

# ECONOMIC DEVELOPMENT



Flagstaff serves as the economic hub of northern Arizona, providing goods and services for the region. With over 3,000 businesses (over 20 percent of which are service related) that employ over 72,000 people, as well as over 4 million visitors annually, the top employment industries are government, education, science and research, healthcare and healthcare product manufacturing, advanced manufacturing and biomedical manufacturing, tourism, transportation, and utilities. Over 5,000 people commute to Flagstaff daily to work from outlying communities.

The region's economy, while independent, also influences and is influenced by the greater context of the global community. By continuing to be adaptable to the global economy and supportive with strategic investments in **economic development**, the region will be able to increase business diversity and opportunities, supply local needs, increase exports, and build a broad tax base. Understanding that the purpose of economic development is to improve overall community prosperity, the region's residents and businesses support collaborative economic development activities resulting in balanced growth.

This chapter focuses on three priority areas of public and private investment:

1. Educational partnerships. Maintaining and expanding **infrastructure** to support and promote economic development.
2. Balanced and diverse industries. Concentrating development for higher **efficiencies**.
3. Responsive government attuned to the need of job creation and retention. Maintaining and enhancing our community's **image**.

This Plan focuses on meeting these priorities with responsive government; education and workforce training; business retention, expansion, and entrepreneurship; business attraction; promotion of community character; focus on activity centers; and commitment to quality redevelopment and infill.

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Photo credit: NACET

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## Our Vision for the Future

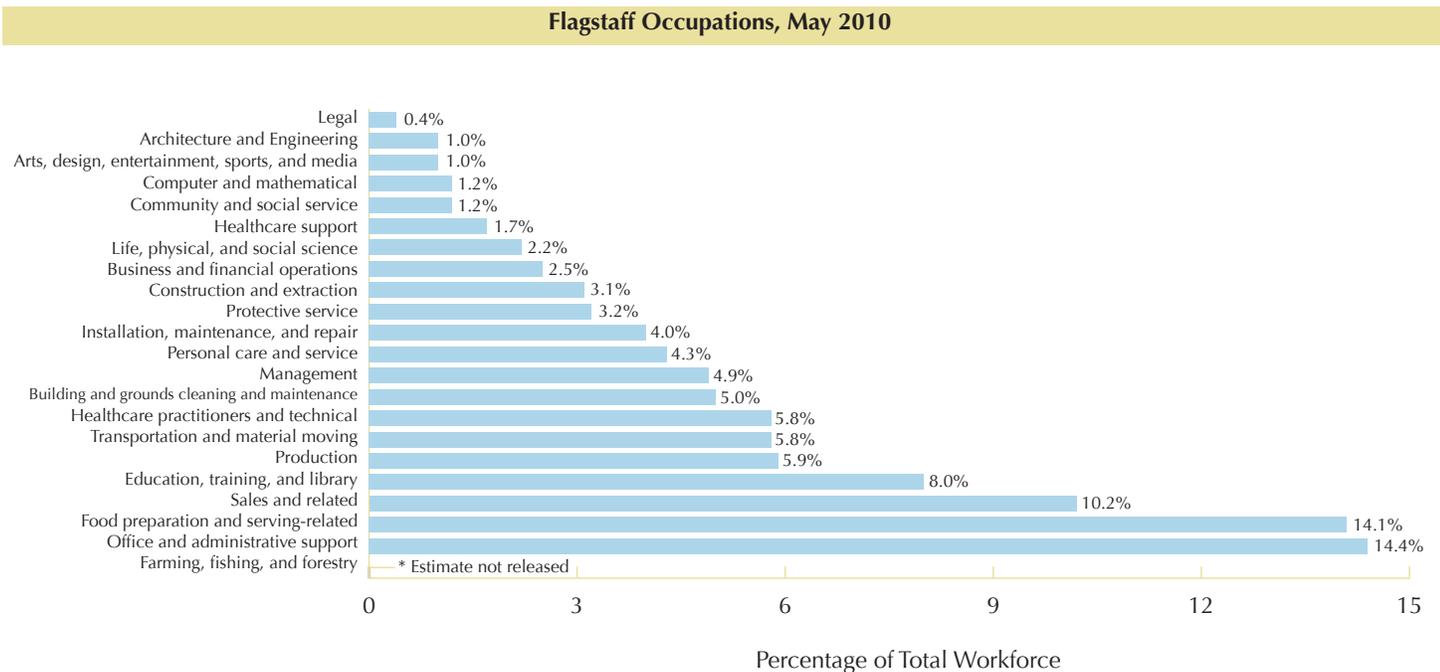
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In 2030, the Flagstaff region enjoys a robust and resilient economy that is concurrently independent and globally connected. The region invests in education, workforce training, and job creation.

