



# *Glendale 2025 The Next Step General Plan*

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*\*Map follows page number indicated*

# I. GLENDALE 2025: THE NEXT STEP INTRODUCTION

The City of Glendale, Arizona is maturing, yet the community is embarking on exciting plans for continuing growth that will establish its prominence in Arizona and the Western United States. This **Glendale 2025: The Next Step** General Plan document (also referred to as "The General Plan" or "The Plan") is supported by two separate documents: the General Plan Implementation Program and the General Plan Technical Appendices. These planning materials chart the way for enhanced civic excellence while retaining distinctive community character.

Past civic accomplishments note a rich history that grew from agricultural roots. Current conditions acknowledge the City's status as one of the largest municipalities in the state, well-managed and attracting diverse residents and businesses. Future aspirations indicate foresight that is dedicated to improved quality of life among all citizens.

By way of introducing the Plan's key subject components, the Elements, this Section contains: prefatory observations, guidance for using the three companion documents, a City-wide planning vision, basic assumptions that drive the development process and directions for administering the Glendale General Plan.

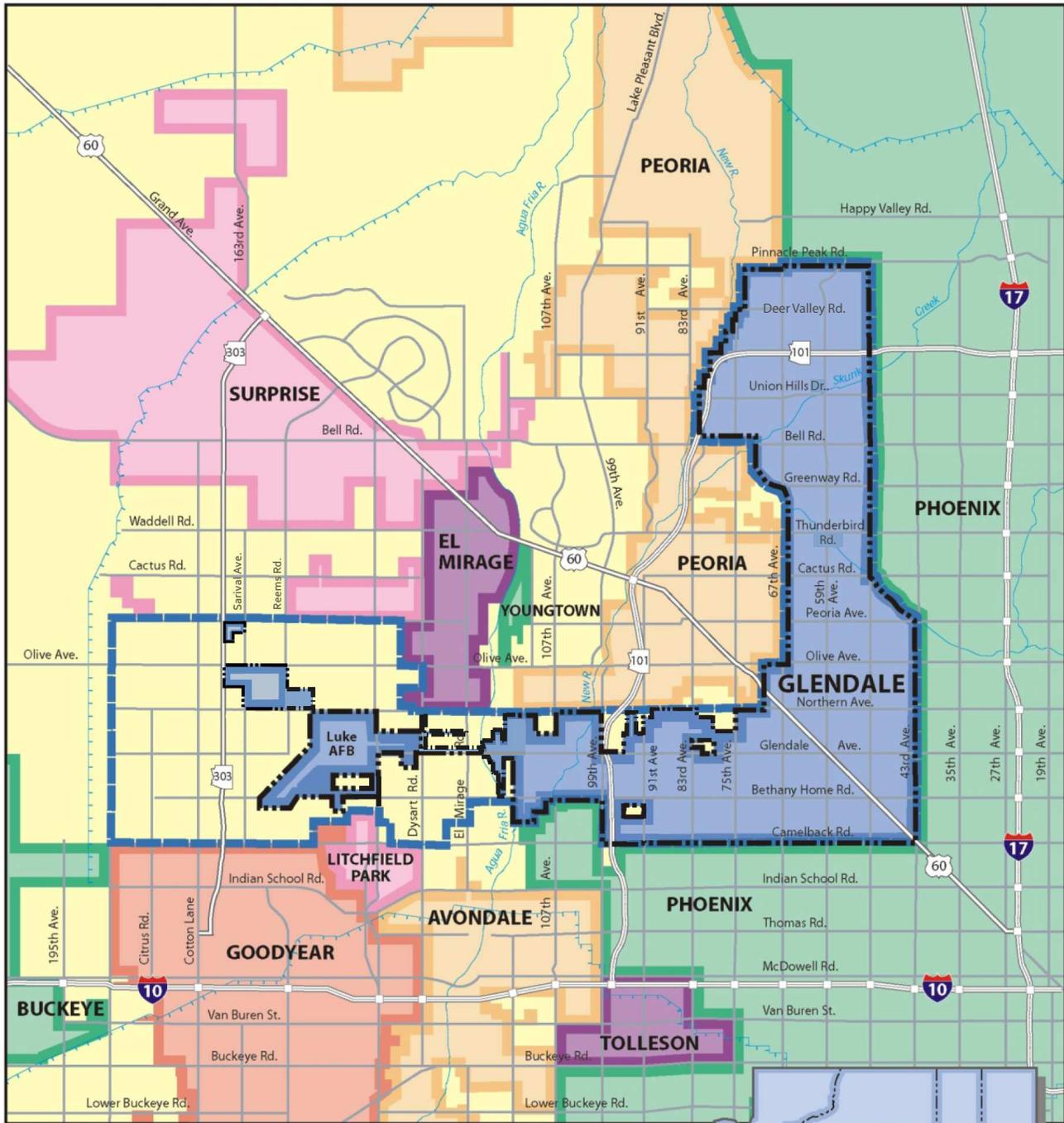
## A. PREFACE

**Glendale 2025: The Next Step** represents a statement by the public of what they expect their City to become. It is a citizen-driven Plan, conforming with the letter and spirit of "Growing Smarter Plus" legislation established by the State of Arizona to guide municipal planning and growth management.

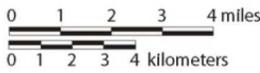
Updating the former General Plan, this one adds the new Elements: Growth Areas, Cost of Development, Water Resources, Open Space and Environmental Planning. A Municipal Planning Area (MPA) expands the geographic base of Glendale's influence well beyond the present City limits. Coordination with adjacent jurisdictions, agencies of County, State and Federal governments and private landowners is a fundamental premise of the creative, compatible development needed to allow Glendale the opportunity to attain its civic goals.

It's a fresh approach, looking beyond City boundaries. New regional presence expands social, educational, cultural, economic and other opportunities for Glendale. Moderate, well-managed growth is advocated in accordance with preferences expressed by citizens.

The ***General Plan***, ***Implementation Program*** and ***Technical Appendices*** are not meant to be read in one sitting. They are, instead, designed as reference works. Cross-citations indicate other sections that further amplify planning principles. These are handbooks to be used in determining how and where Glendale should grow, ways to invest wisely in capital improvements and techniques for sustaining and enhancing the quality of life.



- City of Glendale
- Glendale 2025 Municipal Planning Area
- City of Glendale Municipal Boundary



## B. HOW TO USE THIS PLAN

The City of Glendale General Plan, **Glendale 2025: The Next Step** is a **general**, long range, comprehensive expression of the future vision for the City. The Plan provides specific focus through the statement of goals, objectives and policies to guide public and private decisions related to growth and development of the City of Glendale. The General Plan provides guidance to citizens regarding the physical development of the community, while giving property owners and developers a clear indication of policy directions effecting physical development. The Plan is a guide to city management, city departments, the Planning Commission and City Council with specific regard to the City's Capital Improvement Program and the annual city budget.

**Glendale 2025: The Next Step** is organized in three volumes: **The General Plan, General Plan Implementation Program** and **General Plan Technical Appendices**. Users of the General Plan will find the following:

**The General Plan** document contains:

- |            |   |
|------------|---|
| Section I. | A. Preface  |
|            | B. How to Use This Plan   |
|            | C. Glendale's Vision  |
|            | D. Planning Assumptions   |
|            | E. Planning Principles  |
|            | F. Plan Administration  |
| Section II | A. through D.<br>General Plan Elements with<br>Goals and Objectives |

**General Plan Implementation Program** document contains:

- |             |   |
|-------------|---|
| Section I   | Plan Policies Specific to Each Plan Element |
| Section II  | Action Steps For Plan Implementation        |
| Section III | Performance Measures                        |
| Section IV  | Statutory Plan Requirements                 |

**General Plan Technical Appendices** document contains:

- |             |                              |
|-------------|------------------------------|
| Section I   | Public Participation Summary |
| Section II  | Future Land Use Legend       |
| Section III | Technical Papers:            |

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- A. Water Resources Technical Paper
- B. Land Use Analysis
- C. Public Services and Facilities Analysis
- D. Land Suitability and Environmental Analysis
- E. Housing Element Analysis
- F. Historical Content and Regional Setting

Section IV

Adopted Plan Excerpts

Section V

Other Supporting Documentation

The General Plan is comprehensive, providing coordination for all of the interrelated functions of the City of Glendale and affecting all areas of the City and the Municipal Planning Area (MPA).

To clarify the role of the General Plan:

*The General Plan is:*

- An expression of citizen preferences
- A statement of City policy
- A guide to public and private decision making
- A long-term perspective
- More than a land use map
- A blueprint to improve residents' quality of life
- A legal requirement under Arizona State Law

*The General Plan is **not**:*

- A zoning map
- A tool to promote special interests
- An unchangeable document
- A detailed policy for specific properties or areas
- A capital improvement program

**Glendale 2025: The Next Step** is intended as a guide. It summarizes the purpose of the Plan, the publicly expressed vision for future Glendale and the twenty General Plan Elements. All Elements are interrelated and are intended to be considered collectively in public and private decision-making. Users are strongly urged not to rely on select, excerpted statements; but, rather, are encouraged to consider all the subject matter of **Glendale 2025: The Next Step** as a whole.

The related reference documents are the **General Plan Implementation Program** that provides succinct guidance for day-to-day decision-making; the **General Plan Technical Appendices**, which include related studies, detailed analyses and excerpts from more specific, adopted plans.

Glendale welcomes users of **Glendale 2025: The Next Step**, and our city staff stands ready to assist in any way possible. Inquiries regarding **Glendale 2025: The Next Step** should be made to the City of Glendale Planning Department, 5850 West Glendale Avenue, Glendale, Arizona, 85301, phone (623) 930-2800.

## **C. GLENDALE'S VISION**

Citizens of this City have an awareness that their community is now a large one. They realize that advantages can be had as a result of size. A broader revenue base strengthens capability to attain greater variety, quality, cost-effectiveness and responsiveness in providing municipal services. However, the public wants to be sure that the future Glendale is better, not just bigger.

Retaining small town attributes of friendliness, respect for community heritage, neighborhood character and traditional civic events is important to most residents. The City has grown into roles as the West Valley hub and Western gateway to the metropolitan area. Regional leadership arises from the values -- not the numbers -- of Glendale's people.

Planning vision comes from thoughtful, enthusiastic public participation. The aims seen for the City's attainment of future excellence use the concepts and words of many citizens to define the following, broad inclusionary mission that will benefit all.

### **GLENDALE PLANNING VISION**

The City of Glendale's Next Step, toward 2025 and beyond, is founded on dynamic community spirit, accountability for quality of living excellence and fiscal responsibility. Our desire is to achieve all-encompassing balance in a community that is friendly, nurturing and safe for all citizens. Glendale's image is progressive with emphasis on family values including: education, outdoor enjoyment, culture and economic vitality. We support economic and social diversity from well-maintained, clean, visually attractive urban neighborhoods to the spacious, outlying rural areas that remind us of our agricultural heritage and strongly support the mission of Luke Air Force Base.

## **D. PLANNING ASSUMPTIONS**

The General Plan includes many recommendations; much analysis of current and forecast conditions. There are a few fundamental understandings, planning assumptions, that assist in organizing Glendale's General Plan principles. City development policies coincide with the basic directions. Adopted area-specific plans (North Valley Specific Area Plan, Arrowhead Ranch Specific Plan, City Center Master Plan) or functional plans (Master Parks and Recreation Plan, Transportation Plan) show how the assumptions would be put into practice.

## *Glendale 2025: The Next Step*

### *Wholesome neighborhoods are the General Plan's foundation.*

The City was founded on principles that respect the institutions of country, home, family, school and church. Neighborhoods in Glendale constitute the framework for practicing citizenship.

Glendale enjoys a high degree of neighborhood activism. Its open, participatory municipal government welcomes citizen input. This is furthered by the City's award-winning Citizen Participation Ordinance. The Community Partnerships Department, facilitated by City staff, stresses residential area connectivity and capabilities to resolve common problems.

General Plan action recommendations keep the neighborhood organizations in mind. These groups have significant roles in Plan monitoring and performance measurement. They are looked to for acceptable standards of security, convenience, appearance and amenity at the grassroots level -- and for maintaining distinctive living conditions that allow variety of choice.

### *Economic development should emphasize business retention, municipal revenue generation and job creation.*

The City plans to attract more jobs and retail business, compared with housing. Residential variety and affordability are assets that contribute to these targets for a more balanced local economy.

Helping local businesses grow is a Glendale priority. New firms that contribute higher-wage occupations are, also, specifically targeted. Shopping areas aim for a larger market, bringing purchasers in from others parts of the metropolitan area.

Land use patterns must coincide with transportation improvements. Voter acceptance of the Glendale Transportation Plan in November 2001 validated extensive planning for circulation system and transit enhancements. Development proposals are expected to coordinate with, and take full advantage of, these major public fund investments.

Land uses that generate large traffic volumes would be expected to locate where lane capacities, signalization and site access designs are ample. Developments that can make good use of transit service -- and contribute ridership to the system -- should be encouraged to locate on established or planned routes.

### *Water resource management is key to growth; but, first, the supply must be assured for existing customers.*

Glendale has planned and provided for water service that would accommodate a population of approximately 260,000 -- the projected number of residents east of 115th Avenue by 2025. Actual demand depends on such variables as land use and effective conservation measures.

## *Glendale 2025: The Next Step*

Additional water resources continue to be sought. However, the City does not have presently available capacity to serve portions of the municipal planning area that are beyond the current City limits.

### *City Center revitalization helps project Glendale's positive image.*

Downtown revitalization is a point of pride for City residents. The City Center Master Plan concepts extend successful economic, community appearance and urban activity influences into a broader sector. Neighborhood enhancement has priority. Business revitalization efforts continue. Infill housing is planned. A transit center improves Downtown access for all people.

Visual enhancements create a strong first impression. Ideas for stimulating activity in culture, the arts and entertainment add dimension to City Center's attraction. Jobs, housing, shopping, provide the economic anchors in a high-profile, vibrant urban core.

### *Luke Air Force Base is an essential partner for municipal stability.*

The Base has been the Glendale area's major employer for six decades. Its mission inspires the community. Its payroll contributes to the local economy. Since officially annexing Luke Air Force Base into the City, Glendale assumed leadership in combating influences, such as inappropriately dense housing, that may detract from continuing U.S. Air Force operations there.

Glendale Plan designations acknowledge the requirement for land use compatibility in the Luke environs that was legislated by the State. On-going planning coordination activities strengthen the association between the City and the Base.

