

**SUMMARIZED MINUTES
SCOTTSDALE CITY COUNCIL
STRATEGIC PLANNING WORKSHOP
WEDNESDAY, MAY 8, 2013**



**ARIZONA STATE UNIVERSITY SKYSONG, INGENUITY ROOM
1475 N. SCOTTSDALE ROAD, SUITE 301
SCOTTSDALE, AZ 85257**

CALL TO ORDER

Mayor W.J. "Jim" Lane called to order a Strategic Planning Workshop of the Scottsdale City Council at 10:08 A.M. on Wednesday, May 8, 2013, at SkySong.

ROLL CALL

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

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

1. WELCOME AND OPENING COMMENTS

Mayor Lane welcomed everyone in attendance and turned the meeting over to the Advanced Strategy Center Director of Strategy and Facilitation Doug Griffen.

2. PROVIDE AN OVERVIEW AND DISCUSS THE STRATEGIC PLANNING WORKSHOP PROCESS

Mr. Griffen introduced himself and discussed the goals for the day's strategic planning workshop.

3. DISCUSS THE CITY COUNCIL'S MISSION AND GOALS AND PROVIDE POSSIBLE DIRECTION TO STAFF

Mr. Griffen posed the following two questions to Councilmembers: (1) "What is the one thing you hope to walk away with from today's session that would really make you feel like the session was successful and had a meaningful focus on Scottsdale's future?" (2) "What is the one place, event, time of year, or personal connection that makes Scottsdale feel special to you?"

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

- Councilman Phillips hopes to walk away from the workshop with a consensus that the decisions made by the Council now will affect Scottsdale in the future. He pointed out that Scottsdale will be built out by 2050; the Council can adversely affect the City or can really make things great. He hoped that everyone realizes that and thinks about it as they make their decisions on the Council.

Councilman Phillips said in his business he drives around all day long throughout the County, including Phoenix, Queen Creek, Buckeye, and Wickenburg. By the end of the day, when it's 6 o'clock and he's tired and wants to go home, he heads to Scottsdale. He commented that it is like going from a black, white, and gray city back to color. He loves the feeling of going back to Scottsdale; it's his town.

- Councilmember Korte would like to come away from the workshop with some very clear priorities. She would like five to seven priorities that all Councilmembers can work together on. She believes those priorities must be clear, assigned to staff with a timeline, and that the next steps are defined.

Councilmember Korte said the Preserve, which she believes is Scottsdale's signature, makes Scottsdale special to her. Councilmember Korte has been involved with the Preserve since the beginning. It is a point of pride for her—where life begins and ends.

Mr. Griffen asked Councilmember Korte why it is difficult for leaders in any organization to gain that level of agreement on priorities. Councilmember Korte replied that it is not hard to gain that level of agreement when individuals come together around a table out of trust and respect. It becomes hard when individuals are unable to release that special interest that comes from past experience. If individuals come with an open mind and willingness to listen, it can be done.

- Councilman Littlefield believes the entire premise of the workshop is flawed. The premise is that there is some lack of clarity between the Council, which is simply not the case. He knows exactly where everybody else on the Council is coming from and they know exactly where he is coming from. Any disconnect comes from having widely different opinions about what is good for Scottsdale. Each Councilmember has been through multiple Council campaigns and they have all taken multiple Council votes. He knows what Councilmember Korte thinks, what Councilwoman Milhaven thinks, and what Mayor Lane thinks and they know what he thinks. He believes the idea that somehow the Council will come out of the workshop with some insight that is going to allow them to all work together is foolish and counterproductive. There is no consensus. What Councilmember Korte believes is right for Scottsdale is not what he believes is right for Scottsdale. Consequently, he does not see that there is anything that can come out of the workshop. He does not believe that at the end of the day the Council will know anything that they don't already know about each other.

Councilman Littlefield said he feels most connected to Scottsdale at neighborhood meetings.

Mr. Griffen asked Councilman Littlefield if it matters that the views are different and that there is no consensus. Councilman Littlefield replied that it matters a lot if the views are different and there is no consensus, which is why there are five to two votes. He commented that if Councilmember Korte is asked if she is doing the right thing for

Scottsdale, she is going to say yes, and so will Councilwoman Milhaven, Councilman Robbins, and Mayor Lane. Yet the votes are so radically different, they might as well be from different planets.

Mr. Griffen asked if it was a fair statement to say that all Councilmembers care about the future of Scottsdale. Councilman Littlefield responded that there is no consensus about what that means. He acknowledged that all of the Councilmembers say they care about the future of Scottsdale.

- Mayor Lane believes the question should be: What is the one thing the Council hopes to walk away with from this meeting, which brings it back to a more positive view? He agreed with Councilman Littlefield, to a degree, that there is a divergence of opinion and that it is something that will not get resolved at the workshop. He believes the Council shares and would like to communicate the values and principles that they want to abide by in their efforts to move Scottsdale forward. The Council may disagree on how that gets implemented, but he hopes to accomplish some understanding of each other through communication about how the Council views the process. One view isn't necessarily evil and to be condemned necessarily, but it is to be considered, and maybe to be accommodated one way or another as the Council does through the democratic process. He believes each Councilmember wants the best for Scottsdale and that there are different ways to go about it. He suggested that communication of those kinds of feelings will help Councilmembers deal with one another, even if there is a five to two decision.

Mayor Lane said he feels most connected with Scottsdale when going into downtown Scottsdale on a weekend morning. He and his wife enjoy that a great deal, and it speaks volumes about what Scottsdale is, what it may be becoming, and the positive aspects of maintaining a vital downtown.

- Vice Mayor Klapp pointed out that each Councilmember represents a certain part of the community and are going to have differing opinions. Vice Mayor Klapp acknowledged that there will be divisive votes from time to time; however, she believes there are things that all Councilmembers agree on and would like to hear more about those things during the workshop. Vice Mayor Klapp hopes to get to know each Councilmember better because they are always together in a setting where they have to vote on something. At the conclusion of the workshop, she hopes to have a better understanding of what motivates each individual Councilmember and what they are most passionate about. As things are presented in the Council meetings, she hopes this understanding will give her context to better understand whether the request is something the Council should pursue. Vice Mayor Klapp believes that understanding her fellow Councilmembers is a better way for her to make decisions.

When Vice Mayor Klapp moved to Scottsdale 15 years ago, she was unimpressed with what was in downtown at the time. The revitalization of downtown is where she feels most comfortable. Vice Mayor Klapp has read a lot about the history of Scottsdale, which began in downtown Scottsdale. The fact that people are going into downtown, frequenting businesses in the area, getting out and walking the area, and enjoying the amenities in the area, are all identifying factors for Scottsdale that are not found in any other city in the Valley. Each of those factors gives her more connection to Scottsdale. She likes the fact that Scottsdale has a vibrant center city, which she has related to in all the other cities that she has lived in.

Vice Mayor Klapp acknowledged that the Preserve is a beautiful place, but she has found that when visitors see the Mall, Main Street, and surrounding areas, they think Scottsdale is really cool because most of the other cities do not maintain an impressive downtown.

- Councilwoman Milhaven said having a set of priorities will be helpful. Much of what the Council does is transactional, with yes or no decisions. She would like to walk away from the workshop with five or six big questions that reflect the future direction of the Council.

Councilwoman Milhaven said the Council agrees more often than recognized. Every Councilmember believes that: Scottsdale neighborhoods are important, zoning cases need to consider the impact to the neighborhood, and the Council needs to be sensitive and preserve what is special about its neighborhoods. Councilwoman Milhaven believes every one of her colleagues would agree with that statement. The disagreement becomes the "how."

Councilwoman Milhaven said big ideas need a chance to grow and are not accomplished with yes or no questions. She would like to see priorities set during the workshop, but she does not see the Council making any decisions beyond what things the Council thinks are worthy of conversation. Councilwoman Milhaven said the take away is that the City has great staff. If staff understands the five or six big questions about the future or what the Council needs to know, they can go to work and help the Council inform those decisions.

Councilwoman Milhaven said downtown is her personal connection to the City. Driving along Hayden from Indian School to McDonald is not only a beautiful place, it is also a great example of one of Scottsdale's community legends. It is a great example of political will and having a vision for the future. It is a great asset for Scottsdale and is the result of the courage of people who did the right thing despite the personal price they might have had to pay for their decision.

- Councilman Robbins said the one thing he finds difficult about being a Councilmember is feeling reactive, always answering questions, and being asked to vote on things coming at the Council at 100-miles-an-hour. He said it is nice to have a workshop setting where you can slow down, take a breath, and be more proactive. He was hopeful that the Council would have some ideas, maybe even big ideas, that they can come away with saying, "Hey, we want to work on this, we want to work on that." Councilman Robbins believes the workshop will allow the Council to step back and look at things prospectively and from a longer term view.

Councilman Robbins said the place that makes Scottsdale feel special to him is Cavalier's Blacksmith Shop. He asked, "Who has a blacksmith shop in their downtown?" He noted that Scottsdale Healthcare is right across the street from the blacksmith shop and is an example of old versus new. He said when people talk about diversity they are mostly talking about racial diversity. He looks at the geographical diversity in Scottsdale, the types of businesses and the types of dwellings. He finds the diversity amazing. For Councilman Robbins, the corner where Cavalier's Blacksmith Shop is located represents what Scottsdale is; it holds on to its past, but it is not afraid of its future and to grow, progress, and become better.

Using laptop computers, Councilmembers participated in a number of assessment exercises answering questions about what makes Scottsdale "Scottsdale," including: What is the one aspect of Scottsdale that is most important to maintain/preserve/develop for the future? What's working today? What's not working today? What are the challenges ahead? The Councilmembers' responses to the assessment questions are compiled in the attached report.

A lunch break was taken from 12:16 P.M. to 1:07 P.M.

4. IDENTIFY AND DISCUSS THE CITY COUNCIL'S TOP PRIORITIES FOR THE NEXT YEAR(S) AND DISCUSS STRATEGIES TO ACHIEVE THOSE PRIORITIES, INCLUDING POSSIBLE DIRECTION TO STAFF.

Councilmembers discussed the City's mission statement and participated in a number of assessments about priorities and strategies. The Councilmembers' responses to the assessment questions are compiled in the attached report.

A recess was taken from 2:46 P.M. to 3:03 P.M.

5. PROVIDE FEEDBACK REGARDING THE SESSION, AND DISCUSS AND PROVIDE POSSIBLE DIRECTION TO STAFF REGARDING NEXT STEPS.

Councilmembers participated in assessments about McDowell Corridor; fiscal sustainability; tourism and visitor events; the budgeting process; aging infrastructure; developing a high performance work culture for City employees; economic development; and transportation. The Councilmembers' responses to the assessment questions are compiled in the attached report.

Mr. Griffen asked the Council to identify what the next steps should be to move their priorities forward.

