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# PINAL COUNTY

A R I Z O N A

*wide open opportunity*



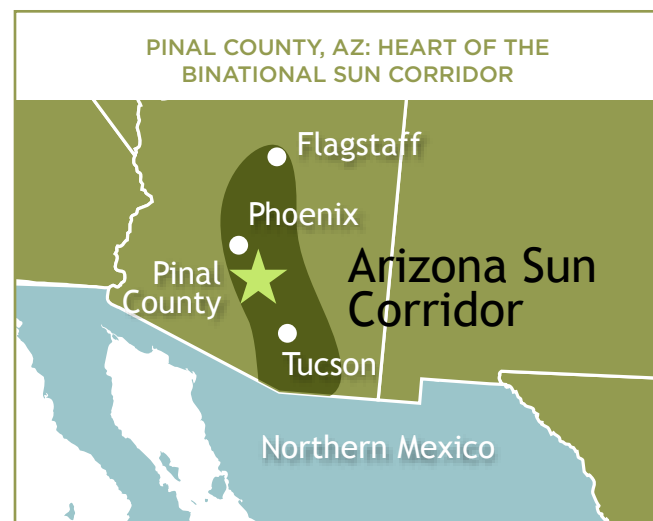
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# INTRODUCTION

Pinal County, AZ is situated at the center of the Sun Corridor - a growing binational megapolitan region that begins in central Arizona and extends south into Northern Mexico, encompassing a population of approximately 8.2 million residents. The favorable location, including many economic advantages and desirable amenities, places Pinal County at the heart of a powerful economic engine that will grow and prosper decades into the future. The opportunity to participate in Pinal County's growth potential is now.

Pinal County's strategic location has propelled the County to become the destination of choice for people and business. As one of the fastest growing counties in the United States, with a current population of 396,200 that is projected to grow to nearly 1.1 million by 2045, Pinal County offers unparalleled opportunities for domestic and international businesses across all economic sectors.

Businesses located in Pinal County are advantaged by one of the most modern and well-developed transportation systems in the U.S. An inland port, two international airports, interstate highways I-10 and I-8, expansive local freeway systems and rapid rail systems in the Phoenix and Tucson metros deliver an unparalleled multi-modal system



to move people and goods. Firms located in the County also are able to access California and Mexico within a one-day turnaround trip. Union Pacific - a Class 1 railroad - and Copper Basin Railroad - complement the County's extensive air and roadway connectivity.

In terms of international trade, the Southern Arizona ports of entry have received significant capital improvements to enhance the efficient flow of goods to and from Mexico. As an example, the Port of Maricopa was substantially upgraded in 2014 to facilitate more streamlined entry of people and goods into Arizona and beyond.



Port of Maricopa, Nogales, Mexico - Major Gateway for U.S.- Mexico Trade



Pinal County has a prosperous and diverse economy. Agriculture, mining and healthcare are the County's historic economic pillars. In the last 10 years, Pinal County has experienced a rapidly increasing concentration of firms in aerospace and unmanned aerial systems, biosciences, renewable and green technologies, and high tech manufacturing. Pinal County offers an abundance of lifestyle amenities for everyone's taste. The County Government has invested in preserving open space, and also has championed the development of the County's robust recreational, cultural and tourism opportunities. Residents and visitors have a wide range of retail and dining choices, as well as collegiate and professional sports, arts and cultural offerings both at home as well as nearby submarkets. Local festivals and fairs contribute to the strong sense of community in Pinal County. It's no wonder why so many people are locating their businesses and families in Pinal County.

