Sub-Regional Economic Change

Sub-Regional Economies
Sub-Regional Strengths, Weaknesses, Opportunities and Threats
Cities' Economic Development Strategies

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SUB-REGIONAL ECONOMIES

The economic structure of cities, at the level of individual job centers, was examined in this study by two methods: 1) by calculating Location Quotients (LQ's) for the job centers, by cluster, using the MAG Employer Database (MEDB), and 2) by using the MEDB data to plot employment, by cluster, on a series of maps.

Location Quotient data

The LQ data were used to calculate LQ's for both job centers and non-job-center locations ("other") for each city, and for those cities that had no job centers designated. The calculations were performed by MAG based on their assignment of cluster designations to the employer database entries.

The LQ's provide an "index" of the presence of an individual cluster activity within each of the job centers (the term as used here includes the "other" parts of cities and small cities with no center designations), compared to all other economic activity in that job center, and the relative amount of that particular cluster activity in the metro region. An LQ of "1" means that the center has the same relative presence of an activity as the metro region.

The table of LQ values below provides a direct means of identifying how important a particular cluster is to each job center, or whether a cluster is virtually absent. To facilitate this type of review, the data are color-coded. The lowest-intensity color is for LQ values that range from 0.2, an arbitrarily selected figure to distinguish a "recognizable" presence from the lower LQ values or zero; the next intensity level is for values between 0.2 and 1; and the highest color intensity is for LQ values greater than the median value of all LQ's (in this database) of 1 and greater – or 2.206.

These data are summarized on a second table that provides a city-level view of the LQ data. The table lists the cities under each cluster that have job center LQ values of 1 or more. Numbers after cities are the number of job centers, in that city, in the table category. Cities shown in bold type are "substantially diversified" by the measure selected for this project of having an LQ value of 1 or more in at least one job center, in 9 or more of the 13 cluster categories involving basic industry groups – as listed under the table headings of GPEC Priority Clusters and Non-Priority Basic Industry Clusters. Seven cities were so designated:

Chandler
Glendale
Goodyear
Mesa
Phoenix
Scottsdale
Tempe

A review of the tables reveals that most cities have a truly diverse economic base, and that different "core groupings" of clusters are found in different cities. The Non-Priority Basic Industry Clusters are well represented in even those cities that also have strong presences among the GPEC Priority Clusters. Nonbasic Industry Clusters are also well distributed among the cities; although predictably these clusters are most prevalent in the "other" areas of cities. For the Non-Priority Basic Industry Clusters, Optics is the least represented among the job centers and Tourism the most. The GPEC Priority Clusters appear to be about equally represented, with Aerospace & Aviation and Bioindustry having a few more cities than the other clusters.

Job Center: LQ Values

			GPEC Priority Clusters					Non-Priority Basic Industry Clusters									Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans. Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Avondale	AV_1	North Avondale	0.00	0.00	0.00	0.00	0.00	0.00	0.57	0.38	0.00	3.90	0.00	0.00	0.00	1.67	3.02	0.32	0.00	1.68
	AV_2	Southwest Avondale	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
	AV_3	Govt. Cmplx/115th Ave. Corr.	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	72.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Other Avondale	0.13	0.33	0.03	0.05	0.00	0.00	0.89	-0.05	0.98	2.28	0.32	0.00	0.00	0.85	0.88	1.24	6.21	1.63
Buckeye	BU_1	Baseline/SR 85	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.01	0.00	0.00	0.00	0.00	0.00	1.70	0.00	0.00	0.00	0.00
	BU_2	West Buckeye	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	72.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	BU_3	Southern/Apache	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.87	0.00	0.00	0.00	0.00	5.06	0.00	0.00	0.00
	BU_4	I-10/Lower Buckeye	0.00	0.00	0.00	0.00	0.00	0.00	9.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	BU_5	Yuma/Watson	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	BU_6	North Buckeye	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	BU_7	Whitestone	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Other Buckeye	0.02	0.11	0.00	0.07	0.00	0.00	0.10	0.72	0.06	7.23	0.00	0.00	0.00	2.11	0.59	0.09	2.12	6.74
CA	CA_1	Carefree City Center	0.00	0.00	0.00	0.00	0.00	0.00	0.83	0.35	0.00	0.00	0.00	0.00	0.00	4.14	2.18	0.00	0.00	0.00
		Other Carefree	0.00	0.00	0.00	0.00	0.00	0.00	9.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chandler	CH_1	North Chandler	0.45	0.26	0.72	1.17	4.45	0.00	1.12	1.44	1.46	0.64	0.99	2.51	0.00	1.39	1.68	0.14	0.03	0.34
	CH_2	Downtown Chandler	1.05	0.00	0.00	0.32	0.06	0.00	1.29	0.12	0.04	0.10	1.07	1.02	0.00	1.11	0.79	0.53	2.43	4.17
	CH_3	Airpark Area	0.09	1.71	0.36	0.00	0.00	0.00	0.52	0.88	0.56	1.81	0.00	0.00	0.00	4.18	0.08	0.00	3.81	0.00
	CH_4	Price Corridor	0.18	2.32	11.01	0.19	1.33	0.00	0.00	0.00	0.32	0.00	0.00	0.79	0.00	0.23	0.01	2.47	0.00	0.00
	CH_5	West Chandler	0.26	0.29	7.87	1.51	0.17	0.00	0.48	0.89	2.32	0.09	1.25	0.16	0.69	0.88	0.71	0.01	0.35	0.00
		Other Chandler	0.94	0.01	2.36	0.19	0.21	0.00	1.31	0.22	0.15	0.89	0.84	2.70	4.16	0.86	1.27	1.05	1.73	0.03
EM	EM_1	El Mirage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	14.97	0.00	0.00	0.00	0.00	0.00	0.00	0.78	0.00	0.00	0.00
		Other El Mirage	0.00	0.00	0.00	0.00	0.00	0.00	0.58	0.54	1.06	0.00	0.00	0.00	0.00	2.17	0.67	0.00	7.08	1.16
FH	FH_1	Fountain Hills	0.67	0.00	0.14	0.65	1.10	0.00	0.78	0.31	0.44	0.49	0.00	0.00	0.00	1.00	2.92	0.11	0.00	1.35
		Other Fountain Hills	0.40	0.00	0.22	0.15	0.40	0.00	3.03	0.60	1.73	0.63	0.00	0.00	0.00	2.01	0.44	0.30	2.71	0.22
Gilbert	GI_1	Regional Mall Area	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.07	0.00	0.00	0.00	0.00	0.00	0.69	0.00	0.00	0.00	0.00
	GI_2	Northwest Employment Area	0.54	0.42	0.85	0.27	1.09	0.00	0.06	1.65	2.51	0.35	2.76	12.30	0.00	2.46	1.21	0.43	0.33	0.00
	GI_3	Gilbert/Germann	0.31	0.00	0.00	0.00	0.00	0.00	0.06	0.11	0.00	0.00	0.00	0.00	0.00	4.03	1.82	0.39	1.50	0.12
	GI_4	Power Rd/Gateway	0.00	0.00	0.00	0.00	0.00	0.00	0.00	10.38	0.00	29.40	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Other Gilbert	0.48	0.01	0.07	0.22	0.04	0.00	0.21	0.33	0.84	1.41	0.20	0.00	0.00	0.88	1.96	1.14	3.92	0.85
Glendale	GL_1	Loop303/Peoria	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GL_10	Future Industrial	0.00	0.00	0.00	0.00	0.00	0.00	2.54	4.34	2.26	0.00	0.00	0.00	52.29	0.18	1.35	0.00	0.00	0.00
	GL_11	Thunderbird Area	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GL_2	Loop303/Northern	0.00	0.00	0.00	0.00	0.00	0.00	9.90	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GL_3	Luke Compatibility Area	0.00	19.10	0.00	0.00	0.00	0.00	0.11	0.03	0.00	3.03	0.08	0.00	0.00	0.19	0.20	0.08	0.21	0.28
	GL_4	Western Area	0.17	7.16	0.00	0.00	0.00	0.00	0.04	2.06	3.39	12.98	0.00	9.52	0.00	1.37	0.29	0.00	0.00	0.08
	GL_5	City Center	0.24	0.57	0.00	0.00	1.05	0.00	0.14	1.71	0.20	0.14	4.56	0.21	2.35	4.98	0.27	0.00	0.00	2.01
	GL_6	Glendale Grand Ave.	0.22	0.21	0.05	0.04	1.61	0.00	0.11	2.90	2.21	1.85	4.76	5.01	10.69	2.86	1.09	0.00	0.18	0.00
	GL_7	Talivi Business Center	0.34	7.70	0.00	0.04	0.18	0.00	2.08	1.03	0.06	0.14	0.28	0.00	0.00	0.29	1.39	0.41	0.08	0.00
	GL_8	Midwestern University Area	0.00	0.00	10.40	1.48	0.00	0.00	0.27	0.00	0.00	0.00	0.00	0.00	0.00	0.06	1.62	0.16	0.00	0.00
	GL_9	Arrowhead Mall Area	0.19	0.00	0.03	0.00	0.00	0.00	1.25	0.05	0.00	0.15	0.00	0.00	0.00	0.42	4.15	0.21	0.00	0.00
	GL_10																			
	GL_11																			
		Other Glendale	0.40	0.03	0.54	0.26	1.59	0.00	1.05	0.35	0.16	0.77	0.33	0.22	0.03	0.70	1.11	2.94	3.32	0.85
Goodyear	GO_1	City Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GO_2	Southeast Goodyear	0.00	0.00	0.00	0.00	0.00	0.00	0.00	3.21	16.47	21.19	0.00	0.00	0.00	0.23	0.20	0.00	0.00	0.00
	GO_3	Southwest Goodyear	0.00	0.00	0.00	0.00	21.50	0.00	0.00	0.00	18.58	5.81	0.00	0.00	0.00	0.58	0.00	0.00	0.00	0.00
	GO_4	North Goodyear	3.06	0.00	0.00	0.00	0.00	0.00	1.69	0.00	0.00	9.52	0.00	0.00	0.00	0.10	0.94	0.78	0.00	0.00
	GO_5	Goodyear Airport Area	0.21	5.57	0.00	0.00	0.00	0.00	0.93	0.98	1.06	4.24	0.19	0.00	0.00	2.19	1.00	0.00	0.00	0.67
		Other Goodyear	0.05	0.64	0.00	5.43	0.00	0.00	1.62	0.10	0.97	2.30	0.00	24.53	0.00	0.35	0.60	0.07	1.55	4.37
Gila R.	GR_1	Northern Borderlands	0.00	4.10	0.38	0.00	0.00	0.00	0.89	0.78	0.94	0.30	2.42	0.00	131.14	1.47	0.15	0.00	0.00	0.00
	GR_2	Vee Quiva Casino	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Other Gila River	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	7.34	7.94	0.00	0.00	0.00	0.16	11.79	0.00	0.00
Mesa	ME_1	Falcon Field Airport	0.33	14.15	0.65	0.16	3.68	0.00	0.02	0.31	0.30	0.07	0.52	0.00	0.00	0.62	0.19	0.01	0.12	1.32
	ME_2	Downtown Mesa	1.09	0.15	0.02	0.09	0.04	0.00	0.68	0.37	0.44	0.06	0.60	0.00	0.00	1.13	1.18	1.26	0.19	5.33
	ME_3	Fiesta Quadrant	0.99	0.03	0.14	1.03	0.08	0.00	1.82	0.15	0.57	0.00	0.26	0.00	0.00	0.39	1.48	3.48	0.84	0.01
	ME_4	Union Pacific Business Corr.	0.82	0.07	3.85	0.01	0.33	0.00	0.37	0.86	0.90	1.35	0.64	1.20	0.11	2.13	1.07	0.01	0.78	0.00
	ME_5	Red Mountain Bus. Corridor	0.20	0.00	0.00	0.00	0.00	0.00	0.59	12.23	0.00	0.00	0.00	0.00	0.00	1.64	0.11	0.00	0.00	0.00
	ME_6	Superstition Freeway Corridor	1.36	0.28	0.59	0.75	0.18	27.66	0.96	0.59	0.44	0.25	1.22	0.12	1.45	0.95	1.73	0.25	0.12	1.83
	ME_7	Superstition Springs Freeway Corr.	0.53	0.00	1.97	0.00	1.41	0.00	1.78	0.02	0.39	0.11	0.00	0.00	0.00	0.15	2.97	0.05	0.19	0.00
	ME_8	Williams Gateway Airport	0.52	3.50	5.42	0.00	20.64	0.00	0.04	0.04	0.00	2.36	0.00	0.43	0.00	0.12	0.08	0.00	0.79	0.20
		Other Mesa	0.33	0.03	0.70	0.18	0.30	0.00	1.58	0.33	0.39	0.40	0.38	0.09	0.33	1.17	1.43	2.21	2.33	0.12
Peoria	PE_1	South Peoria	0.05	0.14	0.00	0.03	0.18	0.00	0.72	0.28	1.14	0.50	2.39	0.91	2.47	3.93	1.13	0.02	0.53	2.08
	PE_2	Bell Rd/Sports Complex	0.09	0.04	0.10	0.06	0.00	0.00	4.66	0.28	0.00	0.42	0.00	0.00	0.00	0.60	2.18	0.09	0.00	0.00
	PE_3	North Central Peoria	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	PE_4	Carefree/Lake Pleasant	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.03	0.00
	PE_5	Northwest Peoria	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		Other Peoria	0.13	0.07	-0.03	0.80	0.61	0.00	0.15	0.20	0.07	0.26	0.79	0.00	1.36	0.89	1.91	3.81	2.98	0.18
Phoenix	PH_1	Deer Valley	1.37	2.41	3.93	0.26	0.59	0.00	0.40	0.59	1.17	0.21	1.69	1.35	0.75	1.59	0.34	0.44	0.27	0.13
	PH_10	Phoenix Broadway Curve	1.45	1.51	2.39	0.44	1.14	17.85	0.26	2.66	3.12	1.38	3.52	3.39	0.00	1.02	0.37	0.03	0.03	0.14
	PH_11	Southwest Phoenix	0.20	0.42	0.02	0.07	0.89	0.00	0.39	3.93	5.70	3.18	2.00	3.99	7.85	1.27	0.81	0.02	0.26	1.63
	PH_12	South Central Industrial	0.46	0.40	0.09	1.12	0.92	0.00	0.11	2.64	3.61	1.28	3.50	0.47	0.33	1.38	0.97	0.07	0.42	3.19

