SCOTTSDALE: AMERICA'S FINANCIAL OASIS

Photo by Sergio Dabdoub

Fall 2013
FLOURISHING ECONOMY
Fertile Ground for Growth

Greater Scottsdale: Positioned for Efficiency
- Neighbor to the world’s 8th largest economy
- Los Angeles/San Diego within 6 hours
- US/Mexico border within close proximity
- Dallas, Austin, Albuquerque, & Salt Lake City all interconnected by interstate highways
- Phoenix SkyHarbor – global reach with US Airways HQ, Southwest hub & 29 million passengers annually
- Sophisticated highways – 2 major interstates and five freeways
- $1.3 billion METRO light rail system

 Increased Growth
- Maricopa county is the 3rd largest county in US; Nearly 4 million people
- Expected to grow to 6 million over the next 10 years
- Greater Phoenix one of US markets expected to see majority of growth over next 35 years

Decreased Regulation: Advantageous Business Climate
- Right-to-work state
- No corporate franchise tax
- No state income tax on dividends from out-of-state subsidiaries
- No worldwide unitary tax
- Low workman’s comp & unemployment insurance costs
- Aggressive competitive package launched by Governor in 2011

*Source: Greater Phoenix Economic Council (GPEC)*
FLOURISHING ECONOMY
Fertile Ground for Growth

**Human Capital: Mature Talent & Workforce Pipeline**
- Arizona State University – Graduates 2,600 business students per year
- WP Carey School of Business (ASU) – Ranked in top 25 in Global Business Schools
- Thunderbird School of Global Management - Ranked #1 “International” Full-Time MBA
- University of Phoenix – Specializes in business curriculum; Nation’s largest private university
- Keller Graduate School of Management
- University of Arizona Medical School – State-of-the-art medical school with Phoenix campus
- Mayo Clinic/ASU Medical School – Highly ranked medical school at Mayo Clinic Hospital
- Scottsdale Community College – nationally recognized academics, seamless university transfer
- Scottsdale Unified School District is Arizona’s most excelling school district

**Infrastructure: An Environment to Support & Grow Industry**
- Low catastrophic risk: three AZ cities ranked in top 10 for lowest risk
- One of the top 5 regional fiber optic deployments in the US
- More than 156,000 miles of fiber optic network capacity
- Top-ranked utilities: Arizona Public Service (APS) & Salt River Project (SRP)
- Faster internet speed than ANY bordering state

**Source:** City of Scottsdale; Greater Phoenix Economic Council (GPEC)
FLOURISHING ECONOMY

Fertile Ground for Growth

**Incentives:** Rewards Qualified Companies

- Arizona Competitiveness Package
  - $9k corporate income tax credits per job
  - Starting in 2014, corporate income tax rate will decrease to 4.9%
  - Starting in 2014, sales factor ramps up to 100%
  - Effectively reduces commercial property taxes by 10%
- Job Training – Up to $1.5M in grants
- Companies not receiving property tax incentives under RETIP, FTZ, or MRZ programs can elect to take additional depreciation on their personal property
- Angel Investment Program – Provides income tax credits up to 35% for small business investment

**Lifestyle:** Growing Arts & Culture Community, Outdoors & Adventure

- Scottsdale median household income: $71,564
- Exceptional cost of living in comparison to other major cities
- More than 300 days of sunshine annually
- 200 golf courses in the immediate Scottsdale area
- Over 600 restaurants; Over 70 hotels with 9,300 rooms
- Flourishing arts & culture scene: Over 100 art galleries
- McDowell Sonoran Preserve: 27,800 acres with 120 miles of trails in the McDowell Mountains

