



Greater Phoenix
ECONOMIC COUNCIL

ACTION PLAN

FISCAL YEAR 2020



OUR MISSION:

Attract and grow quality
businesses & advocate
for Greater Phoenix's
competitiveness.

OUR VALUES:



**WE ARE AN INCLUSIVE,
DIVERSE FAMILY**



WE REMAIN ON THE EDGE



WE LEAD FROM THE FRONT



**WE ARE AGILE AND
ADAPT TO CHANGE**



WE ARE CHANGE AGENTS



WE ARE TENACIOUS



**WE PROMOTE
INTELLECTUAL CURIOSITY**



**WE ARE COMMITTED
TO SELFLESS SERVICE**

For each year of our three-year Strategic Plan, GPEC composes an Action Plan that articulates specific initiatives to prioritize in that year. Our fiscal year 2020 Action Plan builds on past successes and leaps forward to facilitate a next-generation, multidisciplinary approach that advances business attraction, competitiveness, branding and stakeholder engagement.

PAST SUCCESSES
STRATEGIC
PLAN
COMPETITIVENESS
BRANDING
NEXT-GENERATION
ADVANCES
BUSINESS
ATTRACTION
STAKEHOLDER
ENGAGEMENT
MULTIDISCIPLINARY
APPROACH
ACTION PLAN

GOAL #01

Elevate the brand identity to deepen our reach into targeted markets

In less than a decade, Greater Phoenix recovered to become a top five growth market in GDP and a leader in job creation. As a rapidly evolving market, the region is uniquely qualified to leapfrog traditional stages of economic growth and determine its own identity, unencumbered by the entrenched legacies that often impede modernization elsewhere. This year, GPEC will work cohesively with stakeholders to cultivate the local, national and global perception of Greater Phoenix as a welcoming, vibrant economy.

**TACTICS:**

- Launch a refreshed GPEC brand that manifests our vision to position Greater Phoenix as a metropolitan center of innovation
- Energize The Connected Place campaign by deploying digital tactics that promote the region as a hub of scalable tech-centricity
- Assess creative methods to involve companies, investments and talent outside the market

MILESTONES:

- Deployed new logo and brand guidelines across GPEC-owned digital channels and physical spaces
- Evaluated a dynamic online toolkit that enables investors and community members to better access data and content
- Completed a feasibility study of a new tech-centric event that would draw global and domestic tech talent and capital
- Increased traffic to GPEC's website and social media channels

STRATEGIC PLAN OBJECTIVES:

- ✓ Elevate the brand identity using new forms of media to deepen our reach into targeted markets
- ✓ Promote initiatives that reinforce the region as a place to test, launch and advance innovation
- ✓ Create an enhanced and efficient stakeholder engagement model

GOAL #02

Attract and grow businesses while cultivating new models that create and retain quality jobs in globally competitive sectors

GPEC will continue to serve as a beacon of resources for base industries that identify our region as a potential location of choice. These industries increasingly operate at the crossroads of primary and secondary markets as evidenced by the doubling of institutional investment into our companies over the past decade. As local market fundamentals mature, GPEC will seek relationships across a wider universe of decision-makers.

TACTICS:

- Amplify meaningful engagement with brokers and site selectors
- Maintain regional transparency in business attraction efforts with our stakeholders
- Identify select sectors in which Greater Phoenix *should* be uniquely positioned to lead the global curve
- Expand the soft-landing program to ease the market entry by international prospects
- Promote export resources for local small- and medium-sized companies
- Calibrate new funding mechanisms and connectivity with capital markets

MILESTONES:

- Surpassed contracted jobs created and prospects generated, including higher participation by companies within The Connected Place verticals
- Conducted a pre-determined volume of in-person meetings with key brokers, site selectors and other multipliers to share industry sector narratives
- Upgraded tools that provide transparency into the prospect pipeline for communities
- Completed a comprehensive analysis on targeted industry sectors
- Leveraged capital markets to drive partnerships in emerging technology

STRATEGIC PLAN OBJECTIVES:

- ✓ Expand tools and processes to create new top-line metrics that increase outcome-driven collaboration and coordination
- ✓ Promote initiatives that reinforce the region as a place to test, launch and advance innovation

GOAL #03

Drive organizational effectiveness in business development and regional competitiveness through data science, predictive analytics and value-added research

Better data informs better insights that produce better outcomes. GPEC will engineer a robust data science apparatus to serve member communities and other stakeholders with business intelligence resources.

