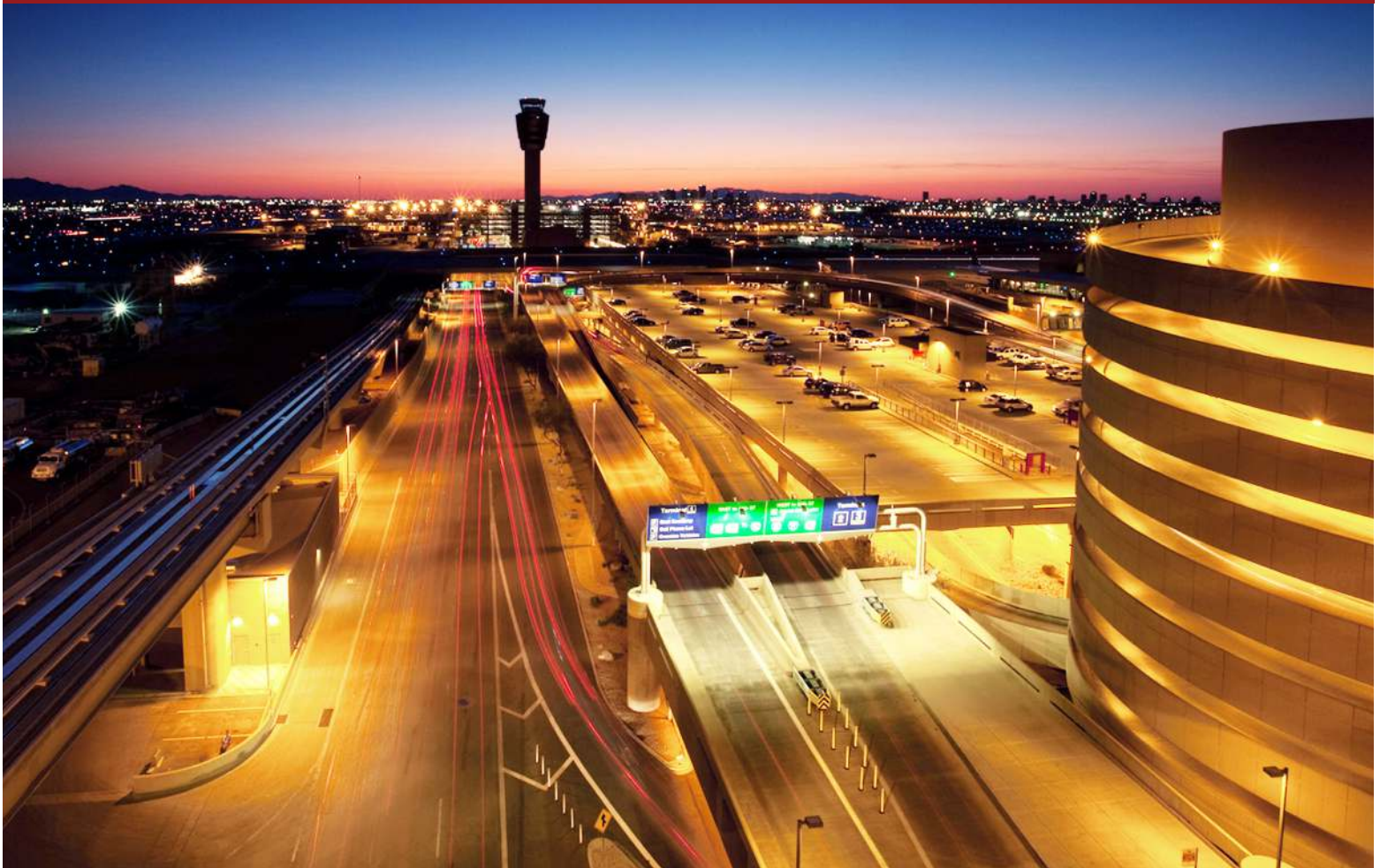




**GREATER PHOENIX**  
CHAMBER OF COMMERCE™

EST. 1888



**PHOENIX FORWARD »»**

strengthening the road to prosperity



**Todd Sanders**

President & CEO  
Greater Phoenix Chamber of Commerce

"The Greater Phoenix Chamber of Commerce is proud to launch the Phoenix Forward initiative to expand upon its existing economic development portfolio. In collaboration with the City of Phoenix, the Arizona Commerce Authority and Maricopa County, the Chamber will connect with and support local businesses in key industries poised to grow and expand. This initiative will bring the resources of our partnership to the front doors of businesses in targeted industries. Together, we will remove barriers to success, enabling these businesses to continue to grow, expand and create new jobs. We look forward to this important new role and value your partnership in facilitating the growth and sustainability of our economy."

