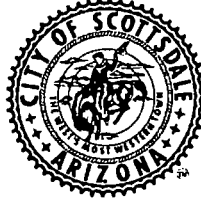


**SCOTTSDALE CITY COUNCIL
LAUNCH (RETREAT) MEETING MINUTES
TUESDAY, MAY 13, 2025**



**AIRPORT AVIATION BUSINESS CENTER
STEARMAN/THUNDERBIRD MEETING ROOM
15000 N. AIRPORT ROAD
SCOTTSDALE, AZ 85260**

CALL TO ORDER

Mayor Lisa Borowsky called to order a Launch (Retreat) Meeting of the Scottsdale City Council at 1:00 P.M. on Tuesday, May 13, 2025 in the Airport Aviation Business Center Stearman/Thunderbird Meeting Room.

ROLL CALL

Present: Mayor Lisa Borowsky; Vice Mayor Jan Dubauskas; and Councilmembers Barry Graham, Adam Kwasman (joined at 1:01 P.M.), Kathy Littlefield, MaryAnn McAllen, and Solange Whitehead

Also Present: City Manager Greg Caton, City Attorney Sherry Scott, City Treasurer Sonia Andrews, Acting City Auditor Lai Cluff, and City Clerk Ben Lane

1. Welcome Remarks

Assistant Aviation Director Rick Wielebski presented a PowerPoint presentation (attached) highlighting the history of Scottsdale Airport.

The presentation showed the growth of Scottsdale Airport, noting that Scottsdale Airport is the sixth busiest single runway airport in the nation. In addition, the Aviation Business Center at Scottsdale Airport was explained and the Airport's economic impact to the area was reviewed. Also, the Airport's master plan was discussed along with the relocation of JSX Airlines to Scottsdale Airport from Phoenix Sky Harbor International Airport. Additionally, the new NetJets Maintenance facility was highlighted plus the implementation of Airport movie night events was discussed.

Councilman Graham inquired if there were international flights at the Airport and asked about the status of the Airport's Master Plan. Assistant Aviation Director Wielebski replied there were international flights at the Airport and the Airport had its own U.S. Customs and Border Protection service. Assistant Aviation Director Wielebski explained the Airport's

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

Master Plan was in development and would be presented to the City Council upon draft completion.

City Manager Greg Caton discussed the development of the Launch.

City Manager Caton explained the agenda was based on feedback from Mayor Borowsky and the City Council to the facilitator, Julie Lancaster with Lancaster Leadership. Also, he discussed that the feedback provided by the Mayor and Council would help guide the Charter Officers with completing Mayor and Council goals and priorities and he explained that some projects will be discussed at the Launch. City Manager Caton then introduced the meeting's facilitator Julie Lancaster with Lancaster Leadership, noting she would highlight the specific agenda topics that came out of discussions with the Mayor and Council.

Mayor Lisa Borowsky welcomed everyone and explained that today's City Council Launch (Retreat) is like a Work Study Session which provides a less formal setting for the Mayor and Council to discuss specific topics with each other and city staff and provides staff an opportunity to receive direction from the Mayor and Council. She noted that no formal action would be taken at this meeting and that written public comments received during this session would be shared with the City Council. She explained this meeting was being recorded in an audio only format. For this reason, she asked individuals to announce their title and name before speaking.

Mayor Borowsky requested additional information regarding the meeting agenda and the packet documents and thanked Julie Lancaster for being the meeting's facilitator. Mayor Borowsky discussed that the agenda's focus should be on how the Council should work together and serve the residents.

*****2. Presentation, discussion, and possible direction to staff regarding the City Council's priorities and other areas of interest, including timelines and implementation strategies to achieve its priorities and other objectives.**

Planned topics include the following:

- a. Facilitator's Report: Interview Themes from individual interviews with the Mayor and Councilmembers

Using a PowerPoint presentation (attached), Julie Lancaster, with Lancaster Leadership, provided introductory remarks, discussed her background, and why she was facilitating the Launch. She explained the primary purpose of today's Launch is to focus on goals and priorities.

Mayor Borowsky asked why the Launch was not focused on team building. City Manager Greg Caton explained the meeting was Council's half day to discuss a variety of topics and there were varying ideas on what this day should look like. He noted that he wanted to better understand Council priorities and use this to develop a list of goals. He explained that if the Council wants to engage in team building in the future, this could be done.

Mayor Borowsky explained that team building should be the first priority and asked how agenda topics were developed for the meeting. City Manager Caton

explained this Launch was different than past Council retreats and that he wanted to use a facilitator to help develop the agenda topics.

Mayor Borowsky noted that all the discussions she had were with the facilitator were ways to help the Council act in a more cohesive manner. Julie Lancaster responded that team building is not planned for today's meeting but could be done in the future. She added that the team building elements of listening and empathy would be discussed.

Mayor Borowsky asked Ms. Lancaster if direction for the Launch was given by City Manager Caton. City Manager Caton explained there were six other Councilmembers that provided feedback on possible agenda topics.

Ms. Lancaster discussed ground rules for the meeting. These rules included: sometimes speaking and sharing, other times listening and understanding, focusing on process and outcomes, assuming positive intent, and staying solution focused.

Ms. Lancaster noted the North Star represents what each Councilmember values most about Scottsdale and requested each Councilmember to share their thoughts. The responses were: Councilwoman Littlefield: lifestyle; Councilman Kwasman: home and family; Councilwoman McAllen: community and relationships; Councilman Graham: the people; and Vice Mayor Dubauskas: it's beautiful here.

Ms. Lancaster then asked the Mayor and Councilmembers what they valued most about the position they hold. The responses were: Councilwoman Whitehead: love working with the people of Scottsdale and honored to represent them; Councilwoman McAllen: trust you to do what we said we would do; Mayor Borowsky: opportunity to make Scottsdale the best place ever in the country, even better than it already is; Councilwoman Littlefield: the opportunity to help people; Councilman Graham: protect community from bad ideas; and Vice Mayor Dubauskas: cheerleader for Scottsdale and bringing information to residents.

The next question asked by Ms. Lancaster was the 2025 Council top accomplishments. The responses were: Vice Mayor Dubauskas: continuing the conversation with residents; Councilman Graham: most productive Council in decades, exceptional promise keeping, responsible budgeting, and hiring City Manager; Councilwoman Littlefield: hiring City Manager; Mayor Borowsky: establishment of the Budget Review Commission; Councilwoman Whitehead: brought a different way of looking at issues and more robust conversations about community; Councilwoman McAllen: protecting our employees; and Councilman Kwasman: budget focused on potholes, Police and parks.

Ms. Lancaster reviewed the interview questions and noted the responses were a synthesis of Councilmember interviews. She explained some of the responses included goals, challenges, opportunities, what defines success, areas for improvement, reducing distrust, improving unity, and focusing on purpose versus politics.

Mayor Borowsky asked if question number six (numerical score of the current team culture of the Council) is part of the interview results. Ms. Lancaster explained this was not included in the results report (attached). City Manager Caton added this portion was meant to provide background and context.

Mayor Borowsky requested the numerical score be provided to the City Council.

Vice Mayor Dubauskas and Councilman Graham requested to move on to the next topic.

Ms. Lancaster provided the score, which was 13 out of 100. She encouraged the Council to continue to build trust.

Mayor Borowsky asked how this score compared to Ms. Lancaster's other evaluations. Ms. Lancaster explained this was the lowest score she had seen and discussed the other interview results.

b. Council Consensus Building

Ms. Lancaster discussed strategies for building consensus. She also discussed a decision-making matrix and priority ranking.

Ms. Lancaster asked how consensus is built within the Council. Councilwoman Whitehead responded with having Work Study Sessions and preventing a predetermined votes based on ideology. Mayor Borowsky discussed transparency, open dialogue, being educated, and being pragmatic. Councilman Graham discussed open dialogue, active listening, and ensuring everyone is informed.

Councilwoman Whitehead discussed that the Council needs to deliver for the community as a whole and that not all residents agree. Also, Councilmembers represent all voters.

Councilman Graham discussed the significant changes within the Council, and that this Council is focused on moving forward and the future.

Ms. Lancaster discussed the themes in topics. The responses were: Councilwoman McAllen: there were many projects to come to a consensus on, and improvements were needed in the Planning and Public Works Departments; Councilwoman Littlefield: development in Scottsdale; Councilman Kwasman: ensuring fiscal security and safety; and Vice Mayor Dubauskas: adjusting business operations of city and government functions.

Ms. Lancaster asked the Mayor and Councilmembers for their feedback on the decision-making matrix. The responses were: Councilwoman Littlefield: citizen desires and a cohesive vision; Councilwoman Whitehead: data and analysis from the experts; Vice Mayor Dubauskas: prioritization; Councilwoman Littlefield: cost to benefit; Councilwoman McAllen: priority ranking; Mayor Borowsky: vision, long and short-term transparent plan with citizen input and information; and Councilwoman Littlefield: cohesion.

- c. Getting Selective: Setting 12-24 Month Goals and Projects:
 - o Staffing and Compensation:
 - Police Pay and Compensation
 - Staff Recruitment and Retention

Human Resources Director Monica Boyd gave a presentation on staffing and compensation. She explained that in past years, employees were awarded a market increase of two to three percent and a merit increase between two and five percent. For this year's proposed budget, a market increase of two percent and a merit increase up to three percent were recommended. She noted enhanced benefits related to parental leave, the post-employment health plan, possible pro-rated merit increases for employees who worked less than a full ratings year, and a possible longevity bonus for employees who are at the top of their pay range.

Councilman Graham asked if applications are increasing. Human Resources Director Boyd explained there were small increases in the number of applications submitted.

Councilman Graham inquired if the City has an early retirement program that is managed by the City. Human Resources Director Boyd stated the Arizona State Retirement System has an early retirement option, but the City does not have control over it.

Councilman Graham requested information about Scottsdale's employee turnover rate compared to other cities. Human Resources Director Boyd explained that ten percent is the average, and that Scottsdale is at nine percent.

Councilman Graham asked if the City has employed any individuals affected by the federal workforce downsizing. Human Resources Director Boyd replied the City is looking into this potential workforce.

