

Table of Contents

Regional clusters.....	1
Human capital.....	5
Spatial efficiency.....	10
Infrastructure to enable innovation.....	12
Governance.....	13

Number of Respondents: twenty-four

Affiliation of Respondents:

- Academic Institutions: five
- Businesses: four
- Community Organizations: two
- Municipalities: six
- Unknown: seven

Regional clusters

Affiliation of Responses:

- Academic Institutions: three
- Businesses: one
- Community Organizations: two
- Municipalities: one
- Unknown: three

1. What is the greatest strength in this leverage point?

- a. The region is an unpainted canvas. There is an opportunity to recreate the region in this leverage point. There is no ingrained system to fight.
- b. As a region, we have existing and emerging industrial clusters already. They are not limited to the Greater Phoenix region, they are state wide. However, the connections are not made yet. The aerospace industry is strong. Renewable energy cluster is also important right now, new but powerful in its opportunities. Another one is biosciences.
- c. We have a large talent pool in the region/relative good talented sources coming from our colleges.
- d. The greatest strength would have to be considered at the cluster level. The Phoenix metro area has some strong and weak clusters. Arizona has strong clusters in renewable energy, aviation and defense, semiconductor and electronic manufacturing and advanced business services as it pertains to back office support and online for profit college education.

- e. It diversifies the economy so we are not dependent on one or just a few industries.
- f. Determine the region's goal for clusters.
- g. Expansion of employment. Creating jobs to increase spending in the valley.

2. How can this strength be best leveraged?

- a. We have great young community leaders and organizations that should be tapped into i.e., Valley Partnership, Valley Forward, Urban Land Institute Arizona, GPEC, GPL, Commerce.
- b. If we (state/local government agencies, private sectors, and academic institutions) together look at gaps in the supply chain of these clusters. We should work together to determine how these clusters can grow. Also, foster relationships among each other.
- c. Work on human capital recognition, look into collaboration, reach out to other regions, and enhance our ability to attract talent, look at bringing new companies.
- d. Identify and focus on deepening Arizona's competitive advantage in the cluster or clusters. Each industry has specific needs and challenges where a one size fits all approach will not suffice. As the competition for jobs becomes fiercer around the US and the world, the state, and region will have to work harder just to maintain its edge. Incentives, policies and aggressive economic development efforts to attract and retain jobs throughout the supply chain are paramount.
- e. By creating the optimal mix we can then work regionally to target and market to these industries, rather than each community having separate target areas.
- f. Communications amongst all parties so we aren't duplicating.
- g. Incentivizing companies to expand here. Also we need to encourage entrepreneurs to start and build businesses that would create jobs.

3. What is the greatest challenge in this leverage point?

- a. Funding. Going forward, we need to learn how to do more with less. We can do this by not relying too much on government but leverage the public/private dynamic.
- b. Getting people focused on this initiative. For example, there are many companies in a cluster that don't work together let alone work with the government or academic institutions.
- c. Fractionalization, multiple competing planning efforts and differing groups trying to work on it, and trying to unify the efforts.
- d. Each cluster has different challenges and requires a specific focus and attention to the industry.
- e. Getting the communities to agree to regional target areas.
- f. Getting everyone together and openly discussing goals without a sense of competition.
- g. Convincing state officials to create a plan to encourage action.

4. What specifically needs to change to address this challenge?

- a. People need to be open minded about density in urban areas, the kind of jobs to attract, cannot rely on construction and tourism, and consider these job areas:

HEAT (Healthcare, Energy Aerospace, and Technology). We need to be vigilant in creating the right jobs and not just be complacent with what we have.

