



ARCHITECTING THE FUTURE

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In the final year of a five-year strategic plan, the Greater Phoenix Economic Council executed strongly against its metrics, resulting in a record-breaking year for the organization. Strategic efforts around business attraction led to the highest number of locates in GPEC's history. Additionally, two companies announced headquarters expansions to the Greater Phoenix region – including an international company. Without a doubt, it is the spirit of regionalism in the market that is propelling Greater Phoenix into a leading global position.

Serving as the Chairman of the Board of Directors for the last two years, I have come to understand a singular truth about economic development: it truly requires collaboration. Partnerships between Greater Phoenix's public and private sectors have elevated the region's national standing, proving each of us has an important role to play.

CHAIRMAN'S LETTER

ECONOMIC DEVELOPMENT:

THE SPIRIT OF COLLABORATION



DON SMITH
Chairman
GPEC Board of Directors

Past President & CEO
CopperPoint Mutual Insurance Company

This year marked the strongest year on record for the Greater Phoenix Economic Council (GPEC). Thanks to the forward-thinking leadership of President and CEO Chris Camacho, and the intentional focus of the team, GPEC attracted more companies, more jobs and higher wage positions to the region than ever before.

As a region, we shared in the announcements welcoming tech companies expanding outside of California, two global headquarters relocations, manufacturing companies re-investing in Greater Phoenix, startups opening regional offices and businesses representing each of the targeted industries.

I have been fortunate to serve on boards for other organizations, and it is rare to find an organization where people of diverse backgrounds with individual interests are able to work together so seamlessly toward a common goal. But at the Greater Phoenix Economic Council that is exactly what happens, and is what makes this organization so effective.

GPEC provides a space for business executives, elected officials and community leaders to come together around the common goal of business attraction. Our Board of Directors, elected officials, various leadership Councils, Ambassadors and Investors bring to the table a unique array of experiences and perspectives that drive the direction of the organization. Our efforts are supported by a strong cadre of local, regional and state officials who share our vision for a prosperous, thriving Greater Phoenix.

We understand that business attraction isn't just about making the lowest-cost

case to a company, it's about creating a community where people want to be. Bringing jobs to the region is merely the outcome of the hard work of others: the community-builders, elected officials and decision-makers who ensure Greater Phoenix is a place of opportunity and possibility, where people can grow their families and follow their dreams.

Never more evident was the impact of regional collaboration than with one of the year's most notable locates, Kudelski Group. The Swiss global technology company opened their second global headquarters in Greater Phoenix thanks to the collaborative efforts of our public and private sector partners. GPEC worked with the Arizona Commerce Authority, the Governor's Office, the city of Phoenix, SelectUSA and several GPEC Investors to provide the streamlined support, information and guidance that would result in the opening of a new global technology headquarters in Greater Phoenix.

GPEC's ability to bring together civic and business leaders around a common goal will continue to be one of our region's most valuable assets. As we carry on the work of building inclusive, vibrant communities, our commitment to regionalism will further support Greater Phoenix's already stellar business case.

To those who contributed time and energy to advancing GPEC's mission over the past year, I thank you.

With appreciation,

DON SMITH

PRESIDENT'S LETTER

GREATER PHOENIX, GREATER VALUE



CHRIS CAMACHO
President & CEO
Greater Phoenix Economic Council

By all measurement, fiscal year 2016 was a success for the Greater Phoenix Economic Council (GPEC), and the Greater Phoenix region. Together with our business and public sector partners, GPEC ended the fiscal year with another record breaking year for the books, achieving and exceeding every quantitative top-line metric. Forty-three businesses located to or expanded in the region, resulting in the addition of a projected 7,700 new jobs, an average high-wage salary of more than \$70,000, and nearly \$400 million in capital investment.

Fiscal year 2016 marked the last year of a five-year strategic plan that was focused on driving quality growth through diversifying the region's economy. Activity from California continued to accelerate, as businesses looked for new places to expand. International activity in the market was at an all-time high, and our workforce emerged as one of the region's strongest assets.

