



CHAPTER III

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PAST DEVELOPMENT EFFORTS

INTRODUCTION

The purpose of this chapter is to outline the various localized economic development efforts, which have taken place throughout the CAAG District over the past several years, and to identify the initiatives and various activities of economic development organizations located within Gila and Pinal Counties. Past economic development efforts throughout the CAAG District can be broadly categorized into functional areas which include business retention and attraction activities; organizational development activities; planning, environmental, recreational, and tourism related activities; and the development, or construction of community facilities, services, and infrastructure projects.

Throughout both Gila and Pinal Counties, the majority of past economic development efforts have been concentrated at the local level through municipal governmental entities; professional municipal staff; or locally based organizations that promote and initiate community and regional economic development. The individual incorporated municipalities throughout the CAAG District are responsible for identifying projects or activities that are designed to meet the short and long term needs of the community. The identification of local needs not only assists individual communities in prioritizing development goals, but also influences private investment decisions by the allocation and timing of public expenditures for various community projects.

Aside from municipal development activities, there are several non-profit economic development organizations located throughout the CAAG District that are also responsible for promoting economic development initiatives. Within Gila County, the Payson Regional Economic Development Corporation, and the Southern Gila County Economic Development Corporation are the two non-profit organizations within the county, which were specifically formulated for the sole purpose of enhancing local economic development opportunities at the community and sub regional levels. Aside from these organizations, the Greater Globe/Miami Chamber of Commerce, and the Payson Chamber of Commerce have also been successful in promoting recreational and business activities within their sub regions of the county.

Within Pinal County, the Central Arizona Regional Economic Development Foundation (Formerly known as Greater Casa Grande Valley Economic Development Foundation) is a non-profit economic development corporation, which represents the Cities of Casa Grande, Coolidge, Eloy, and Maricopa. Two additional regional economic development groups, which are located within Pinal County, include the Copper Corridor Economic Development Coalition (CCEDC) and the North Eastern Pinal Economic Partnership (NEPEP). The CCEDC represents Superior, Kearny, Hayden (Gila County), Winkelman (Gila County), and Mammoth. NEPEP's participating communities are Apache Junction, Queen Creek, Florence, and Superior. The Apache Junction Economic Development Commission and the Superior Community Development Committee are other community-based groups that were formulated in an effort to enhance economic development opportunities at the local levels. Aside from these local

organizations, the communities of Apache Junction, Casa Grande, Coolidge, Eloy, Florence, Kearny, Oracle, Maricopa, and Superior all maintain active Chambers of Commerce, which promotes various business, recreational, and tourism-related activities within their respective areas of the county. The Pinal County Governmental Alliance and the Pinal County Development Board & Information Center are countywide organizations, which also promote economic development activities within Pinal County. In addition to such organizations, in 1991 Pinal County was officially designated as a State Enterprise Zone by the Arizona Department of Commerce.

The following sections provide information pertaining to the activities of the major economic development organizations that are located throughout both Gila and Pinal Counties; as well as information pertaining to the various private and state programs that have had an affect upon local and regional economic development efforts throughout the CAAG District.

DESCRIPTION OF LOCAL ECONOMIC DEVELOPMENT ORGANIZATIONS

GILA COUNTY

Southern Gila County Economic Development Corporation

The Southern Gila County Economic Development Corporation (SGCEDC) is a 501 (c) 3 not-for-profit corporation. The SGCEDC is a committed facilitator promoting quality, diversified economic development, and supporting the existing economy to achieve lasting prosperity for the Southern Gila County Community.

The SGCEDC's goals and strategies are centered on the three legs of economic development, job retention, entrepreneurship and new business startup, and business attraction. Realizing that community development and economic development are closely intertwined, the SGCEDC works to solve a number of issues of community development including housing for low to moderate income workers, drug and alcohol abuse, and other issues that affect community development.

The SGCEDC's primary focus is to acquire land, build an industrial park, and erect a spec building to attract manufacturing jobs to the Southern Gila County Community.

Payson Main Street Program

The Payson Main Street Program was dedicated in September of 2000 during the Governor's Rural Development Conference to revitalizing the downtown district of the community. Since its inception, business and property owners, interested community members, and city leaders have initiated partnerships to make downtown the premier place for economic retail activities. Their efforts will make downtown Payson a more attractive, and dynamic business and social center. The Payson Main Street Program was recently recognized at the Governor's Conference on Rural Development for its efforts in special events- specifically, the Payson Light Parade, which is held in December.

Payson Regional Economic Development Corporation

Formulated by a small group of business people in 1987, the Payson Regional Economic Development Corporation (then just the Payson Economic Development Corporation) was a private, non-profit organization that primarily focused upon economic development within the Town of Payson and the surrounding geographical region of northern Gila County. The organization was governed by a 21-member Board of Directors, which consisted of local citizens and business people that represented a number of economic interests. The Board of Directors was responsible for overseeing the activities of the Executive Committee, which in turn was responsible for the hiring and supervision of an Executive Director.

The organization was established upon the principle that an effective regional economic development program could be successfully carried out through the implementation of a two-tiered program committed to strengthening the economy of northern Gila County. The first program involved the attraction of select, high quality businesses within the manufacturing sector that provided jobs yielding wages two to three times higher than those paid in the retail and trade sectors of the local economy; whereas the second program was intended to stimulate the regional economy through the effective use of a business expansion and retention program intended to assist local businesses through the provision of technical assistance, training, and assisting in the provision of low-interest loans. According to the Payson Economic Development Corporation, the programs were specifically designed to create new employment opportunities for area residents within the manufacturing sector; generate new tax revenues through general property taxes, sales taxes, and increased revenues obtained from construction permits; diversify and strengthen the area's economy against national and regional economic recessions; and, through technical assistance and loan programs, retain jobs in local businesses that might otherwise be lost through business failures or relocations out of the northern Gila County region.

In January of 1991, the responsibility for all economic development activities and related functions were accepted by the Town of Payson, which resulted in the transfer of the Executive Director of the Payson Economic Development Corporation (PEDC) from the private/non-profit PEDC to the local government organization. At that time, the Town of Payson initiated, directed, and coordinated all local economic development and long-term planning functions from its Economic Development office. The PEDC remained in an advisory capacity. The *Payson Strategic Plan for Economic Development* was adopted by the Payson Town Council in March of 1993. This particular plan identified five economic clusters on which the community would focus its economic development efforts upon, and assigning various functions to the Town of Payson, the Payson Economic Development Corporation, and the Payson Chamber of Commerce. In 1993, the PEDC and the Chamber of Commerce agreed to merge operations. This endured for a time, and then economic development efforts went somewhat dormant due to the lack of a director.

In 2001, the PEDC changed its name to the Payson *Regional* Economic Development Corporation (PREDC) to better reflect its commitment to the entire Arizona Rim Country area. Also in 2001, the organization hired another full time director.

With support from the Town of Payson, Gila County, grants, and local supporters, the PREDC has been involved in the location of a number of businesses to the area. The Corporation has also developed and implemented a regional branding program and marketing campaign that ties into

CAAG's *Regional Tourism Marketing Strategy*. The organization is REDI (Rural Economic Development Initiative) certified through the Arizona Department of Commerce and has recently experienced increased interest in the area from high tech companies.

Globe Downtown Association

Created in 1987, the Globe Downtown Association was established to encourage economic development in the downtown district. The intent of the Globe Downtown Association is to strengthen the relationship between the City and the downtown business community by establishing public/private partnerships to assist in revitalizing the downtown area. In addition, in 1987, the Globe Downtown Association was accepted into the State of Arizona's Main Street Program, thus overseeing the Historic Globe Main Street Program.