## Our Workforce

According to the U.S. Department of Labor, over 55,000 people were employed in Flagstaff in May 2012, working in the following occupations:

SOURCE: U.S. Department of Labor, Bureau of Labor Statistics ([www.bls.gov/r09/oesflag.htm](http://www.bls.gov/r09/oesflag.htm))



### Helpful Terms

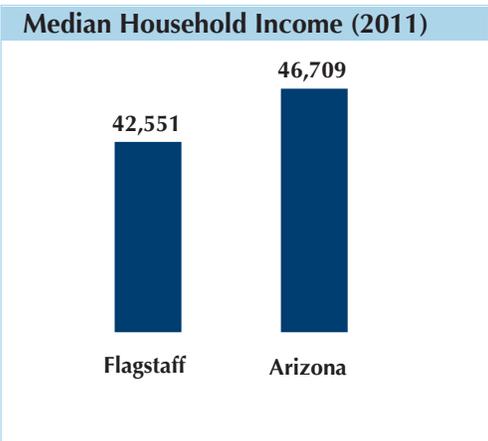
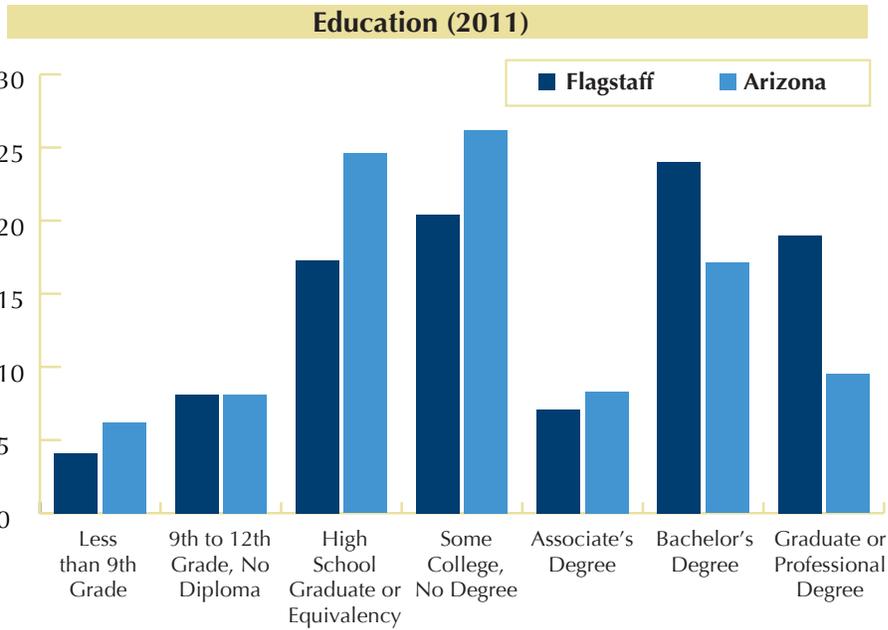
**“Social vitality”** is the invigoration or continued and increased activity of citizens, cultural activities, and civic engagement (such as voting).

**“Community vitality”** refers to the overall well-being of residents and the economic strength and stability of the region.

The **“livability index”** is a means to quantitatively measure “quality of life” in a particular city. The number is based upon various factors, such as average wage, cost of living, pollution, social services, cultural opportunities, job growth, and diversity.