Job Center: LQ Values			GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans, Distr & Whsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Phoenix	PH_13	Phoenix Grand Avenue	0.50	0.36	0.24	0.21	0.41	9.56	0.32	5.59	2.77	3.49	4.45	3.58	1.42	1.22	0.55	0.05	0.55	0.96
	PH_14	Paradise Valley Mall Area	0.64	0.00	0.05	2.48	0.00	0.00	2.71	0.05	0.00	0.15	0.21	0.00	0.00	0.34	2.50	0.43	0.18	0.00
	PH_15	South Mountain Foothills	1.10	0.67	1.56	4.18	1.98	0.00	2.47	0.76	0.21	0.39	0.00	0.00	3.85	0.33	0.93	0.15	0.33	0.00
	PH_16	Future South Mountain Loop	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
	PH_17	Phoenix Loop 101	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.03	0.00
	PH_18	Camelback/19th Ave.	0.28	0.00	0.00	0.15	0.21	0.00	1.85	0.08	0.33	0.00	0.93	0.00	0.00	0.27	3.05	1.46	0.70	0.00
	PH_19	Buckeye/107th Ave	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	47.18	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.83
	PH_20																			
	PH_2	North Black Canyon	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	PH_3	North I-17	1.80	0.01	1.32	1.70	0.32	0.00	0.90	0.40	1.42	0.08	0.56	0.28	1.43	1.21	1.15	0.45	0.35	0.44
	PH_4	Desert Ridge/Kierland	1.34	0.00	4.29	1.51	0.00	0.00	1.94	0.19	0.00	0.00	0.85	0.00	0.00	0.99	0.13	0.28	2.05	0.00
	PH_5	Camelback Corridor	2.23	0.00	0.52	3.23	0.13	0.00	1.87	0.17	0.19	0.10	0.24	0.00	0.00	0.81	0.90	0.68	0.27	0.10
	PH_6	Gateway	1.34	3.26	1.55	0.67	0.20	0.00	0.64	1.48	1.34	0.00	0.00	0.00	2.51	0.85	0.68	1.20	0.50	0.20
	PH_7	Downtown Phoenix	1.64	0.09	0.03	0.12	0.01	0.00	0.94	0.19	0.21	0.03	0.87	0.00	0.00	0.19	0.46	0.14	0.25	9.63
	PH_8	North Central Avenue	2.47	0.10	0.19	2.47	0.30	0.00	0.61	0.49	0.55	0.58	1.07	0.00	0.00	0.44	0.48	1.96	0.33	2.43
	PH_9	Sky Harbor Airport	0.94	5.10	0.72	0.66	0.88	0.00	0.71	1.63	1.29	1.48	1.67	0.95	1.17	1.18	0.32	0.57	0.36	0.98
		Other Phoenix	1.11	0.21	0.43	0.67	0.52	0.32	1.12	0.84	0.46	0.54	0.67	0.14	0.16	0.97	1.28	1.49	1.53	0.69
PV	PV_1	Paradise Valley	0.00	0.00	0.00	0.00	0.00	0.00	9.44	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.00	0.00	0.00
		Other Paradise Valley	0.37	0.00	0.00	0.21	0.91	0.00	4.32	0.04	0.09	0.32	0.17	0.00	0.00	0.33	0.59	0.97	3.38	1.08
Queen Creek	QC_1	Queen Creek Gateway Area	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.34	2.20	0.00	6.91	0.00
	QC_2	Town Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.74	11.78	0.00	0.00	0.00	0.00	0.00	1.31	1.55	0.00	0.00
	QC_3	Riggs/Meridian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	16.03	0.00
	QC_4	Rittenhouse/Meridian	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
	QC_5	Rittenhouse/Ocotillo	0.00	0.00	0.00	0.00	0.00	0.00	0.00	9.73	0.00	0.00	0.00	0.00	145.56	0.00	0.00	0.00	0.00	0.00
	QC_6	Ocotillo/Vineyard	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
		Other Queen Creek	0.13	0.53	0.00	0.00	0.00	0.00	0.00	5.53	0.00	24.17	0.00	0.00	0.00	2.58	0.32	0.22	-1.14	0.00
SRP-M	SA_1	101 Corridor	0.00	0.00	0.00	0.08	0.00	0.00	1.97	0.12	0.00	0.00	0.00	0.00	0.00	0.11	2.21	0.00	2.30	4.39
	SA_2	101/202 Interchange	0.00	0.00	1.68	0.00	0.00	0.00	0.00	8.58	0.00	0.00	0.00	0.00	0.00	0.00	2.20	0.00	0.00	0.00
		Other SRP-MIC	0.05	0.00	0.00	0.00	0.00	0.00	2.14	1.08	0.89	0.00	0.00	0.00	0.00	1.90	2.15	0.00	0.69	0.40
Scottsdale	SC_1	Downtown Scottsdale	1.55	0.03	0.11	0.85	0.13	0.00	2.48	0.29	0.26	0.13	0.66	0.10	0.45	0.41	1.55	0.55	0.43	0.87
	SC_2	McCormick Ranch Center	1.41	0.19	1.07	0.40	0.10	0.00	0.48	0.97	0.43	0.29	0.29	0.19	0.00	0.28	0.79	3.53	0.48	2.83
	SC_3	Scottsdale Airpark	1.21	0.62	1.08	3.05	2.76	1.66	0.36	1.20	2.01	0.49	2.19	1.85	0.00	1.13	1.34	0.05	0.04	0.03
	SC_4	Future Job Center	0.00	0.00	0.00	0.00	0.00	0.00	5.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	6.99	1.15
	SC_5	Perimeter Center	1.20	0.05	0.50	3.95	5.40	0.00	4.32	1.05	0.00	1.69	0.00	0.00	0.00	0.38	0.11	0.05	0.00	0.00
	SC_6	Los Arcos/McDowell Corridor	0.27	10.97	0.06	0.28	0.42	0.00	0.64	0.27	0.04	0.11	0.00	0.00	0.00	0.04	1.73	0.58	0.09	0.00
	SC_7	Via de Ventura/Doubletree Corridor	2.46	0.09	0.08	4.47	1.23	0.00	1.50	0.24	0.86	0.07	0.28	0.35	0.52	1.53	0.45	0.11	0.03	0.00
	SC_8	Mayo Clinic Area	0.00	0.00	0.00	0.00	63.29	0.00	0.19	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	SC_9	Rawhide Area	0.96	0.00	0.00	0.00	0.00	0.00	3.90	3.34	0.00	0.00	0.00	0.00	3.20	1.82	0.25	0.00	0.00	0.00
		Other Scottsdale	1.15	0.07	0.35	0.73	0.49	0.00	2.28	0.50	0.30	0.54	0.17	0.00	0.09	1.11	1.08	1.69	0.91	0.01
Surprise	SU_1	SR 303 Corridor	0.00	0.00	0.00	0.00	0.00	0.00	0.00	17.51	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	SU_2	Original Townsite- Surprise Center	0.00	0.00	0.00	0.00	0.00	0.00	0.72	0.00	0.63	0.00	0.00	0.00	0.00	0.30	2.67	3.45	0.00	3.06
	SU_3	South Dysart Road	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
	SU_4	Jomax-Grand Avenue	0.00	0.00	0.00	0.00	0.00	0.00	3.71	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	12.34
	SU_5	Northwest Job Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	SU_6	West Job Center	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	8.48	0.00	0.00	0.00	0.00
	SU_7																			
		Other Surprise	0.54	0.58	0.00	0.00	0.38	0.00	1.73	0.70	0.00	2.47	1.39	0.00	0.00	1.50	1.66	0.43	0.92	0.96
Tempe	TE_1	ASU Research Park	0.71	0.39	12.14	1.70	0.21	0.00	0.00	0.95	0.12	0.00	0.00	0.00	0.00	0.26	0.11	0.07	0.00	0.00
	TE_2	Southwest Tempe	0.53	4.33	1.23	2.14	0.75	0.00	0.49	1.82	1.60	0.69	2.44	3.89	2.45	0.97	0.94	0.07	0.30	0.10
	TE_3	Northwest Tempe	1.57	1.14	2.21	4.06	2.57	2.38	0.39	1.17	1.59	1.26	1.31	2.09	0.09	0.73	0.60	0.13	0.32	0.12
	TE_4	Downtown Tempe	1.22	0.33	0.01	0.16	0.00	0.00	1.77	0.00	0.00	0.04	0.25	0.00	0.00	0.08	0.29	0.00	7.77	1.28
	TE_5	Papago Park Center	1.10	0.10	1.65	0.00	2.87	0.00	0.12	0.02	0.00	0.00	0.00	0.00	0.00	3.18	1.07	1.56	0.00	0.00
	TE_6	McClintock-Apache Corridor	0.85	0.87	1.86	0.67	2.57	19.48	0.39	2.42	3.25	0.53	2.43	4.98	3.25	1.47	0.72	0.10	0.15	0.03
	TE_7	Rio Salado Parkway	0.31	0.00	0.00	0.00	0.00	0.00	2.34	0.00	22.62	0.00	0.00	0.00	0.00	0.40	0.21	0.00	0.00	0.00
		Other Tempe	1.33	0.53	0.33	1.40	0.67	0.00	1.50	0.54	0.29	0.47	0.35	0.21	0.69	1.17	1.20	0.90	1.12	0.23
TO	TO_1	Tolleson	0.01	0.26	0.00	0.00	0.56	0.00	0.54	2.56	2.00	22.83	2.02	7.56	0.00	0.80	1.07	0.06	0.69	0.19
		Unincorporated	0.33	0.00	0.02	0.01	0.31	0.00	1.47	0.28	0.03	1.66	0.21	0.00	0.00	2.21	0.96	4.39	0.11	0.57
CC		Cave Creek MPA	0.54	0.00	0.00	0.00	0.00	0.00	3.95	0.00	0.29	1.42	0.00	0.00	0.00	2.59	0.77	0.00	0.00	0.84
GB		Gila Bend MPA	0.00	11.25	0.00	0.00	0.00	0.00	1.37	0.00	0.00	1.81	6.24	0.00	0.00	0.00	0.00	0.00	4.15	0.00
Gu		Guadalupe MPA	0.00	0.00	0.00	0.00	0.00	0.00	2.61	1.75	0.00	0.00	0.00	0.00	0.00	0.00	0.80	1.66	3.67	3.01
LP		Litchfield Park MPA	0.00	0.00	0.00	0.00	0.00	0.00	7.93	0.00	0.00	5.45	0.00	0.00	0.00	0.32	0.29	0.11	0.00	0.48
W		Wickenburg MPA	0.13	0.04	0.00	0.00	0.12	0.00	1.82	0.09	1.00	0.18	2.52	0.00	0.00	0.84	0.96	5.16	1.37	0.65
Y		Youngtown MPA	0.09	0.00	0.00	0.00	0.00	0.00	0.43	1.87	0.00	0.00	0.00	0.00	0.00	0.54	1.01	8.68	0.00	0.58

LEGEND: Cell values are color-coded as follows

- = <0.2
- = 0.2 to 1
- = 1 to 2.206 (median value of all values 1 to 145.56)
- = >2.206

Clusters in Cities - Summary

	GPEC Priority Clusters					Nonbasic Industry Clusters				
Cluster Presence Category	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Growth Cluster	Consumer Industries	Health Services	Educational Services	Government
1. Cities with at least one job center having LQ values of between 1 and the Category 2 value (see note 1). Numbers after cities are the number of job centers in the category.	**Chandler-1** **Mesa-2** **Phoenix-8** **Scottsdale-5** **Tempe-4**	**Chandler-1** **Phoenix-1** **Tempe-1**	**Mesa-1** **Phoenix-3** SRP-Mar-1 **Scottsdale-2** **Tempe-3**	**Chandler-2** **Glendale-1** **Mesa-1** **Phoenix-3** **Tempe-3**	**Chandler-1** Fntn Hills-1 Gilbert-1 **Glendale-3** **Mesa-1** **Phoenix-2** **Scottsdale-1**	Avondale-1 Buckeye-2 Chandler-2 El Mirage-1 Fntn Hills-2 Glendale-1 Goodyear-1 Gila Riv-1 Mesa-4 Phoenix-7 Queen Cr-1 SRP-Mar-1 Scottsdale-4 Surprise-1 Tempe-2	Carefree-1 Chandler-2 Gilbert-3 Glendale-4 Mesa-5 Peoria-3 Phoenix-2 Queen Cr-2 SRP-Mar-3 Scottsdale-4 Surprise-1 Tempe-2 Tolleson-1 Youngtown	Avondale-1 Chandler-1 Gilbert-1 Mesa-1 Phoenix-4 Queen Cr-1 Scottsdale-1 Tempe-1 Guadalupe	Buckeye-1 Chandler-1 Gilbert-1 Goodyear-1 Phoenix-2 Tempe-1 Wickenburg	Avondale-2 El Mirage-1 Fntn Hills-1 Glendale-1 Mesa-2 Peoria-1 Phoenix-1 Par. Vly-1 Scottsdale-1 Tempe-1
2. Cities with at least one job center having LQ values greater than the median value of all LQ's of 1 and greater	**Goodyear-1** **Phoenix-2** **Scottsdale-1**	**Chandler-1** **Glendale-3** **Goodyear-1** Gila River-1 **Mesa-2** **Phoenix-3** **Scottsdale-1** **Tempe-1** Gila Bend	**Chandler-3** **Glendale-1** **Mesa-2** **Phoenix-3** **Tempe-1**	**Goodyear-1** **Phoenix-4** **Scottsdale-3** **Tempe-1**	**Chandler-1** **Goodyear-1** **Mesa-2** **Scottsdale-3** **Tempe-3**	Avondale-1 Carefree-1 Chandler-1 Gilbert-2 Glendale-2 Peoria-1 Phoenix-1 Queen Cr-3 Surprise-1 Tempe-1 Cave Creek	Avondale-1 Buckeye-1 Fntn Hills-1 Glendale-1 Mesa-1 Phoenix-2 Surprise-1	Chandler-1 Glendale-1 Gila Riv-1 Mesa-2 Peoria-1 Phoenix-4 Queen Cr-1 Scottsdale-1 Surprise-1 Wickenburg Youngtown	Avondale-1 Chandler-2 El Mirage-1 Fntn Hills-1 Gilbert-1 Glendale-1 Mesa-1 Peoria-2 Phoenix-1 Par. Vly-1 Queen Cr-2 SRP-Mar-1 Scottsdale-1 Tempe-1 Gila Bend Guadalupe	Buckeye-1 Chandler-1 Goodyear-1 Mesa-1 Phoenix-4 SRP-Mar-1 Scottsdale-1 Surprise-2 Guadalupe

Clusters in Cities - Summary, cont'd

	Non-Priority Basic Industry Clusters							
Cluster Presence Categories	Optics	Tourism	Trans, Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Industries	Plastics	Minerals & Fabr. Metals
1. Cities with at least one job center having LQ values of between 1 and the Cateory 2 value (1)	**Scottsdale-1**	**Chandler-3** **Glendale-3** **Goodyear-2** **Mesa-3** **Phoenix-4** SRP-Mar-2 **Scottsdale-1** **Surprise-1** **Tempe-2** Gila Bend Wickenburg	**Chandler-1** Gilbert-1 **Glendale-3** **Phoenix-2** **Scottsdale-2** **Tempe-2** Guadalupe Youngtown	**Chandler-1** El Mirage-1 Fntn Hills-1 **Goodyear-1** Peoria-1 **Phoenix-4** **Scottsdale-1** **Tempe-2** Tolleson-1 Wickenburg	**Chandler-1** Gilbert-1 **Glendale-1** **Mesa-1** **Phoenix-3** **Scottsdale-1** **Tempe-1** Cave Creek Gila Bend	**Chandler-2** **Mesa-1** **Phoenix-4** **Scottsdale-1** Surprise-1 **Tempe-1** Tolleson-1	**Chandler-1** **Mesa-1** **Phoenix-1** **Scottsdale-1** **Tempe-1**	**Mesa-1** Peoria-1 **Phoenix-3**
2. Cities with at least one job center having LQ values greater than the median value of all LQ's of 1 and greater	**Mesa-1** **Phoenix-2** **Tempe-2**	Buckeye-1 Carefree-1 Fntn Hills-1 **Glendale-2** Peoria-1 **Phoenix-2** Par. Vly-2 **Scottsdale-5** Surprise-1 **Tempe-1** Cave Creek Guadalupe Litchfield Pk	Buckeye-1 El Mirage-1 Gilbert-2 **Glendale-2** **Goodyear-1** **Mesa-1** **Phoenix-4** Queen Cr-3 SRP-Mar-1 **Scottsdale-1** Surprise-1 **Tempe-1** Tolleson-1	**Chandler-1** Gilbert-1 **Glendale-3** **Goodyear-2** **Phoenix-4** Queen Cr-1 **Tempe-2**	Avondale-3 Buckeye-3 Gilbert-1 **Glendale-2** **Goodyear-5** Gila Riv-1 **Mesa-1** **Phoenix-3** Queen Cr-1 Surprise-1 Tolleson-1 Litchfield Pk	Gilbert-1 **Glendale-2** Gila Riv-2 Peoria-1 **Phoenix-3** **Tempe-2** Gila Bend Wickenburg	**Chandler-2** Gilbert-1 **Glendale-2** **Goodyear-1** **Phoenix-3** **Tempe-2** Tolleson-1	**Chandler-1** **Glendale-3** Gila Riv-1 Peoria-1 **Phoenix-3** Queen Cr-1 **Scottsdale-1** **Tempe-2**

Notes: 1. Includes "other" city areas, outside job centers

Cluster maps

The following series of maps, produced by MAG, shows the distribution of employment in each cluster generally throughout the metro area as well as for the job centers, which are also shown on the maps. Each of the clusters displays a distinct pattern, and the nature of these patterns is summarized in the table below.