- Councilman Robbins believes staff should collect the information and divide it into segments, which could be discussed at work study sessions to move the issues and ideas forward.
- Councilwoman Milhaven would like each Councilmember to take one priority and become the champion for that idea. She would like to have a strategy session with the City Manager and staff to develop a plan on how to move the ideas forward. Councilwoman Milhaven would like to see all of the Council work with staff on this project so that the Council can't blame staff if nothing happens.
- Vice Mayor Klapp said staff needs to come back to the Council with a written report and a list of priorities. She agrees with having the Council involved in some of the priorities, but the Council also needs to talk about what kind of staff work is needed to implement something that will be meaningful over the next 18 to 24 months. She sees it as a combination of what the Council can do and what staff can do.
- Mayor Lane said the Council has had great ideas to this point. He noted that, in the past, the Council had tasked staff with the responsibility of moving things forward.
- Councilwoman Milhaven said the Council needs to determine what the next steps should be.

- Councilman Littlefield had no comment.
- Councilmember Korte agreed with the other Councilmembers. She stressed the importance of receiving a report from staff on a strategy for moving forward within 30 to 45 days.
- Councilman Phillips would like staff to schedule a study session to discuss next steps. He would like a report from Mr. Griffen about what the Council should talk about, at which time the Council can discuss the top items they want to implement.

6. CLOSING REMARKS

Mayor Lane thanked Mr. Griffen and his staff. He thanked the Councilmembers for participating in the workshop and making it a positive experience. Mayor Lane believes it was a good process and that it could be moved forward by staff. He concluded his remarks by thanking the staff who attended the workshop.

ADJOURNMENT

With no further business to discuss, the Strategic Planning Workshop adjourned at 3:58 P.M.

SUBMITTED BY:



Carolyn Jagger
City Clerk

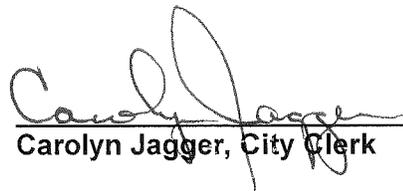
Officially approved by the City Council on June 18, 2013

CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Strategic Planning Workshop of the City Council of Scottsdale, Arizona held on the 8th day of May 2013.

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

DATED this 18th day of June 2013.



Carolyn Jagger, City Clerk

City of Scottsdale
Mayor/City Council Strategic Planning Workshop
Using The Advanced Strategy Lab



www.advancedstrategycenter.com

Douglas Griffen
Founder/Director

Carl Lundblad
Director/Arizona Market

ASU SkySong
May 8, 2013

Scottsdale Strategic Planning

- ✓ Introduction to Advanced Strategy Center
 - Advanced Strategy Lab methodology/'rules of the road'
 - Around the table introduction
- ✓ Strategic Planning Workshop
 - What makes Scottsdale Scottsdale
 - Scottsdale as a place today:
 - What's working/in our favor
 - What's not working/in our way
 - Scottsdale as a place tomorrow:
 - The challenges ahead , next 3-5 years
 - Feedback on current City of Scottsdale Mission
 - Feedback on language and 'abbreviated version'
 - Feedback on current General Plan Strategic Goals
 - The priorities ahead: next 18-24 months
 - Assessment and ideation on top 5-7 areas
 - Imagining Scottsdale +10: Your future vision
 - Session feedback/open comments
 - Around the table reflections and next steps

Advanced Strategy Center



3

Advanced Strategy Lab: Process

- ☛ The *Advanced Strategy Lab (ASL)* process is a proven consultative approach that blends electronic brainstorming with expert facilitation:

Electronic Brainstorming

- Open text input
- Rapid pace/collection
- Issue/strategy identification



Idea Categorization

- Principle themes
- Participant focus
- Headline style



Electronic Survey

- Mix of question types
- Targeted feedback/input
- Demographic support



Prioritization

- Rank order votes
- Allocation/assessment
- Alternative analysis

4

Advanced Strategy Lab: Delivery

We deliver the Advanced Strategy Lab (ASL) Process in three key ways:

- ✓ At the Advanced Strategy Center in Scottsdale, Arizona
- ✓ Via mobile laptop labs that can be taken to any client/planning location
- ✓ Via the internet with simultaneous voice and data for virtual sessions *globally*



ASU Cronkite Center (AZ)



Oxford University, UK



Caracas, Venezuela

5

Just a Few 'rules of the road'

We're here for leadership focus and dialogue about Scottsdale today, Scottsdale's future and the priorities for this Mayor/Council over the Next 18-24 months to help guide Scottsdale to that future...

- ☛ Be present/engaged
- ☛ Be clear, specific and always respectful
- ☛ Raise the bar, think strategically, be ahead of what's next
- ☛ Get to know each other better as leaders
- ☛ Be OPEN to new ideas and dialogue *

6

Around the Table

- ☞ What's ONE THING you hope to walk away with from today's workshop?
- ☞ For YOU, where is that one place/time/setting where you feel most connected to Scottsdale?

City of Scottsdale

Mayor/Council Strategic Planning Workshop

Advanced Strategy Lab Session Document

May 8, 2013—SkySong Facility

Facilitated by:

Douglas S. Griffen

Advanced Strategy Center

26546 North Alma School Parkway, Suite 140

Scottsdale, Arizona 85255

480.513.7785

Email: dsgriffen@aol.com

www.advancedstrategycenter.com

NOTE: This document in its entirety is Client Confidential and may not be reproduced or distributed without expressed permission.

This page intentionally left blank to facilitate duplex printing

Contents

| | |
|-------------------------------------------------------------------|----|
| Introduction to Advanced Strategy Lab (ASL) | 4 |
| Around The Table (Verbal) | 5 |
| What Makes Scottsdale Scottsdale | 6 |
| (1) Categorization of What Makes Scottsdale Scottsdale | 8 |
| (1A) Assessment of What Makes Scottsdale Scottsdale | 9 |
| (1A) Assessment of What Makes Scottsdale Scottsdale | 11 |
| S1 Survey: The One Most Important Aspect | 13 |
| Scottsdale the Community Entity: What's Working | 14 |
| (2) Categorization of What's Working Today (Community Entity) | 15 |
| Scottsdale the Community Entity: What's Not Working | 16 |
| (3) Categorization of What's Not Working Today (Community Entity) | 18 |
| The Challenges Ahead | 19 |
| (4) Categorization of the Challenges Ahead | 22 |
| (4A) Assessment of Challenges Ahead | 23 |
| (4A) Assessment of Challenges Ahead | 25 |
| Review of Scottsdale's Mission Statement | 27 |
| S4 Survey: Feedback on Scottsdale's Mission Statement | 28 |
| (5) Review of Strategic Goal Areas | 31 |
| (5A) Assessment of Strategic Goal Statements | 32 |
| (5A) Assessment of Strategic Goal Statements | 33 |
| (5A) Assessment of Strategic Goal Statements | 34 |
| (5A) Assessment of Strategic Goal Statements | 36 |
| Input on Key Priorities | 38 |
| (6) Review and Categorization of Key Priorities | 40 |
| (6A) Assessment of Strategic Priorities | 42 |
| (6A) Assessment of Strategic Priorities | 45 |
| (6B) Selection of Key Priorities | 48 |

| | |
|---------------------------------------------------------------------------------------------|-----------|
| (7) Summary of Priority Areas | 50 |
| Input on Priority Area 1: McDowell Corridor | 51 |
| Input on Priority Area 2: Fiscal Sustainability | 52 |
| Input on Priority Area 3: Strategic Support of Tourism and Visitor Events | 53 |
| Input on Priority Area 4: More Effective Budgeting Process | 54 |
| Input on Priority Area 5: Addressing Aging Infrastructure | 55 |
| Input on Priority Area 6: High Performance Work Culture for City Employees and Staff | 56 |
| Input on Priority Area 7: Comprehensive Economic Development Strategy | 57 |
| Input on Priority Area 8: Transportation Focus | 58 |
| Around The Table (Verbal) | 59 |
| Session Feedback Survey | 60 |

Introduction to Advanced Strategy Lab (ASL)

Instructions: Welcome again to the Advanced Strategy Lab Online. The following points will introduce you to the system and the process we will be using for our session today:

Ideas Results

No. Idea

1. For today's session we'll be using a concept called 'lockstep' that allows everyone to be on the same electronic page at the same time. We'll move you to each activity on the agenda and will let you know when we are making the transition to the activity...
2. The Advanced Strategy Lab OnLine system is enabled over the Internet and is generally very stable...if you encounter any problem on your system, try pressing the 'F5' key on the top row to refresh...anything else, just let us know and we'll come over and assist.
3. Thanks in advanced for your insights on these critical questions. Let's move to our first interactive activity...

Around The Table (Verbal)

Instructions: As we settle in for our session, we'd like to go around the table and ask you to respond to two questions: (ASC will capture responses)

Ideas Results

Category: First, What's ONE THING that you hope to talk away with from today's session that would really make you feel like we had a successful session and meaningful focus on Scottsdale's Future? Second, What's the one place, event, time of year or just personal connection that makes Scottsdale feel so very special to you?

No. Idea

1. Guy - hope we can have a census that decisions made now affect future and do it right. I drive around Valley all day; by day's end, come to Scottsdale, it is a transition from black/white to color. My town
2. Virginia - walk away with clear priorities, 5-7, unified fashion on all. Assigned to staff, defined timelines and next steps. The Preserve is my favorite - point of pride, our signature.
3. Bob - the entire premise of this activity is flawed, that we don't know where each comes from on issues. We have different opinions, but clarity on our respective stances. Not sure we'll have insights today that will push in the right direction. There is no consensus. I like the neighborhood meetings - that is my one connection.
4. Jim - despite different opinions, we want to work to move Scottsdale forward, just having to come to an understanding of each other and how to move that process forward. Use the democratic process. My connection to Scottsdale - in recent years, coming to downtown Scottsdale on a weekday morning - a vital downtown.
5. Suzanne - we each represent a certain part of the community, with different opinions, but we can all agree on some things and hope today helps us to do so. Share our concerns/feelings, and get to know one another a bit better, to gain collaborative spirit. As with Jim - I've not lived here as long as some, but today vs. 15 years ago, I like the progress and vitality of downtown Scottsdale...a new vibrancy.
6. Linda - having a set of priorities established. We walk away with 5 or 6 big questions to address and move forward on. Depends on how we ask the question - we agree more than some might think. Big ideas need a chance to grow. We have a great staff who can work it if they have those 5 or 6 ideas. If we can identify the what, we can debate the how later. I like downtown and driving Hayden from Indian School up north... a great example of political will and courage.
7. Dennis - one of this job's difficulties is that it often feels reactive. This is a nice exercise, to settle in a bit, be proactive and find big ideas. Stepping back, long term view. For me, Cavalier's Blacksmith Shop downtown and Scottsdale Healthcare - those two speak to the history and current state of Scottsdale, the diversity on that corner. Past and present blended.

