

**SCOTTSDALE CITY COUNCIL
WORK STUDY SESSION MINUTES
TUESDAY, JUNE 10, 2014**



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

CALL TO ORDER

Mayor W.J. "Jim" Lane called to order a Work Study Session of the Scottsdale City Council at 4:07 P.M. on Tuesday, June 10, 2014 in the City Hall Kiva.

ROLL CALL

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

Also Present: City Manager Fritz Behring
Deputy City Attorney Sherry Scott
City Treasurer Jeff Nichols
City Auditor Sharron Walker
City Clerk Carolyn Jagger

MAYOR'S REPORT

Mayor Lane thanked Scottsdale Police Officer Greg Carlin for 32 years of service to the City. Mayor Lane announced that Chaparral Park was voted the best dog park in Arizona by AAA.

CITY MANAGER'S REPORT – None

PUBLIC COMMENT

Kathy Littlefield spoke in support of placing the General Plan Update on the November 2016 ballot.

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

1. Draft General Plan 2014

Request: Presentation, discussion, and possible direction to staff regarding Council-requested recommendations from the Scottsdale General Plan 2014 Task Force on the draft General Plan 2014 timing and process.

Presenter(s): Erin Perreault, Long Range Planning Manager

Staff Contact(s): Randy Grant, Planning, Neighborhood, and Transportation Administrator, 480-312-2664, rgrant@scottsdaleaz.gov

Long Range Planning Manager Erin Perreault gave a PowerPoint presentation (attached) on the Draft General Plan 2014 and two options for presenting the General Plan Update to the voters. Option A includes a recommendation to put the General Plan Update on the November 2016 ballot. Option B recommends putting the General Plan Update on the August 2015 ballot. Ms. Perreault also gave the pros and cons for both options.

Option A pros (+) and cons (-):

- + Accommodates extended community outreach
- + Potential for a greater voter turnout at the November 2016 election
- + No special election funding necessary
- Prolongs the General Plan timeline beyond Council direction to "extend the General Plan timeline into 2015"
- Potential for outreach and communication "fatigue" by releasing a "draft" in 2014, but not putting it on the ballot until November 2016
- Other November 2016 ballot items could take priority
- Continuing to operate with a General Plan that does not meet all state statute requirements and is based on community vision/outreach completed in the mid-1990s

Option B pros (+) and cons (-):

- + Conforms to the Council's direction to "extend the General Plan timeline into 2015"
- + Accommodates extended community outreach
- + Reduces outreach and communications fatigue by releasing a "draft" in 2014 that is considered by voters nine months later
- + Reduces likelihood that other ballot items would take priority over the General Plan
- + Decreases the time the community operates under the existing General Plan, which does not meet all state statute requirements and is based on community vision/outreach completed in the mid-1990s
- Potential for less voter turnout in August 2016 election
- Higher special election costs (\$500,000)

Ms. Perreault said the Task Force recommends Option A.

MOTION AND VOTE – ITEM 1

Councilwoman Klapp made a motion to direct staff to continue with Option A, as recommended by the General Plan 2014 Task Force. Councilman Phillips seconded the motion, which carried 7/0.

2. Preserve Acquisition - Arizona State Land Department

Request: Review of expectations of Scottsdale and the Arizona State Land Department regarding proposed land acquisition for the Preserve.

Presenter(s): Kroy S. Ekblaw, Preserve Director

Staff Contact(s): Kroy S. Ekblaw, Preserve Director, (480)312-7064, kekblaw@scottsdaleaz.gov

Preserve Director Kroy Ekblaw gave a PowerPoint presentation (attached) on the history of the Preserve land acquisition priorities for 2014/15. He said the next priorities for land acquisition include two parcels, totaling 400 acres. Before the City can move forward on these two parcels, the State requires that a 2001 State Land Commissioner's order for the reclassification of 4,000 acres of trust land in north Scottsdale be completed. Mr. Ekblaw said there are plans to return on July 2 to ask the Council to approve a development agreement with the State.

3. Economic Development Strategic Plan Framework

Request: Presentation, discussion, and possible direction to staff regarding the Economic Development Strategic Plan Framework and recommendations.

Presenter(s): Danielle Casey, Economic Development Director

Staff Contact(s): Danielle Casey, Economic Development Director, 480-312-7601, dcasey@scottsdaleaz.gov

Economic Development Director Danielle Casey gave a PowerPoint presentation (attached) on the proposed Economic Development Strategic Plan Framework. The presentation and discussion focused on Goals 1 through 9, recommended Council actions for each goal, and next steps.

Each Councilmember offered suggestions on Goals 1 through 9 of the Economic Development Strategic Plan Framework. As part of the discussions on the goals as a whole, it was suggested that the action items be simplified and consolidated whenever possible. Staff was encouraged to look for opportunities to work with existing entities, rather than creating something new.

➤ *Goal 1, Galvanize and champion a united city: One Scottsdale.*

A suggestion was made to eliminate "b", which appears to allow the Council Subcommittee on Economic Development to act as a de facto decision-making body.

There was general consensus to direct staff to make the following changes:

- Reword Section "a" to be more positive.
- Combine Sections "c", "d", and "e" into one element.

➤ *Goal 2, Retain and grow existing economic drivers and employers.*

There was general consensus to direct staff to modify the use of the word "institutionalize" in Section "a".

➤ *Goal 3, Ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need.*

It was suggested that there should be broader diversity outreach beyond "ethnic."

There was general consensus to direct staff to remove Section "i".

Councilwoman Milhaven left the meeting at 6:14 P.M.

- *Goal 4, Strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life and postsecondary investments and improvements that could position Scottsdale more advantageously for business and talent retention and recruitment.*

There was general consensus to direct staff to make the following changes:

- Remove the words “including identifying the potential for high capacity transit” from Section “a”.
 - Remove Section “b ii”.
 - Remove the word “Mountain” from Section “b iii”.
- *Goal 5, Invest in and strengthen present and future employment and business centers.*

There was general consensus to direct staff to make the following changes:

- Change the word “renew” in Section “c i” to “consider” (the redevelopment area designation).
 - Change the words “Develop a brand” in Section “d iv” to read “Fully define the Cure Corridor brand”.
 - Change the words “Formally adopt a resolution” in Section “e ii” to “Consider the adoption of a resolution”.
- *Goal 6, Elevate Scottsdale’s engagement in the national and international economic development arena.*

There was general consensus to direct staff to make the following changes:

- Remove Section “a”.
- Remove the words “and fund” in Section “f”.

Economic Development Director Danielle Casey committed to:

- Looking at ways the City can partner with existing entities, rather than creating something new.
- Ensuring that, in addition to new employers, existing employers were adequately addressed in the plan.
- Under Goal 5, Section “c”, asking I.O. Inc. for other ideas on what the City could do for the McDowell Road Corridor.
- Change the word “designate” in Goal 5, Section “c ii”, to “consider the designation of” (the Economic Development Department).
- Rewording Goal 5, Section “d iii” to more accurately reflect the intent.
- Under Goal 5, reword Section “d i” to eliminate the section where the City ensures that the Mayo medical school is on track to raise funds, and focus on assisting them in launching the Mayo medical school in Scottsdale.