The Historic Globe Main Street Program is part of a nationwide organization dedicated to the revitalization of downtown areas. The program operates on evaluating six principles: organization, promotion, design, economic restructuring, transportation, and community redevelopment.

PINAL COUNTY

Apache Junction Economic Development Action Planning Team (EDAPT)

This group of area stakeholders (including City Council and staff representation), first met in May 2006. They are working their way through approximately an 18-month process, which will ultimately lead to an Economic Development Strategic plan for Apache Junction to present to Council.

Once it meets with that elected body's approval, it will also be included in the updated Apache Junction General Plan. To date, an analysis of market demographics, strengths/weaknesses/opportunities/threats (SWOT) has been completed. The EDAPT stakeholders are looking to brief their parent organizations and hold one or two "open house" forums for the community at large, to again provide input into the next critical step, which is further development of the strategic plan, based on the realities of the information gathered to date. It is anticipated that the EDAPT members will seek to provide Council with an update/interim report sometime in the near future, and their work should culminate in the September/early October time frame.

Apache Junction Main Street Program

In 1993, the Apache Junction Main Street Program was instituted to encourage economic revitalization in the downtown Business District. Its intent is to strengthen the relationship between the City of Apache Junction and the business community; to beautify, build, and improve the core Business District; and to give to the citizens a vibrant downtown for the greater good of the community.

The Apache Junction Main Street Program is part of a nationwide organization dedicated to the revitalization of the downtown areas and to historic preservation. Administered by the Arizona Department of Commerce, this method of revitalization consists of four areas, which focus upon organization, promotion, design and economic restructuring.

Through various organizational techniques, the Apache Junction Main Street Program motivates community revitalization by working closely with city officials, downtown businesses, community organizations, and area property owners in an effort to coordinate their skills, resources, and volunteered time to work toward the benefit of enhancing the downtown area of the community. The Apache Main Street Program utilizes such coordination to promote the downtown area as a unique and vital section of the community, which will ultimately attract an increased number of consumers and investment. Downtown is continually promoted through special events and advertising, which has yielded positive results for the city.

A third component of the Apache Junction Main Street Program's revitalization approach focuses upon direct assistance to provide design improvements to private properties; to promote pedestrian traffic in the downtown area; and to develop various merchandising techniques that are intended to make downtown businesses functional and aesthetically appealing to the community. In addition, the Apache Junction Main Street Program is committed to the economic restructuring of downtown. Such restructuring focuses upon a continual and ongoing analysis of the downtown market, and the implementation of policies, which promote diversification of the local retail base in an effort, enhance the overall economy of Apache Junction's Central Business District.

Central Arizona Regional Economic Development Foundation (CAREDF)

The Greater Casa Grande Valley Economic Development Foundation was established in 1965, and was incorporated as a non-profit entity in 1984. The Foundation represents the Cities of Casa Grande, Coolidge, and Eloy, and consists of an Executive Board of Directors, and a Foundation Board of Directors. The Executive Board of Directors normally contains in between 15 to 20 members, and meets on a monthly basis to discuss Foundation operations and administrative matters. The Executive Board of Directors is responsible for the hiring of the Executive Director, which is responsible for the daily operations of the office that is located in the City of Casa Grande. The Foundation Board of Directors is an honorary Board comprised of 50 members, and does not vote on pertinent Foundation matters, or attend monthly meetings.

The mission of the Greater Casa Grande Valley Economic Development Foundation is to promote, diversify, and stabilize the local economy of the area; to develop new job opportunities for the communities by attracting desirable businesses and industries; and to assist local industries in their expansion plans and requirements within the Greater Casa Grande Valley. Aside from an aggressive business attraction and retention program, the Greater Casa Grande Valley Economic Development Foundation is responsible for providing professional counsel pertaining to community and state growth issues; providing technical input at both the local and regional levels; and providing updated, economic development information to the Cities of Casa Grande, Coolidge, Eloy, and Maricopa.

Copper Corridor Economic Development Coalition (CCEDC)

The Copper Corridor Economic Development Coalition (CCEDC) was organized to enhance the economic climate of an area that is comprised of southern Gila County and eastern Pinal County. This area includes the incorporated communities of Hayden, Kearny, Mammoth, Superior, and Winkelman.

North East Pinal Economic Partnership (NEPEP)

The North East Pinal Economic Partnership (NEPEP) began organization in 2004. Its creation was based on two key concerns: 1. The need for a trade-area or market-based view of local economic and business opportunities, challenges, and issues to strengthen the economic vitality of existing commercial core areas that were not appearing to benefit from new residential development activity; and 2. The importance of forming an economic vision for the region in anticipation of development of the 275 square miles of Arizona State Trust land that lies in the heart of the area so that realistic plans can be made for employment base development that can compliment expected residential development. NEPEP's geographic area includes the communities of Apache Junction, Florence, Queen Creek, and Superior.

NEPEP works with local and regional stakeholders as well as civic leadership to create and achieve a shared economic vision of the future for North East Pinal County and its communities that: 1. Provides diversified economic and workforce development opportunities; 2. Supports existing businesses and areas of commercial development; 3. Offers strong foundations needed for a healthy business environment; and 4. Coordinates needed education, marketing, support services, and funding efforts.

Additionally, NEPEP, working with local and regional stakeholders and civic leadership, seeks to retain, create, and attract good quality jobs and activities to the region. It also desires to improve existing commercial areas by helping redefine and broaden their markets; then achieve critical mass and aggressively promote local and regional activities, events, and opportunities. NEPEP plans to assist newly developing areas by identifying feasible target economic sectors, then crafting a strategy to cost-effectively meet site, building, critical infrastructure, workforce training, and related requirements. The organization aims to improve the North East Pinal region by providing a forum for common interests as well as identifying and providing for common support needs such as a regional approach to planning and financing critical infrastructure, regional marketing, and other resources needed to advance economic development of the region.

NEPEP's top priorities include: 1. Creation of a finance strategy; 2. Strengthening of communications within the region; 3. Development and implementation of a marketing strategy; 3. Establishment of an economic development marketing team; and 4. Identification and coordination of special events for increased impact.

It is important to note that the Pinal County Board of Supervisors provides financial support for the economic development organizations located throughout Pinal County. These are the Central Arizona Regional Economic Development Foundation (CAREDF), the Copper Corridor Economic Development Coalition (CCEDC), and the North East Pinal Economic Partnership (NEPEP).

The creation of the North East Pinal Economic Partnership filled the final gap remaining in the CAAG Region that was not officially addressed by a local regional economic development organization. The CAAG Economic Development District now boasts complete coverage of its area by locally organized economic development groups.

Casa Grande Main Street Program

The Casa Grande Main Street Program is dedicated to revitalizing the downtown district of the community. Since its inception in 1992, business and property owners, interested community members, and city leaders have worked together to make downtown the premier place for economic retail activities. Their efforts have made downtown Casa Grande a more interesting, attractive, and lively business and social center.

The Casa Grande Main Street program is comprised of members, community partners, and a board of directors. The board is responsible for establishing policies, a strategic plan, and oversees the work of an Executive Director who executes operations within board policies. The Casa Grande Main Street program is the liaison between the downtown businesses and the city, has completed several award winning design projects, created a flagship annual Street Fair/Car & Bike Show, as well as a monthly event encouraging the performing arts. Members are acknowledged on the Main Street website, a membership directory, annual meeting, and through Arizona Main Street awards for their revitalization efforts.