What Makes Scottsdale Scottsdale

Instructions: Let's start with Scottsdale today. As you reflect on Scottsdale as a City/Geography/Community/Way of Life, what makes Scottsdale Scottsdale? That is, what do you feel TODAY are the most positive and compelling aspects of Scottsdale that differentiate and distinguish Scottsdale as a place to visit, work and live? (multiple responses)

Ideas Results

No. Idea

1. Puts a premium on quality
2. Open space, preserve, Indian Bend wash
3. Higher standard of living and vacationing
4. Beautiful parks and recreation offerings
5. Values education
6. Quality streetscapes
7. Values the ecology
8. Neighborhood - distinguished, diverse
9. Use of our natural environment positively
10. Arts and culture are important
11. Qualities amenities - libraries, senior centers
12. SUSD
13. High quality workforce
14. Downtown, vibrant,
15. Our reputation as world class tourist destination.
16. Sets high standards
17. Business core
18. Great neighborhoods
19. No one vacations or moves to a lower standard and that is why Scottsdale remains a world class destination.
20. Airpark
21. Resort style environment

22. Public art
23. Commitment to arts and culture
24. Thoughtful well educated citizens
25. High standards for design, development and code enforcement, lots of open space, unobstructed views of our stunning natural landscape, low density and Western character.
26. Vibrant downtown
27. Vibrant business community
28. The uniqueness of our downtown.
29. Senior centers/ libraries
30. Strong healthcare industry
31. Commitment to open space, preserve
32. High class airport
33. Sustaining great services and education opportunities
34. Tourism industry
35. Strong tourism industry and large influx of tourists
36. Catering to the individual
37. Low property taxes, high quality of life
38. Variety provides something for everyone
39. The high quality of life that allows for a great place to raise a family.
40. A safe friendly environment to raise a family
41. Engaged citizenry
42. Strong and diverse economic sectors
43. Easy place to do business.
44. An artistic and cultural community
45. Built on big ideas - IBW, Airpark, Preserve
46. A welcoming business climate
47. A chance to move up in the world or at least your stage of life
48. Trees, landscaping
49. Golfing

(1) Categorization of What Makes Scottsdale Scottsdale

Instructions: The following is a summary of the responses. In a moment we'll assess the list...

Ideas Results

No. Idea

1. A high premium on quality in all we do
2. Our investment in open space
3. Quality streetscapes
4. A high value on education
5. A great place to visit
6. A value on arts/culture for the community
7. That neighborhoods really matter
8. A vibrant downtown
9. A high quality workforce
10. World class resorts/events
11. The Scottsdale Airpark
12. We place a premium on quality of life/standard of living
13. The importance we place on Western hospitality and character
14. Strong healthcare industry
15. The value we place on libraries/learning
16. We value and take care of our senior citizens
17. There is variety in Scottsdale, everyone finds something to enjoy
18. Engaged citizenry
19. A sense of a safe environment
20. Historically we're not afraid to identify and implement big ideas
21. A good place to do business
22. World class golf
23. Good government

(1A) Assessment of What Makes Scottsdale Scottsdale

Instructions: Now, please assess each of the following in terms of how important that aspect is to maintain/develop for Scottsdale's FUTURE. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important:

HIGH/LOW REPORT

7 responses

Rating Criteria: Importance for Scottsdale's Future

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|-------------------------------------------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | A sense of a safe environment | 10 | 9 | 0.4 | 9.9 | 7/7 |
| 2. | We place a premium on quality of life/standard of living | 10 | 9 | 0.5 | 9.6 | 7/7 |
| 3. | A good place to do business | 10 | 9 | 0.5 | 9.6 | 7/7 |
| 4. | A high premium on quality in all we do | 10 | 8 | 0.8 | 9.6 | 7/7 |
| 5. | A high value on education | 10 | 8 | 0.8 | 9.6 | 7/7 |
| 6. | Good government | 10 | 8 | 0.8 | 9.6 | 7/7 |
| 7. | A great place to visit | 10 | 8 | 0.8 | 9.4 | 7/7 |
| 8. | A high quality workforce | 10 | 8 | 0.8 | 9.4 | 7/7 |
| 9. | Historically we're not afraid to identify and implement big ideas | 10 | 8 | 1.0 | 9.3 | 7/7 |
| 10. | World class resorts/events | 10 | 8 | 0.9 | 9.1 | 7/7 |
| 11. | A vibrant downtown | 10 | 8 | 1.1 | 9.1 | 7/7 |
| 12. | That neighborhoods really matter | 10 | 7 | 1.2 | 9.0 | 7/7 |
| 13. | Strong healthcare industry | 10 | 8 | 1.0 | 8.7 | 7/7 |
| 14. | A value on arts/culture for the community | 10 | 7 | 1.3 | 8.7 | 7/7 |
| 15. | The Scottsdale Airpark | 10 | 7 | 1.3 | 8.7 | 7/7 |
| 16. | We value and take care of our senior citizens | 10 | 7 | 1.1 | 8.6 | 7/7 |

| | | | | | | |
|-----|-------------------------------------------------------------------|----|---|-----|-----|-----|
| 17. | Quality streetscapes | 10 | 7 | 1.1 | 8.4 | 7/7 |
| 18. | The value we place on libraries/learning | 10 | 7 | 1.3 | 8.4 | 7/7 |
| 19. | There is variety in Scottsdale, everyone finds something to enjoy | 10 | 5 | 2.1 | 8.0 | 7/7 |
| 20. | Our investment in open space | 10 | 3 | 2.4 | 8.0 | 7/7 |
| 21. | Engaged citizenry | 10 | 5 | 2.2 | 7.9 | 7/7 |
| 22. | The importance we place on Western hospitality and character | 10 | 5 | 2.1 | 7.4 | 7/7 |
| 23. | World class golf | 10 | 3 | 2.5 | 6.9 | 7/7 |

(1A) Assessment of What Makes Scottsdale Scottsdale

Instructions: Now, please assess each of the following in terms of how important that aspect is to maintain/develop for Scottsdale's FUTURE. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important:

FREQUENCY DISTRIBUTION REPORT 7 responses

Rating Criteria: Importance for Scottsdale's Future

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------|-------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | | | | | | |
| 1. | A sense of a safe environment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 6 |
| 2. | We place a premium on quality of life/standard of living | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 4 |
| 3. | A good place to do business | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 4 |
| 4. | A high premium on quality in all we do | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 5 |
| 5. | A high value on education | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 5 |
| 6. | Good government | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 5 |
| 7. | A great place to visit | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 4 |
| 8. | A high quality workforce | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 4 |
| 9. | Historically we're not afraid to identify and implement big ideas | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 4 |
| 10. | World class resorts/events | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 3 |
| 11. | A vibrant downtown | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 0 | 4 |
| 12. | That neighborhoods really matter | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 3 |
| 13. | Strong healthcare industry | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 1 | 2 |
| 14. | A value on arts/culture for the community | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 3 |
| 15. | The Scottsdale Airpark | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 0 | 3 |
| 16. | We value and take care of our senior citizens | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 | 4 | 1 |

| | | | | | | | | | | | |
|-----|-------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|---|
| 17. | Quality streetscapes | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 4 | 0 | 2 |
| 18. | The value we place on libraries/learning | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 1 | 2 |
| 19. | There is variety in Scottsdale, everyone finds something to enjoy | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 0 | 3 |
| 20. | Our investment in open space | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 2 | 2 |
| 21. | Engaged citizenry | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 1 | 0 | 3 |
| 22. | The importance we place on Western hospitality and character | 0 | 0 | 0 | 0 | 2 | 1 | 0 | 1 | 2 | 1 |
| 23. | World class golf | 0 | 0 | 1 | 1 | 0 | 0 | 2 | 1 | 1 | 1 |

S1 Survey: The One Most Important Aspect

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
7 responses

The One Most Important Aspect

1. As you reflect on the input of your colleagues, as well as you own insights and experiences, what do you personally feel is the ONE ASPECT OF SCOTTSDALE TODAY that is most important to maintain/preserve/develop for the future? Why is that so important to what differentiates Scottsdale?

No. Idea

1. Trees
2. Tourism and its connection to downtown Tourists come to resorts and sometimes just stay there or near there We must draw them to the downtown area.
3. The constant improvement of our economic vitality. This maintains our high standards in city the delivery of city services and the ability to pay for a high quality of life.
4. Vibrant diverse economy which sustains Scottsdale quality of life, well-paying jobs, neighborhoods, arts, open space and tourism
5. The Preserve and the western feel it holds for Scottsdale's residents and tourists
6. Zoning rezoning for whatever reason can inadvertently destroy a community, business or area and multiplied will reduce the quality of life we all seem to entertain as important
7. We must continue to provide the very best to meet our changing needs.

Scottsdale the Community Entity: What's Working

Instructions: Still thinking about Scottsdale (the community entity, not the government entity), what's WORKING TODAY? What are the most aspects about Scottsdale's vitality, direction and investment? What's in our favor today as a community? (multiple responses)

Ideas Results

No. Idea

1. Airpark
2. Tourism
3. Moving toward a more vibrant downtown.
4. Streetscaping/beautifying Scottsdale is a strong suit for us
5. Rebuilding our economic engine
6. Vibrant 24/7 downtown
7. Strong financial position
8. Completing the Preserve
9. Bed tax dollars
10. Emphasis on economic vitality is working, particularly downtown and near Airpark. We are wealthy community. A strong tourism city.
11. Excellent delivery of high quality city services
12. Building on open space -Land conversation
13. Proactive business environment
14. Housing diversity
15. Multifamily housing

(2) Categorization of What's Working Today (Community Entity)

Instructions: The following is a summary of the responses. In a moment we'll discuss these aspects further...

Ideas Results

No. Idea

1. Airpark build out and impact
2. Level of tourism and focus on tourism strategic planning
3. Streetscaping and beautifying Scottsdale
4. Downtown development
5. Housing diversity
6. The progress on completing the Preserve
7. Proactive business environment, setting ourselves up for growth
8. Bed tax impact and dollars

Scottsdale the Community Entity: What's Not Working

Instructions: Still thinking about Scottsdale (the community entity--not the government entity), what's NOT WORKING TODAY? What are the most concerning about Scottsdale's vitality, direction and investment? What's in our way today as a community? (multiple responses)

Ideas Results

No. Idea

1. Infill incentive district
2. Lack of public transportation, connectedness with sister cities for workforce and tourists
3. Scottsdale's special character is eroding, we are becoming Tempe
4. Arts and culture are falling behind.
5. The divide between north and south Scottsdale
6. Proliferation of rezoning for height and density
7. Connections to the regional transportation system
8. There is too much emphasis on the built environment
9. Ability to communicate and compromise in open discussions
10. Need a paradigm shift from development of raw land to redevelopment
11. Neglect of McDowell road corridor
12. Other city's seem to do a better job of business attraction
13. Bars bars bars
14. Failure to direct resources to neighborhood
15. The desire to keep it like it was
16. Lack of open space in urban areas
17. Redevelopment - how can we accelerate investment?
18. Unable to be visionary
19. Need more emphasis on revitalizing McDowell Rd., including mixed use developments, engaging the business community and using all the tools in our toolbox to make it a vibrant corridor.
20. Lack of leadership

21. We are being too strict in our interpretation of the gift clause.
22. McDowell Road corridor - lack of focus
23. Lack of vision
24. We are an aging community and must start addressing the growing social service needs of our elderly or nearly elderly.