MAYOR AND COUNCIL ITEMS – None

ADJOURNMENT

With no further business to discuss, the Work Study Session adjourned at 7:34 P.M.

SUBMITTED BY:



**Carolyn Jagger
City Clerk**

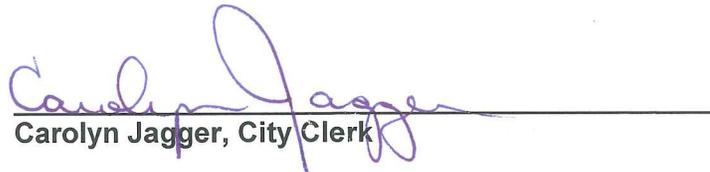
Officially approved by the City Council on August 18, 2014

CERTIFICATE

I hereby certify that the foregoing Minutes are a true and correct copy of the Minutes of the Work Study Session of the City Council of Scottsdale, Arizona held on the 10th day of June 2014.

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

DATED this 18th day of August 2014.



Carolyn Jagger, City Clerk

DRAFT SCOTTSDALE GENERAL PLAN 2014

City Council Study Session
June 10, 2014

City Council Decisions – SGP 2014

City Council Study Session - March 2014

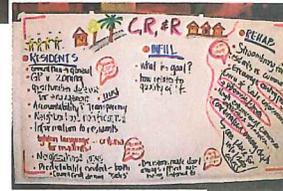
• **Council Direction:**

The Task Force should review and provide Council with recommendations on a “robust public outreach program that includes extending the General Plan timeline into 2015”



Task Force Recommendations:

- ✓ Task Force continues drafting the 2014 General Plan
- ✓ Task Force to recommend a final draft Plan no later than November 10, 2014;
- ✓ Once adopted, state required voter consideration of the Plan occur at the Nov 2016 election; and
- ✓ Task Force by-laws be amended to maintain the structure as is including:
 - Dissolution of the Task Force upon recommendation of a final draft Plan to the Planning Commission,;
 - Lowering the minimum number of active Task Force members from 17 to 15



Public Outreach to Date– SGP 2014

- 2 Future Leaders Town Halls – Jan. 2013, Jan. 2014
- Visioning Scottsdale Town Hall – Feb. 2013
- Visioning Scottsdale Open House – Mar. 2013
- 5 Community Workshops– Jun.-Nov. 2013
- 3 Open Houses on Draft Plan – Mar. 2014
- 2 Scottsdale Utility Bill Email/Mailings Winter 2012, Spring 2014
- Online/In-person/Telephone comment opportunities on the draft Plan – Fall 2013-Spring 2014
- Speak Up Scottsdale Question/Answer Engagement Online – Fall/Winter 2013
- 2 General Plan Photo Contests – Fall 2013, Spring 2014
- 26 Task Force Public Meetings – Jun. 2013-May 2014
- 20 City Board and Commission Presentations Feb.-May 2014
- Channel 8 Horizon Show – March 2013



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Public Outreach Moving Forward– SGP 2014

- Task Force Public Meetings
- Online Community Comments
- Board and Commission Meetings/Presentations
- Public Study Sessions with Planning Commission
- Public Study Sessions with City Council
- Newspaper, CityCable 11, Electronic City Newsletters, Utility Bill Insert/Emails, and Social Media Informational Outreach
- Review by surrounding jurisdictions, state agencies, State Land Department, school districts and utilities
- Meetings/Presentations with Community Groups



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Community Group Outreach – SGP 2014

Meetings/Presentations with Community Groups:

- | | |
|--|--|
| <ul style="list-style-type: none"> - Faith Based Organizations - Nonprofit Groups - Scottsdale Chamber of Commerce Board/Committees - Property/Home Owners Associations - Neighborhood Block Watch Groups - Coalition of Greater Scottsdale (COGS) - Scottsdale Community Council - Scottsdale Cultural Council Board/Committees - Aircraft Owners/Pilots Assoc. - Executive Forum - GET Young Professionals - CVB - Downtown Merchants Assoc. - Kiwanis Clubs - Equestrian Community - Jewish Community Center - Scottsdale 20/30 Club - Scottsdale Area Assoc. of Realtors | <ul style="list-style-type: none"> - Scottsdale Community College - Scottsdale Charros - Mayo Clinic - Scottsdale Healthcare - McDowell-Sonoran Conservancy - AZ Business Aviation Assoc. - AZ Planning Association - American Society of Landscape Architects - American Institute of Architects – Scottsdale Chapter - Boys & Girls Club of Greater Scottsdale - Coalition of Pinnacle Peak - League of University Women Voters - Downtown Ambassadors - Scottsdale Round Table - Arizona Forward |
|--|--|

5

City Council Decisions – SGP 2014

Option A: Task Force Recommended

- ✓ Amend Task Force Bylaws
- ✓ General Plan Schedule Include a Nov 2016 Election

Pros/Cons of Option A:

- + Accommodates extended community outreach;
- + Potential for a greater voter turnout voters in a November 2016 election;
- + No special election funding necessary;
- Prolongs the Plan timeline beyond Council direction to “extend the General Plan timeline into 2015”;
- Potential outreach and communications “fatigue” (draft Plan released in Nov 2014, but not considered by the voters until two (2) years later, in Nov 2016);
- Other November 2016 ballot items could take priority thus creating the potential to extend the adoption of a General Plan further than 2016;
- Continuing to operate longer with a Plan that currently does not meet all state statute requirements and is based on community visioning/outreach completed in the mid 1990’s

Option B: Alternative Option

- ✓ Amend Task Force Bylaws
- ✓ General Plan Schedule Include an Aug 2015 Election

Pros/Cons of Option B:

- + Conforms to Council direction to “extend the General Plan timeline into 2015”;
- + Accommodates extended community outreach;
- + Reduction in outreach/communications “fatigue” – (draft Plan released in Nov 2014, considered by voters 9 months later in Aug 2015);
- + Reduces likelihood that other ballot items would take priority over the Plan, thus reducing the potential that the timeline gets extended beyond 2016;
- + Decreases time the community operates with a Plan that does not meet all statute requirements and is based on community visioning/outreach from the mid 1990’s;
- Potential for less voter turnout in a Aug 2016 election;
- Special Election - funding in FY 2015/16 (\$500,000)

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Next Steps - Scottsdale General Plan 2014

June 2014

- June 2nd – Task Force final meeting on First Draft of General Plan 2014
- June 10th - City Council direction on timing and process for Scottsdale General Plan 2014

July 2014

- Public Release of Second Draft of General Plan 2014
- Community comment period begins for Second Draft of General Plan 2014
- Potential City Council amendment of Scottsdale General Plan 2014 Task Force Bylaws

August 2014

- Community comments on Second Draft of General Plan 2014

September-November 2014

- Task Force resumes public meetings to complete and recommend a Final Draft General Plan 2014 to the Planning Commission for consideration
- Community comments on Final Task Force Recommended Draft General Plan 2014

Item 2



June 10th, 2014

Scottsdale's McDowell Sonoran Preserve State Trust Land Acquisition Update for the City Council