Florence Main Street Program

One of the original programs in the state, the Florence Main Street Program was organized in the mid-1980s and became an active institution involved with downtown redevelopment. The program emphasizes social and economic vitality of Florence's downtown area while preserving its historical characteristics. Organization, design, promotion, and economic restructuring are important program elements and reflect the emphasis and philosophy of this nationwide program.

The Florence Main Street Program's membership is representative of the many facets of the community and includes downtown merchants, local civic organizations, and private citizens. Members elect a Board of Directors who, in turn, develop policy and hire the Program Manager.

Pinal County Governmental Alliance

The Pinal County Governmental Alliance was established in 1987 by a group of Pinal County cities, towns, and irrigation districts, in direct response to a move by communities in other counties to purchase land within Pinal County for the purposes of securing water and water rights for their Assured Water Supply needs.

The Alliance is an organization of governmental entities formulated for the purpose of addressing economic and environmental issues that are of concern to Pinal County. Functioning as a non-profit organization, the member entities of the Pinal County Governmental Alliance include the Cities of Apache Junction, Casa Grande, Coolidge, Maricopa, and Eloy; the Towns of Florence, Queen Creek, and Kearny; Pinal County; Central Arizona College; and the Maricopa-Stanfield, New Magma, Central Arizona and San Carlos Irrigation and Drainage Districts. The majority of the Alliance's efforts are directed toward issues such as county water supplies, regional solid waste disposal, water transfers and CAP (Central Arizona Project) allocations, the Pinal County Enterprise Zone, and the effects of planning legislation upon various county activities.

Pinal County Development Board

The Pinal County Development Board was established in 1954 to promote the development of both industry and tourism within Pinal County. Each community within Pinal County has appointed two voting delegates to serve upon the Board, which contains a Chairperson and a Vice-Chairperson, and is governed by an Executive Committee. The delegates of the Pinal County Development Board convene on a monthly basis to discuss economic development and tourism-related activities, and are also very active in staffing committees to discuss countywide economic development activities. The Pinal County Development Board is responsible for the daily operations of the Pinal County Visitors Center, which is located in the Town of Florence. In addition, the Development Board works very closely with the individual Chambers of Commerce located throughout the county, and was instrumental in the creation of the Pinal County Town Hall, which has been a tremendous economic asset to the County since its inception in 1988.

Pinal County Town Hall

Established in 1988, the Pinal County Town Hall is an annual forum, which brings together countywide professionals, organizations, elected officials and administrators to discuss issues of importance to Pinal County and its citizens. The concept of an annual Pinal County Town Hall resulted from the desire of a number of organizations and professionals to bring together a cross-section of Pinal County leaders in an effort to discuss key topics pertaining to economic development. The Pinal County Development Board sponsors the annual Pinal County Town Hall Meetings, and has been supported by an ad-hoc committee, which meets on a monthly basis throughout the year to discuss economic concerns, as well as the annual program content. The annual town hall meetings are financially supported by the Pinal County Board of Supervisors, and by community/corporate support and delegate fees. Past town hall meetings have been centered upon economic development issues within Pinal County; economic planning sessions; governmental tax structuring; education; and the feasibility of comprising a comprehensive, countywide economic development planning document.

Superior Community Development Committee

The Town of Superior Economic Development Advisory Board is a community organization which is primarily responsible for coordinating activities with Town Staff and various community groups, in an effort to advise the Town Council on policy issues that have a direct impact upon the local economy. Aside from providing advisory information, the Board is also responsible for developing and implementing a community marketing plan intended to stimulate area business activity; providing reliable community economic data and information to various entities; and promoting economic development initiatives, which will benefit the Town of Superior's overall economy.

STATE AND PRIVATE ECONOMIC DEVELOPMENT PROGRAMS

Arizona Public Service Company

Arizona Public Service Company (APS) is the State of Arizona's largest and longest-serving investor-owned electrical utility provider. APS holds a certificate of convenience and necessity (CC&N)

granted by the Arizona Corporation Commission for a considerably large service territory within both Gila and Pinal Counties.

Through the APS Community Development Department, APS provides economic and community development support to communities throughout the State of Arizona. The business development component is actively engaged in the recruitment of new business and industry in partnership with State, regional, and local economic development organizations. Through the Building Bridges to Business (B3) tool, APS assists communities in the retention and expansion of existing industry. The community development team works closely with community leaders to build local capacity and provides technical assistance to support community-based economic development efforts.

As part of this overall community and economic development effort, the APS award-winning *Focused Future* and *Focused Future II* programs were designed to assist communities in rural areas to successfully plan and implement locally-based strategic economic and community development. Utilizing outside facilitators specializing in rural development issues and other resources, this grassroots-driven process provides a road map for local leaders in their community and economic development strategies, engages the public in a civic participation process, and provides indicators for measuring community success. Within the CAAG District, APS sponsored *Focused Future* in the City of Apache Junction, City of Coolidge, City of Eloy, Town of Florence, Town of Kearny, and the Town of Payson. The City of Casa Grande participated in *Focused Future II*. The successful implementation of these economic development plans are of tremendous importance and can have positive impact to the future economic growth and vitality of each respective community.

Arizona Enterprise Zone Program

The primary goal of the Arizona enterprise zone program is to improve the economies of areas in the state with high poverty or unemployment rates. The program does this by enhancing opportunities for private investment in certain areas that are called enterprise zones. Enterprise zones are designated by the Arizona Department of Commerce.

Increased investments in such areas tend to strengthen property values (or keep property values from falling), and encourage job creation to promote the vitality of local economies.

On June 1, 1991, the Arizona Department of Commerce authorized the formation of the Pinal County Enterprise Zone Program. The program offers a state corporate income tax credit of up to \$3,000 over a three-year period (maximum of 200 employees in any given tax year) for net increases in qualified employment positions at a site located anywhere within the an Enterprise Zone. Individual salary must equal or exceed the Enterprise Zone-designated wage offer by county, and the jobs must be permanent and full-time. Qualified manufacturing businesses are also eligible for property tax reclassification for a period of five years, resulting in an 80 percent reduction in taxes on all real and personal property located at the Enterprise Zone location.

Since its authorization in 1991, the Pinal County Enterprise Zone program continues to be a vital component in the enhancement of economic development opportunities within the county. The Pinal County Enterprise Zone encompasses the majority of Pinal County, and presently includes the Ak-Chin Indian Community, Gila River Indian Community; Tohono O'odham Indian Nation, San Carlos Indian

Reservation, Casa Grande, Coolidge, Eloy, Florence, Kearny, Mammoth, and Superior (Zone 1). A small portion of Apache Junction is located in Zone 2.

In 1993, the Arizona Department of Commerce authorized the formation of the Gila County Enterprise Zone. The Gila County zone includes all the benefits of the Pinal County Enterprise Zone and presently includes the City of Globe; the Towns of Hayden, Miami, Payson, and Winkelman, as well as the Tonto and San Carlos Apache Indian Reservations.

Arizona Main Street Program

In 1986, the Arizona Legislature established the Arizona Main Street Program in an effort to revitalize the central business districts of rural communities throughout the state. Facilitated by the Arizona Department of Commerce, the Arizona Main Street Program utilizes a practical approach to revitalization, which was developed by the National Trust for Historic Preservation in 1977. The Main Street Approach consists of four separate elements, which include Organization; Promotion; Design; and Economic Restructuring. Organization, Promotion, and Design are elements, which require the participation of local business leaders, elected officials, and merchants to build confidence and provide the necessary initiatives to succeed in implementing the downtown redevelopment process. The Economic Restructuring Element of the Main Street Approach is a process, which requires an extensive and coordinated market analysis, business retention, business expansion, and recruitment program. Implementation of a Main Street Program for an individual community requires the hiring of a Program Manager to oversee the necessary activities associated with conducting a well-coordinated Main Street Approach.