- b. Connections need to be made among all groups to get funding, develop the clusters, etc.
 - c. Stop having competing efforts, need to be unified with clear assigned roles.
 - d. Need to bring in more companies in these clustering industries to create jobs.
 - e. Each cluster has different challenges and requires a specific focus and attention to the industry.
 - f. We need to become more business friendly. We need specific tools to attract the types of businesses we want. We need to change the tax structure so it is not driven by retail.
 - g. Mentality of cities as silos operating independent of one another.
 - h. Honestly, I am not sure what it would take.
- 5. Who is providing significant leadership in this leverage point? What activities are underway or planned?**
- a. Mayors. Currently, the local politicians are dynamic and can really do something on this front.
 - b. GPEC (Steve Betts) through the Solar Renewable Initiative Bill.
 - c. In this case, the universities can be an honest broker, i.e. with the solar industry. At ASU, there are initiatives around the clusters i.e. bio-design, renewable energy, specifically solar. There are emerging activities in each cluster that exist and are emerging here.
 - d. AZ Commerce Authority is all about this. It is their purpose.
 - e. I would assume the ACA.
 - f. Not certain. One would assume the Authority or GPEC, but I am not sure of their communication.
- 6. If you had one wish for this leverage point, what would it be?**
- a. We all band together.
 - b. Not only to grow in these clusters but for Arizona to be recognized as leaders in them.
 - c. Have more people graduate from math and science.
 - d. For the region and the state to focus on several clusters where a competitive advantage lies and create a strategy to enhance the metro's position within each targeted cluster.
 - e. For one or both of my suggestions in question 5 to become a reality in the next three years.
 - f. Not sure.
- 7. Other comments?**
- a. Glendale has identified healthcare and education as two of the most important clusters in our community. In the healthcare industry, there are over 280 businesses employing nearly 7,700 people. There are more than 80 educational businesses in Glendale employing more than 6,500 people. Education and Health Services is the second largest business sector in Glendale and is the largest

employment sector. (2010 MAG Employer Database) Because these industries are important to Glendale's economic well-being, the Department has spent substantial time cultivating business relationships with the major players in each industry. Fostering these vital relationships has assisted Glendale in understanding not only their importance to our local economy but also the importance of these businesses to the long term economic health and well-being of Arizona's economy and the roles they each play in attracting additional high paying jobs to Glendale, the valley and the state.

Human capital

Affiliation of Responses:

- Academic Institutions: three
- Businesses: three
- Community Organizations: one
- Municipalities: two
- Unknown: three

1. What is the greatest strength in this leverage point?

- a. Potential strength as a community lies in the educational infrastructure we have created (Thunderbird/ASU) and we can directly address issues of higher level skilled jobs especially those that call for significant knowledge and abilities in the areas of globalization and international business. Thunderbird is ranked globally as the #1 school for global/International business.
- b. We have universities in the area as well as culinary programs at Estrella Mountain Community College.
- c. The greatest strength this leverage point has is that it has foundation for future economic activity and growth. It is well proven that companies migrate to regions with a skilled workforce (Boston, Bay Area, Austin, etc.) and that entrepreneurial companies thrive in regions with access to capital, angel investors and support networks.
- d. Greatest strength is the existing collaborations between K12, community college and university systems. Historically, relationships have been cordial, but not particularly effective. Recently, education systems have discovered a greater need to work with others to achieve collective goals. Funding challenges have contributed more to this than most would care to acknowledge.
- e. We have a large talent pool in the region/relative good talented sources coming from our colleges.
- f. A workforce that is educated and skilled in the areas of science, technology, engineering and math (STEM) are essential to Gilbert's economic vitality. Growing the supply of appropriately skilled workers to meet employer demands enhance competitiveness for science and technology based industry sectors from a site selection perspective. Availability and abundance of a skilled and educated workforce would greatly benefit the Phoenix metro area in comparison to competing regions in the United States (i.e. Silicon Valley, Research Triangle, etc.).
- g. We do have a large population who want to work and have a lot of different skills.
- h. If we are to attract investment and capital we must emphasize workforce development. We have an excellent community college system and we have excellent private postsecondary schools who train more than 400,000 students each year in various trade and technical fields as well as degree granting programs.
- i. It makes Arizona more attractive to businesses and industry considering relocating to or expanding in Arizona. Arizona is known for having a "cheap" labor force, but not necessarily a skilled one.
- j. Human capital and education is the foundation for a sustainable economy.