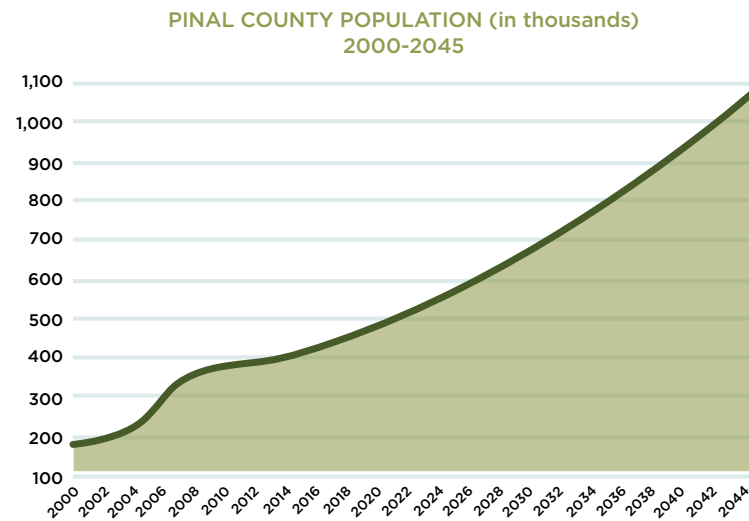
A pro-business and pro-growth environment has been carefully and intentionally developed by the Pinal County Board of Supervisors. The County partners with local governments and the State of Arizona to ensure that the local market delivers a competitive and business-friendly operating climate. This unwavering commitment, along with lower business operating costs, reliable utilities, an excellent transportation system, and a skilled, trained and available workforce, combine to create a County of **WIDE OPEN OPPORTUNITIES**.

Pinal County has been a leader in Arizona in terms of historical growth, ability to fully recover from the past recession, and has one of the most optimistic economic futures in the Southwest U.S. Not only has Pinal County achieved strong rates of growth, but is now focusing on growing in terms of quality. This will enable profitable opportunities for all business sectors, from technology-based companies to trade and transportation, to local serving businesses. Pinal County is truly a place to successfully locate a business or grow one from within.



# TALENT AND WORKFORCE

Executive, professional and technical workers thrive in Pinal County, and there are ample opportunities for their career advancement. Pinal County's population is growing, and is expected to increase from 396,200 in 2014 to more than double by 2045 to 1.1 million.



Sources: Arizona Department of Administration; Central Arizona Governments

## POPULATION BY AGE

2014	Pinal County	PHX-MSA	U.S.
0-14	20.5%	20.8%	19.2%
15-24	11.9%	13.7%	13.8%
25-44	26.7%	27.4%	26.4%
45-64	23.0%	23.9%	26.2%
65+	18.0%	14.2%	14.5%
Total	100%	100%	100%
Persons/HH	2.84	2.77	2.65

Source: U.S. Census: American Community Survey

The working population is similar to that of other major markets and the U.S. as a whole.

The median household size in Pinal County is 2.84, signifying the growing number of families. Median household income in Pinal County is on par with the national average.

The people of Pinal County are well educated. Fifty-five percent of the County's residents have college experience, and 27.3 percent have an associate's degree or higher.

## EDUCATION ATTAINMENT - POPULATION 25 YEARS AND OVER

2013	Pinal County	PHX-MSA	U.S.
Some College, no degree	27.8%	25.3%	21.2%
Associate's Degree	9.3%	8.4%	7.8%
Bachelor's Degree	11.8%	18.5%	18.0%
Graduate or professional Degree	6.2%	10.2%	10.8%

Source: U.S. Census: American Community Survey

With a local workforce of 151,600, combined with 547,000 additional workers who reside in very proximate cities (30-minute commute time), employers based in the County can readily capitalize on the more than 700,000 skilled, educated and qualified executive, managerial, professional and technical workers.

Sixty-three percent of the County's available workforce is in the 18 to 65 year old age range. Many have earned postsecondary degrees or advanced skills certificates and credentials. Customized training also is available for both existing and new employers through an expansive array of training courses provided by several workforce development agencies including the State of Arizona, Pinal County Workforce Connection and Central Arizona College.

Equally important, all three major state universities - the University of Arizona, Arizona State University and Northern Arizona University - maintain a constant educational presence in Pinal County and have representatives located at Central Arizona College's main campus. Courses, certificates and degrees include: information technology, plastics, optics, electronics,

aerospace, engineering (electrical, civil, manufacturing, etc.), business management, solar installations, various agriculture courses, ISO certification and preparation and various soft-skills programs including team building and leadership skills training.



