



FINAL REPORT
TO THE
SCOTTSDALE CITY COUNCIL

SCOTTSDALE TOWN
ENRICHMENT PROGRAM
(S.T.E.P.) 1982

SCOTTSDALE 2000:
DIRECTIONS FOR
TOMORROW

SCOTTSDALE 2000

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STEP COMMITTEE REPORT TO THE SCOTTSDALE CITY COUNCIL JUNE, 1982



Scottsdale City Council
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STEP

Scottsdale Town Enrichment Program

3939 Civic Center Plaza
Scottsdale, Arizona 85251

June, 1982

The Honorable Mayor and City Council

It is with pride and appreciation of the work of many of our citizens that we transmit to you the results of the past year's work of the STEP Committee.

Within this report, you will find recommendations covering practically all aspects of city operations, both in the near and distant future. Recommendations will be found in each of the twelve areas of concern with which we, the members of STEP, were charged. Throughout our year-long deliberations, we concentrated on the kind of community we would like to have in the year 2000. It was with this long-range perspective that the subcommittees moved forward to formulate the recommendations contained in this report.

Scottsdale 2000: Directions For Tomorrow, consisted of as many as 250 citizen volunteers working in twelve subcommittees. Each subcommittee had a chair and a recorder. These chairs and recorders, with myself as STEP Chair and Ross Smith as STEP Recorder, formed the STEP Steering Committee. Our twelve-month effort included more than two hundred meetings and thousands of hours of work, with Dr. William Arnold as our Facilitator.

Each subcommittee made 'recommendation proposals' to the STEP Steering Committee. Upon a two-thirds vote of the Steering Committee, these proposals became prioritized recommendations presented to you in the front section of this report.

There were, along with background data, many other good suggestions on which we could not agree. These are included in the twelve individual subcommittee reports that follow our recommendations.

Allow me to say, on behalf of all members of STEP, that we were especially appreciative of the countless hours of assistance performed by the City Staff during our deliberations. Their help was invaluable. To all others who assisted us in our endeavors, we are equally appreciative.

We consider it a privilege to have been able to participate in the work of STEP during the past year. From this experience, we feel as though all of us know our city much better, and have a far deeper understanding of both the problems and challenges facing our community as we move forward toward the year 2000.

Respectfully submitted,

A handwritten signature in cursive script that reads "William C. Jenkins".

William C. Jenkins
Chair, Steering Committee

STEP STEERING COMMITTEE

JUNE, 1982

William C. Jenkins, Chair

Ross Smith, Recorder

CITY BUILDINGS

Sol Menashe, Chair
Lynn Guyot, Recorder

CULTURAL AFFAIRS

Jeanie Summer, Chair
David Sawyer, Recorder

ECONOMIC DEVELOPMENT

Jean Litwicki, Chair
Hannah Goldstein, Recorder

HOUSING

Fred Shapiro, Chair
Evelyn Kittleson, Recorder

ISSUES OF THE ELDERLY

Nicholas Rino, Chair
Camille Levee, Recorder

ISSUES OF YOUTH

Eunice Kelly, Chair
Betty Kriedler, Recorder

LONG-RANGE FINANCING

Alan Glick, Chair
Alfred Dapeer, Recorder

NEIGHBORHOOD REVITALIZATION

Austin Byron, Chair
Nancy Pearce, Recorder

PARKS AND OPEN SPACE NEEDS

Norval Tyler, Chair
Joe Smith, Recorder

PUBLIC SAFETY

Ed VanDerGinst, Chair
Dexter Leland, Recorder

RESOURCE CONSERVATION

Dr. Dee Lohr, Chair
Jinny Harris, Recorder

TRANSPORTATION

Keith Poletis, Chair
Georgene DeWitte, Recorder

RECOMMENDATIONS

The recommendations that follow have been submitted by each STEP subcommittee, approved and prioritized by the Steering Committee and are submitted for City Council consideration.

CITY BUILDINGS SUBCOMMITTEE RECOMMENDATIONS

1. The City should acquire as soon as possible, that piece of land which lies to the north of the present City Hall and south of Indian School Road.
2. The City's planning for the year 2000 should provide for maintaining the main administration functions in the present Civic Center bounded by Civic Center Plaza on the west, Osborn Road to the south, 75th Street to the east and Indian School Road to the north.
3. A new building to house the Police headquarters should be constructed at the Civic Center, south of the City Courts and east of the County Courts.
4. The present library should be increased to adequate size and a satellite library should be established in north Scottsdale at a site to be decided when planning for the newly annexed areas has been concluded.
5. The City should designate a post of City Buildings Coordinator responsible for preparing long range plans for the year 2000 and for coordinating all City building plans.
6. A new City Hall should be constructed facing Indian School Road on the site recommended to be acquired.
7. All the additional parking space required at the Civic Center should be achieved by use of underground or partially buried parking structures.
8. A new multi-purpose yard should be planned in north Scottsdale to accommodate branches of Fleet Maintenance, Fire and possible Police training and reporting.

CULTURAL AFFAIRS SUBCOMMITTEE RECOMMENDATIONS

1. We recommend a Scottsdale Museum documenting the history of the city. This facility could also house the Permanent Art Collection of the City, which currently is scattered through various City buildings. It is also suggested that such a facility contain space for changing exhibitions of western and contemporary art.
2. By the year 2000, the City of Scottsdale should have established additional cultural facilities to meet the needs of our increasing population.
3. The City of Scottsdale should provide for the continued growth and development of its rich cultural life.

ECONOMIC DEVELOPMENT SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should establish the Bell-Pima loop construction as a priority and pursue whatever action is necessary to assure its completion in the shortest time possible.
2. The City of Scottsdale must adopt a well-planned, adequately staffed and funded economic development "action plan" to assure a diversified healthy economic base for Scottsdale in the future. This "action plan" should include a program for the retention and expansion of the existing business community.
3. The City of Scottsdale should continue to place the primary marketing responsibility for tourism with the Scottsdale Chamber of Commerce.
4. The City of Scottsdale should identify land for development similar to the Scottsdale Industrial Airpark. Industrial development authority bonds should be issued for the purchase, improvement and sale of land to developers.

HOUSING SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should be progressive in its investigation and acceptance of new sources of energy, design, materials, water conservation and construction.
2. Affordable housing must be encouraged through future zoning in order to insure a generous mix of people in broad socio-economic strata and age groups, to create a vibrant active city in the year 2000.
3. In the year 2000, Scottsdale's present (1982) stock of sound housing should have been protected by stronger City ordinances and enforcement preserving property values.
4. The City should establish a Housing Element to be included in the General Plan.

ISSUES OF THE ELDERLY SUBCOMMITTEE RECOMMENDATIONS

1. The City's planning should encourage cooperation with other agencies for the delivery of federal, state and county health programs to the elderly throughout the community.
2. The City of Scottsdale should take a survey of the needs of the elderly.
3. Scottsdale should continue to expand the brokerage system to provide health programs and professionals at the Senior Center and throughout the city.
4. The City of Scottsdale needs to become more knowledgeable of the abilities and skills of the elderly and appreciate what they can contribute to the community.
5. Scottsdale should permit zoning provisions to allow health facilities for the elderly to be incorporated within all expansions of the city as well as in established neighborhoods.

ISSUES OF YOUTH SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should provide a city-wide summer bus transportation program, to enable youth to get to recreational activities, employment, and social services.
2. A Youth Advisory Group to the Human Services Commission should be established to advise the City Council on the various needs of Scottsdale youth.
3. A committee of social service personnel from the public and private sectors should be formed to co-ordinate and disseminate information regarding all services available to the community.
4. Brokerage concept services such as Vista del Camino, should be enlarged and expanded to provide adequate service to all areas of the city.
5. The City of Scottsdale should establish a foundation to solicit funds from the private sector, for the financing of youth programs.

LONG-RANGE FINANCING SUBCOMMITTEE RECOMMENDATIONS

1. The Scottsdale City Council should call for a bond election for approximately fifty million dollars within the next two years. Further, we would urge that the number one project to be funded would be the water treatment plant needed to insure useful adaptation of water from the Central Arizona Project.
2. Operational costs should not be funded with CIP funds.
3. The City should continue to encourage a vigorous volunteer program to the extent of possibly hiring a coordinator for such activities. The sources of talent in this community are close to limitless and a means should be developed to encourage that talent to aid our city. The STEP process is such an example.
4. Council should pursue vigorously the possibility of locating a domed sports complex in the city (as suggested in our six month report.) Since the issuance of our six month report, it is interesting to note that the Governor has appointed a panel to study locating a domed stadium in Arizona. The consideration of the Bell-Pima expressway will aid access to such a facility within the City of Scottsdale.
5. Council should continue to investigate the State Lottery revenue derived from Scottsdale to insure that we get our "fair share" return.
6. We urge the formation of an office within the City government to develop the use of solar energy within the City of Scottsdale. The office should be involved with developing solar industry within the city, developing tax incentive for manufacturers and users of solar equipment, and developing methods to aid residents and businesses in installing solar energy equipment. Solar energy should be developed as a public utility, generating power for city structures, if not the entire community.
7. All services and equipment listed in the operational budget should be reviewed on an on-going basis, every three years, for the possibility of having them provided by private sector contract. Our draft report suggested this. Staff response to this proposal indicated that a combination of public and private efforts will continue to be most effective. We agree. However, we believe that a formal plan of review should be established as policy by Council, to include, perhaps, a request for proposal (RFP) on a periodic basis. The staff response to our suggestion that equipment might be better leased than owned cited a 1979 study. Times change and we would submit that any such studies may not be current in their application. Constant review and vigilance are needed to be sure that we as citizens receive the most for our tax dollar.

NEIGHBORHOOD REVITALIZATION SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should establish a Neighborhood Revitalization Commission to formulate programs, conduct research and recommend to Council ideas that will help prevent the decay of neighborhoods.
2. The City of Scottsdale should encourage the improvement and development of the Arizona Canal between Scottsdale Road and 68th Street.
3. The City of Scottsdale should continue to enforce existing building codes and strictly enforce zoning ordinances and implement new ones to provide for their current building standards.
4. The City of Scottsdale should exert leadership to promote paint-up, fix-up, clean-up and pride of residency in all neighborhoods.
5. The City of Scottsdale should aid and encourage the preservation of historical sites, neighborhoods and/or sections of the entire city.
6. The City of Scottsdale should by direct interaction with holders of vacant lots, local realtors, developers, Parks and Recreation, and Planning Commissions, stimulate conversion of vacant or underutilized lots to their optimum use and appearance.
7. The City of Scottsdale with citizen's support should improve the physical, safety and aesthetic conditions of the city's alleys.
8. The City of Scottsdale should designate within the City Staff a person to actively encourage a self improvement program within neighborhoods.
9. The City should revise the Subdivision and Zoning ordinances to prohibit *new* alleys unless they are needed to improve or extend existing alleys.
10. The City of Scottsdale should actively promote the establishment of a Scottsdale Museum.

PARKS AND OPEN SPACE NEEDS SUBCOMMITTEE RECOMMENDATIONS

1. The City should pursue easements and trailheads to the McDowell Mountain natural areas to be retained under the Hillside Ordinances as well as easements for unmotorized recreational activities within those areas.
2. Planning for future schools should include sharing park and recreational facilities.
3. When special use parks and areas are provided, they should be on a self-supporting basis to cover, at a minimum, the operation and maintenance costs.
4. The City should remain the principal entity responsible for parks and open spaces and the level of facilities and services should continue equal to or better than present levels.
5. The City should be far-sighted and acquire substantial tracts of land in newly annexed areas to provide open spaces for future park development.
6. The City should establish a committee to work under the existing agreement to S.R.P. on lighting and landscaping through the parts of the city where they are most visible.
7. The City should design its recreation facilities and buildings to emphasize the following:
 1. Low maintenance costs
 2. Resistance to vandalism
 3. Consideration of the handicapped
 4. Safety for public use
8. The City should operate municipal golf course/courses on, as nearly as possible, a self-supporting basis.
9. The City should expand its existing policy of accepting private donations of land, equipment, facilities and trees for parks.
10. The City should compute total space requirements using facility needs and passive park space. Facility needs should be determined on a per population basis.
11. The City should provide an after-school program as a continuation of the existing summer recreational activities.
12. The City should study the feasibility of a multi-use field sports facility.
13. Developers of office and shopping complexes and the City should be encouraged to provide open spaces for sitting, strolling and relaxing.
14. The City should begin a neighborhood volunteer "park watcher" program.

PUBLIC SAFETY SUBCOMMITTEE RECOMMENDATIONS

1. An electronically-controlled traffic signal switching system should be installed on the main vehicular routes, north-south, east-west, in order to expedite the travel time of emergency vehicles and to increase the safety vehicles at intersections.
2. Building and safety standard regulations, as preventive measures, should be continually up-dated in order to take into account the rapid technological advances in construction materials and design; automatic smoke and fire detectors and alarms; sprinkling systems; handicapped aids; and other physical improvements related to the safety of personnel within a structure or in the proximity thereof.
3. Zoning and financial plans for the City's areas of expansion should make provision for the adequate development of emergency, medical, fire and police facilities.
4. The Scottsdale Police Department should be authorized to purchase, install, operate and maintain an in-house computer for the purpose of providing the department with up to date, accurate data on crimes, criminals, identification and whereabouts of suspects, modis operandi, area trends, etc.
5. The Scottsdale Police Department should continue to remain current, purchasing sophisticated communication equipment as it becomes available.
6. The Scottsdale Emergency Medical Services Technical Review Committee should be authorized to monitor the fees charged for ambulance and other emergency medical care services; this function of surveillance to be particularly the responsibility of the city-related and public members of the committee.
7. The Mayor and Council should authorize the City Traffic Engineer to conduct a study of the feasibility of implementing a Traffic Commission. It would operate in a similar manner to the Planning Commission and with traffic related situations.
8. The Scottsdale Emergency Medical Services Technical Review Committee should be expanded to include additional non-medical personnel, specifically two public-at-large members. On a continuing basis specific advisors who are specialists in computer systems and traffic engineering should be available.
9. The Scottsdale Emergency Medical Services Technical Review Committee should be encouraged to increase its supervisory vigilance which may include more frequent meetings in order to maintain control over potential problems.
10. The Mayor and Council should encourage the *Scottsdale Daily Progress* to continue to publish prominently complete crime statistics on a monthly basis and to expand that coverage to include alcohol and drug related arrests.
11. The Mayor and Council should direct the manager and staff to develop and implement a comprehensive survey which allows residents to have annual input to police policy and practices. Survey results should be prominently publicized.
12. The Mayor and Council should direct the manager and staff to develop and implement a program whereby civic groups, associations and businesses within our community may receive quarterly, geographic crime trend information.

RESOURCE CONSERVATION SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should develop a water conservation and management program.
2. The City of Scottsdale should establish a resource management citizen committee to review and comment on plans presented to the Planning and Zoning Commission relative to their impact on the city's natural resources.
3. The City should develop an "Energy Element" for the General Plan of the City of Scottsdale.
4. The City should adopt "Arizona Guidelines for Energy Conservation in New Building Construction."

TRANSPORTATION SUBCOMMITTEE RECOMMENDATIONS

1. The City of Scottsdale should support and expedite the construction of the Pima Road Expressway.
2. The planned Phase II and Phase III implementations of the new computerized traffic control system should be completed expeditiously, and the feasibility of including all traffic signals within Scottsdale city limits in this system should be evaluated. The feasibility of coordinating with adjacent cities' computerized systems, where possible, should also be evaluated.
3. The City of Scottsdale should develop a comprehensive public transit plan which does not depend upon the initiative of other governmental organizations, and which would provide a blend of transit facilities that could be implemented toward the year 2000 as needs warrant and funding permits.
4. The City of Scottsdale should expand the existing bus service to all parts of the city by the year 2000 as justified by demand. This service must be promoted and advertised, and time must be allowed for its use to be tested by the public.
5. The City of Scottsdale should establish a policy on continuity throughout its streets system, both in alignment and number of lanes. This would include such streets as Osborn Road, 68th Street, Miller Road, etc.
6. The City of Scottsdale should provide a city-wide summer bus transportation program utilizing school buses to enable youth to get to recreational activities, employment, and social services.
7. The City of Scottsdale should study feasibility of constructing McDowell Road to parkway standards between 64th Street and Pima Road and support and work toward eventual extension of the Papago Inner Loop as an expressway from 40th Street to 64th Street.
8. The City of Scottsdale should make a study to determine the feasibility of improving, extending and bring up to parkway standards 64th Street (or Invergordon as it is sometimes known in some locations) from Lincoln Drive in Paradise Valley on its north, southward to Tempe by the year 2000.
9. In order to improve traffic flow and safety, the City of Scottsdale should phase out parking on arterial streets.
10. Keeping in mind the potential growth of the valley and increased transportation needs and costs, and in an effort to look past the year 2000, the City of Scottsdale should investigate providing a right-of-way system throughout the valley for a transit, people-mover type system.
11. The City of Scottsdale should encourage land use planning, which will reduce the need for transportation.
12. The City of Scottsdale should establish a full-time Public Transit Manager position with necessary staff to meet the public transit needs of the City.

13. The City of Scottsdale should at least maintain current levels of expenditures from the General Fund for transportation. The proposed state funding should be used to supplement those funds rather than replace them.
14. The City of Scottsdale should continue and increase its commitment of resources to accommodate bicyclists as needs justify. The City of Scottsdale should promote bicycling as an alternative mode of transportation within the city.
15. The planned industrial and commercial development on the western portion of the Salt River Pima-Maricopa Indian Community could have a significant effect on the traffic within Scottsdale. The city should assign a responsible entity within the City of Scottsdale to monitor and/or cooperate and negotiate with the community regarding the effects any development will have on traffic in the city.

SUBCOMMITTEE REPORTS

CITY BUILDINGS SUBCOMMITTEE

The City Buildings Subcommittee was charged with the responsibility of submitting recommendations to the Scottsdale City Council, of addressing the needs and problems facing the City regarding public buildings for the year 2000. Since the Subcommittee was drawn from all walks of life, it was assumed that the report should represent the lay citizen's view. It should be as close as possible to reality without being too technical, and above all, it should be a guide to the City Council for use in planning for a fast growing, well coordinated city.

Respectfully Submitted,
- Sol Menashe, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City should acquire as soon as possible, that piece of land which lies to the north of the present City Hall and south of Indian School Road.

BACKGROUND INFORMATION

It is the committee's strongest possible recommendation that the City Council take immediate steps to acquire this piece of land which is essential for future planning if the civic functions are to be maintained in the Civic Center beyond the year 2000. The only major road near the present Civic Center is Indian School Road, and it would be desirable to have the proposed new City Hall on this major artery. At present the site is mostly undeveloped, but it is believed that plans are to be submitted shortly for office development. Such development would isolate the main City buildings even more than they are at present.

FINANCIAL ASPECTS

Funding for this purchase could be obtained from the sale of the Rodeo Grounds and the City Warehouse, both of which lie on the East side of 75th Street and neither of which represent the best planning use of the sites which they occupy. Consideration should also be given to disposing of the Boy's Club site and relocating the facility in a more appropriate place, possibly along the Indian Bend Wash. The Rodeo Grounds could be moved to the land north of the berm protecting the C.A.P. canal. The functions of the Warehouse could be moved more appropriately to the Maintenance Yards and the new City Hall. Publication of the proposals recommended by this committee will give a significant increase to the value of the land to be disposed of.

ALTERNATIVES

None provided.

2. The City's planning for the year 2000 should provide for maintaining the main administration functions in the present Civic Center bounded by Civic Center Plaza on the west, Osborn Road to the south, 75th Street to the east and Indian School Road to the north.

BACKGROUND INFORMATION

The committee considered several alternative locations for future City buildings. The predicted center of population for Scottsdale in the year 2000 lies just south of Shea Boulevard and it would be logical that some buildings would have to be built in the north to service the residents there. The City already has land at the airport and on McCormick Ranch Phase Three. It is also likely to acquire more land from future subdivisions of new developments further north. However, the committee was unanimous that the main city buildings and administration should remain in the present location at the Civic Center. The reasons for this decision are that City functions such as courts, reference library, planning, building, etc. are more closely related to businesses and professional offices than to residential areas. Any attempt to move the City functions away from their present location would reduce the vitality of the area and eventually lead to urban decay. The City already owns enough land in the Civic Center to allow for development well into the twenty-first century. Proper planning, and acquisition of only a limited amount of extra land could develop the Civic Center into a viable, vibrant center of professional and business activity.

The Baseball Park could remain presently where it is, but in the future the land would be more appropriately used for buildings to serve the city. It is felt that all buildings in the City center must be people generators during normal office hours to avoid "dead spots" which could be the starting points of urban decay.

The committee has felt it necessary to establish the above recommendation prior to discussion of the individual buildings as the function of each building will depend, to a large extent, on its location and its proximity to City Hall. A layout of the committee's proposal for the Civic Center has been prepared and is submitted with this report. The Drawing is intended to be diagrammatic only, and it is not the intention of the committee to get involved in detailed planning. However, the drawing does show the feasibility of accommodating the required building areas and parking within the site bounded by Indian School Road, 75th St., Osborn Road and Civic Center Plaza.

FINANCIAL ASPECTS

Financially the recommendation made is the most cost-effective because all the present buildings could be fully utilized with minimal or no alterations. Additions need only be made as and when required. This will be dealt with in greater detail under each individual building.

The committee's view on financing should be stated here and applies to all new accommodation. Basically, if the city needs additional space for offices, it must either lease this space from some commercial enterprise or build the accommodation. Both involve the long term expenditure of funds, either as rental or as interest, to service a bond issue. Payment of rent to a commercial enterprise must compensate the developer for his outlay for the land, capital on the construction, and sufficient profit to compensate him for his interest repayments, capital repayments, property taxes, income tax and finally leave a bit left over as net profit. On the other hand if the City builds its own accommodation, the land is already available free, there are no taxes, and no profit has to be considered. There can be no argument that it is always cheaper for the City to build on its own land than to lease commercial premises. It is the committee's contention that if the City needs space, and must have it, then the City should build rather than lease, and that it is always less costly to repay a bond issue than to pay a commercial developer.

ALTERNATIVES

None provided.

3. A new building to house the Police headquarters should be constructed at the Civic Center, south of the City Courts and east of the County Courts.

BACKGROUND INFORMATION

The existing building consists of 22,900 sq. ft.:

- 19,000 sq. ft. currently utilized by police
- 3,900 sq. ft. occupied by court
- 3,088 sq. ft. building for blind, also used by police

The existing space requirements could easily be doubled at present without taking into account space needs for the future.

The current operations looks like this:

The IBM copier is in the aisle. It is noisy and drowns out even the typewriter noise.

The building is open, all offices are partially partitioned. It is a jumble of connecting partitions. The concrete walls, ceilings and wooden partitions makes for incredibly noisy conditions.