**Source:** City of Scottsdale; Greater Phoenix Economic Council (GPEC)
# FLOURISHING ECONOMY

## Market Presence

<table>
<thead>
<tr>
<th>Corporate/Regional Headquarters</th>
<th>Significant Presence</th>
</tr>
</thead>
<tbody>
<tr>
<td>ASML</td>
<td>Knight Transportation</td>
</tr>
<tr>
<td>APL</td>
<td>Lifelock</td>
</tr>
<tr>
<td>APS</td>
<td>Limelight Networks</td>
</tr>
<tr>
<td>Amkor Technology</td>
<td>Mayo Clinic</td>
</tr>
<tr>
<td>Apollo Group</td>
<td>Microchip Technology</td>
</tr>
<tr>
<td>Avnet</td>
<td>ON Semiconductor</td>
</tr>
<tr>
<td>Banner Health</td>
<td>PetSmart</td>
</tr>
<tr>
<td>Best Western</td>
<td>Pinnacle West Capital Corporation</td>
</tr>
<tr>
<td>Clear Channel Outdoor</td>
<td>Recruiting.com</td>
</tr>
<tr>
<td>Coldstone Creamery</td>
<td>Republic Services</td>
</tr>
<tr>
<td>Fender</td>
<td>Rural Metro</td>
</tr>
<tr>
<td>First Solar</td>
<td>Salt River Project (SRP)</td>
</tr>
<tr>
<td>Freeport-McMoran</td>
<td>Scottsdale Insurance</td>
</tr>
<tr>
<td>Go Daddy</td>
<td>Swift Transportation</td>
</tr>
<tr>
<td>Henkel (former Dial Corporation)</td>
<td>Taser International</td>
</tr>
<tr>
<td>Honeywell Aerospace</td>
<td>U-Haul</td>
</tr>
<tr>
<td>Insight Enterprises</td>
<td>University of Phoenix</td>
</tr>
<tr>
<td>Inventure Foods</td>
<td>US Airways</td>
</tr>
<tr>
<td>JDA Software Group</td>
<td>Viad Corporation</td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- American Express
- Applied Materials
- Boeing
- Catholic Healthcare West
- CenturyLink
- Covance
- Cox Communications
- Freescale Semiconductor
- General Dynamics
- Hensley & Co.
- Honeywell International
- Intel
- Medtronic
- Orbital Science
- Southwest Airlines
- Starwood Hotels & Resorts Worldwide
- USAA
- Vanguard Group
- Wells Fargo
### Phoenix/Scottsdale Financial Services

#### Industry

<table>
<thead>
<tr>
<th>Industry</th>
<th># of Firms</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banks with $30M in Assets</td>
<td>50</td>
</tr>
<tr>
<td>Investment Banks</td>
<td>13</td>
</tr>
<tr>
<td>Broker-Dealer</td>
<td>39</td>
</tr>
<tr>
<td>Registered Investment Advisors</td>
<td>123</td>
</tr>
<tr>
<td>Fund Managers</td>
<td>20</td>
</tr>
<tr>
<td>Fund Services / Consulting</td>
<td>10</td>
</tr>
<tr>
<td>Private Equity / Venture Capital</td>
<td>26</td>
</tr>
</tbody>
</table>

#### Legal Services

<table>
<thead>
<tr>
<th>Legal Services</th>
<th># Offices Practicing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Banking &amp; Finance Law</td>
<td>14</td>
</tr>
<tr>
<td>Financial Services Regulation</td>
<td>5</td>
</tr>
<tr>
<td>Securities Litigation</td>
<td>11</td>
</tr>
<tr>
<td>Securities / Capital Markets</td>
<td>16</td>
</tr>
<tr>
<td>Mergers &amp; Acquisitions</td>
<td>12</td>
</tr>
<tr>
<td>Fund Formation and Investment</td>
<td>2</td>
</tr>
<tr>
<td>Private Equity / Venture Capital</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Professional Organizations

- Phoenix Chapter of the CFA Society
- Financial Planning Associates of Greater Phoenix
- Association for Financial Professionals in Arizona
- Risk Management Association of Arizona
- Financial Executives International
- State Bar of Arizona
  - State Bar of Arizona Business Law Section
- Maricopa County Bar Association
- Arizona Trial Lawyers Association
## WORKFORCE

