



GREATER PHOENIX ECONOMIC COUNCIL

Action Plan

FISCAL YEAR 2026



602.256.7700 /// gpec.org

Letter from Chris Camacho

President & CEO



Over the past two decades, Greater Phoenix has experienced extraordinary growth, transforming from a region dependent on growth and consumption to a market primed for the world stage. Yet with this success comes a new set of challenges that are the natural consequence of rapid advancement, and we must now meet them head on.

Greater Phoenix stands at an inflection point as we look ahead to Fiscal Year 2026. I am filled with immense pride for the momentum the region has built and speed at which the economic landscape has shifted, we must continue to evolve, adapt, and lead.

The FY26 Action Plan aligns with the strategies outlined in the FY26-FY28 Strategic Plan adopted earlier this year, which lays out a future-focused strategy that builds on our strengths while expanding our global reach. In FY26, we are investing in a refreshed narrative that reflects who we are: a dynamic and innovative hub for advanced industries and global commerce.

As global supply chains realign and companies seek stability, speed to market and talent, Greater Phoenix is positioned as the premier choice. Through increased international

engagement, local leadership, and brand recognition, we will amplify our presence on the world stage and continue to drive investment into the region.

But none of this is possible without collaboration. Our strength lies in the partnerships we’ve built across the public and private sectors – with regional leaders, community champions, and forward-thinking businesses. Together, we will not only shape the next chapter of Greater Phoenix’s economic story, but define a model for regional prosperity that others will follow.

Thank you for your continued partnership. I look forward to all we will achieve together in FY26 and beyond.

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Chris Camacho
President & CEO

Our Mission

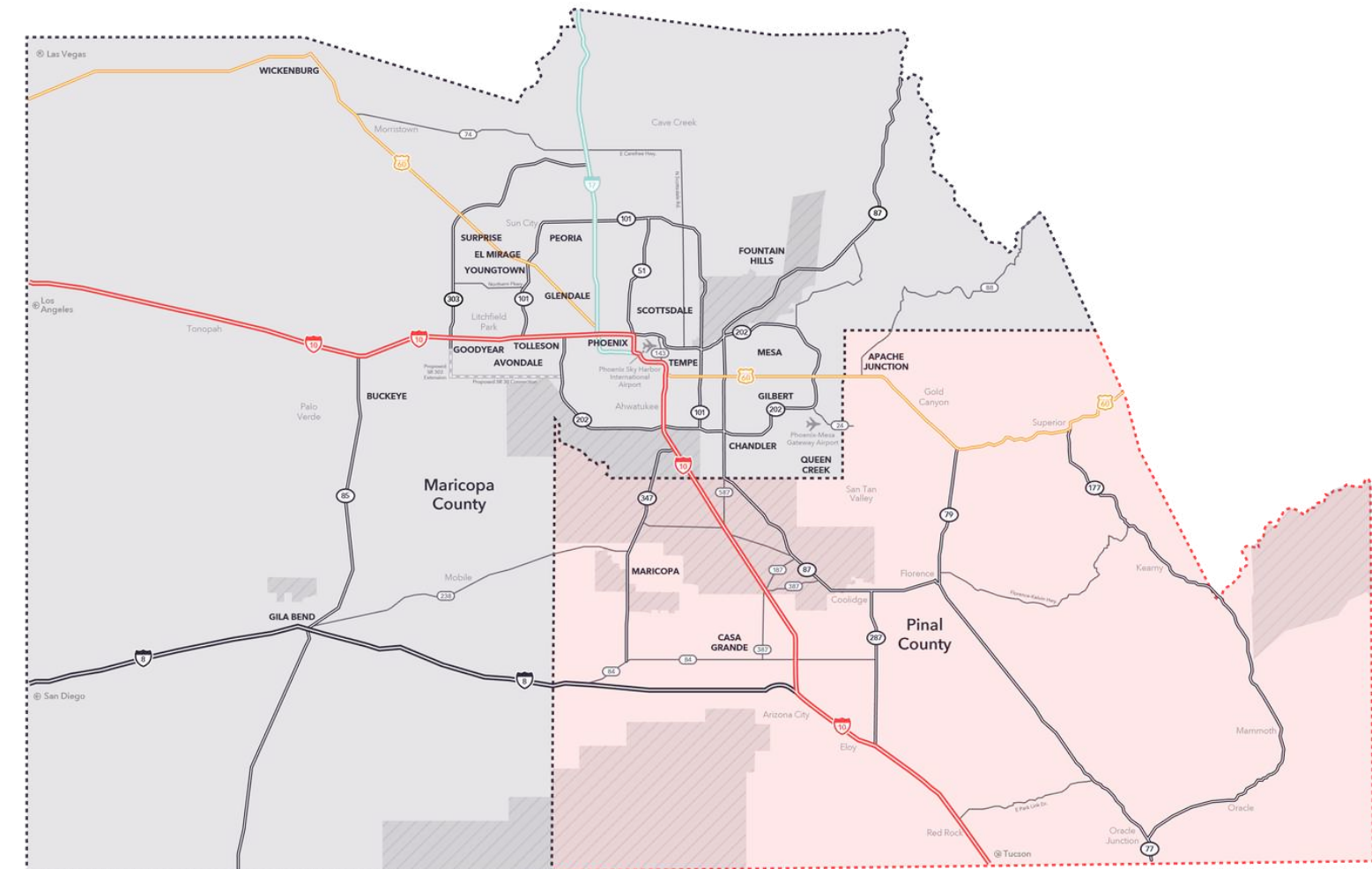
To attract and grow quality businesses, and advocate for Greater Phoenix's competitiveness.