There is no privacy.

There can be no confidentiality of most discussions since there are no interviewing or conference rooms.

Almost all discussions can be easily heard.

It is very difficult to move from one area to another in the building because of the way the space is put together. There is a great need for more efficient planning of space by someone professionally involved with police department structure.

The roof of the building is not accessible from the inside.

The building and most areas are open to most anyone who wants access. There is not much security if it were needed.

Sophisticated equipment has had to be enclosed to control accessibility.

The locker rooms are overcrowded. The space assigned for each officer is terribly inadequate.

The jailing area is efficient and well designed but space needs would be inadequate if county jails were over-subscribed. Those inmates would be rolled back to the city jail, inadequate to provide facilities.

The only conference room doubles as a library. It is very small and is not accessible when most need to use it.

The "Crisis Center" which is so important to the community, consists of four people stuffed into 40 square feet of space. In addition, there is absolutely no privacy, and the work area has to be very uncomfortable for those working there, as well as those in need of crisis help.

No entrance available for main Police Department services.

No access to computers at all. It occasionally takes too long for an officer to obtain information needed through the internal computer network.

There are two small lavatories for a large work force, which is inadequate. The lunch room is extremely small.

The training room is totally inadequate. Part of it has already been given to civil defense for their needs.

The property room is absolutely taxed to its limits. Row on row, floor to ceiling, property for various needs (i.e. stolen, found, criminal, etc.) is housed here.

The communication room is inefficient. The operator receiving calls is in the same room as the communication operation (on police calls)). Conversations override each other due to open microphone conditions, making difficult effective communication with officers in the field. This area should be isolated.

The weapons room is very crowded and due to the fact that loaded weapons are stored there, it is also very unsafe.

This is supposed to be a report for the year 2000, but that seems very meaningless unless some of the immediate needs of the police department are addressed.

Discussion with those in the department as well as first hand observation of the department in action was very distressing. The lack of paper work conditions, lack of privacy and confidentiality, only point out how bad existing conditions are.

Either reducing the crime rate or even keeping it under control seems to be directly tied to how efficient or inefficient the facilities are. The best people have great difficulty in doing any kind of a job if the tools are not available. Perhaps more credit needs to be given to the administrators and working officers and other employees of the Police Department for getting any kind of an acceptable job done.

As far as the year 2000 is concerned, if the department already is 100% behind in its current space requirements, then it would seem appropriate

that a reasonable multiple of that percentage based on projected population growth will satisfy their needs (i.e. a 50 percent increase in population would mean a 50 percent need in space added to the approximate current need of about 40,000 sq. ft.)

Once the police have their own building, the courts could expand into the space vacated by the police--this would eliminate the need for any new accommodation well into the 21 st century.

FINANCIAL ASPECTS

The estimated cost of construction for 40,000 sq. ft. is \$3.2 million, and the requirement for the year 2000 a further \$1.6 million at today's costs.

ALTERNATIVES

None provided.

4. The present library should be increased to adequate size and a satellite library should be established in north Scottsdale at a site to be decided when planning for the newly annexed areas has been concluded.

BACKGROUND INFORMATION

The Arizona State Library Association (ALA), working from recommendations by the American Library Association, has established that the usual ratio of library cardholders to the population of a municipality is *one cardholder per five residents*. In Scottsdale, there are 42,000 cardholders from a population of 88,000. This is a ratio of nearly *one cardholder per two residents*. In addition, several thousand winter visitors hold seasonal cards.

The high number of cardholders to population identifies Scottsdale residents as well educated and highly motivated. No service offered by the City of Scottsdale enjoys greater voluntary acceptance than the library.

Despite acceptance, the library is in the midst of a crisis in space and service because of inadequate planning. Its current collection is 143,000 volumes. The ALA recommends a minimum collection of two books per person of population. Thus the Scottsdale collection should be 176,000 volumes, or 13,000 more than it has.

Minimum standard does not take into account a patronage factor which is 2.386 times greater than in most cities. Scottsdale's population and recommended collection size and use suggest that, at this very moment, Scottsdale should have 420,000 volumes.

The present library building is 36,000 square feet. Collection and service areas are crowded beyond reasonable use. The ALA recommends a minimum building of six square feet per person of population. Thus, Scottsdale should have 52,000 square feet at this very moment.

Library hours already make the building one of the most efficiently used in the city. It is exceeded only by the police and fire stations.

The City of Scottsdale Long Range Planning Unit projects a city population of 141,000 by the year 2000. Applying this estimate to the ALA minimum standards, the library's needs will be:

<u>Population</u>	<u>Volumes</u>	<u>Square Feet</u>
141,000	282,000	84,600

This does not include a calculation for Scottsdale's rate of usage that is 2.386 times that of most cities. Applying this factor makes it:

<u>Population</u>	<u>Volumes</u>	<u>Square Feet</u>
141,000	672,852	201,856

Subtracting the existing 163,000 volumes and the 36,000 square feet brings the library's minimum additional needs for the year 2000 to 119,000 additional volumes and 48,600 additional square feet.

If the additional use is factored in, the need would be 509,852 volumes and 165,856 square feet.

FINANCIAL ASPECTS

Estimated building costs would be \$100 per square foot. A building to meet Scottsdale's additional needs of 48,600 square feet would be \$4,860,000. Books and furniture would be additional.

ALTERNATIVES

None provided.

5. The City should designate a post of City Buildings Coordinator responsible for preparing long range plans for the year 2000 and for coordinating all City building plans.

BACKGROUND INFORMATION

At present there does not appear to be any central coordination of the City's building plans. Each department is responsible for its own building plans which are approved by Council. In a period of extensive development, as is foreseen in the next twenty years, uncoordinated planning of the City buildings would result in economic waste and architectural anomalies. The envisaged post is intended to be filled by a person with foresight, many years of experience in design, planning, supervision of construction, and contract management.

FINANCIAL ASPECTS

The cost of such a post, which could be initially shared by an existing member of the staff, represents only a small percentage of the cost of the envisaged building program necessary in the next twenty years. The right person in that post could save the city much more than the cost of the post as well as give the City a better, well coordinated set of buildings.

ALTERNATIVES

None provided.

6. A new City Hall should be constructed facing Indian School Road on the site recommended to be acquired.

BACKGROUND INFORMATION

A new City Hall to house the City's expanding needs will be required well before the year 2000. Erection of the new building will have the twofold effect of bringing together, for better management, departments which are presently scattered in several other buildings; and secondly, making the space vacated in other buildings available for the departments already housed there. An example of this would be that when General Government moves out of the existing City Hall, space needed for expansion of Community Development will be created at no cost, and sections such as Long Range Planning, can be moved in, away from leased premises. Treasury and City Attorney could move away from the Center for the Arts into the new City Hall and leave space available for functions related more to the Arts, such as a permanent Museum, Little Theatre, lecture and meeting rooms, etc.

The new City Hall is envisaged as housing:

General Government:	Mayor City Council City Clerk City Attorney Personnel Inter-governmental Relations Public Information
Management Services:	City Treasurer Accounting Budget Data Processing Purchasing Revenue Risk Management Printing

The new City Hall should be connected with the old either by a bridge or an underground link (as part of an underground parking area).

FINANCIAL ASPECTS

The present estimate of the required size of the new building is 84,000 square feet which, allowing for outfitting, parking and landscaping, would cost at today's prices, approximately \$9.5 million. This figure, spaced

over 15 years is only \$630,000 per year, of which 20 percent is at present being spent on leased accommodation. That is likely to rise to 40 percent within the next five years.

ALTERNATIVES

None provided.

7. All the additional parking space required at the Civic Center should be achieved by use of underground or partially buried parking structures.

BACKGROUND INFORMATION

In order to maintain the park-like atmosphere of the Civic Center, and even to enhance it, it is recommended that all new parking be placed underground, or partially underground, at two or three locations on the Civic Center. The main unit would serve the new and old City Halls and lie between and east of them. The other unit or units would serve the Library and Courts, or Library, Courts and Police, and lie east of the buildings they serve.

The decision as to whether they should be partially or fully underground will depend on three considerations: cost, aesthetics, and the advantage of a building which could be used as a fallout shelter. It is the committee's recommendation that if funds were available, the fully buried solution would be preferable, particularly since the two buried floors could be designed to double as fallout shelters in the not too unlikely event of nuclear holocaust. One cannot put a price on such a facility. If the additional funds are not likely to be made available, then the partially buried design could have at least a partial basement which would give some fallout protection.

FINANCIAL ASPECTS

The total area of new buildings proposed at the Civic Center is 160,000 sq. ft. requiring 320,000 sq. ft. of additional parking. Since part of this will be built on existing parking areas, that area lost will be added to the area required, bringing the total to 360,000 sq. ft. Built on two stories, it will only take up 180,000 sq. ft. of ground. The cost of the fully buried design would be about \$9.9 million while that of the partially buried design would be \$6.3 million. Perhaps the difference could be obtained from some civil defense fund or Federal grant for the fallout shelter consideration.

ALTERNATIVES

None provided.

8. A new multi-purpose yard should be planned in north Scottsdale to accommodate branches of Fleet Maintenance, Fire and possible Police training and reporting.

BACKGROUND INFORMATION

A look at the plan of Scottsdale will show at a glance the difficulties that will shortly be encountered by the City in servicing the newly incorporated areas as their population starts to build up. It will be impossible for services to function effectively from their present yard at the extreme south end of Scottsdale. It would be uneconomical for police to have to radiate from their present headquarters, and a new "reporting point" in the north, connected to headquarters by modern and future communication technology would obviate a lot of wasted travel time and cost. Naturally the Fire Department would need new stations. Putting all these facts together, it was a logical conclusion that a central building, strategically placed in the north, housing all these services would be the most workable and cost-effective solution.

The committee envisages the building as having a central hub to accommodate the common services such as cafeteria, sleeping areas, gymnasium and recreation, while each service is housed in arms radiating from this core. The size of each arm would be that required by the individual service, and could be expanded for future needs without disrupting the other services.

FINANCIAL ASPECTS

It is estimated that field services will require 25,000 sq. ft. of accommodation in the proposed building. The estimated cost is \$1.5 million. The requirements of police and fire have not been fully investigated, but our estimate would be about 20,000 sq. ft. with a common area of 10,000 sq. ft., costing a further \$1.8 million. This brings the total cost to \$3.3 million.

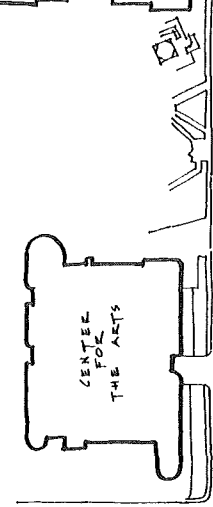
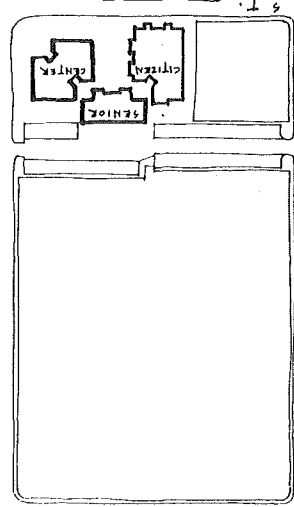
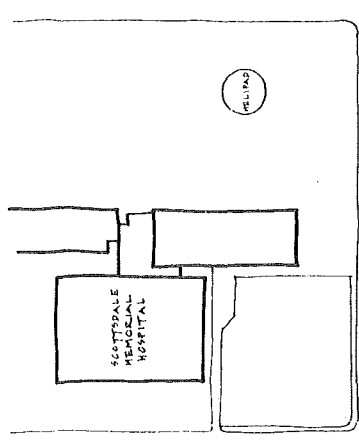
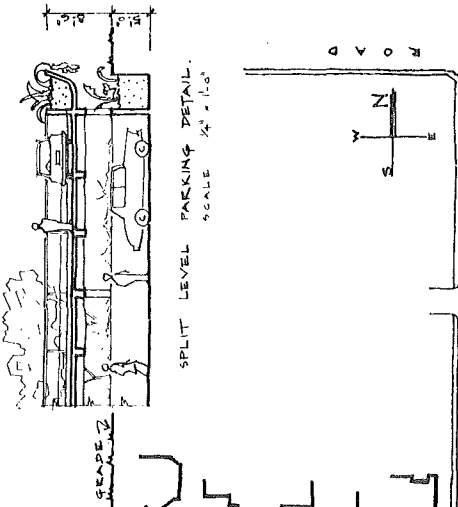
ALTERNATIVES

None provided.

S.T.E.P. 2000.

A PROPOSED MUNICIPAL CORRIDOR FOR THE CITY OF SCOTTSDALE. REVISED PROPOSAL.

PLAN BY LEONARD G. HOLLAND ARCHT.
SCALE 1/4" = 1'-0"

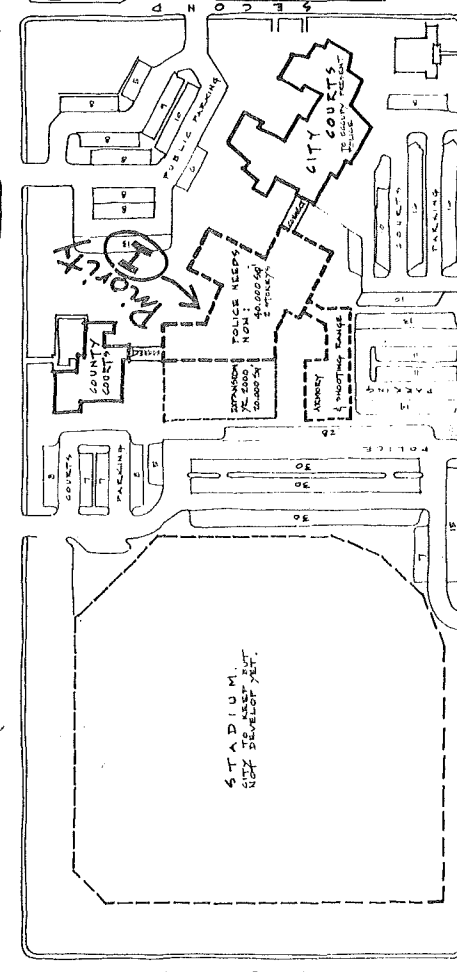
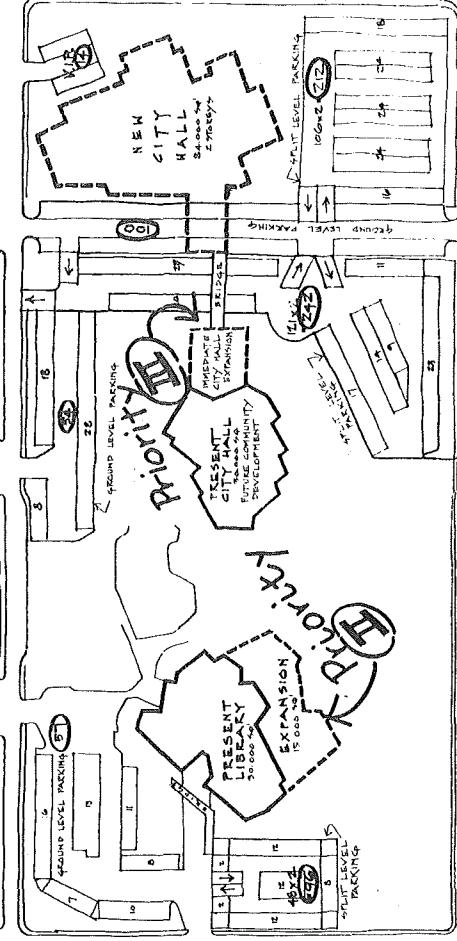


C E N T E R
P L A Z A

S I V I C
S E C

R O A D

I N D I A N
S C H O O L



O S B O R N
R O A D

75th STREET (HINTON AVE.)

CULTURAL AFFAIRS SUBCOMMITTEE

The Cultural Affairs Subcommittee carefully surveyed Scottsdale's current cultural needs and projected them to the year 2000, assuming a population increase which will almost double the present population.

Our findings were made not only from consultations and meetings with City staff and local experts, but also from a great deal of outside research by individual members of our subcommittee.

We speak for the entire subcommittee in expressing our pride in Scottsdale and the STEP process, and we are so very pleased, all of us, to have been able to play a role in the planning of the future of our city.

Respectfully Submitted,
- Jeanie Summer, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. We recommend a Scottsdale Museum documenting the history of the city. This facility could also house the Permanent Art Collection of the City, which currently is scattered through various City buildings. It is also suggested that such a facility contain space for changing exhibitions of western and contemporary art.

BACKGROUND INFORMATION

The history of Scottsdale is something no city our size can match in its colorful and glamorous experience. The interest in both the past and the future here is very high. Since the very beginning art has been a continuing part of our history. It was therefore the desire of the committee to somehow consolidate art and history as a showcase, not only for the residents, but as a tourist attraction as well. A corporate fund raising program augmented by donations from citizens might well bring the concept to completion. Both former Mayor Bill Jenkins, President of the Scottsdale Historical Society, and Marshall Trimble, Southwest Historian at Scottsdale Community College, enthusiastically endorse our recommendation.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. By the year 2000, the City of Scottsdale should have established additional cultural facilities to meet the needs of our increasing population.

BACKGROUND INFORMATION

Scottsdale continues to grow as a tourist area to the delight of the business sector. It also continues to grow in population, a population that enjoys the "better things in life". By the year 2000 we will have needed facilities for increased attendance in the educational area of the cultural interests as well as larger conventions and conferences. We feel that the following background for this recommendation will address these needs.

A. Governor's School

We recommend the city investigate the establishment of a Governor's School similar to those in other states. Such a facility would be a high school for the fine and performing arts. The Pennsylvania Governor's School is a leading example of this approach. Located in Scottsdale it would not only attract students from the valley and all of Arizona but from the entire Western United States. Due to its proximity to the Center For The Arts, an ideal facility would be Scottsdale High School. Shelley Cohn, of the Arizona Arts Commission has shown both interest and excitement in the idea of such a school in Arizona.

B. Utilization of Schools

Existing school facilities could certainly be better utilized for cultural activities. Public schools are empty 70 percent (percent furnished by the Board of Education) of the time, and have increasing operational costs and vandalism problems. There are some after school classes provided by the Parks and Recreation Department, but looking to the year 2000 and opening the schools to cultural classes and events in the arts, a double benefit would accrue by providing income to offset operating costs and providing the reduction of vandalism through having schools in use a greater portion of the time.

C. Conference Center/Amphitheater

Careful and intense consideration should be given to the building of a dual purpose conference center/amphitheater. To give support to the ever increasing number of resort hotels, and to make Scottsdale a viable place for conventions, a center that could easily handle 5,000 people should be considered. The center would also be used to bring to Scottsdale cultural attractions that our Center For The Arts is unable to accommodate. Such a facility could be located on city property such as an area north of the CAP canal at Bell and Pima, or perhaps in the foothills of the McDowells north of Shea and 114th. Streets.

A local construction company has offered easements at this location as a part of a planned commercial development. The Chamber of Commerce has indicated an amphitheater or even a closed auditorium could be a beautiful marriage to its concept of a convention center. There are, of course, other properties that would make an excellent location for our recommended project, properties owned by the city which might be considered quite an asset should the city decide to enter into a contract with private enterprise for ownership and/or leasing situations. The Greek Theater in Los Angeles is an example.

D. School For The Arts

The establishment of a facility (perhaps an unused school) is recommended as a gathering place for valley artists and craftspeople to be employed as teachers in their media for Scottsdale citizens of all ages. There are now only a few classes available and those are scattered and unpublicized. Since Scottsdale is a mecca for all art forms, it would be a natural place for such a facility, whether privately or city owned. A center of this type is so much needed. A center where people of all ages could come to learn such things as weaving, painting, sculpture, ceramics, glass blowing, stained glass, wood carving, or any other art form would certainly be a promotable factor in attracting more tourism.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. The City of Scottsdale should provide for the continued growth and development of its rich cultural life.

BACKGROUND INFORMATION

The cultural life of Scottsdale represents a very unique mix of both ethnic and economic interests. *We do not want to lose this!* We are very fortunate to have the Center For The Arts and we believe this should remain the primary focus of our cultural life. Our recommendation is made to further strengthen and enrich the position of the Center.

A. Commissioner of Cultural Affairs

We recommend the appointment of a Commissioner of Cultural Affairs. Cultural affairs in Scottsdale by the year 2000 will have become big business. To guide and coordinate these cultural activities and to insure not only a level of excellence, but to provide for the varied interests of different age and economic groups, we realize that only a professional in the field of cultural affairs will be able to meet the high standards imposed by Scottsdale's reputation. All cultural programs in existence in the city would be under the administration of the Commissioner.

B. Information Clearing House

A cultural affairs information clearing house should be established according to the committee. It could be a paid staff under the Center For The Arts, or it could be a volunteer staff from various established groups. Presently there is much duplication of effort in cultural events among various organizations in the valley. There is little or no communication. The clearing house would also publicize the activities of service clubs and organizations, schools, churches and colleges through an information center. The facility should be located in such a place as to be easily accessible for tourists.

C. Development of Programs

The specific needs of both our younger and older citizens must be met in the area of cultural activity. We have currently, and will continue to have, a large number of teenagers and younger children for whom there is little or no cultural activity provided by the City. The Senior Center could be further utilized by the City's initiation of cultural programs for the elderly.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o ...The establishment of an architectural commission or committee of professional status that would preserve and safeguard the western personality of Scottsdale architecture in both residential and commercial construction.

What did we look like? What *will* we look like? Since cultural affairs involve anything affecting the quality of life, the subcommittee addressed itself to how Scottsdale appears visually. In the discussion of this topic in a committee meeting, there were several observations cited of types of architecture that somehow were approved without full realization of any overall concept. Three buildings discussed, for example, were the New Orleans type bank at the corner of Indian School Road and Scottsdale Road, the contemporary office building at the corner of Fifth Avenue and Indian School Road, and the Italian Borgata located south of Lincoln Road on Scottsdale Road. While we do not intend to deny individual rights, it was the consensus of the committee that certain guidelines should be implemented to preserve Scottsdale's unique character. Therefore, if the Development Review Board cannot be strengthened by a mandate from the City Council, our recommendation is the obvious alternative.

ECONOMIC DEVELOPMENT SUBCOMMITTEE

The Economic Development Subcommittee has researched current economic development activities in Scottsdale and projected what we feel is necessary to build a strong, diversified, healthy economic base for the Year 2000. We used three different growth models.

- A. No growth - assumed current population figures.
- B. Restricted growth - assumed growth restricted by stricter zoning laws and increased requirements by the City. Also assumed a "no annexation" policy - a city with no future land growth.
- C. Rapid growth encouraged by the City's desire and ability to devise and implement an "action plan" to attract new, compatible industry and to service and maintain the existing business community.

