



GREATER PHOENIX ECONOMIC COUNCIL

# Strategic Plan

FISCAL YEARS 2026 - 2028



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LETTER FROM

# Chris Camacho

## President & CEO

As I reflect on the past three years, a period when the region prioritized its development as a dynamic, leading market focused on anti-fragility amid a changing economic landscape, I am proud of what has been accomplished. Looking at the three goals laid out in the FY23-FY25 Strategic Plan – to lead an ambitious shared vision for the region’s economic future, enhance the foundation of the future economy, and expand organizational capacity to serve Greater Phoenix – I see GPEC’s successes advancing these directives alongside our partners and communities.

We’ve seen continued investment in the region from some of the world’s leading companies such as LG Energy Solution, Amkor Technology, and ASML, as well as notable expansions from TSMC and Intel. Ongoing partnerships across the startup community have brought new attention to the entrepreneurial ecosystem, paving the way for increased investment in homegrown companies to grow and flourish. Marquee events such as the NFL Super Bowl, WM Phoenix Open and NCAA Final Four have highlighted our region as a premier location for people and businesses.

As an organization, GPEC has continued to invest in ensuring we maintain our standing as a leading economic development entity, both nationally and internationally. We have been recognized as a top-tier organization by the

International Economic Development Council four times in the past five years and have received acclaim from consultants, multipliers and international partners such as the Japan External Trade Organization, the Taiwan-USA Industrial Cooperation Promotion Office, SelectUSA, and Startup Island TAIWAN. The organization has continued to hone its expertise in key industries, including the semiconductor supply chain, biosciences, climate tech, aerospace, defense, and more, staying at the forefront of future technologies. Internal investments have strengthened our leading-edge data science and marketing strategies.

As we look to strategic planning for FY26-FY28, we will focus on building upon the current momentum with a keen eye on the evolving global economy, driven by

*“Greater Phoenix is a region on a bold trajectory – one that can propel individuals and businesses alike toward limitless possibilities.”*

technologies of the future. Greater Phoenix is a region on a bold trajectory – one that can propel individuals and businesses alike toward limitless possibilities. Now is the time to double down on proactive, intentional planning for the region’s future through smart, innovation-focused investments that will pave the way for economic prosperity in the decades to come.





# Our Mission

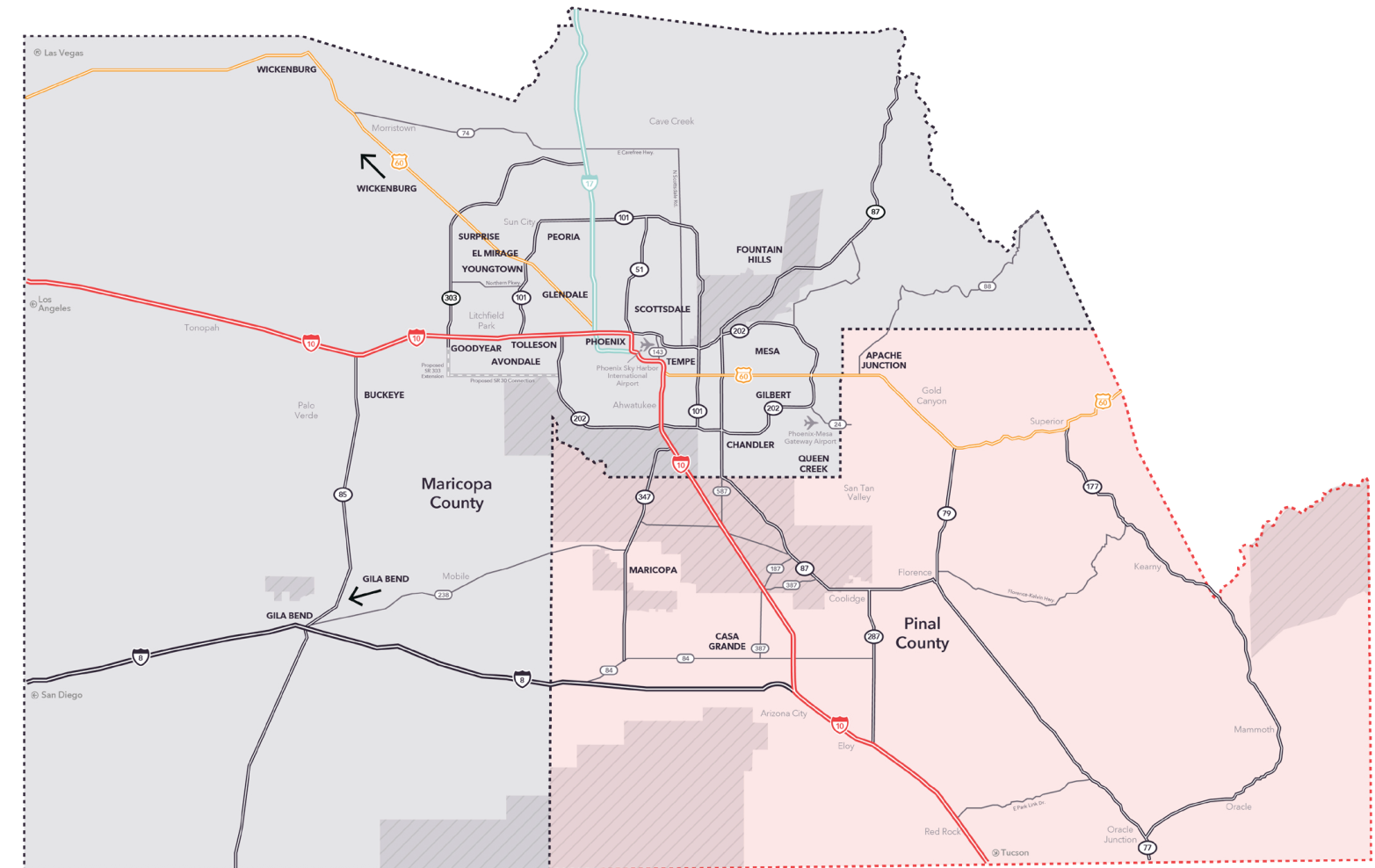
To attract and grow quality businesses and advocate for Greater Phoenix's competitiveness.

