1 INTRODUCTION

The *Transportation Master Plan* is a comprehensive look at the City's transportation system, building upon mobility goals and objectives outlined in the voter-approved 2001 City of Scottsdale *General Plan (General Plan)*. The Master Plan identifies specific policies, projects, and programs that implement the goals of the *General Plan* elements, focusing on the Community Mobility Element, as well as the Economic Vitality, Character and Design, Neighborhoods, and other elements. The goals for the *Transportation Master Plan* are taken directly from the twelve Community Mobility Element goals, with three goals regarding regional coordination and sustainability added, based on input from individual citizens, a community working group, the Transportation Commission and City Council. The Master Plan is intended to provide connections among various forms of transportation within Scottsdale, and from Scottsdale to surrounding communities. It has been structured to allow for long-term transportation planning, while addressing a number of key short-term community issues and transportation needs. The *Transportation Master plan* includes new and/or updated streets, bicycle, pedestrian, and transit plans as well as area circulation plans for the North, Airpark, Central/Downtown Scottsdale areas. The Transit Element of the Master Plan also provides further guidance for the next steps in the analysis of high capacity transit (HCT). The most recent steps had been taken in the Scottsdale/Tempe North/South Transit Corridor Study (2003), when the City Council designated Scottsdale Road as the primary high capacity transit corridor and directed that bus rapid transit (BRT), light rail transit (LRT), and modern streetcar be examined in future studies.

1.0 BACKGROUND

The *Transportation Master Plan* is the first comprehensive look at the City's entire transportation system since the late 1980s. Several efforts (Let's Get Moving, the Transit Plus campaign, and the efforts to complete a comprehensive transportation plan following the failure of the Transit Plus tax election) provided a foundation for the *Streets Master Plan* of 2003 and the *Transit Plan* of 2003. Prior to these planning efforts the Circulation Element of the *General Plan* guided transportation decisions for streets, street design, bicycle facilities, transit and paratransit facilities, and trails. Street cross sections were included directly in the Circulation Element in 1980 and 1991. Concurrent with the 1991 Circulation Element update, a Final Report of the Transportation Commission (based on the Citizens for Better Transportation plan and the recommendations of the Bicycle Task Force) provided the details for transportation facilities and policy. The Transportation and Planning Departments worked closely on these guiding documents which were adopted by the Scottsdale City Council in 1991.

Transportation, how Scottsdale residents, visitors, employees, and businesses take the trips of daily life, has a big impact on our quality of life. Over the next 25 years, it is projected that another 40,000 people will become residents of Scottsdale (over a 15 percent increase from today), potentially adding over 35,000 vehicles to the City's streets. During the same time span, the population of Maricopa County is expected to increase 65 percent to over 6 million people. Regional and local land use changes make it critical that mobility and transportation choices continue to be available to City of Scottsdale residents, businesses and employees, and tourists or visitors. Ensuring that the plan meets the needs of Scottsdale residents and businesses has been one of the primary focal points of the planning process. The knowledge and ideas of

Scottsdale citizens have been an important resource for this effort, in tandem with the technical expertise of the Transportation Commission, City staff, and the professional consultants.

The City intends for this plan not to be a theoretical document, but an action-oriented, practical guide to how we improve existing, or build new, streets, sidewalks, bike lanes, paths and trails, and improve our transit system. When it comes to transportation, the old saying is true: "Failing to plan is planning to fail." With Scottsdale residents, businesses, and the City's planning team working together, the *Transportation Master Plan* can help to direct our resources wisely and ensure that our transportation system serves us well in the years ahead.

2.0 PLANNING PROCESS

The *Transportation Master Plan* process got underway with the City Council approval of a contract with HDR Engineering, Inc. and various sub-contractors on November 1, 2005. For at least one year prior to this contract approval, the Master Plan had been a topic of discussion and various people asked to be included in this important process. A database of the interested persons was maintained and updated on a weekly basis prior to the Master Plan process even getting underway. The *Transportation Master Plan* was developed through data collection and research, synthesis and analysis of information collected through the process, and the crafting of a Master Plan designed to address short- and long-term transportation needs for the City of Scottsdale.

The Public Engagement Plan that was developed for the *Transportation Master Plan* was designed to ensure a comprehensive and meaningful involvement and information process. A multi-phase public involvement process was developed. The process consisted of:

- information-gathering meetings from November 2005 through April 2006 and focused citizen and property owner interviews in March 2006;
- a public-ideas generation workshop held on March 30, 2006;
- a public alternatives development workshop held over three days in April 2006;
- periodic meetings of a community working group (discussed in more detail below);
- presentations and updates to stakeholder groups, neighborhood organizations, business groups, and City Boards and Commissions;
- monthly special meetings of the Transportation Commission;
- periodic reviews at City Council meetings;
- public open houses in October 2007; and
- public hearings of the Transportation Commission and City Council in November and December 2007 and January 2008.

To help the City and consultant team draft the *Transportation Master Plan* and identify future transportation needs, in March 2006 citizens were invited to participate in a confidential hour-long, one-on-one meeting with HDR's team of planners and traffic engineers. The purpose of these meetings/interviews was to help the project team better understand the vision for the future of transportation in Scottsdale and learn about issues or problems that need to be addressed from the people most impacted by the issues – Scottsdale citizens. Over 100 citizens participated in these focused interviews, which were held in five locations throughout the community.

On March 30, 2006, Rick Cole, current City Manager of Ventura, California, and former Mayor of Pasadena, California, made a presentation at a community informational workshop.

Following Mr. Cole's presentation, participants were invited to work at "table exercises" identifying transportation issues and possible tools that could be used to address those issues. Approximately 75 citizens attended the workshop. Mr. Cole's presentation was frequently re-broadcast on the CityCable 11 television station from April through October 2006.

Building on the March 30 workshop, the next phase of public involvement was an intensive, interactive planning workshop held April 17-19, 2006. The workshop took place in meetings covering three evenings and two days at Scottsdale Community College (SCC). The goal of these meetings was to continue to foster discussion, gather further input and ideas on community transportation needs and concerns, and begin shaping options for how Scottsdale's transportation system will work in the future.

