Vision To Reality
Municipal Leaders: Setting the Pace, Raising the Standard

Presented By:
Ed Beasley
City Manager
City of Glendale, AZ
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About Edward Beasley, City Manager – Glendale, AZ

Ed Beasley was appointed as the City Manager of the City of Glendale in January 2002. Responsible for the internal operations of the city, Mr. Beasley oversees an annual budget of about one billion dollars and a workforce of approximately 2,500 positions.

Shortly after becoming City Manager, Mr. Beasley transformed the city’s fiscal position during a weak economic situation to one of the strongest financial positions within the Valley and state. As a result of establishing a strong operational foundation, implementing an organizational culture of being the hallmark of exceptional customer service, and being willing to take calculated risks; Glendale has reaped the benefits of a diversified economic composition and a highly skilled workforce.

It is because of these efforts that during the most recent national economic downturn, Glendale has been able to implement city-wide budget reductions over two fiscal years equating to more than $26 million in budget reductions – all driven by internal initiatives without affecting service delivery or jobs.

Aside from his managerial initiatives, Mr. Beasley has provided the critical vision and leadership that has made the City of Glendale home to the NHL Phoenix Coyotes, the multi-purpose University of Phoenix Stadium – home to the Arizona Cardinals and Fiesta Bowl, the surrounding six million square feet of development, and most recently, a new Major League Baseball Spring Training Facility and development. In addition to securing development and national acclaim as a sports and entertainment destination, Mr. Beasley is devoted to providing development opportunities for the community and especially youth programs as evidenced by the City’s partnership with the Arizona Interscholastic Association (AIA) to provide venues for state championship play; the Tolleson Union High School District and their afterschool educational programs; and the Fiesta Bowl and AZSTA for the premier youth sports fields next to the stadium.

Mr. Beasley holds a Bachelor of Arts degree in Political Science/Business Law from Loyola University and a Master of Public Administration degree from the University of Missouri at Kansas City. He has also attended the University of Missouri, School of Law and is certified in mediation and dispute resolution and is a participating member in several professional organizations and regional associations.
VISION IS THE ART OF SEEING THE INVISIBLE & BELIEVING IT IS POSSIBLE.

HISTORICAL PERSPECTIVE: GLENDALE 2000

• A City in transition
• A suburban community seeking an identity of our own
• National and International exposure
• Become a Destination Point
• Create pride amongst Glendale residents
CHECKLIST FOR SUCCESS

• Visualize goals & common vision of excellence
• Develop a plan
  – Internal: Assembling the right team
  – External: Recognize Value of Public-Private Partnerships
• Assess the Environment
  – Seize opportunities in challenging economic markets
• Assemble Resources & Staff
• Plan to Expedite
• Recognize importance of the public

BEGINNING THE JOURNEY

• The 1999 bond election resulted in voter approval for $411.6M to be used for a variety of capital improvement projects
• Funding was specified for infrastructure related to:
  – Public Safety
  – Streets and parking
  – Parks and recreation
  – New private sector job creation through development/redevelopment
• Overall approval rating on all propositions was 71%
• This was the highest ever voter support rating
• Success was attained because we had a clear vision of:
  – What we were going to do
  – When we were going to do it
  – What the results would be
BEGINNING THE JOURNEY

• Internal
  – Conducted Cultural Assessment
  – Adjusted salaries
  – Increased tuition reimbursement
  – Implemented bonus program
  – Devised new Business Plan
  – New Marketing & Communications Department
  – Created interactive teams

BEGINNING THE JOURNEY

• External
  – Revised General Plan
  – Updated Design Guidelines
  – Established Economic Incentives
  – Initiated two-day Design Review process and Ombudsman program
  – Contracted with professional consultants
INITIAL PUBLIC-PRIVATE PARTNERSHIP
The Ellman Cos.

• Redeveloped dilapidated Manistee Towne Center mall located in downtown area
• Created redeveloped Northern Crossing with national anchor tenants
• In conjunction with Planned Area development to build Westgate City Center

THE VISION IS BORN

• City enters into development agreement with Phoenix Coyotes to construct multi-purpose arena
  – City-owned, team operated
  – $180 million state-of-the-art facility
  – 17,500 seat capacity
  – Agreement includes parking & related infrastructure
• NHL Hockey comes to Glendale!!!
WESTGATE CITY CENTER
Mixed-Use Development

- $2 billion investment
- 223 acres, 8 million SF total planned development
- Development completed includes:
  - 1.5 million SF retail
  - Over 35 shops and restaurants
  - 2,200 residential units including lofts
  - Five hotels
WESTGATE CITY CENTER

OUTDOOR CONCERTS & SPORTS
SHOPPING & NIGHTLIFE

URBAN AMBIANCE
VOTER APPROVED FOOTBALL STADIUM

• Purpose was to create a new football stadium for the Arizona Cardinals

• Proposition 302 – Voter Approved in November 2000 called for:
  – Creation of Arizona Sports and Tourism Authority (AZSTA)
  – 1% increase in Hotel Tax
  – 3.25% in Car Rental Surcharge

IT’S ALL ABOUT LOCATION

• Multiple Sites Proposed
  – Tempe and Mesa
  – Phoenix
  – Glendale

• East Valley v. West Valley

• And the Winner is...
GLENDALE

- $500 million stadium
- 63,000 seat capacity
- 73,000 seat capacity for special events
- Selected one of Top 10 Sports Venues in the World
- Opened in August 2006
  - Arizona Cardinals
  - Annual Fiesta Bowl Championship
  - First ever BCS Championship, 2007
  - Super Bowl XLII, 2008

