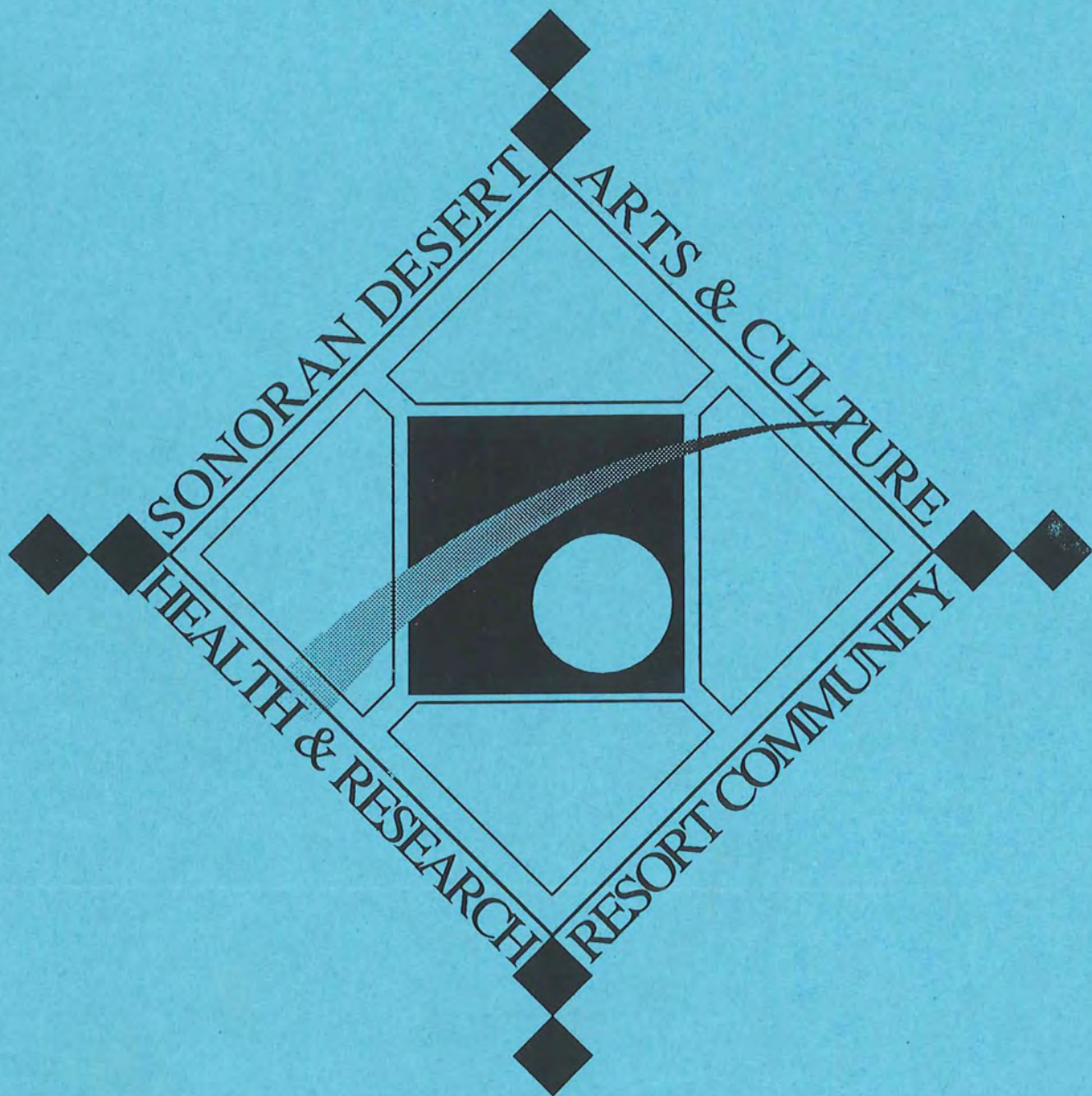


SCOTTSDALE VISIONING 1994 UPDATE



Scottsdale's Shared Vision was created through an 18 month citizen-driven Visioning process. Hundreds of Scottsdale citizens spent countless hours defining what they want for their community's future. The Shared Vision is a guide for individuals, organizations, businesses and the City to work together to continue to make Scottsdale a special place to live, work, and visit.

Four Dominant Themes

The Shared Vision has four mutually supportive Dominant Themes that reflect our City's special qualities:

- **Sonoran Desert Community**
Our growth and development should proceed with an awareness of the impact on our rare and beautiful environment.
- **Resort Community**
Tourism and the constant inflow of people from all over the world strongly affect our way of life as well as our economy.
- **Arts and Culture**
Scottsdale's cultural assets are an integral part of the community and an important basis for further development.
- **Health and Research**
Scottsdale has a culture of wellness and we can build upon that foundation. Health, computer, biotechnology, and other high-tech businesses are a natural fit for the growing diversity of our community.

VisionTasks

Twenty-four VisionTasks were developed that relate to these Four Dominant Themes. In some cases, the VisionTask further explores new ideas, in others, the task is to implement already defined objectives. The VisionTasks will be "championed" by citizens, organizations, businesses, and the City. The VisionTasks are divided among areas:

1) Citizen Services and Neighborhood Enhancement; 2) Desert Environment and Economic Development; 3) Education and the Arts; and 4) Transportation.

