



## 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.

Tourism is an integral part of Scottsdale's identity and economy, and it serves as one of the community's leading economic engines. To maintain and enhance the tourism experience, it is essential to provide and preserve our authentic natural, built, social, and cultural environments. The tourism market is dependent on the quality, character, and service level of local hotels and resorts; the availability of natural and built attractions; presence of entertainment activities; and the unique desert experience.

While tourism remains a significant aspect of Scottsdale's economy, the city's economic base is quite diverse. Long-standing 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 Downtown 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

**Strengthen Scottsdale’s position as a premier regional, national, and international tourism and resort destination.**

#### *Policies*

**EV 1.1** Support the development and revitalization of hotels and resorts that reflect Scottsdale’s Sonoran Desert character and high-quality image. *[Cross-reference Character & Design; Land Use; and Conservation, Rehabilitation, & Redevelopment Element]*



**EV 1.2** Accommodate diverse, high-quality lodging and tourism market segments according to regional and national visitor trends and community character.

**EV 1.3** Preserve Scottsdale’s natural, social, and cultural environments so that Scottsdale’s tourism experiences remain uniquely competitive and viable. *[Cross-reference Open Space and Arts, Culture & Creative Community Elements]*

**EV 1.4** Enhance Scottsdale’s tourism support services including, fine dining, specialty retail, art galleries, spas and wellness centers, recreation and leisure opportunities, and entertainment. *[Cross-reference Healthy Community; Arts, Culture & Creative Community; and Recreation Elements]*

**EV 1.5** Provide destination attractions and events that celebrate Scottsdale’s heritage, including, the key theme areas of the arts, southwestern culture, Native American culture, cowboy/western lore, and the Sonoran Desert environment. *[Cross-reference Character & Design and Arts, Culture & Creative Community Elements]*

**EV 1.6** Build on Scottsdale’s strength for attracting sporting events/entertainment opportunities, and signature special events. *[Cross-reference Arts, Culture & Creative Community and Safety Elements]*

**EV 1.7** Provide multimodal transportation choices and regional links to ease tourist mobility. *[Cross-reference Circulation Element]*

**EV 1.8** Support tourism by providing public scenic, outdoor, educational, and recreational facilities for visitors. *[Cross-reference Character & Design; Open Space; Recreation; Arts, Culture & Creative Community; and Public Buildings Elements]*

**EV 1.9** Preserve historical and archaeological tourist destination attractions. *[Cross-reference Arts, Culture & Creative Community Element]*

**EV 1.10** Encourage and maintain high-quality retail, event experiences, and entertainment activities that enhance tourism and attract visitors from nearby communities. *[Cross-reference Land Use; Recreation; and Arts, Culture & Creative Community Elements]*



**EV 1.11** Continue to support a concentration of visitor services and experiences in the Downtown area. *[Cross-reference Growth Areas and Arts, Culture & Creative Community Elements]*



**EV 1.12** Advocate the development of new retail opportunities, especially those that capture the unique flavor of Scottsdale and complement the quality, resort, and desert character of the community. *[Cross-reference Character & Design and Land Use Elements]*

Goal EV 2

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 2.1** (NEW) 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 2.2** Support retention and expansion of established businesses, and provide resources for businesses to adapt to changing market conditions.

**EV 2.3** Diversify Scottsdale’s businesses, focusing on industries that add value to the existing economic environment.

**EV 2.4** Recruit and retain environmentally-sensitive companies at the forefront of economic and technological change, and encourage partnerships between these companies and research institutions. *[Cross-reference Environmental Planning and Energy Elements]*



**EV 2.5** (NEW) Foster collaboration and the creation of support networks among Scottsdale businesses.

**Goal EV 3**

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

*Policies*

**EV 3.1** 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 3.2** Strengthen community partnerships with educational institutions to grow and support high-value startup businesses, research, and other entrepreneurial opportunities. *[Cross-reference Healthy Community Element]*

**EV 3.3** **(NEW)** Support accessible and effective education and job training, from pre-school through higher education. *[Cross-reference Healthy Community Element]*



**EV 3.4** **(NEW)** 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 4

**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 4.1** 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 4.2** Maintain and create distinctive business, shopping, and cultural/entertainment clusters. *[Cross-reference Land Use and Arts, Culture & Creative Community Elements]*
- EV 4.3** Maintain and develop neighborhood-scale shopping areas near residential concentrations. *[Cross-reference Land Use and Neighborhood Preservation & Revitalization Elements]*
- EV 4.4** Focus major employment and commercial uses in Growth Areas. *[Cross-Reference Growth Areas Element]*
- EV 4.5** Ensure neighborhoods are adequately protected from major development through design sensitivity, buffering, and traffic management. *[Cross-reference Land Use and Character & Design Elements]*
- EV 4.6** **(NEW)** Enhance and protect the Scottsdale Airport as a global connection for tourism and business development. *[Cross-reference Land Use; Circulation; and Safety Elements]*
- EV 4.7** **(NEW)** Identify and promote opportunities for infill development, and ensure that infill development projects sensitively integrate into the neighborhood setting. *[Cross-reference Land Use; Character & Design; Conservation, Rehabilitation, & Redevelopment; and Neighborhood Preservation & Revitalization Elements]*
- EV 4.8** **(NEW)** 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 4.9** **(NEW)** 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 socio-economic prosperity of our residents. *[Cross-reference Land Use and Growth Areas Elements]*



**Goal EV 5 (NEW)**

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 5.1** 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 5.2** (NEW) 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 5.3** (NEW) 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 5.4** (NEW) 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 5.5** (NEW) Evaluate projected changes in city revenue and service costs as a part of General Plan review. *[Cross-reference Implementation Chapter]*
- EV 5.6** (NEW) Explore new options 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 5.7** (NEW) Carefully consider the fiscal implications of land use decisions that result in service expansions to avoid significant negative fiscal impacts, unless necessary to achieve other critical community objectives. *[Cross-reference Land Use; Cost of Development; and Public Services & Facilities Elements]*
- EV 5.8** (NEW) Invest in the city’s high-performance organization and work culture to continue to provide a high level of services for community members and visitors.