In addition to a changing business landscape, we found ourselves in the midst of a shift in the way business attraction is conducted. Historically, Greater Phoenix has sold itself as a low cost option – an affordable region for both businesses to operate and employees to live. But that's selling ourselves short. Greater Phoenix is in fact, a high value option, and it's through the eyes of recent locates that we know others recognize this value.

In 2015, GPEC announced the expansion of Denver-based Galvanize to Greater Phoenix, a technology/co-working/education company that is training the next generation of web developers and data scientists by bringing together students, technology experts and entrepreneurs. The company was attracted to Greater Phoenix for its large, diverse workforce supported by world-class higher education institutions that supply a continuous pipeline of students and skilled workers. The region's commitment to aligning education with business needs is reflective in its burgeoning tech community, which offers a welcoming, supportive environment for entrepreneurs and innovators.

Silicon Valley's DoubleDutch opened their second major US office in Greater Phoenix this year,

drawn to the region for the lifestyle benefits it could offer to employees. Maintaining the existing culture was important to the company's leadership, as was providing employees with the opportunity to build a good life for themselves and their families. Greater Phoenix's supportive startup community, high quality of life and myriad of cultural, creative and outdoor activities fit the bill. DoubleDutch saw potential in the region, and wanted to be part of shaping its future.

GPEC also welcomed the addition of Oscar, a New York based health insurance company; Cardinal IG, an advanced glass manufacturer; and two new global headquarters to the region – Carlisle Companies and Kudelski Group. These companies chose the region, in part, for its ideal geographic location allowing better access to targeted markets, enabling them to serve their existing and future customers while achieving proximity to other major hubs.

Whether for the lifestyle benefits, access to a robust workforce, ideal geographic location, or myriad of other reasons, companies are choosing Greater Phoenix for their relocation and expansion. Greater Phoenix is no longer simply a low-cost option; investment by business, government and community leaders has reshaped the region into a high value opportunity for businesses seeking a quality of place. Greater Phoenix is coming into its own, and it's an exciting time to be a part of its transformation.

Regards,

CHRIS CAMACHO

business DEVELOPMENT

01

ACCELERATE CALIFORNIA TECHNOLOGY, CORPORATE HEADQUARTERS AND MANUFACTURING OPPORTUNITIES

With California continuing to generate the majority of prospects, GPEC has placed an intense focus on key multipliers and executives in California markets. Through strategic marketing efforts, including the launch of a California-focused microsite and marketing collateral comparing California and Arizona metros, GPEC has provided a comprehensive reference for companies interested in learning more about the Greater Phoenix region. Targeted sales missions have led to an increase in direct company contacts, and direct referrals increased over FY15. The business development team leveraged databases and funding activity across the U.S. to directly target companies that may be using new funds for expansion purposes. The team will continue building upon the success of directly targeting companies in FY17, and will additionally focus on companies who are in a position to demonstrate a better value to their investors, which can include moving or growing a portion of their operations in Greater Phoenix.

02

HOST NATIONAL AND INTERNATIONAL ROAD SHOWS

GPEC hosted successful national and international road shows aligned with major events to demonstrate the regional value proposition to targeted industry leaders. Led by Maricopa County Supervisors, the region's mayors, economic development teams and strategic community partners, the road shows convened key executives and multipliers from identified prospect pipelines to discuss trends in California and Canadian markets.

03

EXPAND FDI ACTIVITIES IN CANADA AND ENHANCE EFFORTS IN THE UNITED KINGDOM AND WESTERN EUROPE AND SUPPORT EFFORTS IN MEXICO

The GPEC team led three international missions to Canada, and joined Phoenix Mayor Greg Stanton in Mexico and Arizona Governor Doug Ducey in Israel to discuss trade and foreign direct investment opportunities. Additionally, GPEC spearheaded a Western European mission to the United Kingdom, the Netherlands, Germany and Switzerland, and attended the Hannover Messe Conference – the world's largest industrial show – with a delegation of member communities and community partners. The team plans to build upon the successes found in London in FY17, as companies headquartered there respond positively to the region's value proposition, especially in fintech, cyber security and sensor industries.

