

Greater Phoenix Economic Council

Strategic Plan

Fiscal Year 2020 - 2022

Letter from Chris Camacho

President & CEO, Greater Phoenix Economic Council

As Greater Phoenix Economic Council (GPEC) approaches its 30th year serving Greater Phoenix, I am inspired by the rapid evolution of our region and of the organization. From its founding by Ioanna Morfessis with a group of eight community leaders, GPEC has been a long-time trailblazer in economic development, forming one of the first regional models and setting the standard for measuring economic development success. Through the guidance of Rick Weddle and Barry Broome, GPEC maintained a steadfast commitment to regional growth and prosperity as the organization expanded from 11 original member cities to the 22 that today represent the region along with continuous support from Maricopa County.

Greater Phoenix has matured from the five Cs of cotton, climate, copper, citrus and cattle to a hub of advancing and innovative technology in cybersecurity, fintech, autonomous vehicles and corporate nerve centers. Technology is inspiring our lives, work and communities at a pace that requires forward-thinking

and agile leadership. As a top Economic Development Organization (EDO) and a regional thought leader, GPEC strives to innovate and adapt to these changing conditions. GPEC will continue redefining what it means for Greater Phoenix to be competitive in the increasingly modern economy. To lead in this progression, we must also create the new standard for top EDOs by continually exceeding expectations and fearlessly charting our own path.

Over the next three years, we will transform the region and the organization to remain competitive in the modern economy.

As the President and CEO of GPEC, I am committed to a successful evolution of both the region and this organization - Greater Phoenix has been on the rise but now is the time not to be complacent in our success. During our strategic plan from FY17-19, we set a course for

increasing and refining how GPEC drives business attraction and advances regional competitiveness. Over the next three years, we will transform the region and the organization to remain competitive in the modern economy.

There will be challenges locally and nationally that we cannot anticipate. Capital markets may correct leading to longer project decision timeframes, lower risk tolerance and a premature end to early stage funding. The shifting demographics of Greater Phoenix will require the valley to address equitable and inclusive development. Now is the time to renew and create smart and strategic investments in infrastructure, education and innovation.

This is our moment to develop our pipeline of talent, drive innovation and an entrepreneurial ecosystem, and grow export opportunities to drive the region forward. Regions are at their best when the public and private sectors are united in these efforts; GPEC is the place where that happens. We are curating

an intentional culture, the "GPEC Way," to execute ideas and lead the region, and we are fully committed to being inventive in our approach. I am grateful for this team's hard work and support from our communities, investors and board members as our work is only possible with this continued support.

John F. Kennedy said, "If not us, who? If not now, when?" This is our time. Stand with us as we work to attract and grow quality businesses and advocate for Greater Phoenix's competitiveness.

Regards,



Chris Camacho
President & CEO, GPEC



***"If not us, who?
If not now, when?"***

- John F. Kennedy

Vision

For the last three decades, GPEC has led the way in propelling the economic vitality of Greater Phoenix.

Over the next three years, GPEC will support the transformation of Greater Phoenix into the place where all businesses and residents can create their own success through programs that target equity, innovation and quality jobs.





Our Values

The GPEC Way

- ➡ We are an inclusive, diverse family
- ➡ We are change agents
- ➡ We lead from the front
- ➡ We promote intellectual curiosity
- ➡ We remain on the edge
- ➡ We are tenacious
- ➡ We are agile and adapt to change
- ➡ We are committed to selfless service

Introduction

We canvassed community leaders, surveyed business visionaries, and engaged peer organizations to research and shape our region's future priorities. Under the auspices of GPEC Next, we analyzed feedback from over 100 people and identified several themes such as equity, inclusivity and data-driven analysis from which two distinct goals emerged:

