2 VISION, VALUES, AND GOALS

1.0 INTRODUCTION

The *Transportation Master Plan* is an implementation plan, subordinate to larger plans and their statements of community values. In particular, the *Transportation Master Plan* is governed by the City's adopted *General Plan*.

The Scottsdale *General Plan* is the policy foundation for the *Transportation Master Plan* goals and elements. The foundation of the *General Plan* is the community vision built from a series of citizen-driven processes that formed and shaped that vision. A comprehensive review of the Scottsdale *General Plan* called CityShape 2020 was intended to be an extensive educational and community outreach process to reaffirm and improve the Scottsdale *General Plan* as an expression of the Shared Vision (created through the Scottsdale Visioning process two years earlier). As discussed in Chapter 1, Section 4.4, the recommendations from CityShape 2020 included six Guiding Principles, intended to highlight and organize in the *General Plan* the most important goals of the community. One of these Guiding Principles (Advance Transportation) specifically focuses on goals for transportation in Scottsdale.

Advance Transportation

The transportation system must be the backbone of the City, supporting its economy and serving and influencing its land use patterns in a positive way. Scottsdale's commitment to transportation planning will be reflected in both development and redevelopment decisions. Historically, Scottsdale has grown up with the automobile as the primary mode of transportation. Although the automobile will likely remain the primary mode of transportation, Scottsdale shall provide alternatives to diversify our City's transportation system. The alternatives will provide greater accessibility for residents and visitors, alleviate pollution and congestion, and serve and influence land use patterns.

Strategies identified in CityShape 2020 for achieving these goals include:

- Maintain a continuous and integrated land use and transportation planning process to ensure that development and infrastructure planning accurately reflect the travel demands and complement each other;
- Provide for adequate transportation corridors by allocating enough land during the planning process to allow for high occupancy vehicle (HOV) lanes, bike lanes, multi-use paths, and transit facilities for future demands;
- Encourage land use patterns that reduce the amount of travel by the development of neighborhoods where mixed-use centers and services are easily accessible from residences;
- Expand and enhance pedestrian, bicycle, and transit access by considering safe and inviting access to shopping, offices, schools, etc. from multi use paths and transit facilities in all development decisions; and
- Ensure that the physical location and design of our transportation corridors are environmentally sensitive to our desert, mountains, scenic corridors, and neighborhoods.

One of the twelve inter-related elements of the *General Plan* is the 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.

The Community Mobility Element strives to expand the field of mobility to fully integrate non-automotive modes, such as public transit, cycling, walking, trip reduction strategies, and telecommunications. It also recognizes the inter-relationships among transportation, land use, and neighborhoods. To maintain mobility, land use and transportation policies must emphasize work, live, and play relationships and more efficient and accessible/walkable transportation options must be provided. There is also a strong recognition that different areas within the City may have unique mobility needs requiring solutions that, while part of a larger system, are designed for specific areas of the City.

The vision statement from the Community Mobility Element states: Scottsdale will be a community that safely, conveniently, and efficiently moves people, goods, and information by providing access and mobility choices. Scottsdale recognizes that there will be a diversity of mobility systems to match the character and lifestyle of different areas of the community. Mobility choices will provide alternatives to the automobile, increase accessibility, improve air quality, enrich the community and its neighborhoods, and contribute to the community's quality of life.

The Community Mobility Element also states the following values:

- Live, work, and play relationships in land use patterns that reduce the number and distance of auto dependent trips and are supported by mobility networks (such as: mixed-use projects or focused development near to non-automotive mobility systems);
- Mobility choices that reflect the community's diverse needs and lifestyle in all areas of the City, respect neighborhood dynamics, and reduce reliance on the automobile;
- Balance between regional, citywide, and neighborhood level transportation needs;
- Citywide and regional systems that minimize impacts on viewsheds, the natural environment, and local neighborhoods;
- Maintenance of regional, citywide, and neighborhood connections/networks;
- Design of networks to move people goods, and information that meet the aesthetic standards of Scottsdale and that enhance the pedestrian use of the City;
- Free flowing and safe movement within the various modes of transportation, including aircraft, commercial vehicles, automobiles, pedestrians, equestrians, and cyclists;
- Transportation practices that support the community interests in maintaining economic vitality, protecting natural resources, and preserving neighborhood life;
- Partnerships between citizens, businesses, system users, and the City to develop and implement mobility solutions; and
- Use of technology to achieve a mobility system that meets community goals (safety, efficiency, accessibility, alternatives and choice, reduction of travel time, reduction of traffic congestions, improvement of air quality, etc.).

