

CITY OF GLENDALE



# SUPER BOWL XLIX

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POST EVENT ANALYSIS

OCTOBER 8, 2015

## *Abstract*

The purpose of this report is to provide a comprehensive overview of City of Glendale obligations pertaining to Super Bowl XLIX events and activities, how those obligations were met, a summary of the ancillary events and activities that took place, an analysis of specific city services provided, an assessment of stakeholder impacts, and a comprehensive Glendale-specific financial impact analysis.

## *Acknowledgements*

Without the support of current and past members of the Glendale City Council, the hosting of these events would not have been possible. Special acknowledgement should be given to the members of the City Council who were a part of the successful execution of these activities:

Mayor Jerry P. Weiers  
Vice Mayor Ian Hugh Cactus District  
Councilmember Jamie Aldama Ocotillo District  
Councilmember Sammy Chavira Yucca District  
Councilmember Gary Sherwood Sahuaro District  
Councilmember Lauren Tolmachoff Cholla District  
Councilmember Bart Turner Barrel District

The City's Core Planning Team was led by Economic Development Officer Jean Moreno and Development Services Director Sam McAllen. The following City of Glendale staff members (in alphabetic order) participated on the core planning team and contributed to this report: Police Commander Richard Bradshaw, Interim Public Works Director Cathy Colbath, Building Safety Manager Justine Cornelius, Assistant Fire Chief Chris DeChant, Transportation Systems Manager Trevor Ebersole, Airport Administrator Walter Fix, Planning Director Jon Froke, Fire Inspector II Anthony Gavalyas, Senior Marketing & Communications Manager Joe Hengenmuehler, Licensing & Taxpayer Analyst Tammy Hicks, Fire Marshal Charles Jenkins, Assistant Police Chief Matt Lively, Assistant Planning Director Tabitha Perry, CVB Manager Lorraine Pino, Economic Development Administrator Kristen Stephenson, Intergovernmental Programs Director Brent Stoddard, and Communications Director Julie Watters.

Finally, special thanks to ALL City of Glendale employees in every department. Whether directly or indirectly involved, you were a part of the success of Super Bowl XLIX.

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# SUPER BOWL XLIX

## Post Event Analysis

### *Executive Summary*

In the history of the National Football League's Super Bowl, fewer than 20 communities have had the honor of hosting such a high profile game.<sup>1</sup> On February 1, 2015, the City of Glendale proudly served as the host city for Super Bowl XLIX, hosting the elite game for the second time in less than 10 years. From the time Super Bowl XLII was held in 2008, Glendale hosted more than 60 NFL games, 6 Fiesta Bowls, a second BCS College National Championship, 3 play-off and divisional championship games, and an array of other large events and activities. Glendale's experience in planning, establishing partnerships, and overall preparedness have all come a long way since the University of Phoenix Stadium opened in 2006; and, as a result, our community is uniquely qualified to host events of this magnitude.

Creating a new twist for the 2015 game, for only the second time in the past 35 years, the NFL chose to host the annual Pro Bowl at the same location as the Super Bowl, resulting in two national events hosted just one week apart in our community.<sup>2</sup> Aside from the games, the NFL's Super Bowl game day events in Glendale included the NFL Tailgate party, the Super Bowl Fan Plaza and several NFL On-Location parties that were held at both the Gila River Arena and the stadium. In addition to the NFL sanctioned events, there were also a variety of public and private events and activities that took place in Glendale's Sports and Entertainment District including the DIRECTV Super Fan Festival.

In 2011 when the Arizona Super Bowl Host Committee (Host Committee proposed to host a second game, the intent was to centralize activity in an effort to promote a regional approach and to be responsive to feedback received from the NFL after the 2008 game. As such downtown Phoenix was specifically proposed as the central hub of activity including the hosting of the acclaimed NFL Experience

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<sup>1</sup> [Super Bowl History](#)

<sup>2</sup> [2015 Official NFL Record and Fact Book, 96<sup>th</sup> Season, p. 502-504](#)

## Super Bowl XLIX By the Numbers

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Super Bowl XLIX had 114.4 million viewers and became the "most tweeted" Super Bowl

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ASU's WP Carey School of Business reported \$720 million economic impact for Arizona

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Glendale hotels experienced 95% occupancy rate on Super Bowl Weekend

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Westgate reported average sales were 350% higher as compared to the same week in 2014

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The DIRECTV Super Fan Festival resulted in a \$39,000 donation to Glendale-based Heart for the City

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30 public safety coalition partner agencies provided approximately 6,300 hours of staff time at no cost to the City or any other entity

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## SUPER BOWL XLIX



which now also includes Super Bowl Central.<sup>3</sup> Downtown Phoenix was identified as the preferred location because of infrastructure improvements that had been made since 2008. Specific improvements cited were 900,000 square feet of convention space at the Phoenix Convention Center, the completion of light rail, the CityScape development, the addition of more than 1,500 additional hotel rooms, and the presence of Arizona State University students and residents in the downtown area.<sup>4</sup>

Post Super Bowl XLIX, the Host Committee announced that the ASU W.P. Carey School of Business' economic impact study revealed that the week-long Super Bowl activities generated a \$720 million economic impact to the state of Arizona.<sup>5</sup> It is important to note that this figure represents economic impact which does not necessarily equate to cash inflows. Although the Host Committee was responsible for fundraising to cover some of the costs associated with hosting the Super Bowl activities, under the existing model, each city is responsible for providing and paying for governmental services (including staffing and resources) that are required to execute the events that take place within the city's respective jurisdiction. This model suggests that although local governments are incurring costs, they are also benefitting from increased tourism and spending which cannot be directly quantified.

Other communities around the country that host Super Bowl have established a state-level funding mechanism to cover costs to local communities, or in some cases, Host Committees reimburse cities for associated costs. As an example, the city of Santa Clara, California (host of the upcoming 2016 Super Bowl) entered into an agreement with their stadium and Host Committee wherein the Host Committee is responsible for reimbursing the city's direct costs (actual costs incurred) for all planning and execution activities associated with providing governmental services inclusive of public safety, traffic management, planning, building inspection, and public right-of-way clean-up.<sup>6</sup>

The purpose of this report is to provide a comprehensive overview of the city's obligations and how they were met, a summary of the ancillary events and activities that took place, an analysis of specific city services provided, an assessment of stakeholder impacts, and a comprehensive financial analysis. In summary, impacts to Glendale associated with the 2015 Pro Bowl and Super Bowl XLIX totaled \$1.6 million with \$672,000 of that being avoided through creative partnerships and negotiations (cost avoidance). Setting aside the cost avoidance, after accounting for Glendale's direct costs and direct fee-based revenue, the result was a negative net financial impact of \$578,965. It is important to note that this does not account for any costs associated with pre-planning activities.

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<sup>3</sup> [February 2, 2012, "Super Bowl a Win for Downtown Phoenix"](#)

<sup>4</sup> [February 2, 2012, "Super Bowl a Win for Downtown Phoenix"](#)

<sup>5</sup> [June 23, 2015, Host Committee Press Announcement](#)

<sup>6</sup> [March 19, 2013 City of Santa Clara Agenda Report Item 3A](#)

## Background

On May 6, 2011 the City of Glendale received a letter notification from the Arizona Super Bowl Host Committee (Host Committee) advising that Arizona and Tampa Bay were finalists for hosting Super Bowl XLIX in February 2015. The packet included sections of the NFL bid document that required cooperation and commitment from Glendale along with sample resolutions that would need to be adopted by the City Council prior to end of June 2011 in order for the Host Committee to submit a bid package to the NFL by August 1, 2011<sup>7</sup>. The sections of the bid that were provided related to the Stadium, Transportation, NFL Super Bowl Party, Government Guarantees, and Media Center & Additional Facilities<sup>8</sup>.

A point of discussion at that time was the requirement for the City to bear all costs associated with providing governmental services, specifically the costs for public safety personnel. At that time, the Host Committee expressed their intention to work with Glendale to seek state legislative assistance for public safety cost reimbursement to insure fair allocation of costs and benefits among those cities involved in hosting events. However, without Glendale's resolution to pay for these costs, the Host Committee advised they would have no alternative but to tell the NFL that Arizona would be unable to submit a bid for Super Bowl XLIX.<sup>9</sup> At the request of the Host Committee a resolution was presented to City Council for consideration on June 28, 2011. The resolution sought assurance from Glendale to provide all reasonable governmental services including planning, training, and deployment activities for police, fire, EMS, traffic management, and public works services for Super Bowl XLIX and related Official Events within its jurisdiction at no cost to the NFL. Ultimately, the Glendale City Council adopted Resolution No. 4502 in support of the Host Committee's effort.<sup>10</sup>

## City's Role and Obligations

The city's role in hosting any significant national or international events in our community is primarily focused on ensuring the safety of the visitors, fans, and residents leading up to and during the event activities. Glendale's role also includes being a partner in promoting a positive fan experience, coordinating with partner agencies, minimizing impacts when possible, working with private event producers, creating inclusiveness with our key stakeholders, and seeking/coordinating a variety of media opportunities to showcase our community. Pursuant to the adopted resolution, the following items represent the key areas in which the city agreed to absorb costs and includes summary information on how the city met those obligations.

