



CHAPTER VI

C H A P T E R V I

SELECTION OF GROWTH CENTERS

INTRODUCTION

The purpose of this chapter is to identify communities within the CAAG District which meet the Economic Development Administration's requirements for designation as a regional growth center. Of the 14 incorporated communities within Gila and Pinal Counties, the selected regional growth centers must exhibit general characteristics which exemplify the fact that through continued economic growth and development, the centers will function, or continue to function, as the leading economic communities within their respective counties. Generally, the Economic Development Administration allows for one growth center per each Economic Development District. However, due to the overall size of the CAAG District, and the broad spatial distribution of regional incorporated communities, the CAAG CEDS will identify one individual growth center for both Gila and Pinal Counties.

GENERAL STANDARDS FOR DESIGNATION OF GROWTH CENTERS

In accordance with the Economic Development Administration's Economic Development District Program, a regional Growth Center is defined as a community, or contiguous location having sufficient size and potential to foster the economic growth activities necessary to alleviate distressed areas within the District. The Economic Development Administration has identified two distinctive types of growth centers; which include a Redevelopment Center, and an Economic Development Center. A Redevelopment Center is defined as a growth center in a designated redevelopment area, which is an economically distressed region (usually a county) which has been designated by the Assistant Secretary of Commerce. An Economic Development Center is a growth center which is located in an area other than a redevelopment area; has been identified within a District CEDS planning document; and has been formally designated by the Assistant Secretary of Commerce. Upon the formal approval and recognition of Gila and Pinal Counties becoming an Economic Development District under the auspices of the Economic Development Administration, the communities within this chapter that have been identified as regional growth centers will be simultaneously requesting designation as Economic Development Centers.

Under Title IV, Part B, Section 403(a)(2) of the Public Works and Economic Development Act of 1965, which provided for the authorization of the Economic Development Administration, the Assistant Secretary of Commerce may designate a community as an Economic Development Center if such area:

1. Has been identified and included in an approved Comprehensive Economic Development Strategy (CEDS) planning document for the district.
2. Is recommended by the state or states affected.

3. Is geographically and economically related to the district so that its economic growth may be expected to contribute significantly to the alleviation of distress in the redevelopment areas of the district.
4. Does not have a population in excess of 250,000 people according to the last preceding Federal census.
5. May reasonably be expected to accelerate or maintain existing rates of growth in terms of population, employment, and income.
6. Have the prospect of developing a diversified economy providing a wide range of educational, health, recreational, and cultural facilities; a relatively large local market; a relatively well-trained labor force; and other similar qualities, which encourage the continuing growth of economic activity.
7. Are active participants in a district program.

In addition to the above stated criteria for the selection and designation of Economic Development Centers, it should also be noted that the general purpose of Economic Development Administration investment and activity in regional growth centers is designed to fulfill the following basic purposes, which are also outlined in the Public Works and Economic Development Act of 1965: to assist in providing new employment opportunities within the growth center which are available to all District residents; to assist in creating a well-balanced economy and improve the community environment in such places by providing appropriate basic facilities and amenities of a level and quality generally found in more highly urbanized areas; and encourage community activities designed to foster sound and balanced growth and improved environmental conditions.

REVIEW OF POTENTIAL NOMINEES

There are currently 6 incorporated communities located within Gila County, and 10 incorporated communities located within Pinal County. Of these communities, only one per county may be selected as regional growth centers within the CAAG District. The following section provides a brief overview of the District's communities, and determines which candidates are reasonably expected to maintain and further develop a diversified economic base, and continue to lead the region as a full-service community offering an array of educational, cultural, health, and recreational facilities, as well as superior employment opportunities.

Within Gila County, the City of Globe, and the Towns of Hayden, Miami, Payson, and Winkelman together comprised a total 2000 U.S. Census population of 24,377 people, or approximately 47 percent of the county's total population (Star Valley incorporated in 2005). The major population centers within the county which could be reviewed for candidacy as a regional growth center include the Globe/Miami population center, located in southern Gila County, and the Town of Payson, which is geographically situated in northern Gila County.

