

# \*Old Town

**SCOTTSDALE**  
CHARACTER AREA PLAN



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# EXECUTIVE SUMMARY

## Background

Originally adopted by the City Council in 1984, and updated in 2009, the Old Town Scottsdale Character Area Plan (formerly Downtown Plan) has served as the comprehensive policy document that guides growth and development decisions for Scottsdale's downtown. Since its adoption, the plan has been successful at shaping the growth, both financially and physically, of Old Town Scottsdale over the past three decades. During that time, the majority of the goals, policies and implementation programs established by the community have also been successfully accomplished.

*“One of the reasons that Scottsdale is such a special place is our citizens — caring, involved people who take an active part in the development of our city.”*

~ Mayor Herbert R. Drinkwater,  
1985

In addition to the community achievements under the plan, public policy, market conditions, building technologies, and community composition have and continue to change. Further, with any long range plan, periodic evaluation and assessment is important in order to ensure that the downtown's vision, goals and continued success are realized over the next twenty years.

## Community Involvement

### *2009 Downtown Plan Update*

To ensure that an updated Downtown Plan would reflect the community's vision and goals for Downtown Scottsdale, an extensive public outreach process was conducted over a period of eighteen months. During this time, more than 1,200 community members participated in the Downtown Plan update process. The public had diverse and extensive opportunities to participate, including a three-day Downtown Town Hall, large group workshops, small focus group discussions, one-on-one individual and community group meetings with staff and consultants, business and property owner forums, downtown walking audits, a design charrette, and on-line virtual open house and surveys. The culmination of this extensive public input was an updated, community based, Downtown Plan that City Council adopted in 2009.

### *2018 Old Town Scottsdale Plan Update*

Beginning in 2016, city staff conducted a mid-term evaluation and assessment of the Downtown Plan. Per the plan evaluation, staff determined that since 2009, a majority of the implementation items in the plan had been completed, and a variety of other strategic plans had been adopted by the Council, thus necessitating the need for a targeted update. Although only a limited update to the content, the 2018 Old Town Scottsdale Plan process consisted of broad public outreach including one-on-one individual meetings, community group meetings, open houses, online feedback and public hearing opportunities.

## Scottsdale General Plan – Old Town Scottsdale Character Area Plan

The Old Town Scottsdale Plan is an adopted Character Area Plan per the 2001 Scottsdale General Plan. The General Plan establishes Character-based General Planning with three distinct and interrelated levels:

- **LEVEL 1 – CITYWIDE PLANNING:** Incorporates all policies that apply to the city as a whole.
- **LEVEL 2 - CHARACTER AREA PLANNING:** Develops Character Plans that speak specifically to the goals and special attributes of an identifiable and functional area such as its land uses, infrastructure, broadly defined urban architectural design philosophy, and transitions.
- **LEVEL 3 - NEIGHBORHOOD PLANNING:** Neighborhood Plans identify and implement efforts to improve specific neighborhoods within the city.

As an adopted Character Area Plan, the Old Town Scottsdale Plan incorporates community goals and policies consistent with (but not duplicative of) both the State mandated General Plan elements and the additional Scottsdale General Plan elements, as well as goals and policies that speak specifically to the special attributes of Old Town Scottsdale and how it functions. Furthermore, Old Town Scottsdale is also designated as a General Plan Growth Area - specific locations within the community that are most appropriate for development focus, and to best accommodate future growth, new development, and redevelopment.

### Plan Purpose

The Old Town Scottsdale Plan establishes the vision for Old Town Scottsdale and will continue to provide the basis for downtown decision making over the next twenty years. The plan contains explanatory goals, policies and illustrative graphics to articulate and act as a bridge between the vision for Old Town Scottsdale and the implementation programs necessary to achieve the vision.

The plan serves several functions including to:

- Guide policy decisions related to private and public projects in Old Town Scottsdale;
- Maintain Old Town Scottsdale as the commercial, cultural, civic and symbolic center of the community comprised of districts that operate together as a highly functional mixed-use center;
- Establish the structure within which the private sector can provide a strong leadership role in the future success of Old Town Scottsdale; and
- Establish the framework for private and public implementation programs.

*“Downtown represents all of Scottsdale. Downtown is our Town Center.”*

*~ Focus Group Participant, 2007*

## Old Town Scottsdale Plan Chapters

The components of the Old Town Scottsdale Plan have been integrated into a vision page and five primary chapters. The content of the chapters and how they implement the community’s vision for Old Town Scottsdale is described below:

**V – VISION FOR OLD TOWN SCOTTSDALE** – describes the community’s primary vision regarding Old Town Scottsdale and establishes the values that guide and support the vision.

**CHAPTER 1 – LAND USE** – presents the overall concept of Old Town Scottsdale as the commercial, cultural, civic, and symbolic center of the community comprised of a collection of interconnected, mixed-use districts. A mix of land uses and the provision of a variety of open space and public realm areas are encouraged. The need for private sector provision of public amenities and benefits in relation to the consideration of development flexibility and bonuses is also identified in this chapter.

**CHAPTER 2 – CHARACTER & DESIGN** – describes contextually sensitive planning, architecture and urban design goals that will help strengthen Old Town’s southwestern pedestrian character and establish Old Town Scottsdale as a place where “everything you want is within walking distance.” This chapter includes the public spaces and connectivity master plan, which is a collection of primary open space and event areas connected by a series of improved pedestrian connections.

**CHAPTER 3 – MOBILITY** – presents mobility for Old Town Scottsdale as twofold: to provide fluid connectivity in and out of Old Town; as well as within and between Old Town’s districts. The primary focus of the mobility chapter is on pedestrian circulation and comfort, including the identification of a pedestrian space hierarchy – to help achieve a superior pedestrian environment for Old Town Scottsdale, in conjunction with the public spaces and connectivity master plan.

**CHAPTER 4 – ARTS & CULTURE** – recognizes the important niche arts and culture bring to Old Town Scottsdale, and defines the direction for existing and future arts and culture amenities and programs that will help to continue the creative place-making in Old Town Scottsdale and sustain it as a museum without walls and interactive arts and culture hub.

**CHAPTER 5 – ECONOMIC VITALITY** – underscores Old Town’s economic role as a destination for arts, culture, retailing, entertainment, tourism, events, and major employment; and provides for economic vitality that is supported by public-private partnerships.

### **Old Town Scottsdale's Future**

The future of Old Town Scottsdale can be even brighter than its past. The level of commitment that the community exhibits is critical in promoting goals and policies which will benefit Old Town over the long term. The community cannot afford to be complacent, by relying on the past successes to ensure a bright future. Merchants, property owners, and civic leaders need to make strong and innovative decisions within the context of the Old Town Scottsdale Plan to insure a continually vital and sustainable downtown, “where the new west meets the old west”, for generations to come; and to achieve the community’s vision of a “dynamic city center which recognizes its western heritage while boldly looking to its metropolitan future.”

# VISION STATEMENT

## Vision:

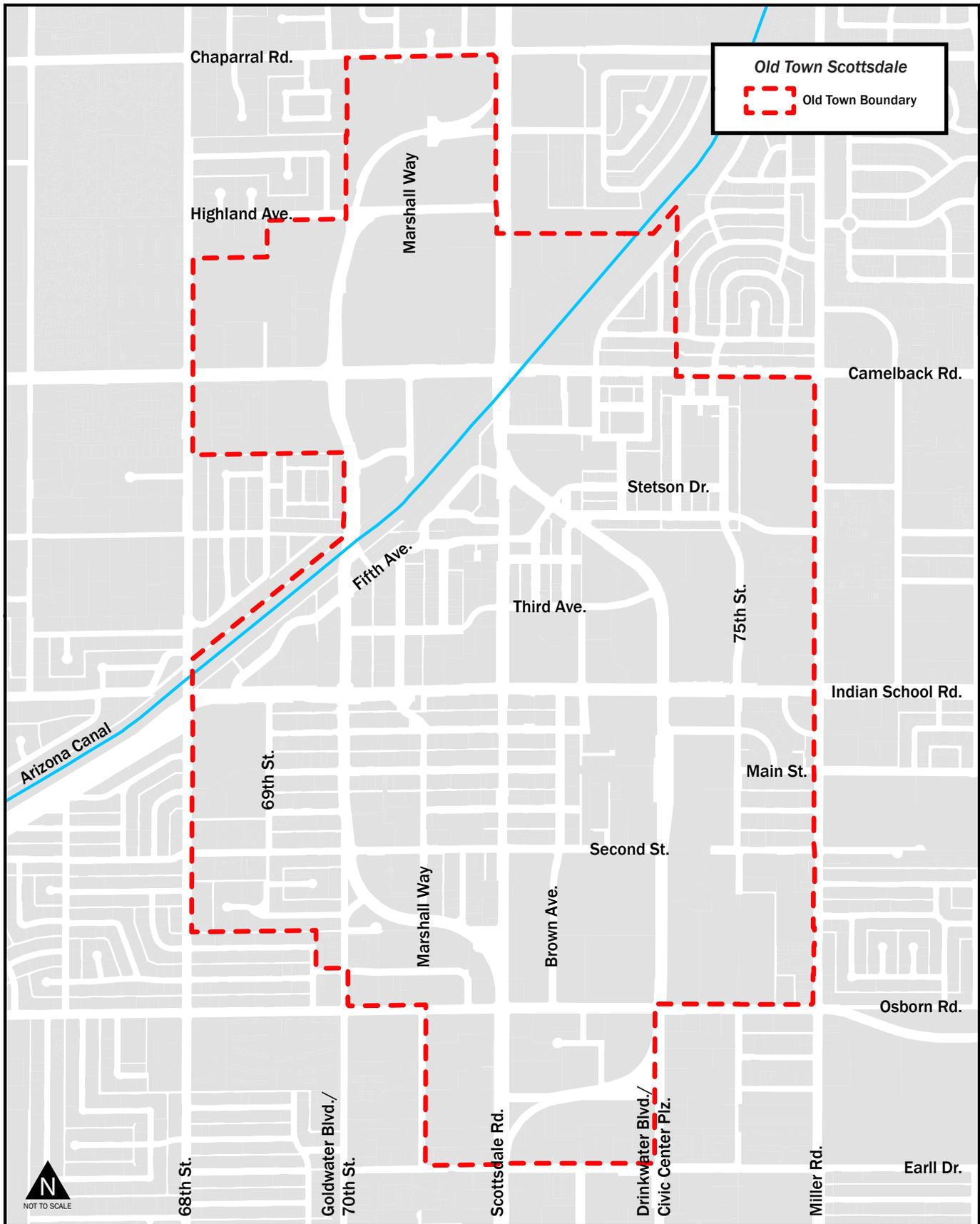
Comprised of its unique districts, Old Town Scottsdale is a dynamic city center which recognizes its western heritage while boldly looking to its metropolitan future.

## Values:

Driven by quality of life for its citizens, visitors, and businesses, this vision is guided by the following values:

- A diverse collection of vibrant mixed-use districts;
- Contextually sensitive high-quality planning, architecture, and urban design;
- A collection of interconnected, multi-functional open space areas;
- Sustainability that is sensitive to Scottsdale's unique desert environment;
- A focus on arts and culture;
- Fluid connectivity to and from Old Town; as well as, within and between districts, focusing on walkability and bikeability;
- Strong public-private partnerships to support economic vitality; and
- Worldwide recognition as the premier downtown destination within the Desert Southwest.

*"Downtown Scottsdale is where the new west meets the old west!"*  
 ~ Placemaking Workshop Participant, 2007



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## Map 1 - Old Town Character Area Boundary

# 1 ● LAND USE



## Introduction

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The Old Town Scottsdale Plan provides a unified development strategy that shapes the physical form of Scottsdale's downtown and guides revitalization and new development efforts. The success of prior downtown planning can be seen in the diversity and character of land uses found throughout Old Town. This mix of land uses represents the legacy of the original downtown live-work-play vision founded by the community.

As the community grows and changes, so will Old Town Scottsdale. Land use changes require close coordination between the public and private sectors. Architectural standards must be carefully crafted to manage Old Town development considerations in the future. The involvement of the private sector is pivotal to the successful implementation of the Old Town Plan. Performance regulations may encourage the private sector to attain a high level of quality development and assist the city in providing the necessary public amenities and benefits that are integral to the success of Old Town.

The goals and policies found in this chapter define functional land use relationships, development character types and locations, and physical form, to maintain and enhance Old Town Scottsdale. These policies should assist in the continued transformation of the downtown into a vibrant and attractive community.

## Goals & Policies

### GOAL LU 1

MAINTAIN OLD TOWN SCOTTSDALE AS THE COMMERCIAL, CULTURAL, CIVIC, AND SYMBOLIC CENTER OF THE COMMUNITY.

- **Policy LU 1.1**

As a General Plan designated Mixed-Use Neighborhood, Old Town Scottsdale should offer access to multiple modes of transportation and major regional destinations, accommodate higher density housing combined with complementary office and retail uses, in vertical mixed-use structures, with a focus on pedestrian-scale architectural design at the ground level.

- **Policy LU 1.2**

As a General Plan-designated Growth Area, Old Town should accommodate future growth, new development, and redevelopment, with increased focus on enhanced transportation and infrastructure coordination.

- **Policy LU 1.3**

Maintain Old Town as a year-round, seven days a week, 18-hour Mixed-Use Neighborhood that supports the needs of Scottsdale's residents, businesses and visitors.