### *Permits, Inspections, and Fees*

**Requirement:** City was to provide a single high level representative to assume responsibility for managing, expediting, and coordinating permits and approvals; assurance that the Fire and Building

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<sup>7</sup> [May 6, 2011 Letter from Michael Kennedy to Ed Beasley](#)

<sup>8</sup> [May 6, 2011 Letter from Michael Kennedy to Ed Beasley](#)

<sup>9</sup> June 10, 2011 Letter from Michael K. Kennedy to Ed Beasley

<sup>10</sup> [Glendale City Council Meeting Minutes of June 28, 2011](#)

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Department personnel would cooperate with the NFL contractors and consider requests a top priority; and, provide all permits and review/approval services for all NFL related facilities.

**City Action:** A Building Safety Manager was designated as the single point of contact to coordinate all items related to plan review/approval, inspections, and permits.

### *Game Day Parking*

**Requirement:** The Host Committee was responsible for identifying cost-free use of 35,000 parking spaces outside of the 300 foot security perimeter for game day.

**City Action:** The city's obligation as it pertained to parking was to produce our standard allocation of parking spaces (11,000) pursuant to our contractual obligations with the Arizona Sports and Tourism Authority which was done. In an effort to be of assistance to the Host Committee, city staff identified parcels suitable for additional temporary parking opportunities and provided owner contact information to the Host Committee. As a result, the Host Committee was able to secure the additional parking to meet the NFL's requirements.

### *Variable Message Signs*

**Requirement:** The city was responsible for providing permanent and temporary variable message traffic signage for the purpose of traffic management and public messaging during Super Bowl week.

**City Action:** The Transportation division coordinated with the NFL's transportation vendor to utilize all available assets for appropriate event and traffic management signage.

### *Park and Ride Public Transportation System*

**Requirement:** This section of the bid document required the municipality hosting the NFL Experience and the Super Bowl Game to operate a Park and Ride shuttle system during the operating days and hours of the NFL Experience and on Game Day either free or at a reasonable cost to the public.

**City Action:** City staff questioned the relevance of this requirement as the NFL Experience and game were not being hosted by the same municipality, ultimately, the city negotiated relief from this requirement in exchange for the use of city-owned land for parking and Valley Metro expanded operating hours to provide additional public transit opportunities for visitors travelling between Downtown Phoenix and the University of Phoenix Stadium.

### *Ambush Marketing*

**Requirement:** The city was responsible for establishing a temporary restriction on commercial activities within the perimeter of a one-mile zone around the stadium that prohibited temporary structures, temporary sales permits, temporary signage, inflatables, and building wraps.

**City Action:** Glendale City Code Section 29.2-33 was adopted by the City Council in 2007 to address the need to restrict commercial activities in order to protect the health, safety, and welfare of event attendees as a result of having large public facilities in our community. This code allows the City Manager to administratively issue a temporary restriction in a defined area surrounding a large special event. The administrative order was issued on August 25, 2014 for the Super Bowl period which was identified as Saturday, January 24, 2015 through Monday, February 2, 2015.

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### *Public Safety/Security*

**Requirement:** The city was to provide the resources necessary for public security/safety services in and outside the stadium during the event, Fire/EMS services during the Super Bowl period, units required to manage ingress and egress on event days, and transportation management plans. It also required the city to participate in a coordinated plan for emergency preparedness and response and ensure the full integration of regional services.

**City Action:** The city's public safety departments participated in the regional planning activities which included coordination amongst national, state, county, and local agencies. Glendale's departments secured, scheduled, and deployed the appropriate resources to address the obligations of this requirement.

### *Air Space*

**Requirement:** The city's law enforcement was to request a Federal Aviation Administration (FAA) restriction on airspace above and surrounding the stadium as part of the security plan.

**City Action:** City staff cooperated with the FAA in coordinating a regional approach to the implementation of an appropriate Temporary Flight Restriction that was in place before, during, and after the game.

## *Events Summary*

In addition to the coordination of the city's obligations pursuant to the bid, there was also variety of other non-game activities that took place in the City's jurisdiction. In total, 23 events and activities took place in the Sports and Entertainment District in the week leading up to Super Bowl (Appendix A), 12 of which required the processing of liquor license applications. The events included everything from parking lot merchandise sales to NFL sanctioned parties. In addition, key area stakeholders including Cabela's, Renaissance, Tanger, and Westgate all worked cooperatively with the city, Host Committee, and the NFL to secure private, non-sanctioned events on their properties.

The Westgate Entertainment District promoted and produced a well-attended and free Super Music Series concert event in the plaza that attracted a minimum of 20,000 attendees on the plaza over four days. Westgate's representative reported that during the music series all of the bars and restaurants were full and also provided information about tenant sales citing that Westgate tenants saw dramatic sales increases during this period. For tenants that were present during 2008, when comparing 2008 vs. 2015 sales, on average they were 50% better than they were in 2008 despite the increased number of restaurants on premise in 2015. Additionally, when comparing Super Bowl week to the same week in 2014, tenants reported average sales were 350% higher.<sup>11</sup>

The other significant, privately produced event that took place in Glendale was the DIRECTV Super Fan Festival, a three-day food and music festival that took place on the 80-acre Pendergast Farm property located on the southwest corner of 91<sup>st</sup> Avenue and Bethany Home Road. DIRECTV and the event producer, Murphy Productions, made a conscious effort to utilize local vendors and businesses throughout the process. Ultimately, the construction was managed by a Glendale-based General

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<sup>11</sup> Jeff Teetsel, Westgate Entertainment District



Contractor, featured the culinary offerings of downtown Glendale’s own Bitzee Mama’s restaurant, and utilized city services for water, sanitation, police, and fire as well as the required plan review and inspection services. More importantly, this event resulted in a \$39,000 charitable donation to Glendale-based Heart for the City, the 501.c.3 organization that sponsored the special event liquor license.<sup>12</sup> There were no fee reductions or waivers for this project and Murphy Productions paid a total of \$103,984 to the City of Glendale for services rendered as shown in Table 1 below.

Table 1

Service	Cost
Water	\$ 11,342
Fire/EMS Staffing	\$ 11,683
Plan Review, Inspections, Permits	\$ 20,738
Sanitation	\$ 28,300
Police Staffing	\$ 31,922
	<b>\$ 103,984</b>

## Departmental Data

### Public Safety

In 2008, when Glendale’s regional approach for public safety staffing was used in the planning and presentation of Super Bowl XLII, it had been untested for an event of this magnitude. Under previous models, each city would take sole responsibility for only events held within its boundaries and there was little sharing of resources or personnel. Because of the tremendous success of Super Bowl XLII, Glendale’s regional model set a new standard for planning and subsequent host states have followed this process. Glendale takes great pride in the fact that our methods of planning and managing games is often quoted by experts when referring to best practices in the industry.

The City of Glendale participated in a regional planning approach for the 2015 game which was similar to how the event was handled in 2008. In total, over 40 different agencies worked together on the regional public safety planning team which had 24 different resource working groups, each responsible for a core planning and execution strategy. Prior to the stadium opening, Glendale organized a regional public safety coalition and executed several intergovernmental agreements which allow other agency public safety personnel to work events at the stadium throughout the year. During Super Bowl week, almost 30 regional public safety coalition partner agencies provided approximately 6,300 hours of staff time from 500 employees at no cost to the City or any other entity. This expense is valued at a minimum of \$415,625 and represents a significant regional investment in supporting Super Bowl activities.

All public safety staffing for events at the University of Phoenix Stadium is coordinated by Glendale Police and Fire departments in conjunction with the stadium manager, Global Spectrum. For most events, Glendale utilizes staffing from other agencies in accordance with our intergovernmental

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<sup>12</sup> Joe Eriquez, Heart for the City

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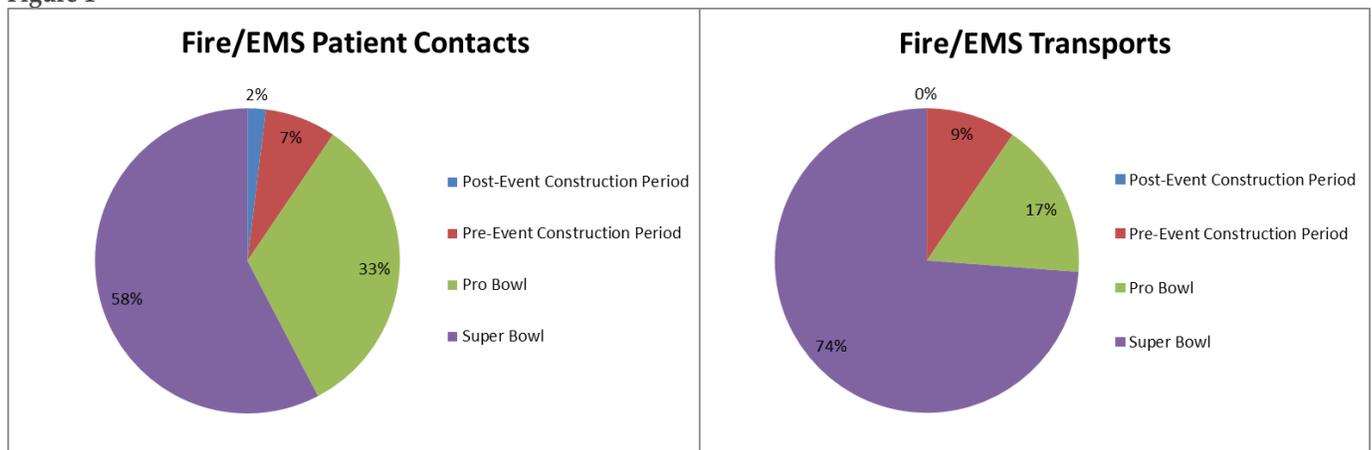


agreements. The employees who work at the stadium are paid directly by Glendale, and Glendale bills Global Spectrum pursuant to the contract at a flat hourly rate based on the number of staffing units that is agreed upon. It is important to note that this contractual arrangement DID NOT apply to staffing for the Super Bowl due to the request from the Host Committee for Council to adopt a resolution agreeing to cover these costs. As such, Glendale did not receive reimbursement from Global Spectrum for Super Bowl staffing or activities, and all employees who worked those events were paid by their respective agencies. The only exception pertained to the staffing associated with the Pro Bowl which was held on Sunday, January 25, 2015. Glendale did not bear the full burden of staffing costs associated with Pro Bowl because this event was not contemplated as part of the resolution, and the bid document simply stated that should the activity occur, the Host Committee and the NFL would collaborate to determine the extent of game day operations. As such, the Pro Bowl activity was treated like any other event at the stadium wherein Global Spectrum provided reimbursement for public safety costs. The total billed to Global Spectrum for Pro Bowl staffing was \$138,469 with \$90,287 being for police services and \$48,182 for fire/EMS services.