Kroy S. Ekblaw, Preserve Director

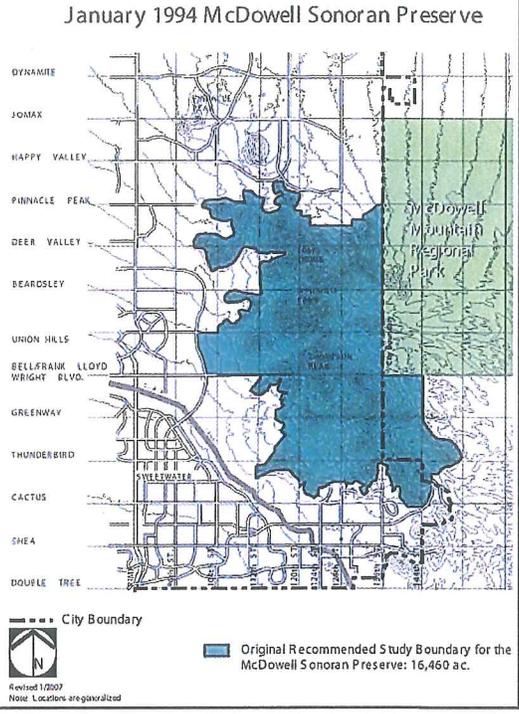
City of Scottsdale

ASLD Land Acquisition Update

- Background and History - Preserve Land Priorities
- City interest in +/-400 acres of State Trust Land
- ASLD interest in rezoning approximately 4,000 acres of Trust Lands in North Scottsdale
 - Based on the Commissioners order of August 2001
 - Rezoning to be consistent with General Plan
- July 2nd Council Meeting
 - Approval of Development Agreement
 - Initiation of cases

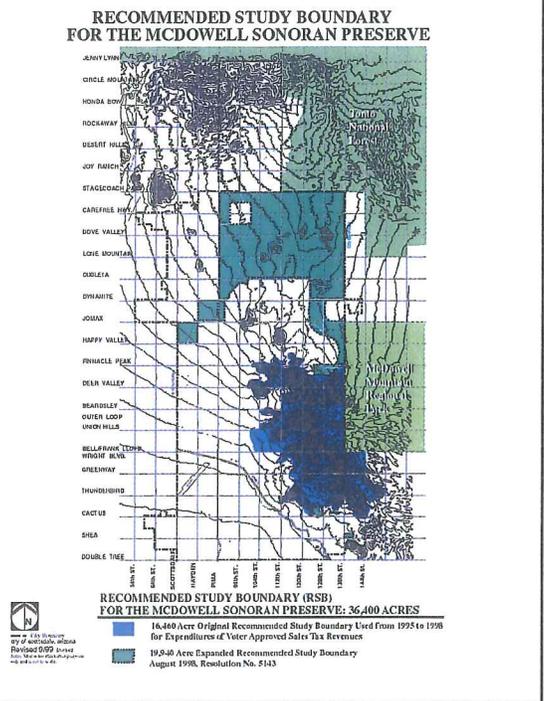
Preserve History

- Mid-1990's - Initial Recommended Study Boundary
 - McDowell Mountains
 - 16,460 acres



Preserve History

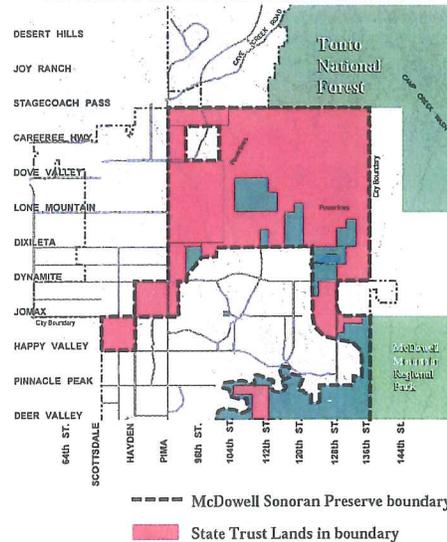
- 1998 - Amended Recommended Study Boundary
 - Added Northern Desert and Mountains
 - 19,940 acre increase in size



Preserve History

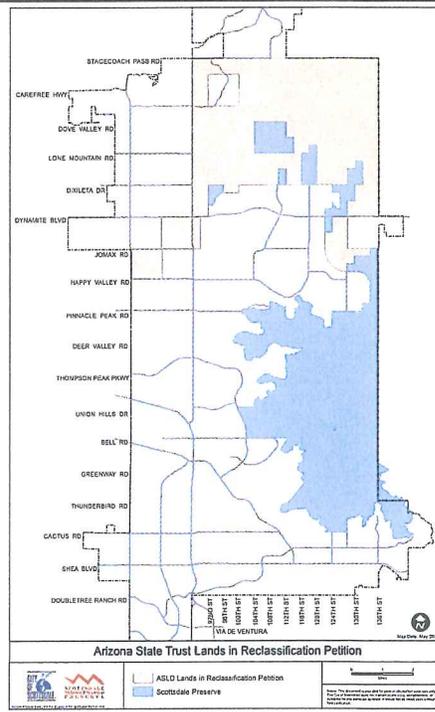
- Amended Recommended Study Boundary
 - Included large areas of State Trust Lands

STATE TRUST LANDS IN NORTH AREA OF MCDOWELL SONORAN PRESERVE



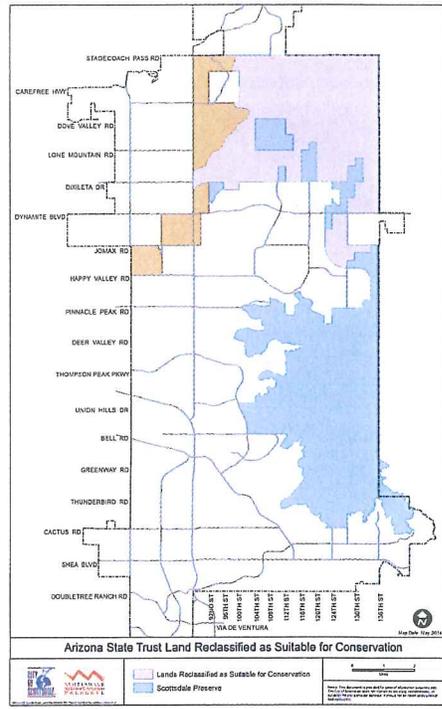
Preserve History

- City of Scottsdale
 - December of 1998 - Filed application with ASLD
 - Request to reclassify lands as "Suitable for Conservation"
 - 16,600 acres included in petition



