



ECONOMIC DEVELOPMENT

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Mission Statement:

The Economic Development Department’s mission is to create high quality jobs, develop financially sound projects that increase the city’s tax base and enhance underperforming properties to increase the quality of life for current businesses and the community.

Department Description:

- The mission of the Economic Development Department is to make a positive contribution to the economic base of the city by building relationships with the business community to collaboratively direct business attraction, redevelopment, business retention and expansion, to meet the goals of the City Council and city management as we continually work to enhance the quality of life for Glendale residents and improve city vitality by facilitating the creation of quality jobs.
- The Economic Development Department directs programs to attract and retain businesses that create quality jobs, increase the tax base, improve land values and enhance city vitality.
- The department works to grow the city’s economy and capitalize on Glendale’s success at building a destination for entertainment, sports and tourism by assisting in the development of quality employment centers that will solidify Glendale’s economic position in the Valley.
- The department coordinates with both internal and external partners to preserve a business-friendly climate and enhance the quality of life for the residents of Glendale.

FISCAL YEAR 2012

GOALS	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Activities	Business Attraction Program: Working with our partners, the Arizona Commerce Authority and the Greater Phoenix Economic Council, as well as developers and corporate real estate professionals, the department provides information and hosts site visits detailing the advantages of locating in Glendale to those types of industries and companies that are looking for a site for their operations. The department targets the following broad categories of industries: <ul style="list-style-type: none"> • Advanced business services • Advanced technology

	<ul style="list-style-type: none">• Financial and insurance• Engineering and architectural• Healthcare• Aviation• Airpark related industries, including light manufacturing and distribution• Sustainable industries• Entertainment and tourism <p>The Department approaches the Attraction Program in four ways:</p> <ul style="list-style-type: none">• Recruitment: The Department targets specific industry clusters that are a fit with Glendale. We reach out directly to those industries and send information packets detailing the advantages of locating in Glendale. Potential targets are determined through a variety of rationale including; but not limited to, analysis, relationships, and growth industries.• Relationship Building: Strong relationships bring leads. The Department continues to increase contact with the development community, particularly those Arizona developers and real estate brokers that may not be familiar with the West Valley and specifically Glendale. Relationships are also maintained and strengthened with other departments in city government, the Glendale Chamber of Commerce, economic development organizations throughout the state and country, and partners such as Glendale Community College, Arizona State University and Maricopa Workforce Connections to increase our attractiveness as an employment center.• Research and Analysis: The department maintains the building and land inventory database listing available buildings of at least 10,000 square feet and/or vacant land of at least three acres. This information is available on the Glendale Prospector posted on our website and also through the Arizona Prospector website, which is a statewide list of available buildings and sites. This database is updated regularly so as to have the most
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	<p>current information about available selected sites that can be shared with clients looking for sites within Glendale.</p> <p>The Department also conducts an analysis of major projects to ensure that each project is financially sound and enhances the city’s tax base.</p> <ul style="list-style-type: none"> Marketing and Promotion to “C” level executives and site selectors The department takes advantage of unique sporting and cultural opportunities as they may occur to market Glendale as a great place to locate a business. The department researches and identifies specific companies to contact and take advantage of the publicity garnered by these events.
Expected Outcomes (Perf. Measures)	The department will locate 5 companies and create 500 jobs.
Time Commitment	This is an ongoing effort. Attracting industry to Glendale creates new jobs, increases revenue to the city and improves the quality of life for city residents.
Expected Challenges	The continued national economic downturn has limited the number of companies looking to expand or relocate.
Goal	Assist existing Glendale businesses through a proactive Business Retention and Expansion Program.
Related Council Goal	One community with quality economic development.
Activities	<ul style="list-style-type: none"> Business Retention and Expansion: The Department has partnered with the Glendale Chamber of Commerce, Glendale Community College and ASU West to initiate a customized program to contact specific employers in the city for the purpose of developing relationships, identifying issues related to doing business in Glendale, discussing potential plans for expansion within the city, and providing additional resources necessary for a profitable venture. Specifically, the department will continue to: <ul style="list-style-type: none"> Contact a wide variety of employers in Glendale Develop a survey to gather consistent information to identify specific trends or patterns Arrange to meet with local executives to determine if issues exist or programs can be offered to assist in making the company even more successful.
Expected Outcomes (Perf. Measures)	Reach out to 30 existing Glendale businesses.

Time Commitment	This is an ongoing program and one of the more important department programs.
Expected Challenges	The continued economic downturn has caused many companies to put potential expansion programs on hold until the economy shows a sustained recovery.

FISCAL YEAR 2011

Area of Innovation:

- Department staff has been actively involved in the Innovate Program resulting in the creation of new and innovative revenue sources.
- The department participated in the evaluation of the Low Income Housing Tax Credit program with the Community Partnerships and Planning Departments.