Goal #01

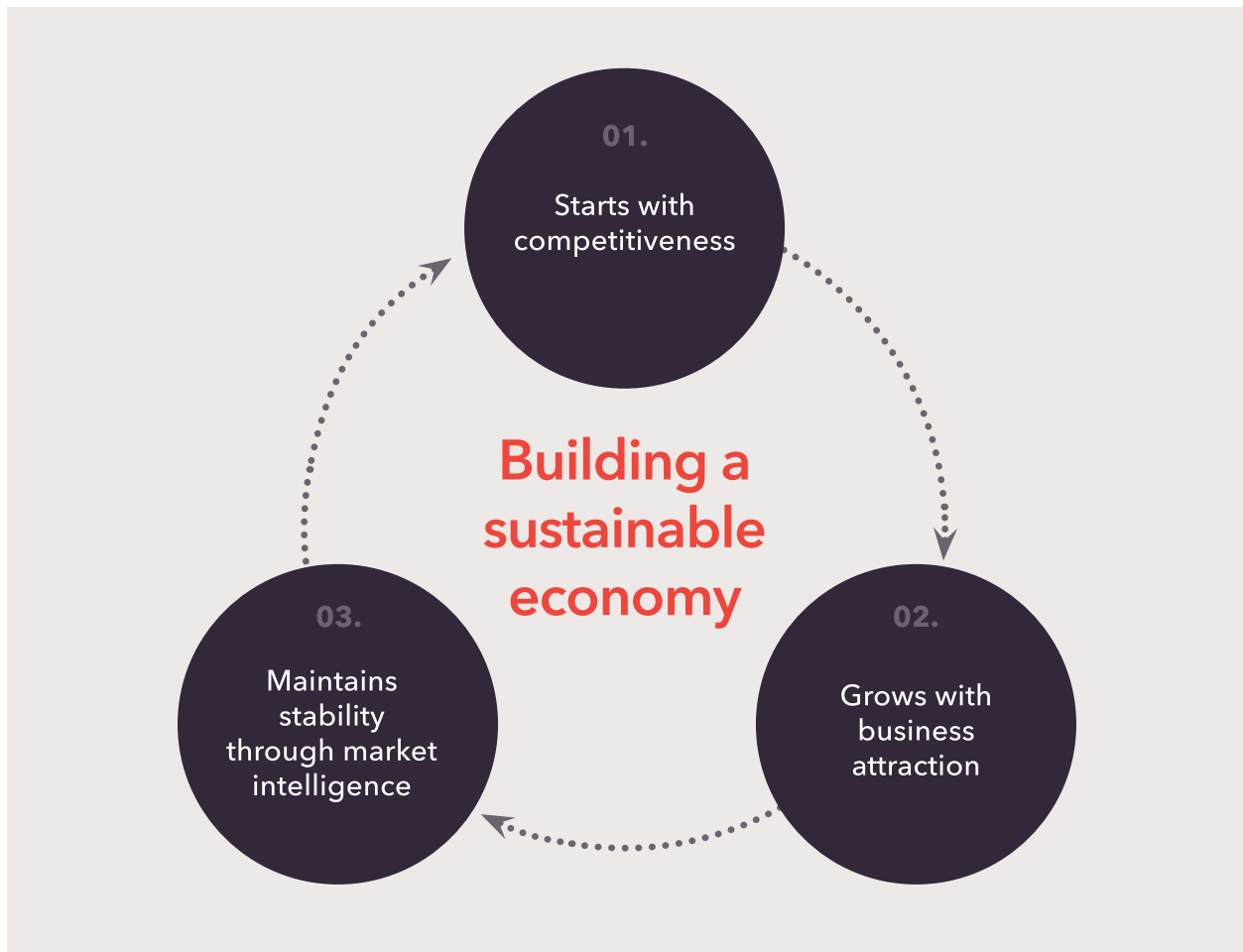
Redefine regional economic resilience and competitiveness to meet 21st century challenges and opportunities.

GPEC will go beyond traditional economic development by strengthening regional collaboration to lead on the issues that drive an equitable economy. The organization will focus on fortifying resilience in our member communities through programs that support infrastructure, technology and increased innovation in order to continue to be successful in today's competitive market place. We will elevate the Greater Phoenix brand to one that is known as the place to be for innovative thought leadership.