2. How can this strength be best leveraged?

- a. By integrating our ability as an institution in furthering the county plans. For example, we can make available interested students to assist in working on business plans, design and deliver talent management programs, and host potential foreign investors who want to visit our campus to hear more about the population of students we graduate etc.
- b. We need to have active viable internship programs.
- c. This strength can best be leveraged by investing in 21st century workforce development programs while concurrently mandating participation in training programs for individuals who are receiving unemployment benefits. Also, develop a tax system which incentivizes investment in early stage companies and provides start-up capital to emerging technology companies through monetization of unused tax credits. Early stage companies often have no tax liability, however, they often are eligible for tax credits which they can't utilize; let them sell those credits on an open market as means to provide capital for the company.
- d. Recent successes (like transfer partnerships) should be expanded and the methods replicated in other areas. When the multiple educational systems start acting more like one, regional "education" system, energy/efforts can be focused and effective.
- e. Work on human capital recognition, look into collaboration, look to reach out to other regions, enhance our ability to attract talent, look at bringing new companies.
- f. Align knowledge assets (i.e. universities, community colleges, trade schools, etc.) with local science and technology firms to identify workforce shortages for the development of curriculum, certifications and degrees. Chandler-Gilbert Community College developed a customized curriculum to address Covance's workforce needs when the company located in Chandler.
- g. We need to grow the population by attracting a diversity of businesses.
- h. Making certain that our business development efforts are conducted by persons who are familiar with the unique capabilities of the private and public sectors for training and work force development.
- i. Improving education is the key. Most employers I talk to lament how unskilled and unqualified the average Arizona high school graduate is. Some would rather hire a 56-year old quasi-retiree instead of an 18-year old recent high school graduate because the former makes a better worker than the latter.
- j. Provide a network to industry to the educational resources available through the local universities.

3. What is the greatest challenge in this leverage point?

- a. First, we have to be able to offer a broad set of relevant skills at the right level while at the same time ensuring that these skills represent the right mix that the industries/companies we seek to attract here will find useful. For example, we have several initiatives by the Greater Phoenix Chamber to focus on solar energy. These initiatives can find better traction if they have a skills component where

educational institutions across the spectrum can work toward fulfilling their roles in offering the right type of assistance that will help these initiative succeed.

- b. Need to bridge between programs and businesses.
- c. The greatest challenge is the political and business will to change the well accepted establishment.
- d. Funding. Not lack of funding, but restoration of all that was lost. It would be an easy excuse to go back the old ways of independent actions.
- e. Fractionalization, multiple competing planning efforts and differing groups trying to work on it, trying to unify the efforts.
- f. Collaboration and identifying the next generation of high-wage industries (i.e. photovoltaic, telemedicine, etc.).
- g. A high level of competition from other states. We need the best and most creative business recruiters we can find and the local governments must give them the tools they need to succeed.
- h. Lack of familiarity of economic development personnel with the capabilities.
- i. Improving education is the key. Most employers I talk to lament how unskilled and unqualified the average Arizona high school graduate is. Some would rather hire a 56-year old quasi-retiree instead of an 18-year old recent high school graduate because the former makes a better worker than the latter.
- j. Different needs by different industries.

4. What specifically needs to change to address this challenge?

- a. Much better cooperation between agencies that promote investment locally, agencies that attract capital to the county and those on the education side who have a clear mission to educate the leaders of tomorrow.
- b. Businesses need to be more engaged in how the education component looks.
- c. Political, business and community leaders need to understand and be willing to accept that we can't continue down the same path. A tax code and the creation of a mandatory job training program for those receiving unemployment benefits would be beneficial.
- d. Mindsets, attitudes, executive support and clear performance metrics linked to economic development objectives.
- e. Stop having competing efforts, need to be unified with clear assigned roles
- f. Maybe a science and technology council that bridges the gap between science and technology firms with local knowledge assets.
- g. All of the cities in the county need to support each other in these efforts. There will always be competition to locate a new business in your own city, but there are spillover positive effects when a new business locates in the city next door. I think we need leadership at the county level who will be involved in every big recruiting effort. MAG could take on this role if they make it their highest priority. Absent that, the county must just do it.
- h. More and better information and communication.
- i. (1) Increase teacher compensation BUT increase ability of school administrators to remove teachers for poor performance; (2) abolish compulsory school attendance--I went to public school and the most disruptive force were the kids

who didn't want to be there but had to be because of compulsory school attendance laws.

j. Not sure.

5. Who is providing significant leadership in this leverage point? What activities are underway or planned?

- a. Unclear as to how/where this initiative is currently owned. Perhaps it is quite disjointed across a wide spectrum of offices both within the county as well as across the state university system. I do not believe anyone has initiated analysis of discussion of the role that Thunderbird might be able to play. Thunderbird School has extensive skills in "global" business and hence is not called upon as frequently in support of local initiatives. Nevertheless I believe we can play a supportive role in many of the moves the county has made to attract foreign capital locally.
- b. Estrella Mountain Community College with their culinary program and their restaurant "Regions".
- c. Greater Phoenix Economic Council (GPEC).
- d. Many individuals are involved in transfer partnerships at colleges and universities. There are specific departments at each. Not sure how all high school districts interact with higher education partners. I suspect some are more active than others.
- e. AZ Commerce Authority is all about this. It is their purpose.
- f. I truly do not have any idea. Every citizen in the county ought to know. This should be a big county wide effort. Many new leads can come from the citizenry if this effort was visible and they knew who to contact and had the confidence that their efforts would be followed up on in a professional manner.
- g. Arizona Private Postsecondary Schools Association, specifically Fred Lockart, Executive Director.
- h. I don't know.
- i. Not sure.