### *Low density, rural lifestyle characterizes western portions of the Planning Area.*

Unincorporated lands in the Glendale municipal planning are presumed -- and preferred -- to retain a predominantly exurban character. Development constraints include flood plain, sensitive uses such as Luke and Glendale Municipal Airport and potential impacts from heavy industry. There are no present plans to extend municipal services into the area.

Development, particularly tract housing that is occurring in the County, is regarded as incompatible with municipal General Plans for Glendale as well as other cities and towns. Retention of agribusiness west of Luke Air Force Base, maintaining very low housing densities and supporting compatible, non-residential uses adjacent to the Base are policies that support the desired, rural character.

Based on these fundamental principles, additional assumptions were developed to guide planning policy toward Glendale's desired status as of 2025. There will be increased population in the municipal planning area, an estimated 78,000 additional residents. About half of the increment is projected to occur within the current City limits; the other half, in the area west of 115th Avenue.

Nearly 15,000 dwelling units will be constructed in the unincorporated area. East of 115th Avenue, another 15,000 new dwellings are expected. (See chart in Land Use Element, page 16). Job growth forecasts added employment of 55,000, eighty percent of which would be in the City. Commercial development, too, projects significant increases -- more than five million square feet of gross leaseable area with the greatest concentrations expected in the Western Area sector between 83rd and 115th Avenues.

## **E. PLANNING PRINCIPLES**

Glendale's comprehensive, citizen-driven planning approach establishes basic principles that assist in translating Assumptions and Element goals into progressive community action.

- ❑ *Actively recruit and facilitate the location of high-paying jobs in the City of Glendale*
- ❑ *Implement the newly updated functional plans for parks and recreation, transportation and city center with improvements benefiting all citizens*
- ❑ *Vigorously pursue a balance of jobs to housing in the community by increasing local employment and thereby reducing travel demand and improving life quality*
- ❑ *Be prepared to deliver additional public services in advance of demand while continuing to provide high quality services to neighborhoods and residents*
- ❑ *Practice sound water resource management that protects adequate supplies, assures high quality, encourages conservation and is strategically positioned to accommodate planned growth*
- ❑ *Partner with Luke Air Force Base to support its mission and guide compatible land use patterns, including low residential densities west of 115<sup>th</sup> Avenue*

## **F. PLAN ADMINISTRATION**

The purpose of this section is to provide administrative direction, criteria and procedures for compliance with State Statutes, including Growing Smarter/Plus legislation, and a template for local zoning ordinance consistency. Further direction is provided for General Plan monitoring, amendment and updating in the Glendale Zoning Code.

### **1. GENERAL PLAN ADOPTION**

In accordance with Arizona Revised Statutes (9-461.06-J), the Glendale General Plan, once ratified by the voters, is effective for up to ten years. The General Plan can be updated or readopted at any time at the discretion of the City; however it must be updated or readopted within ten years from the date of adoption. As conditions change (including demographic shifts, expansions to the MPA, or the emergence of new economic trends), the General Plan will require a comprehensive update.

**Glendale 2025: The Next Step** is required by Arizona law to be ratified by the voters. As a new General Plan, Growing Smarter legislation requires that the City of Glendale voters approve this document. At a minimum every ten years, a new General Plan or the currently effective General Plan shall be submitted for voter adoption or re-adoption. Major amendments to the General Plan are not required to be submitted to the voters by State Statute, but must be approved by a two-thirds majority vote of the City Council as further detailed in the following Major Amendment subsection.

The process of General Plan adoption entails four key steps. The Plan is provided, for a review period of at least 60 days, to outside agencies including neighboring municipalities, Maricopa County, Maricopa Association of Governments, and the State Department of Commerce. The Glendale Planning Commission reviews the General Plan over two or more public hearings held at different locations within the City thereby enhancing citizen accessibility to review sessions. Third, the Glendale City Council also holds a public hearing for final public comment. Upon City Council approval, the General Plan is submitted to the voters for ratification. If the voters do not approve the proposed General Plan, the current General Plan will remain in effect until a new, revised or resubmitted General Plan gains voter approval.

## **2. RELATIONSHIP TO OTHER PLANS**

Functional plans, such as the Transportation Plan, or plans specific to designated sub-areas of the City, add detail to the broad goals, objectives and policies of **Glendale 2025: The Next Step**. Adopted interrelated plans are incorporated by reference into the General Plan and include such documents as the City Center Master Plan, the Arrowhead Ranch Specific Plan and the North Valley Specific Area Plan. Broad principles derived from pending planning studies are recognized where community consensus is evident. Western Area Plan generalized land use patterns, for instance, delineate that designated Growth Area.

The General Plan provides comprehensive direction across twenty Plan Elements. Other, detailed adopted "Plans" (e.g., Area Plans, Specific Plans, Neighborhood Plans) serve to implement the General Plan, are meant to be consistent and provide refinements for individual geographic areas of the Glendale Municipal Planning Area.

All adopted Plans are intended to integrate with the General Plan. Where greater detail and direction is provided in these Plans, such directions shall prevail and will be followed in implementing the City's adopted Plans. When more detailed, specific plans are found to be clearly inconsistent with the goals, objectives, recommendations or provisions of the General Plan, the General Plan guidance will be followed and the more specific planning document will be programmed for amendment or update to resolve identified inconsistencies. Final interpretations of consistency are the responsibility of the Planning Director.

### 3. GENERAL PLAN AMENDMENTS

Frequent changes to the adopted General Plan are both ill-advised and, now, statutorily restricted. The General Plan was prepared with extensive public input and thorough analysis of existing conditions and community needs. Permitting multiple, uncoordinated alterations undermines the community's investment in the planning process and is counter-productive to achieving the long term, agreed upon vision for Glendale.

There are two types of General Plan Amendment, major and minor. A major amendment is a revision to the Glendale 2025 General Plan text or Land Use Map that has far-reaching consequences on the use of land areas, development demand on available infrastructure and/or substantially alters property owners' rights for achieving residential density or development intensity. A minor amendment is any other desired revision to the General Plan map or text that does not meet the criteria for major amendment that are explained below.

#### MAJOR GENERAL PLAN AMENDMENT

General Plan major amendments are governed by Arizona Statutes, ARS 9-461.06, D and G. The statutes allow major amendments to the General Plan once per year. The Planning Commission shall hold two or more public hearings on the major amendment at different locations. A two-thirds vote by the City Council is required to approve a major amendment. Furthermore, the statute defines a major General Plan amendment as a substantial alteration of the municipality's land use mixture or balance as established in the municipality's General Plan land use element.

Planning Statutes require municipalities to define the criteria to be used in determining if a proposed plan amendment effects a substantial alteration of the municipality's land use mixture or balance as established by the adopted General Plan.

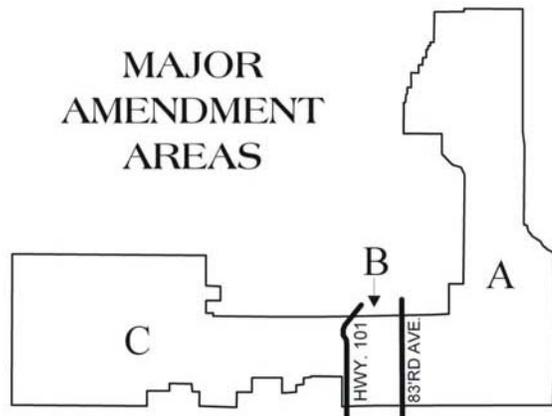
Major Plan Amendments may be proposed to the **Land Use Map** and **text** of the General Plan.

#### GENERAL PLAN MAJOR MAP AMENDMENT

The determination, if a map amendment is a General Plan major map amendment, are by two criteria. The criteria include *land use* and *infrastructure*.

##### Land Use Criteria

For the purpose of determining if a map amendment meets criteria for a major map amendment, the City is divided into three areas of similar level of development, as shown on the Major Amendment Areas Map, to the right. Area A (that area of the City to 83rd Avenue) has the greatest level of land developed. Land Use change on small parcels can result in a substantial alteration of land use mixture or balance. Area B (that



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from 83<sup>rd</sup> Avenue to Loop 101) is a developing area with larger parcels. Land Use changes of larger parcels can result in substantial alteration of balance. Area C (that area west of Loop 101) is a generally undeveloped area. Land use changes on very large parcels can result in substantial alteration of balance. **Table 1, General Plan Map Amendment, Major/Minor** sets forth the land use criteria to determine what a General Plan Major Map Amendment is.

The following chart illustrates the degree of change in residential density or other General Plan land use category and the extent of affected land area that are defined as criteria for determining a major amendment to the General Plan. Minor amendments, addressed in the following subsection, are also included for comparison.

**Table 1  
GENERAL PLAN AMENDMENT MAP  
MAJOR / MINOR**

DESIGNATIONS Requested Change	MAJOR AMENDMENT		MINOR AMENDMENT
	East of 83 <sup>rd</sup> Avenue (AREA A)	Between 83 <sup>rd</sup> Avenue and Highway 101 (AREA B)	West of Highway 101 (AREA C)
LDR 0-1 to LDR 1-2.5 or LDR 1-2.5 to LDR0-1	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MDR 2.5-3.5 to MDR 3.5-5.0 or MDR 3.5-5.0 to MDR 2.5-3.5	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MHDR 5-8 to MHDR 8-12 or MHDR 8-12 to MHDR 5-8	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
HDR 12-20 to HDR 20-30 or HDR 20-30 to HDR 12-20	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
LDR 0-1 or LDR 1-2.5 to MDR 2.5 – 3.5 or MDR 3.5-5	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MDR 2.5-3.5 or MDR 3.5-5 to LDR 0-1 or LDR 1-2.5	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MDR 2.5-3.5 or MDR 3.5-5 to MHDR 5-8 or MHDR 8-12	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MHDR 5-8 OR MHDR 8-12 TO MDR 2.5-3.5 OR MDR 3.5-5	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
MHDR 5-8 to MHDR 8-12 to HDR 12-20 or HDR 20-30	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
HDR 12-20 to HDR 20-30 to MHDR 5-8 or MHDR 8-12	40 or more acres	160 or more acres	320 or more acres
	Less than 40 acres *	Less than 160 acres *	Less than 320 acres *
LDR 0-1 or LDR 1-2.5 to MHDR 5-8, MHDR 8-12, HDR 12-20, or HDR 20-30	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
MHDR 5-8, MHDR 8-12, HDR 12-20, or HDR 20-30 to LDR 0-1 or LDR 1-2.5	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
MDR 2.5-3.5 or MDR 3.5-5 to HDR 12-20 or HDR 20-30	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
HDR 12-20 or HDR 20-30 to MDR 2.5-3.5 or MDR 3.5-5	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
LDR 0-1, LDR 1-2.5, MDR 2.5-3.5, MDR 3.5-5, MHDR 5-8, MHDR 8-12, HDR 12-20, or HDR 20-30 to PC, GC, EMU, CCC, OFC, BP, LI, HI or I	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PC, GC, EMU, CCC, OFC, BP, LI, HI or I to LDR 0-1, LDR 1-2.5, MDR 2.5-3.5, MDR 3.5-5, MHDR 5-8, MHDR 8-12, HDR 12-20, or HDR 20-30	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PC, GC, EMU, CCC, OFC, BP, LI, HI, or I to PC, GC, EMU, CCC, OFC, BP, LI, HI, or I	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
LDR 0-1, LDR 1-2.5, MDR 2.5-3.5, MDR 3.5-5, MHDR 8-12, HDR 12-20, or HDR 20-30 to PF, EDU, POS, or LCLU	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PF, EDU, POS, or LCLU to LDR 0-1, LDR 1-2.5, MDR 2.5-3.5, MDR 3.5-5, MHDR 5-8, MHDR 8-12, HDR 12-20, or HDR 20-30	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PC, GC, EMU, CCC, OFC, BP, LI, HI, or I to PF, EDU, POS, or LCLU	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PF, EDU, OS, or LCLU to PC, GC, EMU, CCC, OFC, BP, LI, HI	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *
PF, EDU, POS, or LCLU to PF, EDU, POS, or LCLU	20 or more acres	80 or more acres	160 or more acres
	Less than 20 acres *	Less than 80 acres *	Less than 160 acres *

\* The Planning Director may determine an amendment as Major if it is less than the minimum areas in the above table but: 1) the infrastructure demands are not offset by private investment or privately-constructed extensions or expansions to publicly-provided systems: and/or 2) the change has a substantial impact on the neighborhood or on furthering the goals of the General Plan.

**Infrastructure Criteria**

Land use changes and amendments to the General Plan can have a range of impacts on public infrastructure. Substantial additional demand for public infrastructure alone should not be the basis for determining a proposed amendment to be “major.” However, a General Plan amendment and rezoning request that would place significant cost burdens on regional, municipal or private utility systems may be considered a major amendment. That is, where available capacities or funded capital investments for expansion (e.g., roads, water, sewer, power) are insufficient to support the proposed development, the applicant would be required to pay for necessary improvements. Major amendment would be called for if infrastructure needs are not demonstrated to be covered.

**General Plan Major Map Amendment Process**

The City of Glendale, in accordance with State statutes, will consider General Plan major map amendments at a single public hearing during the calendar year the proposal is made. The Planning Director is responsible for determining major and minor map amendment status if the parcel is less than the minimum area of **Table 1, General Plan Map Amendment, Major/Minor** but infrastructure demands are not off-set by private investment or extensions to public system and there would a substantial impact on the neighborhood.

Application for a General Plan Major Map Amendment will be in accordance with City policies and procedures. The Planning Department is the lead agency to process the amendment request. This Department will provide the necessary forms and information.

Public participation is critical to the processing of a major map amendment. The current Citizen Participation Ordinance will be followed to achieve a high level of citizen participation.

The following is the basic process for a Major General Plan Map Amendment:

- Applicants will attend a pre-application meeting prior to submitting an application.
- Applications will be accepted from February 1 to April 30 for processing within that calendar year.
- At least sixty days before the major map amendment is noticed for the first Planning Commission Public Hearing the Planning Department will transmit the proposal to the Planning Commission and City Council and submit a copy, for review and further comment, to Maricopa County Planning and Development Department, adjacent municipality(s), Maricopa Association of Governments , Department of Commerce, Arizona Department of Water Resources (if appropriate), Luke Air Force Base (if appropriate) and anyone who requests it.
- All major map amendments require two Planning Commission public hearings at different locations prior to the City Council public hearing.

## *Glendale 2025: The Next Step*

- City Council public hearings to consider major plan map amendments will occur between October 1 and December 31 within the calendar year the application was submitted.
- State statutes require a two-thirds majority vote by City Council to approve a major map amendment.