*"Scottsdale should continue to promote Downtown as the primary cultural, civic, retail and governmental center of the city."*  
- Downtown Scottsdale Town Hall Report, 2006

### GOAL LU 2

ENCOURAGE THE DEVELOPMENT OF OLD TOWN AS A COLLECTION OF MIXED LAND USES AND DISTRICTS.

- **Policy LU 2.1**

Encourage new development, redevelopment, and infill projects to enhance the ***Downtown Core*** as a specialty retail and regional tourist destination. The Downtown Core is comprised of the lowest intensity of development (Type 1). The small lot development pattern and active ground level land uses in the Downtown Core are some of the primary elements that give Old Town its most identifiable character.

New development and redevelopment within the Multiple Use Type 2, Type 2.5, and Type 3 areas adjacent to the Downtown Core should transition in scale, height, and intensity from the higher scale (Type 2, Type 2.5, and Type 3) Multiple Use development to that of the lower scale (Type 1) development in the Downtown Core.



Downtown Core

- **Policy LU 2.2**

Maintain, enhance, and expand the development of the *Downtown Civic Center* with land uses consisting of Old Town’s primary public open space, along with cultural, sports and municipal activities, such as the Scottsdale Center for the Performing Arts, Scottsdale Museum of Contemporary Art, Scottsdale Stadium, City Hall, Civic Center Library, and the Public Safety and Courts complex. New development and/or redevelopment of properties within this area should activate, support, and increase the civic, cultural, sports and open space amenities.



Downtown Civic Center

New development and redevelopment within the Multiple Use areas adjacent to the Downtown Civic Center should incorporate vertically mixed land uses that activate the Civic Center with both visitors, residents and workers year-round. Such development should provide visual and physical access to the Downtown Civic Center.

- **Policy LU 2.3**

Encourage new development, redevelopment and infill that strengthens Old Town Scottsdale’s mix of activities through the development of mutually supportive land uses within *Downtown Multiple Use* areas. The majority of the properties within the Old Town Plan boundary are Downtown Multiple Use.



Downtown Multiple Use

New development and redevelopment within the Multiple Use areas adjacent to the Arizona Canal should incorporate vertically-mixed land uses that activate the Canal with both visitors and residents year-round, and include public open space areas for leisure activities and special events.

- **Policy LU 2.4**

Maintain, enhance, and expand the development of *Downtown Medical* land uses that support the Honor Health Osborn Medical Campus. Components of the development in this area should include vertically mixed uses that serve the efficiency needs of the hospital, including research and development, and other medical activities. The incorporation of land uses that support the medical focus of this area such as housing, hotels, service-oriented businesses, child care, assisted living and long-term care facilities are also envisioned. Signage for parking and pedestrian access should easily accommodate unfamiliar visitors in stressful situations. The greatest intensity of downtown development may be accommodated in Downtown Medical Type 3.



Downtown Medical

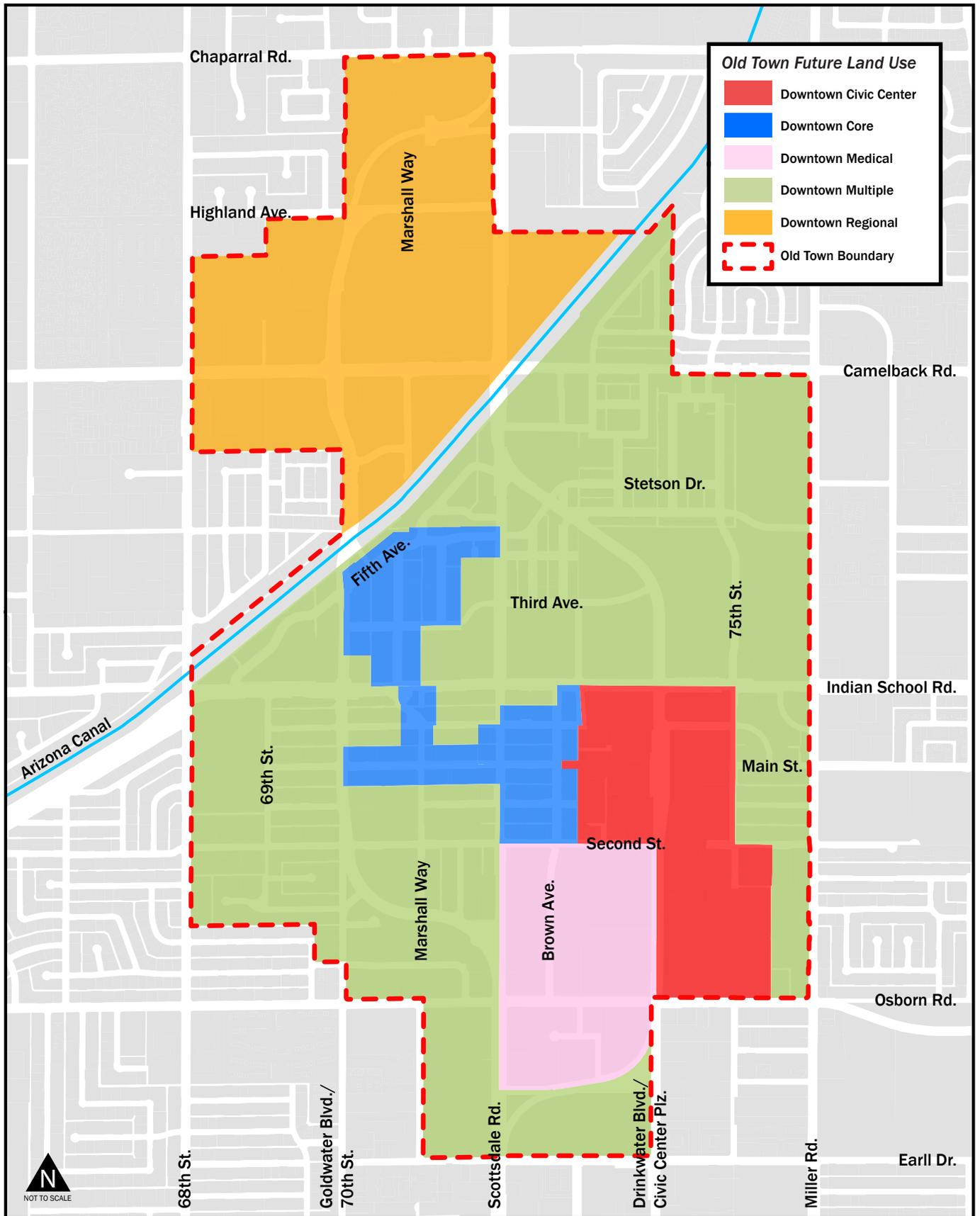
- **Policy LU 2.5**

Maintain, enhance, and expand the development of a *Downtown Regional* area with primary land uses consisting of regional/community serving commercial uses, as well as larger scale housing and office developments. Located north of the Arizona Canal and centered around major regional retail, Scottsdale Fashion Square, this area will strengthen Old Town Scottsdale as a regional and community destination. The greatest intensity of Old Town development may be accommodated in Downtown Regional Type 3.

New development, redevelopment and infill within the Downtown Regional Type 3 area adjacent to the Arizona Canal, should incorporate vertically mixed land uses that activate the canal with residents, visitors and workers year-round, and include open space areas for leisure activities and special events.



Downtown Regional



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Map 2 - Old Town Future Land Use

## Old Town Districts\*



**Historic Old Town District** - Historic Old Town is one of the districts that make up the Downtown Core. This district embodies Scottsdale's historic legacy as the "West's Most Western Town". Although not a formally designated historic district, Historic Old Town has one of the highest concentrations of individually designated historic buildings found in the city.



**Civic Center District** – This area includes lush lawns, public art, large special and sporting events, and many civic buildings, including City Hall, Civic Center Library, Scottsdale Center for the Performing Arts, Scottsdale Stadium, and the Scottsdale Museum of Contemporary Art.



**Scottsdale Fashion Square District** – This mall is the largest shopping destination in the Southwest, and home to more than 250 retail stores, a movie theater, and restaurants. Surrounding it are additional large-scale offices and multifamily residences.



**Arizona Canal District** – This area includes pedestrian and bicycle friendly pathways along the north and south banks of the canal, with the Marshall Way and Soleri Bridges providing non-motorized access across the canal. A mix of retail, restaurants, office, and residential development are located adjacent to the canal. Similar to Civic Center, the Arizona Canal is a preferred location for large special events.



**Scottsdale Arts District** – Numerous fine art galleries, restaurants, retail stores, the Scottsdale Museum of the West, the Scottsdale Artist's School, and the Thursday Night ArtWalk are all located within this district.



**Fifth Avenue District** – Unique retail stores, restaurants, and public art are located within this district. Open space and other pedestrian connections between the Fifth Avenue District and the Arizona Canal are important in linking activity along the Arizona Canal with the Downtown Core.



**Entertainment District** – This district has a mix of hotels, nightclubs, restaurants and bars. A grocery and other service oriented businesses are located along the eastern edge of the district. It is home to a growing number of residences as well.



**Brown & Stetson District** – This mixed-use district includes various hotels, restaurants, bars and personal services for visitors, residents and workers.

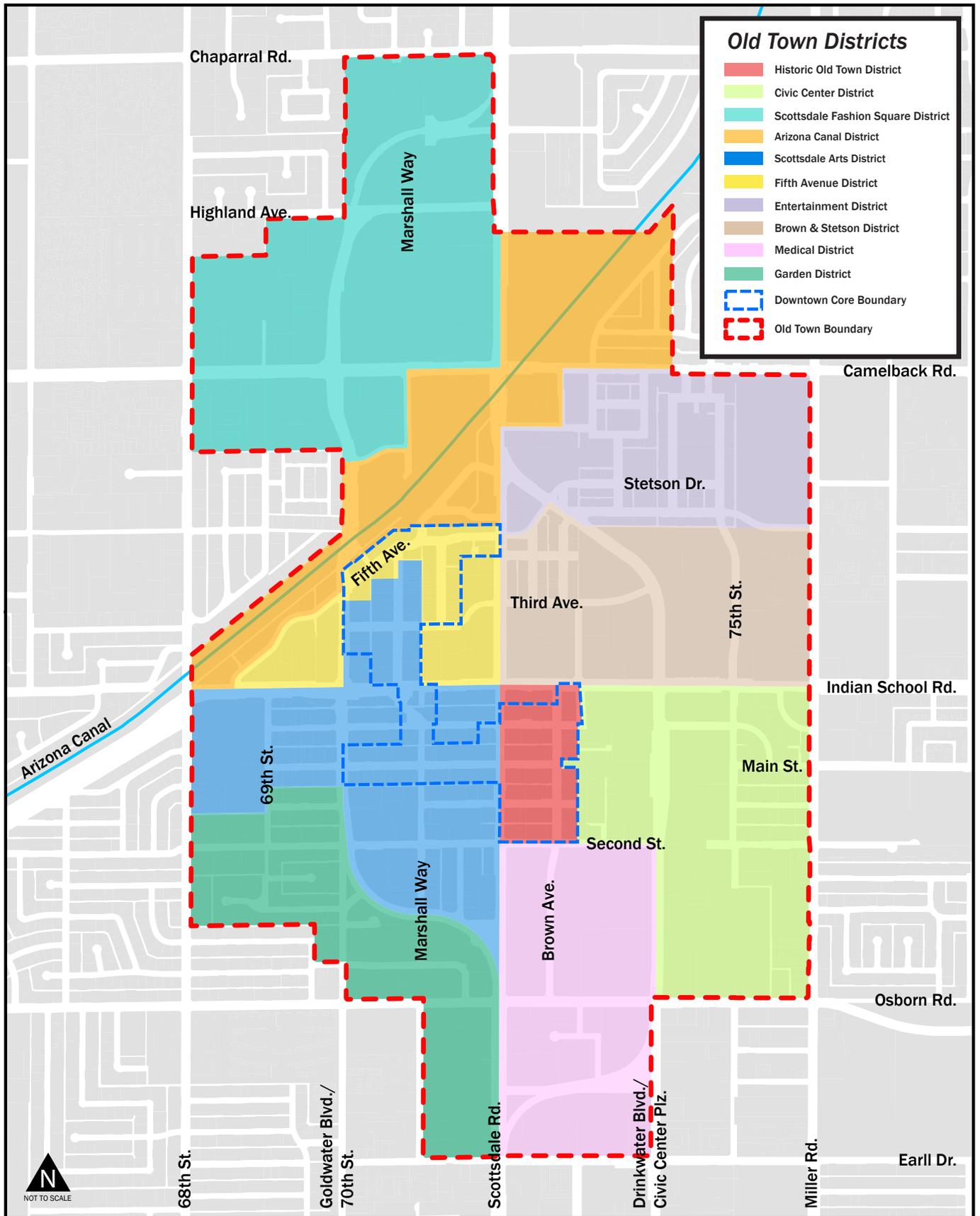


**Medical District** – Various medical offices and the HonorHealth Osborn Medical Campus comprise the majority of this district.



**Garden District** – This district includes mid-century apartments and condos as well as new multifamily housing. Restaurants and service oriented businesses serve district residents and visitors.

\*Old Town District boundaries may not align with the Old Town Urban Design & Architectural Guidelines Special Design Districts. For specific information on these design districts and how they influence downtown development, please consult the Old Town Urban Design & Architectural Guidelines directly.



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Map 3 - Old Town Districts

### GOAL LU 3

CONTINUE THE USE OF DEVELOPMENT TYPES TO GUIDE THE PHYSICAL AND BUILT FORM OF OLD TOWN SCOTTSDALE.

