ACTION PLAN

FISCAL YEAR 2017

Greater Phoenix
ECONOMIC COUNCIL

GPEC MISSION

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

A LETTER FROM CHRIS CAMACHO

President & CEO, Greater Phoenix Economic Council

By embracing the opportunities and challenges of a fast-growing region, the Greater Phoenix Economic Council (GPEC) has not only endured but thrived as one of the most effective regional public-private partnerships in the country. With a renewed commitment to regional collaboration and enhanced analytical capabilities, GPEC is once again embarking on an innovative plan to drive quality job creation and deliver value to our member communities and stakeholders.

In FY17, GPEC will begin the work of implementing the FY17-19 Strategic Plan, which outlines strategies for attracting and growing jobs in advanced industries and advocating for the region's competitiveness.

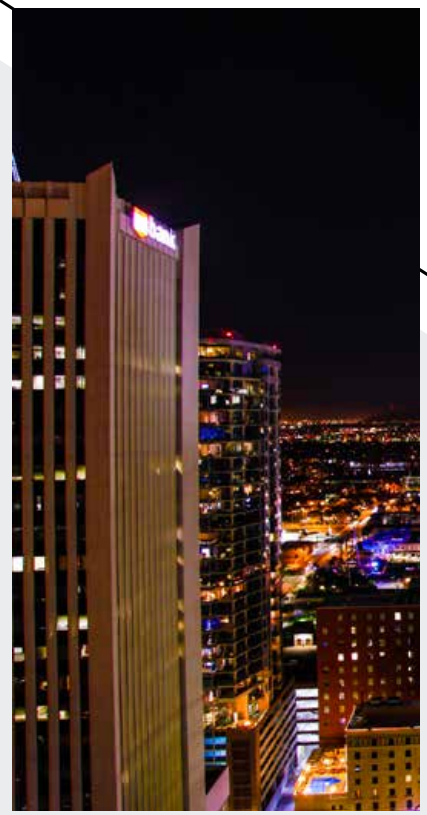
While continuing to meet expectations in job creation and driving return on investment to our stakeholders, we will design and execute projects and initiatives that will transform our economic development practice and elevate the region's competitiveness and reputation.

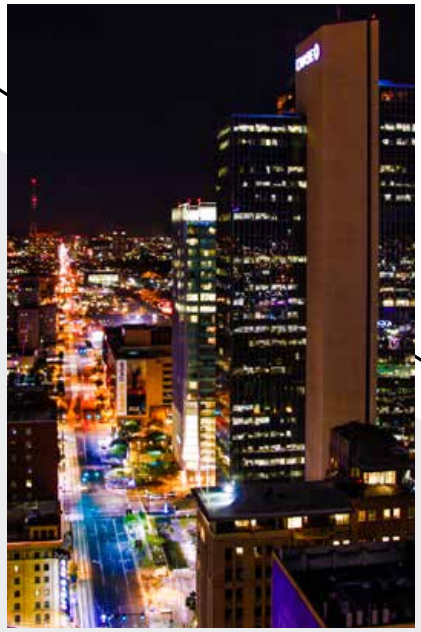
METRICS

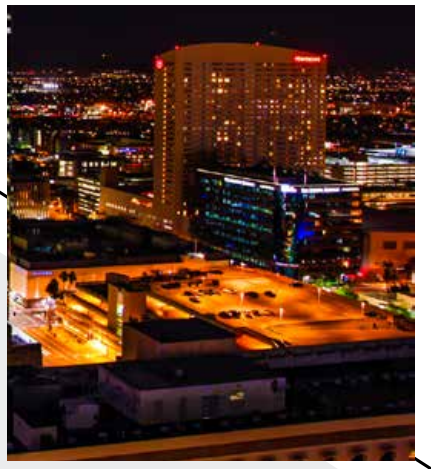
	FY17		
	CONTRACT	**TARGET**	**STRETCH**
Payroll (in Millions)	$305.11	$335.62	$369.18
Jobs	6,556	7,212	7,933
High Wage Jobs[1]	2,491	2,741	3,015
Average High Wage Salary	$51,827	$57,585	$63,344
Qualified Prospects	229	252	277
Qualified International Prospects	38	42	46
GPEC Assists[2]	10	12	14

FOOTNOTES FOR THE METRICS:

1. High Wage Jobs: High wage jobs are those that are over 125% of the Maricopa County Median Wage (currently $44,060).
2. GPEC Assist: Companies that located in the region for which GPEC provided assistance that do not qualify as a locate, due to project size, for example; and would otherwise be listed as "non-reported locates." This replaces the Emerging Tech Assist metric from previous reports to better capture GPEC activities.