# CAMPAIGN COMMITTEE CHAIRS



**Phil Francis**

Chairman & CEO  
PetSmart (Retired)

"The Phoenix Forward initiative has garnered the support of community and business leaders who are leading this effort. This collaborative effort and targeted focus will further cultivate a dynamic ecosystem in which businesses can thrive and boost Arizona's image as a business-friendly state."



**J. Doug Pruitt**

Chairman & CEO  
Sundt Companies (Retired)

"Arizona is an entrepreneurial state and a hub of innovation and groundbreaking activity. We have an opportunity to foster our existing companies' growth and prosperity and there is no better organization to engage in this activity than the Greater Phoenix Chamber of Commerce. This collaborative partnership will enhance the current services offered by the Arizona Commerce Authority and the City of Phoenix while strengthening targeted growth sectors."

# CHAMBER LEADERSHIP



Immediate Past  
Chairman  
**Peter Hayes**  
SRP



Chairman  
**Ed Munson**  
KPHO CBS 5 and  
3 TV KTVK



Incoming  
Chairman  
**Ken McMahon**  
CenturyLink

# PHOENIX FORWARD » CAMPAIGN COMMITTEE



**Reginald M. Ballantyne III,**  
FACHE

Senior Strategic Advisor  
Tenet Healthcare Corporation



**Richard Boals**

President & CEO  
Blue Cross Blue Shield of Arizona



**Mark B. Bonsall**

General Manager and  
Chief Executive Officer  
Salt River Project



**David Bruno**

Vice Chairman & Managing Partner  
DHR International



**Pamela Conboy**

Regional President, Arizona  
Wells Fargo Bank, NA



**Dr. Rufus Glasper**

Chancellor  
Maricopa Community Colleges



**Derrick Hall**

President & CEO  
Arizona Diamondbacks



**Rick Jones**

Executive Vice President &  
Chief Operating Officer  
CopperPoint Mutual Insurance Company



**Ken McMahon**

VP & General Manager of Phoenix  
CenturyLink



**Ed Munson**

VP & General Manager  
KPHO CBS 5 and 3 TV KTVK



**Brian Swartz**

Chief Financial Officer  
Apollo Education Group



**Merl Waschler**

President & CEO  
Valley of the Sun United Way



**Sandra Watson**

President & CEO  
Arizona Commerce Authority

# BACKGROUND

The Greater Phoenix Chamber of Commerce (GPCC) engaged the services of the economic development consulting teams TIP Strategies and Convergent Nonprofit Solutions last year to guide the Chamber in creating a sustainable economic development strategic plan. With extensive stakeholder input, they developed a draft plan with the goal of identifying area(s) where the GPCC can maximize its strengths and add foundational value to the region's economic development efforts.

The consultants vetted this plan in the fall of 2013 with 54 business leaders to determine feasibility of the draft plan's three areas of focus:

1. **Building industry strength through dynamic business retention and expansion services to regional businesses**
2. Building human capital by serving as a voice for the community in aligning training programs
3. Identifying and recommending transformative regional catalyst projects for the region



## IN YOUR WORDS

Throughout the interview process, the consultants obtained quotes which you will see throughout this booklet. The authors were not disclosed.

"... but the work (economic development) must be complementary and build on what is being done already."

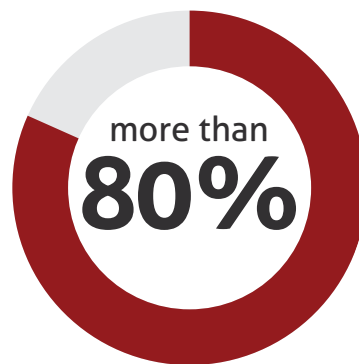
"We need to do something. We need higher paying jobs. We have a lot of work to do."

"This work (cluster focus) could have impact."

"We now have an ecosystem of entrepreneurs. We are becoming a known market for energy and technology."

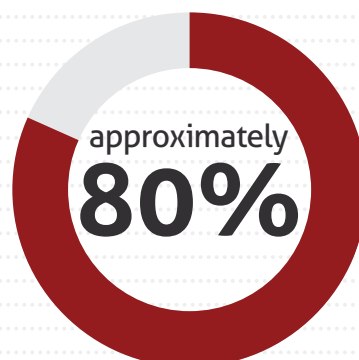
"We do have a good higher education network and core capabilities in high tech industries."