Goal #02

Demonstrate what it means to be a best-in-class economic development organization.

GPEC will continue to be a leader among other EDOs by supporting a culture that values innovation and intellectual growth. GPEC will expand and refine its services to our communities and investors to provide increased value while strengthening metric alignment with our mission. Through internal streamlining and expansion of organization metrics and data science, we will promote the GPEC brand as the nonpartisan, data-centric, thought leader.



GPEC champions all that it means to be Greater Phoenix. Our ultimate goal has been and will be to put Greater Phoenix on the map and elevate its standing globally. If our mission, vision and values serve as our foundation, the following strategies and objectives serve as frameworks for each of our three annual action plans. We will intentionally invest in our competitiveness. We will guide a new level of regional collaboration. We will serve as the voice to write the next chapter of the region's story - *our story*.

*"Our ultimate goal
has always been and
will always be to put
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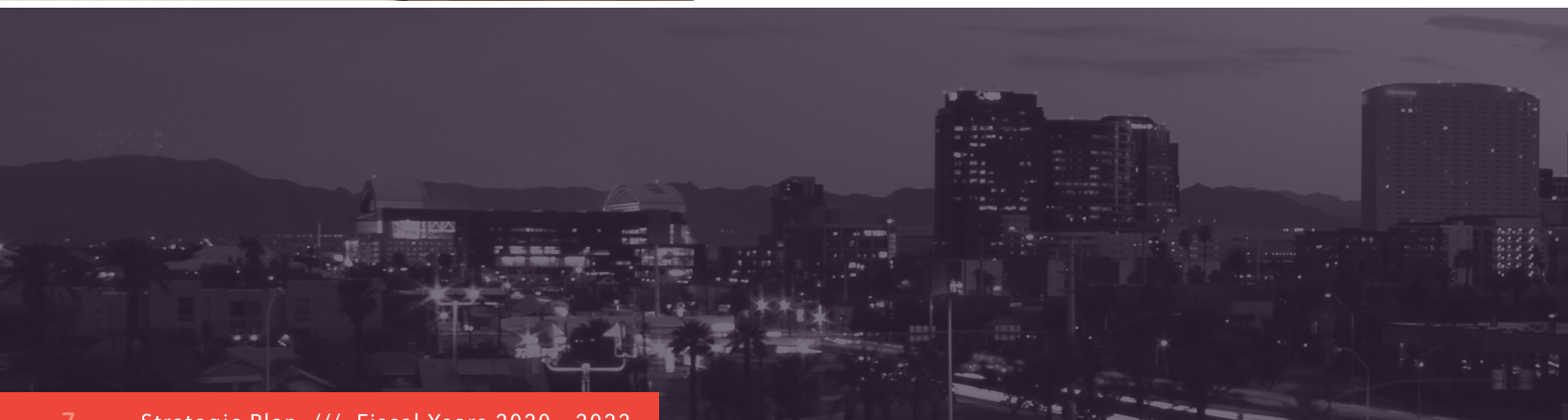
Goal #01

Redefine regional economic resilience and competitiveness to meet 21st century challenges and opportunities.

GPEC will redefine what it means for Greater Phoenix to thrive as a resilient and competitive market amidst exponential changes in technology and workforce design. GPEC will relentlessly refine its portfolio of services to serve the diverse and dynamic needs of our communities, clients and investors.