Councilman Graham requested additional information related to turnover.

Councilwoman McAllen asked about the categories of jobs that are harder to fill. Human Resources Director Boyd explained that engineers, electricians, and Commercial Driver's License positions are harder to fill.

Councilwoman McAllen noted the City of Phoenix is collaborating with Arizona State University and nearby technical institutes to help fill positions and Scottsdale should investigate possible partnerships with nearby educational institutions.

Councilwoman Whitehead stated that being competitive with pay and benefits was needed to keep good employees and asked if there were still apprenticeships in the Water Services Department. Human Resources Director Boyd explained that Water Services still had an apprenticeship program.

Councilwoman Whitehead noted that employee retention is a significant priority for her. She requested information on cities that do not have a Public Works Director.

Councilwoman Littlefield requested information about the number of firefighters eligible for retirement. Human Resources Director Boyd explained the Fire Department now has a step pay plan, which was implemented late last year. Fire Chief Tom Shannon explained there was no shortage of applicants. He added the Department was working on succession planning and ensuring that new firefighters were receiving sufficient training. The Department was also in the process of implementing new fire stations and an ambulance service.

Vice Mayor Dubauskas requested information on the step program and why the City uses maximums for salaries. She requested information on retention practices. Human Resources Director Boyd explained that benefits have improved over the years, and noted additional benefits related to tuition reimbursement, an employee picnic, and the annual employee awards ceremony. City Manager Caton noted he was emphasizing employee health and wellness and was conducting a feasibility study on the costs for employees to be able to utilize health and wellness centers near their job sites for routine medical matters.

Vice Mayor Dubauskas inquired about longevity costs. Human Resources Director Boyd explained these costs were budgeted.

Mayor Borowsky requested employee pay increase information over the last four to five years. She believed these costs were significant and stated she would like the City to move towards more of a private sector merit-based salary system as that breeds competition among employees.

Monica Boyd gave a PowerPoint presentation (attached) on Police Pay and Compensation. The presentation discussed current Scottsdale Police Department Officer Base Pay compared to peer cities, Scottsdale Police Department sworn vacancies over time, and proposed changes which would be done in two phases.

Councilman Graham requested information about new hires. Human Resources Director Boyd explained that most hires are entry-level officers, with some higher-level hires coming from outside organizations.

City Manager Caton discussed how the new step program for the Police Department would aid in recruitment.

Councilman Graham agreed with this noting that Police Officers are looking at benefits, top out pay, and overtime, among other factors.

Assistant City Manager Jeff Walther noted that current benefits are very good, and the Department is looking at additional incentives right now.

Councilman Graham stated there needs to be a balance between safety and taxpayer funds. He noted this presentation was helpful to understand the full compensation picture, including overtime. He asked if the presented compensation and benefits package would help with recruitment. Assistant City Manager Walther indicated it would and added that the numerous special events in the City provide opportunities for overtime pay.

Mayor Borowsky asked what was the basis for moving from number six to number two in pay in the peer cities comparison. Human Resources Director Boyd replied the City was trying to position itself in the top three in terms of compensation.

Mayor Borowsky stated this was a significant increase in pay and that we were letting other cities dictate what we pay. Human Resources Director Boyd replied the City would fall further behind in compensation if no action was taken. Assistant City Manager Walther added that other peer cities will make increases later this year and that Scottsdale is trying to avoid dropping further behind.

Councilwoman Whitehead requested information on total compensation figures.

Councilwoman McAllen asked about the market placement and why staff were recommending to be ranked either number one or number two in all employment position categories. Human Resources Director Boyd explained the City was trying to be in the top three for all positions.

Councilwoman McAllen expressed concern that Police officers do not live in the City and requested staff investigate possible methods for compensating officers who live in the City or closer to the City.

Vice Mayor Dubauskas noted the starting salary for a police officer is high. Human Resources Director Boyd explained that staff was trying to get separation between the police trainee and police officer positions.

Vice Mayor Dubauskas stated that it seems that cities are leapfrogging each other related to Police compensation. Assistant City Manager Walther noted that all cities are competing for a finite resource as Police Officer applications have decreased since the pandemic.

Facilitator Julie Lancaster requested feedback on how to rank this item in terms of priorities.

Councilwoman Whitehead stated she would like to discuss all agenda items before going through a ranking process.

Mayor Borowsky stated all these topics are high priority and that she would like to discuss Axon next.

City Attorney Sherry Scott stated that Axon could not be discussed as it was not listed on the agenda.

- Capital Improvement Plan Projects:
 - Transportation Projects
 - Water Projects

Senior Director - City Engineer Alison Tymkiw gave a PowerPoint presentation (attached) on Capital Improvement Plan Criteria and Process. The presentation discussed the process for adding capital projects to the budget and noted prioritization criteria. An explanation of the Capital Management Review Committee steps was detailed: staff review, executive review, and finally Council consideration. The various factors that could impact project costs were also discussed.

Interim Water Resources Executive Director Kevin Rose gave a PowerPoint presentation (attached) on Water Resources related to the Capital Improvement Plan. The presentation explained different costs related to water, sewer and contracts; noted the proposed Fiscal Year 2025-26 Budget by funding source, such as bonds, development fees and grants; and discussed key projects for water, sewer and contracts.

Councilman Graham noted the information provided was beneficial, but the Council was requesting information related to cost overruns. He stated the City needs better scoping and should do a third-party review of cost estimates. He requested that staff research why these cost overruns occurred.

Councilwoman Whitehead stated that water quality and accessibility costs are rising. She requested the City do another review of the 5,000 homes in Scottsdale that are still on septic to see if there is a way to connect these homes to the sewer system.

Councilwoman McAllen requested information on how the Council can help move the Harquahala project forward.

Mayor Borowsky asked for information on the procurement process. Senior Director – City Engineer Tymkiw explained the various procurement methods the City uses, including requests for proposals, Construction Manager at Risk, and low bid contracting.

- Transportation:
 - Updates to Transportation Action Plan
 - Transportation Network Improvements

Senior Director - City Engineer Alison Tymkiw gave a PowerPoint presentation (attached) on the Pavement Condition Index (PCI). The presentation provided information on Major / Minor Collectors and Local Streets PCI scores, which were in the 60s. It was noted the Transportation Action Plan PCI Goal is 70. Also discussed were the various condition levels related to asphalt, including failed, serious, very poor, poor, fair, satisfactory, and good. Alison Tymkiw explained the rehabilitation options related to PCI

levels, including routine maintenance, structural overlay, slurry seal, and reconstruction and reviewed pavement maintenance options.

Councilwoman Whitehead requested information on the PCI score by road. Senior Director – City Engineer Tymkiw explained this was being worked on and would be provided to the Council as part of the five-year plan.

Councilman Graham stated he would like the PCI target goal to be higher than 70 and requested a cost-benefit analysis. Senior Director – City Engineer Tymkiw indicated this is being examined.

Mayor Borowsky agreed with increasing the PCI target goal and stated a prioritization schedule was needed. City Manager Caton and Senior Director – City Engineer Tymkiw replied that both these items were being examined.

Councilwoman Whitehead stated she would like to see failing roads addressed first.

Councilwoman Littlefield agreed with Councilwoman Whitehead.

Senior Director - City Engineer Alison Tymkiw gave a PowerPoint presentation (attached) on Updates to the Transportation Action Plan (TAP). The presentation discussed the History of Transportation Planning and explained the main goals of the TAP. The elements of the TAP were noted, and transportation investment priorities were reviewed.

Councilman Graham requested a Work Study Session on possibly revising the TAP, as the focus needs to be on doing what is in the TAP and being responsive to resident needs as it relates to the TAP.

Councilwoman McAllen noted issues along 68th Street and requested information on how Americans with Disabilities Act (ADA) issues are addressed and prioritized. Senior Director – City Engineer Tymkiw explained that ramps are addressed each time a project is done. Senior Transportation and Planning Manager Nathan Domme added the City is working on an ADA transition plan and that ADA issues are addressed during each project.

- Tourism and Old Town:
 - Parking in Old Town

Senior Director - Enterprise Operations Judy Doyle gave a PowerPoint presentation (attached) on parking in Old Town and beautification and infrastructure upgrades. The presentation explained the history of the 1st Street and Brown Avenue parking structure. Also noted was that outreach on the new parking garage proposal will be done in the coming weeks. Judy Doyle stated the new parking garage design will be completed by December 2025 and that parking garage construction is slated to begin in July 2026. She discussed that the city is working with the Farmer's Market on a new location and will continue in its current location through the 2026 season. Additionally, the Old Town beautification and infrastructure upgrades were reviewed.

Two capital projects included in 2025/26 proposed budget.

- A \$2 million project includes sidewalk repairs, replacement of aging signs, new landscaping, and improving safety and accessibility. Work on this project will be done over the summer to avoid the tourism season.
- An \$8.1 million project to design and construct bicycle lanes, sidewalks and roadside landscaping, and replace street and pedestrian lighting, and promote Main Street as a major east/west pedestrian corridor.

Mayor Borowsky requested additional information on the \$2 million project asking what it would encompass. Senior Director - Enterprise Operations Doyle stated there are nine districts in Old Town and this project would cover three districts.

Councilman Graham asked if these projects will be coming before the City Council as he has concerns regarding prioritization and design. Senior Director - Enterprise Operations Doyle expressed these projects represent a refresh of the area and stated the area's character would not be changed.

Councilman Graham requested that Council be updated on the status of these two projects and asked that parking not be removed related to the \$8.1 million project.

Mayor Borowsky asked if Downtown Main Street opened in 2017. Senior Director - Enterprise Operations Doyle replied this was correct.

Councilwoman Whitehead requested that the garage design go through the Historic Preservation Commission. She asked if recycling in Old Town still was occurring. Tourism and Events Director Rachel Smetana explained that recycling was still being done in the Old Town area.

○ Possible Updates to the General Plan

Planning & Development Services Director Erin Perreault gave a PowerPoint presentation (attached) on the General Plan 2035. The presentation explained that, per State law, the General Plan must be ratified every 10 years and the current Plan was ratified in 2021. The process to ratify the Plan was discussed and the Plan's vision and community values were explained.

