



To the Citizens of Glendale:

June 18, 2010, marks Glendale's 100th year as an incorporated city in Arizona. Our city's 100th birthday is a tremendous opportunity for all of us to honor the past, celebrate the present and imagine the future of our great city. This milestone also represents the culmination of a profound transformation of our great city since its incorporation in 1910 as a farming community on the outskirts of Phoenix.

That transformation occurred because of our community's shared vision about how we could make Glendale the best possible place, and then turning that vision into reality. That shared vision reflected a strategic plan to bring quality economic development to the city. It also included a commitment to strengthening Glendale's tourism amenities so that the hospitality industry

would function as a spring board for

- increased private sector investments,
- more jobs for our residents, and
- an increased tax base to help maintain exceptional city services for the community.

What began as community dialogue among our residents, businesses, education partners, private-sector partners, civic leaders, and others has resulted in Glendale's impressive emergence as a destination city known nationally and internationally.

Long before Jobing.com Arena, Westgate, University of Phoenix Stadium or Camelback Ranch became part of our daily vocabulary, our elected officials, civic leaders, and other public officials were identifying the capital investments in infrastructure that would be needed to support the quality economic development we wanted to attract to Glendale. Infrastructure investments are the funds needed to construct water and sewer facilities, streets and roadway improvements, flood control facilities, public safety buildings and important quality-of-life assets such as parks, trails and libraries. Key to understanding Glendale's ability to diversify its economic base, withstand the current economic challenges, and retain high bond ratings is the magnitude of our capital investments in infrastructure.

For cities, making investments in critical infrastructure is part of the capital accumulation required for economic development. Quality economic development is essential for a community interested in sustaining a high quality of life and exceptional city services for its residents and businesses. It is through quality economic development that a city is able to improve the economic and social well-being of the community.

Over the course of Glendale's 100 years as a city, elected and civic leaders have sought to prepare our city for opportunities by developing long-range goals and identifying community investments that put plans into action. To implement ambitious plans, funding is always needed and, in Arizona, funding authorization must come from voters through bond elections. Our residents and business partners

deserve so much credit for our city's accomplishments and successes because of their firm support for the long-range plans and community investments. Recent evidence of this strong support is the voters' approval of \$411.5 million in bond requests in November 1999 and an additional \$218 million in May 2007.

The variety of capital improvement projects authorized in those bond elections were the products of our community's ideas, dreams, and needs as expressed during visioning sessions. It was at those meetings that our residential and business communities voiced pride about building community pride, creating an identity of our own and attracting more businesses that bring quality jobs to the community.

The capital infrastructure investments completed between 2000 and 2009 total more than \$950 million! This magnitude of investment clearly affirms our city's obligation to ensure the essential service needs of our community always will be met. This investment also demonstrates our city's respect for improving our neighborhoods and preserving important historic buildings. Among some of the key outcomes from these infrastructure investments are the following:

- Our water treatment capacity has expanded from 54 million gallons per day to 95 million gallons per day.
- Our wastewater treatment capacity has nearly tripled from 4.3 million gallons per day to 11.5 million gallons per day.
- More than 190 traffic signals, of which 63% is connected to the city's traffic management center, operate citywide to ensure the smooth functioning of our critical roadways so all of us can travel efficiently and arrive safely at our intended destination.
- A state-of-the art public safety training facility, emergency operations center, and police and fire stations were constructed and are fully operational to ensure the city provides the highest quality public safety services to the community.
- New or substantially renovated park and recreation facilities were completed that represent the important quality of life assets that our citizens value. These facilities include the new Glendale Adult Center, the Foothills Recreation and Aquatic Center, the Foothills Library, the Rose Lane Aquatic Center, and the Western Area Regional Park.

Overall, these capital investments benefit everyone now and will continue to serve those who will come to Glendale in the future. To you, our residents, this equates to a better quality of life; to our businesses and future partners, this means greater opportunities for even more success. It is because of these capital infrastructure investments that we have been able to seize opportunities to strengthen our economy by changing from a reliance on residential growth as an economic base to a more diversified foundation sustained by destination and employment centers.

Some recent economic successes include Humana's decision to open a new mail-order pharmacy facility in Glendale. The company will relocate 300 employees to the new Glendale facility and



expects to add as many as 150 new positions by the end of 2011. Humana will occupy three-story, open-space offices at the *91 Glendale Corporate Center*, which is now full with this relocation. This key relocate enhances Glendale's line-up of corporate partners and strengthens the city's impressive listing of health industry institutions.

Another recent economic success is the location of a satellite facility for DeVry University at Glendale's Westgate City Center. The school will be located in about 18,000 square feet of office/retail space that will serve approximately 500 students at both the graduate and undergraduate level. This addition enhances Glendale's standing as the West Valley leader in higher education opportunities and complements Glendale's Thunderbird School of Global Management, Midwestern University, Glendale Community College and the Arizona College of Allied Health.

Other economic successes include the visitors drawn to our community to participate in the many entertainment options that take place in Glendale. For example, our 27th Annual Glendale Jazz and Blues Festival in April 2010 attracted more than 45,000 visitors. In fact, Glendale's four signature festivals in the downtown area have attracted more than 400,000 visitors since November 2009. Camelback Ranch, Glendale's new baseball spring training facility, experienced a record-breaking 206,437 visitors in spring 2010. Finally, the very popular *Wrestlemania XXVI* brought over 72,000 fans from all 50 states and 26 countries.

We cannot overlook the importance of Luke Air Force Base (AFB) to Glendale's economic health. Luke currently is the largest active duty F-16 training base in the world. Luke AFB alone contributes more than 8,000 jobs and \$2.17 billion annually to the state's economy. Strengthening Luke's presence in the community more than merits the resources Glendale dedicates to retaining this important economic engine.

Overall, there is no doubt that Glendale is both progressive and aggressive in maintaining the quality of our existing facilities and services. Your well-being and satisfaction with our city is City Council's paramount goal. To continue meeting this goal, we must remain fiscally sound and we have stated that as one of our strategic goals.

As we commemorate Glendale's centennial by honoring the past, celebrating the present and imagining the future of our great city, we pledge our continued commitment to making Glendale a "city of choice, not chance" for all residents and businesses.

Thank you for your confidence and support.

Sincerely,

Elaine M. Scruggs
Mayor
