



## 2024 ORGANIZATION STRATEGIC PLAN

These objectives are grouped by strategic goal, the community values from the voter-approved Scottsdale General Plan 2035, available at [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search “General Plan.” Progress updates are provided at [ScottsdaleAZ.gov](http://ScottsdaleAZ.gov), search “priorities.”

### A. Respect Character and Culture

- A1. To create vibrant and attractive places that accommodate a variety of ages and incomes and support the arts and multicultural traditions, update and amend the public art ordinances, policies, and procedures. Contact [Karen Churchard](#), tourism and events director, [480-312-2890](tel:480-312-2890).

#### Action Plan

1. Focus on recommended changes to Chapter 20, Article VII, Sec. 20 122-129 *Art In Public Places Program* by conducting a work study session in October 2023 and schedule ordinance for adoption by Council in March 2024.
2. Focus on Appendix B, Article VII, Sec. 7.1000 *Cultural Improvements Program* regarding art in private development by conducting public outreach and proposed text amendments to be brought forward by December 2024.

#### Measure

Complete *Art in Public Places* ordinance changes by Dec. 31, 2023 and *Cultural Improvements Program* ordinances changes by June 30, 2024

- A2. To enhance and protect Scottsdale’s neighborhood identity, character and livability through appropriate land uses and high standards for design, prioritize the creation and timing of new or revised character area plans by June 30, 2024. Contact [Adam Yaron](#), long-range planning manager, [480-312-2761](tel:480-312-2761).

#### Action Plan

1. Review adopted Character Area Plans and future planned Character Areas with City Council at a Work Study Session to identify the next prioritized Character Area of focus.
2. Identify a timeline to either create a new or amend an adopted Character Area Plan.
3. Develop a public involvement plan for the identified Character Area Plan process.

#### Measure

Complete the prioritization and develop the timeline and public involvement plan for the identified Character Area Plan by June 30, 2024.

### B. Conserve and Preserve the Environment

- B1. To lead the region in the stewardship and sustainable management of the Sonoran Desert environment, finalize and adopt a Sustainability Plan merged with the Net Zero Energy Plan. Contact [Lisa McNeilly](#), sustainability director, [480-312-2831](tel:480-312-2831).

#### Action Plan

1. Identify feasible targets, strategies, and actions for five priority areas – energy, heat, air quality, water, and waste, working with the Environmental Advisory Commission, staff, and outside experts.
2. Conduct community outreach to obtain support for the sustainability plan.
3. Request Council direction at two Work Study Sessions (November 2023 and February 2024) on sections of the draft sustainability plan.

*Measure*

Adopt completed Sustainability and Net Zero Plan by June 30, 2024.

- B2. To lead the region in the stewardship and sustainable management of the Sonoran Desert environment, conduct public outreach and create and adopt Heat Mitigation and Shade and Tree plans. Contact [Lisa McNeilly](#), sustainability director, 480-312-2831.

*Action Plan*

1. To advance the Shade and Tree Plan, select consultant team by February 2024 and engage city staff and community in plan development.
2. To advance the Heat Plan, conduct facilitated focus groups in Paiute and Holiday Park areas and document community recommendations to the City Council in Spring 2024, to be funded through Community Block Grant allocation.
3. Connect the development of the Heat chapter in the Sustainability Plan to broader heat mitigation planning efforts.

*Measure*

Finalize community-led heat plan for southern Scottsdale by June 30, 2024

- B3. To lead the region in the stewardship and sustainable management of the Sonoran Desert environment, continue implementation of [Drought Management Plan](#). Contact [Brian Biesemeyer](#), Scottsdale Water executive director, 480-312-5683.

*Action Plan*

1. Expand our public information campaign on drought and sustainable water management.
2. Based on Stage 1 activation of the Drought Management Plan, educate municipal staff as well as residents on indoor/outdoor water-saving techniques.
3. Actively seek grant funding to expand upon water conservation programs.
4. Participate in the City of Phoenix Advance Water Purification feasibility study to evaluate the possibility of beneficial reuse in Scottsdale of committed Sub-Regional Operating Group (SROG) flows.

*Measures*

Publish annual community water use/savings along with statistics on water savings in relation to key conservation programs.

Submit for three or more grant opportunities in water conservation or water sustainability initiatives.

Report quarterly all public outreach and education programs on water conservation and sustainable water management.