Located within the southern region of Gila County, the incorporated communities of Globe and Miami contained a total population of 9,422 people in 2000. When considering the unincorporated community of Claypool, and other peripheral nonincorporated communities located adjacent to the Town of Miami and the City of Globe, this particular region can be identified as the largest population center within Gila County. All major highway networks within Gila County, and northern and eastern Pinal County also pass through, or provide some form of linkage into the Globe/Miami area. However, from the period of 1970 to 1990, the City of Globe has lost over 16 percent of its overall population base, whereas the Town of Miami has lost approximately 40 percent of its population base during the twenty-year period. The population losses can in part be attributed to significant employment reductions in the mining industry, and the decline of manufacturing and construction job opportunities. Aside from declining employment, there has also been a decline in adequate residential housing. From the period of 1980 to 1990, the City of Globe has experienced a 3 percent decline in total housing units, whereas the total number of housing units has declined by 13.7 percent within the Town of Miami.

Although there have been indications of decline from the period of 1970 to 1990, the communities of Globe and Miami have addressed various economic development issues in an effort to perpetuate economic stability, and create a better environment for the fostering of economic and residential growth. With the creation of the Southern Gila County Economic Development Corporation in 1990, the southern Gila County region, including the communities of Miami and Globe, have initiated a process in which economic development efforts have been placed at the forefront of community concerns. Through economic diversification and an aggressive business attraction and retention program, the communities of Globe and Miami are making an aggressive effort to foster growth and development by creating quality jobs that will enhance the local economy. Recent population and housing figures indicate that between the period of 1990 and 2000 the City of Globe has actually experienced a 23.5 percent increase in overall population growth and a 19.3 percent increase in total housing units, whereas the Town of Miami experienced a 4.1 percent decrease in overall population and a 9.7 percent decline in total housing units. This information is an indication that the period of substantial population decline over the period of 1970 to 1990 may have ended, as the southern Gila County region begins to embrace a policy which enhances economic diversification and business attraction and retention. Although these initiatives are promising, this particular population center has not provided significant evidence of sustaining a dynamic population and labor base which are primary characteristics that are conducive to the definition of a true growth center.

Within northern Gila County, the Town of Payson contained a total population of 13,620 people in 2000, making it the largest incorporated community in Gila County. Over the decade of the 1980's, the incorporated community of Payson grew by over 65 percent, from a population of 5,068 people in 1980, to a population of 8,377 in 1990. Over the decade of the 1990's, the Town of Payson grew by over 62.6 percent to a population of 13,620 people in 2000. Situated in between metropolitan Phoenix and the recreational "Rim Country" area of Arizona, the Town of Payson has been able to foster strong economic growth, and has developed into a full-service community which offers various educational, cultural, health, and recreational facilities. The Town of Payson is expected to exhibit and maintain a continuous pattern of growth, and continue to attract new industries and provide employment opportunities to area residents, thereby securing its permanency as a regional growth center for Gila County.

Within Pinal County, the Cities of Apache Junction, Casa Grande, Coolidge, and Eloy, along with the Towns of Florence, Kearny, Mammoth, Queen Creek, and Superior together comprised a total 2000 U.S. Census population of 99,637 people, or approximately 55 percent of the county's total population (The City of Maricopa incorporated in 2003). Within Pinal County, the Cities of Casa Grande and Apache Junction have maintained the highest rates of growth during the period from 1980 to 2000. Centrally located within Pinal County, the City of Casa Grande is uniquely situated in between the Cities of Tucson and Phoenix, and maintains direct access to the CAAG District's major transportation routes. The City of Casa Grande is the second largest community within the District, and contained a 2000 population of 25,224 people. Although the City of Apache Junction has established itself as the largest community within the CAAG District over the past years with a 2000 population of 31,814 people, and maintains a sound recreational and commercial economic base which is easily accessible to Metropolitan Phoenix, the City of Casa Grande has traditionally been the leading community in terms of a diversified economy providing a wide range of employment opportunities, thereby qualifying the city for designation as a regional growth center within Pinal County.

The following section provides a brief analysis of the Town of Payson, and the City of Casa Grande regional growth centers. All statistical information pertaining to the CAAG District regional growth centers has been comprised from U.S. Census Bureau data, and additional statistics obtained from the Arizona Department of Economic Security, Population Statistics Unit.

DESCRIPTION OF DEVELOPMENT CENTERS

Gila County: Town of Payson

The Town of Payson was officially incorporated during the year of 1973, and is the most populated community within Gila County. Situated upon Arizona Highway 87, which is a major four lane highway providing access to Metropolitan Phoenix and the recreational "Rim Country" of east central Arizona, the Town of Payson is a vibrant full-service community offering an array of recreational and employment opportunities. Payson presently maintains two industrial park locations, a regional airport, a regional medical center, and contains an extension of the Eastern Arizona College, which offers several degree and certificate programs to residents of the northern Gila County region.

