighborhood Preservation & Revitalization, Conservation, Rehabilitation, & Redevelopment, Growth Areas, Cost of Development, Public Buildings, Economic Vitality Elements; Implementation Program]



Architectural renderings from DRB applications:



Scottsdale Gold Bullion and Coin
(1-DR-2023)



Astria Wong Building
(16-DR-2022)



Optima McDowell Mountain
Village (50-DR-2022)



Artesia
(15-DR-2022)



Helm Hangar
(47-DR-2022)



Seventh Day Adventist
Warehouse Building
(14-DR-2022)

Planning Commission 🇺🇸 🏠 🏡 🏢 📊

Planning Commission reviewed and made recommendations to the City Council on 46 cases concerning or relating to General Plan amendments, zoning district map amendments, zoning ordinance text amendments, conditional use permits and abandonments in 2023. The Commission also reviewed and discussed the Environmentally Sensitive Lands Overlay, updates to the Old Town Character Area Plan and the repeal of the Downtown Infill Incentive District and Plan. 18 meetings were held, and 30 public comments were received.

[Character & Design, Community Involvement, Housing, Neighborhood Preservation & Revitalization, Conservation, Rehabilitation, & Redevelopment, Growth Areas, Cost of Development, Public Buildings, Economic Vitality Elements; Implementation Program]

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Pima Dynamite Trailhead. Credit Bill Timmerman.



Scottsdale recognizes that economic growth, environmental stewardship, the provision of open space and fiscal responsibility are interrelated and mutually achievable goals. The community's distinctive natural and environmental features contribute significantly to quality of life and economic vitality. To preserve Scottsdale as a highly livable city that is environmentally and economically healthy, Scottsdale proactively seeks creative solutions to environmental challenges. The "Conserve and Preserve the Environment" Community Value is expressed and implemented through the Sustainability and Environment Chapter of the General Plan and fosters the planning for, and implementation of, comprehensive, integrated, sustainable strategies that enhance the City of Scottsdale.

ELEMENTS IN THIS CHAPTER:

- Open Space
- Environmental Planning
- Conservation
- Water Resources
- Energy

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Conserve and Preserve the Environment.

Heat Mitigation Plan

The Office of Environmental Initiatives (OEI) initiated the planning process for extreme heat mitigation with two important steps. The Extreme Heat Existing Efforts Report, completed in July 2023, identifies actions, activities, and observations of how departmental staff have responded to extreme heat. Through written responses and in-person interviews, staff shared information on existing programs and gaps in efforts to mitigate and respond to heat.

[Open Space, Environmental Planning, Community Involvement, Healthy Community, Land Use Elements; Implementation Program]

Green Building Program

Scottsdale was the first in the state and one of only a few nationwide to adopt mandatory 'green' building code requirements. Scottsdale City Council adopted the 2021 Edition of the International Energy Construction Code (IECC) and the International Green Construction Code (IgCC) as mandatory codes.

- Green-related building codes continue to be enforced as a part of the development review, permit, and inspection process. As a result, 390 new single-family homes and 230 multifamily residential units utilized such measures in 2023, including high efficiency plumbing fixtures, tight building thermal envelopes, and fresh air intake.
- Over 300 commercial building projects were reviewed and approved for compliance with the IgCC including additions, renovations and tenant improvements.
- The number of Scottsdale-designated new green homes increased from 7 last year to 10 in 2023 with improved measures for energy efficiency, water reduction, indoor environmental quality and low impact building materials.
- Since 2005, sixteen city buildings have achieved LEED certification including four at the top platinum level.

[Environmental Planning, Energy, Cost of Development, Housing, Land Use Elements]

Hazardous Materials Compliance Program & Planning

The Office of Environmental Initiatives provides environmental compliance awareness training to all workgroups that purchase, use and store hazardous materials on an as needed basis. Conformance with environmental regulations is supported by collaborative site walk-throughs at all facilities where these hazardous materials are stored and used. The office also assists field operations with waste minimization and pollution prevention measures.

[Environmental Planning, Healthy Community, Safety Elements; Implementation Program]

Green Team

The Green Team meets monthly to identify and implement sustainability projects that actively promote the city's strategic goals. Comprised of employees from major city departments, the Green Team is promoting process improvements and contamination reduction in its recyclable materials collection protocol. Green Team members are supporting employee-initiated paper reduction projects and energy conservation proposals.

[Environmental Planning, Energy, Healthy Community Elements]

Scottsdale Environmental Advisory Commission 🏡👥📊

The Scottsdale Environmental Advisory Commission (SEAC) devoted much of the year contributing to the development of the sustainability plan, sharing their input and reviewing plan drafts. The Commission submitted recommendations to the Mayor and City Council related to the city’s legislative agenda, composting at city-owned venues, and sustainability staffing levels. SEAC also continued their work on a pilot tree inventory of private trees, including partnering with a student team from Saguaro High School.

[Environmental Planning, Energy, Community Involvement, Healthy Community, Economic Vitality Elements]

Water Supply 🌊

In 2023, Scottsdale provided safe, reliable drinking water to more than 93,000 accounts by maintaining and operating more than 2,100 miles of water lines, two surface water treatment plants, five groundwater treatment facilities, 43 reservoirs, 21 active groundwater wells, more than 11,600 fire hydrants, and thousands of valves, pump and booster stations and other equipment that make up the drinking water distribution system.

[Water Resources Element; Implementation Program]

Water Recycling 🌊

In 2023, Scottsdale provided sewer services to over 84,000 accounts, operating and maintaining over 1,500 miles of sewer mains, 36,000 sewer manholes, 35 sewer lift stations, two water reclamation plants and the only advanced water purification (recycling) plant in Arizona. Scottsdale recycles all its collected and treated wastewater and considers this recycled water an essential component of the city’s sustainable water supplies.

[Water Resources Element; Implementation Program]



Water Quality 🌊

The Water Quality Laboratory performed more than 14,200 tests on drinking water and exceeded all EPA water quality requirements. Scottsdale Water has an in-house laboratory that performs testing above and beyond what is required by regulation to ensure the water is safe to drink. The Water Quality Department continues to evaluate new and proposed regulations, thereby keeping Scottsdale ahead of these requirements.

[Water Resources Element; Implementation Program]



Water Conservation 🌿

The Water Conservation team’s enhanced marketing communications with customers resulted in an increase in grass removal rebates from 192 in 2022 to 353 in 2023, or a 184% increase. In 2022, 215,000 square feet (sq. ft.) of grass was removed at Scottsdale homes and businesses. In 2023, this number rose to 543,800 sq. ft. With an average water savings of 50 gallons per sq. ft. of grass removed, the city will save over 27 million gallons each year moving forward.

■ **Limiting Water Intense Landscapes**

On July 10, 2023, City Council approved an ordinance limiting water intensive landscape areas at newly constructed Single-family Residential (SFR) homes to rear yards only. Any new SFR home now built in Scottsdale cannot have front yard grass. This codified effort builds on the 2022 Council approved Memorandum of Understanding (MOU) by and among Colorado River Basin Municipal and Public Water Providers. The purpose of the MOU was to identify opportunities, commit to reducing water consumption, and address the need for a heightened collaborative approach to reduce demand and commit to water efficiency practices across all providers within the seven Colorado River basin states. One of the measures of the MOU is to “promote an ethic of wise water use through...limitations on new grass.”

■ **Outdoor Efficiency Checks**

The Outdoor Water Efficiency Check (Check) program participation rate was 172 in 2021, 337 in 2022 and increased to 375 in 2023. The estimated water savings per check is 52,000 gallons per home or almost 20 million gallons. This free service offers water efficiency advice on landscape irrigation practices and leak detection.



■ **Advanced Meter Technology**

Additional Water Conservation efforts took place with the continuous improvements to Scottsdale’s Smart Meter technology. Over 50,000 meters are now equipped with AMI (Advanced Metering Infrastructure) technology across the service area. Efforts to promote the free online VX Smart Portal (also referred to as the ‘WaterSmart Portal’) took place in the form of mailings to customers, promotional banners on Scottsdale’s web pages and social media outreach. This year’s results include:

- 3,600 new users registered for VX Smart (12,685 total registered accounts, 13%)
- 3,048 leak alerts sent to registered users, resulting in savings of approximately 8.5 million gallons

■ Commercial Water Audits

The conservation team completed 20 commercial audits. During an audit the customer's water usage is reviewed, a site walkthrough is conducted, and site-specific recommendations with a reasonable return on investment are given to the customer. This year several large medical facilities, local schools, a HOA community, and a church were audited. These audits typically produce three to five recommendations on increasing water efficiency or reducing water waste. This year's recommendations have a potential water savings of more than 37 million gallons.



Energy Efficiency & Clean Fuel Updates 🏡🔌

The pace of solar permit activity in 2023 slowed down from 1,165 solar permits in 2022 to 851 solar installations in 2023. Since 2002, 8,820 solar electric (photovoltaic) and hot water systems have been installed primarily on single-family home roof tops. This represents 11.2% of Scottsdale owner-occupied homes (78,480 occupied housing).

The amount of solar energy installed on homes and businesses has almost doubled since 2018 (up 90%), driven mostly by the residential sector. Over 90 megawatts of distributed solar systems are currently installed in the city – generating enough electricity to power more than 14,000 homes for an entire year. City-wide, electricity purchased from utilities has decreased by 4% since 2018 due to installations on houses and businesses.

[Conservation, Energy, Housing Elements; Implementation Program]

Landfill Diversion 🏡♻️

In 2023, the City of Scottsdale actively maintained a landfill diversion rate of 27%, a significant achievement attributed to its residential recycling program. This program effectively educates and engages residents in waste reduction efforts. The city's success was further highlighted by its electronics recycling events, which diverted over 135,000 lbs of electronic waste from landfills. Scottsdale demonstrates its commitment to environmental sustainability through diverse initiatives, including curbside pickup for household hazardous waste, recycling services for new residents' moving boxes and appliance recycling available throughout the year. Collectively, these efforts demonstrate Scottsdale's strong dedication to minimizing landfill waste and fostering sustainable practices within its community.

[Conservation, Public Services & Facilities Elements]

Sustainable Waste Systems 

In 2023, the transfer station expansion project progressed to the design phase, with engineering plans nearing completion in anticipation of construction. This year also marked a significant collaboration between the solid waste staff, the Sustainability Director and the Scottsdale Environmental Advisory Commission (SEAC), focusing on the waste section of the city's sustainability plan. The collaboration is aimed at integrating effective waste management practices into the city's overall sustainability goals. Additionally, the solid waste department has launched an educational campaign on food waste diversion. This initiative informs residents about the alarming national statistics regarding food waste and its environmental and economic impacts, while providing them with various strategies to reduce or divert their food waste effectively.

[Conservation, Public Services & Facilities Elements]

Sustainable July Fourth Celebration 

Scottsdale's July Fourth Celebration at WestWorld welcomed thousands of visitors who enjoyed food, entertainment and a star-spangled celebration in the Scottsdale sky all while participating in a more environmentally sustainable way. This was the 10th year of the unique indoor event/outdoor fireworks show, which welcomed a crowd of nearly 8,000. Scottsdale Solid Waste partnered with event producer M Culinary and Recycled City to make this one of the first large-scale events in Scottsdale to include composting as a more sustainable waste option. All the food, plates, utensils, and napkins were compostable, which allowed eventgoers to divert more than 400 pounds of solid waste from the landfill. The compost was then returned to local farmers. Introducing this element to the event allowed Scottsdale Solid Waste to evaluate the public's response as the city seeks to create more effective reduced waste events in the future. This builds on the effort earlier in the year when the public attending Mayor David D. Ortega's State of the City address achieved a 93% landfill diversion through composting and recycling.

[Conservation, Public Services & Facilities, Tourism Elements]



Public outreach event concerning sound and noise in Scottsdale.



Scottsdale aims to continue as a leader in regional and citywide collaboration efforts, as well as, open, fair, accessible, and responsive government processes. As a community, Scottsdale will consider new ways to promote citizen involvement and engage the diverse perspectives found within our community. The “Collaborate and Engage” Community Value is expressed and implemented through the Collaboration & Engagement Chapter of the General Plan and seeks to reach beyond the minimum standards for citizen involvement and adapt to the community’s growing and changing population. As such, Scottsdale will:

- Make informed decisions and arrive at creative solutions through deliberation, dialogue, and thoughtful, respectful discussion and collaboration; and
- Involve residents, businesses, organizations, institutions, and government in constructive dialogue, which is the cornerstone of successful planning, decision making, and community building.

ELEMENTS IN THIS CHAPTER:

- Community Involvement

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Collaborate & Engage.

Public Participation Guidebook

In August 2023, the Office of Communication and Citizen Services published the City of Scottsdale Public Participation Guidebook. The guidebook outlines the city's approach to public participation and contains tools and resources for determining when public participation is needed, what kind of involvement is warranted in a particular situation and effective strategies and tactics for reaching stakeholders and engaging them in meaningful ways. As stated in the Vision and Values section of General Plan 2035, Scottsdale embraces citizens as active partners in decisions that affect their neighborhoods and city. That active partnership is created in part through authentic public participation.

[Community Involvement Element; Implementation Program]

Scottsdale Government 101 Citizen Academy

The Scottsdale Government 101 Citizen Academy Class of 2023 graduated 38 members. Scottsdale 101 Citizen Academy fosters a community of informed and engaged citizens and is designed to equip participants with the knowledge and skills to actively participate in the democratic process, understand local governance and make a positive impact on the community. The carefully curated curriculum covers a wide range of topics, from understanding the fundamentals of local government to exploring the intricacies of public policy. Participants learn from city leaders and department heads and engage with them in an intimate setting. Participants engage in dynamic and interactive learning experiences, group discussions, case studies, and hands-on activities to enhance their understanding of the inner workings of the city. Topics and guests include:

- An overview of Scottsdale local government
- A city driving tour
- Public Works
- Community Services
- Planning and Development Services, Economic Development, Tourism and Events and Transportation.
- Police, City Court & City Judge
- Scottsdale Water
- Mayor's office, City Clerk's office & City Attorney's office
- City Manager
- City Treasurer, Budget, Finance, Auditor & Information Technology
- Fire and Emergency Services



Scottsdale 101 provides a platform for networking, collaboration and exchange of ideas, creating a supportive community of empowered citizens. The academy prepares participants to apply their newfound knowledge through practical application, providing the opportunity to work on projects that directly benefit the community. Two special assignments are required as part of the curriculum. The academy is open to Scottsdale residents, business owners and City of Scottsdale employees.

[Community Involvement Element; Implementation Program]

Online and Public Engagement 🏠👥

To adapt and sustain technology-based constituent/customer-engagement strategies, the city has implemented a comprehensive and multi-channel approach, utilizing various platforms and tools. Social media platforms such as Facebook, Twitter, and Instagram have been instrumental in establishing the city's robust online presence and connecting with residents. The city has achieved significant reach and engagement, with over 70,000 interactions recorded on various department channels, over 121,000 members on Nextdoor, 3,650 visits to the ScottsdaleAZ.gov website from QR codes and an average 51% open rate of emails, which is higher than the government average of 46%.