Cluster	Dispersion in region	Relation to Job Centers	Area of heaviest concentration
GPEC Priority Clusters			
Advanced Business Svc	Very widely dispersed; concentrated in few locations	Many jobs outside centers	Central Phoenix
Aerospace & Aviation	Widely dispersed; concentrated in few locations	Very few jobs outside centers	E. Phx-Tempe
High Tech Electronics	Widely dispersed, except for west side	Very few jobs outside centers	E. Phx-Tempe
Software	Widely dispersed, few in west	Very few jobs outside centers	Scottsdale Airpark
Bioindustry	Widely dispersed, few in west	Very few jobs outside centers	E. Phx-Tempe
Non-Priority Basic Industry Clusters			
Optics	NOT MAPPED		
Tourism	Very widely dispersed	Many jobs outside centers	Scottsdale downtown
Transportation, Distr. & Wholesale Trade	Widely dispersed; concentrated in central area	Some jobs outside centers	Phoenix Grand Avenue
Other Basic Industries	Widely dispersed; concentrated in few locations	Very few jobs outside centers	SW Phoenix
Agric. & Food Processing	Widely dispersed	Some jobs outside centers	E. Phx-Tempe
Other Supplier Ind.	Widely dispersed; concentrated in few locations	Very few jobs outside centers	E. Phx-Tempe
Plastics	Mostly centrally located	Very few jobs outside centers	SW Phoenix
Minerals & Fabr. Metals	Mostly centrally located	Very few jobs outside centers	GRIC
Nonbasic Industry Clusters			
Growth Cluster	Very widely dispersed	Many jobs outside centers	E. Phx-Tempe
Consumer Industries	Very widely dispersed	Many jobs outside centers	Central Phx-Scottsdale Airprk
Health Svcs.	Very widely dispersed	Many jobs outside centers	Central Phoenix
Educational Services	The most widely dispersed	Most jobs outside centers	indeterminate
Government	NOT MAPPED		

Cluster maps.doc (16 pages)

TARGET CLUSTERS AND JOB CENTER CLUSTER FOCUS

Relationships between clusters and cities are tabulated in two ways, first by the citywide targets selected by the cities and second by the clusters that city representatives feel are or will be associated with individual job centers. The first table below shows both relationships, for those cities that supplied this information. The second table shows just the targets plus indicators of what clusters are present in that city's job centers at this time. The data on "presence" are taken from the calculation of Location Quotients (LQ's) prepared by MAG for this study. The data on this table indicate that most communities have their target clusters already established in the city to some degree. However the urban-fringe cities with newer job centers are of course less likely to have an existing presence of, especially, higher-order cluster activities. (For cities with "hybrid" or unique cluster types, no LQ data are available.)

City Target Clusters and Job Center-Cluster Associations, for GPEC Cities

		GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters					Other Clusters - Not GPEC			
Job Center	**Location**	Advanced Business Services	Aerospace & Aviation	High Tech Electronics	Software	Bio-industry	Optics	Tourism	Plastics, Advanced Composite Materials	Transp., Distrib. & Wholesale Trade	Agriculture & Food Processing	Minerals & Mining	Other Basic Industries	Other Supplier Industries	Consumer Industries	Educational Services	Government	Health Services	Growth Cluster	Environmental Tech.	Senior Living	Telecommunications	Data Processing
GPEC Target Clusters		**X**	**X**	**X**	**X**	**X**																	
Avondale																							
Avondale Target Clusters		**X**		**X**	**X**	**X**		**X**							**X**		**X**	**X**					
AV_1	North Avondale	X			X	X		X							X			X					
AV_2	Southwest Avondale	X				X									X			X					
AV_3	Government Complex/115th Ave. Corridor	X		X	X	X									X		X	X					
Chandler																							
Chandler Target Clusters		**X**	**X**	**X**	**X**	**X**																**X**	
CH_1	North Chandler	X							X				X	X	X				X				
CH_2	Downtown Chandler	X			X									X			X						
CH_3	Airpark Area		X	X		X				X			X	X	X				X				
CH_4	Price Corridor	X		X		X			X														
CH_5	West Chandler	X		X		X	X		X	X			X	X	X				X				
El Mirage																							
El Mirage Target Clusters		**X**								**X**	**X**		**X**		**X**								
Gilbert																							
Gilbert Target Clusters		**X**	**X**	**X**	**X**	**X**							**X**	**X**	**X**				**X**				
GI_1	Regional Mall Area*	X	X	X	X	X		X	X				X	X	X			X	X				
GI_2	Northwest Employment Area	X	X	X	X	X			X				X	X	X				X				
GI_3	Gilbert/Germann*	X	X	X	X	X			X				X	X	X				X				
GI_4	Power Rd/Gateway	X	X	X	X	X			X				X	X	X				X				
	* Undeveloped at this time.																						
Glendale																							
Glendale Target Industries		**X**																					

City Target Clusters and Job Center-Cluster Associations, for GPEC Cities, cont'd.

		GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry					Other Clusters -			
Job Center	**Location**	Advanced Business Services	Aerospace & Aviation	High Tech Electronics	Software	Bio-industry	Optics	Tourism	Plastics, Advanced Composite Materials	Transp., Distrib. & Wholesale Trade	Agriculture & Food Processing	Minerals & Mining	Other Basic Industries	Other Supplier Industries	Consumer Industries	Educational Services	Government	Health Services	Growth Cluster	Environmental Tech.	Senior Living	Telecommunications	Data Processing
Goodyear																							
Goodyear Target Clusters			**X**						**X**		**X**				**X**								
Relation of job centers to targets: [Varies with project/client; no specifics given]																							
Mesa																							
Mesa Target Clusters		**X**	**X**	**X**	**X**	**X**		**X**	**X**	**X**	**X**		**X**	**X**	**X**	**X**	**X**	**X**	**X**				
ME 1	Falcon Field Airport	X	X	X	X			X	X	X			X	X		X	X	X	X				
ME 2	Downtown Mesa	X			X			X		X					X	X	X	X					
ME 3	Fiesta Quadrant	X		X	X			X							X	X		X					
ME 4	Union Pacific Business Corridor	X		X		X				X	X				X	X							
ME 5	Red Mountain Business Corridor	X		X	X														X				
ME 6	Superstition Freeway Corridor	X		X	X											X	X	X					
ME 7	Superstition Springs Freeway Corridor	X		X		X		X							X	X		X					
ME 8	Williams Gateway Airport	X	X	X		X			X	X	X		X	X		X	X		X				
Peoria																							
Peoria Target Clusters			**X**	**X**	**X**	**X**		**X**													**X**		
Phoenix																							
Phoenix Target Clusters		**X**	**X**	**X**		**X**				**X**	**X**		**X**							**X**			
PH 1	Deer Valley	X	X	X		X				X	X		X							X			
PH 2	North Black Canyon																						
PH 3	North I-17	X	X	X		X				X			X							X			
PH 4	Desert Ridge/Kierland	X		X	X	X																	
PH 5	Camelback Corridor	X			X	X																	
PH 6	Gateway	X			X	X																	
PH 7	Downtown Phoenix	X			X																		
PH 8	North Central Avenue	X			X																		
PH 9	Sky Harbor Airport	X	X	X		X				X	X		X							X			
PH 10	Phoenix Broadway Curve																						
PH 11	Southwest Phoenix		X	X		X				X	X									X			
PH 12	South Central Industrial																						
PH 13	Phoenix Grand Avenue																						
PH 14	Paradise Valley Mall Area																						

City Target Clusters and Job Center-Cluster Associations, for GPEC Cities, cont'd.

		GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry					Other Clusters -			
Job Center	**Location**	Advanced Business Services	Aerospace & Aviation	High Tech Electronics	Software	Bio-industry	Optics	Tourism	Plastics, Advanced Composite Materials	Transp., Distrib. & Wholesale Trade	Agriculture & Food Processing	Minerals & Mining	Other Basic Industries	Other Supplier Industries	Consumer Industries	Educational Services	Government	Health Services	Growth Cluster	Environmental Tech.	Senior Living	Telecommunications	Data Processing
PH_15	South Mountain Foothills	X	X	X	X	X																	
PH_16	Future South Mountain Loop																						
PH_17	Phoenix Loop 101																						
PH_18	Camelback/19th Ave.																						
PH_19	Buckeye/107th Ave																						
	Ahwatukee/Foothills	X		X	X	X																	
Scottsdale																							
Scottsdale Target Clusters (1)		**X**	**X**	**X**		**X**		**X**							**X**								
Surprise																							
Surprise Target Clusters				**X**		**X**															**X**		
SU_1	SR 303 Corridor	X				X	X			X													
SU_2	Original Townsite- Surpise Center	X				X	X	X															
SU_3	South Dysart Road					X			X	X													
SU_4	Jomax-Grand Avenue	X		X	X	X	X																
SU_5	Northwest Job Center			X	X				X														
SU_6	West Job Center		X						X														
SU_7	Del Webb Medical Campus					X																	
Tempe																							
Tempe Target Clusters		**X** (insuranc	**X**	**X**	**X**	**X**			**X**	**X**												**X**	**X**
TE_1	ASU Research Park	X	X	X	X	X	X		X						X	X		X	X				
TE_2	Southwest Tempe	X	X	X	X	X	X		X						X	X	X	X	X				
TE_3	Northwest Tempe	X	X	X	X	X	X	X	X				X	X	X	X	X	X	X				
TE_4	Downtown Tempe	X			X	X		X					X	X	X		X		X				
TE_5	Papago Park Center	X	X	X	X	X		X								X	X	X	X				
TE_6	McClintock-Apache Corridor				X	X		X					X	X	X	X	X	X					
TE_7	Rio Salado Parkway	X	X	X	X	X	X	X								X	X	X	X				
Tolleson																							
Tolleson Target Clusters															**X**								
TO_1	Tolleson		X						X	X	X		X	X			X	X					
Notes: 1. Source is Web site materials																							

GPEC City Target Clusters and Presence of Cluster in City

City/Clusters	GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters					Other Clusters - Not GPEC			
	Advanced Business Services	Aerospace & Aviation	High Tech Electronics	Software	Bio-industry	Optics	Tourism	Plastics, Advanced Composite Materials	Transp., Distrib. & Wholesale Trade	Agriculture & Food Processing	Minerals & Mining	Other Basic Industries	Other Supplier Industries	Consumer Industries	Educational Services	Government	Health Services	Growth Cluster	Environmental Tech.	Senior Living	Telecommunications	Data Processing
GPEC Target Clusters	*X*	*X*	*X*	*X*	*X*														[No ILQ values available for these clusters]			
Avondale	X		X	X	X		X							X		X	X					
Chandler	X	X	X	X	X																X	
El Mirage	X								X	X		X		X								
Gilbert	X	X	X	X	X							X	X	X				X				
Glendale	X																					
Goodyear		X						X		X				X								
Mesa	X	X	X	X	X		X	X	X	X		X	X	X	X	X	X	X				
Peoria		X	X	X	X		X													X		
Phoenix	X	X	X		X				X	X		X							X			
Scottsdale	X	X	X		X		X							X								
Surprise			X		X															X		
Tempe	X (ins.)	X	X	X	X			X	X												X	X
Tolleson														X								

Source is cities' data for target clusters, and MAG, for LQ values.

Legend:

X = target

= LQ value of .5 to 1 in one or more job centers or elsewhere in the city

= LQ value of more than 1 in one or more job centers or elsewhere in the city

PROSPECTS AND LOCATES

In the survey of economic developers, MAG sought information from each city on firms locating in those cities, on prospects the cities worked with, and if possible the reasons for lost prospects and competing locations. Responses to this inquiry varied widely among the cities, based on the database they maintained relative to this subject. Some were not able to respond at all.[1] Some cities provided information about the number of jobs, square footage of buildings, and amount of investment associated with prospects and locates, and some provided only a listing of firms by name. Some cities had data on locates but not prospects. Only two cities provided data *by cluster* on causes of lost prospects and alternative competing locations for those prospects. Four cities provided information on improvements pending or needed at job centers. Consequently, it was not possible to compile quantitative results for some portions of the survey. Also, some economic developers were not comfortable with the concept of reporting this information. As a result only summary data on the number of locating firms by cluster, for the entire region, were produced for this report. This information is shown on the chart below. Cluster definitions by individual cities that did not fit within the defined categories for this study were aggregated under "mixed classifications, and other."

The numbers of locating firms and employees were converted to annual averages, since cities provided data for a wide range of time periods and to use the data as given would distort the picture of relative activity levels among cities and clusters. In general, we did not attempt to address data on square footage and investment amounts in a quantitative manner, including converting the data to an annualized basis. In many instances, these data were not complete even for a given cluster within any one city. Due in part to the incompleteness of data, readers should be aware that few direct relationships exist among the numbers in this database. This is also true for the figures on locates and employment; because some cities provided data on both number of locates and employment in those locating firms, and some cities gave data on number of locates only. For this reason the two series of numbers need to be considered separately.

For all of the reporting cities combined, 127 locating firms and 11,038 employees were reported (all figures are annual averages), allocated among cluster groups as follows:

	GPEC Priority Clusters	Non-Priority Basic Industry Clusters	Nonbasic Industry Clusters
% of Locates	48	31	21
% of Employees	68	23	9

The data demonstrate that GPEC Priority Clusters have the biggest pay-off in terms of locate activity.

Improvements needed or planned for job centers included the construction of public facilities, street and highway improvements, communications and other infrastructure, and the construction of spec buildings for tenants.

