

**AGREEMENT BETWEEN
THE GREATER PHOENIX ECONOMIC COUNCIL
AND THE TOWN OF FOUNTAIN HILLS
Town Contract No. C2017-033**

The Town Council of the TOWN OF FOUNTAIN HILLS, a municipal corporation (the "Town"), has approved participation in and support of the regional economic development program of the GREATER PHOENIX ECONOMIC COUNCIL ("GPEC"), an Arizona non-profit corporation. The purpose of this agreement ("Agreement") is to set forth the regional economic development program that GPEC agrees to undertake, the support that the Town agrees to provide, the respective roles of GPEC and the Town and the payments of the Town to GPEC for the fiscal year July 1, 2016 - June 30, 2017 ("FY2017").

NOW, THEREFORE, in consideration of the mutual promises contained herein, the TOWN and GPEC agree as follows:

I. RESPONSIBILITIES OF GPEC

A. MISSION: GPEC works to attract quality businesses to the Greater Phoenix Region from around the world, and advocate and champion foundational effects to improve the region's competitiveness.

B. GOALS: GPEC is guided by and strategically focused on two specific long-range goals:

1. Marketing the region to generate qualified business/industry prospects in targeted economic clusters
2. Leveraging public and private allies and resources to locate qualified prospects, improve overall competitiveness, and sustain organizational vitality

C. RETENTION AND EXPANSION POLICY:

1. GPEC's primary role is developing the Greater Phoenix region's market intelligence strategy for high wage, base industry clusters in coordination with representatives of GPEC member communities.
2. Retention and expansion of existing businesses within GPEC member communities is primarily a local issue.
3. GPEC will support its member communities' efforts to retain and expand existing businesses through coordinating regional support and providing research on key retention and expansion projects.
4. GPEC will advise its member communities when an existing company contacts GPEC regarding a retention or expansion issue, subject to any legal or contractual non-disclosure obligations.

D. ACTION PLAN AND BUDGET: In accordance with the Mission, Goals and Retention and Expansion Policy set forth above and subject to the availability of adequate funding; GPEC shall implement the Action Plan and Budget adopted by GPEC's Board of Directors, a copy of which has been delivered to the Town, receipt of which is hereby acknowledged. A summary of the Action Plan is attached hereto as **Exhibit A** ("GPEC Action Plan"). The Town shall be informed of any changes in the adopted GPEC Action Plan which will materially affect or alter the priorities established therein. Such notification will be in writing and will be made prior to implementation of such changes.

Notwithstanding the foregoing, the Town acknowledges and agrees that GPEC may, in its reasonable judgment in accordance with its own practices and procedures, substitute, change, reschedule, cancel or defer certain events or activities described in the GPEC Action Plan as required by a result of changing market conditions, funding availability, unforeseen expenses or other circumstances beyond GPEC's reasonable control. GPEC shall solicit the input of the Town on the formulation of future marketing strategies and advertisements. The GPEC Action Plan will be revised to reflect any agreed upon changes to the GPEC Action Plan.

- E. PERFORMANCE TARGETS:** Specific performance targets, established by GPEC's Executive Committee and Board of Directors, are attached hereto as **Exhibit B** ("GPEC Performance Measures") and shall be used to evaluate and report progress on GPEC's implementation of the GPEC Action Plan.

In the event of changing market conditions, funding availability, unforeseen expenses or other circumstances beyond GPEC's reasonable control, these performance targets may be revised with the Town's prior written approval, or with the prior written approval of a majority of the designated members of GPEC's Economic Development Directors Team ("EDDT"). GPEC will provide monthly reports to the Town discussing in detail its progress in implementing the GPEC Action Plan as well as reporting the numerical results for each performance measurement set forth in **Exhibit B**. GPEC shall provide a copy of its annual external audit for the preceding fiscal year to the Town no later than December 31, 2016.

In the case of any benchmark which is not met, GPEC will meet with the EDDT to provide an explanation of the relevant factors and circumstances and discuss the approach to be taken in order to achieve the target(s). Failure to meet a performance target will not, by itself, constitute an event of default hereunder unless GPEC (i) fails to inform the Town of such event or (ii) fails to meet with EDDT to present a plan for improving its performance during the balance of the term of the Agreement, which, if GPEC fails to comply with either step, will constitute an event of default for which the Town may terminate this Agreement pursuant to paragraph IV.J. below.

II. RESPONSIBILITIES OF THE TOWN

- A. STAFF SUPPORT OF GPEC EFFORTS:** The Town shall provide staff support to GPEC's economic development efforts as follows:
1. The Town shall respond to leads or prospects referred by GPEC in a professional manner within the time frame specified by the lead or prospect if the Town desires to compete and if the lead is appropriate for the Town. When available, the Town agrees to provide its response in the format developed jointly by EDDT and GPEC;
 2. The Town shall provide appropriate local hospitality, tours and briefings for prospects visiting sites in the Town;
 3. The Town shall provide an official economic development representative to represent the Town on the EDDT, which advises GPEC's President and CEO;
 4. The Town shall cooperate in the implementation of GPEC/EDDT process improvement recommendations including the use of common presentation formats, exchange of information on prospects with GPEC's staff, the use of shared data systems, land and building data bases and private sector real estate industry interfaces;
 5. The Town shall use its best efforts to respond to special requests by GPEC for particularized information about the Town within three business days after the receipt of such request;

6. In order to enable GPEC to be more sensitive to the Town's requirements, the Town may, at its sole option, deliver to GPEC copies of any Town approved economic development strategies, work plan, programs and evaluation criteria. GPEC shall not disclose the same to the other participants in GPEC or their representatives;
7. The Town shall utilize its best good faith efforts to cause an economic development professional representing the Town to attend all marketing events and other functions to which the Town has committed itself; and
8. The Town agrees to work with GPEC to improve the Town's Competitiveness and market readiness to support the growth and expansion of the targeted industries as identified for the Town in **Exhibit C** ("Targeted Industries).