### Financial Services Comparison

<table>
<thead>
<tr>
<th>Occupation</th>
<th>PHOENIX</th>
<th>DALLAS</th>
<th>DENVER</th>
<th>HOUSTON</th>
<th>OMAHA</th>
<th>SALT LAKE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accountants &amp; Auditors</td>
<td>14,550</td>
<td>$29.62</td>
<td>20,370</td>
<td>$35.62</td>
<td>20,260</td>
<td>$32.03</td>
</tr>
<tr>
<td>Appraisers &amp; Real Estate Assessors</td>
<td>910</td>
<td><strong>31.57</strong></td>
<td>1,690</td>
<td>$34.06</td>
<td>580</td>
<td>$25.70</td>
</tr>
<tr>
<td>Budget Analysts</td>
<td>630</td>
<td>$32.31</td>
<td>700</td>
<td>$33.00</td>
<td>800</td>
<td>$34.98</td>
</tr>
<tr>
<td>Credit Analysts</td>
<td>1,660</td>
<td>$28.54</td>
<td>1,510</td>
<td>$38.86</td>
<td>610</td>
<td>$30.29</td>
</tr>
<tr>
<td>Financial Analysts</td>
<td>3,900</td>
<td>$31.40</td>
<td>5,810</td>
<td>$41.46</td>
<td>2,560</td>
<td>$34.82</td>
</tr>
<tr>
<td>Personal Financial Advisors</td>
<td>2,600</td>
<td>$32.01</td>
<td>3,100</td>
<td>$42.18</td>
<td>**</td>
<td>$22.56</td>
</tr>
<tr>
<td>Insurance Underwriters</td>
<td>1,450</td>
<td>$26.18</td>
<td>2,280</td>
<td>$31.51</td>
<td>1,000</td>
<td>$30.56</td>
</tr>
<tr>
<td>Financial Examiners</td>
<td>320</td>
<td>$35.66</td>
<td>720</td>
<td>$45.41</td>
<td>380</td>
<td>$38.21</td>
</tr>
<tr>
<td>Credit Counselors</td>
<td>930</td>
<td>$17.67</td>
<td>880</td>
<td>$18.27</td>
<td>210</td>
<td>$22.55</td>
</tr>
<tr>
<td>Loan Officers</td>
<td>7,770</td>
<td>$31.31</td>
<td>6,600</td>
<td>$31.08</td>
<td>3,870</td>
<td>$28.12</td>
</tr>
<tr>
<td>Tax Preparers</td>
<td>660</td>
<td>$28.36</td>
<td>490</td>
<td>$17.40</td>
<td>**</td>
<td>$25.76</td>
</tr>
<tr>
<td>Financial Specialists, All Other</td>
<td>1,900</td>
<td>$25.38</td>
<td>2,700</td>
<td>$31.69</td>
<td>1,660</td>
<td>$32.19</td>
</tr>
</tbody>
</table>

**Source:** U.S. Bureau of Labor Statistics
WORKFORCE

Financial Services Comparison

Number of Employees

Source: U.S. Bureau of Labor Statistics
WORKFORCE
Financial Services Comparison

Average Wage

Source: U.S. Bureau of Labor Statistics
EDUCATED WORKFORCE
Arizona State University – Tempe, AZ

ASU SkySong – Scottsdale, AZ
- Economic Development and Corporate Engagement
  - Helps companies relocate to the Valley using ASU resources
  - Facilitates relationships between corporations and the University
- Venture Catalyst
  - Equips start-ups for success by launching new ventures or accelerating existing ones
  - Available to ASU students, faculty, and staff as well as local and global companies
  - Investor connections, technology roadmaps, go-to-market strategy consulting, etc.
- Events – great networking opportunities for industry
  - AZ Solar Summit
  - Education Innovation Summit

WP Carey School of Business
- Bloomberg Business Week Top Value
- Center for World-Class Universities at Shanghai Jiao Tong University
  - #18 in the WORLD for economics/business
- US News & World Report
  - #24 undergraduate business program
  - #3 in supply chain management
  - #30 full-time MBA
  - #13 accounting
- Wall Street Journal - #13 in Executive MBA program
- Britain Financial Times - #20 in the WORLD for China-based MBA program

Sandra Day O’Connor College of Law
US News & World Report - #26 nationally
EDUCATED WORKFORCE
Scottsdale Community College

- The only public community college on tribal land
- Adjacent to a world-class city
- Innovative community outreach programs, such as the Arizona Math Partnership, funded by an $8.7 million National Science Foundation grant
- Performing arts that have become a community cultural resource
- Over 100 academic degrees and transfer pathways along with 23 certificates of completion in occupational areas.
- Reliable industry partner offering customized workforce training
- Experienced and well-credentialed faculty focused on teaching and learning
- Comprehensive student support services, from advising and advanced tutoring to industry-based internships
### Thunderbird School of Global Management – Phoenix, AZ

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>“Best in International Business” Full-Time MBA</td>
<td>“International” Full-Time MBA</td>
<td>“Best Executive MBA Program”</td>
<td>“Top 5 Distance Learning MBA Programs” in the World</td>
</tr>
</tbody>
</table>
BUSINESS COSTS

