

SCOTTSDALE CITY COUNCIL  
WORK STUDY SESSION MINUTES  
TUESDAY, JUNE 1, 2021



CITY HALL KIVA  
3939 N. DRINKWATER BOULEVARD  
SCOTTSDALE, AZ 85251

**CALL TO ORDER**

Mayor David D. Ortega called to order a Work Study Session of the Scottsdale City Council at 5:00 P.M. on Tuesday, June 1, 2021.

**ROLL CALL**

Present: Mayor David D. Ortega; Vice Mayor Betty Janik; and Councilmembers Tammy Caputi, Tom Durham, Kathy Littlefield, Linda Milhaven, and Solange Whitehead

Also Present: City Manager Jim Thompson, City Attorney Sherry Scott, City Treasurer Sonia Andrews, City Auditor Sharron Walker, and City Clerk Ben Lane

Mayor Ortega welcomed City Treasurer Sonia Andrews.

**PUBLIC COMMENT – None**

**1. Identification of Mayor and City Council Priorities**

**Request:** Presentation, discussion, and possible direction to staff regarding the identification of Mayor and City Council priorities for the Organizational Strategic Plan.

**Presenter(s):** Shane Stone, Management Associate and Jim Thompson, City Manager

**Staff Contact(s):** Jim Thompson, City Manager, 480-312-2800, [jthompson@scottssdaleaz.gov](mailto:jthompson@scottssdaleaz.gov)

Management Associate Shane Stone gave a PowerPoint presentation (attached) on the priorities for the Organizational Strategic Plan.

City Manager Jim Thompson gave a presentation on the process of identifying the priorities for the Organizational Strategic Plan (attached).

There was Council consensus for the following priorities:

**NOTE:** MINUTES OF CITY COUNCIL MEETINGS AND WORK STUDY SESSIONS ARE PREPARED IN ACCORDANCE WITH THE PROVISIONS OF ARIZONA REVISED STATUTES. THESE MINUTES ARE INTENDED TO BE AN ACCURATE REFLECTION OF ACTION TAKEN AND DIRECTION GIVEN BY THE CITY COUNCIL AND ARE NOT VERBATIM TRANSCRIPTS. DIGITAL RECORDINGS AND CLOSED CAPTION TRANSCRIPTS OF SCOTTSDALE CITY COUNCIL MEETINGS ARE AVAILABLE ONLINE AND ARE ON FILE IN THE CITY CLERK'S OFFICE.

#### Value Scottsdale's Unique Lifestyle and Character

- Update Ethics Code for staff, elected and appointed officials, and city vendors to strengthen provisions.
- Consider pilot to temporarily turn some Old Town streets into walk-only zones for one weekend per month.

#### Support Economic Vitality

- Revise and adopt the Old Town Character Area Plan to clearly identify zoning and reduce bonus provisions.

#### Enhance Neighborhoods

- Reduce short-term rental complaints by improving monitoring and enforcement to better manage impacts.

#### Preserve Meaningful Open Space

- Acquire and protect remaining additional acreage within McDowell Sonoran Preserve boundary.

#### Seek Sustainability

- Work with the community and environment commission to complete and adopt a Sustainability Plan.
- Address public safety pension liabilities and manage replacement/training of public safety workforce.

There was Council support for the following priorities:

#### Value Scottsdale's Unique Lifestyle and Character

- Monitor Bond 2019 project design and construction to ensure all projects are completed in timely manner.
- Judge all new projects to ensure they keep the high quality of life for residents for which Scottsdale is known.
- Improve procedures for citizen advisory groups regarding conflict disclosures, absence, and recusal reporting.
- Complete design for Second Street and Main Street streetscape projects to improve walkability of Old Town.

#### Support Economic Vitality

- Adopt plan to expand affordable housing including state tax credit and reduce homeownership barriers.
- Address Old Town parking by assessing each district's needs and issues and developing appropriate response.
- Improve process for project approval by improving communications between Planning Commission and Development Review Board.
- Identify and implement automated parking solution at WestWorld to support signature events by 2022.
- Review Old Town proposals and how they improve transportation, infrastructure, sustainability, and tourism.
- Carry out Smart City priorities that use technology to improve livability based on community input.

#### Enhance Neighborhoods

- Demonstrate respect for human dignity by developing strategies to reduce number of unsheltered persons.
- Update the noise ordinance to include c-weighted decibel restrictions to address bass levels.
- Improve educational opportunities by working with community colleges on new four-year option.

#### Preserve Meaningful Open Space

- Initiate steps to extend the expiring Preserve Tax, including the concept of perpetual maintenance fund.
- Identify and improve Old Town public spaces based on recommendations from Emerald Necklace master plan.
- Review and strengthen Preserve Ordinance to prevent habitat degradation and protect and sustain wildlife.
- Complete design for Ashler Hills neighborhood park, and first phase of Indian Bend Wash improvements.

#### Seek Sustainability

- Develop alternative energy resources for Scottsdale Water to enhance reliability and reduce ratepayer cost.
- Ensure CAP, SRP, groundwater, and recycled water sources can be maximized for long-term sustainability.

#### Advance Transportation

- Develop implementation plan to provide citywide electric vehicle charging station infrastructure.
- To ensure long-term viability of Scottsdale Airport, complete runway reconstruction project by Fall 2021.

#### ADJOURNMENT

Councilwoman Milhaven made a motion to adjourn. Vice Mayor Janik seconded the motion, which carried 7/0, with Mayor Ortega; Vice Mayor Janik; and Councilmembers Caputi, Durham, Littlefield, Milhaven, and Whitehead voting in the affirmative.

The Work Study Session adjourned at 5:47 P.M.