Following the spring workshops, alternatives and ideas were evaluated based on criteria and goals that were based in the City's 2001 *General Plan* and refined through dialogue with citizens, the Transportation Commission, and the City Council. Base traffic conditions and future projections were prepared using the Maricopa Association of Governments (MAG) regional traffic model. As the Master Plan proceeded, it became apparent that the development of a more refined, sub-area traffic model would be necessary to improve forecast accuracy and provide Scottsdale-specific projections of future travel demand. The results of this Scottsdale sub-regional model were used to test potential traffic system scenarios prior to their inclusion in the final *Transportation Master Plan*.

Beginning in early 2007, the Transportation Commission agreed to meet twice monthly instead of their scheduled one time per month. The second monthly meeting was for the most part dedicated to discussion and review of *Transportation Master Plan* sections and drafts. Draft sections of the *Transportation Master Plan* were crafted and discussed with the Transportation Commission, and made available on the City's Web site (on a *Transportation Master Plan* Web page as well as the Transportation Commission agenda Web page).

In addition to the twice-monthly Transportation Commission meetings, an open house featuring a panel discussion of sustainable transportation ideas was held on September 19, 2007 at the Granite Reef Senior Center. Panelists Robert Jones of Taliesin West; Aaron Golub, ASU associate professor of planning and sustainability; and Jim Charlier, President of Charlier Associates, Inc of Boulder, Colorado, presented and discussed how transportation can support sustainability. Information about preliminary recommendations of the *Transportation Master Plan* was provided for review and comment at this open house.

On October 27 and 29, 2007 open houses featuring recommendations and findings of the *Transportation Master Plan* were held, providing additional opportunity to view and comment on the *Transportation Master Plan*. Saturday morning, October 27, an open house was held at the Civic Center Library book discussion room. Monday evening, October 29, an open house was held at the City's Water Campus.

Throughout the process, public outreach also occurred through additional methods including periodic coordination meetings with neighboring jurisdictions and other agencies; newsletters; visits with homeowner, community, senior, youth, and school groups; one-on-one and small group meetings; press releases; information booths at public gatherings; and CityCable 11 programming. The public participation program was designed to be inclusive and open to all. Some additional methods used are listed here:

- Electronic access to information: The City's Web site included drafts of the *Transportation Master Plan* as they became available, public participation opportunities, and related links to transportation information.
- Youth involvement: Staff met with Mayor's Youth Council where students provided input on future transportation needs for Scottsdale.
- Neighborhood meetings: Instead of holding random meetings at City locations, City staff went to meeting sites where homeowner associations, service groups, etc. were already meeting. If a neighborhood met on Saturday morning, then staff made arrangements to be included on that agenda.
- Community working group: By creating a neighborhood/business outreach program, community representatives were able to assist in gleaning input from a wide variety of organizations - many of whom aren't necessarily involved in City policy issues (more details below).
- Community events: Staff participated in a wide variety of community events, such as the Green Building Expo, Scottsdale Arts Festival, and San Francisco Giants Spring Training baseball games to distribute information and encourage participation in the *Transportation Master Plan*.
- Ongoing briefings with City Council, citizen Boards and Commissions, and the community working group.
- An extensive contact list created from the outreach programs to do mailings and electronic notices for information and public involvement opportunities.
- Local media invitations to all meetings and provision of regular updates.

Community Working Group

One method that was used to gather input for the *Transportation Master Plan* was the development of a community working group. This group met several times throughout the process. The role of the working group was to provide input, identify issues, and provide a feedback loop to the residents and businesses with whom they are associated. The working group was made up of volunteers who did not vote on the plan recommendations but expanded opportunities for outreach and provided insight that was used by the Transportation Commission and City Council in their deliberations on the *Transportation Master Plan*. The 20 to 25 member group represented a wide variety of geographic and community viewpoints on Scottsdale's transportation system. Meetings of the working group were open to the public. Over the course of the process, actual participants varied for specific organizations/interests. During the meetings HDR Engineering, the consultant for the *Transportation Master Plan*, and staff presented information, facilitated discussion and encouraged dialogue, and information sharing.

The importance of community participation in the process to create and update the *Transportation Master Plan* cannot be underestimated. For a plan to meet the needs and expectations of its community, it must thoroughly consider all sectors of the community, consider various positions and alternatives, and ultimately analyze and present the results in a fair and non-biased manner.

The *Transportation Master Plan* was finalized through a recommendation of the Transportation Commission at their December 20, 2007 public hearing and adopted by the City Council at their January 8, 2008 public hearing.

3.0 PLAN ADMINISTRATION

The *Transportation Master Plan* was designed to be a living document, periodically updated to better meet the needs of the community and respond to changing conditions or direction. As this is the first comprehensive transportation plan in over 15 years, it is anticipated that it will be next updated within 3 to 5 years.

During the *Transportation Master Plan* process many issues were raised and resolved, and new state-of-the-art transportation concepts explored and incorporated. Some items which require further review include:

Trails Program and Trails Master Plan Update

Prior to July 2007, the Trails program was housed in the City's Preservation Division. While trail considerations were included in the early deliberations for the *Transportation Master Plan*, the *Trails Master Plan* has not been updated through the Master Plan process. The first update to the *Transportation Master Plan* should include an update of the 2004 *Trails Master Plan*.

The updated plan should include detailed neighborhood trails planning. Recommendations in the *Transportation Master Plan* include completing an inventory of existing trails and trail easements to coordinate with the *Trails Master Plan* designations. In addition, the Trails program is now housed in the Transportation Department to better coordinate all non-motorized transportation modes.

