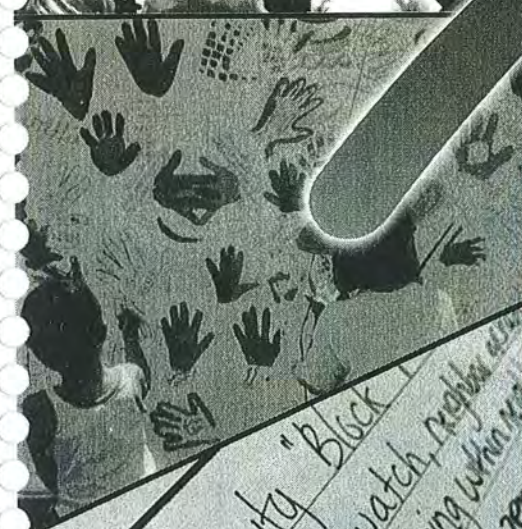
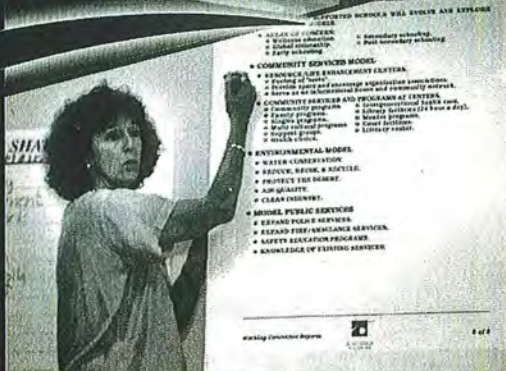
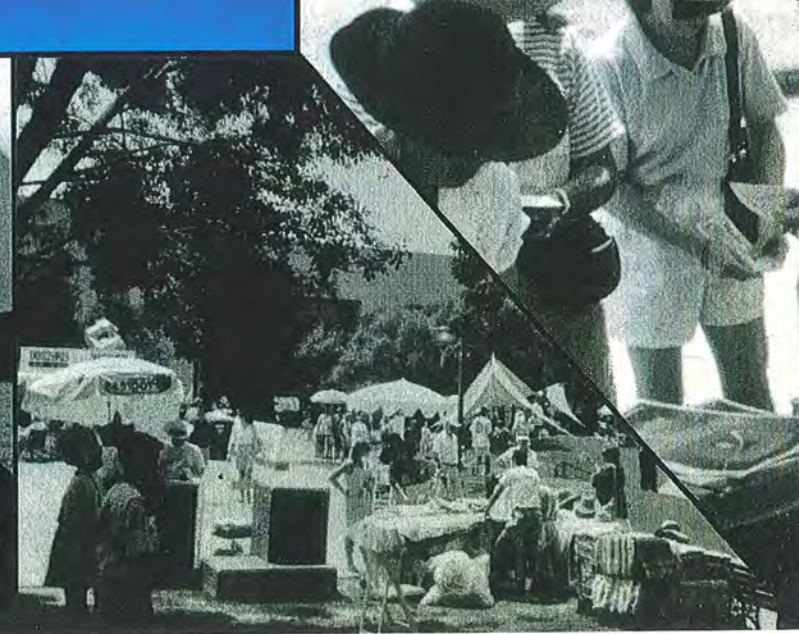
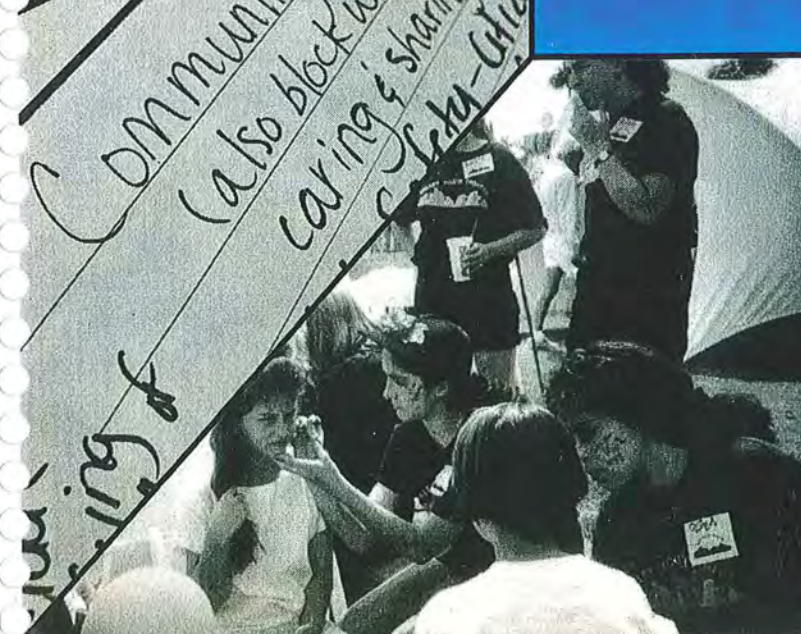




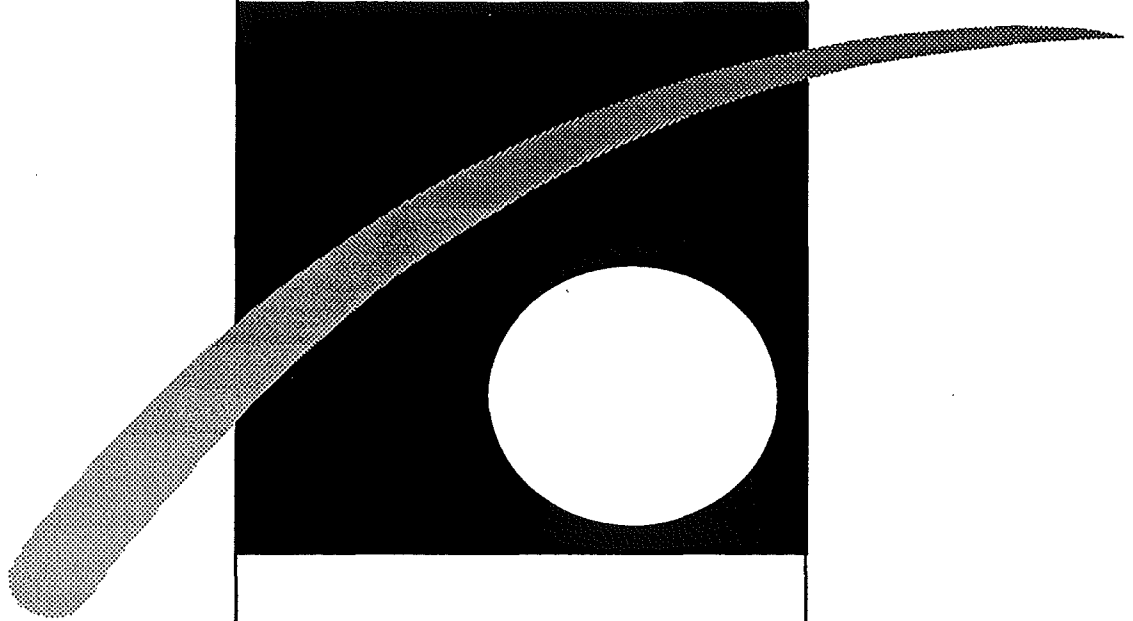
SCOTTSDALE



SHARED VISION



SCOTTSDALE



SHARED
VISION

CITY COUNCIL REVIEW EDITION

PRESENTED TO THE
MAYOR AND CITY COUNCIL BY THE
CITIZENS VISIONING ADVISORY COMMITTEE ON DECEMBER 14, 1992

It may sound like a mission impossible, but the Scottsdale Visioning Program is this city's most important project in years. While the conclusions can't satisfy everyone and shouldn't be cast in stone, we hope they can achieve a strong enough consensus to guide the city's growth and development into the 21st century.

*- Scottsdale Progress
January, 1992*

Here is an innovative planning process uniquely undisciplined, that is not as concerned with solving problems as it is with seeking opportunities. The concept embraced by this process, called Scottsdale Visioning, is mind-boggling. There are no limits, and its purpose is not to be logical. The fruit of this effort might be born from just a faint, momentary whiff or a nebulous notion about what the most important people in Scottsdale - all of its citizens - are thinking today, about tomorrow.

*- Scottsdale Scene Magazine
May, 1992*

What comes through loud and clear from the citizen testimony is that Scottsdale must take steps to increase, rather than allow a decrease in what makes us special. The frontier values of individuality, trust, courage, and creativity must be held high above those of consistency, conformity, and mediocrity.

*- The Shared Vision
December, 1992*

VISION REQUIRES BEING IN FOCUS

To fully empower what the citizens of Scottsdale have created in the Shared Vision, requires a clear understanding as to what this report addresses as opposed to considerations which are outside its focus. Visioning requires not only taking careful aim at the bullseye, but also knowing which targets one is trying to hit. In that spirit, the following brief overview condenses the many decisions which lead up to the final format and content of the text.

WHAT YOU WON'T FIND IN THIS DOCUMENT

The Shared Vision is not the work of "futurists." It is not a "think tank" report, nor a strategic plan, but rather a citizen-generated image of what the people of Scottsdale believe to be both possible and desirable. There are none of the traditional charts and graphs associated with projections. Moreover, the city of Scottsdale is "data-rich" and the statistical information relating to the dynamic four decades of our past is readily available elsewhere. Scottsdale's tradition of innovation and high quality of life, are not the subject of this report, nor are, for example, such critical issues as AIDS, and illegal immigration. Anything absent from the text in no way minimizes its importance, it is simply not the specific focus of the Visioning purpose. Although the Shared Vision makes reference to existing organizations, it is not a comprehensive listing of current activities, nor does it reference every aspect of the citizen testimony which forms the basis of this document. All related reports may be reviewed in their entirety at the reference desks of both the Civic Center and Mustang Libraries.

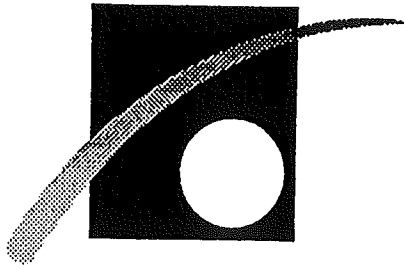
The notion of "vision" always inspires a desire to be "cutting edge." Sweeping ideas such as *"provide solar powered alternative transportation modes and eliminate all individual automobiles,"* or other technology-based assertions were considered out of Scottsdale Visioning's direct purpose. While technological innovation will continue to be an integral component of Scottsdale's future, the citizen-centered Visioning process is not meant to be predictive. Rather it is the positioning of the human values, direction and character most desired by the citizens of this unique community.

WHAT THE SHARED VISION IS ALL ABOUT

The Shared Vision is exceptional both for its content and process. The process is based on the officially commissioned structure provided by Scottsdale's Mayor and City Council. It's content has grown out of the structure's totally free and open arena for citizen participation. The result is a coordinated outpouring of 18 months of individual and committee testimony. Scottsdale's citizens have created a consensus vision, characterizing the City's special qualities and opportunities into Four Dominant Themes, all mutually supportive. The Dominant Themes are followed by twenty four VisionTasks which form the basis of an implementation program to be addressed in the months and years ahead. Ultimately the applied use of the Shared Vision is as a guide for use by individuals, organizations, businesses, and government. Its purpose is to help everyone pull together, in order that we may give our very best to the future, just as all previously involved citizens have done for us.

TABLE OF CONTENTS

| | Page |
|---|------|
| Letter from the Citizens Visioning Advisory Committee | 5 |
| The Past is Not the Future | 6 |
| The Seven Principles of Visioning | 10 |
| Organization of the Report | 11 |
| Four Dominant Themes | |
| Sonoran Desert | 15 |
| Resort Community | 16 |
| Arts and Culture | 18 |
| Health and Research | 20 |
| VisionTask Implementation | 23 |
| One City, One People, One Vision | |
| Global Trends and Influences | 35 |
| Community Patterns | 39 |
| Environmental Quality | 48 |
| Excellence in Education | 51 |
| Economic Development | 56 |
| Health and Human Services | 59 |
| Transportation Network | 63 |
| Cultural Heritage and Development | 69 |
| Community Services | 74 |
| Individuality, Image and Values | 79 |
| Vision Humor | 81 |
| Methodology, Credits and History | 85 |
| Voices From Our Past | 105 |



SCOTTSDALE VISIONING

The Honorable Mayor Drinkwater

Councilman Bielli Councilman Burke
Councilman Campana Councilman Manross
Councilman Soderquist Councilman Thomas

Dear Mayor and Members of the City Council:

On behalf of our fellow citizens and Scottsdale Visioning participants, we are pleased to present this Shared Vision for the future of our community. Pages 85 to 92 provide a chronology of what has been one of the most comprehensive citizen-generated programs of its kind. The nature of the process has been one of creating opportunities for the widest possible diversity of citizen involvement.


For 18 months, the process has been exploratory and open to all considerations. Along the way we've seen how the Scottsdale we know today has been the product of near continuous change. The overriding goal is that we may enjoy a stimulating, safe and secure community, one which continues to seek direction from its citizens and demonstrates excellence in every undertaking.

The Shared Vision is a compilation of testimony from citizens at large, citizens serving on each of the five Working Committees, as well as the Citizens Visioning Advisory Committee. Our role has been to weave together a great variety of interests and ideas, as well as to seek out specialized knowledge where appropriate and to provide our on-going insights as citizens. Most of all, we have served to open up the process to further participation. Four dominant consensus-building themes emerged which are presented, starting on page 15. More detailed VisionTasks and implementation procedures begin on page 23.

As we now move toward putting the citizen testimony to work, we thank you for creating this uncommon opportunity. Scottsdale's Shared Vision is a path into the next century. It does not presume to "know" the future. Rather it sets forth the clear magnetism of our special character and purpose in order that we may all pull in the same direction. The Shared Vision will also serve to attract into our midst, those individuals and organizations who are most supportive of our citizen-generated priorities.

Sincerely,

CITIZENS VISIONING ADVISORY COMMITTEE


Art DeCabooter, Co-Chair


Helen Laack, Co-Chair

THE PAST IS NOT THE FUTURE

The City of Scottsdale has every reason to expect one of the brightest futures of any American city but its future is not on automatic pilot. A sense of direction based solely on the past will not work for a city any more than it would for a corporation. Only those communities which understand their unique characteristics enough to pursue shared objectives are likely to control their own destiny.

Scottsdale's seeds were planted in a simpler time, when the notion of "The West's Most Western Town" said it all. While this phrase retains a certain charm, especially to long term residents, it falls short in describing modern Scottsdale.....

DRAMATIC CHANGE

Starting its incorporated life with just over one-half square mile and a little more than 2,000 residents, Scottsdale has experienced phenomenal growth. In the last ten years our population swelled from 88,430 to 140,000 people. The incorporated land area grew by more than 100 square miles. Today, three fourths of the total 185 square miles is undeveloped, including 37.5 square miles controlled by the State of Arizona. Population projections anticipate a doubling of residents by 2022.

Having a distinguished past, a glorious present and a promising future is not sufficient. In order to sustain our vitality, we need to agree on long term community values and long term strategies so that both our public policy and private interests can move forward with the strength of a shared vision which agrees not only upon what we've already become but also our preferred directions for the future.

Scottsdale Visioning stands on the shoulders of all that has gone on before. In spite of its rapid growth, the city fabric is a textbook case of citizen involvement and deliberate private and public actions. These combined commitments have brought into being a very carefully planned community.

PAST ACHIEVEMENTS

Not everyone agrees on the merits of the past any more than everyone will agree with the

findings of the present effort. Nonetheless exceptional achievements of the Scottsdale's past are numerous. When asked to identify the formative elements in our heritage, the most frequent references included; innovations in the delivery of services, privatization of the fire department, developing the Indian Bend Wash, a precedent-setting sign ordinance, design review standards, the creation of the Civic Center Mall, the presence of our arts community including Taliesin West, and the development of Scottsdale Airpark, the presence of the Mayo Clinic, and creation of the Environmentally Sensitive Lands Ordinance.

McCormick Ranch is an excellent example of vision, both from the private and public sector. The development community did a fine job but the seeds for what exists today were planted before the land was even purchased by the developer. On April 7, 1970, the City published a one page memo addressed to "All Prospective Purchasers of McCormick Ranch." The letter outlined six parameters relating to the level of quality and long term commitment which would be required of any developer. What we see today was largely a result of that anticipatory Vision.

CONSENSUS

Global competition is forcing out group inefficiencies and unnecessary argument. We simply don't have sufficient resources to afford the luxury of stand off positions. The complexity of the future requires that we give up trying to force all issues into simply being "for" or "against" whatever is being debated. We must accept that not only do we see different things differently, we even see the same things differently. If every decision has to be black or white, as our political dialogue at times suggest, it would rule out all but the most basic kind of achievements. The finest music and painting is but the relationships of diversity and shared tonalities. Our collected human achievements in the sciences all require something more than mere argument. Our most brilliant scientific "facts", ultimately give way to new facts and a higher level of understanding. And so it is with Scottsdale Visioning. It is a series of tonalities, shadings, disagreements in fact and disagreements in perception. But most of all it is the legitimate voice and record of thousands of citizens answering the call to help create a preferred, special and sustainable character for this community.

Just as there were disagreements in its process, there were disagreements in coming to its recommendations. In a free society it can be no other way. That reality was not allowed to discourage Scottsdale Visioning's 18 months of open deliberations. An account of the exhaustive citizen participation activity is included at the end of this report. The opportunity for involvement makes it clear that these recommendations have come from a broad cross

section of Scottsdale's citizens. To those who feel that the future is something which just "happens", the "visions" expressed herein may seem like wishful thinking. To those who expect the wording of the visions to represent, in themselves, dramatic innovations, the recommendations may seem too timid. Scottsdale Visioning is neither wishful thinking, nor too timid in its reach. It is simply the collected thoughtfulness of caring citizens, whose increased interests, dreams, commitments and tolerance, are the real substance of the program. A growing network of citizens are at work to address the inevitable issues which accompany a community of global magnetism.

Scottsdale Visioning has taken the community's pulse and set the stage for a strong and self-directed future. Citizen debate is more like research than production. It often raises more questions than it answers. But questions, Buckminster Fuller, the noted futurist, used to say, "*are like the smallest unseen rudder that gives direction to the entire ship.*" Some of the old world cities we admire the most have had hundreds of years to shape their character. Scottsdale by contrast is a youthful, robust place, already distinguished but eager to find its own way and show the world a new kind of city.

THE VISIONING CORE QUESTIONS

Four questions have been asked and answered in a great variety of ways. Not everyone has the same information base nor are we all equally ready to jump in with decisive answers. In the most general terms, the questions which were asked and discussed throughout the process might be summarized as follows:

1. How did we get to where we are and can we agree on that?
2. Who and what are we now and can we agree on that?
3. What forces are shaping us and can we agree on that?
4. What do we want for our future, how do we describe and pursue that direction, and can we agree on that?

