

**SUMMARIZED MINUTES
SCOTTSDALE CITY COUNCIL
WORK STUDY SESSION
TUESDAY, FEBRUARY 12, 2013**



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

CALL TO ORDER

Mayor W.J. "Jim" Lane called to order a Work Study Session of the Scottsdale City Council at 4:08 P.M. on Tuesday, February 12, 2013, in the City Hall Kiva.

ROLL CALL

Present: Mayor W.J. "Jim" Lane
Vice Mayor Suzanne Klapp
Councilmembers Virginia L. Korte, Robert W. Littlefield, Linda Milhaven,
Guy Phillips, and Dennis E. Robbins

Also Present: Acting City Manager Dan Worth
City Attorney Bruce Washburn
City Treasurer David Smith
City Auditor Sharron Walker
City Clerk Carolyn Jagger

CITY MANAGER'S REPORT - None

PUBLIC COMMENT - None

1. Bond Task Force Joint Meeting

Request: Presentation, discussion, and possible direction to staff regarding the draft Bond Task Force Recommendation Report concerning a potential General Obligation Bond Program.

Presenter(s): Bond Task Force and Derek Earle, Acting Public Works Executive Director

Staff Contact(s): Derek Earle, Acting Public Works Executive Director, 480-312-2776, dearle@scottsdaleaz.gov

NOTE: IN ACCORDANCE WITH PROVISIONS OF THE ARIZONA REVISED STATUTES THE SUMMARIZED MINUTES OF CITY COUNCIL MEETINGS ARE NOT VERBATIM TRANSCRIPTS. THESE MINUTES ARE INTENDED TO BE AN ACCURATE REFLECTION OF ACTION TAKEN BY THE CITY COUNCIL. DIGITAL RECORDINGS OF CITY COUNCIL MEETINGS ARE ON FILE IN THE CITY CLERK'S OFFICE.

Bond Task Force Members Present: Chairman Bill Heckman; Vice Chair Judith Frost; and Task Force Members Wayne Ecton, Abigail Hoover, Bob Kammerle, Teresa Quale, and Sue Sisley

Acting Public Works Executive Director Derek Earle gave a PowerPoint presentation (attached). He reviewed the process used to establish the Bond Task Force, which began with the July 3, 2012 Council approval of Resolution No. 9093. Mr. Earle also reviewed the primary tasks assigned to the Bond Task Force and the proposed recommendations for moving forward with the creation of a General Obligation Bond Program.

Public Information Officer Erin Walsh outlined the three phases of the Bond Task Force meetings, which included: (1) minor updates to the 2012 Bond Program; (2) capital needs presentations by City departments; and (3) developing recommendations regarding the size of the bond program, project priorities, election questions, and the final presentation to Council.

Each of the four ballot questions were reviewed individually:

Question One, Parks, Libraries and Community Facilities, totals \$50.0M and consists of ten projects.

Discussion:

- A Councilmember suggested changing the label for Question One to "Community Services," to clarify that services are being considered and not buildings. It was also suggested that the Civic Center West Entry Improvements be grouped with other like items under a category called Economic Development or Economic Vitality.
- It was noted that the Bond Task Force modeled the bond questions after successful bond elections in the past, with the objective of titling the questions comprehensively based on project elements. A Councilmember opined that, with today's economy, voters have a different mindset about bonds; therefore, the Task Force should reconsider proposing the same platform of questions.
- It was confirmed that the projects are listed in order of priority within each category.
- A Councilmember asked whether the school and other structures in the area of the Paiute Center would be torn down to add a 22,000 square-foot healthcare facility. Mr. Earle explained that there is open land on the western portion of the property that can be used and recently-purchased buildings at the Villa Day Academy could be torn down if they are not suitable for use. The building location will be based on the Paiute master plan, and the entire site will be reviewed as a whole to determine the best solution for the community and the center. The item is a programmatic placeholder for a healthcare tenant, such as NOAH, to provide low-cost services to the community.
- Interest was expressed in the additional operating costs associated with the proposed projects. Mr. Earle explained that each division submitted information on associated long-term costs, which will be provided to Council during the formal action item presentation.
- Concern was expressed that the community center renovations description indicated services will be provided for the underserved in Maricopa County, not Scottsdale citizens. Mr. Earle said the language was modeled after the original NOAH clinic and confirmed that the facility will not be limited to Scottsdale citizens.
- A Councilmember opined that the ball field lighting project should not be a bond project. Mr. Earle explained that the lighting of ball fields is a community service and the proposed project will increase the efficiency of lighting and reduce operating costs. A project's bond eligibility is based on costs of over \$25,000 in value and a minimum anticipated life of 20-years.

- It was suggested that the Kiva restrooms should be brought up to ADA standards as part of the Civic Center West Entry Improvements.
- A Councilmember pointed out that, independent of the worth of an individual project, there is \$240.0M bond program under consideration. He asked, from a bond rating perspective, at what level is it prudent to bond. City Treasurer David Smith opined that, based on criterion considered by the bond rating agencies, the bonding amount will have no effect on Scottsdale's AAA rating, and the bonds could be looked at as favorable from the perspective of maintaining and improving the community. Associated costs to citizens are estimated to be approximately \$32 per year on a \$100,000 residence.

Question Two, Public Safety, totals \$52.7M and consists of twelve projects.

Discussion:

- To address an earlier question regarding additional operating costs associated with the proposed projects, Council was directed to Page 117 of the Agenda packet, for a listing of those costs.
- The Radio System Upgrade was the highest ranked project in the entire bond proposal.
- It was noted that a federal mandate requires that police and fire have the ability to communicate within Scottsdale, as well as regionally, during emergency situations.
- Senior Project Manager Bill Peifer explained that consolidating the two jail facilities will result in a savings in terms of operations; however, the additional square footage will result in an increase in overall cost.
- Acting City Manager Dan Worth reported that City Court asked to transfer funding for two out of nine positions currently funded by the Court Enhancement Funds to the General Fund, for a savings of approximately \$200,000.
- A Councilmember suggested purchasing one piece of land and combining both the north Fire Station and the north Police Facility.
- A Councilmember inquired about the caliber of the design for the fire stations. Mr. Earle stated that the budget would be similar to the budget for Fire Station 1 at Miller and McDowell roads and would target LEED Gold certification.

Question Three, Neighborhood Flood Control, totals \$27.9M and consists of seven projects.

Discussion:

- A Councilmember asked what happens to bonding capacity if Council approves the Neighborhood Flood Control Project and subsequently the City asks for and receives funding from the Flood Control District. Mr. Earle replied that it would depend on the wording of the bond question. Recommendations would be made to Council to reallocate funds based on the original intent of the bond question and a citizens' bond task force will monitor compliance once the bond is approved. Finance Director Lee Guillory clarified that post issuance bond procedures place responsibility for tracking expenditures with the City Treasurer's Office.

Question Four, Transportation and Streets, totals \$108.9M and consist of sixteen projects.

Discussion:

- It was noted that several small business owners from the entertainment district attended meetings and talked about employees and visitors moving from the area due to the lack of

daytime parking. If the area is to remain economically viable, the business owners recommend placing a parking structure in the area.