Erin Perreault noted there were 24 elements to the Plan and that 17 of those elements were state mandated with the remaining 7 elements being community created. The various land use requirements contained in the Plan were reviewed. The implementation process was explained, noting these actions are at the discretion of the City Council. The criteria involved in amending the General Plan were discussed and the amendment criteria for changes in land use and areas of change were examined. Also, the upcoming amendments to the General Plan were discussed.

Vice Mayor Dubauskas asked if changes to the General Plan had to be considered by voters during the 10-year effective period. Planning & Development Services Director Perreault explained that proposed changes did not have to go to the voters as the General Plan was not a static document. She also explained the difference between a major and minor General Plan amendment.

Mayor Borowsky asked if staff were looking at the impact of Senate Bill 1543. Planning & Development Services Director Perreault replied staff was looking at the impacts of legislation from this session and the last session.

- Council Items:
 - Community Outreach
 - Board and Commission Appointments

Note: Council Items were presented after the Improvements for Planning and Development item.

Councilwoman McAllen stated she would like to see Community Outreach meetings on regular basis, with all City Departments represented and the meetings should be held at least twice a year possibly using precincts as a method to ensure all sections of the City are represented. This would bring City Hall to the community.

Mayor Borowsky supported this idea.

Councilwoman Whitehead requested the Council discuss possible updates to the noise ordinance.

Councilwoman Littlefield agreed the noise ordinance needed updating and supported the community outreach meetings concept.

There was no discussion on the Board and Commission Appointments item.

- Budget: Responsiveness and Sustainability

There was no discussion on this item.

- Improvements for Planning and Development

Note: The Improvements for Planning and Development item was discussed before the Council Items.

Mayor Borowsky noted her concerns related to residents having difficulty contacting staff and requested information on how the Department planned to be more user friendly. Planning and Development Services Director Erin Perreault explained that staffing has been an issue, with some recruitments taking up to three processes before a position was filled. The Department is looking to use artificial intelligence (AI) to help with more straightforward reviews, such as pools. She noted that third party reviewers were being used for solar projects, and the Department was looking to implement an

apprenticeship program. All these improvements would allow Department staff to focus on more complex projects.

Mayor Borowsky recommended the same staff be used on projects from start to completion and the Department investigate possibly offering expedited processing fees for commercial projects, as this is done in other cities.

Councilwoman Whitehead stated the planners are exceptional, noting recent state legislation related to preemption has made work more difficult. She agreed with using AI for simple projects.

Councilwoman McAllen asked if training related to International Building Code updates slowed down staff work. Planning and Development Services Director Perreault indicated that small groups were sent for training and half-day trainings were utilized. She added they were trying to have additional employees trained on the green building code as this was work was previously done by one employee.

Councilwoman McAllen expressed her appreciation for cross training employees.

o Environmental Sustainability

Mayor Borowsky asked if the vacant Sustainability Director position was filled. Planning and Development Services Director Perreault explained the position was currently vacant.

Mayor Borowsky inquired about the status of the Sustainability memo. City Manager Caton explained this was completed.

Councilwoman Whitehead expressed disappointment that the Sustainability Director was not filled and requested information on the Americans with Disabilities Act (ADA) Coordinator position. City Manager Caton explained the incumbent moved to another position in the City Manager's Office but was continuing to help with ADA related duties while a recruitment was being done.

3. Closing Remarks

Facilitator Julie Lancaster made closing remarks and discussed next steps. Each Councilmember made closing remarks and City Manager Greg Caton thanked the Council for their time and feedback.

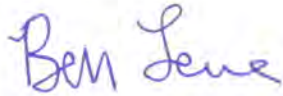
MOTION AND VOTE – ADJOURNMENT

Mayor Borowsky made a motion to adjourn the City Council Launch (Retreat). Councilman Kwasman seconded the motion, which carried 7/0, by voice vote, with Mayor Borowsky; Vice Mayor Dubauskas; and Councilmembers Graham, Kwasman, Littlefield, McAllen, and Whitehead voting in the affirmative.

ADJOURNMENT

Mayor Borowsky adjourned the City Council Launch at 4:43 P.M.

SUBMITTED BY:



Ben Lane, City Clerk

Officially approved by the City Council on July 1, 2025

C E R T I F I C A T E

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Launch (Retreat) of the City Council of Scottsdale, Arizona held on the 13th day of May 2025.

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

DATED this 1st day of July 2025.