# Our Values

- ⊕ We exist to serve and enhance our community
- ⊕ We are committed to excellence in execution
- ⊕ Our ability to innovate, collaborate and adapt sets us apart

# Our Communitties

22 cities and towns, Maricopa and Pinal counties





# Introduction

## Key Pillars of GPEC Work

Greater Phoenix and GPEC remain steadfast in embracing change and seizing new opportunities. At the heart of our mission is competitiveness – an unwavering commitment to anticipating and addressing the demands of the future economy. To ensure sustained regional success, GPEC is focused on several key priorities:

### Advancing Regional Competitiveness for Future Industries:

Positioning Greater Phoenix as a leader in emerging sectors through proactive strategies and targeted investments.

### Attracting World-Class Industry Leaders:

Drawing top-tier, world-class organizations that drive innovation, create jobs and elevate the region’s economic profile.

### Building International Visibility:

Amplifying the Greater Phoenix story to international audiences, showcasing its unique strengths and opportunities.

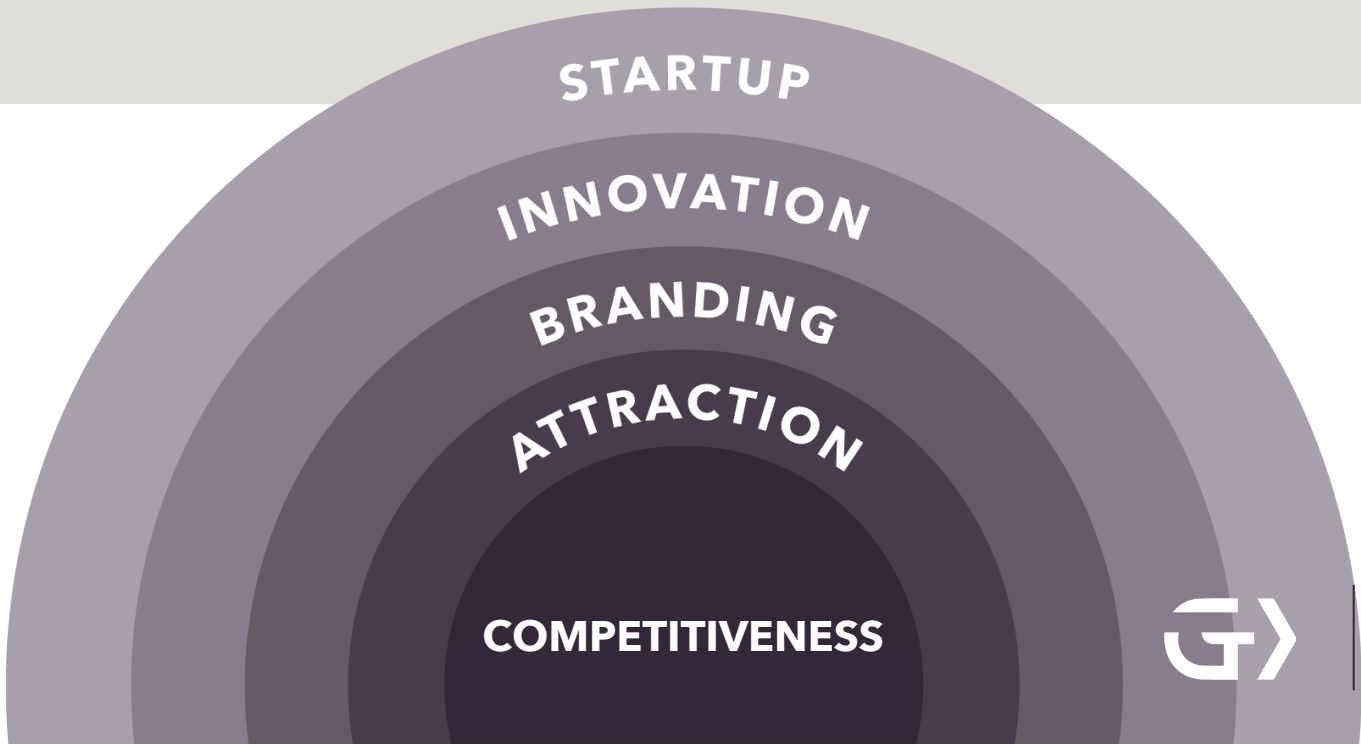
### Expanding Local Innovation Capacity:

Cultivating an environment that fosters research, development and technological breakthroughs.

### Galvanizing the Startup Ecosystem:

Accelerating entrepreneurship by empowering local startups and connecting them to resources, networks and capital.

Together, these efforts are propelling Greater Phoenix toward a dynamic and prosperous future, ensuring its place as a hub of innovation and growth on the global stage. The vision and goals of this strategic plan reflect these pillars, laying out the strategies to guide execution within the region.





LETTER FROM

# Derrick Hall

GPEC Board of Directors Chair,  
President of the Arizona Diamondbacks



With the adoption of this new strategic plan, I look back with gratitude for those who came before me to lay the foundation for the growth of the region. This would not have been possible without the work of the two previous Chairs who oversaw the development and execution of the previous plan: David Rousseau, President of the Salt River Project, and Jeff Guldner, President and CEO of Arizona Public Service. As the GPEC Board of Directors Chair for the final year of the current three-year vision, I am excited to oversee the adoption of the FY26-FY28 Strategic Plan that lays out a vision of the future of our region.

With the guidance of the GPEC Next strategic council, this plan was developed with feedback from our private sector and community partners to devise the key areas of focus and coalesce around topics

that will guide the future of the region, including water, energy and evolving global economies. We aim to help Greater Phoenix become a leader in the development and production of technologies of the future that will be utilized globally, with a focus on high-value investments. Only through this unique partnership will we continue to execute against the vision and goals laid out in this plan, and I am excited by the promise of the region.

*Derrick Hall*

*"We aim to help Greater Phoenix become a leader in the development and production of technologies of the future that will be utilized globally, with a focus on high-value investments."*



# FY26-FY28 Vision

Be the leading market for high-value investments and growth for local, national and international businesses with an eye to the industries of the future, enabling smart growth and advancing prosperity for the people of Greater Phoenix.



# Goal 1:

Build an internationally recognizable regional brand as a market uniquely positioned for high-impact industries and growth driven by innovation.

## Strategies:

- Reiterate and widely distribute a consistent narrative that Greater Phoenix is the destination for high-value, future-focused industries and top talent.
- Build on existing international interest to define the market as a global hub for innovation that is agile and ready to address the needs of emerging opportunities.
- Advocate for smart growth focused on high-value, sustainable industries that will drive long-term regional success.



## Goal 2:

Advance the region through future-focused infrastructure and investments, robust support for the startup ecosystem and best-in-class support for expanding and relocating firms.

### Strategies:

- Hone expertise to support companies investing in the region throughout the increasingly complex project processes.
- Increase regional investments into the innovation ecosystem that enable both legacy companies and startups to thrive.
- Identify and advocate for the policy and infrastructure needed to be the leading market for the industries of the future.
- Streamline the regional economic development system to provide comprehensive support.



## Goal 3:

Ensure GPEC is nimble in executing its mission as markets, technologies and the region continue to evolve.

### Strategies:

- Leverage GPEC's network expertise to cultivate high-value touchpoints and relationships that further the reach and influence of the organization.
- Enhance long-term sustainability by differentiating GPEC's unique value proposition for stakeholders in the community.
- Ensure strategic talent and resource alignment to deliver excellence in the execution of key priority pillars.