Located at the back of this chapter, a table outlining important population, socioeconomic, and labor force data has been comprised to provide a comparative analysis between the Town of Payson and Gila County, as well as the entire CAAG District. This particular table provides important data on population, total housing units, per capita income, total employment, employment structure, and recent unemployment rates within the Town of Payson.

As previously stated, the Town of Payson has continued to grow at rates which far exceed the average growth rates for both Gila County and the remainder of the communities located within the county. With such growth and development, there has been a substantial increase in the number of newly constructed housing units to facilitate the increasing population. During the decade of the 1990's, the number of newly constructed housing units exceeded the Gila County average by 24 percent, and exceeded the CAAG District total by almost 2.3 percent. However, more importantly is

the overall increase in total employment that the Town has experienced during the decade of the 1990's. The overall employed labor force within the Town of Payson increased by 19.3 percent over the past decade, and will continue to experience a significant increase in average per capita income.

This information suggests that not only were more jobs created, but they were quality jobs which enhanced the community's economic base. When comparing the Town of Payson with the remaining communities within the county, there has been a substantial shift in the types of employment opportunities that are occurring within the community. As of 1990, there were substantial increases in the manufacturing, construction, governmental, wholesale and retail trade, and service sectors. According to 1990 U.S. Census Bureau data, approximately one in every three construction jobs within Gila County were based within the Town of Payson, whereas one in every four manufacturing jobs were also located within the community.

In pursuing a well-coordinated economic development process at the community level, in 1993 the Town of Payson completed a strategic planning process for economic development, which was sponsored by the Arizona Public Service Company. It was determined that the Town would pursue a plan which would further enhance the local economy by initiating a growth program through an effective partnership with the local Chamber of Commerce; promoting the retention and expansion of area businesses; further initiating a process of economic diversification by attracting a wide range of basic industries which would strengthen the community's existing clusters, a concept which was alluded to in Chapter III of this planning document; and to continue developing quality of life attributes that promote the community's image as a favorable place to live and conduct business, which are inclusive of cultural, health care, housing, educational, and recreational activities and facilities.

The Town of Payson is expected to maintain its position as a regional growth center by further diversifying its economic base and creating new and additional employment opportunities, and by providing numerous facilities and amenities that will improve the overall quality of life for residents of northern Gila County.

Pinal County: City of Casa Grande

Located in east central Pinal County, the City of Casa Grande contained a 2000 U.S. Census Bureau population of 25,224 people, and is presently the largest community within the CAAG District. The City of Casa Grande was incorporated in 1915, and is centrally located in between the metropolitan areas of Phoenix and Tucson at the interchange of interstate highways 8 and 10. Over the past several decades, Casa Grande has undergone a transition from a community primarily dependent upon mining and agricultural activities, to an economically diverse area which has evolved into a full-service community offering many manufacturing, construction, retail trade, tourist-related, service, and government employment opportunities. The community also contains the CAAG District's largest regional medical center, a municipal airport featuring two 5,200 foot runways, two industrial park locations, and one business park site designed to accommodate light manufacturing industries.

Located at the back of this chapter, a table has been comprised for the Casa Grande growth center which provides important data on population, total housing units, per capita income, total employment, employment structure, and recent unemployment rates within the city. Over the past decade, the City of Casa Grande grew from a population of 19,076 people in 1990, to a population of 25,224 people in 2000, which represents an overall increase in growth of 32.2

percent. Although Pinal County experienced a 54.4 percent increase in total population growth over the decade of the 1990's, Casa Grande has continued to exceed population growth rates for the majority of communities located throughout Pinal County.

Due to its strategically centralized location within Pinal County, the City of Casa Grande provides an accessible employment market for the majority of county residents. As displayed upon the table located at the back of this chapter, total employment within the City of Casa Grande has increased over the decade of the 1990's, as more people throughout the county are taking advantage of employment opportunities that are available within the community. The City of Casa Grande has coordinated efforts with the Central Arizona Regional Economic Development Foundation in pursuing an aggressive business attraction and retention program, which has resulted in many business and industrial relocations into the city. These efforts have lead to many new jobs since 1980, and have had a tremendous impact on the local economy, and upon the overall growth and development of the community as a whole. The City of Casa Grande presently maintains 35 light and heavy industrial manufacturing firms and also serves as the county's major retail center, containing two major factory outlet malls comprised of 75 individual stores that employ over 500 people.