In Arizona, 25 rural communities have applied and been accepted to participate in the Arizona Main Street Program. Communities form a private, non-profit downtown organization to provide local advocacy for downtown issues and to mobilize and coordinate volunteer efforts, using the Main Street Approach. While the Program works primarily with these downtown associations, the Program also works closely with and provides services to individual businesses, property owners, city and county governments, town chambers of commerce and other economic development groups.

Services provided to the community include volunteer training workshops, staff training opportunities, and a series of visits and activities that lead to a "Resource Team Report." This report is an extensive document outlining the critical issues confronting the community's downtown and the Program's specific recommendations as an action plan for the downtown. Services provided to individual businesses and property owners include architectural design assistance for storefronts, store design and landscaping, workshops and direct consultations on market analysis, merchandising, promotions and advertising.

The Program is housed within the Arizona Department of Commerce, Community Assistance Division. It has two full-time staff members and a professional services budget of \$130,000, all of which is dedicated to direct technical assistance to the communities. In Fiscal Year 1999, the Program facilitated 1060 net new jobs, 150 new businesses, 342 building projects and \$69.3 million in local reinvestment in the downtown of those communities, which participated in the Program. In addition, the Program has assisted in the attraction of 1,337 net new businesses, 6,615 net new jobs, 3,192 building projects and \$544.1 million in local re-investment in Main Street communities.

Since the Arizona Main Street Program's inception in 1986, several of the communities within the CAAG District have been officially accepted as Arizona Main Street communities. In 1986, the Town of Florence was accepted into the Program, and participated until the year of 1989. During its period of participation, the Town of Florence maintained a total reinvestment of over two million dollars toward the renovation of the central business district, which resulted in 19 building rehabilitations, 6 building facade rehabilitations, and approximately 35 new jobs. Florence re-instituted its program in 1999 and is active once again in the state program. In 1987, the City of Globe was accepted into the program, and has reinvested over three million dollars into the central business district, which resulted in a total of approximately 55 new jobs. In addition, the City of Casa Grande was officially accepted into the program during 1991, the City of Apache Junction was accepted during 1993, and Payson in 2000.

Rural Economic Development Initiative (REDI)

GADA was created by the Arizona Legislature to assist local and tribal governments and special districts with the development of public infrastructure. GADA leverages its \$16.5 million fund to lower the costs of financing and help accelerate project development for public facilities owned, operated and maintained by a political subdivision, special district, or Indian tribe. GADA provides both financial and technical assistance programs.

Benefits of the GADA Program include: lower interest rates; loan terms of up to thirty years; cost of issuance subsidies; ability to fund a broad array of projects; grants and loans to help accelerate projects; and assistance in establishing small communities' credit.

Eligible borrowers include: cities, towns, counties, and tribes; municipal improvement districts (including community facility districts); fire districts; county improvement districts; special road districts; sanitary districts; drainage or flood protection districts; county flood control districts; county jail districts; regional public transportation authorities; and regional transportation authorities.

GADA bonds are typically insured and sold as AAA rated tax-exempt issues. This allows borrowers with low (or no) investment grade ratings to realize substantial interest savings. In addition, GADA subsidizes the costs of bond issuance, providing further savings on fees for underwriters, financial advisors, bond counsel, trustees, bond rating, and bond insurance premiums. Generally, GADA holds two rounds of bonding per year.

To date, GADA has saved its borrowers more than \$6.9 million in gross interest and cost of issuance.

Besides the bonds available through the Financial Assistance program, GADA also provides funding for various stages of project development. Technical Assistance Grants are offered periodically, depending on funding. These are competitive and are for early stage project development elements such as engineering planning, design review, feasibility studies, or other infrastructure development elements. Grant awards of up to \$25,000 can be used for the early phases of projects that may ultimately be funded through GADA funds.

Also offered are Technical Assistance Loans of up to \$250,000. These may be used to help fund infrastructure projects in the final phases of development. These short-term loans feature competitive

interest rates and must be repaid within three years.

Water Infrastructure Finance Authority (WIFA)

WIFA is an independent agency of the state of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market interest on loans for one hundred percent of eligible project costs.

As a “bond bank,” WIFA is able to issue water quality bonds on behalf of communities for basic water infrastructure. Through active portfolio and financial management, WIFA provides significant savings due to lower interest rates and shared/reduced closing costs. WIFA is able to lower a borrower’s interest costs to between seventy and one hundred percent of WIFA’s tax-exempt cost of borrowing.

WIFA’s principal tools for providing low interest financial assistance include the Clean Water Revolving Fund for both publicly and privately held drinking water systems. Both funds are capitalized by contributions from the state and the U.S. Congress.

WIFA also manages a Technical Assistance (TA) program. The TA program offers pre-design and design grants to all eligible wastewater and drinking water systems. Both pre-design and design loans are available. The purpose of the TA program is to enhance project readiness to proceed with a WIFA project construction loan.

WIFA’s vision is to guide its resources to communities with the greatest need to maintain and enhance Arizona’s quality of life. Its mission is to maintain and improve water quality in Arizona by providing financial assistance and technical assistance for basic water infrastructure.

Arizona Rural Water Infrastructure Committee (RWIC):

The Rural Water Infrastructure Committee (RWIC) of Arizona is a coalition of funding and technical assistance entities. The members of the RWIC, through cooperative efforts, are able to assist rural water and wastewater facility owners with replacing, rehabilitating, and expanding their infrastructure, correcting deficiencies and/or violations, meeting new or future water quality standards, general troubleshooting, and other issues. Each member of the RWIC contributes to the combination of technical expertise and financing opportunities available to help rural water and waste water facility owners throughout Arizona.

RWIC serves as a “one-stop shopping” entity from communities and small water systems in need of assistance by bringing together the expertise of the following organizations:

- Arizona Small Utilities Association (ASUA)
- Arizona Water Control Pollution Association (AWCPA)
- Border Environment Cooperation Commission (BECC)
- Greater Arizona Development Authority (GADA)
- North American Development Bank (NAD Bank)
- Rural Community Assistance Corporation (RCAC)

- USDA Rural Development (USDA RD)
- Water Infrastructure Finance Authority (WIFA)

Arizona Council for Enhancing Recreation & Tourism (ACERT) - Rural Tourism Development Program

Tourism provides an opportunity to experience Arizona's natural, cultural and recreational resources. The state's rural and Indian communities are excellent settings for experiencing the emotional bonds, intellectual understanding and recreational renewal that can greatly enrich quality of life. Such experiences can help people gain a sense of place, a stronger sense of history and national identity, and encourage them to take greater responsibility for protecting their heritage for future generations.

The Arizona Council for Enhancing Recreation & Tourism (ACERT) was formally established in 1993 through a Memorandum of Understanding among representatives of key federal and state agencies to assist rural and Native American communities in developing and managing their tourism and recreation development efforts. ACERT's mission is to improve recreation and tourism within Arizona and to foster increased cooperation and coordination among federal and state agencies, Indian Nations, private industry and not-for-profit organizations. The members work together to advance the domestic and international public's awareness of tourism opportunities on federal, state, and tribal lands. These tourism and recreation opportunities are marketed and promoted in an environmentally sensitive manner to produce economic, educational, and recreational benefits.