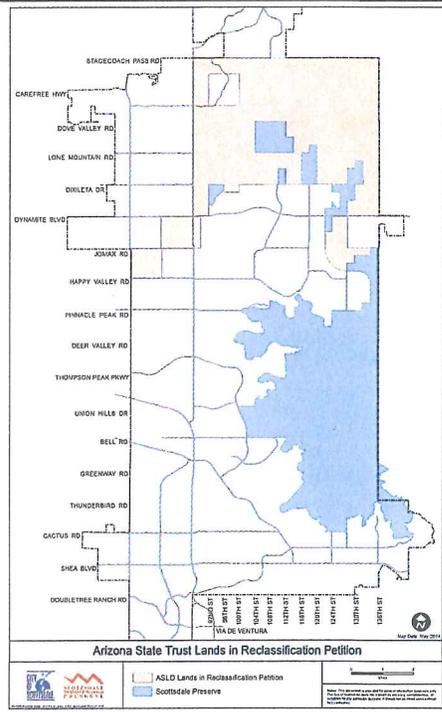
Preserve History

- ASLD
 - August 30, 2001 - State Land Commissioner issued Order #078-2001/2002
 - Reclassified over 13,000 acres as "Suitable for Conservation"
 - COS to work with ASLD to accommodate an enhancement of land values to justify the extent of reclassified lands



Preserve History

- 2001/2002 - ASLD and COS
 - Joint General Plan application
 - Included all 16,600 acres included in petition
 - One year process
 - Cooperative effort with ASLD, COS and community



Preserve History

□ Case 4-GP-2002

□ Approved by City Council October 29th, 2002

4-GP-2002
State Land Department/
City of Scottsdale
Joint Planning Effort

General Plan Amendment areas
(State Trust Lands under State Land Commissioner's Order 90-2-201002)
Desert Foothills and Dynamic Foothills Character Area Plans
Rural Desert Character guidelines apply
*regulation cases permitted

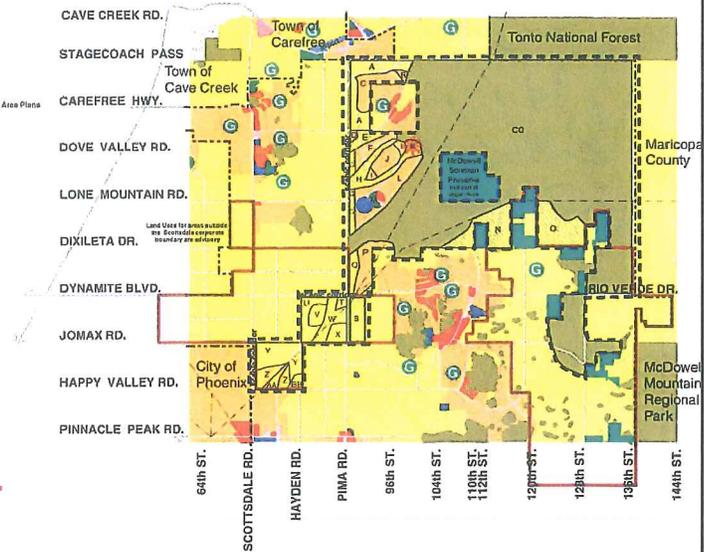
Proposed Land Use and Parcels

- dw/uc = dwelling units/acre
- Rural Neighborhoods
- Suburban Neighborhoods
- Urban Neighborhoods
- Mixed-Use Neighborhoods
- Resort/Fourteen
- Commercial
- Office
- Employment
- Natural Open Space
- Developed Open Space (Parks)
- Developed Open Space (Golf Courses)
- Cultural/Institutional or Public Use
- Low Intensity Resort
site to be determined
- Neighborhood Center
(park, retail, office)
site to be determined
- School/Educational Facilities
site to be determined
- State Trust Land Classified as an Open Space,
but not limited to Open Space
- McDowell Sonoran Preserve (as of 4/20/09)
- City Boundary



DRAFT

October 28, 2002



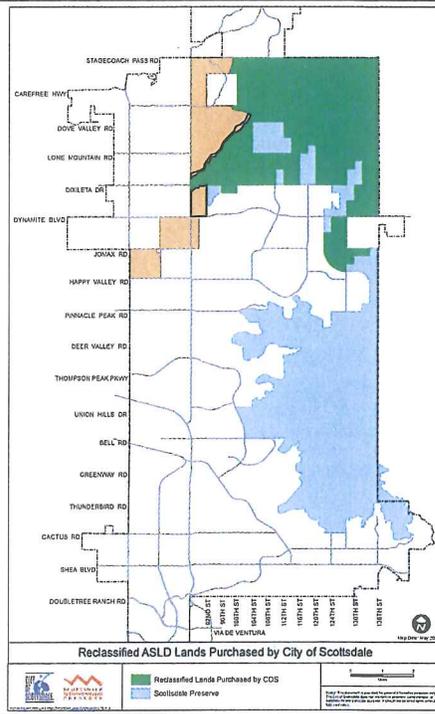
Preserve History

□ City of Scottsdale

■ 2010 - 2012

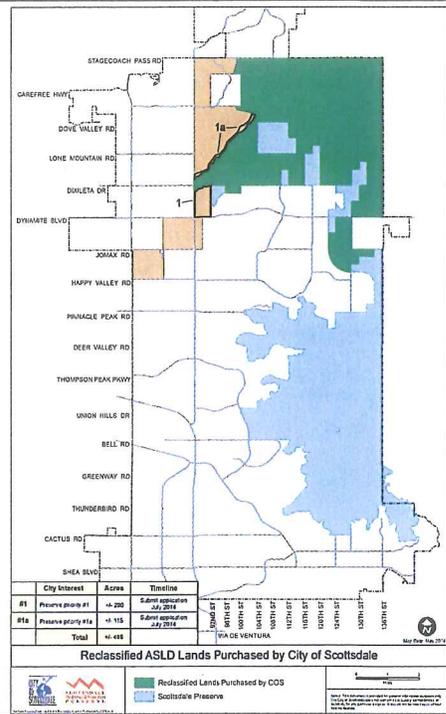
■ Acquired 6 parcels

■ Totaling 12,800 acres



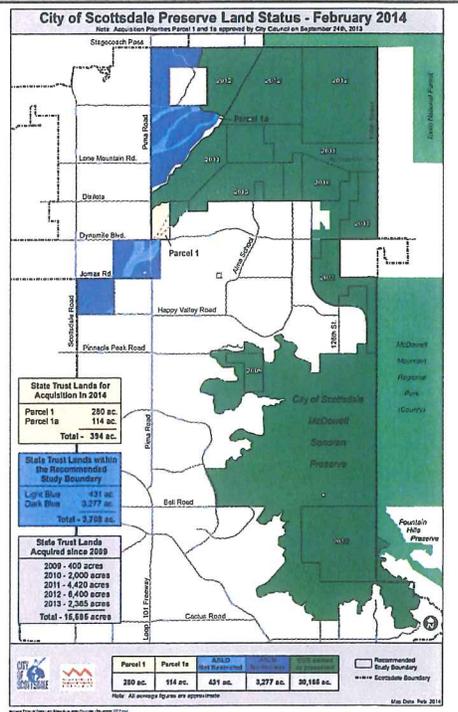
Preserve Priorities

- City of Scottsdale
 - Next priorities for land acquisition
 - Parcel 1 – 290 acres
 - Parcel 1A – 114 acres