Through the use of Polco, a questionnaire platform for citizen feedback, the city has increased its audience members by an impressive 117%. Six different questionnaires conducted this year resulted in valuable insights and feedback from citizens. Speak Up Scottsdale, an online platform using questionnaires, polls and discussion boards to facilitate dialogue has garnered 400 members since launch at the end of Spring. In 2023, the city also launched Hello Scottsdale, a text messaging platform which has generated over 1,000 users and the Get Involved web page for residents to stay up to date about outreach initiatives.

[Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]

Getting Arizona Involved in Neighborhoods (GAIN) 🏠👥

GAIN unites neighbors at block party events to promote safer communities. In 2023, 41 neighborhood groups participated in GAIN throughout the City of Scottsdale. City departments visited various gatherings along with the Mayor, City Council members and Neighborhood Advisory Commissioners. This annual effort is an opportunity to hear from Scottsdale neighbors and share resources about city programs and services.

[Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]



Neighborhood Watch 🏠👥

Neighborhood Watch is represented by citizens and police working in partnership to reduce crimes and improve the quality of life in neighborhoods. By having a cohesive body of concerned citizens addressing issues related to the entire community, Neighborhood Watch programs can instill a greater sense of security and well-being, reduce the fear of crime, as well as create a “sense of community” by putting the “neighbor” back in neighborhood. In 2023, there were 126 active Neighborhood Watch groups with 262 captains/co-captains.

[Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]

Record Cleanup for Adopt-a-Road Program 🧑‍🌾🌿🏠

The Adopt-a-Road program had a record cleanup on October 28, 2023. 84 volunteer groups participated in the fall citywide cleanup to recognize National Make A Difference Day. 519 people cleaned over 180 miles of roadway and removed more than two tons of trash during the event. This is more than 9% higher than the fall 2022 citywide event, which also set a group participation record. The spring 2023 event had 81 volunteer groups with 447 volunteers cleaning 174 miles of roadway. This was a 14% increase over the spring 2022 citywide event.

[Community Involvement, Environmental Planning, Neighborhood Preservation & Revitalization Elements; Implementation Program]

Neighborhood College 🧑‍🌾🏠

Neighborhood College is a city-created program that provides residents, neighborhood groups and homeowners associations with the information, resources and tools needed to become effective neighborhood leaders. During 2023, 20 Neighborhood College classes were held both in person and online with 642 residents attending including the HOA/Condo series, Good Neighbor series and Stories of Scottsdale History series.

[Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]

Scottsdale 360 🧑‍🌾

Scottsdale 360 is a virtual learning series about the people, policies and programs that shape our community. Participants receive a 360-view of citywide operations with presentations featuring leaders from across the city. The Spring 2023 series included three, hour-long classes with live Q & A sessions. Classes included Short Term Rentals, Water Wise, and Pinnacle Peak History. Scottsdale 360 was added to the Neighborhood College line-up and continues to offer opportunities for residents and staff to stay engaged and informed. Overall, there were 229 total registrants to the program.

[Community Involvement Element; Implementation Program]

Scottsdale Mayor's Youth Council 🧑‍🌾🧑‍🌾

The Scottsdale Mayor's Youth Council (SMYC) provides Scottsdale high school students the opportunity to learn about local government and how services are provided. City staff and elected officials are also able to learn from youth perspectives. In 2022, fifty students completed an application and went through the interview process. The 35 students chosen have participated in various community events such as Adopt-a-Road, Veteran's Day activities and Adopt-a-Senior food packing. The SMYC team chose voter registration outreach and civic minded services as their 2023 initiatives.

[Community Involvement, Healthy Community, Education Elements]



Mayor Ortega and the SMYC in front of the Scottsdale Memorial for the Fallen.

Citywide Volunteer Program 🧑🏫🧑🏻🧑🏼🧑🏽🧑🏾🏠

Citizen volunteers play a critical role assisting the City of Scottsdale in providing Simply Better Service for a World Class Community. The citywide volunteer program continues to rebound from the nearly two-year suspension of in-person volunteering that resulted from the COVID pandemic in 2020 and 2021. In 2023, more than 3,900 citizens contributed 119,331 hours volunteering with the city to enhance services to citizens and visitors in Scottsdale, a contribution valued at \$3.6 million, or the equivalent of 57 full time employees. This is a 16% increase in number of volunteers and a 29% increase in volunteer hours from the previous year. Included in the number of volunteers are the more than 160 residents who volunteer with the city’s boards, commissions and task forces.

The citywide volunteer program provides opportunities for citizens to volunteer in a wide range of services and program areas, such as the libraries, the parks and recreation department, police and fire departments, senior centers, the Vista del Camino Food Bank, and neighborhood centers, as well as with programs like the Old Town Ambassadors, Adopt-a-Road, and the McDowell Sonoran Preserve Stewards.

Each year the city recognizes one volunteer, or volunteer team, for their significant contribution to the community with the William P. Schrader Volunteer Impact Award. In 2023, the recipient of this award was Elena Samfilippo. A city volunteer for over twenty years, “Sam” as she is affectionately known, was instrumental in founding the long-running Old Town Ambassador program, and remains a vital part of the program, providing administrative support to not only the program’s 100+ volunteers, but also to the staff of the city’s Office of Communications.

[Community Involvement, Healthy Community, Neighborhood Preservation & Revitalization Elements]



Elena Samfilippo and Mayor Ortega.

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Scottsdale Fire Department in action.



The strength of the community relies on the well-being of all of its members. A healthy, livable community provides both necessary physical and social infrastructure. Physical features, such as walkability, good quality housing and health care systems, and access to open space and recreation facilities can encourage people to make healthier choices, but community well-being relies on more than just a city's physical form. Health and human services, faith-based resources, non-profit partnerships, and social relationships are equally important and collectively help people achieve their basic needs and reach their full potential. The "Foster Well-Being" Community Value is expressed and implemented through the Community Well-Being Chapter of the General Plan and represents Scottsdale's continuous efforts to enhance community health, safety, and vitality through, not only improvement of physical assets, but also, the community's social and health conditions.

ELEMENTS IN THIS CHAPTER:

- Healthy Community
- Housing
- Recreation
- Safety

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Foster Well Being.

Counseling Services

In the past year, Youth and Family Services (YFS) has sought to improve their counseling services programs by conducting outreach in the community. The goal is to continue to build rapport with schools and community centers to address unmet mental health needs of adolescents. In 2023, the Human Services manager and therapeutic staff led psychoeducational classes on site at Coronado High School. YFS received 8 new referrals with 16 counseling sessions.

[Healthy Community Element]

Restorative Justice Intervention Program and Diversion Referrals

Restorative Justice Intervention Program (RJIP) and diversion programs are offered to referred juveniles that have recently committed a violation. The programs are supported by the City of Scottsdale Police Department, Scottsdale City Prosecutor's Office and Scottsdale City Court. Youth and Family Services (YFS) provided 106 RJIP and diversion programs in 2023.

[Healthy Community Element]

Community Intervention Court (CIC)

The Scottsdale CIC is a voluntary program that aids defendants who are experiencing homelessness or mental health related issues. A participating client must regularly make court appearances before a judge and agree to meet with a court navigator for integrated case management. In 2023, Community Intervention Court received 20 referrals.

[Healthy Community, Education Elements]

Opioid Settlement Fund Efforts

In 2023, Youth and Family Services (YFS) engaged in several outreach efforts in response to the opioid epidemic and settlement funds the City of Scottsdale received in 2022. In May, YFS and Maricopa County participated in the Substance Abuse and Mental Health Services Administration's National Prevention Week. The week was dedicated to raising awareness about the importance of substance misuse prevention and positive mental health. Tabling events occurred at the Scottsdale Library, Senior Centers, community centers and the Boys and Girls Club. Staff on site educated the community on safe disposal of medication, harm reduction information and mental health resources.

In September, YFS co-hosted the Mental Health Matters Conference at ASU SkySong in response to National Suicide month. The half-day conference focused on mental health, substance misuse, eating disorders and LGBTQ outreach. The event was open to neighboring cities to highlight the agencies and resources valley wide that can assist families with adolescents who are in crisis or in need of services.

[Community Involvement, Healthy Community Elements]

Scottsdale Fire Department Strategic Plan

Scottsdale Fire Department (SFD) created a strategic plan for 2023-2026. Health and Wellness, Fostering Leadership, and Strategic Recruitment are examples of priorities that participating internal and external stakeholder partners found to be critical to the future success of the fire department. SFD was established on July 1, 2005, and many of the inaugural members are eligible to retire in 2025 or sooner. Along with departures goes leadership skills, experience and critical specialty training like paramedic, technical rescue and hazardous materials that take time to replace. The latest strategic plan initiatives focus on recruiting and continuing the long-time culture of impeccable emergency services to residents and visitors in Scottsdale.

[Safety Element]



Emergency Management

The City of Scottsdale Emergency Management efforts were tested with two significant events in 2023. The first was in January with events surrounding the Super Bowl. After facilitating ten months of training, preparation and NIMS planning cycle operations for a city-wide area command center, the team enabled strategic level support to the operations at the Waste Management Phoenix Open (WMPO), the Bird's Nest, ESPN Tailgate in Old Town and other related events throughout the entire city. This included hosting twice daily regional situational awareness briefings, which included local, state and federal agencies to maintain coordinated public safety in the region, allowing open communication and mitigation of any identified risks. The second notable effort was managing the initial attacks on the Diamond Wildfire in the north Scottsdale area. The Emergency Management team coordinated evacuation, response and Emergency Operation Center support alongside Maricopa County Department of Emergency Management and Arizona Department of Forestry and Fire Management. The collaboration continued through the subsequent Land Use Agreement for a Base of Operations at Fraeseffield Trailhead for more than a week afterwards.

[Safety, Tourism Elements]

School District and Regional Safety Coordination

National Fire Protection Association (NFPA) Life Safety Codes outline the minimum fire protection and life safety requirements for buildings used for educational purposes, including some preschools and kindergartens. All schools are required to have an emergency action plan (EAP) in place. Scottsdale Fire inspectors annually visit private and public schools in Scottsdale to ensure fire and life safety codes are met. SFD also partners with the police department and school safety officials to ensure fire and intruder drills are practiced regularly.

[Safety Element]

Homeless Navigation Team Services and Programs

Scottsdale's Human Services department works in collaboration with community partners to connect people in need with resources, services and programs with the goal of making homelessness brief, rare and non-recurring:

- **Bridge Housing Program** – The city partnered with a local hotel to provide transitional housing to individuals and families experiencing homelessness. There are currently 10 rooms at the hotel being used for temporary shelter. Program participants are assisted with acquiring documents, applying for long term shelter, connecting to employment assistance programs and other services that will help find safe and stable housing. Since the start of the program in October 2022, 147 individuals have been provided shelter.
- **Outreach and Navigation** – A City of Scottsdale case worker and navigators from Community Bridges, Inc. (CBI) provide outreach and navigation services at Day Relief Centers and other areas of Scottsdale. Navigators assist individuals to obtain their personal documents, apply for benefits, connect them to resources for employment, shelters, housing and much more. Navigators are able to provide assistance with transportation to heat relief centers, shelters and appointments. CBI navigators also conduct targeted outreach with the Scottsdale Police Department and work with the Scottsdale Public Libraries to provide resources to those in need.
- **Day Relief Center** – In partnership with Community House (a local faith based non-profit) the city provides a Day Relief Center where people experiencing homelessness can go to find respite from the weather, charge their phones, eat a meal, shower, and receive help with navigation services. The city provides programming 6 days per week during August and September and 3 days per week during the rest of the year. Since the inception of the program in 2020, 702 unduplicated individuals have engaged in services at the Day Relief Centers or other public areas during Outreach and Navigation.
- **Phoenix Rescue Mission Work Program** – Day labor opportunities are provided to people experiencing homelessness and to individuals referred through the City of Scottsdale Community Intervention Court. Participants work in various city departments including Parks and Recreation, Westworld and the Brick By Brick program. Since the inception of the program in 2020, 114 unduplicated individuals have participated.
- **Online Request Portal** – The Scottsdale EZ system allows anyone to submit a request for the Homeless Navigation Team. The City of Scottsdale Homeless Navigation Team, city-contracted outreach navigators and the Scottsdale Police Department respond to the requests with the most appropriate approach.

[Community Involvement, Healthy Community, Housing, Education Elements; Implementation Program]

Adult Court Programs 🧑🏫

Youth and Family Services (YFS) is an Arizona licensed behavioral health facility that offers adult court programs and services that include alcohol, drug, anger, domestic violence and DUI screenings for defendants referred from the Scottsdale City Court. Programs provided include community education that consists of underage drinking and shoplifting programs, as well as an online 16-hour DUI Education course. The following services were provided to the community in 2023:

- 660 alcohol screenings
- 50 drug screenings
- 37 DUI Screenings
- 90 anger screenings
- 134 domestic violence screenings
- 12 mental health screenings
- 10 underage drinking classes
- 360 online DUI Education classes
- 60 shoplifting classes

[Healthy Community, Education Elements]

Granite Reef and Via Linda Senior Centers 🧑🏫

During the COVID pandemic, a partnership was formed between the City of Scottsdale, Honor Health, NOAH Clinic and the Maricopa County Department of Public Health to serve vulnerable residents. As a result of this partnership, an Intergovernmental Agreement between Maricopa County and the Senior Centers was approved by City Council in August 2023. The agreement brings additional funding to the senior centers, as well as education resources and socialization activities designed to address isolation challenges among Scottsdale residents who are seniors or adults with disabilities.

[Healthy Community, Education Elements]



Granite Reef Senior Center.

Vista Del Camino Community Center Celebrates 50 Years 🧑🏫

On Saturday November 4, 2023, Vista Del Camino Community Center celebrated 50 years of service to the Scottsdale community. Vista Del Camino provides a variety of services in Scottsdale to prevent homelessness, meet the basic needs of individuals and families in crisis, relieve economic and emotional stress and assist individuals to maintain self-sufficiency.

[Healthy Community, Housing Elements]

Community Development Block Grant (CDBG) Strategic Action Plan

The goals of the Community Development Block Grant Program are to provide decent housing, a suitable living environment, and economic opportunities for low-moderate income residents. Through the Community Assistance Office (CAO) and Scottsdale Housing Agency (SHA), Scottsdale strives to accomplish these goals by maximizing and effectively utilizing all available funding resources to conduct housing and community development activities.