### *Fire Department*

For the 25 day period beginning January 12, 2015 and ending on February 6, 2015, the Fire Department deployed EMS units at the stadium and surrounding event footprint to respond to a variety of EMS calls ranging from patients needing a bandage to those requiring hospital transport. It is important to note that the service period for EMS service requested by the NFL is extensive due to the nature of the construction activity taking place in preparation for the game and then for several days following the game. During the entire 25 day period, a total of 411 EMS patient contacts occurred with 42 of those resulting in hospital transports. Specific details regarding patient contacts and transports by event are provided in Figure 1 below. As expected, the total number of patient contacts and transports was greatest on Super Bowl game day which accounted for 58% of all EMS patient contacts and 74% of all transports that occurred during the entire 25 day period.

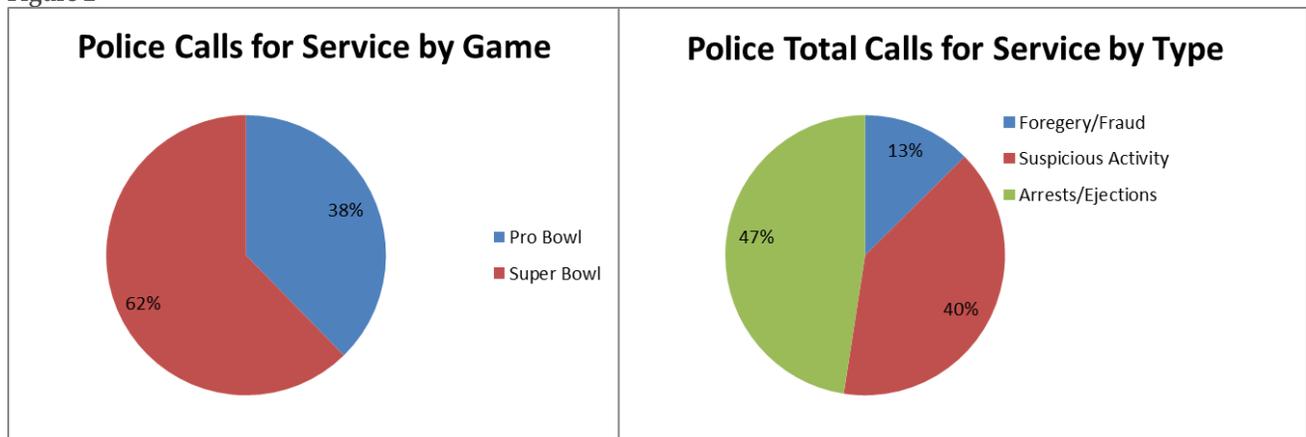
Figure 1



### Police Department

Police calls for service that could be directly attributed to Super Bowl activity occurred only on game days – January 25, 2015 and February 1, 2015 as shown in Figure 2 below. Units responded to a variety of calls ranging from investigating suspicious activity to ejections/arrests. During this period there were a total of 138 calls for service and a total of 25 arrests. As anticipated, a majority of the Police Department responses occurred on Super Bowl game day accounting for 62% of the total calls for service during the two service dates. In assessing both games based on the types of service, the greatest need for police response was for arrests/ejections which totaled 47% of all calls for service, and investigating suspicious activity which account for 40%. Another item of interest for any national event of this magnitude pertains to Civil Rights demonstration activity. On game days, the number of participants was small, groups utilized the designated free speech zone, and participants were cooperative with the Community Engagement Team throughout the events.

Figure 2



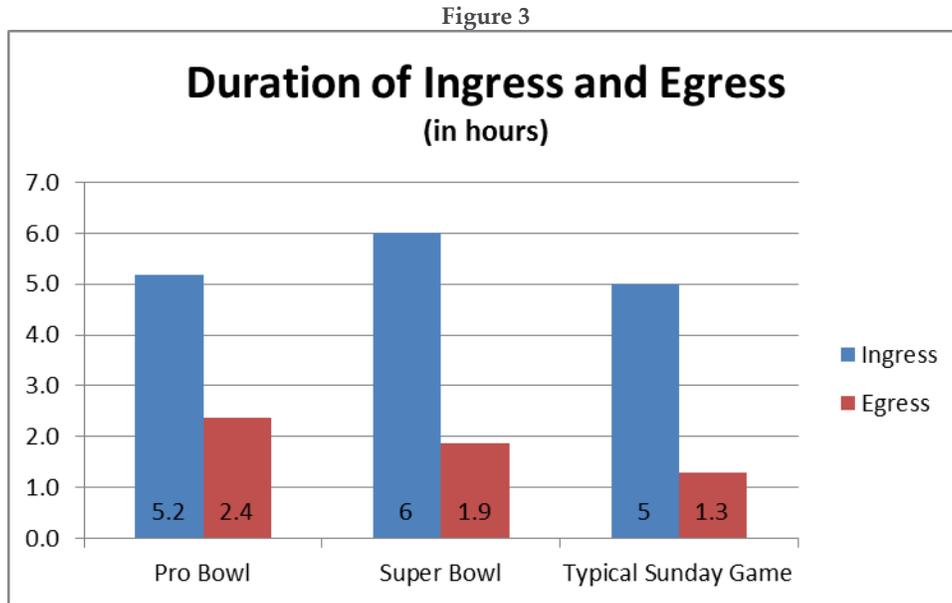
### Transportation

Overall, the movement of both vehicular and pedestrian traffic during Pro Bowl and Super Bowl went well. Crowds arrived early which allowed for ease in getting people into the area. During the Super Bowl, there was a 20-30 minute window where traffic was congested on the Loop 101 at Glendale Avenue, but it was quickly cleared by field staff. This type of traffic congestion is not unusual and is typical of some regular season games at the stadium. There was also significant unanticipated pedestrian traffic in the area around the stadium the day prior to the Super Bowl which resulted in the closure of the intersection at 95<sup>th</sup> Avenue and Maryland as well as a portion of Bethany Home Road. Again, this issue was successfully mitigated by field staff.

Overall, ingress for both games was 5-6 hours and egress was right around 2 hours. The true measure of success is determined by whether or not the traffic management plan enabled all vehicular traffic into the area prior to the start of the game, for the Pro Bowl, ingress completed just prior to kick-off which is fairly standard; but, for Super Bowl, ingress concluded a full 90 minutes prior to kick-off. This is a significant testament to Glendale staff's expertise in being proactive in planning, while maintaining flexibility and responsiveness in the field. Despite the magnitude of the Pro Bowl and Super Bowl, staff



was able to effectively and efficiently move vehicular and pedestrian traffic in and out of the event footprint in a manner that is on par with a typical Sunday game scenario as compared in Figure 3 below.



### Airport Operations

New for 2015, the Federal Aviation Administration implemented a regional reservation system for all local flights and the Glendale Municipal Airport participated in the program. During Super Bowl week at the Glendale Municipal Airport, there were a total of 111 arrivals with 45 aircraft on the ground on Super Bowl Sunday. Unfortunately, due to the early morning fog, 20 aircraft were diverted to other area airports. Glendale’s air traffic control operators successfully managed air traffic on game day which also included 14 helicopter shuttle flights as well as 10 banner towing flights.

### Development Services

The Development Services team which includes Planning, Code Compliance, and Building Safety was responsible for working very closely with event producers and property owners in the area as it related to temporary construction activity and game day code compliance. The Planning division played an integral role in preparing for the events by conducting plan review, zoning, addressing signage requirements, and responding to event related inquiries. On game days, the Code Enforcement team was on site ensuring compliance with the Temporary Restriction on Commercial Activities. Feedback received from both Westgate and the NFL was very positive and they were appreciative of having someone on the property to make contact as appropriate. The team mitigated issues related to 143 illegal signs and issued warnings for 35 non-permitted vendors in addition to a variety of other contacts. The Building Safety team managed a total of 69 projects related to the Super Bowl which included everything from temporary construction activity inside the stadium to the very large temporary structures used for all of the various parties. Those projects resulted in a total of 94 different permits being issued and a multitude of disciplinary inspections.

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For both games, the stadium grounds were transformed with a variety of temporary structures that included: large media compounds and elevated scaffolding, halftime show staging area that included stages and rehearsal areas, the erection of large steel arches that served as guiding entryways for fans, and a multitude of temporary tent structures that housed the NFL Tailgate events prior to the games.