Ben Lane, City Clerk



1



Scottsdale Airport

History

**General
Information**

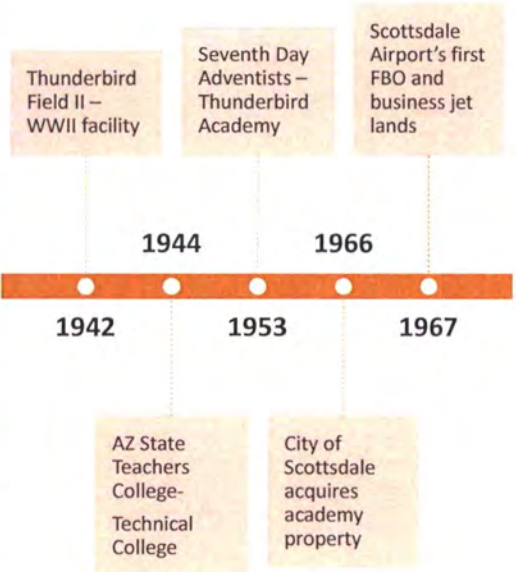
**Economic
Benefit**

Operations

What's New

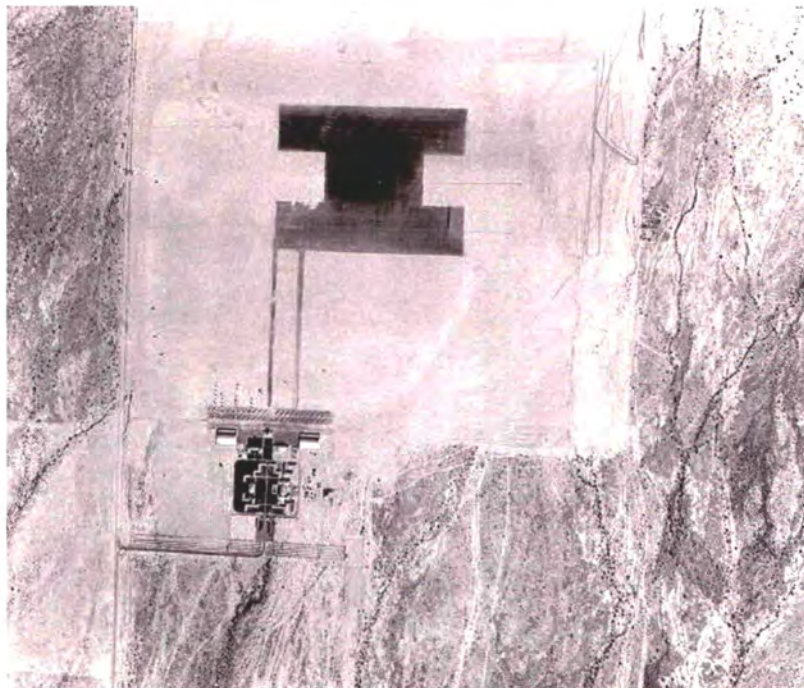


2



Scottsdale Airport: History

3



Scottsdale Airport: Aerial Then

4



Scottsdale Airport: Aerial Now

5



Single runway

Proximity to Metro
Phoenix area

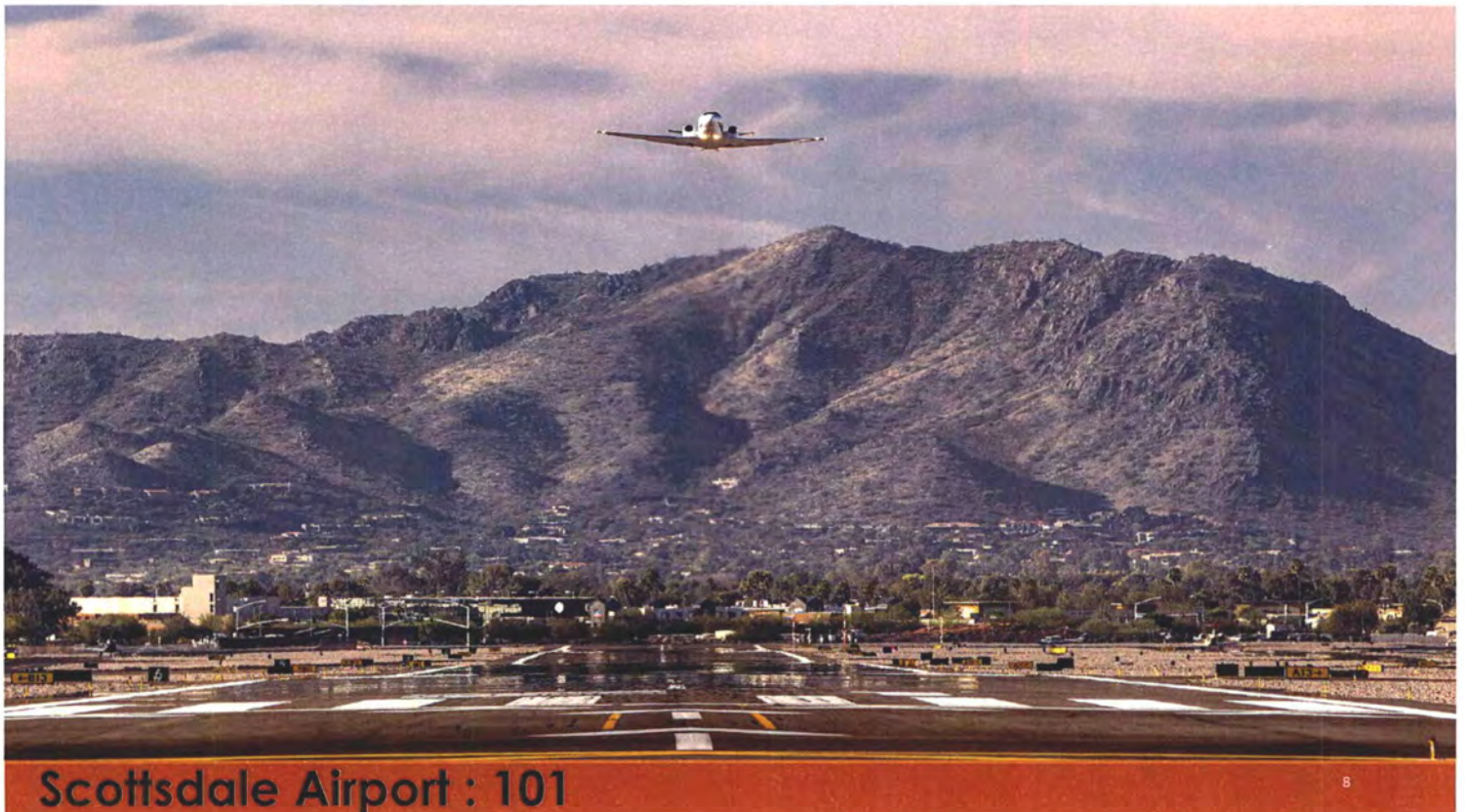
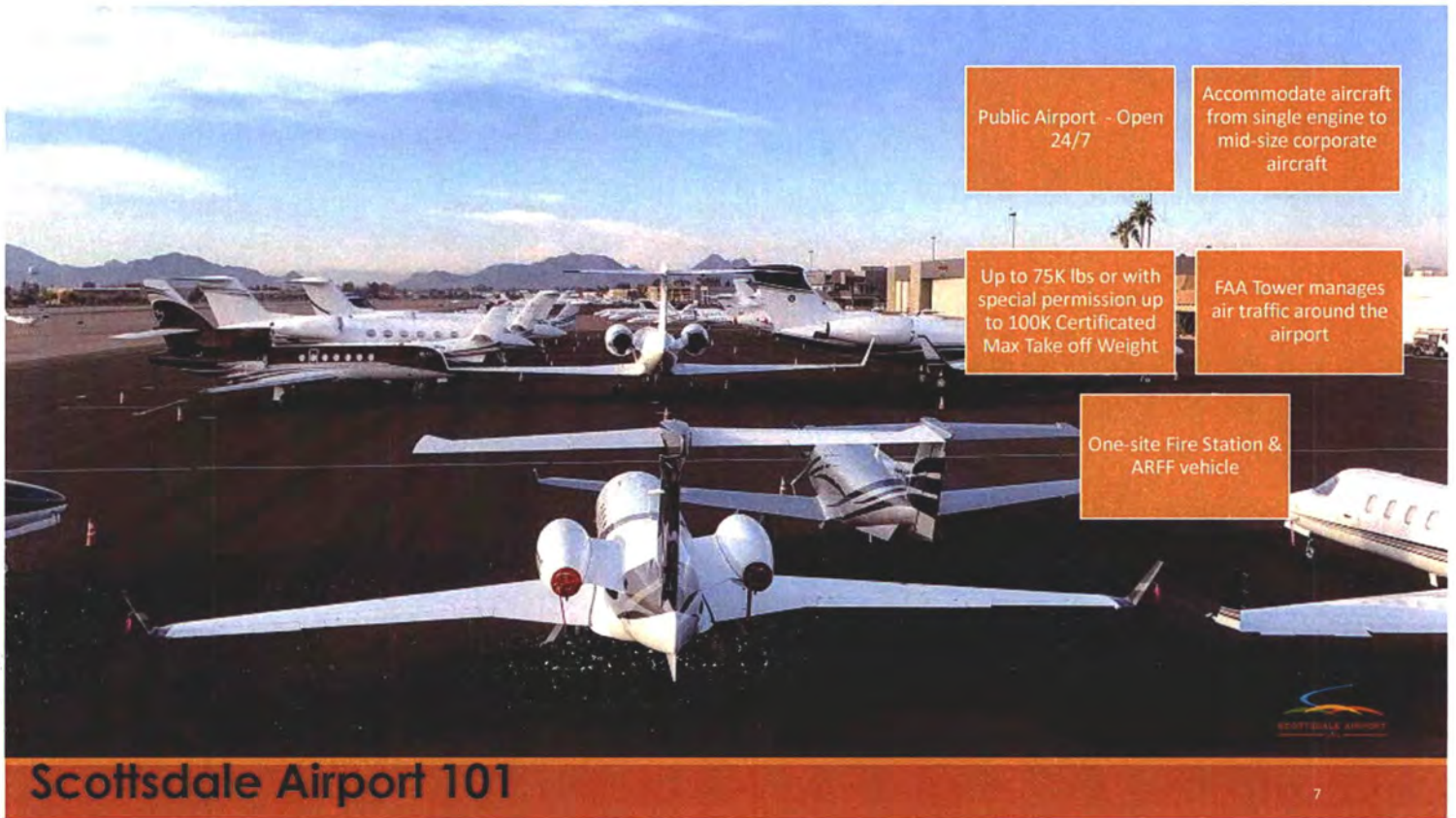
Airside vehicle
access

U.S. Customs & Border
Protection Service



About Scottsdale Airport

6





Scottsdale Airport: Aviation Business Center



Scottsdale Airport highlights:

- On-airport activities: \$215.3 million
- Visitor spending: \$90.8 million
- Jobs: 3,926
- Earnings \$195 million
- Economic Activity \$566.6 million

Scottsdale Airport/Airpark economic impact:

- Jobs: 5,970
- Earnings: \$320.2 million
- Economic Activity: **\$1 billion**





JSX

Burbank

Carlsbad/San Diego

Dallas/Love Field

Denver/
Boulder/Rocky Mountain

Las Vegas

Los Angeles

Oakland/San Francisco Area

Orange County

Salt Lake City

11



Operations Began Aug. 1 2024

30,000 sq ft hangar, 12,000 sq ft offices & customer terminal building



Net Jets Maintenance Facility

12



Movie Night

- Food Trucks
- Static Plane Display
- ARFF Vehicle
- Third movie night in the spring



13

Thank you!

Connect with us!
@FlyScottsdale



14

Council Retreat Priorities & Moving Forward City of Scottsdale May 2025



Agenda

1. Intro
 - Ground rules
 - North star
 - 2025 Accomplishments
2. Report: interview themes
- 3.Consensus building
 - Discover themes
 - Decision making matrix
- 4.Getting selective: setting 18-24 month goals & projects
 - Presentations
 - Decisions
- 5.Next steps
 - Priorities

No voting
or
motions
today



Julie Lancaster

Leadership Development Expert & Master Business Strategist



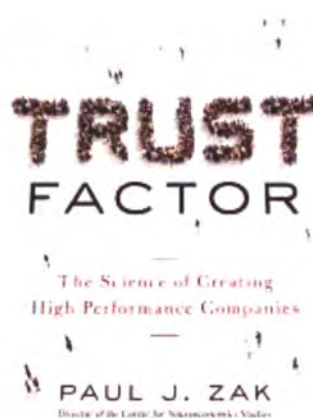
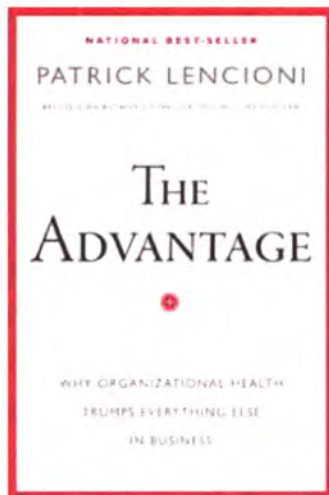
- Pittsburgh, PA & Flagstaff, AZ
- Previous Dean of Education
- As of Jan. 2025, LL has worked with 131 govt teams on the federal, state, regional & municipal level



3



Org Health, Trust, Effective Councils



Effective City Council Relationships

September 21, 2022, by Katie Wittekind, Lancaster Leadership

Effective city councils are not created by accident. It is no shock to anyone that city councils often struggle with effectiveness. Not only are we trying to get often novice politicians up to speed on the needs and issues of the community, but the processes and legalities to learn are complex. To top off the challenges, there is no hierarchy on a city council, unlike many of our other societal systems.¹ Instead, a functional city council depends on the collaboration and communication between the council members, the city manager, and the city staff. The relationships between the city manager, councilmembers, and staff must be resilient enough to withstand the conflict and debate that will and should arise.

"Effective city councils are not created by accident."

Lancaster Leadership has worked with organizations for the last ten years to improve culture and leadership among diverse teams. The following character traits and recommendations for effective councils come from research and our experience working with local governments. This article clarifies how you can create an effective to address difficult and complex decisions, so the community gets what it needs.

Top 5 traits of an effective councilmember

Anyone witness to an ineffective council can attest to the value of the following character traits. Fortunately, character traits are not as fixed as previously assumed. Research has discovered that character traits are teachable and able to be improved.²

Love of Learning

Love of learning is a valuable trait for any new council member due to the amount of complex information required to make sound decisions that impact a community. The fundamental element of this trait is the value placed upon learning new information over knowing information. Someone who loves to learn will be more contemplative and find newly gained knowledge an exciting, increased motivation and self-efficacy are associated with this

4



Ground Rules for the Day

Speaking & Sharing Perspective ↔ Listening & Understanding Perspective

Process ↔ Outcomes

1. Assume positive intent
2. Stay solution-focused & identify common ground
3. Stay focused on the topic at hand
4. Disagree respectfully; Speak to the issue
5. Take a breath before you respond; One voice at a time
6. Self-regulation; manage your affect
7. Other:

5



North star

What do you value most about:
Scottsdale?
the position you hold?

6



Our 2025 Accomplishments

1.

7



Interview Questions

1. What are the top goals or projects you would like to see the council focus on over the next 12–24 months?
2. What do you feel are the biggest challenges currently facing our city, and what role should the city play in addressing them?
3. What opportunities do you see for the city to be pursuing more actively?
4. When you think about a successful council term, what does success look like to you?
5. What's one initiative, project, or improvement you would personally like to champion during your time on council and how are you going to encourage the rest of the council to join?
6. What is the current team culture of this council? What is 1 thing you might personally do to move the needle in the right direction?