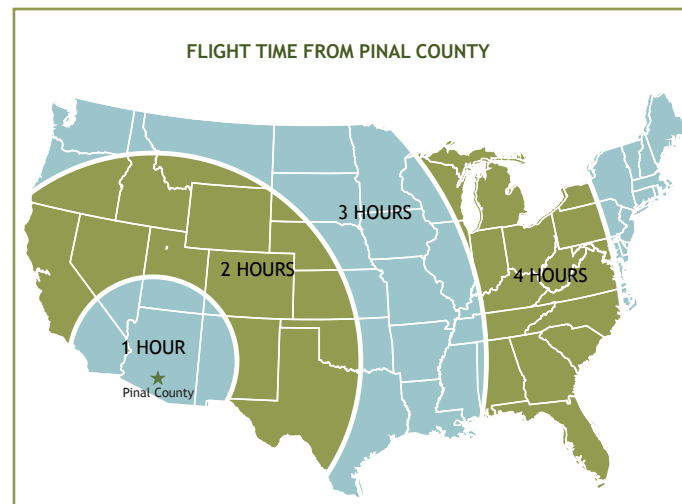
# MARKET ACCESS AND CONNECTIVITY

Pinal County is strategically located in the center of the Sun Corridor, offering efficient and ease of access to the Phoenix and Tucson metros, Mexico, the Western U.S. and throughout North America with a modern, well-developed multi-modal transportation system.

Businesses and residents in Pinal County can access any destination in the U.S. and the world through three major airports: Phoenix Sky Harbor International Airport, Tucson International Airport and Phoenix-Mesa Gateway Airport. Manufacturing and major distribution firms are centered along Pinal County's main traffic corridors of Interstate 10 (California to Florida), Interstate 8 (Pinal County to San Diego) and US Route 60. Transportation corridors in the County also include the Union Pacific Sunset Line (Long Beach to El Paso) and Copper Basin railroads.

## AIR ACCESS

From a Pinal County location, business travelers can take advantage of the more than 142 daily flights to cities in the Golden State originating from Phoenix Sky Harbor International Airport and 24 daily flights to California destinations from Tucson International Airport.



Each day from Phoenix Sky Harbor International Airport:

- 1,200+ flights arrive and depart
- 100,000+ passengers travel
- 800+ tons of air cargo is handled
- 142 flights to and from California destinations
- Non-stop air service to over 80 destinations in the United States and 20 destinations in Mexico, Canada and Great Britain.

Each day from Tucson International Airport:

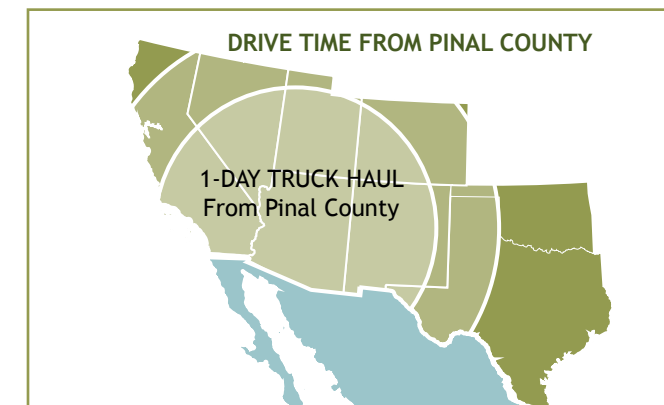
- 350+ flights arrive and depart
- 5,000+ passengers travel
- 2+ tons of air cargo is handled
- 24 nonstop flights to and from California destinations

Phoenix-Mesa Gateway Airport also is a significant airport serving the Phoenix metropolitan region, including Pinal County. Served principally by Allegiant Air and Elite Airways, Phoenix-Mesa Gateway Airport provides flights to 39 cities in the U.S., handling approximately 1.1 million passengers each year. The airport's growth is a top priority for regional public and business leaders. More than \$28.2 million has been invested in Phoenix-Mesa Gateway Airport in the last fiscal year. Approximately \$24.8 million has been appropriated for capital improvements and major maintenance projects for the upcoming years.

## INTERSTATE HIGHWAYS

Pinal County has direct access to Interstate 10, one of the most significant highways in North America. Each day, thousands of trucks carrying goods traverse I-10 through and from Pinal County to points West and North. Central Arizona-based exporters enjoy one-day truck haul routes between Arizona and California, Colorado, Nevada, New Mexico, Texas and Utah, reaching 65 million consumers in eight hours. Pinal County also is traversed by Interstate 8, a major east-west route that directly connects Phoenix to San Diego.

In addition, the State of Arizona is working vigorously with the Federal Government to begin construction on Interstate 11. Arizona's



U.S. Senators have been ardent champions for the planning and construction of this new interstate highway that will enhance the international trade corridor from Mexico to Canada. The State of Arizona has been a leader in advocating for I-11. In 2015, funds for planning and studies were appropriated by the U.S. Congress in the Intermountain West Corridor Development Act of 2015.