GPEC President and CEO Chris Camacho was appointed by Secretary Pritzker of the U.S. Department of Commerce to the newly formed U.S. Investment Advisory Council to advise on national policies and strategies supporting U.S. economic growth through the attraction and retention of FDI. The inaugural meeting was held in June and coincided with the 2016 SelectUSA Summit, a three-day event in Washington, D.C. that attracted more than 2,000 participants from around the world to promote FDI in the United States.

04

ADVANCE CORPORATE 100 PROGRAM

Building upon the efforts in FY15 to identify and profile the top 100 employers in the Greater Phoenix region not headquartered in Arizona, GPEC created a direct outreach campaign to connect and build relationships with C-level executives of those companies. In FY16, the team targeted select companies in Greater Phoenix who have larger presences elsewhere and who may be looking to expand or relocate their operations in the region; and, in FY17, will begin to target specific industries.

05

SOLIDIFY REPUTATION AS BEST-IN-CLASS ECONOMIC DEVELOPMENT ORGANIZATION

GPEC had another record-breaking year, including the highest number of locates and jobs, assisting in the location or expansion of 43 companies and adding a projected 7,703 jobs. Additionally, the average high-wage salary, which accounted for more than 40 percent of total jobs, was also the highest on record at an average of \$70,897.

This spring, GPEC was named to *Global Trade* magazine's list of America's Leading Economic Development Corporations.



01

OPERATIONALIZE A COUNCIL ON COMPETITIVENESS

GPEC convened a Competitiveness Council comprised of 19 business leaders from companies that, when combined, account for approximately 100,000 workers in the Greater Phoenix area. The Council identified priority areas that are vital to the region's competitive position and examined best practices throughout the nation.

Based on a series of discussions, the Council proposed three recommendations: 1) modernize economic development tools; 2) create pathways for the Latino population to achieve shared prosperity in the region; and, 3) invest in innovation by supporting research and development consortia.

At the December meeting, the Council met with Kirk Adams, Arizona Governor Doug Ducey's Chief of Staff, and discussed the recommendations as well as the state's priorities for economic growth.

02

ELEVATE COMMUNITY PARTNERSHIP PROGRAM

In FY16, GPEC conducted one-on-one meetings with each of GPEC's 23 member communities as part of the Community Partnership Program (CPP). In addition, the CPP kicked off a new program, Community Demo Day, which features short presentations by our communities to the commercial brokerage community.

Demo Day events have been held in the Northwest and Southeast Valley, with events planned for later in the year in the Southwest and Northeast Valley.

Additionally, the Research Workshops program launched in February with "Tips for a Strong RFI," followed by an additional workshop in April on "Data Resources," as part of the CPP's goal to increase community preparedness for each member community.

03

LAUNCH HIGH-IMPACT DISTRICTS STRATEGY

GPEC launched a new effort aimed at enhancing long-term strategies pursued by cities to develop robust districts attractive to both businesses and future workforce.

GPEC began by analyzing existing employment districts throughout the region identified by the cities as strategic areas for high economic growth. Insights from this analysis informed the need for enhanced data collection, community and regional collaboration, and potential new strategies for future development.

GPEC will continue to gather information from the region's cities and towns in order to collaboratively develop policy suggestions that will help support community efforts.

04

PERFECT MARKET INTELLIGENCE PLATFORM

In partnership with SEMI Arizona and Greater Phoenix communities, GPEC completed 48 meetings with microelectronics companies in the region. SEMI Arizona provided introductions and validated preliminary findings. From these findings, GPEC developed a market intelligence report highlighting the importance of this industry to the region's economic future, titled, "The Microelectronics Cluster in Greater Phoenix."

GPEC and SEMI Arizona co-hosted a breakfast forum at SkySong in March with 150 guests featuring industry speakers and community leaders. The final report was released at the event. The study highlights ways to collectively further growth in this industry and documents the benefits of a highly skilled local workforce.

05

SUPPORT VELOCITY IMPLEMENTATION

A new GPEC spin-off – The Partnership for Economic Innovation (PEI) – was formed to implement the Velocity metropolitan business plan. A 501(c)(3) was established and a permanent Board of Directors was created.

In an effort to provide an identity for the organization, PEI has embarked on a branding campaign for both PEI and Velocity.