Currently 16 agencies and organizations participate in ACERT. These include: Arizona Audubon, the Arizona Commission of the Arts, the Arizona Department of Commerce, the Arizona Department of Education, the Arizona Department of Transportation, the Arizona Game and Fish Department, Arizona Office of Tourism, Arizona State Parks, Arizona State University West, Bureau of Land Management, U.S. Forest Service, National Park Service, Northern Arizona University, University of Arizona Cooperative Extension, Museum Association of Arizona, and the Arizona Humanities Council. The Arizona Rural Tourism Development Program has been the most successful effort of the Council.

ACERT established the Rural Tourism Development Program to help communities develop tourism strategies to strengthen their local economies, and improve the overall quality of life. The Program is now in its third year and is administered by Arizona Department of Commerce, Community Assistance Division.

Communities apply to the program and are selected by a sub-committee of ACERT agency representatives. The decision is made based on a self-assessment completed by a community organization such as the Chamber of Commerce or Municipal Development Office. An ACERT team visits the community and provides a report of ideas and recommendations, although final decisions are made by the community. Contact is maintained with the community on an on-going basis.

Governor's Strategic Plan For Economic Development (GSPED)

Arizona's economy has prospered steadily until the 1980s when the real estate market collapsed, and events in a few economic sectors affected the entire economy. A severe recession followed,

resulting in layoffs due to decreased government contracting and massive overbuilding. In reaction, a consortium of public and private leaders decided that a systematic approach to economic development and diversity was necessary.

In 1988, a variety of individuals and organizations looked at the state of Arizona's economy, decided there was room for improvement and issued a call to action. The entrepreneurial-supporting Enterprise Network formed a task force to design a strategic planning effort. In 1989, the Arizona Legislature responded by enacting the Omnibus Economic Development Act directing the Arizona Department of Commerce to assess Arizona's business climate and draft the first statewide strategic economic development plan.

In 1990 the Enterprise Network brought together the Arizona Department of Commerce, the Arizona Economic Council, the Greater Phoenix Economic Council and the Greater Tucson Economic Council to commit \$190,000 for the effort known as Arizona Strategic Planning for Economic Development, or ASPED. Their first project was to assess Arizona's economic strengths and weaknesses - referred to as Phase I.

ASPED contracted with SRI International to provide consulting support and assigned their first task: to better understand how regional economies create quality jobs. SRI produced the Strategic Framework which is the source of the cluster, foundation and vital cycle concepts used to build ASPED's final products. SRI used the framework to assess Arizona and its findings were summarized in the Strategic Assessment, which was essentially the starting point for ASPED's planning process. Once Phase I was completed, ASPED-sponsors provided an additional \$200,000 to design an economic development plan (Phase II) based on the Strategic Assessment. More than 1,000 Arizonans took part in Phase II. Nine clusters, seven foundations and four groups dealing with key issues met regularly from May through October 1991. There were also six public forums, two regional town halls and a statewide town hall in November. This public input resulted in the development of the Strategic Plan.

The final phase of the ASPED process, the design of the Strategic Plan's implementation, was completed in June of 1992, and outlined in a report, published in September 1992. At that point, ASPED had completed its lifecycle and moved Arizona to the next step, which was the actual implementation of Arizona's plans for economic development. That implementation process is known as the Governor's Strategic Partnership for Economic Development, or GSPED.

The Governor's Strategic Partnership for Economic Development (GSPED) is a public/private partnership that operates to enhance the competitiveness of the state's economy through export-driven industry clusters. The basis of GSPED is a cluster-based economic development strategy. The strategy involves targeted marketing to attract and sustain industries that create quality, high-paying jobs and benefit the economy. Arizona is nationally recognized as a pioneer in cluster-based economic development.

An economic cluster is a geographic concentration of interdependent competitive firms in related industries that do business with each other. Clusters develop over time and often stem from economic foundations, existing companies, and local demand for products and services. Clusters become a powerful magnet for businesses to locate in an area and create an environment for start-up

companies. They create large, diverse pools of experienced workers, attract suppliers who tend to congregate in their vicinity for increased efficiency, and foster a competitive spirit that stimulates growth and innovative strategic alliances.

The GSPED strategic assessment and overall planning process has identified eleven key economic clusters that drive the State of Arizona's economy: Bioindustry; Environmental Technology; Food, Fiber & Natural Products; High Technology; Minerals & Mining; Optics; Plastics & Advanced Composite Materials; Senior Living; Software; Tourism; Transportation & Distribution.

In addition to clusters, GSPED has identified seven foundations in Arizona that provide the support and infrastructure that allow industries to flourish. These foundations are the building blocks of the community, which includes a well-educated population, capital resources, information networks and transportation systems. The foundations are as follows: Capital; Human Resources; Information & Communication Infrastructure; Physical Infrastructure; Quality of Life; Tax & Regulation; and Technology. These foundations help clusters become more competitive. As a result, businesses within the clusters grow, creating wealth for the community through new jobs, taxes, purchases, volunteers and contributions.

PAST DEVELOPMENT ACCOMPLISHMENTS

As previously stated, the majority of economic development efforts or accomplishments which have occurred throughout the CAAG District over the past several years include business retention and attraction activities; organizational development activities; planning, environmental, recreational, and tourism-related activities; and the development, or construction of community facilities, services, and infrastructure projects. Located at the end of this chapter, a composite list of past economic development accomplishments directly pertaining to these particular categorizations listed above has been compiled for each governmental entity within the CAAG District.

CONCLUSION

The concerns surrounding economic development issues throughout the CAAG District have escalated over the past several years as more elected officials, administrators, business people, and citizens have become aware of the importance in pursuing well-coordinated economic development planning efforts in order to create quality employment opportunities, develop stable and diversified local economies, and enhance the overall quality of life for area populations. Within Gila and Pinal Counties, local development efforts, along with the activities of local and regional non-profit economic development organizations, display a continued commitment to economic development issues throughout the CAAG District.

The efforts of many District economic development organizations involve the provision of economic development goals and objectives; various promotion and marketing activities; business attraction and retention programs; providing economic advisory information to councils; and the staffing of committees, which has led to the formation of professional economic development networks at the local and regional levels. The CAAG District's Comprehensive Economic Development Strategy

Program planning process will attempt to coordinate local initiatives into composite regional economic development goals and objectives, which will directly benefit many ongoing efforts throughout each of the District's 16 incorporated communities, as well as both Gila and Pinal Counties. Such a process will further enhance economic development efforts through an increased element of cooperation and coordination between the CAAG District's CEDS process, and the goals and objectives of county, regional, and local economic development organizations and municipalities. The Central Arizona Association of Government's CEDS development strategy involves a high degree of support for the ongoing development efforts of local municipalities, chambers of commerce, local and regional economic development organizations, and state organizations. Also, the CAAG CEDS development strategy ensures a program of effective cooperation which will enhance local development efforts by assessing local needs, and identifying priority projects that are of considerable importance to each individual community's economic development.

PAST DEVELOPMENT ACCOMPLISHMENTS WITHIN THE CAAG DISTRICT

(The accomplishments listed below represent highlights and are not intended to be viewed as all-inclusive.)

GILA COUNTY

1. Assisted City of Globe with annexation of land and the development of a housing project.
2. Coordinated with several municipal governments to create and implement a regional wastewater study.
3. In 1999, Gila County won an award from the American Economic Development Council for the development of a CD ROM designed to enhance business retention and attraction activities.
4. Conducted a comprehensive Assisted Living Housing Survey.
5. Coordinated 1996-1997 Focus Future Economic Development planning update.
6. Established a Housing Trust Fund project for Gila County.
7. Recipient of first annual Governor's Award for Excellence in Rural Development.
8. Developed a public/private partnership in efforts to bring water from City of Globe to unserved Canyon Water District area.

