

Attachment A - FY 2026 GPEC Action Plan



GREATER PHOENIX ECONOMIC COUNCIL

Action Plan

FISCAL YEAR 2026

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.

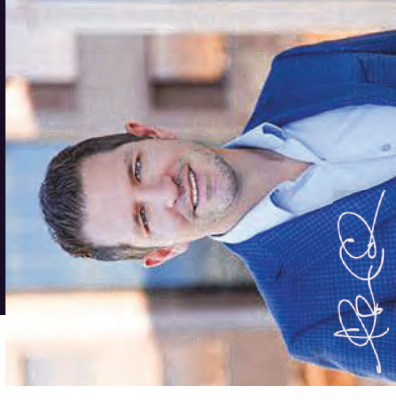
As global supply chains realign and companies seek stability, speed to market and talent, Greater Phoenix is positioned as the premier choice. Through increased international

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.

“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.



Chris Camacho
President & CEO



Our Mission

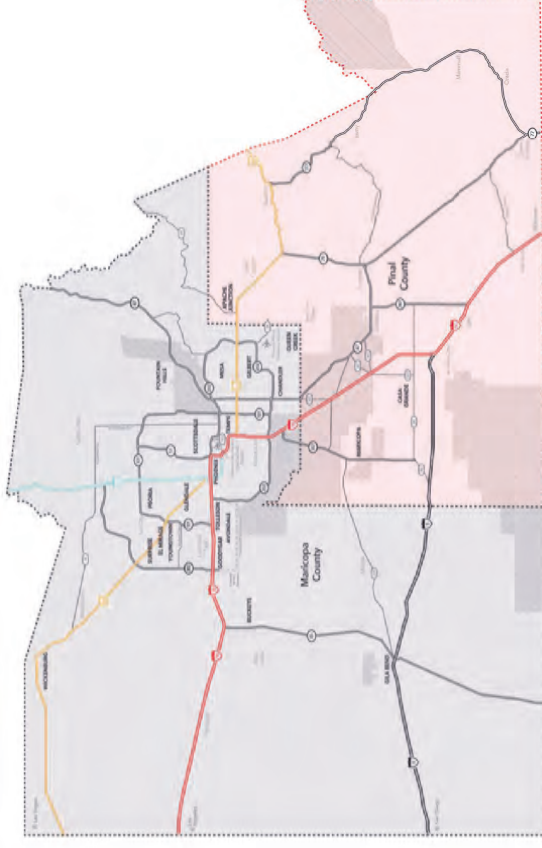
To attract and grow quality businesses, and advocate for Greater Phoenix's competitiveness.

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

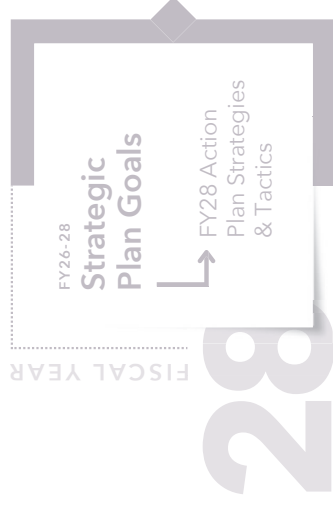
Build an internationally recognizable regional brand as a market uniquely positioned for high-impact industries and growth driven by innovation.

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.

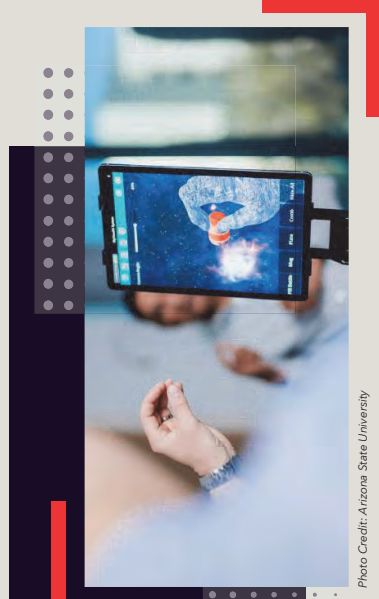
Tactics:

- 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.



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 Cullinax
Mayo Clinic

MidFirst Bank

Mortenson

MSC Mediterranean

Shipping Company (USA)

Inc.

Olsson

onsent

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

Hollualoa Companies

Howard Hughes

Corporation

Immedia

JLL

Kemper

Land Advisors Organization

Langan Engineering and

Environmental Services

Lee & Associates

Lincoln Property Company

Mack Real Estate Group

Mastek

Meritage Homes

Multistudio

NAI Horizon

Oakland Construction

OneAZ Credit Union

Opus Development

Company

Page

Partners Personnel

Pathward

Phoenix Children's Hospital

Phoenix Raceway

Professional Piping Systems

Pursflow 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

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

Supporter Level

Air Products and Chemicals,

Inc.

Arizona Israel Technology

Alliance

Atmosphere Commercial

Interiors

Avison Young

Avnet Inc.

Bechtel

BNSF Railway

Carvana

Catalyst Construction

City of Hope

Comcast Business

Conceptually Social

CoStar Group

Cypress Office Properties

FMD Electronics

Globe Corporation

Half

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 Solutions Inc. (SSI)

Sunstate Equipment

Company

The Austin Company

Trinity Capital Investments

Uniqua Bank

Union Pacific Railroad

VanTrust Real Estate LLC



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.