B. RECOGNITION OF GPEC: The Town agrees to recognize GPEC as the Town's officially designated regional economic development organization for marketing the Greater Phoenix region.

III. ADDITIONAL AGREEMENTS OF THE PARTIES:

A. PARTICIPATION IN MARKETING EVENTS AND PROVISION OF TECHNICAL ASSISTANCE: Representative(s) of the Town shall be entitled to participate in GPEC's marketing events provided that such participation shall not be at GPEC's expense. When requested and appropriate, GPEC will use its best efforts to provide technical assistance and support to Town economic development staff for business location prospects identified and qualified by the Town and assist the Town with presentations to the prospect in the Town or the prospect's corporate location.

B. COMPENSATION:

1. The Town agrees to pay **\$10,265.00** for services to be provided by GPEC pursuant to the Agreement during the fiscal year ending on June 30, 2017, as set forth in this Agreement. This amount is based on \$.4397 per capita, based upon the 2015 Office of Employment and Population Statistics, Arizona Department of Administration population estimate, which listed the Town as having a population of **23,346**. The payment by the Town may, upon the mutual and discretionary approval of the board of directors of GPEC and the Town Council, be increased or decreased from time to time during the term hereof in accordance with the increases or decreases of general application in the per capita payments to GPEC by other municipalities which support GPEC.
2. Funding of this Agreement shall be subject to the annual appropriations of funds for this activity by the Town Council pursuant to the required budget process of the Town;
3. Nothing herein shall preclude the Town from contracting separately with GPEC for services to be provided in addition to those to be provided hereunder, upon terms and conditions to be negotiated by the Town and GPEC; and
4. GPEC shall submit an invoice for payment on an annual basis. The foregoing notwithstanding, if GPEC has not provided the Town with the audit required pursuant to paragraph I.E. above no later than December 31, 2016, no payments shall be made hereunder until the Town receives the audit report. Invoices and monthly activity reports, substantially in the form of **Exhibit D** ("Reporting Mechanism for Contract Fulfillment") attached hereto, are to be submitted to the address listed under paragraph IV.P.

C. COOPERATION:

1. The parties acknowledge that GPEC is a cooperative organization effort among GPEC and its member communities. Accordingly, the City and GPEC covenant and agree to work together in a productive and harmonious manner, to cooperate in furthering GPEC's goals for FY2017. The City and GPEC further covenant and agree to comply with the Regional Cooperation Protocol, attached hereto as **Exhibit F**, in all material respects.
2. The Town agrees to work with GPEC, as necessary or appropriate, to revise the performance measures, and/or benchmarks, and/or goals for the FY2018 contract.
3. The Town agrees to work with GPEC during FY2017 to develop a revised public sector funding plan, including a regional allocation formula for FY2018, if determined to be necessary or appropriate.

IV. GENERAL PROVISIONS:

- A. **COVENANT AGAINST CONTINGENT FEES:** GPEC warrants that no person or selling agent has been employed or retained to solicit or secure this contract upon an agreement or understanding for a commission, percentage, brokerage, or contingent fee. For a breach or violation of this warranty, the Town shall have the right to terminate this Agreement without liability or, in its discretion, to deduct the commission, brokerage or contingent fee from its payment to GPEC.
- B. **PAYMENT DEDUCTION OFFSET PROVISION:** GPEC recognizes the provisions of the Town Code of the Town of Fountain Hills which require and demand that no payment be made to any contractor as long as there is any outstanding obligation due to the Town, and directs that any such obligation be offset against payment due to GPEC.
- C. **ASSIGNMENT PROHIBITED:** No party to this agreement may assign any right or obligation pursuant to this Agreement. Any attempted or purported assignment of any right or obligation pursuant to this Agreement shall be void and no effect.
- D. **INDEPENDENT CONTRACTOR; NO AGENCY:** Nothing contained in this Agreement creates any partnership, joint venture or agency relationship between the Town and GPEC. At all times during the term of this Agreement, GPEC shall be an independent contractor and shall not be an employee of Town. Town shall have the right to control GPEC only insofar as to the results of GPEC's services rendered pursuant to this Agreement. GPEC shall have no authority, express or implied, to act on behalf of Town in any capacity whatsoever as an agent. GPEC shall have no authority, express or implied, pursuant to this Agreement to bind Town to any obligation whatsoever.
- E. **INDEMNIFICATION AND HOLD HARMLESS:** During the term of this Contract, and to the fullest extent permitted by law, GPEC shall indemnify, defend, hold, protect and save harmless the Town and any and all of its Councilmembers, officers and employees for, from and against any and all actions, suits, proceedings, claims and demands, loss, liens, costs, expense and liability of any kind and nature whatsoever, for injury to or death of persons, or damage to property, including property owned by Town, brought, made, filed against, imposed upon or sustained by the Town, its officers, or employees in and arising from or attributable to or caused directly or indirectly by the negligence, wrongful acts, omissions or from operations conducted by GPEC, its directors, officers, agents or employees acting on behalf of GPEC and with GPEC's knowledge and consent.

Any party entitled to indemnity shall notify GPEC in writing of the existence of any claim, demand or other matter to which GPEC's indemnification obligations would apply, and shall give to GPEC a reasonable opportunity to defend the same at its own expense and with counsel reasonably satisfactory to the indemnified party.

Nothing in this Subsection E shall be deemed to provide indemnification to any indemnified party with respect to any liabilities arising from the fraud, negligence, omissions or willful misconduct of such indemnified party.