Northern Arizona University’s student population currently represents 25 percent of the City of Flagstaff’s total population. Its academic resources complement those of Coconino Community College, the Flagstaff Unified School District, and charter schools in producing a highly educated workforce. Flagstaff Medical Center serves as the regional trauma and medical service for the metropolitan area, and is supported by a large medical service sector. W.L. Gore & Associates is the largest private employer and is a leading researcher, designer, and manufacturer of advanced medical products. Other large private employers include manufacturers Nestle Purina and SCA Tissue. There are several high-tech firms with a range of 10 to 50 employees. Of all businesses within the planning area, 73 percent have nine employees or less, which is consistent with the percentage of American small locally owned businesses nationwide. The presence of many small-scale businesses also exemplifies the vitality of the region’s creative class of entrepreneurs and the need for small business resources and development support services.

Flagstaff is home to a highly educated population, which presents the potential for increased business diversity and wage growth as time goes on.



SOURCE: U.S. Census Bureau, Community Values Survey 2011, 1-Year Estimates

Flagstaff recognizes the many opportunities for job prosperity within the current growth sectors of bioscience, astronomical sciences, earth and life sciences, advanced manufacturing, innovation and technology, forest restoration and forest products, professional services, construction services, health care and medical services, engineering and architectural services, alternative energy production (including wind farms and commercial solar energy production), outdoor recreation, tourism, agriculture and regional food, telecommunications, as well as the expansion of knowledge-based, creative and cottage industries, as well as emerging and future sectors and technologies. Growth potential is also seen in industrial/logistical warehousing and multi-modal transportation facilities. Flagstaff’s major interstate, rail, and air routes make it a central link to large metropolitan markets.

The Flagstaff region provides global, national, and regional entrepreneurs with the lifestyle premium of quick access to vast open spaces with a diverse social and community culture for leisure, art, and recreation pursuits. Due to its geographically remote location, the region requires economic security and self-sufficiency in the way of a responsive education system to effectively train a workforce for future needs, industrial land served by infrastructure, efficient communication and high-speed internet, a culture of healthy idea-exchange, affordable housing options, efficient transportation, and protection of the existing high quality of life.

### Regional Economic Development Partners

Significant regional economic development partners continue to identify opportunities and help focus community efforts to diversify and strengthen all employment. Some of our regional economic development partners include:

- Arizona Association of Economic Developers Tribal Committee
- City of Flagstaff Economic Vitality
- Coconino Community College
- Coconino County
- Economic Collaborative of Northern Arizona (ECoNA)
- Flagstaff Chamber of Commerce
- Hopi Tribe Economic Council
- Flagstaff Lodging & Restaurant Association
- Native American Council for Community Action
- Navajo Nation Chamber of Commerce
- Navajo Nation Small Business Center
- Northern Arizona University
- Northern Arizona Builders Association
- NAU Center for American Indian Economic Development
- Northern Arizona Board of Realtors
- Sustainable Economic Development Initiative (SEDI)
- Numerous other for-profit and non-profit development and community development groups

## Economic Impact of Native American Tribes

Residents from the Hopi Tribe and Navajo Nation have a direct annual economic impact of over \$200 million in the Flagstaff Region. The residents from the Hualapai, Yavapai-Apache, and Havasupai Tribes also contribute to the Flagstaff region's economy, however data regarding their exact economic impact is not known at this time. With the opening of the Twin Arrows Casino in 2013 by the Navajo Nation it is expected that there will be a positive economic impact on the Flagstaff economy.

**76%** of respondents of the 2010 Community Values Survey either agree or strongly agree with supporting living wages.

## Responsive Government

A responsive government is one that goes beyond providing basic services; it understands the community vision and develops policies and procedures to create a healthy and sustainable business environment. Good government processes lead to transparency and consistent decision making. This is attractive to the businesses of tomorrow looking for a particular quality of life and a predictable business environment. Governing agencies can collaborate with regional economic development partners and use available economic development tools to identify ways to advance strategic investments in infrastructure, encourage private investment, create jobs, and encourage new development and reinvestment. This leads to overall increased community prosperity and economic vitality.

### RESPONSIVE GOVERNMENT GOALS AND POLICIES

#### **Goal ED.1. Create a healthy environment for business by ensuring transparent, expeditious, and predictable government processes.**



Policy ED.1.1. Maintain the commitment by City and County government bodies to establish new public-private partnerships to spur economic development where they are potentially an effective tool.

Policy ED.1.2. Steadily improve access to easily understandable public information.