TACTICS:

- Employ state-of-the-art analytical and automation platforms to systematize tailored recruitment efforts
- Assemble a central repository of information to empower knowledge-sharing
- Modernize statutory economic development programs to support current and future industries

MILESTONES:

- Generated higher conversion from lead to prospects, and prospects to locates
- Provided timely, accurate and actionable information to stakeholders
- Exhibited a map of the existing value and ancillary networks that benefit new locates
- Completed industry use cases and market intelligence reports
- Developed and advanced policy proposals urging modernization of the region's economic development toolkit

STRATEGIC PLAN OBJECTIVES:

- | | | |
|--|---|---|
| <input checked="" type="checkbox"/> Deepen internal expertise and upgrade research and analytic capabilities | <input checked="" type="checkbox"/> Expand tools and processes to create new top-line metrics that increase outcome-driven collaboration and coordination | <input checked="" type="checkbox"/> Utilize market and industry intelligence to drive economic diversification and resilience |
|--|---|---|

GOAL #04

Elevate engagement with stakeholders and foster strategic relationships

GPEC has had the privilege of serving Greater Phoenix as a dedicated steward for the past 30 years. Over the next year, we will actively integrate into our organization the communities and partners whose unfaltering commitment and unparalleled mentorship have, are, and will continue to guide our mission.

TACTICS:

- Host thoughtful, inspiring events that invite decision-makers and their teams from both public and private sectors
- Evangelize a regional brand through The Connected Place Council to drive new emerging tech strategies

MILESTONES:

- Doubled the number of Certified Ambassadors, who represent the highest level of measurable member engagement
- Activated The Connected Place Council to build champions of an intentional brand that drives advanced technology investment
- Increased stakeholder satisfaction based on annual survey results
- Lowered investor attrition
- Increased demonstrated knowledge of the GPEC mission and regional priorities by our communities and investors



STRATEGIC PLAN OBJECTIVES:

- ✓ Create an enhanced and efficient stakeholder engagement model
- ✓ Increase and diversify GPEC's financial resources in alignment with regional priorities



GOAL #05

Heighten awareness of and participation in topics addressing diversity, inclusion, sustainability and an equitable economy

If Greater Phoenix is to experience a resilient growth that withstands economic cycles, regional representatives must engage directly, continuously and honestly. GPEC will pursue two relevant strategies:

- Modern Economy Plan: engender community dialogue and incubate ideas for an inclusive growth reflective of both our region's ambitions and restrictions
- Community Partnership Program: present growth plans tailored to each community's individual economic assets

TACTICS:

- Measure market behavior and rationalize trends resulting from programs led by GPEC
- Deliver member-specific analyses on competitive positioning, land development and place-making
- Champion the efforts of peer organizations through analytical heft in infrastructure, transportation and education policies

MILESTONES:

- Completed the first phase of a dashboard to monitor programming, social performance and shared prosperity
- Supplied robust data and analytics to partners implementing programs at state and regional levels on P-20 education, workforce and infrastructure
- Assessed and designed strategies for current and future commerce corridors

STRATEGIC PLAN OBJECTIVES:

- ✓ 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

MODERN ECONOMY PLAN:

The Modern Economy Plan (MEP) is an initiative designed to advance the region's competitiveness and economic opportunity for all. MEP strengthens the drivers of a competitive economy: high-value added industries, workforce development and talent pipeline, innovation and entrepreneurship, and modern digital and physical infrastructure.

COMMUNITY PARTNERSHIP PROGRAM:

The Community Partnership Program (CPP) was created to further enhance each member community's support and engagement within GPEC. The program is designed to provide an opportunity for open dialogue between GPEC and each member community while aligning current strategies and efforts to create a more competitive region. The individual focus and strategy for the CPP adapts to reflect the advancing economic development landscape each year.

GOAL #06

Embed an organizational culture of operational discipline and relentless commitment to The GPEC Way

To deliver the 22 milestones identified above, GPEC must manage an internal portfolio of processes and behaviors – and only what can be measured can be managed. Accordingly, for the first time since inception, we will apply our externally reputed analytical rigor to our internal activity and build a center of economic development excellence.