## BUSINESS RETENTION AND EXPANSION

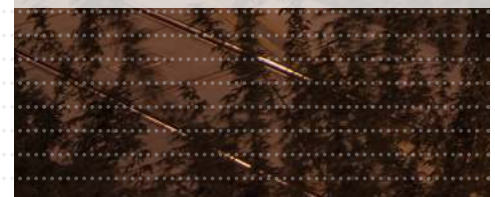


More than 80 percent of those interviewed believe the GPCC's role in economic development is to deliver dynamic business retention and expansion services to build industry strength for the region. Based on the feedback obtained during these interviews, the GPCC Board chose to focus efforts on industry strength clusters through the business retention and expansion programs.

## JOB GROWTH



Approximately 80 percent of new jobs come from the expansion of existing companies within the community.





The GPCC's response is a strategic economic development initiative driven by the business community — **PHOENIX FORWARD** » *strengthening the road to prosperity.*

Your leadership in this initiative will foster a business environment that cultivates growth, innovation and success for businesses in the region.

*Photo courtesy of Sundt Construction*

# CURRENT STRENGTH BY THE NUMBERS

#1

In 2013 — *Forbes* named Arizona #1 for **growth prospects and projected job growth**

#1

Fast Company ranks Arizona #1 for **entrepreneurial activity**

#1

In 2013 — Association for Corporate Growth ranked Arizona #1 in **private capital investing activity** in the Southwest over last decade attracting \$24.1 billion across 578 deals

#2

CNBC ranks Arizona #2 for **workforce quality and availability**

#5

Fortune ranks Phoenix as the 5th **fastest growing tech market**

\$250  
BILLION

\$250 billion in **economic output** — Martin Prosperity Institute ranks Phoenix-Tucson mega-region in top 50 largest world economies, slightly less than Hong Kong



40 **Federal research and technology grants** were awarded to companies in the region, totaling more than \$11 million in 2013 and more than \$142 million in the last 10 years.

#14

Arizona ranked as the 14th **most innovative state** in the nation, based on these factors\*

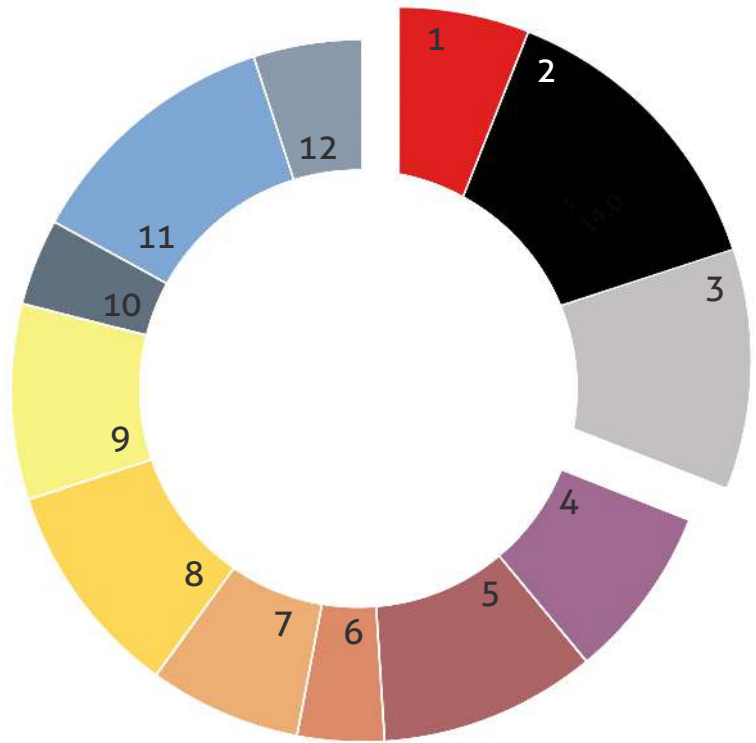
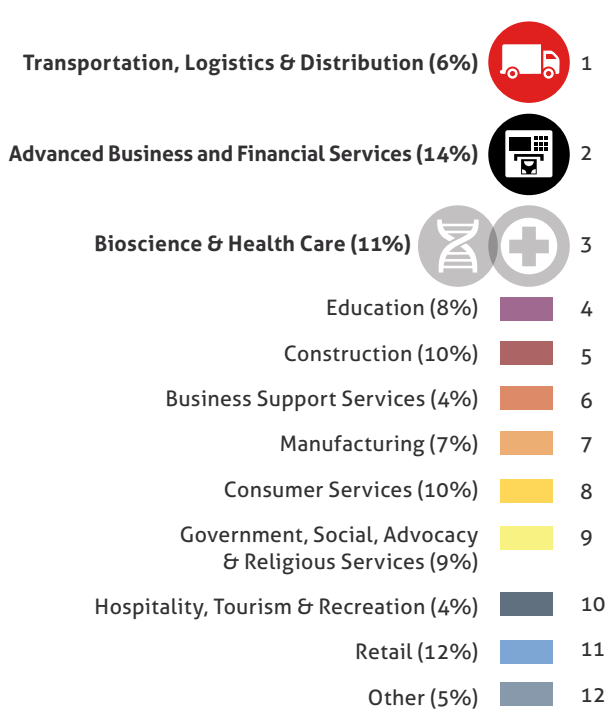
- STEM professionals as % of state population **1.89%**
- Science & tech degree holders as % of state population **6.54%**
- Utility patents granted as % of U.S. total **1.83%**
- State government R&D spending as % of U.S. total **1.33%**
- Gross state product per employed person **\$81,915**
- Three-year change in productivity **3.04%**
- Public tech companies as % of all public companies based in the state **26.36%**

