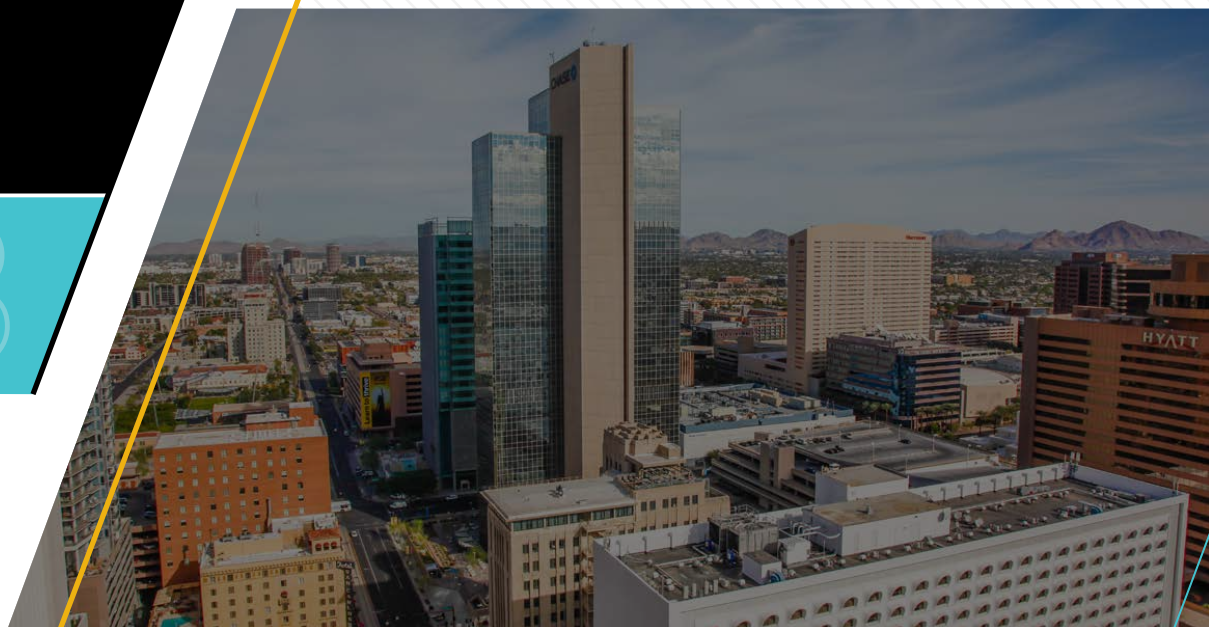


GREATER PHOENIX ECONOMIC COUNCIL

# ANNUAL REPORT

# FY2018



AIMING HIGH. ACHIEVING RECORD-BREAKING METRICS.

An aerial photograph of the Greater Phoenix area, showing a dense urban landscape with numerous skyscrapers and commercial buildings. In the background, a range of mountains is visible under a clear sky. A series of parallel diagonal lines, resembling a stylized road or a graphic element, runs from the bottom left towards the top right, partially obscuring the city view.

# OUR MISSION:

Attract and grow quality businesses  
and advocate for Greater Phoenix's  
competitiveness

## A FEW WORDS FROM THE PRESIDENT &amp; CEO AND THE CHAIRMAN OF THE BOARD

In FY18, we set all-time records for jobs, payroll, average high wage salary, prospects, and international prospects. This momentum is due to the partnerships and collective passion we all have for creating a region that is competitive and a place that business can thrive. We'll continue pushing the limits by setting high standards of excellence so that we can elevate the profile of Greater Phoenix and advance our economy together.



**CHRIS CAMACHO**  
*President & CEO*

There have been countless defining moments as we think about the history and impact that Greater Phoenix Economic Council has had on the region. These moments have helped shape our purpose. We're building a region where not only businesses can prosper, but where people can embody a life well-lived. Through the dedication and unity of the mayors and supervisors along with the GPEC board of directors, investors and staff, we're celebrating the past accomplishments and strategically preparing for another year of progress.