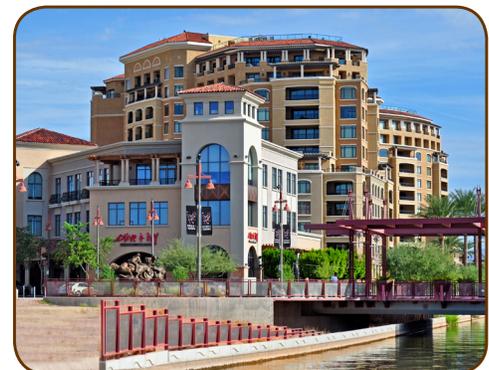
- **Policy LU 3.1**  
Support lower scale Type 1 development in the Downtown Core. *[See Map 4 for specific locations and boundaries]*
- **Policy LU 3.2**  
Support higher scale Type 2 development in the majority of the Multiple Use areas surrounding the Downtown Core. *[See Map 4 for specific locations and boundaries]*
- **Policy LU 3.3**  
Support higher scale Type 2.5 development generally west of Goldwater Boulevard and north of Indian School Road. *[See Map 4 for specific locations and boundaries]*
- **Policy LU 3.4**  
Support the highest scale Type 3 development generally north of the Arizona Canal, south of Main and Second Streets along both the Goldwater and Drinkwater Boulevards' southern curves, and east and west of the intersection of Scottsdale Road and Drinkwater Boulevard. *[See Map 4 for specific locations and boundaries]*



Type 1 development reflects the underlying pattern of small lots and provides lower scale mixed-use development opportunities.



Type 2 development is suited for higher scale mixed-use projects.

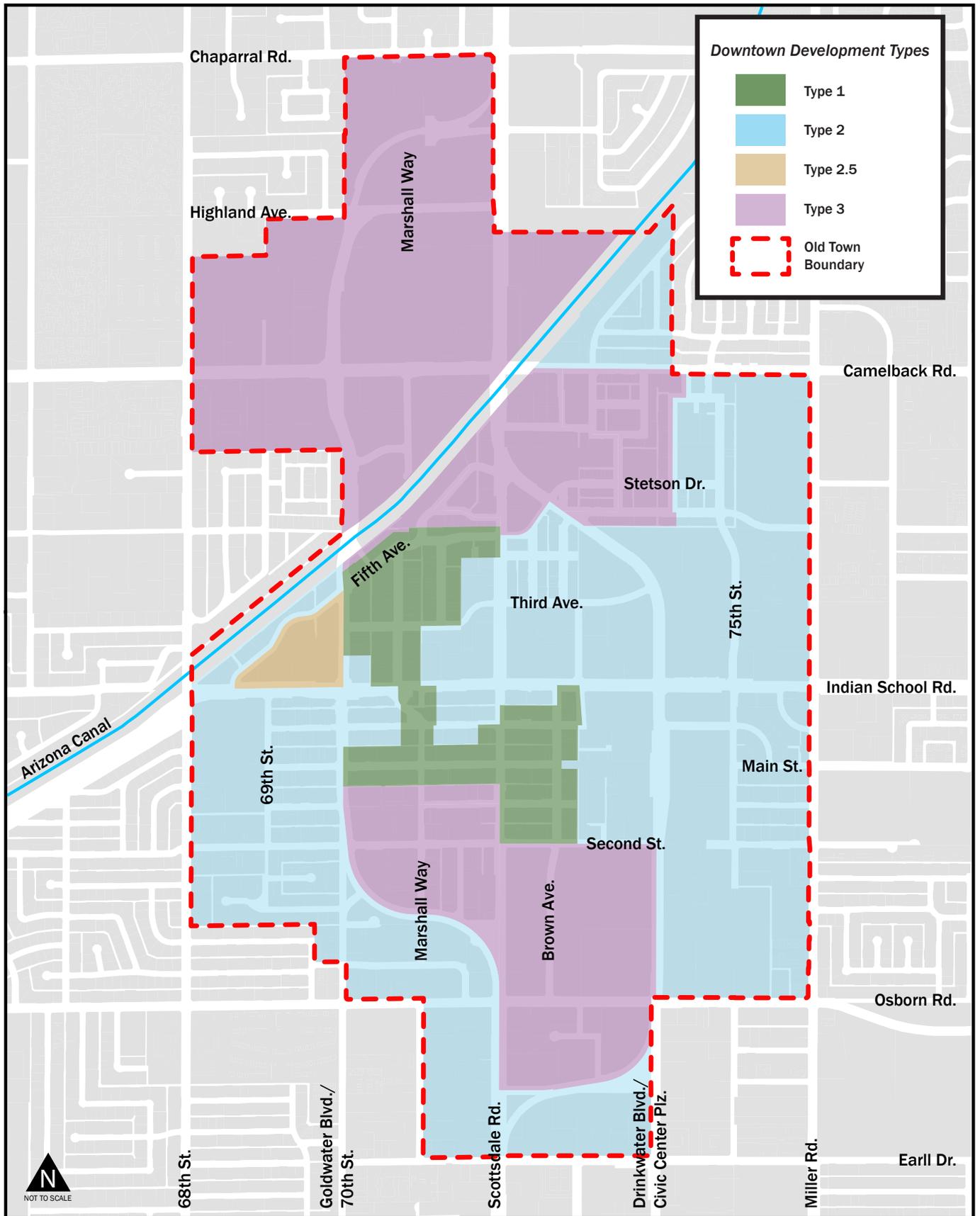


Type 3 development is the highest scale of development permitted and often includes public open and event spaces at the pedestrian level.

### GOAL LU 4

ENCOURAGE PERIODIC REVIEW AND ASSESSMENT OF OLD TOWN REGULATIONS.

- **Policy LU 4.1**  
Periodically assess the Downtown (D) and Planned Block Development (PBD) zoning standards to ensure that they successfully implement the goals of the Old Town Plan.
- **Policy LU 4.2**  
Periodically review Downtown (D) and Planned Block Development (PBD) development standards to allow for the successful revitalization of smaller properties within the Downtown Core.
- **Policy LU 4.3**  
Periodically evaluate Downtown (D) and Planned Block Development (PBD) development standards to accommodate new contemporary building typologies, green building practices, and enhanced architectural aesthetics.



Notice: The following are maximum building heights associated with each Development Type: Type 1 may allow up to 40' or 48'; Type 2 may allow up to 90'; Type 2.5 may allow up to 120'; and, Type 3 may allow up to 150'. Maximum building heights are dependent on Development Type designation, location within the downtown, land area of proposed development, and bonus provisions outlined in the Zoning Ordinance, Sec. 6.1310. The Old Town Character Area Plan does not regulate development standards such as maximum allowed height. Development standards are regulated by the Scottsdale Zoning Ordinance.

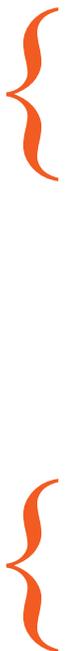
Map 4 - Downtown Development Types

- **Policy LU 4.4**

To assist the community in achieving the Old Town vision as established by this plan, the provision of public amenities and benefits should be provided when development bonuses such as increased floor area, greater density, greater height, transfer of development rights, and/or street/alley abandonment, are being considered.

- **Policy LU 4.5**

Periodically assess and evaluate the use of development bonuses to ensure that they are providing sufficient public amenities and benefits.



## **GOAL LU 5**

PROMOTE DIVERSITY IN OLD TOWN HOUSING OPTIONS.

- **Policy LU 5.1**

Develop a variety of housing types such as apartments, condominiums, lofts, townhomes, patio homes, and live/work units.

- **Policy LU 5.2**

Recognize the need for housing developments that are large scale projects with numerous units and amenities, as well as small infill projects with a limited number of units.

- **Policy LU 5.3**

Encourage residential development for a variety of income groups.

## **GOAL LU 6**

ENCOURAGE A MIX OF LAND USES TO SUPPORT A WALKABLE AND SUSTAINABLE DOWNTOWN.

- **Policy LU 6.1**

Encourage development to provide a mix of uses and active street frontages, particularly in the Downtown Core, along Scottsdale Road, adjacent to primary open space areas and within the more active Old Town districts. For development in peripheral areas such as the Garden District, the Scottsdale Arts District and portions of the Fifth Avenue District west of Goldwater Boulevard, and the Civic Center and Brown and Stetson Districts east of 75th Street that may not be able to support a mix of uses with active frontages, encourage features that create visual interest at the pedestrian level.

- **Policy LU 6.2**

Support downtown sustainability by encouraging vertical mixed-use development with land uses near one another.

- **Policy LU 6.3**

Encourage development to make use of existing urban resources such as infrastructure systems, under-utilized sites, buildings, and transportation networks.

- **Policy LU 6.4**

Support interconnected, pedestrian oriented Old Town districts that are comprised of a balanced mix of activities and land uses within optimal walking distance (approximately one-quarter mile).

# 2 • CHARACTER & DESIGN



## Introduction

The focus of Old Town Scottsdale's character is urban design, which includes the connections between people and places, movement and urban form, nature and the built surroundings. As the design of the public realm, its focus is the quality and usefulness of the public spaces that are enclosed and defined by the built environment.

Physical elements of urban design include buildings, public spaces, transportation systems, art, and landscape improvements. Urban design brings these elements together with vision and purpose, so that there is an identifiable character to a group of buildings, to a district, and even to a city. Establishing identifiable districts through context-sensitive architecture, aesthetically pleasing vistas, landmarks and focal points, safe and attractive streets and public places, should result in Old Town character and design that is functional, sustainable, and distinctive. Regional climate is another element influencing urban design. This can be seen in the pedestrian-scale elements, and landscape features that contribute to the design of individual buildings, public places, and urban form.

*“Downtown must continue to function and thrive while maintaining its character and quality.”*

~ Downtown Scottsdale Town Hall Report, 2006

Scottsdale has well established community expectations for superior, sustainable design and quality in its built environment. For decades, the site planning and aesthetic design evaluation through the development review process has instrumentally shaped the community that exists today. The Old Town Plan and its associated Urban Design and Architectural Guidelines provide the framework that guides how individual developments visually and physically work together to form the cohesive fabric of Old Town Scottsdale's identity.

## Goals & Policies

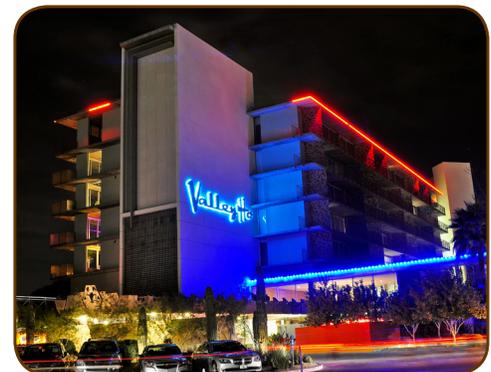
### GOAL CD 1

STRENGTHEN AND ENHANCE OLD TOWN DISTRICT CHARACTER WITH CONTEXTUALLY COMPATIBLE DEVELOPMENT.

- **Policy CD 1.1**  
Incorporate the distinctive qualities and character of the surrounding, and/or evolving district context into building and site design.
- **Policy CD 1.2**  
Encourage public and private development to establish new urban design and architectural character in areas where downtown development patterns are fragmented or are in transition.
- **Policy CD 1.3**  
Preserve and protect the heritage and western character of the Historic Old Town District. All new development and redevelopment that occurs in this district should reflect the building mass, scale, and the Frontier Town, Western design theme.
- **Policy CD 1.4**  
Protect prominent historic resources and promote innovative new development that respectfully coexists with the character and context of these historic assets.
- **Policy CD 1.5**  
Maintain the pedestrian oriented small town character and human scale in the Downtown Core. Incorporate similar elements of pedestrian character and scale at the street level in all downtown districts.



Historic Valley Ho, Circa 1956



Hotel Valley Ho, Circa 2013

As one of Scottsdale's early resort hotels, the revitalization and expansion of the historic Valley Ho is a good example of a public /private partnership, innovative zoning practices and a demonstration of the community value to protect its historic resources and unique character.

## GOAL CD 2

DEVELOPMENT SHOULD SENSITIVELY TRANSITION IN SCALE, HEIGHT, AND INTENSITY AT THE OLD TOWN BOUNDARY AND BETWEEN DIFFERENT DEVELOPMENT TYPES.

- **Policy CD 2.1**

The scale of existing development adjacent to the Old Town boundary should be acknowledged and respected through a sensitive edge transition buffer. This buffer, established on a location specific basis, may include transitional development types, landscape buffers, and/or sensitive architectural design solutions to mitigate the larger building mass and height of downtown development.

- **Policy CD 2.2**

Sensitive transition buffers between Downtown Development Types should be implemented through architectural design that steps down larger building mass and height, to lower scale development.



The modern office building (background) sits respectfully next to Cavalliere’s Blacksmith Shop (foreground) in Historic Old Town. These buildings illustrate that contemporary and traditional historic building styles can coexist; and that effective sensitive transitions can be achieved through setbacks, stepbacks, building massing, compatible materials, and other design elements.

## GOAL CD 3

OLD TOWN DEVELOPMENT SHOULD RESPECT AND RESPOND TO THE UNIQUE CLIMATE AND CONTEXT OF THE SOUTHWESTERN SONORAN DESERT.