TACTICS:

- Dissect current processes and identify appropriate measurements to set a baseline for future performance
- Standardize mechanisms of data collection and knowledge transfer
- Create a formal professional development plan
- Test creative initiatives while maintaining GPEC's position as a market leader
- Explore new areas of performance measurement with the intent of proposing updated top-line metrics in FY21

MILESTONES:

- Captured opportunities for organizational efficiencies
- Minimized latency in communication feedback loops
- Increased both managerial and functional expertise across all staff
- Authored a comparative study of leading Economic Development Organization (EDO) detailing best practices
- Been consistently ranked as one of the nation's top EDOs

STRATEGIC PLAN OBJECTIVES:

☑ Cultivate a world-class talent organization that exemplifies the GPEC Way

☑ Deepen internal expertise and upgrade research and analytic capabilities

| REVENUES | | | | | | | |
|-----------------------|------------------|-------------|------------------|-------------|------------------|----------------|------------|
| | FY 2019 FORECAST | % OF TOTAL | FY 2020 BUDGET | % OF TOTAL | FY 2019 BUDGET | \$ CHANGE | % CHANGE |
| Public Funds | 2,577,000 | 40% | 2,717,700 | 39% | 2,577,000 | 140,700 | 5% |
| Private Funds | 2,686,000 | 41% | 3,146,900 | 45% | 2,820,900 | 326,000 | 12% |
| New Pledge Revenue | 425,000 | 7% | 350,000 | 5% | 350,000 | - | 0% |
| In-kind Pledges | 78,000 | 1% | 253,500 | 4% | 118,500 | 135,000 | 114% |
| Events & Programs | 215,000 | 3% | 150,000 | 2% | 200,000 | (50,000) | -25% |
| Sponsorships | 70,000 | 1% | 55,000 | 1% | - | 55,000 | - |
| Grant Income | 425,000 | 7% | 324,600 | 5% | 182,800 | 141,800 | 78% |
| Other | 1,400 | 0% | 1,300 | 0% | 1,300 | - | 0% |
| TOTAL REVENUES | 6,477,400 | 100% | 6,999,000 | 100% | 6,250,500 | 748,500 | 12% |

| OPERATING EXPENDITURES | | | | | | | |
|---|------------------|------------|------------------|------------|------------------|----------------|-----------|
| Business Development | 487,000 | 7% | 449,600 | 6% | 395,300 | 54,300 | 14% |
| Marketing & Communications | 526,800 | 8% | 492,000 | 7% | 536,000 | (44,000) | -8% |
| Research (Formerly Research & Strategy) | 209,400 | 3% | 249,300 | 3% | 225,000 | 24,300 | 11% |
| Engagement | 118,000 | 2% | 152,500 | 2% | 120,300 | 32,200 | 27% |
| Strategy & Regional Initiatives (Formerly Other Initiatives) | 99,000 | 1% | 362,900 | 5% | 80,400 | 282,500 | 351% |
| Administration/Operations | 480,500 | 7% | 552,200 | 7% | 444,200 | 108,000 | 24% |
| Personnel | 3,831,400 | 57% | 3,828,500 | 51% | 3,781,500 | 47,000 | 1% |
| Facilities | 695,000 | 10% | 737,000 | 10% | 728,500 | 8,500 | 1% |
| Events & Programs | 257,000 | 4% | 160,000 | 2% | 280,000 | (120,000) | -43% |
| TOTAL OPERATING EXPENDITURES | 6,704,100 | 99% | 6,984,000 | 94% | 6,591,200 | 392,800 | 6% |

| NON-OPERATING EXPENDITURES | | | | | | | |
|--------------------------------------|------------------|-------------|------------------|-------------|------------------|-----------------|------------|
| Grant Expenses | 50,000 | 1% | 470,000 | 6% | 50,000 | 420,000 | 840% |
| TOTAL EXPENSES | 6,754,100 | 100% | 7,454,000 | 100% | 6,641,200 | 812,800 | 12% |
| NET GAIN (LOSS) | (276,700) | | (455,000) | | (390,700) | 812,800 | |
| Less: Capital Expenditures | | | (45,000) | | (40,000) | (5,000) | |
| Amortization of Deferred Rent | (86,000) | | (86,000) | | (86,000) | - | |
| Add: Depreciation | 373,000 | | 374,500 | | 372,900 | 1,600 | |
| Add: Allowance for Doubtful Accounts | - | | - | | 25,000 | (25,000) | |
| Changes from Operating Activities | 5,000 | | - | | 1,100 | (1,100) | |
| Net Cash Flows | 15,300 | | (211,500) | | (117,700) | (93,800) | |
| Beginning Cash | 2,572,200 | | 2,587,500 | | 2,572,200 | 15,300 | |
| ENDING CASH | 2,587,500 | | 2,376,000 | | 2,454,500 | (78,500) | |