BUDGET

REVENUES	FY 2016 FORECAST	% OF TOTAL	FY 2017 BUDGET	% OF TOTAL	FY 2016 BUDGET	$ CHANGE	% CHANGE
Public Funds	$2,272,600	42.4%	$2,302,900	41.8%	$2,271,100	$31,800	1.4%
Private Funds	2,317,500	43.2%	2,545,000	46.2%	2,600,000	(55,000)	(2.1%)
New Pledge Revenue	250,000	4.7%	250,000	4.5%	250,000	-	0.0%
In-Kind Pledges	77,000	1.4%	77,000	1.4%	77,000	-	0.0%
Events & Programs	158,750	3.0%	99,700	1.8%	150,000	(50,300)	(33.5%)
Sponsorships	52,500	1.0%	50,000	0.9%	25,000	25,000	100.0%
Grant Income	234,700	4.4%	185,000	3.4%	212,900	(27,900)	(13.1%)
Other	1,800	0.0%	1,300	0.0%	2,500	(1,200)	(48.0%)
TOTAL REVENUES	**$5,364,850**	**100.0%**	**$5,510,900**	**100.0%**	**$5,588,500**	**$(77,600)**	**(1.4%)**
OPERATING EXPENDITURES							
Business Development	412,600	8.1%	454,600	8.3%	416,400	38,200	9.2%
Marketing	176,700	3.5%	215,100	3.9%	304,100	(89,000)	(29.3%)
External Relations	94,400	1.9%	192,600	3.5%	95,200	97,400	102.3%
Research & Strategy	269,600	5.3%	272,600	5.0%	283,000	(10,400)	(3.7%)
Resource Management	207,000	4.1%	218,200	4.0%	240,400	(22,200)	(9.2%)
Personnel	3,087,400	61.0%	3,318,500	60.9%	3,230,400	88,100	2.7%
Facilities	425,100	8.4%	512,300	9.4%	454,900	57,400	12.6%
In-Kind	77,000	1.5%	77,000	1.4%	77,000	-	0.0%
Events & Programs	140,400	2.8%	190,000	3.5%	140,000	50,000	35.7%
TOTAL OPERATING EXPENDITURES	**4,890,200**	**96.6%**	**5,450,900**	**100.0%**	**5,241,400**	**209,500**	**4.1%**
NON-OPERATING EXPENDITURES							
Grant Expenses	173,500	3.4%	-	0.0%	152,500	(152,500)	(100.0%)
Total Expenses	$5,063,700	100.0%	$5,450,900	100.0%	$5,393,900	$57,000	1.1%
Net Gain (Loss)	$301,150		$60,000		$194,600	$(134,600)	
Less: Capital Expenditures	(81,000)		(287,000)		(95,000)	(192,000)	
Amortization of Deferred Rent	(64,000)		150,000		(63,600)	213,600	
Amortization of Capital Leases	(10,500)		(2,800)		(10,500)	7,700	
Add: Depreciation	26,000		72,600		50,300	22,300	
Changes from Operating Activities	-		42,225		12,400	29,825	
Net Cash Flows	171,650		35,025		88,200	(53,175)	
Beginning Cash	1,669,000		1,840,650		1,765,000	75,650	
ENDING CASH	**$1,840,650**		**$1,875,675**		**$1,853,200**	**$22,475**	

FY17 ACTION ITEMS & THREE-YEAR ROADMAP

The roadmap illustrates alignment of annual goals to GPEC's FY17-19 Strategic Plan. In FY17, annual goals focus on building the foundation for optimized analytics-driven business attraction and expansion, intensifying the foreign direct investment efforts, and coordinating and unifying regional strategies for attracting and retaining the next generation of talent.