8



9 Strategies: How Do You Build Consensus

1. Have honest *and* tactful communication.
2. Engage in fierce active listening. (be curious, be present, be aware of body language)
3. Assume positive intent.
4. Invite others into the conversation.
 - "What's your perspective?"
 - "What are your thoughts?"
5. Pause before responding.
6. Highlight intersections of agreement.
7. Paraphrase/recap the previous contributor.
8. Don't shoot down ideas; pull threads.
 - "What would that look like?"
9. Talk ___% of the time.





Discover Themes

1. Direct appointments for boards & commissions
2. Analyze & prioritize capital improvement projects
3. Restore responsive government
4. Civility amongst council members
5. Axon
6. Employee attraction & retention (fund staffing). Building up for the level of service.
7. Comprehensive revitalization & beautification plan for old town/downtown including installing parking space location assistance technology
8. Update transportation action plan
9. Community outreach meetings (not town halls)
10. Parking garage in arts district
11. Financial sustainability
12. Improve planning and public works departmental efficiency and overall performance, i.e. Improve the experience of applicants coming through the planning process & improve the condition and traffic flow on our roads
13. Update general plan. Raise standard for design guidelines. Analyze state land trust. Look at remaining land & create a modern plan
14. Council outreach at community events
15. Land bridge
16. Environmental sustainability

11



Decision making matrix: Criteria for deciding



Rating priorities: 1-4

1	2	3	4
Disagree	Somewhat disagree	Somewhat agree	Agree

13



Themes: Goals/Projects, 18-24 mo

1. Staffing and Compensation
2. CIP
3. Transportation
4. Possible Updates to General Plan
5. Tourism and Old Town
6. Council Items
7. Budget
8. Planning and Development
9. Environmental sustainability
10. Already addressed by previous council action

14



Presentations & clarity

Staffing and Compensation	Employee attraction & retention (fund staffing), Building up for the level of service	Police Pay presentation -Monica
CIP	Analyze & prioritize capital improvement projects	CIP Process by Alison, Water Projects-Kevin
Transportation	Improve the condition and traffic flow on our roads	PCI overview/updates-Nathan
	Update transportation action plan	TAP overview by Alison
Possible Updates to General Plan	Update general plan: Raise standard for design guidelines, Analyze state land trust, Look at remaining land & create a modern plan	Overview of General Plan/process for updating-Erin
Tourism and Old Town	Comprehensive Revitalization & Beautification plan for Old Town/Downtown including installing parking space location assistance technology	Old Town Parking and Projects-Judy
	Parking garage in arts district	
Council Items	Direct Appointments for Boards & Commissions	
	Civility amongst council members	
	Community outreach meetings (not town halls)	
	Council outreach at community events	
Budget	Restoring Responsive Government (budget)	
	Financial sustainability	
Planning and Development	Improve Planning departmental efficiency and overall performance, improve the experience of applicants coming through the planning process	
Environmental	Environmental sustainability	
Already addressed by	AXON	
	Land bridge	

15



Next steps & appreciations

What does it mean that these are the priorities?
 Appreciation for this whole council or something that happened today?

Thank you for letting me support you

Julie Lancaster

julie@lancasterleadership.com

We provide: Coaching * Training * Retreats
Working on: Culture * Strategy * Leadership skills

Feedback
Survey



17





City of Scottsdale

Synthesis of Councilmember Interviews

April 2025

In April 2025, Julie Lancaster of Lancaster Leadership conducted interviews with the City of Scottsdale's council members. While each interview brought unique insights, several common themes emerged. Council members consistently emphasized the need to improve the relationships among the council, improve internal processes and prioritize capital projects that have been backlogged. Below is the synthesis from all interviews for each question.

What are the top goals or projects you would like to see the council focus on over the next 12–24 months?

The City of Scottsdale Councilmembers were asked to provide their top three goals for the council to focus on in the next 12-24 months. General commonalities were responsible governance, effective city planning, and a vibrant, sustainable community.

There is a strong desire to restore public trust through improved capital improvement project execution, responsive budgeting, and a transparent, civil decision-making process.

1. Direct appointments for boards & commissions
2. Analyze & prioritize capital improvement projects
3. Restore responsive government (budget)
4. Greater civility amongst council members
5. Axon
6. Employee recruitment & retention (fund staffing). Building up for the level of service.
7. Comprehensive revitalization & beautification plan for old town/downtown including installing parking space location assistance technology
8. Update transportation action plan
9. Community outreach meetings, not just town halls
10. Parking garage in arts district
11. Financial sustainability
12. Improve planning and public works departmental efficiency and overall performance, i.e. Improve the experience of applicants coming through the planning process & improve the condition and traffic flow on our roads.
13. Update general plan. Raise standard for design guidelines. Analyze state land trust. Look at remaining land & create a modern plan
14. Council outreach at community events
15. Land bridge
16. Environmental sustainability

What do you feel are the biggest challenges currently facing our city, and what role should the city play in addressing them?

The most pressing challenge to emerge from Councilmembers is the dynamics of the council and public facing disagreements over important community and organization issues.

The other themes to emerge are process challenges in governance and core city services, public safety, and infrastructure.

There's a call for revising Council Rules to restore procedural integrity and ensure fair and transparent governance practices, including how decisions are brought forward.

Maintaining Scottsdale's high service standards amid growth is a concern—particularly around staffing in public safety (fire/EMS), infrastructure needs (like roads), and ensuring quality of life for both residents and tourists. Budget oversight, staff retention, and resident trust are also recurring points.

What opportunities do you see for the city to be pursuing more actively?

The main opportunities are smart growth and annexation, operational efficiency and fiscal oversight, transparency and trust.

There is a strong interest in addressing city boundaries and annexation, particularly county islands and unincorporated areas in North Scottsdale. Cleaning up property lines and defining jurisdiction is seen as an important growth and service-delivery opportunity.

Multiple responses highlight the need to improve internal processes—including expediting planning and zoning, enhancing technology, and tightening control over capital project budgets and competitive bidding protocols.

There is a desire to recommit to transparency, support city leadership, and strengthen resident trust, especially in the context of the city's strong reputation for policy and financial performance.

When you think about a successful council term, what does success look like to you?

Themes of success from the Councilmembers are visible, everyday improvements for residents, trust, transparency and responsiveness, and a high-functioning council.

Success is defined by tangible enhancements to daily life, including community amenities, smart infrastructure decisions, and keeping taxes manageable, all of which residents can see and feel.

A successful term includes a high level of public trust in city government, built through transparency, reduced personal agendas, and a clear commitment to serving and representing residents' needs, especially on top issues like traffic and overdevelopment.

Councilmembers envision a productive, collaborative council that works with intention and focus, putting long-term community progress over politics, and making decisions based on logic, listening, and shared vision.

What's one initiative, project, or improvement you would personally like to champion during your time on council and how are you going to encourage the rest of the council to join?

There are various answers and no theme emerges. Answers include:

- Direct Appointments to Boards & Commissions
- Update general plan; it was passed in 2021 & could use an update
- Better budgets (parks, potholes, good service, lean management)
- Community meetings. The relationship with the City of Scottsdale & schools is strong Teaching about civics and get kids excited about what we do

Police Sworn Compensation

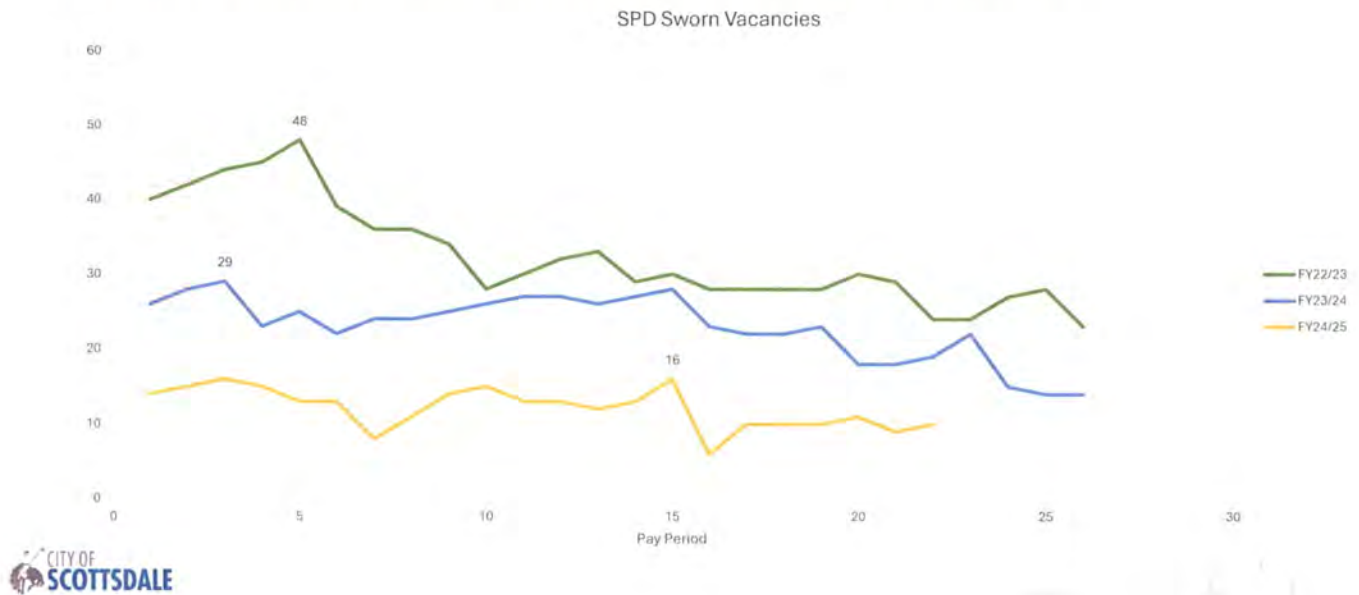


Current SPD Police Officer Base Pay Ranking by Max Step

City	Minimum	Maximum	Ranking
Phoenix	\$74,360.00	\$107,827.20	1
Chandler	\$71,801.60	\$104,041.60	2
Glendale	\$71,947.20	\$101,233.60	3
Gilbert	\$71,905.60	\$101,212.80	4
Tempe	\$74,068.80	\$100,006.40	5
Scottsdale	\$70,137.60	\$98,696.00	6
Surprise	\$67,995.20	\$95,700.80	7
Peoria	\$67,953.60	\$95,596.80	8
Goodyear	\$70,803.20	\$94,889.60	9
Mesa	\$66,934.40	\$94,432.00	10