Employee Payroll – Hourly Wage

Source: Agency for Healthcare Research and Quality, 2009; Sperling & Sander, Cities Ranked & Rated, 2008.'
BUSINESS COSTS

Employee Payroll - Total

See Previous Detailed Tables for Sources

Photo by Sergio Dabdoub
## BUSINESS COSTS

### Annual Fringe and Mandated Benefits

<table>
<thead>
<tr>
<th>Metro Area</th>
<th>Retirement &amp; Savings Plans</th>
<th>Life &amp; Health Insurance</th>
<th>Social Security</th>
<th>Worker’s Comp</th>
<th>Unemployment Insurances</th>
<th>Total Benefits Paid by Employer</th>
<th>Local Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scottsdale/ Phx</td>
<td>$93,879</td>
<td>$195,343</td>
<td>$145,085</td>
<td>$4,172</td>
<td>$7,000</td>
<td>$445,479</td>
<td>100 %</td>
</tr>
<tr>
<td>BOS</td>
<td>$111,654</td>
<td>$232,331</td>
<td>$172,556</td>
<td>$2,932</td>
<td>$19,810</td>
<td>$539,283</td>
<td>121.1 %</td>
</tr>
<tr>
<td>LA</td>
<td>$107,080</td>
<td>$222,813</td>
<td>$165,488</td>
<td>$11,033</td>
<td>$11,900</td>
<td>$518,314</td>
<td>116.3 %</td>
</tr>
<tr>
<td>NYC</td>
<td>$114,685</td>
<td>$238,638</td>
<td>$177,241</td>
<td>$6,951</td>
<td>$14,450</td>
<td>$551,965</td>
<td>123.9 %</td>
</tr>
<tr>
<td>SF</td>
<td>$119,780</td>
<td>$249,239</td>
<td>$185,114</td>
<td>$12,341</td>
<td>$11,900</td>
<td>$578,374</td>
<td>129.8 %</td>
</tr>
</tbody>
</table>

This table includes information from a number of sources. The first column, retirement and savings plans, is equal to 4.95% of total payroll. The second column, life and health insurance, is equal to 10.30% of total payroll. These percentages are based on averages from Bureau of Labor Statistics, Employment Costs Indexes and Levels, 2006. The third column is the employer portion of social security, which is equal to 7.65% of total payroll. The fourth column contains workers’ compensation costs. Rates for workers’ compensation are occupation specific. Different rates are applied to payroll for clerical, manufacturing, maintenance, high tech, and managerial workers. These rates also vary by state. The rates are from the Oregon Department of Consumer and Business Services, Oregon Workers’ Compensation Premium Rate Ranking. This source is an annual survey conducted by the State of Oregon that compares workers’ compensation costs by state.

The fifth column in the benefits table is unemployment insurance, which also varies by state. For each state there is a rate and a maximum base. In most cases the maximum taxable payroll base is lower than the annual wages of any of the occupations in the pro-forma. Thus the calculation for unemployment insurance is equal to the maximum payroll base times the total number of employees times the percentage rate for each metro area. The source of unemployment insurance rates is the Research Institute of America, All States Tax Handbook, which is an annual guide to state level tax rates.

BUSINESS COSTS
Total Benefits Paid by Employer

This table calculates annual lease costs based on total building square footage and type of building, total construction, and purchase costs. The annual square foot lease rate information for office, industrial and high tech space are from local market reports from major national brokerages or from interviews with local brokers. Lease rates for each metro area vary building size for industrial buildings, where there are six different size ranges. The square feet ranges are 0-4,999, 5,000-19,999, 20,000-39,999, 40,000-59,999, 60,000-99,999, and 100,000 or more. Lease rates for office buildings are included for suburban and central business district Class A and B office space. There is only one rate for high tech space. The appropriate annual rate is multiplied by the number of square foot specified in the pro-forma to calculate total annual lease cost.