To provide context, it is important to note that some of the temporary structures were the size of a standard commercial building (40,000 square feet) so the plan review and inspections required were significant. The temporary structures required a review of the engineering design plans as well as inspections for the structural integrity to ensure the structures could accommodate anticipated loads and were protected from failure; in addition to compliance with ADA and code standards. Additionally, the event was powered by green energy supplied by two, 2000 amp services installed on the west side of the complex which also required electrical inspection.

At Westgate and surrounding areas, a variety of cellular providers placed temporary cell towers to improve network efficiency and connectivity. These devices required inspection of the temporary generators and the appropriate grounding. In addition, the 80 acres of raw land that was transformed into the DIRECTV event village included numerous structures, with the largest being 60,000 square feet, rising to a height of almost 65 feet. This was constructed of high strength steel and required inspections of stages and platforms to verify that the stages could accommodate anticipated loads and were protected from failure.





## Communications

The Communications team consists of the Public Information Office, Convention and Visitor's Bureau, and Media Center staff. The team was extremely active during Super Bowl week coordinating media requests and a variety of interviews, many of which took place at the Media Center. The Media Center and PIO staff coordinated over 150 live shots from the Glendale Media Center and hosted 13 broadcast outlets in the facility. In the month leading up to Super Bowl, there were a total of 42,000 news reports that featured Glendale as the host city for Super Bowl XLIX. The Glendale Convention and Visitors Bureau team responded to 10,000 requests for information about Glendale and the West Valley.

Glendale's social media accounts saw a 185% increase in social media engagement and it is estimated that the 10 videos produced by Channel 11 that profiled the city's planning activities and aired on CBS 5 and KTVK Channel 3 had approximately 140,000 viewers.

## Economic Development

In an effort to connect local businesses from the Greater Phoenix region to the NFL and NFL sponsors, the Host Committee created and promoted the Business Connect Program. Glendale had 20 businesses that applied and were accepted into the program and were featured on the Host Committee's website. Another Host Committee initiative was the Visiting CEO Program that was planned and executed by the Arizona Commerce Authority. The event hosted a total of 65 Fortune 500 CEO's from around the world. The forum was conducted on Super Bowl weekend and representatives from Economic Development attended the events which included a CEO Leadership Huddle, Waste Management Phoenix Open event, the Apollo Education House at Super Bowl Central, and a brunch event on Sunday prior to the game. Glendale did have the opportunity, in partnership with Westmarc and other west valley cities, to provide an ala carte tour of Luke Air Force Base for 12 of the visiting CEO's which provided an opportunity for local elected officials to engage with our visitors. Mayors or Vice Mayors from Glendale, Avondale, Goodyear, Peoria, Surprise, Youngtown, and Buckeye were able to attend a meet and greet with the CEO's during the event. Finally, Glendale was provided with an opportunity to host members of the business community at the DIRECTV concerts. A total of 15 executives from our community participated resulting in the opportunity to make introductions to key community and event stakeholders and Glendale's elected officials.

## Parks, Recreation, & Library Services

The Parks, Recreation, and Library Services department sought and was awarded an NFL Legacy Grant that provided funding for 48 new fruit trees at Sahuaro Ranch park. The event also incorporated a fruit gleaning event where over 200 volunteers picked 20,000 pounds of fruit that was later donated to St. Mary's West Side Food Bank. Additionally, Glendale's Arts Coordinator worked with the Associated Press to utilize the Glendale Gallery space at Westgate for a temporary exhibit of Super Bowl lore called Super Moments, Superstars, Super Game which showcased the rich history of Super Bowl events over the years.



## *Stakeholder and Community Feedback*

After the Super Bowl, the city received many positive accolades from the NFL, members of the business community, and our local merchants. Generally, the comments extended thanks and appreciation for the work that Glendale did to showcase our state and indicated that the performance was a point of pride for our community. Excerpts from the comments received are included in Appendix B. In addition, staff conducted outreach to our key area stakeholders to determine their overall satisfaction with the events and activities, to isolate any unmitigated impacts to the surrounding businesses, and identify opportunities for improvement. Here is a summary of the feedback received:

### Positives:

- Dedicated city staff serving as the single point of contact was effective and efficient.
- Hosting large scale national events is seen as positive in the market and it does influence leasing decisions and is a positive attribute for attracting tenants.
- Code Compliance staff on property on game day was essential to combatting unauthorized mobile merchandise sales.
- Public Safety Counterfeit Merchandise team on premise was effective.
- Would replicate activities for future national events.
- Independently sold and managed parking was at capacity.

### Areas for Improvement:

- Routing of bus traffic, consider directing buses to exit on Northern, then enter the area from 91<sup>st</sup> Avenue to alleviate traffic back-up at Loop 101/Glendale.
- Limited police presence at Loop 101/Glendale, would request physical officers directing traffic rather than operating signal; however, the size of the intersection may not be conducive to this course of action.
- The fluidity, forms, and instructions for the Special Event permitting process could be improved.
- Private events did not have enough portable restrooms.
- Work to improve the perceived reputation of the City and its supportive business community.
- Host Committee engagement with key stakeholders via subcommittee involvement.
- Ensure that the city's need to implement a temporary restriction on commercial activities does not adversely impact existing businesses.
- More opportunities to partner with the NFL or event organizers to host activities in the Sports & Entertainment District outside of just game day events.

## *Financial Analysis*

### Planning Costs

Preparations and planning for Super Bowl XLIX began in August 2013 with the assignment of two project managers and a team of approximately 20 employees representing multiple disciplines over 12 departments. All participating members of the planning team took on the responsibility in addition to their regular duties. Planning activities included participation in the following activities: internal core team meetings/communications, budget development, regional public safety planning, Host Committee briefings, stakeholder engagement, transportation planning, NFL production team, vendor engagement, and media interviews.

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At the onset of planning, consideration was given to whether there was a need to track or measure time spent on planning activities associated with Super Bowl. In assessing whether such an undertaking would be a worthy endeavor, consideration was given to the resources that would be required, the accuracy of the data collected, and how that data might be used.

### *Resources*

In terms of the resources that would be required, the City of Glendale is a service based organization designed to meet the needs of the community at large over a wide variety of disciplines and activities. At any given time, employees will be working on a multitude of projects or assignments concurrently and employees do not typically track time spent on individual projects. Time tracking for project-specific activities is a task normally observed in manufacturing or production environments or service organizations that rely on billable hours. While the existing Time and Labor payroll reporting system could be utilized in this manner, it was not configured to do so.

### *Reliability*

Data reliability is of significant concern when considering whether or not to collect data or information. In the case of tracking planning hours spent by each team member, there was a high likelihood of obtaining skewed data for two primary reasons 1) employees were not already trained or accustomed to entering/reporting time spent on projects 2) tracking and reporting time would be yet another task to add to an already over-tasked workforce which would likely result in estimates versus actuals.

### *Purpose*

The most pivotal question, however, relates to how the data would be used if collected. In this case, the city did not have any opportunities to seek cost recovery for planning activities and collecting the data would not result in the ability to reduce associated costs in any way. In other words, employees assigned to work on the Super Bowl project would be paid regardless of their project assignments. More importantly, all but two members of the 20-member planning team were salaried employees meaning that they were responsible for all tasks assigned regardless of whether it could be accomplished within a 40 hour work week.

In conclusion, the determination was made that the task of serving as the host city for the Super Bowl was a service being provided as a result of Council direction. More importantly, requiring employees to track time would not be an effective or efficient use of scarce resources and there was no monetary gain that could be accomplished by doing so. In the event that the city is asked to participate in a future bid and seeks cost recovery for planning activities, an accounting mechanism could be implemented to track the amount of time employees spend on the project during the course of the planning period.



### Hotel Analysis<sup>13</sup>

Within the City of Glendale limits, there are a total of 13 hotel properties, 7 of which are located in the vicinity of the Sports and Entertainment District. These hotels combined provide 1,478 rooms to the Greater Phoenix hotel room inventory which equates to 2% of the total room inventory in the region (Table 2). As an example, the Greater Phoenix region as compared to Glendale is 42:1 in terms of room inventory. Glendale hoteliers committed 244 rooms or 17% of their inventory to the Super Bowl room block.<sup>14</sup> As a point of comparison, the Arizona Republic reported that Scottsdale hoteliers committed 3,200 rooms to the block which equates to 23% of their total inventory.<sup>15</sup> Based on this information, the commitment by Glendale hoteliers was similar to that of at least one peer community.

Table 2

Aggregate Valley Wide Data	# Rooms	% of Total	Ratio as Compared to Glendale
Greater Phoenix	62,000	69%	42
Scottsdale	14,000	15%	9
Tempe	5,444	6%	4
Mesa	4,986	6%	3
Chandler	2,464	3%	2
Glendale	1,478	2%	1
<b>Total</b>	<b>90,372</b>	<b>100%</b>	

In examining Glendale’s hotel occupancy and average daily rate, the majority of the impact of Super Bowl activities is likely to have occurred in the month of January. Table 3 shows historical information dating back to 2009 for the month of January, unfortunately 2008 data is not available. The data indicates an 8.6% increase in occupancy and 55% increase in average daily rate when comparing January 2015 to January 2014. However, in terms of the occupancy rates, when comparing 2013 to 2014 hotels saw a similar increase of 6.1% which suggests that the increase in occupancy observed for January 2015 could be attributed to natural growth. In terms of the average daily rate, however, due to the fact that for the past three years in the month of January the average daily rate has declined, the 55% increase in average daily rate is likely the result of Super Bowl event activity. It is worth noting, however, that when isolating Super Bowl weekend, Friday January 30 through Sunday, February 1, Glendale hotels experienced 95% occupancy.