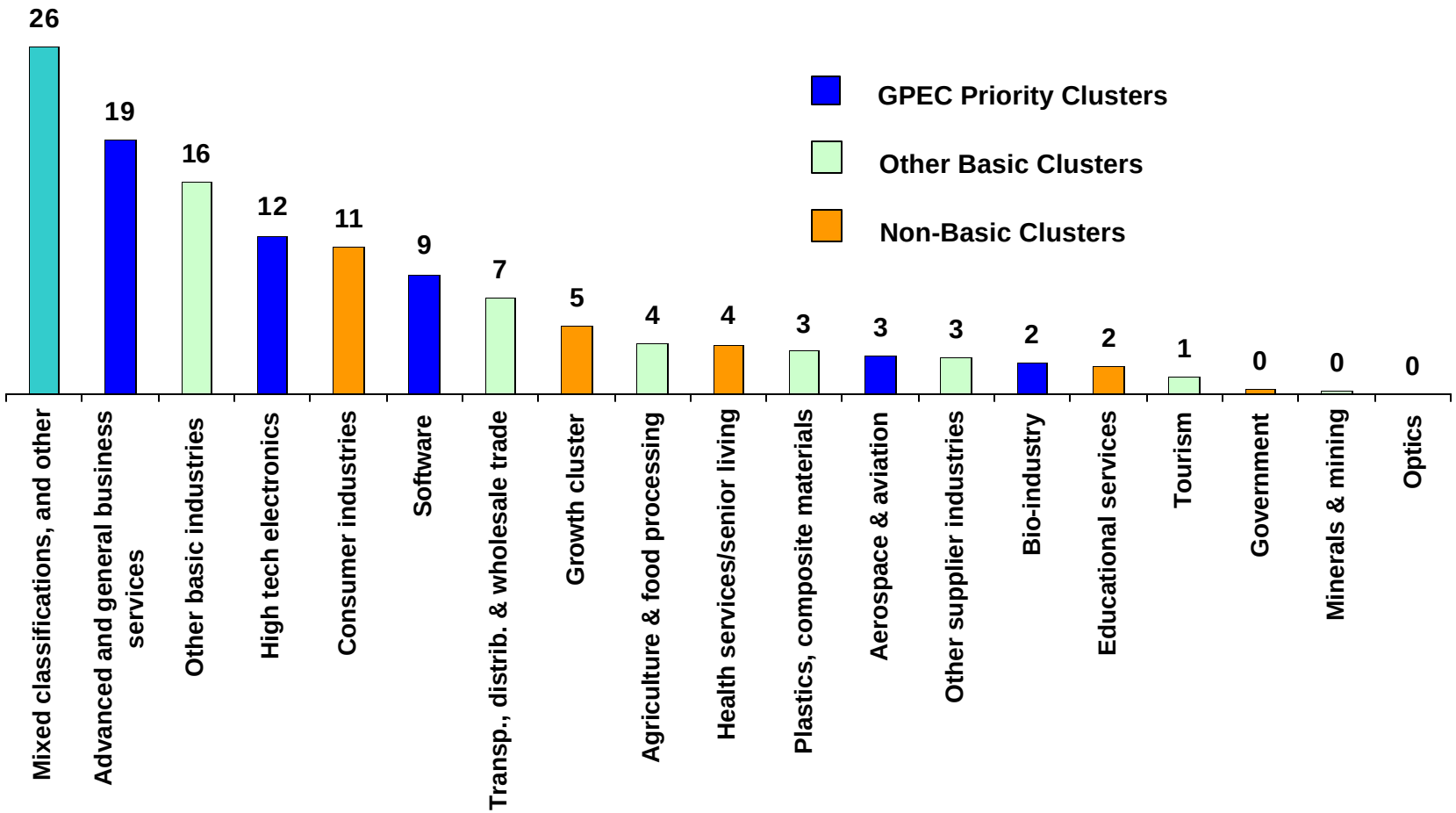
Although very limited data were obtained on reasons for lost prospects, "lack of existing suitable building" was the reason most often cited. There were not enough data on locates' worker incomes, square footage, and investment amounts to analyze by aggregating the results.

[1] No data were obtained from Avondale, Buckeye, El Mirage, Peoria and Tempe.

Annual Average Number of Locates by Cluster, All Municipalities

Source: Survey of Municipalities, 2002

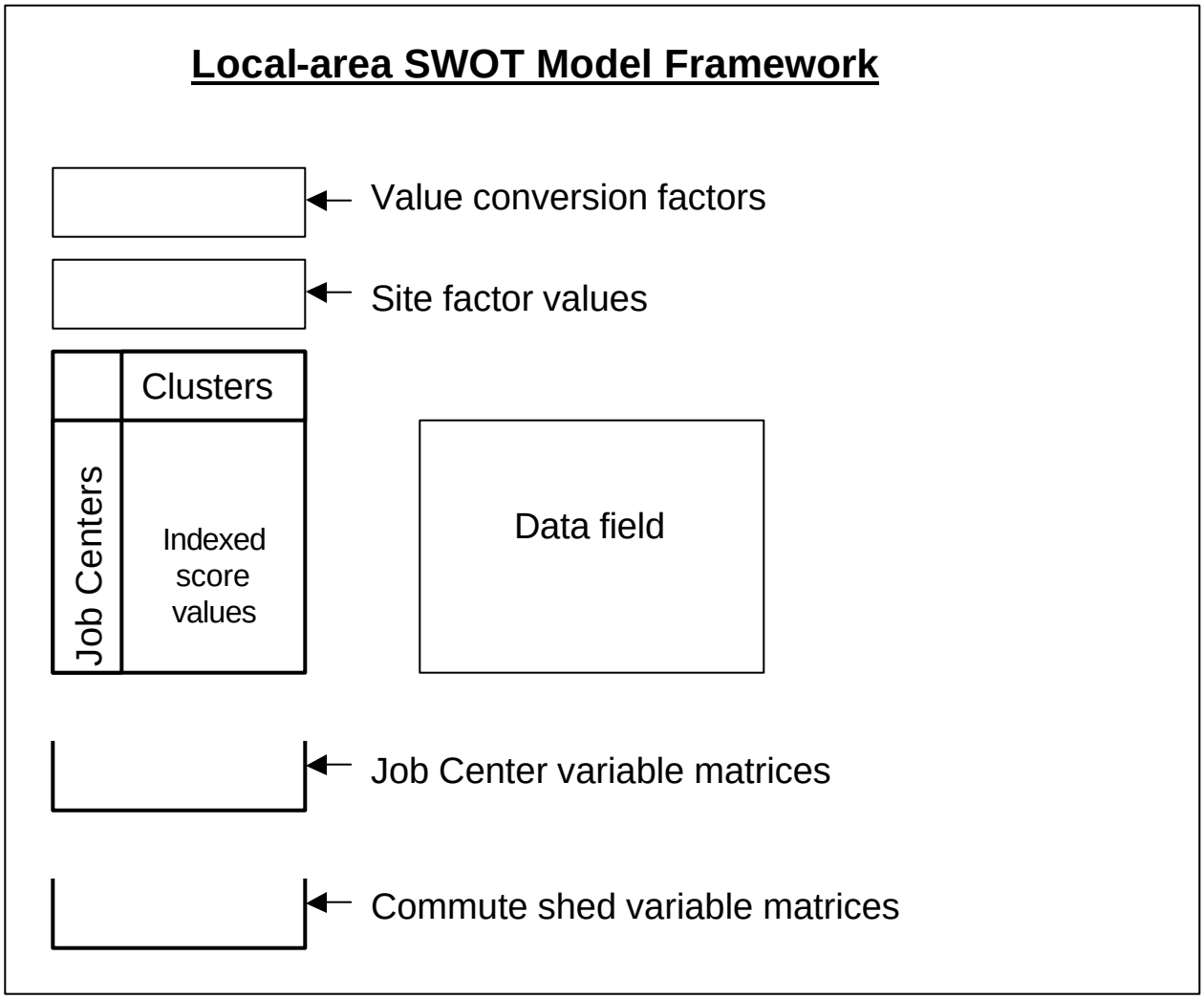
Note: No data were obtained from Avondale, Buckeye, El Mirage, Peoria and Tempe



SUB-REGIONAL STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

The information in this section of the report is taken from the inventory of conditions pertaining to Job Centers that was presented to economic development officials at the same time they received a questionnaire seeking additional information. In order to summarize this information in an evaluative format, an analysis model was prepared that would provide a quantitative assessment of job centers' attractiveness for each of the clusters addressed in this study. While this approach as outlined below has a rational basis, readers should review the results in light of the fact that they represent a current and historic perspective on conditions and cannot capture all the nuances of a location's or city's appeal. The information might however highlight competitive conditions that would benefit from additional attention, and the information also provides a way of comparing a location's competitive strength in specific clusters with other locations.

There are two broad categories of data used in the model: 1) conditions in Job Centers themselves, and 2) conditions in job center commute sheds as defined by MAG. The job center and commute shed data, along with other information, were adapted to the analysis model format outlined in the following illustration.



The model sums a series of "indexed score values" from the set of matrices prepared for the data elements, thereby providing a quantitative measure of each job center's desirability, *by cluster* (note that the data are not comparable across clusters, as in some cases clusters have different measures applied), as a location for that cluster's activity. The values for each data element were converted to indexed values by various means so that all sets of input to the model had an approximately equal effect on the total job center scores. For each element a set of site factor weights was applied to the indexed values, as a measure of the importance of that element to each cluster category.

A number of methods were used in the model design in order to provide maximum flexibility for future calibrating and updating of the model. Elements that applied to job centers were totaled separately from those that applied to commute sheds. Model indexing values and site factor weights were set up so changes to one number would transfer automatically throughout the corresponding model schedule and totals. Data elements used in the model are listed below along with the key aspects of their application within the model.

Data element	Model schedule	Indexing method	Notes on application to model
Job Center Data			
Location Quotient values, from MEDB	1, 2	Intervals of LQ values were re-assigned to a range of index values from 0 to 1.5	Measure of attractiveness based on existing activity
Transportation elements, from various sources within MAG database. Distance from Sky Harbor Airport; presence or lack of freeways and rail	3	Data values from 0.25 to 1 were assigned to mileage intervals from Sky Harbor Airport. 1 or 0 were used to indicate the presence of lack of freeways and rail	Measures of accessibility.
Presence of: bus/prof/tech services, intermediate products businesses, and nitrogen pipeline (data from MEDB and SRP)	4	Made use of quartile intervals of LQ values	Presence of support and supplier businesses, using LQ values for Advanced Business Services and Other Supplier Industries. Pipeline is 1 or zero value depending or presence or lack.
Building cost and availability (Assessor data)	6	Applied index values to figures on square footage, average construction year, and average value per square foot, from data compiled for job centers using partially aggregated Assessor data prepared by MAG, for industrial, retail, and service commercial land use categories, which were then assigned to clusters	Applied to site factors pertaining to cost of facilities and availability of built space
Commute Shed Data			
Occupations of commute shed residents (MAG, from 2000 Census)	5	2 measures used: LQ's for each category and proportion of the median value of numbers of persons in each occupation category	Both relative concentration and numbers of workers in suitable occupations were used as indicators of available workforce
Spring 2001 Stanford Grade 8 summary scores; high school drop-out rates (State Dept. of Education)	7	Proportion of metro average scores, rates	Quality of life and quality of workforce indicators. Data are not based on the (smaller) revised commute shed boundaries used elsewhere
Housing values (Assessor data)	8	Proportion of metro average values	Quality of life indicator. These data are not based on the (smaller) revised commute shed boundaries
Educational attainment (MAG, from 2000 Census)	9	2 measures used: LQ's for the population in each attainment category, and proportion of the median value of numbers of persons in each category	Both relative concentration and numbers of workers in suitable education levels were used as indicators of available workforce

The results of this process are shown on the following three tables. The first table shows the raw scores for all job centers.[2] The second table shows the ranking of scores, within clusters, for each job center, for all job centers with cells highlighted at two different rank levels: 1) those that are at or above the mean score value (of 0.5, as the ranking or index scores range from 0 to 1), and 2) those that are in top quartile, or 0.75 and above. The third table is a further consolidation of the information, and shows the cities that have cluster scores at or above the 0.75 threshold value, by city name only.

Of the cities on the last table, the following have at least one high-ranking job center for every cluster

Chandler
Gilbert
Mesa
Phoenix
Scottsdale
Tempe

Glendale and Peoria are in the "next tier" of high-ranking job centers, and Goodyear and Tolleson each have three centers meeting the 0.75 threshold. While this result is interesting, it must be emphasized that this particular finding is not necessarily a "definitive" one. This type of model can be organized in many different configurations, which will in turn produce different results. It is not our intent in this document to analyze alternative model options, but to illustrate the thought process behind the model and some of the types of findings that can be produced.

These tables and the model itself are available to city economic developers from MAG, on CD.

[2] Scores for "Other" areas in cities have only partial scoring values at this point in time. Also, some of the last-defined job centers have incomplete data.