### **GENERAL PLAN MINOR MAP AMENDMENT**

General Plan Minor Map Amendments may be processed concurrently with applications for rezoning subject to city policies and procedures. Minor map amendments are all General Plan map amendments not deemed as major using the land use and infrastructure criteria. Minor map amendments include any residential density subcategory change within the same residential category.

### **TEXT AMENDMENT**

Revisions to the General Plan text that help to clarify and implement the General Plan are a General Plan minor text amendment. However, any text amendment that would change the dwelling unit density or intensity of development would be a major text amendment. The General Plan major text amendment would be required to follow the same process as for a General Plan major map amendment. Minor General Plan text amendments will follow the policies and procedures as set forth by the Planning Department.

## **4. ANNUAL GENERAL PLAN REPORT**

The Glendale Planning Department is responsible for compiling an annual report monitoring the status of the General Plan Annual Report. Included in the analysis should be an assessment of the validity of the goals and objectives and a progress statement on the incremental achievement of the Implementation Program. Problem areas or suggested updates should be detailed.

The Planning Commission actively participates in the review of the General Plan. (See: Implementation Program) The Commission should provide recommendations to the Department and City officials on suggested Plan refinements. Upon Commission review of the annual report, it should be forwarded to the City Council.

## II. GENERAL PLAN ELEMENTS

Elements are the subject matter components that provide a logical, comprehensive structure for planning local jurisdictions. In Arizona, incorporated municipalities with populations in excess of 50,000 persons are required to address more than a dozen different topical areas. The City of Glendale has chosen to cover twenty separate Elements, including optional Economic Development, Fiscal, Urban Design and Neighborhood Elements that are beyond the State's requirements.

For organizational purposes, Elements have been arranged in functional groups. However, all Elements are considered to be interrelated parts of the whole Glendale planning framework. The Element groups are:

- **Municipal Development**
- **Public Assets**
- **Quality of Life**
- **Growing Smarter**

### A. MUNICIPAL DEVELOPMENT ELEMENTS

The Municipal Development group of Elements represents Glendale's physical framework for sustaining community values and directing future growth consistent with General Plan Goals. Including the basics of transportation and land use planning, opportunities are outlined to build on geographic, economic and demographic advantages. Achieving preferred balance among jobs, housing and shopping serves as the overriding municipal development principle.

Functional master plan approaches are in place to guide key municipal development areas. Examples of these "givens" that are incorporated into the General Plan, by Element, include:

LAND USE	--	Western Area Plan Generalized Land Use Patterns
CIRCULATION	--	Transportation Plan
HOUSING	--	Five Year Consolidated Plan
REDEVELOPMENT	--	City Center Master Plan
URBAN DESIGN	--	municipal code design standards

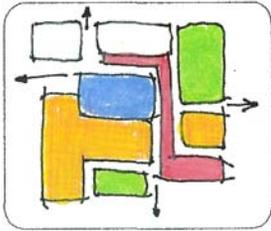
Locational placements for private and/or public development investment are coordinated on the Land Use Map. It is not a zoning map, but it does reflect the types and intensities of current land uses as well as intended development massing with which future zoning decisions are expected to be consistent. Proposed patterns reflect logical timing, in phases, to accomplish orderly, cost-beneficial growth. They also incorporate buffering

techniques that protect existing neighborhoods and insulate sensitive facilities or natural features from inappropriate development incursions.

City of Glendale commitments to municipal growth focus on enhancing residential, commercial and institutional quality and sponsoring moderate, manageable expansion. The General Plan's inherent flexibility allows for creativity. However, it guards against significant departures from residents', landowners' and businesses' expectations of compatible, accessible use of property.

Recommended improvements are incorporated in each Municipal Development Element. Specific objectives highlight upgrades in traffic flow, community appearance, and citizen convenience throughout the City, not just in Growth Areas. Goals address, first and foremost, ways to sustain the wholesome community image that Glendale has maintained for more than a century.

## 1. LAND USE ELEMENT



Land Use Element purposes center on guiding development in an orderly manner and balancing growth with community asset preservation. The General Plan designates the location and extent of private (residential, commercial, industrial) and public (education, recreation, open space, public buildings) land together with the density and intensity for land use categories. The aim is to foster quality growth in the Glendale economy with livable neighborhoods that are accessible to good jobs, shopping, opportunities for learning, culture and recreation.

Planning considerations include preserving and regenerating the built-up portions of the City, striving for economic development in designated Growth Areas and influencing intelligent land use decisions in the Municipal Planning Area beyond the current City boundaries west of 115th Avenue. Based on a series of public meetings, citizens favor a moderate growth rate. They believe in preparedness planning for infrastructure and reserving ample open space.

Table 2 summarizes growth assumptions derived from preferences expressed by public workshop participants. These assumptions keep with planning policies for a balance among housing, jobs and commerce.

**Table 2**

<b>2025 Growth Assumption Summary</b>							
<b>East and West of 115th Avenue</b>							
	<b>East of 115th Avenue</b>			<b>West of 115th Avenue</b>			
	<b>2002 Estimate*</b>	<b>2025 Growth Increment</b>	<b>2025 Total</b>	<b>2002 Estimate*</b>	<b>2025 Growth Increment</b>	<b>2025 Total</b>	<b>East &amp; West Combined</b>
<b>Population</b>	226,622	38,220	<b>264,842</b>	5,400	39,000	<b>44,400</b>	<b>309,242</b>
<b>Dwelling Units</b>							
<b>Single Family</b>	62,768	11,150	<b>73,918</b>	1,751	14,600	<b>16,351</b>	
<b>Multi-Family</b>	19,646	3,700	<b>23,346</b>	325	400	<b>725</b>	
<b>Total</b>	82,414	14,850	<b>97,264</b>	2,076	15,000	<b>17,076</b>	<b>114,340</b>
<b>Employment</b>	76,000	44,000	<b>120,000</b>	1,000	10,000	<b>11,000</b>	<b>131,000</b>
<b>Commercial (sq. ft.)</b>	12,000,000	4,810,000	<b>16,810,000</b>	50,000	700,000	<b>750,000</b>	<b>17,560,000</b>
<b>* 2002 figures are based on Glendale Planning Department Estimates</b>							

Stewardship of the land resource is the General Plan's keystone. Land Use is the framework for all other Elements. Masterplanning approaches provide means for incremental adjustments to the existing land use pattern -- adding desired mixed-use development, revitalizing older neighborhoods.

### **CURRENT CONDITIONS**

Glendale's previous General Plan, adopted in 1989, specified thirty-seven separate land use classifications. These categories guided zoning decisions during a period of homebuilding booms, planned communities such as Arrowhead Ranch, Hillcrest Ranch and Marshall Ranch, expanding Midwestern University and other institutions and the excitement of planning the Coyotes arena. There was an emphasis on preserving community heritage, defining character areas, organizing representation for residential neighborhoods. As population topped 200,000 during the 1990's, Glendale continued to be predominantly residential.

#### **Land Use Allocation**

Table 3 illustrates the composition of Glendale's use of land. For comparison purposes, existing land use proportions are contrasted with those illustrated on the Land Use Map. To provide the most meaningful information, ten general land use categories are assessed. The data shows the allocation of land use in 1995 which reflects the predominantly residential pattern (45.1%) characteristic of a bedroom community. Service-based land uses and commercial uses are proportional to Glendale's population. The table also

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illustrates institutional land uses which consist of schools, colleges and public facilities. Employment, including office and industrial sites, are somewhat limited (4.2%) and primarily focused along the Grand Avenue Corridor and Downtown area.

The land use comparison table assesses 1995 conditions within the municipal boundaries, west to 115th Avenue. The 2025 land use allocations also provide a breakdown for this area. The General Plan Technical Appendices include additional land absorption information and projections for land use across the area west of 115th Avenue. The Land Use Map allocates 100% of the area to specific land use categories. It is, however, expected that some land will remain vacant as of the Year 2025, with full buildout occurring later.

**Table 3**  
**Urbanized Area\* Land Use Comparison**

<b>Type</b>	<b>1995 Existing Use%</b>	<b>2025 Planned Use %**</b>
Low Density Residential	6.3	9
Medium Density Residential	33.7	42.3
Medium-High Density Residential	4.5	5.6
High Density Residential	.6	4.6
Commercial	5.6	8.3
Employment	4.2	14.8
Public/Institution	6.9	7.8
Agriculture	21	0
Open Space	8	7.6
Vacant	9.2	0***
<b>Total</b>	<b>100%</b>	<b>100%</b>

\* Represents most current data available; source: Maricopa Association of Governments (MAG)

\*\* East of 115th Avenue

\*\*\* All areas receive a future use designation; however, it is acknowledged that vacant land will exist in 2025.

Land is available for future use in all sectors of the City. In the mature, eastern part, however, build-out is approaching -- there is little vacant residential or commercial property, but some underutilized industrial land in the triangle between Grand, Camelback and 59th Avenue. The Western Area deliberations provide guidance for developable land between 83rd and 115th Avenues. Substantial acreages west of the City limits are vacant or in agribusiness uses. As open lands throughout the MPA are reduced (i.e., vacant or agricultural land developing to urban uses), City goals for more diverse economic development may be achieved. Also, although State law prohibits indicating private land as "open space" without the property owner's written approval, the proportion of available open space is likely to increase as a result of standards for reserved space in developing areas.

### **General Development Patterns**

The City's current land use patterns reflect remarkable order. Commercial and employment locations are evenly spaced. Residential densities transition from core areas and transportation corridors to form protected, distinct neighborhood units. The allocation of public facilities and services respond generally to community needs.

Agricultural use has preceded much of the City's urban development over more than a century. By 2001, most productive farmland within the existing municipal boundaries had been absorbed or was in the planning stages for urban development.

State legislation sought in 2001 to protect the continuing mission of Luke Air Force Base (Senate Bill 1525) by maintaining a low intensity land use pattern within the 65dBn noise contours existing beyond the Base, itself. This designation, as it is implemented, restricts the extent of urbanizing development in much of the Municipal Planning Area beyond the current City limits. Other lands west of 115th Avenue are being withheld from development because of continuing profitable farming uses or constraints such as designated floodplains.

### **Growth Accommodation**

As growth continues, land absorption will be guided in a manner consistent with General Plan Goals. Although residential development will remain the largest user of land, the Land Use Map is intended to reflect the established development pattern of Glendale with strategic additions through new development. The Land Use Map translates the Goals and Objectives of the Land Use Element, along with other key Elements (Growth Areas, Economic Development, Circulation) into a desired, more balanced future community.

The types and densities of future land uses build on the existing patterns and reflect the community's desire to emphasize employment and service sectors. The emphasis on job creation, employment opportunity and enhanced retail and entertainment is a reflection of the citizen-driven aspect of the Glendale General Plan. Employment uses are focused in two key areas -- City Center and the Western Area Plan, in addition to being distributed across all portions of the municipal planning area. Concentrations of various types of commercial uses and residential growth are planned to accompany employment centers to provide for a sustainable, efficient land use patterns. The Land Use Map designates land use for the entire municipal planning area, consistent with statutory requirements.

### **Land Use Legend**

The land uses shown on the General Plan Land Use Map are grouped into seventeen generalized land use categories. These land use categories are grouped under residential, commercial, employment, industrial and special uses sub-headings.

#### **Residential**

A balanced mix of housing types provides the variety necessary to fulfill the housing needs of our community. These housing types are generally characterized by low, medium, medium-high and high- density character. Each of these density categories reflects a distinct residential lifestyle. Each residential land use category has

subcategories that specify a density range. These subcategories further define each residential category and type of lifestyle associated with it.

***1. Low Density Residential (LDR)***

The **Low Density Residential** category designation accommodates semi-rural large lot development with generous distances to streets and between residential dwelling units and a viable semi-rural character setting. Livestock privileges may be a part of this character. Areas in this category are generally larger lots with accessory structures that may be used for livestock. This category also occurs where extension of urban infrastructure services may be limited and agricultural uses may continue. The density range of this land use category is between 0 to 2.5 dwelling units per acre (du/ac). This category identifies two density sub-categories of 0 to 1.0 du/ac and 1.0 to 2.5 du/ac

***2. Medium Density Residential (MDR)***

The **Medium Density Residential** category designation provides for a suburban lifestyle with planned single family residential communities, which include open space, recreation and cultural opportunities, including schools, churches and neighborhood facilities. Medium density residential areas comprise the majority of residential land in the City. The density of this land use category is between 2.5 to 5.0 du/ac. This category identifies two density sub-categories of 2.5 to 3.5 du/ac and 3.5 to 5.0 du/ac.

***3. Medium-High Density Residential (MHDR)***

The **Medium-High Density Residential** category designation provides for a combination of single family attached and detached dwellings, duplexes and multi-family dwellings. The variety of housing types may be in a planned and cluster development setting. Substantial common open space for visual relief and recreation amenities would serve residents. The density range of this land use category is between 5.0 to 12.0 du/ac. This category identifies two sub-categories of 5.0 to 8.0 du/ac and 8.0 to 12.0 du/ac.

***4. High Density Residential (HDR)***

The **High Density Residential** category designation provides for multi-family dwellings that may be multi-story buildings. This category would provide for townhouses, condominiums and apartments. Substantial common open space, recreational amenities and on-site support facilities would serve residents. The density range of this land use category is between 12.0 to 30.0 du/ac. This category identifies two sub-categories of 12.0 to 20.0 du/ac and 20.0 to 30.0 du/ac.

**Commercial**

The commercial land use categories accommodate numerous types of development to allow for varying scale and intensity of uses. These types are generally characterized by master planned development, infill type individual parcel development, and regional level destination development. Commercial activity is to be guided into distinct nodes at the intersections of major thoroughfares throughout the City, as well as along major thoroughfares in defined commercial corridors.

**5. Planned Commercial (PC)**

The **Planned Commercial** category designation provides for commercial retail development that is planned, constructed and operated as a single entity. The intent is to provide neighborhood, community and regional destination shopping that incorporate a pedestrian orientation within the development. Planned Commercial projects require a master development plan to show the relationship between buildings, driveways and internal circulation, pedestrian circulation, gathering areas, parking and landscaped areas. **Planned Commercial** accommodates several retail businesses within one or more functionally related buildings that share a common architectural theme. These businesses share driveways, identification signs, parking, and a common landscaping theme. Key factors for commercial activity are: minimize development and land use conflicts, maintain appropriate transportation access and parking, ensure development where adequate municipal services are present, and provide community connectivity and convenience.

**6. General Commercial (GC)**

The **General Commercial** category designation provides for commercial nodes on individual parcels. The intent of General Commercial is to provide development types on its own parcel, which through sensitive and creative building design, orientation of buildings, access, lighting, signs, parking, landscaping and adhere to neighborhood scale is compatible with adjacent neighborhoods.