Policy ED.1.3. Use economic best practices to promote quality and fiscally sound projects.

Policy ED.1.4. Encourage local governments and the surrounding sovereign tribal nations to collaborate on mutually beneficial economic development initiatives.

Policy ED.1.5. Work cooperatively as a region towards developing a redundant telecommunications system.

Policy ED.1.6. Actively recruit diverse representation for all committee vacancies.

Policy ED.1.7. Establish policy and tools to consider the impacts of redevelopment on local residents.



Photo credit: City of Flagstaff

## Education and Workforce Training

Flagstaff boasts a highly educated population (based on 2010 Census data, 39.4 percent of residents hold university degrees, compared to the national average of 24.4 percent). In addition, workforce training is a priority. Regional efforts for education and training should provide for the full range of jobs, including all service industries, high-tech industries, manufacturing, customer service, innovative thinking, creative problem-solving, and entrepreneurship. A high-quality labor force is essential in attracting a new business, as it is a primary factor in determining a new business location as well as a local business' ability to expand. A well-trained, well-compensated, and diversified labor force contributes to a healthy local economy and positive community image.

*For more information about the local workforce, employment, and average wages, please visit [www.ChooseFlagstaff.com](http://www.ChooseFlagstaff.com).*

### Our Schools

**Flagstaff Unified School District No. 1**—The Flagstaff Unified School District (FUSD) encompasses approximately 4,400 square miles that includes the City of Flagstaff and extends northeast to Gray Mountain, south past Stoneman Lake, east past Sunset Crater, and west to Bellemont. The district maintains and operates 12 elementary schools, two middle schools, three high schools, and one alternative school. One school in the planning area, Cromer Elementary School, is outside of the City limits. Leupp Elementary and Middle Schools are outside the planning area.

Student enrollment has been fluctuating slightly in Flagstaff since the mid-1990s with some years showing minor increases and others decreases. The decreases range from 1.1 percent in 1999–2000 to 2.5 percent in 1997–98. A modest increase of 0.5 percent was shown in 1998–99. The decline in enrollment has been attributed to the fact that general population growth from 1990 to 1995 occurred in families with head of household age 45 and above.

### Workforce Training Organizations

- Chamber of Commerce
- City of Flagstaff
- Coconino Community College
- Coconino County Career Center
- College America
- Economic Collaborative of Northern Arizona (ECoNA)
- Flagstaff Unified School District
- Goodwill Industries of Northern Arizona
- Health Care and Allied Health
- Northern Arizona Center for Entrepreneurship and Technology (NACET)
- Northern Arizona University
- Sustainable Economic Development Initiative (SEDI)

### Setting the Bar

In October 2012, The City of Flagstaff declared itself a leader in STEM education. Mayor Jerry Nabours issued a proclamation stating that Flagstaff is a Science, Technology, Engineering, and Mathematics (STEM) community by highlighting the great science and technology businesses and institutions and the excellent STEM activities in Flagstaff schools. The City currently recognizes a STEM Student, Teacher, and Leader of the Year. Moving forward, Flagstaff is initiating a STEM Consortium that will focus on STEM business-school connections and curriculum development. A large highway sign stating “America’s First STEM Community” was also unveiled, and will be one of three that greet visitors coming into Flagstaff.

### Kinlani Dorm [Flagstaff Border Town Dormitory]

In 1958, the dormitories constructed by the U.S. Forestry department for employees began to house students of Marshall Elementary, Flagstaff Junior High, and Flagstaff High Schools. Eventually, this housing became exclusively for students of Flagstaff High School, and most of the students represent the Navajo tribe.