	Annual Goals		
STRATEGIC GOALS	FY17	FY18	FY19
1. Attract more scalable enterprises in advanced industries	Intensify out-bound recruitment efforts in California and other key markets through increased direct attraction	Begin transitioning business attraction to analytics-driven model, increasing directly sourced prospects aligned with advanced industry objectives	Fully implement and scale targeted and analytics-driven business attraction model
2. Brand the region as a location of choice for Foreign Direct Investment	Develop regional FDI plan including aftercare program	Implement regional FDI plan and aftercare program	Accelerate FDI program and integrate aftercare program into regional business retention and expansion efforts
3. Partner with cities and towns to enhance local and regional infrastructure and community preparedness	Initiate analysis, case building, and strategic planning with communities and integrate talent attraction and community preparedness into the high impact district work	Continue to support build out of high impact districts	Continue to support build out of high impact districts
4. Engage federal and state policymakers on new economic development and competitiveness concepts	Advance FY16 competitiveness priorities through regional collaboration	Advance competitiveness priorities through regional collaboration	Advance competitiveness priorities through regional collaboration
5. Lead regional effort to advance coordinated workforce development system that satisfies industry needs	Identify critical skills needs by industry and promote meaningful employer engagement with regional workforce development initiatives	Advocate for coordinated and industry-driven regional workforce development system with emphasis on career pathways for middle and high-skilled workers	Advocate for coordinated and industry-driven regional workforce development system with emphasis on career pathways for middle and high-skilled workers

FY17 ACTION ITEMS & MILESTONES

01

INTENSIFY OUT-BOUND RECRUITMENT EFFORTS IN CALIFORNIA AND OTHER KEY MARKETS

GPEC will focus on implementing business development approaches that generate directly sourced prospects and maximize the capabilities of digital media and analytics.

- Implement digital marketing and business development campaigns to increase directly sourced qualified prospects
- Implement the Corporate 100 Program to seek out and engage companies that are poised to grow and expand, and are aligned with the region's assets and clusters
- Conduct domestic and international out-bound business recruitment activities, including attending targeted conferences and sales missions
- Refine an analytics-driven model for business attraction
- Enhance a multiplier approach by leveraging GPEC stakeholders with domestic and international presences and connections
- Host national site selection consultants and CEOs to showcase the region, leveraging national sporting events, spring training, and other high-profile opportunities
- Respond to and manage prospect inquiries and coordinate regional responses to close deals

MEASURES & MILESTONES

- 45% of prospects sourced through direct prospect generation
- Development of a refined analytics-driven business attraction model
- Increased share of advanced industry jobs in targeted sectors
- Establishment of a baseline to measure web leads from digital campaigns

02

DEVELOP A REGIONAL FOREIGN DIRECT INVESTMENT (FDI) PLAN, INCLUDING AN AFTERCARE PROGRAM

A successful FDI plan will drive the region's long-term global brand and attract more quality international investment into the region.

- Develop a cohesive regional FDI plan as part of the Global Cities Initiative, a joint-project of the Brookings Institution and JPMorgan Chase
- Work with a core team of public and private-sector leaders in analyzing the region's assets and opportunities and developing FDI strategies. The GPEC International Leadership Council will provide oversight and engagement with globally oriented organizations and companies
- Design and begin implementing an FDI aftercare program to support foreign-owned firms transitioning to the region

MEASURES & MILESTONES

- Completion of a regional FDI plan aligned with the state's international strategy
- Creation of a FDI aftercare program
- Increased number of international executives on the GPEC International Leadership Council
- New collateral aligned with the FDI plan

03

INITIATE ANALYSIS, CASE BUILDING AND STRATEGIC PLANNING WITH COMMUNITIES AROUND TALENT RETENTION AND ATTRACTION AND COMMUNITY PREPAREDNESS INITIATIVES

Through strategic planning with communities, GPEC will provide the analysis necessary to support community readiness for new investments and long-term sustainable growth.

- Develop and distribute analysis of current employment centers and identify best practices and development tools
- Launch collaborative effort with cities, and private-sector stakeholders to build more robust employment centers through GPEC's Community Partnership Program
- Initiate opportunities for strategic planning, such as infrastructure development for smart cities and high impact districts
- Market high impact districts to retain and attract talent

MEASURES & MILESTONES

- Community Partnership meetings with elected officials and leaders in 100% of GPEC's communities
- Incorporation of high impact district concepts in communities' long-range and strategic plans
- Implementation of a brand campaign around high impact districts
- High level of stakeholder satisfaction

04

ADVANCE COMPETITIVENESS PRIORITIES THROUGH REGIONAL COLLABORATION

In championing the region's competitiveness, GPEC will be collaborative and analytics-driven with a focus on issues that directly impact economic development.