- F. INSURANCE:** GPEC shall procure and maintain for the duration of this Agreement, at GPEC's own cost and expense, insurance against claims for injuries to persons or damages to property which may arise from or in connection with this Agreement by GPEC, its agents, representatives, employees or contractors, in accordance with the Insurance Requirements set forth in **Exhibit E** ("Insurance Requirements"), attached hereto. The Town acknowledges that it has received and reviewed evidence of GPEC's insurance coverage in effect as of the execution of this Agreement.
- G. GRATUITIES:** The Town may, by written notice to GPEC, terminate the right of GPEC to proceed under this Agreement upon one (1) calendar day notice, if it is found that gratuities in the form of entertainment, gifts, or otherwise were offered or given by GPEC, or any agent or representative of GPEC, to any officer or employee of the Town with a view toward securing a contract or securing favorable treatment with respect to the awarding or amending, or the making of any determinations with respect to the performance of such contract; provided that the existence of the facts upon which the Town makes such findings shall be an issue and may be reviewed in any competent court. In the event of such termination, the Town shall be entitled to pursue all legal and equitable remedies against GPEC available to the Town.
- H. EQUAL EMPLOYMENT OPPORTUNITY.** During the performance of this Agreement, GPEC agrees as follows:
1. GPEC will not discriminate against any employee or applicant for employment because of race, color, religion, gender, sexual orientation, national origin, age or disability. GPEC shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, gender, sexual orientation, national origin, age or disability. Such action shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. GPEC agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 2. GPEC will, in all solicitations or advertisements for employees place by or on behalf of GPEC, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, gender, sexual orientation, national origin, age or disability.
 3. GPEC will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Agreement, provided that the foregoing provisions shall not apply to Agreements or subcontracts for standard commercial supplies or new materials.
 4. Upon request by the Town, GPEC shall provide Town with information and data concerning action taken and results obtained in regard to GPEC's Equal Employment Opportunity efforts performed during the term of this Agreement. Such reports shall be accomplished upon forms furnished by the Town or in such other format as the Town shall prescribe.
- I. COMPLIANCE WITH APPLICABLE FEDERAL AND STATE LAWS REQUIRED.** GPEC understands and acknowledges the applicability of the Immigration Reform and Control Act of 1986, the Drug Free Workplace Act of 1989 and the Americans with Disabilities Act, and agrees to comply therewith in performing under any resultant agreement and to permit Town inspection of its records to verify such compliance.

1. GPEC warrants to the Town that, to the extent applicable under A.R.S. § 41-4401, GPEC is in compliance with all Federal Immigration laws and regulations that relate to its employees and with the E-Verify Program under A.R.S. § 23-214(A). GPEC acknowledges that a breach of this warranty by GPEC or any subconsultants providing services under this Agreement is a material breach of this Agreement subject to penalties up to and including termination of this Agreement or any applicable subcontract. The Town retains the legal right to inspect the papers of any employee of GPEC or any subconsultant who works on this Agreement to ensure compliance with this warranty.
 2. The Town may conduct random verification of the employment records of GPEC and any of its subconsultants who work on this Agreement to ensure compliance with this warranty.
 3. The Town will not consider GPEC or any of its subconsultants who work on this Agreement in material breach of the foregoing warranty if GPEC and such subconsultants establish that they have complied with the employment verification provisions prescribed by 8 USCA § 1324(a) and (b) of the Federal Immigration and Nationality Act and the e-verify requirements prescribed by A.R.S. § 23-214(A).
 4. The provisions of this Section I must be included in any contract GPEC enters into with any and all of its subconsultants who provide services under this Agreement or any subcontract to provide services under this Agreement. As used in this Section I “services” are defined as furnishing labor, time or effort in the State of Arizona by a contractor or subcontractor. Services include construction or maintenance of any structure, building or transportation facility or improvement to real property.
 5. Pursuant to A.R.S. §§ 35-391.06 and 35-393-06, GPEC hereby certifies to the Town that GPEC does not have “scrutinized” business operations, as defined in A.R.S. §§ 35-391 and 35-393, in either Sudan or Iran.
- J. TERMINATION.** Town shall have the right to terminate this Agreement if GPEC shall fail to duly perform, observe or comply with any covenant, condition or agreement on its part under this Agreement and such failure continues for a period of 30 days (or such shorter period as may be expressly provided herein) after the date on which written notice requiring the failure to be remedied shall have been given to GPEC by the Town; provided, however, that if such performance, observation or compliance requires work to be done, action to be taken or conditions to be remedied which, by their nature, cannot reasonably be accomplished within 30 days, no event of default shall be deemed to have occurred or to exist if, and so long as, GPEC shall commence such action within that period and diligently and continuously prosecute the same to completion within 90 days or such longer period as the Town may approve in writing. The foregoing notwithstanding, in the event of circumstances which render GPEC incapable of providing the services required to be performed hereunder, including, but not limited to, insolvency or an award of monetary damages against GPEC in excess of its available insurance coverage and assets, the Town may immediately and without further notice terminate this Agreement.
- K. RESPONSIBILITY FOR COMPLIANCE WITH LEGAL REQUIREMENTS.** GPEC's performance hereunder shall be in material compliance with all applicable federal, state and local health, environmental, and safety laws, regulations, standards, and ordinances in effect during the performance of this Agreement.
- L. INSTITUTION OF LEGAL ACTIONS.** Any legal actions instituted pursuant to this Agreement must be filed in the county of Maricopa, State of Arizona, or in the Federal District Court in the District of Arizona. In any legal action, the prevailing party in such action will be entitled to reimbursement by the other party for all costs and expenses of such action, including reasonable attorneys' fees as may be fixed by the Court.

