



ARIZONA  
COMMERCE  
AUTHORITY

WHEN IT COMES TO SUCCESS

ARIZONA  
IS ALL BUSINESS.

ARIZONA KNOW HOW. JOIN US.



# ACA's Strategic Framework

**VISION:** Arizona is the best location for high-quality business growth

**MISSION:** Grow & diversify Arizona's Economy & create quality jobs for its citizens by supporting and attracting businesses in targeted, high-growth clusters, with an emphasis on the base industries.

## STRATEGIES:

1  
Recruit

2  
Grow

3  
Create

## ACTION PLAN:

Increase **Awareness** of Arizona's Attractiveness

Enhance Arizona's Competitiveness

**Coordinate** Arizona's Economic Development

Make Arizona Preferred Location for Target Industries: **A&D, Semiconductors, Optics, Biosciences, Solar Energy**

Make Arizona a Leading Hub in **High-Quality Manufacturing** and **Advanced Business Services**

**Foster Innovation and Support Entrepreneurship**

Become a Preferred Trading Partner with Mexico and Canada

Support Employer-focused, Demand-driven **Workforce Development**

Develop Infrastructure to Support Economic Growth

Integrate All Areas of Arizona into the State's Growth

# ACA Structure / Board of Directors

Co-chaired by Arizona Governor Jan Brewer

19-member Board of Directors:

- Arizona's Senate President, House Speaker & three public University Presidents
- Various business CEOs from across the state, including:
  - Jerry Colangelo (USA Basketball)
  - Michael Bidwill (Arizona Cardinals)
  - Richard Adkerson (Freeport McMoRan Copper & Gold)
  - Craig Barrett (Intel)



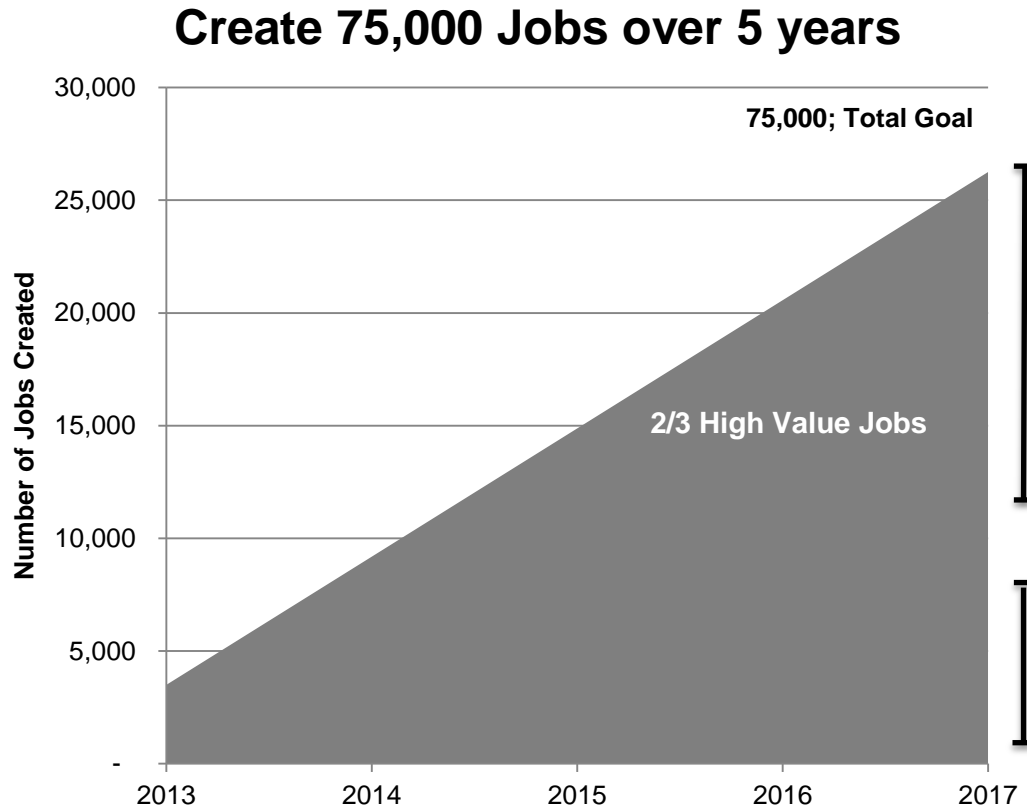


# ACA Mission & Goals

**Mission:** To grow and strengthen Arizona's economy and facilitate the creation of quality jobs for its citizens by supporting and attracting businesses in targeted, high-value, base sectors throughout the state.