**7. Entertainment Mixed-Use (EMU)**

The **Entertainment Mixed Use** category designation provides for regional level sports, entertainment and employment centers, including public gathering sites with related commercial and public/quasi-public amenities for the benefit of the community. Land uses include large-scale projects such as arenas, stadiums, amphitheatres, public gardens, public plaza, parking garages, offices, retail establishments, and urban style housing. Common driveways, shared parking, unified architecture and landscaping, public art characterize this type of use. The **Entertainment Mixed-Use** category takes into consideration the proximity of residential areas.

**Employment**

The employment land use categories accommodate numerous types of development to allow for varying scale and intensity of uses. These types are typically characterized by planned mixed-use regional employment developments, professional office development and campus style business parks.

**8. Corporate Commerce Center (CCC)**

The **Corporate Commerce Center** category designation provides for the development of mixed-use employment centers with complimentary community and specialty retail, hotels, restaurants, major medical facilities, entertainment and destination uses serving the region. Integrated urban character housing is permitted in limited quantities and at certain phases of the development. The desired land use mix is 55% office, 30 % retail and 15% housing.

**9. Office (OFC)**

The **Office** category designation provides sites for professional offices and associated offices support services that are generally quiet with low to moderate traffic volumes. **Office** sites are to be integrated, through design and siting, with adjacent residential and commercial activities. Typical office developments have their own driveways, parking areas, identification signs and landscaping. Developments with more than one building share a common architectural theme, as well a landscape theme, identification signs, parking and driveways.

**10. Business Park (BP)**

The **Business Park** category designation is intended to encourage large scale campus style development which includes increased amenities including attractive streetscapes, enhanced landscaping, functional pedestrian connectivity, and usable gathering places. This category provides employment areas that are compatible with adjacent or surrounding land uses and promotes an efficient circulation system including the separation of pedestrian traffic from vehicular traffic. **Business Park** designated areas provide for the development and accommodation of administrative and research industries, offices, and limited manufacturing and support services. Business Parks are intended to provide an efficient circulation system and reduce trip generation/vehicular traffic off-site by development and perpetuation of mixed-use activity within the project.

**Industrial**

The industrial land use categories allow warehousing, manufacturing and processing businesses to be located in designated employment centers. These categories are typically characterized as development that due to noise, smell, or some other special consideration are not appropriate for a Business Park. These categories accommodate a wide variety of business sizes and types and include planned and unplanned business activity areas. The areas designated for industrial uses have adequate transportation and activity access with an emphasis on minimal conflict with existing adjacent land uses.

**11. Light Industrial (LI)**

The **Light Industrial** category designation is intended to provide areas for the development and perpetuation of light industrial activity involving light manufacturing, assembling, warehousing, and wholesale activities and the associated office space and support uses. The area designated for **Light Industrial** have adequate transportation and infrastructure access with an emphasis on minimal conflict with existing adjacent land uses.

**12. Heavy Industrial (HI)**

The **Heavy Industrial** category designation is intended to provide for capital-intensive operations that manufacture or fabricate products within enclosed or partially enclosed structures. **Heavy Industrial** provides for the development and accommodation of intense industrial activity involving manufacturing, warehousing, assembly, and storage characterized by open space uses/or storage, industrial processes, which involve significant amounts of noise, heat, mechanical and chemical processing, large amounts of materials transfer, and large-scale machinery and structures.

### **Special land Uses**

These land use categories generally provide support to the residential, commercial, employment and industrial categories. The special use land use categories involve public facilities, schools, institutional and parks/open space. The Luke Compatible Land use Area is unique and very special since that land use category provides for a growth area with uses that will be in keeping with the mission of Luke AFB.

#### ***13. Institutional (INST)***

The **Institutional** category designation provides for large-scale public, quasi-public, or private facilities such as public or private hospitals.

#### ***14. Public Facility (PF)***

The **Public Facility** category designation identifies land presently in quasi-public, public, and municipal use for facilities and infrastructure support. Such facilities include the municipal airport, landfill sites, public library facilities, City offices, public parking lots and structures, civic centers, cemeteries, infrastructure, and both public and quasi-public utility sites.

#### ***15. Educational (EDU)***

The **Educational** category designation identifies school campuses and their attendant open spaces (playgrounds, ball-fields, tennis courts, etc.). The designation includes all public and private elementary, middle school, junior high, high school and college campuses existing in the City.

#### ***16. Parks and Open-Space (P/OP)***

The **Parks and Open-Space** category designation identifies existing City parks, planned park areas, open-space sites and corridors intended for public recreation and resource conservation. Primary riparian areas include the Agua Fria/New River system, the Arizona Canal Diversion Channel/Thunderbird Paseo corridor, and Skunk Creek corridor. Open space designations, while needed west of 99<sup>th</sup> Avenue, are generally not shown due to new statutory restrictions related to designating specific private land as open space. Parks and open space allocations will be implemented as a component of development approvals as urbanization occurs. Further definitions of parks and open space can be found in the **Glendale Parks and Recreation Master Plan**.

#### ***17. Luke Compatible Land Use Area (LCLU)***

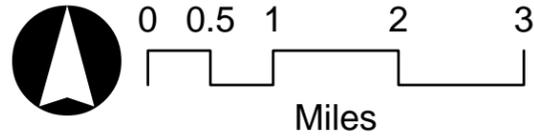
The **Luke Compatible Land Use Area** category designation is adjacent to Luke Air Force Base and is delineated by the **1988 JLUS 65 ldn noise contour** created by military flight operations. The General Plan recognizes and supports the state legislation related to the continued, viable operations of military installations. Residential and other noise sensitive land uses, particularly those which include large gatherings of people, are discouraged in the **LCLU**. Existing, approved noise-sensitive uses are strongly encouraged to employ additional sound attenuation through select building materials and design. Retention of agricultural uses and future industrial development are supported by this category to afford viable, economic use of property, and as a protection of public health and safety.

# GLENDALE THE NEXT STEP 2025

# GENERAL PLAN LAND USE MAP

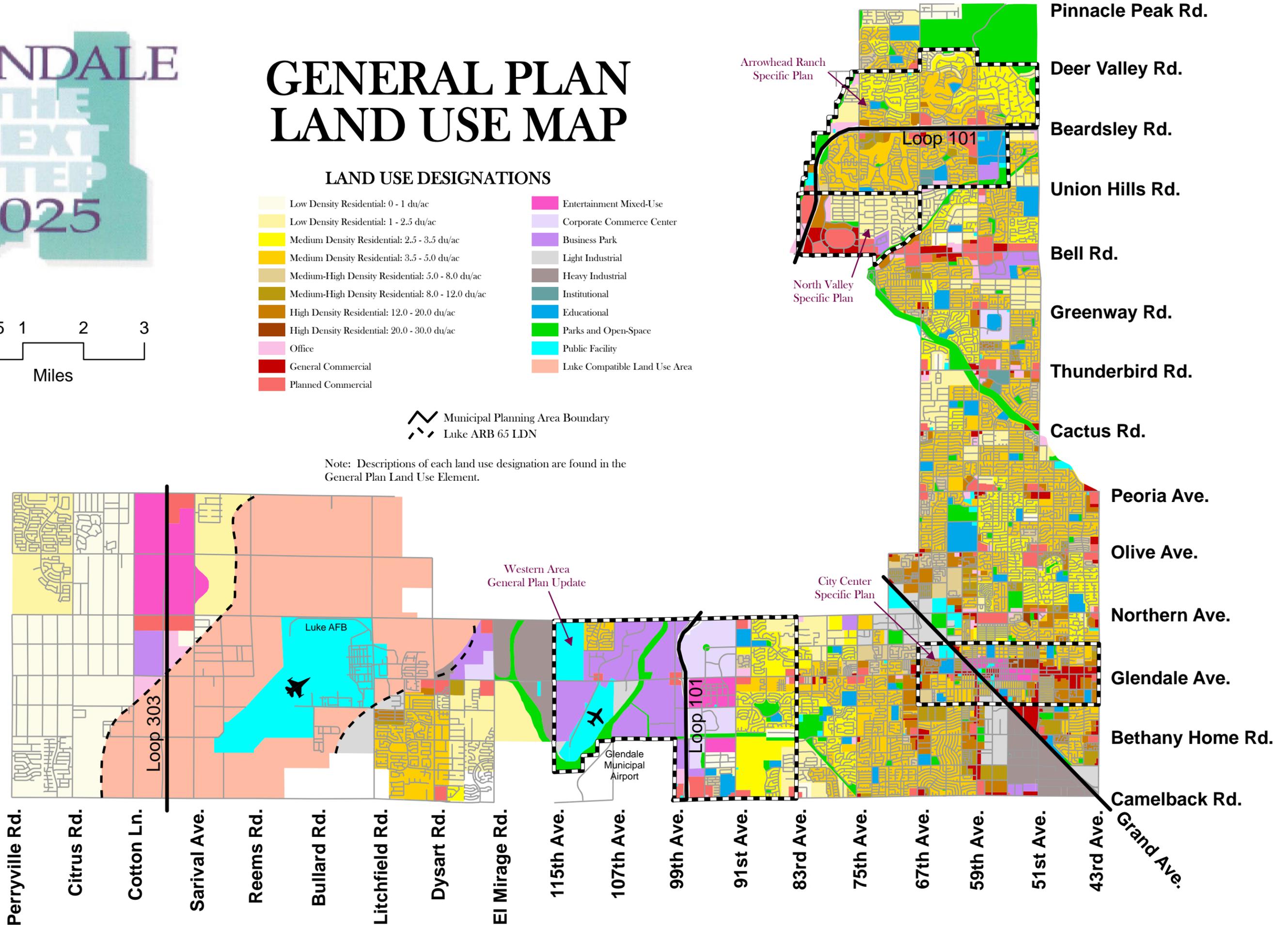
## LAND USE DESIGNATIONS

 Low Density Residential: 0 - 1 du/ac	 Entertainment Mixed-Use
 Low Density Residential: 1 - 2.5 du/ac	 Corporate Commerce Center
 Medium Density Residential: 2.5 - 3.5 du/ac	 Business Park
 Medium Density Residential: 3.5 - 5.0 du/ac	 Light Industrial
 Medium-High Density Residential: 5.0 - 8.0 du/ac	 Heavy Industrial
 Medium-High Density Residential: 8.0 - 12.0 du/ac	 Institutional
 High Density Residential: 12.0 - 20.0 du/ac	 Educational
 High Density Residential: 20.0 - 30.0 du/ac	 Parks and Open-Space
 Office	 Public Facility
 General Commercial	 Luke Compatible Land Use Area
 Planned Commercial	



 Municipal Planning Area Boundary  
 Luke ARB 65 LDN

Note: Descriptions of each land use designation are found in the General Plan Land Use Element.



## **GOALS AND OBJECTIVES**

Glendale citizens support continued, moderate growth with a clear intent to preserve existing neighborhoods. There is a preference for expanded proportions of commerce and employment-related land uses. Housing development should offer a variety of living options that will help to attract new business.

Glendale's land use goals and objectives envision a full-service, balanced community for the future. They stress the importance of retaining a distinctive identity as positive change is accomplished. The City's image as an excellent place to live, work and play is promoted in the overall strategy for preserving, adding and blending compatible types and intensities of development.

### **Goal 1: Relate residential areas with work places.**

The General Plan recognizes the value in establishing desirable, varied housing options for the local workforce and their families. Shorter commuting distance reduces travel cost and increases leisure time for employees as well as alleviating traffic congestion.

- a. *Objective:* Attract corporate/institutional development proximate to quality housing.
- b. *Objective:* Offer a variety of affordable, high-value housing opportunities.
- c. *Objective:* Include larger lot, executive homes.
- d. *Objective:* Connect housing and employment with greenbelts.

### **Goal 2: Promote sound growth management methods.**

With attention to policies that favor proportionate increases in shopping and jobs, the City should closely monitor land use absorption in non-residential categories. Service and infrastructure priorities act as incentives for cost-beneficial land use in accordance with Economic Development goals.

- a. *Objective:* Seek mixed-use development with jobs, housing, shopping and open space.
- b. *Objective:* Plan to avoid traffic congestion and other impacts on neighborhoods.
- c. *Objective:* Assure that sufficient infrastructure is in place.
- d. *Objective:* Coordinate specifics of building design, site arrangements and intended uses.
- e. *Objective:* Prepare and adopt specific plans for areas and neighborhoods.
- f. *Objective:* Cooperate with adjacent jurisdictions to promote compatible land use.

### **Goal 3: Create transition and buffer areas.**

Spatial relationships with compatibility standards can minimize conflicts or impacts among land uses. The factors of separation, screening, visual relief and protection of privacy are instrumental in helping different development types function together without conflict.

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Municipal Development Elements -- Land Use

- a. *Objective:* Preserve property rights through fair redevelopment programs.
- b. *Objective:* Assure compatible uses and densities around Luke Air Force Base.
- c. *Objective:* Protect space at the end of Municipal Airport runways for safety and noise attenuation.
- d. *Objective:* Use spatial transition or design buffer between incompatible land uses.

**Goal 4: Ensure compatibility between land use and transportation.**

There is a critical relationship between land use impacts and transportation capacity and safety. Traffic analysis is necessary for major residential, office, commercial, employment and public facility projects.

- a. *Objective:* Encourage transit-oriented development around transit stations and establish standards for new developments to promote ridership.
- b. *Objective:* Encourage incorporation of bike and pedestrian facilities within and connecting all developments.

**Goal 5: Encourage infill development.**

Infill makes use of in-place municipal systems. Capital investment costs can be minimized by developing lands that are already served by streets, utilities and amenities.

- a. *Objective:* Utilize skipped-over lands in developed areas to achieve economies such as taking advantage of existing infrastructure and educational facilities.
- b. *Objective:* Re-use existing commercial buildings.
- c. *Objective:* Encourage 10% of total annual housing starts to be infill development.

**Goal 6: Monitor and help guide development to protect Luke Air Force Base.**

Glendale has long recognized the importance of the Base and is committed to preserve its function as part of the region's land use pattern. This is furthered by the City's annexation of the Base in 1995.

The State of Arizona has established special controls on land uses in the vicinity of Luke Air Force Base. Considerable subdivision development exists in the MPA west of 115th Avenue with utilities provided by entities other than the City of Glendale. The Arizona legislature has enacted land use controls for the area within the 65 ldn noise contour created by Luke Air Force Base.

- a. *Objective:* Refrain from annexation and provision of City facilities and services to the area unless there is clear and convincing cost-benefit for annexation.
- b. *Objective:* Encourage low density residential uses west of the Luke Compatible Area.