- M. APPLICABLE LAW.** Any and all disputes arising under any Agreement to be awarded hereunder or out of the proposals herein called for, which cannot be administratively resolved, shall be tried according to the laws of the State of Arizona, and GPEC shall agree that the venue for any such action shall be in the State of Arizona.
- N. CONTINUATION DURING DISPUTES.** GPEC agrees that, notwithstanding the existence of any dispute between the parties, each party shall continue to perform the obligations required of it during the continuation of any such dispute, unless enjoined or prohibited by an Arizona court of competent jurisdiction.
- O. TOWN REVIEW OF GPEC RECORDS.** GPEC must keep all Agreement records separate and make them available for audit by Town personnel upon request.
- P. NOTICES.** Any notice, consent or other communication required or permitted under this Agreement shall be in writing and shall be deemed received at the time it is personally delivered, on the day it is sent by facsimile transmission, on the second day after its deposit with any commercial air courier or express service or, if mailed, three (3) days after the notice is deposited in the United States mail addressed as follows:

If to Town: Mr. Grady Miller
Town Manager
Town of Fountain Hills
16705 East Avenue of the Fountains
Fountain Hills, Arizona 85268
Phone: (480) 816-5107
Fax: (480) 837-3145

If to GPEC: Chris Camacho
President and Chief Executive Officer
Greater Phoenix Economic Council
Two North Central Avenue, Suite 2500
Phoenix, Arizona 85004-4469
Phone: (602) 256-7700
Fax: (602) 256-7744

Any time period stated in a notice shall be computed from the time the notice is deemed received. Either party may change its mailing address or the person to receive notice by notifying the other party as provided in this paragraph.

- Q. TRANSACTIONAL CONFLICT OF INTEREST.** All parties hereto acknowledge that this Agreement is subject to cancellation by the Town pursuant to the provisions of Section 38-511, Arizona Revised Statutes.
- R. NONLIABILITY OF OFFICIALS AND EMPLOYEES.** No member, official or employee of the Town will be personally liable to GPEC, or any successor in interest, in the event of any default or breach by the Town or for any amount which may become due to GPEC or successor, or on any obligation under the terms of this Agreement. No member, official or employee of GPEC will be personally liable to the Town, or any successor in interest, in the event of any default or breach by the GPEC or for any amount which may become due to the Town or successor, or on any obligation under the terms of this Agreement.
- S. NO WAIVER.** Except as otherwise expressly provided in this Agreement, any failure or delay by any party in asserting any of its rights or remedies as to any default, will not operate as a waiver of

any default, or of any such rights or remedies, or deprive any such party of its right to institute and maintain any actions or proceedings which it may deem necessary to protect, assert or enforce any such rights or remedies.

- T. SEVERABILITY.** If any provision of this Agreement shall be found invalid or unenforceable by a court of competent jurisdiction, the remaining provisions of this Agreement will not be affected thereby and shall be valid and enforceable to the fullest extent permitted by law, provided that the fundamental purposes of this Agreement are not defeated by such severability.
- U. CAPTIONS.** The captions contained in this Agreement are merely a reference and are not to be used to construe or limit the text.
- V. NO THIRD PARTY BENEFICIARIES.** No creditor of either party or other individual or entity shall have any rights, whether as a third-party beneficiary or otherwise, by reason of any provision of this Agreement.
- W. ENTIRE AGREEMENT, WAIVERS AND AMENDMENTS.** This Agreement may be executed in up to three (3) duplicate originals, each of which is deemed to be an original. This Agreement, including nine (9) pages of text and the below-listed exhibits which are incorporated herein by this reference, constitutes the entire understanding and agreement of the parties.

- Exhibit A – GPEC Action Plan
- Exhibit B – GPEC Performance Measures
- Exhibit C – Targeted Industries
- Exhibit D – Reporting Mechanism for Contract Fulfillment
- Exhibit E – Insurance Requirements
- Exhibit F – Regional Cooperation Protocol

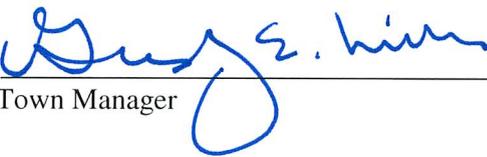
This Agreement integrates all of the terms and conditions mentioned herein or incidental hereto, and supersedes all negotiations or previous agreements between the parties with respect to all or any part of the subject matter hereof.

All waivers of the provisions of this Agreement must be in writing and signed by the appropriate authorities of the Town or GPEC, and all amendments hereto must be in writing and signed by the appropriate authorities of the parties hereto.

[SIGNATURES APPEAR ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the parties hereto have executed the Agreement this 1 day of July, 2016.

TOWN OF FOUNTAIN HILLS, a municipal corporation
Mr. Grady Miller

By: 
Its: Town Manager

ATTEST:

By: 
Bevelyn J. Bender
Its: Town Clerk

APPROVED AS TO FORM:

By: 
Andrew J. McGuire
Its: Town Attorney

GREATER PHOENIX ECONOMIC COUNCIL,
an Arizona nonprofit corporation

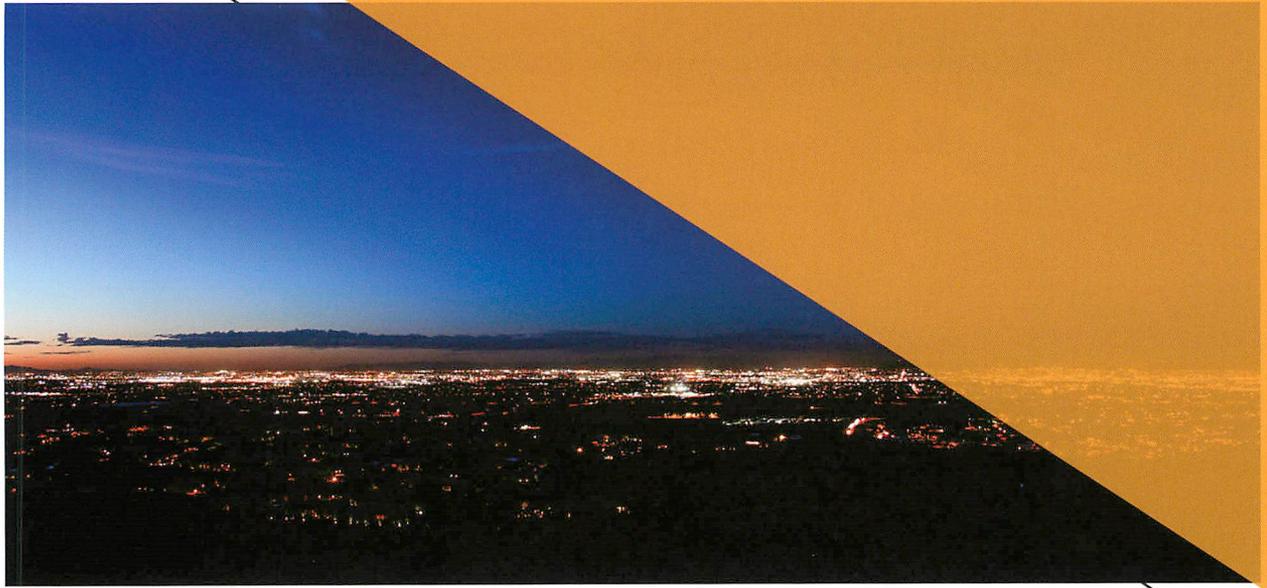
By: 
Chris Camacho
President & Chief Executive Officer

ACTION PLAN

FISCAL YEAR 2017

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.

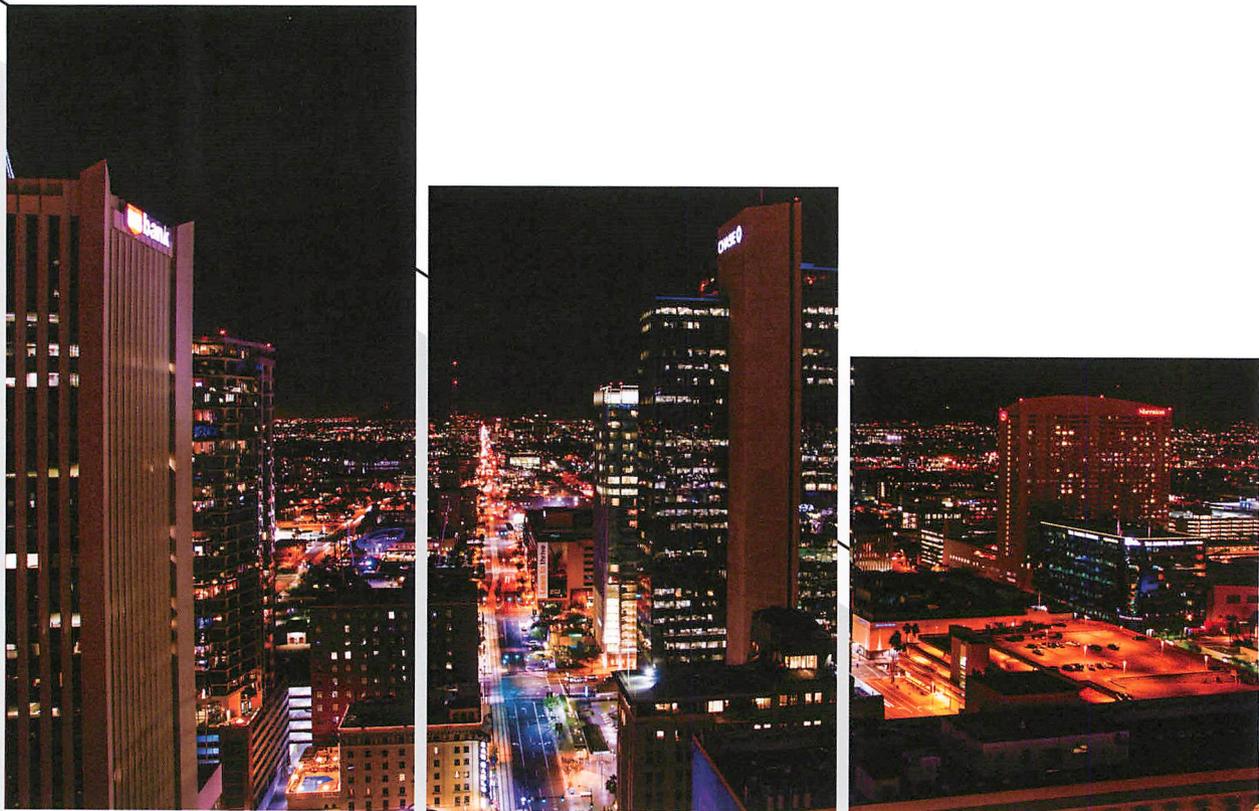
While continuing to meet expectations in job creation and driving return on investment to our stakeholders, we will design and execute projects and initiatives that will transform our economic development practice and elevate the region's competitiveness and reputation.

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.

STRATEGIC GOALS	Annual 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.

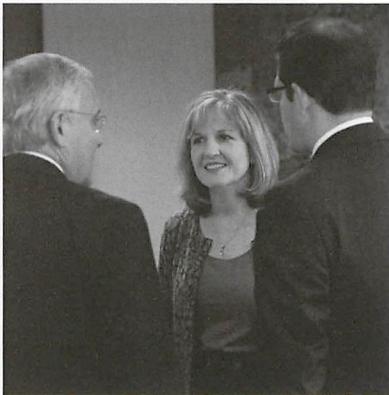


EXECUTIVE COMMITTEE

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.



