



GREATER PHOENIX ECONOMIC COUNCIL

# Action Plan

FISCAL YEAR 2027

 Greater Phoenix  
Economic Council

602.256.7700 /// [gpec.org](http://gpec.org)



# Letter from Christine Mackay

## President & CEO



As we near the completion of my first fiscal year as GPEC President & CEO and direct my first action plan, I am awestruck by the work of the team and the support from our partners. This year, Greater Phoenix has seen billions of dollars of expansion, the debut of mega-events like SEMICON West and the Forbes 30 Under 30 Summit, and the launch of a new brand initiative redefining the perceptions of our region. Greater Phoenix is on the global map like never before.

I am proud to say that GPEC met or exceeded its metric goals in FY26 and built upon its FY26-FY28 vision, notably enabling high-value

investment to build upon our advanced technology ecosystem. Attendance at global summits and delegations, new foreign direct investment, and the opening of new trade offices locally has allowed Greater Phoenix to continue its momentum.

There is still work to be done. Greater Phoenix is forecasted to avoid a recession that threatens domestic economies, but we must continue our work to diversify industries and coordinate with our higher education leaders to ensure the talent pool remains competitive for today and tomorrow's hiring needs.

Economic development continues to grow more complex, and through community support and educational outreach, we can help advance education and workforce development, water planning, and pro-growth mentalities. By continuing to prioritize infrastructure development, investment of advanced technology from international firms, and growing global recognition of the region, Greater Phoenix will continue to flourish. I'm grateful for the support over the last eight months and looking forward to the work to come.

*"This year, Greater Phoenix has seen billions of dollars of expansion, the debut of mega-events like SEMICON West and the Forbes 30 Under 30 Summit, and the launch of a new brand initiative redefining the perceptions of our region."*



**Christine Mackay**  
President & CEO

# Driven by Mission. Grounded in Partnership.

[OUR MISSION]

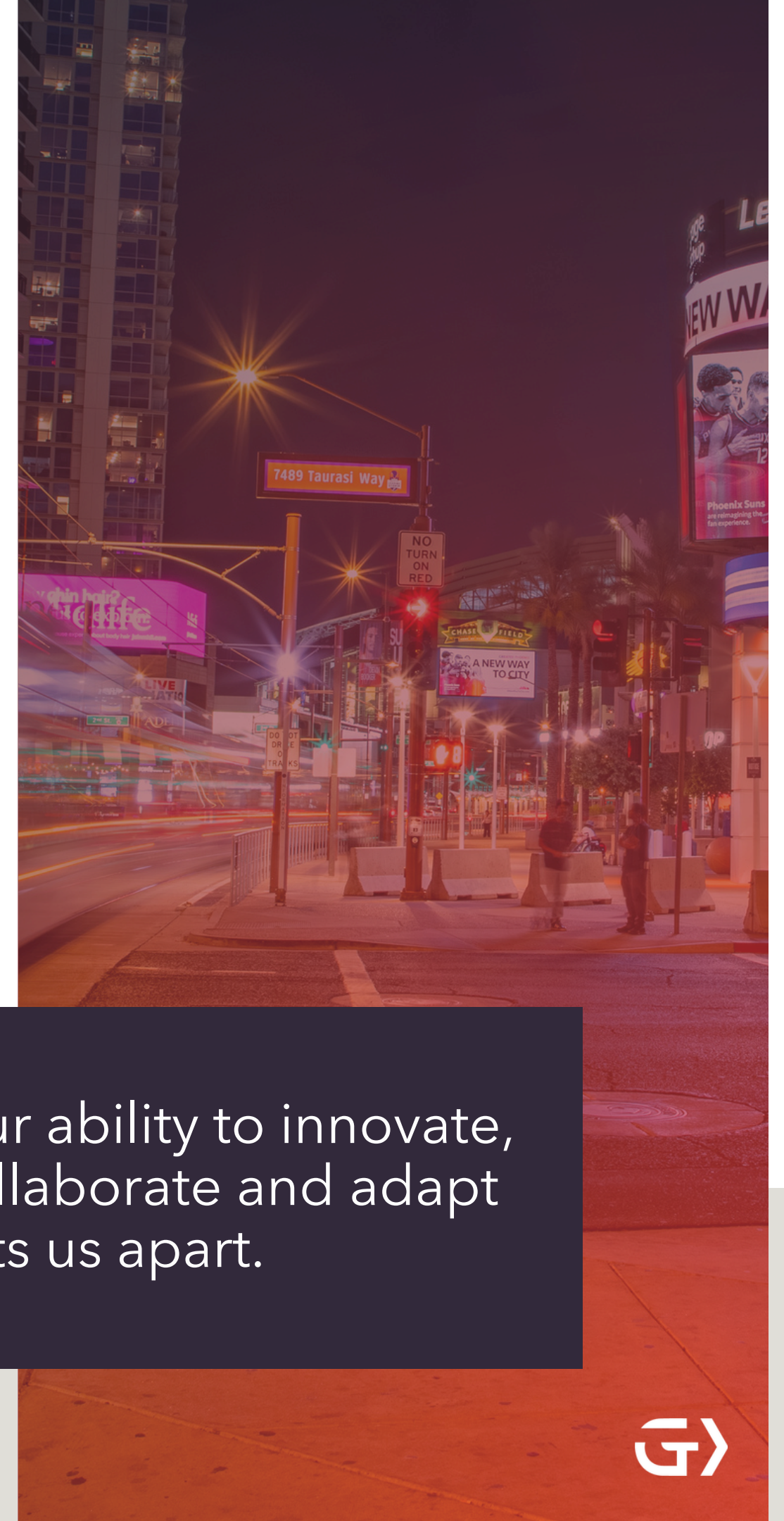
To attract and grow quality businesses, and advocate for Greater Phoenix's competitiveness.