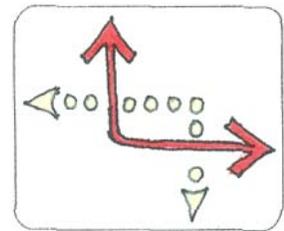
- c. *Objective:* Monitor all development within the area and inform property owners, developers, Maricopa Association of Governments and Maricopa County as to the City position.
- d. *Objective:* Coordinate and be cooperative with private utility companies in the area in the provision of necessary facilities and services.
- e. *Objective:* Implement statutory sound attenuation measures required for development within defined proximity to Luke Air Force Base.

**RECOMMENDATIONS:** Regulatory provisions and General Plan Amendment criteria should be adapted to implement the City's comprehensive land planning and economic development priorities. A system of land absorption monitoring that involves citizens through their neighborhood organizations, City staff, Planning Commission and Council is recommended to be compiled on a regular basis. This data would assist decision-makers and staff in assessing Goals/Objectives accomplishments. Major developers should be involved in the City's CIP process for purposes of joint improvement phasing and financial participation to expedite desired types and intensities of use on key Growth Areas and infill sites.

Specific development standards are necessary to assure continuing stability for sensitive land uses. These criteria may take the form of zoning overlay designations, such as "Infill Incentive" and "Luke Compatible" districts; or they may be included in design guideline handbooks.

## 2. CIRCULATION ELEMENT

The Circulation Element summarizes the Glendale Long Range Transportation Plan, including all aspects of a transportation plan required by state statutes. The Plan is based on socioeconomic projections (approved by the Arizona Department of Economic Security and the Maricopa Association of Governments) that estimate population to increase by more than 50% by 2025; employment, at an even faster rate, 62%. Travel projections are based on model simulations (provided by MAG) estimating that, by 2025, travel in the Glendale area will nearly double and congestion will more than quadruple.



### CURRENT CONDITIONS

In the Glendale area, the vast majority of all trips are made by automobile and most of this travel is on arterial streets. The Glendale Transportation Plan addresses how to accommodate travel on existing streets as well as how to expand the streets system, in growing areas. The Roadway Plan gives close attention to goals related to mobility, safety, cost effectiveness and regional connectivity. (See: Roadway Functional Classification map, following page 26)

In built-up areas, the number of lanes on streets have been largely completed and

*Glendale 2025: The Next Step*  
Municipal Development Elements -- Circulation

therefore the Plan is focused on less intensive improvements such as improving intersections where congestion occurs, the addition of medians, turning lanes, bus pullouts, signals, landscaping and safety improvements. In neighborhoods, the Plan supports traffic-calming measures. In developing areas, capital improvements are the principal cost and include the completion of new local streets, as well as widening arterial streets to planned capacity.

Freeways and expressways are designed to accommodate long distance regional trips at high speeds. Loop 101 (the Agua Fria) is currently the only freeway in Glendale. Loop 303 (the Estrella) crosses the western edge of the MPA and is currently a two-lane interim controlled access facility. The Grand Avenue Expressway is planned.

Arterials are major streets that are generally located along section lines and accommodate most of the travel in the City and throughout the region. Arterials are designed to move high volumes of traffic over substantial distances, but may also provide direct access to adjacent properties. The standard widths are four to six lanes. "Superstreet" arterials function as high volume facilities, similar to arterials, and are detailed in the adopted Transportation Plan.

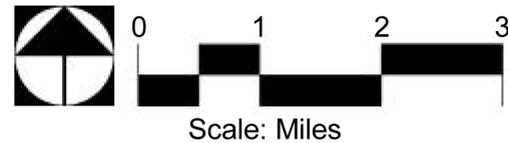
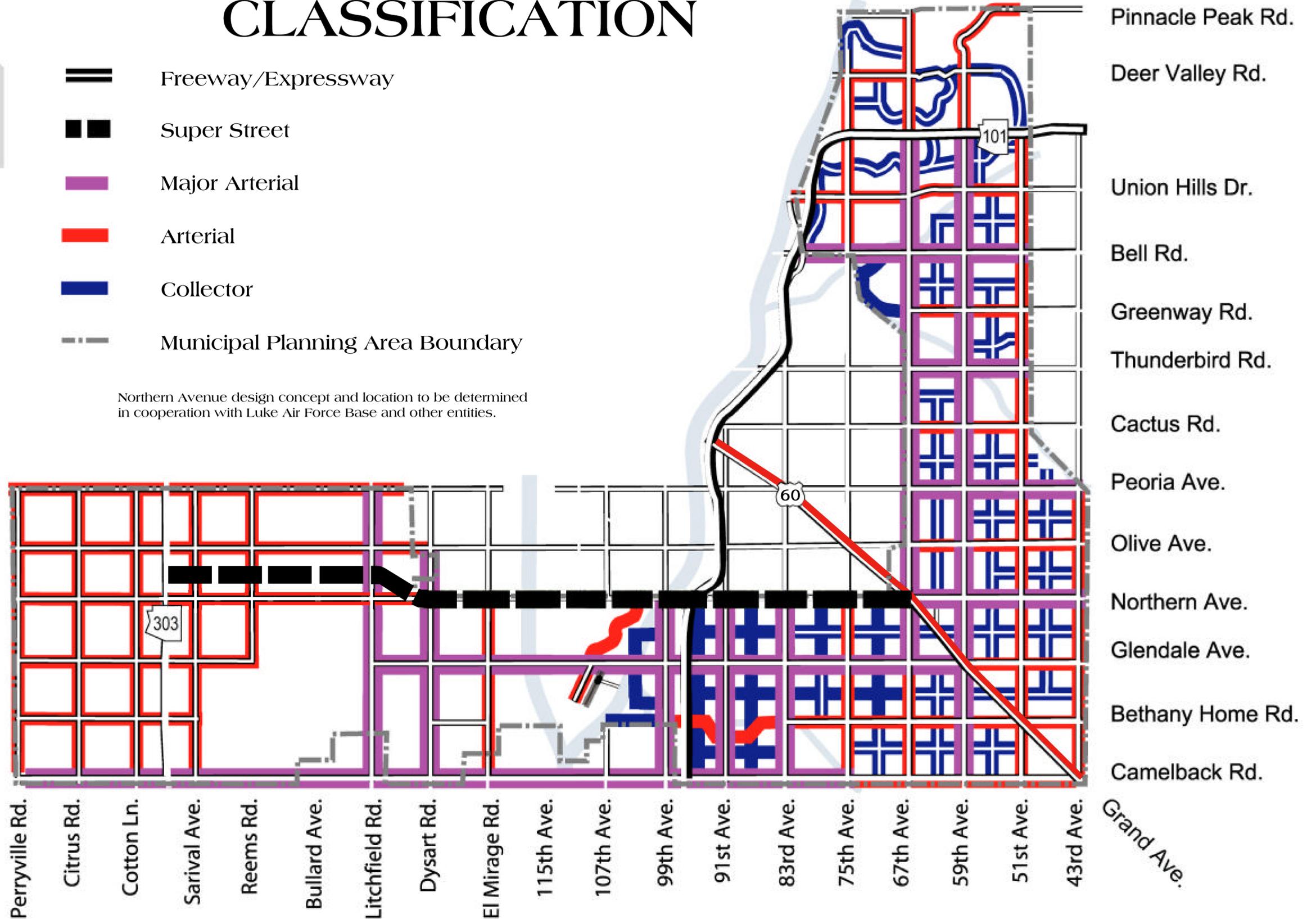
Collector streets are lower-speed facilities ranging from two to four lanes in width, often located midway between arterials. They are usually not continuous for more than a few miles and tend to serve mostly residential frontage except in commercial and industrial areas. Local streets provide access to individual dwellings in neighborhoods. They can accommodate one lane of traffic in each direction, and usually provide on-street parking between residential driveways. In the City of Glendale, streets are named and structures are numbered in accordance with the MAG Metropolitan Address and Street Assignment Policy Manual dated September, 1979 in conjunction with the Maricopa County Master Street Name Plan.

The Transit Plan, a portion of the Glendale Transportation Plan (See: Local Bus Service, Specialized Transit Service maps, following page 26), adds to an overall multi-modal transportation system that provides an alternative means of travel. Its focus is on serving transit dependent populations and reducing automobile trips in peak periods. Local bus service is planned to match the level of local bus service being provided on connecting routes to Phoenix including evening and weekend services as well as minimum of 30-minute service. Over the planning period, bus coverage will be expanded to most mile streets in the currently incorporated area and the frequency will be increased on selected routes as demand and resources permit. Bus shelters with seating and shade, a centrally located transit center and three park-and-ride lots will be constructed to support light rail and express bus service.

# ROADWAY FUNCTIONAL CLASSIFICATION

-  Freeway/Expressway
-  Super Street
-  Major Arterial
-  Arterial
-  Collector
-  Municipal Planning Area Boundary

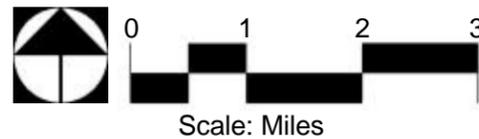
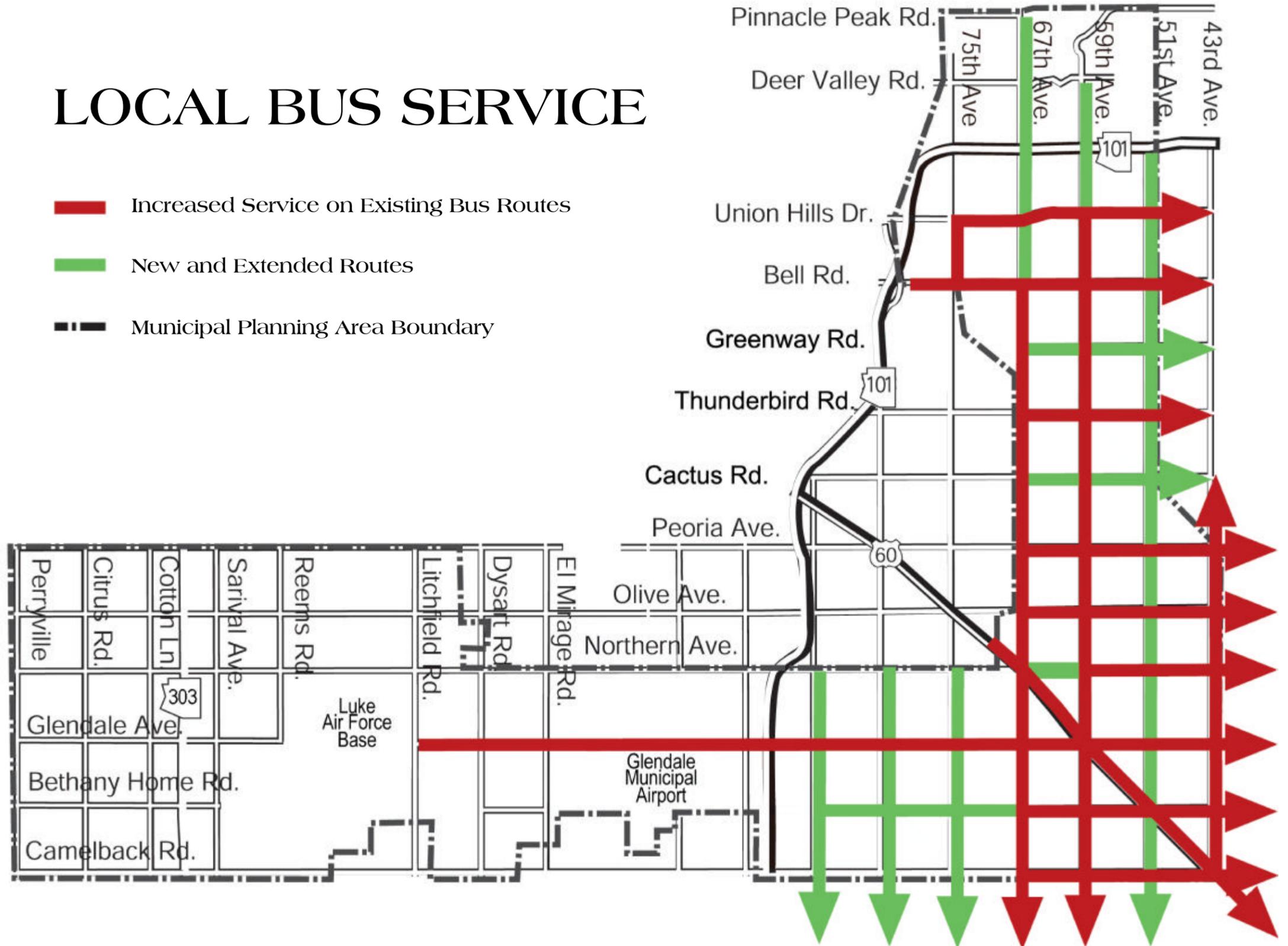
Northern Avenue design concept and location to be determined in cooperation with Luke Air Force Base and other entities.