High Capacity Transit

The high capacity study identified alternatives for more detailed evaluation, but due to the status of regional studies did not recommend a specific technology. All options recommended for Tier 2 and Alternatives Analysis should be planned to connect with the regional HCT network. The Tier 1 conceptual analysis examined three technologies (BRT, LRT, and modern streetcar) in two different design or alignment options for each technology. The options are listed as follows:

- A1 – LRT to McDowell Road (Median)
- A2 – LRT to Chaparral Road (Median)
- B1 – Modern Streetcar to Chaparral Road (Left Lane)
- B2 – Modern Streetcar to Chaparral Road (Left Lane/Curb Lane through Downtown)
- C1 – BRT to Chaparral Road (Left Lane/Curb Lane through Downtown)
- C2 – BRT to Chaparral Road (Curb Lane)

Recommended options to be analyzed in a Tier 2 or Alternatives Analysis include:

- A1 – LRT to McDowell Road(Median)
- Modified A2 – LRT to Highland Avenue/Chaparral Road via Drinkwater or Goldwater boulevards
- B1 and B2 combined – Modern Streetcar to Chaparral road (Left Lane/Curb Lane or other design option through Downtown)
- C1 –BRT to Chaparral Road (Left Lane/Curb Lane through Downtown)

Tier 1 options eliminated from further consideration include:

- LRT to Chaparral Road on Scottsdale Road through Downtown
- BRT to Chaparral Road (Curb lane)

Additional regional considerations that have been raised by the community include:

- Options for additional high frequency and amenity regional transit service on the Loop 101 corridor;
- An interest in results from the region's first light rail corridor, the Central Phoenix/East Valley line scheduled to open December 2008; and
- Consideration of updates to the *Regional Transportation Plan* (RTP) to better integrate current and proposed high capacity services (express bus, BRT, LRT, and commuter rail), as well as the results of arterial and freeway BRT studies being prepared by the Regional Public Transportation Authority and a Tempe South study being prepared by Valley Metro Rail (METRO).

On December 11, 2007, the City Council opted to join METRO to enable the City's participation in the Alternatives Analysis underway among METRO, Tempe, and Chandler. Scottsdale is working with METRO to make sure that the City has a place in these regional deliberations.

4.0 SCOTTSDALE OVERVIEW

This chapter provides the *Transportation Master Plan* with an overview of the City of Scottsdale: the history, character, and vision of the City. This chapter also provides summaries of the past plans and policies that were referenced for the development of the Master Plan, most notably the City of Scottsdale 2001 *General Plan*. Similar to all long range planning, the *Transportation Master Plan* builds off the foundation of goals and strategies already developed in the *General Plan* as well as past plans and policies. Therefore, it strives to retain the character that makes Scottsdale special and unique.

4.1 Brief History of Scottsdale

Scottsdale was founded in 1888 by Chaplain Winfield Scott when he purchased 640 acres of land. When Scottsdale was incorporated in 1951, the City was a small community of 2,000 residents situated on two square miles of land. Daily activities focused on citrus groves, cotton fields, dairy farms, and shopping in Downtown around Main Street and Scottsdale Road. There were few paved roads in the City. Soon after incorporation, residents raised money to pave streets with a gala called the "Street Pavers Ball" and by 1954 four stop signs adorned Scottsdale Road giving it the nickname "Stopsdale."

From 1958 to 1965 the City experienced explosive growth in housing and population – from less than 10,000 to 65,000 people (Table 1-1). Housing for this population growth was predominantly single family detached homes on modest sized lots, not unlike housing growth occurring at the same time in suburbs in metropolitan areas across the country. The City annexed rapidly, first southward from Downtown and later northward to Deer Valley Road, growing in area from approximately two square miles to over 60 square miles. In the late 1960s, major service uses and public amenities were established with the opening of the Scottsdale Airport in 1967 and City Hall in 1968. Throughout the 1970s and 1980s Scottsdale continued to grow in land area through annexations to the north and east. The Indian Bend Wash Greenbelt Flood Control Project was started in 1971 with its series of community and neighborhood parks and an extensive path system. Dial-a-Ride transit service began in 1979 with the goal of providing transportation services to Scottsdale's elderly and residents with disabilities. To help boost tourism in Downtown, the first Molly Trolley system began operating in 1980.

TABLE 1-1: Population of Scottsdale from Incorporation to Today		
Year	Population	Square Miles
1951	Approximately 2,000	1.0
1960	10,026	4.9
1970	67,800	62.2
1980	88,622	88.6
1990	130,000	185.0
Today (2007)	239,630	185.0

It was during the 1990s that changes began to occur in Downtown following the adoption of the *Downtown Plan* in 1984. The Downtown Streetscape Project was completed in 1991. In order to ease traffic congestion through Downtown on Scottsdale Road, the couplets were constructed. Goldwater Boulevard was completed in 1991 and Drinkwater Boulevard in 1993. It was also during the 1990s that the Arizona Department of Transportation (ADOT) began the construction of the Loop 101 Freeway through and around Scottsdale (Table 1-2).

TABLE 1-2: Construction History of Loop 101 through Scottsdale		
Section	Start Date	Open to Traffic
Loop 202 traffic interchange	April 1998	October 1999
McDonald Dr to Thomas Rd	April 1997	July 1998
90th St to McDonald Dr	June 1997	May 1999
Shea Blvd to 90th St	-----	December 1999
Pima Rd to Shea Blvd	July 1998	February 2001
Cave Creek Rd to Scottsdale Rd	November 1999	August 2001
Scottsdale Rd to Pima Rd	September 2001	April 2002

Source: Arizona Department of Transportation

Today, Scottsdale is a vibrant and diverse city with a population of approximately 240,000 on 185 square miles of land. Through its evolution, the City has become a major center of business activity while retaining its strong tourism and retail business sectors.

4.2 Scottsdale's Place in the Region

The City of Scottsdale is located in the northeast quadrant of the Phoenix metropolitan area. The southern end of the City is near the geographical center of the metropolitan area population distribution. The northern end of the City abuts the Tonto National Forest. Much of the southern portion is bordered by the Salt River Pima-Maricopa Indian Community (SRPMIC) on the east (Figure 1-1). Another large part of the eastern edge of the City borders the McDowell Mountain Regional Park. This limits the extent to which ongoing development can occur on the outer edge of Scottsdale.