Job Center: Raw scores			GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans. Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Avondale	AV_1	North Avondale	37.00	36.62	38.40	46.28	40.19	35.84	26.39	36.84	37.65	42.92	37.65	37.59	37.65	42.42	39.66	39.87	34.96	39.26
	AV_2	Southwest Avondale	20.88	31.29	32.82	19.83	34.19	30.73	14.50	28.84	32.15	29.55	32.15	32.14	32.15	25.74	23.83	22.03	20.42	21.51
	AV_3	Govt. Complex/115th Ave. Corridor	30.38	28.63	29.89	31.37	30.58	28.94	19.97	27.69	29.64	36.64	29.64	31.47	29.64	31.44	24.92	31.59	29.69	31.01
		Other Avondale	2.08	9.73	5.35	4.78	5.75	6.25	2.75	1.25	8.00	10.60	8.00	5.73	5.00	9.25	4.25	7.00	9.25	5.00
Buckeye	BU_1	Baseline/SR 85	22.22	27.64	28.82	20.80	29.56	26.98	12.65	25.48	27.85	28.39	27.85	29.71	27.85	25.49	20.73	23.15	21.60	22.22
	BU_2	West Buckeye	25.21	20.02	20.66	30.47	20.28	20.38	12.32	17.44	20.08	30.18	20.08	21.92	20.08	20.43	24.45	25.10	23.57	22.17
	BU_3	Southern/Apache	31.53	34.95	36.70	33.79	38.36	33.35	17.71	32.01	35.23	39.84	35.23	37.19	35.23	33.92	24.50	31.97	30.55	31.18
	BU_4	I-10/Lower Buckeye	25.38	20.21	20.86	30.66	20.48	20.59	15.72	15.86	20.29	22.30	20.29	20.23	20.29	20.63	27.69	25.26	23.73	22.36
	BU_5	Yuma/Watson	24.13	19.15	19.81	29.54	19.47	19.66	12.60	15.76	19.47	21.45	19.47	19.40	19.47	19.58	15.83	23.98	22.51	21.23
	BU_6	North Buckeye	22.34	20.18	20.83	20.92	20.45	20.53	12.60	13.76	20.22	20.24	20.22	20.16	20.22	20.60	14.13	23.24	21.71	22.32
	BU_7	Whitestone	20.04	18.18	18.83	18.83	18.51	18.79	12.36	13.57	18.66	18.57	18.66	18.58	18.66	18.60	13.41	20.78	19.42	20.19
		Other Buckeye	2.08	1.33	1.70	2.43	1.95	2.25	1.25	1.85	1.00	6.90	1.00	0.93	1.00	7.25	4.25	2.00	8.00	6.00
CA	CA_1	Carefree City Center	33.47	29.88	30.99	34.57	31.80	28.70	18.30	23.32	29.48	26.68	29.48	29.17	29.48	40.91	27.46	32.29	31.38	31.95
		Other Carefree	0.00	0.00	0.00	0.00	0.00	0.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chandler	CH_1	North Chandler	55.22	64.56	66.89	67.42	76.11	59.98	34.09	49.08	63.89	59.93	61.89	69.68	58.89	68.30	43.59	52.29	49.37	50.23
	CH_2	Downtown Chandler	57.03	54.87	57.41	63.32	60.24	57.22	31.76	41.37	52.58	51.48	57.58	61.97	52.58	66.49	37.91	54.31	55.66	48.31
	CH_3	Airpark Area	45.79	48.90	47.90	54.16	45.10	40.84	23.36	38.75	43.45	47.24	40.45	42.22	40.45	49.89	34.14	45.62	50.77	40.59
	CH_4	Price Corridor	50.89	62.32	72.39	61.32	68.17	50.92	26.42	48.90	54.73	49.16	51.73	55.34	51.73	54.71	37.68	56.36	48.04	45.28
	CH_5	West Chandler	59.83	67.58	82.14	80.18	69.71	62.14	32.87	54.23	67.93	60.76	66.93	65.20	65.68	69.58	47.81	55.55	56.59	48.48
		Other Chandler	12.05	9.20	19.45	12.05	16.85	13.00	7.50	5.30	8.00	10.30	11.00	16.00	15.50	16.00	10.00	13.00	13.25	0.00
EM	EM_1	El Mirage	35.61	30.15	31.57	38.56	32.35	29.68	22.92	28.64	30.62	31.07	30.62	32.47	30.62	39.14	28.49	36.05	34.31	35.35
		Other El Mirage	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.75	5.00	0.00	0.00	0.00	0.00	5.00	3.00	0.00	7.50	5.00
FH	FH_1	Fountain Hills	46.52	38.10	40.98	51.43	52.41	40.01	27.03	32.68	39.46	35.94	36.46	35.90	36.46	52.09	36.66	41.59	39.58	38.23
		Other Fountain Hills	7.90	2.65	7.90	4.85	9.15	4.50	5.50	2.95	7.00	4.80	2.00	1.85	2.00	9.50	5.50	7.00	11.00	3.00
Gilbert	GI_1	Regional Mall Area	45.32	42.43	44.26	54.63	45.94	40.78	26.17	40.98	41.95	43.38	41.95	43.82	41.95	48.46	32.51	45.04	42.87	42.01
	GI_2	Northwest Employment Area	58.14	71.18	74.30	69.62	82.73	68.00	34.79	53.82	70.84	64.22	70.84	75.86	64.84	75.42	45.19	57.36	55.08	45.62
	GI_3	Gilbert/Germann	52.06	30.83	32.46	58.34	32.61	32.93	27.72	26.17	29.62	33.51	29.62	31.31	29.62	54.80	38.99	50.83	51.46	40.81
	GI_4	Power Rd/Gateway	34.60	29.30	30.22	39.65	29.87	29.53	18.64	24.47	28.68	36.68	28.68	28.63	28.68	29.62	22.85	34.81	32.66	31.78
		Other Gilbert	7.90	4.60	5.23	10.53	5.80	6.50	4.00	3.03	7.00	8.65	7.00	4.25	4.00	9.50	7.50	9.00	11.00	3.00
Glendale	GL_1	Loop303/Peoria	26.84	21.60	22.44	32.22	22.08	22.28	14.70	18.10	22.17	24.11	22.17	22.09	22.17	22.25	18.16	26.81	25.11	24.07
	GL_2	Loop303/Northern	26.28	33.40	34.98	31.69	37.11	32.10	17.54	32.93	34.30	34.20	34.30	34.10	34.30	21.74	29.31	26.25	24.58	23.55
	GL_3	Luke Compatibility Area	24.75	42.24	34.69	31.38	36.00	32.37	13.33	31.00	33.86	41.23	33.86	36.17	33.86	22.25	30.06	24.62	26.82	24.93
	GL_4	Western Area	39.18	52.21	45.72	47.56	48.21	42.75	22.12	43.53	49.71	47.90	43.71	51.12	43.71	42.61	37.13	39.12	36.94	34.58
	GL_5	City Center	40.31	57.63	54.74	43.57	66.42	53.09	23.88	44.41	53.47	51.80	59.47	60.92	60.97	53.56	35.76	37.66	35.34	40.11
	GL_6	Glendale Grand Ave.	42.33	57.10	54.25	46.75	65.23	53.06	29.36	42.80	58.98	56.09	58.98	64.30	60.48	57.64	36.44	39.44	37.08	36.90
	GL_7	Talivi Business Center	51.27	62.74	56.83	52.81	60.53	53.60	34.09	50.47	53.97	49.63	56.97	54.11	53.97	56.89	46.30	51.22	45.54	43.65
	GL_8	Midwestern University Area	50.90	48.01	59.35	69.41	53.24	46.23	31.25	47.60	48.83	47.30	48.83	48.69	48.83	52.61	44.59	50.68	48.47	48.12
	GL_9	Arrowhead Mall Area	48.96	43.30	45.67	58.66	47.69	43.27	27.45	41.11	43.63	42.87	43.63	43.50	43.63	51.35	47.69	52.03	46.54	44.33
	GL_10	Future Industrial	33.51	37.89	39.63	35.46	42.09	36.40	24.67	37.27	44.50	35.99	38.50	38.34	46.00	35.78	35.33	34.40	32.50	33.69
	GL_11	Thunderbird Area	31.17	29.15	30.28	29.86	30.03	30.20	21.95	24.21	29.84	29.79	29.84	29.75	29.84	29.72	38.24	32.58	30.37	32.01
		Other Glendale	7.90	6.55	11.55	11.70	16.45	0.00	5.00	3.10	6.00	8.50	9.00	10.40	6.00	8.50	7.50	10.00	11.00	3.00
Goodyear	GO_1	City Center	29.62	32.12	33.67	32.46	35.03	31.52	25.01	29.33	32.88	30.30	32.88	32.88	32.88	33.85	27.25	30.21	28.55	29.64
	GO_2	Southeast Goodyear	17.04	27.79	29.11	16.07	30.51	35.57	12.06	29.69	34.36	33.72	28.36	30.23	28.36	19.01	12.49	17.72	16.55	17.49
	GO_3	Southwest Goodyear	22.82	31.54	33.16	28.30	45.14	30.32	12.13	31.65	38.09	39.09	32.09	34.01	32.09	18.38	15.24	22.56	21.20	19.97
	GO_4	North Goodyear	55.86	40.34	43.84	61.06	46.90	32.82	33.87	41.10	39.56	46.39	39.56	41.02	39.56	54.58	43.33	50.44	44.56	34.93
	GO_5	Goodyear Airport Area	36.05	45.24	38.12	37.09	40.02	32.08	26.65	34.09	41.69	41.42	36.69	38.92	36.69	42.02	32.30	32.65	30.86	33.13
		Other Goodyear	2.08	5.83	1.70	11.43	1.95	11.25	3.75	1.10	4.00	6.90	1.00	8.43	1.00	2.25	4.25	2.00	8.00	6.00
Gila R.	GR_1	Northern Borderlands	33.86	47.94	43.58	44.77	39.18	33.81	20.10	26.65	41.38	44.68	44.38	42.21	45.88	43.90	22.75	34.18	32.06	31.21
	GR_2	Vee Quiva Casino	18.73	15.39	15.66	24.33	15.51	18.39	9.68	14.38	15.37	17.20	15.37	15.28	15.37	17.47	12.94	18.62	17.38	16.10
		Other Gila River	2.08	11.08	10.83	8.30	11.45	10.00	1.25	1.48	11.00	16.15	17.00	12.93	11.00	17.25	1.25	8.00	1.75	0.00
Mesa	ME_1	Falcon Field Airport	47.30	58.03	56.04	56.58	65.77	39.87	24.77	45.32	51.33	45.48	51.33	48.82	48.33	48.73	32.16	42.30	40.45	41.01
	ME_2	Downtown Mesa	60.17	51.91	54.78	59.81	57.36	53.76	31.87	41.53	53.01	46.77	53.01	50.37	50.01	60.74	42.95	59.17	51.09	51.44
	ME_3	Fiesta Quadrant	64.64	55.02	58.32	80.91	61.51	54.63	36.98	48.58	56.32	51.62	56.32	53.25	53.32	67.19	50.31	66.11	60.67	49.40
	ME_4	Union Pacific Business Corridor	60.12	57.51	77.26	68.31	69.49	59.37	29.46	51.83	58.80	60.53	58.80	64.30	55.80	64.09	47.93	55.76	56.42	45.04
	ME_5	Red Mountain Business Corridor	41.07	47.81	50.01	46.19	52.17	56.16	25.71	45.63	47.14	46.38	47.14	46.87	47.14	39.06	37.62	41.13	38.65	36.47
	ME_6	Superstition Freeway Corridor	64.72	71.30	74.99	79.13	74.86	62.89	38.58	57.39	67.80	66.26	69.80	67.85	71.05	73.35	52.23	60.49	54.13	49.77
	ME_7	Superstition Springs Freeway Cor.	56.17	49.02	59.37	63.99	63.91	46.09	32.52	45.16	51.05	46.37	48.05	47.79	48.05	59.70	48.40	51.78	49.15	44.74
	ME_8	Williams Gateway Airport	48.16	55.77	58.54	55.05	63.53	70.94	25.86	44.86	45.60	51.54	45.60	51.02	45.60	48.87	31.89	43.62	44.99	36.49
		Other Mesa	7.90	6.55	11.55	7.20	12.95	4.50	5.00	3.10	9.00	8.50	9.00	6.65	9.75	8.50	7.50	10.00	11.00	0.00
Peoria	PE_1	South Peoria	45.90	51.94	53.48	61.69	55.96	44.39	27.97	43.75	57.10	55.64	58.10	59.61	59.60	56.09	40.92	45.83	47.21	46.21
	PE_2	Bell Rd/Sports Complex	51.18	46.71	49.30	61.98	52.00	52.34	30.28	45.94	47.08	48.71	47.08	46.93	47.08	57.02	46.66	51.10	48.61	46.39
	PE_3	North Central Peoria	23.98	18.84	19.52	29.32	19.16	31.56	12.18	15.86	18.97	20.60	18.97	18.85	18.97	25.34	15.78	23.35	22.10	20.95
	PE_4	Carefree/Lake Pleasant	20.97	18.83	19.50	19.61	19.15	21.54	12.24	13.93	18.95	18.56	18.95	18.83	18.95	22.33	13.79	21.30	27.59	20.95
	PE_5	Northwest Peoria	22.95	17.86	18.47	28.28	18.11	18.27	11.09	14.76	17.87	19.49	17.87	17.75	17.87	18.28	14.79	22.27	21.10	19.84
		Other Peoria	2.08	5.23	5.35	9.28	11.00	0.00	1.25	1.25	5.00	7.60	8.00	5.73	11.25	6.25	6.25	8.00	9.25	0.00