The goal statements which follow are intended to translate the themes of the *General Plan* into goals for transportation.

1.1 Transportation Master Plan Goals

Goal: Direct transportation policies, investments, and decisions in ways which support the community's adopted vision and values.

Scottsdale is a community of vision and values. That vision and those values are described in the Community Vision and Community Values statements contained in the voter-approved

Scottsdale *General Plan*. These statements set forth a shared vision and iterate intended practices for how Scottsdale will seek to realize it. Transportation policies and investments can either support or erode successful realization of this vision.

Goal: Increase the range and convenience of transportation choices.

Scottsdale is a "community of choice", a destination for both residents and visitors seeking a high quality of life; quality of life is the primary reason residents and visitors choose this destination. The transportation options each of us use will affect that quality of life, positively or negatively.

Goal: Direct transportation policies, investments, and decisions to design context-sensitive responses.

Scottsdale is a diverse place, a city made up of varied communities and landscapes. As the *General Plan* is realized through public and private investment, that diversity will increase. While the desert landscapes and low population densities in the largely residential areas of northern Scottsdale will be preserved, other areas (particularly in and around the Airpark, Downtown, and southern Scottsdale) will see significant changes in composition and density. It is important that the transportation system acknowledge and support the character of these distinctive areas.

Goal: Coordinate transportation policies, investments, and decisions with neighboring communities and the larger region, while effectively managing impacts of increasing demand for regional highway travel.

Scottsdale is part of a large metropolitan area, one which continues to grow in population, land area, and vehicle miles traveled. Although Scottsdale has completed its territorial expansion through annexations completed in the 1980s, significant growth in employment and residents is expected over the next 20 years. In this context, the region's growth will affect Scottsdale's transportation system by increasing demand for travel on the regional highway network, which will lead to challenges in providing efficient direct access to and from Scottsdale, and increased regional trips through Scottsdale, by assorted modes and routes. The larger region is also making a major investment in transit systems, intended to provide greater mobility options and to influence public and private investment.

Goal: a) Focus investments on improvements which add long-term value.
b) Maintain the transportation system in ways which minimize life cycle cost.

Scottsdale is a capable steward of public assets and public funds, a city government that anticipates trends with provisions to address future challenges, manages resources competently, and delivers high quality public services. Scottsdale's citizens expect that its public agencies will invest in the transportation system in ways that support the community's goals and values. They also expect that the City will properly manage and maintain those assets.

These *Transportation Master Plan* Goals reflect the goals of the *General Plan*'s Community Mobility Element, as well as a policy of sustainability. Specific criteria, intended to apply these goals in more measurable ways and to evaluate transportation options, are listed following the Community Mobility Element goals. Note that the goals shown in italics have been added to the *General Plan* goals through the *Transportation Master Plan* process.

1.2 Adopted Community Mobility Element Goals

1.2.1 Regional Systems

- Protect the function and form of regional air and land corridors.
- Protect the physical integrity of regional networks to help reduce the number, length, and frequency of automobile trips, to improve air quality, reduce traffic congestion, and enhance quality of life and the environment.
- Promote regional diversity and connectivity of mobility choices.
- Prioritize regional connections to safely, effectively, and efficiently move people, goods, and information beyond the City boundaries.
- *Enhance connectivity to regional transportation facilities; however, these systems need to respect the City of Scottsdale* General Plan.