- Continue to advance the top three competitiveness priorities established by the GPEC Competitiveness Council:
  - » Work with the governor's office on policy solutions for return-driven economic development tools
  - » Collaborate with business leaders to increase educational attainment goals
  - » Co-lead with Velocity on a project to establish a center for manufacturing technology
- Analyze the region's competitive position for advanced industry jobs, exports, innovation, and other critical factors that impact the region's economic growth
- Coordinate and collaborate with the Arizona Commerce Authority, the Arizona Chamber of Commerce, and other organizations to advance effective economic development policies

MEASURES & MILESTONES

- Modernization of state and local economic development programs
- Advancement of Tax Allocation District policy
- Launch of an Advanced Manufacturing Technology Center
- Enhanced local media coverage of regional competitiveness issues

05

IN COLLABORATION WITH VELOCITY, SUPPORT WORKFORCE DEVELOPMENT EFFORTS THAT ALIGN WITH INDUSTRY NEEDS FOR TALENT AND WORKFORCE.

GPEC will work with Velocity and other partners in workforce development to ensure that the region's companies are able to retain and attract the required talent today; and the programs and collaborations are put in place to ensure a skilled workforce for the future.

- Advocate for a cohesive talent optimization strategy
- Support Velocity through data and analytics as it works with various workforce development initiatives in addressing critical skills needs of advanced industries
- Work with GPEC-assisted locates and other key employers as appropriate to facilitate employer engagement with regional workforce development initiatives, leading to internships, hiring programs, and career pathways for middle and high-skilled workers

MEASURES & MILESTONES

- Alignment of workforce development initiatives across the region
- Development of marketing collateral that promotes workforce development programs in the region
- Implementation of talent optimization platform

STAKEHOLDER ENGAGEMENT

LEADERSHIP COUNCILS AND ADVISORY GROUPS

The collective professional expertise of GPEC's councils and advisory groups helps shape the organization's key initiatives, leverages connections to further job creation and competitiveness efforts, and supports the implementation of programs.

COMPETITIVENESS COUNCIL

Executives of key regional industries will convene and use data analysis and best practices to make policy recommendations that will lead to an improvement in the region's competitive position.

GPEC NEXT LEADERSHIP COUNCIL

Advises GPEC leadership and the board on the development of the strategic plan, annual action plan and metrics and the Washington, D.C. Executive Mission.

MAYORS AND SUPERVISORS COUNCIL

Convenes mayors of GPEC communities and County supervisors for regular updates on strategic initiatives.

ECONOMIC DEVELOPMENT DIRECTORS TEAM

Advises the GPEC President & CEO and staff on local economic development trends, offers insight on the pulse of city and town councils and partners with GPEC to finalize location decisions.

COMMUNITY BUILDING CONSORTIUM*

Applies collective commercial real estate experience to help capture business development opportunities and increase the region's transactional capabilities.

HEALTHCARE LEADERSHIP COUNCIL

Works to advance healthcare and bioscience initiatives for the region and establish Greater Phoenix as a center of excellence anchored by innovative assets and world-class leadership.

INTERNATIONAL LEADERSHIP COUNCIL

Advises on the direction and implementation of GPEC's foreign direct investment efforts, and provides guidance to increase program impacts.

STAKEHOLDER ENGAGEMENT

GOVERNANCE

BOARD OF DIRECTORS

Provides oversight of the organization and helps shape GPEC's influence as a regional thought leader.

EXECUTIVE COMMITTEE

Acts on behalf of the Board of Directors, advising on strategic direction and overall performance of annual goals.

BOARD-LEVEL COMMITTEES

PERFORMANCE COMMITTEE

Evaluates the performance of the organization and the President & CEO.

AUDIT COMMITTEE

Assesses internal controls and oversees auditors and the annual audit.

VOTE

NOMINATING COMMITTEE

Nominates the At-large Directors and Board officers, and recommends candidates to the board for approval, based on nominations received from mayors and supervisors of member communities.

FINANCE COMMITTEE

Sets financial objectives for the organization and recommends the annual budgets as part of the Action Plan.

AMBASSADORS

At the foundation of GPEC's engagement activity are Ambassadors, whose broad range of professional backgrounds lend critical assistance to regional business climate improvement and business development efforts.

Help communicate, educate, and inform stakeholders, policy-makers, citizens and media about key regional economic development issues.