- Acting City Manager Dan Worth reported that the past two parking structures, which cost approximately \$10.0M, primarily were funded by monies from the General Fund and Transportation funds and about \$1.0M was funded by merchants.
- Mr. Earle said, based on City Treasurer David Smith's calculations, the net impact on tax rates are not significant because they will be issued over a four year period.
- A Councilmember commented that the bond program is not a question of financial means, but a question of investing in the community, being committed to maintaining Scottsdale as a premier community, and meeting the needs of future generations.

Direction was given to move forward with the Scottsdale 2013 General Obligation Bond Program and return to Council in March.

2. **Tourism Development and Marketing Strategic Plan**

Request: Presentation, discussion, and possible direction to staff regarding the Tourism Development and Marketing Strategic Plan findings and recommendations.

Presenter(s): Steve Geiogamah, Tourism Development Coordinator

Staff Contact(s): Paul Katsenes, Community and Economic Development Executive Director, 480-312-2890, pkatsenes@scottsdaleaz.gov

Tourism Development Coordinator Steve Geiogamah gave a PowerPoint presentation (attached) on the Tourism Development and Marketing Strategic Plan process.

PLACES Consulting Principal Consultant Valeri LeBlanc gave a PowerPoint presentation (attached) on the five-year strategic plan for Scottsdale.

Community and Economic Development Executive Director Paul Katsenes spoke about the five-year strategic plan as it relates to Economic Development.

Scottsdale Convention and Visitors Bureau President and CEO Rachael Sacco commented on the five-year strategic plan as it relates to tourism and character of place.

Ms. LeBlanc believes overnight considerations, such as condo rentals, should be considered when looking at bed tax figures, and that tourism benefits can be seen in real estate taxes and food and beverage sales. She suggested finding a downtown reinvestment plan that can be funded through City-designated fees and a certain percentage of revenues. A Councilmember responded with skepticism by pointing out that a similar plan was implemented in the past. The plan failed due to a lack of consensus about how the funds would be used.

Scottsdale Business Owner Fred Unger spoke about the five-year strategic plan as it relates to improving and investing in existing downtown businesses. The plan would create a better downtown, help the City compete locally and nationally, and position the City for an improved economy.

Ms. LeBlanc continued her presentation with an explanation of methods of pervasive interpretation of place.

Scottsdale Museum of Contemporary Art Director Tim Rodgers spoke about the five-year strategic plan as it relates to tourism-related arts and culture.

Ms. LeBlanc discussed generational shifts and the need for a sense of place with a downtown urban feel; that would attract the younger generation by allowing them to live and work in the same place. She talked about the inconveniences of airport connections for visitors to hotels, noting that transportation in downtown is complicated and visitors are limited by where they are willing to drive.

Scottsdale Area Chamber of Commerce Executive Committee Member Rick Kidder spoke about the five-year strategic plan as it relates to transportation and a tourism master plan.

Ms. LeBlanc continued her presentation, discussing thought leadership, moving from a resort focus to a destination focus, and crisis plans.

Discussion:

- Comments were made regarding inconveniences associated with car rentals and getting from Sky Harbor Airport to Scottsdale. Ms. LeBlanc suggested that Scottsdale could provide a shuttle service from the airport to rental car locations.
- Ms. LeBlanc explained that the City has to work to generate the type of tourism that is desired through character of place in the downtown area and creating energy through local events. She added that developing an atmosphere of ongoing growth and a live/work environment with attractions will create a synergy between a desired community atmosphere and tourism.
- A Councilmember asked how the downtown plan would integrate with the five-year strategic plan. Ms. LeBlanc replied that creating a market of reinvestment and maintaining local business ownership is the key to achieving an urban experience.
- Ms. LeBlanc stressed the importance of growing local events and bringing events to the WestWorld facility, noting that the key is in understanding how to mix management and sales in a diverse facility.
- A Councilmember commented that the strategic plan parallels much of what was produced during the visioning process, which speaks to the plan's authenticity.
- Ms. LeBlanc believes that the City should emphasize the desert by promoting the Preserve and connecting the trail system to downtown. Implementing these strategies will help create a sense of place and focus on the Preserve as the City's crown jewel.
- Ms. LeBlanc suggested that Scottsdale work with Sky Harbor Airport to create an orientation/arrival experience emphasizing Scottsdale.
- Councilmembers discussed the importance of creating a downtown that is attractive for residents as well as tourists.

Mr. Geiogamah reviewed four options for moving forward: (1) Establish a leadership group/committee or commission to serve as custodians of the vision and strategy; (2) identify a project manager who is involved in making sure that the plan progress is ongoing; (3) expand the efforts of the Economic Development Office and additional City departments; and (4) have PLACES Consulting work with city staff to guide implementation at specific levels.

Staff received direction to move forward with the Tourism Development and Marketing Strategic Plan and, in 60 days, come back with an item establishing a leadership group/committee to serve as custodians of the plan's vision and strategy.

3. City Manager Recruitment

Request: Presentation, discussion, and possible direction to staff regarding the City Manager recruitment, including the job qualifications, position description, and the interview and selection process.

Presenter(s): Bernadette La Mazza, Acting Human Resources Executive Director
Staff Contact(s): Bernadette La Mazza, Acting Human Resources Executive Director,
480-312-7237, blamazza@scottsdaleaz.gov

Acting Human Resources Executive Director Bernadette La Mazza introduced Executive Recruiter Colin Baenziger from Baenziger and Associates.

Discussion:

- Mr. Baenziger provided an overview of the process Baenziger and Associates will use to solicit candidates for the City Manager position. He discussed the importance of having a candidate brochure outlining the population, demographics, history, and key points. He offered to produce a brochure at no extra charge under the existing contract.
- Councilmembers noted Scottsdale's unique organizational structure and wondered whether it would present concerns to potential candidates.
- Mr. Baenziger and his firm will select and present the top five candidates to be interviewed by the Council.

Ms. La Mazza gave a PowerPoint presentation (attached) providing Council with an overview of the recruitment timeline, the City Manager job description, and what would be included in the recruitment brochure.

Council gave general direction to staff to move forward with the City Manager recruitment as presented by Mr. Baenziger, including the recruitment brochure, which will be provided by Baenziger and Associates at no extra cost; adding one week to the timeline to provide for the brochure; a reception; and one-on-one interviews between Council members and the candidates.

MAYOR AND COUNCIL ITEMS - None

ADJOURNMENT

With no further business to discuss, the Work Study Session adjourned at 9:08 P.M.

SUBMITTED BY:



Carolyn Jagger
City Clerk

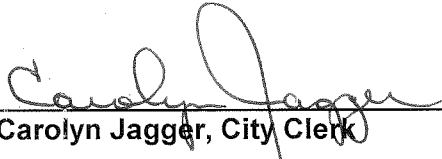
Officially approved by the City Council on March 19, 2013

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 12th day of February 2013.

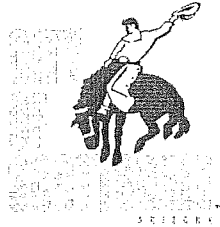
I further certify that the meeting was duly called and held, and that a quorum was present.

DATED this 19th day of March 2013.