#### SUBMITTED BY:



**Ben Lane, City Clerk**

Officially approved by the City Council on July 1, 2021

## CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Work Study Session of the City Council of Scottsdale, Arizona, held on the 1<sup>st</sup> day of June 2021.

I further certify that the meeting was duly called and held, and that a quorum was present.

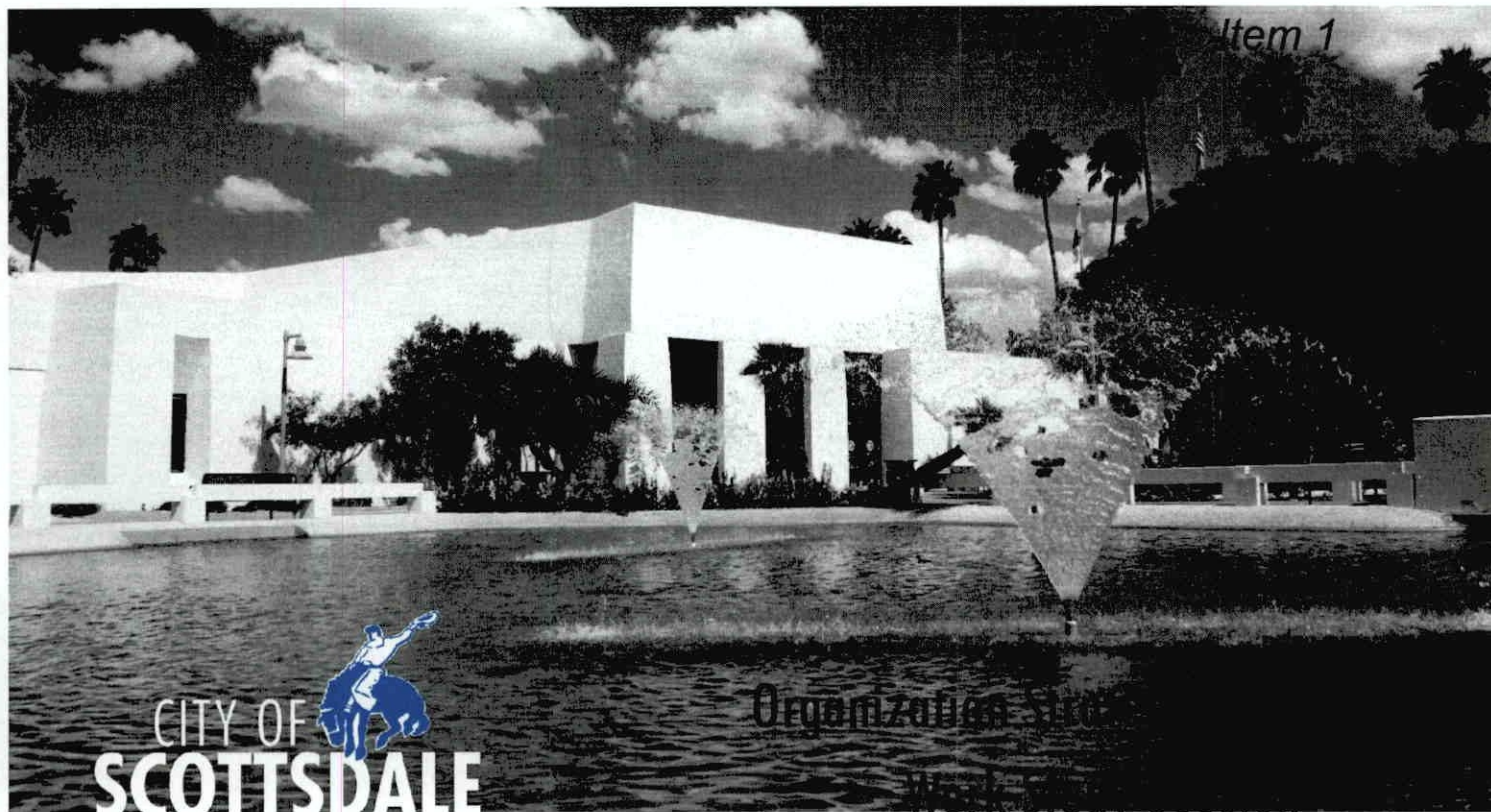
**DATED** this 1<sup>st</sup> day of July 2021.



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**Ben Lane, City Clerk**

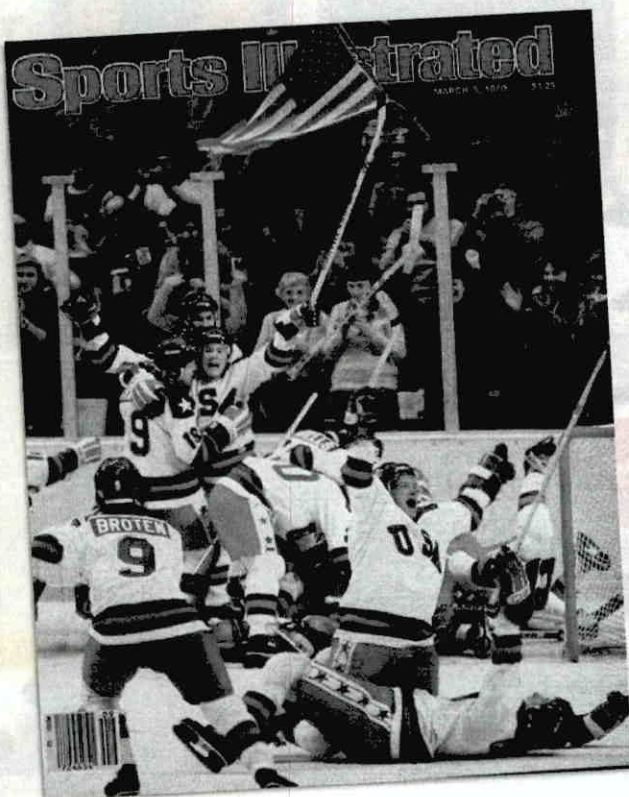
Item 1



CITY OF  
**SCOTTSDALE**

Organization Street

Work Street



**“...the only measure of  
a great team –  
or a great organization –  
is whether it accomplishes  
what it sets out to  
accomplish.”**

**Patrick Lencioni**

# City of Scottsdale Organizational Strategic Plan

This report provides a progress update toward achieving the objectives included in the city's Organizational Strategic Plan.



