

The ACA has a focused and targeted strategy to improve Arizona's economy by facilitating quality job creation through business:

- **Attraction**
- **Expansion**
- **Creation**



Job Creation
Work with companies to facilitate the creation of **75,000** higher-wage direct jobs through Expansion, Attraction and Creation efforts.

Capital Investment
Target **\$6 billion** in private capital investment to generate state and local tax revenues and catalyze job creation.

Increase Average Wages
Focus Attraction, Expansion and Creation efforts on high-value jobs, which are jobs that pay average wages of at least **150%** of the state median wage, increasing to **175%** over time. Two-thirds of the 75,000 jobs over five years will be high-value jobs.

5-Year Goals (FY13 - FY17)

The ACA's Fiscal Year 2014 Highlights

The ACA's professionals managed more than

2,005 interactions

The ACA's Creation, Attraction/Expansion and Financial Programs teams provided services to more than 2,005 clients. The ACA worked with a number of global giants that announced large-scale expansions in Arizona which included **Apple, GoDaddy** and **State Farm**. In addition, locally-based **Infusionsoft** and **IO** bolstered the innovation ecosystem, as did significant expansions of California-based technology companies including **Gigya, Weebly**, and **Prosper Marketplace**. Finally, **Silicon Valley Bank** expanded and committed to lend \$100 million in investment capital to Arizona's tech and life science companies over the next five years.

CREATION

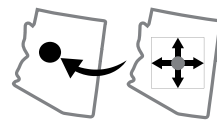


630 applications from Arizona companies

FY13	FY14
595 Applications	630
168 Awards	253

A total of 253 companies received financial and/or technical assistance through the ACA's Creation programs: the Arizona Innovation Challenge (AIC), STEP, AZ Fast and PIII Playbook. The biannual AIC, for example, awards \$3M per year to advance innovation and technology commercialization opportunities in Arizona. Companies applying to Creation programs (595) become the ACA's "pipeline" for future ACA service and consultation opportunities outside of Creation program parameters.

ATTRACTION/EXPANSION



423 opportunities

FY13	FY14
299 Early Stage	227
73 Late Stage	99
104 Closed/Won ¹	97

The Attraction/Expansion team engaged 423 overall opportunities, including a significantly increased number of rural opportunities.

	Targeted Industries ²	Rural ³
Jobs	13,102	614
Capital Investment	\$2.84B	\$166M
Wages	\$45,077	\$32,086

¹Closed/Won opportunities are client projects that conclude with a successful location or expansion decision. These 97 closed/won opportunities, in the aggregate, constitute the total jobs, capital investment and wages shown under The ACA's Fiscal Year 2014 Results (to the right).

²The figures in the Targeted Industries and Rural columns represent the jobs, capital investment and wages associated with the subset of closed/won opportunities that occurred in Targeted Industries and/or Rural areas.

FINANCIAL PROGRAMS



952 new incentive applications

FY13	FY14
101 Pending	203
123 Under Review	123
946 Reviewed	952
834 Active	743

The Financial Programs team administered **952** new applications.

	Number of Assisted Companies	Amount of Assistance
Tax Credits and Abatements ¹	190	\$11.2M
Grants ²	57	\$18.5M
Loans ³	18	\$4.9M
Bonds ⁴	3	\$76.5M
Total	268	

¹Tax credits, property tax reductions and sales and use tax exemptions approved under the Angel Investment, Computer Data Center, Healthy Forests, Military Reuse Zone, Qualified Facility, QualityJobs, R&D, Renewable Energy Tax Incentives and Commercial Solar programs. Amounts are estimates based on approvals and do not reflect amounts actually claimed or legacy programs no longer open to new applicants.

²Grants approved under the Arizona Competes, Job Training and Rural Economic Development Grant programs. Does not include Arizona Innovation Challenge, FAST or STEP grant programs. Dollar amounts shown are the amounts approved and do not reflect the amounts paid in 2014. Grants are paid over time upon achievement of performance milestones.

³Loans made under the AIAF program.

⁴Bond capacity allocated (closed) under the Private Activity Bonds program.