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 Communities

22 cities and towns, Maricopa and Pinal counties



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

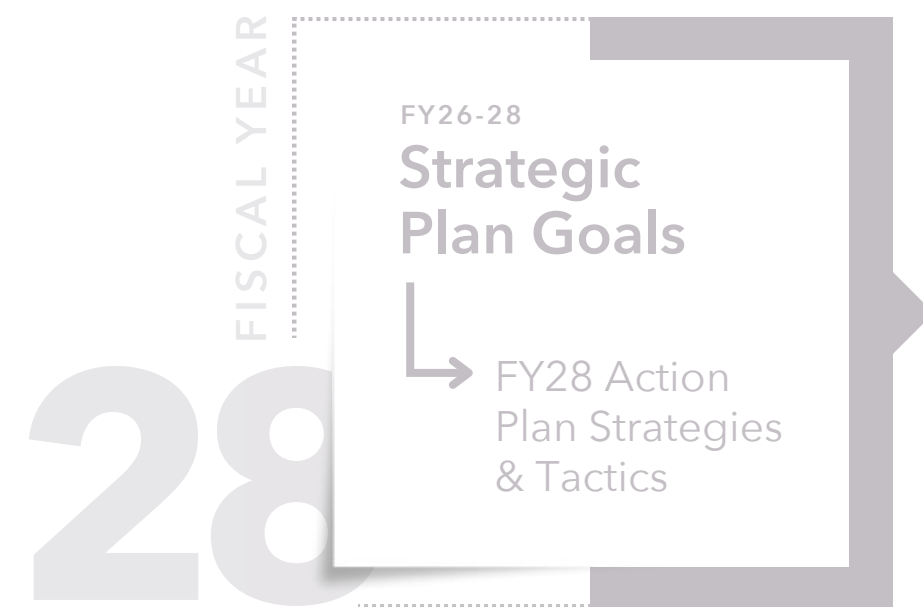
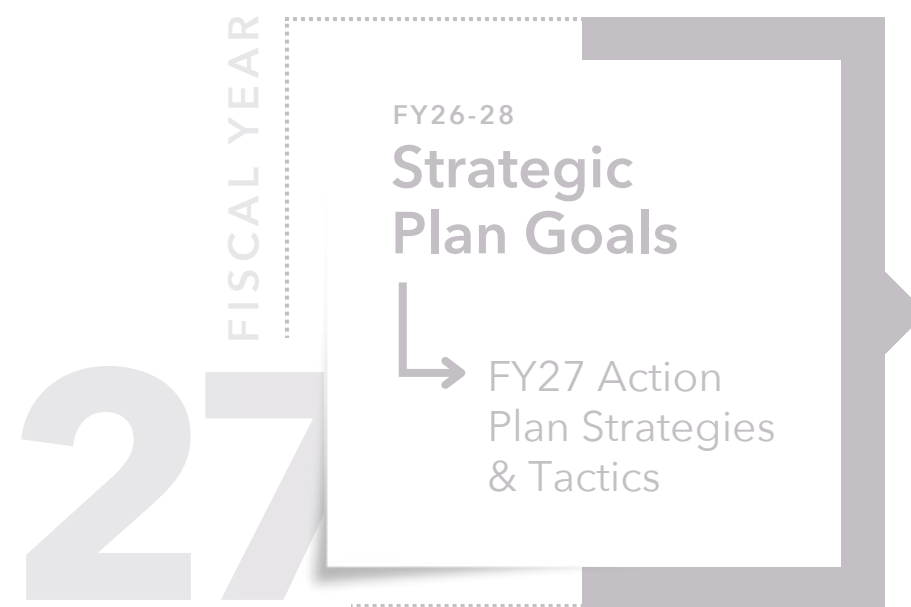
Build an internationally recognizable regional brand as a market uniquely positioned for high-impact industries and growth driven by innovation.