City of Globe

1. Recently established a Capital Improvement Program.
2. Received CDBG funds for Housing Rehabilitation and Removal of Barriers.
3. Through CDBG funding, the City of Globe rehabilitated 26 houses.
4. Renovated City Hall and Senior Center.
5. Received Arizona State Park Grants to restore historic buildings and to renovate the Besh-Ba-Gowah Archeological Museum.
6. Assisted in the development of a new motel.
7. The City of Globe is in the process of annexation to accommodate future growth.
8. Completed a study of housing needs in the Globe-Miami Area.

Town of Hayden

1. Received CDBG funds for Housing Rehabilitation and Removal of Barriers (Curb Cuts & Sidewalks).
2. Completed water shut-off valves system to "loop" Town's water supply.
3. Through CDBG funding, the Town rehabilitated 33 houses.
4. Town submitted for a loan/grant from USDA for a sewer line project to connect to the Town of Winkelman's wastewater treatment facility.
5. Through CDBG funding, the Town made improvements to its clubhouse and paved the parking lot.
6. Received CDBG funding for clearance activity- several homes and structures.
7. Received CDBG funding for street improvements of Velasco Street and Lower Road in San Pedro and improvements to Los Pinitos Park in San Pedro.
8. Received State Special Projects funding for a new fire truck.

9. Received CDBG funding for street improvements for the paving of San Pedro Avenue.

Town of Miami

1. Installed 3,000 feet of new sewer lines at Mackey Camp.
2. Constructed 2,100 feet of sewer improvements at Bloody Tanks Wash.
3. Developed the Miami Memorial Park using State Heritage Funds.
4. Demolished and cleared 10 blighted houses to enhance the community.
5. Renovated Miami Senior Center, Library, and Town Hall.
6. Provided improvements to local recreational facilities.
7. Purchased Bullion Plaza School and converted it into multi-purpose building.
8. Worked in conjunction with local Habitat for Humanity to provide land to build two houses.
9. Reconstructed and overlaid local streets.
10. Completed a study of housing needs in the Globe-Miami Area.
11. The Town is accomplishing major repairs on its sewer lines throughout the community.

Town of Payson

1. Increased water production capabilities by 1,500 gallons per minute.
2. Constructed Aero Drive Contaminated Groundwater Treatment Plant.
3. The Town of Payson completed improvements to Main Street and Green Valley Parkway Improvements.
4. Reconstructed numerous streets at the Sky Industrial Park.
5. The Town of Payson completed numerous repairs to local roads, and enhanced the community road network.
6. Created a 23-acre expansion to the Rumsey West Park.
7. Acquired a site for the construction of Payson's Eastside Fire Station.
8. Constructed a new Payson North Fire Station.
9. Constructed a new Police Building.
10. Completed a recent update to the Town's Corporate Strategic Plan.
11. Completed numerous repairs for the Payson Municipal Airport.
12. Recently updated the Town's Focused Future Economic Development Plan.
13. Completed the *Payson Water Resource Management Plan*.
14. Completed a *Transportation Plan Update* for the Town of Payson.
15. Adopted water conservation landscape requirements applicable to new development.
16. Developed policies and standards defining a sufficient water supply for new development.
17. Adopted policies governing National Forest Land Exchanges and Sales.
18. Recently constructed Sawmill Crossing, which is a 100,000 square feet retail center.
19. Completed a 10,200 square foot expansion of the Payson Regional Medical Center.
20. Completed intersection improvements to Arizona State Routes 87 and 260.
21. Constructed a new 15,765 square feet Public Library at Rumsey Park.
22. Completed the Town of Payson's *General Plan Update*, which is consistent with the new state "Growing Smarter Plus" mandates.
23. Financed affordable housing initiatives with Community Development Block Grants.

24. Financed façade improvements with CDBG funds.
25. CDBG funds were used to construct ADA accessible restroom at the Time Out Shelter for Victims of Domestic Violence.
26. CDBG funds completed improvements to the senior center on Main Street.

Town of Winkelman

1. Received a \$350,000 grant for the restoration of Winkelman's Historic Bridge.
2. Received a National Tree Trust Planting Grant. Two hundred seeding trees will be planted on public land.
3. Constructed seven new homes within Winkelman's first subdivision.
4. Constructed a new Texaco Gas Station, which created 14 jobs.
5. Purchased of a new Town fire truck and fire fighting equipment.
6. Completed street construction and improvements to 4th Street, Throne Avenue, 3rd Street and Randall Avenue.
7. Remodeled Winkelman's Town Hall.
8. Through CDBG funding, the Town rehabilitated 7 houses.
9. Through CDBG funding, the Town constructed a new community park.
10. Through CDBG funding, the Town has constructed a drainage feature to reduce flooding.

PINAL COUNTY

1. In 1991, the Pinal County Enterprise Zone was authorized by the Arizona Department of Commerce. Effective January 1, 1996, the Pinal County Enterprise Zone was redesignated by the Arizona Department of Commerce for an additional five-year period.
2. Pinal County began the annual Town Hall process in 1988, which provides a forum for issues related to economic development, and continues to be held annually.
3. In 1992, the Pinal County Library District implemented the Economic Development Information Center (EDIC) program to support small business and local economic development efforts with information resources. The EDIC continues to be an ongoing program.
4. Over the past four years, the county Fairgrounds has hosted over 3,000 RV's annually associated with the winter visitor season and various special events, contributing significantly to the area economy.
5. In 1998, the Pinal County Department of Parks, Recreation and Fairgrounds revamped the Central Arizona Race Track and race program at the county Fairgrounds, creating approximately 15 new part-time jobs and enhancing interest in the area race program.
6. Pinal County has held two Regional Transportation Summits addressing transportation-related issues throughout the County.

City of Apache Junction

1. Developed a community Capital Facilities Program.
2. Began an aggressive street improvement program, which includes rebuilding major streets.

3. Received CDBG and HOME funds for housing rehabilitation.
4. Developed, in coordination with the Arizona Department of Commerce, a Community Revitalization Strategy (CRS) for the oldest residential area in the City. Apache Junction was the first community in the State to develop a CRS.
5. Updates the General Plan to reflect a growing community and to meet Growing Smarter guidelines.
6. Amended the City Sign Code and added new definitions to the City Zoning Ordinance.
7. Conducted a public transportation needs assessment for the City.
8. Received Heritage Fund grant to install fencing for vacant State Trust Land within City limits. The City is applying to the State Land Department for temporary reserve of this open space until a funding method for acquisition can be developed.
9. Completed a *Park and Recreation Master Plan Update*.
10. Received a second Heritage Fund grant to complete an additional phase of Prospector Regional Park.
11. Applied to the Bureau of Land Management for the lease of Silly Mountain as a regional park.
12. The School District constructed a second Middle School and made major additions to the High School, including a 2-story gymnasium with 2nd floor classrooms.
13. The City completed a new skate park.
14. A swim center was constructed.
15. Broadway Road was reconstructed to include five lanes, curb and gutter, and sidewalk, from Meridian Road to Idaho Road.
16. The Superstition Boulevard reconstruction was completed, and included five lanes, curb, gutter, and sidewalk, from Meridian Road to Idaho Road.
17. Ironwood Road was reconstructed to five lanes, curb, gutter, and sidewalk from Apache Trail to Superstition Boulevard.
18. Thirty-one lane miles of re-milling was accomplished.
19. City-wide recycling program initiated.
20. City retained architects for future City Hall/Court Complex and Multigenerational Recreational Center. (Construction began in 2003.)
21. A Community Development Corporation has been formed.
22. An Open Space Planning Task Force has been established.
23. A planning grant has been secured to fund updating of the General Plan.
24. Secured continued multi-year funding for the Victim Advocate Program in the City Prosecutor's Office.
25. Department of Justice grant funded a school resource officer to be located at a Middle School.
26. The City hosted four sessions of the Rural Housing Assistance Program's education classes and financial assistance for first-time buyers.
27. A partnership with "Rebuild America" was established, resulting in the complete painting of twelve houses.
28. The local food bank was expanded, in part with CDBG funds.
29. CDBG funded programmatic. Wellness, and culinary equipment for the Multi-Generational Center.
30. Established a T.A. Program to assist local non-profit organizations to meet identified community needs.