- **Policy CD 3.1**

Promote downtown urban and architectural design that is influenced by, and responds to, the character and climate of the Sonoran Desert.

- **Policy CD 3.2**

Enhance outdoor pedestrian comfort through the creation of microclimates that incorporate a variety of shade, trees, and other drought tolerant landscape features to create passively cooler temperatures.

- **Policy CD 3.3**

Pursue building and development strategies that reduce the heat island effect within downtown.

- **Policy CD 3.4**

Public realm and site design should incorporate techniques for efficient water use. Water, as a landscape element or design feature, should be used judiciously and placed in locations with high pedestrian activity.

- **Policy CD 3.5**

Encourage the use of renewable energy powered technologies that provide outdoor cooling within downtown.



Microclimates result in more usable outdoor space.

## GOAL CD 4

CREATE A DYNAMIC AND CONNECTED WALKABLE DOWNTOWN THROUGH URBAN AND ARCHITECTURAL DESIGN.

- **Policy CD 4.1**  
Encourage urban and architectural design that is human scale and provides pedestrian comfort.
- **Policy CD 4.2**  
Retain and expand the tradition of covered walkways in Historic Old Town. Encourage the use of covered walkways, cantilevered awnings, and tree canopies in all other districts.
- **Policy CD 4.3**  
Improve the pedestrian experience on arterial roadways with features such as increased and consistent sidewalk width, shade, trees, on-street parking, landscape buffers, landscape medians, and pedestrian refuge islands.
- **Policy CD 4.4**  
Enhance the downtown pedestrian experience through the provision of pedestrian oriented banners, wayfinding, signage, and other related infrastructure.

## GOAL CD 5

ESTABLISH AN INVITING AND INTERCONNECTED DOWNTOWN PUBLIC REALM AND OPEN SPACE NETWORK THAT IS USEFUL, SAFE, INTERESTING, WALKABLE, AND COMFORTABLE TO ALL.

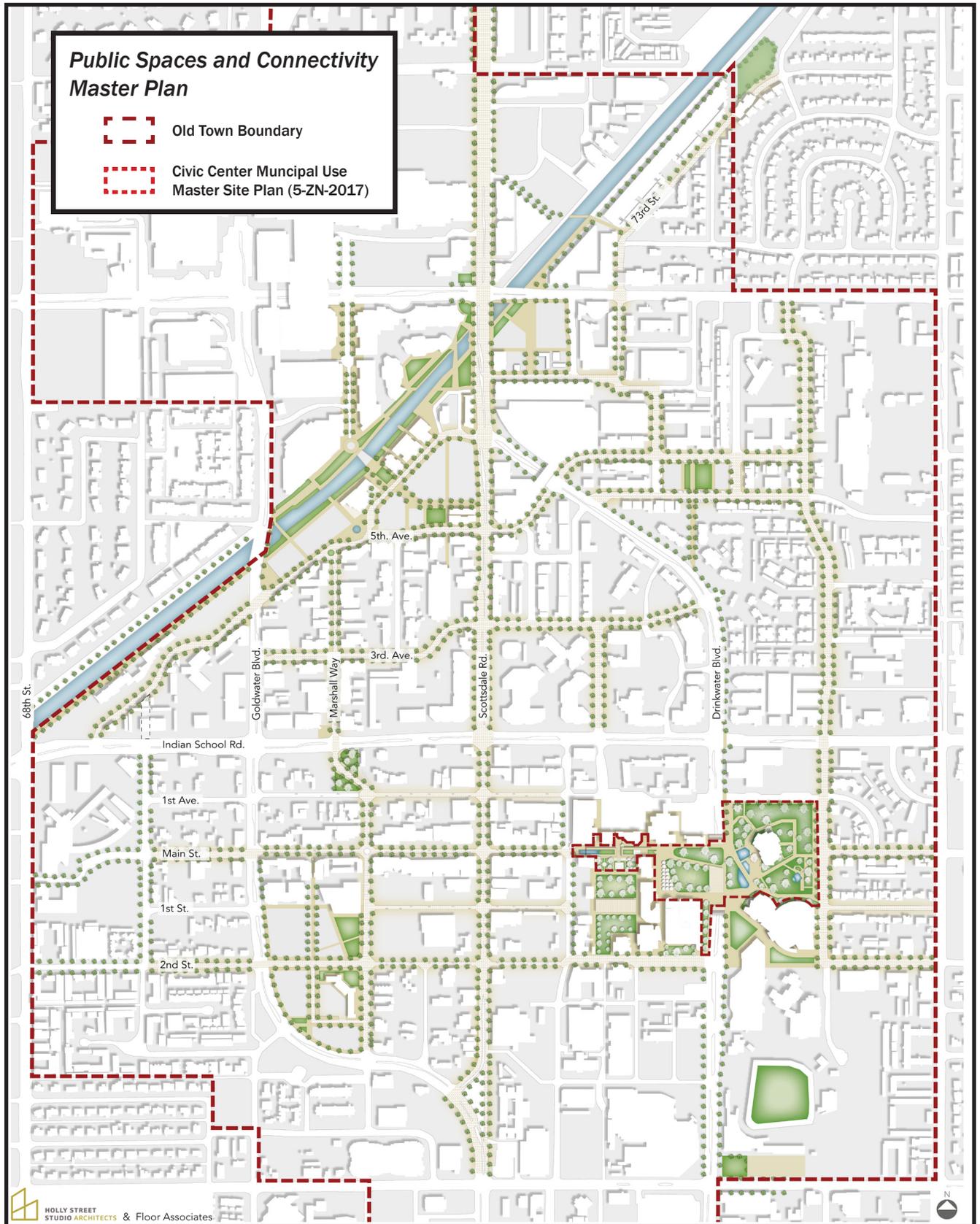
- **Policy CD 5.1**  
Provide high-quality, multi-functional open space areas within Old Town that include central gathering places, a series of smaller, intimate spaces, as well as active and passive recreational use opportunities.



Increase pedestrian comfort through the use of covered walkways, shade features, and tree canopy improvements.



Civic Center is a primary public open space and special event destination in Old Town Scottsdale.



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Map 5 - Old Town Public Spaces and Connectivity Master Plan

● **Policy CD 5.2**

Private and public development should contribute to the creation of new, and/or the expansion of existing, public realm and open space areas throughout Old Town.

● **Policy CD 5.3**

Provide a variety of public realm and open space areas that accommodate multiple activities and special events for downtown residents, visitors and workers of all ages.

● **Policy CD 5.4**

Promote the Civic Center, Arizona Canal, Scottsdale Stadium, and Museum of the West areas as primary downtown public open spaces for community residents and visitors. These primary public spaces should be actively programmed with a variety of social, cultural, artistic, entertainment and sports activities, and special events.

● **Policy CD 5.5**

Improve, expand, or create new public realm and open space areas that can be enhanced by art and interactive opportunities, such as pocket art parks and temporary art trails.



As the residential population of downtown increases, so too will the need for an interconnected public realm and open space network.



The Arizona Canal is another primary public open space and special event destination in Old Town.



**GOAL CD 6**

CREATE SAFE, COMFORTABLE, AND INTERESTING STREET SPACES.

● **Policy CD 6.1**

Create a unified public realm experience through the design of downtown streets, building setback areas, and building frontages.

● **Policy CD 6.2**

Connect downtown street spaces with other pedestrian spaces and linkages.

● **Policy CD 6.3**

Streetscapes should provide continuity for the pedestrian across different developments along the same street. This continuity can be established through the provision of consistent landscape improvements, street tree themes, shade elements, decorative paving, street furniture, public art, and other integrated infrastructure elements.



Interconnect downtown public spaces with safe, comfortable and interesting street spaces.

- **Policy CD 6.4**

Use development standards, related exceptions, and urban design guidelines regarding building location and setback to enhance the context, rhythm, and features of streetspaces.

- **Policy CD 6.5**

Develop walkable blocks by providing new streets, pedestrian paths, courtyards, pocket parks, and plazas that connect with other streets and public or common open spaces.

- **Policy CD 6.6**

Create, or maintain, a defined building location to establish the public realm with a clear visual identity, and activate storefront areas to increase pedestrian comfort.

*“Downtown is a patchwork quilt that needs to be connected.”*  
 ~ Focus Group Participant, 2007

**GOAL CD 7**

INCORPORATE A REGIONAL LANDSCAPE PALETTE THAT COMPLEMENTS THE URBAN AND PEDESTRIAN CHARACTER OF OLD TOWN.

- **Policy CD 7.1**

Old Town open space and landscape elements should project a desert oasis character, providing an abundance of shade, color, varied textures and forms.

- **Policy CD 7.2**

Landscape materials should complement the built environment, land uses, and other downtown activities. Careful selection of downtown plant materials should take into account attributes such as scale, density, placement, arrangement, and maintenance requirements.

**GOAL CD 8**

INTEGRALLY DESIGN LIGHTING INTO THE BUILT ENVIRONMENT.

- **Policy CD 8.1**

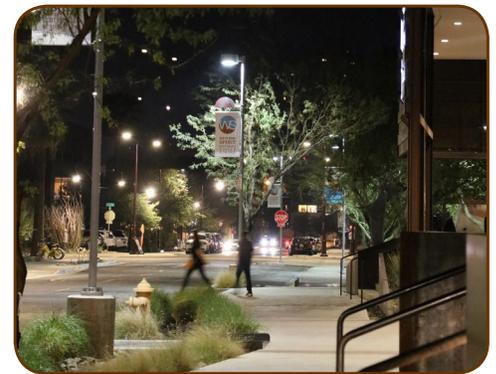
Achieve a balance between ambient light levels and designated lighting needs to ensure safe lighting levels while reducing light pollution and glare.

- **Policy CD 8.2**

Encourage lighting that is energy efficient and designed to serve both pedestrian and vehicular safety in public and private spaces.

- **Policy CD 8.3**

Use lighting to provide a safe and inviting nighttime environment for residents, businesses, visitors, and nighttime special events and activities.



Streetlighting located near Scottsdale’s Museum of the West provides a safe and inviting nighttime environment.

## GOAL CD 9

IMPLEMENT HIGH QUALITY URBAN AND ARCHITECTURAL DESIGN IN OLD TOWN.

- **Policy CD 9.1**  
Design downtown civic buildings and public spaces to demonstrate the city's commitment to, and leadership in, design excellence.
- **Policy CD 9.2**  
Incorporate the *Scottsdale Sensitive Design Principles* and the *Old Town Urban Design and Architectural Guidelines* in all development.
- **Policy CD 9.3**  
Achieve high quality urban and architectural design through the development review process.
- **Policy CD 9.4**  
Integrate art into downtown urban design and architecture.



High quality design through adaptive reuse as seen in the Clayton House, a special events venue.

*"Pay attention to craftsmanship and quality to create authenticity."*  
~ Focus Group Participant, 2007

## GOAL CD 10

INCORPORATE SUSTAINABLE BUILDING PRACTICES IN OLD TOWN DEVELOPMENT.

- **Policy CD 10.1**  
The city should lead by example and incorporate sustainable conservation measures into the design of new and existing downtown public facilities.
- **Policy CD 10.2**  
Incorporate sustainable planning, design and building techniques into downtown development and use durable indigenous materials that will endure over time, to minimize environmental and maintenance impacts.
- **Policy CD 10.3**  
Encourage green building and biophilic design strategies such as building orientation, passive solar and cooling techniques, natural daylighting, and the integration of regional plant materials as part of downtown development.



Scottsdale fire station incorporates green building design strategies into its architecture and is LEED certified.

- **Policy CD 10.4**  
Promote the use of energy efficient systems, construction methods, and renewable energy sources in downtown development. Encourage strategies that provide multiple benefits, such as solar parking canopies.
- **Policy CD 10.5**  
Extend the life cycle of existing downtown building stock through adaptive reuse.
- **Policy CD 10.6**  
Use existing urban resources, such as infrastructure systems, underutilized sites, buildings, and transportation networks to minimize the use of new resources.
- **Policy CD 10.7**  
Promote methods of water conservation, such as stormwater capture, rainwater harvesting, water reuse and passive landscape irrigation.
- **Policy CD 10.8**  
Develop and maintain sustainable solid waste collection, recycling, and disposal delivery systems downtown. Encourage the use of shared waste containers and compactors among businesses to reduce the number of containers in downtown and their negative aesthetic, olfactive and circulation impacts.
- **Policy CD 10.9**  
Encourage downtown recycling and other waste reduction and diversion programs in civic spaces, at special events, and in commercial and multifamily residential developments.



**GOAL CD 11**

INFRASTRUCTURE DESIGN SHOULD POSITIVELY CONTRIBUTE TO OLD TOWN IDENTITY.

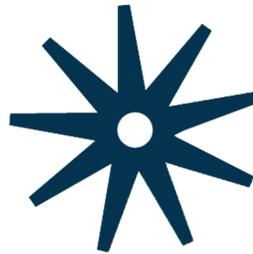
- **Policy CD 11.1**  
Design infrastructure improvements to unify the overall identity of Old Town, while still contributing to the specific district identity in which they are located.
- **Policy CD 11.2**  
Develop infrastructure improvements that positively impact the aesthetic and mobility aspects of the pedestrian environment.
- **Policy CD 11.3**  
Underground overhead utilities, when physically and economically feasible, to reduce the negative visual impacts in the downtown.
- **Policy CD 11.4**  
Minimize the aesthetic and circulation impacts of power and communication system equipment located in rights-of-way.



The Marshall Way Bridge underpasses provide increased connectivity along the canal in Old Town.

