

7. INNOVATION & PROSPERITY



INTRODUCTION

Scottsdale's future as an exceptional place depends on a dynamic, diversified, and growing economic base that complements the character and livability of the community. Scottsdale is regionally competitive and attracts businesses that employ our residents, provide value-added services, support broad-based educational opportunities, respect the desert environment, reduce dependence on fossil fuels, complement and support the tourism industry, and bolster the tax base. Scottsdale celebrates and embraces existing economic strengths, seeks to diversify and develop new strengths, and supports fiscally sustainable ways of doing business.

Tourism, as well as industries such as healthcare and bio/life sciences, are integral to Scottsdale's identity and serve as the community's core economic engines. In some respects, the tourism and healthcare markets in Scottsdale overlap, with both influenced by the climate, natural and built environments, and the diversity, quality, and character of the community. While tourism is more of a seasonal, cyclical industry, it contributes extensively to the economy, provides a diverse range of employment opportunities, and contributes to community well-being. Preservation and enhancement of Scottsdale's core economic sectors is critical to continuous economic health.



To maintain high public service standards and physical quality, the city must support and expand its economic base. This can be done by targeting new economic and educational opportunities, which provide support for the future fiscal health of the city. The Innovation & Prosperity Chapter recognizes that Scottsdale operates within broader regional and global economic settings, and, as such, the city must maintain and strengthen its competitive position by creating an environment where Scottsdale can effectively respond, innovate, and adjust rapidly.

ELEMENTS IN THIS CHAPTER:

- Economic Vitality
- Tourism
- Education

“Different types and sizes of businesses should be in Scottsdale... A mixture of businesses is quintessential to keeping Scottsdale’s small-town feel.”

- Scottsdale Youth Town Hall Report (2014)

Innovation & Prosperity Chapter

ECONOMIC VITALITY ELEMENT

- Goal EV 1** Foster economic resiliency
- Goal EV 2** Enhance socioeconomic prosperity
- Goal EV 3** Manage land uses to enhance economic development
- Goal EV 4** Ensure fiscal sustainability

TOURISM ELEMENT

- Goal T 1** Strengthen tourism
- Goal T 2** Enhance mobility and wayfinding
- Goal T 3** Support special events and venues

EDUCATION ELEMENT

- Goal EDU 1** Encourage lifelong learning
- Goal EDU 2** Deliver equitable, quality education
- Goal EDU 3** Support safe, healthy, positive learning environments
- Goal EDU 4** Collaborate with public entities



ECONOMIC VITALITY ELEMENT

A healthy, vibrant economy is fundamental to Scottsdale's lifestyle and identity. Scottsdale relies on its strong economic vitality to generate financial resources; provide services and a high quality of life; offer employment and prosperity for its citizens; and preserve special places in the community. Without these economic strengths, citizens would experience decreased levels of services and amenities, and/or increased taxes and costs of services.

While tourism remains a significant aspect of Scottsdale's economy, the city's economic base is quite diverse. Longstanding economic themes of health, research, bio/life sciences, arts and culture, and advanced business services work together with other emerging sectors to foster a vibrant economy and prosperity for our residents. Extensive retail and diverse employment opportunities within the Greater Scottsdale Airpark and Old Town are examples of how Scottsdale has focused on its strengths, broadened its tax base, and provided high-quality employment opportunities.

The Economic Vitality Element provides goals and policies to sustain the economy while protecting Scottsdale's unique southwestern character and quality of life.

Goals and Policies

Goal EV 1

Foster Scottsdale’s resiliency to economic change through support of our core industries (e.g., tourism, healthcare, bio/life sciences, advanced business services), assets, regional competitiveness, and economic diversity.

Policies

EV 1.1 Direct economic growth and change through the implementation and regular update of economic and tourism development strategic plans, that:

- Identify major and emerging growth sectors in Scottsdale, the metropolitan area, and Southwest;
- Support Scottsdale’s competitive strengths and are compatible with Scottsdale’s lifestyle;
- Guide the coordination of the local economy with regional economic initiatives; and
- Encourage and support local businesses, well-paying jobs, fiscal sustainability, clean industries, and the broader community vision and goals.

[Cross-reference Vision and Values]

EV 1.2 Support retention and expansion of established businesses, and provide resources for businesses to adapt to changing market conditions.

EV 1.3 Diversify Scottsdale’s businesses, focusing on industries that add value to the existing economic environment.