Visioning

Many people and organizations are involved in Visioning efforts and have included Visioning goals in their core values and missions. Visioning is not simply accomplishing the 24 VisionTasks, it is continued evaluation, community dialogue, partnership, and innovation that is the spirit of Scottsdale Visioning and of Scottsdale. As was stated in the Shared Vision report: "Ultimately the applied use of the Shared Vision is as a guide for use by individuals, organizations, businesses, and government. Its purpose is to help everyone pull together, in order that we may give our very best to the future, just as all previously involved citizens have done for us." Visioning has had an ambitious beginning and now the emphasis is to maintain that momentum and provide subsequent generations a special place to live.

The Future

Scottsdale Visioning is a non-profit organization formed in Spring 1993. Its role is to oversee the direction of the Vision, allowing for evolution of ideas and priorities, but remaining a catalyst for Visioning goals and keeping the Vision alive.

Three major emphases of Visioning have emerged. These are the CityShape 2020 process, the importance of the McDowell Mountains, and the creation of Life Enhancement (Neighborhood/Citizen Service) Centers.

On October 18, 1994, the City Council approved the workplan and guidelines for CityShape 2020 - Planning the Physical Form of Scottsdale's Shared Vision. CityShape 2020 is a educational and participatory process that will review Scottsdale's General Plan. Building on the Scottsdale Shared Vision, CityShape 2020's overarching goal is to achieve both clear direction and broad consensus for Scottsdale's future growth.

The McDowell Mountain Task Force and the McDowell Sonoran Preserve Commission have worked in conjunction with the McDowell Sonoran Land Trust to examine opportunities to preserve the McDowell Mountains. The McDowell Sonoran Preserve was established on October 3, 1994 through a City Council resolution.

The Los Arcos Mall Citizen Service Center, the Paiute Neighborhood Center, and the Sonoran Sky Elementary School Citizen Service Center have been established in the last year. Local neighborhood centers will be established in the McDowell Mountain Ranch and the DC Ranch projects.

Scottsdale Visioning endorses the CityShape 2020 process, McDowell Mountain preservation efforts, and the creation of Neighborhood/Life Enhancement Centers, and applauds these and other efforts to further the Vision of Scottsdale.

VISIONING TOP TEN ACCOMPLISHMENTS

- 1) **McDowell Mountain Task Force/McDowell Sonoran Preserve Commission/ McDowell Sonoran Land Trust**
The McDowell Mountain Task Force examined ways to acquire and maintain open space in the City. Following its work, the McDowell Sonoran Preserve Commission was formed. The McDowell Sonoran Land Trust and the Commission have held public forums, provided educational materials to Scottsdale schools, and have increased awareness of the McDowell Mountains. The Commission sponsored a public opinion poll in June 1994. The McDowell Sonoran Preserve was established in October 1994.
- 2) **Los Arcos "City Hall in the Mall" Citizens Service Center**
The Citizen Service Center at Los Arcos Mall was the first Scottsdale Life Enhancement Center. Since its opening in December 1993, the Center has helped more than 13,000 citizens with requests, questions, suggestions, complaints, and compliments. In Fall 1994, the Sonoran Sky Citizen Service Center opened at the new Sonoran Sky Elementary School.

- 3) **Neighborhood Enhancement Commission**
The Neighborhood Enhancement Commission was appointed by City Council to oversee neighborhood issues and recommend stabilization strategies. The Demonstration House project enhanced a neighborhood house to show people improvements that could be done to their homes at a reasonable cost.
- 4) **Enhanced City/Citizen communication**
The publication of the 1994 Scottsdale Almanac, the 1993 Neighborhood Resource Guide, the new Computer Bulletin Board, the monthly Scottsdale Pride utility bill insert, and more City Bulletin Boards have enhanced communications between the City and citizens.
- 5) **Targeted Industries**
Twenty-six new businesses located in Scottsdale during fiscal year 1993/94. All were "targeted industries", including national/regional administrative headquarters, high-tech, bio-medical, research and development, and business and professional services. More than 5,000 direct and indirect jobs were created.
- 6) **Police Substation**
Two new police substations opened in shopping centers at Indian School and Hayden roads and at Granite Reef and McDonald roads, allowing for enhanced neighborhood police services. The new Scottsdale Justice Court building was also recently completed.
- 7) **Paiute Neighborhood Center**
The Paiute Neighborhood Center offers EMPACT, Headstart, and the Naturopathic College. Future services include the YMCA, a police sub-station, a Citizen Services office, a Computer Center, a Community room, and classrooms. Building renovations took place this Fall.
- 8) **Downtown Arts District**
Scottsdale Artists School opened in the Loloma School Complex in February 1994 and a transportation center is planned for Downtown Scottsdale. The Civic Center Library expansion doubled its size.
- 9) **Scottsdale Leadership and the City's Volunteer Program**
Scottsdale Leadership, sponsored by the Chamber of Commerce and co-sponsored by Scottsdale Community College and the City of Scottsdale, graduated its eighth class in 1994. Graduates contribute 7,200 volunteer days per year to Scottsdale's civic and community organizations. The City's new volunteer program used volunteers to supplement city staff in various departments. Through this program more than 7,800 hours have been contributed.
- 10) **Transit Increases**
Since the Shared Vision Report publication in December 1992, Scottsdale Connection buses and route miles have doubled, from 3 to 6 buses. Two new routes are planned for 1995.