Value Scottsdale's Unique Lifestyle and Character



Support Economic Vitality



Enhance Neighborhoods



Preserve Meaningful Open Space



Seek Sustainability



Advance Transportation




Support Economic Vitality

## Support Economic Vitality

### Description

- Identify locations and funding for additional parking areas to support specialty retail in Old Town\*
- Revitalize southern Scottsdale corridors by revitalizing the appearance and vitality of commercial areas\*
- Develop and begin implementation of Smart City Strategic Roadmap with citizen and business input\*
- Increase WestWorld's vitality through implementing key recommendations from Business Plan final report\*
- Carry out the economic development strategy and provide strategic support of tourism and visitor events\*
- Track progress towards completion of the Nationwide Realty Investors campus at Hayden & 101.

54%



### Progress

67%



33%



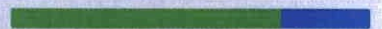
87%



62%



38%



Support Economic Vitality / Carry out the economic development strategy and provide...

Carry out the economic development strategy and provide strategic support of tourism and visitor events\*

100%



Latest Update:

Economic Development initiated an update to the existing Strategic Plan in March 2020. Stakeholders across the community were engaged in the update process that ran through November 2021. The draft plan is currently under review by the Steering Committee and will be presented to the City Council on March 9, 2021.



Description	Progress	Status
The Economic Development department is carrying out the Economic Development Strategic Plan. Funding for an update to the plan was approved in the FY 19/20 budget.	100%	On Track
Enhance visitor and residents' experiences by conducting an Experiential Tourism Assessment, which will also assist in furthering the development of a comprehensive Tourism Master Plan.	100%	On Track
In collaboration with Scottsdale Public Art and city staff, select an artist to design a prototype Pocket Art Park at Old Civic Center within Old Town.	100%	Completed
Create seasonal and promotional events to support merchants, restaurants and businesses in Old Town.	100%	On Track