## Goals:

1. Create 75,000 jobs
2. Increase average wage of new jobs
3. Catalyze \$6B CapEx



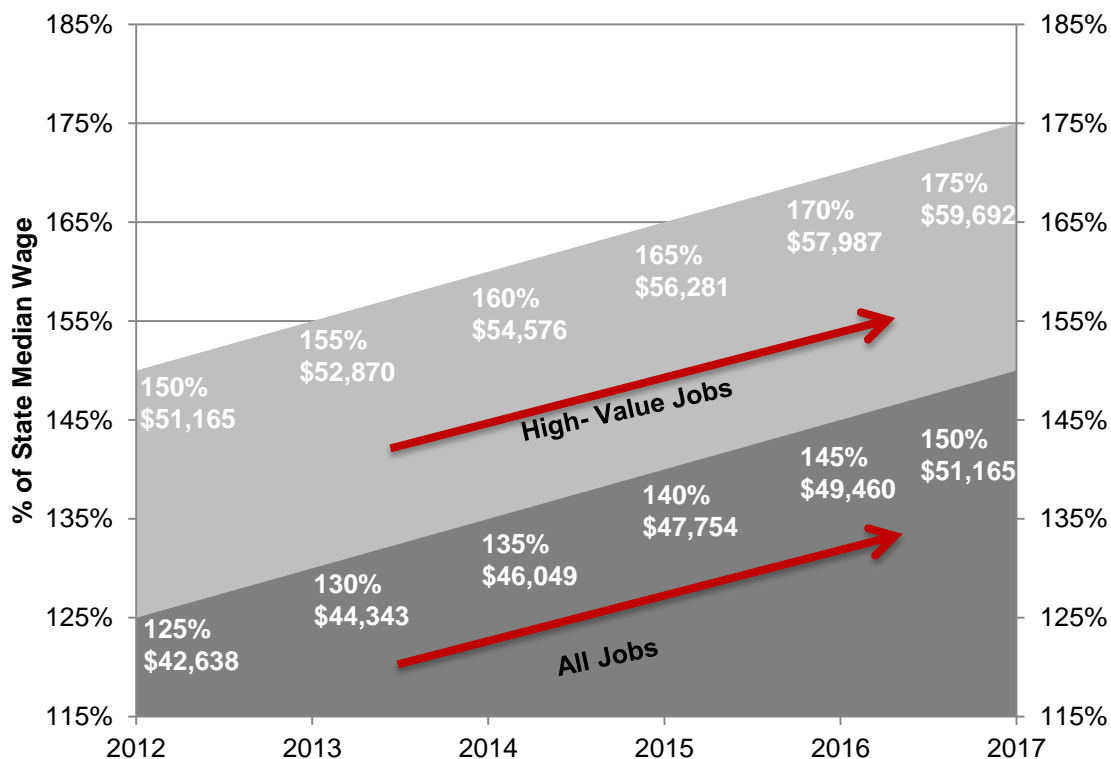
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## Increase the average wage of total jobs



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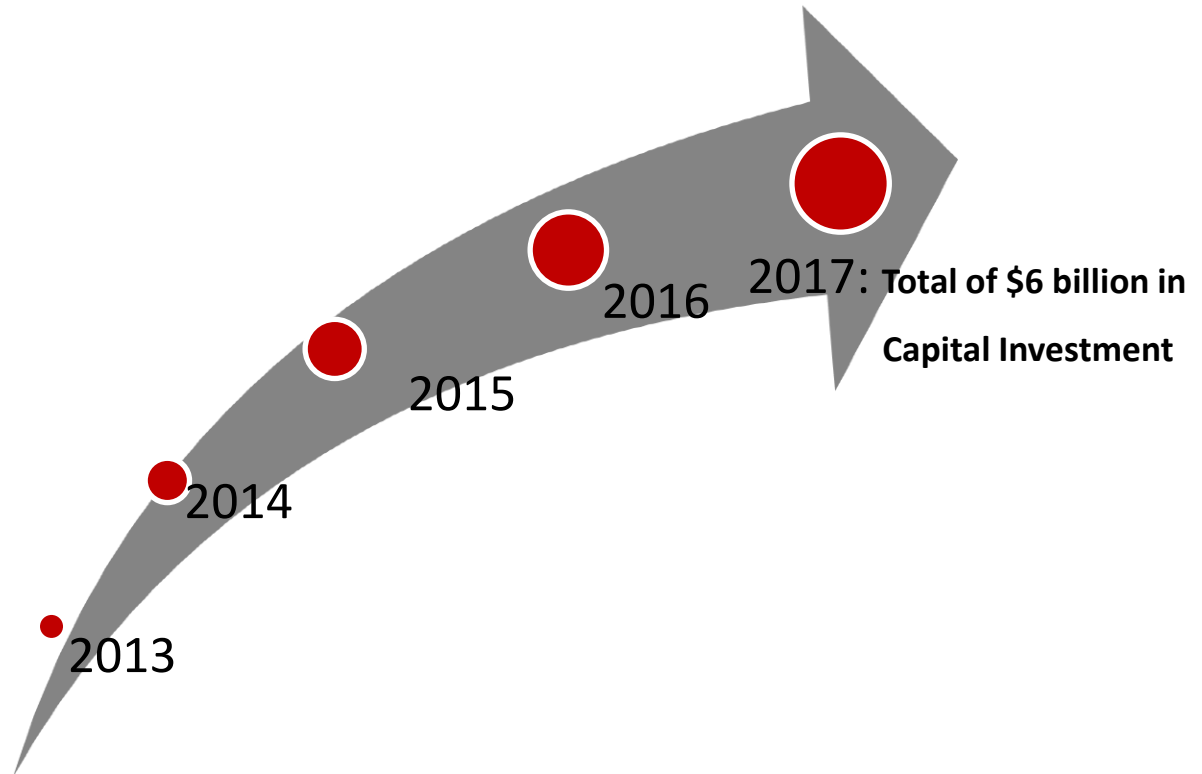
## Goals:

### Catalyze \$6 billion in Long-Term Capital Investment

1. Create 75,000 jobs

2. Increase average wage of new jobs

3. Catalyze \$6B CapEx



# Marketing Campaign: Arizona "Know How"

## ARIZONA KNOW HOW.

In Arizona, we kick the future into high gear. So do the top-level talented people moving here for unbeatable lifestyle and opportunities. Arizona is a best state for business. We're in the top tier for job growth. We have the country's largest public university graduating the best and brightest in high-demand disciplines. Arizona's undisputed top-line priority is supporting and backing business. Icons Intel, Avnet, Boeing, Mayo Clinic, Banner, General Dynamics and more thrive here. Our aggressive pro-business, tax reductions and pro-growth legislation mean record relocations and expansions. Simply put, our state leads the pack. When it comes to success, Arizona is all business.

