



Tourism & Events Department  
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Scottsdale, AZ 85251  
Karen Churchard, Director  
480.312.2890

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## MEMORANDUM

To: Chairwoman Sherry Henry  
Members of the Tourism Development Commission

From: Karen Churchard, Tourism & Events Director

Date: August 11, 2022

Subject: Tourism Strategic Plan

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Included in the meeting packet are two documents pertaining to the Tourism Strategic Plan that the commissioners will be reviewing, discussing, and directing staff regarding the experience principles, strategies and objectives.

Item 7a provides an overview of the process and timeline to complete the strategic and action plans, which should conclude with a recommendation by the TDC at its September meeting and adoption consideration by City Council in October.

Item 7b are the draft recommendations that include eight experience principles, 40 strategies and 150 objectives (tactics), which staff will facilitate a conversation with the TDC regarding:

- What excites you the most within the strategies for each of the experience principles?
- What concerns, if any, do you have about the strategies for each of the experience principles?
- What strategy for each of the experience principles do you believe everyone can/should get behind?
- What should we do first for each of the experience principles vs. later in the 5-year plan?
- What partners should be involved in assisting the city and/or Experience Scottsdale with the strategies for each of the experience principles?

I look forward to hearing the TDC's input and direction that will inform staff on four tourism industry and public Café Conversations that will lead to the final Tourism Strategic Plan for your review and recommendation on September 20.

# CITY OF SCOTTSDALE TOURISM STRATEGIC PLAN

## GOAL, PRIORITIES & PURPOSE

Goal:	Create an integrated comprehensive strategic plan to drive tourism and recovery by creating a five-year framework to support the long-term success and resilience of Scottsdale’s tourism industry.
Priorities:	<p>The tourism goals of the city and its partner destination marketing organization, Experience Scottsdale, are centered on increasing the overall benefit and economic impact of travel to Scottsdale and include:</p> <ul style="list-style-type: none"> <li>• Increase Traveler Spending</li> <li>• Generate Higher Tax Revenues</li> <li>• Elevate Scottsdale’s recognition as an international tourism destination</li> <li>• Maximize Marketing Return on Investment</li> <li>• Support Current and Future Events</li> </ul>
Purpose:	<ul style="list-style-type: none"> <li>• Strategies, plans and metrics that could be undertaken by the City of Scottsdale to support the plan, including sustainable destination and product development.</li> <li>• Strategies, plans and metrics that could be undertaken by Experience Scottsdale to support destination marketing, promotion, and visitor services to build brand awareness and tourism demand.</li> </ul>

## CAFÉ CONVERSATIONS

Determine:	<ul style="list-style-type: none"> <li>• Key priorities for Scottsdale tourism and special event efforts</li> <li>• High level actionable items and timelines for implementation</li> <li>• Recommended roles and responsibilities for the City of Scottsdale Departments</li> <li>• Recommended roles and responsibilities for Experience Scottsdale</li> <li>• Recommended roles and responsibilities for city’s external partner organizations</li> </ul>
Outcome:	<ul style="list-style-type: none"> <li>• Alignment between the Mayor, Council, City Management and primary tourism, economic development, and community stakeholders as to the major opportunities and challenges confronting the City of Scottsdale’s tourism development.</li> <li>• Alignment as to what the guiding principles of the City’s tourism and special event framework should be.</li> <li>• Alignment as to the roles and responsibilities of city departments, tourism stakeholders and partners to execute the guiding principles of the plan.</li> <li>• Consensus for the Principles, Strategies, Action Plan, Assignments</li> </ul>
Focus:	<ul style="list-style-type: none"> <li>• Facilitators will emphasize the “WHAT” not the “HOW”; Scribes will capture input by making notes</li> </ul>
Focus Questions:	<ul style="list-style-type: none"> <li>• What excites you about the strategies for _____ Principle?</li> <li>• What concerns, if any, do you have about the strategies for the _____ Principle?</li> <li>• What strategy for _____ Principle do you believe everyone can/should get behind?</li> <li>• What partners should be involved in assisting the city and/or Experience Scottsdale with the strategies for the _____ Principle?</li> <li>• What should we do first for _____ Principle vs. later in the 5-year plan? (Prioritize)</li> </ul>

## CITY OF SCOTTSDALE TOURISM STRATEGIC PLAN

PRINCIPLES	
Community Wellbeing	Scottsdale is a place where people live well, get well and where wellbeing is defined by not only our own personal physical, spiritual and mental health, but also the health and wellbeing of the environment and our community as well.
Culture & Creativity	Scottsdale is not just a place where arts and culture is consumed, but created, celebrated and developed as one of the West's most vibrant arts and culinary scenes.
Festivals & Events	Already home to world-class outdoor events, Scottsdale develops and offers indoor facilities to host and welcome the world throughout the year.
Meetings & Events	With more than 25% of professionals working remotely in the future, Scottsdale is the destination of choice in the West where companies bring employees and clients together for corporate gatherings, meetings and events.
Outdoor Pursuits	Our natural environment is our most valuable resource. Scottsdale enhances and improves access to these natural assets while reducing the environmental footprint of the tourism industry to protect our natural resources for generations to come.
Placemaking & Entertainment	Old Town is the beating heart of the Scottsdale experience – a center for shopping, dining, culture, nightlife and community gatherings. Old Town and other community centers welcome celebrations throughout the year.
Sports Tourism	Scottsdale is a place where people love to play – from amateur sports to collegiate and professional sports, as well as competitions year-round.
Travel & Hospitality Advocacy	As much as Scottsdale cares for its residents and visitors, we care for the people that invest and work in our industry too.
TIMELINE	
August 4-20	1:1 Meetings w/ Scottsdale Arts, Community Services (ACM, Library, Parks & Recreation), Sustainability Director, McDowell Sonoran Preserve Conservancy, Planning EconDev Tourism, Transportation, Communications
<b>August 16 – 9am-1pm</b>	<b>Tourism Development Commission Work Study</b>
August 25 – 11:30am-1:30pm	Café Conversation for Tourism Industry and City Departments
September 8 – 11:30am-1:30pm	Café Conversation for Tourism Industry and City Departments
September 8 – 5:30-7:30pm	Café Conversation for Tourism Industry and City Departments
September 9 – 11:30am-1:30pm	Café Conversation for Tourism Industry and City Departments
September 12-16	Resonance and Steering Committee finalize Plan
<b>September 20</b>	<b>Final Presentation of Tourism Strategic Plan to Tourism Development Commission / Formal Recommendation to City Council</b>
October 18	City Council Consent Agenda / Adoption of Tourism Strategic Plan