## RAIL SERVICE

Union Pacific Railroad (UPRR) - a major transcontinental rail line - serves Pinal County. Its presence in Pinal County is a key driver for a producer economy whether the product is raw materials, finished product ready for market or agricultural supplies and products. Freight rates are extremely competitive, and access to California and Mexico markets is unparalleled.

Presently, UPRR, Pinal County and the State of Arizona are developing the Red Rock Project, a multi-million dollar rail park and classification yard that is slated to be one of the largest logistics facilities in the Western United States. Close to I-10 and I-8, Red Rock will significantly expand an already robust rail system and significantly expand Union Railroad's capacity to increase its long haul handling and off-loading of goods.

## BROADBAND

In addition to Pinal County's conventional infrastructure, businesses and residents alike benefit from well-developed wireless and wired networks. CenturyLink and Cox Communications are the major providers of wireless and broadband in the Pinal County region, and work is underway to expand the County's telecommunications infrastructure. New proposed fiber routes currently under study will expand capacity and service with distribution points for FTTH/FTTP throughout many areas in Pinal County.

# BUSINESS CLIMATE

With more than 300 days of sunshine a year and extremely low risk for business disruptions caused by weather-related events, business facilities are safe and profitable in Pinal County. Business operations are supported by a system of reliable and consistent service providers of power, telecom, natural gas, and water services.

Business operating costs in Pinal County are 40 percent lower than in California. Combined with targeted business tax credits and other programs and easy access to a broad range of regional and global customers, Pinal County based firms benefit greatly from a distinct financial advantage over many major U.S. markets.

The Pinal County Board of Supervisors and the elected bodies of its municipal governments have worked vigorously and collaboratively to create a business-friendly culture.

## PINAL COUNTY PRIORITY EXPRESS PERMITTING

Recognizing the need to offer a business-friendly environment and the critical need for companies to ramp up quickly, Pinal County has implemented an expedited Specific and Commercial Site Plan Review Process for qualified new, expanding or relocating businesses. Priority Express Permitting includes:

- An expedited Specific and Commercial Site Plan Review Process for qualified projects
- Business-friendly economic development professionals, that will assist projects through the development review process
- Pre-development meetings, initiated by Pinal County development professionals. These meetings play a vital role in

eliminating unexpected delays during the development review process

Qualifying companies that are expanding existing facilities or locating in Pinal County for the first time will receive personalized, hands-on assistance from Pinal County staff, who are focused on helping existing and prospective new employers to move from plans to operations efficiently.

## STATE OF ARIZONA: OPEN FOR BUSINESS

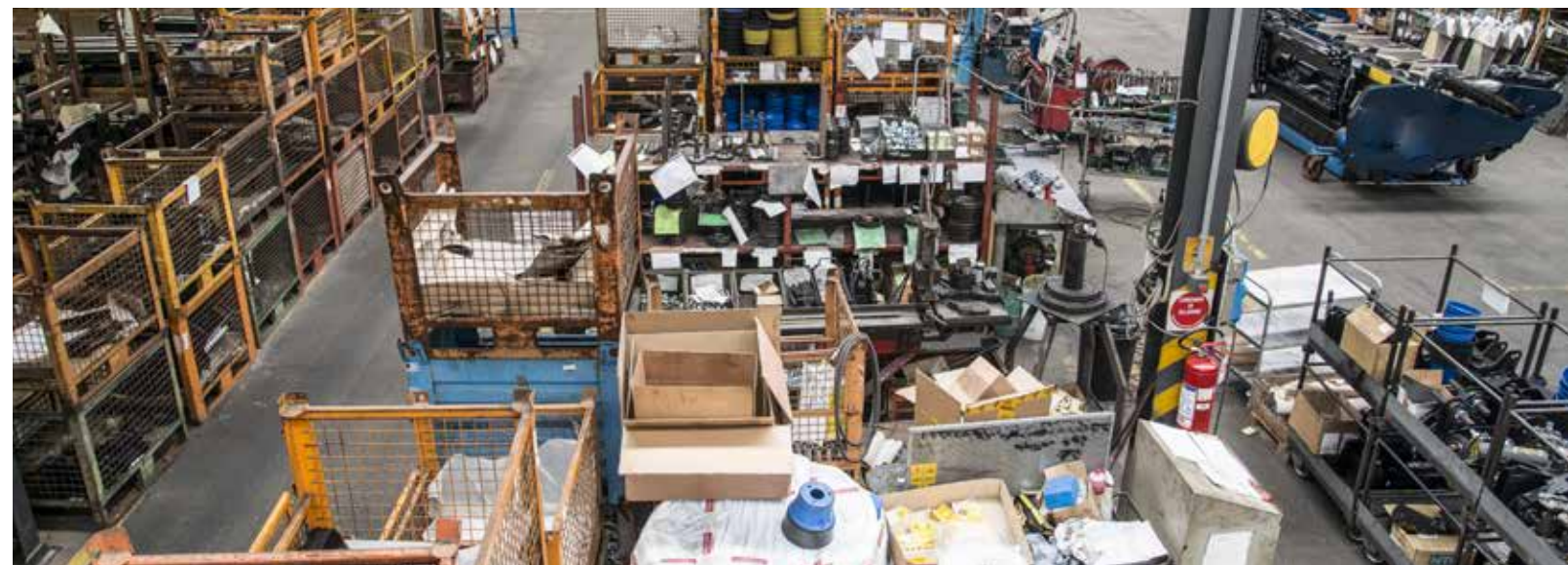
The State of Arizona provides the backdrop for a business-friendly, cost-effective operating