A great deterrent to answering the last and most important question is the tendency to not trust design. Noted author Edward DeBono points out that while we are willing to trust our lives to an airplane which is a product of deliberate design from beginning to end, many people tend to prefer a future that simply unfolds without direct intervention. It is a way

of not having to be accountable. While Scottsdale Visioning doesn't require that any one individual be accountable for the whole, its effectiveness requires that we work toward a coordinated plan of action. Even in areas where no new answers are produced, a consensus direction focuses energy that would otherwise be dissipated by needless confusion. The premise of Scottsdale Visioning is simply that our community will have its best chance at seizing opportunities and solving problems only if we share our insights enough to all pull in the same direction. In summary, the Visioning purpose is to create a citizen-centered urgency for long range thinking, something not fostered by the myriad of short term pressures which surround most daily decisions.

"Most reports about the future, if read carefully, sound more like fairly accurate accounts of the present."

*- Herman Kahn
Co-Founder of the Hudson Institute*

"The future is always unknown and unknowable."

*- Arthur Clarke
Futurist and Author of 2001*

THE SEVEN PRINCIPLES OF VISIONING

- No one has a crystal ball.
- The best ideas are seldom obvious.
- Deliberate actions ultimately cost no more than leaving everything to chance.
- Nothing worthwhile is achievable without cooperation and commitment.
- What we each think, matters.
- All actions, large and small have consequences.
- The future doesn't just happen. We create it.

ORGANIZATION OF THE REPORT

All text reflects the overall citizen observations, emphasis, and recommendations. The complete record of all prior testimony, which lead up to this Shared Vision document, is on file at the Scottsdale public libraries.

1. FOUR DOMINANT THEMES

Just as an adult is not a larger version of a baby, what we've become during the four decades since incorporation is something quite different than a larger version of what we once were. The citizen testimony has identified four dominant characteristics which describe Scottsdale's special purpose and magnetism for the next century. These four components are the foundation for the sustained vitality needed to generate sufficient wealth to support our growing need for municipal services of all kinds.

2. TWENTY FOUR VISION TASKS

These relate to the city as a whole and as such are not grouped into any form of categories. With the benefit of a citizen-generated focus on long range issues, what do we do next? The Vision Tasks are specific pursuits to be considered by every individual and group involved in the implementation of our City's future. In some cases, the task is to explore an idea, in others, the task is to implement already defined objectives.

3. ONE CITY, ONE PEOPLE, ONE VISION

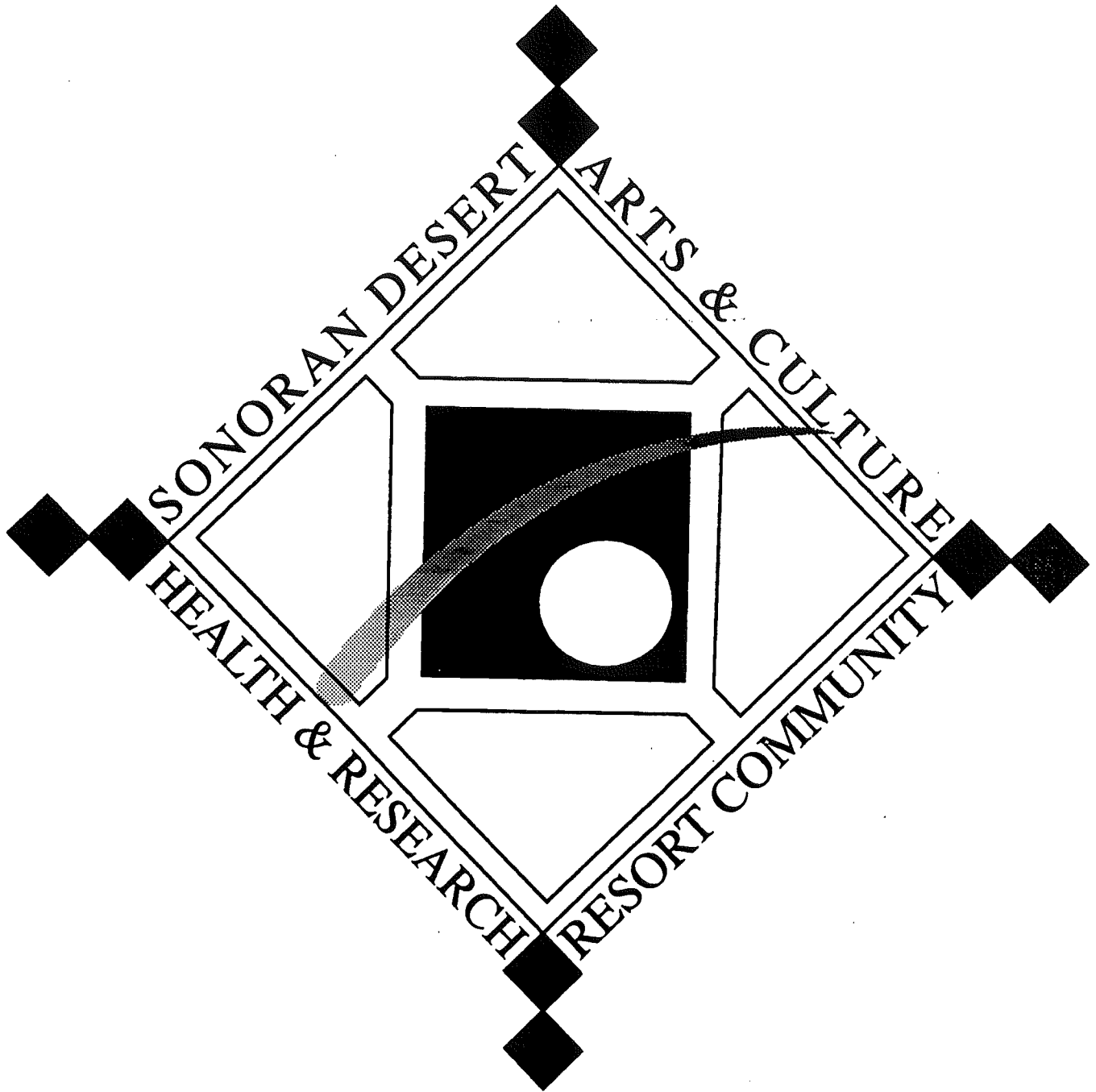
This is a summary of ten citizen concerns and ideas for the future which are common to all other considerations. One's daily experience is not divided into analytical categories, nor can the body of Scottsdale remain vital if we neglect any of its parts. We have a diverse environment with a wide range of citizen interest but we are all one community. We have shared a distinguished past and we will now share the future which we are shaping for the next century.

4. **METHODOLOGY, CREDITS AND HISTORY**

Scottsdale Visioning has been conducted entirely outside the realm of government management or the pressure of special interest groups. Its sole methodology has been to shape Scottsdale's future, by empowering and listening to its citizens. Those who have served on a variety of committees are identified along with a chronology of the overall 18 month process. There is also a brief listing of the prior Scottsdale programs for enlisting citizen input and support starting as far back as 1965.



FOUR DOMINANT THEMES



FOUR DOMINANT THEMES

The life of a community is like an ever-changing painting in which the added brush strokes are the lives of its citizens, old and new, as well as the enterprises they each represent. The Scottsdale "painting" has four clear and mutually supportive patterns. Each of these patterns are growing in value on a global scale and will be seen as being far more significant in the next century than they are today.

The following themes represent our core expression. It is a matter of defining who we are and presenting an inspiring vision of our emerging special place in the broader regional, national and global economy. The Themes are a way of positioning our community's special character and strength with respect to those qualities which are becoming more valuable each day.

SONORAN DESERT

To some of our global visitors, Scottsdale is thought of as a romantic place of cowboys and the lore associated with the Southwest. This is part of our appeal and should be maintained and handled with great care. While not everyone in Scottsdale identifies with the old west, we are all indisputably a part of the heritage of the desert southwest and all that it implies.

The first theme is thus a gift of nature. Scottsdale is a Sonoran Desert Community, including some of the most pristine examples of this very rare and exotic environment. The deserts of the world have been associated with the creation of civilization. The desert atmosphere is known to inspire creativity and a sense of well being. On a global scale people prefer warm to cold, but the special magnetism of the Sonoran desert is something even beyond the attraction of our climate.

In the past many people who have spoken most vocally about the desert were those who simply wanted to leave it untouched. The citizen dialogue surfaced a more complex and richer way of viewing this treasured resource. Vast areas of desert land should and will be left untouched. This is especially true of the McDowell Mountains. Scottsdale's original Hillside Ordinance and the recent Environmentally Sensitive Lands Ordinance are mechanisms which wrestle with the difficult balance of both developing and co-existing with the beauty of nature.

The citizen testimony broadened the definition of what it means to live in a desert city. First is the recognition that our entire 185 square miles falls within the Sonoran desert. The Environmentally Sensitive Lands Ordinance describes Scottsdale in four landforms; Valley Floor, Lower Desert, Upper Desert and Hillside, but it is all the Sonoran desert. In fact, the distinguished and richly vegetated Desert Botanical Garden occurs at the lowest of our four elevations. Thus all areas of Scottsdale, including the most developed, lower elevations, should take advantage of a return to our unique arid-region, drought-tolerant landscape.

For most people, landscape irrigation accounts for more than half their water bill. Heat and drought resistant planting can save 40% of the water needed for grass. Scottsdale has adopted a program of rebates for residents who change from grass to xeriscaping and business sites are limited to no more than 15% turf. An important change is occurring one yard at a time and the gain is win-win. Notwithstanding the use of turf where it is needed, for example, in multi-use parks and drainageways and golf courses, our water collections are lower than their historic demands. For the Community this means we're conserving water. For the resident or business, the result is a longer, more varied season of flowering plants.

In addition to the use of indigenous landscaping, the second acknowledgement of living in our southwestern environment is that our architecture should not mimic Miami or the Midwest or any other non-desert place. Every time we add a street or build a structure, we have the opportunity to strengthen our special southwestern heritage. To make this a great community, that priority must be equal to that of preserving open space.

Thirdly, our desert environment has more sun and less water than many other places on earth. This should be the basis of how we view urban design as well as which industries we are ideally suited to attract. Water conservation is only part of the story. Since water must be used not only for survival but also to celebrate the oasis character of the community, a great emphasis must be placed on the technology of water reclamation. We drink the same water the dinosaurs drank; nobody has ever added one drop. Scottsdale's opportunity is to turn water reclamation not only into a life sustaining industry but a tourist attraction which goes far beyond the already successful demonstrations which now exist in Colorado and California.

RESORT COMMUNITY

Scottsdale's second theme evolves around the fact that tourism is the number one industry in the world. One of the greatest impacts on the future of cities like Scottsdale is that the

growth of world-wide tourism will account for over 532 million international travelers by the year 2000, spending a total of about \$300 billion. Scottsdale should not try to indiscriminantly attract great numbers of people but rather it must undertake a highly focused pursuit of those persons who represent a good fit for the high quality and culture of our community.

From the earliest STEP Forums, citizens have observed that enhancing tourism was vital to our city's future. Hence, a sense of community backed up with all necessary services are essential to the long term viability of the resort theme. Scottsdale's existing and planned resorts and recreational provisions have the capacity to attract the finest citizens and visitors from all over the world.

One of the interesting conclusions from the citizen testimony was the degree of integration between our daily living patterns and that of the resorts. What came out in the discussions was that the best way to attract tourism is to build and maintain an overall community which is attractive to its residents. Unlike the paper mills or steel mills which are the life blood of older communities but also produces noise, odors and light pollution, for the City of Scottsdale integration with its "industry" is positive in every sense of the word. For the residents of Scottsdale, what we share is the ability to conduct daily business in the atmosphere of a resort. The presence of resorts with their larger scale structures, amenities and greater open space also give identity by breaking up the more uniform patterns of our dominantly single family residences.

The citizen testimony suggested that Scottsdale should encourage more complex and individual patterns of land development. That which occurs around resorts might one day incorporate a far greater mix of densities, including intergenerational provisions ranging from day care to congregate housing. The resorts already host summer day camps for children. As our median age gets older, the effort should be to innovate patterns which combine central maintenance, food service, and twenty-four hour emergency care, with the fitness provisions of luxury and personal mobility associated with resort living. This pattern may be particularly suited to the growing segment of citizens who maintain residences in more than one location.

Finally, the resort character is one of a natural kind of connection between people from all parts of the planet. The daily exchange of people from all over the world is a means of staying informed and alive and part of our global society. Among those people who come first for a visit, more and more people are realizing that the communication revolution now

permits them to conduct their business from what would formerly be thought of as a temporary vacation spot. Scottsdale gets many of its eventually permanent residents from their initially brief experience in one of our exceptional resorts. Scottsdale will grow in numbers, but it will grow far more in influence because global trendsetters will increasingly make this their home. Ultimately then, tourism for Scottsdale, is not so much an isolated industry as it is an inseparable component of our special way of life.

ARTS AND CULTURE

The third theme in the Scottsdale Vision aligns with the futurists who are predicting and quantifying that the economic implications of the renaissance in the arts will be staggering. The book "Megatrends 2000" goes so far as to assert that during the 1990's, the arts will gradually replace sports as society's primary activity. By now the arts are as natural to Scottsdale as is its Sonoran desert setting. In 1909, before a single Scottsdale street was paved, Marjorie Thomas built her art studio at what is now Indian School Road and Civic Center Boulevard. In the years that followed, Scottsdale was "discovered" time and time again by artists, poets and other creative individuals.

Scottsdale boasts more art galleries per capita than most major cities in the world. The more than 80 art galleries extending from downtown to the northern reaches of the city have given Scottsdale an international reputation as a major art market, on a par with New York, Los Angeles, and Santa Fe. Art dealers and collectors come from all over the world to shop the local galleries, and the Thursday evening "art walks" sponsored by the Scottsdale Gallery Association, enliven downtown for visitors and residents alike.

Downtown is the location of the Scottsdale Center for the Arts, where audiences can enjoy a wide array of arts programs in the 800-seat theater, the outdoor amphitheater, the 150-seat cinema and the visual arts galleries. Patrons have the opportunity to see local as well as national and international artists and exhibitions. Whether for its festivals, performances, exhibitors or educational events, the Scottsdale Center for the Arts provides programs and activities year-round for children and adults.

The Scottsdale Symphony Orchestra performs its main season of concerts at the Scottsdale Center for the Arts. The symphony has a long history of bringing music to the local residents and tourists, including children, through a special program for young audiences.

The Scottsdale Artists School has also contributed to the city's visual arts scene. With an

annual enrollment of more than 1,200, its students come from all 50 states and five countries to study under the school's master faculty of professional artists.

One of the newest additions to the visual arts community is the Fleischer Museum. This private museum features one of the most extensive collections of California Impressionist School paintings to be found anywhere in the world.

Scottsdale is home to Taliesin West and the Frank Lloyd Wright Foundation. Taliesin West was Frank Lloyd Wright's winter home and now attracts visitors worldwide. It remains an important training ground for architects and it houses the invaluable Frank Lloyd Wright archives.

Actors Lab Arizona is one of Arizona's few Equity theater companies, offering professional theater and dramatic training for both adults and children. Stagebrush Theater is the home of the Scottsdale Community Players and the Greasepaint children's theater, as well as the Arizona Jewish Theater, which stages several of its seasonal productions as the community theater facility. Scottsdale is also home to other educational theater and performing opportunities for children; for example, Valley Youth Theater and Do Re Mi Productions. The City of Scottsdale purchased the historic Loloma School in May 1992. With the consolidation of this and other City properties in the area, there is an opportunity to provide for art related uses and to establish a new image for this area of Downtown.

The City has contracted with the Scottsdale Cultural Council to manage the public arts program and administer its public art collection. The Cultural Council has charged the Arts Collection Advisory Board (ACAB) with managing the Artscape Program and developing procedures and policies for the acquisition and placement of public art.

One of the most exciting new directions for the arts in Scottsdale is the emphasis which is being put on a partnership between the Arts and Scottsdale Public Schools. Many programs are already in place and others are being aggressively pursued. Scottsdale Community College offers courses in both the visual and performing arts and is the summer home to the Scottsdale Conservatory Theater. The Arts-In-Education Council sees to it that children, grades K-through-12, have opportunities to attend performances and learn about the arts through artist-in-residence programs. The Scottsdale League for the Arts has committed to a long-term support of projects for art education raising funds primarily through the Scottsdale Culinary Festival.

The Scottsdale Historical Society has recently opened its new Historical Museum on the Scottsdale Mall. It is located in the first permanent school house to be built in Scottsdale which remains in existence.

HEALTH AND RESEARCH

Scottsdale's fourth theme is its culture of wellness and its optimistic spirit of innovation. One of our "Harvest of Ideas" speakers asserted that Scottsdale is perfectly positioned to become "one of the health centers of the world." People have long commented that they "feel good" in the desert and that its atmosphere supports the freshness required for creative thinking. Many people have come here for a visit, only to return and start a whole new enterprise. It is as though the atmosphere is swept clean each new day and anything becomes possible.

Scottsdale Memorial Health Systems, Inc. and the continually expanding Mayo Clinic campus are the core of the fourth theme, all in concert with a movement toward a lifelong, holistic approach to wellness and health care. Related medical support and facilities including providers of non traditional medicine are attracted to Scottsdale's special qualities.

The research technologies which can take best advantage of the other three dominant themes attract highly skilled, high-tech professionals who feel strongly about their environment and can live anywhere they choose. These emerging industries tend to emphasize the creation of a more sustainable world by doing more with less. For the health care industry it is the gradual shift toward health maintenance rather than curing sickness.

Computer and software companies have already relocated to Scottsdale from California for no other reason than that the entrepreneurial head of the company preferred this environment. The film industry is another ideal fit for the profile intended. The migration of such industries has just begun. It will increase and should be encouraged.

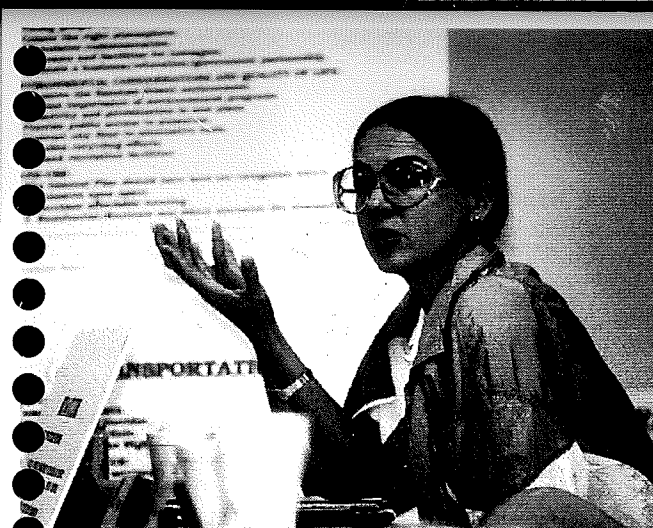
The citizen testimony emphasized creating an interactive center for the emerging biotechnology industry. This is not so much a single industry as it is a wide array of pursuits all involved in an entirely new approach to solving problems. It is very much related to the health care industry including the creation of proteins and chemicals useful for humans and a whole new generation of vaccines. The field of biotechnology is very new and brings with it ethical concerns for what appears to be getting a bit too closely involved with manipulating nature. The great inventor, Buckminster Fuller, was fond of saying that

"natural" is anything that nature permits. The future will require totally new dialogue concerning this subject.