(3) Categorization of What's Not Working Today (Community Entity)

Instructions: The following is a summary of the responses. In a moment we'll discuss the list further...

Ideas Results

No. Idea

1. Lack of effective public transportation
2. Concern that we're eroding our special character
3. Lack of regional connections/integration
4. Modifications to rezoning for height/density contrary to our long term vision
5. McDowell Rd. corridor's future unclear
6. A sense of divide between geographies within Scottsdale
7. Are we falling behind in business attraction?
8. Lack of open space in urban areas
9. Getting to the right pace/approach in redevelopment
10. The need to recognize the impact of our aging demographic and the need for social services
11. Lack of vision for longer term based on future generational needs
12. A fundamental mindset change from development of raw land to smart growth/redevelopment
13. Maintain our level of architecture/design quality

The Challenges Ahead

Instructions: Every City/State/Region has a set of challenges ahead that it needs to consider on how best to address as a community. As you think about Scottsdale Tomorrow, say the next 3-5 years, what do you see as the most challenging issues that we will need to consider/address? (multiple responses, but think broadly--these can be social/demographic challenges, economic issues, civic engagement issues, infrastructure, brand, governance, etc.)

Ideas Results

No. Idea

1. High capacity transportation
2. Organized crime downtown
3. What will redevelopment look like in our downtown
4. Low capacity transit
5. Connectedness to sister cities for transporting work force
6. What does our economic development plan look like
7. The demographic will continue to age and must deal with that reality.
8. Addressing increasing crime from bussing in groups through high capacity transit
9. Development of centers of commerce for well paying jobs in technology, healthcare, financial
10. What are the new events that attract tourists
11. Must provide housing options for people who want to live here, since land will be even more scarce.
12. McDowell corridor redevelopment
13. Do we have a new mall in the north
14. Well defined and funded economic development collaboration with private sector
15. Where are new major employers going to locate
16. Public transportation needs will grow exponentially
17. Need to invest in our aging infrastructure
18. Identify social needs in community and ways for support and funding as federal funds disappear
19. Managing development within values of the General Plan

20. Diminishing quality of life due to overbuilding for tax base
21. What are the best sales tax generators
22. Need to sustain and develop amenities that are required by the knowledge worker - keep our community relevant
23. Connect the downtown districts with pedestrian walkways and pocket parks
24. We must continue to diversify and grow our tax base and not depend as much on retail
25. Managing public safety needs in downtown entertainment area
26. Enhance the streetscapes and neighborhood collector streets in the older sections of city
27. What new industries are we attracting
28. Need to keep pace with demand for alternative transportation options
29. Need to provide additional educational opportunities and options, perhaps a private university
30. Enhance older neighborhoods
31. Provide high capacity transit connections for tourists from airport to Scottsdale
32. Need to understand what other cities are doing for business attraction so that we can remain competitive
33. City Hall needs a major facelift
34. Applying tourism taxes to sustain tourism infrastructure
35. Create the strategy and implementation plan for a real business attraction effort, collaborating with private sector
36. Protect Scottsdale from regional sameness
37. Need plan to keep high school and college graduates in Scottsdale and get them more engaged.
38. Employers and employees and citizens value arts and culture how do we insure that our offerings are relevant and adequate
39. Keeping special interests from dipping their grubby paws into the city treasury.
40. Trying to change our demographic from upscale to "workforce"
41. Attract legacy higher education institutions
42. Protect our brand
43. Need cooperative effort with Phoenix to develop both sides of road near Scottsdale Rd. And 101
44. Stay Business friendly
45. Better collaborate with education industry and find a way to better support the community

college and universities

46. SRPMIC will take market share from us in office/commercial. Must plan better to address this problem.
47. Implement action on Tourism master plan
48. McDowell Rd. Redevelopment will continue to be a challenge in the 3-5 year period
49. Better catering at council meetings

(4) Categorization of the Challenges Ahead

Instructions: The following is a summary of the responses. In a moment, we'll assess the list...

Ideas Results

No. Idea

1. Handling a higher degree of transportation requirements (capacity, multimodal, regional connections, etc)
2. Increased crime in downtown area
3. Maintaining a strong economic development strategy which differentiates us from other regions
4. Attracting most qualified/talented workforce (to the city as well as private employers)
5. A strategy on housing to support the likely demographic/locations desired
6. Development of net new events which attract tourism
7. Being competitive in high visibility industry segments e.g. Technology, healthcare, financial services
8. Keeping up with our aging infrastructure
9. Maintaining services to our community especially in certain social areas as federal funding declines
10. A higher degree of conflict between quality of life and the need for an economic base
11. As we develop downtown, the need to connect its districts effectively in terms of transportation/open space
12. A smart diversification of our tax base
13. Being competitive in providing educational opportunities via a broad range of providers compared to other cities
14. Our ability to do the right job in enhancing and maintaining older neighborhoods
15. Broadening the work we do on streetscape to the overall city including older sections
16. Maintaining our focus and currency on arts/culture
17. Creating an environment that's attractive to our young professionals (graduates in Scottsdale/other regional/national areas)
18. Handling regional contention and development issues in a positive/proactive way
19. Making sure we maintain our market share and tax base in office space/commercial properties
20. The continued investment in and redevelopment of the McDowell corridor

(4A) Assessment of Challenges Ahead

Instructions: Now, please assess how significant you feel each of the following challenges is in terms of Scottsdale's future. Use a scale of 1-10 where a '1' means that you do not the issue is significant at all and a '10' means that you feel it is very significant:

HIGH/LOW REPORT

7 responses

Rating Criteria: Significance of Issue to Scottsdale's Future

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | Maintaining a strong economic development strategy which differentiates us from other regions | 10 | 9 | 0.5 | 9.7 | 7/7 |
| 2. | Keeping up with our aging infrastructure | 10 | 9 | 0.5 | 9.7 | 7/7 |
| 3. | The continued investment in and redevelopment of the McDowell corridor | 10 | 8 | 0.8 | 9.4 | 7/7 |
| 4. | Development of net new events which attract tourism | 10 | 8 | 0.8 | 8.6 | 7/7 |
| 5. | Our ability to do the right job in enhancing and maintaining older neighborhoods | 10 | 7 | 1.1 | 8.4 | 7/7 |
| 6. | Broadening the work we do on streetscape to the overall city including older sections | 10 | 7 | 1.1 | 8.3 | 7/7 |
| 7. | Maintaining services to our community especially in certain social areas as federal funding declines | 10 | 5 | 2.2 | 8.0 | 7/7 |
| 8. | Being competitive in high visibility industry segments e.g. technology, healthcare, financial services | 10 | 1 | 3.2 | 8.0 | 7/7 |
| 9. | Creating an environment that's attractive to our young professionals (graduates in Scottsdale/other regional/national areas) | 10 | 1 | 3.1 | 7.7 | 7/7 |
| 10. | Making sure we maintain our market share and tax base in office space/commercial properties | 10 | 1 | 3.1 | 7.7 | 7/7 |
| 11. | Handling a higher degree of transportation requirements (capacity, multimodal, regional connections, etc) | 10 | 1 | 3.3 | 7.7 | 7/7 |
| 12. | A smart diversification of our tax base | 10 | 1 | 3.2 | 7.6 | 7/7 |

| | | | | | | |
|-----|------------------------------------------------------------------------------------------------------------------|----|---|-----|-----|-----|
| 13. | Attracting most qualified/talented workforce (to the city as well as private employers) | 10 | 1 | 3.3 | 7.4 | 7/7 |
| 14. | Maintaining our focus and currency on arts/culture | 9 | 1 | 2.8 | 7.3 | 7/7 |
| 15. | Increased crime in downtown area | 10 | 2 | 2.9 | 7.1 | 7/7 |
| 16. | A strategy on housing to support the likely demographic/locations desired | 10 | 1 | 3.4 | 7.1 | 7/7 |
| 17. | Handling regional contention and development issues in a positive/proactive way | 9 | 1 | 3.0 | 6.7 | 7/7 |
| 18. | Being competitive in providing educational opportunities via a broad range of providers compared to other cities | 10 | 1 | 3.1 | 6.6 | 7/7 |
| 19. | As we develop downtown, the need to connect its districts effectively in terms of transportation/open space | 10 | 1 | 3.2 | 5.4 | 7/7 |
| 20. | A higher degree of conflict between quality of life and the need for an economic base | 10 | 1 | 3.2 | 4.8 | 6/7 |

(4A) Assessment of Challenges Ahead

Instructions: Now, please assess how significant you feel each of the following challenges is in terms of Scottsdale's future. Use a scale of 1-10 where a '1' means that you do not the issue is significant at all and a '10' means that you feel it is very significant:

FREQUENCY DISTRIBUTION REPORT

7 responses

Rating Criteria: Significance of Issue to Scottsdale's Future

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------|------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | | | | | | |
| 1. | Maintaining a strong economic development strategy which differentiates us from other regions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 5 |
| 2. | Keeping up with our aging infrastructure | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 5 |
| 3. | The continued investment in and redevelopment of the McDowell corridor | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 4 |
| 4. | Development of net new events which attract tourism | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 2 | 1 |
| 5. | Our ability to do the right job in enhancing and maintaining older neighborhoods | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 4 | 0 | 2 |
| 6. | Broadening the work we do on streetscape to the overall city including older sections | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 2 | 2 | 1 |
| 7. | Maintaining services to our community especially in certain social areas as federal funding declines | 0 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 0 | 3 |
| 8. | Being competitive in high visibility industry segments e.g. technology, healthcare, financial services | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 3 |
| 9. | Creating an environment that's attractive to our young professionals (graduates in Scottsdale/other regional/national areas) | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 2 |
| 10. | Making sure we maintain our market share and tax base in office space/commercial properties | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 2 |
| 11. | Handling a higher degree of transportation | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 3 | 2 |

requirements (capacity, multimodal, regional connections, etc)

| | | | | | | | | | | | |
|-----|------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|---|
| 12. | A smart diversification of our tax base | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 2 | 2 |
| 13. | Attracting most qualified/talented workforce (to the city as well as private employers) | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 2 | 2 |
| 14. | Maintaining our focus and currency on arts/culture | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 4 | 2 | 0 |
| 15. | Increased crime in downtown area | 0 | 1 | 0 | 0 | 1 | 0 | 2 | 0 | 1 | 2 |
| 16. | A strategy on housing to support the likely demographic/locations desired | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 1 | 2 |
| 17. | Handling regional contention and development issues in a positive/proactive way | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 3 | 2 | 0 |
| 18. | Being competitive in providing educational opportunities via a broad range of providers compared to other cities | 1 | 0 | 0 | 0 | 2 | 0 | 0 | 2 | 1 | 1 |
| 19. | As we develop downtown, the need to connect its districts effectively in terms of transportation/open space | 1 | 0 | 2 | 0 | 0 | 1 | 1 | 1 | 0 | 1 |
| 20. | A higher degree of conflict between quality of life and the need for an economic base | 1 | 1 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 1 |

Review of Scottsdale's Mission Statement

Instructions: The following is the City of Scottsdale's current MISSION STATEMENT:

Ideas Results

No. Idea

1. FULL STATEMENT: The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.
2. ABBREVIATED STATEMENT: Quality core services delivered by an open, accountable and responsible government. Quality of life shall be the city's paramount consideration.
3. STRATEGIC GOALS: The following are the strategic goals from the General Plan that have been used in guiding Scottsdale
 1. Advance Transportation
 2. Value Scottsdale's Unique Lifestyle and Character
 3. Seek Sustainability
 4. Preserve Meaningful Open Space
 5. Enhance Neighborhoods
 6. Support Economic Vitality

S4 Survey: Feedback on Scottsdale's Mission Statement

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results

7 responses

The mission of the City of Scottsdale is to cultivate citizen trust by fostering and practicing open, accountable, and responsive government; providing quality core services; promoting long-term prosperity; planning and managing growth in harmony with the city's unique heritage and desert surroundings; strengthening the city's standing as a preeminent destination for tourism; and promoting livability by enhancing and protecting neighborhoods. Quality of life shall be the city's paramount consideration.

