Greater Phoenix is fast-paced, dynamic, and possesses an unapologetic willingness to get things done.

Greater Phoenix is comprised of 23 distinct communities cooperating as one region. In a state that recently celebrated its centennial, Greater Phoenix is one of the fastest growing and dynamic metropolitan regions in the country. The region has a pioneering spirit and welcoming attitude – toward people and business. When you expand or relocate your business here, you join a community rich with opportunity, innovation and economic vibrancy.

“Arizona offers an exciting opportunity to address the increasing needs of our clients as our business continues to grow. This step will provide us with access to significant talent pools and a strategic location that will help us directly serve our clients.”

- FREDERICK H. (RICK) WADDELL
  CEO, Northern Trust
An exceedingly accessible geographic region

Greater Phoenix represents 76% of the state’s economy

One of the lowest labor costs in the Western U.S.

Access to capital and a low-cost operating environment

Right-to-work state

Fast-track permitting: 90 days or less throughout the Greater Phoenix region & City of Phoenix offers 24-hour permits & inspections

3rd largest labor pool in the West
Greater Phoenix offers dependable infrastructure and access to your company’s consumer base. Offering a low-cost, low-regulation operating environment that is well-positioned to access California and the rest of the West Coast, the Greater Phoenix region enables your company to serve more than 35 million consumers within a single day’s truck haul.

**CONNECTIVITY BY:**

**AIR**
- Phoenix Sky Harbor International Airport handles 44 million passengers annually and the region is also home to eight additional general aviation airports.
- Sky Harbor offers approximately 1,200 daily flights to hundreds of domestic cities as well as internationally to cities throughout Canada, Mexico and the United Kingdom.
- Major cargo carriers from Sky Harbor include: American Airlines, Ameriflight, British Airways, Delta Airlines, DHL, FedEx, Southwest Airlines, United/Continental and UPS.
- Phoenix Goodyear Airport and Phoenix-Mesa Gateway Airport serve as relievers to Sky Harbor.

**HIGHWAY**
- Transportation to major markets and west coast ports via I-10, I-8 and I-40.
- Six-hour drive to Los Angeles and San Diego.
- Three-hour drive to the U.S.-Mexico border.
- Less than one day drive to Albuquerque, Austin, Dallas and Salt Lake City.

**RAIL**
- Union Pacific and BNSF rail lines and rail-served sites are available, including an intermodal system.
- Transload and reload centers in key industrial corridors.

Photo Credit: Robert Couse-Baker, Flickr.com
Companies in Greater Phoenix benefit from low business costs, minimal regulation and an advantageous operating environment. The state offers no corporate franchise tax and is constitutionally recognized as a right-to-work state. From aggressive tax credits and incentives to programs designed to increase access to capital, the region offers direct access to Arizona’s robust, pro-business climate.
“I have opened a number of facilities in my career and this is the highest level of support I have ever received from a market at start-up.”

- JOE STEIN
Global Fulfillment HR Director, GAP. INC
The population of Greater Phoenix is 4.4 million and is expected to grow to nearly 6.4 million in the next 20 years.

A relatively young region, Greater Phoenix has a median age of 35.4 – two years younger than the average age nationwide.

Projected employment growth over the next decade is 15.15% compared to the national projected growth of 9.42%.

ARIZONA HAS AN EXTREMELY COMPETITIVE WORKFORCE IN REGARDS TO TRAINING, QUALITY AND AVAILABILITY OF WORKERS, WHILE MAINTAINING ONE OF THE LOWEST COSTS FOR LABOR IN THE NATION.
NUMBER OF STUDENTS ENROLLED (GRADUATE AND UNDERGRADUATE)

<table>
<thead>
<tr>
<th>Institution</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
<td>83,301</td>
</tr>
<tr>
<td>Grand Canyon University</td>
<td>75,200</td>
</tr>
<tr>
<td>Maricopa Community Colleges</td>
<td>265,000</td>
</tr>
<tr>
<td>Northern Arizona University</td>
<td>25,590</td>
</tr>
<tr>
<td>University of Arizona</td>
<td>42,236</td>
</tr>
</tbody>
</table>

EDUCATIONAL ASSETS: A CONTINUOUS STREAM OF TALENTED EMPLOYEES

Arizona State University, Maricopa Community Colleges, Grand Canyon University, Northern Arizona University, University of Arizona and University of Phoenix are among more than 50 universities and other institutions of higher learning that prepare the region’s workforce.

