

5 • ECONOMIC VITALITY



Introduction

A healthy and vibrant economy is inextricably linked to quality of life. Scottsdale's distinguished quality of life is realized through the financial benefits of the City's, and in particular, the Greater Airpark's strong and invaluable economic prowess. The Greater Airpark's economic impact, and therefore its influence on Scottsdale's quality of life, cannot be overstated. The Greater Airpark is the largest employment center in the City of Scottsdale and comprises a range of economic opportunities including, aviation, manufacturing, industrial, technology, office, recreation, and tourism. The area is also a major employment center in the State, thus contributing to a significant proportion of city revenue, and enabling the provision of high-quality services for Scottsdale residents.

A primary objective of the Greater Airpark Character Area Plan is to develop and implement long-term economic development strategies that position the Greater Airpark as a regional economic leader. Capitalizing on the area's competitive strengths and Scottsdale's "cachet" should enhance the Greater Airpark's national and international economic prominence and prosperity. Hence, economic development will continue to be a fundamental priority for the Greater Airpark.

The economic development strategy for the Greater Airpark seeks to maximize the economic potential of Greater Airpark land resources. In order to attract the desired types of development, economic development strategy programs and policies must be carefully coordinated with market conditions. In addition, economic development programs and policies must be consistent with the City of Scottsdale's core values of environmental stewardship and sustainability. This chapter provides the framework to guide city leaders and private economic development decisions.

Goals and Policies

GOAL EV 1

Sustain the long-term economic prosperity of the Greater Airpark.

- **Policy EV 1.1**
Develop and implement long-term economic development strategies that maintain and enhance city revenue streams in order to balance the area's revenue generation with the cost of services and ensure financial stability now and in the future.
- **Policy EV 1.2**
Promote Scottsdale's exceptional quality of life as a key factor for business attraction, retention, and expansion.
- **Policy EV 1.3**
Develop strategies, such as amending regulatory processes, that will incentivize and encourage new development and redevelopment.
- **Policy EV 1.4**
Retain and expand established Greater Airpark businesses.
- **Policy EV 1.5**
Develop existing and attract new high value businesses to the Greater Airpark.
- **Policy EV 1.6**
Develop and modernize public infrastructure to support current and future demand in the Greater Airpark.
- **Policy EV 1.7**
Attract new businesses to the Greater Airpark, and encourage retention programs to keep them in the community over time.
- **Policy EV 1.8**
Attract a diversified business base to help insulate the city during economic downturns.



*Henkel Headquarters (top) and Vanguard (bottom) are examples of business expansion and retention in the Greater Airpark.
Photo source (top): Henkel*

GOAL EV 2

Maintain and strengthen established economic engines in the Greater Airpark.

- **Policy EV 2.1**
Provide performance-based development incentives to area businesses to encourage reinvestment in the Greater Airpark.
- **Policy EV 2.2**
Support, maintain, and enhance the Scottsdale Airport and associated aeronautical activities.
- **Policy EV 2.3**
Support the growth and development of light industrial, research and development, and manufacturing companies in the Greater Airpark that are compatible with mixed land uses and Scottsdale's environmental values.
- **Policy EV 2.4**
Support the growth and development of the Greater Airpark's office industries and corporate headquarters.
- **Policy EV 2.5**
Aggressively market the Greater Scottsdale Airpark as an ideal destination to work, live, and play.



The Tournament Players Club (TPC) Golf Course is a popular national tourist attraction and event facility in the Greater Airpark.



Corporate offices are encouraged to locate in the Greater Airpark.



Industrial tourism provides visitors the opportunity to learn about company products and processes while promoting businesses at the same time. Photo source: Henkel

GOAL EV 3

Preserve and enhance tourism and visitor experiences of the Greater Airpark.

- **Policy EV 3.1**
Support and enhance existing tourist attractions including, WestWorld and the Tournament Players Club Golf Course.
- **Policy EV 3.2**
Encourage complementary uses, such as specialty retail and hotels, to locate in the Greater Airpark in order to support tourist attractions.
- **Policy EV 3.3**
Attract new segments to the tourism market, such as aviation-related tourism, industrial tourism, medical tourism, eco-tourism, green development tourism, and other unique cultural experiences.
- **Policy EV 3.4**
Enhance tourism infrastructure to accommodate market trends.
- **Policy EV 3.5**
Provide opportunities for existing resorts and hotels to expand and enhance their tourism offerings.
- **Policy EV 3.6**
Encourage and develop multi-modal links between the McDowell-Sonoran Preserve—a major tourist destination—and Greater Airpark attractions.
- **Policy EV 3.7**
Foster public and private partnerships that will result in joint ventures for cultural amenities and arts.

GOAL EV 4

Support the continued development of new economic opportunities that capitalize on market trends and the Greater Airpark's competitive strengths.

- **Policy EV 4.1**
Encourage public and private partnerships that will pursue joint ventures between emerging technology-based research and businesses.
 - **Policy EV 4.1.1**
Identify and market land that is most advantageous for locating emerging technology-based industries.
- **Policy EV 4.2**
Promote industry cluster development to increase business productivity and competitiveness.



Emerging technology-based industries will provide high-quality jobs and will help to promote Scottsdale as a leader in innovation. Photo source: Henkel

- **Policy EV 4.3**

Develop programs to attract emerging technology-based industries such as, but not limited to, biosciences and green technology.

- **Policy EV 4.4**

Promote the Employment Future Land Use Areas as technology incubators.

- **Policy EV 4.5**

Recognizing that there are limited, large scale, economic-producing opportunities remaining in Scottsdale, work with the State Land Department to attract revenue generating projects to their Greater Airpark land holdings, so as to benefit both the State and local community.

GOAL EV 5

Enhance existing and develop new partnerships that support quality employment, business opportunities, and workforce development.

- **Policy EV 5.1**

Encourage partnerships and/or development incentives to renovate underutilized or vacant parcels in the Greater Airpark.

- **Policy EV 5.2**

Maintain and develop national and international relationships that enhance the Greater Airpark's position as a premier locale for businesses.

- **Policy EV 5.3**

Encourage partnerships that will support and provide workforce development for emerging technology-based industries and other established industries in the Greater Airpark.

- **Policy EV 5.3.1**

Identify land that is most advantageous for the development of research and development incubators including, partnerships with institutions of higher education.

- **Policy EV 5.4**

Improve and facilitate collaboration among Greater Airpark companies and organizations (public, for profit, and non-profit).



Networking and collaboration events can help businesses promote their products and services as well as help other businesses.



Technology incubators provide resources for start-up technology-based companies.
Photo source: Henkel

