

8. IMPLEMENTATION



Implementation is the manifestation of the General Plan. Scottsdale's General Plan sets forth a vision that will come alive as city government, residents, businesses, organizations, and others work together to fulfill the plan's goals and policies. This can be accomplished if the plan is consistently administered, maintained, and evaluated. Because the General Plan will be implemented over the long-term, the Implementation Chapter provides a process to complete programs and projects in a systematic and coordinated manner.

Arizona State law provides for the municipal Planning Agency to take the following actions to implement the General Plan:

- Recommend measures to the City Council that will put into effect the provisions of the General Plan;
- Promote public interest and understanding of the General Plan and its regulations;
- Communicate with other public officials, agencies, and organizations with regard to General Plan implementation;
- Develop specific plans as may be necessary to implement the General Plan;
- Contract for, receive, and utilize grants or other financial assistance made available by government agencies;
- Render an annual report to City Council on the status of the General Plan and progress of its application; and
- Create and maintain a Capital Improvement Program (CIP).



This Chapter is organized into the following sections:

- 1) **Implementation Tools** describe the primary ways the General Plan is carried out, with recommendations for certain action steps.
- 2) **Funding Sources** provide a list of primary funding sources for General Plan implementation.
- 3) **Oversight and Coordination** describes generally who implements the General Plan.
- 4) **Process and Programs** describes general next steps in implementing the General Plan and a list of major programs that should be created and/or updated to bring the General Plan to life.
- 5) **Measuring Progress** indicates how the General Plan will be evaluated and monitored over the next 20 years, with recommended reporting procedures.

1) Implementation Tools

The General Plan provides a broad framework for the physical development of the city and the delivery of public services. Much of the plan's implementation occurs on a daily basis, through both private and public actions. The following are some primary implementation tools of the General Plan, as well as some general action steps that should be taken to realize the community's vision and goals.

City Code

Many General Plan policies are implemented through regulations adopted by the City of Scottsdale, based upon the city's "police power" to protect the public's health, safety, and welfare. The City Code is comprised of detailed regulations on a variety of areas, including, but not limited to, zoning, subdivision development, fire, police, stormwater management, aviation, native plants, property maintenance, parking, and historic preservation.

Action Steps:

- Complete a comprehensive review and update of the City Code to conform to the General Plan.
- Strategically review and update the Zoning Ordinance in the following ways:
 - On a neighborhood basis, primarily in response to neighborhoods plans or emerging challenges or opportunities within individual neighborhoods;
 - On a Character Area basis, primarily to support implementation of Character Area Plans;
 - On a topical basis, primarily to achieve the policies of the General Plan and any legal mandates or community priorities that arise; and
 - On a citywide basis, to achieve the community's vision, aspirations, and goals in the General Plan.
- Evaluate rezonings and Zoning Ordinance text amendments for consistency with the General Plan.
- Complete a comprehensive review of the city's public outreach and involvement processes.

Character Area Plans

Character Area Plans work to define, maintain, or enhance a desired character for an area. They link the broad policy direction of the General Plan with more detailed policies and implementation projects for specific geographic areas of the city. The Character & Design Element of the General Plan includes a map showing adopted and future Character Areas.

Action Steps:

- Prioritize Character Area Plans over a 10-20 year timeframe. Create approaches and timeframes for updating adopted plans and creation of future plans. New and updated Character Area Plans should be adopted in conformance with State Statutes. Character Area Plans may recommend changes to the General Plan that may also constitute major or minor amendments, per the General Plan Amendment Criteria (e.g., Change in Land Use category).

Neighborhood Plans

The third-level of Scottsdale planning, Neighborhood Planning, complements the General and Character Area Plans. Neighborhood Plans are action-oriented and serve as tools to maintain and enhance the vitality of neighborhoods. Adopted Neighborhood Plans are illustrated in the Neighborhood Preservation & Revitalization Element.

Action Steps:

- Develop a Neighborhood Planning Program.