<sup>13</sup> Glendale Convention and Visitors Bureau

<sup>14</sup> Because these are private arrangements, the City is not privy to information on whether final contracts were executed or whether the NFL utilized the rooms committed.

<sup>15</sup> [February 19, 2014, “Scottsdale to invest \\$1 million in Super Bowl”](#)

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Table 3

Month of January Hotel Data					
Occupancy Rates			Average Daily Rates		
Year	Rate	% Change	Year	Rate	% Change
2009	48.1%	-	2009	\$ 137.57	-
2010	54.0%	5.9%	2010	\$ 119.31	-13%
2011	52.4%	-1.6%	2011	\$ 143.67	20%
2012	51.5%	-0.9%	2012	\$ 123.24	-14%
2013	54.3%	2.8%	2013	\$ 119.89	-3%
2014	60.4%	6.1%	2014	\$ 118.48	-1%
2015	69.0%	8.6%	2015	\$ 184.15	55%

### Innovative Service Delivery

At the onset of planning, staff was tasked with identifying service delivery alternatives or creative innovations that could be implemented to reduce costs or engage community partnerships in support of the city’s planning and execution efforts associated with Super Bowl XLIX. As a result of the combined efforts of the city’s planning team, Glendale realized cost avoidance of approximately \$672,781 and value-added benefits of \$132,000 as follows:

Table 4

COST AVOIDANCE		
Item	Details	Amount
Helicopter Services (shared cost with NBC)	Shared cost with media affiliate	\$ 5,000
Fire Services Specialty Equipment	Borrowed equipment	\$ 8,500
Light Towers	Provided by Dept. of Homeland Security (10 days)	\$ 12,000
Tourniquet Donation	Donated equipment	\$ 15,000
Visiting Public Safety Officials Program	Partnership with Smith and Warren Co.	\$ 16,656
Fire Other Agency Staff Time	Donated staff time (500 hours, average wage \$74/hour)	\$ 37,000
License Agreement - SP+ Gameday	Negotiated favorable contract terms to eliminate shuttle obligation	\$ 200,000
Police Other Agency Staff Time	Donated staff time (5,825 hours, average wage \$65/hour)	\$ 378,625
		<b>\$ 672,781</b>

VALUE-ADDED BENEFIT		
Item	Details	Amount
License Agreement - InWindow Outdoor	Negotiated favorable contract term to replace existing signage	\$ 11,000
License Agreement - SP+ Gameday	Value of improvements on COG Utilities Lot	\$ 121,000
		<b>\$ 132,000</b>

In addition to the cost avoidance, staff also negotiated four license agreements with favorable terms and leased space at the Media Center that generated \$70,981 in unbudgeted revenue for the city as follows:

Table 5

UNBUDGETED RENTAL REVENUE		
Item	Details	Amount
License Agreement - InWindow Outdoor	NFL approved Pepsi building wrap on Media Center	\$ 50,000
License Agreement - Tanger	Use of city property for employee parking	\$ 10,500
Media Center Use Agreements (net expenses)	Facility rentals to media outlets	\$ 8,481
License Agreement - Marty Snyder (Snickers)	Use of city property for commercial marketing	\$ 1,000
License Agreement - E! Networks Entertainment (The Soup)	Use of city property for television production	\$ 1,000
		<b>\$ 70,981</b>

## Fee Revenue

During Super Bowl week, a variety of city departments provided fee-based services associated with development services and staffing. The associated services included fees for public safety services for non-NFL events, development services, the DIRECTV event, and Pro Bowl public safety staffing. Fees were charged for a service rendered and are based on standard rates. This report does not attempt to discern whether the fees charged fully recover the cost of providing the service as that is something that is addressed by departments when evaluating their fee structure. Total fees collected city-wide were \$290,614 as follows:

Table 6

FEE REVENUE SUMMARY		
Type	Description	Amount
Tanger	Police Services Pro Bowl/Super Bowl	\$ 2,030
Pride Group	Police Services Pro Bowl/Super Bowl	\$ 2,316
Westgate	Police Services Pro Bowl/Super Bowl	\$ 5,809
Development Services	City Wide Plan Review/Inspection Fees	\$ 38,007
DIRECTV	DSC, Water, Sanitation, Police, and Fire	\$ 103,984
Global Spectrum	Police/Fire Services Pro Bowl Only	\$ 138,469
		<b>\$ 290,614</b>

## Other Revenue Impacts

Determining the specific revenue impacts for the City of Glendale that were the direct result of Super Bowl activities is complicated for the following reasons:

- It is impossible to determine whether spending is associated with normal purchasing habits, or is directly attributable to Super Bowl activity;
- It is difficult to account for other economic factors that could contribute to normal growth or contraction;
- Sales tax reporting is calculated on a monthly basis and cannot be isolated by day therefore it is impossible to determine actual sales tax collection increases that result from a specific event; and,
- In order to maintain the confidentiality of sales tax reporting information, all data must be summarized by category.



### *Visa Transaction Spending Trends*

Nevertheless, there are some opportunities to examine trends and analyze data in an attempt to discern impacts. As an example, in an effort to examine spending trends, the Arizona Office of Tourism (AOT) produced a Super Bowl XLIX report titled Arizona Super Bowl Visitor VisaVUE Spending Trends. This report is not a comprehensive analysis of spending, but only provides a snapshot of Visa card transaction spending activity in Maricopa County and at major events/venues related to Super Bowl XLIX. The summary slides prepared to AOT are included as Appendix C. While the report is a good tool to provide some cursory analysis of spending by geographic segment, it is not intended to fully represent all Super Bowl spending nor does it calculate economic impacts.<sup>16</sup>

The AOT summary states that for the period beginning January 24, 2015 through February 3, 2015, Visa transactions in Maricopa County, initiated by accounts held out-of-area (anywhere outside of Maricopa County), increased by 18.2% as compared to the same time period in 2014, representing \$24 million in increased Visa Card spending.<sup>17</sup> The report further examines Visa transactions at specific points of interest throughout the valley and isolates data for the University of Phoenix Stadium and Westgate Entertainment District as well as other locations in Phoenix and Scottsdale.<sup>18</sup> The geographic segments report shows that the spending difference for out-of-area origin Visa Card transactions when compared to 2014 was greatest for Phoenix Downtown, followed by Scottsdale Downtown, then Glendale (stadium and Westgate).<sup>19</sup> The report also provides information on the total spending amount by geographic region and the year over year percent of growth, but when seeking to ascertain where the greatest concentration of spending occurred during the specified time period, the spending difference between 2014 and 2015 is the primary indicator.

### *Sales Tax Collections*

Another indicator of overall spending is sales tax collections. Appendix D provides a comparative analysis of Glendale sales tax collections for the months of January, February, and March 2015 as compared to the same time periods in 2014. Because sales tax collections are reported to the city in the month after transactions occur, the January collections reflect sales transactions that took place in December, February collections reflects January sales, and March collections reflect February sales. There are several key points to be aware of when examining the data:

1. While it is likely that there were some tax collection impacts resulting from Super Bowl construction and site visits that took place in December (reported in January), this period also includes sales transactions that were likely the result of the holiday season, therefore January collections are being excluded in the following analysis.
2. In order to capture sales transaction activity that occurred on Super Bowl game day (February 1, 2015), collections for the entire month of March must be considered which would obviously include 27 days of non-Super Bowl spending as well.

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<sup>16</sup> Appendix C, slide 3

<sup>17</sup> Appendix C, slide 6

<sup>18</sup> Appendix C, slide 8

<sup>19</sup> Appendix C, slide 9

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3. March collections in the City-Wide All Other category includes ticket sales for Pro Bowl and Super Bowl, portions of which were not retained by the city as they are contractually required to be rebated to the Arizona Sports and Tourism Authority (AZSTA).

In aggregating the sales tax collections data for February and March (January and February sales), Table 7 below shows a general 18% increase in city-wide collection activity as compared to 2014. The Westgate area shows a 38% increase, for the same time period, which is more than double that of the city-wide average. When examining the categories in isolation, the contrasting difference between city-wide and Westgate collections is consistent in all categories. It is important to note that the increases at Westgate cannot be attributed exclusively to Super Bowl attendees due to the fact that Westgate’s Super Music Series also occurred during this time and attracted large crowds. It is, however, reasonable to assume that the Super Music Series would not have occurred in the absence of the Super Bowl; therefore, a likely conclusion is that the change in spending at Westgate is attributable to the hosting of Super Bowl. The difference in tax collections for the Westgate area for sales taking place in January and February is \$592,171. From a very liberal perspective, this amount could be considered as directly attributable to Super Bowl.