Geographically, the City of Scottsdale is long and narrow. The distance from the northern boundary to the southern boundary is approximately 30 miles. In some areas, Scottsdale can be as narrow as two miles from west to east.

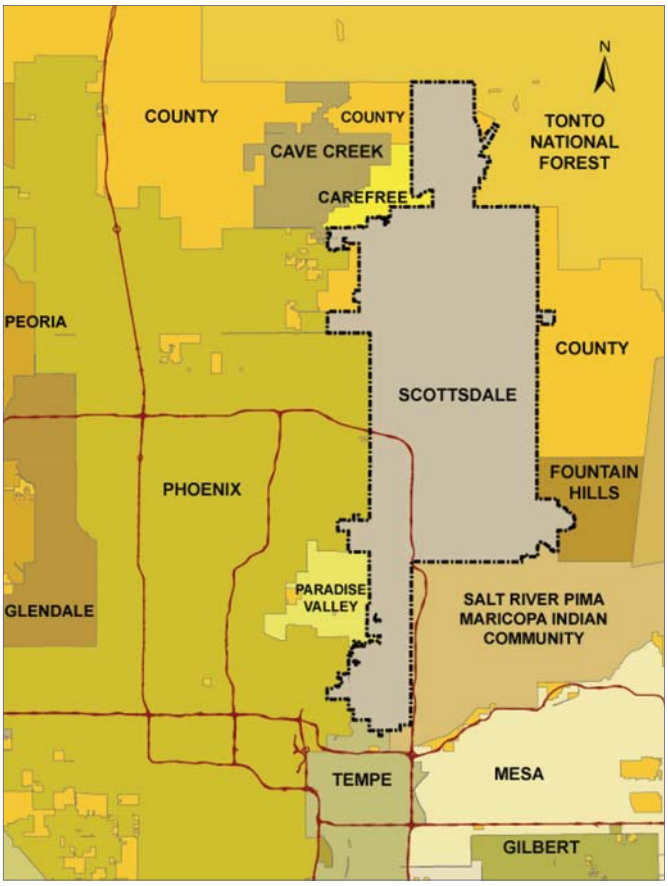

FIGURE 1-1: Scottsdale, Arizona and Neighboring Communities

Scottsdale has unique characteristics that set it apart from other communities in the Phoenix metropolitan area. Scottsdale is both a net importer of employment and a regional retail center of activity. The City's retail centers, parks, employment centers, and libraries are heavily used by both residents and nonresidents. Household sizes are typically smaller than in other Valley communities and household incomes are higher than most.

Scottsdale is also the major resort center of the metropolitan area. Along with these resorts located in the City, Scottsdale contains the core of specialty shopping, art galleries, recreational facilities, and many cultural and sporting events that attract and sustain the local tourism industry. The high aesthetic quality of the City's physical environment is an important community standard that helps maintain this industry.

4.3 Character of Scottsdale

For planning purposes, the City has been divided into three generalized areas: southern, central, and northern Scottsdale (Figure 1-2). Each area has its own unique character which the *Transportation Master Plan* took into consideration during the recommendations phase, to ensure the recommendations were context-sensitive.

It should be noted that the Master Plan examined specific areas within each of these larger generalized areas in more depth. Central/Downtown Scottsdale area, located in the southern planning area of Scottsdale; the Airpark area which is located in central Scottsdale, and all of the northern area were included in specific circulation studies. These studies are located in the main body of the *Transportation Master Plan* following the modal elements.

Southern Area of Scottsdale

The general makeup of the southernmost section of Scottsdale consists of an array of commercial and office land uses mixed into suburban-density residential neighborhoods. Most of the infrastructure of the area was developed in the 1960s and 1970s. This area has been incrementally revitalized with infill development helping to create a community that is both rooted and progressive at the same time. The combination of smaller scale neighborhoods with unique personality and the complex mixed-use areas such as SkySong create one of the most diverse areas of the community.

Southern Scottsdale is also home to Downtown Scottsdale. Downtown is considered the commercial, cultural, civic, and symbolic center of the City. The Central/Downtown Scottsdale area circulation study examines the area between Thomas and McDonald roads, including Downtown, in more depth.

When looked at in a regional context, the southern area of Scottsdale has excellent accessibility to surrounding communities and other areas of Scottsdale. It is bordered by Phoenix, Tempe, and the SRPMIC. The Pima Freeway (Loop 101) located on the east and the Papago Freeway (Loop 202) on the south makes it a convenient location to live, work, and visit. The main north-south corridors of this area are Scottsdale, Hayden, Miller, and Pima roads. Important east-west connections are McDowell, Thomas, Indian School, Camelback, and Indian Bend roads. There is also a strong bicycle and pedestrian connection along the Indian Bend Wash that connects in the south to Tempe Town Lake.