6. If you had one wish for this leverage point, what would it be?

- a. Businesses would commit to viable internship programs.
- b. Creativity.
- c. It would be easy, fast and cheap.
- d. Have more people graduate from math and science.
- e. A regional organization/institution to identify workforce needs and focus on aligning educational programming with the needs of science and technology firms.
- f. Recruit. Recruit. Recruit more.
- g. That it would be more effectively used as a recruitment tool.
- h. Creating a common vision.
- i. Create a plan to incentivize small business growth.

7. Other comments?

- a. Please do not continue to rehash old ideas and good luck!

- b. Existing Glendale companies often speak of the importance of an educated, well-trained workforce to the continued success of their operations. New companies looking at the area to locate an operation also cite the importance of an educated workforce and generally list a qualified workforce as the number one location criteria. Glendale has formed partnerships with each of the major educational institutions in the community and has solicited them to speak with companies either looking at Glendale as a location or with existing companies looking to expand training of their existing workforce. During our business outreach efforts with our partners, specialized training is the often the most cited need. Glendale Community College is prepared to provide that training and has initiated customized training programs for those companies seeking a more efficient and productive workforce.

Spatial efficiency

Affiliation of Responses:

- Academic Institutions: one
- Businesses: none
- Community Organizations: one
- Municipalities: none

1. What is the greatest strength in this leverage point?

- a. The region is an unpainted canvas. There is an opportunity to recreate the region in this leverage point. There is no ingrained system to fight.
- b. It is impossible to describe the spatial efficiency of the region as an asset. However, the Phoenix metro area has many assets of considerable strength and potential. I would place the university (ASU), the few multinational companies here, and the ease of living in the region among them. But they need to be seen as fused in to one projected reality for potential investors and new residents.

2. How can this strength be best leveraged?

- a. We have great young community leaders and organizations that should be tapped into i.e., Valley Partnership, Valley Forward, Urban Land Institute Arizona, GPEC, GPL, Commerce.

3. What is the greatest challenge in this leverage point?

- a. Funding. Going forward, we need to learn how to do more with less. We are getting better at this. We can do this by not relying too much on government but leverage the public/private dynamic.
- b. Spatial efficiency is one of our greatest weaknesses and without overcoming it, many of the other goals will be difficult. Thus finding a way for the excessively scattered Phoenix metro area to be more than the sum of its many parts (most of which see themselves as competitors rather than partners) is a must do. It will require looking at the region holistically and the invention of a new set of collaborative tools. Many of the components are strong but need to be aligned differently. A realistic assessment of strengths and weaknesses in each city is required.

4. What specifically needs to change to address this challenge?

- a. People need to be open minded about density in urban areas, the kind of jobs to attract, cannot rely on construction and tourism, consider these job areas - HEAT - Healthcare, Energy Aerospace, and Technology. We need to be vigilant in creating the right jobs and not just be complacent with what we have.
- b. A change of mind leading to a new and impactful form of regional governance and cooperation.

5. Who is providing significant leadership in this leverage point? What activities are underway or planned?

- a. Mayors. Currently, the local politicians are dynamic and can really do something on this front.

- b. Urban Land Institute Arizona has been focused on this for 75 years. They have been focused on urban density and growth patterns and how to create the happy live, work, and play communities phenomenon. These kinds of communities create a better work environments and overall economy because the people are happier.
- c. The Connected Centers Report should be looked at. It is a three year study where community leaders throughout the Valley of the Sun were brought together to see how the region can grow. Phoenix is going to grow by connected centers (not like NY where it has one center). Each center is going to have the live, work, and play.
- d. I think MAG and GPEC are in the mix along with others. But this will take a coming together of the mayors.