After studying these three models, it was agreed that "no growth" was totally unrealistic. The "restricted growth" model became obsolete with the City's active annexation policy. We, therefore, base our recommendations on the third model, rapid growth. It should be noted that we have defined "economic development" as the attraction of new business and retention of existing business. Other elements, such as housing, transportation, long range financing, etc., have been dealt with by other STEP subcommittees.

We have met with City representatives, City Manager, Roy Pederson, Councilman Jeff Schubert, Revenue Director, Mike Stroup, and Planning Director Larry Bussard, as well as Lex Byers and Cindi Neumann of the Chamber of Commerce. Individual members have met with representatives and reported on the tourist industry, and existing commercial and industrial firms, and development companies. On the basis of this information, we make our recommendations to build a diversified, healthy economic base for Scottsdale in the Year 2000. We urge the City to assume a more active leadership role in the economic development of our community. In our view, the management of the city's economic development has been within City Government, delegated to a staff position with little authority. The recent transfer of this responsibility to the City Manager is a definite improvement. The City Manager's authority is necessary to insure implementation of a dynamic program. The responsibility for a sound economic development program must be further established within City Government and related to prioritized goals. Staffing is critical. A return on investment can be estimated once the goals are established for increasing revenue generating projects.

In conclusion, this subcommittee expresses appreciation to the City Council for the opportunity to explore issues and make recommendations in the best interest of our City. It has been an enjoyable, although somewhat tedious and at times frustrating, learning experience. We are pleased to present this final report to you.

Respectfully Submitted
- Jeanmarie Litwicki, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should establish the Bell-Pima loop construction as a priority and pursue whatever action is necessary to assure its completion in the shortest time possible.

BACKGROUND INFORMATION

All previous studies have concluded that the Bell-Pima Loop is essential to any commercial/industrial development in the growth areas along north Scottsdale Road north of Bell or in the general northeast sector of Scottsdale. Work has continued on the acquisition of right-of-way for a considerable period of time. Since it has been agreed that the Bell-Pima Loop is a vital element of economic growth, we recommend expediting the right-of-way acquisition and alignment decision, thus allowing construction to begin.

The key element to economic growth in Scottsdale since 1978 has been a heavy-duty transportation system.

FINANCIAL ASPECTS

The City should seek to coordinate funding with Federal, State and County agencies, including the use of Lottery Funds and/or a Bond Issue. The future benefits will far outweigh the costs incurred in right-of-way acquisition.

ALTERNATIVES

- A. A serious plan should be developed for a freeway or loop expressway that will run parallel to the CAP system in north Phoenix and Scottsdale from I-17 and that will cut south to interconnect with the Superstition Freeway in Mesa or I-10 further south.
- B. The City should develop an interconnected road system to provide needed access to industrial, commercial, retail and resort/residential areas of Scottsdale.
- C. A freight route should be provided around populated areas.
- D. The City should develop an additional main north-south artery east of Scottsdale Road through Area 5 and annexed lands. This will be increasingly vital to commercial/industrial development.

2. The City of Scottsdale must adopt a well-planned, adequately staffed and funded economic development "action plan" to assure a diversified healthy economic base for Scottsdale in the future. This "action plan" should include a program for the retention and expansion of the existing business community.

BACKGROUND INFORMATION

Given the facts that we have defined "economic development" as the attraction of new business and the retention of existing business, and that we feel that Scottsdale will continue in a rapid growth pattern, we feel it is mandatory that the City adopt an "action plan" to assure the orderly development of a diversified healthy economic base for the Year 2000.

We have met with City staff, the Chamber of Commerce staff and with representatives of the business community. We have also researched previous economic development plans and statements by the City as well as economic development reports prepared by the Hudson Institute, Western Savings, and Arizona Office of Economic Planning and Development. We have also studied the 1981 Scottsdale Business Community Attitude Survey. It has been difficult to establish just what has been and is being done in economic development because there has never been an organizational definition and authority.

The current economic development plan (dated September 6, 1978) has many merits, e.g., specific and general objectives. Little has changed since it was first drafted, especially with regard to "key" items (e.g., Pima-Bell or equivalent transportation system). An action plan should be implemented in a timely manner because the revenue base will erode while the City procrastinates.

The Chamber of Commerce is the business community's representative and their goal is to assist business. They are perceived as the place to go for help; they are the initial contact point for relocators. We recommend that the City increase its contribution to the Chamber's Economic Development Program. The City's "action plan" should clearly define goals and objectives for the Chamber of Commerce with respect to what the City expects for its contribution. The Chamber should correspondingly increase its budget for economic development. The Chamber has received five hundred inquiries in the past six months. Fifty-two of these contacts are considering Scottsdale, or are interested in relocating; five of these are definitely planning to move here and are seeking locations. The Chamber is planning to hire a private consultant to assist in improving efficiency of operations and in order to more accurately target the types of companies to spend time and money in an attempt to get them to move to Scottsdale. They have formally set up an Economic Advisory Council with a broad based business representation. This group is separate from the Economic Development Executive Committee.

Local government has historically been perceived as the regulator, the purveyor of red tape, the source of the problems you have to deal with when you want to locate in a city or to expand existing facilities. A data base with reasonable accessibility should be developed and maintained with the City providing cost/benefit analysis on economic development projects. This would show how much time and money should be spent for retention of existing business because of the value of their presence, e.g., number of jobs, support of service businesses, income to the City, etc. The City should monitor its activities to assure that it does not become over-zealous in its protection of our "lifestyle" to the detriment of people trying to make a living here. Coordination of activities, communication, and shared planning efforts between the City and the business community need to be constantly emphasized and improved whenever possible.

The "action plan" should set quantifiable goals and objectives. It should identify a person with ultimate responsibility for implementation of all elements of the "action plan". This person must be answerable to the City Council only.

FINANCIAL ASPECTS

Implementation of this recommendation would necessitate budgeting an additional \$50,000 to double the City's annual contribution to the Chamber of Commerce's Economic Development Program, and, to provide the monies necessary to establish and maintain a data base of economic factors related to commercial and industrial development in Scottsdale.

This recommendation should be given a high priority by the City. The funding should come from the General Plan Operating Fund. This is one of the few areas of City Government that can, if well implemented, pay dividends to the City in increased revenue.

A position with the authority to bring together the necessary resources for the "action plan" should be clearly defined. This position should have the responsibility of control, coordination and communication of the "action plan". In order not to incur the additional cost to the City of a new department, we strongly recommend that the City Manager have these responsibilities.

If the City does not broaden its tax base, it will not be able to provide necessary services in future years.

ALTERNATIVES

- A. Allow a private agency to assume full responsibility for the economic development of Scottsdale.

- B. Set goals for the implementation of the 1978 Economic Development Plan and assign responsibility to a City official with sufficient authority to insure action.

3. The City of Scottsdale should continue to place the primary marketing responsibility for tourism with the Scottsdale Chamber of Commerce.

BACKGROUND INFORMATION

We have met with people in the service industry, (e.g., hotel/motel) and retail business, and they feel the Chamber is doing an excellent job.

The track record of the Chamber with regard to tourism is a good one. We would urge the Chamber to develop a "Scottsdale This Summer" campaign with appropriate tie-in package deals. This would draw the interest of those vacationers who could not afford to come during the winter season. Special emphasis should be placed on the various attractions in the State that are available on a "day trip" basis from Scottsdale.

FINANCIAL ASPECTS

Broadening the Chamber's function may dilute the tourism effort, which is essential to the well being of much of the existing business in the City, and could be counter-productive. It might be necessary for the tourism industry to make a special financial contribution to offset increased costs for marketing Scottsdale as a desirable vacation/convention destination in the summer. If tourism could be expanded into the summer months, all service and retail businesses would profit and tax revenues would be increased.

ALTERNATIVES

- A. Coordinate advertising/promotion programs of business, Chamber of Commerce, and City. Increase off-season promotions.
- B. The City should act as a facilitator as well as provide support and back up for the Chamber of Commerce. The City should encourage tourism expansion (i.e., airport, convention facilities, etc.) by the private sector.

4. The City of Scottsdale should identify land for development similar to the Scottsdale Industrial Airpark. Industrial development authority bonds should be issued for the purchase, improvement and sale of land to developers.

BACKGROUND INFORMATION

The price of land in Scottsdale comparable to other areas of the Valley suitable for this type of development is quickly becoming too expensive. Potential locators are looking elsewhere. Other valley cities are making good use of the Industrial Development Authority Bonds for this type of industrial development as well as for housing. The City would be able to stabilize the cost of property through the use of IDA bonds.

A study of the business activity and revenue generated by the Scottsdale Industrial Airpark over a ten-year period shows it to be a successful economic development approach. The productivity is clearly demonstrated in the following table.

SCOTTSDALE INDUSTRIAL AIRPARK STATISTICS

FY 1971-72 there were	27 businesses reporting activity	
FY 1975-76 there were	53 businesses reporting activity	- 97% increase in 5 years
FY 1980-81 there were	204 businesses reporting activity	- 300% increase in 5 years

(The Chamber of Commerce established its Economic Development Program in FY 1975-76.)

Airpark residents' contribution to total city revenue:

FY 1971-72 -	.15%
FY 1980-81 -	1.95% - a 1200% increase in revenue generated in ten years

FINANCIAL ASPECTS

The issuance of these bonds must be handled in a manner calculated to minimize the City's liability while providing more reasonably priced land for diversifying the economic base of Scottsdale. The land must be sold or leased to several developers to lessen the liability. The income from sale or lease of the property would be used to retire the bonds.

ALTERNATIVES

- A. Increase amount and availability of industrial land.
- B. Support a review and update of industrial zoning to foster desirable growth.
- C. Provide road accesses to developing areas. Specific attention should be devoted to Area 5 with emphasis on commercial/industrial development. A comprehensive study should be done as soon as practicable on Area 5 of the General Plan and the recently annexed property.

HOUSING SUBCOMMITTEE

The task of identifying the City of Scottsdale's housing problems in the year 2000 is not an easy one. There are many areas of concern that our subcommittee has not reported on. However, we feel strongly that the recommendations made concern the most important and pressing issues that will affect Scottsdale's housing in the year 2000.

The Housing Subcommittee would sincerely like to thank the Scottsdale City Staff who contributed time and again to our efforts. From very early on in our process, our subcommittee members were quite impressed with the organization and interest City management and employees have in our City.

The Housing Subcommittee offers this report with hope and encouragement that our City will be truly unique and prepared in the 21st Century.

Respectfully Submitted,
- Fred B. Shapiro, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should be progressive in its investigation and acceptance of new sources of energy, design, materials, water conservation and construction.

BACKGROUND INFORMATION

Conserving energy is not the prime mandate of this (Housing) subcommittee; there is another committee designed to deal with energy in depth. However, we feel that we would be remiss in neglecting a major area of concern for housing in the year 2000 if the following considerations for the City's evaluation were omitted from *this* report.

In Arizona and all other parts of the West, electricity is the only energy source available to many home owners. Further, should gas be available, its projected cost could rise even higher percentagewise, than that of electricity. This high usage of electricity would then tend to strain the generating capacity and could thus result in 'brown-outs', not to mention accelerating costs.

The following specific items should be studied further:

1. SOLAR ENERGY

- A. We wish to recommend the encouragement of the use of solar devices in new residential properties. The City should do all in its power to inspire developers to include passive solar features in all new construction.

In Iowa, the Governor is proposing mandatory usage. This subcommittee's opinion is that "mandatory" is too strong a measure for Scottsdale. We suggest that while this might be on a voluntary basis, the City should make every effort to provide incentives through all appropriate departments, even going so far as to revise building codes and zoning regulations if necessary.

- B. At the planning stage of new developments, consideration should be given to house orientation for maximizing the use of solar energy.

C. Solar or Sun Rights

- a. The City should be cognizant of the *solar rights* of home owners; no highrise should be allowed to block solar power from reaching another property owner. It is anticipated that some type of appropriate regulation will prevent court battles.

- b. Any building that utilizes reflector glass or any other highly reflective material should be regulated in order to prevent reflected heat and glare from causing an adverse impact upon the surrounding property owners. Building surfaces that moderate the sun's effects should be *encouraged*.

2. WATER CONSERVATION

- A. Water saving, and recycling, already makes good sense economically. The community's first plant is now being built at Scottsdale Road and Eastwood Lane. The City is considering more plants in Indian Bend Wash Area. By the year 2000 it could very well be of such supreme importance to life and continued growth of the community that stronger measures will have to be taken, for example, government regulation of the use of water. Recycling plants will certainly be more feasible eventually. (Note the Santee, California Plant that uses aeration, filtration and chlorination for the treatment of sewer refuse, with the reclaimed water being used for fire fighting, recreation and irrigation.)

3. OTHER ENERGY SAVING INNOVATIONS

- A. Berms
- B. Below Ground Construction
- C. Courtyard Construction

This subcommittee's thinking is that in the year 2000 and hopefully long before that time, there will be a minimum allowable "R" factor or insulation value required in all new construction. We also project that with the increase in population, the strain on our water table will make water conservation mandatory. This along with the need for supplementation of conventional power would be a basis for *minimum standards* for housing.

Should the foregoing occur, we would like to see any contractor and/or developer who exceeds these projected minimums given a rating that is uncomplicated enough for the average consumer to understand. Therefore, although it may not be feasible at the present, it might be considered in the event of the above.

As for the cost of maintaining a rating system, once the state, county or city set forth the minimum standards desired in the Building Code the builder would be required to comply with this code as is present practice. It would be a simple matter to have the builder present any improvements over and above the minimum that he might choose to include. This would surely be an excellent selling tool for him and would find its place in brochures and other consumer advertising.

Our prototype system, based on three points; INSULATION, WATER CONSERVATION, SOLAR DEVICES, (or built in passive solar), is a very primary one.

The following are suggested ratings:

BUILDER MEETS MINIMUM STANDARD	NO RATING
BUILDER MEETS MINIMUM STANDARDS + ONE	RATING A
BUILDER MEETS MINIMUM STANDARDS + TWO	RATING AA
BUILDER MEETS MINIMUM STANDARDS + THREE	RATING AAA

These ratings would be kept on file along with the balance of the subdivision papers for review by the public if they so desired. We project no additional expense to the City on top of that which they would expend for normal building inspection.

The cost of utilities will increase to a level that may stifle home ownership by the year 2000. We think that this will present as big a problem as the high interest rates presently presents. Builders will have to advertise their efficiency in the conservation areas, simply to stay competitive. The impact of an operational cost sticker on a new household appliance has had little or no effect on the consumer take-home cost.

We firmly believe this is in the best interest of the builder, the buyer, the City and even the country.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. Affordable housing must be encouraged through future zoning in order to insure a generous mix of people in broad socio-economic strata and age groups, to create a vibrant active city in the year 2000.

BACKGROUND INFORMATION

The City's cost/revenue study of 1975 found that employment areas such as the airport and other core areas are feasible only when employees of these areas live in the community in which they work. They must also spend a substantial portion of their income on taxable goods and services in this community.

This new lifestyle, living, working and spending leisure time in the core community, will be very attractive if not necessary due to the projected cost of transportation. Fuel, roads and cost of vehicles may be prohibitive by the year 2000 to some residents. This, along with many other reasons may make this an important priority for the City of Scottsdale.

The following specific items should be studied further:

1. Should the City consider an inclusionary clause of point system to mandate developers to include moderate priced housing in new developments? We feel that this matter should be pursued.
 - A. Higher density could possibly be used as an incentive to developers for the inclusion of moderate priced housing.
 - B. Cluster housing should be considered, depending on design and compatibility with City goals.
 - C. The inclusion of Modular Housing.

In the event that new technology or research makes nonconventional techniques or types of building feasible, the planning department/housing element would have the resources to make an intelligent decision; thus preventing a possible offhand rejection that could stop beneficial development from being implemented. The same procedure would be used to consider below grade level and other unorthodox construction methods.

2. Plans that have been formulated by other cities should be studied for effectiveness and possible adoption by our City.
3. How will Scottsdale address the need for moderate and low priced rental units?
 - A. Developer concessions to provide incentives for affordable rentals.

The City could allow an apartment complex developer more units than the zoning would normally allow, providing the location was conducive to the increased traffic flow and other ramifications of a larger number of residents.

As an example, if a certain site was zoned for one hundred units, the city would allow an increase of ten units, or ten percent, if the developer agreed to a lower rate of rent per unit for a given period of time.

An agreement would be entered into for a specific period of time that would be binding on the current owner and any subsequent owner for the life of the agreement. The owner would agree to rent his units for ten percent below the median rental rates for like units in Scottsdale. As the median rate fluctuates the rent will also but always at ten percent below median. The agreement would include a formula for determining the median rate.

The agreement would run for a specific time, perhaps ten years. After the agreement runs out, the owner would have an extra ten rental units. This would be the owner's incentive to join in the program. The city, by allowing the increase in the number of units built, would be providing affordable housing at a minimal cost to taxpayers in a voluntary program for the life of the agreement.

B. Tax reduction or abatement

By decreasing, abating or deferring local taxes to the developer or owner of moderate and low priced rental units, another incentive option is open to the City. This would work on a percentage scale. Any apartment unit renting for a certain percent below the median of the City for like units, would have its tax rate adjusted by some means of reduction. While this is a direct subsidy, and may not be popular at the present time, by the year 2000 it may be cheaper and therefore economical to the City to subsidize, rather than pay the salaries that would be required to import workers from the surrounding communities.

C. Methods beyond the City's direct control

1. Special rates for First Time Homeowners
2. Variable rate mortgages
3. Shared Equity with mortgagee
4. Federal Rental Assistance Programs
5. Block Grant Money going into low interest loans for housing

Note: The City should support and/or initiate State and Federal Legislation Programs that might address any of points 1 through 5.

The City's role in this area may be hampered by financial restraints and current political outlook. It should not be dismissed out-of-hand. The political environment and cost restraints of today may be overshadowed by the necessities of the year 2000. For this reason, even if some of these suggestions are against current policies and thinking, it is this subcommittee's view that they should be presented for study.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. In the year 2000, Scottsdale's present (1982) stock of sound housing should have been protected by stronger City ordinances and enforcement preserving property values.

BACKGROUND INFORMATION

Before planning for the next two decades, we must take note of present problems in order to take measures against their continuation and/or reoccurrence.

One of the subcommittee's major concerns in the maintenance of property values is the prevention of visual deterioration. Our subcommittee has found, after investigating areas that now appear to be deteriorating, we must address some problems that if not corrected will surely come back to haunt us in the year 2000!

In some of the older areas that appear to be on a downward trend we noted some of the following common problems:

1. Commercial vehicles routinely parked in residential neighborhoods on public thoroughfares during *nonbusiness* hours.
2. Nonfunctional vehicles on jacks or disassembled in front yards or driveways.
3. Wall to wall vehicles parked on *both* sides of the street.

These surely lead to the *visual* deterioration of a neighborhood. Careful review of areas that are holding their values indicates one thing that they all have in common is the strict enforcement of parking restrictions.

The subcommittee has also been very much aware of houses that had had additions to the original building or have enclosed carports to create 'Mother-In-Law' apartments. This has not only created ugly vistas but also compounded the parking problems. Many, or perhaps all were done without either permit or inspection. Many of these go on to become rentals or are sold as multiple family dwellings. Let us plan now for the future.

The following specific items should be studied further:

1. Ordinance Changes
 - A. Commercial vehicles must be parked off the street in a residential area and not in public view, except when on bona fide business.
 - B. No car restoration or repair should be carried on in front yard, driveway or street. Light repairs may be done in driveways if completed within 48 hours.

- C. No parking allowed on residential streets from 2:00 a.m. to 5:00 a.m.
- D. No garage or carport may be enclosed or converted to other use without making provision for parking on the property in an acceptable manner.
- E. A City permit is to be required to rent rooms, apartments or houses in residential areas. A nominal fee should be charged to cover costs of policing and inspections.
 - a. There must be adequate on-site for all rental units.
- F. The current ordinance that defines "Multiple Family Dwelling" as one with two or more kitchens, should be changed to read "any residence that rents parts of its premises".
- G. Prior to the advertisement of room(s) or apartments for rent in a residential area, an inspection of the premises should be required to insure that said premises conform to the city building code. There should be a fee and/or a license for this.
- H. Due to lack of compliance when violators are notified of a "nuisance" (Ordinance #800) the present system should be done away with. The new manner of enforcement would be that of a traffic ticket concept; beginning with a warning and increasing fines for each subsequent and additional violation.

It is our opinion that the future needs of the City will call for an enlarged department with all of those employed therein deputized.

To keep the cost of enforcement to a minimum, any City employee should be authorized to leave a warning tag at the site of a violation. The duplicate of this tag to be turned into the Enforcement Office for their follow-up. City employees, who, in their normal days work travel the byways of the City, i.e., sanitation workers, meter maids, street repair crews, etc., would be ideal for the project. This is not too dissimilar a concept to that of the City employees' supplementation of the fire department.

With the development of planned residential areas by Homeowners Associations, it is a prime time for the City to draft a model policy which would include any applicable City ordinances. The model policy could be used as an addendum to the Homeowners Regulations. This would, in effect, help the citizens police their own neighborhoods for ordinance enforcement, thereby greatly reducing the City's costs in this area.

If at all possible, developers should be encouraged to provide a parking area for recreational vehicles, boats, etc. Possible higher density of population would provide incentives for the developer. Recreational parking space would cut down on the City's long term enforcement cost.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

4. The City should establish a Housing Element to be included in the General Plan.

BACKGROUND INFORMATION

The City of Scottsdale's General Plan already incorporates various Planning Elements. Certainly Housing is a crucial enough issue to warrant an Element of its' own.

Other cities having found it necessary to provide a varying range of house types and price categories throughout their city, have employed a planning unit for this purpose. Irvine, California and Palo Alto, California are examples of the many who have successfully used this method.

The following specifications should be studied further:

1. TAKING INVENTORY OF EXISTING HOUSING STOCK
 - A. We must identify our *foreseeable* problems in meeting our housing needs.
 - B. Should a Housing problem be uncovered, the Housing Element would have authority to recommend ways to rectify it.
2. RESEARCHING NEW DEVELOPMENTS IN HOUSING
 - A. New developments and technology in housing with respect to conservation; construction design and other future "break throughs" could be monitored for their effectiveness and compatability with Scottsdale.
3. HOUSING ELEMENT TO COORDINATE EFFORTS WITH LAND USE ELEMENT
 - A. Study the feasibility of including open areas such as CAP, washes and Mountain Preserve in the areas where "High Density" developments could be planned.
 - B. Encourage a variety of housing styles, price ranges and densities throughout the City.