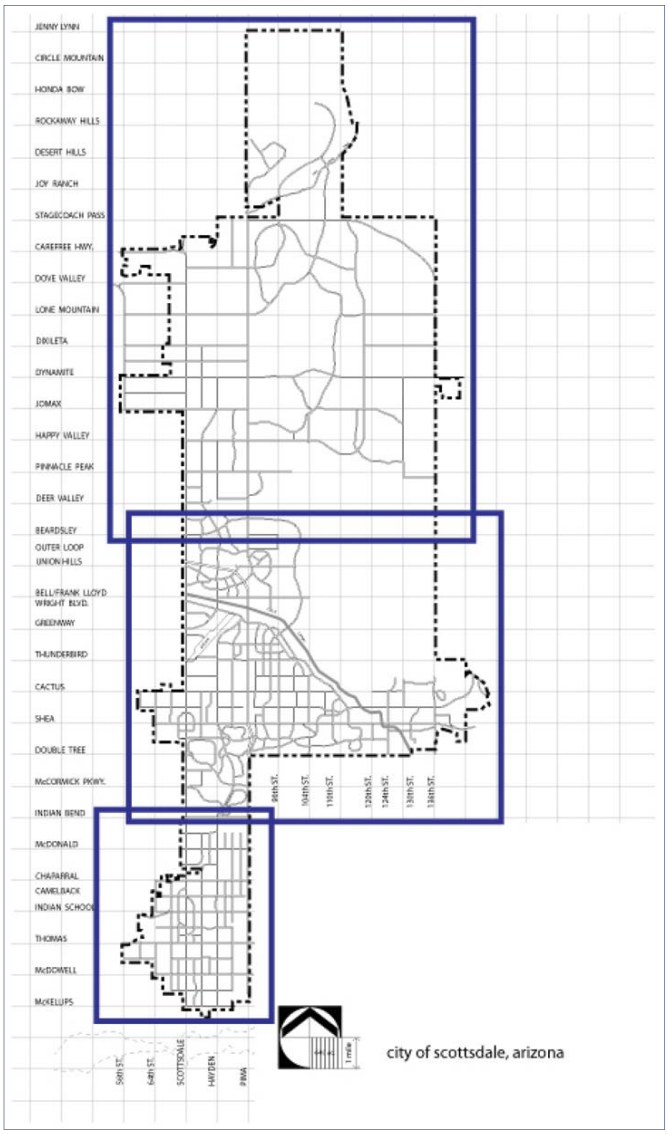

FIGURE 1-2: Generalized Planning Areas in Scottsdale

Central Area of Scottsdale

The central section of Scottsdale includes the community's premier employment center (Scottsdale Airpark), the Shea Boulevard corridor, and the Central Arizona Project (CAP) Canal. The Airpark Area Circulation Study examines the area mainly between Thunderbird Road and the Loop 101 and from Scottsdale Road to the Loop 101 in more depth. An estimated 2,500 business firms with over 50,000 employees (estimated as of December 2006) are located in the Airpark making it the third largest employment center in Arizona. Scottsdale Airpark is projected to grow into Arizona's largest center of employment by 2010. The area surrounding the Airpark has seen tremendous commercial growth in recent years. Most recently, the area north of Frank Lloyd Wright Boulevard up to the Loop 101 is quickly becoming a major core and corridor of business activity. Shea Boulevard is a major regional east-west corridor through Scottsdale, connecting Fountain Hills to the east with Phoenix to the west. Shea Boulevard is one of the most popular access points to the area; many businesses have consolidated their efforts along this road, especially near major cross streets such as Scottsdale Road and the Loop 101. Central Scottsdale features some of the first master planned communities in the state such as McCormick Ranch and Scottsdale Ranch and more recent master planned communities such as DC Ranch and McDowell Mountain Ranch.

Central Scottsdale is also home to some of region's biggest attractions including Taliesin West, the desert home and studio of the late world-renowned architect Frank Lloyd Wright. The Tournament Players Club (TPC) Princess golf course is home to the FBR Open PGA golf tournament, and WestWorld, an important venue location for large scale events such as the Barrett-Jackson Auto Auction and the Scottsdale Arabian Horse Show, are located in this area of the City. The southern reaches of the McDowell Mountains are also located in the central section of Scottsdale.

Northern Area of Scottsdale

Northern Scottsdale is one of the least densely populated areas in the City but is currently the most actively developing area of Scottsdale. Northern Scottsdale contains some of the most rugged topography in Maricopa County with the McDowell Mountains along the eastern edge of the City and the Continental Mountains to the north. This area is characterized by widely scattered steep hills, boulder outcroppings, and native desert vegetation.

Rural desert character is predominant in this area. Retaining this character is both a desert preservation and lifestyle goal of northern Scottsdale residents. Individuals move into this area to experience the openness of the natural desert setting and the rustic feel of the developed form. Residents currently living in these remote areas are generally willing to travel longer distances for services. This is part of the lifestyle goal but needs to be balanced with air quality, infrastructure, and development pattern issues that would encourage the provision of basic services close to residential areas in order to reduce travel distances and to provide a better sense of community and sustainability.

Scottsdale, Pima, and Cave Creek roads serve as the major north-south connections to and through northern Scottsdale. Important east-west links are Pinnacle Peak, Happy Valley, Rio Verde/Dynamite, and Lone Mountain roads, and Carefree Highway. The Loop 101 links northern Scottsdale to the rest of the region.

4.4 Scottsdale Values and Vision

It is important to integrate transportation planning with land use planning to develop an efficient transportation system for the City. The community vision documented in the following plans is built from a foundation of citizen-driven processes. These citizen participation processes, encompassing thousands of work hours, have helped to define the future vision for the community and have provided new tools with which to achieve that vision. The *Transportation Master Plan* builds from these citizen processes in order to carry on the community vision. Further discussion of the *Transportation Master Plan* vision and goals are in the Vision, Values, and Goals section.

Scottsdale Shared Vision Report

In 1991, a process of "community visioning" was initiated to identify the most important and significant beliefs and desires about the long-term future of the community. In December 1992, the City Council adopted a report outlining Scottsdale's Shared Vision. The Shared Vision identified four mutually supportive dominant themes, which reflect Scottsdale's special qualities and are the foundation for Scottsdale's long-term vitality. The four themes represent Scottsdale's core expression. They define the City of Scottsdale and present a vision of its emerging place in the broader regional, national, and global economy.