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.



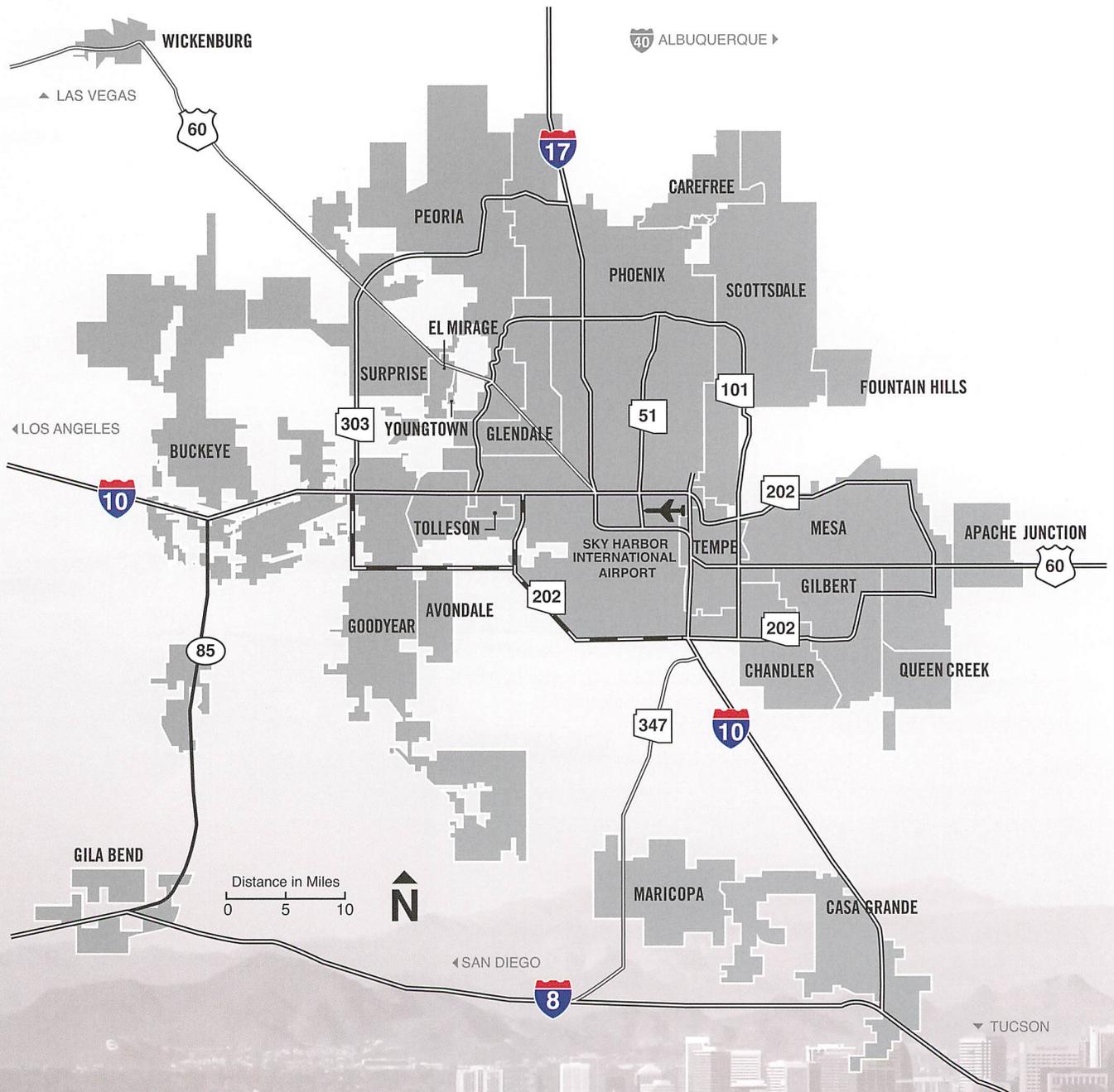
AMBASSADOR STEERING COMMITTEE

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	



CHAIRMAN'S COUNCIL



CORPORATE COUNCIL



EXECUTIVE COUNCIL



DIRECTORS' COUNCIL

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

LEADERSHIP COUNCIL

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

AMBASSADOR COUNCIL

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



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EXHIBIT B
GPEC PERFORMANCE MEASURES
FY 2017

Specific performance targets as established by the GPEC Executive Committee and Board of Directors:

1. Payroll Generated	\$305.1M
2. Total Number of Jobs Created	6,556
3. Total Number of High-Wage Jobs¹	2,491
4. Average High-Wage Salary	\$51,827
5. GPEC Assists²	10
6. Number of Qualified Prospects	229
7. Number of Qualified International Prospects	38

Footnotes:

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.

EXHIBIT C

TARGETED INDUSTRIES

FY2017

GPEC and our member communities have identified targeted industries on a local and regional level, incorporating these industries into a regional economic development plan. For fiscal year 2017, GPEC will continue its emphasis on the following: Advanced Business Services; Advanced Manufacturing; Aerospace & Aviation; Logistics & E-Commerce; Mission Critical; Emerging Technologies (including CyberSecurity & Educational IT); Healthcare & Biomedical; Renewable Energies.