**C. Collaborate and Engage**

- C1. To embrace citizens as active partners in decisions that affect their city, assist the Protect and Preserve Scottsdale Task Force with developing a recommendation to City Council on a financial strategy to protect and preserve Scottsdale's open spaces and quality of life, through identifying and quantifying the unfunded needs for the protection, preservation and perpetual maintenance of the City's open spaces (e.g., Indian Bend Wash Greenbelt and McDowell Sonoran Preserve), public safety and other needs. Contact [Sonia Andrews](#), city treasurer, 480-312-2364.

*Action Plan*

1. Conduct meetings and work study sessions to develop a recommendation to City Council on a financial strategy to protect and preserve Scottsdale's open spaces and quality of life, through identifying and quantifying the unfunded needs for the protection, preservation and perpetual maintenance of the City's open spaces (e.g., City Public Parks, Indian Bend Wash Greenbelt and McDowell Sonoran Preserve), public safety and other needs.
2. Provide an update of work accomplished to date to City Council in a work study session in September 2023.
3. Develop a final recommendation to be presented in a work study session to City Council by early Spring 2024.
4. Assist in community education and outreach as needed.

*Measure*

Assist the Task Force in the completion of their work by May 31, 2024.

- C2. To embrace citizens as active partners in decisions that affect their neighborhoods and city, explore ways to continue to increase effectiveness of expanded outreach for city programs and services, including capital improvement projects and planning and zoning cases. Contact [Kelly Corsette](#), communications and public affairs director, 480-312-2336.

*Action Plan*

1. Collaborate with planning and public works departments to identify priority projects and implement expanded public input for those projects by June 2024.
2. Complete pilot evaluations of the Speak Up Scottsdale and Hello Scottsdale platforms to determine their effectiveness for resident information and engagement, specifically for planning cases and capital projects by June 2024.
3. Complete evaluating the potential of digital wayfinding kiosks as tools for resident and visitor information and engagement by April 2024.

*Measure*

Develop expanded public outreach strategies for public input on capital improvement projects and planning and zoning cases by June 2024.

Evaluate public input and engagement platforms effectiveness by June 2024.

**D. Foster Well-Being**

- D1. To promote a culture of lifelong physical and mental health, and well-being for residents, visitors, employers, and employees, improve community health through participation in Blue Zones initiatives. Contact [Cindi Eberhardt](#), planning & development operations director, 480-312-2438.

### *Action Plan*

1. Participate as a city partner in the Blue Zones Scottsdale Project during the foundation building phase.
2. Collaborate on the Blue Zones Scottsdale steering committee, focus groups and community summits.
3. Support and assist Blue Zones to launch a community wide kick-off event.

### *Measure*

Summarize and report the city's participation in the Blue Zones Scottsdale project and report on an annual basis.

- D2. To promote health, safety, and well-being for residents, implement a citywide housing study and participate in bridge housing efforts. Contact [Greg Bestgen](#), human services director, 480-312-0104.

### *Action Plan*

1. Implement Tenant Based Rental Assistance for Seniors aged 62 and older who are cost burdened by housing costs by more than 50 percent of income.
2. New landlord liaison position will survey Scottsdale landlords including short-term rental market to gauge interest in partnerships with Scottsdale Housing Agency.
3. Complete contract with vendors to provide 10 hotel rooms to be used from October 2023 to June 2024 for bridge housing using funds from Arizona Department of Housing Homeless Shelter and Services Funds grant, and for supportive services to provide case management at the site.

### *Measure*

Annually track successful exits from bridge housing program within 120 days into a more stable living situation such as their own rental, a unit with a housing voucher or a longer-term shelter.

- D3. To promote a culture of lifelong physical and mental health, safety, and well-being for employees, identify strategies for ongoing workforce training and staffing needed due to attrition. – Contact [Monica Boyd](#), human resources director, 480-312-2615.

### *Action Plan*

1. Strategize on staffing needs by collecting and analyzing citywide data on retirement eligibility and employee resource needs.
2. Utilize the data to identify gaps in critical position and aid in succession planning.
3. Develop and implement a succession planning action plan and evaluate effectiveness.

### *Measure*

Using citywide eligibility data and action plan, measure progress in towards improved vacancy rates and the number of applicants for critical positions by Dec. 31, 2024.

## **E. Connect the Community**

- E1. To protect the safety, form and comfort of urban communities, update construction mitigation and roadway noise policies. Contact [Mark Melnychenko](#), transportation and

streets director, [480-312-7651](tel:480-312-7651).

#### *Action Plan*

1. Utilize noise levels for mitigation that are consistent with the ADOT 2017 Noise Abatement Requirements per the adopted Transportation Action Plan.
2. Implement the recently developed Five-Year Paving Plan to help mitigate noise.
3. Review the current processes, procedures, and duties for construction mitigation by the Planning & Development Services and Transportation & Streets departments and enhance as necessary to strengthen and fully utilize existing guidance.

