



To the Citizens of Glendale:

As citizens of Glendale, we have many reasons to be proud of our remarkable community. Despite challenges presented by the slowed economy, we continue to achieve successes that have made our community an ideal place to live, work and play. As we continue to imagine the bright future of our great city, I'd like to reaffirm some of the key strategic goals my colleagues and I established for the city that will continue to distinguish Glendale locally, nationally and internationally.

One community that is fiscally sound...

The economic realities of today demand that organizations everywhere find a strategy to balance ever-diminishing resources with ever-increasing demands. Our city has faced unprecedented fiscal challenges outside of our control over the past few years. We have faced these challenges head-on knowing that our track record of fiscal responsibility would serve us through these tough

times. Our FY 2012 budget is a balanced budget focused on providing those core services that our citizens deserve and that are the hallmark of our community. Further, this budget reflects our commitment to fiscal responsibility by managing our budget to minimize significant impacts to those we serve while simultaneously nurturing those investments that will enable the city to pursue opportunities as the economy recovers.

One community with quality economic development...

Our economic development approach is multi-faceted:

- Attract and nurture those businesses and investments that bring high quality, well-paying jobs to our community;
- re-imagine and transform our downtown into a hub for economic activity;
- retain and recognize our small business community through positive, collaborative relationships; and
- capitalize on tourism dollars by offering visitors around the world a destination point in our city.

This approach has been implemented very successfully in our community. In FY 2011 we welcomed 19 companies into Glendale and celebrated the expansion of three existing companies in our city. Cumulatively, these resulted in the creation or retention of 1,776 jobs in Glendale.

We continue to actively support the expansion of our medical and educational partners who provide high-quality jobs in key knowledge-based industries. One such partner is Devry University which located a branch facility in Westgate City Center in 2011. This educational institution will host 500 students in their new location.

Midwestern University, now in its 15th year in our city, will add an additional 50 jobs to their bustling campus this year meaning they will soon employ over 600 people.

Banner Thunderbird Medical Center now employs more than 3,000 people. This highly regarded acute-care hospital completed an expansion project in 2010, which included the West Valley's first pediatric intensive care unit.

Healthcare careers are in greater demand than ever and we were pleased that Arizona College of Allied Health chose to expand their Glendale location in 2010 in order to meet their growth needs. This nationally accredited post-secondary educational institution provides training in a wide variety of health care professions.

This past year included significant gains in our efforts to redevelop our Centerline area. Southwest Ambulance moved its West Valley headquarters into a vacant 18,000 square foot building at 52nd and Glendale Avenues and brought 60 employees to occupy this formerly vacant space. Southwest Ambulance also will set up its dispatch center in the remaining vacant space at the city-owned Promenade at Palmaire in historic Catlin Court.

Another very exciting development in Centerline is Artwerks Lateral 58. Held on the first Saturday of each month in the fall and spring, artists gather in downtown Glendale to create, showcase and sell their art. Still in its infancy, Artwerks has already attracted hundreds of visitors to downtown Glendale. While these visitors are enjoying music and art, they also enjoy the shopping and dining options that benefit our valuable local businesses in downtown Glendale.

Our economic development efforts didn't stop with assisting in attracting and expanding businesses. Recognizing how much economic vitality can be bolstered with tourism dollars, we transformed our 10-year-old Visitors Center into a state-sanctioned Convention and Visitors Bureau (CVB) that enables the entire West Valley to compete with international destinations. The CVB is a visitor's one-stop-shop to learn about the diverse amenities offered within Glendale and surrounding communities. Already it has attracted tourists from around the world for special events, sporting events, and festivals.

One community with strong neighborhoods...

Over the past year we continued to focus on strengthening and preserving our diverse neighborhoods. I would like to highlight two growing programs that specifically address the needs of our neighborhoods.

The "Adopt a Neighborhood Program" is a new, innovative program led by Glendale's Neighborhood Partnerships Office. This program engages neighbors, local non-profits and faith-based organizations in the rehabilitation of properties within our neighborhoods. Projects have included home painting, lot and yard cleanings, painting address numbers on curbs, and events focused on building volunteer capacity and relationships in the neighborhoods. As faith-based organizations build relationships in these neighborhoods, they also assist individuals with more immediate challenges by providing food and clothing to those in need. This worthwhile program has already engaged over 400 Glendale residents in extensive efforts in four neighborhoods in our city.

The second neighborhood effort I would like to highlight is our successful Historic Preservation program. Soon the completion of the Myrtle Avenue Cultural Gateway will be added to its impressive list of restored landmarks. The adobe house and 1930 automobile service station at Grand and Myrtle



Avenues will be returned to their original appearance in celebration of the role this property played in Glendale before freeways were constructed. The project is funded through grants from the United States Department of the Interior.

In May 2011 we celebrated Historic Preservation Month with events that included our 8th annual Historic Preservation Bus Tour to showcase our rich heritage and treasured landmarks.

These two neighborhood initiatives represent just a fraction of the focus we have placed on building a strong city through strong neighborhoods.

One community dedicated to public safety...

Our top priority is to provide the safest and most secure environment for residents, businesses and visitors. Our police and fire professionals work tirelessly to fulfill that commitment.

One innovative project underway is our Police Department's collaboration with Arizona State University's Center for Violence Prevention and Community Safety for the implementation of a Smart Policing Initiative grant from the Bureau of Justice Assistance. The grant funds are being used for community policing and the implementation of proven problem solving methods to reduce crime and disorder in our community. This initiative allows officers the opportunity to apply creative approaches in addressing challenges in our neighborhoods while working hand-in-hand with community leaders to have the most direct impact in reducing criminal behavior. Just over the past few months, they have developed multifaceted approaches to neighborhood crime problems that include a mix of enforcement, prevention, public education and partnerships. The Glendale Police Department's innovative approach to policing means that our community can continue to set the standard for cities across the country.

Glendale's Fire Department also continues to contribute to the health and safety of our community through innovative educational programs designed to prevent health-related issues before they arise. The "Healthier Safer Lives" program is their most recent initiative. Glendale Fire Department professionals hold six events per year at various locations, each targeting senior living facilities and facilities with school-aged children. The program includes topics about health and exercise that lead to an improved quality of life for the citizens. Through educational programs like "Healthier Safer Lives," the Glendale Fire Department hopes to help residents recognize the value of preventative care so that tragedies do not occur.

One community with high-quality services...

Consistently providing high-quality services is the foundation on which our city government is built. Water, sewer, sanitation and landfill services are the most basic as they are necessary in all households and businesses. Through staff innovations, prudent investments and reduced growth, we will maintain the current rates for all of these services this year.

Closing

Glendale is more than just a group of people who happen to live in the same city. We are truly one community. We share our challenges, our triumphs and our mutual belief in the greatness of our city. We've shown how resilient we are with the challenging economy and we will continue responding positively with whatever challenges tomorrow may bring. The strategic goals upon which our budget is established have enabled us to continue providing those core services that our citizens greatly deserve. We are a safe community with strong neighborhoods and exceptional city services. Moving forward together, our community will continue to be the place that you are proud to call home.

Thank you for your confidence and support.

Sincerely,



Elaine M. Scruggs

Mayor