## CITY OF SCOTTSDALE TOURISM STRATEGIC PLAN

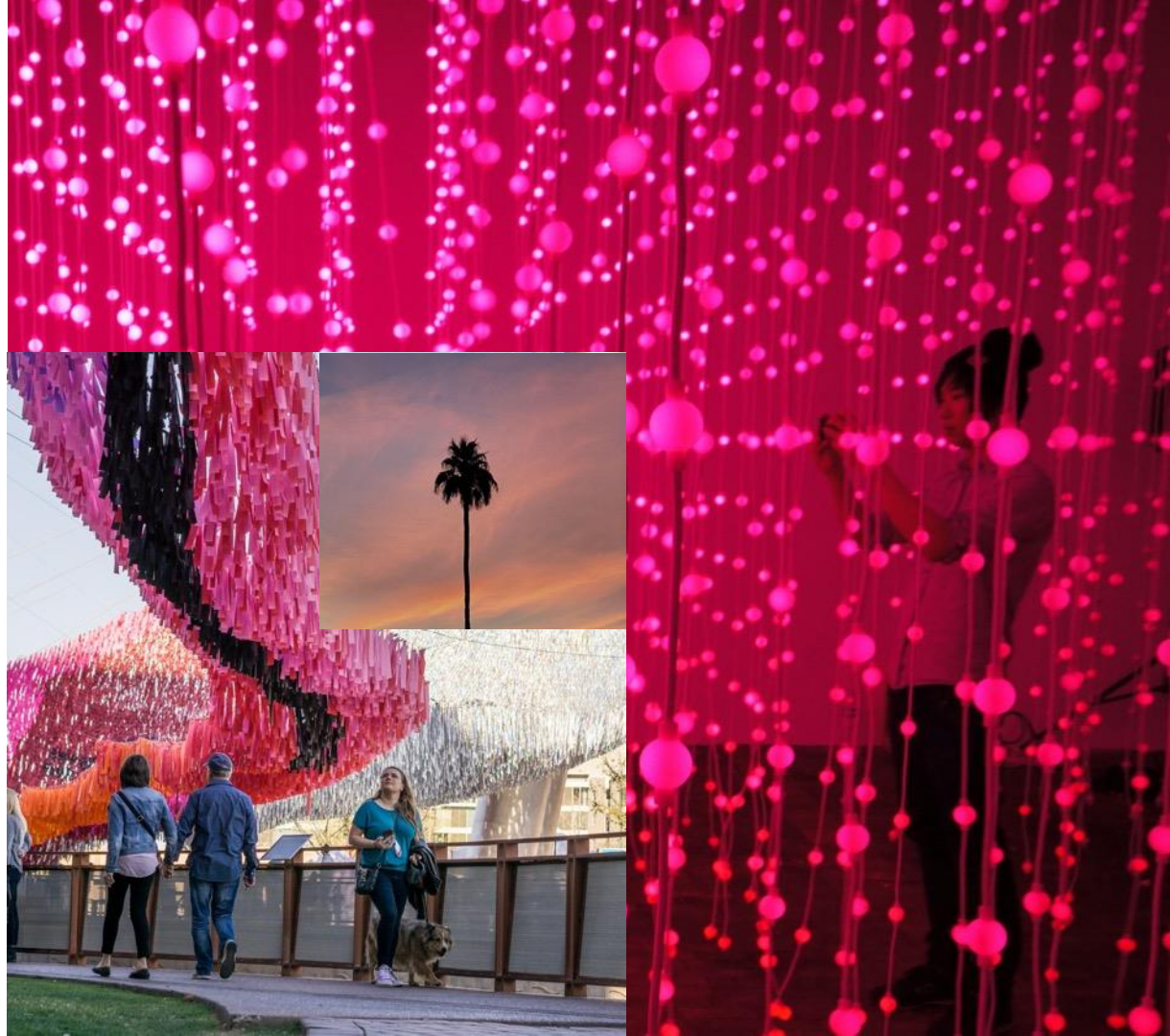
### CONSULTANTS & STEERING COMMITTEE

Chris Fair	Resonance Consultancy - President & CEO
Tim Hasid	Resonance Consultancy - Director of Placemaking
Tom Hazinski	HVS Convention, Sports & Entertainment Facilities Consulting - Managing Director (Subcontractor for Resonance Consultancy)
Bill Geist	DMOproz - President (Subcontractor for Resonance Consultancy)
Karen Churchard	City of Scottsdale - Tourism & Events Director
Sherry Henry	City of Scottsdale - Tourism Development Commission Chair
Steve Geiogamah	City of Scottsdale - Tourism Development Manager
Jackie Contaldo	City of Scottsdale - Old Town Marketing Manager
Rachel Sacco	Experience Scottsdale - President & CEO
Kate Birchler	Experience Scottsdale - Board of Directors Chair
Rachel Pearson	Experience Scottsdale - Vice President of Community & Government Affairs



# Scottsdale Tourism & Events Strategic Plan

COMMISSIONED BY CITY OF SCOTTSDALE  
IN PARTNERSHIP WITH EXPERIENCE SCOTTSDALE  
JULY 2022



# Vision

As one of the country's most recognized and desirable destinations, Scottsdale welcomes visitors from around the world who come to enjoy an urban sanctuary in the heart of the Sonoran Desert.

From hiking trails to shopping safaris, sports to arts and culture, Scottsdale offers a wealth of experiences that attracts active adventurers, urban enthusiasts, business meetings and world-class events throughout the year.

As stewards of the destination, Experience Scottsdale promotes its unique characteristics and the City of Scottsdale develops and manages the facilities, programming and events required to enrich both the visitor and resident experience in a manner that seeks to minimize the impact of tourism on our environment while maximizing its economic benefits for everyone involved.

# Experience Principles

COMMUNITY  
WELLBEING

CULTURE &  
CREATIVITY

FESTIVALS  
& EVENTS

MEETINGS & EVENTS

OUTDOOR  
PURSUITS

PLACEMAKING &  
ENTERTAINMENT

SPORTS  
TOURISM

TRAVEL &  
HOSPITALITY  
ADVOCACY



# Community Wellbeing

Scottsdale is a place where people live well, get well and where wellbeing is defined by not only our own personal physical, spiritual and mental health, but also the health and wellbeing of the environment and our community as well.



COMMUNITY WELLBEING

STRATEGY CW.1: ESTABLISH  
SCOTTSDALE AS A WELL-BEING  
COMMUNITY AND DESTINATION

STRATEGY CW.2: FOCUS ON  
COMMUNITY QUALITY OF LIFE

STRATEGY CW.3: DEVELOP UNIQUE  
WELLNESS EXPERIENCES

STRATEGY CW.4: POSITION  
SCOTTSDALE AS A THOUGHT-LEADER  
IN SUSTAINABLE TOURISM

STRATEGY CW.5: RECOGNIZE  
INDUSTRY BEST PRACTICES

STRATEGY CW.6: GROW  
SUSTAINABILITY-FOCUSED EVENTS  
AND PROGRAMMING

STRATEGY CW.7: SUPPORT NEW  
CONNECTIVITY OPTIONS

## **STRATEGY CW.1: ESTABLISH SCOTTSDALE AS A WELL-BEING COMMUNITY AND DESTINATION**

1. Support the implementation of community wellbeing assessments and practices to improve population health and economic vitality
2. Promote Scottsdale as a well-being destination
3. Seek out opportunities to provide input into City planning initiatives involving transit, land planning, parks and recreation where a potential tourism impact exists
4. Advocate for additional active transportation improvements on key streets/corridors within the community



## STRATEGY CW.2: FOCUS ON COMMUNITY QUALITY OF LIFE

1. Balance visitor and public access to City-owned facilities for events
2. Create coherence of festivals and events within the community
3. Expand communications about the impact of tourism on the local economy through local media and news reporting



## STRATEGY CW.3: DEVELOP UNIQUE WELLNESS EXPERIENCES

1. Engage with private-sector stakeholders to increase wellness product development efforts
2. Create unique and customizable wellness packages
3. Connect wellness experiences to other types of activities to make these more accessible and connected to the surrounding environment
4. Develop and support a signature wellness event