Member communities will target the following:

Apache Junction

Business services; environmental technologies research and manufacturing; standard and advanced manufacturing; regional and corporate centers; medical institutions and/or associated satellite operations; mining support facilities; resort/tourist-oriented development; filmmaking (location shooting); expanded retail opportunities

Avondale

Advanced business services/information technology; renewable energies; Bio/medical/life sciences; manufacturing; higher education/lifelong learning, amateur sports and tourism

Buckeye

Advanced business services; renewable energy; high tech (data center and services); environmental technology / sustainability; standard manufacturing; medical and educational institutions; transportation/distribution; small business/incubator; aerospace/aviation

Casa Grande

Aviation/aerospace; biosciences and sustainability; corporate/regional headquarters; healthcare and medical services; standard manufacturing and transportation and distribution

Chandler

Advanced business services; corporate/regional headquarters, high-tech electronics and software development; aerospace/aviation and advanced materials; biosciences and sustainability

El Mirage

Business Services; standard and advanced manufacturing; transportation; warehousing/distribution; heavy industrial; food, fiber, and natural products; aerospace aviation

Fountain Hills

Advanced business services (professional, technical, and scientific services including finance and insurance); healthcare, medical, bio-life sciences and wellness; medical and educational institutions; arts, entertainment and recreation; retail

Gila Bend

Clean technology (manufacturing/central station generation/R&D); warehousing/transportation/distribution; military supply chain; tourism/hospitality; standard manufacturing; agriculture/agri-biotechnology; food, fiber and natural products; aerospace/aviation; heavy industrial

Gilbert

Advanced business services; information communication technology; aerospace/aviation and defense; life sciences; clean and renewable technology; and related corporate/regional headquarters

Glendale

Advanced business services; aerospace and defense; education; healthcare/medical; hospitality/entertainment; manufacturing; renewable energy; technology

Goodyear

Advanced financial/business services; high-tech electronics and software development; aerospace/aviation; advanced materials; biosciences (treatment, medical diagnostics, research) and senior industries; food, fiber and natural products; transportation/distribution; standard manufacturing; environmental technology; sustainability

Maricopa (City)

High-wage employers (salaries averaging at least 125% of the median wage in Maricopa County) that generate at least 80% of income from exporting goods and services outside the region

Mesa

Primary Target Industries: Healthcare, education, aerospace/aviation/defense and tourism/technology
Secondary target industries: Advanced business services; standard and advanced manufacturing; regional and corporate centers; research & development; bioscience; medical devices

Peoria

Advanced business services; high technology (data centers, R&D); life sciences and healthcare technologies; advanced medical services; educational institutions; advanced and standard manufacturing; clean technologies research and manufacturing; entertainment and tourism

Phoenix

Bio-life sciences; advanced business services; manufacturing; sustainable industries and enterprises; higher education; world business, trade and FDI; and established/emerging enterprises; healthcare

Queen Creek

Agritainment/Agribusiness; Healthcare and Biotechnology; Higher Education; Software and Information Technology; Manufacturing

Scottsdale

Bio-life sciences; advanced business services; technology and innovation (including ICT and entrepreneurship/emerging enterprises); higher education; hospitality/visitor trade and commerce

Surprise

Energy (emphasis on renewable and firming); sustainability-centric industries; biomedical/medicine; advanced business services; manufacturing and distribution (emphasis on advanced manufacturing); education (K-12, and emphasis on higher education); semiconductor/microelectronics; aerospace and aviation; entrepreneurial/emerging technology

Tempe

Advanced business services (financial services); high tech/software (R&D, data center and services); high-tech/next generation electronics; aerospace R&D/aviation; bioscience (research, drug development, treatment, medical diagnostics); corporate/regional headquarters; sustainability (environmental); advanced materials/plastics; senior industries; clean tech, renewable energy and manufacturing

Tolleson

Aerospace and advanced materials; food, fiber and natural products; transportation/distribution; standard manufacturing; environmental technology; sustainability; e-commerce

Wickenburg

Standard manufacturing; transportation & distribution; rail services; mining support facilities; renewable energy; healthcare and medical; educational institutions; tourism and filmmaking; expanded retail operations

Youngtown

Youngtown is in the throes of developing a commerce park. The park will target second-stage small manufacturers with some related retail and offices.

EXHIBIT D

FY 2017

REPORTING MECHANISM FOR CONTRACT FULFILLMENT

Monthly Activity Report - Month, Year

BUSINESS ATTRACTION PERFORMANCE METRICS:

GPEC Progress Toward Goals

Targeted Opportunities	Annual Contract Goal	Actual YTD	Goal YTD	% of Goal YTD
PAYROLL GENERATED (MILLIONS)				
NUMBER OF JOBS				
NUMBER OF HIGH-WAGE JOBS				
AVERAGE HIGH WAGE SALARY				
QUALIFIED PROSPECTS				
QUALIFIED INTERNATIONAL PROSPECTS				
GPEC ASSISTS				

KEY BUSINESS ATTRACTION ACTIVITIES AND OTHER GPEC ACTIVITIES

GPEC continues to target high-wage industries (Advanced Business Services; Advanced Manufacturing; Aerospace & Aviation; Logistics & E-Commerce; Mission Critical; Emerging Technologies (including CyberSecurity & Educational IT); Healthcare & Biomedical; Renewable Energies

- b. GPEC's insurance shall include broad form contractual liability coverage.
- c. The Town, its officers, officials, agents, employees and volunteers shall be additional insureds to the full limits of liability purchased by GPEC, even if those limits of liability are in excess of those required by this Agreement.
- d. GPEC's insurance coverage shall be primary insurance with respect to Town, its officers, officials, agents, employees and volunteers. Any insurance or self-insurance maintained by Town, its officers, officials, employees or volunteers shall be in excess of GPEC's insurance and shall not contribute to it.
- e. GPEC's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
- f. Coverage provided by GPEC shall not be limited to the liability assumed under the indemnification provisions of this Agreement.
- g. The policies shall contain a waiver of subrogation against Town, its officers, officials, agents, employees and volunteers for losses arising from work performed by GPEC for the Town.

2. **Workers' Compensation and Employers' Liability Coverage.** The insurer shall agree to waive all rights of subrogation against Town, its officers, officials, agents, employees and volunteers for any and all losses arising from work performed by the Contractor for the Town.