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:

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

Tactics:

- Execute a national and international earned and paid media plan to showcase Greater Phoenix.
- Distribute a unique brand platform that can be utilized by numerous stakeholders to further brand recognition for the region.

Strategy 2:

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:

- Use increased international funding to conduct more international engagements tied to global industry conferences and events.
- Leverage advanced industries with footprints in the region to connect with national and international HQs and their investment strategy.
- Utilize marquee international events to showcase the region.

Strategy 3:

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

Tactics:

- Identify the key opportunity industries related and adjacent to the semiconductor supercycle to position Greater Phoenix as a premier place for investment.
- Communicate key narratives to the public, policymakers, partners and stakeholders to further understanding of the importance of economic development in the community and region.
- Utilize the Washington, D.C. Executive Mission trip to communicate regional priorities to federal leadership.



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.



Photo Credit: Arizona State University

Strategy 1:

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

Tactics:

- Be a vocal advocate for smart policy related to water, air quality, grid integrity, education and workforce development, and future city planning.

Strategy 2:

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

Tactics:

- Master project management from lead generation to hiring.
- Engage regional public and private partners, highlighting competitiveness levers required to attract industry.

Strategy 3:

Streamline the regional economic development system to provide comprehensive support.

Tactics:

- Focus on foundational activities that impact investment decisions regionally.
- Articulate a set of priorities for the region and align peer organizations to execute against these.
- Work with universities and colleges to align with industry partners on workforce readiness programs.

Strategy 4:

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

Tactics:

- Streamline attention to results-driven activities supporting the regional entrepreneurial ecosystem.
- Advocate for startup programming that enables local company growth.
- Engage local and national venture capital firms, private equity funds, and family offices to drive investment in local companies.

Goal 3:

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

Strategy 1:

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

Tactics:

- Activate GPEC’s network including its Board of Directors, strategic councils and Ambassador network to advocate for the organization’s priorities.
- Work with stakeholders to identify key market players and facilitate connections that advance GPEC’s mission and secure sustainable funding.

Strategy 2:

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

Tactics:

- Double down on the activities that uniquely define GPEC, such as high-quality research, business development expertise and brand platform communication.

Strategy 3:

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

Tactics:

- Allocate financial and operational resources where they will drive the most results for counties, communities and private industry supporters.
- Adjust resources dynamically to respond to changing priorities.

Metrics and Budget Overview

In FY26, GPEC is focused on cultivating impactful projects in key sectors – such as high-tech, office and bioscience – that tend to have smaller phase one job counts but higher wages. Additionally, the market is seeing headwinds on factors impacting larger projects, including power demand, air quality and a shifting economic environment.

Prospect activity is expected to remain constant, with an intentional focus on international activities to drive prospects.