ARIZONA STATE UNIVERSITY:

- #1 MOST INNOVATIVE SCHOOL IN THE U.S. - 2016, 2015
  (US News & World Report)
- #5 IN THE NATION FOR BEST-QUALIFIED GRADUATES
  (Wall Street Journal)
- STUDENT POPULATION OF 80,000+
  ACROSS FIVE REGIONAL CAMPUSES
- 70% OF ASU GRADUATES REMAIN IN THE STATE AFTER GRADUATION

THUNDERBIRD SCHOOL OF GLOBAL MANAGEMENT:

- RANKED #1 INTERNATIONAL FULL-TIME MBA

MARICOPA COMMUNITY COLLEGES:

- EDUCATES AND TRAINS 265,000 INDIVIDUALS ANNUALLY
GREATER PHOENIX BOASTS SOME OF THE BEST IN THE BIZ

More than 1,000 global companies have already realized the benefits of doing business in Greater Phoenix.
BAE Systems
Bombardier
CEMEX
Compass Bank
Flextronics International USA, Inc.
Garmin
Henkel
Iris
Kudelski Group
Magellan Aerospace Corporation
Nationwide Credit
NXP Semiconductors USA, Inc.
Santander Bank
Securitas Critical Infrastructure Services, Inc.
Sumco Phoenix Corporation
Veolia Transportation
Arizona has the 4th highest concentration of aerospace manufacturing jobs in the nation.

<table>
<thead>
<tr>
<th>RANK</th>
<th>STATE NAME</th>
<th>2015 JOBS</th>
<th>2015 LOCATION QUOTIENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Washington</td>
<td>91,980</td>
<td>8.34</td>
</tr>
<tr>
<td>2</td>
<td>Kansas</td>
<td>30,169</td>
<td>6.27</td>
</tr>
<tr>
<td>3</td>
<td>Connecticut</td>
<td>28,080</td>
<td>4.87</td>
</tr>
<tr>
<td>4</td>
<td>Arizona</td>
<td>24,962</td>
<td>2.76</td>
</tr>
<tr>
<td>5</td>
<td>Alabama</td>
<td>12,437</td>
<td>1.89</td>
</tr>
<tr>
<td>6</td>
<td>Missouri</td>
<td>16,951</td>
<td>1.81</td>
</tr>
<tr>
<td>7</td>
<td>Georgia</td>
<td>21,668</td>
<td>1.50</td>
</tr>
<tr>
<td>8</td>
<td>Utah</td>
<td>6,156</td>
<td>1.34</td>
</tr>
<tr>
<td>9</td>
<td>Oklahoma</td>
<td>7,070</td>
<td>1.27</td>
</tr>
<tr>
<td>10</td>
<td>California</td>
<td>68,993</td>
<td>1.20</td>
</tr>
</tbody>
</table>

“The robust supply chain and availability of talent make Greater Phoenix an ideal place for aerospace and aviation operations. And the state’s rich history in aerospace and defense make it a proven ecosystem where business thrives – including Honeywell, which has had operations in the region for more than 60 years.”

- MIKE MADSEN
  President, Aerospace, Defense & Space, Honeywell
Hundreds of aerospace and aviation companies have already realized the benefits of doing business in Greater Phoenix with access to Arizona’s 1,200-strong supply chain, robust military assets and competencies in:

- Aerospace parts development and manufacturing
- Avionics and sensor technology
- Command control communications computers and intelligence (C4I)
- Information systems and cyber technologies
- Power systems
- Space technologies
- Weapon and armor systems

MILITARY ASSETS IN ARIZONA:
Arizona is home to unmatched military and training facilities.