PEI continues to secure funding to move the agenda forward and implement early projects, set forth in the Velocity metropolitan business plan.

COMPETITIVENESS

MARKETING *and* COMMUNICATIONS



01

CREATE A TARGETED DIGITAL CAMPAIGN FOR CALIFORNIA

GPEC rolled out a California-focused microsite in December, which provides users with tools and downloadable white papers to directly compare California and Arizona metros in terms of cost of living, cost of doing business, lifestyle, amenities and more.

GPEC implemented a highly-targeted campaign to drive traffic and leads to the site. The campaign included LinkedIn advertising, Google AdWords, display ads and retargeting. More than half a million total impressions were received on LinkedIn.



02

HOST IN-BOUND NATIONAL MEDIA TOUR

GPEC hosted a series of national media tours showcasing the pro-business climate and quality of life in the Greater Phoenix region. This spring, GPEC hosted a group of national tech reporters coinciding with PHX Startup Week, and arranged meetings with various tech, entrepreneur and startup leaders.

A second media tour was conducted later in the spring with Worth Magazine, which resulted in the Phoenix metro being recognized as one of the 15 most dynamic cities in the U.S.



03

SCALE DIGITAL MEDIA STRATEGY

The marketing and communications team developed thought leadership pieces with GPEC's President and CEO to share on LinkedIn regarding economic development trends. Topics ranged from building a regional brand, to foundations of economic development success, to managing regionalism. As a result, the account now has more than 4,000 followers on his LinkedIn posts.



04

CONSTRUCT A DIGITAL WAREHOUSE

GPEC's marketing and communications team supported the business development team by rolling out a new series of industry-specific brochures and one-pagers, giving detailed information about industry clusters, workforce and talent availability, operating environment and incentives.

The industry collateral was also made digitally available to the business development team in order to share more easily with key stakeholders and multipliers. In addition, a series of branded templates were provided to the research team for metro comparisons, RFIs and labor comparisons. All of GPEC's external collateral was also redesigned and branded with the new brand guidelines.



05

ENHANCE GPEC'S WEBSITE WITH SMART INTEGRATION

Steps to redesign the GPEC website were initiated, including a redesign and focus on highlighting the organization's custom research capabilities, connectivity to key resources and communities. While still in development, the redesign has included user experience testing, targeted lead generation strategies, CRM integration and mobile responsiveness.

TOP LINE METRICS

For the second year in a row, GPEC exceeded its top line metrics and saw record breaking numbers for locates, jobs and average high-wage.



PAYROLL GENERATED
\$397.9 M



CAPITAL INVESTMENT
\$389.4 M



NUMBER OF JOBS
7,703

- AIRPipe
- Amazon
- Aspire Loyalty Travel Solutions
- Cardinal IG
- Carlisle Industries
- Cenlar
- Charles Schwab
- CVS
- Davis Research
- DaVita
- Dexcom
- Diamond Coatings
- DoubleDutch
- Entertainment Partners
- Farmers Insurance Group
- Gabriel Partners
- Gainsight
- Galvanize
- Independent Can Company
- Inteplast
- Kudelski Group
- KW Transportation
- Lexington Law
- Main Street Property Developers
- McFarlin Group
- Menlo Logistics
- Nestle Waters
- Oscar
- Project ATS*
- Project Bucket*
- Project Peters*
- Project Tetris*
- Republic Services
- Revel Systems
- Santander Bank
- Scientific Games Corporation
- Stitch Fix
- The Hartford
- The Stone Collection
- Turo
- Western Federal Credit Union

**Company name withheld due to non-disclosure agreement*

EVALUATION CRITERIA	THRESHOLD	ACTUAL
Payroll Generated	\$205.5 M	\$397.9 M
Number of Jobs	4,794	7,703
Number of High-Wage Jobs	2,493	3,048
Average High-Wage Salary	\$51,574	\$70,897
Total Number of Qualified Prospects	210	255
Total Number of Qualified International Prospects	37	47
Emerging Technology Assists	10	14
Total Reach of Editorial Placements	275 M	476 M
Stakeholder Satisfaction with Business Attraction	7.0	8.5
Meet or Exceed Cash Reserve Target	98%	285%

BOARD OF DIRECTORS FISCAL YEAR 2016

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Greater Phoenix Economic Council

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Helios Education Foundation

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Cancer Treatment Centers of America,
Western Regional Center

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MI-AI PARRISH *
President and Publisher
Republic Media

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JPMorgan Chase

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Salt River Project

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Arizona Strategies

ANDY WARREN *
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Maracay Homes

ED ZUERCHER *
City Manager
City of Phoenix

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Southwest Business Credit Services

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Executive Vice President &
Chief Administrative Officer
Freeport McMoRan, Inc.

