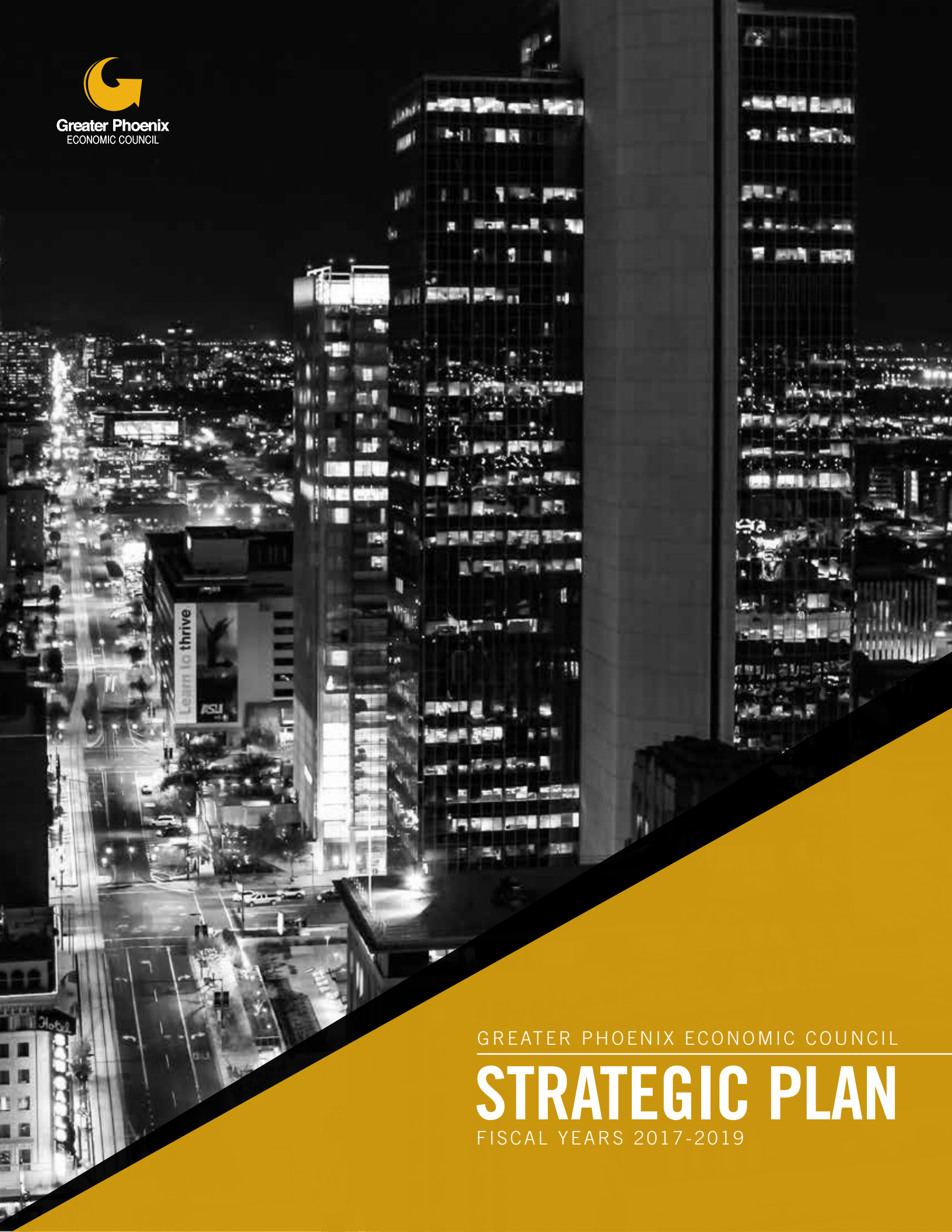




Greater Phoenix  
ECONOMIC COUNCIL



GREATER PHOENIX ECONOMIC COUNCIL

# STRATEGIC PLAN

FISCAL YEARS 2017-2019



# CREATING THE PLACE WHERE BUSINESSES GO TO SCALE:

A REGIONAL APPROACH TO  
ECONOMIC DEVELOPMENT THAT  
LEVERAGES THE STRENGTH OF  
GPEC'S UNPARALLELED PUBLIC-  
PRIVATE PARTNERSHIP.

# INTRODUCTION



## CHRIS CAMACHO, PRESIDENT & CEO

As a result of the complex issues of rapid population growth, demographic shifts, inequality and global interdependence, competitiveness is being redefined at the regional level. Within this context, we have established a deliberate and intentional path that will solidify the Greater Phoenix region as the place where businesses of today and of the future will grow.

Through the work of our strategic planning committee, with significant input from key board members and our mayors, we have developed a strategic plan that outlines a bold set of strategies to guide the work of the Greater Phoenix Economic Council (GPEC) over the next three years.