**CHRIS ZAHARIS**  
*Chairman of the  
Board of Directors*

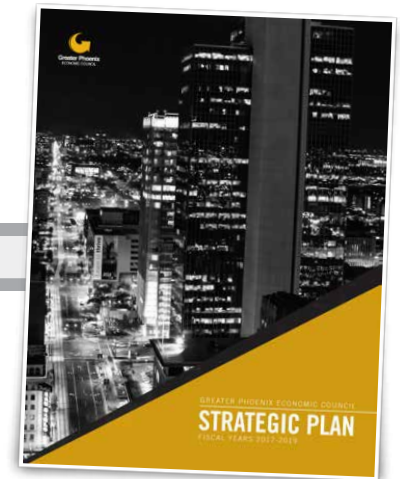
# THREE-YEAR STRATEGIC PLAN

For nearly 30 years, GPEC has successfully attracted quality businesses to the region, gaining a reputation as one of the premier economic development organizations in the country. At the start of FY17, GPEC deployed a three-year strategic plan that has directed the years that followed with pragmatic and forward-looking strategies to position the region as a competitive environment in which companies can locate and scale.

YEAR ONE  
**FY17**

YEAR TWO  
**FY18**

YEAR THREE  
**FY19**





## **BUSINESS ATTRACTION**

Drives Quality Job Creation

## **COMPETITIVENESS**

Foundational Elements for Economic Growth

# The strategic plan set forth a vision for business attraction and competitiveness in Greater Phoenix

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

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

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

# FY2018 ACTION PLAN

The three-year strategic plan laid the foundation for the goals and action items of each fiscal year's action plan. As we reflect on FY18, we celebrate the accomplishments and community impact resulting from achieving our goals.



## ACTION ITEMS

01

Develop and utilize unique analytic tools and methodology to drive both marketing approaches and identification of business development outreach targets: The core mission of GPEC to lead business attraction for Greater Phoenix will be supported by cutting-edge research and analytics methodologies as a way to increase new leads and drive deal flow.

02

Advance competitiveness priorities through regional collaboration: Partnering with stakeholders in the public and private sector, GPEC will convey key messaging related to competitiveness issues.

03

Partner with GPEC's member communities to evaluate community planning necessary for future projects, and enhance industry selling strategies through the development of cohesive messaging around the region's unique value proposition: Together with the communities, GPEC will focus on key industry verticals in the Greater Phoenix region and refine the business development team's ability to craft relevant narratives for business attraction.

04

Target key audiences through strategic media placement and digital platforms to enhance Greater Phoenix's brand and drive lead generation for business attraction: Digital marketing strategies will be deployed to elevate GPEC's outreach and business attraction efforts.

05

Implement strategies to heighten recognition of the Greater Phoenix region in targeted industries and markets identified by the Metro Phoenix Global Investment Plan.

# FY2018 PERFORMANCE METRICS

In FY18 GPEC met each of its respective goals, hitting stretch on all but GPEC Assists and Total Jobs, which both finished at target.

EVALUATION CRITERIA	CONTRACT <sup>1</sup>	TARGET <sup>2</sup>	STRETCH <sup>3</sup>	ACTUAL
Locates <sup>4</sup>				<b>42</b>
Payroll Generated (millions)	\$326.60 M	\$359.26 M	\$413.15 M	<b>\$565.29 M</b>
Average High Wage Salary <sup>5</sup>	\$52,810	\$58,678	\$67,480	<b>\$88,391</b>
Number of Jobs	6,919	7,611	8,753	<b>8,606</b>
Number of High-Wage Jobs	2,698	2,968	3,413	<b>5,143</b>
Qualified Prospects	229	252	277	<b>279</b>
International Prospects	38	42	46	<b>57</b>
GPEC Assists	10	12	14	<b>12</b>
Stakeholder Satisfaction with Business Development <sup>6</sup>	7.0	7.3	7.6	<b>8.9</b>
Competitive Position Progress <sup>7</sup>				Stretch
Cash Reserve				Stretch



## FOOT NOTES

<sup>1</sup> Indicates that GPEC has achieved 90% of the target performance number.

<sup>2</sup> This number is based on historical GPEC performance results as well as the economic situation. These figures are validated by three third party economists.