1.2.2 Citywide Systems

- Relieve traffic congestion.
- Optimize the mobility of people, goods, and information for the expected buildout of the City.
- Maintain Scottsdale's high aesthetic values and environmental standards in the City's transportation system.
- Emphasize live, work, and play land use relationships to optimize the use of citywide systems and reduce the strain on regional and local/neighborhood systems.

1.2.3 Local/Neighborhood Systems

- Protect neighborhoods from negative impacts of regional and citywide networks.
- Encourage a diversity of links between neighborhood systems, and with citywide and regional systems.
- Provide opportunities for building "community" through neighborhood mobility.
- Recognize the diversity of neighborhoods throughout the City and their different mobility needs.

1.2.4 Sustainability

- *Use 'green' technologies and processes when possible and practical.*
- *Reduce emissions that degrade air quality.*

2.0 GOALS AND EFFECTIVENESS MEASURES

The goals and effectiveness measures shown in Table 2-1 provide guidelines to assist in effective decision-making for the City's transportation network, and also to assist in measuring system effectiveness.

TABLE 2-1: Transportation Master Plan Guide For Decision-Making

Goal/Criterion *what are we trying to accomplish?*	Effectiveness Measures *how will we know if we are accomplishing it?*
Mode Choice	Increasing the transportation system's non-automobile capacity, evaluated through consideration of pedestrian and bicycle levels of service
	Improving the availability of multiple travel modes at a given location
	Ensuring accommodation of all modes on City streets
Managing regional impact	Moving regional travel through Scottsdale
	Connecting Scottsdale to the larger region while minimizing disruption to travel within Scottsdale
Safety	Reducing the number and severity of collisions
	Preserving the ability to respond to large-scale emergencies
	Maintaining adopted incident response time
Automobile access and convenience	Maintaining acceptable level of service
	Maintaining travel time reliability
	Increasing, where possible, the availability of alternative routes
Pedestrian access and convenience	Raising the pedestrian level of service to the appropriate level (depending on the location)
	Improving connectivity to transit and access to major destinations
	Reducing conflicts with other modes
Universal Access	Applying the principles of universal design
Bicycle access and convenience	Reducing gaps in bicycle system
	Improving the bicycle level of service
	Reducing conflicts with other modes
Transit access and utilization	Improving the transit level of service (headways, hours, capacity)
	Improving the proximity and access to high-quality transit service
	Ensuring, as practicable, minimized walk distance to transit stops and major destinations
	Ensuring accommodation of bicycles on transit vehicles
Equestrian access and convenience	Improving the connectivity of trails
	Reducing conflict with roadway system

TABLE 2-1: Transportation Master Plan Guide For Decision-Making (continued)	
Goal/Criterion *what are we trying to accomplish?*	Effectiveness Measures *how will we know if we are accomplishing it?*
Downtown access	Maintaining or increasing person-trip access to Downtown
	Improving linkages to other locations/destinations within the City
	Supporting planned redevelopment
Airpark access	Maintaining or improving person-trip access to the Airpark
	Improving internal circulation
	Reducing traffic congestion
Environmental Sustainability	Reducing energy consumed for transportation per capita
	Reducing auto trips and/or vehicle miles traveled per capita
	Reducing acreage of pavement and parking lots
	Reducing the transportation air pollution emissions per capita
Neighborhood Preservation	Supporting neighborhood character
	Improving access to transit, pedestrian, bicycle, and trail systems
	Implementing, where appropriate, neighborhood traffic management measures
	Preserving emergency access
	Avoiding increases in local residential and local collector street volume
	Minimizing negative impacts from truck traffic by effective truck policy and enforcement
Cost/benefit	Focusing on life cycle cost
	Maximizing the ability to leverage other funding
	Ensuring sound cost/benefit considerations in land acquisition decisions
Compatibility with McDowell Sonoran Preserve Plan	Increasing transit access to the McDowell Sonoran Preserve
	Increasing non-motorized access to the McDowell Sonoran Preserve
Public Awareness	Increasing awareness of transportation choices and consequences
	Seeking opportunities to promote transportation choices and change travel behavior
Economic Viability	Maintaining workforce access
	Maintaining visitor access and mobility
	Maintaining freight mobility