### Flagstaff Schools

	Enrollment (2012-2013)
<b>Public Elementary Schools</b>	
Cromer (outside city limits)	716
De Miguel	678
Killip	466
Kinsey	389
Knoles	620
Leupp Public School	114
Marshall Elementary Magnet School	576
Puente de Hozho Bilingual Magnet School	373
Sechrist	483
Thomas	484
Subtotal	4,899
<b>Public Middle Schools</b>	
Alpine Leadership Academy - Mt. Elden	796
Sinagua Middle School	928
Subtotal	1,742
<b>Public High Schools</b>	
Coconino	1,366
Flagstaff	1,489
Summit (accreditation pending)	129
Subtotal	2,984
<b>TOTAL</b>	<b>9,607</b>
<b>Charter Schools</b>	
BASIS School	
Flagstaff Arts and Leadership Academy (FALA)	
Flagstaff Junior Academy	
Montessori Schools of Flagstaff	
Mountain Elementary School	
Northland Preparatory Academy	
Pine Forest School	
Star Charter School	

SOURCE: FUSD, February 2012

Although overall district enrollment figures are down slightly, some schools are experiencing growth. The district currently has no plans to construct any new schools but is watching the enrollment on the west side. Some consideration has been given to acquiring property near Doney Park for a middle school. Additionally, the district may review and revise school boundaries to alleviate overcrowding.

**Private and Charter Schools** — There are 10 elementary, four elementary/middle, and three high school-level private and charter schools in the Flagstaff area. Charter schools are public schools that are not part of the FUSD, but are funded by the state. The emergence of charter schools has also contributed to the drop in FUSD enrollment.

## Higher Education

**Northern Arizona University** — Governed by the Arizona Board of Regents, Northern Arizona University is a comprehensive public university located in the heart of Flagstaff. It comprises 730 acres at its Flagstaff campus. Approximately 384 acres are fully developed with the remainder, undeveloped, in primarily ponderosa pine forest.

At the Flagstaff campus, the total number of students enrolled in fall 2013 (undergraduate and graduate) was 19,320. Although the school has no immediate plans for expansion into undeveloped areas, a partnership with Coconino Community College has led to dedication of 40 acres for a new college campus. An infill strategy continues to dominate the plans for any new facilities. The Arizona Rural Policy Institute reports that NAU's economic impact in Coconino County in FY 2010 totaled \$644 million. Direct employment associated with NAU in Coconino County accounts for 10.1 percent of total employment in the County.

**Coconino Community College** — Coconino Community College (CCC) is a campus institution with an enrollment of approximately 10,000 students per year with three main campuses: the Flagstaff Lone Tree Campus and District Offices, Flagstaff Fourth Street Campus and Technology Center along with the Flagstaff Medical Center Institute for Nursing Education, and the Page/Lake Powell Campus and Navajo Generating Station Technology Center. CCC also offers classes in Fredonia, Grand Canyon/Tusayan, Tuba City, and Williams. The Arizona Rural Policy Institute reports that CCC contributes approximately \$167 million annually to the economy of the Flagstaff region.

The college currently supports a commuting student population and is not intended to become a residential facility or to develop athletic programs.

**College America** — College America, a private non-profit institution was established in 1964 and acquired a location in Flagstaff in 2001. The college was formerly known as Northern Arizona College of Health Careers. College America is accredited by the Accrediting Commission of Career Schools and Colleges and offers Associates, Bachelors and Masters degrees in the healthcare, business, information technology and graphic arts fields.

High-quality educational opportunities at all levels are essential to sustain a healthy, diverse economy. As quality employers and employees demand high-quality K-12 / pre-school through university education for their children and future workforce, the region's educational institutions are incorporating the STEM Initiative, making Flagstaff America's first self-appointed STEM community. Our regional education partners can build on this success.

## EDUCATION AND WORKFORCE TRAINING GOALS AND POLICIES

### **Goal ED.2. Support and encourage an excellent educational system that promotes critical thinking and job training programs at all levels.**

Policy ED.2.1. As industry sectors emerge and grow, encourage regional workforce development partners to take a proactive role by preparing the local labor force for current and future workforce needs.

Policy ED.2.2. Support collaborative workforce training efforts by secondary schools, Coconino Community College, Northern Arizona University, and regional economic development partners.

Policy ED.2.3. Encourage efforts to provide a full range of high-quality educational opportunities for life-long learning for all residents.

Policy ED.2.4. Promote science, technology, engineering, mathematics, liberal arts, and entrepreneurship education at all levels.