The Urban Village or Central Core concept is a vista well worth looking toward for the year 2000. Work, shop, and play in your own neighborhood. Placing higher density and multi-level structures at the center where the employment, shopping and pedestrians are to be found, and gradually decreasing density of buildings with distance from the center to the periphery; this is our goal model. There would not be sharp lines of demarkation as

the density changes, but rather an easy and gradual blending. Let us maintain the openness and natural beauty of Scottsdale as we have it now.

An integrated community is a healthy one, let us be sure to provide transportation between Urban Villages.

Some exciting new concepts of designing residential developments are now gaining acceptance; such as Whalers Cove, Foster City, California, where average lot sizes are 40 to 50 feet wide by 100 to 110 feet. They are still able to provide an open feeling with the use of lot line buildings and other features such as sidewalks and parking on one side of the street only. Since this cuts down on the amount of land needed for streets, this saving to the developer can be put into parks, pools and general recreation areas. They enhance the development and reduce the need for capital improvement funds from the City to provide these facilities. Thus the developer has a more salable product, and the city is saved much needed funds by not having to provide these amenities. The funds can be used in other ways. The quality of the City is enhanced and everybody is happy!

Lot line residential building has a myriad of uses. It can be an inducement to provide a variety of shapes and design. Narrow curving streets not only increase the charm but cut down the speed of passing cars to make the neighborhoods safer for our children.

Low elevation cluster housing for mountain sites with only desert landscaping permitted serves a twofold purpose. The "look" will be accomplished, and we will be fulfilling our conservation obligations. In short we want to permit growth, but it must be controlled so as not to destroy the reason for which we came.

Let us continue to insure our natural, open areas. Let us make our mountain residential settings look as if the houses grew along with the saguaros and the mesquite. Visual preservation can only enhance the City of Scottsdale.

So many of us came to the Southwest for the beautiful differences. The kids that scrawl "Save our desert" on the billboards can't be all wrong!

The Committee strongly recommends the City adopt a Housing Element in the City's General Plan. It should study in depth the aforementioned items along with any others that may fall into its' sphere of influence.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

ISSUES OF THE ELDERLY SUBCOMMITTEE

In May of 1981, the City of Scottsdale issued a call for a group of volunteers to study major issues pertaining to a better life for the people of Scottsdale in the year 2000. At that time twenty-three volunteers came forward to staff the Issues Of The Elderly Subcommittee. All were very enthusiastic. However, after six months, eleven active members remained, due to attrition. The remaining members, however, made up for the missing members by working twice as hard.

We requested fifteen knowledgeable speakers. They spoke to us at great length and answered our many questions. Our subcommittee members did an admirable job of research and study. We are disappointed that the STEP Steering Committee did not accept all of our proposals as recommendations, but appreciate the opportunity to include them all in this report.

As Chairman, I had the opportunity to meet a great number of very interesting people from a wide field of professions. I take this opportunity to thank our recorders and all my fellow subcommittee members for their diligent and time-consuming work.

We believe the City of Scottsdale will benefit from our recommendations. We hope we have been able to emphasize some of the problems the elderly will face in the year 2000. We also hope we have contributed to solving some of these problems. Our subcommittee Council to study our recommendations in planning for the needs of our community's elderly in the year 2000.

Respectfully Submitted
- Nicholas Rino, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City's planning should encourage cooperation with other agencies for the delivery of federal, state and county health programs to the elderly throughout the community.

BACKGROUND INFORMATION

The City can coordinate services available through private sources, i.e., agencies, churches; and encourage cooperation to avoid duplication and waste. A large proportion of the elderly will be living on limited incomes and community-supported facilities will be essential. The elderly who can pay in full or in part for services will still need them conveniently located. They can be charged on a pro rata basis.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. The City of Scottsdale should take a survey of the needs of the elderly.

BACKGROUND INFORMATION

Aging is inevitable. Retirement is a time of life that hopefully comes to all and we believe citizens of 40-60 years of age should be encouraged to prepare now for their existence after retirement by participating in a plan similar to Social Security. (It is now called I.R.A.)

The thinking, now, is to keep the elderly active and employed as long as possible. All of the elderly will not need financial aid but we must provide for those who do.

Senior Center users were surveyed, resulting in the following suggestions:

- A. Expand the services now being rendered at the Center.
- B. Plan for more centers conveniently spaced.
- C. Empty partly-used schools and city buildings where possible.
- D. Organize volunteer groups to be responsible for the elderly. (Each group to be responsible for 5 elderly persons who need assistance.)
- E. Use volunteers to:
 1. See that housing is adequate.
 2. See that health needs are taken care of.
 3. Have them call and inquire daily about their welfare.
 4. Obtain proper clothing if needed.
 5. Take them on errands and shopping.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. Scottsdale should continue to expand the brokerage system to provide health programs and professionals at the Senior Center and throughout the city.

BACKGROUND INFORMATION

There are many factors that must be considered, such as annexation of land, characteristics of the elderly and types of housing and facilities needed to provide for the welfare of the elderly.

After studying the population growth we realize that growth is occurring partly because of the climate, the good government of Scottsdale, the cultural and physical advantages of Scottsdale living. Most of the elderly who are attracted to Scottsdale as visitors and potential residents represent above-average income. But there are also many who will be existing on poverty or low incomes. Scottsdale appears to have adequate housing for the middle class and above-average incomes but there are few accommodations for those with low income.

Scottsdale is practically devoid of shared-housing facilities, low cost cooperatives, day care centers and community centers to provide the health, recreational and education needs of the elderly.

FINANCIAL ASPECTS

- A. Investigate for any Federal funds that might be available.
- B. A city tax could be levied on business and people who are employed in Scottsdale.
- C. Mobile home parks could provide shared housing facilities. For example, 3, 4, or 5 persons could live together sharing expenses and duties. These parks usually provide recreation and other aids for the tenants.
- D. Have persons pay nominal fees for services according to ability to pay (sealed fees).
- E. Require non-residents to pay dues.

ALTERNATIVES

None provided.

4. The City of Scottsdale needs to become more knowledgeable of the abilities and skills of the elderly and appreciate what they can contribute to the community.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

5. Scottsdale should permit zoning provisions to allow health facilities for the elderly to be incorporated within all expansions of the city as well as in established neighborhoods.

BACKGROUND INFORMATION

That sector of population known as *the elderly*, whether they are able-bodied and in good health, whether handicapped physically or economically, whether qualified to receive a driver's license or not, is dependent upon some form of available, accessible, safe and certain form of transportation. Mobility by bus, car, bike or walking is necessary to get from Point A to Point B for securing the basic necessities of life; i.e., food, medical care, attire, recreation and occupation within the limits of their ability. To satisfy their desires, they need to remain active and useful citizens of Scottsdale.

The following items are needed to implement the recommendation:

1. Public transportation within the city limits of Scottsdale is a necessity using appropriate passenger vehicles, looping designated east-west streets to north-south streets, running regularly, intercepting Phoenix Transit Bus stops, and stopping at major shopping centers and senior citizen facilities.
2. Over passes, underpasses, and pedestrian-bike footbridges over streets and canals, and where congested areas exist would offer safe crossings for the elderly handicapped as well as the general public.
3. Bikeways

Both service and scenic bikeways will be needed for future maximum mobility. Adequate bikeways should be properly paved, clearly marked and graded for safe passage of the rider. Whether the bikeways are on street or off street rights-of-way, they should be maintained and unobstructed by parked vehicles. Bicycles are an efficient, practical, popular and affordable vehicle to purchase and to maintain, and provide a healthful source of exercise, recreation and transportation for shoppers, workers and students, as well as for the elderly.

1. Bike and pedestrian rights-of-way should be financed and maintained by the City of Scottsdale, as are the building and maintaining of roads and vehicular rights-of way.
2. Buses should be operated by the City of Scottsdale and financed in part by user fares and advertising.
3. Bike license fees could produce a source of revenues.

The following items should be studied further:

1. Extending Scottsdale's existing Human Mobility Services to the city limits of Scottsdale, while providing stricter enforcement of *eligibility requirements for on-demand transportation*, limiting this service to residents whose permanent domicile is Scottsdale.
2. Restoration of *sidewalks*: It is recommended that short non-existent stretches of sidewalks, now stoney and neglected be reconstructed. Pedestrians now can proceed only by entering moving vehicular traffic.
3. Sheltered benches are needed along bus routes for protection against the heat.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o The Scottsdale Police Department should provide a higher degree of protection for the elderly, assisting with self-protection education.

The U.S. Senate Special Committee on Aging has published information papers on subjects of particular interest to older Americans. We realize that Federal money is and will become very scarce. The City Council should purchase this publication. The special interest groups should be asked to help in this effort. Distribution can be assisted by special interest groups such as, banks, real estate agencies, supermarkets, landlords and the senior centers. A copy of this publication should be in every elderly person's home. The Police should hold meetings and try to enlist young people's aid.

- o Scottsdale should continue to expand the brokerage system to provide health programs and professionals at the Senior Center and throughout the city.

The use of schools, churches, fire stations, libraries, converted resorts, etc., would allow neighborhood services to be developed within reasonable distances and time allowance. Cable TV and closed circuit teaching could be used for education, both general and specific, in the health needs of the elderly. Health needs of the elderly include access to clinics, hot meals, social workers, and financial advice. The elderly need safe housing, transportation, and protection in the community to ensure their security, both physical and mental.

According to most authorities we define the elderly as those who have passed the age of 65. However, social workers are of the thought it should be raised to 68 or 70 because insurance records show that persons are now having a higher life expectancy.

Forty-one percent of the elderly live alone in rental units, fifteen percent reside in public or government subsidized housing, the rest are forced to seek other options.

Presently there are not enough agencies to assist the elderly to find and match these people with the available facilities.

We had several speakers including Alice Drought, Executive Director in Area of Aging. She had attended the Conference on Aging at Washington D.C. and explained many of the problems. Rosemary Perry who is Director of the Senior Center in Scottsdale gave us statistics about the clients who use the Center.

Dr. Odom from the Dental Society was helpful and felt that elderly now have better teeth than previously, due to improved nutrition and dental care, but felt also the high cost of dental work was a hardship for some. We feel the elderly should receive discounts on dental and medicine bills.

Reading many articles, we know housing for the elderly cannot be isolated as a simple problem. It mingles with many other problems which will be more complicated as time goes on. Scottsdale must be ready.

This committee was fortunate to have very knowledgeable and experienced people who were able to fill us in on many facts and figures about the elderly because they were involved with them in their line of work. It was an agreeable group whose thought was to help harmoniously.

The City of Scottsdale will have to assume the responsibility of preparing for the care of the elderly who have not planned for it.

- A. Acquire land and buildings now.
- B. Level a sales tax and direct that money to the cause of the elderly.
- C. Get Federal assistance if necessary.
- D. Encourage church groups and other charities to help.
- E. The elderly should be assessed on a sliding scale for services rendered, according to their ability to pay.

- o The City of Scottsdale needs to become more knowledgeable of the abilities and skills of the elderly and appreciate what they can contribute to the community.

Many elderly need additional funds and are willing to work for them. They can contribute in many ways.

- A. We believe that the elderly will be a desirable group of citizens in any community.
- B. We understand many of the elderly want to continue being employed and are ready to use their experience and skills.
- C. Encourage them to do volunteer work in the community.
- D. Encourage local business to utilize elderly so their standard of living can be maintained.
- E. Provide enough assistance to match these people to the opportunities.

- o Scottsdale should permit zoning provisions to allow health facilities for the elderly to be incorporated within all expansions of the city as well as in established neighborhoods.

The City should foster the provision of safe, uncluttered, low cost facilities, located near doctors, hospitals, nursing homes, rest homes, day care and community centers which could provide health, recreational and educational needs for the elderly.

The City of Scottsdale has expanded its boundaries due to annexing land and there will be a dire need to expand all City services to these areas as the population density increases.

ISSUES OF YOUTH SUBCOMMITTEE

The subcommittee feels that, to date, Scottsdale has provided many excellent services and resources for youth. Because many of the same needs will exist in 20 years, these should be continued, expanded, and made available to the population in all areas.

After an initial decrease in membership, our subcommittee solidified into a compact group of approximately nine individuals who gave their best ideas, time, thoughtful study, and loyalty to addressing the issues. Because of time, priorities, overlapping subcommittee interest, and a feeling that many problems relating to youth can be best handled by family and the private sector, some vital concerns of youth do not appear in our final report. These include the handicapped, racial minorities, drug and alcohol abuse, suicide, teenage pregnancies, venereal disease, crime, and child care.

The subcommittee's recommendations were based on information gathered from the following sources: Scottsdale Parks and Recreation, Vista del Camino, YMCA, YWCA, Scottsdale School District, Police Department, Public Information Office, City Manager, Girls and Boys Clubs, Informed Parents, CODAMA, Scottsdale Human Services, and local churches. We also met with a panel comprised of high school student council members from various Scottsdale high schools to get first-hand information about the problems confronting youth, and possible solutions. Regarding this panel, we were particularly impressed with the students' enthusiasm and support of their community.

The members of our subcommittee wish to thank all those in the community, the Mayor, and City Council, City staff, and the STEP Steering Committee for allowing us to stretch our minds and envision the climate for youth in the next century. We are hopeful some of our efforts will be reflected in the continued support of youth services.

Respectfully Submitted,
- Eunice Kelly, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should provide a city-wide summer bus transportation program, to enable youth to get to recreational activities, employment, and social services.

BACKGROUND INFORMATION

The physical layout of Scottsdale makes transportation around the city difficult for all groups including youth. A summer transportation program, utilizing leased buses from Scottsdale School District, would help alleviate the situation for at least part of the year.

FINANCIAL ASPECTS

If an agreement to use Scottsdale School District buses can be reached, fares should be charged to help defray the cost of the program.

ALTERNATIVES

None provided.

2. A Youth Advisory Group to the Human Services Commission should be established to advise the City Council on the various needs of Scottsdale youth.

BACKGROUND INFORMATION

This recommendation was based upon information received from a panel of Scottsdale high school students who met with our subcommittee. This group felt there was a need for the youth of Scottsdale to have some line of communication to the Scottsdale City Council.

The Human Services Advisory Commission's report to the Scottsdale City Council in February 1980 stated that the "major weakness of that report was that the youth of the city had relatively no involvement in forming that report." The report also noted that there was "the need for a committee to study in more detail the role of youth in the community" and "...with a focus on youth needs and services."

Our recommendation for establishing a Youth Advisory Board includes the following:

1. Youth must be a resident of the City of Scottsdale.
2. Only high school would be represented, not middle and grade schools.
3. Representation would consist of one student from each high school in the Scottsdale School District. (Consideration could be given to Scottsdale residents who attend adjoining school districts.)
4. There should be one adult volunteer to act as coordinating advisor. The advisor should not be affiliated with the Scottsdale School District or employed by the City. The volunteer advisor should have a background and interest in working with high school students. The advisor would be chosen in the same manner as other City Council Advisory groups.
5. One member from the Youth Advisory Board should attend each City Council meeting to be available as an advisor on matters pertaining to youth.
6. The Youth Advisory Board should meet on a regular basis to advise the representative to the City Council.
7. The City should provide a meeting place and use of facilities for the group.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. A committee of social service personnel from the public and private sectors should be formed to co-ordinate and disseminate information regarding all services available to the community.

BACKGROUND INFORMATION

Our committee was surprised to learn of the many existing services provided by the public and private sector. We felt that the general public was not aware of the help available. Meetings with various agencies disclosed that these groups felt they could be serving more people if their services were better publicized. These groups can only be effective if their benefits are known and utilized by the public. This social service committee would serve as a coordinating body for all agency assistance available in the City of Scottsdale and investigate methods of informing the public, such as establishment of a city-wide Community Resources Hot Line.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

Establish a 24-hour hot-line manned by volunteers.

4. Brokerage concept services such as Vista del Camino, should be enlarged and expanded to provide adequate service to all areas of the city.

BACKGROUND INFORMATION

The committee felt the brokerage concept had been and would continue to be the most effective method of offering a large number of services from one location.

FINANCIAL ASPECTS

The City should, where possible, use existing space by leasing from schools or churches. Community buildings erected to serve the expansion north and east should allow space for brokerage agencies.

ALTERNATIVES

Because of the high divorce rate and therefore a growing number of single parent families, and the increasing number of working mothers, the committee felt there was a definite need for an after-school and summer "Latch-Key" program. Our committee felt that such a program would serve as a deterrent to crime, vandalism, substance abuse and provide family support.

5. The City of Scottsdale should establish a foundation to solicit funds from the private sector, for the financing of youth programs.

BACKGROUND INFORMATION

Based on meetings with various City of Scottsdale Departments and community organizations, our committee felt that an underlying factor would be lack of funds, whether due to local or federal budget cuts. This places a great amount of pressure on those administering programs for youth. A fund raising foundation would provide funds to ensure continuance of existing programs and provide for the establishment of future quality services.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

LONG-RANGE FINANCING SUBCOMMITTEE

Planning for the long range needs of a community as dynamic as Scottsdale is an awesome and by definition an inexact undertaking. Many factors will conspire, time after time, to change and in some cases, invalidate projections and resultant policy recommendations. Consequently, the perspective of the Long Range Financing Subcommittee in formulating recommendations discussed below was that those recommendations are based on a perceived scenario of Scottsdale growth through the year 2000.

These assumptions provided the framework for our subcommittee's analysis of Scottsdale's long range financing needs. The City's financial needs were considered from two perspectives: that of capital expenditures and that of annual operating expenditures and the respective revenue sources for each. The remainder of this document concentrates on discussing some recommendations for each.

Understanding that separate reasons for each of the following recommendations may appear limited, and with the understanding that the Steering Committee has the final responsibility for presentation of all STEP recommendations, the Long Range Finance Subcommittee, proposes the following to our fellow citizens. We believe that all recommendations should be considered by serious thinking members of the electorate.

The use of talent provided by City staff and outside speakers, publications of general interest, and individual backgrounds gave this committee a wealth of information. The fact became evident early in the process that there were no miracle solutions to be found. In fact, as the process developed, one of the early ideas became reality, with the recent special election taking the CIP out of operational budget limitations.

As Chair of the Long-Range Financing Subcommittee, I would like to specifically thank the active members of our subcommittee.

The committee found this challenge stimulating, informative and well worthwhile.

We unanimously agree that the city is represented by extremely capable and concerned personnel, based upon our meetings during the STEP project.

Respectfully Submitted,
- Alan Glick, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The Scottsdale City Council should call for a bond election for approximately fifty million dollars within the next two years. Further, we would urge that the number one project to be funded would be the water treatment plant needed to insure useful adaptation of water from the Central Arizona Project.

BACKGROUND INFORMATION

Our perspective regarding the financial needs of Scottsdale is predicated on the following assumptions. They are, in order of importance:

- o Annual population growth for the City of Scottsdale will average 3.2 percent between 1982 and 2000.
- o City limits will continue to expand via annexation and "in-fill" within existing boundaries will increase.
- o Historic rapid expansion of city provided service levels will abate and, in fact, will decrease on a per capital basis.
- o The City of Scottsdale will aggressively pursue a policy of contracting for provision of what have been traditionally city provided services with private parties whenever financially feasible.
- o The City of Scottsdale will continue to pursue a "pay as you go" policy in planning its annual operations budget (within state mandated expenditure limitation guidelines).
- o In support of the "pay as you go" philosophy, the City of Scottsdale will seek funding for all major capital improvement projects through methods such as bonding and industrial development authorities.
- o Traditional sources of revenue such as property and sales taxes, user fees, license fees, permit fees and sewer and water fees, will continue to pay for the major share of operating expenditures.
- o Inflation will average an annual 6-8 percent increase, thus requiring a proportionate increase in the annual operating budget just to maintain current levels of service.

- o Reliance on federal revenues to offset city operating and capital expenditures will be minimal.
- o Public expectations concerning continued quality of service delivery will create substantial pressure to increase city revenues by raising property taxes, fees, etc.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. Operational costs should not be funded with CIP funds.

BACKGROUND INFORMATION

However, the proportionate contribution of individual revenue sources to total revenue sources should be reassessed.

Capital Improvement Projects (CIP)

City of Scottsdale staff projections for CIP expenditures reviewed by the subcommittee were admittedly a shopping list of various well-intentioned programs. Based on the staff developed expenditures, given the limited to non-existent bonding capability of the city at present, and the realistic bonding capacity of approximately an additional 50 million dollars (subject to voter approval), it is painfully obvious that not only will the shopping list have to be pared, but the entire program developed by other STEP subcommittees is subject to the sharpest of knives.

As an example, the proposed five year CIP projection submitted to the City Council on November 16, 1981, totaled over 110 million dollars worth of projects. An arbitrary review of the CIP "wish list" developed from all other STEP subcommittees adds additional millions. The point is that there is not enough money in the pot to handle all requested expenditure projections, no matter how worthwhile they may seem. It is imperative that all citizens of our community, City staff, and the council keep uppermost in their planning the knowledge that priorities must be established not on the basis of want but of absolute necessity.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. The City should continue to encourage a vigorous volunteer program to the extent of possibly hiring a coordinator for such activities. The sources of talent in this community are close to limitless and a means should be developed to encourage that talent to aid our city. The STEP process is such an example.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

4. Council should pursue vigorously the possibility of locating a domed sports complex in the city (as suggested in our six month report.) Since the issuance of our six month report, it is interesting to note that the Governor has appointed a panel to study locating a domed stadium in Arizona. The consideration of the Bell-Pima expressway will aid access to such a facility within the City of Scottsdale.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

5. Council should continue to investigate the State Lottery revenue derived from Scottsdale to insure that we get our "fair share" return.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

6. We urge the formation of an office within the City government to develop the use of solar energy within the City of Scottsdale. The office should be involved with developing solar industry within the city, developing tax incentive for manufacturers and users of solar equipment, and developing methods to aid residents and businesses in installing solar energy equipment. Solar energy should be developed as a public utility, generating power for city structures, if not the entire community.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

7. All services and equipment listed in the operational budget should be reviewed on an on-going basis, every three years, for the possibility of having them provided by private sector contract. Our draft report suggested this. Staff response to this proposal indicated that a combination of public and private efforts will continue to be most effective. We agree. However, we believe that a formal plan of review should be established as policy by Council, to include, perhaps, a request for proposal (RFP) on a periodic basis. The staff response to our suggestion that equipment might be better leased than owned cited a 1979 study. Times change and we would submit that any such studies may not be current in their application. Constant review and vigilance are needed to be sure that we as citizens receive the most for our tax dollar.

BACKGROUND INFORMATION

Proposed operating expenditures for the City of Scottsdale for 1981-82 are 43.5 million dollars. This proposed expenditure compares with the 32.5 million for 1978-79, 34.8 million for 1979-80 and 39.1 million in 1980-81 (excluding Capital Improvement Project Expenditures). If the capital improvement expenditures are included, then the budgets (in millions) were: 1978-79 = 34.7, 1979-80 = 53.3, 1980-81 = 49.7, and 1981-82 is projected at 55.36.