Biotech sales now exceed \$1 billion annually, mostly for health care applications and some predict this number will increase 100 fold during the next decade.

Scottsdale Visioning is not the arena to discuss the merits of any single new industry other than to acknowledge that the citizen testimony suggested that we look very seriously at attracting such activities as part of Scottsdale's overall focus on health care and other intelligence type of clean industries. Such industries demand a far higher than average investment in schools, libraries, parks, open space, arts and culture, all precisely the areas of our past achievements and stated objectives for the future.

Last but not least, the citizen testimony urged that Scottsdale become the headquarters for solar energy technology. Solar energy has retreated from the household topic that it once was, but the silence is only temporary. Not everyone agrees on the subject but there are those who believe that the world petroleum resources will be so depleted within the next half century that gasoline will be prohibitively expensive. Edmond Bacon, world renowned author on city planning and for 25 years chief planner for the City of Philadelphia says, "everybody knows gas is running out but nobody believes it!" Scottsdale exists in the part of the world that receives 86% of all possible sunshine, making it ideal for the testing and development of solar alternatives not only for transportation but also for our increasing demands for energy, including air conditioning.



VISIONTASK IMPLEMENTATION

VISIONTASK IMPLEMENTATION

For the first time in approximately 10 years, there now exists a coordinated compilation representing the expressed wishes of Scottsdale's citizens who contributed their insights to this process in deliberations which took place from one end of the community to the other.

Implementation of the Shared Vision is now in the hands of individuals and organizations, including the private and public sectors. All involved may now make decisions with the advantage of a citizen-generated foundation of ideas and commitments. From the beginning, it has been the intent that Scottsdale Visioning's conclusions would become integrated within existing programs and activities, including the volunteered services of citizen participants empowered by the process and its consensus-building directions. The purpose and power of the Shared Vision is to magnetize all related activities into a more coherent future than what would be possible in the absence of clearly stated community-wide objectives.

CITIZENS VISIONING ADVISORY COMMITTEE

The members of the CVAC were asked to serve throughout all phases of the process. They will remain in place long enough to assist others to take ownership in one or more of the Shared Vision's Four Dominant Themes and the 24 specific VisionTasks described below. In keeping with its operations during the first 18 months, the CVAC may alter its own membership as necessary to take advantage of additional "Vision Champions" as well as to assure that it remain free of any political endorsements or candidacies which might interfere with its citizen-centered focus.

CITY GOVERNMENT, ORGANIZATIONS, BOARDS AND COMMISSIONS

Where possible to do so, community organizations and agencies should have their future mission statements and action plans reflect the objectives of the Shared Vision. Scottsdale is an uncommonly dynamic city. Each new day brings a variety of proposals and opportunities which have the capacity to further Scottsdale's best interests. The Four Dominant Themes are the most long range elements of the Vision. The specifics of the VisionTasks are intended to be continually adjusted to take advantage of subsequent insights and activities, all in support of the dominant themes.

SPECIFIC ACTION ITEMS

It is not necessary that there be any overall coordinating committee, although one may naturally emerge from the CVAC and those individuals and organizations who come forth to address the VisionTasks. Scottsdale Visioning has been a citizen effort, and it is intended that it stay that way into the future.

The following 24 VisionTasks are objectives to be shared by all citizens, businesses, community organizations, as well as the Mayor and City Council, and all city-related staff, boards and commissions. None of these objectives should be construed as a mandate for greater concentrations of government services. On the contrary, the need is to continually find ways to do more with less. As often as possible, the goal is to take advantage of the wealth of energy, talent, and expertise which is available through volunteered citizen participation and support.

1. Educational Excellence

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

2. Health and Wellness Education

- Create a task force of citizens, government, business, along with providers of traditional and non-traditional health care. Their combined purpose may include forming a community alliance to support a coordinated health care delivery system. The task force would work to attract new methods of health promotion, research and education all toward making Scottsdale a world center for health and well-being. Continue the citizen discussion regarding alternative community-wide health insurance methods.

3. Historic Preservation Commission

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

4. Life Enhancement Centers

- Create one or more places and programs which become the new neighborhood cores. Bring all generations together in an informal community/family atmosphere. The purpose of the Center is to provide the kind of activity and sense of belonging which has all but disappeared from modern life.

5. Coordinated Arts Alliance

- In partnership with the Scottsdale Cultural Council, create a non-profit arts alliance whose purpose is to maximize the fundraising abilities of Scottsdale-based arts and cultural organizations. The goal of the "Arts-Alliance" is to strengthen the fundraising practices of Scottsdale based arts organizations and is intended to be in addition to their individual fundraising procedures.
- Establish an office of "Arts Development" to aggressively pursue collections, and other opportunities to locate arts in the Scottsdale community.
- Create a master plan/arts overlay for the distribution of arts and cultural sites

and activities throughout the community. A preliminary overlay plan is included in the Alternative Visions Report, dated May 11, 1992.

6. Downtown Arts District

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

The desire is to create a true arts district in the manner of New York's SoHo and TriBeCa districts, the River North district in Chicago, Seattle's Pioneer Square, etc., which have all blossomed around their living/working artist communities.

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

7. Acquire and Maintain Parks and Open Space

- With nearly three fourths of the City presently undeveloped and much of the open land in large holdings, create or align with an existing conservancy with the goal being to establish and protect park lands having natural, cultural and/or historic significance, especially in the undeveloped areas. While Scottsdale's future growth is both desirable and inevitable, it is vital that we retain the unique natural beauty of our land, and preserve the irreplaceable legacy of this heritage. The city owns approximately five percent of the McDowell Mountains as a result of purchases made in the early 1970s. More

of the environmentally sensitive portions of the land should be purchased or obtained by way of developer trades and incentives.

Consider how important Papago Park, North Mountain Park, Encanto, South Mountain Park, and other open areas have been to our neighboring communities. Provisions must also be made for access and active use of large park areas.

8. Human Services

- We have increasing demands for human services. Pursue additional mechanisms for human services funding. Plan for the creation of 24 hour human service hubs, distributed as needed throughout the City. Consider vouchers or "Time Dollars" or other methods to attract the needed volunteers. There is no unanimous agreement regarding the merit of compensating volunteers, however it is the subject of significant study and should be made a part of Scottsdale's deliberations. The focus of these efforts is to provide for our own citizens. As much as possible, create a pay back system, i.e. when someone is helped by the Center, they should return in-kind volunteered help to the community as soon as they are able to do so.

9. Transportation

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

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

10. Annual International Festival

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

11. Destination Attraction

Establish one or more destination attractions. Important to this pursuit is credibility and scale. More people visit Walt Disney World than Britain but that scale isn't who we are. Also Orlando, Florida has attracted a long list of failed projects that were more hype than substance. Still there are opportunities that we should pursue. Examples of theme facilities which should be considered and attract year-round visitors from regional, national and international locations include an Architectural Center (in conjunction with Taliesin West), a Western Theme Park, A Space Science Center, a Contemporary Art Museum, and a Western Art Museum.

12. Build and Rebuild our Neighborhoods

- Establish a task force having community-wide representation including persons living south of McDowell Road, representatives from Scottsdale or

McCormick Ranch as well as persons living north of Bell Road. With the coordinated perspective of our oldest, middle range and newest housing stock, develop patterns and create comprehensive guidelines for re-building our older neighborhoods. The shared perspective should provide a greater understanding as to how what we do today will look and feel like 30 years from now.

- Lobby for more complex development patterns, including combination residential and retail, granny flats, home occupation and shared living accommodations of all kinds, including shared central amenities and services.
- Establish Advisory guidelines for all undeveloped land, including the State Trust properties.

13. City Code and Ordinance Review

The City of Scottsdale is involved in a thorough redrafting of its ordinances which could take up to three years. Many of our most cherished historic communities would be prohibited from being built today because of the prescriptive nature of current codes. Ordinances have largely been created in response to abuse as well as for ease of administration. A Cosanti or Taliesin West would not be encouraged and probably not permitted by most current ordinances. Create the new codes in two parts, one with rules to preclude bad things from happening. The other with more abstract standards which permit the exceptional solution. The current variance procedures only permit cases based on hardship, not created by the applicant. Expand the rules to permit variances based on individual considerations and merit, including those of sculptural space and form. A citizens Advisory group should be formed to make certain that the new ordinances, not only preclude the worst but openly encourage the exception.

14. Water and Energy Conservation

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

Desert City technology.

15. Desert Greenbelts

The proposed Desert Greenbelts are an alternative which should be considered. While their future rests on matters relating to serious study, there are more issues than the engineering analysis. The Indian Bend Wash is a precedent to be emulated. The VisionTask is to critique and contribute to this effort in order to assure that all proposals are multi-purpose and sensitive to both the natural terrain and all surrounding areas.

This greenbelt will not, in fact, be green. It should be designed to mesh with the natural desert landscape. It should include horse trails, hiking paths and desert resting spots. Obviously it needs to move water safely from the mountains to the lower elevations but it should be approached with extreme sensitivity to all other considerations.

16. Indigenous Architecture

Scottsdale is like a living laboratory. Someone has tried a little bit of everything and in matters of taste there is always room for disagreement. What is beyond argument, is that all of Scottsdale occurs in the Sonoran desert, every square mile from north to south. Build upon the best of what we already have and work toward creating an architecture which is both technically, and in terms of character, expressive of this region. Cities like Santa Barbara are characterized by maximum agreement about what belongs. Los Angeles is characterized by minimum agreement about anything. Find and reinforce our special countenance. Keep this subject out of anything mandated by government. Create a citizens review panel to offer voluntary guidelines. In a recent letter to the editor, a citizen wrote, "please no more pink and green buildings, in fact no more pink and green anything."

17. Streetscape Commission

- Establish a program for planting desert trees and native wildflowers along all streets in the community from the south to the north. The Sonoran desert, and other deserts of the world, are rich with trees and that richness should be a part of the character of our City. We must expand the notion of "preserving

the desert" to apply to our most developed area. The mean nighttime summer low temperature has risen two degrees for every decade in the last forty years. One of the most effective ways to reverse this trend is to plant trees. One University of Arizona study has suggested that properly placed trees can reduce the summertime energy demand on a house from 25 to 30%. They can do the same for our streets and they also remove carbon dioxide from the air.

- All utilities are to be located underground. We succeeded in getting rid of all billboards, the utility poles must go next.
- Provide thematic street signage to signify special districts, for example the proposed downtown arts district. Integrate this objective with the City's public art program.

18. Southwest Cultural Center

Establish a Southwestern Cultural Center. The American Southwest is home to numerous cultures, ethnicities and religions - each with unique history, traditions and beliefs. The Southwest Cultural Center is envisioned as a year-round forum in which the history of all indigenous people will be portrayed along with programs to support our culturally-rich past and future.

19. Targeted Industries

The citizens are very impressed with the economic development activities already underway in our city. The proposal is to strengthen our resolve to attract the health and so-called "intelligence" industries, particularly those relating to environmental provisions like solar energy and the health support industries now coming on line with biotechnology. The recommended focus is on those mid sized activities which are controlled by the kind of entrepreneur who would have reason to relocate to Scottsdale with its abundant lifestyle advantages.

20. Teen Center

There is a stand-off on this issue. The Teens want their own place, just as clearly as the seniors have theirs. They cite being "kicked out" of the malls after a certain

hour. Some adults argue that teens go where they want to go and that a specially created place could stand empty. Others question whether Teen Centers alleviate or exacerbate the problem. A compelling argument comes from parents who have children who don't yet drive. They would like to know that there is a safe place to take them. Create a group which includes both teens and adults to further the dialogue and work toward implementing the findings.

21. Canal Bank Development

Good progress has been made in planning the canal bank development. The City, developers and Salt River Project have held significant discussions about how to turn the now-barren canal banks into a center of shops and restaurants that could serve tourists and local residents alike. Take the next step with the objective being a "people place" environment along the Arizona Canal, extending from Indian Bend Road to 68th Street. The central point of this designated feeder which runs through a broad cross section of residential and non-residential neighborhoods is the dropping-off start for the retail and gallery heart of the community. This location is the intersection of Scottsdale and Camelback Road. Whatever the design, desert trees should line both sides of the canal. What's needed is an intimacy of human interaction allowing people to walk among shops, cafes, galleries, gardens and courts in a designed atmosphere which celebrates our special desert setting.

22. User-Friendly Municipal Services

Citizens testified that they want to feel that our elected officials were even more accessible and that the character of the official government activities be carried out as though government was the most sensitive retailers and the citizens are the customers. While the citizen testimony is generally impressed with the expertise of the staff, at times citizens feel almost to be outsiders asking permission from authority. In many cases, that is somewhat true; however, what is asked is that there be a greater sensitivity to the customer's needs rather than to the imperatives of the process. Direct citizen quotes include: "More responsive and creative city government." "Answers can only come through building better longterm relationships and understanding .. and some farsighted political choices." "The Council must appear approachable rather than isolated or exalted. They must have a "can do" attitude." "Existing policies and laws should not be accepted as road blocks." "The City needs to have a heart and soul."

The City staff has been most supportive of the Visioning effort including both participating as well as staying out of the way to permit the greatest latitude for citizen exchange. The staff has also offered to provide assistance during the VisionTasks to explore costs, staffing requirements and financing options all related to further developing each proposal.

23. Community-Wide Communication

Create a comprehensive multimedia communications network to coordinate and feed information. This proposal is for a continually updated community billboard including both governmental, public and private events. One of the greatest surprises during the citizen testimony was how often someone proposed a service or activity which already existed. The complexity of life makes people feel alienated and often undermines the effectiveness of excellent programs, simply by the lack of awareness or perceived accessibility.

24. Volunteered Services

Scottsdale is blessed with an extraordinary number of people with time and talent to give to the community. All that many individuals need is an invitation and an opportunity to make a contribution. City government, local schools and non-profit organizations can do more to recruit residents who are willing to contribute their skills and experience.

The Visioning center of gravity now shifts to the volunteered services of "Vision Champions" who may now go forth with the broader mandate of the 18 months of hundreds and thousands of ideas which have been focused down to four central themes and 24 VisionTasks. Monitor and coordinate the overall volunteered efforts which serve the community in general and in particular, those necessary to carry out the VisionTasks.



COMMUNITY SERVICE & EDUCATION

KEY CONCEPTS:

- COMMUNICATIONS COMMUNITY CENTER.
- COMMUNITY AND BUSINESS OWNERS WHO SHARE THEIR TALENTS.
- STRONG PARTNERSHIPS BETWEEN ALL PARTS OF THE COMMUNITY.

• **COMMUNICATION NETWORK**

- COMPREHENSIVE, MULTIMEDIA COMMUNICATIONS NETWORK TO COMMUNICATE AND FEED INFORMATION.

• **TALENT BANKS**

- ESTABLISHMENT OF A COORDINATING SYSTEM.
- OVERSEE VOLUNTEER DEVELOPMENT AND RECOGNITION.

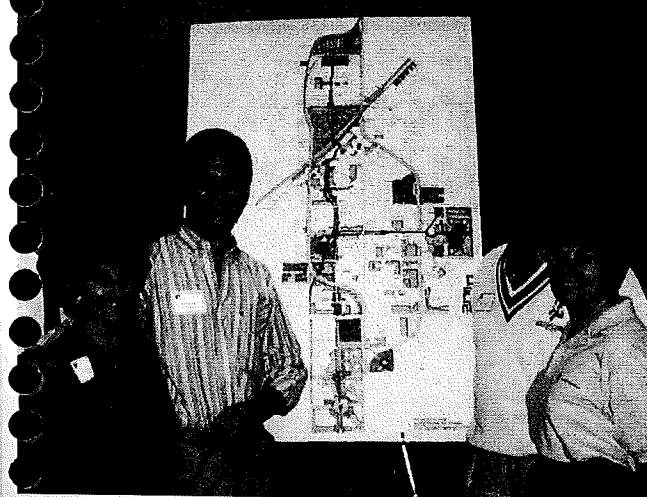
• **PARTNERSHIPS**

- **BUSINESS/EDUCATION**
 - Keep the education system aware of constant changes.
 - Schools will produce valedictorians at schools.
 - Business will provide mentors and management enterprise.
- **PARENTS/SCHOOLS/COMMUNITY**
 - Parenting skills in the schools.
 - Neighborhoods will act as an extended family.
 - Parents and all residents will be welcome in the classroom.
- **TOTAL COMMUNITY PARTNERSHIP IN AN EDUCATION FOUNDATION**
 - Life long opportunities.
 - Promote fund raising efforts from all sources.
 - Attract non-secondary educational opportunities.

• **EDUCATION MODEL**

- FLEXIBILITY IS KEY (TIME, SPACE, AND RESOURCES)
- CONCEPTS EMBRACED BY SCHOOLS (SCHOOLS UTILIZING BUSINESS MANAGEMENT TECHNIQUES).

Working Committee Report



ONE CITY, ONE PEOPLE, ONE VISION

ONE CITY, ONE PEOPLE, ONE VISION

The foregoing Four Dominant Themes and twenty four VisionTasks are the citizen's clearest position statements and action items. This section includes ten issues which provide a general overview of the wide-ranging testimony which formed the basis of the Shared Vision. Persons wishing to study the Scottsdale Visioning Process in its entirety may do so by reviewing the back up documents at the Civic Center and Mustang Libraries.

COORDINATING THE CITIZEN TESTIMONY

The Shared Vision weaves together hundreds of voices captured during dozens of public meetings. The most consolidated citizen testimony occurred in the form of the five Working Committee Reports. This section, summarizes much of that testimony. While an effort has been made to provide an overall coordination, it has also seemed important to retain some sense of the testimony in the varied formats as provided. The following quote symbolizes something essential to the Shared Vision. It is important that Scottsdale Visioning's exhaustive process of listening, be seen and felt in the final document, especially by the citizens who are, in fact, its creators.

"The breadth of the document and the spirit in which it is offered is a marvelous statement to all participants and the community... all of us that have participated can find our marks scattered throughout."

- A Working Committee member responding to a review draft of the Shared Vision

AN OVERVIEW OF THE CITIZEN TESTIMONY

Building on its southwestern heritage, stylish reputation, and innovative methods for delivering municipal services, Scottsdale has evolved into an internationally recognized resort center, art community, and health care provider. The desert community of Scottsdale

has always been its own special place. It has never tried to be all things to all people.