[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.





# 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.

# FY26-28 Strategic Plan Goals

## Goal 1

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

## Goal 2

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

## Goal 3

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



# Goal 1:

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

## Strategy 1:

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Reiterate and widely distribute a consistent narrative that Greater Phoenix is the destination for high-value, future-focused industries and top talent.

## Tactics:

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- Provide clear narratives for stakeholders regarding key issues impacting the region including water, air quality, power, artificial intelligence, and the value of economic development - countering misinformation about the market
- Create a stronger brand position for future industries such as eVTOL, Quantum, Biosciences, and National Security Innovation
- Utilize the "A New Way to City" initiative to generate a recognizable regional brand that reaches beyond traditional economic development messaging

## Strategy 2:

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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.

## Tactics:

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- Monitor federal and international developments to adjust attraction strategies
- Build a coalition to support attraction of industry conferences that highlight the region
- Explore new international market opportunities aligned with critical industry focus sectors
- Leverage signature events like WM Phoenix Open and Forbes 30u30 to amplify regional messaging
- Identify and pursue the supply chain of critical sectors such as battery manufacturing and advanced air mobility

## Strategy 3:

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Advocate for smart growth focused on high-value, sustainable industries that will drive long-term regional success.

## Tactics:

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- Continue to actively engage federal leadership to drive outcomes from FY26 DC Trip
- Articulate to local elected officials the importance of economic development for future regional success
- Convene to share best practices and innovative solutions to infrastructure needs

# Goal 2: Advance the region through future-focused investments and infrastructure, robust support for the startup ecosystem and best-in-class support for expanding and relocating firms.

## Strategy 1:

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Identify and advocate for the policy and infrastructure needed to be the leading market for the industries of the future.

### Tactics:

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- Create a clear case for the infrastructure to support the needs of cutting-edge companies and long-term regional health
- Connect and align GPEC activities with federal priorities for investment

## Strategy 2:

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Expand and share expertise to support companies investing in the region throughout the increasingly complex project processes.

### Tactics:

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- Provide concierge services to assist project development through community processes
- Plug in to regional and state-wide initiatives to address common project issues
- Capture the benefit of growth of both newly located and existing companies through GPEC's assistance

## Strategy 3:

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Streamline the regional economic development system to provide comprehensive support.

### Tactics:

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- Partner with universities and community colleges to map regional talent, R&D assets, and high-demand workforce pipelines
- Identify gaps in the ecosystem to understand where GPEC and/or peers can provide value without being duplicative

## Strategy 4:

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Increase regional investments into the innovation ecosystem that enable both legacy companies and startups to thrive.

### Tactics:

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- Engage VC, Family Offices, PE firms to attract investment in local companies
- Elevate stories of successful local entrepreneurs and narratives on startup success as part of "A New Way to City"
- Provide tailored assistance to scale-ready startups to connect investors

# Goal 3: Ensure GPEC is nimble in executing its mission as markets, technologies and the region continue to evolve.

## Strategy 1:

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Leverage GPEC's network expertise to cultivate high-value touchpoints and relationships that further the reach and influence of the organization.