FOUNDATION



statewide, long-term economic development initiatives, including:

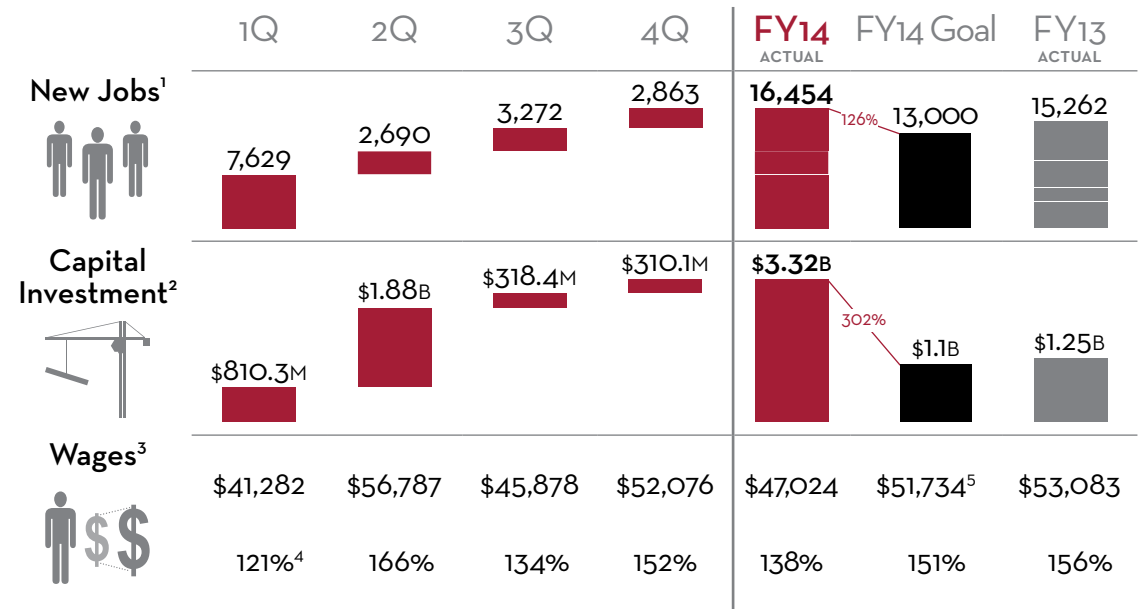
Arizona's Innovation Ecosystem. Adding to its suite of innovative programs supporting entrepreneurs, the ACA unveiled two annual events, **Venture Madness** and the **Innovation Arizona Summit**, designed to connect early-stage companies and entrepreneurs with investors. These premier events combined with the ACA's existing programs - including the Arizona Innovation Challenge, Venture Ready, Arizona Innovation Accelerator Fund, AZ Fast Grant and PIII Playbook - continue to strengthen Arizona's innovation ecosystem.

Strengthening Manufacturing in Arizona. The ACA launched RevAZ, the state's Manufacturing Extension Partnership focused on strengthening Arizona's small- and medium-sized manufacturers. Additionally, the ACA, together with Governor Brewer, the Arizona Chamber of Commerce and Industry and other partners, rolled out Arizona Manufacturers Month last October to promote Arizona's manufacturing industry.

Expanding Arizona's R&D Capacity: SciVal Experts. The ACA partnered with the Arizona Board of Regents to unveil SciVal Experts, an online database providing real-time access to research occurring within Arizona's university system. SciVal is designed to attract additional R&D investment to the state, as well as spur new technology transfer and commercialization opportunities with private sector partners. This program provides opportunities to university researchers, students, innovative companies, industry leaders and entrepreneurs seeking to access the academic work taking place at ASU, NAU and UA.

The ACA's Fiscal Year 2014 Results

All figures represent three-year projections



¹ Figures in this row represent direct jobs
² Figures in this row represent direct capital investment
³ Figures in this row represent the average wages
⁴ Figures in this row represent the average wages in the row above as a percentage of the 2011 baseline wage of \$34,110
⁵ Blended average of Business Plan tiered wage goals

Total Economic Impact of FY14 Results

Multiplier Effect Over 5 Years¹

	Direct, Indirect and Induced Jobs	Economic Output	Tax Revenue
FY13	32,261	\$15.73B	\$366.5M
FY14	39,995	\$22.08B	\$736.3M
Total	72,256	\$37.81B	\$1.102B

¹ Analysis performed by Elliott D. Pollack & Co. based on ACA input