environment through competitive tax policy and economic development programs. Arizona ranks seventh lowest among all 50 states in average workers' compensation costs, sixth lowest in property taxes, and second lowest in unemployment insurance tax.

Among just a few of the many favorable business operating cost advantages from a Pinal County location:

- Business operating costs 40% lower than California
- Competitive operating cost advantages:
  - » No corporate franchise tax
  - » No income tax on dividends from out-of-state subsidiaries
  - » No worldwide unitary tax
  - » Aggressive accelerated depreciation schedules
  - » 100% of net operating loss may be carried forward for five years
- Minimal Regulation
- Right To Work state
- Low unionization
- Targeted incentives

Pinal County's burgeoning economy provides an important platform for business growth and profitability.



# KEY INDUSTRIES

Pinal County's burgeoning economy provides an important platform for business growth and profitability. Key industries include aerospace and defense; manufacturing; logistics/distribution; agriculture and food production, processing and distribution, and mining, among others.

Some of the area's leading companies have thrived in Pinal County for decades, while others have recently established major new operations to take advantage of the County's unparalleled locational assets. Just a few of Pinal County's many national and international blue chip employers include:

## ABBOTT LABS



Abbott's Ross Products, a division of Abbott Laboratories, is a leader in providing trusted pediatric nutritional, adult nutritional, and related health care products that advance people's quality of life. The Ross Products Division's Similac, Isomil, and PediaSure brands remain among the most-recognized and physician-recommended brands of pediatric nutritional products. Abbott's Ross Products is also the U.S. market leader in adult nutritional products, based on its well-known and leading Ensure and Glucerna brands. The company employs more than 70,000 people worldwide and markets its products in more than 130 countries. Yearly sales figures are estimated at more than \$17 billion. Pinal County has been a key manufacturing site for Ross Products since the plant began operations in the Casa Grande in 1985 and has a workforce of over 400 employees.

## ASARCO

ASARCO is a fully integrated miner, smelter and refiner of copper in the United States. ASARCO's domestic mines annually produce approximately 350 - 400 million pounds of copper.



The ASARCO Ray Mine, located in the far eastern portion of Pinal County, is one of the world's largest open pit copper mines. The Ray Operations consists of a 250,000 ton/day open pit mine with a 30,000 ton/day concentrator, a 103 million pound/year solvent extraction-electrowinning operation, and associated maintenance, warehouse and administrative facilities. Cathode copper produced in the SX-EW operation is shipped to outside customers and the Asarco Amarillo Copper Refinery.

## MONSANTO AGRICULTURE

St. Louis based Monsanto is a leading global provider of technology-based solutions and agricultural products that improve farm productivity and food quality. The company remains focused on enabling both small-holder and large-scale farmers to produce more from their land while conserving more of the world's natural resources such as water and energy.



