



IMPLEMENTATION

The General Plan includes an ambitious list of actions and programs. Given the large number of policies and actions and the limited resources that are available to the Town annually, it is not possible to fund every action and program in the plan at once. Effective implementation of this General Plan will require a periodic process to prioritize the actions and programs to determine the priority for funding specific actions and programs each year over the 10-year life of the General Plan.

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9. Implementation

To ensure that the Town's annual budget decisions are consistent with the General Plan and the community has the opportunity to prioritize General Plan actions and programs prior to the Town Council's budget decisions, the Implementation Element establishes a public process for making recommendations to the Town Council on the status of the plan and proposed budget allocations. This approach to General Plan implementation ensures that the plan remains a dynamic, responsive document and that the Town's budget decisions are consistent with the long-term goals of the Town's General Plan.

The objectives of the Implementation Chapter are to:

1. Ensure effective implementation of the General Plan by coordinating General Plan priorities with the Town Council's budget and capital improvement decisions.
2. Ensure that annual budget and capital improvement plan expenditures address current community priorities and needs as well as long-term goals for the physical development of the Town.
3. Ensure that the General Plan remains a dynamic, up-to-date, responsive guide for the physical development of the Town, and provides steps to amend the Plan if necessary.

9.1 Implementation Strategies

The General Plan sets forth broad goals and policies. Implementation requires translating these broad statements to specific actions, systematically evaluating progress, and active community participation. Implementation measures identified at the end of each Element will be prioritized by the Town Manager and executed by Town staff over the next several years. A number of implementation strategies are available to the Town Manager and include but are not limited to:

Regulatory actions. Regulations rely on government's police power to control what people can and cannot do in the interest of the public's health, safety, or welfare. The Town administers and enforces various regulations to control land use. These regulations include the zoning code, subdivision code, flood control code, grading code, sign code, and building code. The Town also administers requirements imposed by the Federal and State governments.

Incentive measures. Where regulatory controls are the government's "sticks", incentives are the "carrots" to encourage certain actions. Too often, regulation is the solution. Regulation can be restrictive, reactive, and divisive. Incentive measures, on the other hand, can invite creative "win-win" solutions. Examples of incentive measures include rear yard property set-back modifications for properties that front on Major Arterials, expedited permit processing, density bonuses, and discounted permit fees.

Acquisition actions. Where significant resources are located on private property, it may be more appropriate for government to purchase the

development rights or fee simple title rather than to severely regulate the owner's use of the property. Obviously, purchasing in reaction to development proposals is expensive.

Capital budgeting actions. The Town annually prepares a capital improvements budget where public facility projects (new construction or major repairs) are identified. The budget is accompanied by a five-year Capital Improvement Program (CIP). The CIP process is explained in more detail below.

Programs. Certain community needs do not necessarily require land or a new facility, but rather a focused commitment of time and money towards achieving specific objectives. These operational projects are referred to as programs. Too often, resources are diverted to studies that could be more effectively used for pilot programs that actually try to achieve results and provide lessons through action.

Development/Redevelopment. In very special situations, it may be appropriate for government to take the lead and act as developer either singly or as a public/private partnership. These situations arise when the private market fails to address certain needs or when the situation is quite large-scale or complex.

9.2 Capital Improvement Program (CIP)

Capital improvement projects have the potential to influence infrastructure, to more equitably distribute Town services, and to promote important objectives of the General Plan. The Town sets forth the procedure for the submittal and adoption of the CIP:

1. The various departments submit project requests and cost estimates to the Town Manager. The Town Manager reviews the lists and recommends priorities.
2. The Town Manager submits the CIP to the Town Council together with a message explaining each project proposed in the capital budget, estimated cost, and proposed method of financing.
3. The Town Manager may submit amendments together with a message that describes the changes and the circumstances, which justify the changes.
4. The Council shall adopt the capital budget. The capital budget for the upcoming fiscal year is adopted. The five-year CIP is for information purposes.

In order for the CIP to comprehensively prioritize and allocate the financial resources available to the Town within the context of the General Plan, the CIP shall be prepared as follows:

- The CIP shall be based on clear priority criteria;
- The CIP shall integrate the several sources of funding improvements;

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- The CIP shall coordinate Town projects with State, City of Phoenix and City of Scottsdale CIP projects and available federal funding;
- The total Town costs for the projects selected for the CIP shall not exceed an amount that could be prudently financed;
- The CIP process shall provide opportunity for community review of the CIP proposed by the Town Manager prior to submittal to the Town Council;
- Where further study is needed to scope or prioritize projects, additional special or specific plans may be funded through the CIP;
- A system shall be established to monitor the status of appropriated projects.

9.3 Annual Report

The Town Manager shall prepare an annual report to monitor progress towards achieving the General Plan goals and policies. To the extent possible, the annual report should develop measurable indicators related to the policies. The Town Manager shall submit the annual report to the Town Council together with the capital and operational budgets in accordance with the budget submittal timetable. The annual report and CIP shall be the means to reconcile and prioritize competing community needs from a Town-wide perspective.

9.4 Major Amendments

This section of the General Plan addresses the State's Growing Smarter/Plus statutory requirements for addressing "major amendments" to the plan. The statute provides the following definition of a "major amendment" to a general plan:

For purposes of this subsection [9-461.06.G], "major amendment" means a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element. The municipality's general plan shall define the criteria to determine if a proposed amendment to the general plan effects a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element.

Once a proposed amendment is defined as major, it is subject to a higher standard of procedural review and public scrutiny than would be required of any other plan amendment. Specifically, major amendments are subject to the same review requirements outlined for the adoption of a general plan, with the exception that they are not subject to ratification by popular election, as is the case with initial general plan adoption. Changes that are not considered major amendments will be processed as minor amendments in accordance with State and Town regulations concerning timing, notice, public hearing, and action.

9.4.1.1 General Plan Amendment Process. The Town shall identify and implement a transparent application process for the consideration of General Plan amendments.

Definition

The Town is unique in terms of the factors that influence the way that a major amendment is defined, as cited above. It is a small community, both in terms of physical size and population; the existing mix/balance of uses is homogenous, with most of the community being designated for low-density residential uses; and it is a mature community with little developable land remaining. All of these factors combine to indicate that the Town is likely to be more sensitive to land use changes than other communities might be and that relatively small changes would have greater effects on the overall land use balance. Also, since traffic is such an important issue in the Town, changes in the way the roadway network operates are likely to have a more pronounced effect than they would in larger communities.

Based on the factors described above, an amendment of this plan will be major if it meets either of the following criteria:

1. Land Use Map

Typically, a change in the land use designation on the General Plan Land Use Map from one classification to an increased density classification shall be considered a major amendment. Table 9.4-1 illustrates changes that would be considered major amendments. The size of the area proposed for change is immaterial.

2. Circulation Map

A change in the functional classification of a roadway to higher capacity classification on the General Plan Circulation Map shall be considered a major amendment. This would include changing any street to a higher level in the hierarchy (e.g., Local to any other class, Collector to Minor or Major Arterial).

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Table 9.4-1: Major Amendment Definition Land Use Map Changes								
Existing Map Designation	Proposed Map Designation Change							
	VLDR	LDR	MDR	R/CC	MO	PQP	OS Pub	OS Priv
Very Low Density Residential (VLDR)	X							
Low Density Residential (LDR)		X						
Medium Density Residential (MDR)			X					
Resort/Country Club (R/CC)				X				
Medical Office (MO)					X			
Public/Quasi-Public (PQP)						X		
Public Open Space (OS Pub)							X	
Private Open Space (OS Priv)								X

Major Amendment 

Minor Amendment 

No Change 