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# 3 ● MOBILITY



## Introduction

Every community is dependent upon, and strongly desires, good mobility as the core to its lifestyle and sustainability. Mobility embodies the goals of connectivity, wayfinding, safety, viability, access, and environmental design. In a downtown, achieving mobility goals requires attention to three related functions: travel, circulation, and access. The best, most successful, downtowns are those where a rich mix of land uses are directly and conveniently connected to each other; multiple modes of travel, circulation and access are accommodated; and there is a concentrated focus on providing a superior pedestrian and bicycling environment. In Old Town Scottsdale, walking is such an essential part of what is meant by “downtown” that the quality of the pedestrian and bicycling environment – safety, comfort, interest, continuity – is a necessity.

Like most downtowns, Old Town Scottsdale is a destination for people. The successful evolution of the current circulation system into a network of “complete streets” should fulfill travel, circulation, and access functions, and help to achieve enhanced connectivity with a primary focus on the pedestrian. The mobility chapter of the Old Town Plan contains goals and policies that guide public and private sector implementation strategies to improve mobility and circulation to, from, and within Old Town Scottsdale.

*“Downtown Scottsdale is one of the few ‘walkable’ communities in the Valley.”*  
 ~ Focus Group Participant, 2007

## Goals & Policies

### GOAL M 1

DEVELOP COMPLETE STREETS THROUGH PUBLIC AND PRIVATE INFRASTRUCTURE INVESTMENTS AND IMPROVEMENTS.

- **Policy M 1.1**

Maintain a well-connected downtown circulation grid, comprised of complete streets that are designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities. A complete street responds to its community context, and may include sidewalks, bicycle lanes and parking, bus lanes, comfortable and accessible public transit stops, frequent and safe crossing opportunities, median islands, accessible pedestrian signals, curb extensions, and narrower travel lanes to enhance connectivity for all. A complete street is also consistent with federal laws and guidelines including those pertaining to accessibility.

- **Policy M 1.2**

Provide pedestrian and bicycle facilities within large projects and connect them to adjacent development and the greater downtown circulation system.

- **Policy M 1.3**

Provide continuity in downtown wayfinding, through the addition of landmarks, public art, distinct streetscape improvements, maps, directions, symbols, signage and information systems for both pedestrians and motorists.

- **Policy M 1.4**

Accommodate the movement of freight goods and services, truck delivery access and operations, solid waste collection, and emergency response vehicles on private development sites, and out of the public right-of-way, where possible.

- **Policy M 1.5**

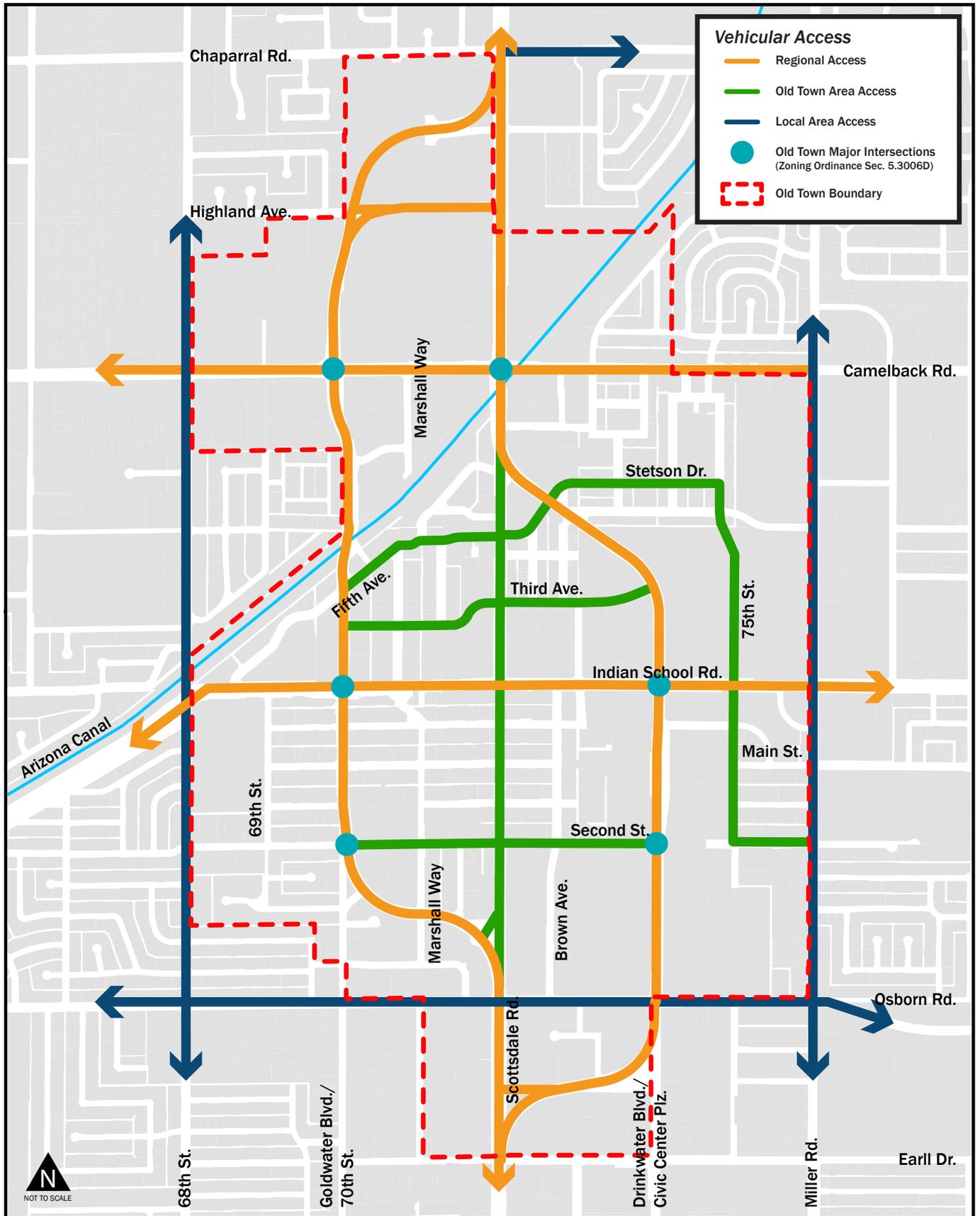
Encourage use of mobility options downtown, such as: transit, biking, walking, mobility share, transportation carts, pedicabs and horse-drawn carriages, particularly during special events.



Transit connections in Old Town and Southern Scottsdale are enabled by the trolley system.



Complete streets allow for use by pedestrians, bicyclists and vehicular traffic.



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Map 6 - Vehicular Access

- **Policy M 1.6**

Revitalize the downtown portion of Scottsdale Road into a paseo/ boulevard that facilitates circulation and access for all modes of travel, with a special emphasis on meeting pedestrian needs.

- **Policy M 1.7**

Maintain Goldwater and Drinkwater Boulevards as the primary routes to accommodate pass-through traffic around downtown.

*“Downtown should always be pedestrian friendly.”*  
~ Deciding the Future Workshop Participant, 2008

## GOAL M 2

CREATE COMPLETE, COMFORTABLE, AND ATTRACTIVE PEDESTRIAN CIRCULATION SYSTEMS.

- **Policy M 2.1**

Design the public realm to include wide sidewalks that accommodate meeting and passing other pedestrians, queuing, pedestrian waiting areas, street furniture, pocket parks, patio areas and other desired levels of activity.

- **Policy M 2.2**

Encourage pedestrian oriented design that includes pedestrian comfort amenities such as trees, shade, seating, shelter, wayfinding and lighting, to encourage strolling, lingering, and promenading, especially in areas where there is a high concentration of pedestrian activity.

- **Policy M 2.3**

Manage existing, and design future downtown transportation and related systems, with a focus on pedestrian mobility, accessibility and safety.

- **Policy M 2.4**

Develop an attractive, interconnected network of safe and walkable pedestrian linkages to, within, and between downtown districts.

- **Policy M 2.5**

Provide enhanced pedestrian access and connections between adjacent developments.



Open space designed to encourage pedestrian activity.

**GOAL M 3**

CREATE A HIERARCHY OF PEDESTRIAN SPACES WITHIN OLD TOWN.

- **Policy M 3.1**  
Develop specific downtown connections, nodes and spaces as *Pedestrian Places*, particularly where there is a high concentration of pedestrian activity, or where a high level of pedestrian activity is desired.
- **Policy M 3.2**  
Create a *Pedestrian Supportive* environment throughout the remainder of downtown.
- **Policy M 3.3**  
Roadway corridors with higher traffic volumes and faster speeds, combined with larger land use setbacks, may remain *Pedestrian Compatible* and should include *Pedestrian Supportive* crossing treatments.
- **Policy M 3.4**  
Eliminate existing, and discourage new, *Pedestrian Challenging* environments within downtown.

**GOAL M 4**

MAINTAIN A CONVENIENT AND ADEQUATE PARKING SUPPLY OLD TOWN.

- **Policy M 4.1**  
Develop a “*park once environment*” downtown, where users can access multiple destinations without the need to move their private vehicle.
- **Policy M 4.2**  
Create new or adjust existing parking requirements to ensure continued downtown revitalization and investment, as technologies and private vehicle user preferences evolve.
- **Policy M 4.3**  
Maximize use of the existing parking supply through a comprehensive, multi-tiered parking management program.
- **Policy M 4.4**  
Create new public parking supply through public-private partnerships to maintain free public parking downtown.
- **Policy M 4.5**  
Seek opportunities to provide shaded parking through the provision of landscaping, shade structures, tree and solar canopies.

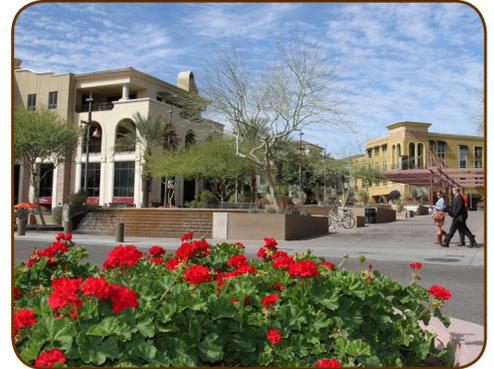


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## Map 7 - Pedestrian Connectivity

*Pedestrian Space Hierarchy*

**Pedestrian Place** – Adjacent land use includes: at least three complementary uses within immediate walking distance; buildings face and embrace the pedestrian realm; and wide awnings, walkways, trees and arcades provide ample shade. Roadway corridor includes: low traffic volumes at slow speeds; crossing opportunities are frequent; on-street parking is encouraged. Pedestrian realm includes: extent of pedestrian place is one-quarter mile walk in length; walkways are separated from vehicular traffic; sidewalks are wide enough to accommodate the highest levels of use and space for outdoor dining and amenities.



**Pedestrian Place** – The Marshall Way Bridge and Southbridge area have wide sidewalks, outdoor dining, traffic moving at low speeds, and frequent crossing opportunities.

**Pedestrian Supportive** – Adjacent land use includes: mixed-use, typically first floor commercial; buildings face and embrace the pedestrian realm; trees, awnings or arcades are used to provide shade; no foundation landscape areas to separate building from walkway. Roadway corridor includes: moderate traffic volumes at slower speeds; intersection design and signal timing give priority to pedestrians; on-street parking is encouraged. Pedestrian realm includes: sidewalks are separated from vehicular traffic; sidewalks are wide enough to accommodate heavy levels of use.