31. Assisted the Volunteer Center of Pinal County in obtaining funds.
32. Assisted local non-profit organizations to locate funding through the "Desert Club."
33. The City provided funding to the local Senior Center for its transportation program.
34. Provided a match for City transit options study.
35. Obtained CDBG funding for housing rehabilitation.
36. TEA-21 Grant recipient for US 60 improvements and beautification.
37. MEMP Grant recipient (2003-2004)
38. Acquired, installed, and completed operation of 800 MHz radio system. System offers inter-operability.
39. Enhancements made to City transportation system by installation of rock art on exit/on ramps of US 60 and Ironwood Drive.
40. Enhancements made to City transportation system by installing rock art on exit/on ramps of US 60 and Tomahawk.
41. Partnership with Habitat for Humanity in the construction of an 18-home sub-division. All eighteen homes are totally solar energized.
42. CDBG funds acquired to place nine vehicles into community for use: eight of these vehicles were given to local non-profit organizations and one was issued to the Apache Junction Police Department Victim Services Division.
43. City funded a community outreach program for the elderly and disabled home owners, to assist them with yard maintenance and upkeep.
44. Upgrades made to Police Department technology by adding an AFIS (Automated Fingerprint Identification System), and a thermal imager (Offers visual during dark hours by detecting body heat.)
45. Established an earned income tax credit program, working with the IRS and AARP.
46. Worked with Arizona Energy Office to acquire Leadership in Energy & Environmental Design (LEED) certified City Complex and Multi-Generational Center.
47. The City took leadership to coordinate with "Rebuild America", to paint twelve houses for low income, elderly, and disabled home owners.
48. Initiated and conducted a Health & Wellness Assessment program.
49. Classes, seminars, and technical assistance were offered for the City and community organizations relating to Revenue Development and fundraising.

City of Casa Grande

1. Issued 5,645 building permits (2003-2007) with 5,426 for single-family dwellings and 229 for commercial buildings.
2. Rehabilitated or constructed 343 houses through the Self-Help Program.
3. Implemented a beautification program for the downtown area.
4. Completed resurfacing to many of the major arterials in Casa Grande.
5. Completed engineering design of Kortsen Road, Sewer Line Improvement Project, and the San Carlos Project.
6. Completed the update of the Airport Master Plan for Casa Grande Municipal Airport.
7. Created boundaries for a Single Central Business District to allow for tax abatement within the City's Redevelopment District.
8. Established the Downtown Merchant Crime Watch Association and the Business Security

Assistance Program.

9. Received State Highway Safety Grant for rescue equipment, a State Health Service Grant for emergency medical equipment, and a FEMA Grant for a “Livefire” training trailer.
10. Completed improvements to Cruz Park.
11. Annexed 90.33 square miles to the City for future growth.
12. Developed plans for downtown redevelopment project including major drainage and street improvements.

City of Coolidge

1. The City recently completed over 30 housing rehabilitation projects within the community.
2. Paved over 3 miles of community roadway.
3. Rehabilitated 12 miles of streets using chip-seal process.
4. Opened 125 new apartment units to low and moderate-income citizens.
5. Zoned and subdivided a new 150-lot subdivision.
6. Annexed and rezoned 680 acres for residential single-family usage and 20 acres for multi-family housing.
7. Subdivided a 50 acre industrial park, completed the utility installation for six of the parcels, and sold one parcel to a hair products company.
8. Completed an expansion of the City’s Wastewater Treatment Plant with EDA funds to accommodate a doubling of the population. Acquired an additional 160 acres for disposal of sewer effluent.
9. Acquired a 1500 GPM pump truck and a 75-foot aerial ladder truck for the fire department.
10. Zoned and approved the site plan for a Wal-Mart Super-Center Store at the north end of the City.
11. Acquired a 2-acre parcel for a new neighborhood park.
12. Remodeled the City Library and added computers for public use.
13. Adopted a new *Coolidge Airport Master Plan*.
14. Reconstructed the roof system of the main hangar building at the municipal airport.
15. Approved an action plan as developed through a “Focused Future” community study group.
16. Acquired a second 18-passenger bus to accommodate additional ridership for the local transit system.
17. Construction begun on youth center.

City of Eloy

1. Received FY 2004 CDBG funding for water distribution system improvements.
2. Finished expansion of Wastewater Treatment Plant.
3. Approved zoning for 350-space RV Park.
4. Completed construction of the Toltec midway Wastewater Treatment Facility.
5. Approved zoning and sewer extension agreement for a new I-10 truck stop.
6. Several businesses relocated to the Eloy Industrial Park or opened for business in the City limits.
7. Completed Water/Wastewater Recharge & Impact Fees studies.

8. Completed design/engineering phase and began construction on a new water system.
9. Approved 35,000 single family residential lots as part of several proposed master planned communities comprising approximately 16,000 acres.
10. Constructed a force main from an I-10 truck stop to the City's main wastewater treatment facility.
11. Received USDA-RD loan/grant to build a gravity sewer collection system in Toltec.
12. Cleaned and inspected the City's three 1-million gallon water storage tanks.
13. Revised Zoning Ordinance and Subdivision Regulations.
14. Corrections Corporation of America (CCA) has implemented construction of a 1,500 bed, \$61 million expansion at their existing Eloy detention facility. CCA expects to create more than 400 quality jobs and significantly impact the local tax base.
15. A&M Pizza announced a property purchase on SR84 where a new 2,000 square foot ristorante will be built.
16. Establishment of the Santa Cruz Valley Historical Museum with a 501 (c) (3) status and acquired the Old Toltec School. Fund-raising and restoration efforts have begun.
17. Through annexation, the size of Eloy has grown from 175 square miles to 325 square miles.
18. Increased water allocation from a few thousand acre-feet to over 40,000 acre-feet. Obtained certification from the Arizona Department of Water Resources. Eloy now has an assured water supply to meet the demands for future growth.
19. Implemented a comprehensive street improvement management system. This includes an accurate database on street pavement conditions and an improved tracking and monitoring process.
20. Land for the park in Toltec was donated to the City.
21. Completed main wastewater treatment plant improvements.
22. Completed installation of fire suppression hydrants and water line updates.
23. Completed Battaglia Road sewer and water line extensions.
24. Completed renovation of community swimming pools.
25. Completed construction of a moderate income housing development.
26. Completed expansion of the City Library.
27. Completion of the Eloy Municipal Airport Runway Widening and Overlay Project.
28. Completion of 100-Year Water Assurance Study.

Town of Florence

1. Town received REDI accreditation from the Arizona Department of Commerce
2. Implemented Community Facilities District and Streetlight Improvement Districts in undeveloped areas to assist with the funding of infrastructure for new development.
3. Corrections population increased to more than 15,000, which provides more state shared revenues to the Town to fund services to residents.
4. Annexations have increased the boundaries of the Town of Florence to nearly 70 square miles.
5. Implemented a government channel to keep the residents of Florence informed of Town activities.
6. Assisted with the creation of the North Eastern Pinal Economic Partnership (NEPEP), which is a regional economic development organization that includes Florence, Queen Creek, Apache

Junction, Superior, and Pinal County.