Carolyn Jagger, City Clerk

Bond Task Force

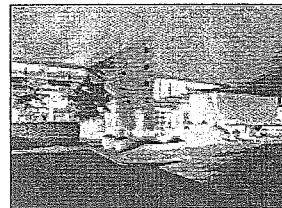


Draft Report of Recommendations City Council Work Study Session

February 12, 2013

Tonight's Meeting

- Introduce the 2013 Bond Task Force
- Overview of the process
- Public Involvement
- Recommendations from the 2013 Bond Task Force



Granite Reef Sr. Ctr. - Bond 2000
LEED Silver Certified Building

Next Steps

- Council will have the opportunity to modify the proposed bond program
- Return to Council in March



Bond Task Force

Resolution 9093 - Approved July 3, 2012 by Council:

The Bond Task Force shall assist the City Council with creation of a General Obligation bond program by providing recommendations concerning:

Indian Bend Road - Bond 2000
APWA Project of the Year



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1. Feasibility review of proposed projects for a general obligation bond program
2. Recommendation for inclusion or exclusion of potential projects
3. Ranking by priority of proposed projects
4. Grouping of projects and packaging of possible election questions
5. Seek public input on the priorities and composition of the proposed bond program utilizing outreach tools including public meetings, internet, mailings or other methods appropriate to seek broad feedback on the program.



Members

Bill Heckman (Chairman)

Judy Frost (Vice Chairwoman)

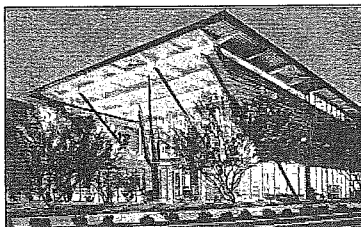
Wayne Ecton

Abigail Hoover

Bob Kammerle

Teresa Kim Quale

Sue Sisley



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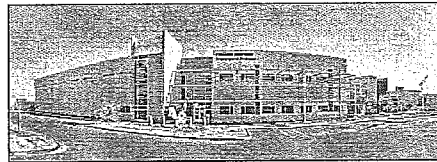
Recommendations

Proposed Program

The Task Force reached consensus agreement

- \$239.9 Million program
- 4 Election Questions
- 45 projects

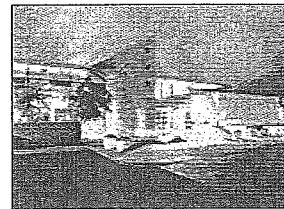
Police Operational Support and
District 1 Headquarters - Bond 2000
LEED Certified Building



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Task Force Process

Meeting Structure



Granite Reef Sr. Ctr. - Bond 2000
LEED Silver Certified Building

Three Phases of Meetings:

Phase One – Update to the 2012 Program

Make minor modifications to the 2012 recommendations then use the 2012 program as a starting point in deliberations

Phase Two – New Functional Capital Needs Presentations

Receive presentations of capital needs by city departments

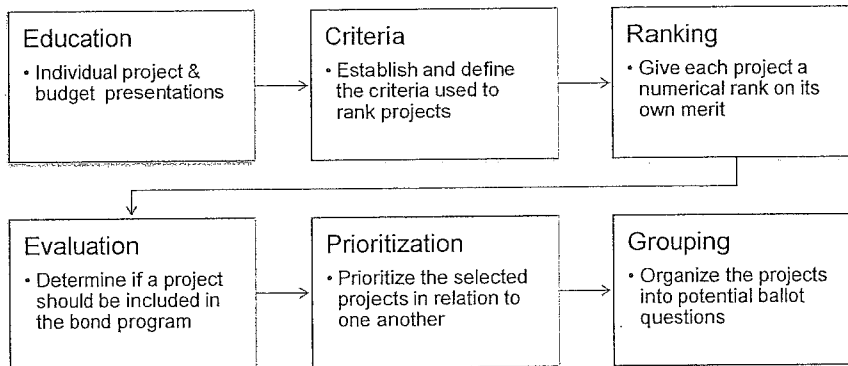
Phase Three – Deliberations and Recommendations

Establish size of bond program, priorities, election question structure and present final recommendations to City Council



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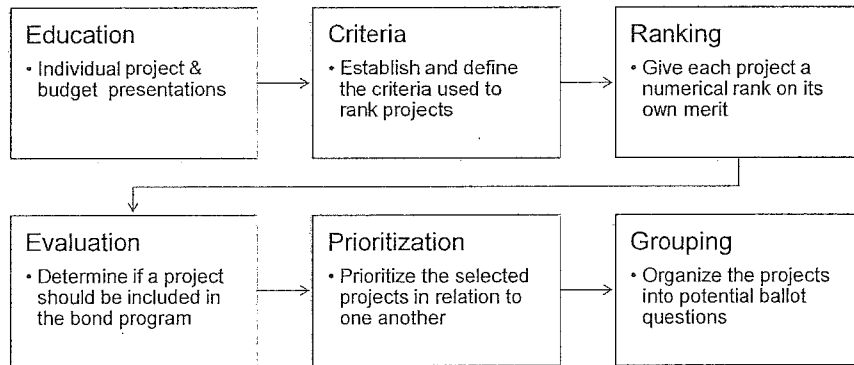
Bond Task Force Process



2013 Bond Task Force Ranking Criteria

Rank	Criteria
1	Mandated: Is the project mandated by any local, state or federal laws?
2	Emergency/Negative Impact of NOT Investing: Determine if the public or the city's financial position is negatively impacted by failure to invest in a particular project.
3	Asset Management: Does project create or increase the capacity, efficiency, span of life, or economy of operating a new or existing fixed asset?
4	Matching Funds: Do projects have matching funds from other agencies?
5	Economic Sustainability: Project meets the goal of, at a minimum, of growing or holding steady the net asset base of the city.
6	Operating Cost: Does this project reduce operating costs or minimize cost increases?
7	Economic Vitality: Does the project contribute to the improved economic vitality of the city and bring in improved revenue?
8	Master Plan: Is the project anticipated in the General Plan character area Plan or master plan?
9	Board & Commission Review: Has this project been recommended by any Boards or Commissions?
10	3 Year Timeframe: Can the project be initiated in a 3-year planning horizon?

Bond Task Force Process



Bond Project Ranking Scale

1= Highest Priority 10 = Lowest Priority

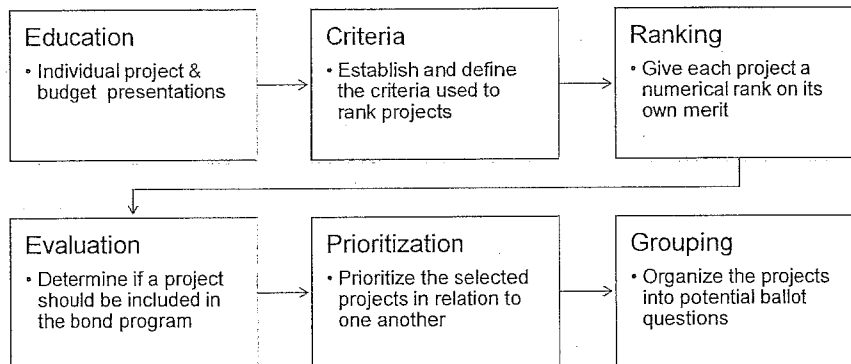
- 1 _____
The project **MUST BE** part of the recommended bond package
- 2 _____
- 3 _____
- 4 _____
The project **SHOULD** be part of the recommended bond package
- 5 _____
- 6 _____
- 7 _____
The project **COULD** be part of the recommended bond package
- 8 _____
- 9 _____
- 10 _____
The project **SHOULD NOT** be part of the recommended bond package