- SECOND-LARGEST MILITARY INSTALLATION IN THE WORLD
- LARGEST UNMANNED AIRCRAFT SYSTEMS TRAINING BASE IN THE WORLD
- THIRD-LARGEST TACTICAL AVIATION RANGE IN THE COUNTRY
- 24 MILLION SQUARE FEET OF DEPARTMENT OF DEFENSE-OWNED INSTALLATIONS

Photo courtesy of Arizona Republic
The healthcare industry in Greater Phoenix is a vibrant ecosystem that delivers better health outcomes for communities and serves as a driver of economic prosperity.

With $1.3 billion in strategic investments over the past 10 years added into its emerging healthcare enterprise and research capabilities, Greater Phoenix is the place for greater healthcare opportunities.
Arizona is globally competitive and a national leader in the biosciences in such fields as precision medicine, cancer, neurosciences, bioengineering, diagnostics, and agricultural biotechnology. It excels in offering a deep talent base, a critical mass of entrepreneurs and enterprises, and clinical excellence to turn discovery into firms, products, and talent.”

- Arizona Bioscience Roadmap, 2014

The healthcare and bioscience employment rate in Greater Phoenix over the past 10 years is 45%, compared to 18% nationally.

Phoenix is expected to grow 43,000 healthcare jobs in the next decade – more than Minneapolis, Philadelphia, San Francisco and Seattle.
Manufacturing companies from around the world take advantage of all that Greater Phoenix has to offer.

Approximately 4,600 manufacturers in the state make Arizona one of the best locations for manufacturing.

Shipping costs from Greater Phoenix to California are 15-75% lower than other Mountain West markets.

Projected manufacturing employment growth in the region over the next decade is 6.19% compared to just 1.53% nationally.
AN ENVIRONMENT TO SUPPORT AND GROW INDUSTRY

Ranked in the top 10 for low catastrophic and natural disaster risk

Electric providers APS and SRP rank as top business service providers by J.D. Power & Associates for reliability

Strategic water supply management has allowed the region to use the same water consumption levels as 1957

“GPEC has been an amazing partner during the launch of our warehouse in Phoenix. Their support has been critical for finding the right employees and keeping our schedule on track.”

- RUFUS MCLAIN
Operations Manager, Stitch Fix
Available sites, robust power, high-speed fiber and the low chance for natural disasters positions Greater Phoenix as a top choice for data centers and advanced business services operations.

<table>
<thead>
<tr>
<th># OF STUDENTS ENROLLED IN BUSINESS DEGREE PROGRAMS (Graduate and Undergraduate):</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arizona State University</td>
</tr>
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<td>Maricopa Community Colleges</td>
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<tr>
<td>Northern Arizona University</td>
</tr>
<tr>
<td>University of Arizona</td>
</tr>
</tbody>
</table>

6TH LARGEST CONCENTRATION OF DATA CENTERS NATIONALLY

PALO VERDE NUCLEAR POWER PLANT IS THE LARGEST NUCLEAR POWER PLANT IN THE U.S.

EXCELLENT CONNECTIVITY TO MAJOR METROPOLITAN MARKETS

TOP 5 NATIONALLY FOR TECH JOB GROWTH
AN IDEAL CLIMATE FOR MISSION CRITICAL

THE LOW CHANCE FOR NATURAL DISASTERS POSITIONS GREATER PHOENIX AS A TOP CHOICE FOR DATA CENTERS.

Source: RMS, Catastrophic Risk in the United States, 2015
With operational costs of up to 40% less than in California and as a hotbed of innovation activity, emerging technology and software companies take advantage of all that Greater Phoenix has to offer.

Software companies all enjoy Greater Phoenix’s emerging innovation ecosystem, business-friendly operating environment and market advantages.

On average 20% more competitive labor costs than leading California markets, including Los Angeles, San Francisco and San Jose

More computer science and software engineering professionals than Austin, Denver, Las Vegas and Salt Lake City

“The talent pool in Phoenix is as robust as anywhere in the country, and the energy, excitement, and collaborative spirit around the emerging tech scene in the valley are absolutely contagious. It’s the perfect place for startups – a supportive, unpretentious community with no existing status quo so you don’t get lost in the crowd and everyone plays a role in shaping it.”

- BRAD JANNENG A
Chairman & Co-founder, WebPT
As of January 2014, there were more than 40 ASU faculty members conducting cyber security-related research with financial support in the form of more than $100 million in federal and industry partner research funding.