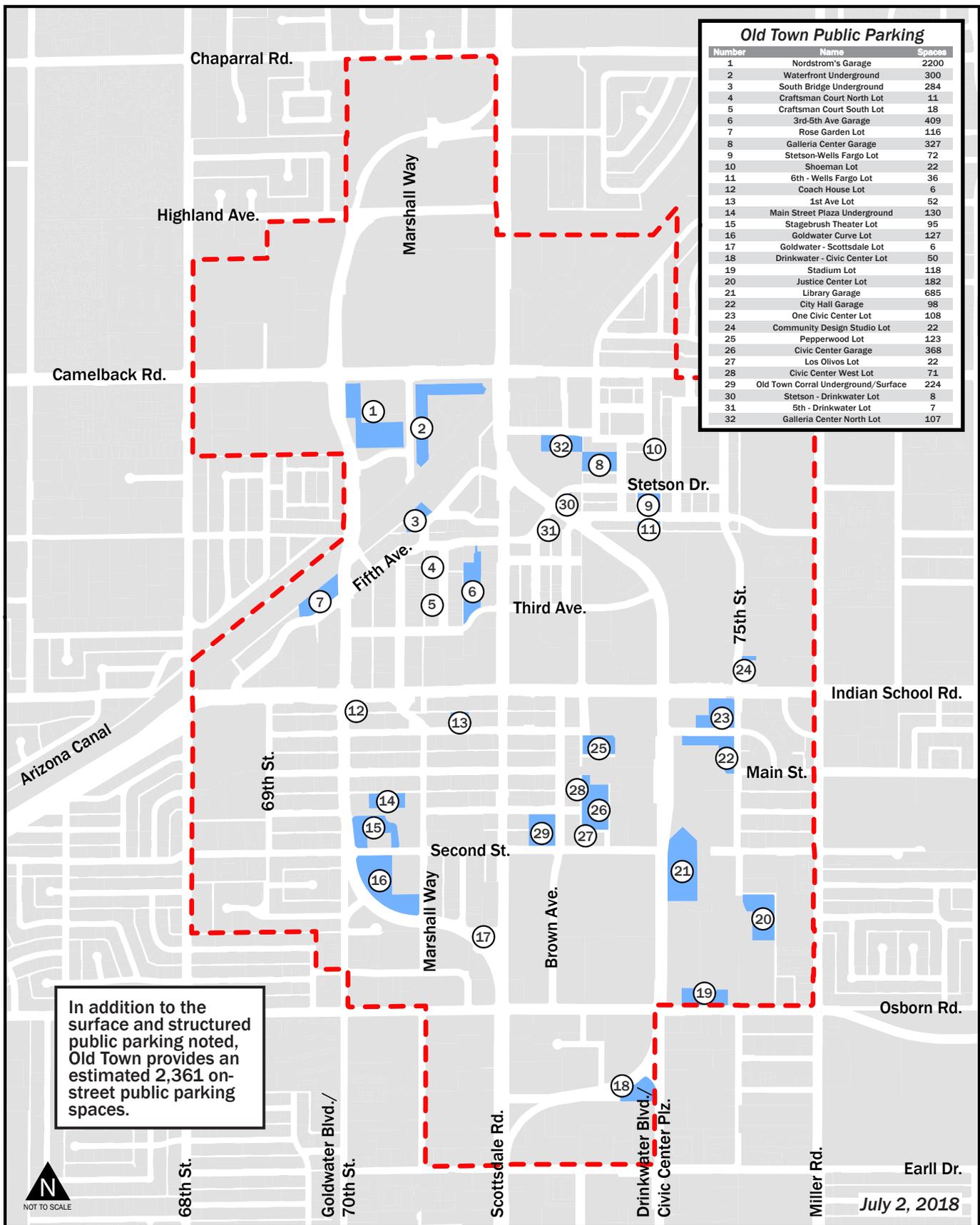


**Pedestrian Supportive** – On Indian School Road the pedestrian realm includes wide sidewalks separated from traffic and shade trees. Bicycles are accommodated in an on-street bike lane.

**Pedestrian Compatible** – Adjacent land use is often single use and buildings are separated from the pedestrian realm. Roadway corridor includes: moderate traffic volumes at moderate speeds; infrequent crossing opportunities and intersection design and signal timing give priority to vehicles. The pedestrian realm includes sidewalks that are continuous but often with minimum width and landscaping that is informal and typically does not provide shade.



**Pedestrian Compatible** – Areas along Scottsdale Road are challenging for pedestrians with sidewalks that are adjacent or close to the roadway and minimal landscaping. Frequent curb cuts impact the pedestrian experience.



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## Map 8 - Public Parking

**GOAL M 5**

ENCOURAGE TRANSIT THAT PROVIDES LOCAL AND REGIONAL CONNECTIONS TO, FROM AND WITHIN OLD TOWN SCOTTSDALE.

- **Policy M 5.1**  
Enhance Old Town Scottsdale’s local and regional transit availability and accessibility, by emphasizing high frequency and expanded hours of service within the downtown and connections to adjacent areas.
- **Policy M 5.2**  
Locate higher density development near major transit routes and venues to facilitate increased use of downtown transit.
- **Policy M 5.3**  
Link the Old Town Trolley and other transit to existing and future local and regional transit networks to accommodate the needs of residents, employees and visitors.



Transit stop within Old Town provides regional connectivity.

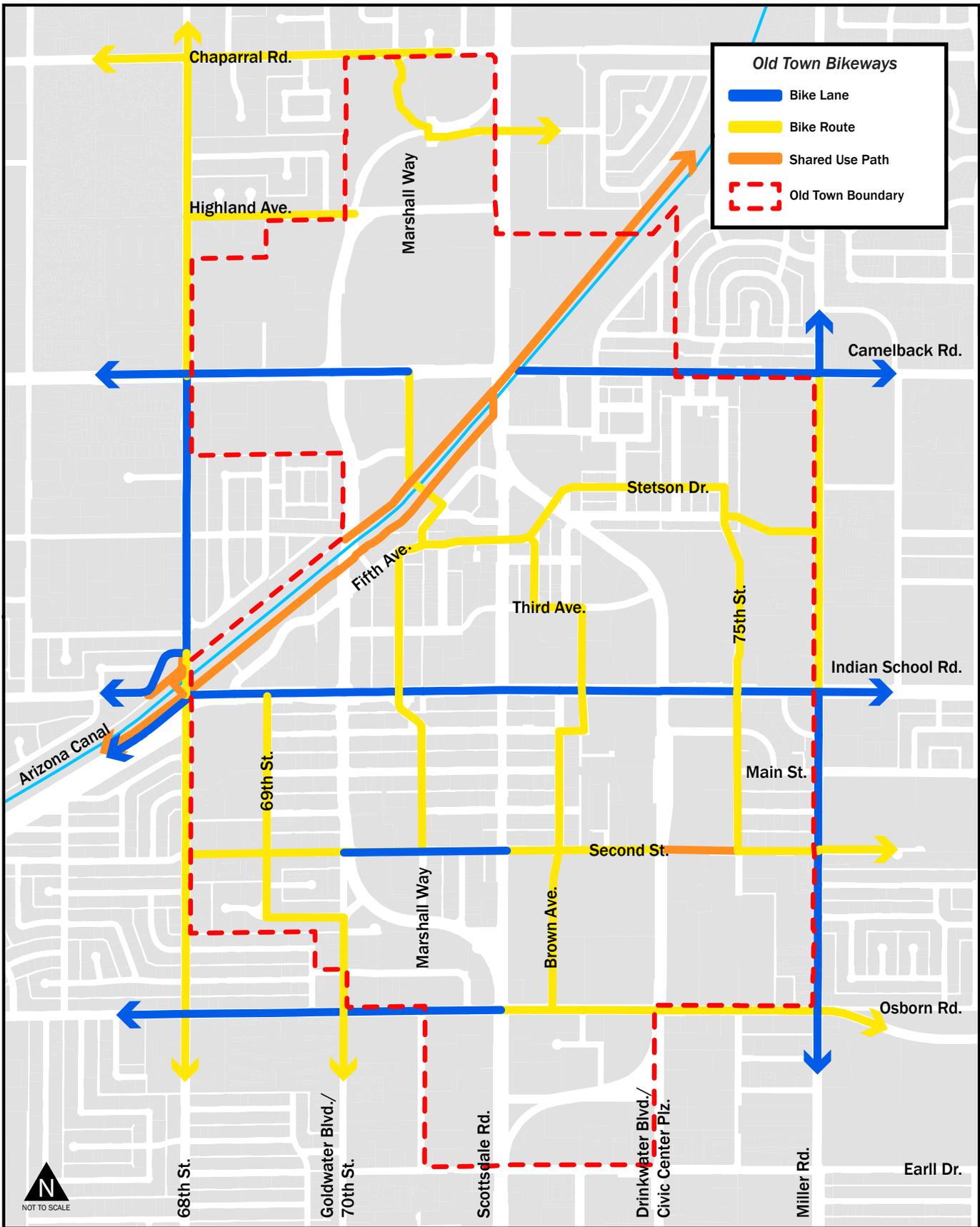
**GOAL M 6**

DEVELOP A CONTINUOUS, ACCESSIBLE, AND INTERCONNECTED BICYCLE NETWORK.

- **Policy M 6.1**  
Promote convenient connections between the on-street bicycling network and off-street paths and trails.
- **Policy M 6.2**  
Connect the downtown bicycling network to the regional bicycling system via the Arizona Canal, Crosscut Canal, Sun Circle Trail, and Indian Bend Wash multi-use paths.
- **Policy M 6.3**  
Integrate on-street bicycle lanes and routes throughout downtown.
- **Policy M 6.4**  
Expand off-street bicycling facilities with connections to existing and planned on-street bicycle facilities.



Providing a variety of transportation modes throughout downtown allows people to circulate, whether by biking, walking or driving.



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## Map 9 - Bikeways

## GOAL M 7

PROVIDE BICYCLE INFRASTRUCTURE AND FACILITIES TO ENCOURAGE INCREASED DOWNTOWN RESIDENT, EMPLOYEE AND VISITOR BICYCLING.

- **Policy M 7.1**  
Incorporate accessible bicycle infrastructure and facilities into public and private development.
- **Policy M 7.2**  
Develop a series of tourism bicycle routes that highlight unique visitor attractions.
- **Policy M 7.3**  
Integrate accessible bicycle infrastructure into all local and regional transit vehicles that serve downtown.
- **Policy M 7.4**  
Promote bike use in downtown to serve the leisure pursuits of the visitor, and the “last mile” needs of resident and employee commuters, through new bicycle technologies.



Bicycle infrastructure encourages bicycle use in Old Town.

## GOAL M 8

PROMOTE BICYCLE EDUCATION, SAFETY, AND ENFORCEMENT.

- **Policy M 8.1**  
Work with law enforcement to educate the community and ensure traffic laws and ordinances are followed by drivers, bicyclists, and bike share businesses.
- **Policy M 8.2**  
Incorporate safety measures at grade separations, street crossings, and intersections to minimize conflicts with vehicles, pedestrians, and other bicyclists.

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# 4 ● ARTS & CULTURE



## Introduction

Arts and culture contribute to building a cohesive community, often bridging old and new, young and mature, contemporary and traditional, real and virtual. Arts and culture help cities animate their downtowns, creating a sense of place and improving the quality of life for citizens, visitors, and the business community. Since the community's inception, arts and culture have been an integral part of Scottsdale's identity, economic viability, and continued development, most notably in Old Town Scottsdale.

Recognizing the important niche that arts and culture bring to Old Town Scottsdale, coupled with the changing supply and demand aspects of the industry, requires collective foresight to plan, promote and implement strategies that further our community's economic, creative, and artistic successes. The goals and policies of the Arts & Culture chapter define the direction for existing and future Old Town arts and cultural amenities, programs, and events, particularly those that celebrate what is unique to our community and continue to distinguish it artistically and creatively.

*"Downtown is the  
'art' and soul of  
Scottsdale."*

~ Downtown  
Scottsdale Town Hall  
Report, 2006

## Goals & Policies

### GOAL AC 1

INVEST IN CURRENT AND CREATE NEW OPPORTUNITIES TO ADVANCE OLD TOWN SCOTTSDALE AS AN ARTS AND CULTURAL HUB WITH REGIONAL, NATIONAL, AND INTERNATIONAL SIGNIFICANCE.

- **Policy AC 1.1**  
Support a diverse range of arts and culture experiences downtown.
- **Policy AC 1.2**  
Revitalize, expand and develop new arts, cultural, and educational facilities that enhance Old Town Scottsdale's artistic landscape.
- **Policy AC 1.3**  
Grow existing and establish new high-quality, signature festivals, events and programming that attract resident and visitor audiences and distinguish Old Town Scottsdale as a premiere arts and culture destination.
- **Policy AC 1.4**  
Continue to invest in, improve, celebrate, and promote the Scottsdale Arts District, Scottsdale Civic Center, and the Arizona Canal as prominent downtown arts and culture destinations.

### GOAL AC 2

ENCOURAGE CREATIVE PLACE-MAKING IN OLD TOWN, WHERE ALL CAN PARTICIPATE.

- **Policy AC 2.1**  
Encourage investment in public art and cultural destinations that preserve, educate, and celebrate Scottsdale's diverse history, culture, Sonoran Desert environment, and people.
- **Policy AC 2.2**  
Serve diverse community interests by supporting a variety of monumental art pieces, emerging artists, and temporary event-based programs downtown.
- **Policy AC 2.3**  
Utilize public art to strengthen interconnectivity between downtown districts and cultural facilities through way-finding, space activation, temporary art trails, and pocket art park opportunities.
- **Policy AC 2.4**  
Facilitate public art integration into Old Town architecture and urban design.



Love Sculpture by Robert Indiana  
Monumental Art



Les Luminéoles and Lentille  
d'eau by Porté par le vent  
Temporary Art



The Yearlings by George-Ann Tognoni  
Western Culture

**GOAL AC 3**

PROMOTE AND SUPPORT INITIATIVES THAT FOSTER OLD TOWN AS AN INTERACTIVE ARTS DISTRICT.

- **Policy AC 3.1**  
Animate existing private and public spaces with arts and culture, and create informal, spontaneous exhibition and performance spaces throughout the downtown.
- **Policy AC 3.2**  
Connect commercial and private art enterprises with public and non-profit arts and cultural venues in the downtown.
- **Policy AC 3.3**  
Encourage the attraction and retention of Scottsdale based non-profit arts and culture organizations in downtown.
- **Policy AC 3.4**  
Develop economic, land use, planning, and design strategies to protect and enhance arts, culture, and gallery businesses in downtown.
- **Policy AC 3.5**  
Encourage continuation and expansion of innovative arts and culture programming that enriches the community.
- **Policy AC 3.6**  
Increase and promote community arts partnerships and projects that animate public spaces and provide residents, workers, and tourists with diverse arts experiences.
- **Policy AC 3.7**  
Support work/live development in the downtown that is flexible enough to accommodate the needs of creative professionals.