## Business Retention, Expansion, and Entrepreneurship

The Flagstaff region is home to businesses with healthy national and international markets, providing thousands of jobs to the community. Equally important, over 55 percent of the region’s businesses are independent owner-operated businesses. In addition, 25 percent of all households have the propensity of building a home-based business. Flagstaff’s diverse businesses are essential to the region’s economy, providing jobs for economic stability, opportunities for youth, and opportunities for innovation and research. Small businesses are often the output of great entrepreneurial ideas, retaining and expanding these innovation companies is paramount to Flagstaff’s economic health and resilience. Manufacturing, healthcare, education, tourism, research and development, arts and culture forestry, agriculture, and utilities all contribute to the economic health of the region.

Examples of Flagstaff’s Largest Employers		
<p><b>Manufacturing</b></p> <ul style="list-style-type: none"> <li>- IML Manufacturing</li> <li>- Joy Cone</li> <li>- Nestle-Purina</li> <li>- Prent Thermoforming</li> <li>- W.L. Gore &amp; Associates</li> </ul> <p><b>Tourism</b></p> <ul style="list-style-type: none"> <li>- Little America</li> <li>- Pulliam Airport</li> <li>- Snowbowl</li> </ul>	<p><b>Research</b></p> <ul style="list-style-type: none"> <li>- Lowell Observatory</li> <li>- Naval Observatory</li> <li>- Northern Arizona University</li> <li>- Machine Solutions</li> <li>- TGen North</li> <li>- United States Geological Survey</li> </ul> <p><b>Healthcare</b></p> <ul style="list-style-type: none"> <li>- Flagstaff Medical Center</li> <li>- North Country</li> </ul>	<p><b>Public</b></p> <ul style="list-style-type: none"> <li>- AZ Department of Transportation</li> <li>- City of Flagstaff</li> <li>- Coconino Community College</li> <li>- Coconino County</li> <li>- Flagstaff Unified School District</li> <li>- Northern Arizona University</li> <li>- United States Forest Service</li> </ul>

For more information about employers in the Flagstaff area, please visit: [www.ChooseFlagstaff.com](http://www.ChooseFlagstaff.com)

### BUSINESS RETENTION, EXPANSION, AND ENTREPRENEURSHIP GOALS AND POLICIES



#### Goal ED.3. Regional economic development partners support the start-up, retention, and expansion of existing business enterprises.

Policy ED.3.1. Encourage regional economic development partners to continue proactive programs to foster the retention and expansion of existing enterprises and home-based businesses in the community.

Policy ED.3.2. Strengthen the arts, culture, and education sectors as important economic drivers in the community.

Policy ED.3.3. Support plans, programs, and capital expenditures to stimulate the investment of private capital in existing commercial areas for all industry sectors.

Policy ED.3.4. Take advantage of federal, state, and local incentives available for business retention and expansion efforts.

Policy ED.3.5. Advocate the economic sustainability and growth of businesses with opportunities for transitional commercial space, leased space, and property ownership.

Policy ED.3.6. Foster entrepreneurialism and start-up businesses with incubator and accelerator programs in sectors that demonstrate considerable growth potential.

Policy ED.3.7. Support and encourage regional agriculture.

Policy ED.3.8. Protect existing business and industrial land uses from encroachment and allow for their expansion.

Policy ED.3.9. Develop infrastructure so that the community has access to high-speed internet and telecommunications.

## Business Attraction

The Flagstaff region emphasizes a diverse local economy, welcoming all industry sectors to help create a strong economic base. Strategic recruitment of industry sectors will expand and diversify the economic base, benefiting the community as a whole. Economic development partners are encouraged to work together to develop and manage a strong, singular marketing message. Public private partnerships are needed to invest in the necessary infrastructure. Attraction efforts should focus on high-skill, high-wage-jobs as evidenced in Flagstaff's current growth sectors and emerging technologies.

**78%** of residents either agree or strongly agree that new businesses are essential for economic stability.

- 2010 Community Values Survey



Photo credit: W.L. Gore



Photo credit: NAU

### BUSINESS ATTRACTION GOALS AND POLICIES

#### **Goal ED.4. Support efforts to recruit diverse new businesses and industries compatible with the region.**

Policy ED.4.1. Publicize all developable property, with property owner's consent, within the region with an understanding of infrastructure needs and applicable development standards.

Policy ED.4.2. Promote variety and flexibility in land use and development options within the urban growth boundary.

Policy ED.4.3. Facilitate regional economic development by participating in cooperative ventures throughout the northern Arizona region.