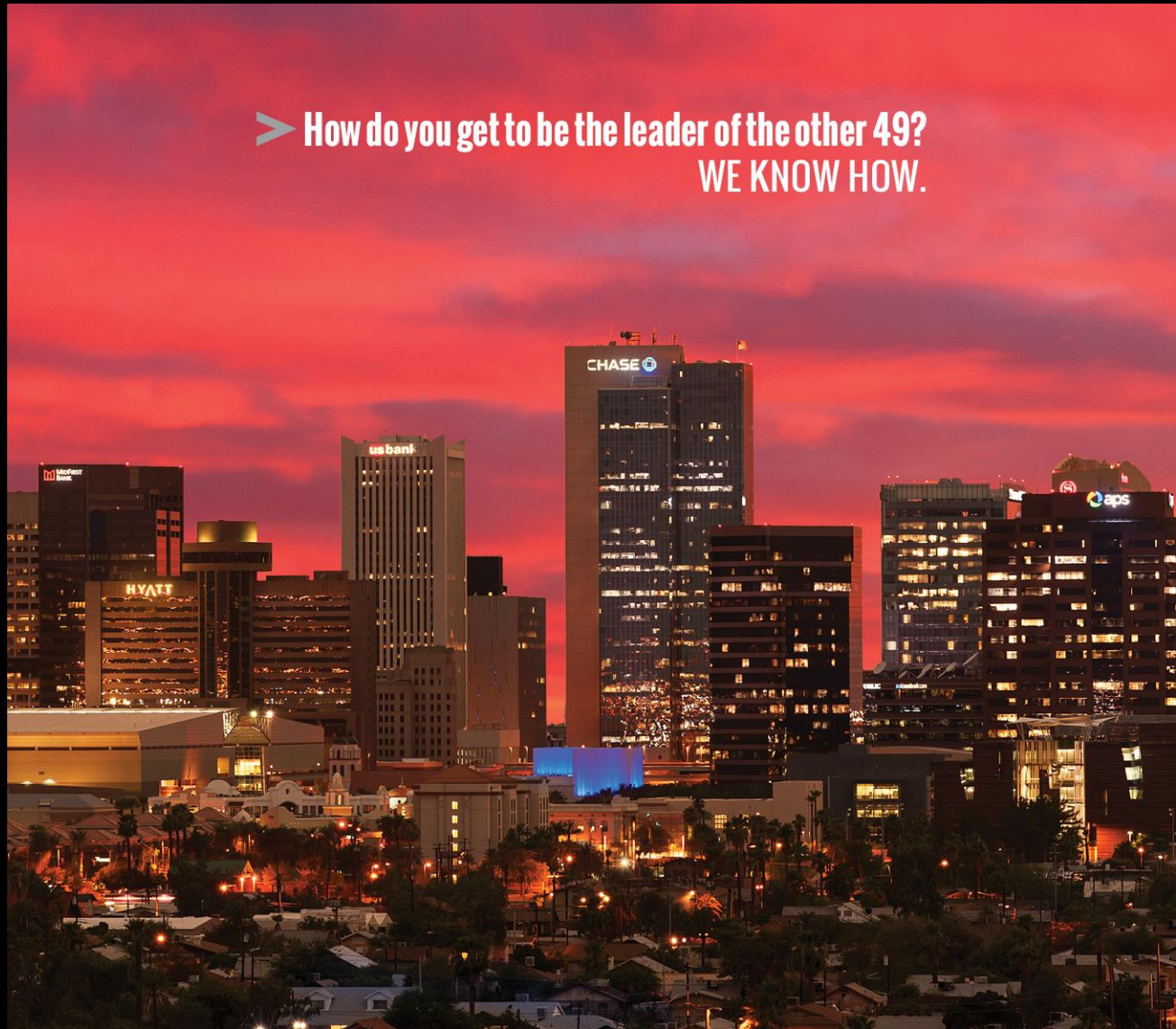
JOIN US.



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ArizonaKnowHow.com  
866.306.7542

➤ How do you get to be the leader of the other 49?  
WE KNOW HOW.



ARIZONA KNOW HOW. JOIN US.



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COMMERCE  
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# ACA Results: FY2012 – FY2014