### Tactics:

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- Identify unique assets in GPEC's investor network that can be leveraged to execute against the mission
- Utilize the network to identify new investor opportunities

## Strategy 2:

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Enhance long-term positioning by differentiating GPEC's unique value proposition for stakeholders in the community.

### Tactics:

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- Highlight the expertise unique to GPEC
- Engage external partners to validate internal priorities, move the needle on regional priorities

## Strategy 3:

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Ensure strategic talent and resource alignment to deliver excellence in the execution of key priority pillars.

### Tactics:

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- Maintain a strong financial position
- Ensure cross-team prioritization is clear to drive top-line outcomes
- Double down on the unique support GPEC can provide communities in execution of priorities

# Metrics and Budget Overview

In FY27, GPEC is maintaining metrics consistent with the previous fiscal year. Prospect activity is expected to remain steady. The region continues to see projects that have high capital investment and wages, but smaller phase one job counts than historical averages. While there continues to be uncertainty in national markets that may create longer decision timeframes for projects, Greater Phoenix is poised to weather economic headwinds better than most regions.

	Contract	Target	Stretch
Payroll (in Millions)	\$354.65	\$394.06	\$433.47
Jobs (Phase 1)	5,670	6,300	6,930
High-Wage Jobs	3,151	3,502	3,852
Average High-Wage Salary	\$79,022	\$87,802	\$96,582
Qualified Prospects	233	258	283
Qualified International Prospects	48	53	58
GPEC Assists	10	12	14
Community ROI <sup>1</sup>	18:1	20:1	22:1
Stakeholder Satisfaction with Business Attraction <sup>2</sup>	7.0	7.3	7.6
Stakeholder Satisfaction with Competitive Position <sup>2</sup>	7.0	7.3	7.6

Revenues	Proposed FY2027	Approved FY2026	YOY Var. \$	YOY Var. %
City/County Contract Revenue	\$3,252,034	\$3,210,154	\$41,880	1%
Pledge Revenue	\$3,633,000	\$3,898,350	\$(265,350)	(7%)
New Pledges	\$300,000	\$250,000	\$50,000	20%
In-Kind Contributions	\$140,000	\$140,000	-	0%
Special Events & Programs	-	\$165,000	\$(165,000)	(100%)
Sponsorship Income	\$463,500	\$363,500	\$100,000	28%
Grant Income	\$144,000	\$83,000	\$61,000	73%
Other Income	\$270,000	\$15,000	\$255,000	1,700%
<b>TOTAL REVENUE</b>	<b>\$8,202,534</b>	<b>\$8,125,004</b>	<b>\$77,530</b>	<b>(1%)</b>

Expenses	Proposed FY2027	Approved FY2026	YOY Var. \$	YOY Var. %
Business Development	\$962,081	\$864,527	\$97,554	11%
Marketing & Communications	\$1,024,743	\$463,443	\$561,300	121%
Research & Analytics	\$288,354	\$284,242	\$4,112	1%
Engagement	\$148,866	\$152,568	\$(3,702)	(2%)
Regional Initiatives	\$200,624	\$128,413	\$72,211	56%
Operations	\$392,992	\$411,983	\$(18,991)	(5%)
Personnel	\$5,513,292	\$5,551,200	(\$271)	0%
Facilities	\$346,423	\$522,599	\$(176,177)	(34%)
Special Events & Programs	\$104,000	\$283,000	\$(179,000)	(63%)
<b>TOTAL EXPENSES</b>	<b>\$8,981,375</b>	<b>\$8,661,975</b>	<b>\$319,400</b>	<b>(4%)</b>
<b>NET INCOME/(LOSS)</b>	<b>\$(778,840)</b>	<b>\$(536,971)</b>	<b>\$(241,869)</b>	<b>45%</b>

<sup>1</sup> ROI is calculated as a ratio of direct revenue from GPEC locates divided by funding from GPEC member communities.  
<sup>2</sup> Average result from respondents of EDDT and Board of Directors end-of-year surveys.