Notwithstanding the growing pains of going from a total area of .62 square miles to a community of 185 square miles which extends 32 miles from north to south or from 2,032 to 140,00 people, the citizens of Scottsdale, still feel a pride and ownership in their community. The following ten areas of citizen emphasis relate to all other comments and recommendations of the Shared Vision.

1. GLOBAL TRENDS AND INFLUENCES

Citizen discussion in this area centered around the influence of everything beyond our boundaries, including that from our neighboring cities, the Native American community, national trends as well as international considerations. Those which were perceived to affect Scottsdale most were merged with our internal tendencies and became the "Four Dominant Themes" discussed, starting on page 15. This section is not meant as a comprehensive statement of all global trends but is rather a reflection of issues referenced during the community discussions. Not all global trends should be seen as relevant to the Scottsdale analysis. Scottsdale is a very special community within a special region. It must select carefully those areas where it can best take advantage of the more generic trends.

One of the major realizations was that Scottsdale is emerging as a "new" kind of city, which in its present expression, is a product of four basic national trends.

- An information-based society rather than one based on industrial production.
- Decentralized rather than centralized patterns of development.
- Smaller rather than larger households, with an older average population and more than one worker per household.
- The Global economy is felt in its domestic enterprises.

The following 20 observations are a summary of related citizen testimony concerning major influences which need to be considered in all deliberations:

- Global competition is forcing out the inefficiencies in both the private and

public sectors. Even the best performers of the past will be challenged. The desire is for speed, convenience, value-added, extraordinary service and experiences which combine enjoyment with education.

- The government of the future will need to do more with less, including greater use of competitive contract services and privatization similar to our current relationship with Rural Metro Corporation.
- Health care is becoming more holistic. The rising cost of health care is combining with the aging population and more active retirement, to make medicine, wellness and recreation all one pursuit.
- The days of considering arts and culture as a nicety which could be dropped from the school curriculum or as a luxury for the few are over. Arts and culture are now seen as basic to education and one of the most dynamic industries, growing daily on a world-wide basis.
- We must plan for far greater cooperation and a shared use of facilities, for example, between our schools and arts community and permitting facilities like school libraries to be available around the clock for use by the general public.
- Ecotourism is on the rise. People want to come to naturally beautiful areas where they can learn something about the heritage and culture of the region.
- Tourism, in general, is now the world's largest industry. All citizens in all countries are investing in what has become a global competition for the tourist economy.
- Arizona is the fastest growing State in the nation with 50 to 75% of our growth being from in-migration. Contrary to popular belief, young adults are the most significant category of people coming to Arizona, not retired persons.
- Scottsdale is the sixth largest city in the State. We are an exceptionally low density community. For example, we have 10,000 fewer people on more than five times as much land as our neighboring City of Tempe.

- The social environment of a lower birth rate and single parent families is resulting in a decreasing number of persons per dwelling unit.
- The formal projections are for Scottsdale to add 68,000 people over the next decade, doubling the present population by 2022. There will be a tremendous surge in the 40 to 64 year old population, including many productive seniors with increased time on their hands.
- An emerging Mexican economy plus people leaving the high costs and congestion of California are adding to Arizona's growth.
- The free trade agreement between the U.S. and Mexico will mean those states along the border will face increased pressures to provide health care to a greater number of indigents from both sides of the border.
- Scottsdale has generated much of its job growth from within. Small businesses are the incubator for everything else, including job growth. Many Scottsdale-based small businesses are more active in non-Scottsdale markets than they are right here at home. Small businesses are usually headed by entrepreneurial, creative and hard-working individuals -- precisely the kind of talent that should be supported within the community.
- Even as our growth argues for more regulations, City government must become more "retail-oriented" to the citizen customer's satisfaction rather than to operate government as a bureaucracy for its own convenience.
- Whereas technological change will be increasingly rapid and unsettling, certain values associated with a compassionate and gracious experience must always be a part of what Scottsdale is all about.
- Relations with the Salt River-Pima Maricopa Indian Community are complex due to differences in legal status.
- The Salt River-Pima Maricopa Indian Community will pursue development of its land west of the Pima freeway.

- Scottsdale is and will be increasingly faced with growing urban style problems and accelerating human service demands.
- CAP water from the Colorado River should be regarded as an uncertain source for long term utilization. There are priority rights which could reduce the supply available to Scottsdale. Hence, advanced technology for water reclamation is a critical pursuit.

2. COMMUNITY PATTERNS

Scottsdale is following the decentralized pattern suggested by Frank Lloyd Wright in his Broadacre City Model in which he prophesied that the new city would be "everywhere and nowhere." Important to that kind of city is that there be recognizable hubs that give definition to the overall framework.

Natural Land Forms

Scottsdale's Environmentally Sensitive Lands Ordinance defines the following four landforms.

- **Hillsides** are the most elevated, deeper and rugged landforms which tend to divide broad desert valleys or separate the lower deserts from higher plateau regions, to the north and east.
- **Upper Desert** landforms are typically the irregular terrain at the base of or surrounding mountain ridges or isolated mountain outcrops. Land slopes range from two to 35 percent.
- **Lower Desert** landforms are the lower plains and expanses which typically occupy the lowlands and flood plains between isolated desert mountains. The land is low to moderately sloping.
- **Valley Floor** area generally stretches from the CAP canal to the Salt River with slopes under two percent and elevations from about 1,200 to 1,500 feet. Most of this landform in Scottsdale is already developed.

Downtown

Of the manmade areas, the oldest is downtown. The citizen dialogue acknowledged that most new development would occur in the north but affirmed the present downtown as being maintained as the major density hub for the city. It is strategically located to provide for four recommended patterns.

- **Pedestrian Environment.** The community needs an effective pedestrian plan, especially for Downtown. "Auto Free Zones" and an expanded pedestrian mall should be explored. More live entertainment is envisioned Downtown for tourists and residents alike. Downtown streets should provide lively pedestrian spaces while being sensitive to community character and public safety.
- **Downtown Arts District.** Scottsdale should develop a master plan for a Downtown arts campus that includes dedicated sites for festivals, events, and museums serving a variety of interests or other tourist destination activities for the arts.
- **Canal Development.** The implementation of Scottsdale's Canal Bank Master Plan will create a new Downtown destination attraction and will provide new entertainment and shopping opportunities. The plan should create stronger links to our resorts and the to the Phoenix Zoo, the Desert Botanical Garden and Papago Park.

It should reinforce the Balboa park-like presentation pursued by Scottsdale and its neighboring communities.

- **Information Center.** The Downtown is often the first destination for our visitors. It should serve as an information center for visitors, particularly the international visitor. The Scottsdale Center for the Arts, the library system, City offices, and the Chamber of Commerce can provide communication links and databases.

The Airpark/Airport

The Airpark/Airport is a critical feature of the community. It equals the hospitality

industry in revenue to the City. Its tax base subsidizes residential taxes and it generates jobs. It is anticipated that 60,000 people will be employed in the Airpark by 2030. The Airport should continue as an employment center and care should be taken to offset residential interests lobbying for eventual closure. It is reasonable to assume that new technology may provide for quieter aircraft in the future. The full potential of the Airpark will ultimately be dependent upon adequate ground transportation including the Pima Freeway and some form of transit, possibly buses, on Scottsdale, Hayden, and Pima Roads.

Shea Corridor

The Shea Corridor is the main east/west corridor in the northeast region as well as being a projected hub of medical, commercial and residential growth. It is imperative that sufficient right-of-ways be set aside now to provide for everything associated with both the scenic easement and eventual traffic volumes and patterns.

From Shea to the Northern Boundary

This area has a high degree of single ownership of large parcels. The City should proactively seek to build a sense of community within these acreages rather than allowing an endless repetition of large lot homes. Each area should provide its own amenities, including but not limited to: desert open space, paths and trails, recreation areas, convenience shopping and some overall thematic character which creates a differentiated and lively environment. While the need to blend with the environment is laudable, care should be taken to avoid a monotony of sand colored walls and red tile roofs without any kind of relief or diversity in character.

Population Growth and Age

The citizen testimony envisioned a Scottsdale in 2020 and beyond that will have at least doubled in population. Land use patterns and economic activities will be organized around planned multi-use activity centers. The clustered growth around several nodes that exist in 1992 will intensify and several new nodes, approximately defined in the current General Plan, will develop.

Land Use

The Urban Patterns and Economics Committee supported reaffirmation of the General Plan at the macro level, but recommended more dramatic contrasts in residential and business densities than have been traditionally proposed. Core North is an example of this concept. Examples of innovative successful settlement patterns from around the world should be used to build familiarity and acceptance.

Scottsdale's land use pattern should be organized around multi-use activity centers, which contain a broad range of land uses, including

- Employment
- Shopping
- Varying density housing
- Recreation

The citizens endorsed planned growth and development with a range of densities, allowing private developers to thrive and pursue the following:

- Varying density levels and clustering especially in concert with preservation of the desert, mountains and open space for all to enjoy.
- Planned growth partnerships between the public and private sectors and between neighboring communities.
- Increased care in master planning the remaining developable land areas; rethinking relationships and configurations to de-emphasize the automobile.
- Mountain and desert preservation. Create incentives for maintaining open spaces. Work to maintain open space, especially where the State or federal governments now hold the land. Create desert belts, road set backs, and clustering. Scenic corridors should be planned to retain the open feeling and the unique desert atmosphere.

- Put certain sensitive General Plan provisions into the City's charter so that only a vote of the people can change them. Examples for consideration would be matters relating to the protection of the McDowell Mountains.

Clustering with varied densities may be granted in some areas in pursuit of clear goals, including, (1) preservation of common open space, (2) economies of scale in infrastructure, (3) increased feasibility for mass transportation, and greater housing diversity.

Scottsdale's General Plan will guide much of the City's growth into significant and larger hubs. The success of multi-use clusters in developed areas of the City bodes well for beginning or continuing implementation of at least five commercial/business, medium-to-high density residential clusters including:

- The Airpark + Core North (highest in transportation demand);
- The Mayo Clinic Area;
- Scottsdale Memorial Hospital North, neighboring City facilities, and nearby commercial enterprises;
- Jomax and Alma School Road, resort village;
- Scottsdale Road and Carefree Highway.

Buildout of the City, under its current General Plan land use guidelines, assuming MAG - or City-projected growth trends, would occur after 2060, with the area South of the Central Arizona Project Canal building out by 2000. The City's Environmentally Sensitive Lands Ordinance, (ESLO) adopted in 1991, offers environmental protection and would affect development patterns in terms of each development's design; ESLO would probably affect city-wide buildout numbers only in terms of a net decline in the Hillside Landform portion of the ESLO area.

There is a significant demand for large-lot, single-family neighborhoods in the City. In many cases, the land lot preference is connected to lifestyle, for example, the equestrian enthusiasts. There exists a substantial potential inventory of such lots, many of which occur in the ESLO areas.

Open Space should be located so as to preserve views including natural, linear parks, as well as provisions for active recreation, such as golf courses. The Citizens Committees along with additional Scottsdale residents who completed Visioning surveys indicated a desire to preserve very large amounts of open space with public access, whether it be public or private ownership. Residents would probably be willing to contribute generous funding to the effort. The public should begin to be informed of the high cost of such an effort now in order to recover from "sticker shock" before the opportunity to preserve such land is lost.

Amounts of land designated in the General Plan for Business, Residential, and Commercial growth seem appropriate. Leapfrog development into the northern areas of Scottsdale occurring all at once would multiply infrastructure costs both short and long term.

The State of Arizona, particularly the State Land Department is a major landowner in northern Scottsdale. It is thus a key player in pacing Scottsdale's growth. The City must work with the State in order that its land be eventually developed in a manner beneficial both to the City of Scottsdale and the State Land Trust. This may mean considering legislation which could change the policies and procedures by which the State Land Department operates.

Related Citizen Observations

- Current low values for land will not last much longer.
- State Land Department lands. Explore legislation or constitutional amendments relating to changes in goals for development of its Scottsdale lands.
- Key to developing a large portion of currently undeveloped areas is a solution for drainage, to remove areas from FEMA floodplain. Analysis of Desert Greenbelt option should continue, with a decision made as soon as possible.
- Individual developments will continue the trend toward larger master planned areas. It will be difficult to avoid sameness within the large developments. Promote diversity of appearance.
- Round-the-clock use of all areas.

- A more family-friendly community.
- Home-based employment/alter zoning, as needed.
- Workplace-based childcare.

Social Conscience

Social conscience of the community involves cherishing the rights to pursue individual interests in balance with the need to protect and nourish the needs of the total citizenry.

We want Scottsdale to be a community that provides accessibility to the pursuit of the "American Dream." It should be a community that realizes that change is part of the future, a community that constantly reviews its status and activities directed toward delivering and maintaining a unique and high quality life. We want Scottsdale to be a community which can identify and prioritize necessities, needs, and wants. Scottsdale should be a community that understands that it exists for its citizens. Without them and their highest goals, the community has no purpose.

Scottsdale, as a quality community, is an interactive community that appeals to a variety of cultures, economic levels, and recreational pursuits. To this end, we want Scottsdale to be a community that creates a sense of unity, reinforces "Community Spirit" and accepts each geographical and economic area of the City as a positive force.

Sense of Community

- A community which supports personal relationships by enhancing communication at all levels: neighbors, between citizens and city government and between our community and other communities.
- Do NOT allow elections by districts. This would be divisive and expensive.
- Scottsdale must be a community which encourages reinvestment in its older neighborhoods. (Redevelopment can be encouraged through the "Improvement District" approach).

- Reinforce older neighborhoods.
- Our neighborhoods are all important. Scottsdale should be a community that values diversity and rehabilitates facilities and neighborhoods to preserve that diversity.
- Scottsdale should be a community which can be shared with guests, whether they are family, friends, or temporary visitors.
- Scottsdale should be a community that encourages individual and group cultural activities by including meeting space in community plans (e.g. group meeting rooms in libraries, model railroad club in RR park, nature "labs" near McDowell Mountain Parks).
- We should develop a community communication network such as teleconferencing to permit city-wide meetings and discussions in several locations.
- We foster pride in Scottsdale. We want to communicate a clear and easily understood statement of its special purpose and character.

Sense of Involvement

- We want the citizens of Scottsdale, through "ad hoc" committees (e.g. "Visioning" and "STEP") and action groups to continue to ask why, how, when., where, how? Based on the Shared Vision recommendations, the community must now design a public/private, citizen-driven system or framework for achieving its goals.
- We see Scottsdale as a community which is a destination in its own right and not a satellite or side stop enroute to somewhere else. Scottsdale should be a community which is enjoyable to live in and not merely a place in which to shop or visit.
- We want Scottsdale to be a community which maintains a sense of pride and high expectations from both its citizens and government.
- Scottsdale should be a community that will encourage health care for all

citizens, provide safety for citizens to enjoy the local quality of life features, be responsive to the immediate needs of the family, promote a partnership between education and the business community.

- We want Scottsdale to be a community that will provide opportunities for its youth to grow in a positive sense, obtain sound values, and be able to repay the community through positive contributions as young adults and concerned citizens. Scottsdale should provide the opportunity for its young people to live and work in the community once they become adults.

Related Citizen Comments

Scottsdale's General Plan should guide future development within the community by designing general land use categories which recognize:

- The need for preservation of open space.
- A diversity of housing types.
- Residential/business use mix which focuses on minimizing the need for local travel.

With this in mind we recommend:

- Clustering with varying densities in some areas to provide for preservation of the desert and mountains.
- Acquisition of land to ensure preservation of common open space.
- Gradually intensifying land uses in corridors between nodes, to support transportation modes other than automobiles.
- Designation of areas for large single lot development where market conditions allow.
- Scenic transportation corridors with appropriate setbacks to retain the unique desert atmosphere.

- Protection of natural desert drainage corridors in flood prone areas, designed to maximize recreational opportunities.
- Modification of the Scottsdale City Charter to require a majority vote of the people to remove the environmentally sensitive preserves in the public trust.
- Encourage infill development through an infrastructure extension policy that balances growth.

Scottsdale has a window of opportunity to preserve desert and natural open areas. The public should be informed of the escalating cost of preserving such land and must be mobilized to do as soon as possible.

3. ENVIRONMENTAL QUALITY

Even those who value the rugged individualism of the West know that all of humanity is interdependent. Our activities are not the only things going on in this world. What happens in the Amazon Rain Forest, does affect us. We can't solve our environmental problems by ourselves, however neither can we ignore the part which we can influence. It is in this spirit that Scottsdale should become an environmental model showing how the environment and its resources can be protected and conserved. Examples of desirable activities:

Water conservation a priority

- Maintain a desert habitat.
- Natural desert landscaping.
- Use of grey water for golf courses and landscaping.
- Mandate that new development use arid-region drought-tolerant plant materials and establish a phased change over of existing non-desert landscapes.
- Create compelling demonstration projects relating to water resource technologies.

Reduce, reuse, recycle

- Make environmentalism part of the community mentality.
- Provide education that teaches and encourages people of all ages to appreciate and preserve our natural resources.
- Create incentives for reducing the volume of refuse in order to drastically reduce the need for landfills.
- Curbside recycling program established unless it can be demonstrated that there is a more effective method. The idea of recycling should go beyond the separation and collection of refuse to look at recycling marketable materials, finding markets for recycled goods, and developing partnerships to address household hazardous waste issues.
- Complete separation of lawn refuse to be used at home or sent to a community compost site.
- Enact a bottle bill.

Preserve our unique desert and mountains

- Provide incentives to developers to plan for density transfers to protect natural open space.
- Preservation of native species of animal and plant life.
- Natural wildlife habitats respected and preserved wildlife corridors.
- Preservation of the McDowell Mountains.
- Provide hike/bike equestrian trails as well as strategically locate desert parks.
- Maintain the feelings of open space as part of the integrity of the community.
- Expand recreation facilities such as desert belts, bike, horse and foot systems

along a system of open space corridors which take advantage of natural drainage corridors and the mountains.

Air Quality

- Encourage alternate energy sources.
- Create demonstration projects which illustrate the means for reducing energy needs in residential and non-residential structures.
- Encourage solar power research and creative application of all existing and emerging technology.
- Design concepts which regenerate traditional provisions for arid region towns throughout the world could be incorporated in new developments.
- The city of Scottsdale should accelerate the use of clean, convenient, fuel-efficient, and economical methods of transportation. Some possible methods include: running the entire city fleet, excluding police cars with battery power or on Compressed Natural Gas (CNG); providing carpool and public transit incentives; using fleet vehicles for carpools. Disincentives to driving, such as parking fees, could be considered but only where justified by having totally workable alternative means of transportation available. Provide incentives for the private use of vehicles using non-fossil fuels.
- Some measure of phasing is appropriate but work toward having as many areas of the City as possible become smoke free environments.