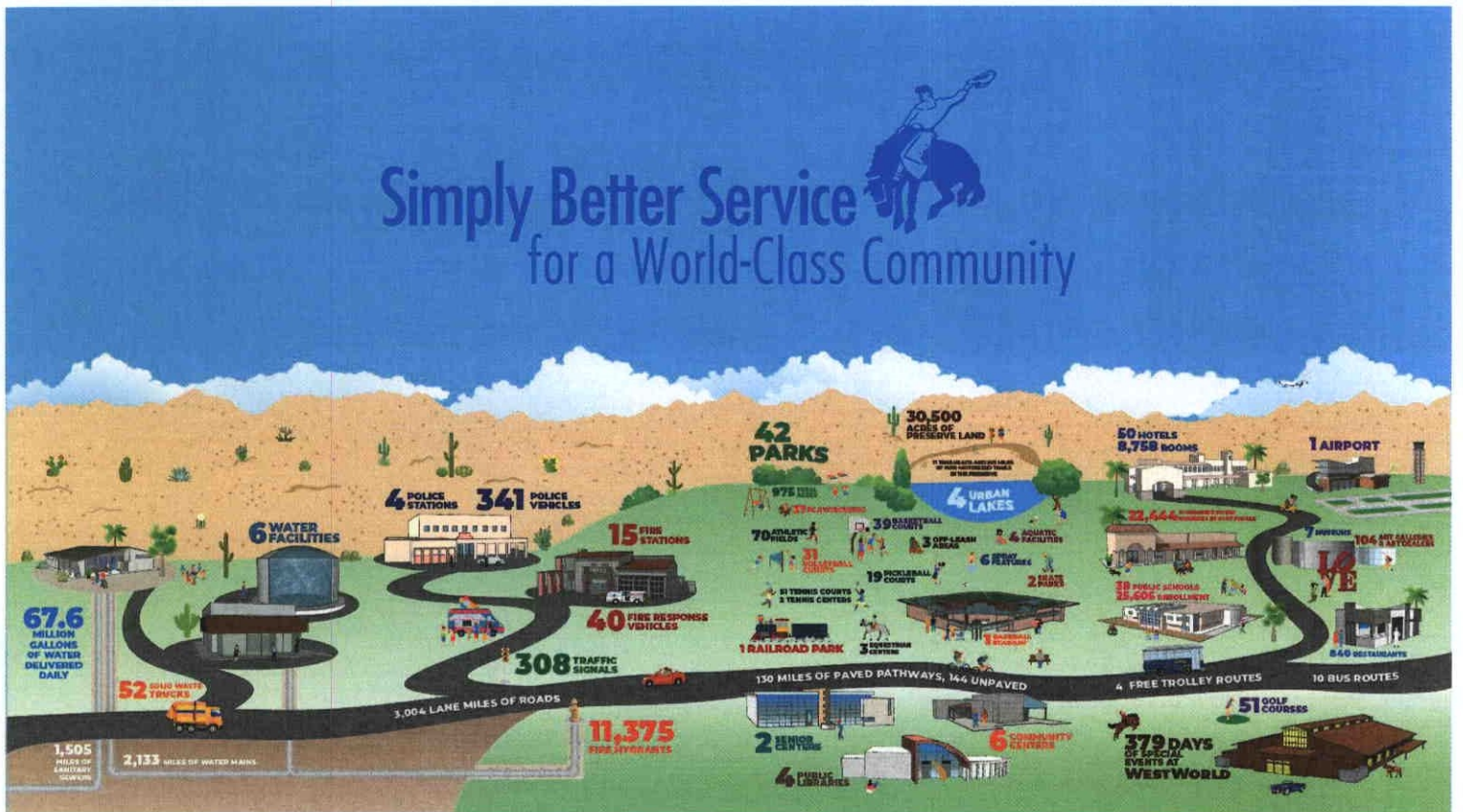
## **Mission**

**What is our purpose? Why do we exist?**

### **Good mission statements:**

- **Are short and sharply focused**
- **State why we do what we do**
- **Provide direction for doing the right things**
- **Are clear and easily understood**
- **Are memorable and easily memorizable**
- **Describe what we want to be remembered for**





## Goals

What are our main focus areas to achieve the mission?