SPD Sworn Vacancies – Point in Time



3

Proposed Changes

Phase 1

Implementation July 1, 2025

Phase 2

Begins Fall of 2025 with implementation in January of 2026

4

Phase 1 Proposed SPD Police Officer Base Pay Ranking by Max Step

City	Minimum	Maximum	Ranking
Phoenix	\$74,360.00	\$107,827.20	1
Scottsdale	\$79,185.60	\$106,100.80	2
Chandler	\$71,801.60	\$104,041.60	3
Glendale	\$71,947.20	\$101,233.60	4
Gilbert	\$71,905.60	\$101,212.80	5
Tempe	\$74,068.80	\$100,006.40	6
Surprise	\$67,995.20	\$95,700.80	7
Peoria	\$67,953.60	\$95,596.80	8
Goodyear	\$70,803.20	\$94,889.60	9
Mesa	\$66,934.40	\$94,432.00	10

Phase 1 Proposed SPD Step Plan Changes

Sworn Rank	New Minimum	New Maximum	# of Steps	New Market Placement
Police Trainee	\$75,400.00	\$75,400.00	1	-
Police Officer	\$79,185.60	\$106,100.80	7	2
Police Sergeant	\$111,425.60	\$142,188.80	6	1
Police Lieutenant	\$149,302.40	\$172,827.20	4	2
Police Commander	\$198,744.00	\$219,107.20	3	2
Police Assistant Chief	\$230,068.80	\$253,656.00	3	1
Police Chief	\$266,344.00	\$279,656.00	2	2

Phase 1 Proposed SPD Step Plan Changes

- Created a one-step Police Trainee; employees will move into Police Officer steps upon graduation from academy. Eliminated compression with Officer rank. Police Officer now 7 steps.
- Police Trainee through Police Lieutenant step(s) adjusted by 7.5% with 5% between steps and ranks.
- Created an additional 10% separation between rank of Police Lieutenant and Police Commander (15 total) with 5% between steps and ranks up to Police Chief. Police Chief narrowed to two steps.
- HR will work with department to determine individual employee step placement .



7

Phase 1 Cost Estimates and Considerations

Cost estimates of market-based adjustments effective July 1, 2025 (includes fringe)

Market Adjustment (All Ranks) = Est. \$5.12M (Budgeted FY25/26)



8

Phase 1 Cost Estimates and Considerations

Continuation of Step Adjustments FY25/26 - Sworn PD

employees will continue to be eligible for a 5% step increase up to the maximum based on their anniversary date. = Est.
\$859,187 (Budgeted FY25/26)

New COS Longevity Pay Program FY25/26 - Maximum one-time payment up to \$2400 based on qualifiers. Payments range from \$300 to \$1700 for 159 Police Officers. The average one-time payment is \$969. (Budgeted FY25/26)



9

Phase 2 Timeline and Considerations

Phase 2 - Fall 2025 with implementation in January 2026

In Fall 2025, after the valley comparators have made their salary adjustments, the City will reexamine the market for PD Sworn compensation to make additional recommendations for adjustments to the steps if needed for market placement.

Additionally, during Phase 2 the City plans to evaluate the feasibility of implementing additional compensation options/incentives.



10

CIP Criteria and Process



Criteria to become Capital Projects

- Relatively high monetary value (\$50,000+)
- Useful life of five years or more
- Results in the creation of a capital asset or the revitalization of an existing capital asset



How are Capital Projects added?



**Any increase in Capital project costs require Council approval. If cost increases are above 10% and \$1m, a presentation or written update and Council approval are needed.*

Prioritization Criteria

Mayor & Council's Strategic Goals and Priorities	Does the project directly address the Mayor and City Council's Strategic Goals and Priorities?
Mandated	Is the project mandated by any local, state, or federal laws?
Emergency/Negative Impact of Not Investing	Determine if the public or the city's financial position is negatively impacted or if there is a Health and Safety impact by failure to invest in a particular project.
Annual Operating Cost	What is the expected impact to ongoing operations and maintenance costs associated with the project?
Matching Funding	Does the project have matching funds from other agencies?
Economic Vitality	Does the project contribute to the improved economic vitality of the city and bring in improved revenue?
Master Plan	Is the project in the General Plan, Character Area Plans, or Master Plan?
Distributional Effects	Does the project impact a large number of residents or specific target groups?

Capital Management Review Committee

Projects are prioritized at a staff level, and then at an executive level by the Capital Management Review Committee (CMRC).

The CMRC makes funding recommendations to the full City Council.

These recommendations and the five-year CIP plan are discussed at public hearings prior to budget adoption.



Why would project costs change?

1. Development Phase
 - Early estimate at conceptual level
 - Improved with detailed design
2. Construction Phase:
 - Material price fluctuations
 - Labor shortages & wage increases
 - Design modifications or unforeseen site conditions
 - Regulatory or permitting delays
 - Change in construction start date



Water Resources Capital Improvement Plan

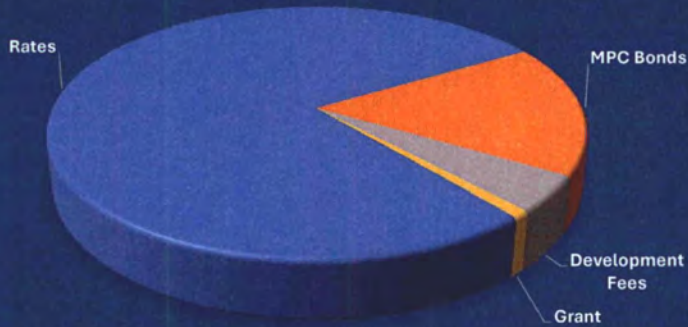


Water Resources Capital Improvement Plan



Water Capital Improvement Plan

FY26 Budget by Funding Source

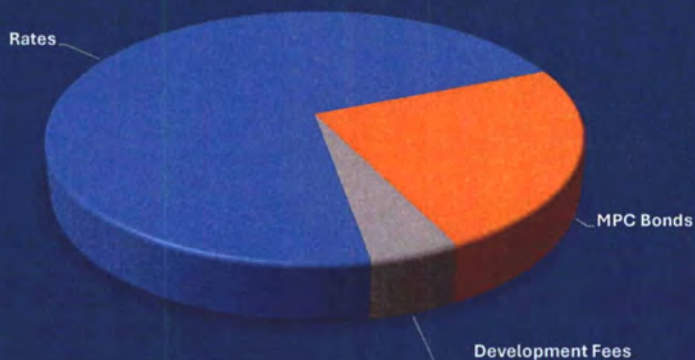


FY26 Key Projects

- Advanced Purified Recycled Water
 - Meet ADEQ regulations for blended use of ultra-purified recycled water. Increase ability to supplement CAP water during drought.
- Water Treatment Facility Improvements
 - Improve/modify CAP plant and Chaparral facility due to aging components.
- Deep Well Recharge/Recovery Projects
 - Design and construct deep well recharge and recovery facilities.
- Crossroads East – Water System Improvements
 - Allow future growth in Greater Airpark Growth Area.

Sewer Capital Improvement Plan

FY26 Budget by Funding Source

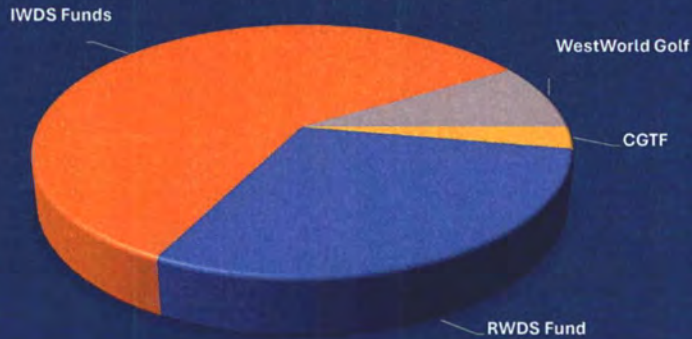


FY26 Key Projects

- Wastewater System Improvements
 - Design, construct, and upsize sewer lines to support downtown revitalization development. Rehabilitate sewer manholes.
- Wastewater Treatment Facility Improvements
 - Reclamation plant modifications at the Scottsdale Water Campus and Gainey Wastewater Treatment Facility.
- Crossroads Lift Station Expansion
 - Upsize current lift station from 1.0mgd to 5.4mgd to accommodate future growth areas.
- SROG Regional Wastewater Facilities
 - Scottsdale's portion of the modification and improvements to the 91st Avenue Wastewater Treatment Plant in Phoenix.

Capital Improvement Plan Contracts

FY26 Budget by Funding Source



FY26 Key Projects

- Harquahala Valley Irrigation District Property
 - Design and construct groundwater supply wells and a transmission pipeline from the HVID wells to the CAP canal.
- Recycled Water Distribution System
 - Improve the RWDS pipeline pump stations and reservoirs.
- Westworld System Improvements
 - Improve McDowell Mountain Golf recharge recovery pipeline, pump station reservoirs, and recharge wells.
- CGTF Water Treatment Facility Improvements
 - Improve CGTF – Federal Superfund Treatment system.