Pinal County represents a vitally important agriculture environment for Monsanto's cotton business, where it is developing and testing its products where they will be used by the company's farm customers. Monsanto spends \$2.6 million per day worldwide on research alone, and it has found Pinal County to be an ideal location for its R&D to research seed increase and conduct field testing for its cotton breeding and biotech products that focus on higher yields and better resistance.

## HEXCEL CORPORATION

Founded in 1946, Hexcel Corporation is a leading advanced composites company that serves domestic and global customers. The firm develops and manufactures lightweight, high performance composites. Their products include carbon fibers, reinforcements, prepregs, honeycomb, matrix systems, adhesives and composite structures that are used in the commercial, space and defense aerospace industries, wind energy and a broad range of industrial applications.



Hexcel's plant in Casa Grande, Pinal County was established in 1965. The company's plant employs 500, and manufactures an extensive range of HexWeb® honeycombs in aluminum and non-metallic substrates that are supplied in different configurations including regular hexagonal, overexpanded and Flexcore®. From its Pinal County location, Hexcel also manufactures Fibrelam® honeycomb sandwich panels and Engineered Core honeycomb parts, including Acousti-Cap® noise-reducing honeycomb for aircraft engines. These products are used in commercial aircraft structures and interiors, defense aircraft, helicopters and various industrial applications.

## WALMART DISTRIBUTION CENTER

The 880,000-square-foot facility is located north of Interstate 8, at the northeast corner of Thornton Road and Peters Avenue in Casa Grande. Construction of the food distribution facility began in 2002 and completed in 2003. The facility employs more than 400 people.



The Casa Grande food distribution center provides Wal-Mart the opportunity to better serve the growing number of Wal-Mart customers in a 3 state area. Wal-Mart, Inc. currently employs more than 25,000 people in Arizona.



# QUALITY OF LIFE

Pinal County is world renowned for its wide open spaces and abundance of natural and majestic beauty. The County offers a superb quality of life, and children, youth and adults are able to avail themselves of bountiful indoor and outdoor recreational and lifestyle choices.

## HOUSING

Housing in Pinal County is plentiful and there is a wide array of homes to suit everyone's taste - from sprawling ranches to equestrian estates to master planned communities.

Home buyers can purchase a new, fully amenitized, energy-efficient four bedroom, two bath home at a median price of \$222,000, well below the U.S. median of \$292,700 and Greater Phoenix median price of \$293,000. Housing ranges from town and patio homes to luxurious housing, with many communities featuring water amenities, abundant neighborhood parks, golf, equestrian facilities, biking paths, indoor gyms - all with shopping and entertainment in close proximity.

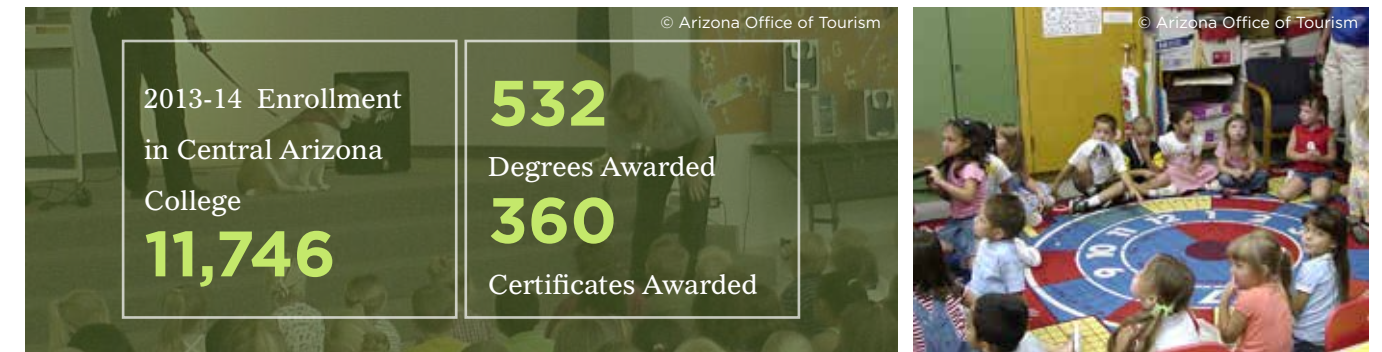


## EDUCATION

Educational offerings abound in Pinal County, and parents have significant choice for their children. The State of Arizona offers both traditional public school education as well as charter schools. In Pinal County, the choices are substantial. Pinal County has 105 elementary, middle and high schools and 17 charter schools.