Industry

- Attract businesses, such as sorting and recycling facilities, that are consistent with Scottsdale's environmental efforts.
- Make a conscious decision to accept only clean industries.
- Accelerate the clean up of any past problems and carefully monitor and provide safe landfill, disposal and treatment facilities for liquid and solid

wastes including toxic and other hazardous materials.

4. **EXCELLENCE IN EDUCATION**

Scottsdale public schools were ranked highest in Arizona in a private 1992 Education Quotient index. City schools scored 116.5 out of a possible 150 points, making the district better than 67 percent of the school districts evaluated. The study is designed to help corporate executives choose locations for new branches or companies. The Scottsdale School District ranks in the top third of 500 school districts rated. This is good, but activities are underway which will encourage even higher performance in the future. The Visioning testimony was very supportive of all efforts currently underway by the Scottsdale Unified School District including the High School 2001 program.

Because there are always more ideas than funds available, quality education is a matter of quality versus quantity. The classroom needs to increasingly reflect the real world. Much of the citizen testimony highlighted two areas; the need to integrate education and the workplace, and the need to use computerized technology to increase personal access to the finest available resources.

Students at Yavapai Elementary School can now communicate with students anywhere in the world. They have access to university and city libraries across the country. Eventually all students in Scottsdale will have this opportunity.

The city and the school district are actively exploring joint use facilities. The planned Scottsdale high school has a city library as the school library. The school district will build the facility and the city will partially staff it. It is all part of the sharing resources in an effort to do more with less.

Essential to bringing the citizen's excellence in education vision to life is the creation, support and expansion of vital partnerships within the community, including those between business, government, religious establishments, volunteer organizations, parents, schools, and individual citizens. All residents, especially our senior citizens, should be thought of as potential mentors, volunteers, experts, advisors.

Business/Education Partnerships

- The business community should work to keep the education system continually aware of the constant changes in the workplace and flexible enough to respond quickly to new needs.
- Schools need to produce students with the necessary skills and competencies to enter, or prepare to enter the job market as productive employees.
- Business should provide mentors and management expertise for the schools and apprenticeships for students.
- Schools will provide specialized training for students to meet demonstrated business partner needs.

Parent/School/Community Partnerships

- Parenting skills will be taught in the schools.
- Support groups for parents will be available in all community centers; the neighborhood will act as an extended family.
- Parents will be expected to play an active part in the management of their children's schools and the creation of individual learning plans for their children.
- Parents and all residents will always be welcome in the classroom - as observers, aides, experts or co-learners.

Total Community Partnership in an Education Foundation

Prior efforts have been made to create a foundation with the capacity to generate income for distribution on a proposal basis within the public school system. That effort should continue until successful. In addition, an Excellence in Education Foundation should be established to support life-long learning opportunities which extend beyond the public school age. This non-profit foundation would act as a resource center and clearinghouse for all education-related issues. It would serve to coordinate and promote fundraising efforts from all sources. The Foundation would work to attract post-secondary opportunities and continuing education

institutes/programs which would benefit our individual citizens as well as our economic base.

Our vision for education in Scottsdale is that it be life-long, life-enhancing and holistic. It must be interactive, collaborative and creative. The most positive educational experience must be provided to all citizens.

Flexibility Is Critical

Time and Space

- Entry into and exit from established programs by students of any age will be appropriate to each individual learner. Students will enter and exit programs when they are ready, not on a rigid time schedule. Going on to a more advanced level will be based on how well the student applies the skills and knowledge already acquired, not on how many hours of class were endured.
- The full day and the full year will be appropriately utilized.
- Education will be accessible to all, including the physically challenged and homebound. Distance learning - via television, cable, computer, satellite - will be an option.

Resources

- The entire community of Scottsdale will serve as a classroom; all members of the community will be both teachers and learners.
- Scottsdale will continue to encourage non-public educational opportunities - private, religious, alternative.

Concepts to be Embraced by the Schools

- Superior diagnostic testing
- Education for physically, emotionally and educationally handicapped

- Integrated learning
- Optimal student/teacher ratios
- Enhanced curricula
- 100% retention rate

With community and family support, education institutions will instill shared values:

- Social/cultural
- Political/philosophical
- Health/science
- Personal responsibility and discipline
- A tolerance for change, ambiguity, risk taking will be encouraged.

Schools will utilize a variety of management techniques to improve performance, raise standards, and insure accountability from teachers, students, and parents.

Our public, tax-supported schools will continually evolve and explore alternative education models.

- Graduation requirements will include performance based standards as well as course credits.
- This will be a co-creative process involving teachers, education leaders, students, parents and community members.
- Schools will be decentralized, with site-based management.
- Parents and children will choose the school and help design the programs best suited for their needs and learning styles.

- Compensation to staff will be performance-based.
- Alternative certification standards will be explored.
- Alternatives to the tenure system will be explored.

Wellness Education

- Wellness education will be extended to outgoing at all levels within the community's schools, community centers, and in partnership with hospitals and businesses.
- Emphasis will be on primary prevention education with regard to communicable diseases, unwanted pregnancies, tobacco, alcohol, and other drugs.
- Lifestyle problems, such as lack of exercise, stress, and pollution, will also be of primary importance.

Global Citizenship

- To maximize the effectiveness of Scottsdale citizens as responsible global citizens, there will be early language instruction to insure fluency.
- Global interdependence, environmental sensitivity, and ecological responsibility will be stressed.
- Scottsdale will support enhanced interaction concerning education and cultural levels with other countries of the world. Celebrations of cultural diversity will emphasize our ties with Native Americans, Mexican and Pacific Rim neighbors and trading partners.
- All schooling focuses on responsibility, joy of learning, social skills, critical and creative thinking, problem solving, organization, communication skills, and consumer/life skills.
- Post-secondary schooling will include special degree programs and/or

institutions which build on Scottsdale's strengths in the areas of health services, the hospitality industry, energy, and other advanced technologies.

5. ECONOMIC DEVELOPMENT

Scottsdale has been very successful in its recent economic development efforts. Between 1980 and 1990, Scottsdale actually added more new jobs than population. Its quality of life has helped to attract companies like the Dial Corporation, PCS, Giant Industries, Discount Tire, Motorola, and the Mayo Clinic. Scottsdale continues to work with other potential companies. The formal structure of this quest involves the cooperative efforts of the City of Scottsdale, the Scottsdale Chamber of Commerce and Scottsdale Partnership, a non-profit corporation from the private sector that provides supplemental financing for the Chamber's marketing program. Since 1986, some 354 companies have invested in the economic future of the Scottsdale area through the Scottsdale Partnership, creating 7,400 new jobs and a cumulative economic impact of over \$220 million.

Ten years ago Scottsdale was primarily a bedroom community. Today it is one of the strongest economic centers in the Valley with a total employment work force of more than 90,000 people. Only about 5 to 10 percent of jobs are created by companies moving into the area. The major impact is from existing firms expanding or entrepreneurial efforts. While incubator facilities, loan funds and technical assistance programs can be valuable aids, it is the atmosphere of an entrepreneurial spirit which produces entrepreneurial behavior. That is one of Scottsdale's greatest strengths and it should be aggressively supported.

The citizen testimony acknowledged this enviable record of economic development but reinforced certain objectives which included; (1) that the city must continue to communicate that specific types of businesses are most desired; (2) develop a strategic industries plan; (3) mobilize resources to bring targeted industries here and; (4) go out and get desired industries to make Scottsdale their home.

On the basis of the current character of Scottsdale, i.e., its level of affluence, environmental considerations for clean businesses, and mix of available and projected housing, the citizens envision:

Desired Characteristics of New Industries

- Provides median income for employees.
- Employs a high proportion of professionals and college educated workers.
- Represents a mix of emerging and stable industry involvements.
- Fits into the high image character of the emerging land developments.
- Becomes a contributing member of the community.
- Makes use of telecommuting to permit reduced travel.

Targeted Industries

- Corporate Headquarters
- Medical and Health Care
- Hi-tech electronics
- Research Centers
- Finance Centers
- Universities
- Sports and Entertainment
- Hospitality
- Film Industry

Incentives and Motivators

A regional strategy and consistent motivation incentives must be made available to

attract new industries to the area, possibly including the following:

- Job training, on an improvement district basis that could include more than one city. The concept of a regional development zone.
- Tax increment bonding - perhaps 50% of new assessed valuation can be used for new infrastructure.
- Need to support capital needs of business, possible through loan guarantees, at a fee.
- Encourage and coordinate development planning among directly affected parties, for example downtown businesses and the canal project.
- A community ready to recognize synergies in its economic base, so as to create a large market share in one or more additional economic sectors, in addition to hospitality and medicine.

Other Considerations

- Plan for future development of a commercial district north of the Airpark.
- A community that fosters retention and expansion of existing business.
- Home-based employment has grown 22% in 15 years. This reality may have an impact on future zoning and transportation patterns.

The citizens committee spent a great deal of time outlining one possible target industry, biotechnology. Biotechnology covers a broad array of economic involvements. It is a new industry with growing and yet-to-be-defined relevance to much of modern life. It is an industry capable of small scale, highly specialized opportunities. It fits the profile for Scottsdale. During the Scottsdale Visioning horizon of 10 and 20 years, the world-wide biotechnology market is expected to increase a hundred fold from \$1 billion to \$100 billion. The full text of the Citizen Committee's biotechnical recommendation's can be found under "Urban Patterns and Economics" of the Alternative Visions Report, dated May 11, 1992.

6. HEALTH AND HUMAN SERVICES

Providing human services is a need that grows with the general increase in population and intensifies as our population ages and is subject to greater immigration. Changes in the demographics of the community must be anticipated and provisions made to meet service demands.

The provision of adequate health care is an issue of national significance. Scottsdale should participate in the national forum regarding this issue. The Scottsdale Health Council could serve the role of a health alliance.

Existing programs like the DES Day Care program, the Chrysalis Shelter for abused residents, and the Community Education Program provide a good basis for our human services provisions. These programs could be expanded to provide service to more people in need.

Partnerships between and among the private, quasi-public, and public sectors to provide services including child care, outreach to the homebound, and recreational programs should be examined to spread out the burden of funding and providing such services.

The citizen's advocated establishing a Health Service Commission allowing resident involvement in city planning that would:

- Develop a speakers bureau from the health care community to provide education concerning wellness, prevention and treatment for citizens of all ages. Establish a city health ombudsman office to serve as a resource for health-related concerns such as patient advocacy and referrals to appropriate agencies.
- Establish a Scottsdale Health Alliance that would bring together a private/public partnership for planning, funding, evaluating and monitoring a coordinated health delivery system.

Scottsdale should be a community which facilitates and promotes participation for all persons of all abilities, including:

- Model compliance with the American Disabilities Act guidelines.
- Incentives to local businesses that increase access for limited physical abilities.
- City program that provides an outreach assistance to home-bound persons.
- Safe and usable street crossings for all residents and visitors.

We should celebrate increased human longevity and prepare for future generations of older and retired persons, by providing:

- Incentives for the development and promotion of intergenerational volunteer services.
- State-of-the-art adult day care.
- Multi-service senior centers working in partnerships with schools, hospitals, and human service agencies to provide a continuum of services in a single location and to integrate existing services and increase community volunteer opportunities.

Scottsdale should accept and support changing family environments while promoting family self-sufficiency, including:

- Subsidized day care programs for children and older parents of working adults.
- A Scottsdale-based shelter providing safety and transitional services for abused residents.
- Community outreach and involvement programs for single parents and their families.
- Multi-generational family centers could serve as human service hubs providing needed services accessible 24 hours a day.

Scottsdale must be a community in which everyone can read. There should be:

- A community-based literacy center developed as a partnership with public agencies, schools, Scottsdale Community College and a corps of community volunteers.

Scottsdale is and should increasingly become a community in which citizens and government support a coordinated system of volunteer services, including:

- The creation of a central recruitment referral and training center -- coordinating and promoting the work of all agencies within the city.
- Identification of needs and coordination of services easily accessible at the neighborhood level.
- Develop a system of "credits" for volunteer work which could result in tax credits tuition waivers, and credits toward high school and college graduation.

A comprehensive program for Health and Human Services must work to foster healthy neighborhoods all within a community which supports and celebrates cultural diversity as well as Scottsdale's own particular heritage.

Every resident should be afforded the opportunity to participate equally at all levels and share in all aspects of health and human services.

Neighborhoods should be organized to foster and support mutual consideration, care, and cooperation, including:

- Local multi-service hubs that would deliver community and specialized neighborhood services including volunteer recruitment and referral.
- Pedestrian and vehicular transportation links that would interconnect these hubs, encourage inter-neighborhood activities while providing access to city-wide services.

Recognizing that general health and well-being connect to the quality of living environment, Scottsdale must be a community whose neighborhoods are firmly

established, safe and secure including:

- Additional recreation areas for all ages and abilities.
- Provisions for neighborhoods to be free from visual blight and excessive noise.
- Neighborhoods whose housing meets stringent occupancy, health and safety codes including heating and cooling.
- Every effort must be made to provide a community in which no resident is without dignified, safe and healthy shelter.
- Scottsdale should maintain a broad range of housing choices. Options, for example, like shared living for seniors, cooperatives for day care and such public/private partnerships as Habitat for Humanity should be pursued. The citizen testimony urged that housing be identified as a priority funding area for distributing Community Development Block Grant (CDBG) funds in Scottsdale.

The citizens discussed a broad range of provisions including a desire to address every area of human need. Regarding human services, the citizens also realized the impossibility of looking for government programs to provide all the answers. Private programs must be encouraged to do what they can to help. It is unavoidable that people must accept personal responsibility for themselves and their community. Looking back at the gains of the Fifties and Sixties, economist Herbert Stein of the American Enterprise Institute asks: "How did people enable their children to gain a higher standard of living than they had? Well for one thing they devoted a lot of effort to educating their children, to making them go to school and making them study. Today we don't seem to do the things that middle-class people typically did then."

An agonizing balancing act must be played out each day as limited resources are applied to seemingly unlimited needs. As an example, George Lundberg, editor of the Journal of the American Medical Association, says modern medicine is in a state of "meltdown" that will reach a boiling point by 1996, when the annual spending bill will top \$1.4 trillion. Somehow, between now and the end of the century, Americans will have to come to grips with a distasteful fact: We can't provide everything for

everybody. Scottsdale's focus should be on the kind of preventative health and human services measures which are always less costly than the far more costly problems which result from inaction or too little or too late. As one contribution to the benefit of healthy neighborhoods, Scottsdale has a good base to build an excellent community activity program. More opportunities for family activities and family oriented special events, programs for single parents and young people could be created. The creation of late night recreation programs should be examined and space to accommodate teens should be added in community centers or as discussed under VisionTasks.

7. TRANSPORTATION NETWORK

If a group of Scottsdale citizens could easily solve this or any other community's traffic issues, they'd be among the most sought after consultants in the world. The fact is that all the "best" cities in the world have some form of their own traffic problems.

Most transit "solutions" are expressed in terms similar to "its good for you -- like a cold shower." Billions of dollars, have been spent to build systems which are used by relatively small percentages of their communities. All transportation discussions included two considerations; hardware and humanity. If we could devise a system which could transport us anywhere we want to go, noiselessly, efficiently, individually, and economically, our problems would be over. On the other hand if we could approach it from the human side of having everyone live, work, shop and play within a walking distance radius, we'd solve the problem without the hardware. Much learned discussion has masked the simple fact that such hardware either doesn't exist or isn't affordable and also that we don't like having limitations placed on our personal mobility. Scottsdale citizens have suggested everything from smaller, non-polluting vehicles (possibly solar), to monorails as well as streets which move like large scale conveyor belts. Anthony Downs, Senior Associate with the Brookings Institution said, "to think about fixed-rail transit for Scottsdale would be ludicrous." Yet wanting to do something decisive, citizens have suggested a monorail from Carefree to A.S.U. and from Fountain Hills to downtown Phoenix. This has prompted others to conclude that this would nearly guarantee that Carefree and Fountain Hills would each one day have populations of 200,000 or more people. Since most predictions regarding innovative hardware have not come to pass and because people in general, Americans in particular, and especially those of us in the

Southwest have a love affair with our personal automobiles, it suggests that we need a greater tolerance for congestion and more people living closer to where they work. There could also be an increased willingness to ride the bus. One thought is that we will all make fewer trips, relying instead on a much greater use of home deliveries and electronic communication. And that when we do travel around the community, we'll make greater use of van-sized buses powered by non-polluting fuels. The idea is not that anyone will force us to ride the bus, but that the buses will run with such frequency and will be so comfortable and convenient that we'll enjoy doing so.

When considering transportation alternatives, there are three significant variables:

Size of the vehicle relative to the number of trips accommodated:

- A 40 person van is preferable to a single passenger car providing that the bus isn't empty. A bicycle is better than a car and walking is better yet because it requires no storage capacity at either end.

Amount of space available to accommodate travel and locational patterns:

- In theory, two lanes are better than one, but it isn't that simple. Traffic flows like arteries in the body -- constrict the flow in one area and it goes someplace else.

Frequency and length of individual trips:

- Decreasing the length and number of trips is the same as widening the roadway and vice versa.

The ultimate objective is a combination of individual mobility where we need it and collective, mass transit where we don't.

We could visualize some form of transit, perhaps small luxury vans on Scottsdale, Hayden and Pima Roads with a combination of walking and on-call shuttle service for all east/west trips. Another alternative involves creating a "car consortium" which utilizes, standardized, stackable cars which offer personal mobility until they join together on specified transit routes where up to six, two-passenger vehicles fit into

the space of a single conventional car.

For the moment, we need to consider a little of everything including:

- Smaller, non-polluting personal vehicles.
- Stagger trips to reduce peak hour congestion.
- Synchronize traffic signals.
- Street upgrades including grade separated traffic interchanges where justified to keep 100 percent of all traffic moving.
- Land use planning which minimizes unnecessary trips.
- More use of home delivery routes to reduce individual travel.
- More buses, made as pleasant as possible.
- Anticipating acquisition of future rights-of-way, well in advance of their need.
- More routes and pathways to encourage walking and the use of bicycles.

This list is likely to be far more productive than any simplistic or novel ideas about trying to impose a costly fixed route system on one of the lowest density settlements in the nation. We should carefully quantify the actual, cost-per-year, of owning and operating an individual vehicle. With this information and if an on-call system is made available with high quality service, a good many people may be encouraged to eliminate at least one of their family cars in order to accept the cost/benefit trade-off, thereby increasing the roadway capacity for others.

Scottsdale needs to develop an effective pedestrian plan which includes programmed time for "Automobile Free Zones", and an expanded pedestrian mall concept for Downtown. We need to become a much more pedestrian-friendly city.

Scottsdale should expand on its leadership in bicycle planning by developing a safe and effective community-wide bicycle facility system. Open space corridors including

the new Desert Greenbelts can provide opportunities to link together various activities with off-street path and trails.