The practice of economic development has evolved with the knowledge that sustainable economic growth is rooted in value creation and is achieved through the regional pursuit of inclusiveness. As such, in developing this plan, attention was paid to refining the organization's mission to not only focus on attracting – but also growing – quality businesses, while at the same

time advancing the region's key drivers of competitiveness.

Ten deliberate strategies that leverage our unparalleled public-private partnership will direct our actions for creating an environment where businesses can go to scale; integrating sector-led workforce development; enhancing the strength of our industry clusters; and working with regional and state policy leaders on economic development programs.

The implementation of this plan will result in the elevation of our standing among national peers, brand our region as the location of choice for business growth and set in motion the development of the foundational elements needed to drive economic opportunities for all Arizonans.

Greater Phoenix is poised for greatness. The willingness of our leaders to work together is unparalleled. And together we can make this region a competitive, knowledge-based innovation economy.

# **GPEC MISSION:**

ATTRACT AND GROW QUALITY  
BUSINESSES AND ADVOCATE  
FOR GREATER PHOENIX'S  
COMPETITIVENESS.



# VISION

For more than 26 years the Greater Phoenix Economic Council (GPEC) has successfully attracted quality businesses to the Greater Phoenix region, gaining a reputation as one of the premier economic development organizations in the country. In the FY2017-19 strategic plan, GPEC presents pragmatic and forward-looking strategies for positioning the region as a competitive environment in which companies can locate and grow their business.

Our region will pivot to competing on value, not solely on low cost. Competing on value means our strategy is aligned with the global 21st century economy, which increasingly rewards regions that offer a wide range of capabilities, including workforce and talent availability, access to customers, a robust supply chain, quality infrastructure and strategic partnerships with universities and research institutions.

We will lead the effort to position the region for the next economy by working collaboratively across the public and private sectors. Together we will be best-in-class in designing and implementing economic growth strategies that stimulate inclusive growth and shared prosperity, improving the opportunities and quality of life for all Arizonans.

**Solidify the region as a place where businesses locate and grow, creating quality jobs.**

We will selectively target markets and advanced industries that align with our region's shift towards a knowledge-based, innovation-driven economy, positioning the region as a place where companies can effectively scale their growth and create quality jobs.

**Strengthen the regional model by organizing around workforce development and market intelligence through public-private partnerships and strategic alliances.**

We will lead with our unique strengths – visionary leadership, strong public-private sector partnerships and research expertise – to implement an integrated advanced industry strategy, driving sustainable economic growth.

**Lead policy and civic dialogue to drive consensus around economic performance objectives for advancing our region's competitiveness.**

As the region's economic development experts, we will continuously assess, monitor and measure our economic performance, and advocate for policies and strategies that diversify our economy.



**BUSINESS  
ATTRACTION**

Drives Quality Job Creation

**COMPETITIVENESS**

Foundational Elements for Economic Growth

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# BUSINESS ATTRACTION STRATEGIES

## 1. ATTRACT MORE SCALABLE ENTERPRISES IN ADVANCED INDUSTRIES.

We will attract quality businesses to the region, driving the organization's overall performance in job creation, payroll and high wages. We will focus on targeting advanced industries to increase fast-growing and technology-driven companies in our prospect pipeline.

We are already witnessing growth in the region of advanced industries, which compete by innovating, exporting and serving global markets and include the technology sector, advanced manufacturing, and advanced business services.

We will enhance our business attraction strategy by focusing on key target markets for advanced industries, refining our value proposition by highlighting our region's capabilities, and implementing creative tactics to directly source new leads.

## 2. BRAND THE REGION AS A LOCATION OF CHOICE FOR FOREIGN DIRECT INVESTMENT.

We will be more inventive and targeted in our approach to increasing our market share of foreign direct investment. We will work with a diverse group of partners to market and demonstrate the region's competitive advantages to international firms. We will participate in national programs such as the Brookings Global Cities Initiative and SelectUSA program, leveraging their research expertise and networks to drive outcomes.

## 3. REFINE THE CONSULTATIVE MODEL WITH A FOCUS ON SPECIALIZED EXPERTISE AND KNOWLEDGE.

In today's information-rich environment, we must take a proactive and value-driven approach to attracting businesses. Armed with specialized expertise and knowledge about our market, we will assist and advise businesses to make location decisions that mitigate risk and enhance their long-term growth potential in the region.

Our consultative model has shown results in deepening our relationships with corporate real estate executives, site selectors and growth companies, as well as differentiating GPEC from traditional economic development organizations.



**4. ENGAGE TARGETED AUDIENCES THROUGH DIGITAL PLATFORMS TO GENERATE LEADS AND ESTABLISH GPEC AS A THOUGHT LEADER.**

By leveraging an array of digital platforms and new marketing capabilities, we will deliver industry specific content to targeted audiences to increase the number of direct leads, elevating the organization's reputation as a thought leader in economic development.