FY20 PROPOSED

| | CONTRACT | TARGET | STRETCH |
|-----------------------------------|----------|----------|----------|
| Payroll (in Millions) | \$389.65 | \$428.62 | \$492.91 |
| Jobs | 7,620 | 8,381 | 9,639 |
| High Wage Jobs | 3,343 | 3,677 | 4,228 |
| Average High Wage Salary | \$58,180 | \$64,644 | \$71,108 |
| Qualified Prospects | 229 | 252 | 277 |
| Qualified International Prospects | 38 | 42 | 46 |
| GPEC Assists | 10 | 12 | 14 |

CHAIRMAN'S COUNCIL



CORPORATE COUNCIL



EXECUTIVE COUNCIL



DIRECTORS' COUNCIL

- Alliance Bank of Arizona
- American Airlines
- Arizona Cardinals
- Arizona Coyotes
- Arizona Diamondbacks
- Bank of America
- Banner Health
- BBVA Compass
- Cancer Treatment Centers of America
- CBRE
- CenturyLink
- Chicanos Por La Causa
- Cousins Properties
- Cypress Office Properties
- Desert Financial Credit Union
- Dignity Health
- DMB Associates
- Empire Southwest
- Ernst & Young
- Freeport McMoRan Inc.
- Goodmans Interior Structures
- Goodwill of Central Arizona
- Grand Canyon University
- Intel Corporation
- Kitchell
- Layton Construction
- Lucid Agency
- Maracay Homes
- Mayo Clinic
- M Culinary
- MidFirst Bank
- Mortenson
- Mutual of Omaha Bank
- Northern Trust
- Oaktree Capital Management
- On Q Financial
- Perkins Coie LLP
- Phoenix Suns
- Pivotal Group
- Polsinelli PC
- Quarles & Brady
- Republic Media
- Sherman & Howard
- Snell & Wilmer
- Squire Patton Boggs
- University of Phoenix
- Valley Metro

LEADERSHIP COUNCIL

- | | | | |
|-------------------------------------|----------------------------------|-------------------------------|------------------------------------|
| · Aerotek | · Cushman & Wakefield | · Holualoa Companies | · Skanska USA Building |
| · Aetna | · Davis Architecture | · Honeywell | · SmithGroup |
| · Archicon L.C. Architecture | · Deloitte | · IMEG Corp | · Southwest Airlines |
| · Benchmark Electronics, Inc. | · Deutsch Architecture Group | · JLL | · Southwest Gas Corporation |
| · Blue Cross Blue Shield of Arizona | · DP Electric | · Knight-Swift Transportation | · Spencer Fane LLP |
| · Brookfield Residential | · DPR Construction | · Lee & Associates | · Sunbelt Holdings |
| · Bryan Cave Leighton Paisner LLP | · El Dorado Holdings | · LGE Design Build | · The Plaza Companies |
| · BRYCON Construction | · EmployBridge | · Meritage Homes | · Transwestern Commercial Services |
| · Caliber Companies | · Equality Health | · MST Solutions | · Tratt Properties |
| · Celgene Corporation | · FacilitySource | · Nationwide Realty Investors | · Tuft & Needle |
| · Colliers International | · Fenix Development | · NewmarkKnight Frank | · University of Arizona |
| · Corgan | · Fidelity National Title Agency | · Okland Construction | · USAA |
| · Cresa | · Gammage & Burnham | · Opus Development Company | · Van Trust Real Estate LLC |
| · Crescent CrownDistributing | · Grant Thornton | · Phoenix Children's Hospital | · ViaWest Group |
| · Crown Realty & Development | · GreenLoop Solutions | · Renaissance Companies | · Weitz Company |
| | · hardison/downey construction | · Saint Holdings | · Wespac Construction |
| | · Hensley | · Savills Studley | · Willmeng Construction |
| | · Hines | | · Wist Office Products |

AMBASSADOR

- | | | | |
|-----------------------------------|--|-------------------------|----------------------------------|
| · ADP | · AvenueWest Phoenix Corporate Housing | · KTAR | · RED Development |
| · Air Products and Chemicals | · Avnet | · Landmark Companies | · Rose Law Group PC |
| · Arizona Community Foundation | · BNSF | · Lovitt & Touché | · Ryan Companies |
| · Arizona Office Technologies | · CoStar Group | · Macerich | · St. Clair Technologies |
| · Atmosphere Commercial Interiors | · Growe Talent | · Merit Partners | · Sunstate Equipment Company |
| | · Industrial Storage | · Midwestern University | · Union Pacific Railroad Company |
| | · IRIS USA | · MSS | · UPS |
| | · Jokake Construction | · Ottawa University | |
| | | · Prologis | |

MEMBER COMMUNITIES

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



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