**ASU Cyber Security Research Groups Include:**

» Cyber and Network Security Group (CNSG)

» Laboratory of Security Engineering for Future Computing (SEFCOM)

» Cyber-Socio Intelligent Systems Laboratory (CySIS)

**ASU Cyber Security Research Institutions Include:**

» Information Assurance Center

» Global Security Initiative (GSI)

» ASU Research Enterprise (ASURE)
The Arizona Innovation Challenge awards $3 million ($1.5 million twice yearly) – the most money in the country for a technology commercialization challenge – to the most promising technology ventures. Awards range from $100,000 to $250,000 per company.

ARIZONA FAST GRANTS

This highly competitive grant provides qualified Arizona-based, early stage technology companies with intensive training and technical assistance to commercialize their innovations, grow their business and create quality jobs. Maximum awards of $5,000 and $20,000.

VENTURE MADNESS

Presented by Invest Southwest in partnership with the Arizona Commerce Authority, Venture Madness pits 64 of the most promising startups against one another in a bracket-style, head-to-head competition.
INCENTIVE PROGRAMS THAT REWARD QUALIFIED COMPANIES

Our policymakers are committed to maintaining lowered taxes and providing competitive incentives, including the Quality Jobs Tax Credit, a competitive tax credit to encourage business investment and the creation of high-quality jobs in the region, tied to the achievement of performance milestones.

- Research & Development tax credits of 24% for qualified expenditures
- $9,000 of corporate income tax over three years per qualified job
- The corporate income tax rate steadily decreases from 6% in 2015 to 4.9% in 2017
- Refundable tax credits of 10% of capital investment or $20,000 per qualified job
- Sales Factor increases to 100% by 2017
- Companies not receiving property tax incentives under the Renewable Energy Tax Incentives Program (REITP), Foreign Trade Zone (FTZ), or Military Reuse Zone (MRZ) programs can elect to take additional depreciation on their personal property
- Income tax credits up to 35% for investors of small businesses
Greater Phoenix encompasses distinct communities, each with its own identity and assets. Collectively, they offer vast opportunity. Because you don’t have to be entrenched in the business or social hierarchy of the region to succeed, Greater Phoenix offers everyone the chance to thrive and make a significant impact.

**AFFORDABLE LIFESTYLE WITH AN INCLUSIVE culture**

Greater Phoenix encompasses distinct communities, each with its own identity and assets. Collectively, they offer vast opportunity. Because you don’t have to be entrenched in the business or social hierarchy of the region to succeed, Greater Phoenix offers everyone the chance to thrive and make a significant impact.

**LIVE**

- More than 300 days of sunshine annually
- More than 325 golf courses
- Drive to beaches or the mountain pines within hours
- The cost of living is 77% cheaper on average than leading California markets

**WORK**

- Median household income of $53,310
- Median home sale is $217,900
- Effective property tax rate of 1.25%
- Personal income tax rate of 2.59% to 4.54%
- Average commute time is 24.7 minutes
We help companies grow. From startups to Inc. 5000, to Fortune 100, our team has helped more than 600 companies with their expansion and relocation strategies.

Our team offers a complimentary assessment to help reduce the uncertainty associated with your expansion and finalizing the business plan for your new location.

We provide the data, analysis and expertise necessary to select the right location and environment that is best for your business.

INTERESTED?
HERE IS HOW IT WORKS

#1 PROJECT KICK-OFF: Our team meets with your operational leadership to discuss your unique scenario and scope of expansion.

#2 PROJECT DELIVERABLES: Project Deliverables: During kick-off meeting, a clear set of deliverables and timeline will be discussed. A deep analysis of data points is curated for the client’s unique expansion scenario.

#3 PROJECT COMPLETION: Project Completion: A presentation of key data and findings is delivered to key decision makers at client’s facility.

Visit gpec.org or contact one of our expert business development professionals at 602.256.7700 or info@gpec.org.
The Greater Phoenix Economic Council represents Maricopa County, 23 cities and towns, and more than 170 private investors.

GPEC provides data-rich analytics and local market intelligence and connects companies to key public and private leaders.