WHAT HAS BEEN ACCOMPLISHED

On the following pages each VisionTask is listed on the left, with the activities, discussion, and implementation strategies that have taken place on the right. The VisionTasks and the discussion are grouped under the four issue areas:

Citizen Services & Neighborhood Enhancement

- **Health and Wellness Education** - Form a community alliance to support a coordinated health care delivery system and work to attract new methods of health promotion, research and education. Make Scottsdale a world center for health and well-being. Continue the citizen discussion regarding alternative community-wide health insurance methods.

To help Scottsdale businesses understand the health care reform issue and voice opinions on pending federal health care legislation, the Scottsdale Chamber conducted an in-depth survey of members. Results were widely publicized throughout Scottsdale, the Valley and nationally, and to the Arizona Congressional delegation.

The ongoing discussion of health care is a national issue and not easily solved at the local level. Communication and dialogue will continue to enhance opportunities for Scottsdale to remain engaged in the national discussion.

The Southwest College of Naturopathic Medicine and Health Sciences has signed a two-year lease in the Paiute Neighborhood Center. Their mission is "to serve the public by providing education, medical care, and research in the science and art of health care and disease prevention, based upon the principles and practices of Naturopathic Medicine."

- **Life Enhancement Centers** - Create one or more places and programs which become the new neighborhood cores. The purpose of the Center is to provide activities, involvement and a sense of belonging in an informal community/family atmosphere.

The Citizen Service Center at Los Arcos Mall and the Sonoran Sky Citizen Service Center were the first Scottsdale Life Enhancement Centers. The next Life Enhancement Center is proposed for the Paiute Neighborhood Center. The goal is to create neighborhood centers that will bring people together and create a sense of community.

- Life Enhancement Centers - (continued)

The joint use site in the McDowell Mountain Ranch (Newhall) development will serve as a northeast neighborhood core, providing community services, schools, parks, and human services. It's development is being coordinated by the Scottsdale School District, Newhall, and City of Scottsdale departments.

- Human Services - Pursue additional mechanisms for human services funding. Plan for the creation of 24 hour human service hubs, distributed as needed throughout the City. Consider methods to attract the needed volunteers. The focus of these efforts is to provide for our own citizens. As much as possible, create a pay back system, i.e. when someone is helped by the Center, they should return in-kind volunteered help to the community as soon as they are able to do so.

The Paiute Neighborhood Center will serve as a Life Enhancement Center providing basic human services. A needs assessment survey determined what the surrounding neighborhoods really wanted/needed in a neighborhood center: a computer center. Motorola will donate the equipment. Services now offered at the Center include EMPACT (with English as a Second Language classes, Spanish classes, parenting skills, and drivers' education), Headstart, and the Naturopathic College. Building renovations took place this Fall. Future services include the YMCA, a police sub-station, a Citizen Services office, a Computer Center, a Community room, and classrooms.

The Police Department has opened two "store front" neighborhood sites at Hayden and Indian School roads and at McDonald and Granite Reef roads. Both of the facilities are located in shopping centers in space donated by the center operators. The police substations are staffed by patrol beat officers, aides and volunteers. Opportunities for formal and informal interaction with local residents and the police have been greatly enhanced. These sites provide a positive police presence in the neighborhood.

- Human Services (continued)

The City will begin a "Utility Bill Donation Program". This program will provide an opportunity for citizens to include an extra dollar with their utility bill payment earmarked for Human Services.

- Build and Rebuild our Neighborhoods -

- Establish a task force having community-wide representation. Develop patterns and create comprehensive guidelines for rebuilding our older neighborhoods.
- Lobby for more complex development patterns, including combination residential and retail, granny flats, home occupation and shared living accommodations of all kinds, including shared central amenities and services.
- Establish Advisory guidelines for all undeveloped land, including the State Trust properties.

In March 1991, Council appointed the Neighborhood Enhancement Advisory Committee to guide city neighborhoods. In July 1993 it evolved into the Neighborhood Enhancement Commission, which oversees neighborhood issues and recommends stabilization strategies.

The City's Neighborhood Enhancement program now includes a Neighborhood Involvement Campaign. This program's four-pronged approach creates a Neighborhood Action Guide, develops a Neighborhood Assessment Survey, distributes a neighborhood newsletter, and coordinates an annual neighborhood academy or workshop. These four areas will help residents become organized and evaluate the best ways for them to enhance and promote their neighborhoods.

A Housing Demonstration Project used federal funds to renovate and update a neighborhood house. The house was on display and available for tours so that neighbors and other interested citizens could get ideas for improvements to their homes.

Examining development patterns and providing mixed retail/residential buildings, granny flats, and shared living facilities is included in the comprehensive Zoning Ordinance review.

- Build and Rebuild our Neighborhoods (continued)

The Los Arcos Area study was undertaken by the City to examine ways to revitalize the Scottsdale/McDowell area through physical enhancements and focused economic development.

- City Code and Ordinance Review - The City of Scottsdale is involved in a thorough redrafting of its ordinances. Create new codes in two parts: one with rules to preclude bad things from happening; the other with more abstract standards which permit the exceptional solution. Allow variances based on individual considerations and merit, including those of sculptural space and form. A Citizens Advisory group should be formed to make certain that the new ordinances not only preclude the worst but openly encourage the exception.

A comprehensive review of the Zoning Ordinance is in process by the Planning and Community Development Department of the City. The Scottsdale Community Council has expressed interest in this VisionTask will work with the City.