<sup>3</sup> This indicates that the organization achieved more than 110% of the target performance number.

<sup>4</sup> Locates number is not part of GPEC's performance metrics. Included for information purposes only.

<sup>5</sup> High wage salary is considered 125% of Maricopa County average wage.

<sup>6</sup> Based on a scale of 1 to 10.

<sup>7</sup> See Competitive Position Progress Report. Results are determined by GPEC's Performance Committee.

# JULY 2017 - JUNE 2018

## GPEC LOCATES

	COMPANY NAME	CITY	INDUSTRY
1	Aldi, Inc	Goodyear	Manufacturing
2	Acronis*	Scottsdale	Information
3	Titan LED	Phoenix	Manufacturing
4	Optima Tax Relief*	Chandler	Finance and Insurance
5	Aquafil	Phoenix	Manufacturing
6	mfour*	Scottsdale	Administrative and Support Services
7	Pinnacle Transplant Technologies*	Phoenix	Manufacturing
8	Amazon	Phoenix	Retail Trade
9	PureCare*	Phoenix	Manufacturing
10	Ball Corporation*	Goodyear	Manufacturing
11	Union Bank*	Tempe	Finance and Insurance
12	Connect Wireless*	Scottsdale	Information
13	Benchmark Electronics*	Tempe	Manufacturing
14	Consumer Cellular	Phoenix	Information
15	Symantec*	Tempe	Information
16	Cryopak	Phoenix	Manufacturing
17	Ortho Mattress	Phoenix	Manufacturing
18	USAA*	Phoenix	Finance and Insurance
19	Chewy	Goodyear	Retail Trade
20	Eclipse Automation*	Mesa	Manufacturing
21	WellCare*	Phoenix	Health Care and Social Assistance

	COMPANY NAME	CITY	INDUSTRY
22	Morgan Stanley*	Gilbert	Finance and Insurance
23	Tangier	Phoenix	Manufacturing
24	Footprint.us	Gilbert	Manufacturing
25	King Koil*	Avondale	Manufacturing
26	Project Sunny	Phoenix	Health Care and Social Assistance
27	Gwynnie Bee	Phoenix	Retail Trade
28	QEP Corp	Tolleson	Manufacturing
28	EdgeCore*	Mesa	Information
30	Chemadyne	Glendale	Manufacturing
31	Project BL	Phoenix	Retail Trade
32	Project Pill*	Phoenix	Wholesale Trade
33	Spang & Company	Phoenix	Manufacturing
34	Prenexus	Gilbert	Manufacturing
35	Gorbel	Goodyear	Manufacturing
36	Paychex	Phoenix	Professional, Scientific, and Technical Services
37	Project Park	Surprise	Manufacturing
38	Project AMPS*	Phoenix	Manufacturing
39	Blue Buffalo	Goodyear	Manufacturing
40	Project Needle*	Surprise	Transportation and Warehousing
41	Deloitte*	Gilbert	Information
42	Nikola R&D Facility*	Phoenix	Professional, Scientific, and Technical Services

\*Denotes High Wage Project



# OUR KEY INITIATIVES

## THE CONNECTED PLACE:

**ABOUT:** The Connected Place regional industry identity launched in FY17 as a way to increase foreign direct investment in Greater Phoenix. The campaign celebrates our region's growth and competency in cybersecurity, autonomous vehicles, wearables, industry 4.0 and blockchain.

**ACTION:** In June, GPEC led a delegation to the SelectUSA Investment Summit and hosted a large free-standing The Connected Place branded booth in Washington, D.C. GPEC and Arizona State University co-sponsored the booth and were joined by the City of Surprise, City of Glendale, Town of Gilbert, City of Chandler, City of Phoenix and Salt River Project. The summit was attended by representatives from more than 1,200 international firms from 66 countries. The GPEC team met with more than 50 companies which generated 20 new leads and seven new active projects in the business development pipeline.

## MODERN ECONOMY PLAN:

**ABOUT:** In FY18, GPEC created the Modern Economy Plan which is designed to develop and launch programs that enhance regional competitiveness.