#### *Measures*

Update the ADOT 2017 Noise Abatement Requirements and the city's Five-Year Paving Program on the Transportation & Streets Department website to inform the public and relay program progress by Dec. 31, 2023.

Develop a white paper summarizing the findings from meetings between the two departments regarding construction mitigation, the selected process improvements, and a path forward for implementing any changes by Dec. 31, 2023.

- E2. To ensure cost-effective, adaptable, and efficient capital projects, regularly monitor Bond 2019 construction project design, construction, and spending. Contact [Alison Tymkiw](mailto:Alison.Tymkiw@cityofscottsdale.gov), city engineer, [480-312-7760](tel:480-312-7760).

#### *Action Plan*

1. Provide quarterly status updates on Bond 2019 project to the Citizens Bond Oversight Committee and the City Council.
2. Receive Citizens Bond Oversight Committee recommendations and City Council action on any Bond 2019 project scope changes.
3. Present budget adjustments due to project savings or shortfalls to Citizens Bond Oversight Committee for recommendation to City Council.

#### *Measure*

Conduct quarterly meetings with the Citizens Bond Oversight committee with follow through to the City Council.

## **F. Revitalize Responsibly**

- F1. To positively contribute to the community's physical, fiscal, and economic needs while improving the quality of life for area residents, update the special noise ordinance. Contact [Brent Stockwell](mailto:Brent.Stockwell@cityofscottsdale.gov), assistant city manager, [480-312-7288](tel:480-312-7288).

#### *Action Plan*

1. Gather and analyze data from noise complaints via ScottsdaleEZ and sound monitors installed in the Entertainment District to identify trends that may inform possible ordinance changes.
2. Investigate best practices in peer communities and connect with industry professionals to understand currently available amplified sound mitigation and monitoring technologies.
3. Develop and implement a public education and involvement plan, and draft possible ordinance changes to present to Council by December 31, 2023.

*Measure*

Complete ordinance updates based on research to present for Council adoption by December 31, 2023.

- F2. To enhance and protect Scottsdale's neighborhood identity, character and livability, continue comprehensive efforts to reduce negative impacts from short-term rentals. Contact [Brent Stockwell](#), assistant city manager, 480-312-7288.

*Action Plan*

1. Strengthen the enforcement mechanisms for short-term rental regulations through improved monitoring and prompt response to violations.
2. Review and revise existing regulations to ensure an effective enforcement response to public health and safety issues.
3. Promote responsible rental practices and compliance with regulations by engaging property owners, operators, and renters.

*Measure*

Review licensing and enforcement activities, as well as possible ordinance changes at Work Study Session in October 2023, and continue to report progress on a monthly and quarterly basis.

**G. Advance Innovation and Prosperity**

- G1. To embrace a diverse and innovative economy to sustain our high quality of life through a variety of businesses, develop a program to support Scottsdale businesses. Contact [Josh Utterback](#), economic development program manager, 480-312-7057.

*Action Plan*

1. Analyze current participation by small, green and historically underutilized businesses doing business with the city of Scottsdale and identify barriers that preclude greater participation in city contracts.
2. Develop strategies to increase participation in city contracts by small, green, and historically underutilized businesses doing business with the city of Scottsdale.
3. Execute Impact AZ 2025 sponsorship agreement with the Black Chamber of Arizona including participant walk-through of Bonfire, RFP best practices, and listening sessions with local businesses.

*Measure*

Using data from the city's purchasing system, establish a baseline for participation by small, green, and historically underutilized businesses, and measure progress towards increasing their participation.

- G2. To embrace a diverse and innovative economy to sustain our high quality of life through a variety of tourism and cultural elements, comprehensively market city-owned tourism and event facilities. Contact [Nick Molinari](#), community services assistant executive director, 480-312-0110.

*Action Plan*

1. Enhance websites, social media, and digital presence for WestWorld, Scottsdale Stadium, and Scottsdale Civic Center to meet outcomes that include increased venue visibility, improved brand awareness, and an expanded social media

- audience that captures event producers and event attendees.
2. Coordinate marketing of these facilities, as well as Old Town Scottsdale and Scottsdale's Museum of the West to expand use of city tourism venues.
  3. Develop a program to market to Scottsdale and Valley residents to expand use of city tourism venues to maximize the benefit of these facilities to the community.

*Measure*

Track and report annually on outcomes including increased venue visibility, improved brand awareness, an expanded social media audience, and increased attendance at city-owned tourism and event facilities.