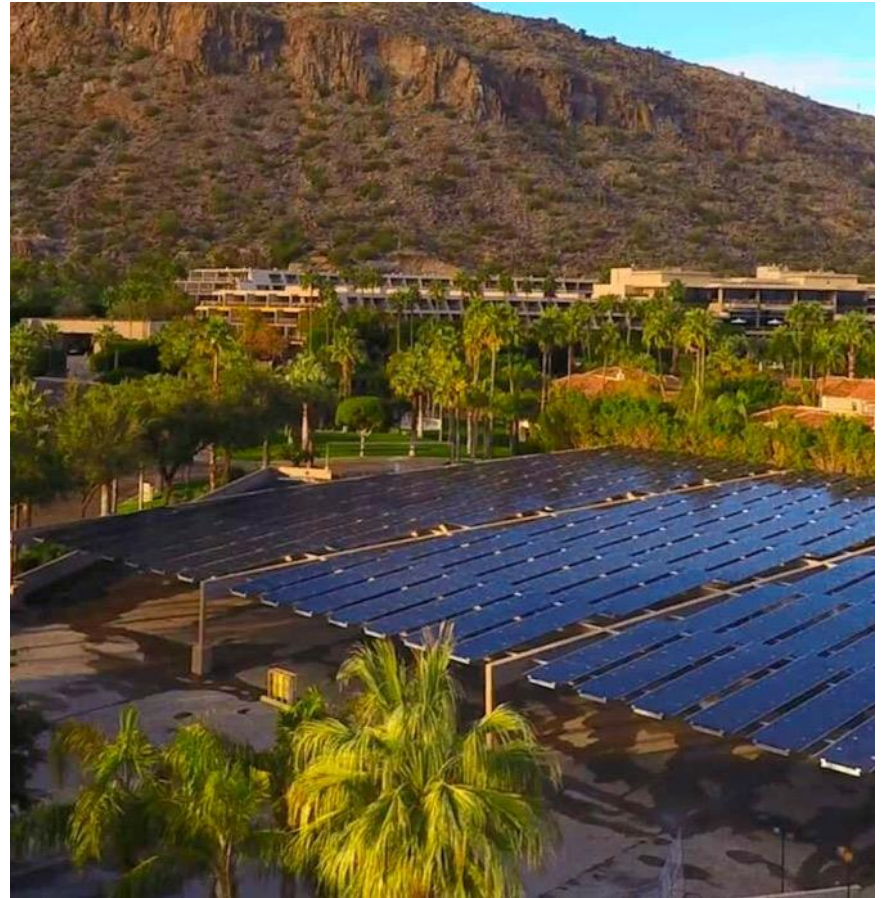
## STRATEGY CW.4: POSITION SCOTTSDALE AS A THOUGHT-LEADER IN SUSTAINABLE TOURISM

1. Commit to a sustainable transition pledge for the industry supported by the UNWTO Sustainable Development Goals
2. Create and implement a sustainable tourism program for Scottsdale
3. Promote sustainable practices amongst industry partners, particularly with water management, as well as energy, heat, and light



## **STRATEGY CW.5: RECOGNIZE** **INDUSTRY BEST PRACTICES**

1. Support the adoption of existing international/national sustainable tourism certification standards
2. Evaluate opportunities to certify professional staff in Sustainable Tourism Destination Management



## STRATEGY CW.6: GROW SUSTAINABILITY-FOCUSED EVENTS AND PROGRAMMING

1. Rethink current programming to include and cover sustainability themes
2. Promote environmental sustainability at events, attractions, and venues





## STRATEGY CW.7: SUPPORT NEW CONNECTIVITY OPTIONS

1. Support the Transportation Action Plan to improve public transportation between key areas and districts
2. Provide a tourism lens to transportation plans and initiatives







# Culture & Creativity

Scottsdale isn't just a place where arts and culture is consumed, but created, celebrated and developed as one of the West's most vibrant arts and culinary scenes.

CULTURE & CREATIVITY

STRATEGY CC.1: POSITION  
SCOTTSDALE AS A CENTER FOR  
ARTISTS AND ART

STRATEGY CC.2: GROW THE  
SCOTTSDALE CULTURE CORRIDOR

STRATEGY CC.3: EXPAND MUSEUM  
EVENTS AND EXPERIENCES OUTDOORS

STRATEGY CC.4: POSITION  
SCOTTSDALE AS A LEADING CULINARY  
AND WINE DESTINATION

STRATEGY CC.5: CELEBRATE NATIVE  
AMERICAN HERITAGE

STRATEGY CC.6: MAKE SCOTTSDALE A  
UNESCO CITY OF DESIGN

## **STRATEGY CC.1: POSITION SCOTTSDALE AS A CENTER FOR ARTISTS AND ART**

1. Continue to support, plan for, and manage Scottsdale's arts and culture programs and facilities
2. Finalize a cultural assessment of the destination to identify gaps, strengths, and growth opportunities
3. Support the expansion of Scottsdale Arts' efforts and initiatives and increasing visitor experiences at Scottsdale Museum of Contemporary Art
4. Expand the public art loop citywide to connect existing and new public art installations into an art circuit for both visitors and locals



## STRATEGY CC.1: POSITION SCOTTSDALE AS A CENTER FOR ARTISTS AND ART (CTD)

5. Engage with cultural partners to attract artists to Scottsdale and promote a supportive environment for working artists to help expand the creative community within Scottsdale
6. Introduce a “Made in Scottsdale” brand to celebrate and certify Scottsdale artists, artisans, and producers
7. Utilize art and placemaking to create urban places that demonstrate local culture – celebrating the desert character, Native American heritage, and architecture – both citywide and within Old Town



## STRATEGY CC.2: GROW THE SCOTTSDALE CULTURE CORRIDOR

1. Expand connections between the Arts District, Scottsdale's Museum of the West, SMOCA, SCPA, and the Civic Center along 2nd Street to anchor the arts and culture experience
2. Package and coordinate arts experiences in Old Town
3. Engage with Arts District stakeholders to align on objectives, support ongoing economic activity, and support rapid industry recovery



## STRATEGY CC.3: EXPAND MUSEUM EVENTS AND EXPERIENCES OUTDOORS

1. Work with local institutions to expand cultural programs outdoors and democratize art
2. Develop an arts in the desert program
3. Introduce a museum collection digitization program that enables interactive audience engagement





## STRATEGY CC.4: POSITION SCOTTSDALE AS A LEADING CULINARY AND WINE DESTINATION

1. Leverage Scottsdale's inventive and thriving culinary industry to develop a fully integrated culinary tourism experience and showcase Arizona cuisine
2. Provide technical assistance that enables current food and beverage establishments to develop new types of experiences
3. Expand street food offerings, farmers markets and events that spotlight culinary diversity
4. Focus attention on local food production, breweries and wineries in Arizona
5. Package and promote culinary routes and tours in Scottsdale
6. Evaluate a permanent location to expand the Old Town Scottsdale Farmers Market year-round



## STRATEGY CC.5: CELEBRATE NATIVE AMERICAN HERITAGE

1. Encourage the celebration of Native American heritage and culture
2. Support the development of unique Native American tourism experiences and activities through a destination development fund
3. Promote Native American tourism businesses that showcase the unique and immersive experiences offered in Scottsdale





## STRATEGY CC.6: MAKE SCOTTSDALE A UNESCO CITY OF DESIGN

1. Create a city of design network of champions
2. Engage the network of champions to explore the application process to become a UNESCO City of Design





# Festivals & Events

Already home to world-class outdoor events, Scottsdale develops and offers indoor facilities to host and welcome the world throughout the year.

