



The CEO Report

Year-End 2025

In periods of political and economic uncertainty, the strength of established cross-border institutions becomes most visible. The relationship between Canada and Arizona has never been driven solely by policy cycles or headlines, but by the sustained movement of capital, infrastructure investment, agricultural exchange, workforce collaboration, and long-term institutional trust. For more than two decades, the Canada Arizona Business Council has supported this corridor, ensuring that while national conversations may shift, the work of financing projects, aligning leadership, and advancing strategic investment continues without interruption. In an environment where trusted access, timely intelligence, and established relationships increasingly determine economic outcomes, the Council's role continues to expand in both relevance and measurable impact.

The year 2025 was defined by disciplined execution, institutional strengthening, and continued expansion of the cross-border relationships that form the foundation of our mission. Our focus remained clear: to support our members, strengthen the Canada-Arizona economic corridor, and provide a trusted environment where senior leaders from both the public and private sectors can move projects, capital, partnerships, and sector initiatives forward efficiently. More than twenty years into its development, the Council functions not simply as a networking organization, but as an operating bilateral economic platform supporting Canadian investment into Arizona and Arizona organizations expanding engagement with Canada.

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Throughout the year, we worked closely with our fifteen Chairmen and their committees, each meeting quarterly under the coordination of our Executive Director. These committees form the operational backbone of the organization, ensuring the Council remains informed and capable of providing practical insight across infrastructure, capital markets, workforce development, mining, tourism, aviation, aerospace, defence coordination, advanced manufacturing, agricultural trade development, law-enforcement cooperation, and bilateral investment. This breadth of engagement reflects the increasingly integrated nature of cross-border economic security, food supply resilience, industrial supply chains, and institutional collaboration between Canada and Arizona.

Quarterly meetings hosted across the state continued to provide members and invited guests with an environment designed for direct engagement and informed discussion. Because the Council maintains strict membership privacy, these invitation-only gatherings serve as trusted forums where decision-makers connect personally, receive committee intelligence, and exchange strategic information supporting active business objectives.

The Council remains firmly transaction-oriented. Our role is to make the right introductions, align leadership, enable outcomes, and then step aside. We do not seek commissions or transactional compensation, even when introductions result in major investments or multi-million-dollar projects. This approach preserves trust across the membership and reinforces the Council's function as a multiplier for participating organizations.

During 2025, this structure translated into measurable outcomes. Through targeted introductions, executive coordination, and confidential facilitation, member organizations advanced multi-million-dollar transactions across infrastructure, resource development, capital deployment, commercial expansion, manufacturing growth initiatives, agricultural supply-chain expansion, and sector partnerships including aerospace and defence collaboration. Government agencies also worked directly with the Council in shaping or refining their Canada-Arizona strategies, reflecting the organization's role as a trusted operational bridge between public-sector planning and private-sector execution. Collectively, these activities positioned 2025 among the most productive years in the Council's history and delivered direct, tangible value to the organizations we represent.

Affiliate relationships expanded across both jurisdictions, strengthening member access to specialized sector organizations while ensuring partnerships remain actively managed and results-focused. Provincial, county, and municipal entities continued to rely on the Council to support cross-border engagement strategies, reinforcing our role connecting institutional leadership with operating markets, including coordination with public-safety and law-enforcement stakeholders where cross-border relationships support economic stability, agricultural logistics reliability, and long-term investment confidence.

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A major milestone in 2025 was the launch of the Council's formal research department. Seven reports were issued during the year focused on actionable issues affecting the Canada–Arizona relationship, with a commitment to produce monthly reports in 2026 along with member-requested studies. This initiative further strengthens the Council's role not only as a convener of leadership, but also as a producer of practical cross-border intelligence supporting decision-making across economic, industrial, agricultural, and institutional sectors.

Infrastructure remained a central priority. Canadian companies and institutional capital continue to demonstrate strong interest in supporting Arizona's long-term needs in water management, energy systems, advanced industrial capacity, agricultural sustainability, and technical workforce development. Within the water sector, the Project Hourglass initiative advanced long-range planning discussions with Arizona's water financing leadership, while engagement with Canadian-affiliated energy operators active in the state supported capacity planning and investment coordination.

Mining remains a foundational pillar of the Canada–Arizona relationship, predating Arizona's statehood. Canadian mining firms, engineering groups, and institutional investors continue to play a major role in the state's resource development and supply-chain resilience, with the Council supporting this sector through introductions and strategic engagement designed to sustain long-term investment stability.

Canadian investment in Arizona real estate, both commercial and residential, represents one of the most durable capital flows into the state. The Council tracks this sector alongside the substantial annual economic contribution of Canadian seasonal residents whose tourism spending and residential ownership reinforce the uniquely stable nature of the Canada–Arizona economic relationship.

Regionally, engagement also strengthened into Sonora, recognizing the strategic importance of the Arizona–Sonora corridor to continental infrastructure planning, manufacturing logistics, agricultural distribution, and supply chains. Working with member organizations already active in the region, the Council facilitated introductions reinforcing the broader trilateral alignment connecting Canada, Arizona, and northern Mexico.

Capital markets activity remained active throughout the year, particularly among Canadian pension funds, institutional investors, family offices, and private capital groups pursuing bilateral opportunities. Leadership turnover across corporations and governments continues to require ongoing briefings on the depth of the Canada–Arizona economic relationship. Prior to the arrival of Taiwan Semiconductor Manufacturing Company, Canada stood as the single largest source of international investment in Arizona.

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Public outreach and thought leadership expanded through speaking engagements, media interviews, and direct communications with member organizations. Meetings were held across the state to ensure geographic reach and consistent senior-level access. The Council also continues monitoring private aviation activity between Canada and Arizona as an indicator of executive investment movement, and periodically hosts one of the largest private aviation fundraising gatherings in the United States at Scottsdale Airport, bringing together senior investors, operators, and institutional leaders from across infrastructure, aerospace, manufacturing, agriculture, and institutional investment sectors.

As CEO, I remain supported by a cross-border advisory board whose experience provides strategic guidance and institutional continuity as the Council continues expanding its reach and operational effectiveness.

What distinguishes the Council is not simply the breadth of its network, but the level at which it operates. Membership includes institutional investors, engineering leaders, infrastructure operators, resource companies, aerospace and manufacturing executives, agricultural-sector leadership, public-safety officials, government decision-makers, and senior executives whose organizations collectively influence billions of dollars in annual economic activity across the continent. The Council's role is to ensure that when opportunities arise, leadership is already connected, intelligence is already shared, and progress can move forward without delay.

Looking ahead to 2026, we see continued acceleration. Arizona's population growth, infrastructure demands, expanding industrial base, and rising global profile align directly with Canada's strengths in capital formation, engineering expertise, pension investment, mining development, energy production, aerospace capability, advanced manufacturing, agricultural production, and workforce training. Increased activity is expected in water planning, power generation, agricultural trade expansion, advanced manufacturing supply chains, resource development, aerospace partnerships, and institutional investment flows.

If 2025 strengthened the institutional foundation of the Council, 2026 will mark a period of expanded continental engagement. Our commitment remains constant: to ensure the Canada-Arizona economic relationship continues producing real investment, real infrastructure, stable agricultural exchange, and real strategic advantage for the organizations and jurisdictions we serve — and that the Council remains one of the most effective bilateral private-sector platforms operating anywhere in North America.