- Indigenous Architecture - Build upon the best of what we already have and work toward creating an architecture which is both technically, and in terms of character, expressive of this region. Find and reinforce our special countenance. Keep this subject out of anything mandated by government. Create a citizens review panel to offer voluntary guidelines

Creating an architecture expressive of Scottsdale and the Southwest can come about first by examining existing architecture in Scottsdale. Arizona State University's Urban Design and Architecture program has completed a 3-D model of Downtown Scottsdale and will expand it to include other parts of the City, enabling neighbors, planners, architects, and developers to see the effects of a proposal on the surrounding character.

ESLO Design Standards and Guidelines express architecture standards and are overseen by the City's Development Review Board.

- Teen Center - There is a stand-off on this issue. The teens want their own place, just as clearly as the seniors have theirs. Some adults argue that teens go where they want to go and that a specially created place could stand empty. Others question whether Teen Centers alleviate or exacerbate the problem. A compelling argument comes from parents who have children who don't yet drive. They would like to know that there is a safe place to take them. Create a group which includes both teens and adults to further the dialogue and work toward implementing the findings.

The Police Activities League (PAL) has worked on teen issues and activities. While not a "teen center" per se, PAL tries to provide activities for teens and create better community relations between police and teens.

Vista del Camino provides services for teens, and facilities are planned for the Paiute Center. The Boys and Girls Clubs also provide opportunities for teens to get together in a safe environment. Scottsdale/Paradise Valley YMCA South has been formed to provide lunch time and after school programs to youth at several sites. City libraries have tutors for students.

The City has developed four new teen programs at El Dorado, Vista del Camino, Mountain View, and Paiute centers. Three full-time teen programmers have been hired to coordinate programs. Partnerships have been developed with the Scottsdale School District, Sertoma Club, Arizona State University, the YMCA, and Boys and Girls Clubs to supplement programs which include tutoring, alternative education, leadership development and recreation. Supplemental services such as youth employment, counseling, life skills training, and current issues discussions are also available.

- User Friendly Municipal Services - Citizens testified that they want to feel that our elected officials were even more accessible and that the character of the official government activities be carried out as though government was the most sensitive retailers and the citizens are the customers. At times citizens feel almost to be outsiders asking

The Citizen Service Center at Los Arcos Mall, open during mall hours, provides evening, weekend, and holiday service hours. The Sonoran Sky Citizen Service Center at Sonoran Sky Elementary School is open during school hours, from 7 am to 4 pm, Mon. through Fri. These centers are one way the City is working to make City services more user friendly.

- User Friendly Municipal Services -
(continued)

permission from authority. What is asked is that there be a greater sensitivity to the customer's needs rather than to the imperatives of the process.

The Scottsdale Chamber expanded programs to strengthen ties and enhance communication between the business community and City officials and staff. The Business Link program teams senior City staff with Chamber leaders who visit major Scottsdale employers to determine their special needs, concerns and opportunities. The Chamber also initiated a series of Scottsdale Airpark Town Hall meetings for businesses in the Airpark to talk with City senior managers about transportation, signs, safety, zoning and other issues.

The new Scottsdale Justice Center opened in late Fall 1994. It houses the police department's Civic Center District Headquarters, City and Justice Courts, and the police Traffic Enforcement and Training Units, enhancing public safety service delivery in the City's core business and population area.

Planning for a new police station and the creation of a third police reporting district (the Foothills District) in the area of Lone Mountain and Pima roads is underway. This facility will provide for an enhanced opportunity to be more efficient in police service delivery and to bring community policing closer to this rapidly growing area.

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- Community Wide Communication -
Create a comprehensive multimedia network to coordinate and feed information. This proposal is for a continually updated community billboard including both governmental, public and private events. One of the greatest surprises

The Chamber of Commerce and the City published the 1994 Scottsdale Almanac — the Ultimate Guide to Living in America's Most Livable City. Two goals were to increase communication about City and Scottsdale Chamber services and to ensure that current and future residents understand the qualities, opportunities and visions shared by Scottsdale citizens.

- Community Wide Communication
(continued)

during the citizen testimony was how often someone proposed a service or activity which already existed. The complexity of life makes people feel alienated and often undermines the effectiveness of excellent programs, simply by the lack of awareness or perceived accessibility.

In September 1993, the City's first Neighborhood Resource Guide was published, providing information and answering questions often asked about the City and its services. The Resource guide is currently being updated and will be reprinted soon.

A Computer bulletin board service is available for those wishing to access information about the City via their home computer and modem.

The number of non-computer City Notice/Bulletin Boards has increased over the last year to provide better and more widespread information to Scottsdale residents.

An idea in the works to enhance community communication is a Neighborhood Newsletter to provide neighborhoods with information from the City regarding its activities and programs.

The idea and feasibility of multimedia networks with communication kiosks is being explored.

A quarterly brochure listing community services and facility locations is mailed to every household in Scottsdale. Seasonal information is included about programs and services available to the community through non-profit agencies such as Boys/Girls Clubs, YMCA, and Little Leagues.

- Volunteered Services - Scottsdale is blessed with an extraordinary number of people with time and talent to give to the community. City government, local schools, and non-profit organizations can do more to recruit residents who are willing to contribute their skills & experience.

The Visioning program itself has been a Volunteer program since its inception and will continue to be.