**Quality Jobs – 38,026**

**Capital Investment – \$4.985B**

*Fiscal Year 2012 (July 2011 – June 2012)*

Quality Jobs – 5,610

Capital Investment – \$435M

*Fiscal Year 2013*

Quality Jobs – 15,262

Capital Investment – \$1.25B

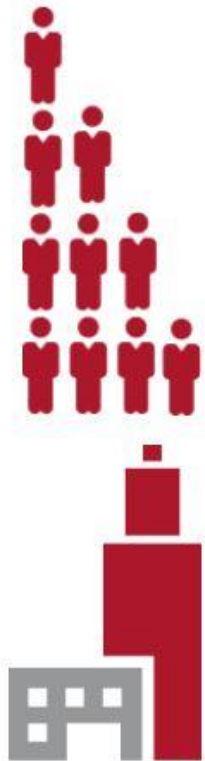
Average Wage – \$52,928

*Fiscal Year 2014*

Quality Jobs – 17,154

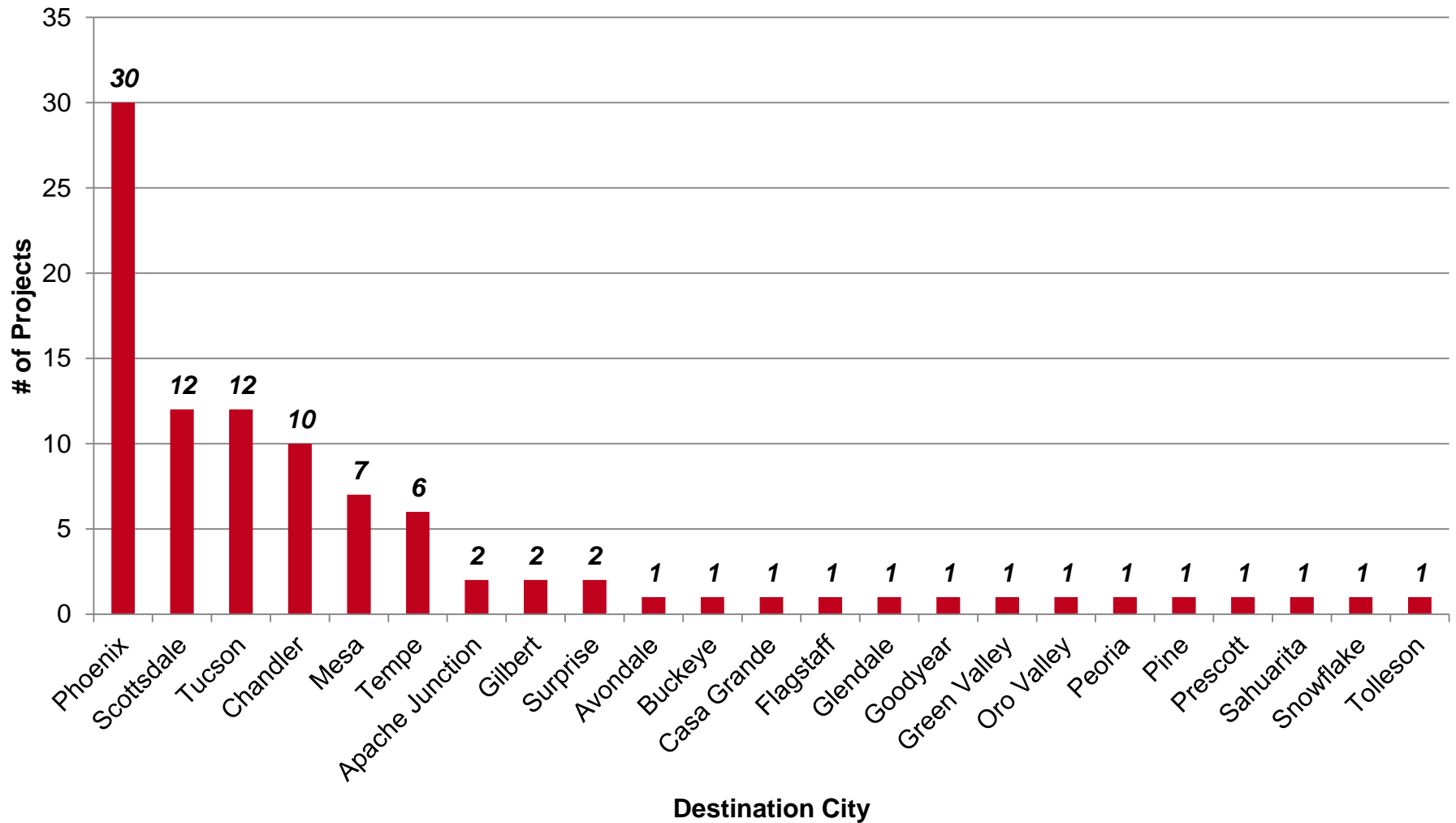
Capital Investment – \$3.3B

Average Wage – \$47,025

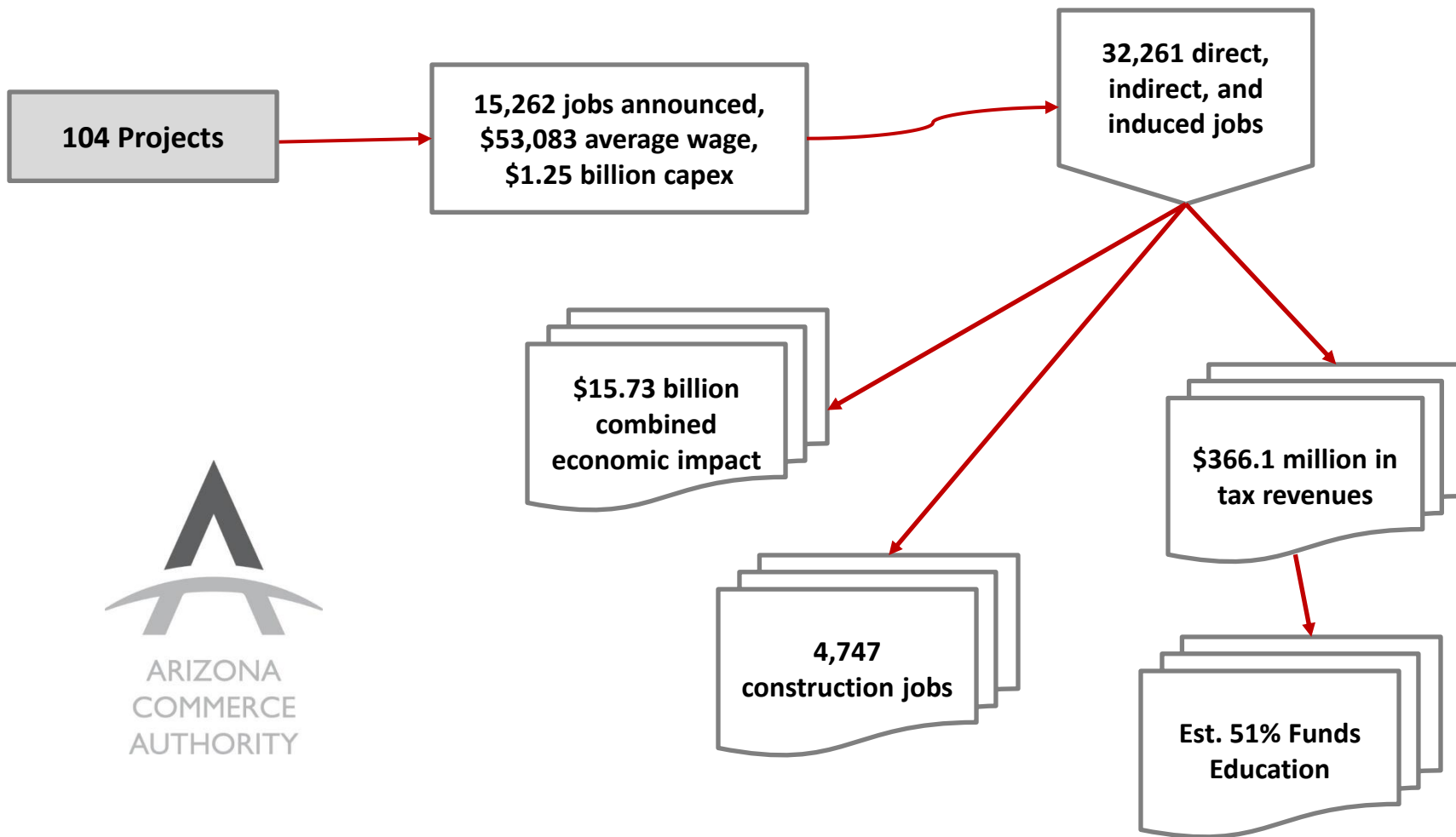




# ACA Results, by Destination City FY2014



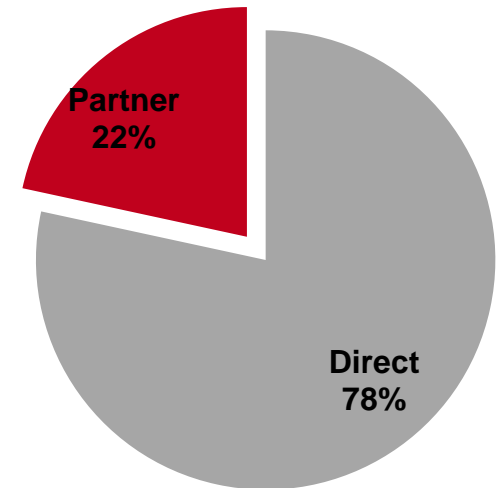
# ACA FY2013 Results and Five-Year Impact



# Business Attraction and Expansion strategies

- Business Attraction
  - Proactive approach
  - Direct contact with companies in targeted industries
  - Make connections at trade shows, sales missions and in-market events
  - Work with Economic Development partners
- Business Expansion
  - Develop relationships with key personnel at the top 200 companies in Arizona