Source: NAI Global Market Reports, 2011; Means Construction Index, 2011; Local real estate contacts, 2011
# BUSINESS COSTS

Annual Business Operating

<table>
<thead>
<tr>
<th>Metro Area</th>
<th>Local Index</th>
<th>Employee Payroll</th>
<th>Fringe &amp; Mandated Benefits</th>
<th>Building / Lease Payments</th>
<th>Property Tax</th>
<th>Total Operating Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scottsdale/Phoenix</td>
<td>100 %</td>
<td>$1,896,536</td>
<td>$445,479</td>
<td>$2,064,000</td>
<td>$8,970</td>
<td>$4,414,985</td>
</tr>
<tr>
<td>Los Angeles</td>
<td>141.8 %</td>
<td>$2,163,237</td>
<td>$518,314</td>
<td>$3,573,000</td>
<td>$5,785</td>
<td>$6,260,336</td>
</tr>
<tr>
<td>San Francisco</td>
<td>147.3 %</td>
<td>$2,419,795</td>
<td>$578,374</td>
<td>$3,501,000</td>
<td>$5,805</td>
<td>$6,504,974</td>
</tr>
<tr>
<td>New York</td>
<td>158.4 %</td>
<td>$2,316,875</td>
<td>$551,965</td>
<td>$4,123,000</td>
<td>$0</td>
<td>$6,991,840</td>
</tr>
<tr>
<td>Boston</td>
<td>158.8 %</td>
<td>$2,255,637</td>
<td>$539,283</td>
<td>$4,200,000</td>
<td>$15,520</td>
<td>$7,010,440</td>
</tr>
</tbody>
</table>

See Previous Detailed Tables for Sources
B U S I N E S S  C O S T S

Total Annual Operating Costs

See Previous Detailed Tables for Sources
RELIABLE INFRASTRUCTURE

Water – Prepared for Growth

- 100+ years of planning & investments in region’s water supply system
- Central Arizona Project (CAP): 336 mile system brings 1.5 million acre-feet of water per year to the area
- Population projected to grow 50% between 1995 & 2025, but water demands to grow ONLY 25%

Electricity

- Two primary utilities – APS & SRP
- APS & SRP ranked as TOP BUSINESS SERVICE PROVIDERS (JD Power & Associates)

Telecommunications

- More than 60 fiber, telecom, broadband & wireless providers
- One of top 5 regional fiber optic deployments in US
  - More than 156,000 route miles of network capacity
- AZ has faster internet speeds than California, Colorado, Texas, New Mexico, Utah, and Nevada

Low Catastrophic Risk

- Ranks among the top 10 US cities for lowest disaster risk

Source: Greater Phoenix Economic Council (GPEC)
# TRANSPORTATION

## Accessible, Strategic Location

### Highways & Railways
- Access to major western US cities & Mexico
- Two major interstates
- Five freeways
- Two transcontinental railroads
- 10 interstate railroads

### Airports
- **Scottsdale Municipal Airport**
  - Business jet capability with 100,000 pound weight limit
  - Full US Customs service
  - 140,000 flights per year

- **SkyHarbor International Airport**
  - Among top 8 airports in the world for takeoffs & landings
  - 248 daily domestic non-stop flights
  - 75 domestic, non-stop destinations
  - 20 non-stop international destinations

8 additional municipal airports in the region

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**Source:** Greater Phoenix Economic Council (GPEC)
**LIFESTYLE**

**Affordable, Enjoyable, Accessible**

- **Median household income:** $71,564
- **Mean home price in Greater Phoenix is** $141,200
  - West Valley – $120,480
  - East Valley – $218,940
  - Phoenix – $85,000
- **Residential property tax:** 0.9% effective rate
- **Personal income tax rate:** 2.9-4.5%
- **Average commute time:** **25-30 minutes**
- **Top performing public & private schools**
  - Approximately 37,000 students graduate high school
- **Violent crime lower than national average**
  - 371 v. 404 violent crimes per 100,000 residents (2010)
  - Crime decreased 27% from 2006-2010

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“I own a national investor relations firm that consults public companies on connecting with investors, and in 2008, I relocated from Manhattan to Phoenix. The international airport is an excellent hub with multiple daily flights to the east coast, Midwest, and hourly flights to the west coast. The weather, people and amenities such as fine dining, golf and other outdoor activities have helped us attract clients and successfully connect them with appropriate investors in a casual, yet professional environment.”