As of 1990, approximately one out of every four retail and wholesale trade, and manufacturing jobs within Pinal County were located within the City of Casa Grande. Over the decade of the 1990's, the City has also continued to show distinctive increases in transportation, communication, public utilities, and government employment opportunities. According to the U.S. Census, the City of Casa Grande contained a 2000 population of 25,224 people, which represents a 32.2 percent increase over the 1990 U.S. Census Bureau population figure. However, with increasing economic growth and community residential development, the City of Casa Grande is expected to show significant increases in population, overall employment, annual per capita income, and other activities which are generally associated with a regional growth center.

**TOWN OF PAYSON
GROWTH CENTER CHARACTERISTICS**

	1990	2000	% CHANGE		
POPULATION					
Town of Payson	8,377	13,620	62.6		
Gila County	40,216	51,335	27.6		
CAAG District	156,613	231,062	47.5		
TOTAL HOUSING UNITS					
Town of Payson	4,792	7,033	46.7		
Gila County	22,961	28,189	22.7		
CAAG District	75,693	109,343	44.4		
PER CAPITA INCOME					
Town of Payson	\$ 11,748	N/A	-		
Gila County	\$ 10,297	N/A	-		
CAAG District	\$ 9,503	N/A	-		
TOTAL EMPLOYMENT					
Town of Payson	2,743	3,264	19.3		
Employment as % of Gila County	20.2	19.1	-5.2		
EMPLOYMENT STRUCTURE					
	Town of Payson Labor Force as a percentage of Gila County				
	1980	1990	% CHANGE		
Agriculture, Forestry and Mining	1.7	3.0	76.5		
Construction	14.2	29.2	105.6		
Manufacturing	6.8	24.7	263.2		
Transportation, Communication, and Public Utilities	21.8	20.5	-5.9		
Wholesale and Retail Trade	18.4	26.9	46.2		
Finance, Insurance, and Real Estate	33.8	28.0	-7.2		
Services	17.4	21.3	22.4		
Government	8.1	16.6	104.9		
UNEMPLOYMENT RATE					
	1990	1998	1999	2000	1990-2000 CHANGE
Town of Payson	3.6%	3.6%	3.5%	2.8%	-0.8%
Gila County	10.4%	7.5%	7.1%	5.8%	-4.6%

SOURCE: U. S. Census Bureau and Arizona Department of Economic Security

**CITY OF CASA GRANDE
GROWTH CENTER CHARACTERISTICS**

	1990	2000	% CHANGE		
POPULATION					
City of Casa Grande	19,076	25,224	32.2		
Pinal County	116,397	179,727	54.4		
CAAG District	156,613	231,062	47.5		
TOTAL HOUSING UNITS					
City of Casa Grande	7,404	11,041	49.1		
Pinal County	52,732	81,154	53.8		
CAAG District	75,693	109,343	44.4		
PER CAPITA INCOME					
City of Casa Grande	\$ 11,388	N/A	-		
Pinal County	\$ 9,228	N/A	-		
CAAG District	\$ 9,503	N/A	-		
TOTAL EMPLOYMENT					
City of Casa Grande	8,167	11,533	41.1		
Employment as % of Pinal County	20.3	20.1	-1.2		
EMPLOYMENT STRUCTURE					
	City of Casa Grande Labor Force as a percentage of Pinal County				
	1980	1990	% CHANGE		
Agriculture, Forestry and Mining	9.4	9.0	-4.3		
Construction	22.6	15.2	-32.7		
Manufacturing	22.3	24.6	10.3		
Transportation, Communication, and Public Utilities	11.2	16.3	45.5		
Wholesale and Retail Trade	26.8	24.1	-10.1		
Finance, Insurance, and Real Estate	30.3	22.6	-25.4		
Services	23.3	21.9	-6.0		
Government	15.0	15.5	3.3		
UNEMPLOYMENT RATE					
	1990	1998	1999	2000	1990-2000 CHANGE
City of Casa Grande	5.4%	3.5%	4.7%	3.6%	-1.8%
Pinal County	9.2%	4.1%	5.5%	4.2%	-5.0%

SOURCE: U. S. Census Bureau and Arizona Department of Economic Security