- D. Notice of Cancellation.** Each insurance policy required by the insurance provisions of this Agreement shall provide the required coverage and shall not be suspended, voided, canceled by either party, reduced in coverage or in limits except after thirty (30) days' prior written notice has been sent to Town at the address provided herein for the giving of notice. Such notice shall be by certified mail, return receipt requested.
- E. Acceptability of Insurers.** Insurance is to be placed with insurers duly licensed or approved unlicensed companies in the State of Arizona and with a "Best's" rating of not less than A-VII. Town in no way warrants that the above required minimum insurer rating is sufficient to protect GPEC from potential insurer insolvency.
- F. Verification of Coverage.** GPEC shall furnish Town with Certificates of Insurance (ACORD form or equivalent approved by Town) and with original endorsements effecting coverage as required by this Agreement. The certificates and endorsements for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf. Any policy endorsements that restrict or limit coverage shall be clearly noted on the Certificate of Insurance.

All certificates and endorsements are to be received and approved by Town before work commences. Each insurance policy required by this Agreement must be in effect at or prior to commencement of work under this Agreement and remain in effect for the duration of the project.

All certificates of insurance required by this Agreement shall be sent directly to Town at the address and in the manner provided in this Agreement for the giving of notice. Town's Agreement/Agreement number, GPEC's name and description of the Agreement shall be provided on the Certificates of Insurance. Town reserves the right to require complete certified copies of all insurance policies required by this Agreement, at any time.

- G. Approval.** During the term of this Agreement, no modification may be made to any of GPEC's insurance policies which will reduce the nature, scope or limits of coverage which were in effect and approved by the Town prior to execution of this Agreement.

EXHIBIT F
Regional Cooperation Protocol Policy
Greater Phoenix Economic Council and Economic Development Directors Team

The foundation of this policy is built on trust and the spirit of regional cooperation among the entities involved. GPEC and the Economic Development Directors of its member communities agree and acknowledge that it is important that they work together as partners on projects involving the communities which GPEC represents, regardless of the source of the lead, as follows:

1. Demonstrate a commitment to the positive promotion of the Greater Phoenix, specifically, GPEC member communities, as a globally competitive region.
2. Maintain the highest standards of economic development prospect handling, including confidentiality, without jeopardizing a prospect's trust to secure the probability of a regional locate. Partners agree to respect the prospect's request for confidentiality but also agree to notify each other as to the existence of a project with a confidentiality requirement when able and shall make a good-faith effort to involve the appropriate state, regional or local partners at the earliest possible time.
3. Unless otherwise restricted, agree to coordinate through GPEC for any prospect considering a project in Maricopa County or in any of the communities that GPEC represents, understanding that GPEC is in a unique position to represent and speak on regional economic development issues and on characteristics of the region's economy. Likewise, GPEC acknowledges that communities are in the best position to speak about local incentives and efforts surrounding the local economy.
4. For projects that originate with a GPEC member community, GPEC will be available for confidential research access, topical expertise or as a service provider, to add value to the community in securing the project. Additionally, GPEC will not e-track the project unless the community lead makes such a request to do so.
5. Provide accurate and timely information in response to specific requests by all prospects. When a client has narrowed sites to specific GPEC member communities, GPEC will make a good-faith effort to inform those affected EDDT members first. EDDT members agree to provide information solely on their own community when the information requested is site-specific (i.e., cost of land, taxes, development fees, utility availability and cost, zoning process timing, permit timing and local incentives). When site-specific information related to other GPEC communities is requested, EDDT members agree to (i) direct GPEC prospects back to GPEC or (ii) direct non-GPEC generated prospects to contact the affected communities directly, and as a courtesy, contact the affected communities.
6. Agree that regardless of the lead source, public locate announcements shall be coordinated among the company, GPEC member community, and GPEC to reflect inclusiveness and cooperation of all partners (subject to any confidentiality requirements).
7. GPEC and EDDTs will advocate for a robust operating budget for the state economic development agency, and champion sound statewide economic development programs and policies.
8. Discourage the proactive offering of local, municipal financial incentives for existing jobs to companies with current operations in another GPEC community.
9. Inform GPEC member community when a company visits or physical site visit within that community will occur. Economic Development Directors will be the primary point of contact for the company when community information is needed.

10. Agree that the consideration of a future community to GPEC's membership will be brought before EDDT for discussion in advance of any board consideration. EDDT will make a recommendation on the addition of a new community to GPEC's President and CEO.
11. Formalize a process to convene GPEC and Economic Development Directors of GPEC member communities biannually, and cooperate in the exchange of information and ideas reflecting practices, procedures and policies relating to prospect handling and regional economic development.
12. Work collectively to maintain a high level of trust and integrity by and between GPEC and the Economic Development Directors of GPEC member communities, utilizing differing views as an opportunity to learn.
13. When conducting market intelligence initiative objective, GPEC staff will coordinate with EDDT to ensure coordination and communication.
14. When a Prospect Information Form (PIF) is issued by the state economic development agency GPEC will coordinate the region's response. All PIF submissions will be directed to GPEC's attention and GPEC will assemble the response and return to the state economic development agency.
15. It is understood GPEC will or may host annual executour(s) and/or other marketing familiarization tour(s) to promote the regional communities. GPEC will make every attempt to provide as much interaction time between the executour guests and EDDTs. It is understood EDDTs will inform GPEC of any upcoming executour(s) and/or other marketing familiarization tours scheduled by their office.
16. Partners agree to enter into a mediation process if there is evidence that this Protocol has not been observed in a material respect or a professional conflict arises that cannot be settled. This mediation process will be convened by the EDDT Chair, who may, at his/her discretion, consult or involve GPEC's President and CEO in addition to others with topical expertise central to the conflict.