New Bond Projects Under Consideration by Rank

Rank	Project	Avg. (1-10)	Median	Mode	Cumulative Cost
1	Bridge Safety Upgrades and Rehabilitation Project: \$1.5M	2.714	2	1	1.5
2	Northeast Downtown Public Parking Structure: \$8M	3.143	3	2	9.5
3	Pinnacle Peak Park Improvements: \$ 3.8M	3.286	3	3	13.3
4	Fire Training Facility Expansion: \$3.4M	3.429	3	2	16.2
5	McDowell Road Storm Drain Improvements: \$1.5M	3.571	4	1	19.7
5	Camelback Road Storm Drain Improvements: \$4.0M	3.571	4	1	23.7
7	Civic Center West Entry Improvements: \$4.6M	3.714	3	3	32
7	Pima Freeway (SR 101L) Signalized Intersection Upgrades: \$2.5M	3.714	3	2	34.5
9	City Fountain Renovations: \$0.4M	3.857	3	1	34.9
10	Scottsdale Road Utility Relocation and Streetscape: \$14M	4.286	5	6	49.6
10	Advance Funding for Loop 101 Access Improvements: \$11M	4.286	3	1	60.6
10	Indian Bend / West World Trail and Path Connections: \$6.9M	4.286	4	2	67.5
13	SCPA Renovations Phase III: \$4.3M	4.857	3	3	71.8
14	Police Training Facility: \$5.2M	5.143	6	7	77
14	Purchase Land for North Police Facility: \$4.5M	5.143	7	7	81.5
16	Preserve Trailhead Projects: \$10M	5.571	5	7	91.5
17	Paiute Community Center Renovations: \$7.6M	5.857	7	8	99.1
18	Thompson Peak Parkway Bridge: \$5M	6.143	7	8	104.1
18	Desert Discovery Center: \$49M	6.143	5	10	153.1

Must Be Included
Should Be Included
Could Be Included
Should NOT Be Included

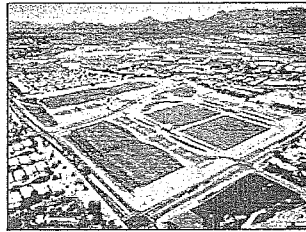
Bond Task Force Process



Project Evaluation

Using both the criteria and rank giving to each project, the task force divided the projects into three groups:

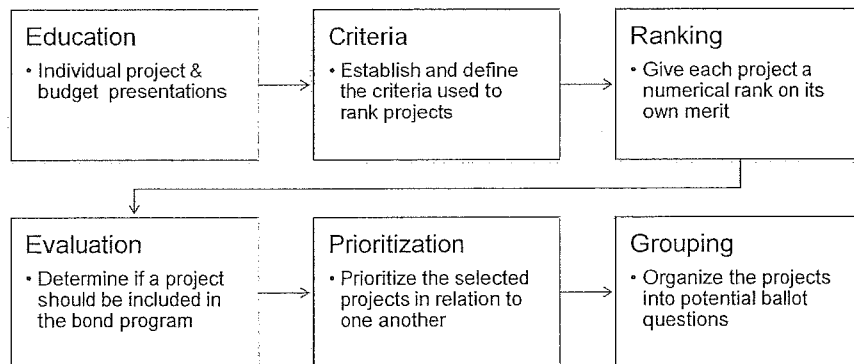
- Projects included in the proposed 2013 Bond Program
 - 45 Projects totaling \$239.9 million
- Projects deferred from the proposed 2013 Bond Program
 - 5 projects totaling \$19.6 million
- No Action Taken
 - 1 project totaling \$49.0 million



CAP Basin Park - Bond 2000
ACEC Grand Award
Valley Forward Crescordia Award



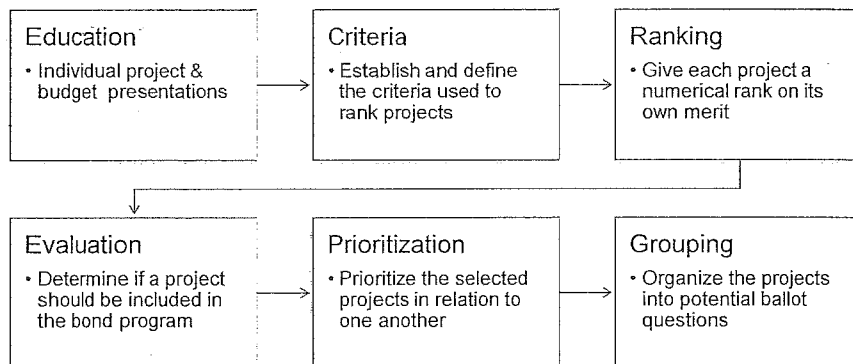
Bond Task Force Process



Prioritization of Projects Reviewed by the 2013 Bond Task Force

Rank	Project Name	Amount	Priority
1	Radio System Upgrade	\$3.8M	X
2	Grange Pool Walkshed	\$5.0M	X
3	Police Civic Center Jail Consolidation	\$4.4M	X
4	Traffic Signal Control and Cabinet Upgrade & Replacement	\$9.0M	X
5	Electronic Storage Replacement	\$1.1M	X
6	Bring Existing Fire Stations to Compliance Standards	\$3.9M	X
7	Police Civic Center Station Expansion	\$3.5M	X
8	Bridge Street Upgrade and Rehabilitation Project	\$1.5M	
9	Court Remodel/Expansion	\$4.5M	X
10	Northern Gateway Public Parking Structure	\$3.0M	
11	Deerfoot Fire Station #13	\$3.5M	X
12	Upgrade Curb Ramps - ADA compliance	\$7.0M	X
13	Integrated Financial, Human Resources and Purchasing System	\$1.5M	X
14	Phone & Data Box Improvements	\$3.0M	
15	Hayden Road Intersections at Cheyenne and Camelback Avenues	\$5.5M	X
16	Neighborhood Stormwater	\$1.5M	X
17	Fire Training Facility Expansion	\$3.4M	
18	Vista del Camino Parking and End of Day Penetration	\$3.0M	X
19	Aquatic Chemical System Replacement	\$4.0M	X
20	Expansion of Vista del Camino Senior Centers	\$7.0M	X

Bond Task Force Process



Project Grouping

Question 1: Parks, Libraries and Community Facilities

- \$50.4 M/10 Projects

Questions 2: Public Safety

- \$52.7 M/12 Projects

Questions 3: Neighborhood Flood Control

- \$27.9M/7 Projects

Question 4: Transportation and Streets

- \$108.9 Million / 16 projects



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Public Involvement

- The 2013 Bond Task Force met 9 times in 5 different locations throughout the city
- 4 Press Releases
- 10 articles in Scottsdale Update and 22 articles placed in other internal and external publications
- 7 Tweets and Facebook Posts
- Dedicated web presence at ScottsdaleAZ.gov
- 11 presentations to community groups
- 8 Community Generated Project Ideas
- 5 hosted topics on Speak Up Scottsdale
- Coordinating with SUSD to seek additional resident input on bond program



Question 1

Parks, Libraries and Community Facilities

■ \$50.4 M/10 Projects

1. Integrated Financial, Human Resources and Purchasing System: \$4.5M
2. Pinnacle Peak Park Improvements: \$ 3.8M
3. Vista del Camino Park/Indian Bend Wash Renovation: \$8.3M
4. Aquatics Chemical System Replacement: \$3.1M
5. Expansion of Via Linda & Granite Reef Senior Centers: \$7.1M
6. Ballfield Lighting System Replacement Phase I: \$2.4M
7. Civic Center Library Improvements Phase II: \$4.7M
8. Civic Center West Entry Improvements: \$4.6M
9. Paiute Community Center Renovations: \$7.6M
10. Scottsdale Center for the Performing Arts Renovations Phase III: \$4.3M