# LOCAL BUS SERVICE

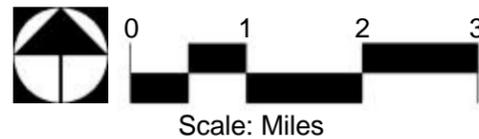
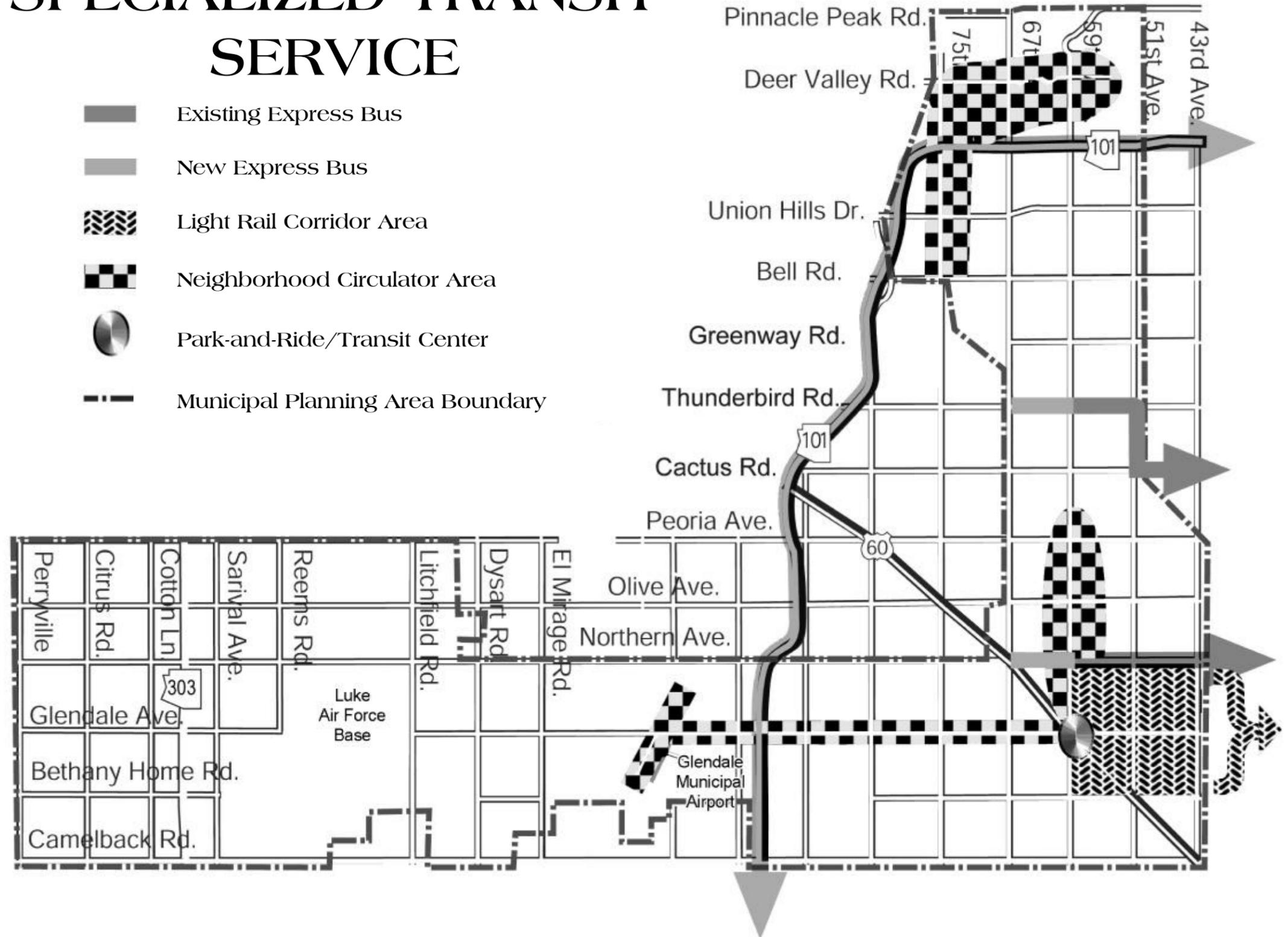
-  Increased Service on Existing Bus Routes
-  New and Extended Routes
-  Municipal Planning Area Boundary





# SPECIALIZED TRANSIT SERVICE

-  Existing Express Bus
-  New Express Bus
-  Light Rail Corridor Area
-  Neighborhood Circulator Area
-  Park-and-Ride/Transit Center
-  Municipal Planning Area Boundary



Existing express and mini-bus routes will be extended to serve more Glendale neighborhoods, special needs (such as access to retirement centers, education institutions, business activity center) and commuter connections. Use of Dial-a-Ride, serving the needs of the elderly and disabled who cannot utilize existing local bus service, doubled over a 20-year period. Regional plans include a light rail transit system from Mesa to Glendale. A 20-mile section of this system, from Spectrum Mall in Phoenix to the East Valley Institute of Technology in Mesa, is targeted for completion by 2006. The Glendale Long Range Transportation Plan includes an extension of this starter corridor from Spectrum Mall to Downtown Glendale.

The Glendale Municipal Airport is owned and operated by the City of Glendale. It has one runway, a terminal building, over 200 hangar spaces, related taxiways and a control tower. Currently the airport has over 200 based aircraft. It accommodates more than 100,000 operations annually. The airport functions as a general aviation reliever airport meeting aviation needs of the West Valley and providing relief to Sky Harbor.

The 1998 Airport Master Plan emphasizes a business focus for the airport to support economic development goals in Western Glendale. The Plan includes improvements to lengthen, widen and strengthen the runway to accommodate larger aircraft. Additional hangar facilities are recommended. Adjacent acreage has been obtained to develop a business park next to the airport.

## **GOALS AND OBJECTIVES**

Goals and objectives of the Glendale Transportation Election Package, which was approved by Glendale voters November 6, 2001, closely parallel priorities mentioned by citizens participating in the various Glendale 2025 General Plan process workshops and public meetings.

**Goal 1: Provide mobility with safe, cost-effective transportation systems.**

The principal purpose of transportation is to provide mobility for people and business. An effective transportation system requires the utilization of all modes of transportation and providing reasonable levels of service during peak and off-peak periods. Glendale is committed to providing safe and effective transportation service to all elements of the population including the poor, the elderly, the disabled and children.

- a. *Objective:* Implement safety programs and provide transportation services in accordance with all safety standards.
- b. *Objective:* Integrate new technologies (such as intelligent transportation systems), quality engineering practices and construction schedules designed to minimize disruption.

**Goal 2: Support alternative modes of travel.**

Glendale will foster options to automobile travel by seeking to expand the range of service levels of its transit system as an attractive and convenient alternative to the automobile; develop a comprehensive and continuous system of bicycle and pedestrian facilities; promote working at home and staggered work hours to help reduce traffic congestion; and encourage alternative modes of travel.

- a. *Objective:* Operate multimodal transit system including bus, light rail and dial-a-ride service.
- b. *Objective:* Develop and operate bicycle and pedestrian facilities and programs.

**Goal 3: Respect neighborhood and environmental quality.**

Install and maintain transportation improvements to minimize adverse impacts on the quality of life in Glendale.

- a. *Objective:* Continue and enhance neighborhood traffic calming programs.
- b. *Objective:* Support noise walls and other mitigation measures along freeways and expressways.
- c. *Objective:* Participate in regional programs to improve air quality and other initiatives to reduce impacts of transportation systems on the environment.

**Goal 4: Ensure fair and adequate financing to meet transportation needs.**

The Transportation Plan seeks to maintain necessary levels of investment to accomplish its value-based goals.

- a. *Objective:* Pursue dedicated funding sources, assistance from other levels of government and impact fees associated with new developments.
- b. *Objective:* Join with other communities to seek increased state and regional sources of funding.

**Goal 5: Utilize the transportation system to foster a strong economy.**

Transportation system improvements encourage development and redevelopment in support of employment, educational and retail centers that contribute to Glendale's economic vitality.

- a. *Objective:* Support transportation improvements for economic development such as expanding aviation facilities, accommodating rail and truck freight movements.
- b. *Objective:* Enhance road and transit systems to reduce congestion and provide access to employment sites.

**Goal 6: Ensure regional connectivity.**

The Glendale transportation system will be effectively connected to the regional transportation system by working closely with adjacent jurisdictions and MAG to ensure synchronized transportation links and supporting the completion of regional facilities (freeways, expressways, trails and a light rail transit system).

- a. *Objective:* Coordinate with State, County, adjacent municipalities and transportation agencies to expedite scheduled improvements.
- b. *Objective:* Plan for adequate capacities in all transportation systems to meet demand and avoid bottlenecks.

**Goal 7: Integrate land use and transportation.**

Land use patterns and transportation systems will be integrated to help reduce congestion and provide convenient access. Mixed-use development, utilizing alternative transportation systems, helps reduce the number of vehicle trips. Improving the balance of jobs to housing is a key planning response to the length of work trips.

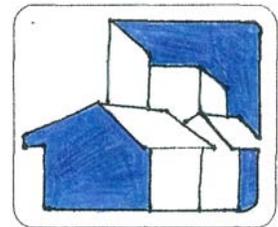
Transportation facilities will be designed to support the character of adjacent land uses including neighborhoods, Downtown and designated historic areas. Preparedness planning ensures dedication of adequate right-of-way for future transportation needs.

- a. *Objective:* Maintain excellent access to serve new development.
- b. *Objective:* Design transportation facilities in accord with aesthetic expectations of the community.

**RECOMMENDATIONS:** Establish and implement the Transportation Plan's Functional Classification Map, with related development guidelines, to maintain the desired hierarchy of surface transportation facilities. Expedite implementation of the "Superstreet" approach and Grand Avenue Expressway improvements. Strive for early and continuous implementation of voter-approved circulation priorities.

### 3. HOUSING ELEMENT

The Housing Element of the Glendale General Plan promotes greater variety in residential choice. The existing housing inventory requires the addition of dwellings that attract executives and employers of high tech business while at the same time, meeting the affordable shelter needs of others in the population. New housing in areas of growth as well as infill housing in developed areas create a spectrum for potential improvement in the local housing stock. The Housing Element is interrelated and overlapping with the Redevelopment, Land Use and Neighborhood Elements of the General Plan.



Glendale's Five Year Consolidated (Housing) Plan addresses issues of affordability, health, safety and special population needs. Community Development Block Grant (CDBG) funds, HOME Investment Funds, and other Federal resources are applied to a variety of housing assistance programs with the goal of providing safe, affordable, decent housing. The Housing Element is intended to be consistent with and reinforce the directions, goals and specific provisions of the Five Year Consolidated Plan.

## **CURRENT CONDITIONS**

Glendale currently has diversity in its existing housing resources resulting primarily from the development of neighborhoods at various times over the City's history. Because of structural aging, special attention is required to satisfy the housing needs of certain demographic segments of the City's population. Glendale's housing stock and rate of homeownership are comparable to other cities over 100,000 population in Maricopa County. The General Plan Appendices contain an analysis of current Glendale housing conditions.

There are an estimated 63,000 single family residences in the City of Glendale currently. Multi-family housing units in the City of Glendale comprise approximately 23% of the housing inventory, again, comparable to other larger cities in Maricopa County -- a higher proportion than Peoria, Gilbert or Chandler, lower than Phoenix, Scottsdale, Mesa or Tempe. Including single-family dwellings, however, more than one-third of Glendale's dwellings are renter-occupied.

Glendale's new home prices (e.g., \$146,800 in 2000) are near the average for the eight largest cities in the County (\$149,700). However, the prices of resale homes lag the County median by 10%. Housing tends to be more expensive in the northern reaches of Glendale. The most affordable housing is found in proximity to the City Center.

## **GOALS AND OBJECTIVES**

Citizens prefer the current trend toward lower-density, higher-priced homes, but they recognize the need to create affordable housing opportunity. Welcoming, safe, and tranquil neighborhoods should consist of aesthetically pleasing, architecturally varied housing units. The housing requirements of Glendale's special needs populations must be addressed and satisfied.

### **Goal 1: Implement and update the provisions of the Glendale Five-Year Consolidated Housing Plan.**

The adopted Consolidated Plan provides a guide for City action and implementation. The Plan is intended to be updated periodically to coincide with current and future shelter demands.

- a. *Objective:* Coordinate City housing programs and services to assure consistency with the most current Consolidated Housing Plan.
- b. *Objective:* Monitor and report on Glendale housing status relative to similar Maricopa County communities with specific regard to quality, variety, and affordability.

**Goal 2: Provide the citizens of Glendale choice from a wide variety of housing types.**

Opportunities for housing variety should be provided in all geographic areas of the City. The City's neighborhood organization structure can be enlisted to assist with site and compatibility suggestions with a desire for quality in architectural design and planning.

- a. *Objective:* Encourage planned residential communities that provide a range of housing unit diversity in the development to promote socio-economic balance in the Glendale housing market.
- b. *Objective:* Avoid repetitive sameness in housing developments and in infill locations. Discourage generic, bland architectural design. Require variety in siting, floor plans, elevations, massing, materials, and color schemes in housing units.
- c. *Objective:* Foster a pleasing, comfortable blending of single family and multi-family housing units through use of compatibility techniques.
- d. *Objective:* Plan vehicular and non-vehicular traffic circulation to accommodate the traffic generated by higher density multi-family developments.
- e. *Objective:* Provide housing areas that allow homeowners to move up in home size, quality, and price.
- f. *Objective:* Reserve areas in appropriate City locations for low density, custom housing.
- g. *Objective:* Promote rational and equitable Homeowners Association policies and disclosure requirements.

**Goal 3: Promote quality, affordable housing for every citizen of the City of Glendale.**

Choice and value in residential opportunity is intended for all household income levels.

- a. *Objective:* Create and implement incentives for the private development of affordable housing through the utilization of such potential mechanisms as fee waivers or fee reductions, fast track permitting, density increases or transfers.
- b. *Objective:* Add incentives for the facilitation of infill housing and the quality redevelopment of housing stock in areas of substandard or obsolete housing.
- c. *Objective:* Develop safe, well built, attractive housing that adds variety to neighborhoods, thereby serving as a catalyst for the improvement of the surrounding neighborhoods.

**Goal 4: Provide appropriate housing options or assistance for the special needs populations.**

Implementation of the adopted Consolidated Plan includes action programs for persons or families that require assistance in finding adequate shelter.

- a. *Objective:* Facilitate the planning, expedited permitting, and construction of housing and residential facilities designed to serve the elderly and disabled populations of the City of Glendale.
- b. *Objective:* Combine City efforts with those of social service agencies to ensure that the needs of special populations are accommodated. The City has provided CDBG funds to emergency shelters for battered women, the elderly, persons with disabilities and youth.

**Goal 5: Create and maintain safe, well ordered neighborhoods.**

Support for neighborhoods is a fundamental City service in Glendale. The Community Partnerships Department fills a major role in suggesting and supporting residential area improvements.

- a. *Objective:* Incorporate buffering between adjacent non-residential uses and residential uses to increase neighborhood peace and tranquility.
- b. *Objective:* Reduce noise pollution from outside and within residential areas.
- c. *Objective:* Design, construct, and install traffic calming devices for residential areas to reduce auto speeds and cut-through traffic in residential neighborhoods.
- d. *Objective:* Contribute to the creation of friendly, wholesome neighborhoods.

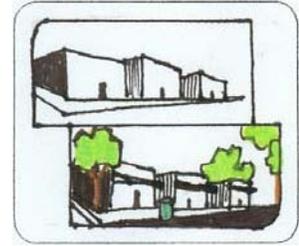
**RECOMMENDATIONS:** Housing production needs to be clearly related to economic development efforts. In the future, the City may move toward broader, performance-based incentives.

**Voluntary improvements, including regular neighborhood clean-up programs, are recommended rather than legislating maintenance codes. Existing codes, however, should be applied rigorously -- seeking compliance through education and counseling.**

**Consolidated Plan goals for safe, affordable, decent housing to meet the different needs of the community ought to be met through partnerships with the private sector.**

## 4. REDEVELOPMENT ELEMENT

In concert with the Neighborhood Element, this General Plan component instills an appreciation for quality in portions of the City that are beginning to age. Glendale's Downtown is an excellent illustration of longevity, where historic preservation efforts (together with municipal investment stimulus and adept marketing of the "antiques and retro" theme) has renewed the community core. Elsewhere, altered conditions (such as increased traffic or changing demographics) may have so impacted existing development that relatively new, sound buildings are no longer appropriate for their originally intended purpose.