For post-secondary education and training, Pinal County residents and businesses can avail themselves of world-class postsecondary institutions for two, four, and post-graduate degrees and specialized training. Arizona State University - one of the nation's largest public universities with an enrollment of 70,000 - is within a 30 minute commute to its Tempe campus, which has 50,000+ students. In September 2015, Arizona State University (ASU) was named as the nation's most innovative university by US News and World Report, and many of the institution's colleges have received the highest ratings from accrediting organizations and other prestigious rating sources. Several of ASU's undergraduate and graduate programs - including business and engineering - are ranked among the top such programs internationally.

The University of Arizona (UA) also has a substantial presence in the County. Through its UA South branch campus which serves Southern Arizona, the University offers bachelor of applied science degrees across



a broad range of disciplines, including computer sciences, informatics, intelligence studies, network administration, justice administration and in several humanities disciplines as well.

Central Arizona College is Pinal County's main two-year degree accredited postsecondary institution. With nine campuses and learning centers located throughout the County, Central Arizona College (CAC) offers associate of arts, associate of science and associate of business degrees across more than 50 areas of study. In addition, CAC offers extensive certificate programs for professional and technical occupations. More than 11,700 students were enrolled at CAC in the 2013-14 academic year.

Northern Arizona University is yet another postsecondary institution that provides postsecondary education in the County. Students physically attending Northern Arizona University, which is located in CAC's Signal Peak campus in Pinal County, can pursue bachelor and master's degrees in education, law enforcement, public administration and other professional disciplines, or can access degree programs on-line.

## PARKS AND RECREATION

Several national, state and county parks and recreation areas are located in the County ranging from the Casa Grande Ruins National Park in Coolidge, to the Boyce Thompson Arboretum State Park near Superior, the Town of Florence Historical District, and McFarland State Historic Park, both located in Florence, Picacho Peak State Park near Red Rock, the Lost Dutchman State Park in Apache Junction and Oracle State Park near Oracle. Water sports and fishing are available at San Carlos

lake, located in the northeast area of the County above the Gila River on the San Carlos Indian Reservation. Thousands of people from around the world come to Pinal County to visit these and other parks and recreation areas and to take advantage of the moderate, year-round weather.

## ARTS AND CULTURE

Pinal County's arts and cultural scene appeals to history buffs and art lovers alike. The Pinal County Historical Society and Museum brings visitors back to America's Old West, featuring Native American artifacts, relics from the days of pioneers, antique farm equipment and other vestiges of frontier days. The Casa Grande Ruins National Monument in Pinal County consists of the ruins of the Hohokam people, who settled and farmed this region in the 13th century. This ancient society developed sophisticated irrigation systems and conducted wide-scale trade over a 1,000 year period. The MacFarland State Historic Park provides an authentic experience for visitors to personally see and touch structures from Arizona's territorial days.

For devotees of the performing arts, the Coolidge Performing Arts Center - recognized as a center of excellence for the performing arts - offers symphonic performances, youth theaters and special pop series concerts. The visual arts have a strong presence in Pinal County, too. In addition to niche galleries, art lovers will find several that offer hands-on experiences - for themselves and their children as well. Just 45 minutes away, Downtown Phoenix and Old Town Scottsdale offer an enormous range of arts and culture, featuring major concert halls, museums and galleries.

# WHY PINAL COUNTY?

Pinal County is a distinctive location for domestic and international business. With a County Government committed to a pro-business environment, firms across all sectors can benefit from this extraordinary community:

- Strategic location in the heart of one of the most important binational regions in the U.S.
- Superior transportation access – air, highways and rail
- Highly trained and educated workforce with a strong work ethic
- Outstanding neighborhoods and housing for all lifestyles
- Training and education certificate and degree programs aligned with the needs of existing and future employers
- Majestic natural beauty offering adventurous outdoor activities
- Superb quality of life – arts, culture, entertainment, collegiate and professional sports
- Civic pride among residents and businesses
- Business-government-civic cooperation and collaboration toward building an even greater future for Pinal County

We invite you to explore Pinal County's unparalleled opportunities for your business, and stand ready to assist you with your business location, startup or expansion plans.

Sincerely,

Pinal County Board of Supervisors



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