Table 7

SALES TAX COLLECTIONS FEBRUARY-MARCH				
Total All Categories (includes all Funds)				
	2014	2015	Difference	% Change
City-Wide	\$ 21,593,306	\$ 25,566,234	\$ 3,972,928	18%
Westgate	\$ 1,557,948	\$ 2,150,119	\$ 592,171	38%
<b>Category Detail</b>				
<b>Retail</b>				
	2014	2015	Difference	% Change
City-Wide	\$ 11,689,582	\$ 12,663,237	\$ 973,655	8%
Westgate	\$ 514,618	\$ 601,536	\$ 86,918	17%
<b>Restaurant/Bar Only</b>				
	2014	2015	Difference	% Change
City-Wide	\$ 2,632,641	\$ 3,270,364	\$ 637,723	24%
Westgate	\$ 490,271	\$ 669,296	\$ 179,025	37%
<b>All Other</b>				
	2014	2015	Difference	% Change
City-Wide	\$ 7,271,083	\$ 9,632,633	\$ 2,361,550	32%
Westgate	\$ 553,059	\$ 879,287	\$ 326,228	59%

### Budget Analysis

The City of Glendale budgeted \$2,090,271 to cover costs associated with hosting Super Bowl XLIX in our community. Of that, \$1,760,271 was for estimated hard costs with an additional \$330,000 (approximately 16%) set aside in contingency. Setting aside contingency funding for large projects is

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typical and it is usually in the range of 10-20%. A large contingency amount was requested due to the fact that budget preparations for this activity began in the fall of 2013 and the specific scope of details regarding staffing levels and associated services were not known at that time. Additionally, it is important to note that the budget for public safety staffing was developed based on a scenario where Glendale would not receive any in-kind support from regional agencies. This is a necessity when planning an event of this magnitude to ensure the city is able to meet obligations to keep not only the event goes safe, but our entire community; to do otherwise would be imprudent.

The information provided in Table 8 below is intended to assist in the evaluation of how closely the actual expenditures for the execution of resources matched the budgeted amounts. Since contingency funding is intended for unanticipated expenses, it is not being considered as part of this evaluation. As of August 18, 2015, all accounts have been reconciled. Of the budgeted \$1,760,271, \$940,560 or 53% was expended for staffing or equipment associated with fulfilling the city’s obligations pertaining to Super Bowl and ancillary events.

While at first glance it might appear that there was an excess of funding requested in the budget, it is important to account for the specific cost avoidance measures taken by staff that reduced the city’s overall expenditures associated with hosting the event. When including cost avoidance measures totaling \$672,781 along with the actual expenditures, total costs associated with Super Bowl execution activities is \$1,613,341 or 92% of the budgeted amount for hard costs which demonstrates that a realistic budget was prepared and presented.

Table 8

<b>EXPENSES</b>							
<b>BUDGET vs. ACTUALS ANALYSIS &amp; CONSIDERATION OF COST AVOIDANCE (As of 8/18/2015)</b>							
Category	FY2015 Budget	Actuals	Actuals as % of Budget	Actuals + Cost			
				Cost Avoidance	Avoidance	% of Budget	
Building Safety	\$ 118,419	\$ (35,390)	30%	\$ -	\$ (35,390)	30%	
Economic Development	\$ 25,000	\$ -	0%	\$ -	\$ -	0%	
Fire Department	\$ 392,000	\$ (259,078)	66%	\$ (60,500)	\$ (319,578)	82%	
Police Department	\$ 899,852	\$ (561,880)	62%	\$ (412,281)	\$ (974,161)	108%	
Transportation	\$ 325,000	\$ (84,213)	26%	\$ (200,000)	\$ (284,213)	87%	
<b>TOTALS</b>	\$ 1,760,271	\$ (940,560)	53%	\$ (672,781)	\$ (1,613,341)	92%	

Although alluded to in previous sections, it is important to reiterate that the expenditures reflected in Table 8 do not fully capture the cost of providing services. The general categories of costs that were a required city obligation, but are not calculated in the expenses shown above are: single point of contact for Development Services, transportation management, enforcement of the temporary restriction on commercial activities, public safety planning and administrative overhead, responding to media and public information requests, and project management oversight.

For future budget consideration, it is critical to acknowledge that the ability to replicate similar cost avoidance measures or unbudgeted rental revenue may not be possible nor should such performance be relied upon for budgeting purposes. Additionally, Glendale had the luxury of utilizing a significantly tenured staff for the execution of this event. While Glendale’s performance as it relates to

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obligations was stellar for the 2015 Pro Bowl, Super Bowl, and related activities; it would be impractical to expect to achieve similar results when contemplating future events of this nature for two primary reasons – natural attrition of tenured staff and the ability of less experienced staff in being able to take on the planning functions in addition to their day-to-day responsibilities.

Total Net Impact Analysis

The final analysis below assesses a variety of scenarios and assumptions to determine plausible net impacts to the City of Glendale as a result of hosting Super Bowl XLIX. The scenarios are based on the assumptions and data provided throughout this report about actual expenditures, cost avoidance, fee revenue, rental revenue, and geographically isolated revenue. While there is certainly no denying that there are important benefits of hosting the Super Bowl for our state, region, and local community, the purpose of this section is merely to identify the direct fiscal impacts to the City of Glendale.

**Scenario 1** accounts for not only the city’s actual expenditures, but also for the costs that would likely have occurred as compared to actual direct revenues associated with fees and rentals. The total net impact to the city in Scenario 1 is -\$1.25 million.

SCENARIO 1	
Total Cost Impact + Direct Revenue	
<b>Costs</b>	
Expenses	\$ (940,560)
Cost Avoidance	\$ (672,781)
<b>Sub-Total</b>	<b>\$ (1,613,341)</b>
<b>Revenues (Direct)</b>	
Fee Revenue	\$ 290,614
Rental Revenue	\$ 70,981
<b>Sub-Total</b>	<b>\$ 361,595</b>
<b>Total Net Impact</b>	<b>\$ (1,251,746)</b>

**Scenario 2** takes a liberal approach by including the cost avoidance and accounts for the increase in Westgate Tax Revenue (on the whole) towards the total revenue to off-set expenses. The total net impact to the city in scenario 2 is -\$659,575.

SCENARIO 2	
Total Cost Impact + All Reasonable Revenues	
<b>Costs</b>	
Expenses	\$ (940,560)
Cost Avoidance	\$ (672,781)
<b>Sub-Total</b>	<b>\$ (1,613,341)</b>
<b>Revenues (All Reasonable)</b>	
Fee Revenue	\$ 290,614
Rental Revenue	\$ 70,981
Westgate Tax Revenues	\$ 592,171
<b>Sub-Total</b>	<b>\$ 953,766</b>
<b>Total Net Impact</b>	<b>\$ (659,575)</b>

**Scenario 3** takes a more conservative approach to both costs and revenues and excludes cost avoidance measures and Westgate revenues since it is undetermined if they were exclusively derivative of the event. The total net impact to the city in Scenario 3 is -\$578,965.

<b>SCENARIO 3</b>	
<b>Expenses Only + Direct Revenues</b>	
<b>City Costs</b>	
Expenses	\$ (940,560)
<b>Sub-Total</b>	<b>\$ (940,560)</b>
<b>Revenues (All Reasonable)</b>	
Fee Revenue	\$ 290,614
Rental Revenue	\$ 70,981
<b>Sub-Total</b>	<b>\$ 361,595</b>
<b>Total Net Impact</b>	<b>\$ (578,965)</b>

**Scenario 4** examines only direct expenses and all reasonable revenues including the increase of Westgate tax collections. This is the only scenario that produces a net positive result of \$13,206 which is approximately 1.4% of the city's total expenses.

<b>SCENARIO 4</b>	
<b>Expenses Only + All Reasonable Revenues</b>	
<b>City Costs</b>	
Expenses	\$ (940,560)
<b>Sub-Total</b>	<b>\$ (940,560)</b>
<b>Revenues (All Reasonable)</b>	
Fee Revenue	\$ 290,614
Rental Revenue	\$ 70,981
Westgate Tax Revenues	\$ 592,171
<b>Sub-Total</b>	<b>\$ 953,766</b>
<b>Total Net Impact</b>	<b>\$ 13,206</b>

In any of these scenarios, there is a net cost to the city or negligible revenue benefit of hosting the Super Bowl. There are several contributing factors for this outcome, namely, these events call for the creation of a regional destination wherein resources can be leveraged across municipal boundaries. As a result, the events and their revenue generating benefits are not isolated to Glendale proper. Furthermore, Glendale's hotel room inventory as compared to the region is low and Glendale's capability to generate excess revenues to cover the costs of the event is limited by the number of venues located in our community that can accommodate this type of activity.

Although one might conclude that the revenue impact for Glendale may have been net positive had the NFL Experience and Super Bowl Central been held in the city, there are two important factors to take into account. First, because those events are NFL sanctioned, they also require governmental services to be provided by the host community and would presumably create a proportionately increased cost. Second, the events themselves do not generate revenue for the host community. The revenue generation comes from ancillary spending (bars, restaurants, retail, etc.). Given these factors, the better scenario for Glendale was exactly what occurred, the hosting of privately produced events that attracted visitors without adding additional costs (e.g. Westgate Super Music Series, Tanger's Nike event, and DIRECTV's Super Fan Festival).