FESTIVALS & EVENTS

STRATEGY FE.1: INCREASE THE POSITIVE IMPACT OF EXISTING EVENTS AND ATTRACT NEW YEAR-ROUND EVENTS

STRATEGY FE.2: IMPROVE AND DIVERSIFY WESTWORLD'S HOSTING CAPACITIES

STRATEGY FE.3: EXPAND CIVIC CENTER ACTIVITIES AND PERFORMING ARTS CAPACITY

STRATEGY FE.4: INCREASE OFF-SEASON VISITATION TO SCOTTSDALE STADIUM

STRATEGY FE.5: REVIEW AND CONSIDER UPDATING THE SPECIAL EVENTS ORDINANCE

## FESTIVALS & EVENTS

### STRATEGY FE.1: INCREASE THE POSITIVE IMPACT OF EXISTING EVENTS AND ATTRACT NEW YEAR-ROUND EVENTS

1. Encourage and facilitate the development of a world-renowned indoor signature event
2. Focus on developing or attracting events that will increase hotel stays, especially during the summer
3. Concentrate on attracting festivals supporting the Scottsdale brand
4. Expand, diversify, and extend Canal Convergence



## STRATEGY FE.2: IMPROVE AND DIVERSIFY WESTWORLD'S HOSTING CAPACITIES

1. Modify the City's evaluation/performance metrics for Westworld
2. Upgrade existing facilities to optimize efficiencies and performance of Westworld, as well as on-site landscaping
3. Study the feasibility to develop a new ballroom facility, connected to a new catering facility, and to create a new outdoor performance venue (e.g. stage and amphitheater)
4. Study the feasibility of an on-site hotel



## **STRATEGY FE.3: EXPAND CIVIC CENTER ACTIVITIES AND PERFORMING ARTS CAPACITY**

1. Allow existing events to expand on redeveloped Civic Center spaces
2. Attract and plan Civic Center events that will take advantage of the newfound capacity provided by the ongoing capital improvements
3. Explore additional funding to fully implement the Civic Center Master Plan
4. Study the long-term feasibility of a new and larger performing arts venue to be located in the Civic Center





## STRATEGY FE.4: INCREASE OFF-SEASON VISITATION TO SCOTTSDALE STADIUM

1. Attract baseball league play during non-spring training
2. Consider use of the stadium as part of citywide festivals and events
3. Expand City's marketing and sales efforts to attract community-driven events in indoor venues at the stadium
4. Explore potential uses of the outdoor space and the baseball field for events that do not create significant noise pollution



## STRATEGY FE.5: REVIEW AND CONSIDER UPDATING THE SPECIAL EVENTS ORDINANCE

1. Adjust rules and regulations to allow events to apply for longer event durations, or to enable retail sales
2. Review and restructure the process to help event planners better conform to the ordinance







# Meetings & Events

With more than 25% of professionals working remotely in the future, Scottsdale is the destination of choice in the West where companies bring employees and clients together for corporate gatherings, meetings and events.

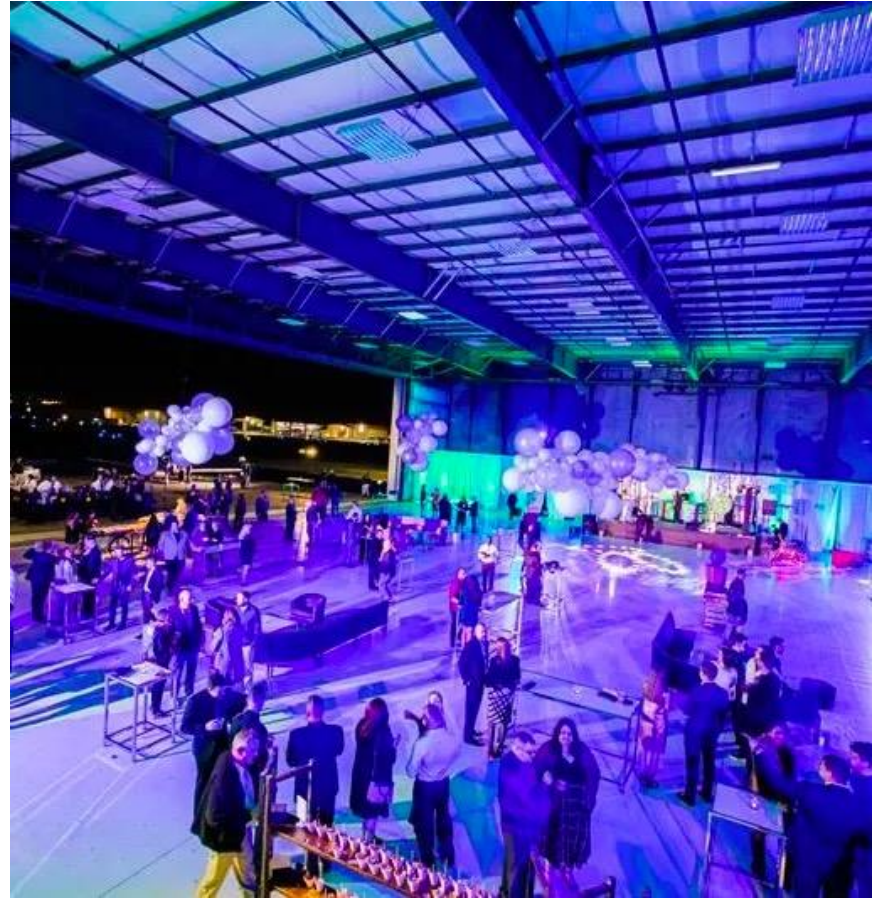
MEETINGS & EVENTS

STRATEGY ME.1: DEVELOP MORE  
OFFSITE VENUES

STRATEGY ME.2: FURTHER ALIGN  
MEETINGS AND EVENTS WITH TARGET  
INDUSTRIES

## STRATEGY ME.1: DEVELOP MORE OFFSITE VENUES

1. Identify opportunities to develop new and existing venues for offsite events in character areas throughout Scottsdale and unique locations based on external input from the Experience Scottsdale Customer Advisory Board
2. Expand partnerships with museums and other unique venues to be adapted for corporate offsites
3. Advocate to include tourism as part of the development process of key infrastructure projects



## STRATEGY ME.2: FURTHER ALIGN MEETINGS AND EVENTS WITH TARGET INDUSTRIES

1. Explore additional alignments between Experience Scottsdale's Convention Sales strategy and Choose Scottsdale's Economic Development strategy
2. Continue to target business meetings and events in the following industries: IT Services and Software, Financial and Insurance Services, Technology, Healthcare Services and Innovation, Logistics Management, Corporate HQs, and Tourism
3. Build on communication and collaboration efforts between the City of Scottsdale, Experience Scottsdale, and Choose Scottsdale





# Outdoor Pursuits

Our natural environment is our most valuable resource. Scottsdale enhances and improves access to these natural assets while reducing the environmental footprint of the tourism industry in order to protect our natural resources for generations to come.