--- Brett Maas, Managing Partner
Hayden IR

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--- Brett Maas, Managing Partner
Hayden IR
LIFESTYLE
Cost of Living

CNN Money Cost of Living Comparison
Based on $50,000 salary in Phoenix/Scottsdale Area

Source: CNN Money
# LIFESTYLE

Cost of Living Index

<table>
<thead>
<tr>
<th>City</th>
<th>Cost of Living Index</th>
</tr>
</thead>
<tbody>
<tr>
<td>Phoenix-Mesa-Scottsdale</td>
<td>96</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington</td>
<td>96</td>
</tr>
<tr>
<td>Boston-Cambridge-Quincy</td>
<td>100</td>
</tr>
<tr>
<td>Denver-Aurora</td>
<td>106</td>
</tr>
<tr>
<td>Miami-Fort Lauderdale-Miami Beach</td>
<td>108</td>
</tr>
<tr>
<td>Minneapolis-St. Paul-Bloomington</td>
<td>112</td>
</tr>
<tr>
<td>Chicago-Naperville-Joliet</td>
<td>115</td>
</tr>
<tr>
<td>Los Angeles-Long Beach-Santa Ana</td>
<td>134</td>
</tr>
<tr>
<td>San Francisco-Oakland-Fremont</td>
<td>164</td>
</tr>
<tr>
<td>New York-Northern NJ-Long Island</td>
<td>218</td>
</tr>
</tbody>
</table>

This is Kiplinger's 2012 Cost of Living Index based off of 281 of America's largest metropolitan areas. The cost of living index extends across all ages.

**Source:** Kiplinger Personal Finance, 2012
LIFESTYLE
Sports & Entertainment

- Home of the 2015 Super Bowl
- Home of the Tostitos Fiesta Bowl
- Home of the 2007/2011 BCS National Championship
- PGA – The Waste Management Phoenix Open
  - Most Attended PGA Event
  - More than 536,000 Fans
- LPGA – RR Donnelly Founders Cup
- Champions Tour - Charles Schwab Cup Championship

- Professional Sports
  - MLB – Arizona Diamondbacks
  - NFL – Arizona Cardinals
  - NBA – Phoenix Suns
  - NHL – Phoenix Coyotes
  - WNBA – Phoenix Mercury

- MLB Spring Training

- ConCERTS & Events
  - US Airways Center
  - Cricket Wireless Pavilion
  - Jobing.com Arena
  - Gammage Auditorium
  - Phoenix Symphony Hall

- Restaurants & Nightlife
  - Unlimited world class dining
  - Scottsdale entertainment district

- Golf & Leisure
## LIFESTYLE

**Arts & Outdoors**

- More than 230 art galleries, 50 performing arts theatres, and 40 museums
- Scottsdale ArtWalk
- Art & music festivals
- Phoenix Symphony & Ballet Arizona

- Sonoran Desert Preserve
- Grand Canyon
- More than 200 golf courses
- Hundreds of miles for hiking, mountain biking, and off-roading
- 7 lakes within 1-hour drive

"In addition to the amazing weather, cost efficiencies and lifestyle amenities, the ability to take direct flights to all the major business and entertainment centers in the US makes Scottsdale one of the most compelling markets for any consulting, advisory or asset management practice”

--- Joe Diaz, Managing Partner Lytham Partners, LLC
CONCLUSION
Scottsdale: America’s Financial Oasis

<table>
<thead>
<tr>
<th>Choose Scottsdale</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flourishing economy</td>
</tr>
<tr>
<td>Very low cost of doing business</td>
</tr>
<tr>
<td>Friendly business climate</td>
</tr>
<tr>
<td>Low cost of living</td>
</tr>
<tr>
<td>Top K-12, undergraduate &amp; graduate education</td>
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<td>Smart growth philosophy</td>
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<td>Unsurpassed lifestyle with beautiful Sonoran Desert</td>
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<tr>
<td>Superb transportation &amp; telecommunications infrastructure</td>
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<tr>
<td>Top-notch international and general aviation airport</td>
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COLLABORATIVE EFFORT
Scottsdale: America’s Financial Oasis

Partner Organizations

- APS
- Dioguardi Flynn LLP
- Scottsdale Convention & Visitors Bureau®
- SkySong Arizona State University
- City of Scottsdale
- KCG
- Scottsdale Community College
- SCOTTSDALE BUSINESS DEVELOPMENT FORUM
- Arizona Association for Economic Development
- M.S. Howells & Co.
- Office of Congressman David Schweikert

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Scottsdale, AZ  85258-3496
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www.scottsdalechamber.com

City of Scottsdale
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Scottsdale, AZ 85251
Tel: (480) 312-7989
www.choosescottsdale.com

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