Although Arizona statutes provide authority to municipalities for formal declaration of Redevelopment Areas, it may not be necessary in most instances to do so. Voluntary upgrades to property, with City assistance, frequently are more effective than programs involving eminent domain powers. However, for the City to expand CDBG funds for the elimination of slum and blight, there must be a formally designated Redevelopment Area.

Revitalization strategies pertain to any area -- residential, commercial, industrial or mixed use -- that is not realizing its full development potential and/or is experiencing declines in property values. Depending on the soundness of structures and utility systems, revival may require land clearance or, on the other hand, buildings and improvements may simply be modified for adaptive re-use.

Most of the City has been built since 1970. The majority of developed properties are within their intended "useful life". Still, there are many neighborhoods and business areas that have functioned for 50-100 years. These require a coordinated approach to realize their full, contemporary potential.

### CURRENT CONDITIONS

Most areas requiring neighborhood conservation planning are located in a sector circumscribed by the southern City limits, Camelback Road; the eastern boundary at 43rd Avenue; Olive Avenue on the north and 67th Avenue to the west. There are, however, pockets of substandard housing and older businesses, predominantly built in the County before annexation into Glendale, scattered throughout the remainder of the Municipal Planning Area.

Redevelopment successes have been accomplished along Glendale Avenue with streetscape improvements, high quality infill housing being constructed on passed-over land facing Northern, historic structure preservation for the City Center planning area, and by homeowners' reinvestment in their neighborhoods. The Plan's adoption constitutes a civic declaration of commitment shared by City and property owners to regenerate urban vitality in and around the original Townsite. Historic preservation remains an integral component of City redevelopment and revitalization efforts.

Neighborhood organizations are in place for a large percentage of Glendale's longest-established residential enclaves. More than half of the triangle bounded by 43rd and Northern north of Grand Avenue is represented; and most neighborhoods south and west of Grand are covered except for predominantly industrial areas.

The more obvious examples of potential blight occur in sectors zoned for heavy commercial or industry. Homes, multi-family complexes and small businesses fronting on arterial streets have been impacted by traffic congestion and/or road widenings which, over time, have reduced buffering. In certain instances of business or apartment properties parcels have been reduced in area -- taking away from parking and maneuvering space and making it difficult to expand or undertake visual improvements such as landscaping.

Housing assistance programs (See: Housing Element) actively promote residential rehabilitation throughout the City. However, there are spots beyond the municipal limits (for example, off-base housing along Litchfield Road near Luke) that may require other jurisdictions to consider similar incentives. City Redevelopment staff and consultants have demonstrated, in the City Center Master Plan, how Downtown revitalization can continue through a variety of redevelopment projects: several infill housing clusters, retail redevelopment, Beet Sugar Factory re-use, automobile sales sector upgrades, Catlin Court expansion, preservation of the Sonorita residential core, parking improvements, potential hotel sites and conservation of adjacent neighborhoods. Major infill projects may include a transit center, cultural center, a new library and pedestrian bridges over Grand Avenue.

## **GOALS AND OBJECTIVES**

Redevelopment programs intend to upgrade rather than replace existing built-up areas. In some instances, clearance of problem or eyesore sites will provide land assembly for new construction that contributes to rising property values and operates as incentive to neighboring owners' revitalization plans. Structural soundness, positive visual appearance and, especially, compatible land uses are the principal aims for stabilizing property values in sustainable neighborhoods.

Transportation Plan improvement schedules can establish development timing for the modernization of properties along Grand Avenue, the Northern Avenue "super street" and elsewhere. Preplanning, done in conjunction with engineering design for intersections and widened rights-of-way, needs to address revised siting arrangements to revitalize adjacent parcels and integrate with interior neighborhoods. Buffering, access, parking, open space and landscaping enhancements constitute incentives for private re-use investments.

### **Goal 1: Plan to upgrade decaying areas.**

Property owners, through their representative neighborhood associations, team with lending institutions and the City of Glendale to develop improvement plans for broader target areas and action strategies that can be applied to individual blocks or lots. Whenever possible, upgrading effort should be coordinated so landscaping, concrete work, structural replacements or additions may be

accomplished on several properties at the same time to achieve economies of scale and increase the positive impact of redevelopment efforts.

Retaining the convenience of readily available goods and services focuses on including neighborhood business enterprises in revitalization plans. In selected locations, such as major street frontages affected by traffic noise and pollution, conversion of residences to professional offices or speciality shops may create desirable transitions for privacy of interior neighborhood homes.

- a. *Objective:* Conduct major urban renewal in blighted sectors when prevailing structural conditions are not susceptible to renovation and where planned residential or mixed-use cluster will rejuvenate the greater area.
- b. *Objective:* Retain small businesses with support programs including site design/architectural assistance to improve visibility, appearance and commercial function.
- c. *Objective:* Recycle old commercial properties to new functions, such as Beet Sugar Factory re-use or aggregating browser-oriented businesses -- as has been achieved in the successful automotive and antique districts.
- d. *Objective:* Establish economic incentives for homeowner renovation, low-interest or forgivable loans, donated materials/tools, service organization labor.
- e. *Objective:* Develop and implement a city-wide historic preservation plan.

**Goal 2: Consider infill development a top priority.**

Available, existing infrastructure constitutes a major plus for infill projects. Increased shopping and employment opportunities, as in Glendale's revitalizing Downtown Core, add desirability to inner-city neighborhoods. Urban living alternatives, bringing population increases to many U.S. cities' downtowns, provide an ideal adaptation for residential potential in Glendale redevelopment planning.

Compact sites, perhaps allowing higher residential density entitlements, would respond to an increasing local demand by empty-nesters, singles and central area employees for low maintenance, high amenity condominiums, townhomes and apartments. Growing Smarter directives for housing affordability can also be met through infill residential projects.

- a. *Objective:* Recruit quality infill uses and construction to extend positive image enhancements from urban revitalization projects such as within the City Center Master Plan area.
- b. *Objective:* Emphasize transportation convenience as a major marketing advantage for dwellings and commercial establishments located near existing activity centers.

- c. *Objective:* Offer incentives for redeveloping vacant structures or underutilized properties, such as in the Grand Avenue industrial triangle, before approving competing new development in locations that are not consistent with General Plan objectives.

**Goal 3: Maintain City Center momentum with continuing improvements.**

Plans call for extending success throughout the greater City Center area. Neighborhood conservation programs tend to stabilize surrounding, older housing enclaves with particular attention to restoring structures and districts of local historical or architectural importance -- exemplified by Catlin Court re-use.

Discordant appearance is a redevelopment target. Only a few spots remain along Glendale Avenue, for instance, to complete the corridor's visual enhancement. Other arterial frontages require façade and streetscape improvements -- as well as counteracting dispersed occurrences of structural dilapidation and poor property maintenance inside the abutting neighborhoods.

- a. *Objective:* Preserve historic communities by providing diagnostic consultation for maintaining consistent architectural features, street plantings, monumentation or signage.
- b. *Objective:* Redevelop substandard, eyesore blocks with aggressive assistance programs specifically timed to urge voluntary participation by property owners.

**Goal 4: Improve the image of deteriorating neighborhoods.**

Community appearance is a high priority among Glendale citizens. Localized property upkeep issues affect many neighborhoods. However, the City prefers a voluntary compliance approach rather than restrictive maintenance ordinances and rigorous enforcement. "Neighbors-helping-neighbors" activities and regular cleanup days are productive in many Glendale residential areas.

Residents take the initiative to identify and propose solutions for existing negative image problems. There are gaps in some neighborhoods where outdated land uses have been removed, but never redeveloped. In other spots, dilapidated homes or stores create places for undesirable activities as well as detracting from community quality.

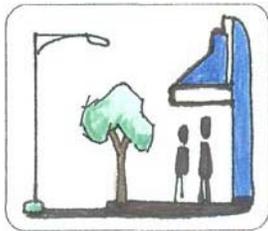
- a. *Objective:* Transform ignored, vacant corners, such as Glendale/67th Avenue or Camelback/59th Avenue, into gateways or parks.
- b. *Objective:* Urge developers to work with the City and schools for green areas in housing developments or as interim, community-serving uses on vacant or underutilized lands.

- c. *Objective:* Remove vacant structures where rehabilitation and re-use is impractical, coordination with property owners to plan for rapid reintegration into the existing neighborhood development pattern.

**RECOMMENDATIONS:** Infill Incentive District techniques cited in Arizona's "Growing Smarter Plus" legislation have ideal application potential for Glendale redevelopment areas. A regulatory/incentive overlay district is recommended as a tool for City Center Master Plan implementation, including designation of subzones with specific guidelines criteria for residential infill, commercial revitalization, industrial use compatibility and mixed-use site planning standards.

Coordinating redevelopment projects with major CIP and transportation initiatives should receive high priority. Inventories of vacant sites likely to be enhanced when improvements are installed and notification/involvement of affected community associations early in project design are means for maximizing the City's return on redevelopment investment.

## 5. URBAN DESIGN ELEMENT



Urban Design is an elective Plan Element for the City of Glendale, the purpose of which is to provide overall direction and emphasis regarding design issues and directions. Through forethought and direction, the blending of Glendale's visual components, both natural and built environments, contributes positively to overall and localized community appearance and quality of life.

While most new development is “planned,” it is important to recognize that residential and commercial architectural and site designs often fall short of expectations. In order to establish an overall guide, this Element has been established to communicate clearly that harmonious design is an accepted goal in the City of Glendale.

### CURRENT CONDITIONS

The City of Glendale has a key residential design guideline in place: *Residential Design and Development Manual (June 2004)*. Two additional efforts are important design documents: The Grand Vision and the City Center Master Plan. The Grand Vision is the culmination of the Grand Avenue Image Improvement Study, which identified design opportunities and concepts for improving Grand Avenue’s overall visual image through Glendale. The City Center Master Plan provides a strategic framework to guide the development and redevelopment of the city center area. The Plan includes specific design guidance for all types of development: commercial, industrial and residential.

These documents provide specific direction for urban design in Glendale. Currently no design specific guidance exists for industrial development on a City-wide basis. Additional Specific Plan areas also carry design specifications that are considered

consistent and would continue to be implemented as development and redevelopment proceed.

## **GOALS AND OBJECTIVES**

Based on community input and existing City policy and adopted plans, the goals for the Urban Design Element include:

### **Goal 1: Design visual transitions between neighborhoods.**

It is important to recognize the unique character of individual neighborhoods in Glendale. Although each area has its own image and design, visual transitioning between neighborhoods is important to help develop a sense place and identify neighborhoods as “Glendale.”

- a. *Objective:* Prefer spacious residential settings -- horse properties, open space.
- b. *Objective:* Accentuate public facility features such as the lakefront sites along the water treatment plant in Arrowhead.
- c. *Objective:* Maintain shaded tree canopies on streets bordering neighborhoods.
- d. *Objective:* Evenly spread public services and facilities throughout the community.

### **Goal 2: Encourage architectural variety.**

Architectural “sameness” is a concern for Glendale residents and stakeholders. Given the tools available to the construction industry and the demands of modern consumers, the City is committed to providing direction and being a working partner with private interests in creating architectural variety.

- a. *Objective:* Avoid "cookie cutter" appearance for Glendale's neighborhoods.
- b. *Objective:* Respect and implement residential and commercial design guidelines.
- c. *Objective:* Accentuate residential and commercial design themes with xeriscape plantings.
- d. *Objective:* Utilize current, available site planning principles for varied setback treatments.

### **Goal 3: Introduce different streetscapes in each neighborhood.**

Glendale celebrates its diversity among neighborhoods. In support of recognizing each area's distinction, the citizens have asked that publicly maintained and improved streetscapes reflect many diverse designs.

- a. *Objective:* Recommend plant materials for distinctive landscape themes among neighborhoods.
- b. *Objective:* Provide gateway entry monumentation for appropriate locations such as Loop 101/Glendale Avenue and individual housing areas.

- c. *Objective:* Utilize perimeter theme walls and pedestrian amenities such as street furniture, and lighting as accents that define individual neighborhoods.

**RECOMMENDATIONS:** The City should continue the philosophy of proactive design intervention. Through adopted Design Guidelines and Standards the City will make measurable progress towards successful implementation of desired visual improvements and achieve improved harmony among the built and natural elements of Glendale. Although it is challenging to apply design guidance on a citywide basis, it is important to keep the adopted guidelines and standards as current as practical and continue to implement standards where none currently exist.

The General Plan Implementation Program identifies specific policies, time frames and responsibilities for positive actions to achieve the above delineated goals and recommendations. The City Council, in concert with appointed Boards and Commissions, and staff, have the direction and authority to take actions that reflect a coordinated, logical and consistent Urban Design effort through Design Review.

In addition to the guidelines and documents in place today, the City should strive to adopt urban design guidance tools for commercial and industrial developments.

Finally, Glendale must ensure that its own public buildings and facilities reflect the urban design themes and consistencies it desires of private development.

## 6. HISTORIC PRESERVATION ELEMENT



The Historic Preservation Element is an elective Plan Element. The purpose is to provide policy direction as to the role of historic preservation in honoring Glendale's heritage and being an integral part of Glendale's future development. Historic preservation is an important economic development tool for the revitalization of neighborhoods and the city center. The element is meant to incorporate the preservation and protection of historic resources into long-range land use and economic planning. The goals and objectives will provide continuity and guidance to actions of the City Council, Commissions and Boards, city staff, and citizens in preserving and protecting Glendale's historic districts and resources.

### CURRENT CONDITIONS

#### Historical Context

It is important that the historical context of the community's historic resources be understood through the various periods of Glendale development. The understanding of historic context will provide appreciation that historic resources help to create a sense of place and community character.

**Early Settlement (1880-1890)**

Glendale arose from development efforts in the early 1880's. The Desert Lands Act of 1879 opened irrigable lands in the Salt River Valley for homesteading. The Arizona Canal Company contracted with W.J. Murphy to construct the Arizona Canal (1883-1885). The canal allowed for agricultural development northwest of Phoenix. In 1887, Mr. Murphy organized the Arizona Improvement Company that provided land and water to settlers. He attracted a few settlers, but knew he needed many more settlers to come to the Glendale area. He completed Grand Avenue, an eighteen-mile road from Peoria to downtown Phoenix in 1888 as an amenity. There are no early settlers homes from this period still standing. Grand Avenue and the adobe house at Sahuaro Ranch are the only remaining historic resources of this period.