1. What do you like most about the current mission statement? What do you feel is most relevant, compelling and topical?

No. Idea

1. Quality of life shall be the city's paramount consideration.
2. This is the value statement believe in its entirety
3. Citizen trust, accountable government, quality of life shall be the city's paramount consideration
4. It has focused on areas that our most important to our citizens. Quality of life is most compelling.
5. Reference to ethical and legal government, and core functions of city government
6. Quality core services, managing growth, tourism emphasis and reference to quality of life
7. Quality, prosperity, livability, quality of life

2. What don't you like about Scottsdale's current mission statement? What language should be deleted or edited, or new concepts added? Anything mission?

No. Idea

1. Nothing
2. Nothing
3. Too long, tries to be all things to all people. Should relate to values in gp
4. "Managing growth" has changed to "What does redevelopment look like?"
5. Don't think tourism is a necessary point in a mission statement
6. Too wordy. Eliminate cultivate citizen trust. Eliminate city's unique heritage and desert surroundings. Eliminate words "city's standing".

7. Should we be singling out tourism as an industry? Might it narrow the discussion?

3. Thinking about the current mission statement how effective do you feel the statement is in ARTICULATING what you feel the mission of the City of Scottsdale should be? (Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective:

HIGH/LOW REPORT

| Rank | Idea | High | Low | Std. Dev. | Avg. |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----------|------|
| 1. | Thinking about the current mission statement how effective do you feel the statement is in ARTICULATING what you feel the mission of the City of Scottsdale should be? (Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective: | 10 | 4 | 2.2 | 7.3 |

4. Thinking about the current mission statement how effective do you feel the City is in DELIVERING on that mission over the past 3-5 years? (Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective:

HIGH/LOW REPORT

| Rank | Idea | High | Low | Std. Dev. | Avg. |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----------|------|
| 1. | Thinking about the current mission statement how effective do you feel the City is in DELIVERING on that mission over the past 3-5 years? (Use a scale of 1-10 where a '1' means not at all effective and a '10' means extremely effective: | 9 | 1 | 3.3 | 6.1 |

5. In a SINGLE SENTENCE, how would YOU like to see the Mission Statement articulated?

No. Idea

1. Citizens are the #1 priority
2. The mission of the City of Scottsdale is to cultivate citizen trust by managing growth in harmony with the City's unique heritage and maintaining the quality of life for its neighborhoods and visitors.
3. Scottsdale is an excellent place to raise a family, develop a career and enjoy life.
4. Good government, dedicated to service to the citizens and their quality of life
5. The City of Scottsdale's mission is to promote quality of life by practicing open government, providing quality core services through great customer service, managing growth while being sensitive to the city's environment, emphasizing its tourism base, and promoting a high level of livability.
6. Provide the highest quality services, cost effectively, with innovation and creativity, while looking toward the future with a vision and a plan.

(5) Review of Strategic Goal Areas

Instructions: The following are the set of strategic goal statements from the General Plan. In a moment we'll assess the set of statements:

Ideas Results

No. Idea

1. Advance Transportation
2. Value Scottsdale's Unique Lifestyle and Character
3. Seek Sustainability
4. Preserve Meaningful Open Space
5. Enhance Neighborhoods
6. Support Economic Vitality

(5A) Assessment of Strategic Goal Statements

Instructions: Now, please assess each of the following strategic goal statements in 3 ways: First, the degree to which you feel the goal is CLEAR (1-10 where a '1' means not at all clear and a '10' means extremely clear); Second, the degree to which you feel that goal is RELEVANT for Scottsdale today in 2013 (1-10 where a '1' means not at all relevant and a '10' means extremely relevant); Third, how effective you feel Scottsdale has been in addressing/implementing that goal since 2004 (1-10 where a '1' means not at all effective and a '10' means extremely effective):

HIGH/LOW REPORT (combined criteria, equally weighted)
7 responses

| Rank | Idea | Adj. High | Adj. Low | Std. Dev. | Sum |
|------|---------------------------------------------------|-----------|----------|-----------|-----|
| 1. | Support Economic Vitality | 10 | 1 | 2.3 | 175 |
| 2. | Preserve Meaningful Open Space | 10 | 1 | 2.2 | 172 |
| 3. | Value Scottsdale's Unique Lifestyle and Character | 10 | 1 | 3.2 | 145 |
| 4. | Enhance Neighborhoods | 10 | 1 | 3.0 | 142 |
| 5. | Advance Transportation | 10 | 1 | 3.0 | 136 |
| 6. | Seek Sustainability | 10 | 1 | 2.9 | 134 |

(5A) Assessment of Strategic Goal Statements

Instructions: Now, please assess each of the following strategic goal statements in 3 ways: First, the degree to which you feel the goal is CLEAR (1-10 where a '1' means not at all clear and a '10' means extremely clear); Second, the degree to which you feel that goal is RELEVANT for Scottsdale today in 2013 (1-10 where a '1' means not at all relevant and a '10' means extremely relevant); Third, how effective you feel Scottsdale has been in addressing/implementing that goal since 2004 (1-10 where a '1' means not at all effective and a '10' means extremely effective):

FREQUENCY DISTRIBUTION REPORT (combined criteria, equally weighted)
7 Responses

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|------|---------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| 1. | Support Economic Vitality | 1 | 0 | 0 | 0 | 1 | 1 | 3 | 2 | 4 | 9 |
| 2. | Preserve Meaningful Open Space | 1 | 0 | 0 | 0 | 2 | 0 | 2 | 4 | 5 | 7 |
| 3. | Value Scottsdale's Unique Lifestyle and Character | 2 | 0 | 3 | 0 | 3 | 0 | 0 | 3 | 5 | 5 |
| 4. | Enhance Neighborhoods | 2 | 0 | 3 | 0 | 2 | 0 | 3 | 4 | 2 | 5 |
| 5. | Advance Transportation | 1 | 1 | 2 | 2 | 4 | 0 | 2 | 2 | 1 | 6 |
| 6. | Seek Sustainability | 2 | 0 | 3 | 0 | 2 | 1 | 6 | 2 | 1 | 4 |

(5A) Assessment of Strategic Goal Statements

Instructions: Now, please assess each of the following strategic goal statements in 3 ways: First, the degree to which you feel the goal is CLEAR (1-10 where a '1' means not at all clear and a '10' means extremely clear); Second, the degree to which you feel that goal is RELEVANT for Scottsdale today in 2013 (1-10 where a '1' means not at all relevant and a '10' means extremely relevant); Third, how effective you feel Scottsdale has been in addressing/implementing that goal since 2004 (1-10 where a '1' means not at all effective and a '10' means extremely effective):

HIGH/LOW REPORT

7 responses

Rating Criteria: Degree to Which the Goal is CLEAR

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|---------------------------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | Support Economic Vitality | 10 | 1 | 3.3 | 8.1 | 7/7 |
| 2. | Preserve Meaningful Open Space | 10 | 1 | 3.1 | 7.1 | 7/7 |
| 3. | Enhance Neighborhoods | 10 | 1 | 3.6 | 6.4 | 7/7 |
| 4. | Value Scottsdale's Unique Lifestyle and Character | 10 | 1 | 3.5 | 5.6 | 7/7 |
| 5. | Advance Transportation | 10 | 1 | 2.8 | 4.6 | 7/7 |
| 6. | Seek Sustainability | 7 | 1 | 2.1 | 4.0 | 7/7 |

Rating Criteria: Degree to Which the Goal is Still RELEVANT for Today

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|--------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | Support Economic Vitality | 10 | 9 | 0.5 | 9.7 | 7/7 |
| 2. | Advance Transportation | 10 | 7 | 1.1 | 9.4 | 7/7 |
| 3. | Preserve Meaningful Open Space | 10 | 7 | 1.2 | 9.0 | 7/7 |
| 4. | Seek Sustainability | 10 | 7 | 1.4 | 8.7 | 7/7 |

| | | | | | | |
|----|---------------------------------------------------|----|---|-----|-----|-----|
| 5. | Value Scottsdale's Unique Lifestyle and Character | 10 | 5 | 1.8 | 8.7 | 7/7 |
| 6. | Enhance Neighborhoods | 10 | 3 | 2.5 | 8.1 | 7/7 |

Rating Criteria: Degree to Which Scottsdale has been EFFECTIVE in Addressing/Implementing the Goal

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|---------------------------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | Preserve Meaningful Open Space | 10 | 5 | 1.9 | 8.4 | 7/7 |
| 2. | Support Economic Vitality | 9 | 5 | 1.3 | 7.1 | 7/7 |
| 3. | Seek Sustainability | 10 | 1 | 2.8 | 6.4 | 7/7 |
| 4. | Value Scottsdale's Unique Lifestyle and Character | 10 | 1 | 3.5 | 6.4 | 7/7 |
| 5. | Enhance Neighborhoods | 8 | 1 | 2.8 | 5.7 | 7/7 |
| 6. | Advance Transportation | 8 | 2 | 2.3 | 5.4 | 7/7 |

(5A) Assessment of Strategic Goal Statements

Instructions: Now, please assess each of the following strategic goal statements in 3 ways: First, the degree to which you feel the goal is CLEAR (1-10 where a '1' means not at all clear and a '10' means extremely clear); Second, the degree to which you feel that goal is RELEVANT for Scottsdale today in 2013 (1-10 where a '1' means not at all relevant and a '10' means extremely relevant); Third, how effective you feel Scottsdale has been in addressing/implementing that goal since 2004 (1-10 where a '1' means not at all effective and a '10' means extremely effective):

FREQUENCY DISTRIBUTION REPORT

7 responses

Rating Criteria: Degree to Which the Goal is CLEAR

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------|---------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | | | | | | |
| 1. | Support Economic Vitality | 1 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 4 |
| 2. | Preserve Meaningful Open Space | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 2 | 2 | 1 |
| 3. | Enhance Neighborhoods | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 2 |
| 4. | Value Scottsdale's Unique Lifestyle and Character | 1 | 0 | 2 | 0 | 1 | 0 | 0 | 1 | 1 | 1 |
| 5. | Advance Transportation | 1 | 0 | 2 | 0 | 3 | 0 | 0 | 0 | 0 | 1 |
| 6. | Seek Sustainability | 1 | 0 | 3 | 0 | 1 | 1 | 1 | 0 | 0 | 0 |