	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	\$75,921	\$84,357	\$92,793
Qualified Prospects	233	258	283
Qualified International Prospects	48	53	58
GPEC Assists	10	12	14
Community ROI ¹	18:1	20:1	22:1
Stakeholder Satisfaction with Business Attraction ²	7.0	7.3	7.6
Stakeholder Satisfaction with Competitive Position ²	7.0	7.3	7.6

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

Revenues	Proposed FY2026	Approved FY2025	YOY Var. \$	YOY Var. %
City/County Contract Revenue	\$3,210,154	\$3,027,872	\$182,282	6%
Pledge Revenue	\$3,898,350	\$4,307,850	\$(409,500)	(10%)
New Pledges	\$250,000	\$425,000	\$(175,000)	(41%)
In-Kind Contributions	\$140,000	\$140,500	\$(500)	(0%)
Special Events & Programs	\$165,000	\$130,000	\$35,000	27%
Sponsorship Income	\$363,500	\$280,000	\$83,500	30%
Grant Income	\$83,000	\$279,122	\$(196,122)	0%
Other Income	\$15,000	\$14,560	\$440	3%
TOTAL REVENUE	\$8,125,004	\$8,604,904	\$(479,900)	(6%)

Expenses	Proposed FY2026	Approved FY2025	YOY Var. \$	YOY Var. %
Business Development	\$864,527	\$831,973	\$32,554	4%
Marketing & Communications	\$463,443	\$586,822	\$(123,379)	(21%)
Research & Analytics	\$284,242	\$331,034	\$(46,852)	(14%)
Engagement	\$152,568	\$168,197	\$(15,629)	(9%)
Regional Initiatives	\$128,413	\$279,185	\$(150,773)	(54%)
Operations	\$411,982	\$473,417	\$(61,435)	(13%)
Personnel	\$5,551,200	\$5,265,199	\$286,001	5%
Facilities	\$522,600	\$522,357	\$243	0%
Special Events & Programs	\$283,000	\$439,122	\$(156,122)	(36%)
TOTAL EXPENSES	\$8,661,975	\$8,897,306	\$(235,331)	(3%)
NET INCOME/(LOSS)	\$(536,971)	\$(292,402)	\$(244,569)	84%



Investors

Visionary Level



Champion Level



JPMorganChase

Accelerator Level



Builder Level

- [AECOM Hunt](#)
- [American Airlines](#)
- [Arizona Diamondbacks](#)
- [Bank of America](#)
- [Banner Health](#)
- [BMO Harris Bank](#)
- [BOK Financial](#)
- [Brookfield Residential](#)
- [CBRE](#)
- [Chicanos Por La Causa](#)
- [Clayco](#)
- [Cousins Properties, Inc.](#)
- [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.](#)
- [Global Credit Union](#)
- [Goodmans](#)
- [Grand Canyon University](#)
- [Helios](#)
- [Honeywell](#)
- [HonorHealth](#)
- [Idealab Arizona](#)
- [Intel Corporation](#)
- [JE Dunn Construction](#)
- [Kitchell](#)
- [M Culinary](#)
- [Mayo Clinic](#)
- [MidFirst Bank](#)
- [Mortenson](#)
- [MSC Mediterranean](#)
- [Shipping Company \(USA\)](#)
- [Inc.](#)
- [Olsson](#)
- [onsemi](#)
- [Perkins Coie LLP](#)
- [Phoenix Suns and Phoenix](#)
- [Mercury](#)
- [Pivotal Group](#)
- [Quarles & Brady](#)
- [Snell & Wilmer LLP](#)
- [STORE Capital](#)
- [Taft](#)
- [U.S. Bank](#)
- [Valley Metro](#)
- [Valley of the Sun United](#)
- [Way](#)
- [Vitalant](#)
- [Weitz Company](#)
- [Western Alliance Bank](#)

Advocate Level

- [Air2o](#)
- [Alston Construction](#)
- [Archicon L.C. Architecture](#)
- [Arizona Community](#)
- [Foundation](#)
- [Axios](#)
- [Baker Development](#)
- [Bell Bank](#)
- [Blue Cross Blue Shield of](#)
- [Arizona](#)
- [Bridge Relocation](#)
- [Concierge](#)
- [Bristol Myers Squibb](#)