Related Citizen Observations

- The "Collective Vision" stated with tongue-in-cheek: "Everybody gives up his car but me. Main arteries or freeways will go around but not through neighborhoods. People can go anywhere in the city within 20 minutes without creating pollution or harming the desert."
- The automobile will always be with us, therefore, we must concentrate on alternative fuels such as electric, natural gas, solar, and others for these individual occupancy vehicles.
- Provide viable alternatives to the use of private vehicles and thus encourage a decrease in vehicle miles traveled.
- The population of Scottsdale is expected to double within 30 years. We must forecast areas of growth. Also, we need to identify transportation corridors and zone for commercial and residential areas accordingly (i.e. housing should be placed near jobs and jobs near housing). Neighborhoods must be placed where they can be preserved away from main transportation corridors.
- Pima Expressway must become a reality. Neither current shortage of federal and State funds nor temporary details of buffering and cost sharing must be allowed to stop completion of the freeway system around and through Scottsdale. Citizens, developers, and small businesses all expressed concerns regarding the stretched-out completion of Pima Expressway. Continued economic development, proper planning of the unsettled area of North Scottsdale, and an increased use of tourist and medical facilities, all relate in some way to the expressway.
- Additional planning for efficient North-South and East-West traffic flows as feeders to the Expressway, or an alternative, is also needed. The beauty of the center of the City (as it now exists and northward where it will gravitate) should be easily available by efficient delivery routes off of the Freeway.

- A toll road concept must be looked at seriously by City transportation planners and City Government. Controlling use of our expressways through vehicular charges for travel during certain hours may well assist in distributing the pressure from cluttered rush hours. It would also give additional reasons for business to develop "flex-time" work. Allowing private enterprise and local neighborhoods to plan their answers to local transportation needs may even be as appropriate as a state or federal plan imposed on the local residents. Moreover, local planning is capable of enacting travel in compliance with emerging EPA rules, since the State has not yet found itself in compliance with clean air quality rules for the Valley.

The city would be well served by reviewing again the use of alternative grid routes both north-south and east-west.

- For those not bound to high speed auto transportation, mass transit alternatives should be reviewed so as to implement the best city-wide transit system for its citizens. Our use of the personal auto changes dramatically throughout driving years, and we urge full availability of van pooling and buses for the elderly, the young, groups pooling their transportation costs, and those seeking to work and live in Scottsdale without a readily available auto.
- The citizen testimony considered the ease of using a rapid-rail system, for example in Washington, D.C. or San Francisco, but after considering many recommendations and concerns, came to the conclusion that the cost of such a system would not be justified for the City within the next 25 years. However the City must look ahead 50 years, and a rapid rail system of some kind could be considered. Plans for such a system, if contemplated, should be in the development stage within the next five years. We also believe that within that next 50 years, we will see mass transit by bus, van, air-mobile, etc. become a realistic, clean, and efficient, alternative for movement by rail.
- The concept of diversity and linkage of the modes of transportation should consider a tie-in between the Scottsdale Airpark and the Sky Harbor Airport.
- The reality of the automobile must be recognized and acknowledged, but the almighty auto should not obliterate spaces for walking, jogging, biking and horseback riding.

- We wish for a time when a two or three car garage would not dominate the front of every house or residence; when a walk path is separated from auto travel by more than a row of parked cars; when bikes are separated from high-speed autos by more than a white paint strip along the pavement; when crossing separations keep bikes, horses, people and automobiles on their own turf. The bike tunnels at McDonald and Hayden, the funnel under Hayden at Indian Bend Park are examples that ought to be repeated throughout the City. Shuttle buses that suddenly become a necessity at the ball park should be a concept built into all retail, commercial and residential clusters.
- The use of alternative fuels for automobiles, and the electric car, must be concepts that the City encourages and uses. Moreover, the concept of a mobile cart for the handicapped in a grocery store is a bold stroke. Similar concepts for public places, and even for clustered communities where the auto may be a second choice for movement of goods and people should be explored.
- Finally, the linkage of the various modes of transportation is a key ingredient to a high quality of life. Bike racks on buses, like ski racks on mountain resort buses and trucks is a small step in the right direction. Again, the public/private partnerships may offer some answers.
- "Horses" are part of the western image. Trails and or facilities could be developed where horses could be occasionally visible by motorists, pedestrians, etc. and would therefore contribute to the beauty and ambiance of the area.
- Equestrian trails should be considered when planning the integration of all methods of movement systems. Development of bridges or overpasses for equestrian trails is necessary.
- Groups of existing attractions could be linked by a special mode of transportation (or even a path, or walkway) into a giant park with appeal for both residents and visitors.
- Development of the canals for transportation, recreation and aesthetic purposes is essential.

8. CULTURAL HERITAGE AND DEVELOPMENT

Our cultural heritage is a distinctive element of this community's identity and purpose. It must continue to serve an essential role in its future. Scottsdale is a community with a great diversity of quality offerings and opportunities for educating our young as well as adult populations. There is an opportunity to create an international reputation for art and performance. We have a great history and wonderful community support. All this will grow and be a positive influence on the Valley and the southwest United States.

Art and culture are essential components of the community's experience. They enrich and humanize life, inspire creativity and supply an inexhaustible source of passion - the benefits of which extend to every sector of community life.

The joy of the arts and culture lies in supporting the right of each individual to make a creative contribution to this definition in his or her own unique way. The cumulative heritage commits itself to this ideal and takes responsibility to implement it by promoting opportunities for education, creation, expression, and participation, by residents and visitors alike, in an ever-growing range of activities.

The people who already support the arts in Scottsdale are part of creating what is presently a wonderful and dynamic community. The goal of Scottsdale Visioning is to look into the future in order to identify the strengths, weaknesses, opportunities and threats that will confront our arts and culture community. There are plenty of each, but most exciting is the opportunity to envision the possibilities for the future while preparing for the inevitable challenges, including:

- Preserve our Cultural Heritage
- Expand and develop Arts and Cultural Education
- Develop and broaden our Arts Community
- Maximize the potential of Arts to enhance tourism

Preserve Our Cultural Heritage

The cultural heritage of the Southwest provides an important sense of identity to the Scottsdale community. We are culturally diverse, yet we possess the common desire to live together. In our community, we believe that it is important to create opportunities to celebrate our cultural diversity. We need to embrace the multi-cultural heritages of all of Scottsdale's population. They are integral to our future.

Expand and Develop Arts and Culture Education

The education of this community's children, as well as adults, must be a serious priority for the Scottsdale of the future. The goal of a young-persons's education should include introducing the child to the world's wondrous variety of knowledge and experience. It should stimulate his or her interest. In like manner, the goal of adult education should include providing continuing opportunities for individuals to explore and pursue their own interests and talents.

The community's commitment to arts and cultural education, especially in the public school system, is facing and will likely continue to face serious challenges. As a community, it is vital that we assert the priority of supplying our children a well-rounded education, of which a cultural experience is a vital part. Further, we must renew our commitment to embracing arts and culture in the adult world and use the opportunity to continually re-examine and redirect ourselves and our community. The foundation for arts and culture appreciation is laid at the earliest ages. We must take full advantage of Scottsdale Community College and ASU in the areas of theater, music, dance, film, video, language, literature, and the humanities. We should explore, attracting or creating a private a institution of higher learning.

Develop and Broaden the Arts Community

From its earliest days, the residents of Scottsdale have participated in, created and appreciated arts and cultural activities. Furthermore, the evolution of Scottsdale's arts community began with the desire to heighten the population's quality of life. Today, it is essential to renew the fact that, it is the mission of arts and culture to contribute to our own community's quality of life. The role of arts and culture deserves the steadfast commitment of the City of Scottsdale and its population.

- There exists broad-based community support and participation in Scottsdale's arts institutions.
- Scottsdale's arts institutions serve artistic preferences through a wide variety of forums.
- There exists a comprehensive public and private funding program sufficient to serve a dynamic Scottsdale arts community.
- Scottsdale becomes a participant in the region as a cooperative partner at nurturing support for the arts valley-wide.

Maximize the Potential of the Arts to Enhance Tourism

The arts are a vital attraction of both Scottsdale as well as the State-wide tourism industry. The revenues generated by tourism supports the local economy far beyond the arts community. Tourism remains one of the primary sales tools for promoting the growth of our business and resident base.

- Scottsdale attracts and holds the attention of the local, national and international arts communities by the quality and diversity of its arts offerings,
- Scottsdale's arts community should be promoted and recognized with the same priority as our State's unique landscape attractions and numerous recreational opportunities,
- Scottsdale promotes accessibility to the arts, both in the physical and conceptual senses, and thus serves a broad range of arts preferences, experiences and backgrounds.

Summary of Survey Results

Twenty seven surveys were mailed during the week of February 10, 1992, to arts groups who either reside or perform in Scottsdale.

Thirteen surveys were returned from: Scottsdale Public Schools, Scottsdale Historical Society, Arts and Education Council for the Scottsdale Schools, the Writers Voice

Project (YMCA), Scottsdale Community Players/StageBrush Theater, Cosanti Foundation, Four Seasons Orchestra, Valley Chamber Musicians, Scottsdale Artists' School, Scottsdale Cultural Council, Valley Youth Theater, Scottsdale Community College/Division of Fine Arts, and Desert Chamber Music, Inc.

The following is a summary of the questions asked and responses received:

Question: We feel that a community-grants program for all arts organizations would be of benefit. (Yes/No/Maybe, comments)

Responses: Eleven organizations responded "yes", that they would value such a program. One responded "no" and one replied "maybe, depending on the structure."

Question: Would you be willing to participate in a joint fundraising effort with and for the benefit of all Scottsdale arts groups?

Responses: Five organizations responded "yes". None replied "no". Six replied "maybe" and two did not answer the question.

Question: Besides space needs, what other considerations and/or concerns do you feel should be addressed in an Arts and Culture vision for Scottsdale?

Responses:

| | |
|----|------------------------------------|
| 10 | Participating in an arts coalition |
| 12 | Marketing Assistance |
| 8 | Business Management |
| 7 | Box Office |
| 12 | Fundraising Assistance |
| 8 | Program Planning |
| 11 | Volunteers |

Other comments included:

- The need to involve kids in the planning and development of Scottsdale.

- We need professional fundraisers. Coordinate arts publicity networking.
- Quality arts experiences. Artistic vision, institutional development, public participation/opportunities, experiences. Cultural diversity and artistic diversity. Financial stability. Board leadership and development. Community philanthropy. Scottsdale Arts District.
- Underwriting or in-kind support for performance space as has been done in other communities.
- Focus on efforts to build arts and cultural awareness among Scottsdale youth.

Question: Please identify your future space needs and state the approximate size and type of facility your organization shall need.

Responses: Eleven organizations indicated that they do not have sufficient space for their future needs. One organization requires no additional space and another organization did not respond to this question. The most pressing needs voiced by the respondents are theater space, rehearsal space and exhibit space.

Present Needs:

- 300 seat community theater
- 4,000 square feet of educational and classroom spaces
- 12,000 square feet of exhibit spaces
- 500-1000 square feet of storage and office space
- 4,000 square feet of rehearsal space

Needs Five Years From Present:

- 1,200 seat theater space with fly decks and orchestra pit
- 6,000 square feet of rehearsal space
- 24,000 square feet of exhibit space
- 4,000 square feet of educational space
- 1,200 square feet of office and storage space

Needs Ten years From Present:

- 10,000 seat outdoor theater
- 20,000 square feet of storage space

9. **COMMUNITY SERVICES**

Scottsdale must produce capable, empowered, global citizens who accept the stewardship of their own well-being, the spirit of their community and the future of the planet.

Scottsdale will be a model city where:

- The quality of life is preserved and enhanced.
- The environment is protected and conserved.
- Individual citizens and the talent they bring are integral parts of all their neighborhoods and the resulted city.
- All citizens experience and contribute to a sense of community and well-being.

Concepts central to the realization of this vision include neighborhood community centers, an educated and energized citizenry who share their talents, and strong partnerships between public, private and non-profit sectors, schools, families and individual community members. A communications network is proposed which connects and links all residents with information and community resources.

Communications Network

As a foundation for all Community and Public Services, the citizens proposed a comprehensive, multi-media communications network to coordinate and feed information through all channels to all residents and visitors of Scottsdale and the surrounding communities.

Examples of Information

- Community Resource Center schedules and available services.

- Talent resource/volunteers.
- Calendar of events.
- Community information, who to contact.
- Community service task list.
- Coordination of mentoring.
- Clearinghouse for intercommunity, regional and international relations.
- Voting and election information.

Current Communications Channels to be Utilized

- Library Resources.
- Community Resource Centers.
- Newspapers and other print media.
- Radio and Television.
- Cable TV.
- Interactive Video/Conferencing.
- Direct Mailing.

The city could participate in creating a community communications network and a database of community information as well as consideration as to how we can improve communication with our international visitors. A computer kiosk system which includes city service directories and program information could be located in high traffic areas like shopping malls, the airport, and the libraries. "Information tellers" would allow people to pay bills at home or at work. Classes and workshops would be telecast over a community-wide television channel.

Talent Bank

One of the greatest opportunities is to maximize the many talents and enthusiasm of all residents and workers in Scottsdale. The establishment of a coordinating system is proposed so that each individual's talents can best be matched to community needs. We must take full advantage of the wisdom, expertise and energy of our large senior population, including winter visitors. This Talent Bank would oversee volunteer development and recognition. There is an expectation of involvement by all citizens.

Community Services Model

The citizens proposed the creation of neighborhood-based Community/Life Enhancement Centers. Taking the place of the local Grange Hall, Town Square or general store, they would serve as meeting facilities, clearinghouses, social gather areas and would be designed to meet the particular needs of each neighborhood. Ideally, they would be within walking distance of a majority of residents and be a hub for public transportation. The Centers will be smoke free/drug free environments.

Enhancing communication and provide lifelong learning opportunities will promote strong connections between citizens and their community. Lifelong learning means a focus on adult education as well as broadening programs for school age children and for post secondary education. The idea is to use both technology and the Life Enhancement Centers to provide services that serve a broad spectrum of needs to citizens, of all ages, at centers and in their homes. The public libraries, schools, city cable television, and other existing community facilities can serve as the core for the system.

The Life Enhancement Centers will apply advanced technology to the basic values that nurture, sustain and strengthen a sense of community.

Characteristics of Resource/Life Enhancement Centers

- Provide the feeling of "roots".
- "Managed" by the residents of the neighborhood. The resources of the City of Scottsdale, the business community, the Scottsdale talent bank, and

volunteers will work with the local leadership to identify and package services specific to each different center.

- Provide space and encourage the organization and ongoing business of neighborhood and newcomers' associations.
- Serve as an informational clearing house and communications network for community.
- Provide educational opportunities and special services for all ages.

Examples of Service and Programs

- Community programs and events, e.g. special centers for teens, seniors, etc.
- Family programs and events.
- Single's programs.
- Regional multi-cultural programs and events.
- Instruction and support for consumer skills, home related skills, life enhancement skills, self esteem and self management.
- Support groups for new parents and new residents.
- Health Clinics and Hot Line support.
- Intergenerational day care.
- Library facilities with services 24-hours a day.
- Mentoring programs.
- Court Facilities.
- Literacy Centers.

Our libraries are an integral part of our community and fulfill many of the goals of the "Life Enhancement Center." The hours and services of the libraries could be expanded to further reinforce each library as a community center and a place for continued learning and leisure. Our library system could explore providing linkages to libraries, region-wide with on-line catalogs and book check-out.

People are often not aware of available services. Scottsdale should make sure that all citizens are aware of and have access to the services available within the community. The libraries or the "Life Enhancement Centers" may be an appropriate place to localize a community communications network and a database of community information. Vista del Camino could be expanded and a city Ombudsman Office could be created to match needs with services.

A better sense of community can be developed by better enhancing communication between the city and the citizens of Scottsdale. The city could provide a computer kiosk system which would include directories to city services and program information. This system could also help citizens access information and services from our State and Federal governments. An independent liaison to assist the citizens and government, but not take sides, could also enhance communication.

Model Public Services

All of Scottsdale should be a safe and healthy place to work and play. We would like to see Scottsdale recognized as the safest and healthiest community in the United States.

To achieve that goal, there needs to be expanded police services to neighborhoods. Fire and Ambulance services need to be readily available to all neighborhoods. There should be an active safety education program, with emphasis on security measures.

The Communications network will alert Scottsdale to the following services which are available to all members of the community:

- Positive Police Presence
- Safety Education

- Self Defense Education
- Neighborhood Safety Programs
- Security Measures Education
- Home Security Measures and Inspections
- Fire Safety Education
- Home Fire Safety Inspections
- Hazard Material Collection and Disposal
- Drowning Prevention Education
- CPR Education
- Basic First Aid Education
- Ambulance/Health Services Education
- Minority/Disadvantaged Volunteer Programs

Everyone in Scottsdale is entitled to a safe environment. Programs that maintain the safety of our city require citizen support and participation over the long term. The Scottsdale Police Department continues to look for opportunities to integrate officers into neighborhoods and to address gang and drug issues through community partnership programs. The Drug Abuse Resistance Education (D.A.R.E.) program and Police Activity Leagues (PAL) have been successful throughout the country and could be established in Scottsdale.

10. INDIVIDUALITY, IMAGE AND VALUES

The beginning of this report acknowledges that the seeds for Scottsdale's early growth and development were planted by an entrepreneurial spirit which operated with little or no constraints from prescriptive ordinances and far greater freedom

from big city problems.

During Scottsdale's earliest days the issues were much clearer and consensus easier to achieve. Scottsdale's magnetism and its resultant dynamic growth has forever changed its once simpler existence. While returning to the freedom of our beginnings is not an option, periodically taking stock of what we've become and regenerating some of the original entrepreneurial spirit is not only possible but essential if we are to do justice to our unique heritage.

As we look forward at a horizon of the next three decades during which we will again double in size, we will either become more individual, i.e. more uniquely our own place, or we will gradually move toward becoming indistinguishable from the surrounding urban fabric. It is all a matter of choice and the choice must be made now.

What comes through loud and clear from the citizen testimony is that we must take steps to increase rather than allow a decrease in what makes us special. The frontier values of individuality, trust, courage, and creativity must be held high above those of consistency, conformity, and mediocrity. The benefits of our City's codes and ordinances can also be a detriment to the creative spirit.