Rating Criteria: Degree to Which the Goal is Still RELEVANT for Today

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------|-----------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | | | | | | |
| 1. | Support Economic Vitality | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 5 |
| 2. | Advance Transportation | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 5 |
| 3. | Preserve Meaningful Open Space | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 3 |
| 4. | Seek Sustainability | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 | 1 | 3 |
| 5. | Value Scottsdale's Unique Lifestyle and | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 2 | 3 |

Character

| | | | | | | | | | | | |
|----|-----------------------|---|---|---|---|---|---|---|---|---|---|
| 6. | Enhance Neighborhoods | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 1 | 3 |
|----|-----------------------|---|---|---|---|---|---|---|---|---|---|

Rating Criteria: Degree to Which Scottsdale has been EFFECTIVE in Addressing/Implementing the Goal

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|-----------------------------|---------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | | | | | | |
| 1. | Preserve Meaningful Open Space | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 1 | 3 |
| 2. | Support Economic Vitality | 0 | 0 | 0 | 0 | 1 | 1 | 2 | 2 | 1 | 0 |
| 3. | Seek Sustainability | 1 | 0 | 0 | 0 | 1 | 0 | 3 | 1 | 0 | 1 |
| 4. | Value Scottsdale's Unique Lifestyle and Character | 1 | 0 | 1 | 0 | 1 | 0 | 0 | 1 | 2 | 1 |
| 5. | Enhance Neighborhoods | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 3 | 0 | 0 |
| 6. | Advance Transportation | 0 | 1 | 0 | 2 | 1 | 0 | 1 | 2 | 0 | 0 |

Input on Key Priorities

Instructions: We'd like to ask you to now focus on the next 18-24 months. This represents an important operational work period and environment that can move Scottsdale forward in addressing some of the key challenges but in a way that is aligned with a longer term perspective of where you envision Scottsdale heading. What do you feel are the most important strategic priorities that this Mayor and City Council should be addressing and giving guidance to the staff? (multiple responses)

Ideas Results

No. Idea

1. We need a council-adopted economic development plan
2. Understand the future transportation needs. Do we have gaps? Do we care? What are our options? What are the pro and cons of each option?
3. Community dialogue and community decision for high capacity transit
4. McDowell Road
5. Strategize and implement a comprehensive McDowell corridor plan
6. Trees
7. Move forward on annexing the northern area of Papago Park to add to our parks system and enhance redevelopment along McDowell Rd.
8. Create and implement a plan and overlay for McDowell road corridor to incent investment and remove some of the risk of redevelopment.
9. Implement a study on future economic growth to seek sustainability in terms of population
10. Business Attraction - How do we stack up against cities that are winning in attracting the kinds of businesses we want? Why are they so attractive and what are they doing to attract these companies?
11. Create a group that monitors efficiency in government. Is our budget as lean and effective as it could be?
12. Reconsider the McDowell Rd Task Force report
13. Shift the paradigm from development to redevelopment and create processes that are citizen educated and development friendly
14. Emphasize work needed to implement the Tourism Strategic Plan as it relates to downtown and connections to other parts of the city
15. What are the unfunded pension liabilities for our city?
16. Grass

17. Consider a rebranding of South Scottsdale
18. Concentrate on improving employee morale and recognizing their value to providing quality core services
19. Invest in city personnel,
20. Regulatory reform: liquor licenses, rental tax enforcement, etc.
21. South Scottsdale our "Heritage Quarter"
22. A plan for improving our quality of life by sustaining and enhancing our arts and culture
23. Competitive pay analysis for city employees.
24. Develop an urban park, open space plan
25. Create a culture in the city that celebrates big ideas and honors innovation
26. Encourage staff involvement in creating an "Aging in Place" plan, targeting south Scottsdale residents and collaborating with Scottsdale Healthcare and relevant social service agencies.
27. Strategizing a plan for business support of social programs in Scottsdale
28. Big idea for McDowell Road Corridor / Papago Park
29. Update the master transportation plan and implement a study around high capacity transit,
30. Emphasize staff development on improving management style and communications within and among all city departments
31. Possible park in the heart of the airpark
32. Pay raise for staff
33. Plan for neighborhood enhancement in older sectors, including streetscape improvements , pedestrian friendly and pocket parks
34. Fix the funding mechanism for public art

(6) Review and Categorization of Key Priorities

Instructions: During our pre-session interviews, a number of key priorities were raised. We'll add to that base set from this ideation question and then do an assessment to arrive at a set of key priorities:

Ideas Results

No. Idea

1. **TRANSPORTATION FOCUS:** The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community
2. **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY:** Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce
3. **CONTINUED DEVELOPMENT OF THE PRESERVE/OPEN SPACE ENVIRONMENT:** Continued funding and development of the Sonoran Preserve as a visible commitment to Scottsdale's value of open space, recreational access, preservation of its Sonoran Desert identity and overall quality of life
4. **STRATEGIC SUPPORT OF TOURISM AND VISITOR EVENTS:** Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Insure that we effectively implement the tourism strategic plan.
5. **HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF:** The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City
6. **GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK:** Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments.
7. **TAKING THE ARTS AND CULTURE TO THE NEXT LEVEL:** Ensuring that we don't lose our focus on the importance of arts and culture as an element of our community value as well as its economic impact and draw of talent. Progressive cities are integrated arts and culture with architecture, economics and lifestyle. What takes us to the next level?
8. **SMART ZONING/SMART GROWTH PLANNING/REDEFINING REDEVELOPMENT:** Determining the overall approach to the level of growth and zoning support. This is all about looking at the realities of our ability to develop within our available land as well as future redevelopment opportunities and defines a new level of 'smart growth' for Scottsdale. Maintaining strong neighborhoods that reflect character/quality of Scottsdale. They should be

safe and inclusive.

9. **FISCAL SUSTAINABILITY:** The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce
10. **MORE EFFECTIVE BUDGETING PROCESS:** Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways
11. **SCOTTSDALE AS AN INCLUSIONARY AND CARING COMMUNITY:** That Scottsdale is open/welcoming to a diverse and vibrant community, young professionals thru active retirees and seniors, native Arizonans thru the most recent arrivals, and a full embracement of diversity in all its forms. This is also reflected in how we support our broad range of citizens with our services. Insure we are supporting the social needs of our citizens.
12. **EXTENDING OPEN SPACE PLANNING TO URBAN ENVIRONMENTS:** Develop a broad strategy for integrating more open space in urban/neighborhood areas. This could include open space, parks and transportation elements.
13. **KEEPING AN EYE ON THE AIRPARK:** Make sure that we maintain currency in the Airpark for attracting new business, advancing transportation within the Airpark and creating more retail/commercial opportunities.
14. **ADDRESSING AGING INFRASTRUCTURE:** Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our investment in parks, libraries and other visible amenities.
15. **SCOTTSDALE AS A REGIONAL CONNECTOR:** The focus on developing Scottsdale's regional connections with other valued cities and communities. This creates opportunities for shared investment, co-branding, infrastructure planning and regional economic strategies. This is broader than transportation connections.

(6A) Assessment of Strategic Priorities

Instructions: Now, please assess each of the following areas in terms of how important a priority you feel it should be for this Mayor and This Council over the next 18-24 months. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important:

HIGH/LOW REPORT

7 responses

Rating Criteria: Importance for This Mayor and this Council to Focus on Over the Next 18-24 months

| Rank | Idea | High | Low | Std. Dev. | Avg. | Participation Ratio |
|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----------|------|---------------------|
| Scale: 1 2 3 4 5 6 7 8 9 10 | | | | | | |
| 1. | GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK: Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments. | 10 | 8 | 0.8 | 9.4 | 7/7 |
| 2. | FISCAL SUSTAINABILITY: The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce | 10 | 5 | 1.8 | 9.0 | 7/7 |
| 3. | STRATEGIC SUPPORT OF TOURISM AND VISITOR EVENTS: Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Insure that we effectively implement the tourism strategic plan. | 10 | 7 | 1.1 | 8.9 | 7/7 |
| 4. | ADDRESSING AGING INFRASTRUCTURE: Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our | 10 | 7 | 1.1 | 8.6 | 7/7 |

| | | | | | | |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|-----|-----|-----|
| | investment in parks, libraries and other visible amenities. | | | | | |
| 5. | MORE EFFECTIVE BUDGETING PROCESS: Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways | 10 | 6 | 1.6 | 8.3 | 7/7 |
| 6. | HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF: The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City | 10 | 5 | 1.7 | 8.1 | 7/7 |
| 7. | COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce | 10 | 1 | 3.4 | 8.0 | 7/7 |
| 8. | TRANSPORTATION FOCUS: The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community | 10 | 1 | 3.3 | 7.6 | 7/7 |
| 9. | CONTINUED DEVELOPMENT OF THE PRESERVE/OPEN SPACE ENVIRONMENT: Continued funding and development of the Sonoran Preserve as a visible commitment to Scottsdale's value of open space, recreational access, preservation of its Sonoran Desert identity and overall quality of life | 10 | 5 | 2.0 | 7.0 | 7/7 |
| 10. | KEEPING AN EYE ON THE AIRPARK: Make sure that we maintain currency in the Airpark for attracting new business, advancing transportation within the Airpark and creating more retail/commercial opportunities. | 10 | 1 | 3.2 | 7.0 | 7/7 |
| 11. | SMART ZONING/SMART GROWTH PLANNING/REDEFINING REDEVELOPMENT: Determining the overall approach to the level of growth and zoning support. This is all about looking at the realities of our ability to develop within our available land as well as future redevelopment opportunities and defines a new level of 'smart growth' for Scottsdale. Maintaining strong | 10 | 1 | 3.3 | 6.6 | 7/7 |

| | | | | | | |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|---|-----|-----|-----|
| | neighborhoods that reflect character/quality of Scottsdale. They should be safe and inclusive. | | | | | |
| 12. | TAKING THE ARTS AND CULTURE TO THE NEXT LEVEL: Ensuring that we don't lose our focus on the importance of arts and culture as an element of our community value as well as its economic impact and draw of talent. Progressive cities are integrated arts and culture with architecture, economics and lifestyle. What takes us to the next level? | 9 | 1 | 2.6 | 6.1 | 7/7 |
| 13. | SCOTTSDALE AS AN INCLUSIONARY AND CARING COMMUNITY: That Scottsdale is open/welcoming to a diverse and vibrant community, young professionals thru active retirees and seniors, native Arizonans thru the most recent arrivals, and a full embracement of diversity in all its forms. This is also reflected in how we support our broad range of citizens with our services. Insure we are supporting the social needs of our citizens. | 10 | 1 | 2.7 | 6.0 | 7/7 |
| 14. | EXTENDING OPEN SPACE PLANNING TO URBAN ENVIRONMENTS: Develop a broad strategy for integrating more open space in urban/neighborhood areas. This could include open space, parks and transportation elements. | 10 | 1 | 3.2 | 6.0 | 7/7 |
| 15. | SCOTTSDALE AS A REGIONAL CONNECTOR: The focus on developing Scottsdale's regional connections with other valued cities and communities. This creates opportunities for shared investment, co-branding, infrastructure planning and regional economic strategies. This is broader than transportation connections. | 10 | 1 | 3.1 | 4.4 | 7/7 |