The City has developed an organized volunteer program to increase citizen involvement in City government. The program uses volunteers to compliment and supplement City staff. In 1994, over 7,800 hours were contributed for a savings to the City of more than \$88,000 dollars. Volunteers working in all volunteered services in the City including Youth and Human Services, Police Department, Libraries, Senior Center, Recreation, and Boards and Commissions contributed over 91,000 hours in 1994.

Scottsdale Leadership, designed to develop a pool of leaders for a wide range of community organizations, graduated its eighth class during 1994. The program is sponsored by the Scottsdale Chamber of Commerce and co-sponsored by the City and Scottsdale Community College. Graduates contribute about 57,000 hours or 7,200 volunteer days per year to Scottsdale's civic and community organizations.

Desert Environment/Economic Development

- **Acquire and Maintain Parks and Open Space** - Create or align with an existing conservancy with the goal being to establish and protect park lands having natural, cultural and/or historic significance, especially in the undeveloped areas. While Scottsdale's future growth is both desirable and inevitable, it is vital that we retain the unique natural beauty of our land, and preserve the irreplaceable legacy of this heritage. Environmentally sensitive portions of the land should be purchased or obtained by way of developer trades and incentives. Provisions must also be made for access and active use of large park areas.

In March 1993, the McDowell Mountain Task Force was formed to study alternatives for acquiring and maintaining open space in the City. Its mission was to "develop a plan and action program to preserve, protect and maintain the beauty and heritage of the McDowell Mountains and related portions of the Sonoran Desert in their natural state in perpetuity with provisions for appropriate public access and use." The Task Force recommended: Develop Preservation Strategy; Act Now; Appoint a Committee; Increase Awareness; Get the Word Out; Secure Funding; Accelerate Planning; Develop a Management Plan. The City Council subsequently appointed the McDowell Sonoran Preservation Commission in January 1994. In October 1994 The City Council established the McDowell Sonoran Preserve consisting of 2860 acres in the McDowell Mountains.

The McDowell Sonoran Land Trust continues to educate the public about desert and mountain preservation. The Trust has had a great deal of grass-roots success in addressing these issues with schools, and has continued its pursuit of funds to acquire and/or maintain targeted preservation areas.

Public forums have been sponsored by the Commission and the Land Trust.

Approximately 1,000 acres of Preserve lands were acquired from the Newhall development project and additional Preserve land was dedicated by the Scottsdale Mountain project.

- Annual International Festival - Scottsdale has a natural basis for attracting an annual festival of international significance. It is all part of Scottsdale's emerging global outreach. Determine what kinds of festivals are both achievable and most supportive of our special character. Eventually work toward major festivals which support each of Scottsdale's dominant themes, i.e. A Desert Cities Conference; World Health and Wellness Conference; Arts and Culture Festival; and International Tourism and Recreation.

The Chamber of Commerce and the City's Hospitality Commission evaluate events that would significantly contribute to Scottsdale's attractiveness as a resort destination and enhance its quality of life. The Campbell Report, a year-long study of tourism in Scottsdale, provided valuable data about who comes to Scottsdale — data which can be used to further evaluate potential festivals and destination attractions.

- Destination Attraction - Establish one or more destination attractions. Important to this pursuit is credibility and scale. Examples of theme facilities which should be considered and attract year-round visitors from regional, national and international locations include an Architectural Center (in conjunction with Taliesin West), a Western Theme Park, a Space Science Center, a Contemporary Art Museum, and a Western Art Museum.

The Scottsdale Cultural Council will establish the Scottsdale Museum of Art, Architecture and Design, and has broadened this vision from solely a museum of contemporary art.

An Air Museum will also be located at the Airpark in the very near future and will serve as another destination attraction for Scottsdale.

- Water and Energy Conservation - The response to living in the desert must have broader sensitivities that go beyond preservation or taking a hands-off approach. Create compelling demonstrations, utilizing both ancient and innovative methods for cooling and conserving energy. Overcome all resistance to the potable use of reclaimed water. Attract solar and other alternative energy-related industries. Create a tourist attraction out of our Desert City technology.

The City's Water Conservation Specialist and Environmental Affairs office work on a number of water and energy conservation issues. The Water Conservation Specialist educates people about watering techniques, desert landscaping etc. The Environmental Affairs office works with the Arizona solar industries group and the Solar Association to highlight the solar industry presence in Scottsdale. The Environmental Affairs office has instituted several new

- Water and Energy Conservation - (continued)

programs over the last year which emphasize energy efficiency and environmental impacts, such as: an Energy Efficiency Fund; Performance Based Shared Savings program; Energy Efficiency Demonstration project in City parks; formation of the Environmental Compliance Task Force and the Environmental Coordination Team; and expansion of the City's pilot recycling programs. The recycling programs have involved a composting project, expanding City office recycling, two curbside recycling pilot programs, the drop off program, and investigation into a waste to energy program.

- Desert Greenbelts - The proposed Desert Greenbelts are an alternative which should be considered. Critique and contribute to this effort in order to assure that all proposals are multi-purpose and sensitive to both the natural terrain and all surrounding areas. The Greenbelt should be designed to mesh with the natural desert landscape. It should include horse trails, hiking paths and desert resting spots. Obviously it needs to move water safely from the mountains to the lower elevations but it should be approached with extreme sensitivity to all other considerations.

The City has a team working on the Desert Greenbelt in Scottsdale. Engineering studies and funding strategies have been explored. Open houses highlighted the City's efforts toward the Desert Greenbelts. Regular newsletters help keep the public up to date on Desert Greenbelt progress.