**Value Scottsdale's  
Unique Lifestyle  
and Character**



**Advance  
Transportation**

**Seek  
Sustainability**



**Scottsdale's  
Strategic  
Goals**



**Support  
Economic  
Vitality**

**Preserve Meaningful  
Open Space**



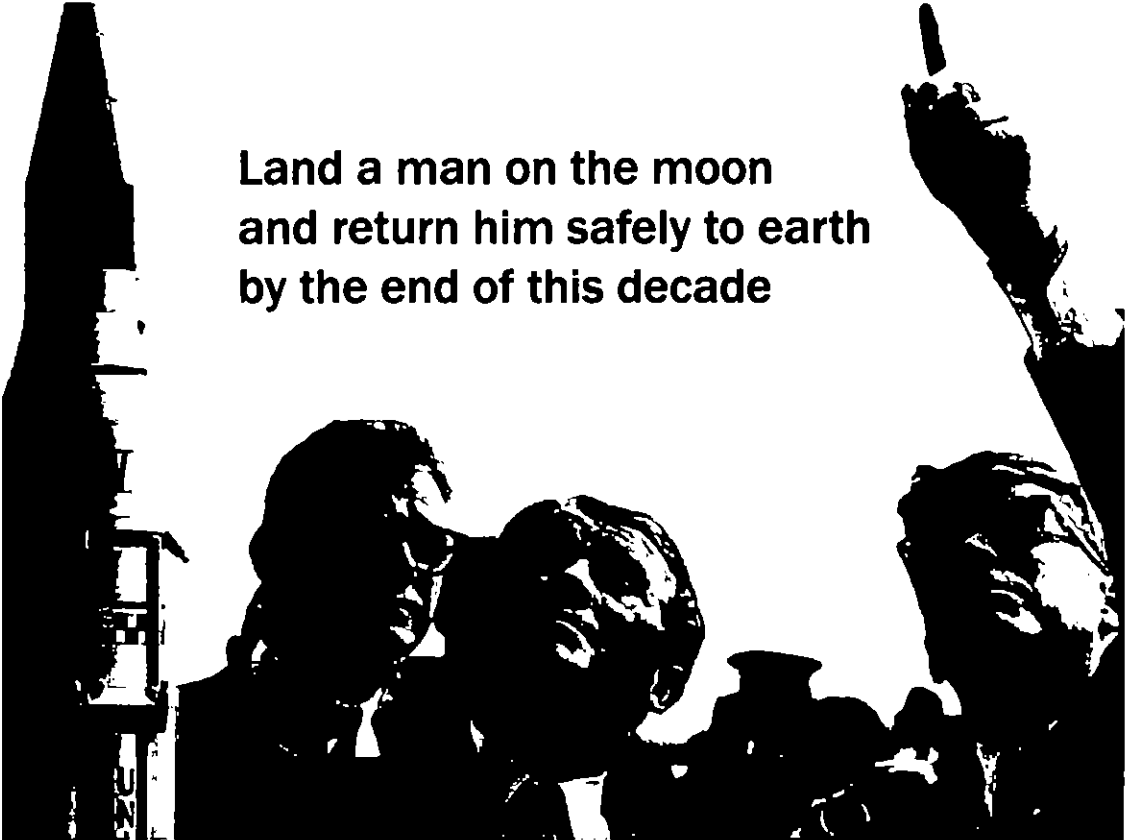
**Enhance  
Neighborhoods**

## **Objectives**

**What specific efforts are needed to achieve the goals?**

**Concise action statements describing specific efforts we must do well, or improve, in order to achieve the mission.