**ACTION:** GPEC engaged a third-party consultant, Mass Economics, to conduct an assessment of the region's industry base and innovation capacity. These findings were presented at the November Modern Economy Plan Symposium, which brought together political and economic leaders from across Greater Phoenix to bring attention to potential areas of collaboration. Efforts and initiatives include: development of the Smart Region Plan, leveraging Pipeline AZ to drive workforce outreach, coordination with the cities and Maricopa County to launch innovation institutes, and promotion of economic development policy and intentional investment.


## SMART REGION INITIATIVE:

**ABOUT:** The Smart Region Initiative is the first program launched under the Modern Economy Plan.

**ACTION:** Launched in FY18, the Smart Region Initiative was formally kicked off in March at the Kansas City Smart Cities Connect conference and presented at additional national and local conferences throughout the year. During FY18 GPEC met with community partners to develop the core focus of the initiative. Significant progress was made in developing the regional framework to move these core projects forward: intelligent transportation support, development of an advanced specification book, implementation of a world-class broadband network, and launching opportunity projects in partnership with Maricopa Association of Governments and the Institute for Digital Progress.



8,606  
**NUMBER**  
OF JOBS

 **\$1.18**  
**BILLION**  
CAPITAL INVESTMENTS

**3** HEADQUARTERS  
**RELOCATED**  


**\$565.29M**  
PAYROLL GENERATED

**5,143**  
**NUMBER OF HIGH-WAGE JOBS**




**\$88,391**  
**AVERAGE HIGH-WAGE SALARY**

**279**   
**QUALIFIED**  
**PROSPECTS**

**57**   
**INTERNATIONAL**  
**PROSPECTS**

**42**  
**LOCATES**  


**5 BILLION**  
**MEDIA**   
**IMPRESSIONS**

# FY2018 (AS OF JUNE 30, 2018) BOARD OF DIRECTORS

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Empire Southwest, LLC

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Maracay Homes

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Arizona Public Service

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Bryan Cave, LLP

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Greater Phoenix Economic Council

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Intel Corp.

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*Elected Chairman*  
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Hines

**TIMOTHY BIDWILL \***

Arizona Cardinals

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Bank of America Merrill Lynch

**RON BUTLER \***

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Ernst & Young LLP

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*Managing Partner*  
Campbell Law Group, Chartered

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Arizona State University

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Maricopa Cty. Board of Supervisors

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*Managing Attorney*  
Crockett Law Group

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*Chief Executive Officer*  
Mayo Clinic Arizona

**KEVIN C. EICHNER**

*President*  
Ottawa University

**DON GARNER**

*Chief Executive Officer*  
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*Regional Director Government  
& Community Relations*  
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Snell & Wilmer

**CHET KEIZER \***

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Kudelski Group

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Mayor, Town of Youngtown

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Mayor, City of Goodyear

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VP-Integrated Supply Chain  
Honeywell Aerospace

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Regional Center

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Managing Director  
National Bank of Arizona

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Councilmember, City of Buckeye

**BRAD PARKER**  
Phoenix City President  
BBVA Compass

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Councilmember  
Town of Wickenburg

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President  
University of Arizona

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President  
Salt River Project

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Governmental Affairs  
Arizona State University

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Kitchell Corporation

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Arizona Strategies

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**THE HONORABLE  
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Partner  
Quarles & Brady, LLP

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Mayor, City of Avondale

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Of Counsel  
Squire Patton Boggs

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Councilmember  
Town of Fountain Hills

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City Manager  
City of Phoenix

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**SCOTTSDALE** – JIM LANE  
**SURPRISE** – SHARON WOLCOTT  
**TEMPE** – MARK MITCHELL  
**TOLLESON** – ANNA TOVAR  
**WICKENBURG** – EVERETT SICKLES  
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**DISTRICT 2** – STEVE CHUCRI  
**DISTRICT 3** – BILL GATES  
**DISTRICT 4** – CLINT HICKMAN  
**DISTRICT 5** – STEVE GALLARDO