The total budget for 1979-80 (53.3 million) is important for future financial planning purposes because that figure includes 15.2 million in anticipated CIP expenditures. The significance of the CIP expenditures becomes apparent when considering that the Arizona state law concerning city expenditure limitations taking effect in 1982-83, utilizes as its base 1979-80 expenditures but allows for the exclusion of CIP expenditures from that base. Consequently, the city has the potential flexibility for operating budget growth of approximately 16 million dollars before approaching the 1979-80 expenditure base. Of course, in order to exempt the CIP expenditures from the spending limitation the city had to receive approval from the Scottsdale electorate (passed in February, 1982).

The subcommittee recognizes that under ideal circumstances, e.g., that of exempting CIP expenditures from the operating budget, and that of maintaining an annual growth rate of 6-8 percent, the mandated spending limitation would be exceeded by 1984-85. At that time the city either reduces services on a selective basis to reduce expenditures, cuts back on personnel, or effects a combination of both to remain within the expenditure limitations. Given an annual population growth projected at 3 percent and given the historically aggressive annexation policy of the city, the subcommittee believes that a permanent base adjustment in 1984-85 would not be unreasonable.

The subcommittee does not anticipate substantial changes in the sources used to fund the operating budget. Consequently, the subcommittee projects continued reliance on the privilege tax, state shared sales tax, equipment rental, property tax, water, refuse, sewer, state revenue sharing, and development fees to provide the major source of income for operating expenses through the year 2000.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o Building permit fees should be reviewed to insure that new growth within the city, which will require increasing costs, be paid for by those generating the costs, as opposed to placing such additional burdens on current residents. This area as well as all other city operations should be reviewed from a cost benefit perspective to see if city operations are consistent with a "pay as you go" philosophy.
- o The property tax should be raised to supplement CIP projects which cannot be funded by bonds.
- o Water, sewer, refuse, user and other fees should be increased immediately and continue to be increased ten percent on an annual basis. Implemented in 1982, such a ten percent increase would net Scottsdale a maximum of \$800,000 in revenue. This revenue should be earmarked to fund annual increases in water, sewer and refuse operation costs, thus adhering to the "pay as you go" philosophy. Other benefits associated with an annual ten percent fee increase include resulting efforts at conserving water usage. The premise is a simple one. That is, the more it costs, the less wasteful the consumer will be. Our water supply is not limitless and responsible conservation policies today will pay back invaluable premiums in the future.
- o Council should mandate that within two years the Scottsdale Airport will become self-sufficient and thereafter be operated on a "pay as you go" philosophy or be closed.
- o Council should call for an election to override the state mandated expenditure limitations, provided that all operational budgets are maintained on a "pay as you go" basis at all times.
- o Council should institute a special tax on vacant land within the city boundaries. This tax would accomplish two objectives: generate some additional property tax revenue while the land remained vacant: and, generate more revenue as improvements raise the assessed valuation on vacant land that is developed.

NEIGHBORHOOD REVITALIZATION SUBCOMMITTEE

The members of this committee firmly believe the entire community must energize itself to stay beyond the need for revitalization! An apathetic population, with no city leadership would be the only reasons for an area such as ours to deteriorate to the point where major rejuvenation would be required. Neighborhood neglect is a vice that has no place in Scottsdale.

We strongly recommend positive items that, if adopted and implemented, will aid in creating a better life for all our citizens in the year 2000 and beyond.

Respectfully Submitted,
- Austin Byron, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should establish a Neighborhood Revitalization Commission to formulate programs, conduct research and recommend to Council ideas that will help prevent the decay of neighborhoods.

BACKGROUND INFORMATION

Areas of Scottsdale are mature. Each decade brings to light new sections where elements as well as age cause wrinkles to appear that distract from the beauty of the original structures and areas.

We have buildings dating back to 1892 in the community. Mere age in homes, like in people, is no reason to look dilapidated. Pride expressed through continuous care and everlasting maintenance helps keep areas looking young.

Most of the older structures are located between Roosevelt Avenue on the south and Indian Bend on the north, where the McCormick House was built in 1941. However, the Thunderbird Field Buildings near the airport were built in 1939 for military use and in the year 2000 will be adjacent to the center line of Scottsdale when full annexation takes place.

Developers started construction of many areas shortly after World War II. Basically, these started in the southern portions of the city and then spread to the north. Along with single family homes, clustered town houses and condominiums were built. High density living, incorporating apartments, also became the pattern.

As these sections are becoming mature (some are already forty years old and will be sixty years old in 2000) increased attention will have to be given, not only by the residents, but the administrative body of the City of Scottsdale.

Certain core areas have already been revitalized by past progressive Councils. The delineation of all these areas would be redundant to those with a knowledge of the area. The continuation of forward thinking exemplified by the utilization of federal grants and local means to upgrade areas between Thomas Road and Indian School Road, must march on with each passing year.

An aggressive commission in conjunction with an assertive, progressive, City Council and staff will help our community stay ahead of decay.

FINANCIAL ASPECTS

Commissions, themselves, do not add materially to direct costs except for that portion of City staff which has to address itself to the function.

The true cost savings, or long term benefits are determined by the actions of the group.

ALTERNATIVES

1. The City of Scottsdale could designate within the City staff a person to actively encourage self improvement programs within neighborhoods.
2. Directly establish local areas, whether they be defined by school district, precinct, census tract, or any other method, and promote prevention of decay by using interested residents.

2. The City of Scottsdale should encourage the improvement and development of the Arizona Canal between Scottsdale Road and 68th Street.

BACKGROUND INFORMATION

The Arizona Canal, which bisects the area bounded by Scottsdale Road, Indian School Road, 68th Street, and Camelback Road, is not only of historical significance, of life-sustaining significance, but it is also an asset that is not being used to its full benefit. We are not using our natural resources to the optimum. This entire area should be developed jointly by abutting property owners, the City, and the Salt River Project.

The overhead wires and poles should be eliminated from the area. Two story retail buildings should be added to the back of existing or new structures with the second story opening out onto a landscaped pedestrian mall which would extend along both sides of the canal. If the structural strength and coding would permit, residential space could be encouraged above some existing structures, keeping the general architectural appearance that now exists. (The benefits of "downtown" living are covered in other reports).

The currently unpaved canal banks, the shanty appearance of the backs of some of the stores, and the dusty, underused, partly paved alleys adjacent to the canal, are a disgrace to the City of Scottsdale which has pride in itself in so many other ways.

There are other areas of the banks of the SRP Canal that go through Scottsdale, that cause a blighted look. Between Camelback and Chaparral along the west bank exists one of the worst breeding areas for mosquitos and disease in Scottsdale. For the future, the entire CAP embankment should be beautified.

The north bank of the SRP canal between Scottsdale Road and 68th Street should be landscaped but at least 50 percent of the width should be left unpaved for joggers or use by equestrians.

Our perception of an adamant attitude of the Salt River Project not to improve appearances of the canal and not to cooperate with the City to make this a more useful and meaningful resource is at best disappointing.

FINANCIAL ASPECTS

A new three story parking garage (or four story if underground storage area is used) should be erected to more than make up for the 90 spaces lost. The garage to be located on city property in the area would

accommodate up to 400 vehicles and cost would run over 2.5 million dollars. Added revenues from increased construction and retail trade would help offset this expenditure. Any added insurance for pedestrian safety should be shared by the SRP and the City.

ALTERNATIVES

1. Let the area continue to rot. Let people from more progressive areas of the world point their fingers at the wires and vertical sticks of Scottsdale.
2. Plant olive trees and other landscaping along the banks with irrigation coming from regulated drippers from the canal.
3. Repave sections of the parking lots.
4. Encourage lot owners to update their back entrances.

3. The City of Scottsdale should continue to enforce existing building codes and strictly enforce zoning ordinances and implement new ones to provide for their current building standards.

BACKGROUND INFORMATION

The City Building Program is progressive and helpful. New materials and systems for buildings generally improve through the years and a vigilant Building Program should constantly update and enforce materials, systems and codes.

Currently it is questionable whether the Zoning area is staffed adequately in numbers. The one person enforcing is viewed with high esteem.

FINANCIAL ASPECTS

Good materials and systems don't increase costs, they save over the long run.

Added zoning enforcement would add to the payroll to the extent of \$35,000 plus, including fringe benefits.

ALTERNATIVES

1. Follow ICBO, IAPMO, FHA and other minimal standards one gets minimal results.
2. Instigate county-wide codes, selecting the best from all the segments, and implement the new ideas over the years.

4. The City of Scottsdale should exert leadership to promote paint-up, fix-up, clean-up and pride of residency in all neighborhoods.

BACKGROUND INFORMATION

The City's Public Information Office presently budgets about \$3500 to advertise and promote the Prideline and various city clean up campaigns annually. Is this effort enough?

- o One or two months, possibly in the first and third quarters of the year, should be promoted as paint-up, fix-up, etcetera month by an appropriate City department.

Local newspapers, cable T.V. stations, merchants, the Field Operations Department and private refuse collection groups and others would be mobilized to make this an ongoing annual program.

We should have no need for revitalization programs if "spic and span" conditions are maintained at all times. Deterioration is a direct result of peoples' neglect.

- o Citizens should continue to be educated by City personnel on how to establish improvement districts. Resident groups should be encouraged to form "beautification" or "pride" areas. Proliferation of information on who to call, when to call, when dismantled cars, trash, safety hazards, or unsanitary conditions exist should be handled by a City community relations person or persons. Prideline 946-NEAT should be given maximum exposure to educate the public. The public does not necessarily know of this aid.

FINANCIAL ASPECTS

What is the price for beauty?

ALTERNATIVES

1. See alternatives from first recommendation.

5. The City of Scottsdale should aid and encourage the preservation of historical sites, neighborhoods and/or sections of the entire city.

BACKGROUND INFORMATION

Any revitalization of a neighborhood should take into consideration historical sites, architecturally comparable areas, or unique communities. Scottsdale has a number of these sections. Old Town, Main Street, and Fifth Avenue are among the most prominent. Twenty years from now some of the well built town houses or communities which are today's walled-in areas may be added to this list. In addition, the commercial strip between McDonald and Indian Bend may have developed a patina, enhancing its desirability. McCormick Ranch with its boulevards should retain its beauty.

Reference should be made to preservation sites established by the current Historical Society. With the passing of the years other areas may be added. The methods they propose for acquisition and maintenance should be encouraged. The Frank Lloyd Wright's Taliesin West building should be included.

FINANCIAL ASPECTS

Most of the funds could come from private or public sponsored endeavors such as rodeos, concerts, special shows and benefits. However, the City may want to consider setting aside a park area similar in size to Railroad Park at Indian Bend as a place to transfer some historical structures that must or should be moved. This is a concept similar to Pioneer on I-17.

ALTERNATIVES

1. Locate a museum in a rejuvenated area along the canal bank between Scottsdale Road and 68th Street.
2. Cooperate with individuals who operate areas like Rawhide to have a museum adjacent to or part of the area.

6. The City of Scottsdale should by direct interaction with holders of vacant lots, local realtors, developers, Parks and Recreation, and Planning Commissions, stimulate conversion of vacant or underutilized lots to their optimum use and appearance.

BACKGROUND INFORMATION

The growth of Scottsdale has been in big sections, not lot by lot. While the initial settlement was in the Old Town area, masses started to extend southward. Then, after skipping over many pieces of property, the surge began north and north-eastward in a much more controlled growth pattern. Then annexation took place and wide areas of populated and nonpopulated sections now exist which must be calculated in current planning. However, for purposes of our infill study, the area selected rests between Chaparral on the north, Hayden on the east, McDowell on the south and 64th Street on the west.

Space utilization is mostly dependent on Zoning. Commercial, single family, high density, dwellings, parks and recreation, industrial and other categories constitute our current zoning ideas.

Foresighted persons who bought land within the boundaries mentioned above may have become paper rich during that period and have served a purpose for the city. The inventory of land should now be closely examined by all parties to determine the best use for the entire community, and positive steps should be taken to implement the ideas.

It is not propounded that every block be built upon, but each lot should be useful or aesthetically pleasant looking. There are pieces of property that are not maintained or are actual eyesores. While most of the lots are not like the "dumping holes" of Las Vegas, there are some that require considerable upgrading.

The City should inventory its land holdings now within this area and predetermine its needs over the next fifty years for parks, recreation, pedestrian malls, parking, municipal buildings, roads, extension or improvement of alleys. Targeted properties or rehabilitation areas should be acquired within the next five years, in general line with proposals made by this and other groups of this STEP Committee.

Starting from Main Street, going north and south within the east and west boundaries, City fathers and mothers should work closely with owners, new developers, architects, and builders to stimulate use of the land. Some interim uses may be necessary and desirable.

First, zoning should be reviewed. Local realtors should be encouraged to put together land packages within the area that would make them economical to develop. There are areas where fragmented ownership rules against viable buildings.

Vacant land tax reappraisals may be desirable at this time to be sure each parcel is sharing its burden with increased valuations of properties along side of them.

Paving and curbing of streets adjacent to vacant land should be done with benefiting land owners being assessed. A bill in the State Legislature should be pursued.

Some of the properties which are not available for sale should be temporarily used for mini parks with seating or decorative desert landscaped areas.

Proper maintenance of all vacant lots should be enforced by policing officials. Using open lots for dumping grounds should be prohibited.

Three resort type motel/hotels similar to the Doubletree Inn should be encouraged to locate between Osborn and Camelback to help keep business viable in the area.

Funding from the Community Development Block Grants and other state and federal programs should be used to help develop, pave, and curb areas. The Neighborhood Capital Improvement Program should be headed by the most progressive, aggressive, intelligent person in City administration. Discontinuous curbing and non-planned contractions of road widths are not only a hazard by an eyesore.

Roads are built to be driven on, not parked on. While this subject may be part of another subcommittee's area it involves neighborhood appearances and it is included here to stress the need for making, not only commercial and industrial developers, but also new home builders, responsible *right now* for providing adequate parking for each residence either adjacent to or in nearby offstreet paved, landscapped parking lots.

The city should investigate the establishment of parking lots in residential areas.

"Teeth" must be provided in legislation for the removal or disposal of abandoned, badly damaged vehicles, or those in a constant state of disrepair, which now blemish our streets.

FINANCIAL ASPECTS

Staff costs of over \$100,000 per year are envisioned.

ALTERNATIVES

1. Let nature and greed take its course and the city will prosper with weeds and seeds.

7. The City of Scottsdale with citizen's support should improve the physical, safety and aesthetic conditions of the city's alleys.

BACKGROUND INFORMATION

The City of Scottsdale has 201 miles of alleys located primarily south of Camelback Road. If the 201 miles of alleys are stretched end to end they would extend from Scottsdale to Yuma. This can also be equated to 388 acres or an area that would extend from Indian School Road to Osborn and from Scottsdale Road to Hayden Road. This large piece of ground devoted to alleys pays no taxes and is a liability to the City. However, most of the alleys must be retained because it is where our power and sewer systems are located and also it is where the refuse containers are located. It would be financially unfeasible for the city to undertake the moving of these utilities. The basic question is then, how should we treat and maintain our alleys in order for them to be an aesthetically pleasing asset to our community, rather than an eyesore.

As noted in another survey, "The beauty of our city is dependent upon the maintenance of individual sites; i.e., parks, school sites, Civic Center, the individual home, businesses, roads and alleys. Historically, alleys are in back and often forgotten. However, alleys in the Old Town area are now being used for access to businesses or used as pedestrian walkways. Alleys in the residential areas are used just as they were when the subdivisions were built, for trash pick-up and utility maintenance. Alleys are here now, and will be here in the year 2000. An effort must be made now to improve our alleys for they are also a part affecting affecting a city's visual beauty."

The City's efforts, through the Field Operations Department, to maintain the alleys (refuse and brush pick-up, grading and oiling) are a definite credit to the department, however additional innovative steps must be taken. Although Section 11-233 of the City Code places the alley's maintenance responsibility in the hands of the adjacent property owners, only about 10 percent of the property owners maintain them. A random sample survey of 100 homes indicates that 90 percent of the homeowners do not maintain, in any way, their alleys. Development requirements, a city-wide award system, and city financial input are means to achieve aesthetically pleasing alleys.

The following items are suggested as steps to implement this recommendation:

1. Revise Section 301.09, Scottsdale Zoning Ordinance to read "Alleys are not required in any of the zoning districts", however the subdivision committee may require alleys in districts to complete existing patterns or to serve as secondary access to adjacent properties.

2. Require concrete block walls rather than wood or chain link fences to be built adjacent to all alleys.

This would allow the use of herbicides to kill grass and weeds in the alleys from property line to property line without the result of possible City liability. Some owners like open fences for security purposes. Then, stems and footings extending at least two feet above ground would prevent herbicide transferal.

3. Require all *new* commercial and multiple family developments where alleys are already approved to pave adjacent alleys.

This requirement could be enforced by the Development Review Board. A requirement of paving is no different than the existing requirement of landscaping or road improvements.

4. Encourage commercial and multiple family complexes to utilize existing alleys for access (vehicular and pedestrian) to parking spaces and building entrances.

The preliminary design review process could be the informing agent. This, in itself, could encourage the businesses to "dress up" their rear facades.

A campaign initiated by the Chamber of Commerce and other interested groups should spearhead the improvement of the areas facing existing alleys.

5. Eliminate all alleys not being used for refuse collection or access.

The City of Scottsdale should conduct comprehensive investigation of all city alleys to determine what alleys are actually being used. For example, there is an alley extending from 68th Street to 66th Street in the rear of lots facing on Monte Rosa Street that is not currently being used. This alley, as well as others, could be deeded to adjacent property owners with no cost to the property owner. Property taxes could be delayed for a five year period. Maintenance then could be picked up by owners.

6. Establish an incentive program to encourage citizens to volunteer their time in cleaning up their alleys.

Create a city-wide program to reward these persons or neighborhoods who maintain their alleys. A semi-annual award program that would be recognized by the Mayor, with a symbolic or material award would stimulate participation.

The PRIDE Program established by the Chamber of Commerce and the City's CHUMS Program should be combined and the City should continue to encourage and offer assistance when needed. The PRIDE telephone has already been assumed by the City's Public Information

Office, and could easily be merged with the CHUMS line. The annual Rubbish Round-Up is another excellent program that is conducted by the City's Field Operations Department.

7. Establish recreational alternative use for the alleys; i.e., jogging or bicycling trails.

Alleys are an asset for certain types of recreational activity. Jogging and bicycling are two excellent possible uses. A concrete path could be placed along the edge of the alleys just as they are placed in the parks. This would allow not only for recreational use, but also would solve the weed and dust problem.

Ends of alleys could be paved and used for basketball practice with the hoops being placed on the telephone poles. Other ball games, hop scotch, and horse shoes, along the alleys edges could be encouraged.

8. Continue to seal coat alleys not paved. The Field Operations Department's yearly resurfacing of the alleys is a vital program that must continue. This program not only provides a good riding surface for refuse vehicles but it also helps control the dust and weed problem. The cost of the operation is well worth the expense, for it results in many benefits. Research on improved sealant is needed.
9. Establish an on-going paving project to regrade and pave existing alleys located in commercial and multiple family areas.

The City should establish an on-going capital improvement program to upgrade all commercial and multiple family alleys. Concrete pavement would be excellent since it will be of low maintenance over a period of time. Asphaltic paving requires constant kneading for proper care. Existing, and future, drainage problems must be addressed and solved, either by storm drains, or the installation of dry wells, or by the construction of retention basins. A prime example of an alley in desperate need of repair is the one that is located behind the shops on Fifth Avenue, adjacent to the Arizona Canal. Income and property tax writeoffs could encourage construction repair.

10. Require lighting in all alleys adjacent to commercial and multiple family properties.

Indirect, low lighting is necessary for safety purposes behind commercial and apartment complexes. This is a matter the Safety Committee may wish to address.

11. Section 11-233 of the City Code states in part "...The property owner shall be responsible to maintain adjacent right of way from back of the curb or edge of paving in the street to the centerline of any alley. The City should be responsible for enforcement."

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

8. The City of Scottsdale should designate within the City Staff a person to actively encourage a self improvement program within neighborhoods.

BACKGROUND INFORMATION

See background of recommendation number one.

ALTERNATIVES

None provided.

9. The City should revise the Subdivision and Zoning ordinances to prohibit *new* alleys unless they are needed to improve or extend existing alleys.

BACKGROUND INFORMATION

See background of recommendation number seven.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

10. The City of Scottsdale should actively promote the establishment of a Scottsdale Museum.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

PARKS AND OPEN SPACE NEEDS SUBCOMMITTEE

The Parks and Open Space Needs Subcommittee studied all areas of parks operations and activities. We confirmed that the City of Scottsdale has done an excellent job in the past and seems to have good ideas and direction for the future.

As a result of our work, we have recommended closer financial and working ties with the Scottsdale School District and, as much as possible, a self-supporting financial basis for special-use areas. More citizen donations of resources and time is emphasized, including a Volunteer Park Watcher Program and expansion of the Private Donations Program.

We have strongly recommended that further study and work be done with the Salt River Project, toward the beautification and utilization of the canals within our community.

Our most important recommendation may well be that the City of Scottsdale should continue to maintain the high level of quality that currently exists in Scottsdale's park system. Through their contributions to this subcommittee, our members have demonstrated their desire to be an integral part of a community whose local government sincerely tries to provide the best possible life for its citizens and invites their participation in planning for the future.

We are proud to have been a part of the STEP process, and Scottsdale 2000: Directions for Tomorrow.

Respectfully Submitted,
- Norval O. Tyler, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City should pursue easements and trailheads to the McDowell Mountain natural areas to be retained under the Hillside Ordinances as well as easements for unmotorized recreational activities within those areas.

BACKGROUND INFORMATION

The basic idea of this recommendation is to provide for hiking, horseback riding, and other unmotorized recreation, all of which would have minimal effect on the natural setting. It is necessary to make this a part of the long-term planning now so that such easements can be obtained as development takes place. Echo Canyon is an example of this concept.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. Planning for future schools should include sharing park and recreational facilities.

BACKGROUND INFORMATION

The work being done by the existing committee of School Board members and two City Councilmen should be expanded and strengthened to reduce duplication of facilities and services.

FINANCIAL ASPECTS

Because the taxpayers of Scottsdale support both the city and school district, we feel that the argument that these are two separate and different political and geographic entities is invalid. Examples of facilities that could be used on a shared basis are: racquetball courts, swimming pools, baseball diamonds, basketball courts, etc. as well as meeting and craft facilities such as those facilities in use at Mountain View Park.

ALTERNATIVES

None provided.

3. When special use parks and areas are provided, they should be on a self-supporting basis to cover, at a minimum, the operation and maintenance costs.