Master/Strategic Plans

Master and strategic plans are detailed plans for specific functions of the city. These plans typically include specific project recommendations, cost analyses, and other provisions and are updated on a 2-5 year basis. While the General Plan provides broad goals and community direction, master plans provide the methods and means for realizing them. Examples of master plans include, but are not limited to, the Transportation Action Plan, Fire/EMS Strategic and Standards of Coverage Plans, Integrated Water Resources Master Plan, Community Services Master Plan, Police Department Strategic Plan, Tourism and Marketing Strategic Plan, Public Art Master Plan, Economic Development Strategic Plan, Airport Master Plan, Sustainability Plan, Heat Mitigation Plan, and Stormwater Master Plan. These plans are distinguished from master development plans for specific development projects, which are governed by the Zoning Ordinance.

Action Steps:

- Examine, and update if necessary, all adopted master/strategic plans, and create new master/strategic plans when appropriate, upon ratification of the General Plan.

Design Guidelines and Standards

Design guidelines and standards provide the framework for evaluating proposals on the basis of design, architecture, context, compatibility, landscaping, and other factors. Scottsdale's design guidelines include, but are not limited to, the Design Standards and Policies Manual (DS&PM), Scenic Corridor Design Guidelines, Lighting Design Guidelines, Sensitive Design Principles, Green Building Program, Downtown Urban Design and Architectural Guidelines, and Commercial Retail Design Guidelines.

Action Steps:

- Evaluate existing design guidelines and standards for consistency with the General Plan, and update and/or create new guidelines as appropriate to meet the vision, values and goals of the community.

Capital Improvement Plan

The Capital Improvement Plan (CIP) manages the timing and location of needed public improvements, such as flood control, water and sewer services, streetscape and traffic improvements, police and fire stations, and community facilities. The CIP sets priorities and funding for capital improvement projects annually.

Action Steps:

- Annually evaluate and update the CIP to include any needed public improvements as a result of the General Plan and subsequent Character Area, Neighborhood and/or master/strategic plans.

Aligning the General Plan and the City Budget

The General Plan includes an ambitious list of implementation programs over a 20-year period. Given the limited resources of the city, it is not possible to simultaneously fund implementation of every goal and policy. Effective implementation will require prioritization of programs and projects prior to determining funding.

Action Steps:

- City Council prioritizes implementation funding through the annual adoption of the Capital Improvement Plan and the City Budget.

2) Funding Sources

Successful implementation of the General Plan may be realized through a variety of funding sources. The programming of city capital projects and their funding over time is outlined in the city's Capital Improvement Plan, which is updated annually. The following are examples of revenue sources used by or available to support development, maintenance and/or operation of city services and facilities:

- **City Budget:** Scottsdale is required by law to adopt a budget each year and cannot spend more than the total amount budgeted. The Mayor and City Council identify and fund a number of priorities annually.
- **Tax Revenue:** Scottsdale imposes three types of taxes—Transaction Privilege (Sales) Taxes & Use Taxes, Property Taxes, and Transient Occupancy (Bed) Taxes. Each of the allocations are distributed to various city services and projects, such as transportation, purchasing land for the Scottsdale McDowell Sonoran Preserve, public safety, and tourism development.
- **Municipal Bonds:** Bonds are essentially loans made to the city by people or organizations that purchase bonds in a public offering. Bond funding is used for city improvements. There are many types of bonds. For example, some fund street enhancements and others fund water and sewer improvements. Bonds must be repaid with a committed funding stream, such as property taxes, sales taxes, user fees, or other consistent revenue source that can be dedicated to repaying the debt.
- **Exactions:** In the land use and development context, exactions are dedications of land or interests in land or fee payments required by a governmental entity as a condition of development that are proportional to the development's anticipated impacts upon the public.
- **User Rates and Fees:** Users pay fees for a variety of city services including refuse collection, water and wastewater service, recreation services, and library services.
- **Special Districts:** Special Districts are designated areas within Scottsdale in which a service is provided that is not typically provided by the city, such as a particular infrastructure improvement. Special Districts may have the power to tax, issue municipal bonds, set fees, or obtain funds from local, State, or Federal appropriations.
- **Development Fees:** There are generally three types of development fees: 1) planning fees, which cover the administrative review costs of required planning documents; 2) building permit, plan check, and inspection fees, which cover review costs of building permits and other permit applications; and 3) capital facilities fees, which cover the up-front costs of providing public capital infrastructure.
- **County, State, and Federal Funding:** A variety of funding sources exist to assist municipalities in implementing the General Plan, such as allocated/shared tax funds, grants, tax credits, and loans.