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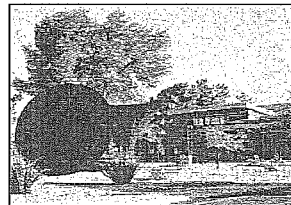


Question 2

Public Safety and Courts

■ \$52.7 M/12 Projects

1. Radio System Upgrade: \$5.8M
2. Police Civic Center Jail Consolidation: \$4.4M
3. Electronic Storage Replacement: \$1.1M
4. Bring Existing Fire Stations to Compliance Standards: \$3.5M
5. Police Civic Center Station Expansion: \$3.9M
6. Court Remodel/Expansion: \$4.5M
7. Desert Foothills Fire Station 613: \$3.5M
8. Fire Training Facility Expansion: \$3.4M
9. Public Safety Via Linda Facility Expansion: \$12.5M
10. Desert Mountain Fire Station 616: \$4.6M
11. Purchase Land for Fire Station 612: \$1.0M
12. Purchase Land for North Police Facility: \$4.5M



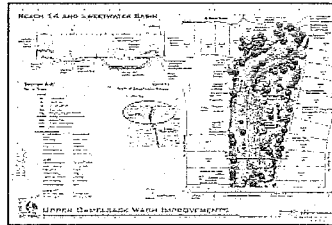
Fire Station 1 - Bond 2000
Potential LEED Gold/Platinum Certified

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Question 3

Neighborhood Flood Control



■ \$27.9M/7 Projects

1. Granite Reef Watershed: \$3.5M
2. Neighborhood Stormwater: \$1.5M
3. Loop 101 Detention Basin: \$6.3M
4. Loop 101 Detention Basin Outfall: \$5.0M
5. Indian Bend Road/Lincoln Drive Flood Hazard Mitigation: \$2.7M
6. East Union Hills Interceptor Channel: \$3.3M
7. Powerline Interceptor Channel: \$5.6M



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Question 4

Transportation and Streets

■ \$108.9 Million / 16 projects

1. Traffic Signal Controller Cabinet Upgrade & Replacement: \$9.8M
2. Bridge Safety Upgrades and Rehabilitation Project: \$1.5M
3. Northeast Downtown Public Parking Structure: \$8.0M
4. Accessible Curb Ramps – ADA compliance: \$2.0M
5. Hayden Road Intersections at Chaparral and Camelback Roads: \$5.5M
6. Pima Freeway (SR 101L) Signalized Intersection Upgrades: \$2.5M
7. Downtown Pedestrian Improvements: \$4.0M
8. Expired/Quiet Pavement Replacement: \$15.4M
9. Advance Funding for Loop 101 Access Improvements: \$11.0M
10. Airpark Roadway Circulation Phase II: \$13.3M
11. Indian Bend / West World Trail and Path Connections: \$6.9M
12. Scottsdale Road Utility Relocation and Streetscape: \$14.0M
13. Street Operations Maintenance Building: \$1.1M
14. Citywide Trails Implementation: \$4.0M
15. Chaparral Road Streetscape Improvements: \$4.9M
16. Thompson Peak Parkway Bridge: \$5.0M



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Impact on Residents

■ GO Bond Ratings

- The proposed Bond 2013 package combined with existing GO Bond debt would be well under any statutory requirements.
- No likely impact on city's bond ratings

■ The Scottsdale City Treasurer has calculated that the maximum increase expected is 32 cents per \$100 assessed value.

- \$32 per year for a \$100,000 residence (at County FCV appraisal)
- \$80 per year for a \$250,000 residence (at County FCV appraisal)
- \$160 per year for a \$500,000 residence (at County FCV appraisal)
- \$240 per year for a \$750,000 residence (at County FCV appraisal)



23

Conclusions

In concluding its deliberations, the 2013 Task Force also reaffirms three of the observations made by the 2012 Task Force for consideration by the Council:

1. It is necessary to reinvest in the city's infrastructure and facilities with a new bond program.
2. The city's needs will be better addressed by utilizing a shorter bond cycle. The 8 to 12 years between bond programs results in spikes and dips of the city depreciable assets.
3. The reinvestment into the city's assets through a general obligation bond package is both reasonable and necessary to maintain the existing infrastructure and facility conditions within the city.



24

Conclusions

The 2013 Task Force also adopted the following concepts:

1. All projects should be able to be initiated within a three-year time frame to best reflect the immediate needs to the city.
2. After receiving a financial update, the 2013 Task Force was particularly concerned about the funding of city infrastructure and the depreciation of the city's asset base. The task force felt that since our assets had further depreciated since the time of the 2012 proposal, that an increase in the dollar amount of the potential bond program was warranted.
3. The Bond Task Force took no action on the Desert Discovery Center project. The concept for this high profile project continues to be developed and the task force believes that further refinement of the proposed project, including additional coordination with stakeholder groups, would be appropriate before a final recommendation for submission of the project to voters in a general obligation bond program is made.