# Investors

## Visionary Level



## Champion Level



JPMorganChase

## Accelerator Level



## Builder Level

- AECOM Hunt
- American Airlines
- Arizona Diamondbacks
- Bank of America
- Banner Health
- BOK Financial
- Bridge Relocation Concierge
- Brookfield Residential
- CBRE
- Chicanos Por La Causa
- Creighton University
- Desert Financial Credit Union
- Dignity Health
- Dorsey & Whitney
- DSV
- Empire Southwest
- Equity Land Group Holdings/Arizona Land Consulting
- Ernst & Young
- Freeport-McMoRan Inc.
- Goodmans Interior Structures
- Grand Canyon University
- Helios
- Honeywell
- HonorHealth
- Idealab Arizona
- Insight North America
- Intel Corporation
- Kitchell
- LifeKind Health
- M Culinary
- Mayo Clinic
- Meade Engineering
- MidFirst Bank
- Mortenson
- Perkins Coie LLP
- Phoenix Suns and Phoenix Mercury
- Pivotal Group
- Quarles & Brady
- Snell & Wilmer LLP
- STORE Capital
- Taft
- U.S. Bank
- Valley Metro
- Vitalant
- Weitz Company
- Western Alliance Bank
- Willmeng Construction

## Advocate Level

- Affiliated Engineers
- Air2o
- Alston Construction
- Amkor Technology
- Archicon L.C. Architecture
- Arizona Community Foundation
- Axios
- Baker Development
- Bell Bank
- Blue Cross Blue Shield of Arizona
- BMO
- Bremik Construction
- Bristol Myers Squibb
- BRPH
- Brycon Construction
- CapRock Partners
- CG Schmidt
- Clayco
- Colliers International

- Commonwealth Land Title National Commercial Services
- Cousins Properties, Inc.
- Cresa
- Cushman & Wakefield
- Davis Architecture
- Deloitte
- Deutsch Architecture Group
- DFDG Architecture
- DLR Group
- DP Electric
- DPR Construction
- El Dorado Holdings
- Elontec
- EmployBridge
- Enterprise Bank & Trust
- EPCOR
- FCL Builders
- FirstBank
- Gammage & Burnham
- GCON
- Gensler
- Global Roofing Group
- Gray Construction
- Graycor Construction
- Haydon Companies
- HDR
- Holland & Hart LLP
- Holualoa Companies
- Howard Hughes Corporation
- Immedia
- JLL
- Keyser
- Land Advisors Organization
- Langan Engineering and Environmental Services
- Lee & Associates
- Lincoln Property Company
- Mack Real Estate Group
- Mastek
- Meritage Homes
- MMR Constructors, Inc.
- National Bank of Arizona
- Ninyo & Moore, A Socotec Company
- Okland Construction
- Olsson
- OneAZ Credit Union
- Opus Development Company
- Partners Personnel
- Pathward
- PCL Construction Inc
- Phoenix Children's Hospital
- Professional Piping Systems
- R.O.I. Properties
- Rehrig Pacific Company
- Renaissance Construction
- Resolution Copper Mining
- Rexco, LLC
- Rider Levett Bucknall
- RK Logistics
- RSM
- Ryan Companies U.S. Inc.
- Skanska
- SmithGroup
- Southwest Gas Corporation
- Spencer Fane LLP
- SRS Real Estate Partners

- Stevens-Leinweber Construction
- Sunbelt Holdings
- Sundt Construction
- Suntec Concrete
- Taiwan Semiconductor Manufacturing Company (TSMC)
- Terracon
- The AES Corporation
- The PENTA Building Group
- The Plaza Companies
- Trammell Crow Company
- Transwestern Commercial Services
- University of Arizona
- Valley of the Sun United Way
- ViaWest Group
- Wespac Construction, Inc
- WestPac Wealth Partners
- Wexford Science + Technology
- Wist Office Products

## Supporter Level

- Actalent
- Air Products and Chemicals, Inc.
- AppleOne
- Atmosphere Commercial Interiors

- Avnet Inc.
- Bechtel
- BNSF Railway
- Carvana
- City of Hope
- Columbia Bank
- Comcast Business
- Concumer Cellular
- CoStar Group
- Crescent Crown Distributing
- Cypress Office Properties
- De Rito Partners Development
- Globe Corporation
- Half
- Hines
- Industrial Storage Construction Company
- Macerich
- Merit Partners
- Meta
- Nationwide Realty Investors
- Orion Group Holdings, Inc.
- Overland Group Inc.
- Prologis
- RED Development
- Social Television Network (STN)
- Sunstate Equipment Company
- Tekletics
- The Austin Company
- Trinity Capital Investments
- Union Pacific Railroad
- VanTrust Real Estate LLC

# Thank You