3) Oversight and Coordination

Scottsdale will take an active leadership role in promoting use and implementation of the General Plan. However, implementation cannot rest on the city alone. The private sector, non-profits, and community members are pivotal to successful implementation. It will take the concerted efforts of residents, businesses, and city boards and commissions, to name a few, to bring the General Plan from vision to reality.

Intergovernmental Coordination

Scottsdale must coordinate with numerous local, regional, State, and Federal agencies to implement the General Plan. These agencies provide services, facilities, and funding, and administer regulations that directly or indirectly affect many goals addressed in the General Plan. The following are agencies that play a role in implementing the General Plan, including but not limited to, adjacent municipalities, school districts, military facilities, Salt River Pima-Maricopa Indian Community (SRPMIC), Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), Arizona Department of Environmental Quality (ADEQ), Arizona Commerce Authority (ACA), Arizona Department of Water Resources (ADWR), Flood Control District of Maricopa County (FCDMC), Federal Emergency Management Agency (FEMA), Federal Aviation Administration (FAA), Arizona State Land Department (ASLD), and the Greater Phoenix Economic Council (GPEC).

Joint Partnerships with the Private and Non-Profit Sectors

Scottsdale can combine its efforts with private and non-profit sectors to improve public services, manage public sector assets, or leverage private sector investments. By expanding the role of the private sector, the city can use its technical, management, and financial resources in creative ways to achieve the goals and policies of the General Plan.

City Boards and Commissions

City of Scottsdale Boards, Commissions, and Task Forces are critical in implementing the General Plan. Thus, all members of a public body must be knowledgeable about the General Plan. The city will educate public bodies on the General Plan through a variety of methods, such as in orientation materials, presentations and discussions, and seeking input on future updates to the General Plan.

Individual Residents, Businesses, Project Sponsors, and Community Groups

The General Plan is a statement of community goals written by and for the community. Thousands of work hours over decades have resulted in the General Plan. To ensure that the community-at-large, businesses, and project applicants and sponsors are familiar with the content and community vision, the city will provide educational materials, presentations, community discussions, and other services that promote its implementation.

4) Process and Programs

After ratification of the General Plan, the city will begin reviewing existing plans, documents, and regulations for consistency. For example, the city will review the Zoning Ordinance to see if any changes are needed to carry out the intent of the General Plan. These changes could encompass anything from definitions to development standards.

Per the Community Involvement Element and State and local laws, community input will be a part of these implementation programs. Not all goals and policies may be implemented at one time due to the long-term nature of the plan and budgeting/funding requirements.

The tables on the following pages delineate programs that implement the General Plan. It is assumed that all programs listed will be reviewed and updated to conform to applicable General Plan elements. Other programs may be created or updated that are not listed but are still intended to implement the General Plan over its 20-year lifespan. **Timeframes are general, expected timeframes. The City Council may choose to fund or not fund programs at any time.**