Accomplishments:

- Located five new companies and assisted in the retention or expansion of seven existing companies resulting in the creation of 1,450 jobs so far this fiscal year.
- Working with the broker community, the department has assisted in the absorption of 954,976 square feet of office and industrial space so far this fiscal year.

GOAL UPDATES	
Goal	Attract targeted industries and businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes.
What were the Performance Measures?	Creation of 500 jobs.
Obstacles/Challenges	A sluggish economy has curtailed some new site location decisions.
Goal	Continue with our proactive Business Retention and Expansion Program, while utilizing relationships with educational institutions.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, six companies have expanded resulting in the creation of 852 jobs for Glendale residents.
What were the Performance Measures?	Reach out to 30 existing Glendale companies.
Obstacles/Challenges	The economic recovery has slowed some expansions.

FISCAL YEAR 2010

Area of Innovation:

- Participation of staff on the Innovate Committee has resulted in a plan to lease space to cellular phone providers for the placement of cell towers to generate additional revenue for the city.



Accomplishments:

- Attracting Humana Healthcare to the city resulted in a fully leased office building at 91 Glendale containing more than 630 new offices and workstations.
- Locating DeVry University’s new West Valley campus with 500 students and 80 faculty enhances Glendale dominance as the city of choice for quality educational facilities.
- Conair’s purchase of the former KB Toys building was the largest industrial purchase in the Valley in the past 18 months and adds 350 new jobs to Glendale.
- More than 390 additional jobs were retained or created as part of business expansion in Glendale; a direct result of the department’s established relationships in the business community.

GOAL UPDATES	
Goal	Attract new industrial and office businesses to Glendale.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, 12 businesses opened offices or facilities in Glendale during FY 2010.
What were the Performance Measures?	The department’s aggressive approach in attracting new business to Glendale has resulted in the creation of 1,298 jobs. Conair’s expansion was the largest in the Phoenix metropolitan statistical area in calendar year 2009.
Obstacles/Challenges	Economic recession has discouraged businesses from making major moves or expansions. Glendale has made significant progress towards its economic development goals despite the current economic conditions.
Goal	Implement a comprehensive proactive business retention and expansion program.
Related Council Goal	One community with quality economic development.
Was the goal met?	Yes, the department met its goal by providing networking and training opportunities for businesses visited and has resolved numerous requests by our valued local businesses.
What were the Performance Measures?	An additional 30 businesses have been visited as a part of the Business Retention and Expansion Program.
Obstacles/Challenges	Reduced staffing and cutbacks at various companies has impacted availability for representatives to meet with the department. Flexibility and persistent, courteous contact by the department has overcome scheduling conflicts.



**City of Glendale
Budget Summary by Department**

Economic Development

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Business Development	\$0	\$500,000	\$3,000,000	\$468,583	-6%
(1000) Downtown Beaut. & Promotion	\$239,693	\$266,453	\$266,453	\$242,095	-9%
(1000) Economic Development	\$741,568	\$630,068	\$711,613	\$626,736	-1%
(1280) YSC - Econ. Dev.	\$20,898	\$0	\$0	\$0	NA
Total - Economic Development	\$1,002,159	\$1,396,521	\$3,978,066	\$1,337,414	-4%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Wages/Salaries/Benefits	\$724,537	\$729,700	\$729,700	\$753,310	3%
Supplies and Contracts	\$256,589	\$685,171	\$3,266,716	\$632,360	-8%
Internal Premiums	\$13,419	\$12,176	\$12,176	\$11,354	-7%
Internal Service Charges	\$7,614	\$7,488	\$7,488	\$7,194	-4%
Work Order Credits		(\$38,014)	(\$38,014)	(\$66,804)	76%
Total - Economic Development	\$1,002,159	\$1,396,521	\$3,978,066	\$1,337,414	-4%

STAFFING BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Downtown Beaut. & Promotion	4	4	4	4	0%
(1000) Economic Development	6	5	5	5	0%
Total -Economic Development	10	9	9	9	0%



**City of Glendale
Budget Summary by Department**

Rebates & Incentives

FUND NUMBER / BUDGET BY PROGRAM	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
(1000) Rebates & Incentives	\$475,555	\$320,000	\$50,000	\$100,000	-69%
(1000) Redevelopment Land Acquisition	\$23,000	\$85,416	\$2,871	\$0	-100%
Total - Rebates & Incentives	\$498,555	\$405,416	\$52,871	\$100,000	-75%

BUDGET BY CATEGORIES OF EXPENDITURES	FY 2010 Actual	FY 2011 Budget	FY 2011 Estimate	FY 2012 Budget	Percent Over FY 2011 Budget
Supplies and Contracts	\$498,555	\$405,416	\$52,871	\$100,000	-75%
Total - Rebates & Incentives	\$498,555	\$405,416	\$52,871	\$100,000	-75%