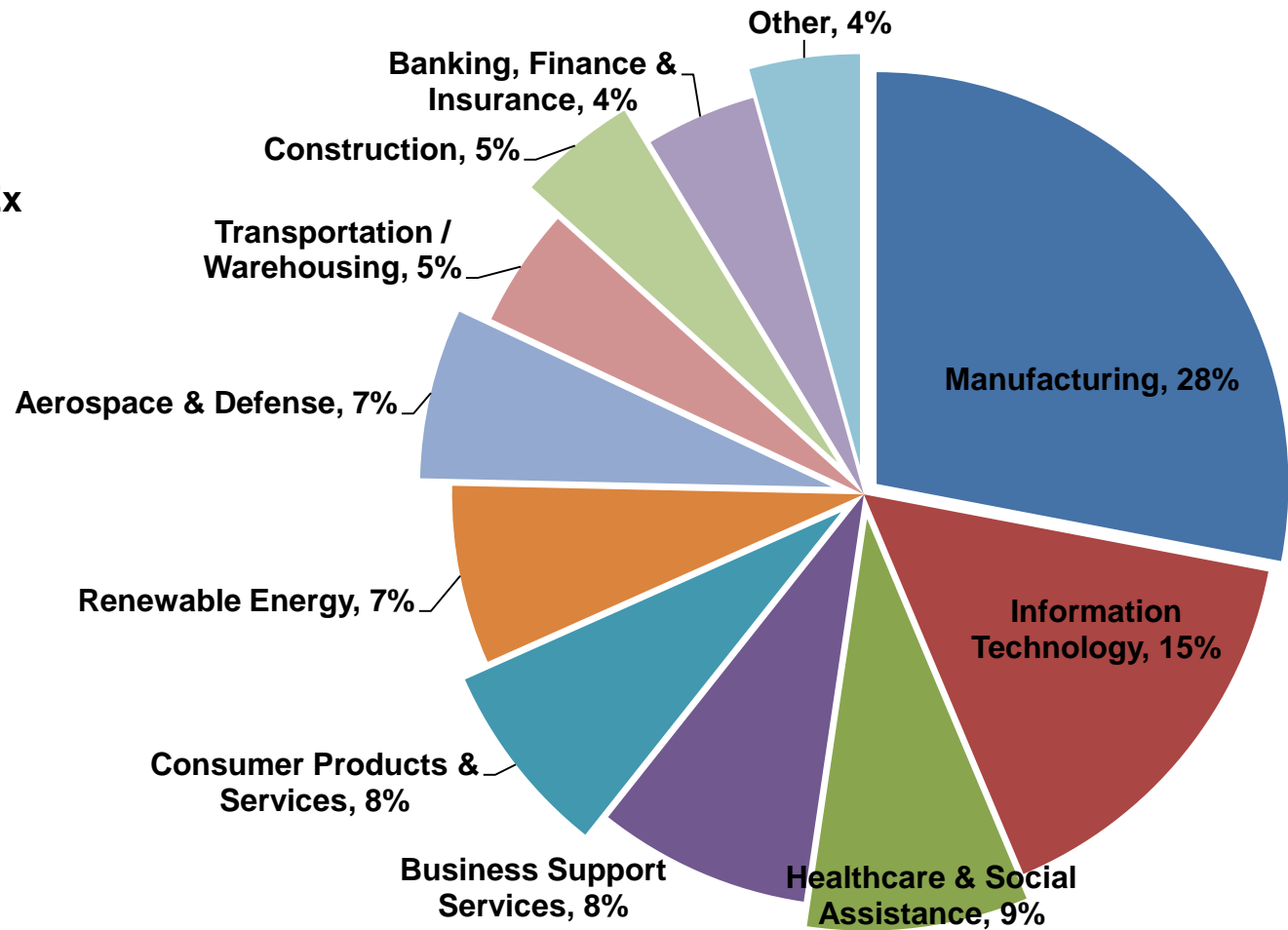
Source of ACA Leads, FY14



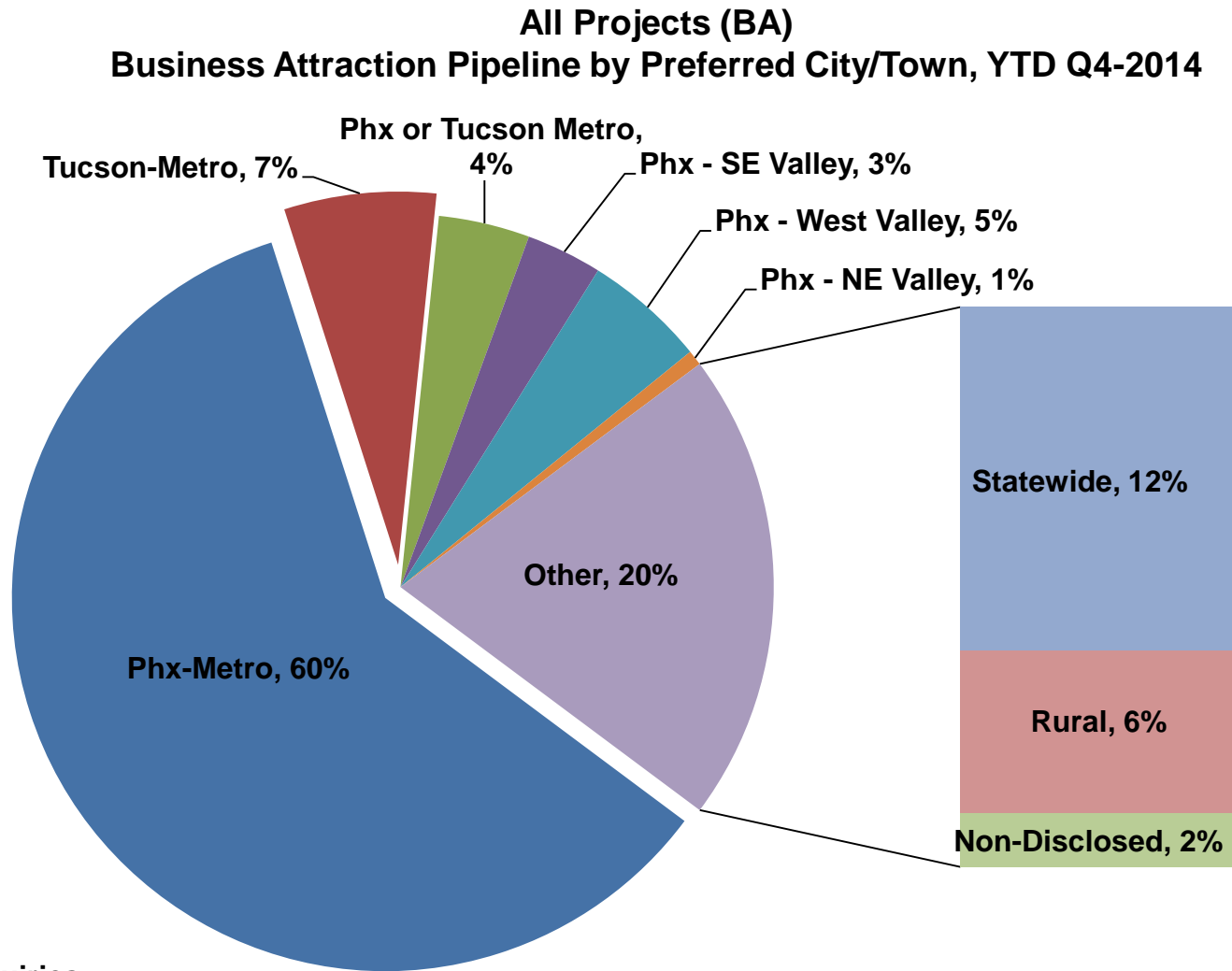
# All ACA Pipeline by Industry

**Pipeline Projects (All ACA)**  
**Business Attraction and Expansion Pipeline by Industry Segment, YTD