EV 1.4 Recruit and retain companies with core values that include both innovation and environmental stewardship and encourage partnerships between these companies and research institutions. *[Cross-reference Environmental Planning and Energy Elements]*

EV 1.5 Foster collaboration and the creation of support networks among Scottsdale businesses.

Goal EV 2

Provide diverse economic activities, employment opportunities, and educational pursuits to enhance the socioeconomic prosperity of all community members.

Policies

EV 2.1 Target specific economic sectors for expansion or relocation in Scottsdale that will enhance the quality of life of the community, provide the greatest positive impact, and deliver the fewest negative impacts.

[Cross-reference Land Use; Cost of Development; and Public Services & Facilities Elements]



EV 2.2 Strengthen community partnerships with institutions to grow and support high-value startup businesses, research, and other entrepreneurial opportunities. *[Cross-reference Healthy Community Element]*

EV 2.3 Enhance accessible and effective education and job training opportunities. *[Cross-reference Healthy Community Element]*

EV 2.4 Attract and retain a mix of businesses and industries that can provide jobs for residents of all skill and education levels. *[Cross-reference Land Use and Healthy Community Elements]*

Goal EV 3

Sensitively manage land uses to provide and enhance economic development, fiscal health and job growth, while simultaneously protecting the integrity and lifestyle of neighborhoods.

Policies

- EV 3.1** Support and enhance, where necessary, major street, freeway, and telecommunications access to key employment and regional retail centers. *[Cross-reference Land Use; Growth Areas; Circulation; and Public Services & Facilities Elements]*
- EV 3.2** Maintain and create distinctive business, shopping, and cultural/entertainment clusters. *[Cross-reference Land Use and Arts, Culture & Creative Community Elements]*
- EV 3.3** Maintain and develop neighborhood-scale shopping areas near residential concentrations. *[Cross-reference Land Use and Neighborhood Preservation & Revitalization Elements]*
- EV 3.4** Focus major employment and commercial uses in Growth Areas. *[Cross-Reference Growth Areas Element]*
- EV 3.5** Ensure neighborhoods are adequately protected from major development through design sensitivity, buffering, and traffic management. *[Cross-reference Land Use and Character & Design Elements]*
- EV 3.6** Enhance and protect the Scottsdale Airport as a global connection for tourism and business development. *[Cross-reference Land Use; Circulation; and Safety Elements]*
- EV 3.7** Identify and promote opportunities for infill development, and ensure that infill development projects sensitively integrate into the environmental and neighborhood setting. *[Cross-reference Land Use; Character & Design; Conservation, Rehabilitation, & Redevelopment; and Neighborhood Preservation & Revitalization Elements]*
- EV 3.8** Promote orderly, planned growth to reduce service costs, maximize use of existing and proposed public facilities, and enhance available revenues. *[Cross-reference Land Use; Growth Areas; Cost of Development; and Public Services & Facilities Elements]*
- EV 3.9** Maintain and expand when appropriate for the city’s fiscal health, resorts/ tourism, employment, and commercial land uses to provide revenue, jobs, and contribute to the socioeconomic prosperity of our residents. *[Cross-reference Land Use and Growth Areas Elements]*



Goal EV 4

Ensure that Scottsdale retains fiscal resources needed to effectively govern, provide services at a level consistent with community expectations, and fulfill the community’s vision.

Policies

EV 4.1 Ensure the highest level of services and public amenities are provided at the lowest costs in terms of property taxes and travel distances. *[Cross-reference Land Use; Public Services & Facilities; and Recreation Elements]*

EV 4.2 Diversify Scottsdale’s economic base to financially insulate the city in a down economic cycle, and to encourage and enhance prosperity during times of economic growth.



EV 4.3 Seek and support economic development projects that will contribute positively to the city’s finances and advance the community’s vision and goals. *[Cross-reference Vision & Values]*

EV 4.4 Operate the city in a fiscally-responsible manner through long-term planning and maintaining a positive balance between available revenue and expenditures. *[Cross-reference Public Services & Facilities Element]*

EV 4.5 Evaluate projected changes in city revenue and service costs as a part of General Plan review. *[Cross-reference Implementation Chapter]*

EV 4.6 Promote efficiencies gained from comprehensive energy management to supplement the city’s existing resources devoted to the operation and maintenance of infrastructure and service delivery. *[Cross-reference Cost of Development and Public Services & Facilities Elements]*

EV 4.7 Carefully consider the fiscal implications of land use decisions. *[Cross-reference Land Use; Cost of Development; and Public Services & Facilities Elements]*

EV 4.8 Invest in the city’s high-performing workforce to continue to provide a high level of services for community members and visitors.

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