\* Denotes Executive Committee Member

# FY2018 (AS OF JUNE 30, 2018) INVESTORS

## CHAIRMAN'S COUNCIL



## CORPORATE COUNCIL



## EXECUTIVE COUNCIL



## DIRECTORS' COUNCIL

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 American Airlines  
 Arizona Cardinals  
 Arizona Diamondbacks  
 Bank of America  
 Banner Health  
 BBVA Compass  
 Cancer Treatment Centers of America  
 Chicanos Por La Causa  
 CBRE  
 Cousins Properties  
 Cypress Office Properties  
 Desert Financial Credit Union  
 Dignity Health  
 DMB Associates  
 Empire Southwest  
 Ernst & Young  
 Freeport McMoRan Copper & Gold  
 Goodmans Interior Structures  
 Goodwill of Central Arizona  
 Grand Canyon University  
 Intel Corporation  
 Kitchell  
 Knight-Swift Transportation  
 Layton Construction  
 Lucid Agency  
 M Culinary  
 Maracay Homes  
 Mayo Clinic  
 MidFirst Bank  
 Mortenson  
 Northern Trust  
 Oaktree Capital Management

Perkins Coie LLP  
 Phoenix Suns  
 Polsinelli PC  
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 Brookfield Residential  
 Bryan Cave Leighton Paisner LLP  
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 Celgene Corporation  
 CenturyLink  
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 Corgan  
 Cresa  
 Crescent Crown Distributing  
 Cushman & Wakefield  
 Daedalus Real Estate Advisors  
 Deloitte  
 Deutsch Architecture Group  
 DPR Construction  
 El Dorado Holdings  
 EmployBridge  
 Equality Health  
 Facility Source  
 Fenix Development  
 Gammage & Burnham  
 GreenLoop Solutions  
 hardison/downey construction  
 Hensley  
 Hines  
 Holualoa Companies  
 Honeywell  
 IMEG Corp  
 JLL of Arizona  
 Lee & Associates  
 LGE Design Build  
 Liberty Property Trust

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Mainstreet Investment  
 McShane Construction Company  
 Meritage Homes  
 Nationwide Realty Investors  
 Newmark Knight Frank  
 Okland Construction  
 Opus Development Company  
 Phoenix Children's Hospital  
 Renaissance Companies  
 Rose Law Group  
 Saint Holdings  
 Savills-Studley  
 SimonCRE  
 Skanska USA Building  
 SmithGroup  
 Southwest Airlines  
 Southwest Gas Corporation  
 Spencer Fane LLP  
 Sunbelt Holdings  
 The Plaza Companies  
 Transwestern Commercial Services  
 Tratt Properties  
 TriWest Health Alliance  
 TruPath  
 University of Arizona  
 USAA  
 ViaWest Group  
 Weitz Company  
 Wespac Construction  
 Willmeng Construction  
 Wist Office Products

ADP  
 Air Products & Chemicals  
 Arizona Community Foundation  
 Arizona Office Technologies  
 Atmosphere Commercial Interiors  
 Avnet  
 BNSF  
 Bristol Global Mobility  
 Clarius Partners  
 Corporate Interior Systems  
 CoStar Group  
 Grant Thornton  
 IRIS USA  
 Jokake Construction  
 KTAR  
 Landmark Companies  
 Macerich  
 McCarthy Nordburg  
 Merit Partners  
 Midwestern University  
 MSS  
 On Q Financial  
 Ottawa University  
 RED Development  
 Ryan Companies  
 St. Clair Technologies  
 Sunstate Equipment Company  
 Union Pacific Railroad Company  
 UPS

# FY2018 GPEC STAFF

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*Vice President, Business  
 Development, Industrial*

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*Director, Government &  
 Community Affairs*

**NICOLE BURATOVICH**  
*Director, Investor Strategy &  
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*Director, Research & Strategy*

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*Senior Vice President of  
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*Research Analyst*

**JEANIE PHAM**  
*Social Engagement Coordinator*

**CLAYTON PINKINS**  
*Research Analyst*

**BREANN PRESTON**  
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*Operations Manager*

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*Director, Investor Engagement*

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**RUTH SOBERANES**  
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*Vice President, Research*