Q1-2015**

**300 Projects**  
**\$40.92 Billion in Cap Ex**  
**66,446 Jobs**  
**\$48,589 Ave Wages**



# Business Attraction Pipeline by Preferred Area

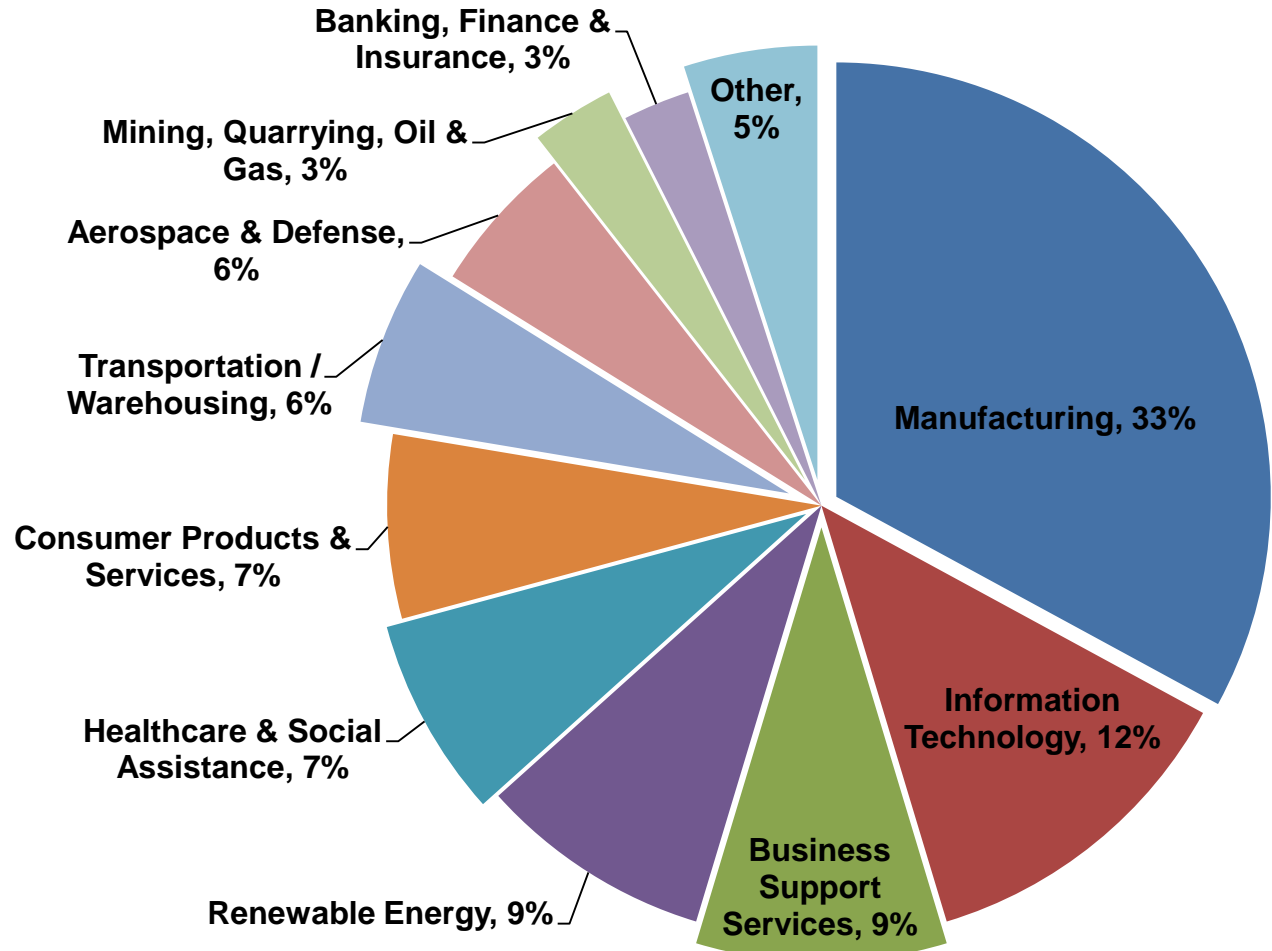


\*Includes Inquiries