Job Center: Raw scores, cont'd.			GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans. Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Phoenix	PH_1	Deer Valley	62.58	70.74	74.38	76.36	74.73	45.30	32.09	51.33	65.53	60.37	65.53	67.91	64.28	64.59	49.67	58.52	56.01	42.89
	PH_2	North Black Canyon	36.93	24.83	33.26	43.21	30.57	25.28	16.99	20.13	29.98	26.82	27.98	28.64	31.23	25.63	34.59	33.58	32.46	30.72
	PH_3	North I-17	63.19	57.68	70.41	77.05	65.22	45.63	32.54	50.99	56.39	54.04	59.39	56.68	56.39	60.27	45.50	59.55	59.34	43.93
	PH_4	Desert Ridge/Kierland	66.23	54.75	62.22	84.59	61.03	38.50	34.50	41.14	52.59	50.79	55.59	53.64	52.59	68.92	46.20	60.27	57.94	44.40
	PH_5	Camelback Corridor	64.20	61.30	63.13	74.48	64.48	57.81	34.62	49.47	55.44	49.53	50.44	50.21	57.94	65.35	48.92	62.49	57.80	44.90
	PH_6	Gateway	59.64	53.36	56.94	61.70	60.47	64.78	34.52	50.53	54.38	50.69	54.38	50.76	51.38	54.21	48.51	53.32	53.43	46.66
	PH_7	Downtown Phoenix	63.79	55.57	58.49	80.41	66.45	54.04	34.99	46.75	56.89	57.65	58.89	56.94	53.89	67.38	45.30	60.97	56.21	49.34
	PH_8	North Central Avenue	59.48	67.17	65.72	75.36	70.07	53.99	34.44	49.28	61.60	59.96	61.60	61.40	62.85	66.80	45.85	58.39	55.65	45.76
	PH_9	Sky Harbor Airport	57.50	63.61	73.91	69.79	70.92	63.39	28.83	50.80	60.29	59.85	60.29	60.37	57.29	57.90	45.26	55.98	54.15	43.17
	PH_10	Phoenix Broadway Curve	59.19	74.29	79.10	67.70	83.17	54.60	38.95	53.21	70.75	64.51	70.75	73.78	64.75	70.65	42.75	53.30	49.86	42.56
	PH_11	Southwest Phoenix	46.63	53.26	50.15	57.82	57.31	56.51	25.61	40.21	55.27	55.78	54.27	60.55	56.77	57.28	37.25	42.79	44.23	43.06
	PH_12	South Central Industrial	52.38	59.26	56.54	70.74	64.03	73.47	26.22	45.28	60.08	59.53	60.08	61.54	57.83	62.09	40.74	48.71	49.69	47.98
	PH_13	Phoenix Grand Avenue	51.10	59.67	61.50	66.53	64.95	54.14	27.21	47.01	60.70	60.95	60.70	65.85	60.95	60.89	40.06	47.31	48.39	43.71
	PH_14	Paradise Valley Mall Area	59.29	38.11	40.38	70.45	41.13	46.08	36.36	28.65	36.47	35.58	39.47	36.42	36.47	66.94	49.93	58.68	52.63	47.12
	PH_15	South Mountain Foothills	66.92	63.09	69.76	81.74	75.13	75.84	40.01	56.10	59.53	56.95	56.53	56.08	64.03	68.21	52.88	59.92	60.46	49.21
	PH_16	Future South Mountain Loop	21.92	18.39	18.88	27.50	18.72	30.44	12.53	17.36	18.89	20.76	18.89	18.80	18.89	20.72	21.53	22.13	20.55	19.55
	PH_17	Phoenix Loop 101	39.07	27.77	28.71	47.93	28.58	37.89	28.72	25.98	28.23	30.21	28.23	28.14	28.23	42.21	33.41	39.13	44.49	36.61
	PH_18	Camelback/19th Ave.	48.09	49.75	51.59	50.78	58.50	39.34	33.14	37.09	52.67	47.07	52.67	51.01	49.67	60.17	41.46	50.22	46.20	40.69
	PH_19	Buckeye/107th Ave	26.37	39.53	41.48	25.24	43.74	38.50	18.90	37.82	40.73	43.89	40.73	40.62	40.73	25.16	19.81	27.86	25.83	33.26
	PH_20		12.95	13.05	13.59	13.12	13.76	25.95	13.11	13.71	13.15	13.33	13.15	13.15	13.15	16.27	11.83	13.56	12.76	13.85
		Other Phoenix	8.30	9.20	10.45	12.05	11.60	19.25	8.00	4.55	8.00	7.30	8.00	8.50	8.00	16.00	8.00	8.00	7.00	0.00
PV	PV_1	Paradise Valley	40.97	29.19	29.96	43.27	34.87	46.73	31.90	22.17	28.49	31.12	28.49	28.34	28.49	45.07	37.27	40.55	43.15	41.93
		Other Paradiise Valley	4.15	4.60	5.23	6.03	5.80	18.25	2.50	2.28	4.00	3.65	4.00	4.25	4.00	9.50	7.50	4.00	11.00	0.00
Queen Creek	QC_1	Queen Creek Gateway Area	28.87	37.27	39.11	29.95	41.87	34.89	14.62	38.19	43.56	35.81	37.56	39.28	37.56	29.73	25.21	33.92	27.73	28.54
	QC_2	Town Center	28.02	25.43	26.49	28.63	27.00	31.54	15.42	20.85	25.59	24.10	25.59	25.46	25.59	31.52	21.01	28.15	34.39	27.77
	QC_3	Riggs/Meridian	20.11	17.96	18.53	18.64	18.13	18.30	11.00	12.58	17.91	17.51	17.91	17.78	17.91	23.34	12.56	20.31	19.20	19.90
	QC_4	Rittenhouse/Meridian	20.96	26.35	27.48	19.49	28.21	25.65	11.74	25.08	26.41	26.53	26.41	28.20	33.91	19.20	13.30	21.21	20.04	20.81
	QC_5	Rittenhouse/Ocotillo	20.96	24.35	25.33	19.49	25.83	23.90	11.74	21.55	24.41	25.00	24.41	26.18	24.41	19.20	20.92	21.21	20.04	20.81
	QC_6	Ocotillo/Vineyard	20.11	22.46	18.53	18.64	18.13	18.30	11.00	14.08	17.91	23.51	17.91	17.78	17.91	24.34	15.56	23.31	19.20	19.90
		Other Queen Creek	2.08	1.33	1.70	2.43	1.95	0.00	3.75	1.10	1.00	0.90	1.00	0.93	1.00	2.25	6.25	2.00	9.25	6.00
SRP-M	SA_1	101 Corridor	42.62	36.61	45.30	50.88	38.99	35.27	20.75	33.07	35.22	35.08	35.22	35.06	35.22	47.17	36.95	41.81	40.12	39.06
	SA_2	101/202 Interchange	34.07	36.25	37.42	38.83	38.43	37.67	20.59	33.08	38.33	35.76	35.33	35.16	35.33	34.81	33.14	33.92	35.78	34.18
		Other SRP-MIC	8.33	1.33	1.70	6.93	1.95	0.00	4.25	1.85	4.00	0.90	4.00	0.93	4.75	2.25	6.25	5.00	5.50	3.00
Scottsdale	SC_1	Downtown Scottsdale	56.96	50.19	60.68	61.16	56.49	38.33	33.95	41.29	51.07	48.37	51.07	48.20	48.07	58.08	41.54	56.80	51.36	46.09
	SC_2	McCormick Ranch Center	64.94	60.30	66.90	79.35	73.05	47.47	34.26	47.84	57.97	53.89	57.97	59.18	52.97	65.99	50.54	57.75	54.37	44.75
	SC_3	Scottsdale Airpark	52.71	67.24	70.78	68.77	75.50	62.92	35.54	52.04	65.07	61.09	65.07	66.57	65.07	66.32	44.83	51.42	55.79	43.48
	SC_4	Future Job Center	45.71	24.88	30.01	50.39	35.51	38.40	22.81	18.91	24.05	28.28	24.05	23.83	24.05	44.29	32.40	38.98	37.74	38.71
	SC_5	Perimeter Center	47.52	61.39	56.20	54.50	65.33	73.02	22.83	47.23	49.91	47.59	49.91	49.36	49.91	43.90	48.76	45.91	39.87	30.00
	SC_6	Los Arcos/McDowell Corridor	57.30	50.55	53.23	61.63	65.06	45.93	30.66	45.92	52.51	46.04	52.51	52.90	53.26	52.30	41.59	50.36	47.73	45.61
	SC_7	Via de Ventura/Doubletree Corridor	43.50	39.33	41.84	44.25	53.25	42.22	24.55	27.26	36.50	35.52	36.50	36.40	36.50	46.77	44.57	43.98	40.72	33.08
	SC_8	Mayo Clinic Area	30.11	23.48	24.00	23.96	23.43	28.15	15.46	16.99	22.49	21.59	22.49	22.25	29.99	23.49	31.77	26.08	24.95	25.73
	SC_9	Rawhide Area	47.12	51.42	59.39	44.46	63.29	57.09	24.73	43.67	52.44	48.32	49.44	48.99	49.44	43.73	44.32	46.15	41.97	32.24
		Other Scottsdale	8.30	7.25	8.63	10.88	9.70	0.00	5.00	5.98	6.00	5.45	6.00	6.10	6.00	11.00	5.00	8.00	7.00	0.00
Surprise	SU_1	SR 303 Corridor	26.55	34.38	36.05	31.83	37.69	41.93	15.05	33.54	37.62	35.90	34.62	36.46	34.62	26.81	31.88	32.34	24.75	29.58
	SU_2	Original Townsite- Surpise Center	35.76	35.31	37.06	37.87	38.72	44.96	17.22	32.73	35.73	35.04	35.73	37.58	35.73	42.43	30.67	36.37	34.68	35.64
	SU_3	South Dysart Road	24.13	33.48	35.17	22.84	36.40	32.55	18.03	30.76	34.02	33.51	34.02	35.92	34.02	22.58	29.88	25.06	23.37	30.38
	SU_4	Jomax-Grand Avenue	28.52	20.16	20.85	29.05	20.44	20.57	14.65	15.50	20.16	22.16	20.16	21.98	20.16	31.81	22.66	29.06	27.52	28.18
	SU_5	Northwest Job Center	19.22	17.08	17.60	17.73	17.21	17.59	10.93	14.14	17.16	18.95	17.16	18.93	17.16	23.42	16.84	19.42	18.38	19.00
	SU_6	West Job Center	21.23	20.00	15.94	16.05	20.82	15.97	12.42	12.03	15.49	21.08	20.49	15.34	15.49	15.76	29.35	20.46	20.39	20.23
	SU_7		13.90	14.88	19.78	17.81	16.18	10.72	10.51	11.71	10.37	10.54	10.37	10.37	10.37	10.42	9.34	10.68	10.02	10.85
		Other Surprise	12.05	22.10	21.60	21.90	20.65	0.00	6.50	5.95	17.00	14.00	18.00	20.80	19.50	23.00	8.00	8.00	10.75	0.00
Tempe	TE_1	ASU Research Park	63.44	63.45	76.06	77.24	73.86	48.37	37.87	53.34	59.16	57.01	59.16	59.92	54.16	58.84	46.81	56.31	56.92	45.59
	TE_2	Southwest Tempe	63.06	72.31	71.03	74.33	75.69	67.02	37.62	57.05	66.39	64.70	69.39	69.87	66.39	73.99	49.20	56.01	60.43	50.25
	TE_3	Northwest Tempe	59.46	61.96	80.16	67.05	79.66	54.56	28.66	52.23	59.60	59.04	59.60	62.60	59.60	62.57	51.27	57.78	49.45	40.02
	TE_4	Downtown Tempe	55.80	54.21	67.76	61.52	66.12	59.20	39.06	44.87	53.23	50.00	53.23	56.42	54.73	61.22	43.01	52.28	48.87	41.56
	TE_5	Papago Park Center	49.55	50.72	61.32	52.12	57.08	73.79	30.50	49.58	54.79	50.26	48.79	50.14	48.79	44.52	34.24	45.85	42.59	35.15
	TE_6	McClintock-Apache Corridor	59.03	67.46	77.83	75.03	74.37	59.58	34.40	51.18	64.40	63.93	64.40	68.67	65.15	61.58	45.40	55.30	55.36	44.58
	TE_7	Rio Salado Parkway	38.36	51.12	56.45	37.25	56.27	51.97	26.09	44.06	50.21	50.69	50.21	54.34	45.21	42.69	36.15	39.53	40.54	34.81
		Other Tempe	14.13	10.53	12.15	14.48	18.80	29.50	8.75	6.40	9.00	13.20	12.00	9.43	9.00	20.25	9.25	16.00	8.75	3.00
TO	TO_1	Tolleson	43.43	50.00	51.48	53.88	53.95	42.61	25.59	41.63	53.44	55.93	50.44	54.20	50.44	51.08	34.67	39.80	37.52	38.20

Job Center: SWOT Model Indexed Scores = median value to top quartile. = top (4th) quartile.

Scores range from 0 to 1, and are determined cluster-by-cluster

			GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans, Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Avondale	AV_1	North Avondale	0.52	0.51	0.52	0.56	0.52	0.50	0.64	0.56	0.52	0.57	0.55	0.54	0.56	0.52	0.68	0.57	0.51	0.64
	AV_2	Southwest Avondale	0.22	0.43	0.42	0.23	0.41	0.38	0.32	0.44	0.42	0.35	0.44	0.42	0.43	0.38	0.35	0.24	0.24	0.29
	AV_3	Govt. Complex/115th Ave. Corridor	0.42	0.37	0.35	0.39	0.38	0.32	0.45	0.42	0.39	0.52	0.40	0.41	0.38	0.42	0.37	0.40	0.41	0.43
		Other Avondale	0.02	0.12	0.06	0.03	0.05	0.09	0.04	0.03	0.10	0.13	0.08	0.06	0.07	0.07	0.02	0.06	0.07	0.11
Buckeye	BU_1	Baseline/SR 85	0.27	0.35	0.34	0.24	0.34	0.30	0.30	0.38	0.34	0.35	0.34	0.38	0.32	0.36	0.29	0.27	0.27	0.31
	BU_2	West Buckeye	0.33	0.24	0.25	0.37	0.24	0.22	0.25	0.29	0.26	0.37	0.25	0.27	0.26	0.23	0.35	0.33	0.31	0.30
	BU_3	Southern/Apache	0.44	0.48	0.48	0.44	0.48	0.46	0.41	0.49	0.48	0.54	0.49	0.52	0.49	0.45	0.36	0.41	0.43	0.44
	BU_4	I-10/Lower Buckeye	0.34	0.27	0.27	0.38	0.27	0.24	0.38	0.27	0.28	0.27	0.27	0.26	0.28	0.25	0.40	0.34	0.32	0.32
	BU_5	Yuma/Watson	0.31	0.23	0.24	0.35	0.23	0.21	0.28	0.25	0.25	0.25	0.24	0.24	0.24	0.22	0.26	0.31	0.30	0.28
	BU_6	North Buckeye	0.27	0.26	0.26	0.25	0.26	0.23	0.29	0.19	0.27	0.22	0.27	0.25	0.27	0.24	0.22	0.28	0.28	0.31
	BU_7	Whitestone	0.19	0.19	0.19	0.20	0.19	0.19	0.26	0.18	0.22	0.19	0.21	0.20	0.21	0.19	0.20	0.21	0.21	0.23
		Other Buckeye	0.02	0.02	0.02	0.02	0.02	0.06	0.00	0.06	0.01	0.06	0.02	0.02	0.02	0.05	0.02	0.02	0.05	0.13
CA	CA_1	Carefree City Center	0.44	0.40	0.40	0.44	0.39	0.31	0.43	0.35	0.37	0.32	0.39	0.37	0.36	0.49	0.40	0.42	0.44	0.46
		Other Carefree	0.00	0.00	0.00	0.00	0.00	0.00	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Chandler	CH_1	North Chandler	0.77	0.93	0.86	0.82	0.98	0.90	0.86	0.85	0.94	0.91	0.94	0.98	0.88	0.95	0.77	0.80	0.77	0.98
	CH_2	Downtown Chandler	0.81	0.77	0.76	0.79	0.72	0.86	0.77	0.65	0.72	0.78	0.82	0.90	0.76	0.90	0.65	0.82	0.90	0.94
	CH_3	Airpark Area	0.62	0.64	0.62	0.65	0.56	0.60	0.52	0.60	0.59	0.66	0.58	0.60	0.57	0.64	0.53	0.65	0.81	0.66
	CH_4	Price Corridor	0.71	0.89	0.92	0.74	0.87	0.73	0.65	0.84	0.79	0.72	0.73	0.79	0.75	0.71	0.65	0.88	0.73	0.84
	CH_5	West Chandler	0.90	0.96	1.00	0.97	0.89	0.91	0.82	0.98	0.98	0.94	0.97	0.93	0.98	0.97	0.90	0.84	0.94	0.94
		Other Chandler	0.13	0.10	0.21	0.12	0.15	0.13	0.13	0.12	0.10	0.11	0.13	0.17	0.17	0.13	0.15	0.15	0.16	0.00
EM	EM_1	El Mirage	0.48	0.41	0.40	0.48	0.40	0.35	0.52	0.43	0.41	0.40	0.42	0.43	0.40	0.48	0.41	0.50	0.48	0.56
		Other El Mirage	0.00	0.00	0.00	0.00	0.00	0.00	0.02	0.01	0.05	0.00	0.00	0.00	0.00	0.03	0.02	0.00	0.04	0.11
FH	FH_1	Fountain Hills	0.64	0.53	0.55	0.62	0.63	0.58	0.66	0.50	0.54	0.50	0.52	0.48	0.52	0.66	0.60	0.60	0.57	0.61
		Other Fountain Hills	0.07	0.04	0.08	0.04	0.07	0.07	0.11	0.08	0.08	0.04	0.04	0.04	0.04	0.08	0.06	0.06	0.11	0.07
Gilbert	GI_1	Regional Mall Area	0.60	0.58	0.59	0.67	0.58	0.59	0.62	0.61	0.58	0.58	0.60	0.61	0.59	0.61	0.51	0.65	0.64	0.71
	GI_2	Northwest Employment Area	0.84	0.98	0.94	0.86	0.99	0.96	0.92	0.97	1.00	0.98	1.00	1.00	0.96	1.00	0.81	0.90	0.88	0.86
	GI_3	Gilbert/Germann	0.75	0.42	0.41	0.70	0.40	0.45	0.69	0.40	0.38	0.42	0.40	0.40	0.37	0.72	0.67	0.74	0.83	0.68
	GI_4	Power Rd/Gateway	0.48	0.40	0.38	0.50	0.35	0.34	0.44	0.36	0.36	0.52	0.38	0.35	0.35	0.40	0.34	0.49	0.48	0.45
		Other Gilbert	0.07	0.05	0.05	0.09	0.06	0.10	0.07	0.09	0.08	0.10	0.07	0.05	0.05	0.08	0.09	0.11	0.11	0.07
Glendale	GL_1	Loop303/Peoria	0.37	0.27	0.29	0.42	0.29	0.26	0.35	0.30	0.29	0.30	0.29	0.29	0.29	0.27	0.27	0.36	0.35	0.34
	GL_2	Loop303/Northern	0.35	0.45	0.46	0.40	0.46	0.42	0.40	0.52	0.45	0.44	0.47	0.45	0.47	0.27	0.42	0.35	0.33	0.33
	GL_3	Luke Compatibility Area	0.32	0.57	0.45	0.40	0.44	0.43	0.31	0.48	0.44	0.55	0.45	0.49	0.44	0.28	0.44	0.31	0.37	0.35
	GL_4	Western Area	0.54	0.73	0.61	0.58	0.60	0.63	0.49	0.69	0.65	0.69	0.61	0.73	0.60	0.53	0.61	0.53	0.53	0.52
	GL_5	City Center	0.55	0.81	0.69	0.52	0.85	0.77	0.53	0.72	0.77	0.81	0.89	0.87	0.92	0.69	0.57	0.52	0.52	0.65
	GL_6	Glendale Grand Ave.	0.57	0.80	0.69	0.57	0.82	0.76	0.73	0.68	0.87	0.85	0.86	0.91	0.90	0.76	0.59	0.55	0.54	0.60
	GL_7	Talivi Business Center	0.74	0.90	0.74	0.64	0.73	0.77	0.85	0.88	0.77	0.73	0.81	0.77	0.81	0.73	0.86	0.76	0.69	0.76
	GL_8	Midwestern University Area	0.72	0.63	0.79	0.85	0.64	0.70	0.77	0.81	0.65	0.67	0.67	0.65	0.69	0.68	0.79	0.73	0.74	0.93
	GL_9	Arrowhead Mall Area	0.69	0.59	0.60	0.71	0.60	0.64	0.68	0.63	0.60	0.56	0.60	0.60	0.60	0.65	0.89	0.78	0.70	0.78
	GL_10	Future Industrial	0.45	0.52	0.53	0.45	0.55	0.51	0.55	0.57	0.61	0.51	0.56	0.55	0.64	0.47	0.56	0.48	0.47	0.51
	GL_11	Thunderbird Area	0.43	0.38	0.39	0.35	0.35	0.35	0.48	0.35	0.40	0.36	0.41	0.39	0.39	0.40	0.66	0.44	0.42	0.47
		Other Glendale	0.07	0.08	0.11	0.11	0.15	0.00	0.09	0.10	0.06	0.09	0.10	0.13	0.08	0.06	0.09	0.12	0.11	0.07
Goodyear	GO_1	City Center	0.40	0.44	0.44	0.43	0.43	0.39	0.57	0.45	0.43	0.39	0.44	0.44	0.44	0.44	0.39	0.40	0.40	0.40
	GO_2	Southeast Goodyear	0.17	0.36	0.35	0.16	0.36	0.49	0.22	0.46	0.46	0.43	0.36	0.40	0.34	0.19	0.17	0.17	0.17	0.18
	GO_3	Southwest Goodyear	0.28	0.44	0.43	0.31	0.57	0.36	0.23	0.48	0.52	0.53	0.43	0.44	0.42	0.18	0.23	0.27	0.27	0.23
	GO_4	North Goodyear	0.79	0.56	0.58	0.73	0.59	0.44	0.84	0.62	0.55	0.64	0.57	0.58	0.56	0.70	0.76	0.73	0.67	0.54
	GO_5	Goodyear Airport Area	0.50	0.60	0.51	0.46	0.52	0.41	0.65	0.55	0.57	0.56	0.53	0.56	0.54	0.50	0.49	0.44	0.44	0.49
		Other Goodyear	0.02	0.07	0.02	0.10	0.02	0.12	0.06	0.02	0.02	0.06	0.02	0.10	0.02	0.01	0.02	0.02	0.05	0.13
Gila R.	GR_1	Northern Borderlands	0.46	0.62	0.57	0.55	0.51	0.47	0.46	0.40	0.56	0.60	0.62	0.59	0.63	0.56	0.33	0.48	0.45	0.44
	GR_2	Vee Quiva Casino	0.18	0.16	0.15	0.28	0.13	0.19	0.15	0.23	0.16	0.17	0.15	0.15	0.15	0.16	0.19	0.18	0.18	0.17
		Other Gila River	0.02	0.14	0.10	0.07	0.10	0.10	0.00	0.05	0.15	0.16	0.16	0.14	0.13	0.15	0.01	0.07	0.01	0.00
Mesa	ME_1	Falcon Field Airport	0.66	0.83	0.71	0.69	0.84	0.57	0.56	0.76	0.69	0.60	0.73	0.66	0.68	0.62	0.48	0.61	0.60	0.69
	ME_2	Downtown Mesa	0.91	0.71	0.70	0.72	0.70	0.78	0.78	0.66	0.74	0.65	0.76	0.70	0.73	0.81	0.74	0.94	0.81	1.00
	ME_3	Fiesta Quadrant	0.97	0.77	0.77	0.98	0.75	0.83	0.95	0.83	0.82	0.80	0.80	0.75	0.79	0.93	0.97	1.00	1.00	0.97
	ME_4	Union Pacific Business Corridor	0.90	0.81	0.97	0.84	0.88	0.89	0.73	0.93	0.86	0.94	0.85	0.92	0.83	0.86	0.90	0.85	0.94	0.83
	ME_5	Red Mountain Business Corridor	0.56	0.61	0.64	0.56	0.62	0.84	0.60	0.77	0.64	0.63	0.65	0.62	0.65	0.48	0.64	0.59	0.56	0.57
	ME_6	Superstition Freeway Corridor	0.98	0.98	0.95	0.95	0.94	0.92	0.98	1.00	0.98	1.00	0.98	0.95	1.00	0.98	0.99	0.98	0.85	0.98
	ME_7	Superstition Springs Freeway Cor.	0.80	0.65	0.80	0.80	0.77	0.69	0.81	0.74	0.68	0.62	0.65	0.64	0.66	0.79	0.91	0.77	0.77	0.81
	ME_8	Williams Gateway Airport	0.69	0.79	0.78	0.68	0.77	0.97	0.60	0.73	0.62	0.79	0.63	0.73	0.62	0.63	0.48	0.63	0.68	0.58
		Other Mesa	0.07	0.08	0.11	0.06	0.11	0.07	0.09	0.10	0.12	0.09	0.10	0.09	0.11	0.06	0.09	0.12	0.11	0.00
Peoria	PE_1	South Peoria	0.63	0.72	0.68	0.77	0.66	0.65	0.69	0.70	0.85	0.83	0.84	0.84	0.90	0.73	0.70	0.66	0.71	0.89
	PE_2	Bell Rd/Sports Complex	0.73	0.60	0.63	0.78	0.61	0.75	0.74	0.78	0.63	0.71	0.64	0.63	0.65	0.74	0.87	0.75	0.75	0.90
	PE_3	North Central Peoria	0.30	0.22	0.23	0.34	0.23	0.40	0.23	0.26	0.24	0.23	0.23	0.23	0.23	0.35	0.25	0.30	0.29	0.27
	PE_4	Carefree/Lake Pleasant	0.24	0.21	0.22	0.23	0.22	0.25	0.24	0.20	0.23	0.19	0.23	0.22	0.23	0.29	0.21	0.23	0.39	0.27
	PE_5	Northwest Peoria	0.29	0.18	0.17	0.31	0.17	0.16	0.19	0.23	0.19	0.21	0.18	0.18	0.19	0.17	0.23	0.26	0.26	0.20