OUTDOOR PURSUITS

STRATEGY OP.1: ELEVATE MCDOWELL  
SONORAN PRESERVE AS A PREMIER  
OUTDOOR DESTINATION

STRATEGY OP.2: EXPAND OUTDOOR  
ACTIVE PROGRAMMING

STRATEGY OP.3: ACTIVATE THE  
ARIZONA CANAL

STRATEGY OP.4: PROMOTE EASY  
ACCESS TO OUTDOOR RECREATION  
ATTRACTIONS

STRATEGY OP.5: PROMOTE AND GROW  
SCOTTSDALE AS A CYCLING  
DESTINATION

## OUTDOOR PURSUITS

### STRATEGY OP.1: ELEVATE MCDOWELL SONORAN PRESERVE AS A PREMIER OUTDOOR DESTINATION

1. Collaborate with the McDowell Sonoran Conservancy to expand welcome capacity and staff training
2. Promote more products and soft adventure activities
3. Improve access to the McDowell Sonoran Preserve for visitors through an Old Town shuttle to the Preserve pilot program during peak season
4. Promote Scottsdale as a unique desert recreational experience





## OUTDOOR PURSUITS

### STRATEGY OP.2: EXPAND OUTDOOR ACTIVE PROGRAMMING

1. Create lifestyle events, activities and business opportunities focused around health, fitness and living well
2. Attract internationally recognized outdoor and wellness event series, such as Wanderlust, to connect the city to similar active audiences





## STRATEGY OP.3: ACTIVATE THE ARIZONA CANAL

1. Provide opportunities for low-impact tourism businesses to operate within select nodes of the canal and parks system
2. Provide enhanced recreational opportunities along the canal
3. Encourage the use of the canal network as a connective network
4. Implement a continuous trail system that ties together character areas and adjacent neighborhoods, and provides a range of recreational trail opportunities
5. Utilize creative and collaborative programming to bring residents and visitors along the canal
6. Implement a unified system of wayfinding to support exploration and enhance visitor experiences, as well as inform users on locations, directions, and distances



## OUTDOOR PURSUITS

### STRATEGY OP.4: PROMOTE EASY ACCESS TO OUTDOOR RECREATION ATTRACTIONS

1. Evaluate the development of a physical and/or a digital hub to book outdoor activities
2. Endorse and create a network of partners specialized in delivering quality outdoor experiences and activities
3. Create a database of highly rated tour operators within the destination
4. Develop photo opportunity moments along key sections of bike trails
5. Strengthen industry collaboration between the golf and tourism sectors to reach target audiences and optimize efforts
6. Support golf tourism product development and innovation, as well as access



## OUTDOOR PURSUITS

### **STRATEGY OP.5: PROMOTE AND GROW SCOTTSDALE AS A CYCLING DESTINATION**

1. Identify opportunities to position Scottsdale as a cycling destination and improve facilities
2. Support cycling for all ages and abilities and expand touring circuits that connect city neighborhoods
3. Develop an interactive bike trail map
4. Hold annual bike events/races on various trails to promote quality and amenities in the destination





# Placemaking & Entertainment

Old Town is the beating heart of the Scottsdale experience – a center for shopping, dining, culture, nightlife and community gatherings. Old Town and other community centers welcome celebrations throughout the year.



PLACEMAKING & ENTERTAINMENT

STRATEGY PE.1: EXPAND  
PLACEMAKING INITIATIVES IN OLD  
TOWN

STRATEGY PE.2: ENDORSE MIXED-USE  
DEVELOPMENT IN OLD TOWN

STRATEGY PE.3: GUIDE HOTEL  
DEVELOPMENT IN OLD TOWN

STRATEGY PE.4: ENHANCE  
WALKABILITY AND MULTI-MODAL  
ACCESS TO/WITHIN OLD TOWN

STRATEGY PE.5: STRENGTHEN THE  
POSITIONING OF CHARACTER  
DISTRICTS IN OLD TOWN

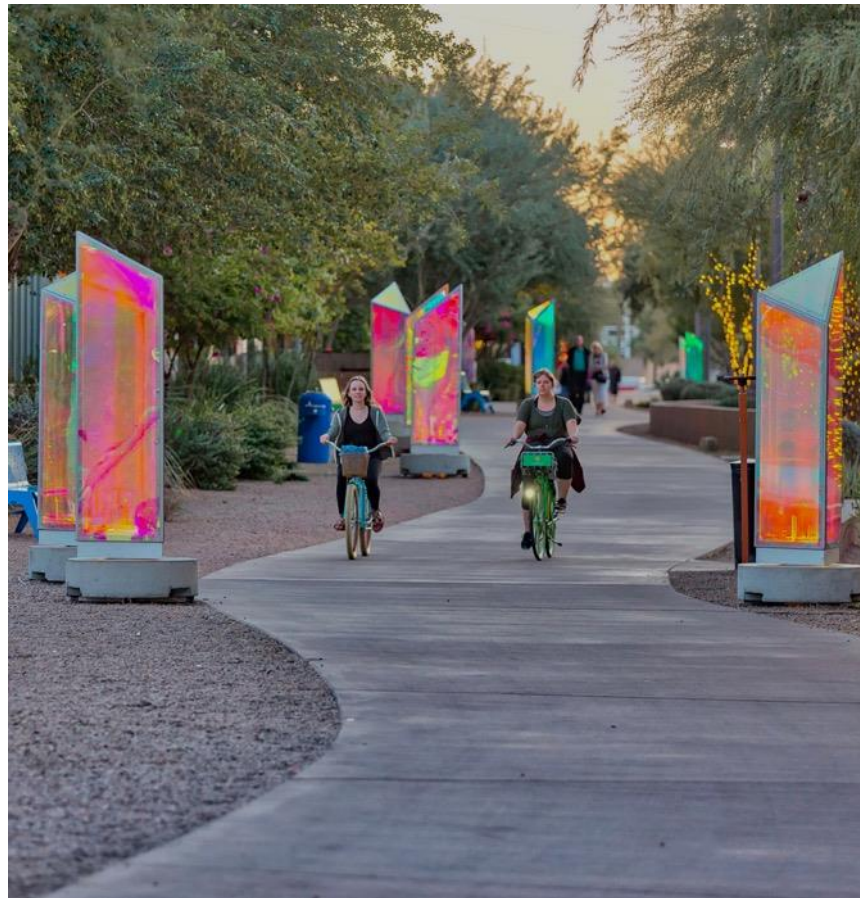
STRATEGY PE.6: ESTABLISH A  
SUSTAINABLE ORGANIZATIONAL AND  
FUNDING STRUCTURE TO ENHANCE  
OLD TOWN TOURISM AND  
PLACEMAKING INITIATIVES

STRATEGY PE.7: POSITION  
SCOTTSDALE AS A PREMIER  
SHOPPING DESTINATION



## **STRATEGY PE.1: EXPAND PLACEMAKING INITIATIVES IN OLD TOWN**

1. Create a dedicated portion of the community arts grant program for alley mural and programming projects
2. Incorporate digital placemaking and lighting initiatives in Old Town to promote nighttime activity, including lighting projections, gateway lighting, and festival/holiday lighting
3. Adopt street transformation policies that create shared stewardship of public spaces and repurpose streets to be more active, accessible, and safe
4. Incorporate the Old Town Character Area Plan Guidelines into the design/redesign, programming, and maintenance of public places
5. Utilize lessons learned during the pandemic to more comprehensively reimagine Old Town streets and mobility networks, and incorporate dedicated pedestrian zones