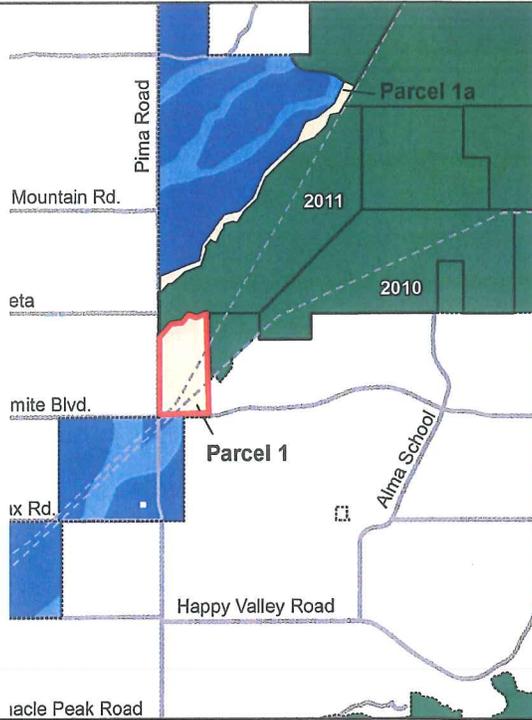
Land Acquisition Status 2014

- Dark Green (~30,165 ac.)
 - Protected through:
 - City Ownership
 - Zoning or Easements
- Recent Acquisitions
 - 2009 – 400 ac.
 - 2010 – 2,000 ac.
 - 2011 – 4,400 ac.
 - 2012 – 6,400 ac.
 - 2013 – 2,365
 - \$250M total with \$86M in grants
- Future Acquisitions
 - 2014/5 – +/-400 ac.



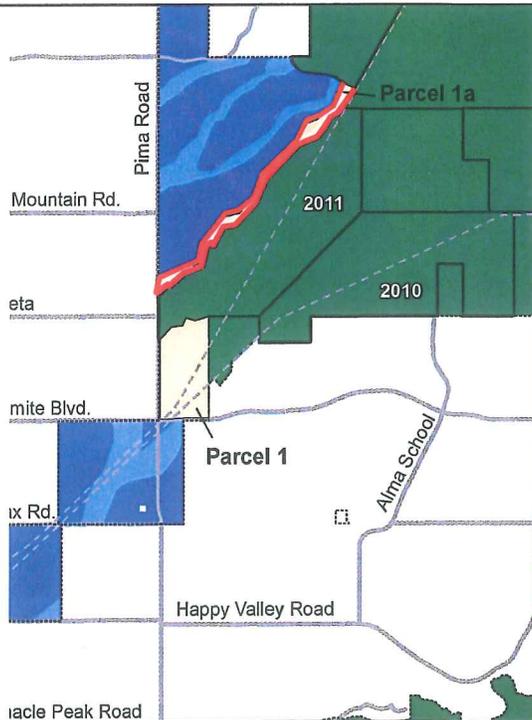
**Land Acquisition
Priorities for 2014-15**

- Parcel 1- 290 acres
 - Link to existing Preserve land
 - Enhance habitat and sustainability
 - Expand passive recreational activities
 - Planned location for a Major Trailhead



**Land Acquisition
Priorities for 2014-15**

- Parcel 1A – 115 Ac.
 - Western edge and embankments of the Rawhide Wash
 - Buffering of the wash/habitat corridor
 - Expand passive recreational activities



ASLD Land Acquisition Update

- City interest in parcels 1 and 1A
 - September 24, 2013 – City Council authorized staff to proceed with filing applications with Az. State Land department to begin process to acquire two parcels of State Trust Land
 - May 13, 2014 - City Council reconfirmed priority of continuing pursuit of parcels 1 and 1A
 - On-going discussions with ASLD

ASLD Land Acquisition

- City interest in parcels 1 and 1A
- ASLD interest in rezoning the 4,000 acres remaining from original classification request
 - Consistent with Commissioners order of August 2001 – expects COS to work with ASLD to accommodate an enhancement of land values to justify the extent of reclassified lands
 - Consistent with General Plan (Case 4-GP-2002)
 - ASLD will be requesting initiation of a zoning case
- COS will also initiate a zoning case for Preserve Lands
 - To be consistent with GP – Conservation Open Space zoning

Preserve History

□ Case 4-GP-2002

□ Approved by City Council October 29th, 2002

4-GP-2002
State Land Department/
City of Scottsdale
Joint Planning Effort

General Plan Amendment area
(State Trust Lands under State Land Commissioner's
Order 907-2001-0219)
Desert Foothills and Dynamite Foothills Character Area Plans
Rural Desert Character guidelines apply
*Acquisition uses permitted

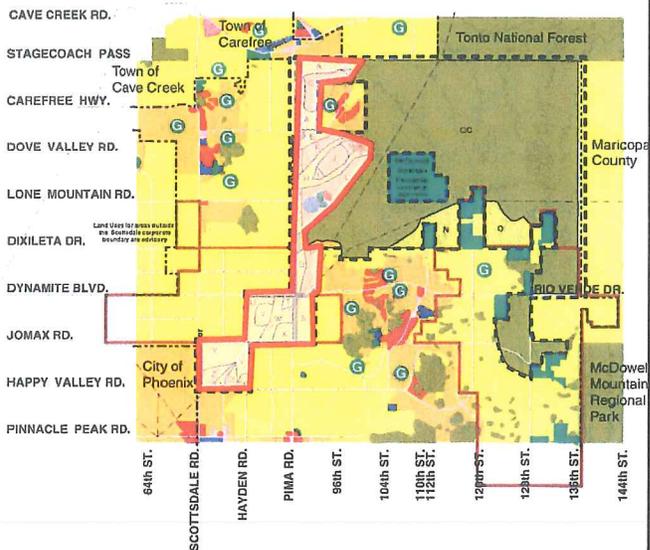
Proposed Land Use and Parcels

- d/acre = dwelling unit(s) per acre
- Rural Neighborhoods
- Suburban Neighborhoods
- Urban Neighborhoods
- Mixed-Use Neighborhoods
- Resorts/Tourism
- Commercial
- Office
- Employment
- Natural Open Space
- Developed Open Space (Parks)
- Developed Open Space (Golf Courses)
- Cultural/Institutional or Public Use
- Low Intensity Resort
site to be determined
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(park, retail, office)
site to be determined
- School/Educational Facilities
site to be determined
- State Trust Land Classified as Open Space,
but not limited to Open Space
- McDowell Sonoran Preserve (as of 4/2002)
- City Boundary



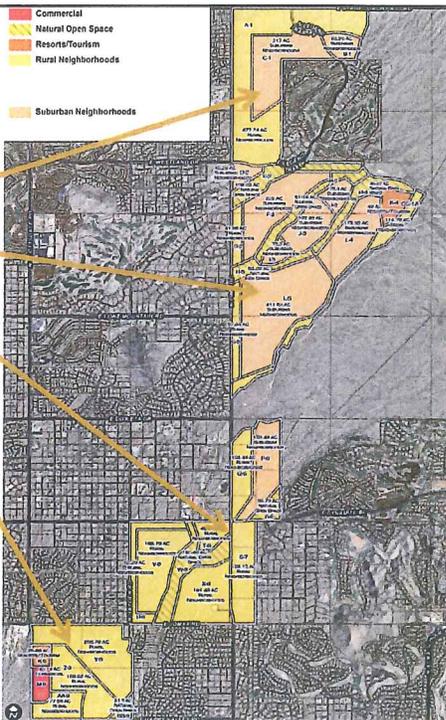
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October 28, 2002