The following activities and others are described at length in the CAO Annual Action Plan (AAP) in alignment with the five-year Consolidation Action Plan (2020-2024):

- **Housing Choice Vouchers (HCV)** – The CAO/SHA is allotted 735 Housing Choice Vouchers. 550 of them are currently utilized resulting in a utilization rate of 75%. This is a 17% increase of utilization from FY 2021/22. The low utilization rate is contributed to a number of factors that include the high-cost rental market, fair market rates approved by HUD that do not reflect inflation, and the fact that SHA is spending 100% of its allocated budget.
- **Landlord Engagement Initiative** – Since launching January 3, 2022, the Landlord Engagement Initiative has been the proactive link between the Scottsdale Housing Agency and Scottsdale landlords. It continues to increase housing options available to Scottsdale housing voucher participants. The homes added through the Landlord Engagement Initiative have allowed voucher holders to lease in a broader set of mixed income neighborhoods and secure stable housing that is safe and affordable.
 - The initiative focuses on fostering strong relationships between landlords and tenants in the Housing Choice Voucher program. Core values, such as elevating landlord engagement and unveiling a vision, are manifested through elite customer service, engaging workshops and a unique 'Courtesy Property Listing' link, creating a competitive market for landlords to showcase their listings.
 - The education component involves landlord and non- landlord-participant questionnaires, expanding Housing Choice Voucher exposure and tailoring workshops based on landlord preferences. Over 200 submissions were gathered within just one week of the questionnaire launch, providing intriguing insights into potential HCV landlords currently in the short-term rental business.
 - 105 Housing Assistance Payment (HAP) contracts signed in FY 2022/23 (60 by new landlord participants and 45 which represent new units in the program)
 - 60 received security deposit coverage (one-year trial program ending June 2023)
- **Tenant Based Rental Assistance (TBRA) program** – In effort to provide housing options that allow all generations of Scottsdale residents to continue to reside here regardless of life stage or ability, CAO began the Tenant Based Rental Assistance (TBRA) program in November 2023. The program serves senior populations who are rent cost burdened by more than 50%, and four applications have been received to date in partnership with the Scottsdale Senior Centers.

- **Family Self-Sufficiency (FSS) program** – FSS is a Housing and Urban Development (HUD) program designed to help public housing residents, HCV participants and residents of multifamily assisted housing to increase their earnings and build assets and financial capability. This program lasts for a period of five years. In FY 2022/23, the FSS enrolled nine (9) new participants. These participants were referred to more than 30 supportive services and attended entrepreneur classes and financial empowerment workshops. Two (2) FSS participants graduated the program with \$24,126 in total escrow, and eleven (11) participants earned escrow for a grand total of \$45,870.
- **Bellevue** – The city owns 8 affordable housing units on East Bellevue Street. This property is currently managed through a contract with Dunlap & Magee Property Management Inc. and generates approximately \$77,767 annually. In FY 2022/23, Bellevue housed its first Housing Choice Voucher Participant in a unit treated as a project-based voucher unit, meaning the Scottsdale Housing Agency works with the Housing Authority of Maricopa County as an independent entity to conduct the inspections per HUD regulations.
- **Interdepartmental Collaboration** – CAO partnered with Transportation, Office of Environmental Initiatives, Human Services and Senior Services to support safe homes, the repaving of roads, services for seniors experiencing social isolation and a heat mitigation study in the Vista Del Camino and Paiute Neighborhood Center communities.

[Healthy Community, Education Elements]

Housing/Human Services Programs and Consolidated Plan (2020-2024) Objectives

The Consolidated Plan is a single-document planning process through the U.S. Department of Housing and Urban Development (HUD) whereby a community establishes a unified vision for housing and community development actions. The Plan is intended to more comprehensively fulfill three basic goals: to provide decent housing, to provide a suitable living environment and to expand economic opportunities. The following highlights are objectives implemented in 2023:

- **Housing Rehabilitations and ADA Upgrades** – In FY 2022/23, 36 Emergency Housing Repairs, 18 Roof Repairs/Replacements and three Green Housing Rehabilitations were completed.
- **Public Service** – In FY 2022/23, 25 non-profits were funded to assist low-moderate income residents citywide through various funding sources (CDBG, Salt River Maricopa Pima Indian Community, Scottsdale Cares, Endowment and HOME Investment Partnership).
- **Public Facilities and Infrastructure** - In FY 2022/23, the CDBG funding assisted with the re-paving of streets in the Cox Heights Community serving 3,245 low-moderate income individuals.

[Healthy Community, Housing Elements; Implementation Program]

Fair Housing Program

The City of Scottsdale and Community Assistance Office (CAO) administers local, state and federal laws that prevent housing discrimination practices towards any person because of their race, color, national origin, religion, sex, disability or familial status.

- As a member of the Maricopa County HOME Consortium, the City of Scottsdale is part of the 2020-2025 Maricopa County Analysis of Impediments to Fair Housing Choice. The AI identifies recommended actions for Maricopa County and participating municipalities. There are five goals:
 - Review zoning and municipal codes for barriers to housing choice.
 - Increase availability of accessible housing and make reasonable accommodations for persons with disabilities.
 - Promote homeownership and rental opportunities in high opportunity areas outside of the racially/ethnically concentrated areas of poverty.
 - Enhance community services in racially or ethnically concentrated areas of poverty.
 - Promote community and service provider knowledge of fair housing and ADA laws.
- On an ongoing basis, the CAO and Scottsdale Housing Agency (SHA) maintains a fair housing page on the city's web site, maintains a call log for Fair Housing complaints and referrals, displays fair housing posters in public buildings, purchases and distributes fair housing materials, includes fair housing logo on business cards, brochures and marketing information, monitors sub-recipients for compliance with affirmative marketing requirements, trains staff in equal opportunity and best practices and celebrates fair housing month in April and Affordable Housing month in May.
- The CAO partners with local agencies through various funding programs to provide legal services, foreclosure prevention and fair housing information. Some of these partners include Save The Family, Community Legal Services, and Family Promise. Housing Specialists work directly with Housing Choice Voucher (HCV) recipients to provide information on fair housing and assist in making reasonable accommodations. The Community Grants Specialists monitor the non-profit agencies that receive federal awards to ensure compliance with the applicable federal regulations and guidelines.



[Healthy Community, Housing Elements; Implementation Program]

Accomplishments in Equity, Diversity, Inclusion and Belonging (EDIB)

The Office of Diversity and Inclusion exists to foster fairness in organizational diversity and initiate strategies that intervene in discrimination or prejudice attitudes. It promotes conscious inclusion and creates work and community environments where differences are valued, respected and embraced. The focus is education and understanding, not blame.

2023 accomplishments are categorized according to the Office's five **Impact Focus Areas**:

- **Organizational Culture** – Embed EDIB into Scottsdale’s organizational culture by aligning it with core city values and emphasizing EDIB in policies and the General and Strategic Plans.
 - Reimagined the Senior Executive Equity Roundtable
 - Created an Office of Diversity internship program (three completed)
 - Created opportunities for three Office of Diversity volunteers
 - Drafted an Inclusive Hiring Toolkit to remove potential barriers and bias
 - Published Organizational EDIB Review, a comprehensive update of citywide EDIB-related programs, services, policies and initiatives
- **Employee Engagement** – Support employee engagement by implementing and expanding opportunities that foster EDIB in the workplace.
 - Re-evaluated and updated the Diversity Advisory Committee’s (DAC) mission and purpose statement to focus on training and education for employees, recognizing cultural days and advising senior leaders
 - Offered neurodiversity training to Leadership Forum participants to educate employees about various learning styles and cognitive differences
 - Secured memberships with professional networking organizations to support employees
 - Local Government Hispanic Network (LGHN)
 - National Forum for Black Public Administrators (NFBPA)
 - International Network of Asian Public Administrators (I-NAPA)
 - Women Leading Government (WLG)
 - International City/County Management Association (ICMA)
 - Launched 9 (nine) Employee Resource Groups (ERGs) to support staff and develop a sense of engagement, inclusivity and belonging
 - Scottsdale Hispanic Network
 - Black employees for Opportunities, Leadership and Development (BOLD)
 - Veterans and Service Members
 - Scottsdale Christian Alliance
 - Scottsdale Women’s Network
 - Emerging Leaders
 - Mental Health and Awareness
 - Parents and Caregivers Together (PACT)
 - Scottsdale Pride

- **Community Partnerships and Involvement** – Establish new and retain existing mutually beneficial partnerships to address the needs of our community and to promote EDIB in Scottsdale.
 - Created a diversity calendar and posted online to educate the community about and honor various diversity related months and dates
 - Expanded community partnerships to involve several corporations and other organizations including, but not limited to SRP, American Airlines, Nationwide Insurance, AARP, APS, Fry’s Food Stores, Renewal by Anderson and PetSmart
 - Partnered with Girl Scouts Arizona Cactus-Pine to create a patch program for Scottsdale Girl Scouts that will highlight the unique culture of the city
 - Partnered with Mesa Community College (MCC) to support employee volunteerism
 - Received Diversity Champion Award from Paradise Valley Community College
 - Conducted 14 EDIB presentations with panel participation
 - Facilitated the first Community Partners Collaboration meeting with more than 50 individuals representing nearly 30 community partners from education, non-profit organizations, large corporations, health care industries, small businesses and organizations to strengthen partnerships and promote EDIB
 - Coordinated and/or supported community events including:

- Juneteenth Celebration – Presented by Mayo Clinic with more than 50 businesses (several small business owners), eight corporate sponsors, educational sessions (health & wellness, finance, career), performances and a special appearance by Governor Katie Hobbs
- Community Celebrating Diversity Dr. Martin Luther King Jr. Dinner
- Women’s History Month Celebration featuring Collette Smith (first African American female NFL head coach)
- NAACP Women’s Expo and Luncheon
- Phoenix Indian Center Silver and Turquoise Ball
- Hispanic Heritage Month Celebration
- Diversity Leadership Alliance Annual Conference and Town Hall
- Native Heritage Month Lunch and Learn



Buffalo Soldier exhibit at the Juneteenth Celebration.

- **Communication Strategy** – Communicate and demonstrate Scottsdale’s commitment to and progress towards EDIB to our employees, residents, employers and visitors.
 - Published various articles related to diversity and inclusion in CityLine
 - Advertised community events through social media, publications and the city’s website
 - Highlighted female employees during Women’s History Month on social media
 - Continued to update the Office of Diversity and Inclusion SharePoint site to highlight ERGs and provide more relevant content about the work of the office
- **Metrics and Accountability** – Establish EDIB metrics for programs, services and priorities. Enforce the Anti-discrimination Ordinance in the organization and community.
 - Received seven (7) discrimination complaints related to the city’s anti-discrimination ordinance. The complaints were referred to a federal or state agency with jurisdiction to investigate the complaints.
 - Drafted metrics to monitor success and progress related to EDIB.
 - Drafted scope of work for EDIB organizational assessment.

[Arts, Culture & Creative Community, Education, Economic Vitality, Healthy Community, Tourism Elements]

Police Department Advancements

- **Expanded Drone Capabilities** – In 2023, the department expanded specialized training in compliance with the FAA remote aircraft pilot certification that allows patrol operations to gather aerial support for service calls. This includes assistance in handling crimes in progress, documenting crime scenes and executing search and rescue operations.
- **Police Athletic League of Scottsdale (PALS)** – PALS supports and inspires Scottsdale youth to realize their full individual potential as productive members of society. Police employee involvement helps promote a positive view of law enforcement and leads to life-changing attitudes and relationships.
- **Expanded Wellness Program** – The Police Department’s Wellness program serves and assists employees with resources related to mind, spirit, body and financial wellness. A WRaPS (Wellness, Resilience, and Peer Support) committee was created to build on the Department’s Wellness program. The committee supports and directs the Department’s 30 Peer Support team members who are CISM-trained and certified.
- **Enhanced Real Time Crime Center** – In 2023, the city deployed camera technology in eighty locations to reduce crime and increase offender apprehension and public safety. This technology enhances the mission of the Real Time Crime Center by utilizing technology to capture and share real-time information with law enforcement and public safety personnel, which increases officer safety and community well-being.
- **New Park Ranger Unit** – In 2023, the department implemented and staffed the Park Ranger Unit comprised of sworn Park Rangers who will patrol in the preserve and other open spaces, providing education and enforcement for the safety of the community.

[Safety, Community Involvement, Healthy Community, Open Space Elements; Implementation Program]

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68th Street, between Thomas and Indian School Road.



The way residents, visitors, and employees travel throughout the city affects overall quality of life and community image. Scottsdale is the premier center in the Valley for arts, culture, and tourism; a regional shopping hub; and an importer of employees. Therefore, it is critical to provide a variety of mobility choices and examine transportation challenges and their cost effectiveness at a local, as well as regional level. While the automobile will remain an important means of travel in Scottsdale, the community must make land use decisions that strive to reduce the length and number of automobile trips. A variety of mobility choices will provide greater accessibility and connectivity; alleviate pollution and congestion; and foster community well-being and quality of life. The “Connect the Community” Community Value is expressed and implemented through the Connectivity Chapter of the General Plan and outlines how Scottsdale will safely, conveniently, and efficiently move people and goods.

ELEMENTS IN THIS CHAPTER:

- Circulation
- Bicycling

The following section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Connect the Community.

Transportation Action Plan Implementation 🚲

In 2022, City Council adopted the Transportation Action Plan (TAP) which supports the goals and objectives of General Plan 2035 by emphasizing livable streets and a livable community over rapid traffic throughput. As such, the TAP focuses more closely on refinement of the existing transportation system rather than adding extensive new infrastructure. The plan includes an introduction with overarching goals and values, five modal elements (street, transit, bikeway, trail and pedestrian), an implementation program, and a glossary.