Policy ED.4.4. Identify and support community resources that assist new businesses, such as workforce development, marketing, building processes, venture capital, financing, and management.

Policy ED.4.5. In an effort to promote the sustainability of resources, the City will encourage all new and expanded commercial and industrial development to be energy and water efficient.

Policy ED.4.6. Encourage development of specific area plans for targeted industrial, and business park land, which have been identified as major employment centers in the *Flagstaff Regional Plan*.

Policy ED.4.7. When planning for future growth, consider tribal, cultural, and natural resources in balance with community needs.

Policy ED.4.8. Support and encourage Native American heritage and culture as contributors to the region's economy.

*Refer to Chapter VIII - Community Character Goal CC.6. and Chapter XIV - Economic Development Policy ED.6.3.*



## Flagstaff Pulliam Airport

The Pulliam Airport is located on 795 acres on the southwest side of the City, just off I-17 with a traffic interchange, at an elevation of 7,011 feet above sea level. The airport was constructed in 1949 on United States Forest Service land deeded to the City through the Federal Airport Act. The federal government structured the land deed around the airport to support sustainable revenue streams, which are to support airport facilities and operations. Thus, land leasing and appropriate land use are important elements to future planning efforts for an Airport Business Park. An existing Pulliam Airport Master Plan governs the operations of the airport, with federal airport regulations and guidelines for airport expansion and growth. An Airport Business Park Plan (as an Activity Center) would guide and encourage appropriate use, infrastructure for business growth, and gateway opportunities outside of and around the actual airport land. The City and privately-owned land surrounding the airport is currently zoned for industrial uses, and could support approximately 11 million square feet of commercial/business development.



Photo credit: City of Flagstaff

## PULLIAM AIRPORT GOALS AND POLICIES

**Goal ED. 5. The Pulliam Airport will continue to serve the Northern Arizona region for air transportation, multimodal connectivity and business growth potential.**

Policy ED.5.1. Develop an Airport Business Park Specific Plan, outlining potential for connectivity, business and light industrial growth, and gateway opportunities.

Policy ED.5.2. Provide a clear process for becoming a business park lessee.



## Tourism

Flagstaff prospers from its proximity to all the cultural and natural wonders of our region, including national parks, Route 66, Ponderosa pine forest, and tribal lands. These factors have led to healthy growth in our economy, with over four million visitors coming through Flagstaff each year. It is in our shared interest to increase tourism by offering a wider range of activities and attractions, along with the necessary amenities to support them. Expanding opportunities in eco-tourism, adventure tourism, and heritage tourism have great potential to increase the existing visitor base. Northern Arizona's extensive trail systems and high altitude are prime conditions for hosting special athletic events and establishing athletic training facilities for both domestic and international athletes. Furthermore, continued development of seasonal recreation activities strengthens year-round visitation to the Flagstaff area. Our International Dark Sky designation is another unique attraction with possibilities for educational- and science-based tourism activities. Continued efforts to evolve downtown amenities, special events programming, area attractions, and access among different modes of travel will contribute to a heightened travel experience, resulting in greater economic prosperity for Flagstaff and the region.

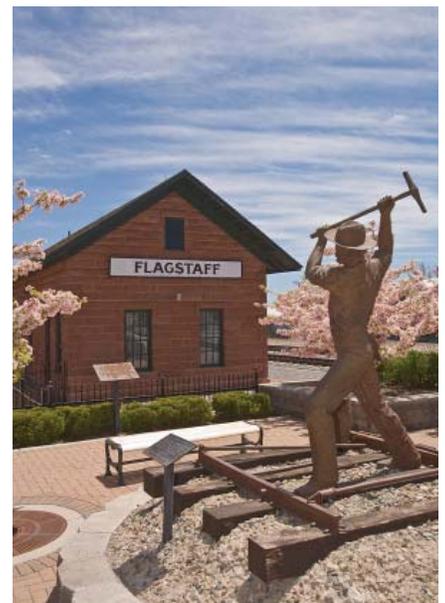


Photo by: City of Flagstaff

## TOURISM GOALS AND POLICIES



**Goal ED. 6. Tourism will continue to provide a year-round revenue source for the community, while expanding specialized tourist resources and activities.**

Policy ED.6.1 Support and promote the diversification and specialization of the tourism sector, with heritage-, eco-, and adventure-tourism.