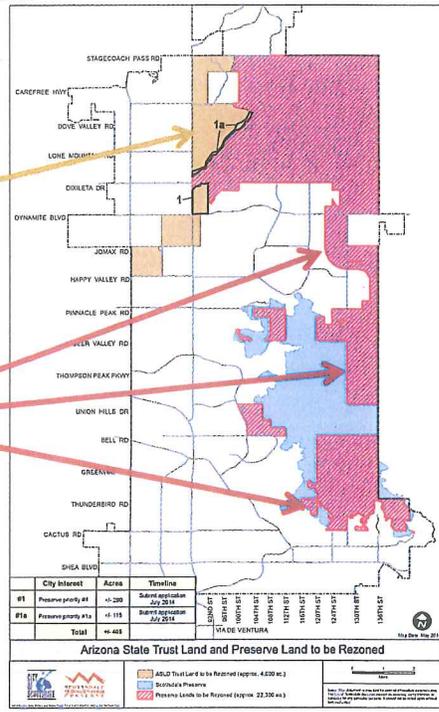
Zoning Priorities

- ASLD Lands
- +/-4,000 acres
- Conforms to GP
- Residential



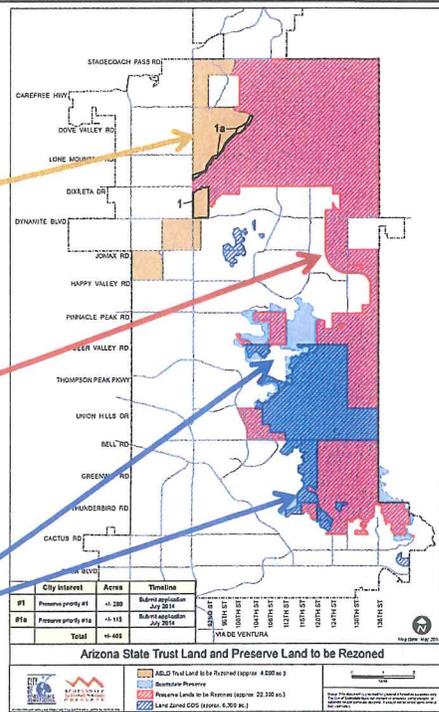
Zoning Priorities

- ASLD Lands – Tan
 - +/-4,000 acres
 - Conforms to GP
 - Residential
- City of Scottsdale
 - Preserve Lands
 - Rezone +/-22,300 acres
 - Conservation Open Space



Zoning Priorities

- ASLD Lands – Tan
 - +/-4,000 acres
 - Conforms to GP
 - Residential
- City of Scottsdale
 - Preserve Lands
 - Rezone +/-22,300 acres
 - Conservation Open Space
 - Existing Conservation Open Space



ASLD Land Acquisition Update

- Currently targeting City Council meeting of July 2nd for approval of:
 - Agreement between ASLD/COS and;
 - Zoning initiations for
 - ASLD 4,000 acres
 - COS Preserve 22,300 acres
 - Conservation Open Space Zoning District – tie district to Preserve Ordinance allowances
- Preserve Commission at June 5th meeting voted 6-0 to confirm their support for pursuit of Parcel 1 and 1A and to include recommending support to Council for initiation of both zoning cases and amendment to COS district.



Questions?
Comments?

Item 3

Scottsdale

Economic Development

Strategic Plan Framework: Council Work Session
June 10, 2014

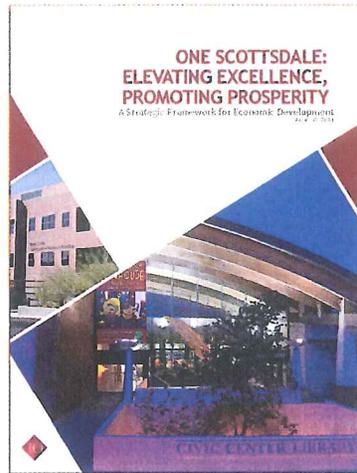
Overview

- Review of Process for Framework Development
- Action Agenda Discussion
- Next Steps



Tonight's Discussion

- Extensive research and Framework elements discussed on April 29
- Tonight's presentation: follow-up discussion focused on reviewing action agenda recommendations
- Economic Development Director Danielle Casey to lead this presentation, with Dr. Ioanna Morfessis of IO.INC present for questions
- Goal not to create implementation plan, but to receive feedback on the overall concepts within the Action Agenda



Framework Creation Process

- Steps and outreach: Economic Development Strategic Plan discussion began one year ago, with communication throughout
- Project Scope completed:
 - hundreds of interviews
 - significant proprietary research and recommendations delivered
 - updates/presentations provided

Elements Included in Framework Document

- A proposed goal for Scottsdale’s Economic Development Strategy written as ***“To elevate, enhance and ensure Scottsdale’s sustained desirability as a place in which to live, learn, do business, work, recreate and visit”***
- Definition of Economic Development for the City of Scottsdale
- Comprehensive Research, Market Intelligence and Major Findings from Research on Primary Targeted Business and Economic Sectors
- Process, Methodology, SWOT assessment
- Comparative Analysis with Aspirational Cities
- Economic Snapshot
- Business Locations Realities Analysis
- Organizational Capacity Assessment
- Metrics/Indicators

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Additional Deliverables

- Target industry research reports
- Comparative analysis with aspirational communities
- Administrative recommendations

Defining Economic Development

“Through its economic development investments and programs, the City of Scottsdale retains, grows and attracts targeted sources of wealth generation to enhance the community’s tax base and quality of life, preserve the natural environment and foster prosperity for all citizens.”

Action Agenda: Leveraging Strengths

- Many strengths and opportunities identified
- Action agenda provides recommendations on how they can be leveraged and grown to combat real and/or perceived weaknesses and threats
- Offers short term and long term strategies and priorities for success

Major Recommendations in Action Agenda

1. Galvanize and champion a united city: One Scottsdale
2. Retain and grow existing economic drivers and employers
3. Ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need
4. Strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life and postsecondary investments and improvements that could position Scottsdale more advantageously for business and talent retention and recruitment
5. Invest in and strengthen present and future employment and business centers
6. Elevate Scottsdale's engagement in the national and international economic development arena
7. Build a Scottsdale business location brand on par with Scottsdale's tourism brand
8. Grow and attract quality firms and jobs – domestic and global - in targeted sectors
9. Adopt indicators and metrics to assess both the City Government's and economic development department's progress

SCOTTSDALE'S ECONOMIC DEVELOPMENT FRAMEWORK ACTION AGENDA						
ACTION	YR 1	YR 2	YR 3	YR 4	YR 5	
1. Galvanize and champion a united city: One Scottsdale.						
a. Champion a united city and minimize or eliminate negative interaction between and among public officials and citizens. Exemplify civil behavior and respect differences of opinion.	<input checked="" type="checkbox"/>					
b. Utilize the Council Subcommittee on Economic Development to support the execution of the economic development strategic framework and monitor the progress and	<input type="checkbox"/>					