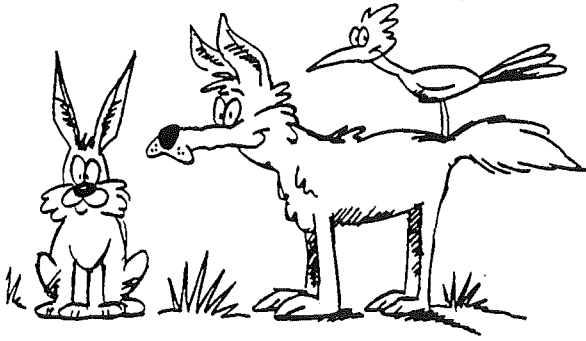
Developers tend to pursue simpler rather than more complex, mixed use projects because they are easier to process. Both the development communities and city officials must willingly pursue a far greater complexity, all as necessary to create exceptional buildings and multi-use spaces for human interaction.

The time for a good idea to happen is as soon as someone has it, no matter how out of step it may seem with the established order. Our formal codes and ordinances as well as the administration of such ordinances must be made to serve the finest judgements we each have to offer. To do otherwise is not only to eliminate the worst, but also to preclude the best, leaving only that which is in between.

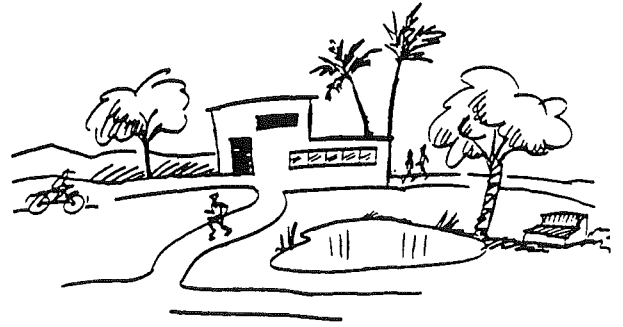
VISION HUMOR

Laughter is a much overlooked ingredient in creative deliberations. Scottsdale Visioning's focus on stimulating direct citizen involvement was given a great gift when cartoonist, Rob Husberg agreed to create visual images which captured the idea of comments made at each neighborhood meeting. As the meetings progressed, photo murals of citizen ideas and concerns were placed on the walls to help energize the proceedings. Continuous rolls of Husberg's cartoons were prominently displayed as part of the day-long VisionFest activities. They were also put on exhibition throughout the City. Eighteen representative drawings produced during the neighborhood meetings are included on the following two pages.

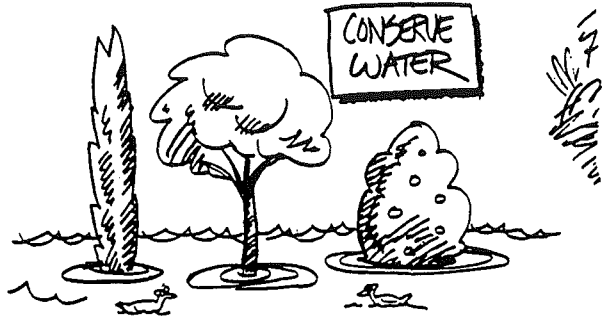
PROTECT DESERT WILDLIFE!



MORE COMMUNITY CENTERS - PEDESTRIAN WALKWAYS



USE NATIVE VEGETATION:



PRESERVE OPEN LANDS

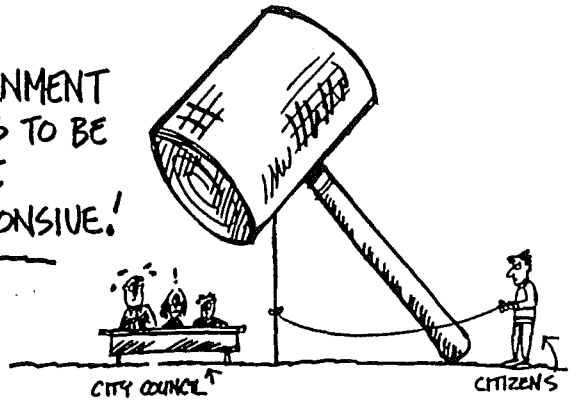
- KEEP CHECK ON DEVELOPMENT



NECESSITIES IN WALKING DISTANCE

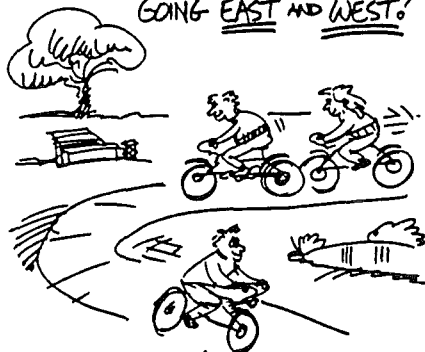


CITY GOVERNMENT NEEDS TO BE MORE RESPONSIVE!

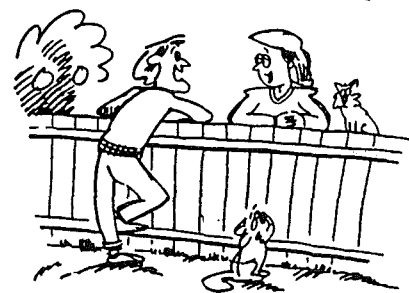


MORE BICYCLE PATHS:

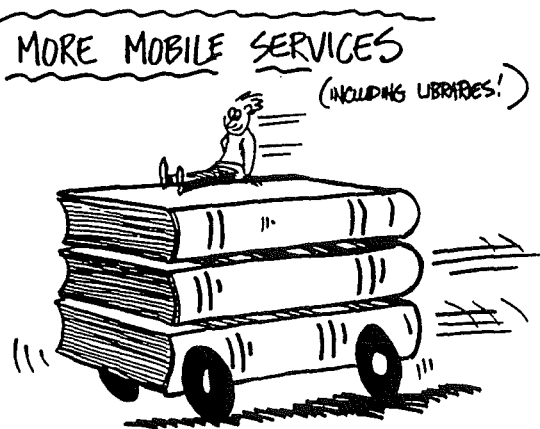
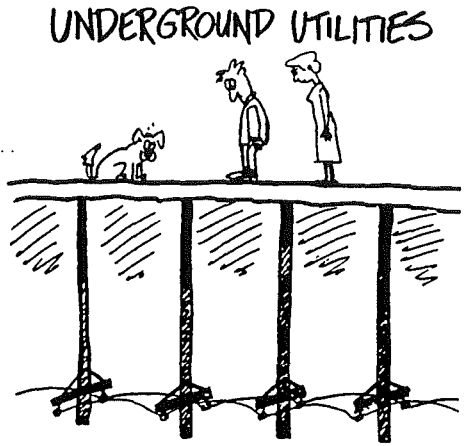
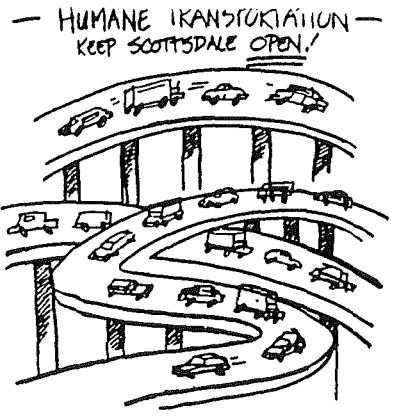
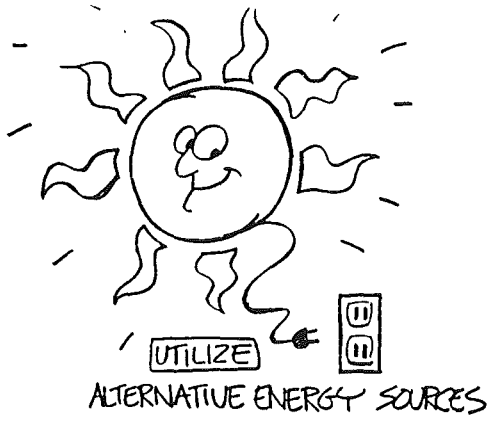
GOING EAST AND WEST!

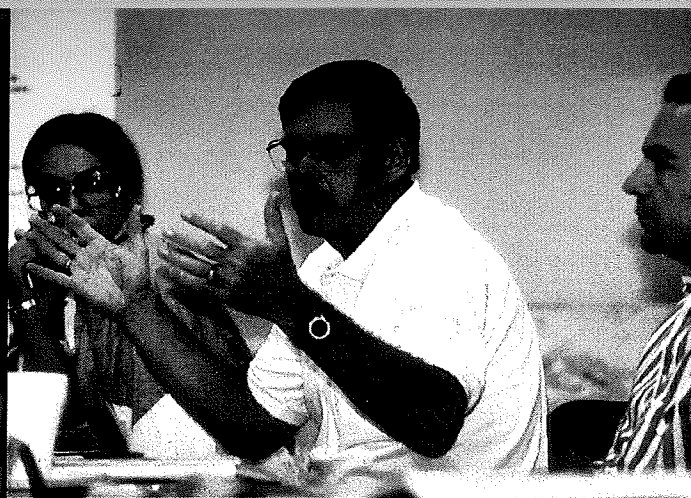


PROMOTE "NEIGHBORING"



...LET'S LOOK OUT FOR EACH OTHER!





METHODOLOGY, CREDITS & HISTORY

METHODOLOGY, CREDITS AND HISTORY

To encourage maximum citizen participation and to insulate all activities from the political process, on December 5, 1990, the Mayor and City Council appointed a seven person Visioning Steering Committee. Their charge was to establish a Request for Proposal, to recommend the selection of a Visioning Consultant, then to disband. They completed their work on May 20, 1991.

To provide for proper oversight of the Contract between the City and the Consultant, the Mayor and Council appointed a Contract Administration Committee made up of five Scottsdale citizens. The consultant facilitated the selection of all other committee members.

A before-the-fact formal structure was spelled out in the consultant's contract with the City. The contract called for the first two months to be spent creating "Process Design," a 52 page document which outlined all anticipated activities, including those funded by the city and those which would depend upon citizen contributions. The idea of the program was to stimulate as much citizen input as possible all toward creating a foundation upon which to achieve a Shared Vision for the Future.

The "Four Dominant Themes", "Twenty Four VisionTasks", and "One City, One People, One Vision" Summary represent the completion of the eighteen month process. There have been more than 175 committee meetings or public forums, approximately as many news articles and more than 8300 hours of citizen-volunteered time. Cash or in-kind contributions have been made by more than 100 individuals, families and organizations. Hundreds of suggestions have been produced or considered by thousands of participating citizens. The City's first-ever interactive, call-in television show was hosted, produced and directed by teenagers within the Scottsdale School system. VisionFest produced a day long celebration of Scottsdale's talents and commitments, including video taped citizen comments and presentations of ideas, music and dance. City-wide, live television programs have been utilized to provide periodic citizen presentations, while providing an opportunity for additional testimony. The following chronology is a list of 72 activities or events which outline the entire process. Not shown are the many meetings which were held by the individual committees.

1. December 5, 1990 City Council appoints Visioning Steering Committee.

2. February 13, 1991 Visioning Steering Committee establishes criteria for Consultant Selection.
3. April 17, 1991 Consultant Interviews conducted.
4. May 20, 1991 Community Options Group (COG) selected as Consultants and authorized by Mayor and City Council to begin work.
5. August 18, 1991 Creation of Scottsdale Visioning Logo.
6. September 4, 1991 Citizens Visioning Advisory Committee (CVAC) members appointed by COG.
7. September 4, 1991 Contract Administration Committee selected.
8. September 21, 1991 First Meeting of the Citizens Visioning Advisory Committee (CVAC).
9. September 27, 1991 Completion of Report #1 - "*Process Design*," a 52 page document which outlines the Start to Finish Program.
10. October 23, 1991 Public "Kick-Off" gathering held at Scottsdale Center for the Arts. (Community Forum #1).
11. October 29, 1991 Visioning Fundraising Committee appointed.
12. November 5, 1991 Coordinated Visioning Committees and Consultant Orientation Meeting.
13. November 18, 1991 Neighborhood Meeting at Tonalea Elementary School.
14. November 19, 1991 Neighborhood Meeting at Chaparral High School.
15. November 25, 1991 Neighborhood Meeting at Yavapai Elementary School.
16. November 26, 1991 Neighborhood Meeting at Mountainside Middle School.

17. November 27, 1991 Visioning Hotline put in place (994-7700).
18. December 4, 1991 Neighborhood Meeting at Best Western Thunderbird Inn.
19. December 4, 1991 Neighborhood Meeting at El Pedregal at the Boulders.
20. December 5, 1991 First Special Visioning Supplement, including a citizen survey, delivered to all Scottsdale households, describing the Process, its challenges and opportunities. 5000 copies made available for continued distribution (Scottsdale Today Overview and Community Attitude Survey #1).
21. December 5, 1991 Neighborhood Meeting at Pima Elementary School.
22. December 7, 1991 Neighborhood Meeting at Scottsdale Center for the Arts.
23. December 9, 1991 Neighborhood Meeting at Saguaro High School.
24. December 10, 1991 Neighborhood Meeting at Laguna Elementary School.
25. December 11, 1991 Visioning Call-In/Call-Out Telephone Program.
26. December 12, 1991 Neighborhood Meeting at Cocopah Middle School.
27. December 17, 1991 Neighborhood Meeting at Troon Country Club.
28. January 8, 1992 Working Committees selected by COG to develop Alternative Visions within each of five categories.
29. January 8, 1992 All citizen testimony from the public meetings held during November and December, 1991 compiled into Report #2 for use by the Working Committees and for review at both public libraries.

30. January 15, 1992 The "Vox Box", Scottsdale's first ever public "speak-out" with an interactive cable T.V. show, put on entirely by high school students to discuss issues evolved during the neighborhood meeting series. (Community Forum #2).
31. February 3, 1992 Visioning Update to Mayor and City Council.
32. February 13, 1992 First "Harvest of Ideas Program." Speakers: Barry Asmus, Ph.D., Senior Economist at the National Center for Policy Analysis, and Stephen K. Happel, Ph.D., Demographic Consultant and Associate Dean of Executive Education at A.S.U. (Vision Stimulator Program and Community Forum #3).
33. February 20, 1992 Harvest of Ideas Speaker: Beth Jarmen, Ph.D., Author and Founding Partner of Leadership 2000, Inc. (Community Forum #4).
34. February 27, 1992 Harvest of Ideas Speaker: Bert Winterbottom, formerly with the Rouse Company's American City Corporation. Principal with LDR International in Columbia, Maryland. (Community Workshop #1).
35. March 4, 1992 Harvest of Ideas Speaker: Anthony Downs, Ph.D., Senior Fellow at the Brookings Institution in Washington, D.C.
36. April 4, 1992 Joint presentation of the findings and recommendations of all five Working Committees.
37. April 29, 1992 Second Special Visioning Supplement distributed from 40th Street to Fountain Hills. 5000 additional copies made available for continued distribution.
38. May 2, 1992 VisionFest at the Civic Center Mall presents citizen findings in a festival-like forum which included opportunities for additional public review and comment.

Features included the "Electronic Soap Box" and a variety of interactive, drawing, writing and modeling exhibits, plus a complete program of music and dance.

39. May 12, 1992 Report #3 - "*Alternative Visions*" is published including statements developed by 100 persons serving on five Working Committees.
40. May 21, 1992 Richard A. Bowers, City Manager; Duane K. Sheldon, Ph.D., Superintendent of the Scottsdale School District; and Frank Jacobson, President and CEO of the Scottsdale Cultural Council, make presentations of their Visions to the CVAC.
41. June 18, 1992 Five Working Committees present their findings in joint session with the CVAC of the Alternative Visions.
42. July 8, 1992 Visioning Consultant meets with representatives of all City Departments to review Working Committee Reports.
43. July 21, 1992 CVAC distributes Working Committee Report to each of 14 City of Scottsdale Boards and Commissions requesting their review and response to test the alternate Visions.
44. August 25, 1992 All City staff departments and Visioning Consultant session.
45. September 15, 1992 Coordinated City Staff Response.
46. September 12, 1992 CVAC reviews and coordinates all response to the Working Committee Reports.
47. September 19, 1992 CVAC drafting the Shared Vision with Working Committee Members available for additional comment.

48. September 26, 1992 CVAC Shared Vision Drafting Session.
49. September 30, 1992 First Electronic Community Workshop to inform the Community of the status of the work. Live television with participating studio audience. (Community Workshop #2).
50. October 3, 1992 CVAC Shared Vision Drafting Session.
51. October 7, 1992 Third Special Visioning Supplement distributed City-wide. (Report #4).
52. October 13, 1992 Visioning Participant Survey Questionnaire. (Community Attitude Survey #2).
53. October 14, 1992 CVAC - Shared Vision Drafting.
54. October 16, 1992 Response from Scottsdale Chamber of Commerce.
55. October 23, 1992 Drafting the Fourth Special Visioning Tabloid.
56. October 23, 1992 First Consolidated Draft of the Shared Vision Publisher for Review (Report #5).
57. October 29, 1992 First of two sessions to record CVAC comments regarding the Shared Vision.
58. October 29, 1992 Second Electronic Workshop - Shared Vision Update/ Call for Vision Champions. Live television with participating studio audience. (Community Workshop #3).
59. November 4, 1992 Fourth Special Visioning Tabloid distributed city-wide.
60. November 5, 1992 Second session to discuss CVAC comments for incorporation into the Draft Shared Vision.

61. November 6, 1992 Second Draft of the Shared Vision completed and ready for review (Report #6).
62. November 9, 1992 Distribute 325 copies of the preliminary draft of the Shared Vision to all Committees, all Boards and Commissions, School District, Cultural Council, Mayor and City Council, and City staff for review.
63. November 11, 1992 Coordination of the Shared Vision with the Scottsdale School District Leadership Team for the "High School 2001" project.
64. November 12, 1992 Third CVAC review session of the Shared Vision exploring implementation alternatives.
65. November 13, 1992 Shared Vision Draft placed in four Scottsdale High School and two public libraries, along with experience news coverage of the contents of the report.
66. November 18, 1992 CVAC Channel 35 presentation of the 24 VisionTasks, calling for Vision Champions, and an overview of the 18 month citizen participation process. (Community Forum #5).
67. November 19, 1992 Fourth CVAC review session of the Shared Vision.
68. December 3, 1992 Fifth and final CVAC review of the Shared Vision, incorporating final responses from other citizens.
69. December 11, 1992 Shared Vision final draft completed.
70. December 14, 1992 CVAC formal presentation of the Shared Vision to Mayor and City Council.
71. January, 1993
(Date to be established) CVAC in joint work session with Mayor and City Council to discuss implementation and on-going usage of the Shared Vision.

72. Additional Publications Shared Vision documentation in tabloid form, image booklet and video, dependent upon the availability of further in-kind and cash contributions.

CITIZEN PARTICIPATION

The multi-faceted nature of the eighteen month program precludes being able to adequately acknowledge everyone who contributed to its success. Members of the formal committees are listed as are the individuals and organizations who provided financial or in-kind support. Impossible to list are the thousands of individuals who have in one way or other, participated in the interactive communication, including neighborhood meetings, printed surveys, telephone and video events. The formal committees were made up of teachers, students, and individuals representing all walks of life and all geographic areas within the community. By design, the memberships of the committees did not include any representatives of Scottsdale's elected officials or management staff. This was done to encourage the development of ideas and the discussion of issues unhampered by established city policies. Throughout the Visioning process, however, the city staff was asked by various committees to provide support and assistance.