Policy ED.6.2. Encourage cultural tourism with the advancement of heritage sites and special events.

Policy ED.6.3. Continue to advance high-altitude athletic training and “extreme sport” events and programs.

Policy ED.6.4. Encourage business education about the importance of tourism and its positive impacts on our region.

*Refer to Chapter VIII - Community Character Goal CC.6*

## Community Character

Visitors, employees, and businesses are attracted to a community that values its surrounding natural beauty, unique cultural heritage, and built environment. The image presented by a community can determine the location decision of a new or relocating business. Existing businesses are more likely to expand and reinvest in a community with a positive self image and a strong sense of civic pride. Cities that invest in beautiful streets, public spaces, and architecture, and focus on maintaining the natural and built environment foster and encourage private investment.

## COMMUNITY CHARACTER GOALS AND POLICIES



**Goal ED.7. Continue to promote and enhance Flagstaff’s unique sense of place as an economic development driver.**

Policy ED.7.1. Support planning, design, and development that positively, creatively, and flexibly contribute to the community image.

Policy ED.7.2. Coordinate community branding to effectively position the region for global marketing.

Policy ED.7.3. Leverage the region’s assets of history, culture, and natural environment, as well as educational and scientific facilities, as an economic development tool.

Policy ED.7.4. Invest in attractive community gateways, main corridors, and public spaces to draw the business and workforce the region desires.

Policy ED.7.5. Develop urban infrastructure that supports revitalization and redevelopment.

Policy ED.7.6. Support southwest culture in the visual and performing arts, including for example, an annual Native American Pow-Wow.

## Activity Centers

As discussed in Chapter IX – Growth Areas & Land Use, this Plan identifies current and future activity centers in the Flagstaff region, which are designated for industrial uses, industrial parks, business parks, intermodal facilities, mixed-use developments, collaborative business incubators, and employment centers. These areas are important in the context of economic development because they will focus public investment for the needed infrastructure and connectivity. Understanding how activity centers currently exist, what the potential market supports, what the potential density might be, and what infrastructure is needed to make this happen will help stakeholders, decision makers, developers, and businesses work in concert to collaboratively invest in the region's concentrated centers of activity.

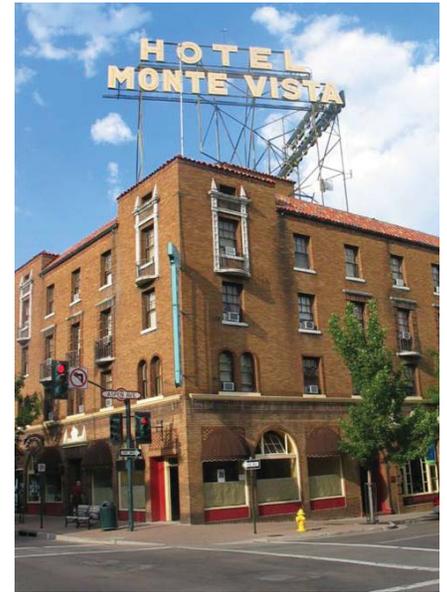


Photo Credit: City of Flagstaff

### ACTIVITY CENTERS GOALS AND POLICIES

**Goal ED.8. Promote the continued physical and economic viability of the region's commercial districts by focusing investment on existing and new activity centers.**



## Redevelopment and Infill

Redevelopment and infill are forms of reinvestment in the community, which is discussed specifically in this Plan in Chapter IX – Growth Areas and Land Use. These activities contribute to economic development because they can bring increased development opportunities, economic stability, and tax base, while reducing blight, infrastructure expenses, and sprawl. Major redevelopment projects can restore economic viability to vacant and underutilized areas of the region.

### REDEVELOPMENT AND INFILL GOALS AND POLICIES

**Goal ED.9. Promote redevelopment and infill as a well-established means to accomplish a variety of community economic, planning, and environmental goals.**

*Refer to Chapter IX - Growth Areas & Land Use, pp. IX-18 through IX-25 for reinvestment goals, policies, and tools.*