**





**Land a man on the moon  
and return him safely to earth  
by the end of this decade**



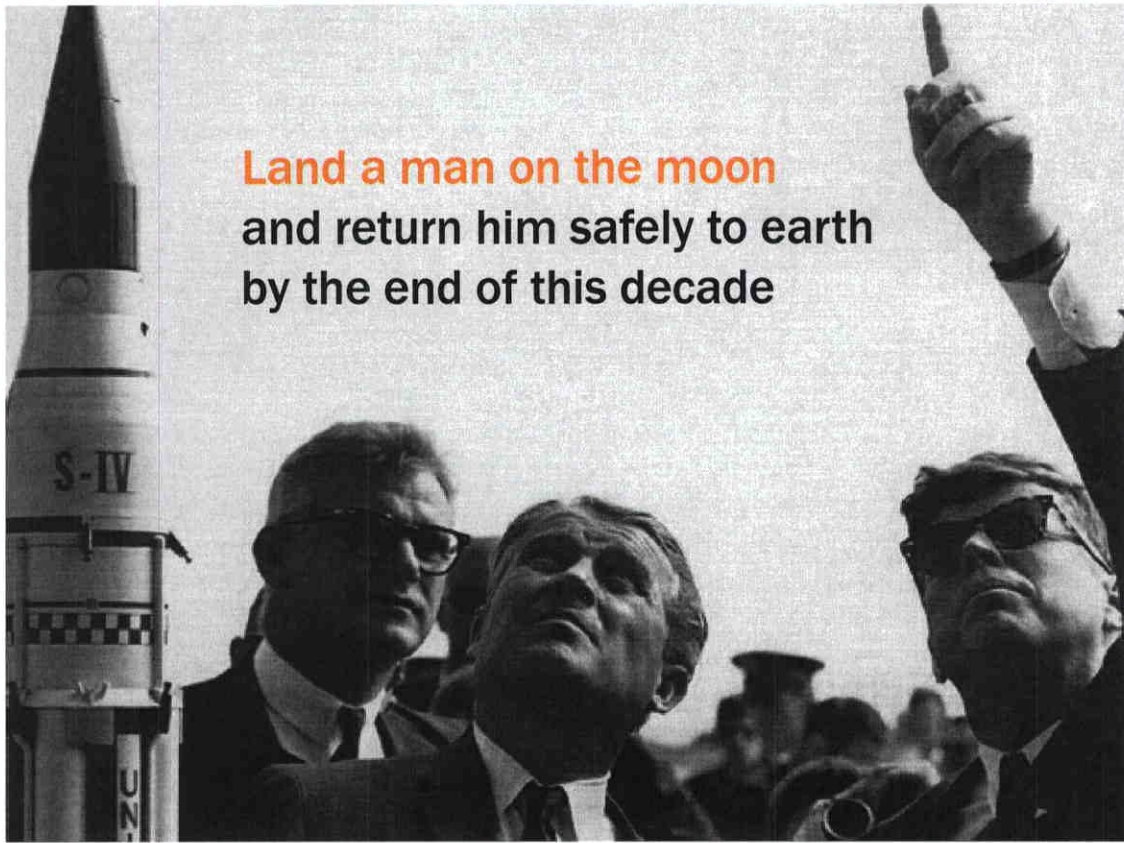
**a measure**



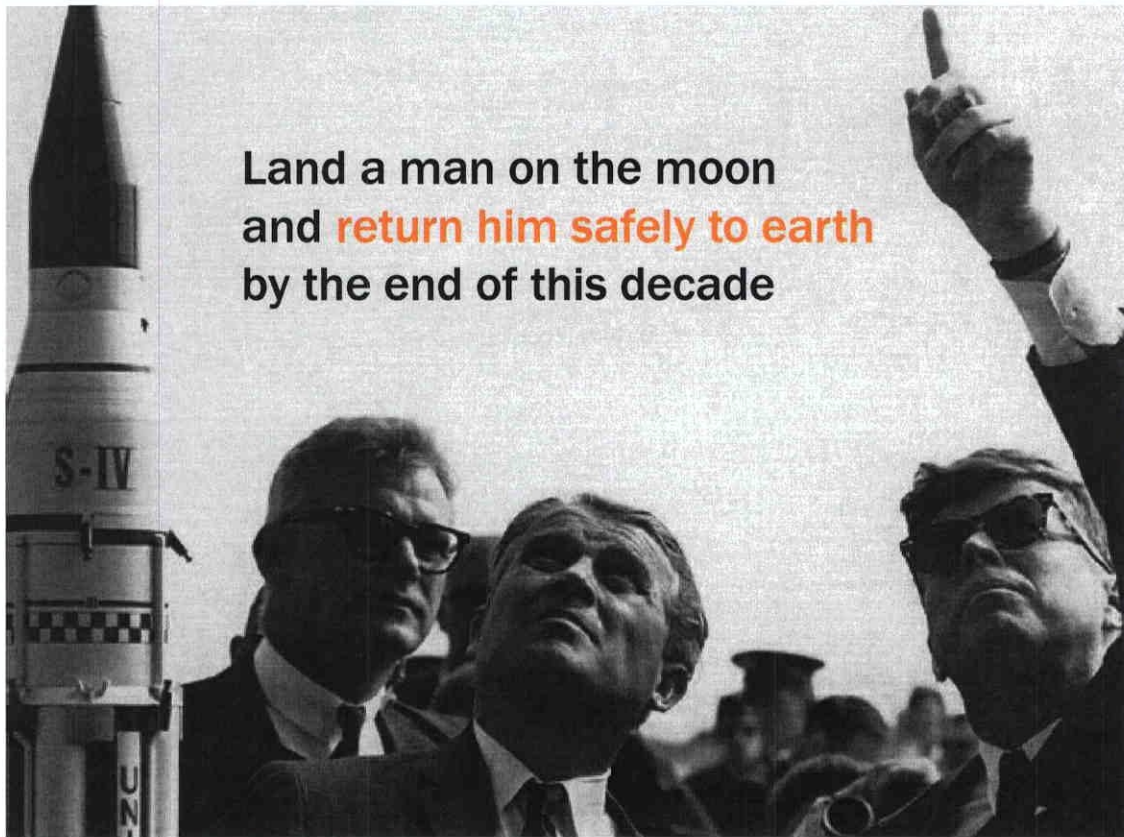
**a target**

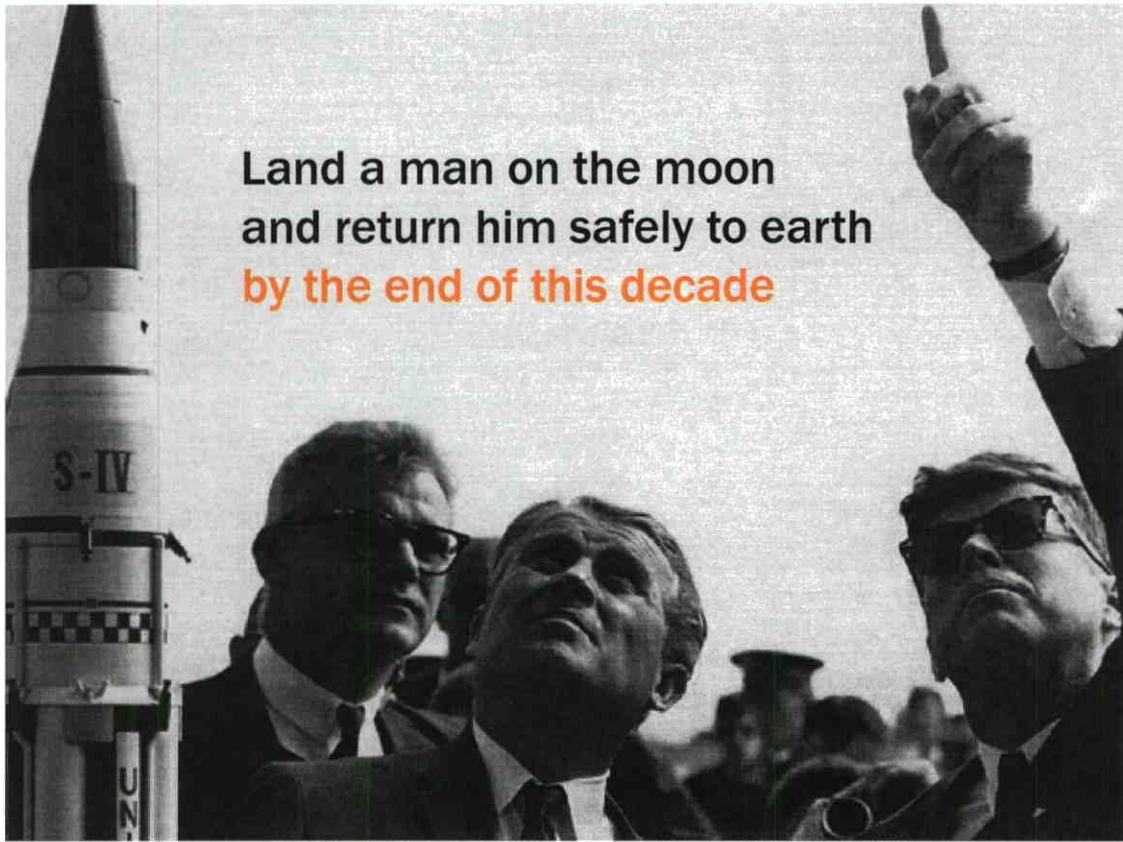


**a time frame**

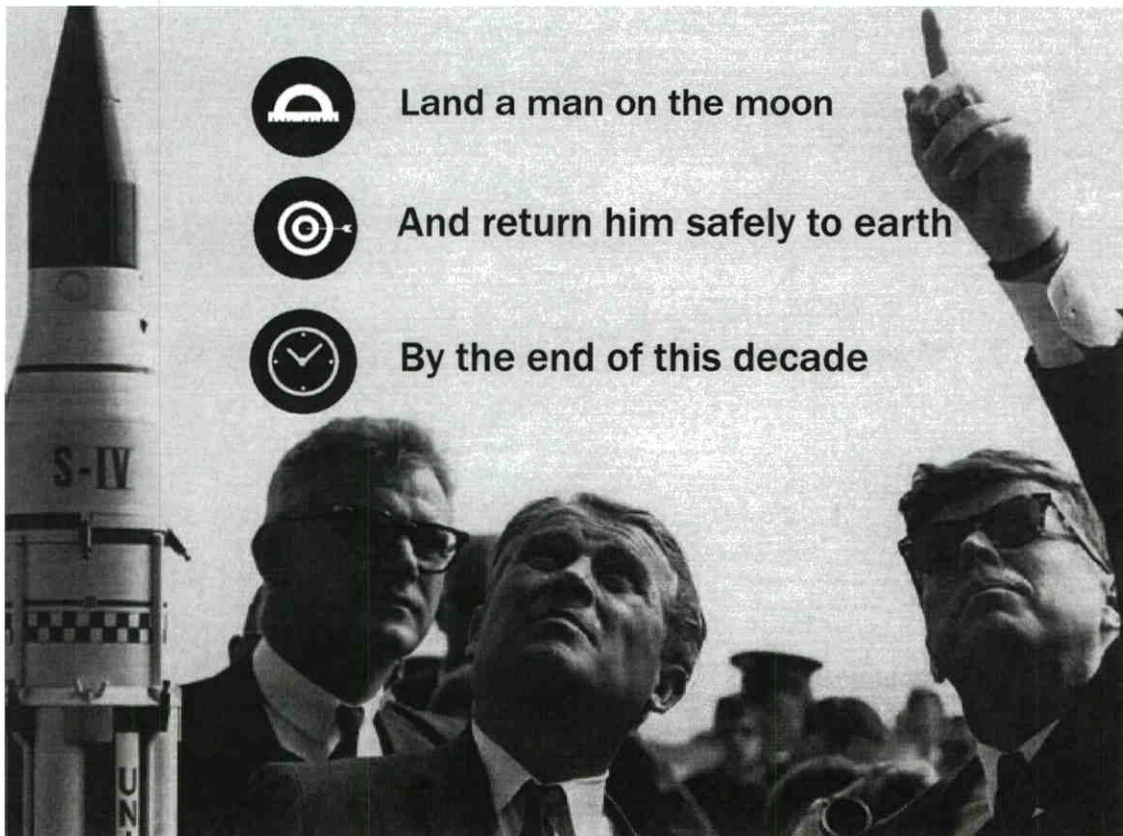


Land a man on the moon  
and **return him safely to earth**  
by the end of this decade