Four Dominant Themes
Sonoran Desert
Resort Community
Arts and Culture
Health and Research

CityShape 2020, Comprehensive Report

In order to ensure that the visions and goals from the adopted Shared Vision Report were achieved, a comprehensive review of the *General Plan* called CityShape 2020, was begun in late 1994. Completed in 1996, the recommendations from the CityShape 2020 process are the basis for planning in Scottsdale today. The recommendations include a three level approach to planning: citywide, character area, and neighborhood. CityShape 2020 also identified an enhanced focus on "character and quality" in development and established six Guiding Principles:

- **Preserve Meaningful Open Space** – The City of Scottsdale is committed to promoting the acquisition, dedication, and setting aside of open space as a community amenity and in support of the tourism industry in Scottsdale.
- **Enhance Neighborhoods** – Scottsdale's residential and commercial neighborhoods are a major defining element of this community. The quality of our experience as a Scottsdale citizen is expressed first and foremost in the individual neighborhoods where we live, work, and play. Scottsdale is committed to maintaining and enhancing our existing and future neighborhoods. Development, revitalization, and redevelopment decisions, including rezoning and infrastructure planning, must meet the needs of our neighborhoods in the context of broader community goals.
- **Seek Sustainability** – Scottsdale is committed to the effective management of its finite and renewable environmental, economic, social, and technological resources to ensure that they serve future needs.
- **Support Economic Vitality** – Scottsdale is committed to the goal of supporting its existing economic strengths by targeting new opportunities which can diversify our economic base, providing for the fiscal health of the City, and forming partnerships with the community which strengthen our ability to meet this goal.
- **Advance Transportation** – The transportation system must be the backbone of Scottsdale, supporting its economy and serving and influencing its land use patterns in a positive way.
- **Value Scottsdale's Unique Lifestyle and Character** – Scottsdale offers a superior and desirable Sonoran Desert lifestyle for its citizens and visitors. The preservation of this unique lifestyle and character will be achieved through a respect for our natural and man-made environment, while providing for the needs of our citizens.

Future in Focus

In June 1999 a comprehensive community involvement process began as part of the update to the Scottsdale *General Plan*. The goals of this process were to create awareness and understanding of the *General Plan*, engagement of all audiences and affirm the community vision and values identified in previous City visioning processes.

The process, called Future in Focus, took the vision created through Scottsdale Visioning and the guiding principles of CityShape 2020 and used them to re-evaluate Scottsdale's *General Plan*, bring it up to date with the Growing Smarter and Growing Smarter Plus state legislation, and make sure the overall direction for the City was still in line with the community's goals and visions. After the Future in Focus process was completed, the updated *General Plan* was adopted by City Council in October 2001 and ratified through citizen vote in March 2002.

4.5 City of Scottsdale 2001 General Plan

The *General Plan* is a statement of goals and policies that work as the primary tool for guiding the future development of the City. It establishes an intent and direction for the future growth and character of the community. A *General Plan* may include maps, diagrams, tables, and text setting out community conditions, principles, goals, objectives, and strategies. It is not a specific plan, but rather it is a guiding set of principles that provides a sense of order, coordination, and quality to the City's policies and actions affecting its reinvestment and vitality.

The policies in the *General Plan* are implemented and detailed through ordinances and ongoing formal procedures of the City, such as the Zoning Ordinance, Subdivision Ordinance, Design Guidelines and master plans such as the *Transportation Master Plan*. The intent of the *General Plan* is implemented through recommendations from City Boards and Commissions and decisions made by the City Council. Over time the *General Plan* is a living document that is manifested by many specific decisions and events that cause it to respond to the changing conditions, needs, and desires of the community. The *General Plan* serves as the foundation for the creation of the *Transportation Master Plan*.

4.5.1 General Plan Elements

The Scottsdale *General Plan* consists of twelve sections called "elements." Each element promotes the community vision by establishing policies, goals, and strategies. All twelve *General Plan* elements are important because they each address issues that are fundamental to the current and the future quality of life in Scottsdale. Coordination between and among all of the *General Plan* Elements is required to have a comprehensive policy document that speaks to the future needs of the community. The *General Plan* strives to show the relationships between elements and because of this all mention transportation issues in some form. Below is a summary of the main objectives, goals and key programs within the *General Plan* elements.

Community Mobility Element

The Community Mobility Element's policies concentrate on providing safe, efficient, and accessible choices for the movement of people, goods, and information. This element speaks most directly to the *Transportation Master Plan*. The Community Mobility Element is discussed in greater detail in the Vision, Values, and Goals section of the *Transportation Master Plan*.

Land Use Element

The Land Use Element establishes the general polices for the types and location of land uses throughout the City. Now and in the future it is important that land use patterns are fostered that help conserve natural resources, reduce dependence on the automobile, alleviate traffic congestion, contribute to the character of the community, and adequately serve the needs of the citizens. The Land Use Element states that Scottsdale values land use and transportation planning that creates logical and efficient transportation options and patterns to help connect people to jobs, services, and amenities.

Economic Vitality Element

The Economic Vitality Element addresses policies to better evaluate decisions and encourage economic development that will sustain the community. The policies of the Economic Vitality Element are designed to support and enhance this sustainability.

Neighborhoods Element

Scottsdale's vision is to preserve, reinforce, and where appropriate, revitalize the core characteristics and stability that define all of its neighborhoods, commercial, and residential. As Scottsdale matures, the City must continue to look at preserving and enhancing its built environment. The preservation, revitalization, and redevelopment of, and reinvestment in Scottsdale's mature neighborhoods are critical to maintaining and strengthening the health, safety, prosperity, and enjoyment of the community.

Growth Areas Element

The Growth Areas Element approaches growth management from a perspective of identifying those areas of the community that are most appropriate for development focus. Growth areas are intended to discourage sprawl by focusing new development into targeted areas that are most appropriate for integrating open spaces, natural resources, accommodating a variety of land uses, and are oriented to multi-modal (transit, pedestrian, bicycling, as well as autos, etc.) activity. This element states that Scottsdale values multi-modal solutions that will support the diverse movement and circulation requirements of all socioeconomic components of our community in ways that are efficient, affordable, and environmentally compatible.

Public Services and Facilities Element

The Public Services and Facilities Element provides broad guidance about the provision of community services and physical facilities for the City of Scottsdale in keeping with governmental roles of protecting the health, safety, and welfare of the community.