• Streetscape Commission -

- Establish a program for planting desert trees and native wildflowers along all streets in the community from the south to the north. The Sonoran desert, and other deserts of the world, are rich with trees and that richness should be a part of the character of our City. We must expand the notion of "preserving the desert" to apply to our most developed area. Properly placed trees can reduce the summertime energy demand on a house from 25 to 30%. They can do the same for our streets and they also remove carbon dioxide from the air.
- All utilities are to be located underground. We succeeded in getting rid of all billboards, the utility poles must go next.
- Provide thematic street signage to signify special districts, for example the proposed Downtown Arts District. Integrate this objective with the City's public art program.

Guidelines have been proposed regarding specific streets in the City like Frank Lloyd Wright Boulevard, Shea Boulevard and Via Linda. These guidelines are a start toward roadway or area streetscape themes.

The City and some of the business/property owners in the Los Arcos area are considering the creation of a district with distinct signage and streetscape with a coordinated theme.

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- Targeted Industries - Strengthen our resolve to attract the health and so-called "intelligence" industries, particularly those relating to environmental provisions like solar energy and the health support industries now coming on line with biotechnology. The recommended focus is on those mid sized activities which are controlled by the kind of entrepreneur who would have reason to relocate to Scottsdale with its abundant lifestyle advantages.

The Chamber of Commerce and the City's Economic Development office have continued their successful efforts towards attracting targeted industries to Scottsdale. Scottsdale Partnership, a public-private alliance which provides funds for the Chamber's economic development activities, helped 26 companies come to Scottsdale during fiscal year 1993/94, creating more than 5,000 direct and indirect jobs. These 26 companies all were Scottsdale's targeted industry categories, such as national/regional administrative headquarters, high tech manufacturing/bio-medical/research and development and business and professional services.

- **Canal Bank Development** - Create a "people place" environment along the Arizona Canal, extending from Indian Bend Road to 68th Street. The central point of this project, the intersection of Scottsdale and Camelback Road, runs through a broad cross section of residential and non-residential neighborhoods and is the retail and gallery heart of the community. Whatever the design, desert trees should line both sides of the canal. What's needed is an intimacy of human interaction allowing people to walk among shops, cafes, galleries, gardens and courts in a designed atmosphere which celebrates our special desert setting.

The City, developers and Salt River Project are working to turn the Downtown canal banks into centers of activity that could serve tourists and local residents. Design proposals have been submitted and powerline burial has taken place. Proposals include pedestrian settings with shops, restaurants, galleries, courtyards, and water features.

The Chamber and the City, along with Scottsdale Focus and Scottsdale Fashion Square studied retail activity in Scottsdale's Downtown. Hundreds of visitors and residents gave their impressions of Downtown retail and related issues. The data will be valuable to retailers/restaurateurs/attractions who are looking at the Waterfront Redevelopment area.

The City has also been working together with the cities of Tempe and Phoenix on the enhancement of the Papago Trail concept. This concept will create better linkages, coordination, and promotion between the Phoenix Zoo, Rio Salado, and Scottsdale's Canal Bank program.

Education and Arts and Culture

- Educational Excellence -
 - Establish a coordinating group, to accelerate the implementation of shared, multi-use facilities and personnel for life-long learning, including 24 hour access to school libraries and laboratories, as well as, on-the-job training, cultural and professional internship with hands-on-experience. Initiate whatever state legislation may be necessary to achieve the ability to share both manpower and physical facilities.
 - Establish an Arts Magnet School within the Scottsdale School District to foster the talents of high school age artists who need and want the extensive training that this venue provides.
 - Promote the establishment of experiential learning centers in Scottsdale, in the areas of music, drama, architecture, writing, crafts, visual arts, dance, film and other media from all cultures.
 - Make available to the citizens of Scottsdale the resources of a fully accredited private institution of higher learning, either by developing a four-year college or considering some form of branch or relocation of an existing school.

The Scottsdale School District and the Chamber's Education Committee have initiated a Middle School Partnership Program, linking businesses with Scottsdale Middle Schools and providing teacher mentoring, student tutoring, donation of resources, and other assistance. The second year of the Chamber's Principal for a Day program helped business leaders understand the challenges of today's schools and helped ensure that principals and teachers understand the needs of business.

Other activities include formation of a Scottsdale Education Foundation to provide financial support for the schools; a collaborative school tutoring project with Motorola and Supai Middle School; projects with the Scottsdale Bar Association and Saguaro High; interactive learning between Mohave Middle School and First Interstate Bank, and between Pima School and Norwest Bank. In Project SWRL, about 50 teachers at 15 schools have business people and students involved in 12 week projects that center on improving speaking, writing, reading, and listening skills. A complete report on this year's projects is available from the School District.

The City and the School District discuss shared facilities school-community center activities, school-city sports activities, etc. Future projects include joint use of the Desert Mountain library, possible community use of the school's theater, the school/park site at the McDowell Mountain Ranch project, social service programs, and summer school classes at Yavapai School, as well as parks and

- Educational Excellence (continued)

recreation, after school tutoring, and other social services programs for families in the area.

The Scottsdale School Board and Administration believes in providing a full complement of programs at all of its high schools. At the present time there are no plans to develop any type of Magnet schools. Two district committees, High School 2001, and the Strategic Planning committee evaluate programs for students in the Scottsdale School district. Strategic Planning Committee 1987 report is being updated.