25



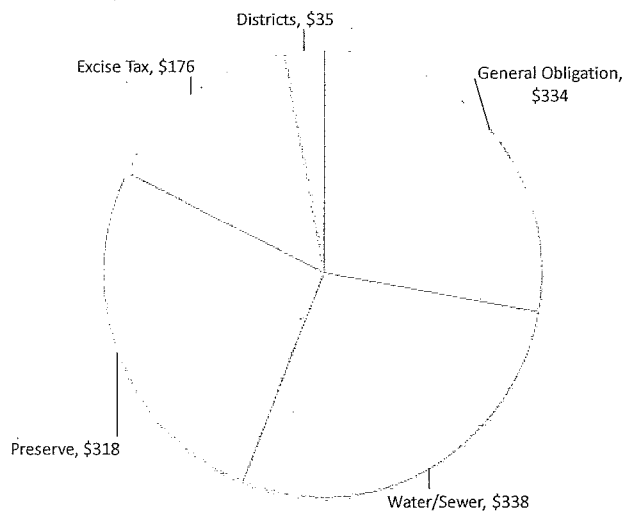
Discussion



Supplemental Slides

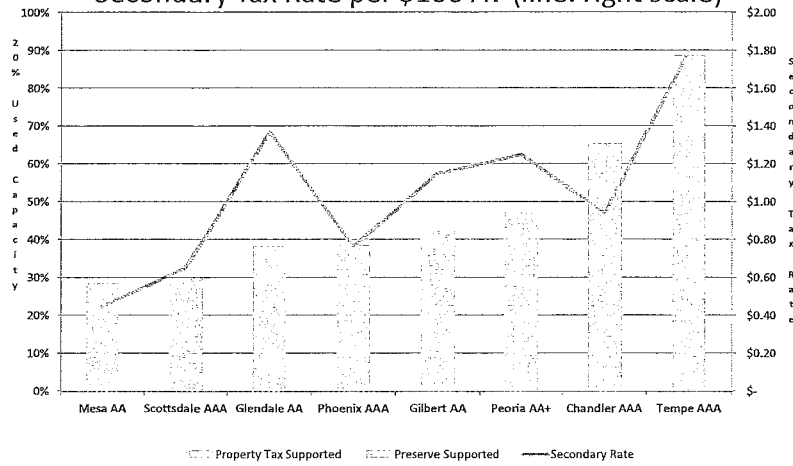


City of Scottsdale
\$1,201M Debt Outstanding June 30, 2012
\$ in Millions



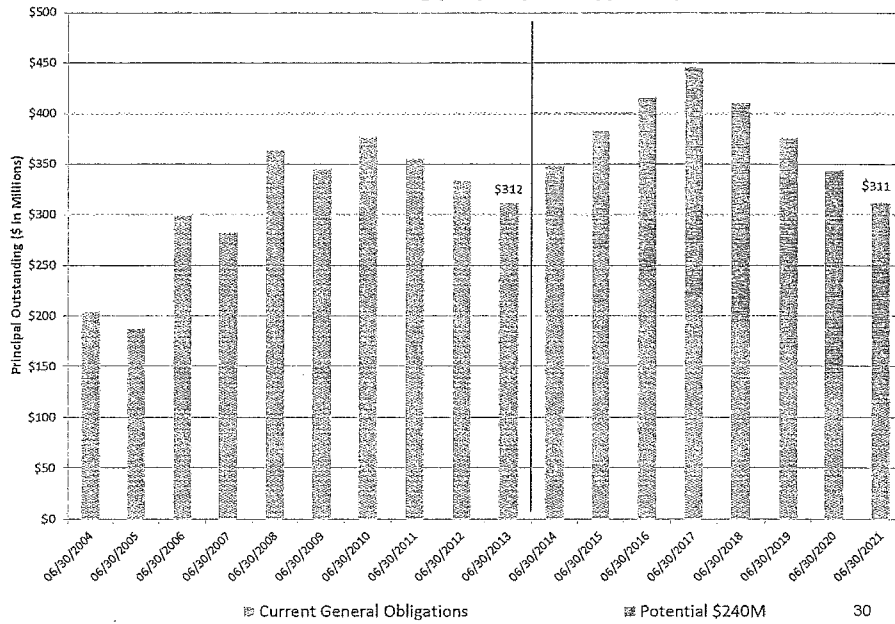
Scottsdale Tax & Fee Burden

FY 2009/10 Property Tax by Valley Community
 State Statute 20% Available Capacity (bars: left scale)
 Secondary Tax Rate per \$100 AV (line: right scale)

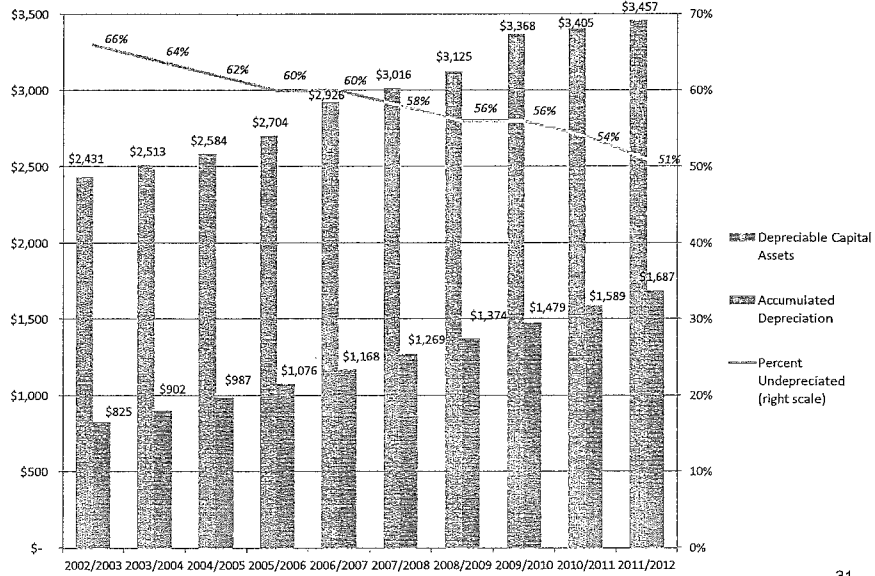


Property Tax Supported Preserve Supported Secondary Rate

City of Scottsdale GO Bonds Outstanding (Property Tax Supported)

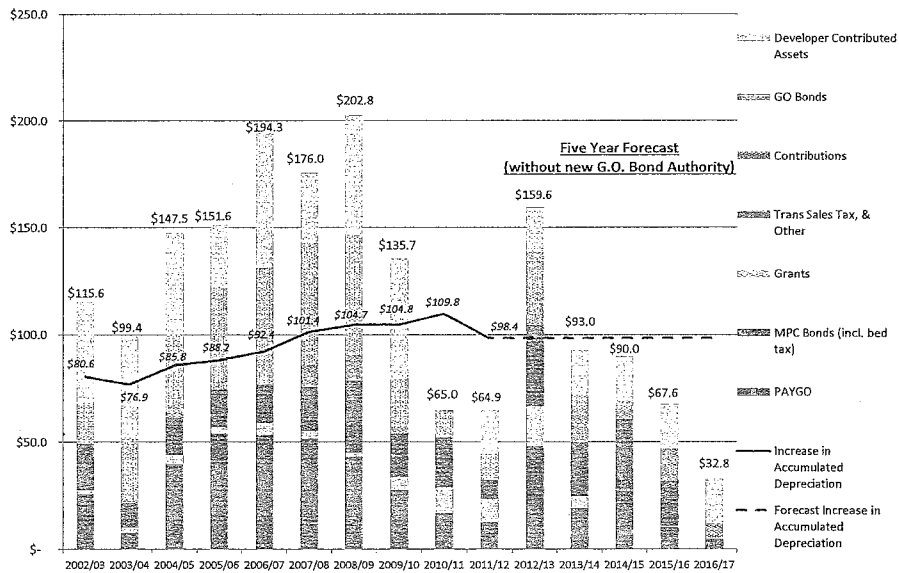


Condition of Depreciable Capital Assets (in millions and percent)



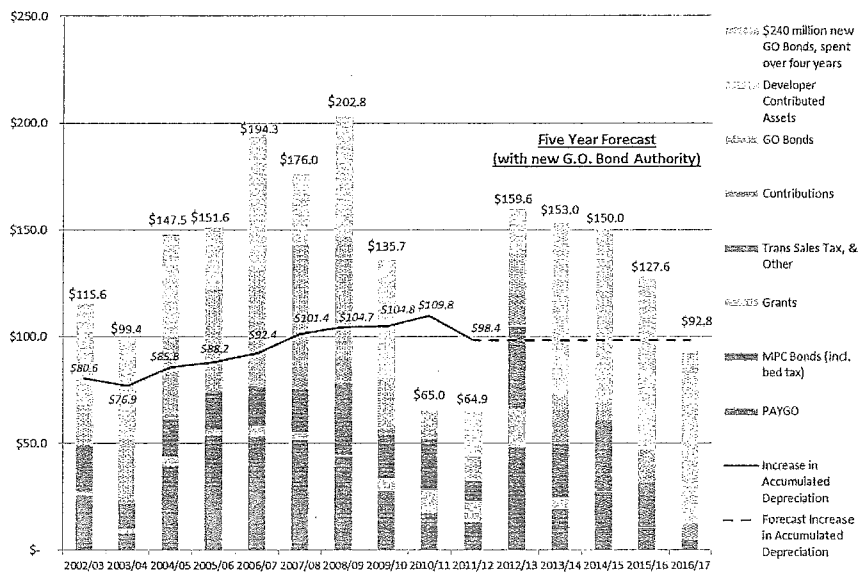
31

CIP Historical Expenditures (Depreciable Assets Only) (in millions)



32

CIP Historical Expenditures (Depreciable Assets Only) (in millions)



Tourism Development & Marketing Strategic Plan

City Council

February 12, 2013

Presentation Overview

- Strategic Planning Process
- Findings and Recommendations
- Plan Resources
- Council Direction on Next Steps

Planning Process

- City Ordinance No. 3577 requires the review of city's tourism long range planning.
- Focus of the 2012 strategic plan focused on changes and creatively looking at the future.
- Over 150 interviews were conducted with local and regional tourism and non tourism industry representatives.