6. If you had one wish for this leverage point, what would it be?

- a. We all band together.
- b. This is a terrible suggestion but it is simply a fact that some cities are benefitting from the urgency that a crisis brings on (I would count New Orleans among them). Short of a water event (sudden and acute shortages) or significantly increased gas prices, there isn't the sense of needing to change course that there should be. Complacency is our biggest challenge. Thus I would wish for a massive prompt to be induced without the calamity that other cities have suffered. We need visualizations and projections as to what this new future could be so as to enable our leaders to sell the opportunity.

7. Other comments?

- a. I am delighted to be able to help with this project. It is timely and the opportunity must be seized. I remain very optimistic.
- b. Glendale has identified employment centers around the city, where clusters of companies currently exist, and where it is expected that the majority of new jobs will be created. In north Glendale, Talavi Business Park is located off of Bell road and in close proximity to the Arrowhead residential area and commercial amenities. The Sports and Entertainment District along the Loop 101 in western Glendale is emerging as a major employment center and it is expected that at build out will be a regional employment center. The heavy industrial area of Glendale is located in the older area of the city, in the extreme southern part of Glendale, bordering Phoenix. Light manufacturing is located in the western area at the Glendale Airpark Business Center. Future commercial and industrial areas, including rail served sites, are expected to emerge along the Loop 303 area.

Infrastructure to enable innovation

Affiliation of Responses:

- Academic Institutions: one
- Businesses: one
- Community Organizations: zero
- Municipalities: one

1. What is the greatest strength in this leverage point?

- a. The greatest strength this leverage points is that it has foundation for future economic activity and growth. It is well proven that companies migrate to regions with a skilled workforce (Boston, Bay Area, Austin, etc.) and that entrepreneurial companies thrive in regions with access to capital, angel investors and support networks.

2. How can this strength be best leveraged?

- a. This strength can best be leveraged by investing in 21st century workforce development programs while concurrently mandating participation in training programs for individuals who are receiving unemployment benefits. Also, develop a tax system which incentivizes investment in early stage companies and provides start-up capital to emerging technology companies through monetization of unused tax credits. Early stage companies often have no tax liability, however, they often are eligible for tax credits which they can't utilize; let them sell those credits on an open market as means to provide capital for the company.

3. What is the greatest challenge in this leverage point?

- a. The greatest challenge is the political and business will to change the well accepted establishment.

4. What specifically needs to change to address this challenge?

- a. Political, business and community leaders need to understand and be willing to accept that we can't continue down the same path. Tax Code and the creation of a mandatory job training program for those receiving unemployment benefits.

5. Who is providing significant leadership in this leverage point? What activities are underway or planned?

- a. GPEC.

6. If you had one wish for this leverage point, what would it be?

- a. Creativity.

7. Other comments?

- a. Glendale has formed a partnership with the Maricopa Small Business Development Center (SBDC) to assist start-up and small businesses succeed. The city is currently exploring additional programs that will assist Glendale businesses and start-ups to succeed.

Governance

Affiliation of Responses:

- Academic Institutions: one
- Businesses: one
- Community Organizations: zero
- Municipalities: one
- Unknown: one

1. What is the greatest strength in this leverage point?

- a. Public entities have the ability to facilitate development by modifying and streamlining requirements. This would also include economic development tools as are reflected in recent legislation in Arizona, such as the solar incentive bill and the jobs bill. Arizona would benefit greatly from adopting tax increment financing as well.
- b. In the community of Litchfield Park, our greatest asset is our environment and our culture. By this, I mean we have a small town since of place that promotes a quality of life that is desirable to people. . Even though we do not have large business opportunities, we can promote a lifestyle and community that people who are drawn to the region for employment would like to live in. We offer a quaint down town, a resort with three golf courses and country club amenities. Local government is dedicated to preserving quality of life.
- c. Public policies and plans have a direct effect upon economic development, what it looks like and where it occurs.

2. How can this strength be best leveraged?

- a. The challenges of globalization demand a new governmental authority or confederation among the MAG municipalities, a pipe dream but one that would immediately change the face and fortunes of the region. This might be the opportunity to imagine such a new reality. If the area could present itself as one, the chances of attracting new businesses and playing on the global stage are greatly enhanced.
- b. Cities, towns, state departments, and counties need to proactively and honestly assess their systems and install necessary changes, in each of their respective codes, philosophies/attitudes, and personnel.
- c. We can advertise and promote affordable upscale housing just minutes from businesses that are attracting a work force. We can promote our lifestyle and quality of life to the businesses themselves. The businesses can then market unique communities to perspective employees.
- d. Establish the right principles that become the basis for development, establish a ten year comprehensive plan, and implement the policies to drive the plan.