Providing funds are available, the Scottsdale Cultural Council is planning to pilot an after school theater training program in the new Paiute Neighborhood Recreation Center by 1996.

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- Historic Preservation Commission - Work with the Historical Society to create an Historic Preservation Commission. Looking ahead 50 years, we need individuals who will concern themselves with identifying and preserving our important structures and sites, and who will help document the present for our children and children's children.

The Scottsdale Historical Society administers and staffs the Historical Museum and gathers information about Scottsdale's history. Creating an Historical Preservation Commission may be un-necessary at this time.

The Little Red Schoolhouse has been designated a National Historic Site.

In 1994, the Past President's Council of the Scottsdale Chamber of Commerce initiated the Scottsdale Historymakers Hall of Fame Program and inducted the first 15 Scottsdale Historymakers. More than 500 residents attended the first annual induction dinner, celebrating the rich traditions and heritage of Scottsdale. Proceeds from the dinner were donated to the Scottsdale Historical Society.

- Coordinated Arts Alliance -
 - In partnership with the Scottsdale Cultural Council, create a non-profit "Arts-Alliance" to strengthen the fund-raising practices of Scottsdale-based arts and cultural organizations in addition to their individual fund-raising procedures.
 - Establish an office of "Arts Development" to aggressively pursue collections, and other opportunities to locate arts in the Scottsdale community.
 - Create a master plan/arts overlay for the distribution of arts and cultural sites and activities throughout the community. A preliminary overlay plan is included in the Alternative Visions Report, dated May 11, 1992.

A private citizen has been pursuing the creation of an Arts Alliance to strengthen fund-raising activities of local arts organizations.

The Scottsdale Cultural Council is committed to many of the goals set out in Scottsdale Visioning and will help, as resources permit, to expand cultural opportunities for the citizens and artists of Scottsdale. The Cultural Council holds several meetings each year with representatives from local arts organizations to encourage networking and input on ways to maximize each group's activities. The Cultural Council has committed funds in its annual budget for an arts sub-granting program.

Although there is not a specific City office of Arts Development, the Cultural Council is charged with managing and maintaining the Public Art Program. Cultural Council and City staff regularly meet to discuss public art impacts for such projects as the Canal Bank, the Public Library Expansion, the Justice Center, Scottsdale Airport Expansion, new City Municipal Building, the Downtown Transportation Center, new Park and Recreation Projects, etc. The Cultural Council's Arts Collections Advisory Committee, comprised of visual arts staff and citizens, regularly meets to select major art acquisitions for the City. The Arts Collections Advisory Committee developed a Master plan for major arts development citywide. The report is used by the committee, City staff and developers seeking to build in Scottsdale.

- Downtown Arts District - Pull together that which already exists, i.e. the Center for the Arts, the Scottsdale Artists' School, Actors' Lab of Arizona, Scottsdale Symphony, Scottsdale Civic Center Library, the Downtown art galleries, the Civic Center Mall (sculpture garden) and amphitheater, all as part of a designated Arts District, connected by a pedestrian-oriented "Arts Path." Its purpose is to create a major tourist draw, while also serving the artist, arts student and general citizenry. The district should be planned to include artist's housing, work space and exhibit space, plus a youth arts center.

The one major element that is missing to make Scottsdale a really successful arts district is the presence of working artists. The cost of land historically has prohibited the establishment of art studios in the downtown area. Consider creating incentives for downtown residential and studios for working artists possibly through the use of development monies. Alternative locations for both the artist's residences and studios would be along the Canal Bank between the Indian Bend [Wash] and Scottsdale Road.

The City's Downtown Planning staff, along with members of the Cultural Council, Scottsdale Chamber of Commerce, and interested citizens have been working to bring about this Vision. The exact boundaries of this Arts District are not finalized, but key areas include the Scottsdale Artists School in the Loloma School Complex, renovating and/or expanding community theater space across the street at the current Stagebrush Theater, and building the Downtown transportation center. The Artists School has already located in the Loloma School. Other significant pieces to be considered will be: private development of a hotel with retail and restaurant space near theater facilities, a visual arts museum, space for educational programs such as visual arts and theatre arts classes, construction of a 1,500 seat theater, a 3,000 seat outdoor amphitheater, and studio/living space for local artists.

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- Southwest Cultural Center - Establish a Southwestern Cultural Center. The Southwest Cultural Center is envisioned as a year-round forum in which the history of all indigenous people will be portrayed along with programs to support our culturally-rich past and future.

The Institute for the Celebration of Cultural Diversity through the Arts and Humanities (ICCD) was formed in Scottsdale in 1992 as a non-profit organization to "create services that bring public awareness of and solutions for racism, bigotry, prejudice, and discrimination." ICCD is working to create the Arizona Heritage Center in Scottsdale. It's purpose would be to

- Southwest Cultural Center
(continued)

"demonstrate the diverse cultures making up Arizona's history through innovative and interesting displays and events." In addition, ICCD co-sponsored the City's International Winterfest, in November 1994. This year's theme was "Windows of the World ." This is a grass roots organization, born almost entirely out of the Visioning process.

Transportation

- Transportation -
 - Find the most perfectly functioning, non-automotive transportation system, appropriate to Scottsdale's present and future shape and densities. If none exists, then build off the citizen testimony gathered during Scottsdale Visioning which portrays a solution on our own unique terms, including considerations for equipment, lifestyle, land use relationships and all other elements necessary to optimize our approach to a balanced transportation network. The objective is to accelerate valley-wide, 24 hour service.
 - Identify and acquire future right-of-ways for what Scottsdale's needs will be at full development, and do so now, anticipating all special land use demands.
 - Lend support for increased densities or other land use patterns required for the overall system to function properly.