Land a man on the moon  
and return him safely to earth  
**by the end of this decade**



Land a man on the moon



And return him safely to earth



By the end of this decade



**a measure**



**a target**



**a time frame**



**Emergency contacts**



**For 85% of short-term rentals**



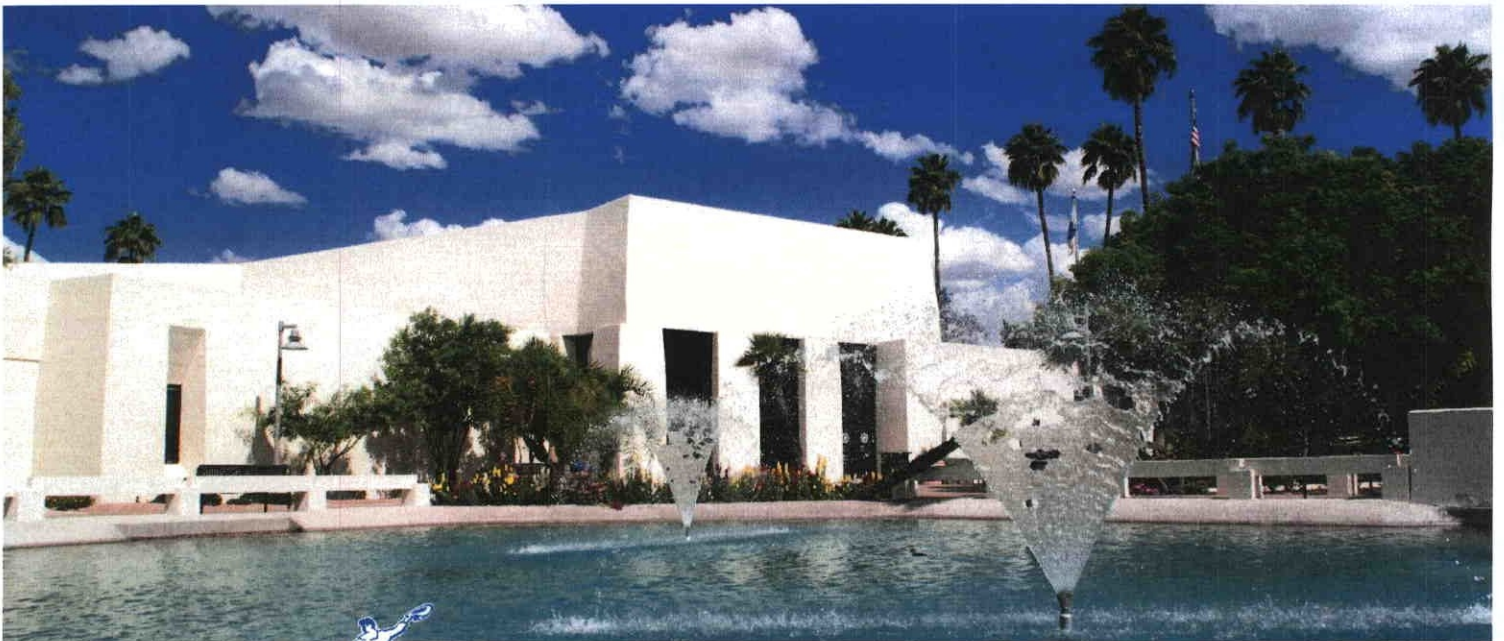
**By June 30, 2022**

## **Initiatives**

**What specific activities are needed to achieve the objectives?**

## **Measures**

**How will we know if we are achieving results?**



**Shane Stone | Management Associate**

480-312-7826 | [ShStone@ScottsdaleAZ.gov](mailto:ShStone@ScottsdaleAZ.gov)

go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov) search "performance"





## **ORGANIZATION STRATEGIC PLAN (2021-2022)**

These items are included in the Organization Strategic Plan and are grouped by Strategic Goal. Council identified priorities, including those discussed during the City Council Retreat are identified with a plus sign (+). Regular progress updates are provided on the online dashboard, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search "priorities."

### **Value Scottsdale's Unique Lifestyle and Character**

- Judge all new projects to ensure they keep the high quality of life for residents for which Scottsdale is known+
- Ensure plan to guide future development is in place through General Plan Update on November 2021 ballot+
- Update Ethics Code for staff, elected and appointed officials, and city vendors to strengthen provisions+
- Improve procedures for citizen advisory groups regarding conflict disclosures, absence, and recusal reporting+
- Consider pilot to temporarily turn some Old Town streets into walk-only zones for one weekend per month+
- Monitor Bond 2019 project design and construction to ensure all projects are completed in timely manner+

### **Support Economic Vitality**

- Review Old Town proposals and how they improve transportation, infrastructure, sustainability, and tourism+
- Revise and adopt the Old Town Character Area Plan to clearly identify zoning and reduce bonus provisions+
- Adopt plan to expand affordable housing including state tax credit and reduce homeownership barriers+
- Address Old Town parking by assessing each district's needs and issues and developing appropriate response+
- Improve process for project approval by improving communications between Planning Commission and DRB+

### **Enhance Neighborhoods**

- Reduce short-term rental complaints by improving monitoring and enforcement to better manage impacts+
- Demonstrate respect for human dignity by developing strategies to reduce number of unsheltered persons+
- Review and consider ways to reduce barriers for middle housing such as townhomes and two-family homes+
- Update the noise ordinance to include c-weighted decibel restrictions to address bass levels+
- Review selected ordinances to ensure community is informed and enforcement is achieving desired outcomes+
- Improve educational opportunities by working with community colleges on new four-year option+
- Create pipeline from educational institutions to local employers through internships and training events+