Parsons Dance Company  
Performing Arts



Copper Falls by Bob Adams  
Integrated Art



Bonner David Art Gallery  
Private Art

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# 5 • ECONOMIC VITALITY



## Introduction

Downtown Scottsdale has experienced steady economic growth and development since the adoption of the Downtown Plan in 1984. The results of this economic viability can be seen in the mix of Old Town land uses, activities and development: increasing population, numerous hotels, major employers, boutique offices and creative spaces, a prominent medical campus, destination and unique specialty retail, strategic public investments, cultural facilities, nightlife and entertainment venues, and art galleries all of which combine to create a vibrant hub for resident, worker, and visitor economic activity. Growing and nurturing this diverse economic base is critical to Old Town's continued success.

Economic vitality for Old Town Scottsdale is encouraged and maintained through public and private investment, the character and quality of development, and strengthening Old Town's competitive position among similar locations with comparable land use patterns. This chapter of the plan establishes economic goals and policies that encourage Old Town to be a sustainable and functional mixed-use center for the city and region. These policies emphasize the need for urban development that encompasses specialty retail, arts/cultural opportunities, office, residential, hotel/tourism uses, as well as retention and expansion opportunities for major employers, as the underpinnings for an economically healthy downtown. The plan provides the framework within which the private sector can assume a strong leadership role in the revitalization and continued emergence of Old Town, ensuring economic viability into the future.

*"I like the urban flavor of different activities Downtown."*

~ Focus Group Participant, 2007

## Goals & Policies

### GOAL EV 1

SUPPORT OLD TOWN'S PROMINENT ECONOMIC ROLE AS A HUB FOR ARTS, CULTURE, RETAILING, DINING, ENTERTAINMENT, TOURISM, EVENTS, AND EMPLOYMENT.

- **Policy EV 1.1**  
Encourage land uses, activities, and special events that support downtown as a primary commercial, cultural and tourism destination, to maintain downtown's economic role in the community.
- **Policy EV 1.2**  
Promote downtown as an environment attractive to both leisure visitors and a skilled workforce.
- **Policy EV 1.3**  
Attract tourism-supporting land uses, activities and special events to reinforce Old Town as a robust tourism destination.
- **Policy EV 1.4**  
Proactively address economic and social changes by examining Old Town goals on a regular basis, to ensure responsiveness to shifts in economic, social, environmental, and market conditions.
- **Policy EV 1.5**  
Appeal to residents, visitors, and workers by creating and delivering programs and services that support a high quality, year-round, successful mix of retail, dining, entertainment, emerging enterprises, and small businesses that contribute to Old Town's unique character.



Maintain and enhance Old Town's retail mix.



Expand employment opportunities. Attract new office and commercial development.



**GOAL EV 2**

PROMOTE PRIVATE INVESTMENT IN, AND ATTRACT NEW DEVELOPMENT TO, OLD TOWN.

- **Policy EV 2.1**  
Encourage investment in residential and commercial development that ensures Old Town’s economic competitiveness regionally and nationally.
- **Policy EV 2.2**  
Promote a mix of daytime/nighttime activities year-round through residential and commercial development in Old Town.
- **Policy EV 2.3**  
Encourage private investment through public-private partnerships, that utilize the shared skills and assets of each sector to deliver downtown development and community amenities.
- **Policy EV 2.4**  
Promote the retention of major downtown employers and accommodate their future expansion needs.
- **Policy EV 2.5**  
Expand downtown employment opportunities through the attraction of new office and commercial development to downtown, with a focus on target growth industries such as information, communications, and technology (ICT) and advanced business services.
- **Policy EV 2.6**  
Retain, expand, and support Old Town’s prominent medical campus that serves as both a major employer and community service provider.
- **Policy EV 2.7**  
Attract and retain a broad array of economic activities that widen the appeal of Old Town and strengthen the city’s tax base.
- **Policy EV 2.8**  
Recognize that talent is a critical component of business location decisions, and enhance Old Town’s quality of life amenities and housing choices, to appeal to a skilled workforce.



Promote a mix of daytime and nighttime activities in Old Town.



Retain a broad array of economic activities, such as art galleries, to widen the appeal of Old Town.

### GOAL EV 3

EMBRACE AND EXPLORE INNOVATIVE SOLUTIONS TO INFRASTRUCTURE AND SERVICE DELIVERY.

- **Policy EV 3.1**

Adopt a smart cities strategy to pursue new technologies that will better leverage and capitalize on city assets and improve service delivery.

- **Policy EV 3.2**

Pursue approaches to downtown parking, transportation, mobility, and public space limitations through a combination of demonstrated national best practices as well as early adoption of technology.

*“The City should be flexible and encourage high quality revitalization and innovative developments.”*

~ Downtown Scottsdale  
Town Hall Report,  
2006

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# Glossary

## A

**Active Street Frontages / Uses** – The placement of active land uses such as retail or restaurant at the ground floor of buildings, to provide higher pedestrian interest and increased pedestrian activity.

**Adaptive Reuse** – Developing a new use for an older or underutilized building or for a building originally designed for a special or specific purpose. This technique is particularly useful for preserving older buildings of historic or architectural significance and for the conversion of special use structures, such as gas stations, train stations, or school buildings that are no longer needed for their original purpose. In addition to preserving historical value, reuse of existing buildings avoids creation of large volumes of demolition and construction debris, conserves resources, and maintains neighborhood character.

## B

**Bicycle Infrastructure** – All infrastructure that may be used by cyclists including, but not limited to, lanes, routes, paths, parking areas and racks, and commuter amenities such as lockers and showers typically incorporated into commercial and office developments.

**Bike Lane** – Sections of roadway that are marked for exclusive bicycle use and are always one-way.

**Bike Route** – Include shared streets, bike lanes, or shared-use or multiuse paths, in any combination. Routes may be designated by signage or by placement on a map.

**Biophilic Design** – The practice of connecting people and nature through the built environment. Design attributes may include environmental features, natural shapes, forms, patterns, and processes, light and space, and place-based relationships.

## C

**Character** – Features, qualities and attributes that give a place its identity.

**Complete Streets** – A complete street is one that is designed and operated to enable safe and comfortable access for all users. Pedestrians, bicyclists, motorists and transit riders of all ages and abilities are able to safely move along and across a complete street.

**Connectivity** – The directness of links and the density of connections in a transport network. As connectivity increases, travel distances decrease and route options increase, allowing easy access to key destinations.

**Context** – The relationship between a location and its surrounding natural and/or built environment; the whole environment relevant to a building or place; the interrelated conditions in which something exists or occurs.

**Contextual Compatibility** – Characteristics and proportions of the existing natural and/or built environment serve as a basis for new development projects so that a wide variety of building types, use of materials, and architectural styles relate to one another.

**Creative Class** – A demographic segment of society generally made up of knowledge workers, intellectuals, and various types of artists whose ability to produce innovative ideas, technology, and creative content spur regional economic growth.

**D**

**Defined Building Location** – Refers to a consistent building setback location established along a street.

**Density** – Typically the number of housing units per acre of land in residential districts. Gross density is defined as the total number of units divided by the total land area of the site, excluding nothing. Net density is the total number of units divided by the net area of the lot or site (excluding roads, public open space, utility rights-of-way, and community facilities). Density is often used interchangeably with intensity.

**Designated Lighting Needs** – The City of Scottsdale Zoning Ordinance includes Outdoor Lighting provisions intended to minimize light pollution, reduce glare, increase energy conservation, and maintain the quality of Scottsdale’s physical and aesthetic character.

**Downtown Couplet** – The vehicular circulation couplet of Drinkwater Boulevard (north-bound) and Goldwater Boulevard (south-bound) that allows pass-through traffic to divert from Scottsdale Road and circulate around downtown. The couplet was designed with one extra lane for the north-bound traveler on Drinkwater Boulevard and one extra lane for the south-bound traveler on Goldwater Boulevard.

**E**

**F**

**Floor Area Ratio (FAR)** – A measure of development density expressed as the amount of building floor area divided by the development site land area.

**G**

**Green Building** – The practice of increasing the efficiency with which buildings use resources, such as energy, water, and materials, while reducing building impacts on human health and the environment during the building’s lifecycle, through site layout, building design, construction, operation, maintenance, and removal.

**H**

**I**

**Infill** – Development of vacant lots, or properties, and/or remnant parcels within areas that are already developed and have access to urban services and infrastructure.

**Intensity** – Refers to the level or concentration of activity occurring on a site or in an area. Intensity is often used interchangeably with density.

**J**

**K**

**L**

**Live/Work** – The quiet enjoyment expectations of the neighbors in the building or adjacent buildings take precedence over the work needs of the unit in question. The predominant use of a live/work unit is residential, and commercial activity is a secondary use. Employees and walk-in trade are not usually permitted. See also Work/Live.

**M**

**Massing** – The physical volume, shape or bulk of a building.

**Mixed-Use** – The practice of allowing more than one type of land use in a building or set of buildings. Mixed-use may be developed in a variety of ways, either horizontally in multiple buildings, or vertically in the same building, or through a combination of the two.

**Mixed-Use Neighborhood** – General Plan land use designation that includes Old Town Scottsdale.

**Mobility** – The ability to move from one place to another, or to transport goods or information from one place to another.

**Mobility Share** – Part of the shared economy focused on mobility and includes, but is not limited to, car, bike, and scooter share.

## N

## O

## P

**Park-Once Environment** – The ability for visitors and employees to spend less time in a private vehicle, thus parking once and utilizing multiple modes of transportation to reach destinations or places of interest.

**Passive Cooling** – Technologies or design features that are utilized to cool an outdoor space or a building without the use of energy for example, natural cross ventilation and breezes can be used to remove unwanted heat; shade devices can be utilized to slow heat transfer; and water evaporation can be utilized to cool outdoor and indoor spaces.

**Passive Solar (Cooling)** – Focuses on heat avoidance to reduce the need for mechanical cooling. Examples include: preferential use of south-facing windows with overhangs and north-facing windows, minimal use of east- and west-facing windows, exterior entrances protected from direct summer sun, low solar heat-gain glazing, solar screens/shading, and landscaping treatments.

**Pedestrian Comfort Zone** – Streets and public spaces that accommodate and encourage pedestrian activity through the provision of active uses, informal gathering spaces, lighting and safety features, and other pedestrian amenities.

**Pedestrian Corridor** – A path or guided way that is developed to promote walking as an attractive means of transportation and utilized primarily by pedestrians as they move between major activity centers.

**Pedestrian Oriented Design** – A form of development that makes the street environment inviting for pedestrians, such as special sidewalk pavement, zero front and side yard setbacks, varied architectural styles, street-facing window displays, an absence of front yard parking, benches, and other amenities.

**Pedestrian Scale** – The proportional relationship of the physical environment to human dimensions. Typically refers to the bulk and massing of buildings or other features at the pedestrian level, and clearly oriented toward pedestrian activity.

**Public/Private Partnerships** – A merging of public and private resources to achieve an end result or product that would be difficult to achieve through public or private activity alone. May refer to the delivery of services, such as child care or to the construction of buildings, such as cultural facilities.

**Public Realm** – The public realm of a city is the environment created by the network of streets and open spaces, parks and plazas, and the pattern of uses and activity, which contribute to the character and quality of the place.

Q

R

S

**Sensitive Edge Buffer** – A defined area intended to create a separation between dissimilar uses and/or development intensities, to reduce or mitigate the effects of one area upon the other.

**Setback** – The distance between two points, such as the property line and building structure.

**Shared Economy** – A hybrid market model of a peer-to-peer exchange, with transactions often facilitated via community-based online services.

**Shared-Use or Multiuse Path** – Paved pathways set aside for the exclusive use of non-motorized travel and are generally intended for two-way traffic. Paths are typically separated from the road infrastructure.

**Smart City** – A municipality that utilizes information and communication technologies to increase operational efficiency, share information with the public, and improve both the quality of government services and citizen welfare.

**Stepback** – An arrangement of building forms, shapes and massing in the manner of a series of steps, that causes the building design to move away, or recede, from a property line or adjacent development, in order to provide open space above the first or second level of the building.

**Sustainability** – There are many definitions of sustainability. For the purposes of the Old Town Plan, sustainability is a condition of living which enables the present generation to enjoy social wellbeing, a vibrant economy, and a healthy environment, without compromising the ability of future generations to enjoy the same.

T

**Twin the Bins** – Solid waste containers that allow for the collection of multiple types of waste – including trash, recycling, and if applicable, organics. Effective containers in the public realm are distinguished by color, have appropriate openings for their specific use, and include well-designed signage.

**Type 1** – The compact, lower scale development of the Downtown Core. See Map 4 for specific locations and boundaries.

**Type 2** – The intermediate, higher scale development type in the downtown. See Map 4 for specific locations and boundaries.

**Type 2.5** – The intermediate, higher scale development type between Type 2 and Type 3 in the downtown. See Map 4 for specific locations and boundaries.

**Type 3** – The most intensive, highest scale development type in the downtown. See Map 4 for specific locations and boundaries.

U

**Universal Design** – A concept that all environments and products should be accessible and usable by all people, regardless of their age, size, or abilities.

## V

**Vertical Mixed-Use** – The practice of allowing more than one type of land use in one building, which may result in a combination of residential, commercial, industrial, office, institutional or other land uses. Vertical mixed-use development characteristics include: access to multi-modal transportation, human-scale development, and the physical and functional integration of uses through careful design of public spaces, streets and buildings.

## W

**Walkability** – The extent to which the built environment is designed so that people are able to use sidewalks, street crossings, and other pathways as they move around and through an area.

**Wayfinding** – Enabling a person to find his or her way to a given destination through the use of landmarks, effective signage and building design.