GOAL 1: *Galvanize and champion a united city: One Scottsdale.*

- a. Champion a united city and minimize or eliminate negative interaction between and among public officials and citizens. Exemplify civil behavior and respect differences of opinion.
- b. Utilize the Council Subcommittee on Economic Development to support the execution of the economic development strategic framework and monitor the progress and performance of the framework and the Economic Development Department's implementation plan (to be developed internally).
- c. Institutionalize a City-wide commitment to economic development, at all levels and throughout all branches/ departments of City Government. Economic development needs to be a standard business practice and way of life for the City of Scottsdale – every officer and employee of the City needs to be an economic developer.
- d. Develop a culture of commitment to sustaining and strengthening Scottsdale's economy through City Council policies and City Government practices.
- e. Instill an increased customer-focus so that business executives and owners, including developers, are just as valued as are Scottsdale's citizens. Survey every business person that interacts with the City Government to gauge customer service responsiveness and satisfaction.
- f. Convene business and development industry experts to discuss how Scottsdale's permitting process can become more user-friendly; implement recommendations.

GOAL 2: *Retain and grow existing economic drivers and employers.*

- a. Institutionalize Mayoral/City Council Business Appreciation visits with Scottsdale's existing employers
- b. Convene focused, value-added and consistent communications with sector-specific business executives and owners to discuss opportunities and challenges that are impacting their business operations in Scottsdale
- c. Engage business executives, founders and owners in City deliberations about policies and programs that impact them
- d. Ensure a solution, results-oriented service delivery model to address and satisfactorily resolve challenges that may impede the retention and expansion of Scottsdale's existing employers.

GOAL 3: *Ensure that Scottsdale's present and future employers will be able to cultivate, retain and attract the talent that they need.*

- a. Establish a Scottsdale Council for Talent and Workforce Development
 - i. Include the top administrators from stakeholder institutions
 - ii. Include employers and entrepreneurs who represent all major sectors of Scottsdale's economy, focusing on STEM
- b. Galvanize the business and general community behind supporting the highest quality public K-12 education in the City of Scottsdale, recognizing that the development of a talented work force begins in early childhood years extending through primary, secondary and postsecondary education.
- c. Inventory, continually monitor, and reaffirm priorities for skill requirements and workforce shortages that have been identified in previous research and interviews – local, regional and state
- d. Develop implementation strategies to assist Scottsdale and regional educational institutions deliver the necessary training and education that will address short and longer term talent needs for Scottsdale's employers.

GOAL 4: *Strengthen foundations for firms and jobs of the future by identifying infrastructure, quality of life and postsecondary investments and improvements that could position Scottsdale more advantageously for business and talent retention and recruitment.*

- a. Commit to effectively and expeditiously addressing Scottsdale's transportation challenges, including identifying the potential for high capacity transit. Engage Scottsdale employers in these endeavors.
- b. Reinvest and enhance community and quality of life amenities:
 - i. Invest in Scottsdale's arts and cultural assets to ensure that they remain relevant, modern and competitive
 - ii. Enhance and expand Scottsdale's retail offerings to ensure that the City remains the #1 destination for Arizonans and out-of-state shoppers
 - iii. Continue to invest in the McDowell Sonoran Mountain Preserve, and support projects and programs that enhance this precious resource
- c. Expand existing and attract new postsecondary educational offerings in Scottsdale, proximate to major employment centers in the City
 - i. Work closely with the Scottsdale Unified School District, Scottsdale Community College, Maricopa Community College District, ASU and SkySong to ensure that they are full participants in the City's economic development and are addressing the talent needs of Scottsdale's employers.
 - ii. Target and recruit specialized, premier postsecondary educational institutions that provide the best undergraduate and graduate degree programs in alignment with the present and future talent needs of Scottsdale's existing employers

GOAL 5: *Invest in and strengthen present and future employment and business centers.*

- a. **Scottsdale Airpark – *In 2019, the Scottsdale Airpark area has regained its ranking as one of greater Phoenix's top 3 employment centers, with a broad range of competitive, successful firms and enterprises that are leaders in their respective sectors nationally and globally. To achieve this, the City of Scottsdale should:***
 - i. Continue to invest in the infrastructure that supports successful business operations in the Scottsdale Airpark
 - ii. Increase investment and leverage the marketing of the Scottsdale Municipal Airport and business location opportunities in the Airpark, ensuring that the Economic Development Department, Airport and Scottsdale Convention and Visitors Bureau are working closely and collaboratively.
 - iii. Connect with existing Airpark employers to ensure that their potential expansion and growth will remain in the Airpark.
 - iv. Ensure that zoning and entitlement decisions do not inadvertently create a future "opposition" base for the continuation of the Airport operations

GOAL 5: continued..

- b. *Downtown Scottsdale – In 2019, Downtown Scottsdale has morphed from a medley of separate quadrants (arts, nightclubs, shopping mall, and holdover of inexpensive Western tourist retail) into the single most attractive Arizona destination for visitors, local resident entertainment, and technology and advanced business services firms and employees. To achieve this, the City of Scottsdale should:*
- Support the creation of an improvement district for enhanced municipal services in Downtown Scottsdale, which will provide important tools and resources on par with other successful downtowns in Arizona and across the nation
 - Invest in infrastructure improvements, e.g., in the Civic Center Mall as one example, that will allow the Downtown area to be activated to the greatest extent possible and easily service and attract new, high quality signature events with national and international renown.
 - Charge the Economic Development Department to develop a retail retention/attraction strategy, focusing on unique, specialized offerings; this strategy should also include a collaborative plan to work with the Gallery District to identify the potential/need to attract artists and art collectors.

GOAL 5: continued..

- c. *McDowell Road Corridor – In 2019, the McDowell Road Corridor is a thriving, top destination for new and young enterprises – as well as established market leaders – in emerging technologies. The McDowell Road Corridor is synonymous with where great ideas and innovations are born – a boulevard of big ideas - and is anchored by SkySong, Maricopa Community Colleges and other higher education institutions, teeming with startups, young firms, inventors and executives who value the synergy that has been created with the concentration of these activities. The area offers unique, neighborhood boutique retail services that serve the influx of new, young knowledge workers, their families and students. To achieve this, the City of Scottsdale should:*
- i. Renew the Redevelopment Area designation to preserve the opportunity for the use of redevelopment tools, and establish a Citizens Advisory Committee inclusive of the residents and businesses in the area to advance the Redevelopment Plan, which must be consistent with the General Plan.
 - ii. Designate the Economic Development Department as the lead City agency for the creation and execution of the Redevelopment Plan to ensure the City's perspective is focused on end-user clients, economic realities and residents' desires.
 - iii. Work with SkySong and other major stakeholders to develop a brand for the McDowell Road Corridor.
 - iv. Reach out to and engage regional partners in this endeavor, as well as national organizations that can help Scottsdale recruit entrepreneurs, young enterprises and talent to the McDowell Road Corridor.

GOAL 5: continued..