\* Sources: Bloomberg, Bureau of Economic Analysis, Bureau of Labor Statistics, National Science Foundation, U.S. Census, U.S. Patent and Trademark Office AS OF: November 18, 2013



# DIVERSE ECONOMY

## INDUSTRY SECTOR % OF TOTAL JOBS IN MARICOPA COUNTY



Data Source: Maricopa Association of Governments



Photo courtesy of Sundt Construction

# STRATEGIC GROWTH OPPORTUNITY

The mission of the GPCC is to pursue and promote a free market, thriving community and economic prosperity for all GPCC members through advocacy, programs, events and services.

Although the GPCC's mission has remained relatively constant, the way it delivers on this mission has changed throughout the years. Today, it is paramount to stay relevant in the current economic environment, increase the region's competitive edge and focus on strategies to strengthen the community's vital assets, its existing businesses.



**Chamber in the State of Arizona**  
*Phoenix Business Journal Book of Lists*

2,500 members • over 125 years of business • 84% membership retention

## IN YOUR WORDS

"They're good on big policy issues and a champion for small to medium sized businesses."

"They've been great when it comes to legislative issues and public affairs, the best in Phoenix. Great at communication opportunities, risks and rewards of policy change to legislators and the business community."

"Their event got us exposure to a wide range of industry segments we would have never had."

"They do great VIP networking events, and I am impressed with their Economic Forum and CEO Roundtable."

### Advocacy

The GPCC has been a leading force on city and state policy issues including:

- City of Phoenix pension reform
- Immigration reform
- K-12 education standards
- Higher education
- Medicaid restoration
- Tax reform
- Unemployment insurance reform
- Workers' compensation reform

### Economic Development

A robust business retention and expansion initiative designed, developed and driven by the business community to facilitate the growth and sustainability of our economy.

### Events and Programs

#### Signature Events

- ATHENA Awards
- Economic Outlook
- IMPACT Awards
- Mayor's State of the City Address

#### Topical Presentations

- Annual Health Care Summit
- Premier Leadership Series with Esther George of the Federal Reserve Bank of Kansas City
- Special Engagements with Secretary Sebelius of the Department of Health and Human Services

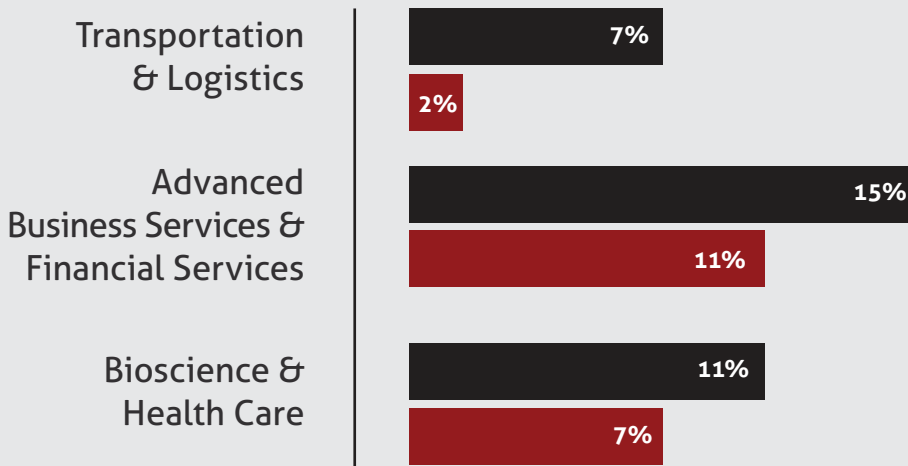
#### Networking and Professional Development Programs

- CEO Roundtable
- Power Connect Lunch
- Professional Women's Alliance
- Valley Young Professionals

The GPCC will build upon existing knowledge, skills and membership experts to offer a more robust economic development program.