Job Center: SWOT Model Indexed Scores, cont'd. = median value to top quartile. = top (4th) quartile.

			GPEC Priority Clusters					Non-Priority Basic Industry Clusters									Nonbasic Industry Clusters				
	Code	Job Center Name	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans, Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Phoenix	PH_1	Deer Valley	0.92	0.97	0.94	0.93	0.94	0.66	0.80	0.92	0.96	0.93	0.96	0.96	0.94	0.87	0.95	0.93	0.92	0.73
	PH_2	North Black Canyon	0.51	0.31	0.44	0.51	0.37	0.27	0.39	0.31	0.40	0.33	0.35	0.36	0.41	0.37	0.55	0.45	0.46	0.42
	PH_3	North I-17	0.94	0.82	0.90	0.94	0.81	0.67	0.81	0.90	0.83	0.82	0.88	0.81	0.84	0.81	0.84	0.95	0.98	0.77
	PH_4	Desert Ridge/Kierland	0.99	0.76	0.84	1.00	0.74	0.55	0.90	0.64	0.73	0.77	0.79	0.76	0.77	0.96	0.85	0.97	0.97	0.79
	PH_5	Camelback Corridor	0.96	0.86	0.85	0.90	0.79	0.87	0.91	0.86	0.81	0.73	0.70	0.69	0.87	0.88	0.94	0.99	0.96	0.82
	PH_6	Gateway	0.89	0.74	0.75	0.77	0.73	0.94	0.90	0.89	0.78	0.77	0.78	0.71	0.74	0.69	0.92	0.81	0.85	0.90
	PH_7	Downtown Phoenix	0.95	0.78	0.77	0.98	0.86	0.80	0.93	0.79	0.84	0.88	0.85	0.82	0.80	0.94	0.82	0.98	0.93	0.96
	PH_8	North Central Avenue	0.88	0.94	0.85	0.92	0.90	0.79	0.89	0.85	0.93	0.92	0.93	0.88	0.93	0.91	0.85	0.92	0.90	0.87
	PH_9	Sky Harbor Airport	0.83	0.92	0.93	0.87	0.90	0.94	0.72	0.90	0.91	0.90	0.91	0.85	0.85	0.77	0.81	0.85	0.86	0.74
	PH_10	Phoenix Broadway Curve	0.85	1.00	0.98	0.83	1.00	0.82	0.98	0.95	0.99	0.98	0.99	0.99	0.95	0.98	0.73	0.81	0.80	0.72
	PH_11	Southwest Phoenix	0.65	0.73	0.65	0.69	0.69	0.85	0.59	0.60	0.81	0.84	0.77	0.86	0.85	0.75	0.62	0.62	0.65	0.73
	PH_12	South Central Industrial	0.76	0.84	0.73	0.89	0.78	0.98	0.63	0.75	0.90	0.90	0.90	0.89	0.86	0.85	0.69	0.70	0.79	0.92
	PH_13	Phoenix Grand Avenue	0.73	0.85	0.83	0.81	0.80	0.81	0.67	0.80	0.92	0.95	0.92	0.94	0.91	0.82	0.69	0.69	0.73	0.77
	PH_14	Paradise Valley Mall Area	0.86	0.54	0.54	0.88	0.53	0.69	0.94	0.44	0.49	0.47	0.56	0.51	0.52	0.92	0.96	0.94	0.84	0.91
	PH_15	South Mountain Foothills	1.00	0.90	0.89	0.99	0.95	1.00	1.00	0.98	0.89	0.86	0.81	0.80	0.94	0.94	1.00	0.96	0.99	0.95
	PH_16	Future South Mountain Loop	0.26	0.20	0.20	0.30	0.20	0.37	0.27	0.28	0.23	0.23	0.22	0.21	0.22	0.26	0.31	0.25	0.25	0.19
	PH_17	Phoenix Loop 101	0.53	0.35	0.33	0.59	0.33	0.52	0.71	0.39	0.35	0.38	0.35	0.33	0.33	0.51	0.52	0.54	0.66	0.59
	PH_18	Camelback/19th Ave.	0.68	0.65	0.66	0.60	0.71	0.56	0.83	0.56	0.73	0.65	0.75	0.72	0.71	0.80	0.71	0.71	0.69	0.67
	PH_19	Buckeye/107th Ave	0.35	0.56	0.56	0.29	0.56	0.56	0.44	0.58	0.56	0.59	0.59	0.57	0.58	0.35	0.28	0.37	0.36	0.50
	PH_20		0.15	0.15	0.14	0.14	0.12	0.29	0.31	0.19	0.15	0.15	0.15	0.15	0.15	0.15	0.16	0.15	0.15	0.16
		Other Phoenix	0.10	0.10	0.10	0.12	0.10	0.20	0.14	0.11	0.10	0.07	0.08	0.10	0.10	0.13	0.12	0.07	0.02	0.00
PV	PV_1	Paradise Valley	0.56	0.39	0.36	0.52	0.42	0.71	0.79	0.34	0.35	0.40	0.37	0.35	0.35	0.59	0.63	0.58	0.65	0.70
		Other Paradiise Valley	0.06	0.05	0.05	0.05	0.06	0.15	0.03	0.07	0.02	0.03	0.05	0.05	0.05	0.08	0.09	0.04	0.11	0.00
Queen Creek	QC_1	Queen Creek Gateway Area	0.40	0.52	0.52	0.36	0.54	0.48	0.33	0.59	0.60	0.48	0.54	0.56	0.55	0.41	0.38	0.47	0.40	0.38
	QC_2	Town Center	0.38	0.33	0.31	0.32	0.31	0.40	0.36	0.32	0.32	0.29	0.32	0.31	0.31	0.43	0.31	0.38	0.49	0.36
	QC_3	Riggs/Meridian	0.20	0.19	0.18	0.19	0.18	0.17	0.18	0.17	0.20	0.18	0.19	0.19	0.19	0.31	0.18	0.19	0.19	0.21
	QC_4	Rittenhouse/Meridian	0.23	0.34	0.32	0.21	0.32	0.28	0.20	0.37	0.33	0.31	0.33	0.34	0.45	0.20	0.19	0.22	0.22	0.25
	QC_5	Rittenhouse/Ocotillo	0.23	0.31	0.31	0.21	0.31	0.27	0.20	0.33	0.31	0.31	0.31	0.32	0.31	0.20	0.30	0.22	0.22	0.25
	QC_6	Ocotillo/Vineyard	0.20	0.29	0.18	0.19	0.18	0.17	0.18	0.21	0.20	0.28	0.19	0.19	0.19	0.34	0.24	0.29	0.19	0.21
		Other Queen Creek	0.02	0.02	0.02	0.02	0.02	0.00	0.06	0.02	0.01	0.02	0.02	0.02	0.02	0.01	0.06	0.02	0.07	0.13
SRP-MC	SA_1	101 Corridor	0.58	0.50	0.60	0.61	0.50	0.48	0.48	0.52	0.47	0.45	0.48	0.46	0.48	0.60	0.60	0.60	0.59	0.63
	SA_2	101/202 Interchange	0.47	0.49	0.50	0.49	0.48	0.52	0.47	0.53	0.53	0.48	0.50	0.47	0.50	0.46	0.52	0.46	0.52	0.52
		Other SRP-MIC	0.12	0.02	0.02	0.06	0.02	0.00	0.08	0.06	0.02	0.02	0.05	0.02	0.06	0.01	0.06	0.05	0.02	0.07
Scottsdale	SC_1	Downtown Scottsdale	0.81	0.67	0.81	0.73	0.68	0.53	0.85	0.65	0.69	0.70	0.72	0.65	0.67	0.77	0.72	0.89	0.82	0.88
	SC_2	McCormick Ranch Center	0.98	0.85	0.87	0.96	0.91	0.72	0.87	0.82	0.85	0.81	0.83	0.83	0.77	0.89	0.98	0.90	0.87	0.81
	SC_3	Scottsdale Airpark	0.77	0.94	0.90	0.85	0.96	0.93	0.94	0.94	0.95	0.96	0.95	0.94	0.97	0.90	0.80	0.77	0.91	0.75
	SC_4	Future Job Center	0.61	0.32	0.37	0.60	0.44	0.54	0.50	0.31	0.31	0.34	0.31	0.31	0.30	0.57	0.50	0.52	0.56	0.62
	SC_5	Perimeter Center	0.67	0.87	0.72	0.66	0.83	0.98	0.51	0.81	0.66	0.68	0.69	0.68	0.72	0.56	0.93	0.68	0.58	0.40
	SC_6	Los Arcos/McDowell Corridor	0.82	0.68	0.67	0.76	0.81	0.68	0.76	0.77	0.71	0.61	0.74	0.74	0.78	0.67	0.73	0.72	0.72	0.85
	SC_7	Via de Ventura/Doubletree Corridor	0.60	0.55	0.56	0.53	0.65	0.61	0.54	0.41	0.50	0.46	0.52	0.50	0.53	0.60	0.78	0.64	0.61	0.48
	SC_8	Mayo Clinic Area	0.41	0.30	0.30	0.27	0.30	0.31	0.37	0.27	0.30	0.26	0.30	0.30	0.40	0.33	0.46	0.35	0.35	0.35
	SC_9	Rawhide Area	0.65	0.70	0.81	0.54	0.76	0.85	0.56	0.69	0.70	0.69	0.68	0.67	0.70	0.55	0.77	0.69	0.62	0.48
		Other Scottsdale	0.10	0.10	0.09	0.10	0.08	0.00	0.09	0.14	0.06	0.05	0.06	0.08	0.08	0.11	0.05	0.07	0.02	0.00
Surprise	SU_1	SR 303 Corridor	0.36	0.47	0.48	0.41	0.47	0.60	0.35	0.54	0.51	0.49	0.48	0.52	0.48	0.39	0.47	0.43	0.34	0.39
	SU_2	Original Townsite- Surpise Center	0.49	0.48	0.49	0.48	0.49	0.65	0.40	0.51	0.48	0.44	0.51	0.53	0.51	0.52	0.45	0.51	0.50	0.56
	SU_3	South Dysart Road	0.31	0.46	0.47	0.27	0.45	0.44	0.42	0.47	0.44	0.41	0.46	0.48	0.46	0.30	0.44	0.32	0.31	0.41
	SU_4	Jomax-Grand Avenue	0.39	0.25	0.27	0.33	0.25	0.23	0.34	0.24	0.27	0.27	0.26	0.28	0.27	0.44	0.32	0.39	0.38	0.37
	SU_5	Northwest Job Center	0.19	0.17	0.16	0.17	0.16	0.15	0.17	0.22	0.19	0.20	0.17	0.23	0.18	0.32	0.27	0.19	0.19	0.19
	SU_6	West Job Center	0.25	0.23	0.15	0.15	0.28	0.14	0.27	0.16	0.17	0.24	0.28	0.16	0.16	0.12	0.43	0.20	0.23	0.24
	SU_7		0.15	0.15	0.23	0.18	0.14	0.11	0.16	0.15	0.14	0.12	0.12	0.12	0.12	0.10	0.15	0.14	0.10	0.15
		Other Surprise	0.13	0.28	0.28	0.26	0.27	0.00	0.12	0.13	0.18	0.15	0.20	0.27	0.25	0.31	0.12	0.07	0.10	0.00
Tempe	TE_1	ASU Research Park	0.94	0.91	0.96	0.94	0.92	0.73	0.97	0.96	0.88	0.87	0.87	0.85	0.81	0.78	0.88	0.87	0.95	0.85
	TE_2	Southwest Tempe	0.93	0.99	0.91	0.90	0.97	0.95	0.96	0.99	0.97	0.99	0.98	0.98	0.99	0.99	0.94	0.86	0.98	0.99
	TE_3	Northwest Tempe	0.87	0.88	0.99	0.81	0.98	0.81	0.70	0.94	0.90	0.89	0.90	0.90	0.89	0.85	0.98	0.91	0.78	0.65
	TE_4	Downtown Tempe	0.78	0.75	0.88	0.75	0.85	0.88	0.99	0.73	0.75	0.74	0.77	0.81	0.82	0.83	0.75	0.79	0.76	0.69
	TE_5	Papago Park Center	0.70	0.69	0.82	0.63	0.69	0.99	0.75	0.87	0.80	0.75	0.66	0.69	0.69	0.58	0.54	0.67	0.63	0.55
	TE_6	McClintock-Apache Corridor	0.85	0.95	0.98	0.91	0.93	0.90	0.88	0.91	0.94	0.97	0.94	0.97	0.98	0.84	0.83	0.83	0.89	0.80
	TE_7	Rio Salado Parkway	0.52	0.69	0.73	0.47	0.67	0.74	0.61	0.71	0.67	0.76	0.69	0.78	0.61	0.54	0.58	0.56	0.60	0.53
		Other Tempe	0.16	0.13	0.13	0.15	0.21	0.33	0.15	0.15	0.12	0.14	0.14	0.11	0.10	0.23	0.14	0.16	0.06	0.07
TO	TO_1	Tolleson	0.59	0.66	0.65	0.65	0.65	0.62	0.58	0.67	0.76	0.85	0.71	0.77	0.73	0.65	0.56	0.56	0.55	0.60