Transportation Planning Team efforts in 2023:

- Trails Maintenance Public Outreach Plan launched
- Strategic Safety Plan initiated
- Development of Neighborhood Bikeways
- Initiated Alternatives Assessment on 64th Street/Thomas Road and 64th Street/Indian School Road Intersections (Pedestrian Improvements)
- Initiated Alternatives Assessment on 2nd Street: Goldwater to Indian School (Bikeway Improvements)
- Initiated Alternatives Assessment on 100th Street/CAP Canal (Bikeway Improvements)
- 978 Old Town Parking Permits distributed
- 136 Residential Parking Permits distributed
- Continued maintenance of the Multi-Use Bike and Pedestrian Count Program

[Circulation, Bicycling Elements; Implementation Program]



Street Operations

The city takes a comprehensive approach with pavement management by including ADA improvements and adding new, widened, or buffered bicycle lanes. This helps maximize the funding while minimizing traffic disruptions during the improvements. ADA improvements below are linked to the Five-Year Paving Plan and overall goals in the Transportation Action Plan to maintain existing infrastructure. The city continues to maintain:

- 907 center-line miles of pavement
- 2,846 roadway lane miles
- 20,038,588 square yards of asphalt
- 197 miles of bike lanes
- 129 miles of shared use paths
- 150 miles of non-Preserve trails
- 36.72 miles of unpaved roads
- 103.5 centerline miles of shoulders
- Alleys including: Wall-to-wall cleaning, ensuring proper grading and applying Dust Palliative
- Paved alleys program: Heatherbrae, Glenrosa, Craftsman Court Alleys
- 7,897 drainage assets
- 232 bridges and large culverts
- 314 traffic signals
- 14,008 streetlights
- 48,000 signs

[Circulation, Bicycling, Public Services & Facilities Elements; Implementation Program]

Traffic Engineering

- Completed Five Road Safety Assessments (RSAs)
- Designed three pedestrian median refuges
- Installed one Rectangular Rapid Flashing Beacon (RRFB) and designed another
- Reviewed striping on all roadways scheduled for pavement treatments and prepared striping plans for ten roadways to improve bicycle and roadway safety
- Completed eight traffic control studies (three signal warrant, two left-turn and three pedestrian crossing)
- Traffic signals: three constructed, two upgraded, one designed

[Circulation, Bicycling Elements]

Transportation Infrastructure Improvements 🚗

The city continued to improve transportation infrastructure in 2023. Projects included:

■ Data Collection

- Ongoing collection from nine permanent bike/pedestrian automated counters on paths and deployment of two 24/7 mobile bike/pedestrian counters

■ Paving

- New paved parking lot at the Paiute Neighborhood Center
- New pavement along Shea Boulevard from Scottsdale Road to 96th Street



■ Roads

- Improvements on Scottsdale Road between Jomax Road and Dixileta Drive reached 100 percent design
- Improvements are under construction on Pima Road between Pinnacle Peak Road and Happy Valley Road
- Improvements are under construction on Happy Valley Road between Pima Road and Alma School Road
- The Streetlight Pole Replacement Project is ongoing with 615 poles inspected and 31 poles replaced
- Salt River Pima Maricopa Indian Community desert wash drainage improvements completed



■ Trails

- Installed railing along Ashler Hills Trail
- Rehabilitation of 76th Street Trail from Dynamite Boulevard to Via Dona completed
- Erosion repairs on Via Dona Trail from Pima Road to Hayden Road completed
- Trail maintenance conducted along Mountain View Trail Segment 3 with Desert Mountain High School track team
- Reopened 124th Street at Shea Boulevard Underpass to provide full access of the Mountain View Trail

[Circulation, Bicycling Elements; Implementation Program]

Spring Training Trolley Service Reinstated 🚌

Service for the Spring Training Cactus League started on the 26th of February and ended on the 25th of March, the last day of Spring Training. The route and stops to the stadium interlined with parking garages, public parking lots, and restaurants in the Old Town area. Transit ran two buses during the games, a south bus to the stadium and a north bus returning passengers back to parking locations along the route. 997 Passengers used the trolley to attend the Giants Spring Training Baseball games

[Circulation Element; Implementation Program]



Trolley Operations Move to North Corp Yard 🚌

The City of Scottsdale currently operates three trolley routes in addition to fixed regional routes. The current Trolley fleet is comprised of 10 diesel vehicles and 11 compressed natural gas (CNG) vehicles. Trolley service has operated out of the South Corp Yard (SCY) at Miller Road & McKellips Road since August 2017, but Trolleys were required to fuel daily at the North Corp Yard's CNG dispensing system. Instead of installing a costly CNG system at the SCY, the city coordinated the successful relocation of trolley operations to the North Corp Yard (NCY). In addition to reduced mileage on trolleys for fueling, the move has provided improved fleet staffing and oversight by the Transit Team.

[Circulation Element; Implementation Program]



Transit Shelter Maintenance 🚌

The Transit Team coordinated graffiti removal for the city's bus shelters. Over 58 bus shelters required an additional cleaning due to graffiti. Transit staff will explore cost efficient solutions for graffiti removal for FY 2024.

[Circulation Element; Implementation Program]



Cab Connection 

The City of Scottsdale continued the Cab Connection voucher program as an alternative to East Valley Paratransit (formally known as Dial-a-Ride). This program offers residents, who are age 65 or older or are certified as disabled through the Valley Metro ADA (Americans with Disabilities Act) Paratransit process, more flexibility and greater independence by providing twenty regular travel cab vouchers per month per user. These vouchers are subsidized by the City of Scottsdale at a rate of 80%, up to a maximum of \$10.00. Cab Connection works in coordination with Foothills Caring Corps to serve Scottsdale residents north of Bell Road for their travel needs with medical and group van trips. This program was launched in August 2016.

- In 2023, Cab Connection welcomed 154 new participants to the program. The program currently has 711 active participants, with 62% of them being over 80 years old.
- In coordination with the City Senior Centers (Granite Reef and Via Linda) and Scottsdale Training & Rehabilitation Services (STARS), Cab Connection also provides residents who are low income and live within a five-mile radius of a senior center, taxi vouchers to each senior center for participation in a daily lunch program. Eligibility is determined and verified by qualified senior center staff. The voucher pays 100% of the cab fare, plus gratuity for participants to attend the lunch program. There were 22 participants who received cab vouchers for the Wheels to Meals Program in 2023.
- In 2022, Cab Connection started working in coordination with Scottsdale Training & Rehabilitation Services (STARS) to transport the Wheels to Meals participants to the senior center to participate in the lunch program. In 2023, STARS further expanded their transportation services for the Cab Connection participants to use their vouchers for regular travel.

[Circulation and Healthy Community Elements; Implementation Program]



The Desert's Garden by Tammi Lynch-Forrest.



Neighborhoods are a blend of homes, shops, schools, churches, parks and places of employment. They make up our community mosaic, each being distinct but, as a whole, forming the beautiful picture that is Scottsdale. Scottsdale's public services and facilities represent the community's investment in diverse programs, infrastructure and physical facilities to meet the needs of these neighborhoods. The "Revitalize Responsibly" Community Value is expressed and implemented through the Revitalization Chapter of the General Plan and seeks to create strong neighborhoods; proactively preserve and revitalize Scottsdale's diverse areas; contextually redevelop property; manage growth; and guide the provision of Scottsdale's community services and facilities.

ELEMENTS IN THIS CHAPTER:

- Circulation
- Neighborhood Preservation & Revitalization
- Conservation, Rehabilitation & Redevelopment
- Growth Areas
- Cost of Development
- Public Services & Facilities
- Public Buildings

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Revitalize Responsibly.

Neighborhood Advisory Commission 🏡👥
Neighborhood Enhancement Grant Program

The Neighborhood Advisory Commission (NAC) provides direct assistance to Scottsdale neighborhoods for maintenance and revitalization projects through City Council approved budget funding and the Neighborhood Enhancement Grant Program (FY 2023/24: \$30,000). The process includes an application submittal, a meeting between the applicant and city staff to discuss the proposed scope of work, and consideration for approval by the NAC at a public meeting. The following improvement projects received funding in 2023:

- **Agua Linda Park** – Landscape enhancements to a neighborhood park
- **Stoneridge Estates** – Landscape enhancements to a neighborhood entry
- **Peaceful Valley** – Repair and repaint for the Peaceful Valley monument sign

[Character & Design, Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]



Enhanced Agua Linda Park.



Landscaped Stoneridge Estates entry.



Restored Peaceful Valley monument sign.

Neighborhood Advisory Commission – Spirit of Scottsdale Awards 🏠👥

The Spirit of Scottsdale Awards are a citizen-nominated program that recognizes those that help strengthen and build Scottsdale's community through their commitment to and involvement in neighborhoods. On January 24th, 2024, the Neighborhood Advisory Commission (NAC) reviewed, discussed and then selected Matthew Patzlaff, Navajo Elementary Principal, and Neighbors Helping Neighbors, a local charity, as the 2023 winners of the City of Scottsdale Spirit of Scottsdale Award for the "Individual" and "Business/Organization" categories.

[Community Involvement, Neighborhood Preservation & Revitalization Elements]

Historic Preservation Commission 🏠🇺🇸👥

The Historic Preservation Commission approved a Certificate of Appropriateness for four (4) projects at historic residential properties in 2023. The Commission reviewed and recommended unanimous approval to Planning Commission and City Council to adopt a Historic Property District with a Preservation Plan & Design Guidelines for Scottsdale City Hall (3-ZN-2023 & 21-HP-2023). The Commission reviewed, discussed and considered:

- Approaches to improve the identification and communication with designated and undesignated resources and districts of historic significance in the city.
- Historic Residential Exterior Rehabilitation (HRER) funding practices.
- The use of artificial turf on resources and districts with historic significance.

[Character & Design, Community Involvement, Neighborhood Preservation & Revitalization Elements; Implementation Program]

Scottsdale Public Library Operational Updates 🏠

Scottsdale Public Library adopted a new five-year strategic plan (2023-2028) that focuses on increasing library service access, educating the community, investing in staff development, innovating library services and infusing diversity, equity, inclusion and belonging into library operations. In addition, the library continues to improve infrastructure and expand services for the community.

- **Statistics** – Scottsdale Public Library circulated 2,591,900 physical and digital items in 2023. Approximately 586,500 people visited the branches and picked up holds and other materials at the drive-thru windows and curbside pickup. There were 17,000 new cardholders, and 35,400 new items were added to the collection, including a board game collection and expansion of the video game collection. The Library also acquired several new digital resources that library cardholders can access for free, such as cloudLibrary, Comics Plus, New York Times Cooking and New York Times Games. In December 2023, Scottsdale Public Library became a member of MAX, a collection-sharing service for participating library systems in Maricopa County. Scottsdale Public Library cardholders can use this service to place holds on books that are not available through Scottsdale.
- **Civic Center Library Improvement** – A new entrance to Civic Center Library opened in the summer of 2023 to coincide with the newly renovated Scottsdale Civic Center. The new entrance opens into the Youth Room at the library, offering easy access to the outside areas and to the library. New carpet was also installed in the Civic Center Youth Room and Civic Center Library Shop in early 2023 and at Mustang Library in late 2023.

- **Library Shops** – Library shops re-opened at both Appaloosa Library and Arabian Library in spring of 2023. Library shops at all four library branches are stocked with community donations, and purchases help support library services and programs.
- **Library Card Auto-Renewal** – In September 2023, the Library began a library card auto-renewal service that automatically renews eligible library cardholders. The goal of this service is to increase library service access for the community by making it easier for cardholders to use their library card. Over 5,000 library cards have been automatically renewed since the service began.
- **Summer Reading Program** – All Together Now had a total of 6,619 people register with 2,870 people completing the program by reading at least 1,000 minutes over the summer. There were increases in both registrations and completions for the 2023 program.
- **The Ultimate Family Play Date and Concert** – This event in December combined two popular annual events from the past several years: The Ultimate Play Date and The Library Cardholder Celebration Event. Over 4,000 people enjoyed interactive activities from over 50 booths as well as musical performances from local school groups and performers. The annual Design a Library Card Contest winner was also announced.

[Neighborhood Preservation & Revitalization, Public Services & Facilities Elements; Implementation Program]

Library Volunteers 🏠👥

Scottsdale Public Library became a certifying organization for the President’s Volunteer Service Award, which is a civil award that honors volunteers for their hours of service. A total of 55 teen and adult volunteers were recognized during National Volunteer Week in April 2023. These volunteers contributed nearly 37,600 hours total worked in past years. Two longtime adult volunteers, Pat Ansell and Matt Marion, were also awarded the Lifetime Achievement Award.

[Community Involvement, Neighborhood Preservation & Revitalization, Public Services & Facilities Elements]



Mayor Ortega and teen library volunteers.



Pat Ansell and Matt Marion with their Lifetime Achievement Awards.

Library Youth Services 🏠👨👩👧👦📈

Youth Services hosted nearly 950 programs with approximately 28,000 people in attendance. Old favorites such as Tail Waggin’ Tales and Full STEAM Ahead programs have returned to the libraries, along with new programs such as Scottsdale for All Storytimes that focus on promoting diversity, equity and inclusion for families. Youth Services also began a 1,000 Books Before Kindergarten initiative, which is a self-paced early literacy program that encourages families with young children to read 1,000 books together before they start kindergarten.

[Community Involvement, Neighborhood Preservation & Revitalization, Public Services & Facilities, Education Elements; Implementation Program]



1,000 Books Before Kindergarten program.

Library Adult Services 🏠👨👩👧👦📈

Adult Services hosted over 600 programs with nearly 6,500 people in attendance. New collaboration with Scottsdale Community College brought in writing workshops with community college professors, while Arizona State University’s continued collaboration brought the return of the Italian Film Series. Renewed partnerships with the Area Agency on Aging and Vista del Camino saw programs that benefitted seniors and job seekers. Ask the Experts, facilitated by the Library Computer Learning Group’s team of volunteers, also returned to assist people who need help with any device, and the partnership with Scottsdale Artists’ School brought new programs for adults in addition to programs with kids and teens. The Curious Crafter program also expanded in fall 2023 to include crafting programs at all library branches.

[Community Involvement, Neighborhood Preservation & Revitalization, Public Services & Facilities, Education Elements; Implementation Program]



Books to Boogie program.



Curious Crafter program.

Library Art Exhibitions 🏠👥

Scottsdale Public Art brought four new art exhibitions to the Civic Center Public Gallery during 2023. “Rip Woods: Creating Magic” highlighted local artist Roosevelt “Rip” Woods (1933-2001) along with works of his past students and friends. “Diversion: Recycled Textiles to Art” featured Arizona fiber artists who create artwork from old clothing and textiles, calling attention to the ongoing environmental crisis caused by textile waste. “Kids in Focus: Photographers Mentoring Youth” showcased photography from at-risk youths. Skilled mentors use the art of photography to inspire and empower kids and teens to see a new perspective on themselves and the world around them. “HOME-ING: Judith Ann Miller and David Dauncey” centers on objects and places that say home to the artists, who are considering relocating to England after living in Arizona for nearly 30 years.

- In February 2023, the non-profit group Arizona Baseball Legacy and Experience brought in the exhibit “Legends, All Stars and Rogues: The Rich Legacy of Scottsdale Spring Training.” The exhibit took visitors on a whimsical and thought-provoking journey through more than six decades of Scottsdale Stadium and its home city.
- Scottsdale Sister Cities Association presented their 35th Annual Young Artists and Authors Showcase, “Food Security in My Community,” at Civic Center Library. This year’s theme invited young artists and writers to create written and visual art which highlighted the impact of climate change on food production and food consumption.
- Scottsdale Public Library also showcased community artwork during their first ever Summer Reading Program juried multimedia art exhibit. The year’s theme, “All Together Now,” invited local artists to submit works of art that reflect themes of kindness, unity and friendship.

[Community Involvement, Neighborhood Preservation & Revitalization, Public Services & Facilities Elements]



HOME-ING: Judith Ann Miller and David Dauncey



Diversion: Recycled Textiles to Art



Jazz Ambassadors event at the Scottsdale Civic Center Plaza.