## Maricopa County vs. GPCC Member Businesses

Maricopa County  GPCC Member Businesses



**Overall** — Bioscience & Health Care, Transportation & Logistics and Advanced Business and Financial Services represent **20 percent** of the GPCC membership compared to **33 percent** for Maricopa County.

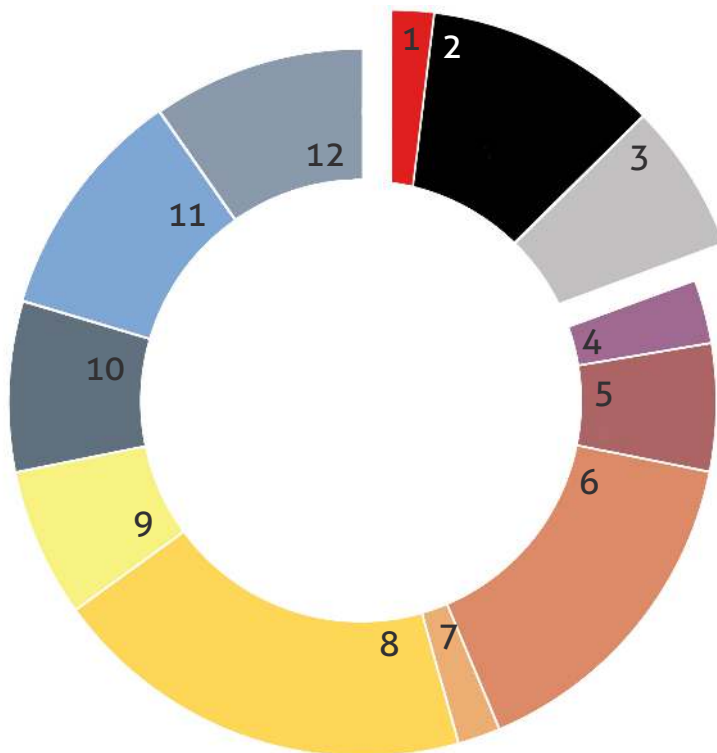
**Ed Munson**

KPHO CBS 5 and  
3 TV KTVK



“Phoenix Forward is a collaborative, strategic approach to economic development. This focused approach, particularly in business expansion and retention is essential to ensure our existing businesses thrive and prosper and I can’t think of a better organization to lead this effort.”

## % OF GPCC BUSINESSES BY INDUSTRY SECTOR



- 1 Transportation, Logistics & Distribution (2%)
- 2 Advanced Business and Financial Services (11%)
- 3 Bioscience & Health Care (7%)
- 4 Education (3%)
- 5 Construction (6%)
- 6 Business Support Services (16%)
- 7 Manufacturing (2%)
- 8 Consumer Services (20%)
- 9 Government, Social, Advocacy & Religious Services (7%)
- 10 Hospitality, Tourism & Recreation (8%)
- 11 Retail (11%)
- 12 Other (7%)

# ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN

## 1

### **Industry Leadership Councils – Transportation & Logistics, Advanced Business and Financial Services, Bioscience & Health Care**

- Form Industry Leadership Councils led by co-chairs in their respective industries
- Facilitate knowledge-sharing for the mutual benefit of the targeted industry businesses to compete more effectively both nationally and internationally
- Act on intelligence gained through business outreach efforts
- Host events and programs related to industry specific hot issues
- Maximize opportunities and strengthen the business community fabric of the region

## 2

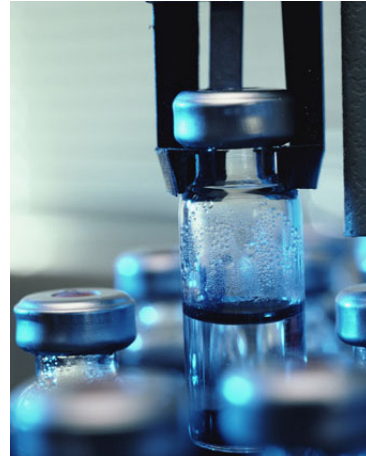
### **Business Outreach for Retention & Expansion**

- Implement an aggressive outreach program focused on visiting and developing comprehensive relationships with 50 existing businesses annually within the targeted industry sectors
- Utilize dedicated staff to gather company and industry intelligence to track data and trends
- Cultivate relationships with individual companies in industry sectors
- Connect companies with business strengthening resources
- Foster company engagement in the region