### **Preserve Meaningful Open Space**

- Acquire and protect remaining additional acreage within McDowell Sonoran Preserve boundary+
- Review and strengthen Preserve Ordinance to prevent habitat degradation and protect and sustain wildlife+
- Initiate steps to extend the expiring Preserve Tax, including the concept of perpetual maintenance fund+
- Identify and improve Old Town public spaces based on recommendations from Emerald Necklace master plan+
- Review and expand public pool capacity by identifying funding to invest in expanded hours for existing pools+

### **Seek Sustainability**

- Work with the community and environment commission to complete and adopt a Sustainability Plan+
- Carry out Heat Island Mitigation Plan recommendations, including tree/shade plan and ordinance changes+
- Consider adoption of 2021 International Green Construction Code & International Energy Conservation Code+
- Develop alternative energy resources for Scottsdale Water to enhance reliability and reduce ratepayer cost+
- Develop and implement a five-year waste reduction plan for the city to reduce costs and protect environment+
- Ensure CAP, SRP, groundwater, and recycled water sources can be maximized for long-term sustainability+
- Consider capital project to expand reclaimed water production in the southern part of Scottsdale+
- Encourage or remove obstacles for new and existing construction of solar installations+
- To prevent future unmanageable costs, address public safety pension liabilities to pay down within 16 years+

### **Advance Transportation**

- Increase trolley and other transit ridership, including evaluating special event and parking garage routes+
- Develop implementation plan to provide citywide electric vehicle charging station infrastructure+
- Plan for maintenance and reuse of alleys abandoned through transition to curbside pick-up+

Notes: 5/31/2021. The Strategic Goals are the chapter headings from the voter-approved 2001 General Plan and the guiding principles developed through the CityShape 2020 process. The key deliverables have been identified by City Council and placed under the appropriate Strategic Goal. More information about the General Plan and CityShape 2020 may be found on the City's website, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), and search "General Plan"

### **Additional Staff Priorities**

These items were identified by staff through the budget process. Items identified by staff are noted with a caret (^).

### **Value Scottsdale's Unique Lifestyle and Character**

- Complete design for Second Street and Main Street streetscape projects to improve walkability of Old Town^

### **Support Economic Vitality**

- Update the tourism strategic plan to guide Scottsdale's attractiveness and sustainability as a destination^
- Identify locations for use of bond funding for additional parking areas to support Old Town retail and events^
- Identify and implement automated parking solution at WestWorld to support signature events by 2022^

### **Enhance Neighborhoods**

- Redesign and update the city's website to improve digital accessibility by community members and customers^
- Convert city processes to enable use of e-signatures and electronic document management to improve service^
- Increase use of remote technology to ensure accurate and efficient methods of case processing at City Court^
- Improve the average travel time for responding fire companies to get to emergency incidents^
- Further the development of a localized Real Time Crime Center to use technology to improve public safety^

### **Preserve Meaningful Open Space**

- Complete construction of the Pima Dynamite Trailhead and open to the public by Fall 2021^
- Complete construction of Bell Road Sports Complex in time to use for parking overflow for 2022 event season^
- Complete design for Ashler Hills neighborhood park, and first phase of Indian Bend Wash improvements^
- Evaluate the effectiveness of the Pony Express Self-Service Library access at Appaloosa branch^

### **Seek Sustainability**

- Improve employee safety and health by taking actions to reduce the city's accident rate for employee injuries^
- Invest in a high-performance organization by focusing on leadership development and succession planning^.
- Address public safety pension liabilities and manage replacement/training of public safety workforce^
- Increase residential curbside recycling diversion rate to 30%, and green waste diversion rate to 20%^
- Expand the Residential Outdoor Efficiency Checks program to integrate the WaterSmart portal for customers^
- Develop, plan, and implement new residential and commercial water management technology rebates^
- Complete the water metering system automation by having transmitters installed on all water meters^

### **Advance Transportation**

- To ensure long-term viability of Scottsdale Airport, complete runway reconstruction project by Fall 2021^
- Begin construction of Happy Valley from Pima to Alma School, and Pima from Pinnacle Peak to Happy Valley^
- Install internally illuminated light-emitting diode technology street name signs along Scottsdale Road^
- Use CCTV cameras, vehicle detection systems and accessible button technologies to improve traffic safety^

### **Items in 2019-2020 Organization Strategic Plan that were not fully completed.**

Updated items from the 2019-2020 plan that were not completed – although substantial effort was made but could not be completed due to the COVID-19 pandemic – which could be carried over are noted with an asterisk (\*).

### **Support Economic Vitality**

- Revitalize southern Scottsdale corridors by identifying commercial properties in need of improvement\*
- Carry out Smart City priorities that use technology to improve livability based on community input\*
- Undertake analysis to determine the cost of development, and whether impact fees should be expanded\*

### **Enhance Neighborhoods**

- Explore ways to use new technologies and methods to increase citizen involvement and engagement\*
- Work with community to increase donations for programs that benefit seniors and families in need\*
- Work with community to develop action plan to ensure Scottsdale is an age-and dementia-friendly community\*
- Engage with Cities of Service to expand volunteer opportunities and develop community service plan\*

Notes: 5/31/2021. The Strategic Goals are the chapter headings from the voter-approved 2001 General Plan and the guiding principles developed through the CityShape 2020 process. The key deliverables have been identified by City Council and placed under the appropriate Strategic Goal. More information about the General Plan and CityShape 2020 may be found on the City's website, go to [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), and search "General Plan"