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Maricopa Cty. Board of Supervisors

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Principal & Partner
Landmark Companies

NORMAN BUTLER
Market Executive
Bank of America Merrill Lynch

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City of Peoria

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Economic Development Director
City of Scottsdale

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Crockett Law Group

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Mayo Clinic Arizona

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Town of Carefree

THE HONORABLE ADOLFO GAMEZ
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City of Tolleson

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Snell and Wilmer, LLP

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Vice President, Assets, ASU Foundation
Senior Economic Development Advisor
Arizona State University

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Senior Vice President
The Northern Trust Company

BILL HONSAKER
Managing Director
JLL

JOSEPH HUGHES
Regional Director Government &
Community Relations
American Airlines

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Dignity Health Arizona

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MidFirst Bank

STEVE MAUN
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RED Development

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President & CEO
Kitchell Corporation

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Mayor
City of Chandler

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Senior Vice President of
Workforce Development
Goodwill of Central Arizona

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Partner
Quarles & Brady, LLP

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City of Avondale

JOHN M. WELCH
Managing Partner
Squire Sanders

BRADLEY WRIGHT
Of Counsel
Squire Patton Boggs

THE HONORABLE SHARON WOLCOTT
Mayor
City of Surprise

GENERAL COUNSEL BRYANT BARBER
Partner
Lewis Roca Rothgerber

* Executive Committee Member

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AVONDALE – **KENN WEISE**

BUCKEYE – **JACKIE MECK**

CAREFREE – **LES PETERSON**

CASA GRANDE – **BOB JACKSON**

CHANDLER – **JAY TIBSHRAENY**

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GILA BEND – **CHUCK TURNER**

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GLENDALE – **JERRY WEIERS**

GOODYEAR – **GEORGIA LORD**

MARICOPA – **CHRISTIAN PRICE**

MESA – **JOHN GILES**

PEORIA – **CATHY CARLAT**

PHOENIX – **GREG STANTON**

QUEEN CREEK – **GAIL BARNEY**

SCOTTSDALE – **JIM LANE**

SURPRISE – **SHARON WOLCOTT**

TEMPE – **MARK MITCHELL**

TOLLESON – **ADOLFO GAMEZ**

WICKENBURG – **JOHN COOK**

YOUNGTOWN – **MICHAEL LEVAULT**

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DISTRICT 2 – **STEVE CHUCRI**

DISTRICT 3 – **ANDY KUNASEK**

DISTRICT 4, BOARD CHAIRMAN – **CLINT HICKMAN**

DISTRICT 5 – **STEVE GALLARDO**

INVESTORS (AS OF JUNE 30, 2016)

CHAIRMAN'S COUNCIL



GRAND CANYON UNIVERSITY



MARICOPA National Bank

COMMUNITY COLLEGES OF ARIZONA

of ARIZONA

DIRECTORS' COUNCIL

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Arizona Cardinals	Dignity Health	Kitchell	Owens Harkey	Squire Patton Boggs
Arizona Diamondbacks	DMB Associates	Knight Transportation	Parkway Properties	University of Phoenix
Bank of America	Empire Southwest	Maracay Homes	Phoenix Suns	Valley Metro
Banner Health	Ernst & Young	Mayo Clinic	Polsinelli PC	
BBVA Compass	Freeport McMoRan	MidFirst Bank	Quarles & Brady	
Cancer Treatment Centers of America	Copper & Gold	Mortenson	RED Development	
	Goodwill of Central Arizona			