3. What is the greatest challenge in this leverage point?

- a. Regional governance is one of our greatest weaknesses and without overcoming it, many of the other goals will be difficult. Thus finding a way for the excessively scattered Phoenix metro area to be more than the sum of its many parts (most of which see themselves as competitors rather than partners) is a must

do. It will require looking at the region holistically and the invention of a new set of collaborative tools. Many of the components are strong but need to be aligned differently. A realistic assessment of strengths and weaknesses in each city is required.

- b. Inertia by government agencies at the state and local level (not MAG, seriously, you folks are best in class), unwillingness to acknowledge and address problems, staff not given guidance and support from key policy makers, and conversely, staff does not follow the guidance and direction of policy makers, thinking that “they know better.”
- c. The greatest challenge at this time is the economy. We have a State Government that is unable to present a balanced budget. Local governments struggle to present balanced budgets with an uncertain portion of state shared revenues. Foreclosures and unemployment along with low support for education all add to a real weakness to our economy and it weakens our ability to attract business and a workforce.
- d. There are many stakeholders that must be included in the plan development process; therefore, it will take time, patience and excellent leadership to complete.

4. What specifically needs to change to address this challenge?

- a. A change of mind leading to a new and impactful form of regional governance and cooperation.
- b. Same as “b” as above, development friendly cultures in government, a staff led and composed of problem solvers, not problem finders who are bound by inertia and past practices, or by new practices that are a reaction to different, healthier, economic conditions, several governmental entities are setting standards for development as if we were in a “go-go” 2003-2007 environment—they need to have standards that accurately reflect the current environment and are designed proactively to encourage development, not restrict it, and to accomplish this, an municipality’s Economic Development Director should be given (at least) an equal place at the table with planning staff. Ideally, they should be allowed to direct staff as long as such direction is consistent with the elected officials’ wishes.
- c. State Government must look within to find ways to balance their budget. They need to find ways to attract big business sporting events and conventions that drive tourism and will bolster both State and local economy. Higher taxes and reduced benefits of living in AZ are not the answers. Look to reduce expenses in areas that do not negatively affect the individual and the workforce’s quality of life. All communities and State Government must find ways to work together to make a stronger State representation.
- d. A great desire for a collaborative effort among key stakeholders.

5. Who is providing significant leadership in this leverage point? What activities are underway or planned?

- a. I think MAG and GPEC are in the mix along with others. But this will take a coming together of the mayors.

- b. Dave Richert, Scottsdale; Mayor Scott Smith, Mesa; Dennis Smith, MAG; and Debra Stark, Phoenix. Each sets a positive tone that permeates most of their organizations which leads to results, not excuses.
- c. I do not know who is leading the way. We have strong local representation through local leaders participating in MAG, but local and State leaders are going to have to be the ones who lead the way.
- d. MAG, not sure.

6. If you had one wish for this leverage point, what would it be?

- a. A greater voice for economic development directors who are entrepreneurial vs. staffs who are generally risk-averse.
- b. A strong cooperative effort among all regional, local and State leadership to put aside political ties or boundary ties and join together to attract businesses, provide jobs and housing to help our region become stronger economically.
- c. A need to collaborate with the business community.

7. Other comments?

- a. I am delighted to be able to help with this project. It is timely and the opportunity must be seized. I remain very optimistic.
- b. Governments need to react faster to circumstances. The development codes in place in many locales were updated as a reaction to the very active and admittedly lucrative mid 2000's. They put these reactive policies in place even as the economy was tanking all around us. Any justification for this no longer exists; indeed it had disappeared by the time of enactment. The Pinal County Comprehensive Plan is a very good example of this. The Buckeye code is another excellent example of policies, procedures and requirements that are far in excess of anything that will allow development to move ahead now or anytime soon.
- c. Glendale has a long and very successful record of forming partnerships with the private sector. Interviews with existing companies as well as feedback from new companies have all included high marks for Glendale and the city's business climate. Senior management and City Council understand the importance that policy decisions can make on the city's business climate. Bringing new business to Glendale and assisting existing businesses expand brings new revenue to the city and in turn allows the city to enhance the quality of life for its residents. Glendale enjoys a reputation of stability with its leadership. Residents rarely make changes at the ballot box because they have come to trust city leadership and management.