CERTIFIED AMBASSADORS

Ambassadors who have satisfied program criteria, qualifying them to serve as an extension of the GPEC team. Certified Ambassadors are given unique opportunities to interface more closely with GPEC's staff and board on program initiatives and mission-critical efforts.

AMBASSADOR STEERING COMMITTEE

Advises on strategic direction of the Ambassadors Program; designs activities relevant to and in support of GPEC's mission; serves as a sounding board for emerging initiatives and supports implementation of programs.

GPEC STAKEHOLDERS

MEMBER COMMUNITIES

Maricopa County	Casa Grande	Gilbert	Peoria	Tempe
Apache Junction	Chandler	Glendale	Phoenix	Tolleson
Avondale	El Mirage	Goodyear	Queen Creek	Wickenburg
Buckeye	Fountain Hills	Maricopa	Scottsdale	Youngtown
Carefree	Gila Bend	Mesa	Surprise	

Current as of 05/18/2016

CHAIRMAN'S COUNCIL

CORPORATE COUNCIL

EXECUTIVE COUNCIL

DIRECTORS' COUNCIL

Alliance Bank of Arizona
American Airlines
Arizona Cardinals
Arizona Diamondbacks
Bank of America
Banner Health
BBVA Compass
Cancer Treatment Centers of America
Dignity Health
DMB Associates
Empire Southwest
Ernst & Young
Freeport McMoRan Copper & Gold
Goodwill of Central Arizona
Grand Canyon University
Intel Corporation
Kitchell
Knight Transportation
Maracay Homes
Mayo Clinic
MidFirst Bank
Mortenson
Northern Trust
OH Partners
Parkway Properties
Phoenix Suns
Polsinelli PC
Quarles & Brady
RED Development
Republic Media
Squire Patton Boggs
University of Phoenix
Valley Metro

LEADERSHIP COUNCIL

Aetna
Alexander Building Company
Atmosphere Commercial Interiors
BDO
Blue Cross Blue Shield of Arizona
BMO Harris Bank
Bryan Cave
Brycon Construction
Caliente Construction
Canyon State Credit Union
CBRE
Celgene Corporation
CenturyLink
Chanen Development Co.
Colliers International
Crescent Crown Distributing
Cushman & Wakefield
D.L. Withers Construction
Daedalus Real Estate Advisors
Deloitte
Deutsch Architecture Group
El Dorado Holdings
Gammage & Burnham
Goodmans Interior Structures
Google
Green Loop Solutions
Hensley
Hines
Honeywell
Infusionsoft
JE Dunn Construction
Jones Lang LaSalle
Kutak Rock
Layton Construction
Lee & Associates
Lewis Roca Rothgerber
LGE Design
Liberty Property Trust
M+W Group
Meritage Homes
Nationwide Realty Investors
Newmark Grubb Knight Frank
Okland Construction
On Q Financial
Opus Development Company
Phoenix Children's Hospital
Renaissance Companies
Ryan Companies
Savills-Studley
Siemens
Skanska USA Building
SmithGroup
Snell & Wilmer
Southwest Gas Corporation
Southwest Airlines
Sunbelt Holdings
The Plaza Companies
Transwestern Commercial Services
Tratt Properties
TriWest Healthcare Alliance
TruPath
Turner Construction
University of Arizona
USAA
ViaWest Group
Ware Maclomb
Waste Management
Weitz Company
Wespac Construction
Willmeng Construction
Wist Office Products
Wood, Patel & Associates

AMBASSADOR COUNCIL

3rd Story Architecture
AAA Arizona
Air Products & Chemicals
Archicon L.C. Architecture
Arizona Business Bank
Arizona Community Foundation
Avnet
Balfour Beatty Construction
BNSF
Bristol Global Mobility
Bury
Cenlar
Central Arizona Commerce Park
CKS Advisors
Clark Hill PLC
Coe & Van Loo Consultants
CORE Construction
Corporate Interior Systems
CoStar Group
Dibble Engineering
Dircks Moving & Logistics
DIRTT
Fervor Creative
Holualoa Companies
Humana
IRIS USA
Jennings, Strouss & Salmon
Johnson Carlier
Keyser
KTAR
Landmark Companies
Macerich
Merit Partners
Midwestern University
MSS Technologies
NRG Thermal
Osborn Maledon
Resolution Copper Mining
SPS + Architects
St. Clair Technologies
Sunstate Equipment Company
Ultimate Staffing Services

Greater Phoenix
ECONOMIC COUNCIL

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