Preservation and Environmental Planning Element

The Preservation and Environmental Planning Element translates the values and vision of the community into a set of concrete goals to achieve an environmentally sustainable community. This element infuses the importance of environmental sensitivity into the City's planning efforts. Some strategies mentioned in this element are promoting rideshare, carpooling, and the use of non-auto travel modes. This element also discusses the importance of supporting the completion of the bikeway system.

Character and Design Element

The Character and Design Element emphasizes the importance of diverse character and unique quality of design that Scottsdale residents and visitors value. Appropriate development in Scottsdale will strike a balance that respects the natural desert settings, historically significant resources and the surrounding neighborhood context, with the objectives and needs of future generations. Art and aesthetic enhancement will continue to be essential components of the community's character and lifestyle.

Community Involvement Element

Through the guidelines contained in the Community Involvement Element, Scottsdale demonstrates its commitment to encouraging early and meaningful citizen input in important planning processes. Such participation helps the City resolve concerns early in the planning process, and level the playing field for citizens, property owners, elected officials, other stakeholders, and the development community. It also provides an opportunity for early input

into the formation of City policy and regulations. The ultimate goal is to ensure a level of dialogue that is mutually respectful, responsible, and civil.

Housing Element

Now and in the future, Scottsdale will need to focus attention on the revitalization and preservation of the more mature residential neighborhoods, to seek creative infill development strategies and to encourage a diversity of housing that accommodates a variety of income levels, households, and socioeconomic needs.

Open Space and Recreation Element

This element establishes a set of integrated visions, values, goals, and implementation strategies that guide decision-making and lead toward the provision of a comprehensive open space system and recreational plan. Furthermore, this element represents an important step in the City's continuing effort to enhance the public's ability and opportunities to enjoy recreation in Scottsdale. Key to this is establishing a network of parks, scenic corridors, paths, and trails that will provide access to nature and urban open spaces, providing recreation opportunities, ecological benefits, and a source of beauty for residents.

Cost of Development Element

The City of Scottsdale has long held the philosophy that new development should "pay for itself" and not burden existing residents and property owners with the provision of infrastructure, public services, and facilities. The purpose of the Cost of Development Element is to identify the fiscal impacts created by new development and determine how costs will be equitably distributed.

4.5.2 General Plan Update 2011

As part of the 1998 and 2000 Growing Smart Acts, the *General Plan* must be updated every ten years. The next update for the Scottsdale *General Plan* is set to occur in 2011. All plans and policies will be reviewed and used as the basis for the *General Plan* update. Ultimately, the entire *Transportation Master Plan* will be integral to the Transportation/Mobility Element in the 2011 *General Plan*.

4.6 Review of Prior Plans and Policies

Land use and transportation have an important relationship. Just as land use is often the basis for transportation recommendations and mode choices, transportation can be used to shape land use. The following are plans and policies that were consulted during the creation of the *Transportation Master Plan*.

4.6.1 Community Area Planning

The City of Scottsdale is forming a long-range planning program which will continue to address "level two" of the planning process established in CityShape 2020. This planning process is called Community Area Planning and the purpose is to focus on a specific area of the City to develop more detailed goals and strategies, building off of the broad goals discussed in the *General Plan*.

There are six proposed Community Areas for Scottsdale. From south to north, these areas are: Southern Scottsdale Area, Downtown, Shea Corridor Area, Greater Airpark Area, McDowell Vistas Area, and the Tonto Foothills Area. Each Community Area will have a long range plan completed for it which will address issues and opportunities that the community identifies during the public outreach process. All past policies and plans will be incorporated into the new Community Area Plans. Information that has been developed in the *Transportation Master Plan* will feed into these Community Area Plans. Ultimately, the six Community Area Plans will then be used to update the *General Plan* in 2011.

4.6.2 Character Area Plans

Since CityShape 2020 and the recommendation of character planning, there have been two new Character Area Plans adopted and the *Downtown Plan* was considered the prototype for a Character Area Plan. The Desert and Dynamite Foothills Character Area Plans will eventually become incorporated into the Tonto Foothills Community Area Plan but until that occurs, it is important that these plans were reviewed and referenced for the *Transportation Master Plan*. Detailed summaries of the Desert and Dynamite Foothills Character Area Plans are located in the North Area Circulation Study.

Downtown Plan Update

Downtown will be the first Community Area to have a long range plan completed for it. The plan is currently underway and will be completed in 2008. The scope of the update includes a circulation policy document which will build from the recommendations in the Central/ Downtown Area Circulation Study of the *Transportation Master Plan*.

4.6.3 Scenic Roadways

Scenic Corridors, Buffered Roadways, and Desert Scenic Roadways are thoroughfares designated by the City's *General Plan* to incorporate scenic desert setbacks that provide a sense of openness for the community. Scenic roadways also serve to link with vista corridors along major washes and other significant open spaces. The setbacks serve to buffer adjacent land uses from the adverse affects of traffic on the roadway. Scenic roadways are discussed in detail in the North Area Circulation Study section of the *Transportation Master Plan*.

4.6.4 Streetscape Design Guidelines

Streetscape design guidelines are specific streetscape design enhancement guidelines for landscape, hardscape, development walls, and public amenities (such as transit stop shelters and street furniture). Specific streetscape design guidelines have been developed for:

- Shea Boulevard east of Frank Lloyd Wright Boulevard to the City boundary at 144th Street (approved by City Council in 1994).
- Frank Lloyd Wright Boulevard from Scottsdale Road to Shea Boulevard – applied to the Boulevard ROW and the landscaped area between the ROW line up to, and including, the development walls. Frank Lloyd Wright Boulevard is also designated as a buffered setback roadway (approved by City Council in 1989 and revised in 1991).
- Via Linda east of the CAP Canal to the terminus near the 140th Street alignment (approved by City Council in 1994).

4.6.5 Design Standards and Policies Manual (DS&PM), 2007

The *Design Standards and Policies Manual* (DS&PM) presents clear and concise technical requirements, policies, and processes to enable design professionals to prepare plans and reports necessary for development of both public and private projects within the City.