Scottsdale’s future as an exceptional place depends on a dynamic, diversified, and growing economic base that complements the character and livability of the community. The city must also support and expand its economic base to maintain high public service standards and physical quality. This can be done by targeting new economic and educational opportunities, which provide support for the future fiscal health of the city. The “Advance Innovation and Prosperity” Community Value is expressed and implemented through the Innovation & Prosperity Chapter of the General Plan and recognizes that Scottsdale operates within broader regional and global economic settings, and, as such, the city must maintain and strengthen its competitive position by creating an environment where Scottsdale can effectively respond, innovate, and adjust rapidly.

ELEMENTS IN THIS CHAPTER:

- Economic Vitality
- Tourism
- Education

This section of the report highlights actions and events that occurred in 2023 to implement the Community Value, Advance Innovation & Prosperity.

Small Business Support through Choose Scottsdale HUUB

In 2023, the Scottsdale Economic Development team continued to partner with Co-Hoots to manage the Choose Scottsdale HUUB platform. The Choose Scottsdale HUUB was launched in 2022 and was funded by Coronavirus Aid, Relief, and Economic Security (CARES) Act money for two years in order to provide aid to Scottsdale small businesses. The program was successful in supporting local businesses by providing free access to advisors, funding opportunities and other digital learning tools, as well as a place to connect with other small business owners. Over 340 business owners participated in the program using a total of 925 technical hours. 78% of participating businesses had 10 or fewer employees.

[Economic Vitality, Education Elements; Implementation Program]

New Company Locates

New company locates and expansions have added 711 new jobs in 2023. The economic development team has worked with eight companies with an average wage of just over \$97,800, absorbing over 140,000 SF of commercial space, and adding over \$13 million in new capital expenditures. The total 5-year direct revenue impact of these projects is over \$5 million. The total 5-year economic impact of these projects is over \$3 billion. Companies new to Scottsdale include the following:

- **BHS Kinetic** is a trusted partner in the semiconductor sector, handling and transporting highly sensitive and valuable equipment used to manufacture components that go into essential devices from ventilators to security devices, medical devices to GPS devices and smart phones to electric vehicles.
- **Xipe** creates small development teams of experts specialized in .NET technology to scale up businesses and increase the impact
- **Consumer Cellular Incorporated** is an American postpaid mobile virtual network operator that offers cellphones, no-contract plans and accessories with a focus on users ages 50+.
- **TikTok** is a mobile video and social network app that lets users record and edit 15-second videos and provides a personalized video feed based on what is watched, liked and shared.
- **Wellkasa** harmonizes cutting-edge AI technology and premium supplements to curate personalized wellness journeys for individuals with chronic conditions, aiming to elevate their quality of life.
- **Jenius Bank** is the digital banking division of Manufacturers Bank and a member of the Sumitomo Mitsui Banking Corporation (SMBC) family.
- **Raytheon Missile Systems Company** manufactures aerospace and defense products, parts and instruments.
- **EvolvedMD** integrates behavioral health services in modern primary care.

[Economic Vitality Element; Implementation Program]

Tourism Economic Impacts 📈👥🚗

According to the Tourism & Events Department's most recent annual Visitor Report, Scottsdale welcomed an estimated 1.1 million more visitors in 2022 than 2021, reaching a total of 10.8 million visitors (4.8 million domestic overnight, 1.2 million international overnight, and 4.8 million domestic day trip visitors). Domestic visitor levels have now surpassed pre-pandemic levels, but international visitation has not fully recovered. Through their local spending, these visitors created an annual economic impact of \$3.2 billion in the city. The report found that the top ten Scottsdale visitor activities were (in order): shopping, sightseeing, attending a celebration, swimming, hiking or backpacking, historic sites and landmarks, night clubs, museums, local parks and state or national parks.

Additionally, the Tourism & Events Department's most recent annual Lodging Report showed that the Scottsdale 2022 bed tax revenues, totaling \$32,641,166 was up 39 percent from 2021. The Lodging Report reviews trends in local transient occupancy tax (bed tax) collection, room inventory, average room rates, occupancy rates and other factors relating to lodging.

[Open Space, Recreation, Circulation, Economic Vitality, Tourism Element; Implementation Program]



Special Events 📈👥🎉

Special events help build a sense of belonging and community pride, as well as create opportunities to interact, celebrate, enrich people's lives, promote inclusiveness and stretch imaginations. The City of Scottsdale plays a strong role in financially assisting special events and helping event planners bring people together safely and successfully at events held throughout the city through two major programs:

- **Tourism Event Development Fund** – The city manages multiple programs that support special events held throughout Scottsdale by funding one-time, new, existing and community events through a criteria-based application process. With an investment of up to \$2.5 million, programs were vetted through an application process by staff, the Tourism Development Commission and approved by City Council. In total, 39 events were allotted \$1,409,395 Tourism Event Development Funds.

- **Special Event Application & Permitting** – The city assists event organizers by guiding them through its special event application and permitting process to ensure safe and successful events. Not including events held in city owned facilities such as WestWorld and Parks, the city reviewed and processed 195 Special Event permit applications in 2023. In addition, there were also a total of 29 Super Bowl related Special Event permits issued.

The following are some of the Special Events held in 2023:

Western Week – During Western Week, Old Town Scottsdale transformed into an authentic old west experience showcasing our city’s rich heritage and western roots. Featuring the several historic and cultural events, Western Week stokes the embers of our rich heritage and ensures our western legacy glows as brightly as it did a century ago.

- **Gold Palette ArtWalk** – The Scottsdale Gallery Association presented its Western themed Gold Palette ArtWalk, which pays homage to the rich heritage and vibrant cultures of the American West.

- **Free Admission to Scottsdale’s Museum of the West** – This Smithsonian Affiliate award winning museum offers an encyclopedia of Western art, featuring regularly changing and permanent exhibits of Western and Native American art and artifacts and for Western Week, hosted Hashknife Pony Express educational seminars.



Hashknife Pony Express.

- **65th Annual Hashknife Pony Express** – Annually, the Hashknife Pony Express takes its 200-mile trek arriving in Scottsdale to deliver more than 20,000 pieces of mail to the U.S. Postal Service.

- **69th Annual Parada Del Sol Historic Parade & Trail’s End Festival** – Featuring 125 lively entries including colorful floats, mounted horse-riders, horse-drawn carriages, school marching bands, wagons and stagecoaches, the annual and only parade in Scottsdale represented our many cultures from Mexican to Native American, Arabian to and Western. Immediately following the parade, Historic Old Town was transformed into a massive Western-style block party with a kids’ zone, food trucks, merchandise vendors and multiple stages with live entertainment and featured elements of Super Bowl LVII.



Parada Del Sol.

Native American Events – Through the city’s partnership with the Arizona American Indian Tourism Association, three events were held to provide a unique and authentic Indigenous experience that engages the public and tribal communities in a shared “Only in Scottsdale Experience.”

- **The Arizona Indian Festival**, held as part of Scottsdale’s Western Week, provides a platform for tribal tourism and awareness of Arizona’s indigenous communities by creating an inclusive inter-tribal event.
- **The Arizona Indigenous Culinary Experience** held during Native American Month is a fusion of flavors, arts, and performances that showcase the rich cultural heritage of Native Arizona.
- **Lloyd Kiva New "ART is Culture, Culture is ART" Showcase** – Lloyd Kiva New gave this world a fresh perspective on Indigenous art. His special gift to Scottsdale was its reputation as an eclectic center for arts, crafts, and fashion. In honor of Kiva, the city hosted a documentary that illustrated a fresh perspective on Indigenous art, the power of education, and the range of potential each of us possesses. The screening was followed by an exclusive Indigenous Fashion Revue Showcase held at the Western Spirit: Scottsdale's Museum of the West.

Through these cultural celebrations, a deeper appreciation for the rich heritage and diversity of Arizona's native populations were provided.

- **Fall in Love with Scottsdale Civic Center** – The newly renovated, 24-acre outdoor space at the Civic Center was introduced to the public through a series of more than 70 activities, events, concerts and tours from October 3 through November 22, 2023. The Tourism and Events Department collaborated with city partners including the Library, Parks & Recreation and Scottsdale Arts to create the events. A campaign to promote and market the new space, Fall in Love with Scottsdale Civic Center, was marketed via paid social media, print, billboards, Spotify and digital ads generating nearly 14 million impressions.



*Dogs Day Out
(Fall in Love Campaign Event).*



*Discover India
(Fall in Love Campaign Event).*

- **Pac-12 Baseball Tournament** – The second postseason championship event sponsored by the Pac-12 Conference since 1978 took place May 23-27, 2023, at Scottsdale Stadium. Thanks to a three-year partnership with the Pac-12, Arizona Sports & Entertainment Commission, Experience Scottsdale and the city, this double-elimination tournament featured the top eight teams in Conference standings at the conclusion of the regular season, with the tournament champion receiving the Pac-12’s automatic bid to the NCAA Tournament. Number 6-seed Oregon held off Number 8-seed Arizona 5-4 to claim the title.
- **June Days** – The city’s second off-season June Days campaign promoting events and activities aimed at locals looking for fun ways to beat the summer heat ended with impressive results. Anchored by five city-produced signature events, including Scottsdale Stories & Sweets, Breakfast at the Market, June Days Gold Palette ArtWalk and the Community Juneteenth Celebration, the monthlong June Days calendar was packed with more than 80 events and activities from pumped-up pool parties and rockin’ honky-tonks to invigorating yoga sessions and laid-back wine tastings. The digital elements of the Old Town June Days campaign (digital ads, social media, Spotify and print ads) generated more than 8 million impressions.
- **Scottsdazzle** – The 8th Annual Scottsdazzle, Old Town’s signature month-long holiday extravaganza encompassing a multitude of activities and events designed to spread holiday spirit to residents and visitors, featured all new stunning décor and more than 45 unique events, including the signature Sing-Along & Tree Lighting Ceremony. Local businesses also got into the spirit by offering visitors and residents special holiday deals to dine, drink and shop their way through the season. The city continues to provide an opt-in to the Tourism & Events event notification database on the Scottsdazzle website (scottsdazzle.com). In 2021, there were 1,744 subscribers. In 2023, email notifications were distributed to 15,389 subscribers.
- **Canal Convergence** – A unique art event produced by Scottsdale Arts, Canal Convergence returned to the Scottsdale Waterfront for its 11th year in November 2023. The outdoor, immersive event includes large-scale, light-based art as well as educational workshops, family-friendly activities, art tours, live music and dance performances, a beer and wine garden, food trucks and more.
- **Lululemon 10K Tour** – Scottsdale was selected to host the Lululemon 10K, a community run held annually in one city. The race started and finished in historic Old Town. On the morning of the event, November 12, 2023, the race footprint received 37,000 visitors and over 5,000 additional visitors compared to other Sunday mornings in November 2023.



Scottsdazzle.

NEW INVESTMENT & REVITALIZATION:

ZONING ACTIONS

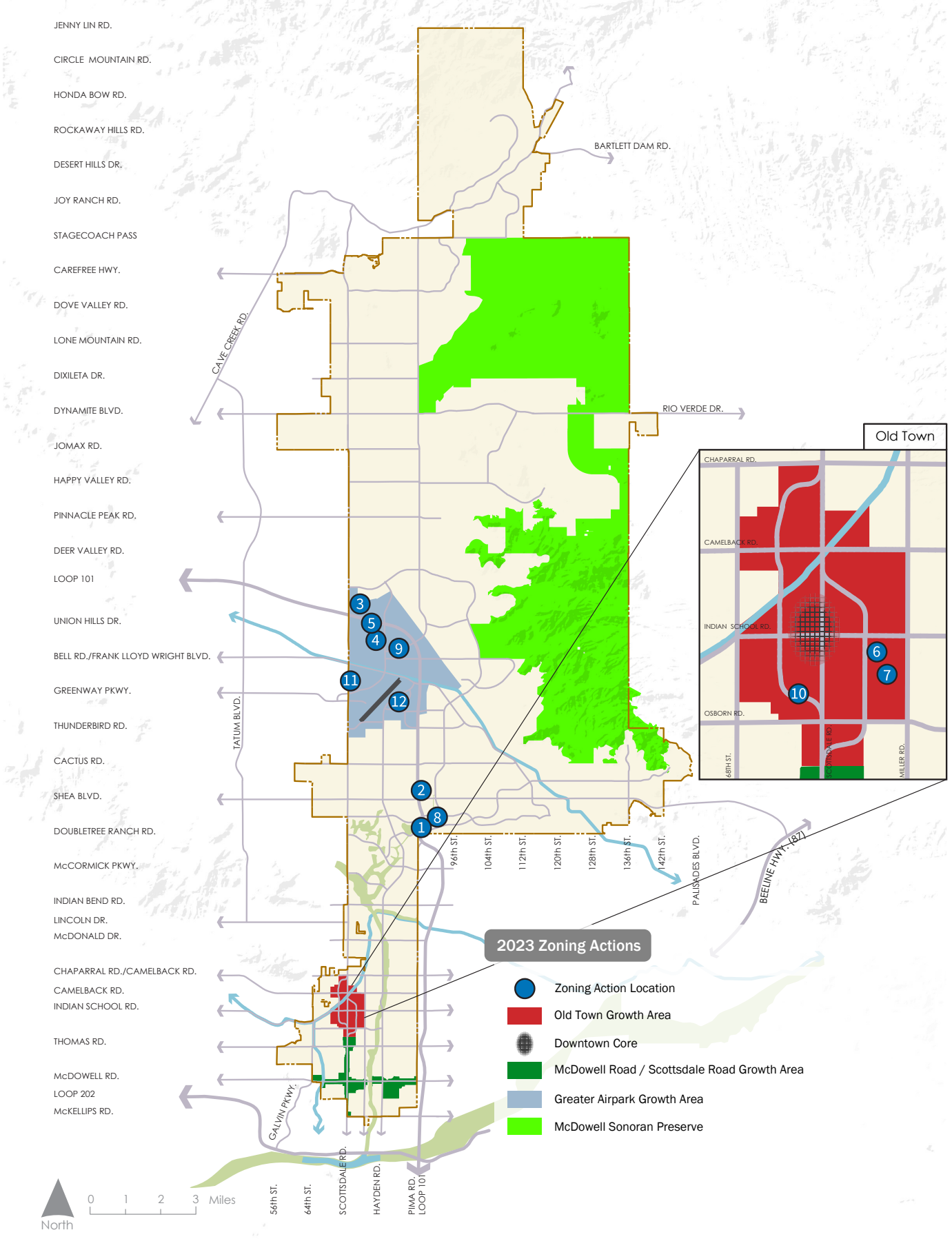
City Council reviews zoning and rezoning actions for consistency with the adopted General Plan and Character Area Plans (if applicable). Based on an applicant’s zoning request, zoning map amendments may require a concurrent amendment(s) to the General Plan and/or Character Area Plan. Unless otherwise indicated, the listed zoning actions within this section implemented the existing General Plan and/or Character Area Plan land use designation with each action. The following are zoning actions approved by City Council between January & December 2023, found on the Zoning Action Location Map (page 73):