**Work/Live** – The needs of the work component take precedence over the quiet enjoyment expectations of residents, in that there may be noise, odors, or other impacts, as well as employees, walk-in trade or sales. The predominant use of a work/live unit is commercial, craft-work, or light assembly/manufacturing.

## X

## Y

## Z

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# *Related Plans, Ordinances & Documents*

## **C**

- » *Civic Center Master Plan (2017)*
- » *Community Services Master Plan (2015)*

## **D**

- » *City of Scottsdale Design Standards and Policies Manual*
- » *Downtown (D) Zoning District*
- » *Downtown Infill Incentive Plan (2010)*
- » *Downtown Overlay (DO) Zoning District*
- » *Downtown Pedestrian Mobility Study (2007)*
- » *Downtown Public Spaces/Connectivity Master Plan (2017)*
- » *Downtown Task Force Report (2009)*
- » *Downtown Town Hall Final Report (2006)*

## **E**

- » *Economic Development Strategic Plan (2015)*

## **G**

- » *Scottsdale's Green Building Program*

## **O**

- » *Old Town Urban Design and Architectural Guidelines*

## **P**

- » *Planned Block Development (PBD) Zoning District*
- » *Public Art Master Plan (2012)*

## S

- » *Scottsdale General Plan*
- » *Scottsdale Road Streetscape Plan*
- » *Southern Scottsdale Character Area Plan*
- » *Scottsdale Zoning Ordinance*
- » *Stormwater Master Plan*

## T

- » *Tourism Related Downtown Economic Feasibility Study [Downtown 2.0] (2017)*
- » *Transportation Master Plan (2016)*

# *Implementation*

Just as the Scottsdale community has come together to create the vision that will shape the future of Old Town Scottsdale, so too will the community have to collaborate to implement the Old Town Plan goals and policies. Such implementation will require the steadfast attention and commitment of private property owners, businesses, citizens, nonprofit organizations, government, public agencies, and private agencies.

Recognizing that achieving the ultimate vision for Old Town Scottsdale will take years or even decades to complete, ongoing research, coordination of public policy, sub-area planning, urban design, and program development will require continuing attention. Consequently, some implementation tasks will need to begin immediately, while others will wait for more appropriate timing and/or funding opportunities.

As with the community's success in achieving the initial vision for Old Town Scottsdale as established in the original Downtown Plan; the Scottsdale community has proven to exemplify collective creativity, ingenuity, determination, commitment, and generosity – all qualities that are required to shape the future of Old Town Scottsdale for many years to come.

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
<b>CHARACTER &amp; DESIGN</b>										
1	Old Town Urban Design & Architectural Guidelines Update	CD 9	Public	•						
2	Old Town District Master Plans	LU 2	Public		•		•		•	
3	Downtown Maintenance & Safety Education Programs	CD 5	Public, Private	•						•
<b>PEDESTRIAN/STREETSCAPE AMENITIES &amp; IMPROVEMENTS</b>										
4	Identify pedestrian crossing locations	M 1	Public							•
5	Improve accessibility, streetscapes and pedestrian amenities by repairing and replacing sidewalks and crossings to meet ADA requirements and contribute to pedestrian comfort.	M 1, M 2, M 3	Public, Private							•
6	Pedestrian Wayfinding – Design and construct pedestrian level wayfinding signage throughout Old Town. Include a specific sign-topper program for the Historic Old Town District.	M 2, M 3	Public, Private		•					
7	Main Street Streetscape Design & Construction Phase I – Complete streetscape improvements on Main Street from Scottsdale Rd. west to Hotel Valley Ho.	CD 5, M 2	Public	•	•					
8	Main Street Streetscape Design & Construction Phase II – Complete streetscape improvements on Main Street from Scottsdale Rd east to Brown St.	CD 5, M 2	Public						•	
9	Transform Scottsdale Road – Enhance the Scottsdale Road experience. Retain the existing number of lanes, widen sidewalks, establish a signature median, and locate gateway monuments at Drinkwater and Goldwater Boulevards.	CD 5, M 1, M 2	Public	•					•	•
10	Increase Public Bicycle Parking	M 7	Public, Private							•
11	Create a Comprehensive Downtown Shade and Tree Plan. Inventory and assess existing conditions and create recommendations to improve the shaded tree canopy within downtown.	CD 6, CD 7, M 7	Public, Private		•					•

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
12	Improve lighting in the Entertainment District. Through a public-private partnership program, increase district lighting levels for safety and tourism purposes.	CD 8	Public, Private	●						●
<b>PUBLIC SPACES</b>										
13	Civic Center Phase I – Perform needed repairs and updates to the fountains over Drinkwater Boulevard and improve the central performance and event spaces.	CD 8, CD 9, CD 10	Public	●	●					
14	Civic Center Phase II – Improve the visibility of and entrance to the civic center space from Old Town and add features for children and events adjacent to the Civic Center Library.	CD 5, CD 9, CD 10	Public						●	
15	Scottsdale Stadium Phase I – Seating and amenity additions to improve fan experience. Includes shade additions, ADA access, and increased seating options. Redevelop clubhouse, baseball operations buildings, and centerfield concessions/restrooms. Revise main entry plaza to accommodate baseball entry and multi-use event flexibility.	CD 8	Public	●	●					
16	Scottsdale Stadium Phase II – Redevelop the area around the stadium by demolishing and rebuilding the parking structure north of stadium. Following demolition, reestablish 2nd Street, and rebuild the garage with a commercial/retail liner along Drinkwater with improved pedestrian level features, and additional event space. Includes new stadium entry and skyboxes.	CD 8, M 4	Public						●	

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
17	Transform Arizona Canal – Transform the area around the canal by providing additional public event space south of the Marshall Way Bridge to 5th Avenue, relocating the horse fountain out of the street round-about to a new plaza location that connects to the Arizona Canal, adding infrastructure to support public art installations, integrating the pedestrian realm into the surrounding areas, providing additional parking, and adding bicycle transportation amenities. As part of the transformation, improve Soleri Plaza to better function during events and improve pedestrian linkages to the area.	CD 8, CD 10, M 2, M 4	Public, Private						•	•
<b>OLD TOWN PARKING</b>										
18	Assessment – Complete a comprehensive parking study and implement recommendations. This will include mapping a complete inventory of public and private parking supply and providing a future parking supply needs/ locations assessment.	M 4	Public, Private	•						•
19	Parking Management – Monitor on-street parking time limits and adjust as needed to maximize parking space use.	M 4	Public							•
20	Use of alternative modes – Partner with businesses to support commute trip reduction and the increased use of shuttles or trolleys.	M 4	Public, Private							•
21	Parking Operations – Update and improve physical and online signs and maps that identify available parking.	M 4	Public	•	•					•
22	Special Events Parking Analysis – Evaluate special event parking and create a parking plan to address large special events.	M 4	Public, Private							•
23	Parking Regulations – Assess and adjust, as appropriate, parking standards to more accurately reflect supply and demand.	M 4	Public							•

Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
24	Parking Maximums – Establish parking maximums or caps to help provide the needed amount of parking throughout the downtown.	M 4							●
25	Mobility Management – Encourage more efficient travel patterns, including changes in mode, timing, destination, and vehicle trip frequency.	M 4, EV 3							●
26	Pilot, monitor, and possibly expand a parking management technology program	M 4, EV 3	●						●
<b>TRANSIT IMPROVEMENTS</b>									
27	Trolley Time Assessments – Ensure trolleys can run on advertised schedule	M 5							●
28	Trolley Route Modifications – Complete route modifications to best serve riders	M 5							●
29	Trolley Technology Updates – Implement to provide additional service to riders	M 5						●	
<b>CIRCULATION</b>									
30	Couplet Improvements – Implement complete streets improvements on the couplets	M 1						●	
<b>ARTS &amp; CULTURE</b>									
31	Art Trails – Develop public art trails to increase pedestrian foot traffic.	M 2, M 3, AC 2, AC 3						●	
32	Monumental Art – Consider locating more monumental art pieces as downtown focal points and for tourism destination branding.	AC 1, AC 2, AC 3							●
33	Temporary Seasonal Art	AC 1, AC 2, AC 3							●
34	Pocket Art Parks – Add 10-12 small spaces with seating, shade, art, and sound in areas with a high level of pedestrian activity to draw visitors between key focal points and enhance the overall visitor and pedestrian experience.	M 2, AC 2		●		●		●	●

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
35	Public Art Work Plan – Develop a public art work plan that aligns with capital improvement, economic development, planning, and tourism-related efforts in Old Town.	CD 8, CD 10, AC 1, AC 3	Public							•
36	Update Scottsdale Arts Strategic Plan	AC 1, AC 3	Public					•		
37	Update the Public Art Master Plan	AC 1, AC 3	Public					•		
38	Update Scottsdale Arts contract with the City of Scottsdale	AC 1	Public					•		•
39	Develop and implement a comprehensive arts and culture marketing plan.	AC 1, AC 3	Public					•		
40	Develop and implement comprehensive public engagement planning as components of Scottsdale Arts' Strategic, Master and Work Plans.	AC 1, AC 3	Public					•		
<b>ECONOMIC VITALITY</b>										
41	Façade Improvement Program	EV 2	Public, Private	•						•
42	Expand programmatic partnerships between community organizations (City, Experience Scottsdale, Chamber, etc.) to provide events and seminars benefitting business connections	EV 1	Public							•
43	New Retail Initiatives – Exploration of “pop-up” retail initiatives, and assistance in facilitating agreements between building owners with vacant street level space and local entrepreneurs that bring creative ideas for a business with limited capital	EV 1, EV 2	Public, Private	•	•					
44	Small Business Training – Expanded Small Business Training Programs, focusing on areas of need for storefront merchants	EV 1, EV 2	Public, Private	•						•

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
45	Sublease or Co-Tenant Connections – Use existing databases and resources to develop a ‘matching’ program to connect microbusinesses that could co-tenant in various downtown spaces with a focus on creative class entities	EV 1, EV 2	Public, Private	●	●					
46	Creative Class Growth – Creation of a program, such as technical assistance, fee offset or matching grant, to aid in the growth and location of creative class businesses and retailers in Old Town	EV 1, EV 2	Public, Private	●	●					
47	Business Tools – Consider various business development and retention tools	EV 1, EV 2	Public, Private							●
48	Old Town Financing – Investigate and implement financing option(s), including increasing city funding, staff, sales tax, foundation, or restaurant tax. Also consider bonds or bonus incentives.	EV 1, EV 2	Public							●
<b>INFRASTRUCTURE IMPROVEMENTS</b>										
49	Undergrounding of Utilities – Continue to underground utilities in conjunction with private development.	CD 10	Public, Private							●
50	Utility Cabinets Relocation – Relocate utility cabinets located in highly visible areas, where possible, with redevelopment or infrastructure improvements.	CD 10	Public, Private							●
51	Restrooms - Improve existing & construct new facilities throughout downtown. Consider providing temporary seasonal restroom facilities in the Entertainment District until permanent restrooms are constructed.	CD 10	Public, Private	●					●	

	Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
52	Infrastructure and Public Realm Improvements - Invest in, maintain, upgrade, and expand infrastructure and public realm improvements. Assess opportunities to acquire land for inclusion in Capital Improvement Plan. New development should also contribute to necessary infrastructure.	CD 1, CD 5, CD 10	Public							•
53	Public infrastructure master plans – Regularly update public infrastructure master plans. Ensure updates will help facilitate the implementation of the Old Town Plan goals and policies.	CD 9, CD 10	Public							•
54	Coordinate utility maintenance and installation – Ensure utilities are installed and maintained in a way that minimizes disruption and can accommodate existing and future development. Encourage the placement of utilities underground.	CD 10	Public							•
55	Public Safety – Monitor response times for emergency, medical, fire, and law enforcement to maintain appropriate levels of service.	LU 1	Public							•
56	City Services - Maintain the primary city governance and administrative services within the Civic Center. Expand as necessary to provide needed services.	LU 1, LU 2	Public							•
57	Complete 2nd Street bike path improvements to connect the Indian Bend Wash to Old Town and create a major east-west bike corridor south of Indian School Road.	M 6, M 7	Public	•	•					
58	Add bicycle detection at all signalized intersections on streets with bike lanes or routes in the downtown area.	M 7	Public							•
59	Provide wayfinding signage and pavement markings for bicyclists throughout Old Town.	M 7	Public							•

Recommended Program	Goal(s) Implemented	Responsible Entity(ies)	Year 1	Year 2	Year 3	Year 4	Year 5	Years 6-10	ONGOING
60	Advance waste reduction and diversion with a Twin the Bins program.	CD 10			•				•
<b>EVENT PROGRAMMING</b>									
61	Canal Convergence – Further develop Canal Convergence as a 10-day fall event and expand it to Old Town areas beyond its current footprint along the Arizona Canal.	AC 1, AC 2, AC 3	•						•
62	Old Town Festivals – Develop 3-4 new festivals to attract visitors during the shoulder season.	AC 1, AC 2, AC 3			•		•		•
63	Conference Center – Encourage the private development of approximately 25-30K square feet of conference center space within Old Town.	EV 1							•
64	Banners/Décor, Signage, and Wayfinding – Continually invest in a variety of methods for residents and visitors to find attractions in Old Town.	CD 5							•
<b>ORGANIZATIONAL STRUCTURE</b>									
65	Organizational Approach – Assess city department model for downtown tourism organization. Consider alternatives.	AC 1, AC 3, EV 1, EV 3		•					

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# \*Old Town

**SCOTTSDALE**  
CHARACTER AREA PLAN