Resilience is having the capacity to respond, adapt and thrive under changing conditions

(Metropolitan Council Handbook)

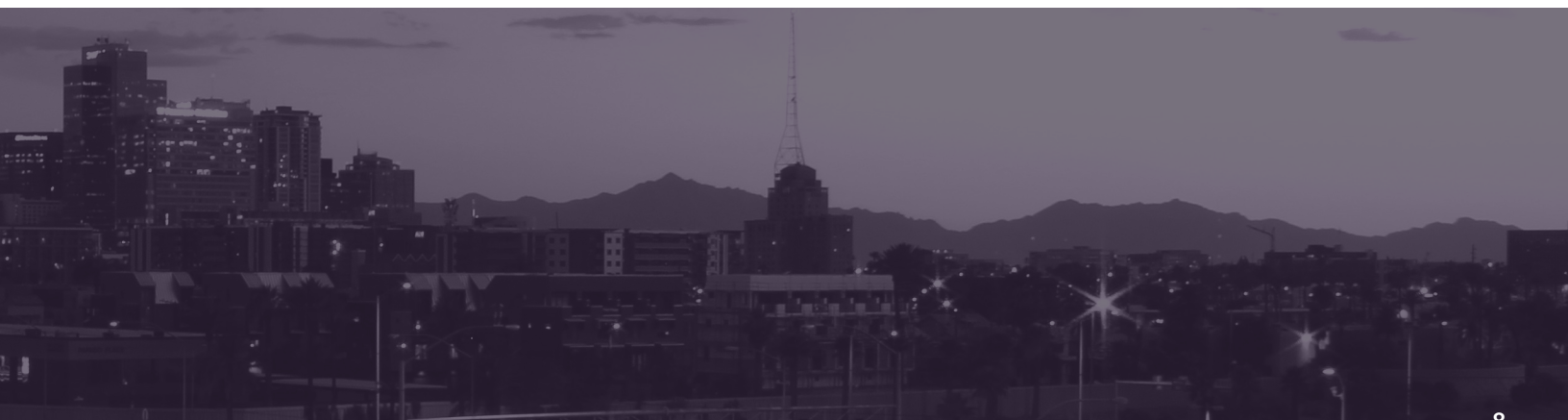


Strategies:

1. Sharpen foreign and domestic business attraction while building up new growth models that create and retain quality jobs in globally competitive sectors
2. Nurture a culture of regional collaboration to strengthen the capacity, processes and leadership that drive an open, inclusive and equitable economy
3. Increase community-level resilience by promoting the region's potential in the following areas:
 - » Strategic land development
 - » Competitive tools
 - » Infrastructure
 - » Technology deployment
 - » Innovation ecosystem
 - » Workforce
 - » Place-making
4. Create a globally recognized regional brand and activate a brand champion alliance among our region's leaders

Objectives:

- Promote initiatives that reinforce the region as a place to test, launch and advance innovation
- Expand tools and processes to create new top-line metrics that increase outcome-driven collaboration and coordination
- Utilize market and industry intelligence to drive economic diversification
- Change the paradigm among community and civic leadership to one that prioritizes education, job access and intentional long-term investment into drivers of competitiveness
- Develop regional resilience programs
- Elevate the brand identity using new forms of media to deepen our reach into targeted markets





Goal #02

Demonstrate what it means to be a best-in-class economic development organization

As a recognized leader in economic development, GPEC will continue to demonstrate what top EDOs must undertake to advance sustainable regional economic growth. GPEC will create a leading-edge internal culture, intensify organizational use of information sciences, and continue to hone effective internal processes

A vanguard in the world of economic development is in constant pursuit of excellence through organizational innovation, community inclusion and stakeholder engagement.



Strategies:

1. Expand organizational metrics to track performance of business attraction, local ecosystem growth, and economic competitiveness
2. Enhance and demonstrate the value of engaging with GPEC to our partners, clients, and investors.
3. Promote GPEC as the market's nonpartisan, data-driven thought leader
4. Foster an internal culture that values innovation and intellectual growth

Objectives:

- Deepen internal expertise and upgrade research and analytic capacity
- Increase and diversify GPEC's financial resources in alignment with regional priorities
- Create an enhanced and efficient stakeholder engagement model
- Earn regional and national recognition as a leader in effective regional governance
- Cultivate a world-class talent organization that exemplifies the GPEC Way