Pavement Condition Index



City Council Launch
May 13, 2025

1

Pavement Condition Index: Spring 2025

Table 4. Distribution of Asphalt Roads by Functional Class

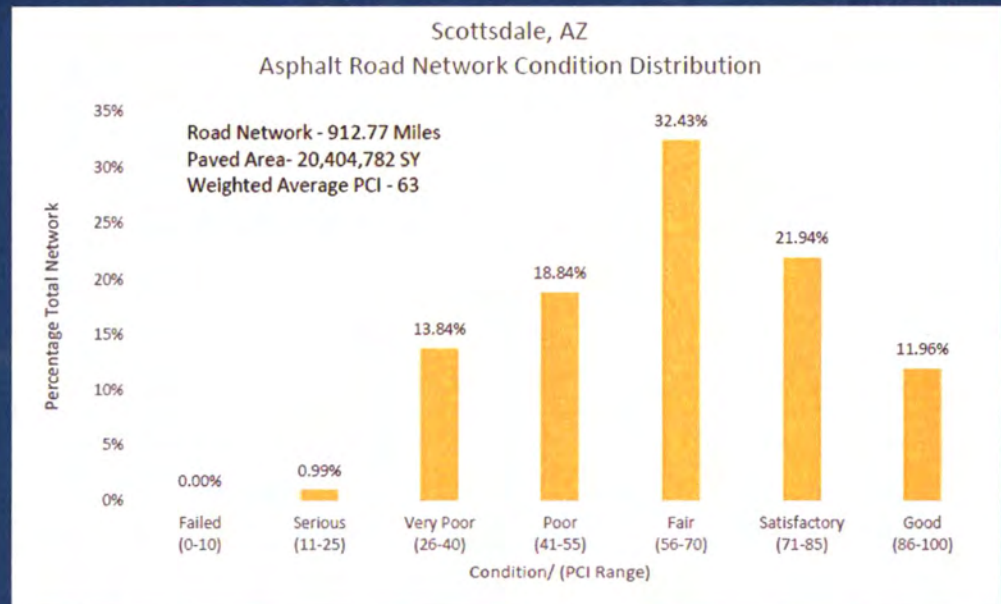
Functional Class/Paver Designation	# of Sections	# of Miles	# of Square Yards	% by # of Square Yards	Weighted Average PCI
Major/Minor Collectors	1888	292.58	9,477,702	46.4%	66
Local	7,412	620.19	10,927,081	53.6%	61
Total	9,300	912.77	20,404,782	100.0%	63

- Transportation Action Plan PCI Goal is 70



2

Condition Distribution of Asphalt



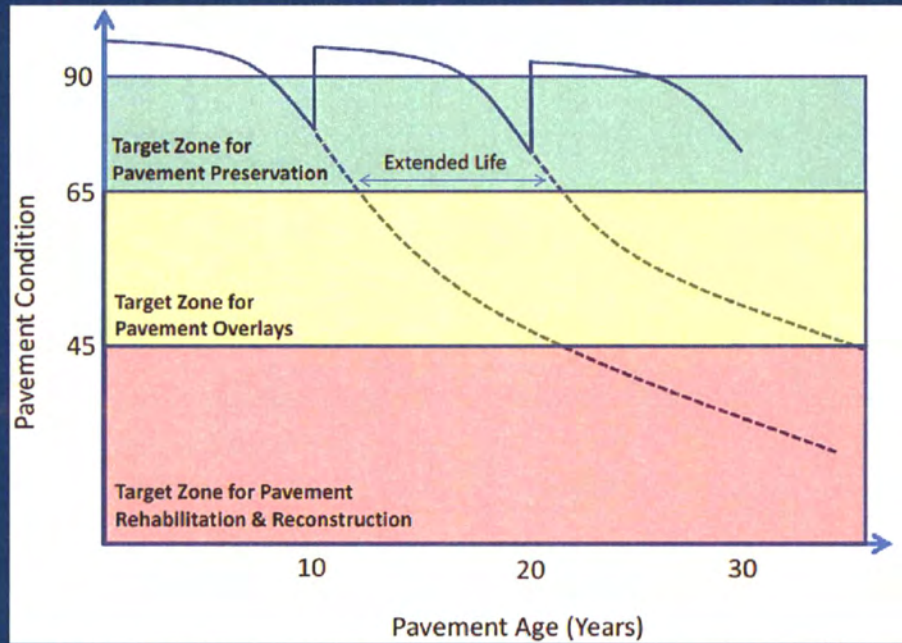
3

Rehabilitation Options for PCI Levels

PCI Range	Work Type	Rehabilitation Options
86-100 Good	Rejuvenation	Little or no maintenance E.g., Crack Seal, Reclimite, fog seal
71-85 Satisfactory	Global	Routine Maintenance, e.g., Seals such as slurry seal
56-70 Fair	Critical	Non-structural overlay, cape seal
41-55 Poor	Conventional	Structural Overlay Overlay or Mill & overlay
26-40 Very Poor	Conventional	Structural Overlay Overlay or Mill & overlay
11-25 Serious	Reconstruction	Reconstruction, rebuild, full depth reclamation
0-10 Failed	Reconstruction	Reconstruction, rebuild, full depth reclamation

4

Pavement Maintenance



Transportation Action Plan (TAP)



City Council Launch
May 13, 2025

History of Transportation Planning

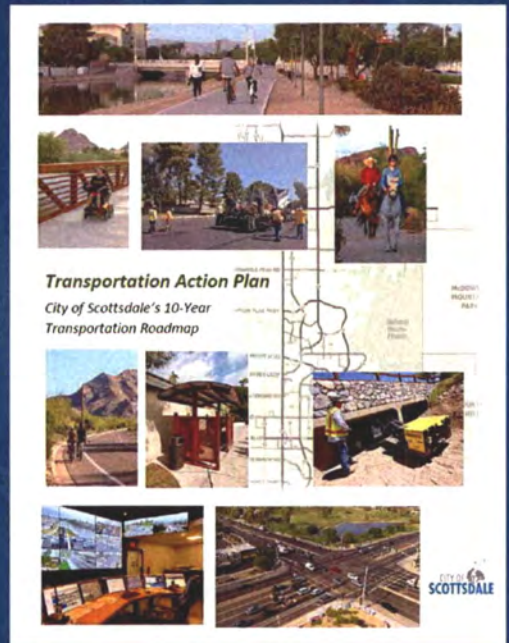
- The TAP is a continuation of over 20 years of transportation planning and engineering in the City of Scottsdale
- Coordinated with approved General Plan 2035
- Replaces 2016 Transportation Master Plan



Main 3 Goals of the Transportation Action Plan

(Adopted April 2022)

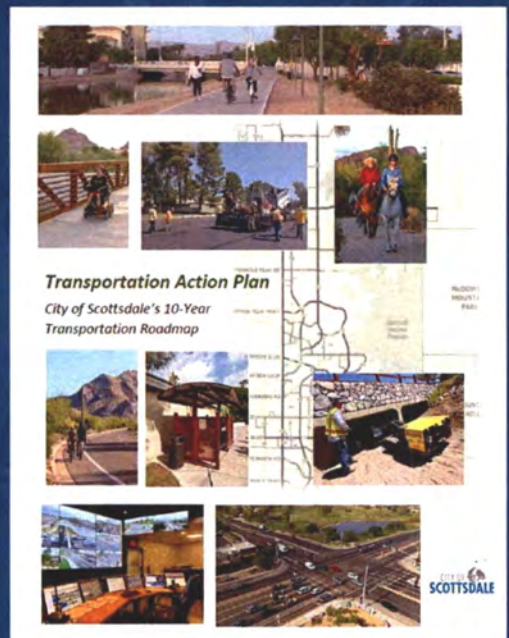
- Prioritizes preserving and improving existing infrastructure:
 - Meeting modern safety and comfort standards
- Flexibility in policies and planning that enable adaptability to Scottsdale's character areas.
- Prioritizes safe and accessible travel for all transportation users



3

Elements of the Plan

- Street Element
- Transit Element
- Bikeway Element
- Trail Element
- Pedestrian Element
- Implementation Element



4

Transportation Investment Priorities

1. Preserve/Maintain/Optimize existing infrastructure
2. Meet Americans with Disabilities Act, Air Quality, Water Quality and other regulatory requirements
3. Enhance safety and test new concepts/technology
4. Provide transit service with ≤ 30 -minute frequency
5. Develop capital projects with funding from outside sources
6. Develop capital projects that are funded only by the City and prioritize non-motorized access



1st Street & Brown Avenue Parking Structure

Item 2C



Future dates tentative and subject to change.

1

Old Town Beautification & Infrastructure Upgrades

Design and construct comprehensive streetscape improvements in the Old Town area, including sidewalk repairs, street and alley paving treatments and striping, replacement of aging signs, installation of new landscaping, replacement or painting of public fixtures, and other aesthetic enhancements to improve safety, accessibility, and overall visual appeal.

\$2.0M General Fund



2

Downtown Main Street Streetscape & Pedestrian Improvements

Design and construct bicycle lanes, sidewalks and roadside landscaping, and replace street and pedestrian lighting. Promote Main Street as a major east/west pedestrian corridor traversing downtown from 69th Street to Brown Avenue and the Civic Center Mall.

\$8.1M General Fund



General Plan 2035

Planning & Development Services | May 13, 2025

Erin Perreault, AICP, Planning & Development Director



Arizona State Statutes & General Plan 2035

Required under ARS 9-461.05

- Effective up to 10 years
- Update required every 10 years
 - Enhanced Public Outreach
 - Planning Commission Recommendation
 - City Council Adoption
 - Voter Ratification

General Plan 2035

- City Council Adopted June 8, 2021
- Ratified by public vote November 2, 2021

CITY OF SCOTTSDALE GENERAL PLAN 2035

Adopted by City Council on June 8, 2021 - Resolution No. 12177
Ratified by Scottsdale Citizens on November 2, 2021 - Proposition 463
Amended on November 21, 2022 to comply with House Bill 2482 - Resolution No. 12655



VISION

Scottsdale will continue to be an exceptional Sonoran Desert experience and premier international destination, where our Western heritage is valued. Our diverse neighborhoods foster outstanding livability, connectivity, healthy lifestyles, and a sustainable environment. Scottsdale will thrive by attracting and retaining business centers of excellence that encourage innovation and prosperity.

Exceptional Experience. Scottsdale has a reputation as an inclusive community, with natural desert beauty, the McDowell Sonoran Preserve, high-quality design standards, a vibrant downtown, world-class events and resorts, and diverse arts and culture venues.