- 1 Valero Gas Redevelopment Rezoning (12-ZN-2021)** – A rezoning from Planned Community District, General Commercial (PCD C-4) to Planned Community District, Central Business (PCD C-2) to accommodate a new one-story restaurant with drive-through on a ±.47-acre site.
General Plan 2035 Land Use Designation – Commercial
[Approved by City Council on February 28, 2023](#)
- 2 Desert Cove Internalized Self Storage Rezoning (108-ZN-1984#2)** – A zoning request for a ±1.8-acre site, zoned Industrial Park (I-1), to modify previously-approved project stipulations (108-ZN-1984), including changes to allowed land uses and property development standards, to accommodate a new internalized community storage facility.
General Plan 2035 Land Use Designation – Employment: Light Industrial/Office
[Approved by City Council on February 28, 2023](#)
- 3 Crossroads East Zoning Adoption - ASR Well Site (19-ZN-2002#9)** – A zoning action that finalized the original zoning approved as part of the Crossroads East Land Use Budget Table (19-ZN-2002#6) to accommodate the development of a municipal well site.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on March 21, 2023](#)
- 4 Crossroads East Zoning Adoption - Mark Taylor (19-ZN-2002#8)** – A zoning action that finalized the original zoning approved as part of the Crossroads East Land Use Budget Table (19-ZN-2002#6), for Planned Community District, Multi-family Residential (P-C R-5), to accommodate a multi-family residential development.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on April 18, 2023](#)

- 5 **Crossroads East Zoning Adoption - De Rito/Van Trust (19-ZN-2002#11)** – A zoning action that finalized the original zoning approved as part of the Crossroads East Land Use Budget Table (19-ZN-2002#6), for Planned Community District, Industrial Park District (P-C I-1) and Central Business District (P-C C-2).
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on May 16, 2023](#)
- 6 **Scottsdale City Hall Historic Preservation (3-ZN-2023 and 21-HP-2023)** – A rezoning from Downtown, Downtown Civic Center Type 2, Planned Block Development, Downtown Overlay (D/DCC-2 PBD DO) to Downtown, Downtown Civic Center Type 2, Planned Block Development, Downtown Overlay, Historic Property District (D/DCC-2 PBD DO HP) to formalize the historic significance of City Hall as a Scottsdale Landmark, develop a Historical Significance Report and establish a Historic Preservation Plan and Design Guidelines for ±.65 acres of a ±8.54 acre site. This City Council initiated item was intended to promote and celebrate public awareness of City Hall as a focal point in Scottsdale's heritage; designate City Hall as a significant local resource; and assist in protecting, preserving and enhancing City Hall into the future.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on June 13, 2023](#)
- 7 **1st Street Townhomes Rezoning (17-ZN-2022)** – A rezoning from Downtown, Office Commercial Type 2, Downtown Overlay (D/OC-2 DO) and Downtown, Office Residential Type 2, Downtown Overlay (D/OR-2 DO) to Downtown, Downtown Multiple Use Type 2, Downtown Overlay (D/DMU-2 DO) to allow for a new townhome development with 12 units on a ±0.53-acre site in Old Town Scottsdale.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on June 27, 2023](#)
- 8 **Tuscany at McCormick Ranch Rezoning (21-ZN-1997#2) & Conditional Use Permit (35-UP-1997#2)** – A zoning and conditional use permit action to update previously approved project stipulations to reflect the actual constructed unit count of an existing Residential Healthcare Facility on a ±3.5 acre site with Multiple-Family Residential Planned Community Development District (R-5 PCD) zoning.
General Plan 2035 Land Use Designation – Employment: Light Industrial/Office
[Approved by City Council on August 22, 2023](#)
- 9 **Pacesetter Rezone (4-ZN-2023)** – A rezoning from Planned Community District, Industrial Park (PCD I-1) to Planned Community District, Commercial Office (PCD C-O) to allow for alternative land uses, specifically an “Animal and Veterinary Hospital” within an existing building on a ±2-acre site.
General Plan 2035 Land Use Designation – Employment: Light Industrial/Office
[Approved by City Council on August 22, 2023](#)

- 10 **Meridian Art Lofts Rezoning (17-ZN-2020)** – A rezoning from Highway Commercial, Downtown Overlay (C-3 DO) to Downtown/Downtown Multiple Use Type 3, Planned Block Development, Downtown Overlay (D/DMU-3 PBD DO) to allow for a 16-unit residential development on a ±0.48-acre site.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on October 10, 2023](#)
- 11 **The Parque Rezoning (13-ZN-2022)** – A rezoning from General Commercial (C-4) to Planned Airpark Core Development - Airpark Mixed Use Residential, Planned Shared Development Overlay (PCP-AMU-R PSD) to allow for a mixed-use development with approximately 1,322 combined dwelling/hotel units and 253,000 square feet of commercial floor area on a ±32.29 acre site.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on November 13, 2023](#)
- 12 **Core Center Amendment (19-ZN-2013#3)** – A zoning action that amended previously-approved project stipulations and development plan of case 19-ZN-2012#2. Approved amendments included additional bonus development standards for floor area ratio through the provision of special public improvements and a modified site plan that included retail, restaurant and a financial institution with an associated drive-through on a ±6.0-acre site with Planned Airpark Core Development - Airpark Mixed Use (PCP-AMU) zoning.
General Plan 2035 Land Use Designation – Mixed-Use Neighborhoods
[Approved by City Council on December 4, 2023.](#)

ZONING ACTION LOCATION MAP

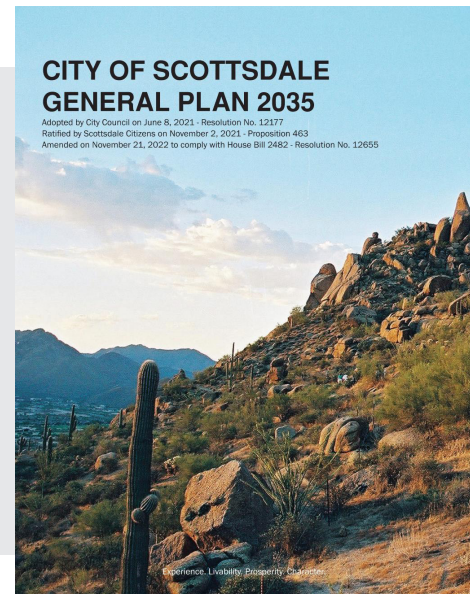


SECTION 2 - GENERAL PLAN AMENDMENTS

The General Plan is designed to be a broad, flexible, living document that is legally amendable. There are many decisions and events that compel it to respond to the changing conditions, needs and desires of the community. It can be revised through city-initiated amendments, citizen/property owner requests, or referenda (citizen petition and vote). Ultimately, the decision to amend the General Plan is in the hands of the City Council.

Arizona Revised Statutes require each city to establish criteria to determine if a proposed change to the General Plan Land Use Element qualifies as a 'major' amendment. Per State Statute, a 'major' amendment is defined as a "substantial alteration of the municipality's land use mixture or balance, as established in the municipality's existing General Plan Land Use Element." For Scottsdale, an amendment to the General Plan shall be defined as a major amendment if it meets any one of the following criteria:

- Change in General Plan Land Use Category Criteria
- Area of Change (Acreage) Criteria
- Character Area Criteria
- Water/Wastewater Infrastructure Criteria
- Change to the Amendment Criteria and/or Land Use Category Definitions Criteria
- Growth Area Criteria
- General Plan Land Use Overlay Criteria
- Exceptions to the General Plan Amendment Criteria



If a proposed project does not substantially alter the city's land use mixture as per the above criteria, the project may qualify as a minor General Plan amendment. Per statutory requirements, both major and minor General Plan amendments are received and reviewed at any time during the year; however, a minor General Plan amendment requires a simple majority (4 out of 7) vote, while a major General Plan amendment requires additional opportunities for public involvement through public hearings as well as a 2/3 majority (5 out of 7) vote for approval by the City Council.

For 2023, one minor amendment was reviewed through the public hearing process, with no major amendments submitted.

Old Town Scottsdale Character Area Plan Update – Phase 1 (5-GP-2021)

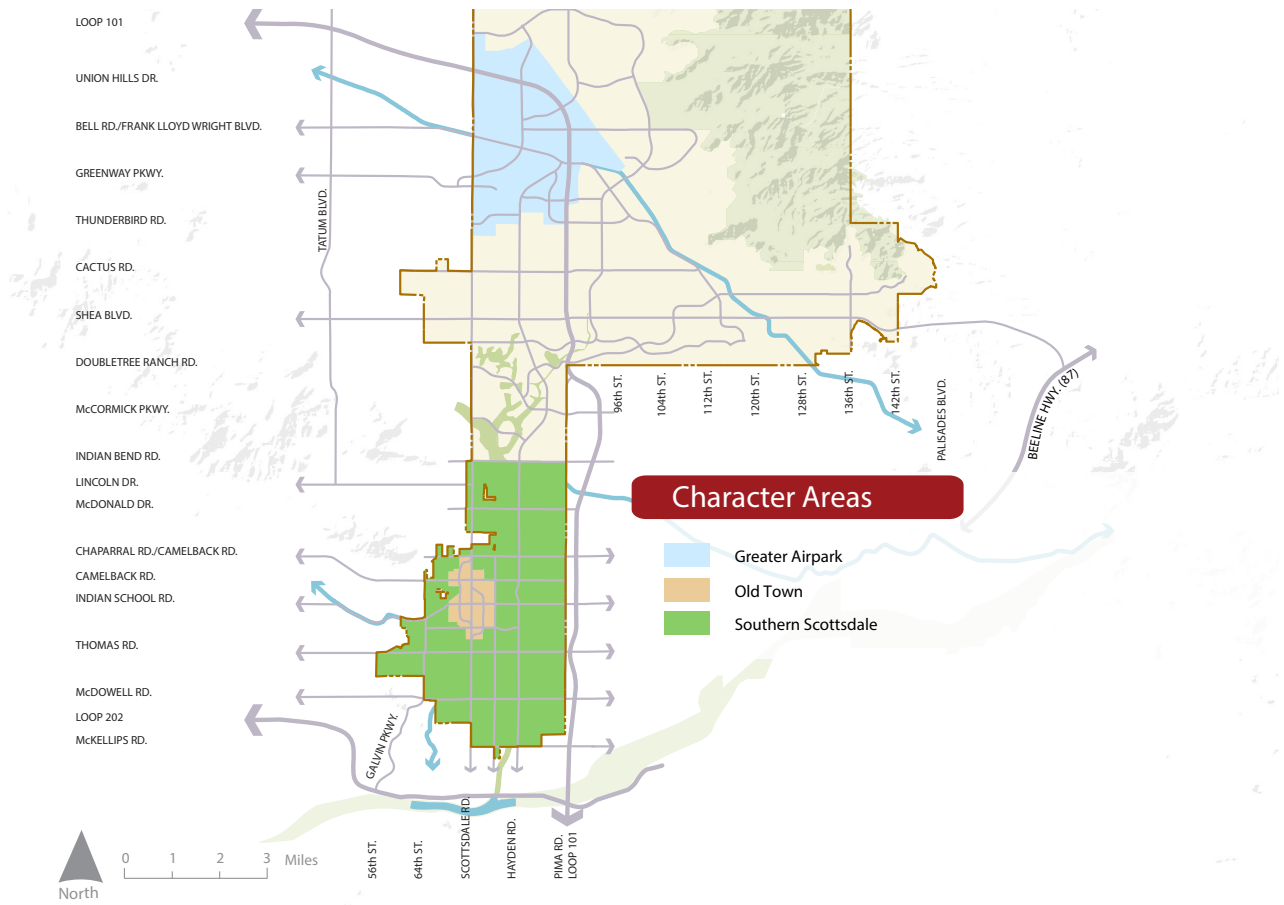
City Council approved a minor amendment to the City of Scottsdale General Plan 2035 to adopt Phase 1 updates to the Old Town Scottsdale Character Area Plan (OTSCAP) and references to the OTSCAP in Scottsdale General Plan 2035. Updates were initiated in 2021 when City Council directed staff to begin a public outreach effort to reexamine the OTSCAP, affected sections of the city’s Zoning Ordinance, and the Old Town Urban Design and Architectural Guidelines. Staff utilized the major themes collected from public outreach, as well as input from Planning Commission and City Council, to complete the Phase 1 update. Phase 1 focused on vision and values, mixed-use development, public open space areas, and quality (re)development.

Approved by City Council on October 24, 2023.



Old Town Character Area Plan Open House in March 2022.

SECTION 3 - CHARACTER AREA PLANS



The City of Scottsdale has a long history of using area-based plans that speak to the goals and special attributes of specific, identifiable, and functional portions of the city. Accordingly, Character Area Plans ensure that quality of development and consistency of character implement the Scottsdale General Plan at the character area level, all within the context of community-wide goals.

General Plan 2035 identifies eleven (11) areas within the city intended to have specific Character Area Plans. As of today, seven (7) character area plans have been adopted – Cactus Corridor (1992), Shea Area (1993), Desert Foothills (1999), Dynamite Foothills (2000), Greater Airpark (2010), Southern Scottsdale (2010), and Old Town Scottsdale (2018). Two of these character areas are also designated as Growth Areas in the General Plan – Greater Airpark and Old Town Scottsdale. The remaining Growth Area – McDowell Road / Scottsdale Road – is encompassed by the Southern Scottsdale Character Area. These three (3) Character Areas are highlighted because they contain the highest concentration of development within Scottsdale, and thus, where much implementation of the General Plan occurs.

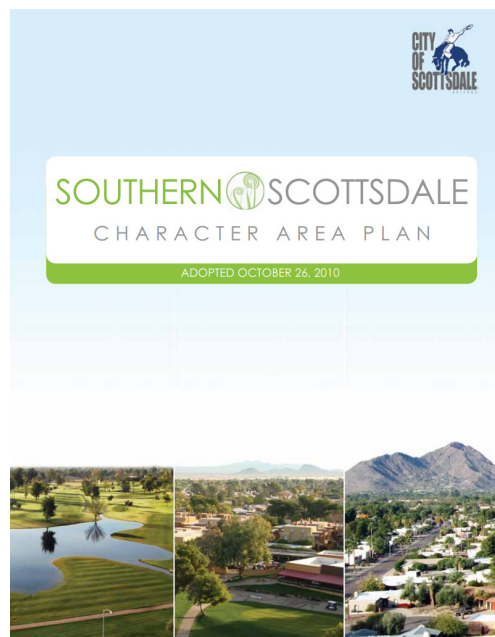
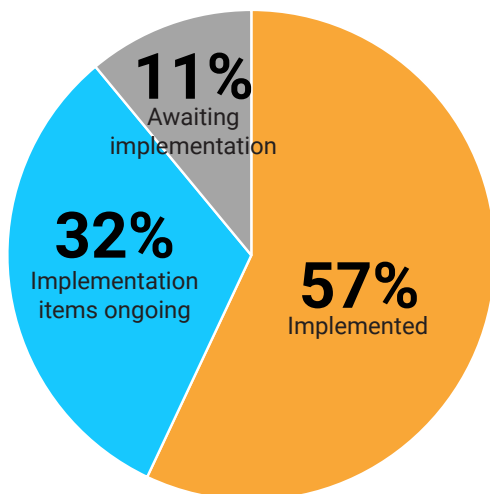
This section presents year-over-year Character Area implementation and is focused solely on 2023 accomplishments.