3

Resource Impact

	Year 1 (2012/13)	Year 2 (2013/14)	Year 3 (2014/15)	Year 4 (2015/16)	Year 5 (2016/17)	Total
Total	\$1,386,001	\$780,000	\$580,000	\$255,000	\$260,000	\$3,261,001

- A combination of City funding and private investment could represent the plan investment.
- This table does not include costs which may be identified to address operational recommendations.
- Additional staffing or other resources will need to be determined.

4

Next Steps Requiring Council Direction

- Establish a leadership group/committee or commission who are custodians of the vision and strategy
- Identify a project manager who is involved in making sure that plan progress is ongoing
- Expand the efforts of the Economic Development office and additional City Departments
- Have PLACES Consulting work with city staff to guide implementation at specific levels

5

PLACES CONSULTING

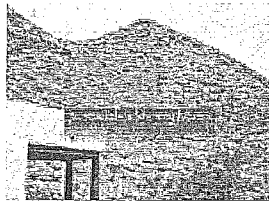
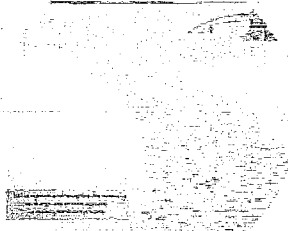
JANUARY 2017

SCOTTSDALE HOSPITALITY & TOURISM

A Five Year Strategic Plan for Scottsdale

a city in the desert the desert in a city

A 5 Year Strategic Road Map

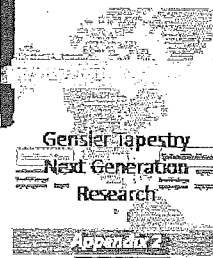


The Identity Matrix & Place Narrative for Scottsdale

The State of the Industry



Appendix 1



Gensler Tapestry Next Generation Research

Appendix 2

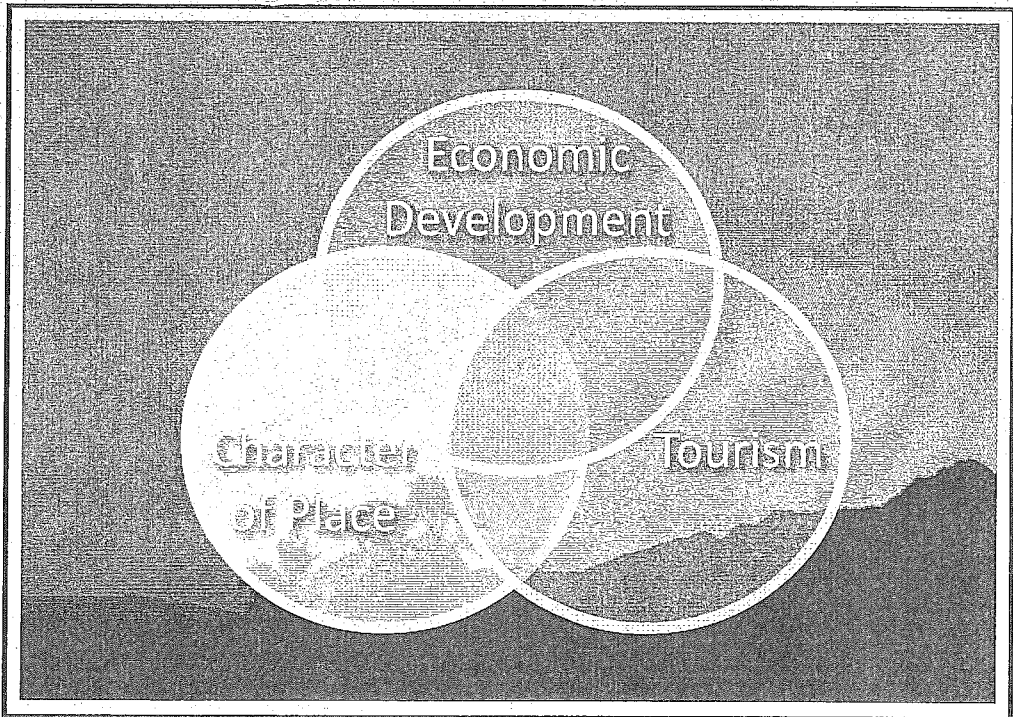
Idea Maps & Conversation Summaries from Scottsdale



Appendix 3

Loss of Identity to Metropolis
Not one place
Softening of Meetings Market
"Not enough to do"
Isolated without a car
Strengthen connection to Sonoran Desert
Lack attraction for next generation

- Develop a new “owned” regional, multi-week event
- Add syndicated research
- Integrate facilities & offerings into place narrative
- Extend the successful economic development model to next gen



16,000-17,000 Rooms
57% In Resorts
70% Resorts/Full Service
30% Limited Service
+ 30% Other Overnight
1/3 Rev. Not Considered

Profile:

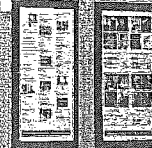
High End Meetings

outside center for the performing arts

Structural Challenges:

Fewer Meetings

AIG Effect





Downtown Experience

- **Downtown reinvestment plan**
- **Plan elements to interpret place, make downtown inviting and an everyday place, with animation**
- **Create Arizona Central**
- **Create a structure for ongoing funding**

Close to the great and permanent
forms of nature
Wordsworth

A Consciously
Created City

Pervasive Interpretation of Place

A City in the Desert,
The Desert in a City

(protect & advance identity)

The Well Spring
of Health

The Best
in Life

Generational Shifts

(visitors and professionals)

- Attract tech, green, creative companies and professionals to downtown live, work environment
- Increase funding, connections
- Added benefit, attract baby boomers



Transportation

- Address airport connection issues, employer transportation issues, visitor transportation in town
- Unite trails with downtown
- Promote to private jet owners