## 3

### **Industry Intelligence**

- Gather and monitor regional economic intelligence on target industries
- Analyze industry trends
- Research and report on issues affecting regional prosperity
- Report on key economic indicators
- Serve as industry intelligence resource for contributors and the region
- Maintain database of outcomes from business outreach visits and Industry Leadership Council activities
- Produce quarterly briefs and annual reports on initiative metrics



# 4

## Regional Image Building

- Enhance relations with regional and national media outlets to generate greater positive exposure for the region and its businesses
- Promote industry sectors by mining businesses for unique stories to be published in key media outlets
- Create buzzworthy stories that highlight the success of the region’s businesses and ecosystem such as industry sector trends, business innovation and upcoming expansions
- Tell our story — Get people talking about Phoenix successes

# 5

## Policy and Advocacy

- Advocate at all government levels on behalf of industry sectors
- Lead on key policy and regulatory challenges and opportunities

# 6

## Investor Engagement – *Phoenix Forward* will keep our contributors informed and engaged

- Create an oversight committee of top contributors
- Report progress quarterly
- Annually review the strategic initiative
- Adjust *Phoenix Forward* strategies based on feedback and analysis annually
- Produce annual report on performance metrics
- Invite major contributors to media briefs, announcements and other special events

Goal: \$1.5 million — 2015 – 2017 | Proposed Annual Budget: \$500,000

# PARTNERS



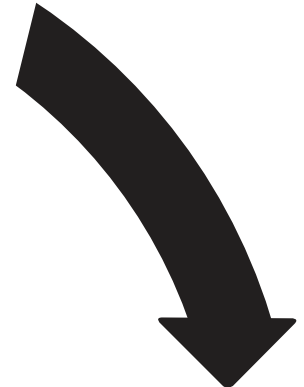
**GREATER PHOENIX**  
CHAMBER OF COMMERCE™

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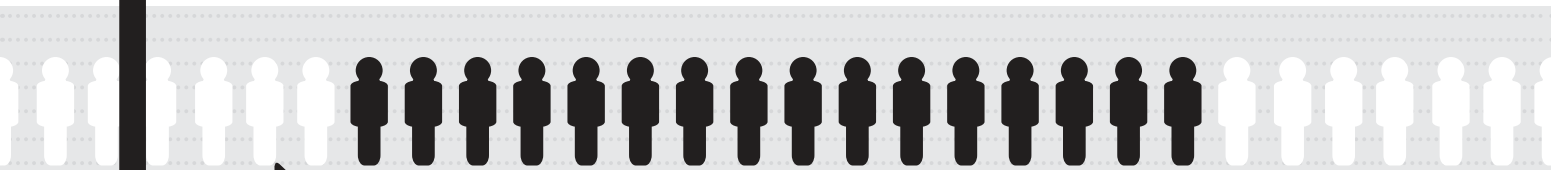
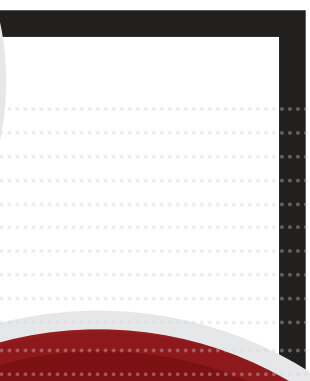
ARIZONA  
COMMERCE  
AUTHORITY

- Dedicated BRE teams
- Coordinated business visits
- Standardized information collection and exchange
- Shared business intelligence
- Enhanced marketing services
- Coordinated media efforts

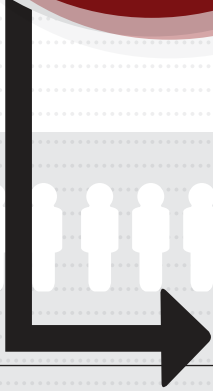


**City of Phoenix**





more jobs



more money stays here



increase in pay and business growth



**TRANSPORTATION  
& LOGISTICS**



**ADVANCED BUSINESS  
& FINANCIAL SERVICES**



**BIOSCIENCE**



**HEALTH CARE**



# TRANSPORTATION & LOGISTICS

The Phoenix region is the transportation and logistics hub of the Southwest with convenient access to the busy southern California markets and international trade with Mexico and Canada. Our infrastructure provides access via air, rail and truck.