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Aetna	Colliers International	JE Dunn Construction	Phoenix Children's Hospital	TriWest Healthcare Alliance
Alexander Building Company	Crescent Crown Distributing	Jones Lang LaSalle	Renaissance Companies	TruPath
Atmosphere Commercial Interiors	Cushman & Wakefield	Kutak Rock	Ryan Companies	Turner Construction
BDO	D.L. Withers Construction	Layton Construction	Savills-Studley	University of Arizona
Blue Cross Blue Shield of Arizona	Daedalus Real Estate Advisors	Lee & Associates	Siemens	USAA
BMO Harris Bank	Deloitte	Lewis Roca Rothgerber	Skanska USA Building	VanTrust Real Estate
Bryan Cave	Deutsch Architecture Group	LGE Design	SmithGroup	ViaWest Group
Brycon Construction	El Dorado Holdings	Liberty Property Trust	Snell & Wilmer	Ware MacLomb
Caliente Construction	Gammage & Burnham	M+W Group	Southwest Gas Corporation	Weitz Company
Canyon State Credit Union	Goodmans Interior Structures	Meritage Homes	Southwest Airlines	Wespac Construction
Celgene Corporation	Google	Nationwide Realty Investors	Sunbelt Holdings	Willmeng Construction
CenturyLink	Green Loop Solutions	Newmark Grubb Knight Frank	The Plaza Companies	Wist Office Products
Chanan Development Co.	Hensley	Okland Construction	Transwestern Commercial Services	Wood, Patel & Associates
	Hines	On Q Financial	Tratt Properties	
	Honeywell	Opus Development Company		

AMBASSADOR

3rd Story Architecture	Bristol Global Mobility	CoStar Group	Johnson Carrier	Osborn Maledon
AAA Arizona	Bury	Dibble Engineering	Keyser	Resolution Copper Mining
Air Products & Chemicals	Centlar	Dircks Moving & Logistics	KTAR	SPS + Architects
Archicon L.C. Architecture	Central Arizona Commerce Park	DIRTT	Landmark Companies	St. Clair Technologies
Arizona Business Bank	CKS Advisors	Fervor Creative	Macerich	Sunstate Equipment Company
Arizona Community Foundation	Clark Hill PLC	Holualoa Companies	Merit Partners	
Avnet	Coe & Van Loo Consultants	Humana	Midwestern University	
Balfour Beatty Construction	CORE Construction	IRIS USA	MSS Technologies	
BNSF	Corporate Interior Systems	Jennings, Strauss & Salmon	NRG Thermal	

GPEC STAFF (AS OF JUNE 30, 2016)

EXECUTIVE OFFICE



CHRIS CAMACHO
President & CEO



SARAH HUEBINGER
Executive Assistant to the President & CEO



MARGERY BROWN
Chief Operating Officer

BUSINESS DEVELOPMENT



BRAD SMIDT
Senior Vice President Business Development



STEPHANE FRIJIA
Vice President Business Development



MITCHEL ALLEN
Vice President Business Development



MARY HEBERT
Vice President Business Development



ASHLEY BOURGET
Director Business Development



LINDSAY MCCLURE
Director Business Development



EMILY MEAD
Director Community Development



THOMAS MAYNARD
Manager Business Development



WILL NOVAK
Associate Business Development

OPERATIONS



MARTHA MINER
Senior Director Operations



TIM BOURCET
Manager Operations



DAN ERNEST
Controller



KENDRA RHODES
Office Administrator

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MAUREEN HOWELL
Senior Director Strategy



BREANN PRESTON
Senior Research Analyst



AMANDA STRAIGHT
Senior Research Analyst



ANDREW DYE
Research Manager



ALBERT STANTON
Research Analyst



BRYAN SMITH
Research Analyst

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KATHERINE REEDY
Manager Communications



STEFANIE CARSON
Senior Graphic Designer & Photographer



AUBREY BADGER
Coordinator Marketing

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AVONDALE	EL MIRAGE	GOODYEAR	QUEEN CREEK	WICKENBURG
BUCKEYE	FOUNTAIN HILLS	MARICOPA	SCOTTSDALE	YOUNGTOWN
CAREFREE	GILA BEND	MESA	SURPRISE	



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