SOUTHERN SCOTTSDALE CHARACTER AREA

The Southern Scottsdale Character Area is located within the southern-most portion of Scottsdale, encompassing 14.98 square miles and entirely surrounding Old Town Scottsdale. More specifically, Southern Scottsdale is bounded on the north by Indian Bend Road, on the east by the Salt River Pima-Maricopa Indian Community, on the south by the City of Tempe, and on the west by the City of Phoenix and the Town of Paradise Valley.

The Southern Scottsdale Character Area Plan is a policy document that offers guidance to the community regarding future growth and development decisions, acting as a framework for citizens, business owners and public officials to come together and ensure that revitalization and redevelopment fulfills the community vision and values for this portion of Scottsdale. Since adoption of the Southern Scottsdale Character Area Plan in 2010, approximately 57% of all items have been implemented; however, it should be noted that an additional 32% are items that are typically implemented on an ongoing basis.

Implementation Breakdown
(THROUGH 2023)



SOUTHERN SCOTTSDALE HIGHLIGHTS (2023):

Agua Linda Park Landscape Enhancement 🌿👥🏡

Over 2,500 square feet of underutilized space at Agua Linda Park was revitalized through the Neighborhood Advisory Commission Neighborhood Enhancement Grant Program (NEGP). Funding provided landscape materials, including shrubs and trees, as well as a new bench. Over 40 volunteers participated in the enhancement project, which was a coordinated effort between the grant applicant, the Let's Go Compost non-profit organization, interested neighbors, Parks and Recreation staff and the Commission.

[Community Involvement, Neighborhood Preservation & Revitalization, Open Space, Recreation Elements; Implementation Program]



Enhancement project volunteers.

Roadway, Parking, Bicycle & Pedestrian Improvements 🚗🚲🚶

In 2023, the city continued to improve transportation infrastructure in the Southern Scottsdale Character Area. Projects included:

- **68th Street Improvements: Indian School Road to Thomas Road** – A Complete Street project which ensures the corridor is safe for pedestrians, bicyclists and drivers
 - Completed connectivity of critical north/south regional bike lanes
 - Reduced the four-lane roadway to two lanes
 - Added bike lanes, pedestrian improvements, left turn bays and intersection improvements at Osborn Road
 - Added two Rectangular Rapid Flashing Beacon (RRFB) crossings, one at Avalon and the other at 2nd Street

- **Osborn Road Improvements: Hayden Road to Scottsdale Road** – A Complete Street project which ensures the corridor is safe for pedestrians, bicyclists and drivers
 - Added bike lanes, raised and flush medians, pedestrian and bicycle safety improvements
 - Added a roundabout at the intersection of Osborn and Miller Roads
 - Added a sidewalk connection to Osborn Park and new sidewalk access from Osborn Road to the pedestrian bridge west of Indian Bend Wash

[Circulation, Bicycling Elements; Implementation Program]



Miller Road and Osborn Road roundabout.

Reinvestment & Revitalization 🏗️ 🏠 📈

The Southern Scottsdale Character Area Plan encourages mixed-use development along regional corridors and reinvestment that updates or replaces aging commercial properties. The Southern Scottsdale community recognizes the need to encourage this mixture of economic activities as a path to enhance and expand its economic future.

A 5 story tall **Springhill Suites** was completed in 2023 as part of the overall redevelopment of the Papago Plaza site located at the southwest corner of Scottsdale Road and McDowell Road (Case 18-DR-2019). The site was recently rezoned to accommodate a mix of uses, greater building height and increased development intensity (Case 6-ZN-2018). Reinvestment, revitalization and infill development are prominent themes of the Southern Scottsdale Character Area Plan and the SkySong Regional Center within which the site is located. The new hotel offers 117 guest rooms in approximately 72,000 square feet of building area, and the design blends cohesively with the surrounding properties which have redeveloped with a more modern, contemporary aesthetic.



Image: Marriott.

Overture Arcadia, a 160-unit senior living facility at the northwest corner of Thomas Road and 61st Place, was also completed in 2023 (Case 13-DR-2019, Marvelle Arcadia). The project reflects the Southern Scottsdale Character Area Plan which encourages people-oriented land uses, pedestrian-friendly design, dynamic streetscapes and building massing that complements surroundings. The site design features purposeful walkways and abundant landscaping. The architecture incorporates a variety of Arcadia signature elements and housing proportions that blend with the character of adjacent developments.



Image: Overture Arcadia.

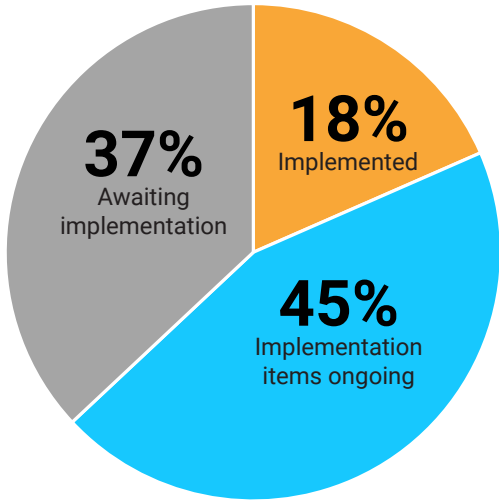
[Character & Design, Growth Areas, Economic Vitality Elements]

OLD TOWN CHARACTER AREA

Old Town Scottsdale is the commercial, cultural, civic, and symbolic center of the community, comprised of districts that operate together as a highly functional mixed-use center. Surrounded by the Southern Scottsdale Character Area, Old Town is generally bounded by Chaparral Road to the north, Earll Drive to the south, 68th Street to the west, and Miller Road to the east.

The Old Town Scottsdale Character Area Plan is a policy document that establishes the vision for downtown and provides the basis for decision making over the next twenty years. The plan contains explanatory goals, policies, and illustrative graphics to articulate and act as a bridge between the vision for Old Town Scottsdale and the implementation programs necessary to achieve the vision. Since 2018, 18% of all items have been implemented; however, it should be noted that an additional 45% are items that are typically implemented on an ongoing basis.

Implementation Breakdown
(THROUGH 2023)



OLD TOWN HIGHLIGHTS (2023):

Old Town Scottsdale Character Area Plan Update 🏡📊

At their August 24, 2021 meeting, City Council initiated a minor General Plan amendment to update the Old Town Scottsdale Character Area Plan (Case 5-GP-2021). City Council directed staff that any amendments, through subsequent public outreach and public hearings, consider the topics of Vision & Values, Quality Development, Open Space, Mixed-Use Development, Development Types & Building Height, Development Flexibility, and Bonus Provisions. Consequently, City staff conducted public outreach throughout 2022 to help inform all forthcoming updates to the Old Town Scottsdale Character Area Plan and Downtown Sections of the Zoning Ordinance.

To date, the following has been achieved:

- City Council's adoption of **Resolution No. 12746** repealing Resolution No. 8370, which prospectively terminated the Downtown Infill District and Downtown Infill Incentive Plan (Case 1-II-2010#3)
- City Council's adoption of **Resolution No. 12745** adopting a minor amendment to the Scottsdale General Plan 2035, thereby amending the Old Town Scottsdale Character Area Plan and amending references to the Old Town Scottsdale Character Area Plan in Scottsdale General Plan 2035, (collectively referred to as the **Phase 1 Updates**, Case 5-GP-2021).

Phase 1 updates addressed the topics of:

- Old Town Scottsdale Vision and Values;
- The provision and implementation of Mixed-Use Development;
- The provision of more interconnected, public open space areas in Old Town; and
- The provision of quality new development and redevelopment.

The Phase 1 update process described above included a review and update of the plan's Implementation Program. Beginning in 2024, all subsequent General Plan annual reportings will reflect the goals, policies, and implementation items found within the updated Old Town Scottsdale Character Area Plan.

[Character & Design, Growth Areas, Economic Vitality Elements; Implementation Program]

ESPN Main Street Tailgate (Super Bowl LVII) 📺

In partnership with the Arizona Super Bowl Host Committee and ESPN, the city invested \$279,000 to support ESPN's vision to have a western feel for their broadcasts and created the ESPN Main Street Tailgate event. The successful event welcomed 29,900 unique visitors between February 8-12, exceeding attendance expectations and showcasing the very best of what Old Town Scottsdale has to offer. The successful partnership resulted in Old Town Scottsdale having significant visibility leading up to Super Bowl LVII and the greatest share of exposure of all Arizona-related imagery and text across broadcasts from Wednesday, February 8 through Saturday, February 11, 2023. Media exposure for Scottsdale was valued at \$4.2 million by a third-party vendor Vision Insights.

[Tourism Element; Implementation Program]



Image: Bill Goodykoontz, Arizona Republic.

Roadway, Bicycle & Pedestrian Improvements 🚗

In 2023, the city continued to improve transportation infrastructure in the Old Town Scottsdale Character Area. Projects included:

- **Old Town Historic Area Alley Repaving** – Alleys were repaved in January 2023 as a final step in the Old Town Scottsdale Alley Refresh Campaign. The new surface enhances curb appeal for businesses and provides a smoother and safer driving experience for all.
- **New Traffic Signal** – Scottsdale Road and 1st Avenue in Old Town

[Circulation, Bicycling Elements; Implementation Program]

Scottsdale City Hall Historic Preservation 🏠

On June 13, 2023, City Council approved a zoning district map amendment and officially declared City Hall a Scottsdale Historic Landmark (**Cases 3-ZN-2023, 21-HP-2023**). This action promotes and celebrates public awareness of City Hall as a focal point in the city's heritage. Furthermore, a Historic Designation Report for the Scottsdale Historic Register was completed, and a Historic Preservation Plan was established. The Historic Preservation Plan documents the character-defining features of the building and will guide future alteration decisions to ensure the building continues to visually communicate its significance.

[Character & Design, Neighborhood Preservation & Revitalization; Implementation Program]

Reinvestment & Revitalization 🇺🇸 🏠 📈

The Old Town Scottsdale Character Area Plan (OTSCAP) underscores Old Town’s role as a destination for arts, culture, retailing, entertainment, tourism, events and major employment. A mix of land uses supported by sensitive planning, architecture and urban design goals ensure a continually vital and sustainable downtown.

Redevelopment of the **Scottsdale Civic Center Plaza** (Case 39-DR-2021) was completed in May 2023. The project was conceptualized through an update to the Municipal Use Master Site Plan (MUMSP) for the area which was approved by City Council in 2018. Funding for the majority of the \$33.5 million project was approved by Scottsdale voters as part of the 2019 Bond Election, and construction began in October 2021. Renovations aimed to create an "event ready" venue while also promoting sustainability through reduced turf and water use.



Image: Aero Drone Visions.

4417 Saddlebag (Case 7-DR-2021) was completed in October 2023. The project involved the replacement of an underutilized single-story vacant retail building with a new, 3-story, mixed use building that includes approximately 800 square feet of commercial space on the ground floor and a townhome unit on the 2nd and 3rd floors. The first floor commercial space contributes to active storefronts and helps create an engaging, unique street frontage. The OTSCAP promotes urban and architectural design that is human scale and provides pedestrian comfort.



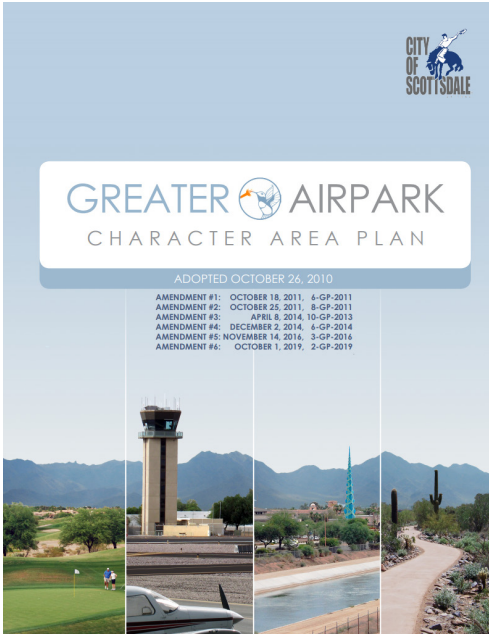
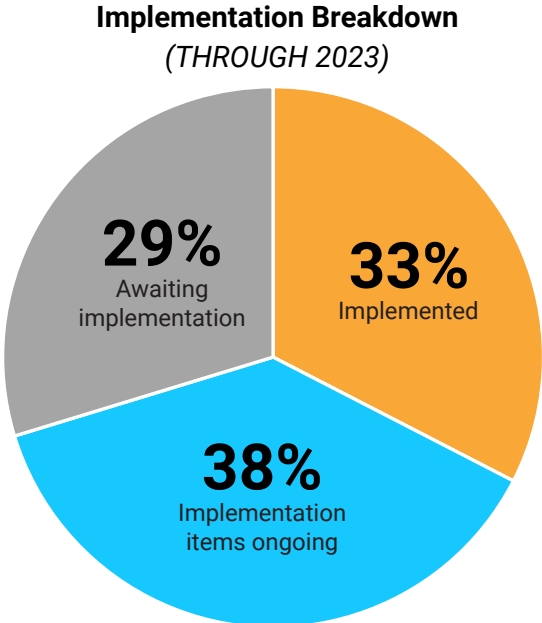
Image: AV3 Design Studio.

[Character & Design, Growth Areas, Economic Vitality Elements]

GREATER AIRPARK CHARACTER AREA

The Greater Airpark contains the largest industrial-zoned area within the City of Scottsdale and is recognized nationally as a model for airport-based business parks. Additionally, it is the location of some of the largest special events attended in the city, such as the WM Phoenix Open, the Barrett Jackson Auto Auction, and the Arabian Horse Show.

The Scottsdale General Plan designates the Greater Airpark as a Growth Area – meaning it is an area of the community that is most appropriate for development focus. In Growth Areas, the city can focus on improvements that will support a planned concentration and variety of land uses at the greatest intensity and density. Since adoption of the Greater Airpark Character Area Plan in 2010, 33% of programs and initiatives listed in the Implementation Program have been completed; however, it should be noted that an additional 38% are items that are typically implemented on an ongoing basis.