## STRATEGY PE.2: ENDORSE MIXED-USE DEVELOPMENT IN OLD TOWN

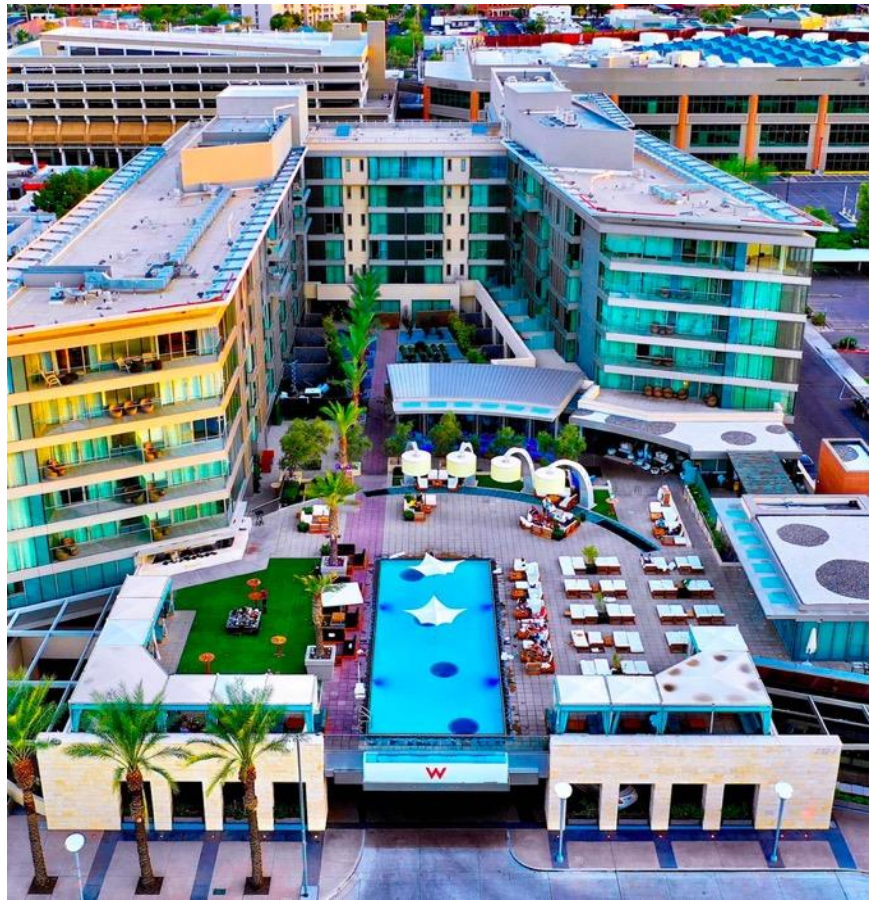
1. Foster quality design and character homogeneity
2. Advocate for mixed-use developments and uses, such as community buildings/recreational facilities, and arts and craft production in Old Town districts





## STRATEGY PE.3: GUIDE HOTEL DEVELOPMENT IN OLD TOWN

1. Create an Old Town hotel/hospitality development program to guide development in specific areas through zoning and permit exemptions – complementary to existing inventory
2. Focus adaptive reuse initiatives on hospitality projects
3. Support the redevelopment and enhancement of existing hotel inventory, with a focus on hotel brands promoting Scottsdale's positioning



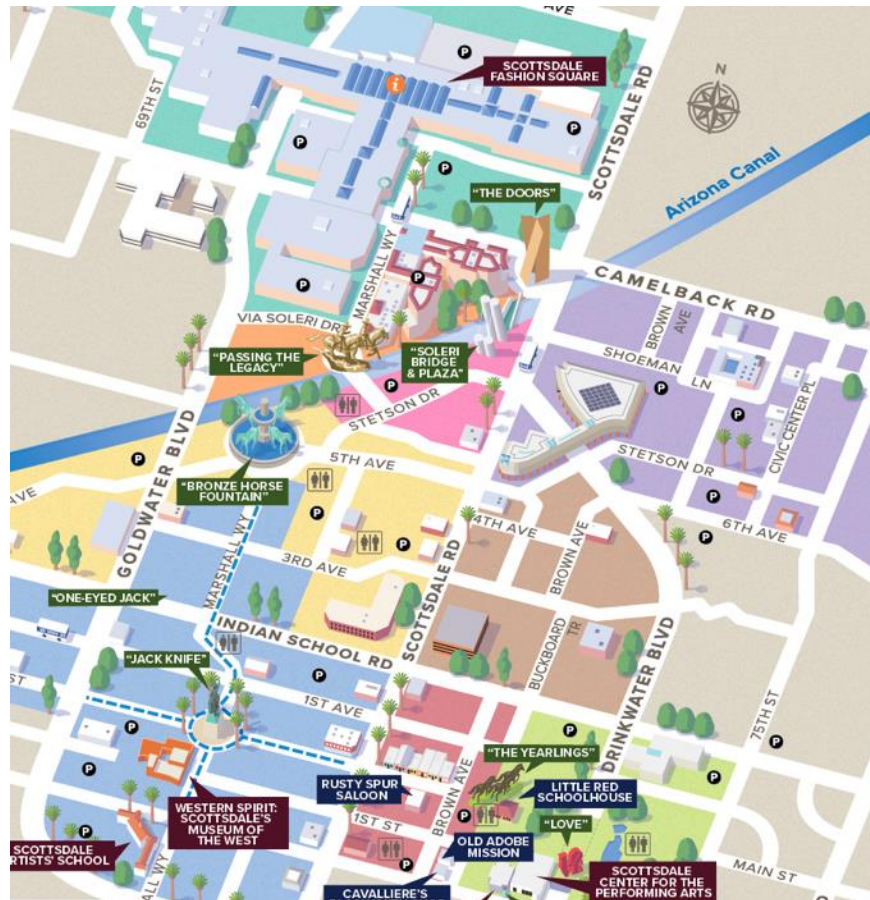
## **STRATEGY PE.4: ENHANCE WALKABILITY AND MULTI-MODAL ACCESS TO/WITHIN OLD TOWN**

1. Implement streetscape and pedestrian amenity recommendations identified in the Old Town Scottsdale Character Area Plan
2. Develop and implement a wayfinding strategy in Old Town to anchor and connect the districts
3. Continue to support programs/initiatives to improve residents' and visitors' sense of safety and security
4. Develop a transportation demand management plan for Old Town



## STRATEGY PE.5: STRENGTHEN THE POSITIONING OF CHARACTER DISTRICTS IN OLD TOWN

1. Set forth a clear vision and direction for the development of each of Old Town's districts
2. Improve communications and liaisons with business and property owners
3. Advocate to expand business operations in Old Town to create a 24/7 destination, and ensure consistency in service





## **STRATEGY PE.6: ESTABLISH A SUSTAINABLE ORGANIZATIONAL AND FUNDING STRUCTURE TO ENHANCE OLD TOWN TOURISM AND PLACEMAKING INITIATIVES**

1. Establish formal roles and responsibilities for Old Town District Manager
2. Advocate to modify legislative language in support of the creation of special taxing districts in Arizona
3. Conduct a feasibility study for formation of an Old Town special taxing district
4. Explore different organizational and funding models based on past structures
5. Advocate for community buy-in and support toward approval of an Old Town Improvement District



## STRATEGY PE.7: POSITION SCOTTSDALE AS A PREMIER SHOPPING DESTINATION

1. Align the vision of a premier shopping destination with all stakeholders to increase awareness and reach new audiences
2. Promote signature shopping destinations in Scottsdale such as Old Town, Scottsdale Fashion Square, Scottsdale Quarter, Kierland Commons, and others
3. Encourage programming in key shopping areas to increase visitation





# Sports Tourism

Scottsdale is a place where people love to play – from amateur sports to collegiate and professional sports, as well as competitions year-round.