BACKGROUND INFORMATION

We feel that, wherever possible, the capital costs should be amortized in fees, but this should remain a discretionary point on a project-by project basis. This could include golf courses, equestrian facilities, motor biking, tennis, swimming, racketball, etc.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

4. The City should remain the principal entity responsible for parks and open spaces and the level of facilities and services should continue equal to or better than present levels.

BACKGROUND INFORMATION

We feel that one of the major reasons that the City of Scottsdale is such a desirable place to live is that there exists a high quality of parks, open spaces and facilities, and we strongly urge that the City continue this policy so that this level of quality will be maintained into the year 2000 and beyond.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

5. The City should be far-sighted and acquire substantial tracts of land in newly annexed areas to provide open spaces for future park development.

BACKGROUND INFORMATION

The existing city parks are currently well used, especially the new Indian School Park. The Central Arizona Project canal area will be limited in scope, mainly available only to special interest groups, such as riders or golfers.

Recreation space close to the city is already scarce. Fences, new subdivisions and no trespassing signs all present definite people obstacles. The City staff projects a fifty percent increase in population by the year 2000. What will the people do for open space and recreation then?

The best way to enhance the structure of the City of Scottsdale in the year 2000 is to save open space now for what it will do later. We have an undeveloped and practically inaccessible large park nucleus in the newly annexed area of north Scottsdale. With a larger land base, with mountains lined by low lands, many activities are possible right now. Hiking, trail riding, bird watching, quiet contemplation, even kite flying can be enjoyed with minimal construction by the City. More organized activities will come later when the needs of the people are more apparent and money is available.

With the land under City ownership, we can safely leave the task of completely establishing future parks to future generations.

FINANCIAL ASPECTS

Suggested methods of acquiring land for future parks:

1. Official mapping - intention to acquire
2. Time development - by zoning
3. Donations - public and private
4. Purchase

ALTERNATIVES

None provided.

6. The City should establish a committee to work under the existing agreement to S.R.P. on lighting and landscaping through the parts of the city where they are most visible.

BACKGROUND INFORMATION

The subcommittee was not able to address the canal issue to our satisfaction; however, we do feel that the existing agreement should be exploited as much as possible. It may also be possible to expand the agreement to include additional topics, including a San Antonio-type riverwalk between Scottsdale Road and 68th Street.

This topic is important enough to the City to justify taking the recommended step to improve the present situation.

FINANCIAL ASPECTS

A committee will cost the City very little.

ALTERNATIVES

None provided.

7. The City should design its recreation facilities and buildings to emphasize the following:

1. Low maintenance costs
2. Resistance to vandalism
3. Consideration of the handicapped
4. Safety for public use

BACKGROUND INFORMATION

The items included above tend to be standard design criteria. They should continue to be used as such. New innovative and creative approaches to meeting these design criteria should be encouraged and actively sought.

FINANCIAL ASPECTS

Construction which results in reduced maintenance cost may be more costly initially but can usually be supported by an economic analysis. Vandalism is becoming a greater problem, and its cost can be reduced by greater attention to design details.

ALTERNATIVES

None provided.

8. The City should operate municipal golf course/courses on, as nearly as possible, a self-supporting basis.

BACKGROUND INFORMATION

We feel that this is one activity that is not available through other means at a reasonable cost. Almost all golf courses in the area are private except for a few par-three courses. The cost has historically been high at private courses. As a tourist area, we need public courses to encourage tourism as well as to provide this recreational opportunity to residents who are unable to afford high greens fees.

FINANCIAL ASPECTS

The City should not consider a municipal golf course supported by general tax revenues. User fees, in the form of greens fees, should be used to recover the development cost and provide for the continuing operation and maintenance of such facilities.

ALTERNATIVES

None provided.

9. The City should expand its existing policy of accepting private donations of land, equipment, facilities and trees for parks.

BACKGROUND INFORMATION

The City of Scottsdale should initiate a systematic approach to civic organizations, clubs, businesses, and a broad cross-section of the public in order to educate and involve as many as possible in this program. This type of program would provide an opportunity for all members of the community to become involved and to help in the development of parks.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

10. The City should compute total space requirements using facility needs and passive park space. Facility needs should be determined on a per population basis.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

11. The City should provide an after-school program as a continuation of the existing summer recreational activities.

BACKGROUND INFORMATION

The City needs a program to provide opportunities for school-age children to be involved in constructive activities between the end of the school day and late afternoon. Presently, this type of program exists on a limited basis. It should be expanded and widely publicized so that parents are aware that there is a place for their children to be after school. This should not be a baby-sitting service. School facilities should be used whenever possible.

FINANCIAL ASPECTS

A portion of the cost for this program could be recovered through enrollment fees.

ALTERNATIVES

None provided.

12. The City should study the feasibility of a multi-use field sports facility.

BACKGROUND INFORMATION

The CAP canal recreation area appears to be in the process of being committed to special-use activities. The committee would like to insure that the traditional field-type sports be included.

The facility being proposed would include opportunities for baseball (possibly for professional spring training), tennis, handball, volleyball, shuffleboard, croquet, archery, horseshoes, basketball, football, soccer, track events, and general recreation.

FINANCIAL ASPECTS

User fees and perhaps leasing of the facilities would help pay the costs. Fifty-fifty cost sharing with the Federal government of facilities along the CAP canal would help with the construction costs.

ALTERNATIVES

None provided.

13. Developers of office and shopping complexes and the City should be encouraged to provide open spaces for sitting, strolling and relaxing.

BACKGROUND INFORMATION

Such areas could be enjoyed by visitors as well as senior citizens of Scottsdale and could also provide additional open areas for workers to use during lunch breaks. These open spaces could also be worked into depots for trolleys.

The basic premise of this recommendation is to utilize some of the open space currently required by zoning, not additional land.

We feel that the presently required open spaces should be reoriented more toward people use. The City should be conscious of this when planning its own buildings and should be looking for such possibilities for use of municipal open spaces.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

14. The City should begin a neighborhood volunteer "park watcher" program.

BACKGROUND INFORMATION

The City should seek volunteers to watch over parks from civic organizations, the general citizenry and people who live near parks. Mounted patrols may be necessary and appropriate in some areas. A reward system could be used to get and keep volunteers (i.e. special privileges, recognition, etc.). The "park watcher" program would help to lower maintenance costs by preventing vandalism. It would also improve security, resulting in safer parks.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o The City of Scottsdale should finance capital improvements for parks and open spaces through the sale of bonds when unable to pay cash, as is currently being done.

Funds for capital projects may not be available when needed to make the best purchase or acquisition of land. For pay-as-you-go financing to function well, capital projects must be evenly spaced in time; large projects must be relatively rare. When funds have not been set aside, it means a delay of projects until funds can be accumulated. In the meantime the community will be denied a very desirable facility or a part of a total system. Moreover, if public funds are accumulated for future expenditures, the City has taken over a savings function for its citizens. On a private basis, the citizens might have more urgent uses for the funds than the interest the City could earn until it was ready for the project. In a mobile population, pay-as-you-go may not be equitable. Older families will be taxed immediately to pay for capital facilities which may last long past their lifetime; the use and enjoyment of those facilities will accrue to younger people who may make very little payment.

Most of the problems entailed by pay-as-you-go financing can be avoided by a pay-as-you-use system. In its theoretical form, pay-as-you-go methods would mean that long-term improvements would be financed by serial debt issues, maturing as the retirement of debt keeps pace with depreciation of the project. Each user group pays for its own capital improvements.

PUBLIC SAFETY SUBCOMMITTEE

The general topic of "Public Safety" is a concern of each and every citizen of Scottsdale in one form or another. Each individual prioritizes his or her concerns on a personal basis. These concerns range from crime, court procedures, emergency medical services, fire protection and traffic control to canal safeguards, building construction, highway markings and the general public driving habits, to mention a few. Each of these subjects contains sub-concerns that spread throughout the entire community ultimately touching every individual in the community including the part-time winter residents and visitors. Because of the wide range affect on so many people we feel the topic of public safety must be considered to have a high priority. Without public safety within a community, that community cannot function properly. Also, because of the uniqueness of the City of Scottsdale and its citizens' desires to keep it that way, public safety becomes a part of our way of life so that, that uniqueness can be preserved.

The initial priority of this subcommittee was to narrow the range of topics to a manageable number. This became especially necessary as the size of the subcommittee dwindled over the months from the initial twenty five (25) members to the final number of eight (8) members. The topics were limited early in June 1981 to the following prioritized lists:

1. Crime
2. Traffic Safety
3. Emergency Medical Services
4. Fire Protection
5. Environmental Safety

At the outset, the idea of a study group to focus upon each of these topics was abandoned due to the limited personnel. Therefore, it was determined that the Public Safety Subcommittee as a whole would concentrate on the issues, beginning with crime and continuing down the list, time permitting. One troublesome impact of the emphasis on crime was the resultant myopic tendency to become stuck on the current epidemic because it is so prevalent and alarming, thereby clouding the long-range vision required to assess the picture to the year 2000.

An underlying theme which permeated all subcommittee discussions was the recognition of the need for full, two-way communication to achieve understanding of any specific problem and proposed solutions, both on the part of the governmental agencies, and the general public. The following is a framework of assumptions used as a basis by the subcommittee in considering problems and solutions for the year 2000.

1. The City of Scottsdale population will be approximately 150,000 by the year 2000. However, Arizona's population is expected to nearly double in the next twenty years. In considering the topic of crime, the limits of the City of Scottsdale are only applicable when considering prevention methods. The anticipated increase of the criminal element in the state's society will not be restricted by city boundaries. Criminals will be capable of striking within the City of Scottsdale from anywhere. This is important because of Scottsdale's higher than average affluence, making it a high target area for the outside criminal element.
2. The influx of people will represent many cultures and bring a mixture of demands, desires, needs and philosophies to the community.
3. Crime will continue to be a major problem as the City grows, especially as the continued proportion of affluent retirees and visitors will attract the criminal element.
4. Scottsdale's high percentage of the populace who are retirees and seasonal residents and visitors will continue to show little interest in community political issues and programs. Thus, there is a danger that a relatively small segment of the community will actually decide the policies relating to public safety.
5. Rapid growth will cause a greater need to enforce the laws and codes applicable to public safety.
6. Environmental safety will be of more concern with the use, transport, and disposal of hazardous materials.
7. Emergency medical services will be increasingly in demand in the growing, outlying areas of the City.

The Public Safety Subcommittee's general education was enhanced by the materials provided by the City government as well as by the tour of the City attended by Cebert Henson of this subcommittee. More in-depth and specific aspects of crime, especially as related to the role of the Police Department, were explored by means of reports on the general perspective on the national problem of crime, especially as related to police agencies and communities comparable in size to Scottsdale. Specific problem areas cited pertained to budgetary, technological and personnel

limitations as well as vague policy procedures and lack of citizen communication and involvement.

The specifics of Scottsdale's crime statistics, Police Department activities, and problems and plans for future improvement were outlined by Walter Nemetz and John Pratt in personal appearances before this subcommittee. Also cited was the unpredictability of crime trends as a result of the uncertain impact of varying factors such as economic conditions and the geographic area to be served. Walter Nemetz stated the need for improved citizen communication in reporting criminal activity and for coordinating police efforts with other agencies and communities.

Another report reviewed by the subcommittee was presented by Mr. Wayne Wicklund (former subcommittee member) and entitled, "Police, the Public and the Future". The report detailed the growing functions of private security services as the increasing demands on public police departments become insurmountable. It was emphasized that there is a need for genuine cooperation between the public police system and private security firms, especially since it is anticipated that the latter are destined to grow in importance and expertise. The report ended on an optimistic note concluding that, "...the two entities, the police and private security, will become so sophisticated that the result will be that the police department will have the capacity to police the criminal element..."

Once the subcommittee established recommendations on crime, it then moved on to the topic of Traffic Safety. Enforcement information was gathered during the interviews with the Police Department. The City Traffic Engineer was invited to present a report on current operations of the City Traffic Engineering Department. Once again the committee became aware of the basic problem of the need for better communication with the public. As circumstances and driving laws are changed, the public is not readily informed. Also, new residents and visitors to Scottsdale may be accustomed to different regulations.

Other meaningful input was derived from inter-committee workshops where contact with other committees, such as Issues of Youth, Issues of the Elderly, Parks and Open Space Needs, Economic Development, etc., revealed how interlaced the various problem areas are. This sort of interaction reemphasized the conviction that concentration on crime and the related police work is merely scratching the surface of the deeper defects of our society, including those of this progressive community.

Thus, the Public Safety Subcommittee only regrets that more time is not available to collect more pertinent data and make further recommendations in this report.

Respectfully Submitted,
- Edmond E. VanDerGinst, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. An electronically-controlled traffic signal switching system should be installed on the main vehicular routes, north-south, east-west, in order to expedite the travel time of emergency vehicles and to increase the safety vehicles at intersections.

BACKGROUND INFORMATION

At the present time there is a hand-controlled signal at the intersection of Thomas Road and Miller Road for the outlet of the vehicles at the main Fire Station. Rural/Metro Fire Company has proposed test runs for a traffic switching system to City Traffic Engineering, which is developing a computerized-controlled traffic flow system. It is obvious that City growth produces concomitant traffic congestion and emergency service response time is crucial to the safety of life and property.

FINANCIAL ASPECTS

Cost unknown at this time.

ALTERNATIVES

None provided.

2. Building and safety standard regulations, as preventive measures, should be continually up-dated in order to take into account the rapid technological advances in construction materials and design; automatic smoke and fire detectors and alarms; sprinkling systems; handicapped aids; and other physical improvements related to the safety of personnel within a structure or in the proximity thereof.

BACKGROUND INFORMATION

An obvious challenge of the "Age of Technology": is to keep pace with scientific breakthroughs, providing their benefits to all, with special attention directed to the needs of the handicapped and disadvantaged citizens.

FINANCIAL ASPECTS

No cost involved.

ALTERNATIVES

None provided.

3. Zoning and financial plans for the City's areas of expansion should make provision for the adequate development of emergency, medical, fire and police facilities.

BACKGROUND INFORMATION

During an interim of growth into new areas of land, the facilities provided could be in the shape of mobile units, sub-stations, or satellites. Then, as the shape and pace of growth becomes more discernible in its pattern, more permanent facilities and intensive capital expenditures could be decided on a more definitive set of criteria.

FINANCIAL ASPECTS

Cost unknown at this time.

ALTERNATIVES

None provided.

4. The Scottsdale Police Department should be authorized to purchase, install, operate and maintain an in-house computer for the purpose of providing the department with up to date, accurate data on crimes, criminals, identification and whereabouts of suspects, modis operandi, area trends, etc.

BACKGROUND INFORMATION

The Police Department uses the information processor and computer system for:

- a. Police Management Information System (MIS) producing recurring statistical reports used for management and operations purposes.
- b. Computer Aided Police Records Index (CAPRI) system used for identifying and locating incident, accident and arrest records. The system is also used for arrest warrant information and interface with State and National Criminal History Information Systems as well as State and National Crime Information Centers.
- c. Information Processor System used for word processing and the storage and retrieval of critical data and information composites not amenable to the MIS, nor amenable to the City batch processing computer.

The Police Department is in need of an automated real-time system that affords simultaneous data processing and word processing capabilities. Such a system is currently available in off-the-shelf technology that does not necessarily require the employment of programmer or computer operator technicians. Such a system will provide capabilities and capacities that are not possible with systems currently in use. The system affording simultaneous data and word processing would provide increased as well as faster word processing, thereby allowing increased workload completions without additional employees and improved data processing that produces usable composites concerning:

- a. Known criminal offender modus operandi
- b. Crime profiles
- c. Offense correlations
- d. Crime prediction profiles
- e. Unique crime correlations
- f. Demographics correlations
- g. Modus operandi-unknown criminal offenders
- h. Suspect descriptives
- i. Suspect vehicle descriptives
- j. Victim target descriptives
- k. Field interrogation reports
- l. Crime trends analysis
- m. Field patrol allocation information and data

FINANCIAL ASPECTS

An upgraded automated system that will provide simultaneous data processing and word processing is estimated to cost \$69,000 at 1982 prices.

ALTERNATIVES

None provided.

5. The Scottsdale Police Department should continue to remain current, purchasing sophisticated communication equipment as it becomes available.

BACKGROUND INFORMATION

It is the consensus of the Public Safety Subcommittee that modern, responsive, reliable communication within the Police Department and its activities is vital for adequate police service. Currently, voice radio circuits are crowded and saturated with necessary voice traffic. Manual control of dispatching and assigning field forces in response to activities, events, and calls for service have increased and will continue to increase. Dispatchers are already overloaded to the point where effectiveness and efficiency in the command and control of field units are adversely affected. The Police Department is in need of a Computer Aided Dispatch (CAD) System. A CAD system will conserve overall operating costs, reduce voice radio traffic, increase the number of field units each dispatcher can effectively handle, reduce future manpower requirements, improve field response times and improve overall command and control of field units.

FINANCIAL ASPECTS

An off-the-shelf, turnkey CAD system is estimated to cost from \$75,000 to \$100,000.

ALTERNATIVES

None provided.

6. The Scottsdale Emergency Medical Services Technical Review Committee should be authorized to monitor the fees charged for ambulance and other emergency medical care services; this function of surveillance to be particularly the responsibility of the city-related and public members of the committee.

BACKGROUND INFORMATION

With the apparent reduction of state supervision and the recognition that Emergency Medical Services are a dire public necessity provided by semi-monopolistic organizations, it would operate as a minimum public protection for the non-medical and non-management services members of the committee to check on the fees charged in an attempt to restrain exorbitant gouging.

FINANCIAL ASPECTS

No cost involved.

ALTERNATIVES

None provided.

7. The Mayor and Council should authorize the City Traffic Engineer to conduct a study of the feasibility of implementing a Traffic Commission. It would operate in a similar manner to the Planning Commission and with traffic related situations.

BACKGROUND INFORMATION

Many cities across the nation have been successful in implementing seven-person, appointed Traffic Commissions to operate much in the same manner as the Planning and Zoning Commission as an advisory panel to the City Council dealing only with traffic-related problems. By the year 2000, the City Council will need ways of expediting and decreasing workloads for itself as well as City staff, without increasing payrolls. A commission also provides a means by which the general public can have input to traffic-related matters.

FINANCIAL ASPECTS

No cost involved.

ALTERNATIVES

None provided.

8. The Scottsdale Emergency Medical Services Technical Review Committee should be expanded to include additional non-medical personnel, specifically two public-at-large members. On a continuing basis specific advisors who are specialists in computer systems and traffic engineering should be available.

BACKGROUND INFORMATION

The Emergency Medical Services Technical Review Committee was established in 1979 by the City Council. It consists of a City Council member as the head, Police and Fire Department officials, various medical and ambulance service personnel and a representative from the City's Human Resources Commission. Under the pressure of the City's growth relative to both population and physical extension, the need for sophisticated means of communication and efficient traffic flow is essential to effective Emergency Medical Services; hence the recommendation for consistent expertise in the areas of computer and traffic planning. The addition of two lay citizens as public members is suggested as a measure to broaden the perspective of an otherwise possibly narrow focus of a fairly specialized group, and to serve an independent monitoring function in the public interest.

FINANCIAL ASPECTS

No costs involved.

ALTERNATIVES

None provided.

9. The Scottsdale Emergency Medical Services Technical Review Committee should be encouraged to increase its supervisory vigilance which may include more frequent meetings in order to maintain control over potential problems.

BACKGROUND INFORMATION

In the light of the inevitable need for the expansion of Emergency Medical Services and the fact that the Arizona State Corporation Commission is scheduled to deregulate ambulance service, then it would impress one as imperative that the City committee assume more responsibility and control over the services which are provided by the various private medical and ambulance enterprises.

FINANCIAL ASPECTS

No cost involved.

ALTERNATIVES

None provided.

10. The Mayor and Council should encourage the *Scottsdale Daily Progress* to continue to publish prominently complete crime statistics on a monthly basis and to expand that coverage to include alcohol and drug related arrests.

BACKGROUND INFORMATION

The general public needs to be kept abreast of crime activities in the community so that they are aware that there are crime related problems existing here. There must never be a false sense of security implied for Scottsdale residents by not publishing these facts. In keeping with the new, tougher, drunk-driving laws, we must not protect these potential killers on our streets and highways by withholding their names from news reports.

FINANCIAL ASPECTS

No cost involved.

ALTERNATIVES

None provided.

11. The Mayor and Council should direct the manager and staff to develop and implement a comprehensive survey which allows residents to have annual input to police policy and practices. Survey results should be prominently publicized.

BACKGROUND INFORMATION

Currently, there is no vehicle for the general public to express their needs and desires as a direct input to the operations and policies of the Police Department. People of Scottsdale do have methods to accomplish requests, questions, etc. However, few citizens are aware of the procedures required. Far better results can be attained by asking questions of the public.

FINANCIAL ASPECTS

No costs have been considered for this recommendation, other than the printing of questionnaires and postal charges.

ALTERNATIVES

None provided.

12. The Mayor and Council should direct the manager and staff to develop and implement a program whereby civic groups, associations and businesses within our community may receive quarterly, geographic crime trend information.

BACKGROUND INFORMATION

Because of the lack of this type of information for people in specific areas many citizens are unaware of problems in their particular neighborhood until it is too late to protect themselves or their property.

FINANCIAL ASPECTS

Very little or no cost anticipated for this recommendation.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o The City of Scottsdale should revise the existing sign ordinance so that greater set-back distances are required for ground level signs, not only at intersections, but along the entire right-of-way where driveways may be located, to eliminate sight distance problems for motorists entering the cross street.
- o While the city currently has an excellent sign ordinance, there is room for improvement in the area of sight distances required. Many areas throughout the city are experiencing problems where existing signs are interfering with the motorists' ability to observe oncoming traffic when preparing to enter a cross street.
- o The City of Scottsdale should direct the City Traffic Engineer to develop and implement an educational program on traffic safety that would be readily available for all adult drivers through schools, senior citizen centers, adult organizations and associations, etc.
- o Due to the high volume presence of visitors, transients, and newcomers to Scottsdale who are not familiar with the ways of Arizona traffic laws and regulations, a means to educate these drivers must be provided and preferably mandated. In the interest of reducing the number of real and potential accidents, the education of the public is a necessity.
- o The City of Scottsdale should direct the Police Department to expand the current program for special police groups to handle specific tasks that do not require "Sworn Officers" by utilizing non-paid volunteers that have been screened and qualified by the Police Department and trained to perform in the following duties:
 - a. accident investigators
 - b. social service or crisis intervention, to deal with alcohol abuse, drug abuse and other social problems.
 - c. reserve officers for directing traffic at special functions, manning "back-up" patrol units and as 2nd officer in a patrol unit.
- o Many cities across this nation have found that civilian volunteers have provided substantial service performing in the capacity of the police department. These volunteers have been trained and are required to take refresher training courses periodically, the same as regular police officers. Most are as capable as the regular officers and have a liking for duties of a police officer but cannot afford to be one because of more lucrative income elsewhere. A program such as this must be very carefully managed and supervised to the point where the regular police officers can actually appreciate the reserve back-up units.