Cities with Top-Ranking Job Centers (top quartile of score rankings)

	GPEC Priority Clusters					Non-Priority Basic Industry Clusters								Nonbasic Industry Clusters				
Cities \ clusters	Advanced Business Svc	Aerospace & Aviation	High Tech Electronics	Software	Bioindustry	Optics	Tourism	Trans, Distr & Whlsl Trade	Other Basic Industries	Ag & Food Processing	Other Supplier Ind.	Plastics	Minerals & Fabr. Metals	Growth Clster	Consumer Industries	Health Svcs.	Educational Services	Government
Chandler	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Gilbert	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Glendale		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
Goodyear	X						X								X			
Mesa	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Paradise Valley							X											
Peoria				X		X		X	X	X	X	X	X		X	X	X	X
Phoenix	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Scottsdale	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Tempe	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Tolleson									X	X		X						

CITIES' ECONOMIC DEVELOPMENT STRATEGIES

The survey of economic developers asked for information about local economic development strategies, and this information was provided, as requested, primarily through documents that the local practitioners indicated was used to currently guide economic development policy. A wide variety of documents was furnished, from true economic development strategic plans to organizational work plans.

Our approach to processing this material was, first, to identify as many common themes as required to capture the full range of ideas or tasks presented, and also keep that list as concise as possible. The list thereby generated, containing 27 entries, was then organized under 5 major headings:

Physical improvements
Organizational/governmental enhancements
Workforce needs and attractions
Economic activity
Economic activity related to areas

In an attempt to demonstrate the relative attention given to each strategy category, the number of times strategies fell into some particular category was counted as a "mention," so that a matrix of the 27 line items by city was produced with the number of mentions in each matrix cell. This process was imperfect at best, given the different types of documents and the variations in level of detail, comprehensiveness of the material, etc. The method also required a series of judgment calls about the content of the material reviewed.[3] However, because our focus was on a qualitative rather than quantitative assessment, the method can still produce valid and useable results.

The numerical tally of strategy statements is shown on the table at the end of this section. The table below shows the 27 categories of strategies and supporting policies and the 5 major headings, along with the percent of mentions, for all cities combined, attributed to each (some rounding errors will be apparent). The table demonstrates that overall the cities are addressing economic development in a comprehensive manner. From the table, it appears that Organizational/Governmental Enhancements are as important as Economic Activity in terms of strategic focus.

A chart of the strategic emphasis, by city, at the level of the 5 major headings indicates that the focus of strategies varies considerably among the cities. (Placeholders appear in the chart for communities that for one reason or another did not supply strategic planning information. For example, Tolleson's policies are contained in a 1996 General Plan that is currently being updated to meet Growing Smarter requirements.)

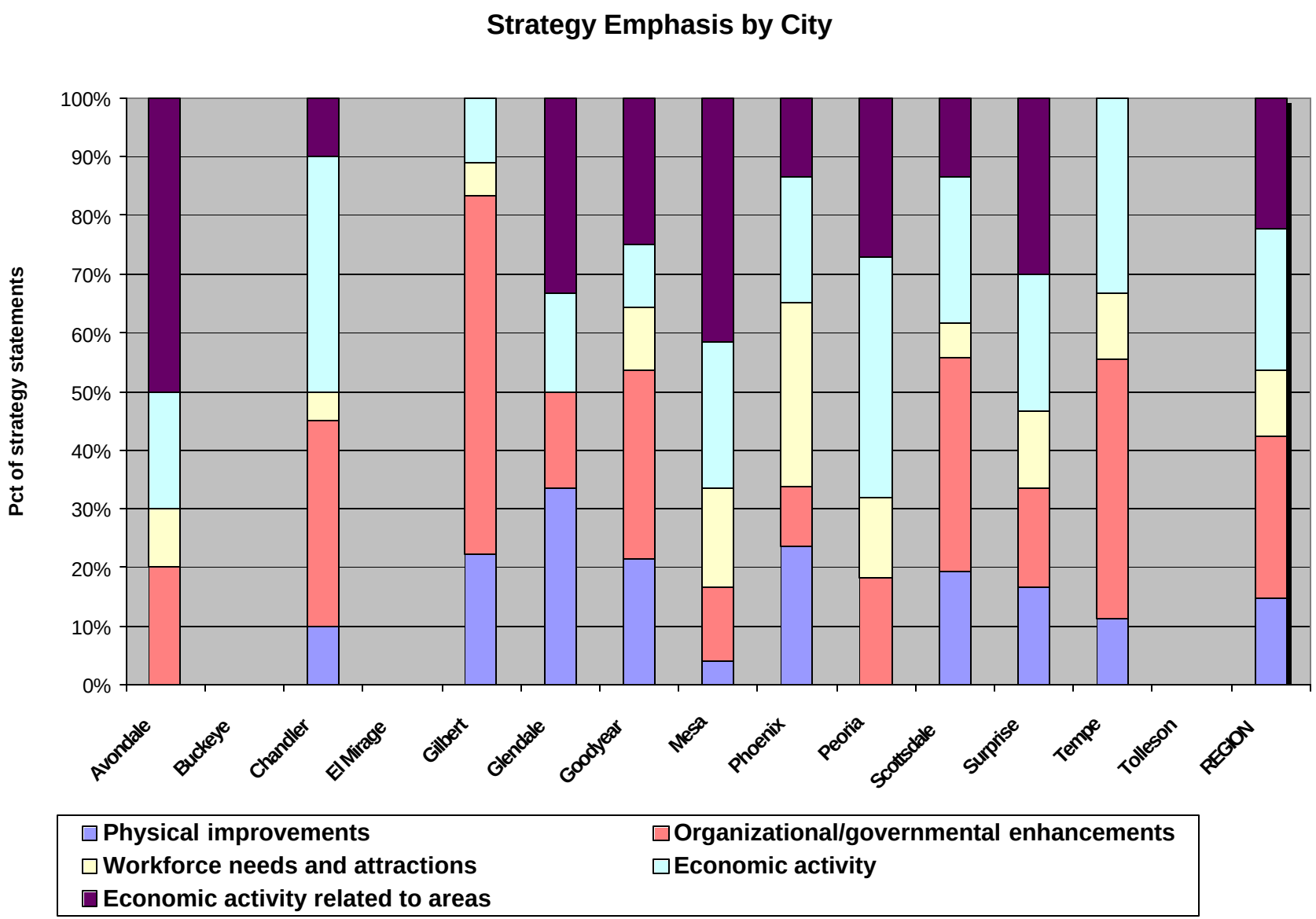
[3] To balance the "counting" process, we adopted a rule that multiple mentions of the same strategy concept would not be counted unless the concept was discussed in another context. For example, if downtown revitalization was an objective under the goal "Maximize community assets" and also under the goal "Support existing business community" then the entry "revitalize existing areas" would be counted as having two mentions; but detailed references to downtown revitalization actions, associated with that subject's appearance as an objective in either of the above examples, would not be counted.

Categories of Strategies & Supporting Policies	% of mentions
Physical improvements	***16.9%***
Build up physical capacity	8.4%
Revitalize existing areas	8.1%
Support development of regional transportation system	0.3%
Organizational/governmental enhancements	***24.0%***
Build up organization/community responsiveness to the economic development process	11.0%
Conduct focused research; develop databases	2.3%
Cooperate with regional and local allies	0.6%
Develop/apply incentives	1.3%
Encourage new/expanded roles for institutions of higher learning	1.0%
Encourage positive change in business climate, statewide	0.3%
Enhance cluster awareness and general responsiveness	1.3%
Enhance fiscal strength/stability	3.9%
Expedite permitting; minimize costs for development	2.3%
Workforce needs and attractions	***15.9%***
Enhance community image	0.3%
Enhance quality of life	8.8%
Focus on citizen job/training needs and income enhancement	6.8%
Economic activity	***23.7%***
Diversify economy	1.3%
Encourage existing industries to update to new/emerging technologies	0.6%
Encourage start-up businesses	1.0%
Focus on specific land use types	0.6%
Increase ratio of jobs per resident	0.6%
Promote retention/expansion through outreach and other programs	5.8%
Promote sustainable economy	0.6%
Provide jobs for less urbanized hinterlands	0.3%
Target specific cluster or industry types	12.7%
Economic activity related to areas	***19.5%***
Coordinate growth areas/industries with community development policies/actions	10.7%
Leverage/protect existing assets	3.9%
Promote certain areas (including undeveloped)	4.9%

For the most part cities' strategies reflect a community-specific rather than regional focus. Current GPEC strategies address the regional transportation sales tax, the need for a comparative tax analysis, expansion of the Phoenix Civic Plaza, and support for Luke Air Force Base and other military installations. One city mentioned support for the regional transportation system, one mentioned the need for an improved business climate in the state, the need to protect Luke was included in the category "leverage/protect existing assets," and as a general reference to regional issues, there were two mentions among the cities of the need to cooperate with regional and local allies in economic development.

This material should be useful to practitioners as a way of gauging their own program focus in comparison to that of other communities. Differences in program emphasis are to be expected, based on the following as well as other conditions:

- The areas of responsibility assigned to the economic development operation.
- Cities' degree of direct involvement in real estate development, revitalization, etc.
- The relative attractiveness of cities for certain uses, compared to the industries that cities are targeting.


Strategy Emphasis by City
Pct of strategy statements
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Avondale
Buckeye
Chandler
El Mirage
Gilbert
Glendale
Goodyear
Mesa
Phoenix
Peoria
Scottsdale
Surprise
Tempe
Tolleson
REGION
Physical improvements
Organizational/governmental enhancements
Workforce needs and attractions
Economic activity
Economic activity related to areas

NUMERICAL TALLY OF STRATEGY STATEMENTS															
				Number of strategy statements pertaining to category											
Strategy Categories & Supporting Policies	Avondale	Buckeye	Chandler	El Mirage	Gilbert	Glendale	Goodyear	Mesa	Phoenix	Peoria	Scottsdale	Surprise	Tempe	Tolleson	TOTALS
Physical improvements	*0*	*0*	*2*	*0*	*4*	*2*	*6*	*1*	*21*	*0*	*10*	*5*	*1*	(See note 1)	*52*
Build up physical capacity							5	1	10		6	4			*26*
Revitalize existing areas			2		4	2	1		11		4		1		*25*
Support development of regional transportation system												1			*1*
Organizational/governmental enhancements	*2*	*0*	*7*	*0*	*11*	*1*	*9*	*3*	*9*	*4*	*19*	*5*	*4*		*74*
Build up organization/community responsiveness to economic development process	1		1		8		7		5	1	9	2			*34*
Conduct focused research; develop databases			3								4				*7*
Cooperate with regional and local allies											1		1		*2*
Develop/apply incentives			1						1	1	1				*4*
Encourage new/expanded roles for institutions of higher learning								1				1	1		*3*
Encourage positive change in business climate, statewide													1		*1*
Enhance cluster awareness and general responsiveness			2				1	1							*4*
Enhance fiscal strength/stability	1				2	1	1	1	1	2		2	1		*12*
Expedite permitting; minimize costs for development					1				2		4				*7*
Workforce needs and attractions	*1*	*0*	*1*	*0*	*1*	*0*	*3*	*4*	*28*	*3*	*3*	*4*	*1*		*49*
Enhance community image							1								*1*
Enhance quality of life							1	1	19	2	2	1	1		*27*
Focus on citizen job/training needs and income enhancement	1		1		1		1	3	9	1	1	3			*21*
Economic activity	*2*	*0*	*8*	*0*	*2*	*1*	*3*	*6*	*19*	*9*	*13*	*7*	*3*		*73*
Diversify economy	2								1			1			*4*
Encourage existing industries to update to new/emerging technologies								1				1			*2*
Encourage start-up businesses											2		1		*3*
Focus on specific land use types								1			1				*2*
Increase ratio of jobs per resident								1				1			*2*
Promote retention/expansion through outreach and other programs			1				1		10		4	1	1		*18*
Promote sustainable economy						1					1				*2*
Provide jobs for less urbanized hinterlands								1							*1*
Target specific cluster or industry types			7		2		2	2	8	9	5	3	1		*39*
Economic activity related to areas	*5*	*0*	*2*	*0*	*0*	*2*	*7*	*10*	*12*	*6*	*7*	*9*	*0*		*60*
Coordinate growth areas/industries with community development policies/actions	1		1				6	5	9	1	2	8			*33*
Leverage/protect existing assets	1					1		3	3	2	1	1			*12*
Promote certain areas (including undeveloped)	3		1			1	1	2		3	4				*15*
Sum of responses	10	0	20	0	18	6	28	24	89	22	52	30	9		*308*

Notes:

1. Tolleson's policies are contained in a 1996 General Plan (not received). This plan is currently being updated to meet Growing Smarter requirements.
2. El Mirage estimates they are 6 months away, minimum, from having a strategy document.

Sources:	
Avondale	Draft General Plan Update (Revised 11/08/01, Economic Development Theme
Buckeye	(No data)
Chandler	2001 Marketing Plan
El Mirage	(No data)
Gilbert	Economic Development Action Plan 2002-03
Glendale	Growth Trends in Glendale (2002)
Goodyear	Economic Development Dept. Action Plan 2001-2002
Mesa	Mesa Economic Development Strategy (ERA)
Phoenix	Economic Development Plan 2001-02
Peoria	Peoria General Plan (BRW)
Scottsdale	Economic Vitality Strategic Plan, 2002-04
Surprise	Surprise General Plan 2020, Economic Development Element
Tempe	Economic Development Strategy (no date - document prepared when Harry Mitchell was Mayor)
Tolleson	(No data)