SPORTS TOURISM

STRATEGY ST.1: EXPAND AMATEUR  
SPORTS PARTICIPATION YEAR-ROUND

STRATEGY ST.2: INCREASE OUTDOOR  
SPORTS PROGRAMMING

STRATEGY ST.3: ANCHOR  
SCOTTSDALE AS A BASECAMP FOR  
COLLEGIATE AND PROFESSIONAL  
SPORTS

## **STRATEGY ST.1: EXPAND AMATEUR SPORTS PARTICIPATION YEAR-ROUND**

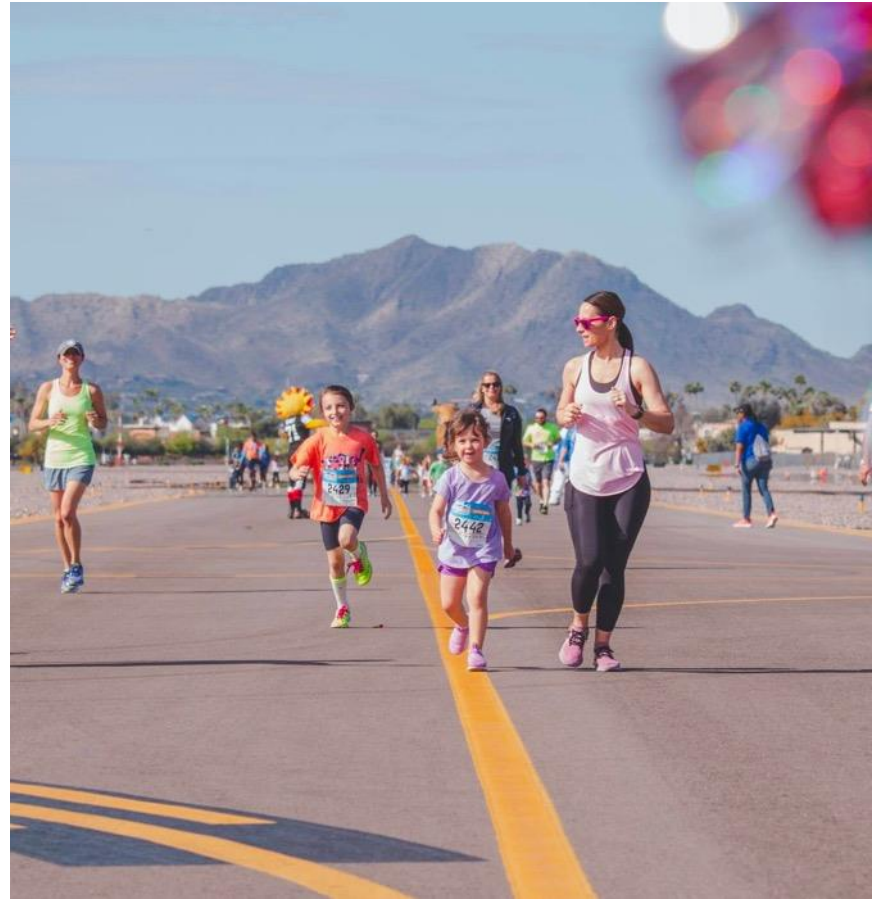
1. Develop a sports strategy in partnership with Scottsdale Parks and Recreation to define capacity, growth potential, and new development opportunities for sports tourism
2. Advocate for tourism improvements as part of Parks and Recreation strategies
3. Evaluate the opportunity to invest in e-sports facilities as a potential alternative during summer months
4. Seek multi-year contracts with tournament organizers
5. Capitalize on sports as an important driver for visitation through participation in room blocks for large tournaments in the Phoenix metro area





## STRATEGY ST.2: INCREASE OUTDOOR SPORTS PROGRAMMING

1. Support year-round sports programming
2. Market a year-round calendar of free sports events on existing platforms
3. Promote the development of community sports events from a local to a regional scale



## SPORTS TOURISM

### STRATEGY ST.3: ANCHOR SCOTTSDALE AS A BASECAMP FOR COLLEGIATE AND PROFESSIONAL SPORTS

1. Build on Scottsdale's strength for attracting sporting entertainment opportunities and signature special events
2. Increase city-based sports tourism marketing efforts to bid for and deliver sports conferences
3. Collaborate with regional destinations to better connect and develop more tourism products and experiences





# Travel & Hospitality Advocacy

As much as Scottsdale cares for its residents and visitors, we care for the people that invest and work in our industry too.

**STRATEGY TA.1: STEWARD DIVERSITY  
AND INCLUSION IN THE INDUSTRY**

**STRATEGY TA.2: ADVOCATE FOR  
TOURISM IN THE REGION**

**STRATEGY TA.3: SUPPORT AND  
ADVOCATE FOR TOURISM LABOR  
FORCE DEVELOPMENT**

**STRATEGY TA.4: ADVOCATE FOR  
LABOR STANDARDS AND TALENT  
WELLBEING**

**STRATEGY TA.5: INVEST IN  
DESTINATION DIGITIZATION**

## STRATEGY TA.1: STEWARD DIVERSITY AND INCLUSION IN THE INDUSTRY

1. Represent the diversity in the community and travelers through all marketing and communication channels
2. Introduce a diversity and inclusion training program for the industry, and develop an industry inclusion toolkit to inform all stakeholders
3. Engage partners in the creation of diversity and inclusion initiatives and goals





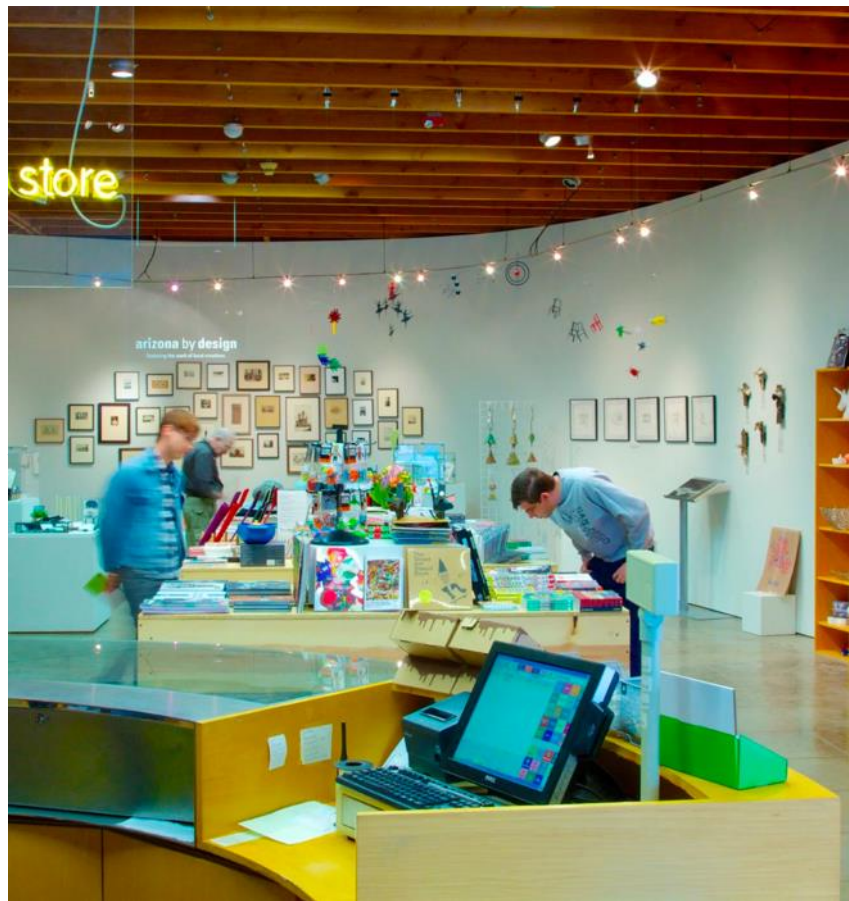
## STRATEGY TA.2: ADVOCATE FOR TOURISM IN THE REGION