## THE NUMBERS

- Approximately **2,910 Transportation & Logistics companies** in the region employ more than **97,000 employees**.
- Ground transportation includes more than **267 miles** of freeways, **20 miles** of light rail service, a bus system that serves **70 million passengers** each year, and **2 Class I railroads**.
- Our air transportation network has a direct annual economic impact of more than **\$30 billion**.
- Phoenix Sky Harbor International Airport serves **40 million passengers** annually with a direct annual **economic impact of \$28.7 billion** and employs more than **43,000 people**.
- Phoenix-Mesa Gateway Airport serves more than **1.45 million passengers** annually with a direct **economic impact of \$767 million** and employs more than **2,000 people**.
- Air cargo transports **328,500 tons** annually.
- More than **11 national companies** have major logistical centers in the region

## STRATEGIC LOCATION

**The Southwest region (Phoenix, Tucson, Los Angeles, San Diego, Houston and Dallas) ranks as the 10th largest economy in the world based on its Gross Domestic Product.** Phoenix is at the epicenter of this region, making it a prime location, ranking 11th in the nation for logistics jobs.



**Zoe Richmond**  
Union Pacific Railroad



**"A robust economy benefits from robust multi-modal transportation options. Ongoing advocacy and investment in air cargo, roads and rail will open the door to new economic opportunities."**





# ADVANCED BUSINESS & FINANCIAL SERVICES

**Pamela Conboy**  
Wells Fargo Bank, NA



*"Phoenix Forward promises to bring an even stronger focus on business growth and investment in our communities throughout the Valley and the state. This collaborative initiative and focus will help existing and new businesses coming to our great state build and establish long-term connections to the Arizona community."*

## THE NUMBERS

- There are **7,100 Advanced Business Service companies** in the Phoenix region.
- These companies employ more than **210,600 people**.



**PHOENIX RANKS 21st** in the U.S. out of **351 markets** for share of total Gross Metro Product (26% of Phoenix GMP)

**OUT OF 351 U.S. MARKETS**

### National Banks with More than 10,000 Local Employees

- Bank of America
- JP Morgan Chase
- Wells Fargo

### Robust Community Banks

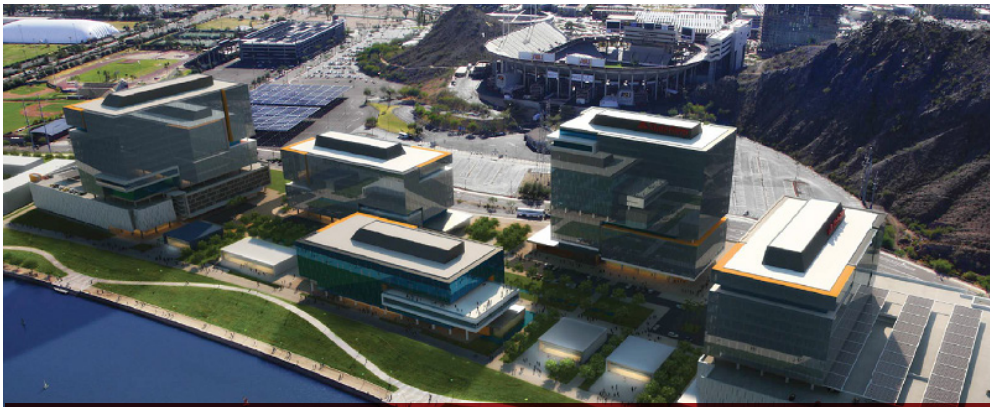
- Alliance Bank
- Banker's Trust
- Bank of Arizona
- National Bank of Arizona
- UMB Bank

### Growth in the Insurance Sector

State Farm – Building a **2 million-square-foot campus** with plans to employ more than **6,000 people**

MassMutual – Opened a **60,000-square-foot** facility in Phoenix with plans to employ **400 people**

USAA – Expanded their campus, adding **1,000 jobs**



**State Farm's 2 million-square-foot campus — with plans to employ over 6,000 people.**



# BIOSCIENCE

## THE NUMBERS

- The bioscience industry has a **\$36 billion annual economic impact** on Arizona
- Arizona is home to more than **1,380 innovative bioscience companies**
- Employs more than **106,500 people**
- Average wage is **\$62,775**