# Business Attraction Pipeline by Industry

**Pipeline Projects (BA)**  
**Business Attraction Pipeline by Industry Segment, YTD Q1-2015**

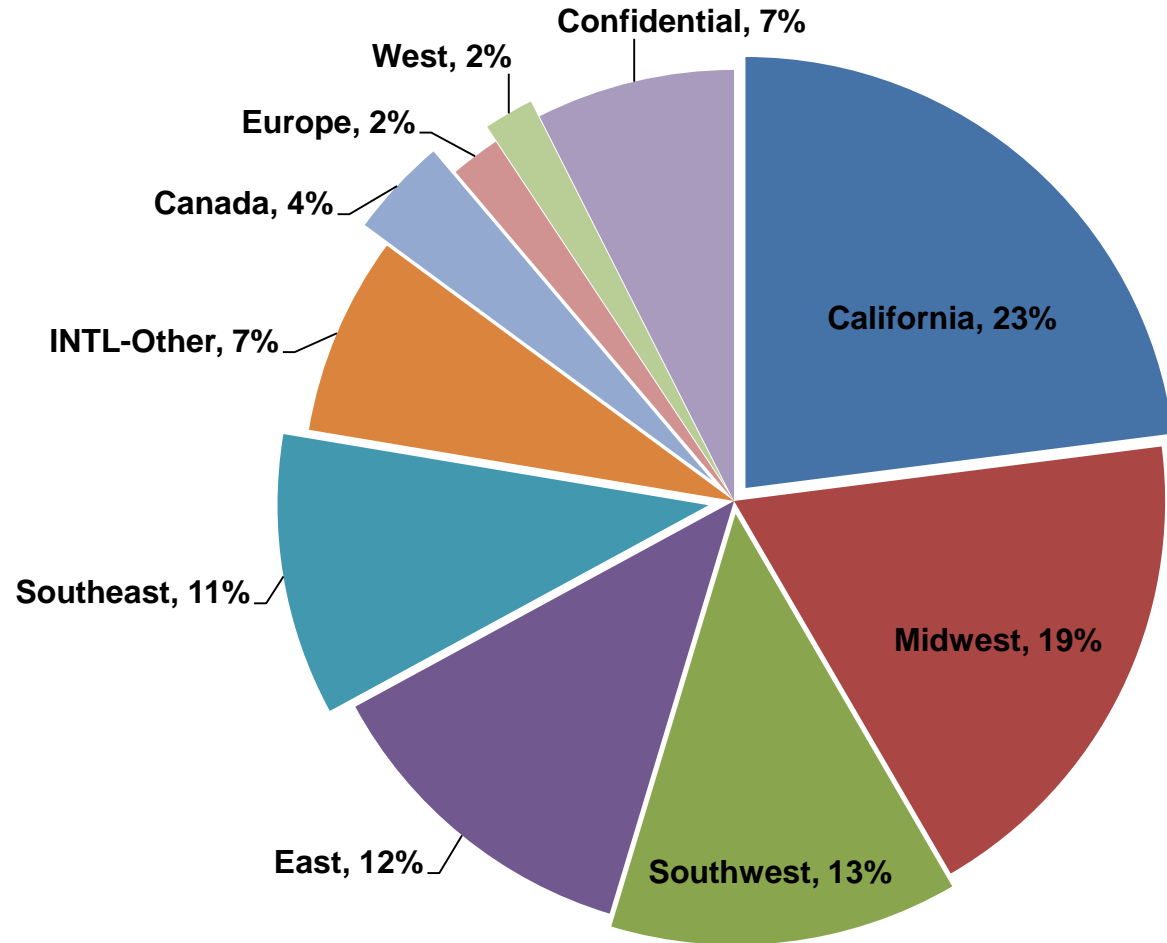
**161 Projects**  
**\$36.81 Billion in Cap Ex**  
**49,265 Jobs**  
**\$48,596 Ave Wages**