- d. *Cure Corridor – In 2019, the Cure Corridor enjoys a national and international reputation as a leading location where cutting-edge research, clinical trials, personalized medicine and health care delivery are seamlessly intersecting. Medical tourism is an important economic activity as more and more individuals and institutions learn about the offerings and resources of the Cure Corridor. Existing firms as well as new startups are thriving in the Cure Corridor, and are working collaboratively to succeed in their own business as well as to promote the Cure Corridor brand to attract research dollars, investment, more startups and top scientific and professional talent. To achieve this, the City of Scottsdale should:*
- i. Work with Mayo Clinic to ensure that the Mayo Medical School is on track to raise the funds necessary to launch the school in Scottsdale, and commit to assisting in this endeavor.
 - ii. Engage the institutional and corporate leaders and founders in Scottsdale's bio-life sciences sector to identify the framework for a Cure Corridor brand, and to formalize a platform for convenings to share information about their location and expansion needs and challenges.
 - iii. Establish a focused entrepreneurship program/facility that is devoted to technologies and products that are in alignment with the resources of the Cure Corridor.
 - iv. Develop a brand for the Cure Corridor, focused on the substance of what the Cure Corridor stands for and offers.
 - v. Elevate Scottsdale's leadership position in the bio-life sciences sector regionally and nationally with active collaboration and engagement in organizations that are promoting this sector, e.g., Flinn Foundation, Arizona Bioscience Road Map Task Force, GPEC, Arizona Commerce Authority, AZ BioIndustry Association.
 - vi. Actively promote the Cure Corridor externally in targeted recruitment missions and trade shows, both Scottsdale- only as well as regional/state initiatives.

GOAL 5: continued..

- e. *State-Owned Land at 101 and Scottsdale Road – In 2019, this area of the community has been planned as a signature corporate campus and is soon to announce the location decision of a "trophy" corporate headquarters that will be establishing its North American headquarters operation in Scottsdale at this location. Leading firms and developers around the nation are excited about the location prospects for this site, because it is the only site in the Greater Phoenix marketplace – and perhaps the Southwest U.S. – that can be developed as a corporate headquarters center replete with high quality amenities, including retail, dining and entertainment. The top colleges and universities in the U.S. and world are seeking to establish a presence within this campus setting to educate, train and produce the executive, management, professional and technical talent that these national and global firms will need. To achieve this, the City of Scottsdale should:*
- i. Make working with the State Land Department a top priority to address and resolve issues with respect to drainage and other infrastructure - this will require significant and consistent City Council and City Manager leadership, commitment and focus over time.
 - ii. Formally adopt a resolution to ensure that this most prized location remains true to a grand vision, even though the time and fiscal investment could be significant – in much the same way that the Indian Bend Wash became a signature amenity in the City as opposed to a large concrete ditch.

GOAL 6: *Elevate Scottsdale's engagement in the national and international economic development arena.*

- a. Increase City funding for economic development resources and associated initiatives; establish a multi-year budget commitment commensurate with the total market reach of Scottsdale, and on par with similar competitor communities from within the region and across the nation.
- b. Elevate the professional training and certification of the department's staff to ensure they are as skilled as other practitioners in this field.
- c. Strive to attain the International Economic Development Council's "Accredited Economic Development Organization" certification in the next three years.
- d. Become the "go to" and central point of contact for Scottsdale's existing employers – including entrepreneurs and firm founders - who are seeking to remain, expand and grow in Scottsdale. Engage other City departments to ensure that they understand and support the role of the economic development team.
- e. Intensify business appreciation, retention and expansion activities and internal lead generation strategies.
- f. Develop and fund a marketing and communications strategy that is targeted to key decision-making audiences that impact/influence business expansion, location and startup decisions. This messaging needs to be internally and externally focused.
- g. Proactively take the Scottsdale story on the road, visiting with targeted firms, editorial boards and other decision influencers:
 - i. Conduct independent visits to firms in the U.S., while participating in GPEC and ACA missions
 - ii. Conduct independent visits to editorial boards and key decision-influencing organizations, e.g., professional, technical and industry organizations that are in alignment with Scottsdale's primary targeted sectors.
 - iii. Initiate independent outreach to targeted markets in Canada, focusing on firms for FDI and Canadian media, leveraging the Canada Arizona Business Council and Canadian General Consul.
 - iv. Participate with the GPEC, ACA and Scottsdale Convention and Visitors Bureau in missions and outreach to markets, media and firms in Mexico, Asia and Europe
 - v. By year 3, Scottsdale should entertain the development of a more comprehensive national and international FDI strategy.

GOAL 7: *Build a Scottsdale business location brand on par with Scottsdale's tourism brand.*

- a. Strengthen collaboration with all stakeholders who have a vested interest in the success of the visitor and hospitality industry – ensure that the established tourism organizations are actively supporting Scottsdale's economic development agenda, and vice versa.
- b. Leverage City investments in tourism and hospitality to ensure that every business executive who visits Scottsdale is educated about the city's economy and business opportunities.
- c. Working with the Scottsdale Convention and Visitors Bureau and the City's Public Information Office, ensure that every Scottsdale resort/hotel has an in-house channel devoted to business in Scottsdale, featuring information and stories about the City's economy, business base and specific CEO testimonials.
- d. Develop and produce high quality CEO-level publications that convey the Scottsdale business image and case for doing business in Scottsdale.
- e. Provide Mayor, Council, City management and staff, Chamber, business organizations, etc. with the Top Ten Reasons for Locating/Starting Up Your Business in Scottsdale.
- f. Invest in and develop a business location brand for the City of Scottsdale.

GOAL 8: Grow and attract quality firms and jobs – domestic and global - in targeted sectors.

- a. Technology and Innovation: Information, Communications and Technology, and Entrepreneurs and Emerging Enterprises.
- b. Bio-Life Sciences: Medical Research, Health Care, Medical Tourism.
- c. Advanced Business Services: Corporate and Divisional HQ, Financial Services, Insurance and Shared Services.
- d. Visitor/Hospitality Commerce and Trade: Resorts/Hotels, Retail, Attractions.
- e. *(Education)*

GOAL 9: Adopt indicators and metrics to assess both the City Government's and economic development department's progress.

- a. Adopt a City Government Economic Development Index and method to track Scottsdale's performance in key economic, quality of life and other indicators of community well-being.
- b. Institute annual performance report cards for City departments that have major responsibilities for/significant impact on economic development.
- c. Assure accountability and transparency by publishing web-based economic snapshots, indicators, and performance metrics as well as through traditional and social media platforms.
- d. Institutionalize the performance accountability system, with annual and potentially bi-annual updates in a public forum to the City Council.

Anticipated Next Steps

- **July 1:** Return to Council for final Framework adoption
- **August:** Staff development of implementation plan to include goals and metrics
- **July:** Immediate start of outreach to private sector to develop advisory panels per recommendations
- **August/September:** Public event to be set for late summer to unveil framework more fully to the public and discuss/present action step priorities and partner involvement
- **January:** Return before Council for mid-year update on implementation
- **Ongoing:** Future return before Council for any and all items requiring further approvals or action
- *Thank you to all who have been involved in this process over the past 8 months*