(6A) Assessment of Strategic Priorities

Instructions: Now, please assess each of the following areas in terms of how important a priority you feel it should be for this Mayor and This Council over the next 18-24 months. Use a scale of 1-10 where a '1' means not at all important and a '10' means extremely important:

FREQUENCY DISTRIBUTION REPORT 7 responses

Rating Criteria: Importance for This Mayor and this Council to Focus on Over the Next 18-24 months

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|------|------|---|---|---|---|---|---|---|---|---|----|
|------|------|---|---|---|---|---|---|---|---|---|----|

Scale: 1 2 3 4 5 6 7 8 9 10

| | | | | | | | | | | | |
|----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|---|
| 1. | GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK: Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments. | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 4 |
| 2. | FISCAL SUSTAINABILITY: The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 2 | 4 |
| 3. | STRATEGIC SUPPORT OF TOURISM AND VISITOR EVENTS: Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Insure that we effectively implement the tourism strategic plan. | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 3 | 2 |
| 4. | ADDRESSING AGING INFRASTRUCTURE: Develop a clear plan and priority for addressing infrastructure elements including | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 3 | 1 | 2 |

how we fund and monitor overall initiative.
This is inclusive of our investment in parks,
libraries and other visible amenities.

| | | | | | | | | | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|---|
| 5. | <p>MORE EFFECTIVE BUDGETING PROCESS: Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways</p> | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 2 | 2 |
| 6. | <p>HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF: The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City</p> | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 3 | 1 |
| 7. | <p>COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce</p> | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 1 | 4 |
| 8. | <p>TRANSPORTATION FOCUS: The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community</p> | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 3 |
| 9. | <p>CONTINUED DEVELOPMENT OF THE PRESERVE/OPEN SPACE ENVIRONMENT: Continued funding and development of the Sonoran Preserve as a visible commitment to Scottsdale's value of open space, recreational access, preservation of its Sonoran Desert identity and overall quality of life</p> | 0 | 0 | 0 | 0 | 2 | 2 | 0 | 1 | 1 | 1 |
| 10. | <p>KEEPING AN EYE ON THE AIRPARK: Make sure that we maintain currency in the Airpark for attracting new business, advancing transportation within the Airpark and creating more retail/commercial opportunities.</p> | 1 | 0 | 0 | 0 | 1 | 0 | 2 | 0 | 1 | 2 |
| 11. | <p>SMART ZONING/SMART GROWTH PLANNING/REDEFINING</p> | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 2 | 1 | 1 |

REDEVELOPMENT: Determining the overall approach to the level of growth and zoning support. This is all about looking at the realities of our ability to develop within our available land as well as future redevelopment opportunities and defines a new level of 'smart growth' for Scottsdale. Maintaining strong neighborhoods that reflect character/quality of Scottsdale. They should be safe and inclusive.

- | | | | | | | | | | | | |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|---|
| 12. | <p>TAKING THE ARTS AND CULTURE TO THE NEXT LEVEL: Ensuring that we don't lose our focus on the importance of arts and culture as an element of our community value as well as its economic impact and draw of talent. Progressive cities are integrated arts and culture with architecture, economics and lifestyle. What takes us to the next level?</p> | 1 | 0 | 0 | 0 | 1 | 1 | 2 | 1 | 1 | 0 |
| 13. | <p>SCOTTSDALE AS AN INCLUSIONARY AND CARING COMMUNITY: That Scottsdale is open/welcoming to a diverse and vibrant community, young professionals thru active retirees and seniors, native Arizonans thru the most recent arrivals, and a full embracement of diversity in all its forms. This is also reflected in how we support our broad range of citizens with our services. Insure we are supporting the social needs of our citizens.</p> | 1 | 0 | 0 | 0 | 1 | 2 | 2 | 0 | 0 | 1 |
| 14. | <p>EXTENDING OPEN SPACE PLANNING TO URBAN ENVIRONMENTS: Develop a broad strategy for integrating more open space in urban/neighborhood areas. This could include open space, parks and transportation elements.</p> | 1 | 0 | 1 | 0 | 1 | 0 | 1 | 2 | 0 | 1 |
| 15. | <p>SCOTTSDALE AS A REGIONAL CONNECTOR: The focus on developing Scottsdale's regional connections with other valued cities and communities. This creates opportunities for shared investment, co-branding, infrastructure planning and regional economic strategies. This is broader than transportation connections.</p> | 1 | 1 | 2 | 0 | 0 | 2 | 0 | 0 | 0 | 1 |

(6B) Selection of Key Priorities

Instructions: Now, as a second assessment, what do you feel are the FIVE most important areas that you would like to see this Mayor and This Council focus on over the next 18-24 months?

Selection Results
7 responses

| No. | Items | Times Selected |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 1. | GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK: Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments. | 7 (100%) |
| 2. | STRATEGIC SUPPORT OF TOURISM AND VISITOR EVENTS: Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Insure that we effectively implement the tourism strategic plan. | 5 (71%) |
| 3. | HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF: The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City | 4 (57%) |
| 4. | COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY: Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce | 3 (42%) |
| 5. | FISCAL SUSTAINABILITY: The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce | 3 (42%) |
| 6. | ADDRESSING AGING INFRASTRUCTURE: Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our investment in parks, libraries and other visible amenities. | 3 (42%) |
| 7. | TRANSPORTATION FOCUS: The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community | 2 (28%) |

- | | | |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 8. | <p>SMART ZONING/SMART GROWTH PLANNING/REDEFINING REDEVELOPMENT: Determining the overall approach to the level of growth and zoning support. This is all about looking at the realities of our ability to develop within our available land as well as future redevelopment opportunities and defines a new level of 'smart growth' for Scottsdale. Maintaining strong neighborhoods that reflect character/quality of Scottsdale. They should be safe and inclusive.</p> | 2 (28%) |
| 9. | <p>MORE EFFECTIVE BUDGETING PROCESS: Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways</p> | 2 (28%) |
| 10. | <p>CONTINUED DEVELOPMENT OF THE PRESERVE/OPEN SPACE ENVIRONMENT: Continued funding and development of the Sonoran Preserve as a visible commitment to Scottsdale's value of open space, recreational access, preservation of its Sonoran Desert identity and overall quality of life</p> | 1 (14%) |
| 11. | <p>TAKING THE ARTS AND CULTURE TO THE NEXT LEVEL: Ensuring that we don't lose our focus on the importance of arts and culture as an element of our community value as well as its economic impact and draw of talent. Progressive cities are integrated arts and culture with architecture, economics and lifestyle. What takes us to the next level?</p> | 1 (14%) |
| 12. | <p>SCOTTSDALE AS AN INCLUSIONARY AND CARING COMMUNITY: That Scottsdale is open/welcoming to a diverse and vibrant community, young professionals thru active retirees and seniors, native Arizonans thru the most recent arrivals, and a full embracement of diversity in all its forms. This is also reflected in how we support our broad range of citizens with our services. Insure we are supporting the social needs of our citizens.</p> | 1 (14%) |
| 13. | <p>KEEPING AN EYE ON THE AIRPARK: Make sure that we maintain currency in the Airpark for attracting new business, advancing transportation within the Airpark and creating more retail/commercial opportunities.</p> | 1 (14%) |
| 14. | <p>EXTENDING OPEN SPACE PLANNING TO URBAN ENVIRONMENTS: Develop a broad strategy for integrating more open space in urban/neighborhood areas. This could include open space, parks and transportation elements.</p> | 0 (0%) |
| 15. | <p>SCOTTSDALE AS A REGIONAL CONNECTOR: The focus on developing Scottsdale's regional connections with other valued cities and communities. This creates opportunities for shared investment, co-branding, infrastructure planning and regional economic strategies. This is broader than transportation connections.</p> | 0 (0%) |

(7) Summary of Priority Areas

Instructions: The following is a summary of the 8 top priority areas. In a moment we'll ask you about some of the ideas and insights you have in these areas and potential areas of research/dialogue we should pursue with the City staff:

Ideas Results

No. Idea

1. **GETTING THE MCDOWELL CORRIDOR ON THE RIGHT TRACK:** Moving forward a progressive and appropriate strategy for the redevelopment of the McDowell Road corridor that demonstrates a new approach to smart growth and planning. This should be inclusive of what to do with Papago Park opportunity. Understand the current perceptions of South Scottsdale and develop a stakeholder based strategy on the future direction of South Scottsdale, focused development and key investments.
2. **FISCAL SUSTAINABILITY:** The long term financial sustainability for Scottsdale to ensure that it can provide the level of services and infrastructure needed to maintain our desired way of life, attractiveness for visitors and events, economic development and support of the most talented workforce
3. **STRATEGIC SUPPORT OF TOURISM AND VISITOR EVENTS:** Continued investment maintaining the high degree of attractiveness of Scottsdale as a location for tourism, travel and events. This has broad economic and social impact but must continually be upgraded and enhanced to be competitive and authentic. Insure that we effectively implement the tourism strategic plan.
4. **MORE EFFECTIVE BUDGETING PROCESS:** Rethink the way we do our budgeting process to ensure that it is fully aligned with our strategic priorities, enables input from our citizens and workforce, and always encourages the delivery of the highest quality services but in the most efficient ways
5. **ADDRESSING AGING INFRASTRUCTURE:** Develop a clear plan and priority for addressing infrastructure elements including how we fund and monitor overall initiative. This is inclusive of our investment in parks, libraries and other visible amenities.
6. **HIGH PERFORMANCE WORK CULTURE FOR CITY EMPLOYEES AND STAFF:** The further investment and development of the City employee and staff base as the most productive, talented and engaged work environment in any municipal workforce. We should be a net attractor of talent and skills that help us in delivering the highest level of services. The workforce should feel valued and aligned with the strategic priorities of the City
7. **COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY:** Ensuring that Scottsdale is viewed as a strong and relevant economy for attraction and maintaining a broad base of employers and industry segments along with an aligned and talented workforce
8. **TRANSPORTATION FOCUS:** The development of a broader, multi-modal transportation strategy for Scottsdale that creates regional linkage and anticipates the overall transportation needs of the community

Input on Priority Area 1: McDowell Corridor

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Get serious about annexing northern area of Papago Park
2. It would be useful if someone actually had a concrete proposal for that area.
3. Remove redevelopment (slum and blight) designation
4. Need a strategy for an overlay district that decreases risk by developers and increases incentives.
5. City needs to get out of the way
6. Create an infill incentive district for McDowell Road
7. Work study session to review the outputs of prior task groups and committees, what was accomplished and how have the recommendations been applied? Is there more to do with the recommendations?
8. Consider transportation along the corridor
9. Allow the private sector to work
10. Encourage investment in accordance with the McD Rd Corridor Task force recommendations
11. Connect high capacity transit from Tempe and Phx
12. More support of SkySong
13. Create an ad campaign promoting the McDowell corridor as the new Heritage Quarter of Scottsdale and provide tax incentives to new business