**5. PARTNER WITH CITIES TO ENHANCE LOCAL AND REGIONAL INFRASTRUCTURE AND COMMUNITY PREPAREDNESS.**

We will evolve the Community Partnership Program, reinforcing regionalism as an effective framework for achieving economic prosperity for all communities. We recognize the diversity of needs and capabilities that exist across our communities and will engage our local leaders with tailored market data and analysis to support the development of employment districts.

**PROJECTED OUTCOMES**



Increased percentage of GPEC's total locates in advanced industries.



Increased number of international prospects.



Elevated reputation of GPEC as a credible and respected "go-to" organization.



Increased number of directly sourced prospects and leads.



Enhanced national profile of the region.



Strengthened value proposition, allowing attraction and growth of advanced industries.





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# COMPETITIVENESS STRATEGIES

## **1. DEVELOP AND DEPLOY A REGIONAL MARKET INTELLIGENCE SYSTEM.**

We will focus on applying the regional model of cooperation and collaboration to assist communities in their business retention and expansion efforts.

We will scale the GPEC market intelligence program into a multi-sector regional system in collaboration with communities and local partners. A more targeted and results-driven regional system will demonstrate the benefits of integrating industry expertise with deep industry engagement and outreach efforts.

The new regional system will add value to current business retention and expansion capacity at the local level, allowing the region to respond more quickly and effectively to opportunities and threats.

## **2. ENGAGE STATE AND FEDERAL POLICYMAKERS ON NEW ECONOMIC DEVELOPMENT AND COMPETITIVENESS CONCEPTS.**

GPEC will lead important economic development discussions with business, civic and policy leaders by providing market-based evidence and data. We will convene industry leaders for meaningful and

action-oriented dialogue, engaging in evaluating our region's competitiveness and developing strategies and recommendations. We will seek to form alliances with the regional and state leadership and advocacy organizations in order to facilitate coordinated action and initiatives around key economic issues that will shape the region's competitiveness for new investment and jobs.

## **3. ADVOCATE FOR WORKFORCE DEVELOPMENT INITIATIVES TO SUPPORT THE GROWTH OF ADVANCED INDUSTRIES.**

Companies across the country are competing for qualified workforce and talent. Prospects we work with demand clear evidence and data to qualify our region as an environment where they can attract and retain talent.

We will advocate for meeting the workforce needs of growing industries by collaborating with career and technical education providers, community colleges and higher educational institutions. We will encourage and promote industry involvement in shaping and supporting an efficient workforce delivery system that creates pathways for students to earn a credential or a degree and prepares them for high-paying jobs. We will focus our market

intelligence efforts on identifying the workforce and skills needs of individual sectors and work with our communities to grow and attract new talent to the region.

## **4. PROMOTE INNOVATION AND COMMERCIALIZATION TO SUPPORT AN ADVANCED INDUSTRY ECOSYSTEM.**

We will monitor and analyze private and public-sector investment trends and models designed to stimulate commercialization of new technology products and services as new sources of economic prosperity. In collaboration with regional and state leaders, we will promote strategies that align with our region's aspirations to lead the knowledge-based economy.

## **5. LEAD COLLABORATION ACROSS PEER ORGANIZATIONS TO LEVERAGE COMPLEMENTARY ASSETS AND STRENGTHEN COORDINATED ACTION.**

To advance the region's competitiveness, we will lead the dialogue on expanding effective alliances and strategic partnerships and forming new collaborations. We will seek collaboration across organizations to establish a common set of economic growth indicators that can help shape our strategies and policies.



## PROJECTED OUTCOMES

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Increased number of data-driven actions to improve the region's competitiveness.

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Coordinated economic development policies that are aligned with the region's long-term development goal.

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Expanded labor pool that meets industry needs.

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Establishment of innovation partnerships.

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A nationally recognized economic development system that is coordinated across peer organizations.

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## CONCLUSION

GPEC's FY2017-19 Strategic Plan drives our mission for attracting and growing quality businesses, and advocating for our region's competitiveness. The plan sets forth a collective path for strengthening our civic foundation by bringing together visionary and innovative organizations and leaders. We will direct the trajectory of the region, setting the course for a diverse, knowledge-based innovation economy; attracting and growing middle and high-skill jobs; and enhancing opportunities for all Arizonans.





**GREATER PHOENIX ECONOMIC COUNCIL**  
**STRATEGIC PLANNING COMMITTEE**

Andy Warren (Chair), Ed Aaronson,  
John Graham, Tammy McLeod,  
Curtis Reed, Don Smith, Karrin Taylor,  
Chris Zaharis, Ed Zuercher

**DONALD A. SMITH**  
*GPEC Board of Directors Chairman*



*Photo Credit: Stefanie Carson-Nicolaisen*



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