Since the Visioning report was submitted to the City Council in December of 1992, the City has doubled the number of Scottsdale Connection buses from three to six. This corresponding effect has also doubled the number of Scottsdale Connection service miles. Two more transit routes are planned for 1995.

Standards for future right-of-way have been set and City staff continues to stipulate dedication in development cases wherever possible.

The City Council appointed a 15 member Bicycle/Pedestrian task force, charged with developing a comprehensive plan combining the needs of both interests. This plan is was published in December 1994. Scottsdale was recently awarded about \$150,000 in Arizona Department of Transportation Air Quality funds to be used for bike lane striping and construction. Improvements to the Indian Bend Wash bike and pedestrian pathways are pending.

- Transportation (continued)
 - Create continuous bike and pedestrian pathways linking all parts of the City.
 - Develop specialty transportation links, for example, trolleys in downtown and small vehicles as part of the Canal Bank Development.
 - Review all state and interstate directional signs into Scottsdale, making certain that they provide adequate and clear information.
 - Work with merchants to schedule "auto free zones" for special occasions.
 - Create a network of horse trails. One citizen testified that there were more provisions for horses in Philadelphia than in the "West's Most Western Town."

The City has proposed a Downtown transportation facility across the street from the Loloma Artist School. Design funding was approved in May 1994 and construction funding is expected to be approved in May 1995. Funding would be through local (20%) and federal sources (80%).

City Transportation and Planning staff have worked toward the incorporation of mass transit as a part of the Canal Bank project in Downtown.

The City's Equestrian Coordinator oversees and coordinates the City's system of multi-use, non-paved recreational trails. About 200 miles of trails are identified in the City's General Plan. Trails are added to the system through stipulations on new developments. The dedication and maintenance of existing trails and the creation of an interlinked trail system is part of the work plan of the Equestrian Coordinator in cooperation with the Planning and Community Development Department of the City.

Visioning Chronology

The Shared Vision report was presented by the Citizen's Visioning Advisory Committee to the City Council on December 14, 1992 .

The Citizen's Visioning Advisory Committee met with the City Council in January 1993 to share ideas and discuss the results of the Visioning program.

Past and present City Council members and representatives of the Citizen's Visioning Advisory Committee was held in March 1993. This was a forum to discuss the Visioning report and program, and helped put together ideas to make it work.

The Citizen's Visioning Advisory Committee incorporated as a non-profit organization called Scottsdale Visioning and has worked to oversee the Vision established during the Visioning Process.

The Shared Vision report was printed in tabloid form and distributed to every Scottsdale household through the *Scottsdale Progress* in May 1993.

The implementation program was launched at a Community Breakfast on June 15, 1993. Attendees were invited to help fulfill Visioning goals.

In August 1993, The Scottsdale Visioning Board of Directors elected four community volunteers as Visioning vice-chairs working to implement the VisionTasks. Tasks were divided into four issue areas: Neighborhood Enhancement and Citizen Services; Desert Environment and Economic Development; Education and Arts and Culture; and, Transportation. The committees have six purposes:

- monitoring and encouraging implementation of VisionTasks.
- initiating activities that relate to VisionTasks.
- reporting periodically on the progress.
- serving as information clearing houses.
- acting as placement agencies for interested groups/persons.
- promoting the evolution of the Vision.

The Visioning Implementation kick-off meeting was held September 27, 1993 at Scottsdale Community College. The four sub-committees and the Vice-Chairs were introduced and sub-committees have met to monitor efforts toward the VisionTasks.

During Fall and Winter 1993 the Scottsdale Visioning Board of Directors met with City and Chamber of Commerce representatives to discuss implementation of the VisionTasks. Six brainstorming sessions were held and were an integral part of gathering information so the subcommittees could strategize their action plans and determine how best to assist those groups already doing the VisionTasks.

Dr. Art DeCabooter, co-chairman of the Citizens Visioning Advisory Committee during the Visioning program, and currently Chairman of the Scottsdale Visioning Board of Directors, presented a plaque recognizing Visioning support for the "City

Hall in the Mall" at the grand opening of the Los Arcos Citizen Service Center on December 11, 1993.

Dr. Art DeCabooter and other members of the Visioning Board attended the December 21, 1993 City Council meeting to accept the Arizona Planning Association award for Best Public Information/Public Participation Program 1993 from the Mayor and City Council on behalf of Scottsdale Visioning. The award was presented to Community Options Group/Vern Swaback Associates (the Visioning consultant) who requested that it be presented to representatives of the citizens of Scottsdale.

The February water bill inserts, the Scottsdale Pride, again invited citizens to join with Scottsdale Visioning to implement the Visioning goals. The April issue of the Scottsdale employee Newslite included an article about Visioning and its relationship to the City's core value "Listen, Communicate, Listen". All employees were invited to join Scottsdale Visioning to accomplish the VisionTasks.

June 21, 1994, Scottsdale Visioning held an annual meeting at the Scottsdale Center for the Arts. Dr. Art DeCabooter, chairman, presented an update of the ongoing implementation program for Visioning goals.

Spring 1995, publication of the Scottsdale Visioning 1994 Update.