Input on Priority Area 2: Fiscal Sustainability

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Create a targeted economic development plan
2. Make it easy to do business in Scottsdale
3. Provide a higher level of yearly support to the CIP
4. Pass the 2013 Bond election
5. More tourism events
6. Increase audits
7. Pass the bond
8. Discuss at the Council level our 5 year financial forecast in more detail
9. Invest in our city employees
10. Review the long term implications of reliance on retail sales tax and other revenue sources vs. Property tax - what is the long term variability and reliability of these sources? Should different funding sources be used for different purposes?
11. Keep government growth under projected tax revenues
12. Get marketing plan implemented for TNEC
13. Improve technology in bill pay and processing
14. Use the tourism infrastructure funds to create public amenities
15. Diversify economy

Input on Priority Area 3: Strategic Support of Tourism and Visitor Events

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Support the tourism masterplan
2. Implement Tourism Master Plan provisions
3. Implement tourism strategic plan
4. Implement strategic 5 year tourism plan
5. Recognize that citizens enjoy the same amenities that tourists enjoy
6. Enhance arts and culture
7. Work closely on implementation of the Tourism Plan downtown.
8. Use capital bed tax funds to promote more public amenities
9. Identify additional performing arts venue
10. Focus on the product - who we are and what we offer - not just advertising
11. Create new signature events
12. Develop a plan on how the city will support needs of the Super Bowl tourists in 2015
13. Tennis anyone?
14. Understand the desires of our visitors
15. Utilize Tourism Tax funds for enhancement of our tourism infrastructure
16. Create a one-stop shop for booking events in Scottsdale
17. Do not make any more multiyear commitments to spend bed tax money without a more comprehensive review and plan
18. Use Tourism "bed tax" to promote new worthy tourist events

Input on Priority Area 4: More Effective Budgeting Process

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. START THE BUDGET PROCESS WITH PUBLIC SAFETY FIRST
2. Repeat this process annually to inform the staff's budget process
3. Create a citizen/staff/council efficiency committee
4. Make sure that our goal of a high performance work culture is reflected in the budget
5. Engage city council priorities during budgeting process, not as an afterthought
6. Focus on performance measures at the division level
7. Consider presentation of growth year over year of cost versus benefit
8. Review and potentially refine the performance indicators that define success for each department
9. Engage Council early on potential new areas to fund in the budget
10. Develop benchmarks that allow us to compare cost and quality to other municipalities/service providers
11. Public safety should not be a stand alone area
12. Manage compensation at the department level with an allocation of available funds

Input on Priority Area 5: Addressing Aging Infrastructure

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Provide additional yearly support to the CIP
2. Plan to improve the appearance of City Hall
3. Create a long term plan for GO bonding mechanism, perhaps every 4 or 5 years instead of 10 or 12 years
4. Continue to maximize funding CIP with one-time money
5. Use Paygo effectively for routine Capital maintenance
6. Pass the 2013 Bond
7. What is the useful life of our existing infrastructure? Companies have replacement policies and schedules - do we?
8. Pass the bond
9. Provide council a list of infrastructure projects to fund from General Funds early in the budget process
10. Should we consider parking fees
11. Reconsider the adequacy of the policy of 25 construction sales tax to CIP - if this is no longer a robust revenue source we need to reconsider other options - might it be a of sales tax?
12. GO Bond items represent of the accepted replacement capital projects
13. Another bond

Input on Priority Area 6: High Performance Work Culture for City Employees and Staff

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Encourage development of management staff to effectively motivate and communicate with their departments
2. Fund tuition reimbursement on a yearly basis
3. Develop a compensation philosophy and a process to stay current
4. Respect, empower, provide fair compensation
5. Provide educational/career training
6. Treat employees with dignity and respect
7. Create a competitive pay plan for public safety employees
8. Provide an ongoing monetary program to recognize outstanding performance
9. Encourage and support innovative thinkers
10. Conduct an annual 360 degree review - confidential interviews of Council, Charter Officers, and directs of Charter officer - conducted by a 3rd party to identify themes - strengths and weaknesses in how well we work together
11. Do not treat different employee groups differently
12. Concentrate on the Citizens getting the best value for their tax dollars
13. Encourage a healthy, respectful culture city-wide, teamwork
14. Council review of annual employee satisfaction surveys and management plans to capitalize on strengths and improve deficiencies
15. Focus on performance based compensation
16. Develop a strategy for retaining our quality people
17. Demand mutual respect of all
18. Strengthen the HR department so it can adequately serve the staff

Input on Priority Area 7: Comprehensive Economic Development Strategy

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. Build a department of skilled and talented staff, able to collaborate with private sector
2. What are companies looking for, what do we offer, what are our gaps, do we want to fill the gaps, how?
3. Need to focus on targeted industries: Healthcare, Technology, Financial
4. Id what other cities are doing to attract new business?
5. Need a council-approved economic development plan
6. Work with state and regional partners in combined strategies
7. Utilize the talent in our business leaders to play a role in ED
8. Encourage development of management staff to effectively lead and communicate with their departments
9. Identify and target the industries
10. Recognize that the talent that can deal effectively with the private sector need to be compensated for that talent
11. Need to implement economic development plan with task force of citizens
12. Coordinate business attraction efforts with CVB for tourism and Corp group travel connections
13. Join the Discovery Triangle
14. Include high capacity transit in plan
15. Help employers connect with workforce development opportunities
16. Conduct a work study to explain what we are doing now, what are other cities doing and what more can we do?
17. Don't join Discovery Triangle
18. Work with State's ACA to promote Intn'l capital via tourism
19. Involve the entire Council in attracting and retaining employers
20. Are we the kind of place that companies are looking for? Why? Why not? What should we do?

Input on Priority Area 8: Transportation Focus

Instructions: What approaches, strategies or areas of insight do you think we should pursue in this area? What will help us move this strategic priority forward in the next 18-24 months? (multiple responses)

Ideas Results

No. Idea

1. More buses and trolleys
2. Begin with a robust community dialogue around the FACTS of high capacity transit
3. Identify what will be the long term needs, is there a gap? Do we care? If so, what are our options - risks and benefits?
4. Keep the trolley system in place
5. Update the master Transportation Plan to include high capacity transit
6. Assess the transportation needs of the entire community
7. Fully fund the hospitality trolley out of bed tax funds
8. Research the cost and benefits of connectivity with Phx and Tempe
9. Need based solutions that have market demand
10. Encourage transportation offerings along the McDowell Rd. Corridor
11. Identify and dialogue over different modalities of high capacity transit
12. Identify the generational differences/life style differences and the expectations of the future residents to inform the conversation and decisions
13. Consider high capacity transit as an economic driver for revitalizing McDowell Road
14. Private solutions whenever possible
15. Stop making traffic problems worse by crowding more residents into downtown
16. Identify the transportation needs and wants of our next generation
17. Encourage more residents to live in the center of the city to lessen traffic snarls

Around The Table (Verbal)

Instructions: As we close our working session, we'd like to go around the table again with a reflection/insight about the session today:

Ideas Results

Category: What's ONE KEY LEARNING/INSIGHT that you are walking away with today from this session about the future of Scottsdale and the work that we can do in the next 18-24 months to move our City forward?

No. Idea

1. Guy - not sure I learned anything new, prefer dialog and debate.
2. Virginia - optimistic. 8 priorities, robust, some are big ideas and we can build upon them. That is what I have been seeking, and the staff too.
3. Bob - No.
4. Jim - Optimistic. This technique/facilitation went smoothly. A bit less verbal interaction than expected but may lend itself to more productive communication of ideas. Less laborious.
5. Suzanne - we were able to cover a wide range of ideas. The technology helped. Best approach to get priorities identified. The idea was to gather ideas and make them workable. We all contributed. Now we dig in. This is the start.
6. Linda - I feel like Suzanne. Today was a starting point. A great foundation to lead into more dialogue. A roadmap.
7. Dennis - Very positive. We covered a lot of big picture items. Like setting up the chess pieces but not moving them just yet. We found some focus. Proactive. We need to narrow the focus further.

Session Feedback Survey

Instructions: Please respond to the following survey questions. There will be an instruction at the end of the survey on how to submit your responses.

Questionnaire Results
7 responses

Maintaining Our Strategic Dialogue

1. Leaders in any organization must find the time and opportunities to maintain a level of strategic focus and dialogue. How do you feel that this mayor and This Council can continue their strategic dialogue and focus over the next 18-14 months?

No. Idea

1. Not relevant
2. Like the mayor said, more study sessions Clarify process Clarify the questions that need to be answered or additional information needed At each step a clear next step with a due date Council Champion
3. We need to schedule a succession of study sessions as follow-ups to what was started at the workshop. We can then refine what is most important to the council.
4. Continue with study sessions concerning the top items we discussed today
5. Create a realistic process to move forward the strategies as defined. Use work study sessions more strategically. Come back in a retreat format in 8-10 months
6. Priority items to staff for study and direction on means to address them. Followed by individual study sessions to review their evaluation and direction on how to move forward with them.
7. A study session to digest the written feedback from this session. Some agreement on what to do next. Another study session some months later to review activities and further action. Another strategic session like this next May.

Session Feedback

2. What did you enjoy most about the session today? What did you find to be most positive?

No. Idea

1. Not relevant
2. This was great. I think everyone had the chance to be heard. The computer was an efficient way to collect thoughts and was not an obstacle to dialogue - good balance. Thank you! Good job staying high level!!! Strategic priorities!!
3. The cooperation of most of the council. The reduction of many ideas into a few meaningful areas to focus on.
4. Lunch

5. Productive in that we were able to identify priorities without the diatribes often associated with strategy sessions.
6. Communication of interests, priorities and individual approach
7. The session allowed us to broaden our thinking. We often are focused on narrow issues, which can be tedious after awhile. I found interaction among my colleagues to be positive.

3. What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value)

HIGH/LOW REPORT

| Rank | Idea | High | Low | Std. Dev. | Avg. |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------|------|-----|-----------|------|
| 1. | What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value) | 10 | 5 | 1.8 | 8.3 |

FREQUENCY DISTRIBUTION REPORT

| Rank | Idea | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
|------|--------------------------------------------------------------------------------------------------------------------------------------------------------|---|---|---|---|---|---|---|---|---|----|
| 1. | What was the value of the Advanced Strategy Lab system in supporting today's session? (1-10 scale, 1 being of no value, 10 being of significant value) | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 1 | 2 | 2 |

4. Do you have any additional comments or observations about today's session or any aspect of the future planning for Scottsdale?

No. Idea

1. Not relevant
2. Let's do this at a minimum once a year!!
3. Thank you!
4. I am disappointed that we were not able to focus on the long term implications of council decisions regarding Scottsdale at build out (2050) I also felt we didn't have any meaningful dialogue one on one.
5. I still think we could have used more dialogue.
6. No
7. The majority of council is aligned in its thinking which will help us in planning for the future.