- o The City of Scottsdale should, in the interest of safety for police officers, direct the Police Department to consider a policy of two (2) man patrol units.
- o With the increase of crime over the upcoming years there is also the increased possibility of officers coming under attack. Current Police Department policies are for one (1) man cars with a "back-up" unit, also one (1) man nearby and ready to assist. This system works very well as long as the back-up unit is not busy backing up another patrol unit when a unit is in need of the back-up assistance. So far, Scottsdale has been lucky in this respect. However, the subcommittee feels it is time to stop pushing our luck. The volunteer reserve system could be utilized for this recommendation.
- o Scottsdale should encourage the Police Department to maintain at least the current level of standard requirements for becoming a police officer in this community, and to add education expansion incentives for all officers on the Force.
- o Because of the size and structure of the Police Department it is difficult to offer advancement incentives to officers. This is due mainly to the fact that higher positions only become available when someone retires, thereby slowing greatly the advancement opportunities. Therefore, other incentives must be sought and offered to police personnel so that morale is kept elevated throughout the department.

Cost would vary with the amount of personnel involved with higher education.

RESOURCE CONSERVATION SUBCOMMITTEE

The Resource Conservation Subcommittee of the Scottsdale Town Enrichment Program believes that the quality-of-life in Scottsdale is threatened. It is infinitely better to anticipate and prevent problems than to try to reverse and correct them. We focused on preserving desirable features of life in Scottsdale, while making hard choices to prevent or soften the effects of anticipated resource shortages. It was a difficult task and we found that generalized recommendations were not feasible.

The circularity of possible "solutions" to resource problems had to be examined closely, so that one of our resource recommendations would not make another resource more expensive or less available.

For example: How land is developed can:

1. Increase or decrease the use of water and energy
2. Improve or deteriorate our air quality
3. Create or solve problems in hazardous waste production, transport and disposal.
4. Improve or intensify sewage treatment and waste recycling programs.
5. Improve or deteriorate the quality-of-life of our residents, our most important resource.

We want to commend the City for its preliminary studies, planning, and demonstration projects in resource conservation. We trust that this report will offer guidance and encourage the City to provide further leadership in urban Resource Conservation. We also support the establishment of performance standards, to permit and encourage innovation rather than prescriptive standards which, while less costly initially, discourage innovation.

Most of all I want to commend the members of this subcommittee, who gave many hours of diligent work for the development of this report. It is a pleasure to work with such enthusiastic and caring people and I feel honored to have been their chair.

Respectfully Submitted,
- Dr. Dee L. Lohr, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should develop a water conservation and management program.

BACKGROUND INFORMATION

Scottsdale is located in a desert. No matter how much we may try to recreate the green lushness, the fountains and lakes of "back home", it does not change the fact that we receive an average of 7 inches of rainfall annually. We have lived, and are continuing to live as though our water supply is inexhaustible. It is not. We are currently pumping our underground water supply at such a rate that the water table is dropping *one and one-half feet* per year!

We must face reality and learn to live *with* the desert, not fight it or try to pretend it isn't a desert at all. The researches at the University of Arizona Dendrochronology Laboratory, based on tree-ring data extending back over 1,500 years, have predicted that we may be entering a 20 year drought cycle. Some areas of Phoenix are expecting severe water shortages this coming summer. We want Scottsdale to avoid the need for any "quick fix" solutions to imminent critical water shortages. The need for planning for the future is *now*, before any kind of emergency exists.

Scottsdale, with the exception of southern Scottsdale, is totally dependent on underground aquifers for its water supply. We are supposed to receive the first water from CAP in 1985, but it appears that years of litigation over the distribution of this water still remain and our committee is pessimistic about counting on CAP water being available by that date. Scottsdale north of the CAP canal will have no rights to CAP water until the year 2034. The recent annexation of the Pinnacle Peak area and the acquisition of the Pinnacle-Paradise Water Company, which gives Scottsdale access to the underground aquifer, will help the situation, but also open many pitfalls. If this newly annexed area and the areas north of the CAP canal are too densely developed, the water situation can be made worse, not better.

Water will undoubtedly become more expensive in the future. Unless conservation measures are enacted *now*, the cost of energy to pump the water from ever-increasing depths will become intolerably high. We may even outrun technology: that is, the technology to lift water from great depths may not exist when we need it most.

Our committee recognizes that water conservation measures will not be popular with many citizens. However, we believe that the process for the city to follow is this; emphasize voluntary measures first, followed by mandatory measures with punitive actions taken for failure to comply. The city must provide leadership for its citizens. They are more easily led than pushed. Step one will be to get everyone's head out of the sand regarding water conservation.

The 1980 Arizona Groundwater Management Act calls for increasingly restrictive measures in water conservation until the goal of "safe yield" is reached by 2025. "Safe yield" is a long term balance between the annual amount of ground water withdrawn and the annual amount of natural and artificial groundwater recharged. Currently the entire Phoenix metropolitan area is pumping ground water at *thirty* times the rate it is being replenished! The first conservation goals are expected to be announced by the Arizona Department of Water Resource later this year. We feel that Scottsdale should not wait for these imposed goals, but lead the way with imaginative ideas and planning to reduce water use.

Currently Scottsdale is using water at the rate of 220 gallons per capita per day. This rate must be cut to a target amount of 150 gallons per capita per day by the year 2000, according to the Groundwater Management Act. The experiences of Tucson should be carefully studied in terms of the results and the painful lessons learned. In the face of a water crisis in 1977 in Tucson, all water rates were increased and a summer inversion rate schedule imposed. The public outcry was enormous, resulting in the resignation of one City Council member and the recall of three others. The new City Council then proceeded with the increased water rates, which resulted in a drop in consumption from 205 gallons per capita per day to 146 gallons per capita per day in two months.

We recognize and applaud the efforts our city is already making in water conservation. Scottsdale is putting the emphasis where it belongs, on the area of greatest water use, the watering and irrigating of landscaping. To offer ideas to reduce water use within buildings will of course be helpful (e.g., water conserving toilets, low-flow shower heads, etc.) but this will not achieve *major* reductions in water use.

This water management plan should be designed to operate on a self-supporting basis. We believe that an optimum cost-effective plan can be accomplished by incorporating a combination of voluntary, mandatory and punitive measures. Regulations that impose fees on wasteful or excessive water use would supply revenues to support conservation services and incentives, and would also offset declining income resulting from lower usage. Mandatory measures imposed on new developments would pass the expense of conservation methods on to the new users. This water management plan would cover scenarios ranging from adequate water supplies to the worst possible case, i.e., a 20 year drought. In priority order, the plan should:

1. Contain an education program designed to educate our citizens to the need of conserving water and teach them how to do it.
2. Require water conservation measures:
 - A. Define precisely the "waste of water".
 - B. Fines for letting water run in the streets.
 - C. Examine the feasibility of enforcement before passage of ordinances.
3. Require desert landscaping:
 - A. Yard areas with shrubs, bushes and trees that require low water use.
 - B. Lawn areas to be of sand/gravel/granite.
 1. Mandatory for all new construction, residential and commercial alike.
 2. Provide economic incentives for existing homes to be converted to desert landscaping.
 - C. Prohibit lakes and fountains in all new construction.
 - D. Require developers to leave native desert in developments
4. Revise the plumbing and building codes to allow and encourage water conserving appliances and on-site recycling systems.
5. Encourage the re-use of grey water for watering landscaping.
5. Make the City of Scottsdale a leader in the conservation of water, e.g., desert plantings, grey water re-use, etc.
6. Require the use of non-potable water in public decorative plantings, e.g., parks, golf courses, Indian Bend Wash, etc.
6. Emphasize attracting only non-polluting, low-water-use industry.
6. Require water conserving appliances in buildings: e.g., low flow heads, low water use toilet tanks, recirculating pumps in evaporative coolers, etc. Specify performance standards for such appliances.
6. Develop a water element for the City General Plan.
7. Depend more on surface water (CAP and SRP canals), treated for potable use.
8. Stop pumping ground water for irrigation use.

9. After examining the legality, the ecological impact, and the feasibility of ground water recharging, participate in experimentation and demonstration projects. Examine using brown water effluent to water parks and recreational areas.
10. Encourage on-site water recycling systems in new construction.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

2. The City of Scottsdale should establish a resource management citizen committee to review and comment on plans presented to the Planning and Zoning Commission relative to their impact on the city's natural resources.

BACKGROUND INFORMATION

It is the feeling of the Resource Conservation Subcommittee that conservation measures are interactive and may require a degree of citizen sacrifice. The creation of a citizen advisory committee would assist city planners in their decisions so they may better formulate the most effective measures.

The city should develop and sustain a resource conservation program that includes a comprehensive management plan. We felt that Scottsdale should lead the way by developing an exemplary program for effective resource management. Since obstacles and innovations lie ahead, we are convinced that a continuous policy of research, review and revision is essential for successful management control. We believe that a city commitment to a long-range, versatile program provides our best assurance of adequate resources for the year 2000 and beyond.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

3. The City should develop an "Energy Element" for the General Plan of the City of Scottsdale.

BACKGROUND INFORMATION

None provided.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

4. The City should adopt "Arizona Guidelines for Energy Conservation in New Building Construction."

BACKGROUND INFORMATION

Until the year 2000 Scottsdale will be largely dependent upon the franchised energy production of Arizona Public Service and the Salt River Project for its energy sources.

The goal then, must be to reduce as much as possible, our requirements for energy.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o The City should continue to expand its energy conserving progress by:
 - A. reviewing and revising existing policies and codes to enable and encourage its citizens to utilize various sources or combinations of energy as they become technologically and economically feasible.
 - B. encouraging new construction designed to accommodate various sources of energy for optimal use, so that, through individual effort, the utilities may act as secondary sources for energy.
- o The City should be constantly vigilant of the impact of possible future mineral and/or geothermal explorations.
- o The City should draft and enforce legislation to preserve the natural environment. Our goal must be prevention of erosion and preservation of native plant and wildlife.
- o The City should acquire the McDowell Mountain land, to be held in its natural state until such time as it can be put to the beneficial use of its citizens (a "land bank" for the future).
- o Land donations to the city should be publicized and encouraged.
- o Exchanging additional density in return for mountain land should be encouraged.

In this period of rapid geographical expansion, it is difficult to predict the greatest needs of twenty years hence. We suggest a "land bank" concept for future needs. This land may be used for a "solar ranch", park lands, or maintained as wilderness areas.

Without prudent land use programs, Scottsdale would rapidly become just another overcrowded, overbuilt city. With skillful resource management we can not only retain all the beauty of Scottsdale, we can enhance it.

- o The City should tightly control growth north of the CAP canal. Density should not exceed one residence per acre. This can be accomplished through carefully planned neighborhood clustering with large open spaces and recreational areas abutting open areas of another neighborhood.

- o Institute an education program to inform the citizens on:
 - A. Advantages of, and the necessity for, energy conservation.
 - B. Methods of energy conservation.
 - C. Utilization of alternative sources of energy.

- o The City should *lead* its citizens by actively pursuing investigation of new non-polluting potential sources of energy, (i.e., solar power, hydrogen gas, geothermal, etc.) as well as monitoring developing technology on both new sources of energy and conservation techniques.

- o Develop programs to encourage the retrofit of older homes and buildings to the use of energy conservation devices and techniques so as to make them as nearly as possible, equal to the efficiency of new construction. (Examples: solar hot water heaters, plantings, insulation, overhangs, etc.)

- o The City should actively cooperate and participate with the Tri-City group in developing a Refuse Derived Fuel (RDF) Plant, and encourage private enterprise to use the by-products.

"Resource recovery" describes the extraction or alteration of valuable energy or materials from wastes. Two types are:

1. Material recovery;
2. Energy recovery

In the RDF process, wastes are first shredded and then separated into two classifications, combustible and non-combustible. The combustible portion is often supplemented with another fuel such as coal. It can then be stored or shipped to a plant that produces energy. (40 to 80 percent of the incoming refuse can be used as fuel.) Refuse from the three cities would be delivered to a centrally located plant and processed into RDF, and used to make steam for the production of electricity for the City of Mesa's electrical power plant. The non-combustibles would be separated with the valuable material being sold to an available market. There is a long term commitment from Mesa for the electricity.

Scottsdale must make commitments now in its waste recycling program to be functioning by the year 2000 with capacity for further development.

- o The City of Scottsdale should introduce source separation of waste programs, including participation in programs such as the BIRP recycling program.

"Recycling" is the use of a material in a form similar to its original use: i.e., newspaper into paper or cardboard, or autos into steel girders for bridges.

- o The City should support passage of a "bottle bill" to restrict the use of throwaway containers of all types.
- o The City should enforce the anti-litter laws already on the books.
- o The City should as a backup to a possible system failure in the RDF Plant, as well as backup to a possible loss of current landfill sites, continue to investigate and shortly obtain an alternate site for an additional landfill.
- o The City should forbid the use of any septic tanks to prevent the contamination of our ground water supply.
- o Scottsdale should monitor sewage for toxic wastes on a regular basis.
- o The City should permit and encourage individual residential treatment of sewage and re-use of the effluent.
- o The City should investigate the feasibility of processes for recovery of valuable resources from sludge.
- o The City should encourage developers to provide package sewage treatment plants in developing areas, similar to that of Gainey Ranch.
- o The City should sell sludge produced by treatment plants as compost and/or fuel.
- o The City of Scottsdale should monitor the production of hazardous and toxic wastes within Scottsdale.
- o The City should cooperate with the State of Arizona in enforcing laws controlling the transport and disposal of hazardous and toxic wastes to avoid contamination of our ground water supply.
- o The City should pass and enforce a law requiring all open trucks carrying "flyable" materials to be covered.

This covers anything from fine sand, gravel, through yard clippings, palm fronds, to furniture or barrels that might fall from the truck bed. Coverings may range from fine net, to fishermans net, wire mesh or tarps. Whatever is needed to stop the material from becoming airborne or falling from the truck should be required.

- o Motor vehicles are at present the main source of air pollution for Scottsdale. The city must develop and promote strategies which clean up emissions, reduce the total number of vehicle miles traveled, and improve traffic circulation, including the following:
 - A. Urge the Arizona State Legislature to adopt more stringent measures regarding vehicle emissions tests, including the requirement that *all* vehicles pass such tests.
 - B. Provide for and encourage the use of mini-buses or other mass transit throughout the city. Develop a system of intracity circulation as well as efficient connection with other valley lines.
 - C. Cooperate with the Chamber of Commerce and the business community to promote a voluntary program encouraging employers' adoption of staggered or flexible work hours within the period of 6:30 - 8:30 a.m. and 3:00 - 6:00 p.m., in addition to encouraging carpooling and vanpooling.
 - D. Place greater emphasis on improvements which will enhance pedestrian and bicycle travel including auto restricted zones for the downtown and Fifth Avenue shopping areas, and improve bicycle parking facilities.

With the large increase in population expected for the City by the year 2000, air pollution will become an ever more serious threat to the health of the citizens of Scottsdale unless the city starts now to *take the lead* in reducing air pollution from motor vehicles and industry.

- o The City should develop guidelines for the more effective and appropriate use of volunteers.

Attention and interest is currently increasing in programs of voluntarism. As fiscal stringencies increase, the use of volunteers as a form of labor to help balance budgets is increasingly recommended. Unfortunately, too little attention has been paid to the problems of such a policy and to the training and supervisory programs that volunteer corps require for effective performance. Volunteer city workers active as reserve firemen, for example, have performed valuable services in Scottsdale, and are important components of our community safety program.

A second aspect of voluntarism should be explored. As we approach 2000, the number of Scottsdale residents with significant expertise will show

considerable increase. Many of these people will not be in the labor market but would be willing and able to make significant contributions to their community on a voluntary basis. These untapped resources need to be inventoried and procedures developed for utilizing them.

- o The City should develop a coordinated approach to human resource requirements.
 - A. Review priorities, budget requirements, and potential funding sources.
 - B. Review and possibly revise the brokerage concept in providing social services.

The 1981-82 STEP Subcommittee implicitly recognizes the importance of human resources in the planning of Scottsdale's "Directions for Tomorrow". There are committees concerned with issues of youth, the elderly, cultural affairs, parks and open space needs, housing, transportation and neighborhood revitalization. The fragmentation of concerns among the STEP Committees is matched by the fragmentation of the administrative structure of the City of Scottsdale. Community Services and Public Safety are separate divisions, each with a multiplicity of programs; public health is served, in part, through the Municipal Utilities Division; educational services are derived from several independent administrations. It is time to consider an overall review of the human resource requirements for Scottsdale in the year 2000.

Attention should be paid to an integrated, comprehensive perspective from which functionally meaningful service recommendations can be made. For many problems the services of numerous specialists could be replaced by one cross trained professional. Reorganization may be required to integrate the major parameters of human resource requirements for the year 2000.

- o The City should strive to improve the *quality* of life as well as to remediate deficiencies.

TRANSPORTATION SUBCOMMITTEE

Transportation is a vital part of Scottsdale. Our transportation system moves people and goods throughout the city and greatly influences the life-style of our community. The further development of a high-quality transportation system is an absolute necessity for Scottsdale's expected population growth and economic well-being. The City of Scottsdale should continue to promote and provide a transportation system that is:

- A. balanced, and serves the diverse economic, social, physical, and geographical needs of the city.
- B. efficient, safe, provides for a high level of mobility, and meets current and future travel desires.
- C. sensitive to the environment and protects and enhances the unique lifestyle of our citizens.

The STEP Transportation Subcommittee is pleased to assist in the development of such a system by the presentation of this, our final report. Over the last year the Transportation Subcommittee has met twenty times, while subgroups of the subcommittee have separately met numerous additional times. City officials, City staff, transportation experts, and community leaders were consulted; countless hours of investigation, inquiry, discussion and deliberation were conducted. The end result is the recommendations contained in this report for City Council consideration.

The Transportation Subcommittee wishes to thank the Scottsdale City Council for its continued commitment toward citizen involvement. We also thank the STEP chairman, William Jenkins; STEP recorder, Ross Smith; STEP facilitator William Arnold, Ph.D.; and City of Scottsdale Public Information Officer, David Matthews, whose assistance has been invaluable.

Finally, I personally extend my thanks and appreciation to the members of the Transportation Subcommittee, whose hard work and devotion to our city has made this report possible. I also would like to recognize the STEP process, not only as a success, but also an enjoyable and worthwhile experience.

Respectfully Submitted,
- Keith Poletis, Chair

The recommendations that follow have been approved and prioritized by the Steering Committee and are submitted for City Council consideration.

1. The City of Scottsdale should support and expedite the construction of the Pima Road Expressway.

BACKGROUND INFORMATION

The planned Pima Road Expressway may be the most important and necessary transportation related development in the city within the next eighteen years. It will provide a desperately needed north-south traffic route as well as remove a major portion of north-south intercity traffic from Scottsdale's other north-south arterial streets. The expressway will also provide Scottsdale and northeast Valley residents a direct route to the southeast portions of the metropolitan area.

An expressway, by definition, is an arterial street with control of access from on-coming and exiting traffic, so that access occurs only at selected and indicated locations. The Pima Road Expressway, according to the Maricopa Association of Governments, is planned ultimately to be a six-lane divided traffic facility extending from the Superstition Freeway northward, between Tempe and Mesa, crossing the Salt River, extending northward on Pima Road to the Bell-Pima curve, and extending westward as a portion of the outer loop.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

1. The Pima Road Expressway could be phased in over a period of time. Initial construction would be a full two lanes in each direction with a continuous left turn lane over its entire length.
2. Center portions of the expressway with heavy traffic volumes could be initially constructed to four-lane divided section or a six-lane divided section.
3. Eventual expansion of the expressway to six lanes divided with full control of access and signalized control at one mile intervals.
4. As traffic flow increases, grade separations could be considered at major arterial streets.

2. The planned Phase II and Phase III implementations of the new computerized traffic control system should be completed expeditiously, and the feasibility of including all traffic signals within Scottsdale city limits in this system should be evaluated. The feasibility of coordinating with adjacent cities' computerized systems, where possible, should also be evaluated.

BACKGROUND INFORMATION

The volume of private automobile traffic and bus traffic is expected to increase significantly as Scottsdale continues to grow. Every means possible for improved traffic flow control must be considered, and implemented where practical. An important element in traffic flow control is the use of coordinated traffic signals, which provide a relatively inexpensive means of partially achieving this goal.

FINANCIAL ASPECTS

Once the planned Phase II and Phase III implementations have been completed the extension of this system to additional traffic signals should require the expenditure of minimal additional funds spread over a number of years.

ALTERNATIVES

None provided.

3. The City of Scottsdale should develop a comprehensive public transit plan which does not depend upon the initiative of other governmental organizations, and which would provide a blend of transit facilities that could be implemented toward the year 2000 as needs warrant and funding permits.

BACKGROUND INFORMATION

Scottsdale should take a leadership position in developing efficient public transit. Scottsdale has many unique characteristics which make it extremely advantageous that a comprehensive public transit plan be adopted. Included in these unique characteristics are: the dominance of the north-south geography of the city; a growing northern area which is wider in the east-west direction, but which is less densely populated; a large metropolitan area to the west which provides employment for a large portion of the Scottsdale population; a planned commercial/industrial development to the east, which, combined with the metropolitan area to the west and south, could put Scottsdale in the center of a substantial new transportation flow problem; a significant retail business environment which requires easy access for Scottsdale residents, tourists, and residents of adjacent communities, for sustaining successful business; a population which is generally increasing in average age; an attractive community for which great care should be exercised to retain its pleasing aesthetic benefits, which means that Scottsdale should not become totally dominated by paved roads; a geographical distribution of retail business locations, requiring convenient transportation from one business area to another.

At the present time Scottsdale is served by several routes of the Phoenix area-wide transit system. This provides access to Phoenix and other Valley communities. Service is limited by available funding and other physical limitations of the system.

The downtown area of Scottsdale, including the Fifth Avenue shops and the resort area, is served by three rubber-tired "trolleys", primarily intended to provide convenience for shoppers to these areas.

As Scottsdale continues to grow and as density increases, forms of public transit can become more cost effective. A plan should be developed now, that addresses and coordinates all forms of transit into a comprehensive plan for Scottsdale. This plan could include the existing Phoenix bus system and potential sub-area systems such as dial-a-ride, jitneys and feeder routes.