The manual consists of ten chapters that address the development process, site planning issues, land divisions and dedications, grading and drainage, transportation, water systems, wastewater systems, medians, parks and trails, public works and facilities, and native plants. The information is presented in a sequence that parallels developing a raw tract of land, from site planning and platting issues, to grading and drainage considerations.

These guidelines clarify and supplement requirements in the Scottsdale Revised Code, including the zoning and subdivision ordinances, floodplain and stormwater regulations, fire and building codes, and other regulations for land development and construction within Scottsdale. The intent is to assist homeowners, architects, developers, engineers, contractors, and others through the development process.

4.6.6 Trails Master Plan, 2004

The *Trails Master Plan* and the *Conceptual Trails Plan* for the McDowell Sonoran Preserve were prepared for the purpose of creating a citywide network of interconnected trails for use by multiple non-motorized user groups. The *Conceptual Trails Plan* for the McDowell Sonoran Preserve, accepted by the City Council in 1999, controls the provision of trails within the boundary of the McDowell Sonoran Preserve. The *Trails Master Plan*, approved by the City Council in 2004, guides the provision of trails throughout the City outside of the McDowell Sonoran Preserve.

- The purpose of this study was to develop a vision and set goals and objectives to guide development of a City-wide trails master plan that will be implemented through expenditures of 2000 bond funds and beyond.
- The goal was to create a seamless network of unpaved trails that link neighborhoods to destinations including the McDowell Sonoran Preserve.
- Trails are created so as to minimize disturbance to the natural environment.
- Trails create close-to-home recreational opportunities.
- Trails promote knowledge and understanding of the Sonoran Desert environment.
- The trail system provides opportunities for physical activity resulting in improved mental and physical health.
- The three primary trail user groups are hikers, bicyclists, and equestrians.
- Motorized vehicles are prohibited (per Ordinance 17-62) from using Scottsdale's public trails.

4.6.7 Streets Master Plan, 2003

The *Streets Master Plan* built upon the policy groundwork developed in the 2001 *General Plan* and further refined the direction given. It is mainly used to understand the future of the transportation networks and provided consistent information and guidance in the transportation planning decision making process. The *Streets Master Plan* determined the future roadway network for Scottsdale and mapped out a strategy to keep the streets operating efficiently. Strategies included building or widening streets, making existing streets work better, and applying technology to improve traffic flow among many others.

- The street classification map in this plan replaced the street plan map from the 1991 *General Plan* Circulation Element (The *General Plan* was consolidated into one document and reprinted in 1999).
- Enhanced day-to-day decision-making by refining the broad street categories used in the *General Plan* into specific street classifications.
- Users of the plan were provided a preview of what the Scottsdale street network might look like at build-out.
- Explained how streets are classified and how the functional classifications of streets are used to plan the City's street network.
- The design guides for street cross sections in the plan did not set construction standards but did dictate the general guidelines and definition of the street classification system.
- Cross-sections designed for rural and environmentally sensitive areas of the City permitted flexibility in the application of street classifications.
- Explained the "expandable roadways" concept and how using it benefits street projects.
- Demonstrated how the street network can accommodate the needs of a multi-modal transportation system.

4.6.8 Transit Plan, 2003

The *Transit Plan* included the vision for the future alternative transportation networks in the City of Scottsdale. The goal of this transit plan was to provide policy guidance in the development of the citywide transit system. The plan includes strategies to keep Scottsdale transit modes operating efficiently and effectively include policies, capital projects, operating methods, service levels, and many different modes of travel. The vision for Scottsdale is to have a transit system consisting of accessible mobility choices that support a diverse population, improved air quality, greater safety, cost effectiveness, multiple mobility modes, and integration with other valley transit systems.

- Explicitly tied transit implementation to customer demand, system performance, and funding availability.
- Recommended changes to existing transit, including expanding service on the Scottsdale Trolley to Sundays and for longer hours every day.
- Recommended 15 new transit services, both for areas with existing demand and those likely to see growth in the future. Included in the recommendations is a second Scottsdale Trolley route for Downtown and a neighborhood circulator in southern Scottsdale.
- Described programs designed to meet the special transit needs of senior citizens and people with disabilities.
- Outlined operating procedures for route design, fare pricing, bus stop placement, and other features.
- Established transit system performance standards.
- Provided guidelines for capital improvements and funding.
- Suggested methods of integrating transit into land use planning and street design.

4.6.9 Bicycle/Pedestrian Transportation Master Plan, 1994

The *Bicycle/Pedestrian Transportation Master Plan* was created to help enhance the lifestyle of the community, and meet its diverse needs, while promoting safety and efficiency in non-motorized travel. It is a guide to assist in the integration of non-motorized modes of transportation into City plans and policies. It outlines goals and objectives and provides recommendations for

their implementation. The *Bicycle/Pedestrian Transportation Plan* was developed to support the Community Mobility Element of the *General Plan*.

The Bicycle/Pedestrian Plan Task Force identified deficiencies and projected needs by studying the limitations of existing policies and facilities. Plan recommendations include four "action programs" labeled as: Level I-Continue Current Program, Level-II Basic Action Program, Level III-Intermediate Action Program, and Level IV-Optimum Program. Scottsdale needs to integrate a high degree of bicycle and pedestrian requirements into all public and private development plans in order to create a bicycle/pedestrian friendly community.

- Bicycle and Pedestrian Planning: Integration of bicycle and pedestrian requirements into all public and private development plans is crucial to a bicycle/pedestrian friendly community.
- Facility Design: Correctly designed components in a well-connected system will address the needs of all types of cyclists, walkers, and other users, promote a variety of use, encourage safety, and reduce potential liability.
- Safety, Education, and Enforcement: Good educational programs, appropriately designed for different age groups and backed up by the enforcement of codes, will improve safety. These should include bicyclists and motorists.
- Promotional Efforts: People should be encouraged to walk or ride their bikes to work, participate in special events, and use non-motorized modes for short trips.