## Conclusion

Over a decade ago, the Glendale City Council executed a plan to achieve the vision of creating a destination attraction in an effort to diversify the city's economic base. As such, the intended outcome of the city's investment in the Sports and Entertainment District was specifically to increase Glendale's revenue generating potential and to create a unique opportunity to market Glendale to a world-wide audience. Glendale was certainly on the world's stage as a result of being the host city for Super Bowl XLIX. According to CNN Money, the game attracted 114.4 million viewers and achieved an all-time record for the most watched broadcast in U.S. television history, the most watched halftime show performance in Super Bowl history, and was the most "tweeted" Super Bowl.<sup>20</sup>

Ultimately, there are costs associated with providing governmental services for events of this nature and hosting elite events also comes with a variety of intangible benefits. Due to the variable nature of these events and the inability to truly capture event specific revenues, the value proposition of such activities will differ amongst decision makers. In conclusion, the following key points can be considered in terms of understanding the impacts and the value proposition of hosting Super Bowl XLIX:

- The \$2,090,271 budget for Super Bowl XLIX was less than 1% of the total General Fund operating budget of \$202,136,010.
- The budget that was developed and approved was based on utilizing Glendale staff for all public safety needs which is important for ensuring the ability to meet obligations. It is recommended that any future endeavors of this nature utilize a similar budgeting methodology as in-kind services and cost avoidance measures will be variable.
- The efforts of the project team resulted in over \$670,000 in cost savings or 32% of the total budgeted expenses. Additionally, it was not necessary to utilize budgeted contingency funding.
- While a variety of methods were utilized to assess the fiscal impacts of this event, the most objective total impact analysis that assumes only direct costs and direct fee based revenue resulted in a negative net financial impact of \$578,965 (cost to the city).
- When examining the net impact as a marketing expense, the \$578,965 may be considered a reasonable cost given the visitor attraction and viewership of the game. As a point of comparison, the FY2014-15 budgeted revenue for the City's Bed Tax which is intended to enhance tourism related initiatives in the community was \$674,459.
- The positive benefits of hosting a Super Bowl, which are difficult to quantify in terms of fiscal impact, include the opportunity to generate out of area spending for our state, create unique branding and promotions, increase potential return visits and additional tourism, and provide improved opportunities to host other large national events.

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<sup>20</sup> <http://money.cnn.com/2015/02/02/media/super-bowl-ratings/index.html>

## Appendix A

Venue	Event Name	Location
Buffalo Wild Wings	Buffalo Wild Wings EOP	Adjacent to Building
Cabela's	Chili Cook-Off	Parking Lot
COG Utilities Lot	E! The Soup Production	99th Ave/Bethany
Gila River Arena	On-Location Party	Inside
Gordon Biersch	Gordon Biersch EOP	Adjacent to Building
Pendergast Farm	DirecTV Super Fan Festival	91st-95th/Bethany Home
Pendergast Farm	DirecTV Super Saturday Night	91st-95th/Bethany Home
Renaissance	Renaissance Private Reception	1st Floor Meeting Space
Tanger	Nike Event	Parking Lot, east side
Tanger	The Player's Super Bowl Tailgate Culinary Event	Suite 490
University of Phoenix Stadium	Game Day Fan Plaza	Inside Hard Perimeter
University of Phoenix Stadium	NFL Tailgate Party	
Westgate	Super Moments, Super Stars, Super Game an Associated Press	Gallery Glendale at Westgate
Westgate	PrimeSport Pro Bowl Party	Westgate Lot R + Renaissance
Westgate	Westgate Super Music Series	WaterDance Plaza
Westgate	McFadden's EOP	Adjacent to Building
Westgate	Saddle Ranch Chop House - Host Committee Party	Adjacent to Building
Westgate	NBC Tailgate Party	Open Lot, 95th/Maryland, NWC
Westgate	Official NFL Team Tailgate Super	Lot 3, SWC
Westgate	Just Sports Parking Lot Sale	Parking Lot East of Saddle Ranch
Westgate	Just Sports Parking Lot Sale	Parking Lot West of McFaddens
Westgate	NFL Credentialing Center	4th Floor
Westgate/ Renaissance	PrimeSport Super Bowl Party	Westgate Lot R + Renaissance

## Appendix B –Feedback Excerpts

- “I would like to commend you...for your exceptional efforts during the planning and execution of the security plan for Super Bowl XLIX.” - NFL Commissioner, Roger Goodell
- “Thank you for making this year’s Super Bowl an incredible experience for the NFL and football fans around the world.” – NFL Events Department
- “...working with The Glendale Police Department was the greatest experience to date.” – Jerry Romero, NFL Transportation
- “... thanks to your team who worked the First-Aid tent outside of Tailgate on Sunday. If it wasn’t for your group calming [my daughter] and making her feel that she would be ok we would not have gotten to the game.” – Kim McFadden, NFL Vice President Human Resources
- “Congratulations to...the City of Glendale for what turned out to be the ‘spotlight of all times’. The stadium looked spectacular, the security was amazing, the number of people both in and out of the stadium and visiting Arizona was incredible and it was such an amazing game. You have so much to be proud of!” - President & CEO Plaza Companies, Sharon Harper
- “THANK YOU! On behalf of the Arizona Office of Tourism, thank you for welcoming the media to Super Bowl week! I appreciate your time and the sincerity of your involvement.” - Karen Churchard, Arizona Office of Tourism
- Regarding the experience working with staff on an event, “I work with many municipalities across the Phoenix metro area and I can honestly say I enjoy working with Glendale more than any other city.” - Paralegal Quarles & Brady LLP, Michelle Dahlke
- “Sunday was spectacular! Glendale SHINED! I know there was a lot of hard work behind the scenes to make everything flow smoothly, so a big congratulations to you and your team. It made me feel proud to keep hearing them say Glendale, AZ on TV.” - Kathy Corona/Where Magazine
- “Once again we would like to thank you for hosting and producing the Glendale Chocolate Affaire. This year we celebrate our 20th anniversary and shined right along with the most watched sporting event the world has ever known. The positive image that Glendale presented is a direct result of our city employee’s and our city management practices which seem to bring out the very best in everyone. Changing the date of the Chocolate Affaire was a brilliantly played strategy and with so much press in town, we are assured of Glendale’s growth and services for many years to come. Great job.” - Joe Cerreta/Cerreta Candy Company
- “Westgate Entertainment District tenants experienced a profound positive impact on their sales for both Super Bowl Week and Super Bowl Sunday. Tenants reported benefits in sales ranging from nearly double to as much as an eight-times increase as compared to a normal week. The benefits are attributable in large part to the Super Music Series hosted by Westgate and the very large number of people without tickets who stayed at Westgate through the game to be part of the action near the stadium. Westgate was continuously full from the very early morning and into the late evening.” - Jeff Teetsel, Development Manager for ownership of Westgate Entertainment District



The report cover features a background image of a busy city street with billboards and a large Super Bowl XLIX logo. The logo is a shield with three stars at the top, the year '2015' in the center, and 'XL' on the left and 'IX' on the right. Below the logo, the title 'Arizona Super Bowl Visitor VisaVUE Spending Trends' is displayed in bold black text. The Arizona Office of Tourism logo is centered below the title. The background image transitions to a sunset scene at the bottom.

# SUPER BOWL

## Arizona Super Bowl Visitor VisaVUE Spending Trends

ARIZONA OFFICE OF TOURISM

### Arizona Super Bowl Visitor VisaVUE Spending Trends

#### Methodology

<b>OBJECTIVE</b>	Capture Visa card spending activity throughout Maricopa County and at major events/venues related to Super Bowl XLIX.
<b>TIME PERIOD</b>	Saturday, January 24, 2015 through Wednesday, February 3, 2015. Daily activity for specific segments.
<b>COMPARISON</b>	Year-over-year comparison (Saturday, January 25, 2014 through Wednesday, February 4, 2014).

2

ARIZONA OFFICE OF TOURISM

Source: AOT Research/VisaVUE



# Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

## ADVANTAGES

Based on actual domestic visitor Visa spending in Maricopa County

Can evaluate spend activity by geographic segment

Details available by Merchant Category Spending

## LIMITATIONS

Cannot be used as Economic Impact

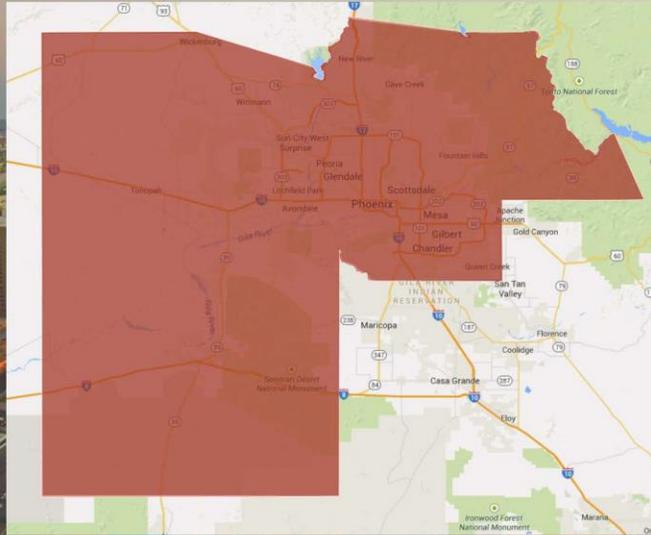
Not a complete representation of activity related to the Super Bowl

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Source: AOT Research/VisaVUE