7. Implemented drainage improvements in the downtown, which has greatly alleviated the propensity for flooding in the area.
8. Approved the zoning for a 70-acre industrial park located on State Highway 287.
9. Purchased the historic Silver King Hotel, located in downtown Florence, and are developing plans to renovate the building for downtown commercial use.
10. Partnered with LifeNet, an air ambulance operator, to locate emergency use helicopters on Town property that provides air ambulance service to the residents of Florence and the surrounding area.
11. Approved multiple zoning reclassifications for commercial and industrial projects to attract additional jobs to Florence.

Town of Kearny

1. Recently expanded the municipal Town Hall.
2. Renovation of Hubbard Park including irrigation, playground equipment, ramadas, and restroom facilities.
3. Developed an Off-Highway Vehicle Park, which includes restrooms, campgrounds, ramadas, and OHV trails.
4. Remodeled the Police/Fire building.
5. Constructed a municipal airport with a 3,400 feet by 60 feet concrete runway; includes a taxiway, roadway, and hangers.
6. Constructed a 250,000-gpd-wastewater reclamation facility (with tertiary treatment and reuse of treated effluent on public areas) and aquifer recharge.
7. Constructed a 30-acre recreation lake and campground facility with full utilities, paved roadways, restrooms, paved walking paths, boat launch, day use area, and lighting.
8. Developed a new domestic water well field and a 3-½ mile water transmission line.
9. Recently completed the *Town of Kearny's Focused Future Economic Strategic Plan*.
10. Completed a citizen-based multi-year *Capital Improvement Plan*.
11. Recently attracted a new FAA approved aviation equipment and avionics repair and maintenance business.
12. Constructed a new, privately owned recreation vehicle park.
13. Constructed a 38-lot subdivision with new home construction.

Town of Mammoth

1. Received an Arizona Department of Transportation enhancement grant for landscaping, walkway, and lighting along Highway 77.
2. Received grant from the Arizona Office of Tourism for implementation of the "Ore Cart Trail" Project.
3. Received funding from WIFA for design of improvements to drinking water system.
4. Acquired CDBG funding for a soccer field.
5. Received Highway Users Revenue Funds for re-pavement of specific areas and drainage of North and South Main Street.
6. Became REDI-accredited through the Department of Commerce's Rural Economic

Development Initiative Program.

7. Installed state-of-the-art lighting at the Little League, Senior League, and softball fields.
8. Remodeled the restrooms at the Little League field and a new scoreboard at the softball field.

City of Maricopa

1. In calendar year 2005, the City issued a record total of 7,914 permits and conducted 7,159 inspections.
2. Between 2003 and 2007, annexations added nearly 10 square miles to City limits.
3. Pacana Park, the City's first public park, was completed in 2006
4. Maricopa adopted its first General Plan in 2006 and passed a text amendment in 2007.
5. First Small Area Transportation Study completed in 2005 and made possible by an ADOT grant in the amount of \$135,000.
6. City negotiated unprecedented agreements with Global Water, the City of Casa Grande, Pinal County, and the State of Arizona.
7. City completed development agreements with both Shea Properties and Vestar Development for the early construction of power retail within the City.
8. Now receiving fair amount of State Shared Revenues thanks to completion of the 2005 Special Census.
9. Passed public safety primary property tax and started Police Department in 2006, following advice from a study commissioned from Brubaker and Associates.
- 10 Beginning with 50 miles of unpaved road in 2003, the city has paved approximately 30 miles through 2006.
11. Have constructed two new fire stations since 2004.
12. Development Impact Fee Study conducted, adopted, and implemented.
13. Maricopa Unified School District constructed 3 new elementary schools, and is in the planning stages for a new middle school and a high school redevelopment and expansion.
14. Began first-ever business retention and expansion program.
15. Received Growing Smarter Grant from the Arizona Department of Commerce for \$10,000 for the development of its first General Plan.
16. Received \$775,000 from Arizona State Parks, Local, Regional and State Parks Heritage Fund to purchase land for Pacana Park and pay for amenities.
17. Approximately \$337,000 received from Transportation Enhancement Fund, Arizona Department of Transportation for the John Wayne Parkway (SR347) and (SR238) Sidewalk Enhancement Project Phase I.
18. Received \$250,000 grant for the completion of an airport feasibility study.
19. Applied for and received \$199,000 from Arizona Department of Environmental Quality (ADEQ) Waste Reduction Assistance (WRA) for the Maricopa Curbside Recycling Initiative.
20. Applied for and awarded \$5,000 from Fox Sports Network and Arizona Parks and Recreation Association (FSNAZ) for shaded structures.

Town of Queen Creek

1. Opening and completion of the Town of Queen Creek 33,000 square foot Development Services building.
2. Became member of the Greater Phoenix Economic Council.
3. Hired a full-time Economic Development Program Manager.
4. Created a Transportation Advisory Committee.
5. Adopted additional construction sales tax to generate \$60.2 million dollars for transportation improvements.
6. Queen Creek experienced record housing starts, with 1,700 homes in the 2003-2004 fiscal year.
7. The Town entered into an intergovernmental agreement with the City of Mesa and Town of Gilbert for construction of the regional Greenfield Wastewater Reclamation Plant. Queen Creek is an 18 percent partner in the \$160 million facility.
8. The Town acquired a low-interest state revolving fund WIFA loan for \$34.4 million for the sewer buy-in joint venture regional wastewater treatment plant with Gilbert and Mesa. This is being repaid with wastewater development fees from new construction.
9. The Town completed its first 5-year "fully funded" CIP program.
10. \$935,006 grant for Horseshoe Park and Equestrian Center. Approved a pre-design contract for the design and construction of Horseshoe Park and Equestrian Center, Phase 1.
11. Won Governor's Rural Development Awards for Desert Mountain Park and the Queen Creek Performing Arts Center.
12. Opening and completion of Desert Mountain Park, a 33 acre complex with various ball fields and courts, picnic area, and playground.
13. Received the "Best Master Plan Award" by the Arizona Planning Association for the Parks, Trails and Open Space Master Plan. The plan provides a strategic guide for the Town's parks, trails, and open space recreation system.
14. Adopted Queen Creek Town Center Plan.
15. Adopted Queen Creek Town Center Redevelopment Plan.
16. \$11 million loan from Greater Arizona Development Authority (GADA) for municipal library project – anticipated opening in the first quarter of 2008.
17. Completed more than 63,000 building inspections and issued over 3,600 building permits.
18. Began the process for implementing a municipal broadband fiber network and a municipal broadband wireless network.
19. Joined Valley Metro organization and established express bus route from Queen Creek to Tempe.

Town of Superior

1. Recently completed street improvements along U.S. Highway 60.
2. Developed the 46-acre Superior Industrial Park with EDA funding.
3. Created a new community park.
4. Constructed a new Superior High School.
5. Provided improvements to the wastewater system.
6. Began construction of a new fire station.
7. Acquired land for an airport, and developed a feasibility study.

8. Constructed a new community swimming pool.
9. Acquired cemetery.
10. Constructed new Rest Area on U.S. 60.
11. Constructed historic interpretive trail with CDBG funds.
12. Completion of feasibility study for Queen Creek Trail/Wetlands.
13. Completion of Downtown Redevelopment Study.
14. Purchased fire truck.
15. Ambulance purchased.
16. General Plan update.