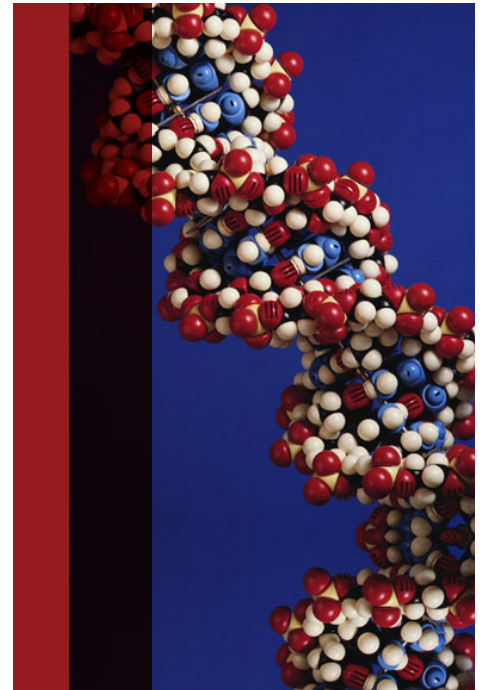
### Phoenix Biomedical Campus

» **2013** economic impact

**\$1.26** billion

» **2025 estimated** economic impact

**\$3.1** billion



## Arizona has quickly become known as a top-emerging bioscience state.

### Job Growth



### Company Growth



With a well-defined growth strategy, Arizona is positioned for additional highly skilled, high-wage jobs that will lead the state into the next century.

The bioscience industry is one of the most innovative, dynamic, impactful and vital drivers of the Greater Phoenix region's economy.

The state's bioscience sector is concentrated in a corridor from Tucson to Phoenix and Flagstaff, including all three state universities, hospitals and the Translational Genomics Research Institute (TGen). It competes with other bioscience hubs in San Diego, Seattle, Maryland, the Research Triangle in North Carolina and as far away as Singapore.

### ARIZONA STATE UNIVERSITY'S BIODESIGN INSTITUTE

**\$58** MILLION

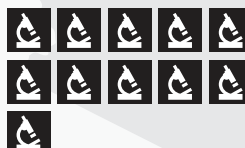
Awarded more than **\$58 million** for research in fiscal year 2013

**200+**

200+ active research projects

**11**

11 research centers



**350** THOUSAND

350,000 square feet for research

**Dr. Edgar Staren**  
Advanced Individual  
Medicine, LLC



“Arizona is well known for our health care and bioscience sectors with cutting edge hospitals and world-renowned doctors and researchers. A well-defined growth strategy will position our state for additional highly skilled, high-wage jobs that will lead Arizona into the next century.”



## THE NUMBERS

- Region is home to more than **4,500 health care companies**
- Employs approximately **142,000 people**
- Region is ranked **14th in the nation** for health care jobs
- **ranks 2nd** in availability of a skilled health care workforce
- Arizona’s hospital community alone **employs more than 80,000 people** and **contributes \$11.5 billion** to the gross state product

**» Medical Tourism** is a booming new industry with an expected market size of \$100 billion globally with a growth rate of 20-30%.

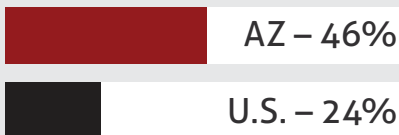
According to *U.S. News & World Report*, 14 of our hospitals were **ranked with high-performing specialties in 2012 – 2013**. Of these, four have one or more nationally ranked specialties.

Along with population growth in Phoenix has come an increased demand for health care services; meeting this need, the Phoenix medical community has become a major industry in the metropolitan area.

There are **42 licensed hospitals**, providing in excess of **8,000 beds**, serving the Phoenix metropolitan area.

### Job Growth


Since 1990, Arizona hospital employment growth has significantly outpaced the annual employment growth of hospitals nationally. During that time, **Arizona hospital employment soared 46 percent**, while nationwide, hospital employment increased 24 percent.



Now more than 2,000 physicians, dentists, psychiatrists, chiropractors, osteopaths, and ophthalmologists attend to health care needs.

### THE UNIVERSITY OF ARIZONA COLLEGE OF MEDICINE

– Phoenix/Health Sciences

- **UA Colleges on Campus**
  - Medicine – Phoenix
  - Public Health
  - Nursing
  - Pharmacy
- **Annual Economic Impact**  
**\$961 million**  
*equivalent of two Super Bowls* 
- **Employment Growth**  
**7,185 jobs**
- **Taxes Generated**  
**\$44 million**

# PHOENIX FORWARD » INVESTORS

## FOUNDERS

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## CHAMPIONS

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## TRUSTEES

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## PATRONS

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Bank of Arizona  
Delta Dental of AZ  
Dignity Healthcare  
DMB  
Freeport-McMoRan  
Flinn Foundation  
HonorHealth  
JPMorgan Chase  
KPHO CBS 5

Mercy Care Plan  
PetSmart  
Snell & Wilmer  
Southwest Gas  
St. Luke's Health Initiatives  
Sunstate Equipment Co.  
The Weitz Company  
Wells Fargo Bank

## LEADERS

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Alliance Bank  
Arrowhead Hospital  
Merchants Information Solutions  
Polsinelli  
Quarles and Brady, LLP  
Republic Media  
Sunbelt Holdings  
Sundt



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