FINANCIAL ASPECTS

The implications of a comprehensive public transit plan are indeed significant and the funding question must be addressed concurrently with

the development of the transit plan. A funding plan could include the use of revenues from the lottery to subsidize transit, and funds from the general fund. A transit system should only be expanded as needs warrant, funding permits, and as the systems becomes cost effective.

If the transit planners involve residents of Scottsdale in the planning process, these same residents can help explain the rationale of the resulting plan and the necessary funding, to the residents at large.

This undertaking will be a significant one for Scottsdale, but it is the feeling of the Transportation Subcommittee that it is necessary for the long range well being of the city that a total transit plan be prepared now, and that residents recognize its necessity and benefits. It is the hope of the Transportation Subcommittee that the City of Scottsdale will become an innovator and leader in the field of public transit as it has in so many other areas of city life.

ALTERNATIVES

1. Interface with area-wide bus system for intercity (valley-wide) travel.
2. Expansion of Molly the Trolley type service.
3. Provide smaller buses for less populated areas.
4. Dial-A-Ride.
5. Possible jitney service.

4. The City of Scottsdale should expand the existing bus service to all parts of the city by the year 2000 as justified by demand. This service must be promoted and advertised, and time must be allowed for its use to be tested by the public.

BACKGROUND INFORMATION

As the city grows the street system will not be able to accommodate a constant increase of automobile traffic. The congestion will encourage many of our citizens to convert to transit, as has occurred in urban areas throughout the United States. As this demand increases in Scottsdale we should provide an expanded system to satisfy it.

FINANCIAL ASPECTS

Transit is a service which a community should provide to its citizens, regardless of cost. With increased use, higher fares, and efficient management it is possible that a transit system could provide a large portion of operating costs. Currently fare box revenues for the Phoenix Transit System cover about 36 percent of total operating costs. Federal assistance covers 50 percent of the remaining operating expenses and local general revenues cover the balance. Future Federal assistance is questionable. In the past 80 percent of capital purchases, such as buses and equipment, were federally funded.

Some subsidy from the General Fund will continue to be needed by lottery funds will and should be made available to supplement user fees. Also, some Federal sources will be available.

ALTERNATIVES

1. Continue to contract bus service with the City of Phoenix.
2. City of Scottsdale develop its own bus service.
3. Private enterprise, city licensed and supervised bus service.

5. The City of Scottsdale should establish a policy on continuity throughout its streets system, both in alignment and number of lanes. This would include such streets as Osborn Road, 68th Street, Miller Road, etc.

BACKGROUND INFORMATION

Traffic volumes through Scottsdale south of Lincoln Drive are forced to use a limited number of arterial streets. At the present time, Pima, Hayden, and Scottsdale Roads are the only major north-south arterials. On an east-west basis, portions of Camelback Road, Indian School Road, Thomas and McDowell are the major streets. As we get closer to the downtown area the existing facilities are inadequate to meet traffic demand. In the future Scottsdale's arterial system will be totally inadequate to handle the increased traffic flows. Nowhere in the long range planning is there any proposal to create new arterial streets. As a result the only solution that appears satisfactory is to upgrade the streets that are characterized as minor arterials and collectors. Miller Road, from Jackrabbit south into Tempe, Oak Street and Osborn Road from the Crosscut Canal to Pima Road, 68th Street from Jackrabbit south into Tempe, Chaparral Road from 64th Street to Pima Road and some portions of Granite Reef Road are examples of such streets. All of these streets have a lack of continuity in street width and number of lanes.

A plan should be developed to upgrade all of this type of streets to include four lanes wherever possible and left turn lanes were appropriate.

FINANCIAL ASPECTS

Since the right-of-way is generally available, the major cost of this recommendation is partially eliminated. Second, the need to acquire parcels is minimized, therefore the impact on adjacent property owners is lessened. Third, in many portions of the street system the streets are already full-width and no additional cost needs to be incurred.

What is important is that a plan should be established where each of these street facilities is addressed and their ultimate development is formulated including a schedule for right-of-way acquisition for street widening and reconstruction where appropriate. Cost estimates should be established, with the funds becoming available to Scottsdale from the recent legislative transportation funding act going to expand Scottsdale's arterial system.

ALTERNATIVES

None provided.

6. The City of Scottsdale should provide a city-wide summer bus transportation program utilizing school buses to enable youth to get to recreational activities, employment, and social services.

BACKGROUND INFORMATION

Scottsdale has a transportation resource available that is not used to its full potential. If an agreement between the City and the school district could be reached, we could use school district buses in the summertime to provide free routed service to Scottsdale's youth. Many young people do not have transportation available but still need to get to jobs, recreation facilities, etc. This recommendation would be cost-effective because the buses are available.

In LasCruces, New Mexico, as well as other cities, this type of program was developed through a cooperative agreement between the city and the local school district. There should be no reason why Scottsdale couldn't develop a similar program. Although the implementation of this type of project depends, perhaps, on a difficult negotiation with the school district, it should be pointed out that the City has successfully entered into agreements with the school district in the past over joint use of parks adjacent to elementary schools.

FINANCIAL ASPECTS

The financial commitment of the city would be practically nothing. Costs to the City would include drivers, a bus lease agreement, fuel, maintenance, etc. This program, at little cost, could provide summer transportation for young people, jobs for drivers, and needed revenues to the schools.

ALTERNATIVES

None provided.

7. The City of Scottsdale should study feasibility of constructing McDowell Road to parkway standards between 64th Street and Pima Road and support and work toward eventual extension of the Papago Inner Loop as an expressway from 40th Street to 64th Street.

BACKGROUND INFORMATION

It is the recommendation of the Transportation Subcommittee that a feasibility study be conducted on the possible reconstruction of the three mile segment of McDowell Road between 64th Street and Pima Road according to full parkway standards with limited access at arterial and collector streets. The parkway would include extensive landscaping to make McDowell Road a functional and beautiful gateway to Scottsdale.

Eventually, the Papago Freeway will probably be extended to 40th Street. Fifty percent of the right-of-way has already been acquired. The second part of this recommendation is for the City to pursue the eventual extension of the Papago Inner Loop to 64th Street. Between 40th Street and 64th Street the Papago could be of expressway or parkway standards.

The extension of this important transportation corridor will provide needed access to and from Scottsdale, relieve expected traffic congestion, provide direct access to central Phoenix for Scottsdale residents, and provide through traffic easy access to Mesa and the far east end of the Valley. The McDowell Parkway would then tie into the Papago Inner Loop, the 64th Street Parkway, as previously recommended, and the Pima Expressway, and greatly improve traffic flow and complete an effective system of parkways and expressways for Scottsdale. This system would provide the Scottsdale resident greatly improved, and direct, access to almost all parts of the Valley.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

8. The City of Scottsdale should make a study to determine the feasibility of improving, extending and bring up to parkway standards 64th Street (or Invergordon as it is sometimes known in some locations) from Lincoln Drive in Paradise Valley on its north, southward to Tempe by the year 2000.

BACKGROUND INFORMATION

The problem with the grid system within the City of Scottsdale is that although Scottsdale Road is the most important north-south arterial and Pima Road and Hayden Road provide arterials on the east, there is no major arterial street on the west of Scottsdale Road until one reaches 44th Street and Tatum Boulevard. It is important, therefore, that a major north-south street on the west side of Scottsdale be considered. Such an arterial would relieve the traffic congestion on Scottsdale Road, provide a major north-south thoroughfare for traffic travelling in that direction, and remove intercity traffic from Scottsdale's other arterial streets. The logical choice of location for such an arterial would be 64th Street.

The 64th Street Parkway, as recommended, would run from Lincoln Drive south to Tempe. In the north where it is known as Invergordon right-of-way presently exists to widen it to a full 64 foot wide arterial configuration. South of Camelback a right-of-way of 80 feet currently exists on 64th Street. At Indian School a bridge would need to be constructed over the canal. Then the alignment would swing slightly to the east parallel to the Crosscut Canal which runs through basically open land. South of Thomas Road to McDowell Road the Parkway would again be aligned with a widened 64th Street. From McDowell to Van Buren the Galvin Parkway currently exists. It would be possible to widen Galvin Parkway by two lanes. A new roadway would be constructed from Van Buren to Washington. It could even be possible that the roadway would eventually be extended southward across the Salt River down Priest Drive into Tempe and provide access to the interstate.

Our recommendation is to conduct a study as to the feasibility of such a facility. It is also recommended that such a facility be a parkway and not only provide an important transportation route for the city and Valley but also an aesthetic enhancement.

FINANCIAL ASPECTS

It is estimated that such a study would be conducted for less than \$100,000.

ALTERNATIVES

None provided.

9. In order to improve traffic flow and safety, the City of Scottsdale should phase out parking on arterial streets.

BACKGROUND INFORMATION

On many of Scottsdale's major and minor arterial streets we are using portions of the paved areas for the parking of vehicles. This is expensive, both in terms of the investment and the constant maintenance. Such parking areas result in increasing costs of our arterial system's development. Scottsdale cannot afford to use this valuable resource as a parking lot.

There are obvious disadvantages to allowing vehicles to be parked on the streets. The main concerns are traffic congestion and safety. Vehicles parking out of the travel lane pose a serious hazard. Vehicles using the streets for parking cause streets to narrow from two lanes of travel in one direction to one lane. Parked vehicles occupy areas that could be used for other street purposes, such as reversible lanes. For these reasons and others it is the recommendation of the Transportation Subcommittee that parking should be phased out on arterial streets over a period of time.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

10. Keeping in mind the potential growth of the valley and increased transportation needs and costs, and in an effort to look past the year 2000, the City of Scottsdale should investigate providing a right-of-way system throughout the valley for a transit, people-mover type system.

BACKGROUND INFORMATION

The City of Scottsdale must begin planning today for the rapid growth in transportation demands that appears certain in the future. The Valley's government entities should not turn their backs on the potential of more exotic types of transit.

At the present time we have certain land resources available that are only lightly utilized, namely our canal system and drainage areas. Many of the Valley's canals are aligned in the direction of the travel demands. The Transportation Subcommittee's recommendation is to study the possibility of creating some type of people-mover system or light rail system along our Valley's canal system. This system's potential and advantage would be to provide a transportation source that does not depend on hard rubber tired vehicles and the street system. For example a people-mover that traveled down the Crosscut Canal would allow residents the opportunity to travel to Papago Park, visit the zoo, play golf, see a baseball game, or even travel further to the Rio Salado when it becomes a reality and not take their cars.

The development of people-movers and light rail systems in other parts of the United States has been met with fair, to outstanding success. San Diego's light rail project and Miami's current light rail plans and the people-mover systems of West Virginia and Duke Universities are examples of innovative and successful operations. The Transportation Subcommittee is not recommending an urban commuter system such as the familiar BART system of San Francisco. Such a system would not be effective in Scottsdale even 50 or 60 years into the future.

We are recommending, rather, a horizontal elevator concept along select canal ways that could also encompass park and green areas, bike paths, walkways, etc. The people-movers could be as short as three or four miles in length, and interconnect specific locations with a fuel system, far into the future, that would encompass the entire Valley. The system would take many forms. Most recent systems range from eight to twenty-two passenger vehicles. It could travel on a track or guideway that would be elevated, on the surface, or even underground to cross major arterial streets.

FINANCIAL ASPECTS

Currently such a system costs between 3 and 6 million dollars per mile, as compared to freeways costing about 100 million dollars a mile. This is not a project for today or even the near future, but studies should be made to determine possible applications as we approach the year 2000.

ALTERNATIVES

None provided.

11. The City of Scottsdale should encourage land use planning, which will reduce the need for transportation.

BACKGROUND INFORMATION

The growth of Scottsdale and the Phoenix metropolitan area has been characterized by a low density, dispersed population. This has encouraged wide-spread use of the automobile as the dominant form of transportation. Concurrently, the low density has made the development of an adequate urban transit system difficult from both a technical and economical standpoint.

As Scottsdale continues to grow over the next eighteen years, the formulation of a city-wide master plan and more detailed sub-area plans can strongly influence trip-making and transportation patterns. A planning process that develops concepts similar to the Urban Village 2000 plan of the City of Phoenix, has a positive impact on all forms of transportation. Automobile trips are shorter in length, transit is enhanced and bicycles become a more valuable form of transportation for short trips. The Transportation Subcommittee is, of course, in support of Scottsdale's current lifestyle of open space, low density, and dominance of the single family home, but planning that puts less demand on our transportation system is essential.

FINANCIAL ASPECTS

The planning process, and implementation of its concepts, can reduce the need of future expensive improvements and additions to our transportation system. Such planning for example can reduce the need for additional lanes on our arterial street system. The process could also result in an effective, efficient and well utilized transit system. Both of these examples would reduce expenditures for segments of our transportation system.

ALTERNATIVES

None provided.

12. The City of Scottsdale should establish a full-time Public Transit Manager position with necessary staff to meet the public transit needs of the City.

BACKGROUND INFORMATION

Presently, Scottsdale has a half-time transit manager whose functions include other duties. The need for mobility of all of our citizens, including the elderly and the young, dictates that a greater emphasis should be placed on planning, programming, scheduling, and coordinating public transit service and demand. A minimum of a full-time manager is needed immediately. Likewise, if Scottsdale is going to pursue public transit as a viable solution to our transportation problems as we approach the year 2000, a commitment to necessary personnel, management and staff is essential.

FINANCIAL ASPECTS

The financial impact of this recommendation is small, but it is a necessary and important first step to providing an effective and efficient transportation system for Scottsdale in the future.

ALTERNATIVES

None provided.

13. The City of Scottsdale should at least maintain current levels of expenditures from the General Fund for transportation. The proposed state funding should be used to supplement those funds rather than replace them.

BACKGROUND INFORMATION

The 1981-82 City of Scottsdale Budget contained \$5.9 million for transportation. Recently the Arizona Legislature provided increased funding for transportation purposes. This state funding includes approximately \$4.7 billion over the next ten years and Scottsdale will receive a significant portion of this money.

The Transportation Subcommittee strongly recommends that at least current levels of General Fund appropriations for transportation be maintained, if not increased, and that the available new state funds be used in addition to current General Fund appropriations, and not be used to replace them.

FINANCIAL ASPECTS

Current transportation funding by the City of Scottsdale is considered inadequate. This recommendation will not cost the City of Scottsdale any more than it is currently spending on transportation. However as a result of these available new state funds, the City of Scottsdale will be able to carry out more improvements in the city's transportation system and begin to provide portions of the transportation system necessary, in the future, to protect our city's lifestyle and economic well-being.

ALTERNATIVES

None provided.

14. The City of Scottsdale should continue and increase its commitment of resources to accommodate bicyclists as needs justify. The City of Scottsdale should promote bicycling as an alternative mode of transportation within the city.

BACKGROUND INFORMATION

An increase in bicyclists is expected to be a continuing phenomenon. With increased bicyclists and increased motorized traffic resulting from the continued growth of Scottsdale, safety becomes a number one concern.

Bicycling could become a viable alternate mode of transportation within the city and help reduce traffic demands. The city should continue to develop facilities for the cyclists and promote biking.

Both safety, and the use of cycling as a transportation mode, could be increased through education programs and other promotions.

Further development of bike lanes and paths should be pursued as needs justify and funding permits.

FINANCIAL ASPECTS

It appears that the safety and promotion aspects of this recommendation could be met with minimal costs. Bike lanes and paths should be developed as funding permits.

ALTERNATIVES

None provided.

15. The planned industrial and commercial development on the western portion of the Salt River Pima-Maricopa Indian Community could have a significant effect on the traffic within Scottsdale. The city should assign a responsible entity within the City of Scottsdale to monitor and/or cooperate and negotiate with the community regarding the effects any development will have on traffic in the city.

BACKGROUND INFORMATION

With the July 1981 media announcement of the industrial/commercial development on the Salt River Pima-Maricopa Indian Community (the Community), existing Scottsdale plans may not be adequate to accommodate the increased traffic flow. This development potentially could employ 500 people by the year 2000. Employees and business-related vehicular activity will be drawn from Scottsdale, Phoenix, and the Tempe-Mesa area.

Although some of the potential projects may not be implemented, there appears to be a clear intent on the part of the Community to develop their property. Each implemented project may add to the traffic flow problems of Scottsdale, depending on just where the project is located.

It is essential for Scottsdale to be prepared for such growth on its border to the east. A first step is the City of Scottsdale's monitoring, negotiating and being involved with the Indian Community's planning process.

FINANCIAL ASPECTS

No analysis provided.

ALTERNATIVES

None provided.

The following is a list of recommendations proposed by the subcommittee, however not approved or prioritized by the STEP Steering Committee.

- o The City of Scottsdale should assist in the location and construction of a bus station within the city to encourage commercial bus companies to serve Scottsdale.

Currently, there are no intercity or interstate bus services to Scottsdale, because there is no depot within the city. Residents and visitors must now use the facilities in central Phoenix, which is a hardship for people not having supplemental transportation. The City of Scottsdale should consider ways to bring a bus depot or stop to the city.

- o The City of Scottsdale should reduce parking requirements for those businesses that encourage the use of van pool and car pool arrangements.

Ridesharing through car and van pools is recognized as the potentially most efficient and effective way to reduce congestion, energy consumption, and air pollution. By offering a program that reduces parking space requirements for businesses that have successful ridesharing programs the City could effectively encourage the practice within Scottsdale.

There would be little cost to the city to implement such an incentive program.

- o The City of Scottsdale should use the city's share of the lottery funds to expand public transit service and to develop plans for technologically advanced public transit for the year 2000.

Historically, public transit has been starved for funds. A commitment such as the one recommended would go a long way toward adequate public transit funding and would give Scottsdale the capability of seriously pursuing public transit as a major component of a balanced, effective and efficient transportation system.

- o The City of Scottsdale should work toward legislation enabling municipalities to levy special taxes for transportation.

Several years ago the state legislature preempted the cities from levying special taxes such as additional gas taxes for transportation

purposes. The Transportation Subcommittee believes that, due to the rapid increases in the cost of transportation projects and services, and the limited amount of funding that may be available from state and federal sources in the future, additional funds will need to be raised locally. The Subcommittee feels that the city must find ways to increase its financial capability of improving the transportation system.

APPENDIX
STEP PARTICIPANTS, APRIL 22, 1981

STEP CITY BUILDINGS SUBCOMMITTEE

Wallace Abel	Leonard Holland
Stephen Albert	Eugene Lash
T.C. Anderson	So1 Menashe —
Jan Brandhorst	Frank Montouri, Jr.
Gerald Cook	Wally Raisanen
Lois Dearing	June Reynolds
Stephen Fansler	R.M. Sherven
William Finin	Paul Smith
Gale Gage	Leonard Staszak
Martin Grotzky	William Stevenson
Lynn Guyot	Celia Thomas

STEP CULTURAL AFFAIRS SUBCOMMITTEE

Barbara Armola	Joan Lash
Theodora Barrett-Brehm	Dorothy Lehrman
Georgia Benedict	Ruth Richie
Anita Bruinooge	David Sawyer ✓
Judy Burding	Edith Scott
Geraldine Burke	Jody Skenonios
Frances Burns	Pat Stauber
Grant and Lilly Courtade	Philip Sturgill
Joe Dunn	Jeanie Summer
Maureen Gleason	Kurt Thomet
Nestor Guzman	Adrienne Thornburg
Paul Hulderman ✓	Peter Urban, Jr.
Virginia Hall	William Woolsey
Nancy Kirk	Richard Worth ✓

STEP ISSUES OF THE ELDERLY SUBCOMMITTEE

Lorna Allen	Kay Martin
Severin Barstad	Patricia Miller
Eileen Breslin	Meriel Peterson
Jean Carney	Robert Powers
Joyce Deem	Nicholas Rino
Joyce Ford	Glaydon Robbins, PhD
Nancy Ann Hauth	Normal Ross
Margo Horton	Ida Schuster
William Kyler	Mildred Stern
Camille Levee	Marianne Turiace
	Ruth Webb

STEP ISSUES OF YOUTH SUBCOMMITTEE

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Eric Butler	Carol Padwe
Anthony Galizia	Sandra Parson
Gary Gentry	Cathy Phillips
Robert Hahn	Charles Rice
Jo Hall	Meryl Ann Sachs
Eunice Kelly	Mr. Gail Scott
Betty Kreidler	Gloria Shapiro
Arlene Linsey	Bettina Shaw
Jo Maffit	Ray Sobel
Don Magel	Susan Triebel
	Carole Wadlin

STEP ECONOMIC DEVELOPMENT SUBCOMMITTEE

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James Evans	George Rozelle ✓
Alex Evanoff	Larry Rundle
Beatrice Everett	Harold Sabes
Betty Garvey	Richard Simon
Hannah Goldstein	Jack Smith
James Hall	Albert Taibleson
Jean Heller	Milt Trushinsky
Carole Holland	Dr. Clifford Wold
Fred Howe	Diane Worth
Joyce Hunter	

STEP HOUSING SUBCOMMITTEE

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Sherry Bray ✓	Shim Lehrman
Lillian Czagany	W.T. O'Donnell
John Dino	Andrea Pasztor
Curtis Drew	Pati Patrick
Viola Elster	Russell Roush
Edward Faillace	Col. Edward Sachs
Larry Findlay	Frank Schilling
Gloria Foster	Arnold Schwalb
Besim Hakim	Fred Shapiro
Charles Hess	Vaughn Shaw
Pat Hirsch	Kay Standish ✓
Margery Howe	Robert Stefun
	Melanie Wiley

STEP LONG-RANGE FINANCING SUBCOMMITTEE

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William Chamberlain	David Markstein
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Bill Eckhardt	John Nimsky ✓
Bob Ellsworth	Harlley Noble
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Wink Blair	Donald Prior
Ed Booth	Mary Lou Savio
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Bill Clarkson	Jennifer Small
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Susie Green	Robert Wilson
Zina Kuhn ✓	Eleanor Woodman

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Robert Bretz	Marcia Metcalf
Jacqueline Carsten	Thomas O'Leary
Jake Deem	Don Perlman
Gary Fries	Ronald Reinstein
Jack Gleeson	Pat Riding
John Greco	Nancy Schwanz
Dean Gregory	Deborah Schwartz
Cebert Henson	Davie Scott
Charles Knutilla	Phil Susic
Tom Lang	Ed VanDerGinst
Dexter Leland	Wayne Wicklund
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JoAnn Gibbs	Mary McPherson
Karen Grommes	Sondra Mesnik
John Guild	Gerald Palozie
Jinny Harris	Dr. Ralph Povar
Dr. Eugene Hartley	Robert Scanlan
Patricia Hobein	Mary Schepp
Robert Lynch	Frank Vasos
Dr. Dee Lohr	Joan Wade
Dr. Judith Marston	Edward Wilmowski

STEP TRANSPORTATION SUBCOMMITTEE

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Harold Coonrod	Ray Pemberton
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Hal Gonyea	Hermina Tritter
Edson Harris	John Warner
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