CITIZENS VISIONING ADVISORY COMMITTEE

Art DeCabooter, Co-Chairperson

Diana M. Smith

Donald E. Ruff

Marilyn Reinstein

Daniel Wochos

Bill Jenkins

Tim Bray

Herbert Kotzen

Stephanie Roberts

Bob Edwards

Janie Ellis

Marilyn Armstrong

Helen Laack, Co-Chairperson

Gerry Metz

George Day

Robert C. Howard Jr.

Robert B. Ryan

Tom Sadvary

Marion Saba

Frederick E. Davidson

Tom Silverman

Gary A. Shapiro

Becky Marshall

ARTS AND CULTURE COMMITTEE

| | |
|----------------------------------|------------------------------|
| Robert H. Karatz, Co-Chairperson | Matt Lehrman, Co-Chairperson |
| Carolyn S. Allen | Ellen Madsen |
| Laura Bowden | Ann Morrow |
| Dennis W. Carr | John J. Nichols |
| Keith Davis | Sandra J. Rembrandt |
| Betsy Fahlman | Louise Roman |
| Pat Hack | Andrea Polson |
| Louis Horwin | Ellen A. Schneider |
| Janet Larkin | Douglas Sydnor |
| Susan Lockhart | |

COMMUNITY SERVICE AND EDUCATION COMMITTEE

| | |
|---------------------------------|--------------------------------|
| Brenda Ringwald, Co-Chairperson | Kevin C. Brown, Co-Chairperson |
| C.C. "Ben" Benedict | Debie Friedman |
| Sherrill A. Bray | Linda Frith |
| Tim P. Burns | Tammy J. Gibbons |
| John Caffrey | Lynn Guyot |
| A.P. Cosentino | Susan Kayler |
| Robert Deems | Donald N. Morris |
| Leisel Ellsworth | S. Gail Skvarenina |
| Penny Edwards | Jerry Smith |
| Francis E. Fiftal | Connie Wesala |

HEALTH AND HUMAN SERVICES COMMITTEE

| | |
|-----------------------------------|------------------------------|
| Jeffrey R. Wilcox, Co-Chairperson | Anne H. Gale, Co-Chairperson |
| William G. Bakas | J.P. Jones |
| Karen L. Bertiger | Wiley A. Jones, Jr. |
| Myron Riggs Brower | Shirlee Kandle |
| Anne Burtnett | Eugene J. Lenahan |
| Jill K. Goldstein | Donna Medoff |
| Helena Hawks | William B. Pashkow |
| Joseph Hilbe | Ross D. Stone |
| Pat A. Holtzapple | Sally Tryhus |
| Cindy Ivy | |

METHODS OF MOVEMENT/TRANSPORTATION COMMITTEE

| | |
|---------------------------------------|---|
| Arthur Patrick Mullin, Co-Chairperson | Isabel Harris McDougall, Co-Chairperson |
| Michael Bronska | Ryan Larson |
| Michael Cavanaugh | Fred C. Reimold |
| Coreen Young Clarke | Ron Rossman |
| Roy A. Ellis | John R. Rowe |
| Kathryn Z. Heffernan | Teresa Steimle |
| Peggy Hoffman | Keith D. Sprinkle |
| Connie Jacobson | |

URBAN PATTERNS AND ECONOMICS COMMITTEE

| | |
|---------------------------------|--------------------------------|
| Laurel K. Walsh, Co-Chairperson | Howard Klemmer, Co-Chairperson |
| Walter O. Bailey, Jr. | David H. Harris |
| Christine Bittker | Jim Keeley |
| Lawrence M. Ciszewski | Janet L. Queen |
| Joyce E. Clarke | Robert E. Ryan |
| Fred Davidson | Ross Smith |
| Gene Knorr | Thompson S. Ward |
| James E. Flynn | Sandra M. Weir |
| Thomas W. Giller | |

FUND-RAISING COMMITTEE

| | |
|---------------------------|----------------|
| Jerry Nelson, Chairperson | Connie Calhoun |
| Don Carson | Phil Corso |
| Paul Critchfield | Martha Green |
| Jim Keeley | Howard Keim |
| Bob Mariano | Tom Silverman |
| Bob Solem | Jim Wellington |
| Murray Wilson | |

VOLUNTEER COORDINATING COMMITTEE

Elisa M. Brancati, Co-Chairperson
Donna Medoff
Jim Keeley
Ted Fordon
Doug Sydnor
Bob Howard
Antie A. Peterson
Robert Deems

Wendy L. Springborn, Co-Chairperson
Pete Klute
Jayann Fordon
Laurel Walsh
Susie Goetze
Doreen Fox
Ann Morrow

VOLUNTEER CORPS SUPPORT

Oliver Smith
Judy Blayer
Dave Barton
Carol Kinias
Sharyn A. Seitz

Charles "Bud" Sessions
Robert Morris
Sally Tryhus
Larry Paprocki
Abe Baum

CONTRACT ADMINISTRATION

A Contract Administration Committee was given the task of reviewing the work, including minor amendments to the Consultant's Contract, wherever a more effective approach could be demonstrated to be in the City's best interest. Monthly meetings were held to provide a complete up date report on all activities.

CONTRACT ADMINISTRATION COMMITTEE

Paul Messinger, Chairperson

Harry Paston

Janet L. Queen

Nancy Myers Schamadan

Joyce Winston

CITY OF SCOTTSDALE

The official City structure removed itself from the Visioning deliberations in order to encourage unrestrained exchange of citizen ideas. Scottsdale's elected officials, management and staff were involved in the following ways:

MAYOR AND CITY COUNCIL

The City Council created the program and approved the selection of the consultant. While they were kept informed and remained vitally interested, other than one formal briefing and related acknowledgements of citizen contributions, there was no exchange between the Mayor and Council with the Citizen Committees or Consultant during the deliberations.

Herbert R. Drinkwater, Mayor
Gregory S. Bielli Mary Manross
James Burke Bill Soderquist
Sam Kathryn Campana Richard Thomas

CITY MANAGEMENT

Monthly updates were provided by the Consultant to the City Manager. While Visioning was at all times insulated from political dialogue, everyone was kept informed and the City Managers' contributed their guidance and support. They served both as a sounding board and provided exposure to parallel inquiries which were going on within the City Departments at all times throughout the process.

Richard A. Bowers, City Manager
Assistant City Managers: Raymond L. Garrison, Jr. and Barbara Burns

BOARDS, COMMISSIONS AND ORGANIZATIONS

| | |
|------------------------------------|---|
| Airport Advisory Commission | Industrial Development Authority |
| Board of Adjustment | Library Board |
| Building Advisory Board of Appeals | Neighborhood Enhancement Advisory Committee |
| Chamber of Commerce | Parks and Recreation Commission |
| Citizens Bond Committee | Planning Commission |
| Development Review Board | Scottsdale Cultural Council |
| Higher Education Task Force | Scottsdale Unified School District |
| Hospitality Commission | Transportation Commission |
| Human Services Commission | |

CITY STAFF

More than one hundred City staff members contributed to the process by sharing their expertise in a way which helped explore issues well beyond current operations.

William B. King, General Manager, Planning and Community Development
Gary S. Roe, Planning Administrator Teresa Huish, Planning Specialist
Jerry Stabley, Senior Planner Jeanne Falls, Secretary

CONSULTANTS

Community Options Group

Vernon D. Swaback, Program Director John E. Sather, Assistant Program Director

SUPPORTERS OF SCOTTSDALE VISIONING

Airpark Signs
Aloha Shaved Ice
Alphagraphics - 15111 N. Hayden Rd.
Ambrosino's
American Express - Travel Related
 Services
American Speedy Printing
American National Bank
Aoki, Hiroshi
Arizona Cactus Pine Girl Scout Council
Arizona Council for the
 Hearing Impaired
Arizona Medical Transport
Arizona Public Service
Arizona Republic and Phoenix Gazette
Arizonans Concerned About Smoking
Asmus, Barry Ph.D.
Aunt Chilida's at the Pointe - Tapatio
 Cliffs
Australia New Zealand Travel
AZ '88
Bailey, Walter and Judith
Bank of Scottsdale
BC Distribution
Best 1-Hour Foto
Best Western Thunderbird Suites
Best Western Papago Inn and Resort
Bestor, Mr. and Mrs. Bill
Bill Moss Inc.
Bischoff's Shades of the West
Bodacious Productions Co.
Bold Impressions
Bray, Tim and Sherrill
Bright Eyes Optical
Byrd, Jack F.
Byrnes, Robert F.
Cactus Flower Florist
Cactus Tent and Awning
Cafe Brioche
Campana, Sam
Carla
Casa Hermosa
Chase, Jon M.
Child. & Family Center
Clarion Hotel Scottsdale
Cliff Winn Realtors
Colella, Kelly and Paul
College Prospects of America Inc.
Community Council of Southern
 Scottsdale
Continental Homes
Continental/Casa Privada
Cotton, Gary
Custom Camera Repair
David E. Adler, Inc.
Days Inn Scottsdale
DeCabooter, Art and Mary
Designer Creations
Dillards - Scottsdale Fashion Square
Discount Tire Co., Inc.
Diva Model Management
Don & Charlie's
Douglas, Paul Dean, DDS
Duxiana at The Scottsdale Seville
Edwin, Mark Cary
Eldon Drapery Cleaners
El Pedregal at the Boulders
Ellis, Janie

Embassy Suites
 Ensign, Bill and Michele
 Espressions Coffee Bar - Roastery
 Ex Libris
 Evian
 Farmers Insurance Group
 Flower Vendors
 Forest Mathes Realty, Inc.
 Fourth Floor Grille & Sports Lounge
 Frankfurter Express
 Freedom Marketing Corporation
 Gainey Ranch Homeowners Association
 Galveston's Catering
 Gee, Nancy
 Gibbons, Tammy J.
 Gifford, Gill
 Gilbert Ortega
 Giller, Thomas W.
 Golden Swan - Hyatt Regency Scottsdale
 Gomi, Kenta
 Grant's Ice Cream
 Gutowski, Walter M., D.C.
 Harkins Theatres
 Harris, Diana M.A.
 Heirlooms Inc.
 Herberger Enterprises, Inc.
 Hilander Foods
 Hill, Ted and Camille
 Hilton Village
 Holtzbauer, Alvera and John
 Horikoshi, Tadayoshi
 Hospitality Suites - Scottsdale
 Hudson, Karen G.
 Hunsberger, Richard
 Husberg, Rob
 Hyatt Regency Scottsdale
 Inside Out Productions
 James W. Shaw & Associates
 J.B. Productions
 Jekel and Howard
 Jenkins, William & Grace
 Johnson, Bruce and Judy
 Jenkins, James A.
 Kachina Popcorn Ltd.
 Kane, J. Michael
 Karatz, Robert H., Sr.
 Keeley, Theresa and J.P.
 King, William and Susan
 Kotzen, Herbert
 KSLX - FM
 Lacy, Susan Q.
 Land O'Sun Printing
 Levitz
 Line Camp
 Linthicum Constructors Inc.
 Lou Grubb Ford
 Mancuso's Restaurant
 Mangia Bene Restaurant
 Maricopa County Community College
 District
 Markland Properties, Inc. -
 Gainey Ranch
 Marriott's Camelback Inn
 Martelli, Anthony and Robert
 Martin Carlson Events
 Martin, Jennifer
 Merestone Productions
 Matol Botanical International
 Max of Switzerland
 Mayo Foundation
 Mayo Clinic Scottsdale
 McCormick Ranch Homeowners Assn.
 McDowell Sonoran Land Trust
 McQuien, Richard and Elizabeth

Medical Walk-in Care
Maclellan, J. Stephen and Karen
McDonald's
McDowell Sonoran Land Trust
Messinger Mortuary and Chapel
Messinger, Paul
Mexican Connection
Morris, Donald and Patricia
Moss, Bill
Motorola
Nelson, Jerry and Florence
Oaxaca at Pinnacle Peak Village Plaza
O'Brien's Art Emporium
O'Day Printing
Offset Separations Corp.
Old Fashioned Treats
Orange Tree Golf & Conference Resort
Out of Africa Wildlife Park
Papago Inn and Resort
Paul's True Value Hardware
PCS, Inc.
Perlman, Howard S.
Phoenix Blueprint
Phillips, Senator Ed
Philip and Norma Poling
Picknicker - Schock Plaza, Inc.
Pinon Grill
Price Club
Radonich, Ann
Ramada Valley Ho
Ranch Realty
Rawhide
Ray Corte Chevrolet
Red Lion's La Posada Resort
Red Mountain Ranch
Reeves, Paul
Registry Resort

Reinstein, Ronald and Marilyn
Renaissance Shutters Inc.
Ringwald, Brenda
Roast of the Town, Inc.
Roche Bobois
Rock and Road Bicycles
Rodeway Inn of Scottsdale
Ruff, Don
Rolfig Southwest
Rosenbaum & Schwartz, P.A.
Rowley and Associates
Rural Metro Fire Department
Russ Lyon Realty Company
Ryan, Robert and Kristen
Saba, Marion D.
Salt River Project
San Francisco Giants
Sarda, Michael
Sarda, Donnalee
Scenic Mirage
Schock Plaza, Inc.
Schock, Robert
Scottsdale 2020
Scottsdale Airpark News
Scottsdale Artists School
Scottsdale Amateur Radio Club
Scottsdale Association of Realtors
Scottsdale Bay Club
Scottsdale Center for Family Medicine
Scottsdale Center for the Arts
Scottsdale Chamber of Commerce
Scottsdale Community College
Scottsdale Cultural Council
Scottsdale Embassy Suites Hotel
Scottsdale Fashion Square
Scottsdale Foundation for the
Handicapped Inc.

Scottsdale Gallery Association
 Scottsdale Hospitality Suite Resort
 Scottsdale Insurance Company
 Scottsdale Leadership
 Scottsdale Marriott Suites
 Scottsdale Memorial Health Systems, Inc.
 Scottsdale Partnership
 Scottsdale Pavilions
 Scottsdale Plaza Resort
 Scottsdale Police Department
 Scottsdale Public Libraries
 Scottsdale Ranch Homeowners
 Scottsdale School District
 Scottsdale Securities, Inc.
 Scottsdale's Monday Knight Band
 Sears Drapery Cleaners
 Seitz, Charles and Sharyn
 Shapiro Realtors, Inc.
 Shields Electric Co. Inc.
 Shoe Gallery
 Simonson, Stephen
 Sir Speedy
 Smith Barney, Harris Upham & Co.
 Smith, David and Diana
 Southwest Community Resources, Inc.
 Sprinkle, Keith & Birdell
 Statewide Lighting Centers
 Steel Masters Inc.
 Stonegate Master Planned Community
 Stouffer Cottonwoods Resort
 Stuart's Dry Cleaning
 Sun West Contractors, Inc.
 Suzanne Nelson Co.
 Swaback, Vern and Cille
 Techniprint
 Ted Fowler - Dunne Right Staging
 The Borgata of Scottsdale
 The Doll House
 The Desert Center
 The Essential News
 The Forum/Pueblo Norte
 The Frankfurter Express
 The Handlebar - J
 The Lear Eye Clinic
 The Music Box Shop, Inc.
 The Phoenician
 The Scottsdale Charros
 The Scottsdale Partnership
 The Scottsdale Progress
 The Studio
 The Volunteer Center
 Thomas Francis Photography
 Tom Jackson and Associates, Inc.
 Troon Golf Course & Country Club
 Troon North Country Club
 Two Plates Full
 Uniglobe Airpark Travel, Inc.
 United Artists Cable of Scottsdale
 Valley National Bank
 Valley Youth Theater
 Vernon Swaback Associates, P.C.
 Visual Marketing
 Weser's Pro Shop
 Weskar, Inc.
 Western Security Bank
 Wilcox, Jeffrey and Maria
 Winn Realtors
 White, Jerome
 Wyndham Paradise Valley Resort

HISTORY OF SCOTTSDALE'S VISIONING ACTIVITIES

While the 1991-92 Scottsdale Visioning process is by far the largest citizen-centered program in Scottsdale's history, it is not its first. The tradition of seeking citizen input to direct the city's future was formalized in 1965 with the first STEP Forum. STEP was an acronym for the Scottsdale Town Enrichment Program. Each STEP Forum was different in both scope and the issues addressed, but they all sought to arrive at workable recommendations out of effective public input. Many of Scottsdale's community leaders became involved with the community for the first time during one of the citizen-participation events.

1965 First STEP Process

- Initiated Indian Bend Wash project, the General Plan, Scottsdale Airport, and the Civic Center Master Plan.
- Created the "Steps Forward" newsletter which was published for the next ten years.

1971 - 1972 Brookings Institution

- First use of a professional consultant.
- Use of seminars to educate and help develop citizen thoughts.
- Report: Alternative Futures for the City of Scottsdale.

1973 Implementation of Charter Amendments

- Involved a group of 55 people.
- Examined development and signage issues.

1974 Series of STEP Forums

- Topics covered included legislation and transportation.
- Each session was a day long and involved approximately 50 people.

1981 - 1982 Scottsdale 2000: Directors For Tomorrow

- One year process.
- Involved 250 people in 12 subcommittees.

- Major recommendations: Bond issue items, the Mustang Library and New Corporation Yard.

1988 Scottsdale 2020

- Community leaders sought to create a visioning process.
- Did not move forward, but set the stage for what later became the 1991-1992 Scottsdale Visioning.

1991 - 1992 Scottsdale Visioning

- Thousands of citizens participate in one of the most comprehensive citizen-centered programs of its kind, producing the 1992 Scottsdale Shared Vision.
- Four Dominant Themes
- Twenty Four VisionTasks
- One City, One People, One Vision

VOICES FROM OUR PAST

"There is a strong tendency among some cities to set artificial limits on growth. This is not new. As long as I've lived here, people - "old-timers" - living here two or five or ten years - have said they didn't want Scottsdale changed...However, Scottsdale must face the reality of growth and responsibly prepare for its consequences.

- Mayor B. L. Tims, 1971

"A city which isn't growing is a dead city... to grow is to get bigger. A lot of places would like to grow and not get bigger. They want the benefits of growth but don't want more people. You can't grow and stay the same size unless you export your children. A city must generate enough jobs to care for its children as they grow up. If children and families move away to find jobs and job-related amenities, this out-immigration is adversely selective. The most capable move away first."

*- Alternative Futures for the City of Scottsdale
The Brookings's Institution Scenario, 1971-1972*

"Growth and change have to be considered together. They are inseparable. If you could stop growth, you couldn't stop change."

- Leo Molinaro

*President, the American City Corporation and
discussion leader at the 1971-72 Scottsdale Forum*