UNIVERSITY OF PHOENIX STADIUM

Good things to follow...
GLENDALE RENAISSANCE
Hotel, Spa, & Media Center

- Marriott signature brand
- 320 guest rooms
- Full service spa, restaurant, and lounge
- 95,000 SF meeting space including state-of-the-art Media Center

CABELA’S
World’s Foremost Outfitter

- Hunting, Fishing, Outdoor gear
- 160,000 square foot showroom
- Educational & entertainment attraction
  - Habitat re-creations
  - Animal displays
  - Aquarium
ZANJERO

• 160 acre mixed-use at build-out
  – Office
  – Retail
  – Hotel
  – Residential
• Includes four new hotels
• More than 450 rooms, mostly suites

MAJOR LEAGUE BASEBALL
Spring Training Facility

• Created regional partnership with City of Phoenix, AZSTA, developer, and teams
• Baseball component rounded out the synergy with the existing sports venues
• Innovative structure and approach
• Brought two world class teams to the Valley
  – Los Angeles Dodgers
  – Chicago White Sox
CORPORATE CENTERS
Class-A Office

Glendale Corporate Center  91 Glendale
300,000 SF 188,000 SF

MAIN STREET & USA Basketball

• 283 acre planned development, 3.9 million SF
• Build-out plan includes:
  – Anchor tenant is USA Basketball Corporate Headquarters – 100,000 SF
  – Sports Medicine facility – 50,000 SF
  – Mixed-use Commercial – 100,000 SF
  – Sports Themed hotel – 150 rooms
  – High density residential – 1900 units
  – Retail/Restaurant – 100,000 SF
  – Resort Hotel, Conference Center, & Championship Golf, 1,000 room and 100,000 SF meeting space
USAB CONCEPTUAL PLAN

CBD101 & ORGANIC 101
Planned Development

- Two projects, five distinctive “Districts”
  - Downtown/mixed-use
  - Corporate/mixed-use
  - Parking/mixed-use
  - Residential
  - Agricultural/mixed-use
- 76 acres total
  - 2.6 million SF Office
  - 157,000 SF Retail
  - 3 hotels, 500 rooms total
  - 941 residential units
  - 15,248 parking spaces
OTHER PLANNED DEVELOPMENTS

Bellavillagio
• 46 acre mixed-use
• 45 story building
• 3.2-million SF at build out
  – 929,010 SF office
  – 326,560 SF retail
  – 1,747 residential units
  – 300 hotel rooms

Centrada
• 74 acre mixed-use
• 25 story building
• 5.2-million SF at build out
  – 2.4 million SF office
  – 492,506 SF retail
  – 1,053 residential units
  – 760 hotel rooms

Glendale's Sports & Entertainment District
ECONOMIC RESULTS FOR GLENDALE

- Housing (Sports & Ent. District)
  - 210% increase residential units in the western area
- Direct Economic Impact (Sports & Ent. District)
  - 350% increase in sales tax revenue (2005-2008)
  - 84% of hotel sales tax collection for Glendale comes from this area
- Tourism (City-wide)
  - 51% increase in calls & visits to the Glendale Visitor’s Center
  - Average out of town visitor spends $295 per visit in Glendale
- Jobs (City-wide)
  - Estimated increase of 9,000 new positions

ECONOMIC RESULTS FOR REGION

- 2006-2007 Events Economic Impact:
  - Tostito’s Fiesta Bowl Championship $115.8 million
  - Tostito’s BCS National Championship $171.5 million
  - Insight Bowl $62.2 million
  - National Band Championship $7.8 million
  - Organizational Spending $44.4 million
- 2008 Super Bowl XLII
  - $500 million gross economic impact
  - $213 million in direct taxable spending in the region
  - Estimated 123,500 visitors from outside the region
VALUE ADDED FOR COMMUNITY

• Some New City Facilities:
  – Glendale Regional Public Safety Training Facility
  – Foothills Recreation & Aquatics Center
  – Glendale Community Center
  – Gateway Police Station
  – Fire Station 151

• Enhanced Visual Improvement Program & Dining District

• Glendale Airpark $13.7 million expansion

REGIONAL TRANSPORTATION INFRASTRUCTURE IMPROVEMENTS

• Cooperative efforts resulted in:
  – Loop 101 expansion $85.12 million
  – Express bus service $1.43 million
  – Park & Ride facility $14.7 million
  – Glendale Avenue regional “Supergrid” route $2.63 million
  – Northern Parkway $312.6 million
  – Loop 303 $389.5 million
  – Regional Light Rail system $255 million
**IMPACT OF VISIONS & DREAMS**

- Economic Growth
- Improved Revenue Generation
- Long-term Partnerships
- Increased Services
- Capital Investments
- Improved Quality of Life
- National Acclaim
- Destination Point
- Award Winning Venues
- Top Rate Amenities
- Home Town Appeal

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**LESSONS TO BE LEARNED**

- Deliver on promises
- Nurture partnerships
- Ensure sustainability
- Be consistent in position
- Have political will
- Be visually productive
- Don’t chase the flavors of the times
- Know your niche
- Nurture your investment
MOST IMPORTANTLY KNOW...

• Who you are today
• What you want to become
• How long it will take to get there
• Communicating status constantly, good or bad, is critical

“The only place success comes before work is in the dictionary.” – Vince Lombardi

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