1. Engage with City leaders and stakeholders to communicate to residents the importance of Scottsdale's tourism industry to the economy
2. Act as spokespeople for the development of the industry to potential investors, visitors and industry stakeholders
3. Engage with regional municipalities to align Tourism Strategic Plan strategies
4. Ensure the visitor perspective is considered in urban and regional planning and alignment occurs with the recommendations of the Tourism Strategic Plan



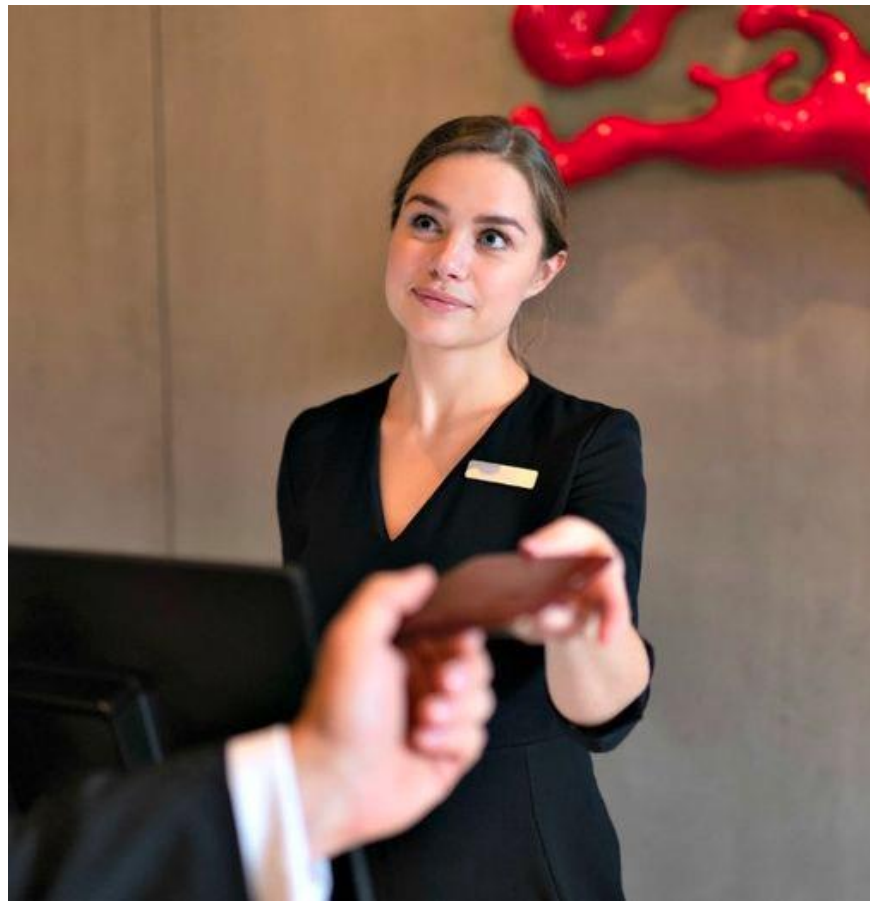
## **STRATEGY TA.3: SUPPORT AND ADVOCATE FOR TOURISM LABOR FORCE DEVELOPMENT**

1. Study and assess the Scottsdale tourism workforce including needs, requirements, forecast of labor supply and demand, skills, education and training, and career pathways
2. Support labor attraction efforts for the hospitality industry
3. Engage with economic and educational partners to launch a tourism talent taskforce to lead a workforce development strategy
4. Cross-promote existing tourism employment hubs and career centers to increase visibility of industry opportunities and better connect operators with talent (including AZLTA and Choose Scottsdale initiatives/job boards)
5. Develop a training service to upskill and retain talent



## **STRATEGY TA.3: SUPPORT AND ADVOCATE FOR TOURISM LABOR FORCE DEVELOPMENT (CTD)**

6. Explore opportunities to support workforce development in the industry through scholarship programs
7. Explore marketing and communications strategies to promote careers in the travel and hospitality industry
8. Make Scottsdale a preferred employment destination for tourism professionals
9. Advocate for additional changes to immigration policies in order to address current and forecasted industry labor shortages





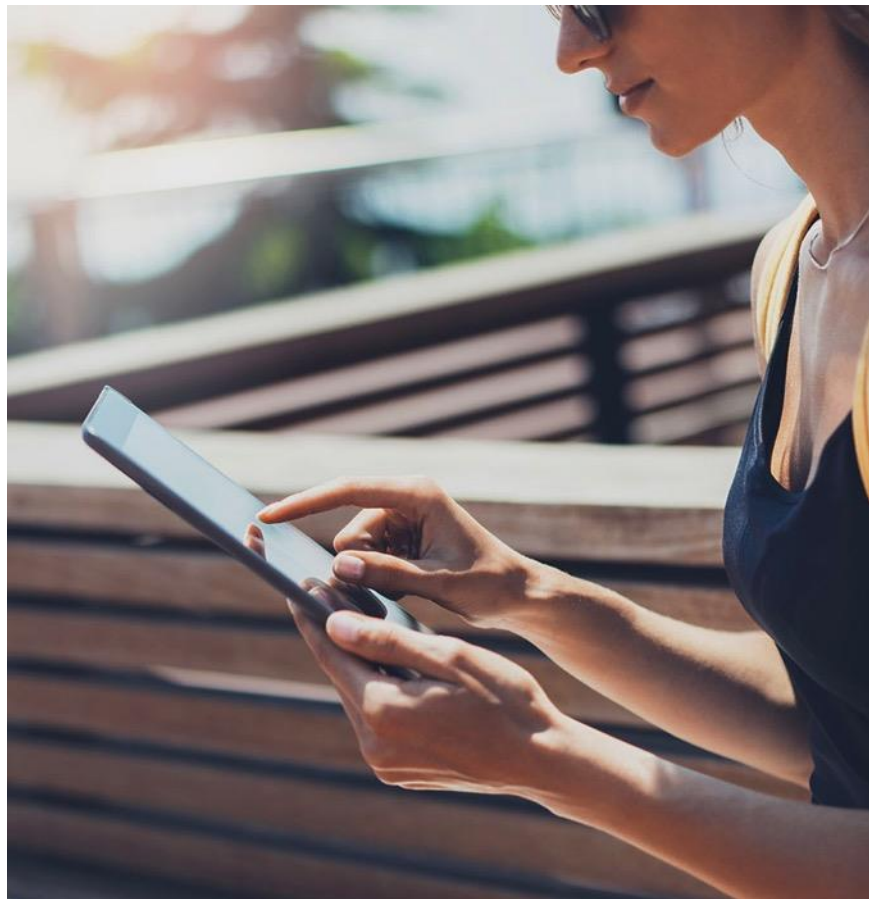
## **STRATEGY TA.4: ADVOCATE FOR LABOR STANDARDS AND TALENT WELLBEING**

1. Advocate to improve labor standards in the industry
2. Develop a talent wellbeing technical assistance program that helps partners improve labor standards/practices in the industry
3. Explore a campaign to shift industry perception and attract new vocations
4. Advocate for more affordable housing requirements as part of new developments in the city
5. Engage with industry partners to facilitate, deploy, and support alternative transportation options to mitigate this barrier to entry for some workers



## **STRATEGY TA.5: INVEST IN DESTINATION DIGITIZATION**

1. Utilize alternative models for delivering in-person visitor information through digital kiosks (e.g. IKE), which inspire visitors and help them discover more of Scottsdale
2. Utilize innovative, new approaches and technologies to deliver real-time visitor servicing and engage with visitors at the right time, in the right place with the right information







07.

Next Steps

# Next Steps