- [BRPH](#)
- [Brycon Construction](#)
- [Burns & McDonnell](#)
- [CapRock Partners](#)
- [CG Schmidt](#)
- [Colliers International](#)
- [Commonwealth Land Title](#)
- [National Commercial](#)
- [Services](#)
- [Cresa](#)
- [Crescent Crown](#)
- [Distributing](#)
- [Cushman & Wakefield](#)
- [Davis Architecture](#)
- [De Rito Partners](#)
- [Deloitte](#)
- [Deutsch Architecture Group](#)
- [DFDG Architecture](#)
- [Dircks Moving & Logistics](#)
- [DLR Group](#)
- [DP Electric](#)
- [DPR Construction](#)
- [El Dorado Holdings](#)
- [EmployBridge](#)
- [Enterprise Bank & Trust](#)
- [EPCOR](#)
- [Everest Holdings](#)
- [FCL Builders](#)
- [FirstBank](#)
- [Gammage & Burnham](#)
- [GCON](#)
- [Gensler](#)
- [Global Roofing Group](#)
- [Gray Construction](#)
- [Graycor Construction](#)
- [Green Maple Law Group](#)
- [Haydon Building Corp](#)
- [HDR](#)
- [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](#)
- [Multistudio](#)
- [NAI Horizon](#)
- [Okland Construction](#)
- [OneAZ Credit Union](#)
- [Opus Development](#)
- [Company](#)
- [Page](#)
- [Partners Personnel](#)
- [Pathward](#)
- [Phoenix Children's Hospital](#)
- [Phoenix Raceway](#)
- [Professional Piping Systems](#)
- [Pureflow Inc.](#)
- [Reliance Management](#)
- [Renaissance Construction](#)
- [Reseco Advisors, LLC](#)
- [Resolution Copper](#)
- [Rexco](#)
- [Rider Levett Bucknall](#)
- [RSM](#)
- [Ryan Companies US Inc.](#)
- [Silicon Valley Bank](#)
- [Skanska](#)
- [SmithGroup](#)

- [Social Television Network](#)
- [\(STN\)](#)
- [Southwest Gas Corporation](#)
- [Spencer Fane LLP](#)
- [SRS Real Estate Partners](#)
- [Stevens-Leinweber](#)
- [Construction](#)
- [Sunbelt Holdings](#)
- [Sundt Construction](#)
- [Suntec Concrete](#)
- [Taiwan Semiconductor](#)
- [Manufacturing Company](#)
- [Terracon](#)
- [The AES Corporation](#)
- [The PENTA Building Group](#)
- [The Plaza Companies](#)
- [Trammell Crow Company](#)
- [University of Arizona](#)
- [USAA](#)
- [Verizon Wireless](#)
- [ViaWest Group](#)
- [Wespac Construction, Inc](#)
- [WestPac Wealth Partners](#)
- [Wexford Science +](#)
- [Technology](#)
- [Willmeng Construction](#)
- [Wist Office Products](#)
- [Bechtel](#)
- [BNSF Railway](#)
- [Carvana](#)
- [Catalyst Construction](#)
- [City of Hope](#)
- [Comcast Business](#)
- [Conceptually Social](#)
- [CoStar Group](#)
- [Cypress Office Properties](#)
- [EMD Electronics](#)
- [Globe Corporation](#)
- [Halff](#)
- [Hines](#)
- [Industrial Storage](#)
- [KTAR](#)
- [Macerich](#)
- [Marsh McLennan Agency](#)
- [Merit Partners](#)
- [Meta](#)
- [Midwestern University](#)
- [MSS Business](#)
- [Transformation Advisory](#)
- [National Bank of Arizona](#)
- [Nationwide Realty Investor](#)
- [Northrop Grumman](#)
- [Orion](#)
- [Prologis](#)
- [RED Development](#)
- [Sendero Consulting](#)
- [Storage Soluitons Inc. \(SSI\)](#)
- [Sunstate Equipment](#)
- [Company](#)
- [The Austin Company](#)
- [Trinity Capital Investments](#)
- [Umpqua Bank](#)
- [Union Pacific Railroad](#)
- [VanTrust Real Estate LLC](#)

Supporter Level

- [Air Products and Chemicals, Inc.](#)
- [Arizona Israel Technology](#)
- [Alliance](#)
- [Atmosphere Commercial](#)
- [Interiors](#)
- [Avison Young](#)
- [Avnet Inc.](#)

Amplify Our Story

Greater Phoenix's trajectory is
strengthened by your expertise.

Collaborate on shaping and telling
the story of the region's next
economic era.