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

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

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

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

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

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

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

COMMUNITY WELL-BEING

Program	Elements Implemented	Years 1-5	Years 5-10	Years 10-20	On-Going/ Periodic	Responsible Agency
ADA Program	ACC, C, CD, CRR, EDU, H, HC, PB, PSF, R				■	Citywide
CDBG Strategic Action Plan	CRR, H, HC, LU, PSF, R				■	Human Services
Community Health Assessments	EP, H, HC, LU, NPR, PB, S		■			Healthcare Providers, Planning & Development, Neighborhood Services
Community Services Master Plan Review/Update	ACC, COD, EV, HC, LU, NPR, OS, R, PB, PSF		■			Community Services
Diversity and Inclusion Programs	ACC, CI, EDU, H, HC, PSF, R, T				■	Administration
Emergency Management Plan & Program	CD, EDU, HC, LU, NPR, S	■			■	Public Safety
Fair Housing Program	H, HC				■	Human Services
Fire Department Strategic and Standards of Coverage Plans	CONSV, COD, CRR, EV, HC, LU, NPR, PSF, S, T				■	Fire
Gardens, Farmers Markets Code Updates	HC, LU, NPR	■				Planning & Development, Neighborhood Services
Hazardous Materials Compliance Program & Planning	CONSV, EP, PSF, S				■	Environmental Initiatives
Housing/Human Services Programs and Consolidated Plan Update	ACC, COD, CRR, EV, H, HC, NPR, PSF, R	■	■	■	■	Human Services
Housing Rehabilitation Programs Review	CRR, H, HC, NPR				■	Human Services
Parks & Recreation Master Plan Review/Update	ACC, B, C, COD, EDU, EP, EV, GA, LU, OS, NPR, PSF, R, T		■			Parks & Recreation
Police Department Strategic Plan	B, CI, COD, EDU, EV, HC, LU, NPR, PSF, S, T				■	Police
Residential Healthcare Facility/Adult Care Home Codes/Policies Update	LU, EV, H, HC	■		■		Planning & Development, Human Services
School District & Regional Safety Coordination	B, C, EDU, HC, NPR, S				■	Public Safety
Senior Services Programs	ACC, EDU, H, HC, R				■	Community Services
Strategy for Preservation & Creation of High-Quality, Safe, and Affordable Housing	ACC, CRR, H, HC, LU		■			Human Services
Trails Master Plan Review/Update	B, C, EP, EV, GA, HC, LU, NPR, OS, R, T	■				Community Services

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

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

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

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

ELEMENT LEGEND
ACC= Arts, Culture & Creative Community
All- All Elements/ Entire General Plan
B= Bicycling
C= Circulation
CD= Character & Design
CI= Community Involvement
COD= Cost of Development
CONSV= Conservation
CRR= Conservation, Rehabilitation, & Redevelopment
E= Energy
EDU= Education
EP= Environmental Planning
EV= Economic Vitality
GA= Growth Areas
H= Housing
HC= Healthy Community
LU= Land Use
NPR= Neighborhood Preservation & Revitalization
OS= Open Space
PB= Public Buildings
PSF= Public Services & Facilities
R= Recreation
S= Safety
T= Tourism
WR= Water Resources

5) Measuring Progress

A community's ability to prepare and respond to change is an indication of its resiliency and sustainability. A regular system of review, monitoring, and adjustment will measure progress towards achieving the General Plan's short- (1-5 years), mid- (5-10 years), and long-term (10-20 years) goals and policies, and ensure that the General Plan responds to emerging trends, issues, and opportunities.

General Plan Update

The General Plan is in effect for up to 10 years from the date the plan is ratified. Arizona law requires that at the end of the 10-year period, the City Council will either readopt the existing General Plan or adopt a new General Plan.

General Plan Progress Reporting

Annual Assessment Report ‡

As required per State Statute, an Annual Assessment Report will be compiled and provided to City Council. The report will assess the progress of the city in achieving the vision, values, goals, and policies of the General Plan. At a minimum, the Annual Assessment Report will include the following:

- Information collected at meetings with relevant city departments, public bodies, and community members that represents how the General Plan has been implemented;
- An annual listing and description of any major and minor General Plan amendments;
- Progress on the implementation of each Chapter;
- An analysis and recommendation of modifications needed to clarify or update the General Plan;
- A presentation of the Annual Assessment Report to the Planning Commission; and
- Distribution of the Annual Assessment Report to City Council.

Five-Year Assessment Report

Completion of a comprehensive 5-year General Plan assessment report is recommended. This report should analyze community trends - land use changes, demographics, socio-economic projections, and other emerging issues and opportunities - so as to recommend adjustments that may be necessary to include in the State-mandated, 10-year General Plan update process.

This Page Intentionally Left Blank