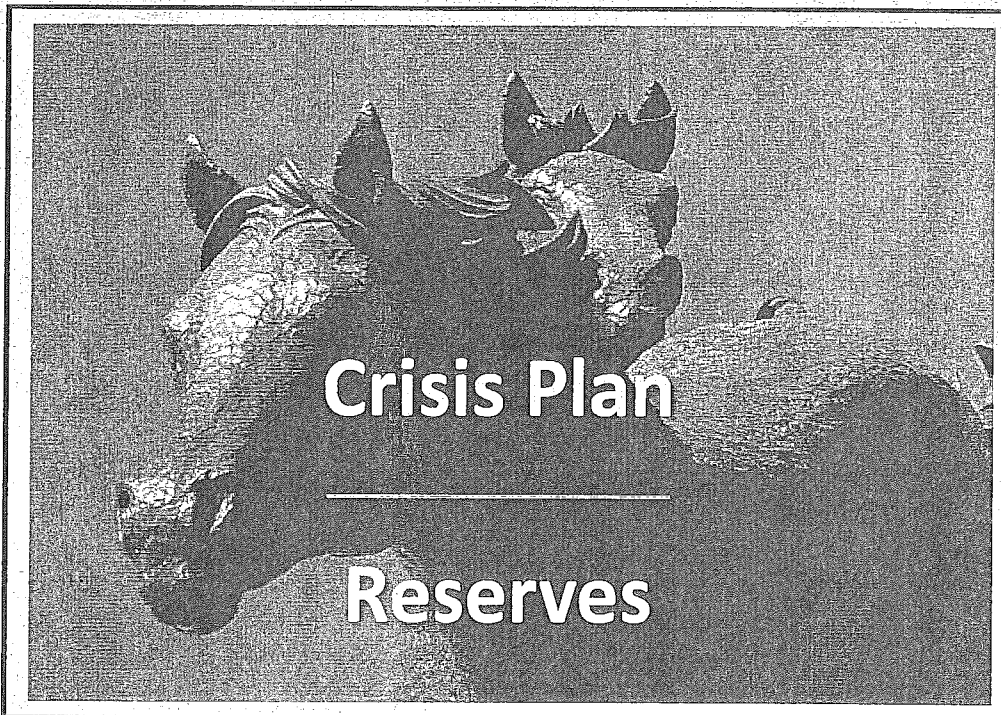
Thought Leadership:

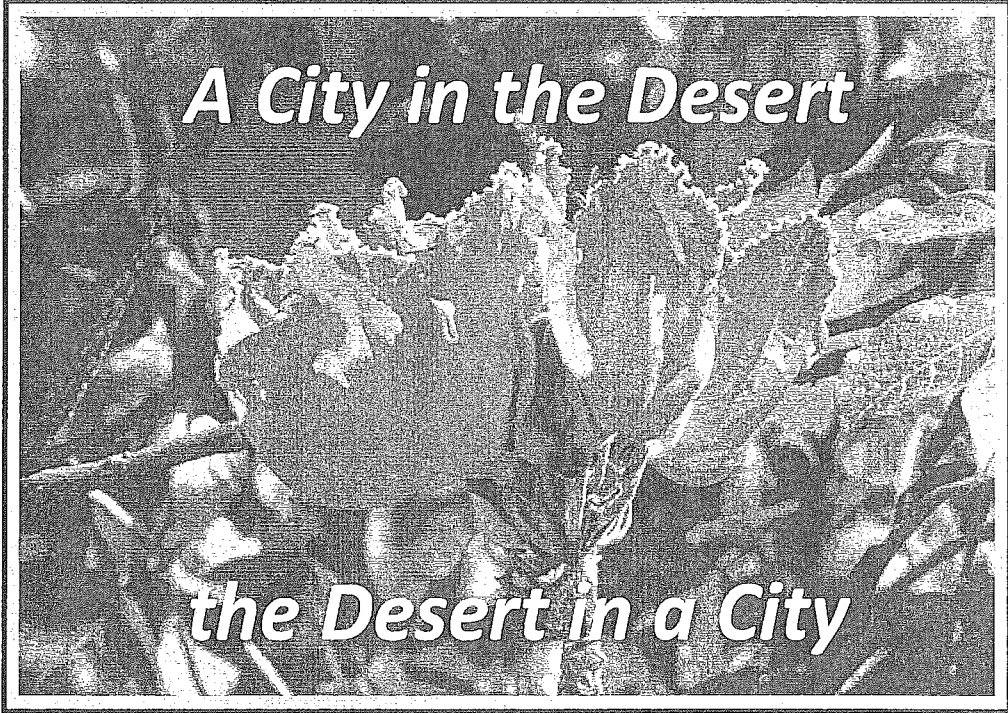
Group Meetings

- Offer more that is tuned to character of place both in content and promotions
- Develop novel ways to form meetings

Golf

- Focus meetings around golf, create conference
- Develop relationships with China (Asia)





Item 3

**City Manager Recruitment
Work Study Session**

Bernadette La Mazza
Acting Executive Director – Human
Resources
February 12, 2013

Items Needed to Begin Recruitment:

- Finalize timeline
- Finalize City Manager job description
- Finalize recruitment brochure

Tentative Timeline

- *February 12, 2013: Work Study Session*
- **Recruiting**
 - February 19: Post position
 - March 19: Closing date
 - March 25: CB&A reports results to City
- **Screening**
 - March 25: CB&A begins screening the applicants
 - April 22: CB&A forwards the material to the City for the top 5-8 semi-finalists
- **Interviews**
 - Anticipate early-mid May

3

Executive Recruitment Process

- Vendor [Baenziger and Associates: "CB&A"] identifies any potential candidates through networks, associations or other organizations [*February*]
- CB&A reviews and screens applicants for minimum qualifications [*March*]
- CB&A conducts preliminary interviews of candidates to further refine top candidates [*March/April*]
- CB&A notifies non-selected candidates of their status [*April*]
- CB&A completes package of recommendation [*April*]

4

Alternatives

- CB&A forwards top ten candidates to a sub-committee for further refinement and selection of top 3-5 finalists;
OR
- CB&A forwards top 3-5 finalists to Council for interviews

5

City Manager Job Description

- Minimum qualifications
- Preferred qualifications
- Essential knowledge, skills and abilities
- Essential functions

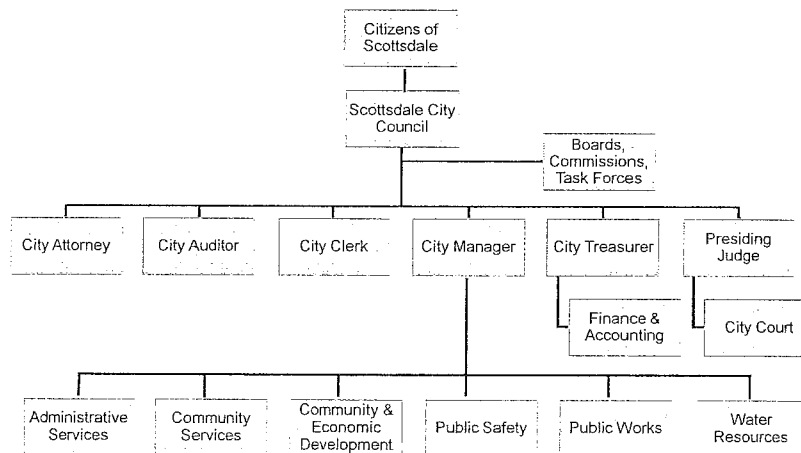
6

Recruitment Brochure

- Role of the City Manager
 - The Ideal Candidate
 - Education and Experience
 - Personal Traits
- We have revised the City Organizational Chart that was in the draft brochure.

7

City Organization Chart



Interview Process

- Scottsdale tour begins Tuesday morning for top finalists
- “Drop in lunch” with the executive committee Tuesday after tour
- Finalist interviews start in the Kiva
- Executive session held to discuss selection/salary
- Council announces selection

9

Additional Information

- As part of the executive recruitment process, Human Resources will provide Council with a total compensation study for the City Manager position for purposes of determining the compensation package for the successful candidate.

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