## Maricopa County



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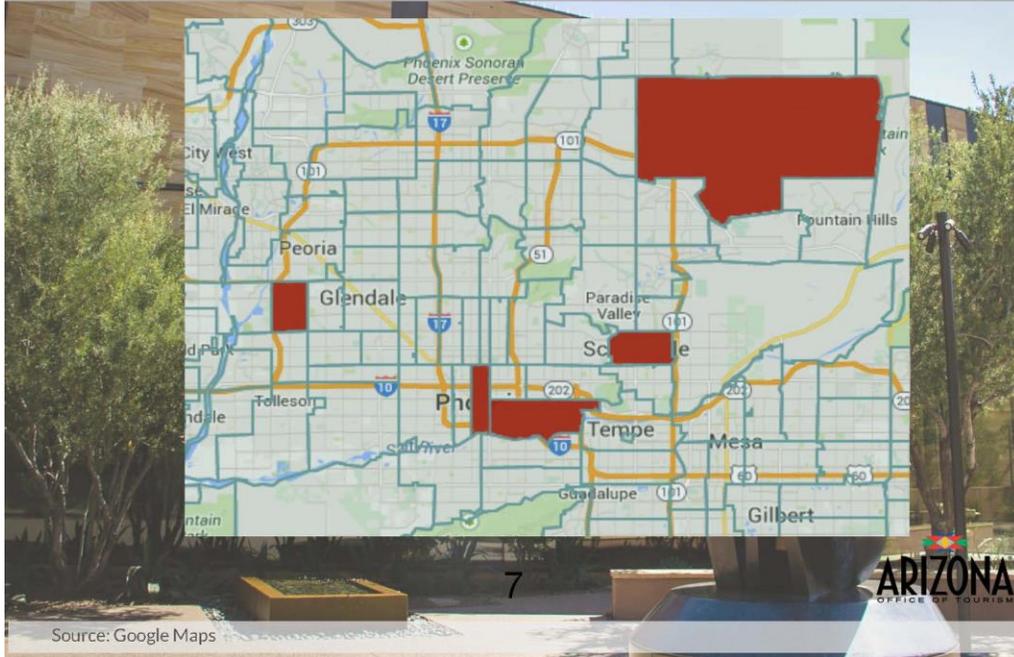


Source: Google Maps





## Map of Geographic Segments Represented



## Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

### Geographic Segments

City	Point of Interest
Maricopa County	All Maricopa County Zip Codes
Glendale	University of Phoenix Stadium; Westgate Shopping Center
Phoenix	Downtown, Convention Center, US Airways; Hotel - Hyatt Regency (NFL HQ, Media); Hotel - Sheraton Phoenix Downtown (media); Hotel - Holiday Inn Phoenix Downtown (media)
Phoenix	Media Center, NFL Experience, Super Bowl Headquarter Hotels
Scottsdale	Event - Scottsdale Super Bowl AZ Indian Festival; Big Game Art Walk; Downtown Scottsdale
Scottsdale	Event - Phoenix Open
Phoenix	Airport
Various Locations	Other Glendale, Other Phoenix, Other Scottsdale, Chandler, Mesa & Tempe





# Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

## Geographic Segments

Visitor Visa Card Spending (Jan 24 - Feb 3, 2015)	Total Out-of-Area Visitor Spending			Total (with Phoenix Spending)		
	Spending Amount	Spending YOY Growth	Spending Difference (lift)	Spending Amount	Spending YOY Growth	Spending Difference (lift)
Glendale	\$2,706,761	143.4%	\$1,594,554	\$8,470,420	59.3%	\$3,152,305
Phoenix Downtown	\$7,060,408	168.0%	\$4,426,180	\$17,047,166	88.4%	\$7,996,580
Scottsdale Downtown	\$10,065,387	45.0%	\$3,125,978	\$27,229,218	19.8%	\$4,497,768
Phoenix Open-Scottsdale	\$4,097,964	23.8%	\$788,162	\$11,203,536	12.6%	\$1,255,161
Phoenix Sky Harbor	\$2,396,912	22.9%	\$446,375	\$44,285,012	15.1%	\$5,801,902

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Source: AOT Research/VisaVUE

# Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

## Merchant Categories

- Auto Rental
- Other Emerging
- Bill Pay
- Other Retail
- Business to Business
- Other Travel & Entertainment
- Department Stores
- Quick Service Restaurants
- Discount Stores
- Radio TV & Stereo Stores
- Drugstores & Pharmacies
- Remaining Merchants
- Furniture/Equip. Stores
- Restaurants
- Government
- Sporting Goods Stores
- Healthcare
- Supermarkets
- Lodging
- Travel Agencies
- Misc. Specialty Retail
- Wholesale Clubs
- Oil

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Source: AOT Research/VisaVUE



# Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

## Top Merchant Categories Spending Lift



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Source: AOT Research/VisaVUE

# Arizona Super Bowl Visitor VisaVUE Spending Trends

Saturday, January 24, 2015 through Wednesday, February 3, 2015

## Overall Daily Spending\*



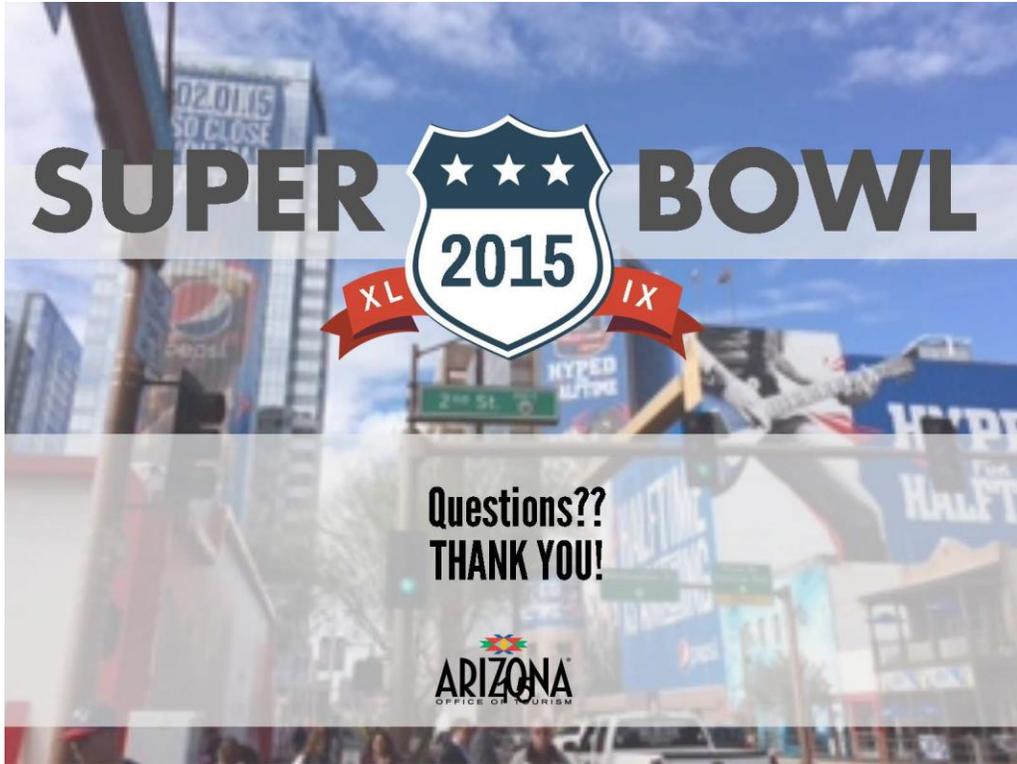
\* Reflects out-of-area origin only. Maricopa County data was removed.

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Source: AOT Research/VisaVUE





## Appendix D – Sales Tax Collection Data

<b>Sales Tax Collections</b>						
<b>Comparing January, February, and March 2014 to January, February, and March 2015</b>						
<b>Citywide Sales Tax Collections - All Funds *</b>						
	January 2014		February 2014		March 2014	
	Collections		Collections		Collections	
Retail	9,972,625		5,637,641		6,051,941	
Restaurant Bar	1,495,519		1,323,988		1,308,653	
All Other	3,867,276		3,360,466		3,910,617	
<b>Total</b>	<b>15,335,420</b>		<b>10,322,095</b>		<b>11,271,211</b>	
	January 2015		February 2015		March 2015	
	Collections	% Change from Prior Year	Collections	% Change from Prior Year	Collections	% Change from Prior Year
Retail	9,372,364	-6.0%	5,915,470	4.9%	6,747,767	11.5%
Restaurant Bar	1,672,494	11.8%	1,474,877	11.4%	1,795,487	37.2%
All Other	4,271,472	10.5%	3,379,661	0.6%	6,252,972 **	59.9%
<b>Total</b>	<b>15,316,330</b>	<b>-0.1%</b>	<b>10,770,008</b>	<b>4.3%</b>	<b>14,796,226</b>	<b>31.3%</b>
* Amounts includes sales tax collections at the Stadium. The General Fund portion of the sales tax collections are rebated to Arizona Sports & Tourism Authority (AZSTA).						
** Amount includes ticket sales of the Pro Bowl and Super Bowl, portions of which were rebated to AZSTA.						
<b>Westgate Area Sales Tax Collections (Amounts Included in the Citywide Sales Tax Collections) - All Funds</b>						
	January 2014		February 2014		March 2014	
	Collections		Collections		Collections	
Retail	549,818		235,427		279,191	
Restaurant Bar	209,509		274,620		215,651	
All Other	299,357		292,226		260,833	
<b>Total</b>	<b>1,058,684</b>		<b>802,273</b>		<b>755,675</b>	
	January 2015		February 2015		March 2015	
	Collections	% Change from Prior Year	Collections	% Change from Prior Year	Collections	% Change from Prior Year
Retail	597,673	8.7%	259,286	10.1%	342,250	22.6%
Restaurant Bar	258,878	23.6%	272,772	-0.7%	396,524	83.9%
All Other	508,076	69.7%	363,982	24.6%	515,305	97.6%
<b>Total</b>	<b>1,364,627</b>	<b>28.9%</b>	<b>896,040</b>	<b>11.7%</b>	<b>1,254,079</b>	<b>66.0%</b>
Note: Sales tax collections represent sales activity for the previous month. For example, sales tax collections for the month of January 2015 represent sales tax activities for the month of December 2014.						