# Business Attraction Pipeline by Origin

**Pipeline Projects (BA)**  
**Business Attraction Pipeline by Geographic Segment, YTD Q1-2015**

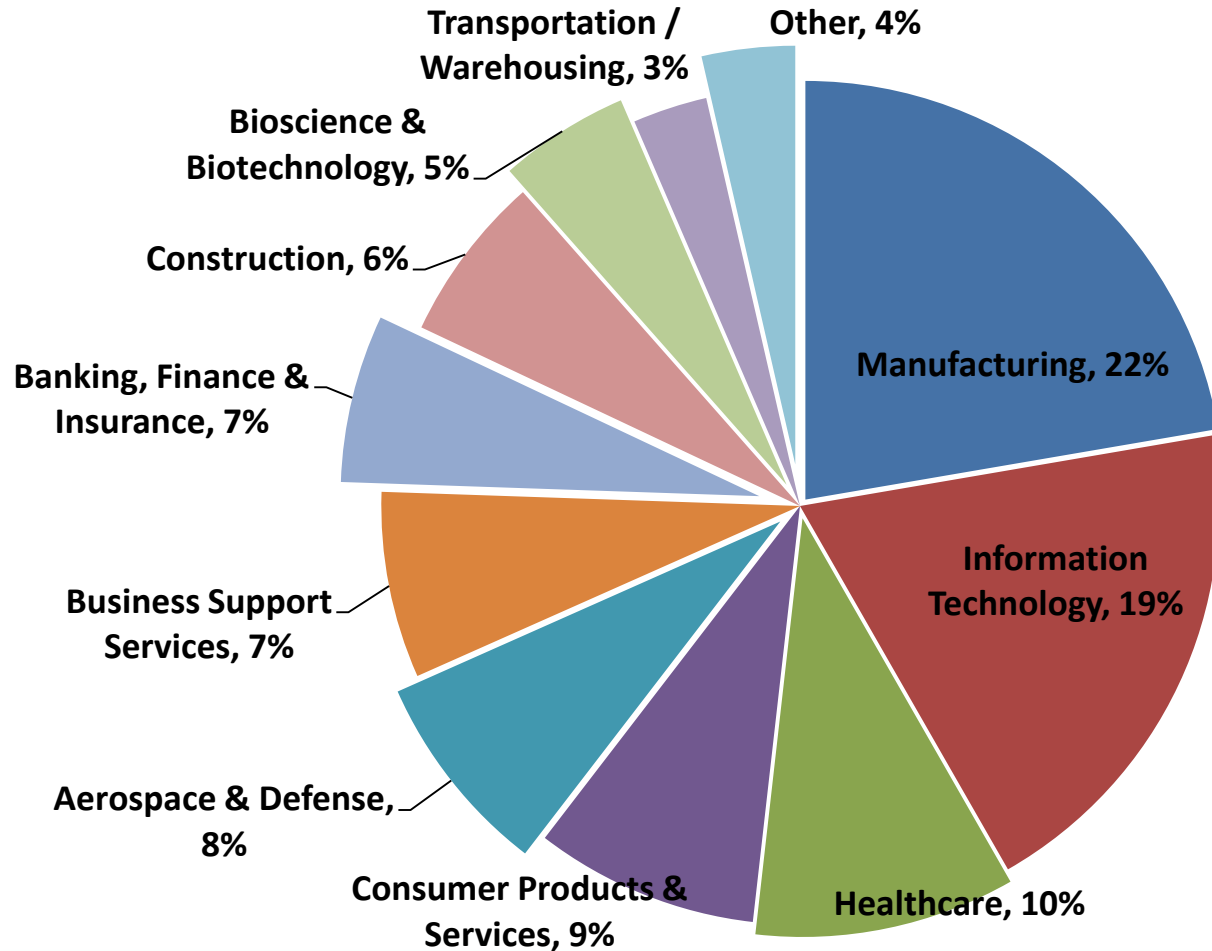
**161 Projects**  
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**49,265 Jobs**  
**\$48,596 Ave Wages**



# Business Expansion Pipeline by Industry

**Pipeline Projects (BE)**  
**Business Expansion Pipeline by Industry Segment, YTD Q1-2015**

**139 Projects**  
**\$4.11 Billion in Cap Ex**  
**17,181 Jobs**  
**\$48,571 Avg Wages**





# Business Creation Strategies / Initiatives

- Arizona Fast Grant
- Arizona Innovation Challenge
- Arizona Venture Ready
- Arizona Navigator Program
- Arizona Furnace
- Arizona Innovation Accelerator Fund (AIAF)
- Venture Madness
- Small Business Services
- PIII Playbook
- Energy Reduction Grants (OEA)



VENTURE READY

ARIZONA |  INNOVATION CHALLENGE



**FURNACE**



Arizona's resource for fueling the next revolution in manufacturing

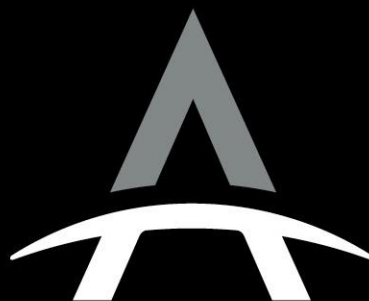


- Business strategy for top-line growth
- Manufacturing and operational strategies (productive improvements)
- Engineering strategies for product and process innovation
- Workforce and organizational development strategies

# ACA / Federal Programs and Initiatives

- Advanced Manufacturing Jobs and Innovation Accelerator Challenge (AMJIAC) Grant (\$1.8M)
- Arizona Innovation Accelerator Fund (AIAF) (\$18.2M)
- Arizona Fast Grant (\$160,000)
- Manufacturing Extension Partnership (MEP / REV AZ) (\$5M)
- Office of Economic Adjustment (OEA) Grant (\$900,000)
- State Trade Export Promotion (STEP) Program (\$1.1M)





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