Outstanding Livability. Scottsdale offers a variety of multi-generational lifestyle choices that are responsibly planned, connected, attractive, and supported with appropriate infrastructure and services for urban, suburban, and rural living. Neighborhood life promotes well-being and public safety via reliable municipal services.

Community Prosperity. Scottsdale will continue to thrive by supporting existing small businesses and fostering a pro-business environment, so that businesses can grow or choose to locate in Scottsdale to leverage technology and accelerate innovation and creativity, buoyed by a knowledge-based workforce.

Distinctive Character. Scottsdale will respect and be sensitive to our history and legacy found in the heart of Old Town, in designated Historic Preservation neighborhoods, at archaeological sites, in the equestrian community, and within cultural and architectural resources which define our sense of place.

Community Values

- Respect Character/Culture
- Conserve/Preserve the Environment
- Collaborate/Engage
- Foster Well-Being
- Connect the Community
- Revitalize Responsibly
- Advance Innovation/Prosperity

General Plan Content: 24 Elements

• 17 State Mandated Elements

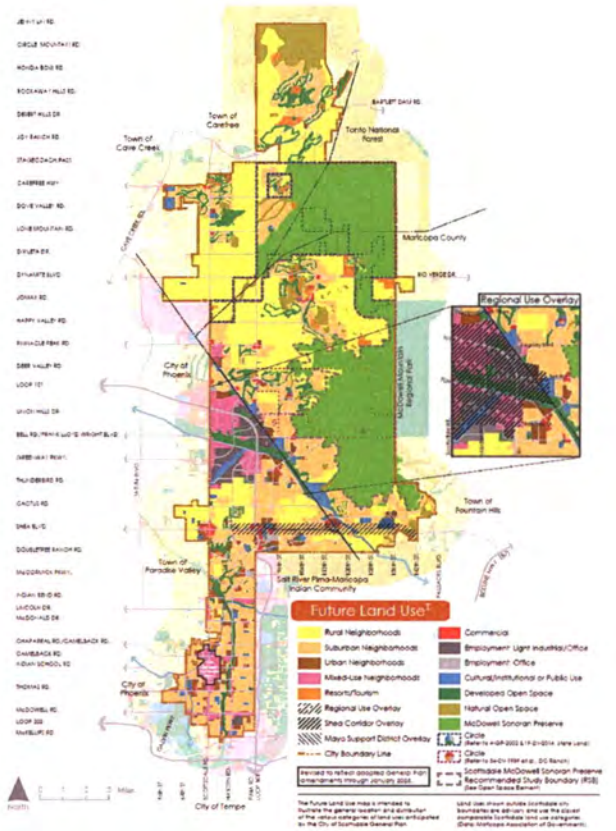
- ✓ Land Use
- ✓ Open Space
- ✓ Environmental Planning
- ✓ Conservation
- ✓ Water Resources
- ✓ Energy
- ✓ Housing
- ✓ Recreation
- ✓ Safety
- ✓ Circulation
- ✓ Bicycling
- ✓ Neighborhood Preservation/Revitalization
- ✓ Conservation/Rehabilitation/Redevelopment
- ✓ Growth Areas
- ✓ Cost of Development
- ✓ Public Services/Facilities
- ✓ Public Buildings

• 7 Community Created Elements

- ✓ Character/Design (2001)
- ✓ Community Involvement (2001)
- ✓ Economic Vitality (2001)
- ✓ Art/Culture (2035)
- ✓ Healthy Community (2035)
- ✓ Tourism (2035)
- ✓ Education (2035)

GENERAL PLAN 2035 LAND USE MIXTURE					
Land Use Group	Land Use Category	General Density	Percentage*	Existing Acreage*	Total Percentage of Group
Residential	Rural Neighborhoods	1 dwelling unit per 1 or more acres	26%	30,955	51%
	Suburban Neighborhoods	More than 1 and less than 8 dwelling units per acre	23%	27,181	
	Urban Neighborhoods	8 or more dwelling units per acre	2%	2,545	
Mixed Uses	Mixed-Use Neighborhoods		3%	4,087	5%
	Resorts/Tourism		2%	1,870	
Non-Residential	Cultural/Institutional or Public Use		3%	3,254	7%
	Commercial		1%	1,311	
	Employment		3%	3,193	
Open Space	Developed Open Space		7%	8,430	37%
	Natural Open Space		5%	5,410	
	McDowell Sonoran Preserve		25%	29,862	

*ACREAGE IS APPROXIMATE



Implementation

Implementation is the goal of the General Plan

- Recommends measures to carry out the Plan
- Promotes public understanding of plan content
- Coordination with agencies, officials, and organizations
- Develop detailed plans to support the Vision/Values
- Pursue grants and funding opportunities
- Report annually on Plan progress

Note:

Implementation actions are at the City Council's discretion

Implementation

CHARACTER & CULTURE					
Program	Elements Implemented	Years 3-5	Years 5-10	Years 10-20	On-Going/Periodic
Airport Port 150 Program Implementation	C, CD, EX, UI, S				■
Arts & Cultural Ordinances Update	ACC, CD, GA, UI, T	■			
Arts/Cultural Strategic Master Planning	ACC, EX, EV, GA, HC, UI, T	■			■
Character Area Plans-Prioritize Create New	CD, GA, UI, OS	■			
Character Area Plan Implementation	C, CD, EX, GA, UI, OS				■
Crime Prevention through Environmental Design (CPTED) Program	ACC, CD, CONGV, ORR, ED, H, UI, NRP, S				■
Design Guidelines (e.g., Sensitive Design Principles, Visually Significant Roadways, Gateways)	ACC, G, CD, CONGV, ORR, EP, GA, HC, UI, NRP, OS, PS				■
Design Standards & Policies Manual Update	CD, OS, EP, CONGV, ACC, UI, H, NRP, EV, PS, HC, C				■
Development Review Process Refinement	ACC, CD, Q, OOD, CONGV, ORR, EP, EX, H, HC, UI, NRP, OS				■
Historic & Archaeological Preservation Programs/Update	ACC, CD, ORR, ED, EP, EV, GA, H, UI, NRP, OS, T	■			■
Zoning & Related Code Updates (e.g., Land Division, Building Codes) (see Implementation Tools section for further detail)	ACC, CD, OOD, ORR, EV, EP, GA, H, HC, UI, NRP, OS, S, T	■			■

ELEMENT LEGEND	
ACC	Arts, Culture & Creative Community
AI	All Elements/Entire General Plan
B	Bicycling
C	Circulation
CD	Character & Design
CI	Community Involvement
OOD	Out of Development
CONGV	Conservation
OSR	Observation, Rehabilitation, & Redevelopment
E	Energy
EDH	Education
EP	Environmental Planning
EV	Economic Vitality
GA	Growth Areas
H	Housing
HC	Healthy Community
LI	Land Use
NRP	Neighborhood Preservation & Rehabilitation
OS	Open Space
PS	Public Buildings
PSF	Public Services & Facilities
R	Recreation
S	Safety
T	Tourism
WR	Water Resources

Amending the General Plan

- Major Amendments Require
 - 60-Day Notice/Review Period
 - 2 Planning Commission Public Hearings – 1 remote/1 regular
 - Approval requires 2/3 majority vote of Council (5)
- Minor Amendments Require
 - 1 Planning Commission Public Hearing
 - Approval requires simple majority vote of Council (4)
- 10-Year Statutory Timing
 - Readopt Existing Plan or Adopt New/Updated Plan
 - Follows Major Amendment Process
 - Approval requires 2/3 majority vote of Council (5)
 - Requires Ratification by Public Vote

7

Amendment Criteria

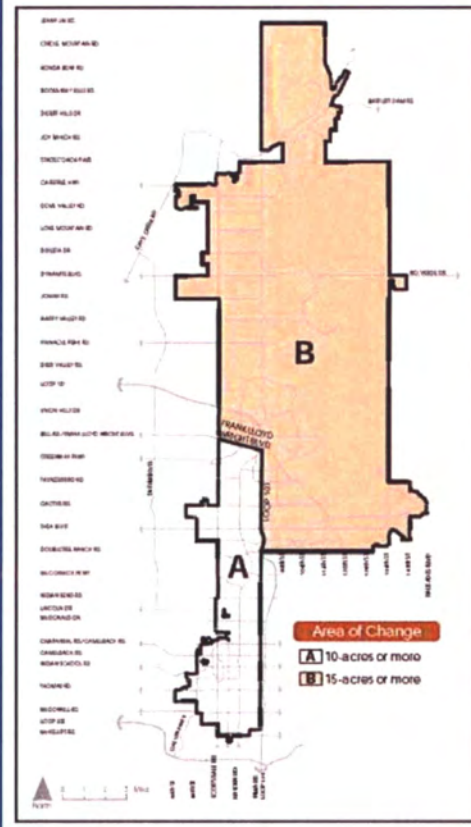
#1 Change in Land Use

CHANGE IN LAND USE CATEGORY								
From Category:		To Category:						
		A	B	C	D	E	F	G
		Natural Open Space	Developed Open Space	Rural Neighborhoods	Suburban Neighborhoods Cultural/Institutional or Public Use	Urban Neighborhoods	Resorts/Tourism	Commercial Employment Mixed-Use Neighborhoods
A	Natural Open Space	-	Major	Major	Major	Major	Major	Major
B	Developed Open Space	Minor	-	Major	Major	Major	Major	Major
C	Rural Neighborhoods	Minor	Major	-	Major	Major	Major	Major
D	Suburban Neighborhoods Cultural/Institutional or Public Use	Minor	Minor	Minor	Minor	Major	Major	Major
E	Urban Neighborhoods	Major	Minor	Major	Minor	-	Minor	Major
F	Resorts/Tourism	Major	Minor	Major	Minor	Major	-	Major
G	Commercial Employment Mixed-Use Neighborhoods	Major	Major	Major	Major	Minor	Minor	Minor

8

Amendment Criteria

#2 Area of Change



A = 10+ Acres

B = 15+ Acres

Upcoming Amendments to the General Plan

- Align New Parks & Recreation Master Plan
- Align State Legislation 2024/2025 Sessions
- Align Per Council Direction/Actions/Changes



Questions
&
Discussion

Thank you!