GREATER AIRPARK HIGHLIGHTS (2023):

Top Ranking for Scottsdale Airport

Throughout 2023, Scottsdale Airport has retained a spot as one of the top 10 airports for domestic business jet operations according to the Federal Aviation Administration Business Jet Report. This notoriety was garnered among airports with more than one runway, like Teterboro Airport, Dallas-Fort Worth International Airport and Palm Beach International Airport. Scottsdale Airport successfully managed the city’s super season events, including the addition of Super Bowl LVII without issue. During the Super Bowl, there were 490 corporate jet operations, mostly departures, in less than 24 hours and 911 aircraft parked on the ramps.

[Economic Vitality, Tourism Elements]

Roadway, Bicycle, & Pedestrian Improvements 🚗

In 2023, the city continued to improve transportation infrastructure in the Greater Airpark Character Area. Projects included:

- **Raintree Drive Phase II** – Construction of roundabout at Hayden Road in final construction phase and construction to initiate roadway improvements on Raintree Drive: 73rd Street to 76th Place
- **Thunderbird Trail: 83rd Street to Hayden Road** – Completed construction on new trail to complete access to Northsight Park

[Circulation, Capital Improvement Plan/Program Elements; Implementation Program]



Thunderbird Trail.

Reinvestment & Revitalization 🏠 📈

The Greater Airpark Character Area Plan conceptualizes the Greater Airpark as a multi-faceted hub of commerce, employment, aviation, tourism, and recreation, as well as a center for growth in Scottsdale. Mixed-use corridors, activity centers, diverse housing types, and public spaces support a highly functioning employment area and encourage continued economic success.

The **San Artes** multi-family residential apartment complex (Case 57-DR-2018) was completed in 2023. It consists of 3-story dwelling unit buildings, two-story carriage units, surface parking and amenity areas. Site design is highlighted by the two large amenity areas, one of which includes a pool/spa, ramadas and a sand volleyball court. The other main amenity area includes ramadas and a private dog park. The development fulfills the goals and policies of the Greater Airpark Character Area Plan by providing additional housing options, integrating high quality, vibrant architecture, and creating pedestrian synergy that complements the surrounding context.



Image: Mark-Taylor.

Jet Aviation, one of three fixed-base operators at the airport, expanded its footprint with two notable projects. They completed a \$6 million project to construct an 18,000 square foot hangar (Case 48-DR-2021) that will provide much needed aviation space, and they broke ground on a new Net Jets facility that will serve as an exclusive-use, maintenance service hub facility featuring a 30,000 square foot hangar, support space and 12,000 square feet for offices and a terminal building.

[Character & Design, Growth Areas, Economic Vitality Elements]



Image: Jet Aviation.

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SECTION 4 - IMPLEMENTATION PROGRESS REPORTING



As required per State Statute, this Annual Report was rendered to assess the status of the General Plan and progress of its implementation. The Implementation Chapter (Chapter 8) of the General Plan includes the following tables which delineate programs that bring the General Plan to life and are categorized according to the Community Values.

It is assumed that all programs listed will be reviewed and updated to conform to applicable General Plan elements. Other programs may be created or updated that are not listed but are still intended to implement the General Plan over its 20-year lifespan. Timeframes are general, expected timeframes. Not all goals and policies may be implemented at one time due to the long-term nature of the plan and budgeting/funding requirements. The City Council may also choose to fund or not fund programs at any time. Per the Community Involvement Element and State and local laws, community input will be a part of many of these implementation programs.



Actions and events highlighted in this report that align with delineated programs were identified and cross-referenced as an Implementation Program. The symbology in the legend below is used in the following tables to reiterate the progress status.

■ **IMPLEMENTED**

Indicates the one-time completion of an Implementation Program

■ **ONGOING IMPLEMENTATION**

Indicates the completion of an ongoing Implementation Program

■ **IMPLEMENTATION TIMING ENVISIONED BY GENERAL PLAN 2035**

Indicates an Implementation Program awaiting completion

Items not mentioned in this report but denoted as implemented were completed during the drafting of General Plan 2035. Future implemented items will be reported in this annual document.

CHARACTER & CULTURE

Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Airport Part 150 Program Implementation	C, CD, EV, LU, S				■	Airport
Arts & Cultural Ordinances Update	ACC, CD, GA, LU, T	■				Planning & Development
Arts/Cultural Strategic/Master Planning	ACC, EDU, EV, GA, HC, LU, T	■			■	Contracted Agency
Character Area Plans-Prioritize/Create New	CD, GA, LU, OS	■				Planning & Development
Character Area Plan Implementation	C, CD, EV, GA, LU, OS				■	Citywide
Crime Prevention through Environmental Design (CPTED) Program	ACC, CD, CONSV, CRR, EDU, H, LU, NPR, S				■	Police, Planning & Development
Design Guidelines (e.g., Sensitive Design Principles, Visually Significant Roadways, Gateways)	ACC, C, CD, CONSV, CRR, EP, GA, HC, LU, NPR, OS, PB				■	Planning & Development
Design Standards & Policies Manual Update	CD, OS, EP, CONSV, ACC, LU, H, NPR, EV, PB, HC, C				■	Planning & Development
Development Review Process Refinement	ACC, CD, CI, COD, CONSV, CRR, EP, EV, H, HC, LU, NPR, OS				■	Planning & Development
Historic & Archaeological Preservation Programs/Update	ACC, CD, CRR, EDU, EP, EV, GA, H, LU, NPR, OS, T	■			■	Planning & Development
Zoning & Related Code Updates (e.g., Land Division, Building Codes) (see Implementation Tools section for further detail)	ACC, CD, COD, CRR, EV, EP, GA, H, HC, LU, NPR, OS, S, T	(2023) ■			■	Planning & Development

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ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
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CRR= Conservation, Rehabilitation, & Redevelopment
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SUSTAINABILITY & ENVIRONMENT						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Assured Water Supply	EV, S, WR				■	Water Resources
Drought Management Plan Updates	WR, S		■			Water Resources
Energy Efficiency & Clean Fuel Updates	CD, CRR, E, EP, H, LU	■			■	Environmental Initiatives
Green Building Program/ Energy & Building Code Review/Update	CD, CONSV, CRR, E, EP, GA, H, HC, NPR, PB				■	Environmental Initiatives
Heat Mitigation Plan	CD, CONSV, EP	■				Environmental Initiatives
Infrastructure Improvements Plan	COD, CONSV, CRR, EV, GA, OS, PSF	■				Water Resources
Integrated Water Resources Master Plan Update	COD, CONSV, CRR, EP, LU, WR	■				Water Resources
Scottsdale McDowell Sonoran Preserve Land Acquisition	ACC, EP, EV, LU, OS, R, T				■	Preservation
Scottsdale McDowell Sonoran Preserve Access Improvements	ACC, CONSV, HC, EP, EV, LU, NPR, OS, R, T				■	Community Services, Preservation
Native Plant Ordinance	CD, CONSV, EP, GA, H, HC, NPR, OS		■		■	Planning & Development
Net-Zero Energy Strategic Plan	CRR, E, EP, LU	■				Environmental Initiatives
Recycling/Solid Waste Programs Review/Update	COD, CONSV, E, EP, PSF	■			■	Solid Waste
Stormwater Program & Master Plan Update	CRR, CONSV, EP, LU, OS, PSF, S		■		■	Stormwater
Sustainability/Resiliency Plan	CD, CONSV, E, EP, EV, GA, H, HC, LU, OS, PB	■				Environmental Initiatives
Amend Code and Ordinances to align with Sustainability Plan	CD, CONSV, E, EP, EV, GA, H, HC, LU, OS, PB	■				Environmental Initiatives
Water Conservation Program	CONSV, EP				■	Water Resources
Water Quality Reporting	CI, CONSV, EP, WR				■	Water Resources

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COLLABORATION & ENGAGEMENT						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Community Survey	CI, HC, S				■	Administration
City Public Participation Manual	CI, HC	(2023) ■			■	Administration
Community Outreach Programs	ACC, B, C, CD, CI, CONSV, CRR, E, EDU, EP, H, HC, NPR, OS, S				■	Citywide
Community Visioning	ACC, CD, CI, EDU, HC, T			■		Planning & Development
General Plan 5-year & Annual/Reports	CD, CI, EV, LU, T		■		■	Planning & Development
City Council Annual Priorities/ Organization Strategic Plan	All				■	Citywide
Public Involvement Plans for projects	ACC, C, CI, CRR, EP, H, HC, R				■	Private Sector
Public Notification Requirements Update	ACC, CI, CRR, H, HC, LU	■				Planning & Development, Neighborhood Services

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COMMUNITY WELL-BEING						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
ADA Program	ACC, C, CD, CRR, EDU, H, HC, PB, PSF, R				■	Citywide
CDBG Strategic Action Plan	CRR, H, HC, LU, PSF, R				■	Human Services
Community Health Assessments	EP, H, HC, LU, NPR, PB, S		■			Healthcare Providers, Planning & Development, Neighborhood Services
Community Services Master Plan Review/ Update	ACC, COD, EV, HC, LU, NPR, OS, R, PB, PSF		■			Community Services
Diversity and Inclusion Programs	ACC, CI, EDU, H, HC, PSF, R, T				■	Administration
Emergency Management Plan & Program	CD, EDU, HC, LU, NPR, S	■			■	Public Safety
Fair Housing Program	H, HC				■	Human Services
Fire Department Strategic and Standards of Coverage Plans	CONSV, COD, CRR, EV, HC, LU, NPR, PSF, S, T				■	Fire
Gardens, Farmers Markets Code Updates	HC, LU, NPR	■				Planning & Development, Neighborhood Services
Hazardous Materials Compliance Program & Planning	CONSV, EP, PSF, S				■	Environmental Initiatives

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COMMUNITY WELL-BEING

Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Housing/Human Services Programs and Consolidated Plan Update	ACC, COD, CRR, EV, H, HC, NPR, PSF, R	■	■	■	■	Human Services
Housing Rehabilitation Programs Review	CRR, H, HC, NPR				■	Human Services
Parks & Recreation Master Plan Review/ Update	ACC, B, C, COD, EDU, EP, EV, GA, LU, OS, NPR, PSF, R, T		■			Parks & Recreation
Police Department Strategic Plan	B, CI, COD, EDU, EV, HC, LU, NPR, PSF, S, T				■	Police
Residential Healthcare Facility/Adult Care Home Codes/Policies Update	LU, EV, H, HC	■		■		Planning & Development, Human Services
School District & Regional Safety Coordination	B, C, EDU, HC, NPR, S				■	Public Safety
Senior Services Programs	ACC, EDU, H, HC, R				■	Community Services
Strategy for Preservation & Creation of High-Quality, Safe, and Affordable Housing	ACC, CRR, H, HC, LU		■			Human Services
Trails Master Plan Review/Update	B, C, EP, EV, GA, HC, LU, NPR, OS, R, T	(2022) ■				Community Services

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CONNECTIVITY						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Airport Master Plan Update	C, COD, EP, EV, LU, PB, PSF, S, T		■			Airport
Bicycle Program	B, C, CRR, EDU, EP, EV, GA, HC, LU, NPR, R, S, T				■	Transportation
Old Town Scottsdale Bicycle Master Plan	B, C, CRR, EP, EV, GA, H, HC, LU, NPR, PSF, T	(2021) ■				Transportation
Transit Program	B, C, CRR, EP, EV, GA, H, HC, LU, NPR, PSF, T				■	Transportation
Transportation Action Plan Update	B, C, COD, CRR, EDU, EP, EV, GA, H, HC, LU, NPR, OS, PSF, S	(2022) ■			■	Transportation

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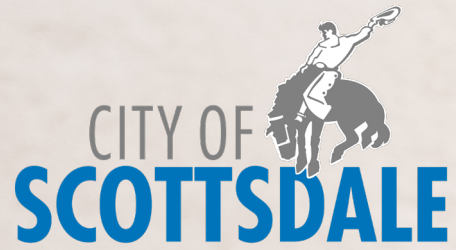
Implementation Progress Reporting

REVITALIZATION						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
Asset Management Programs	ACC, CD, CRR, E, EV, GA, NPR, PB, R				■	Public Works, Water Resources
Capital Improvement Plan/Program	ACC, C, COD, CRR, EV, HC, LU, NPR, OS, PB, PSF, R, S, T				■	Public Works
City Facilities Master Plan	ACC, HC, PB, EV, R, C, PSF, CRR, COD, E		■			Public Works
Community-Building & Neighborhood Organization Programs	ACC, CRR, EDU, H, HC, NPR, PSF				■	Neighborhood Services
Community Policing Programs/Update	CI, HC, NPR, S		■		■	Neighborhood Services, Public Safety
Development & Demographic Forecasting/Analysis	ACC, C, CD, CI, COD, CRR, EV, GA, H, HC, LU, OS, PSF, R, T		■		■	Planning & Development
Fiscal Sustainability Analysis	ACC, CI, COD, CRR, EV, GA, LU, OS, PSF, R, T				■	Economic Development, Planning & Development
Impact & Development Fees Update	COD, H, NPR, OS, R				■	Planning & Development, Water Resources, City Treasurer's Office
Library Programs	ACC, COD, EDU, GA, HC, PSF, R, T				■	Library
Neighborhood Planning Program	ACC, H, HC, LU, NPR			■		Neighborhood Services, Planning & Development
Neighborhood Preservation & Conservation Programs Development/Update	ACC, CD, CI, CRR, EV, GA, H, HC, LU, NPR, OS	■			■	Planning & Development, Neighborhood Services
Property Maintenance Code/Code Enforcement Program Review/Update	CD, CRR, EP, H, NPR, S		■		■	Neighborhood Services

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INNOVATION & PROSPERITY						
Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
After-School Program	ACC, EDU, HC, PSF, R				■	Community Services, Parks & Recreation
Business Attraction/ Retention Programs	ACC, C, CRR, EV, HC, LU, NPR				■	Economic Development
Competitive Position Analysis	ACC, EV, HC, LU, T	■				Economic Development
Economic Development Strategic Plan Update	ACC, CRR, EV, GA, H, HC, LU, NPR	(2021) ■	■	■		Economic Development
High Performance and Innovation Initiative	All	■			■	City Manager's Office
Lifelong Learning Programs	ACC, CI, EDU, HC, PSF, R				■	Community Services, Human Services, Library, Parks & Recreation
Lodging and Visitor Statistics Studies	ACC, EV, HC, T				■	Tourism
School Readiness and Literacy Program	EDU, HC, PSF, R				■	Community Services, Human Services, Library
Smart Cities Strategic Roadmap	All	■	■	■	■	City Manager's Office
Tourism & Marketing Strategic Plan & Implementation	ACC, EV, HC, LU, OS, T		■		■	Tourism
Citywide Volunteer Program	ACC, CI, EDU, HC, PSF, R				■	Community Services, Neighborhood Services, Library, Parks & Recreation

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