**Town Site Development (1891-1906)**

Mr. W.J. Murphy was able to get B.A Hadsell to form a temperance colony in Glendale and bring settlers from the Chicago area. Mr. Hadsell filed the first subdivision of land, named Hadsell Addition, in March of 1892 in Glendale. It was located west of 61<sup>st</sup> Avenue and south of Orangewood Avenue consisting of 30 twenty-acre lots and considered the founding of Glendale. The original Plat of Glendale Town site was filed in November 1892. Many early colonists arrived in Glendale and bought lots to build their homes. By 1895, seventy families joined the temperance colony at Glendale. The railroad was finished in 1895. The original town site plat was re-platted the same year, which included a central park with small business lots surrounding the park. Market Street was created to accommodate businesses associated with the railroad. In 1895, Glendale's population was 300. The first Glendale Elementary School was the first two-story school made of red brick constructed in 1895. Additional land was platted for housing. A major flood inundated Glendale in 1895. A severe drought occurred from 1897 - 1900. The lack of a reliable water supply hampered growth in the first years of the new century. The water resource issue changed with the beginning of construction of the Roosevelt Dam on the Salt River in 1905 and completion in 1910 by the U.S. Reclamation Service. With water scarcity and flooding issues somewhat resolved, agriculture and development in the Salt River Valley were headed for a major growth period. In Glendale, W.J. Murphy and others formed the Arizona Sugar Company in 1903 to plant sugar beets and process them in Glendale. The factory was started in 1903 and finished in 1906. The Beet Sugar Factory, several homes, mansions, and a commercial building remain as the historic resources of this period. The most notable agricultural related residential buildings of this period are Manistee Ranch and Sahuaro Ranch.

**Development Trends (1907-1929)**

A new spirit of optimism and energy arose in Glendale with the continuing construction of Roosevelt Dam. Several subdivisions were platted from 1908-1911 to provide housing for the beet factory workers. Glendale was incorporated in 1910 with an estimated population of 1,000 residents and the sugar beet was part of the municipal seal. The sugar company convinced a colony of Russian immigrants to move to Glendale.

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W.H. Slaughter and a group of citizen investors established the Glendale Ice Company. The ice plant provided ice to ship produce (mainly lettuce) on the railroad. The facility came on line in 1910 and provided the first power plant in the city. Glendale bought the electric generation facility in about 1914 and provided power to residential and commercial customers until the Salt River Project took over electric service in about 1933. The Glendale Ice Company opened up Glendale as the largest produce shipping point in Arizona by 1920. The ice plant was located at the southeast corner of 59<sup>th</sup> Avenue and Glendale Avenue between 59<sup>th</sup> Avenue and the railroad track until about 1990 when it was demolished.

The Phoenix street railway was extended to Glendale in 1911. The first high school was built in 1913 and the new Grammar School was built with 34 individual classrooms from 1913-1920. The Glendale News started publishing in 1912 and the town bought the private water works in 1915. Catlin Court was platted in 1915. In 1920, Glendale streets were first paved and sidewalks were constructed. There was an economic boom with cotton demand during WWI. By 1920, Glendale had a population of 2,727. The 1920's saw depressed cotton prices and it took several years for local farmers to diversify their crops. Development slowly recovered in the late twenties. The Floralcroft subdivision was platted in 1928. There are many public, commercial, and residential historic resources remaining from this period, such as the Grammar School, Glendale Woman's Club, First National Bank Building, Catlin Court Historic District, Floralcroft Historic District, and Mayor Tinker's home.

**Depression and the New Deal (1930-1940)**

Glendale had grown to a population of 3,665 in 1930. Glendale reincorporated as an Arizona city in 1930. The depression was severe in the industrial center of the nation, but not as severe in Glendale. 1931-1933 was a difficult economic time for Glendale. Economic activities were reduced locally. Subsequently, federal public works programs began to revitalize the economy through construction of highways, bridges, schools, parks, utilities, and government buildings. In 1935, the federal government was the largest employer in Maricopa County. The 1934 National Housing Act created the Federal Housing Administration (FHA), which insured home mortgages. Many new homes were built in Catlin Court with FHA insured loans.

Displaced farmers could not afford homes. The Glendale Tract was subdivided in 1933 by the Department of Agriculture. The tract is located at the southeast corner of Northern Avenue and 51<sup>st</sup> Avenue. The tract was platted into 25 large lots and the federal government constructed small adobe homes to assist farmers make a transition to urban life. Displaced farmers were allowed to occupy the properties until 1948 when all properties were sold to private individuals. This was a New Deal project of the Roosevelt Administration. This is the Glendale Tract Historic District.

By 1940, the United States was moving to a war economy. There was a renewed demand for Arizona products for Europe. Glendale reached a population of 4,855 in 1940. There are numerous housing and commercial historic resources from this period. The new Glendale High School Auditorium was built in 1939.

**World War II and the Postwar Boom (1941-1950)**

The federal government made huge expenditures in the Glendale area during World War II, far exceeding that of the New Deal era. The U.S. Army bought land in 1941 at the southeast corner of Greenway Road and 59<sup>th</sup> Avenue for an airfield to establish a Civilian Pilot Training Program. This was named Thunderbird Airfield I. One month later, the Army Air Corps announced plans to create a large airbase, named Litchfield Park Air Base, 10 miles west of Glendale. The Defense Plant Corporation constructed an aluminum plant at 35th Avenue and south of Van Buren Avenue. All of these facilities brought jobs, military personnel, and more people to Glendale. More subdivisions were platted in 1944 and 1945. In 1946, after the war, both Thunderbird Airfield and Litchfield Park Air Base were closed. The Thunderbird Airfield and facilities was used to create the American Institute of Foreign Trade. The school was founded April 8, 1946 and since has graduated over 38,000 students who live and work in more than 140 countries. The school is currently named Thunderbird-The Garvin School of International Management.

On June 27, 1947 President Truman reorganized the U.S. Military to create the Department of the Air Force as an equal to the Departments of the Army and Navy. When the Korean War began, the Litchfield Park Air Base was reactivated on February 1, 1951 and named Luke Air Force Base. The new residents, making Glendale home now, desired additional housing. From 1946-1950, twenty-three new subdivisions were platted. Glendale had a population exceeding 8,000 in 1950. There are hundreds of homes built in this period and remain today as important historic resources. In 1948, Glendale was recognized in the Public Works Magazine as the only city in Arizona to have all of its streets paved.

**Post World War II (1950- 1956)**

During the early fifties, the ranch house was a popular architectural style. Several ranch style subdivisions were built and constitute an important part of Glendale's history. There are a variety of ranch house subdivisions, including the John Long homes built in the mid-to-late fifties.

**CURRENT HISTORIC PROPERTIES**

**LISTED ON THE NATIONAL REGISTER OF HISTORIC PLACES**

Glendale’s rich heritage is honored and celebrated by the listing of contributing historic properties on the National Register of Historic Places. The following are districts and properties that are listed:

Beet Sugar Factory	Built 1906	5243 West Glendale Avenue	Listed 01/20/1978
Sahuaro Ranch	Built 1895	9802 North 59 <sup>th</sup> Avenue	Listed 03/07/1980
First National Bank Building	Built 1918	6838 North 58 <sup>th</sup> Drive	Listed 08/25/1983
Glendale’s Woman’s Club	Built 1912	7032 North 56 <sup>th</sup> Avenue	Listed 07/07/1989
Glendale Town Site Catlin Court Historic District (71)	Platted 1914	Gardenia Avenue 58 <sup>th</sup> Avenue Myrtle Avenue 57 <sup>th</sup> Avenue Palmaire Avenue 59 <sup>th</sup> Avenue Myrtle Avenue 58 <sup>th</sup> Drive	Listed 06/09/1992
Manistee Ranch	Built 1897	5127 West Northern Avenue	Listed 04/09/1998
Glendale Tract Historic District (14)	Platted 1933	SEC of Northern Avenue and 51 <sup>st</sup> . Avenue	Listed 01/11/2006
Glendale Grammar School	Built 1920	7301 North 58 <sup>th</sup> Avenue	Listed 01/11/2006
First United Methodist Church Sanctuary	Built 1926	7102 North 58 <sup>th</sup> Drive	Listed 01/11/2006
C.H. Tinker House	Built 1913	6838 North 59 <sup>th</sup> Drive	Listed 01/11/2006
Floralcroft Historic District (56)	Platted 1928	State Avenue 59 <sup>th</sup> Avenue Myrtle Avenue 61 <sup>st</sup> Avenue	Listed 04/6/2006
Glendale High School Auditorium	Built 1939	6216 West Glendale Avenue	Listed 05/02/2006
59 <sup>th</sup> Avenue Residential Historic District (8)	1895-1955	7508-7714 N. 59 <sup>th</sup> Avenue	Listed 09/06/2006
Jonas McNair House	Built 1897	5919 W. Myrtle Avenue	Listed 09/06/2006
Catlin Court Expansion (134)	Platted 1895 1908 1914	Orangewood Avenue 55 <sup>th</sup> Avenue Glenn Drive 59 <sup>th</sup> Avenue	Listed 10/26/2007
E. C. Bunch House	Built 1898	5602 West Lamar Road	Listed 03/05/2008

## **GOALS AND OBJECTIVES**

The historic resources of Glendale are found in the city center, linear resources (road grid, canals, railroad, Grand Avenue Corridor), and outlying areas. They represent residential, commercial, agricultural, religious, education, government, and transportation uses. The physical historic buildings exhibit vernacular, national folk, bungalow, period revival, modern, and eclectic era of architecture. This is Glendale's heritage, which is important to celebrate and preserve. There have been significant losses of the community's cultural and historical heritage. This element is intended to help stop the loss of any additional historic resources.

### **Goal 1: Identify, Preserve and Protect Historic and Archaeological Resources**

Glendale is proud of its heritage and strives to celebrate that heritage through preservation of the historical resources that remind the community of its social, cultural, historical, economic, education, religious, and architectural heritage.

- a. *Objective:* Assure that the city maintains its status as a Certified Local Government (CLG) and CLG funding eligibility by maintaining a Historic Preservation Plan, Ordinance, and Commission.
- b. *Objective:* Continue to identify potential eligible historic sites, structures, districts, and other resources through updating of the historic inventory survey.
- c. *Objective:* Prepare National Register of Historic Places nominations for designation of eligible districts and individual properties.
- d. *Objective:* Place eligible districts and individual historic resources on the Glendale Register of Historic Places.
- e. *Objective:* Provide city matching funds for CLG grants, Historic Preservation Heritage Grant, and other grants for survey, designation and weatherization, and stabilization and restoration projects.
- f. *Objective:* Support the restoration and maintenance of significant contributing historic properties listed on the National Register of Historic Places.
- g. *Objective:* Promote the preservation of historic streetscapes and landscapes within historic districts.

### **Goal 2: Incorporate Historic Preservation as an Integral Part of the Planning Process**

It is important that historic preservation be an important part of municipal decision making in order to preserve the city's historic districts and resources. There are many decisions made by various departments that can impact historic resources. Those decisions should be made with knowledge of the historic resources and an understanding of potential impacts to those resources.

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- a. Objective: Amend policies, Ordinances, and codes to be consistent with historic preservation goals.
- b. Objective: Evaluate alternative building safety code and fire safety protection adoption for historic buildings.
- c. Objective: Promote cooperation of city departments, Commissions, Boards, and historic preservation organizations to respect the historic character of the city when processing development applications.
- d. Objective: Streamline and simplify the planning and building safety requirements and review process for contributing historic building restoration and adaptive reuse.

**Goal 3: Incorporate Historic Preservation as an Economic Development Tool in the City Center Revitalization**

Quality economic development of the city center will help to insure a vibrant city center that implements the goals of the City Council. Historic preservation is an important aspect that gives the city center a sense of place and strong economic value. The city center marketing strongly sells the areas historic character and new development is attracted by the historic character.

- a. Objective: Integrate historic preservation resources as part of the marketing of the city center.
- b. Objective: Improve economic opportunities in the city center through sensitive adaptive reuse of historic properties.
- c. Objective: Assure new construction design within historic areas is compatible but not identical with the existing character of the area.
- d. Objective: Assure repairs and alterations to historic buildings are consistent with the design guidelines for the historic district.
- e. Objective: Maintain the pedestrian scale and small town character of new buildings in historic districts.

**Goal 4: Create Awareness and Support for Historic Preservation**

It is critical that historic preservation purposes and activities are known by the general public as well as elected officials, Commissions, Boards, and city staff in order that historic preservation is understood. Also, in order to achieve a successful historic preservation program, there must be widespread support.

- a. Objective: Market historic preservation through city marketing avenues, displays, brochures, walking tours and newspaper articles.

- b. Objective: Continue recognition of the annual National Historic Preservation Month through the Ruth Byrne Historic Preservation Award, proclamation, and historic preservation tour.
- c. Objective: Build partnerships with city Commission and Boards, historical society, historic district associations, school districts, and private owners.
- d. Objective: Participate in state and regional historic preservation conferences, workshops, and programs.
- e. Objective: Provide information about Glendale's historic resources and program to all ages and groups in the community.

**Goal 5: Provide Incentives that Encourage Preservation and Restoration of Historic Resources**

Historic property owners have a special financial challenge to restore historic properties in a manner consistent with historic guidelines. Historic restoration costs more than normal remodeling of a house. Public historic structures may need major restoration work. Historic structures have deteriorated due to neglect or financial inability to maintain the structure and, in many cases, have been demolished.

- a. Objective: Investigate city bonding for historic preservation acquisitions and restoration funding of contributing historic resources.
- b. Objective: Assure continual application of Historic Preservation Heritage Grants for weatherization and stabilization of contributing historic properties.
- c. Objective: Provide expedited development and historical review of projects involving a contributing historic resource.
- d. Objective: Provide building permit fee waivers of contributing properties that are part of a Heritage Grant weatherization and stabilization project.
- e. Objective: Provide building permit fee and impact fee waivers for adaptive reuse of contributing properties.
- f. Objective: Assist contributing property owners to apply for property tax reduction.
- g. Objective: Provide bronze National Register plaques from the city to all contributing properties on the National Register of Historic Places.
- h. Objective: Provide interpretative plaques and street signs for historic districts and significant contributing historic properties.

**RECOMMENDATIONS:** The City is encouraged to consider funding historic preservation projects within the first five years of the Glendale Ten-Year Capital Improvement Program for acquisition and restoration of properties that are at least 90 years old and those historic properties that are significant to the image of Glendale.

Develop a strategy and implement adaptive reuse of the Beet Sugar Factory and the surrounding buildings. Adapt appropriate Catlin Court Planned Area Development District historic buildings into unique restaurants through the Dining District program.

## **B. PUBLIC ASSETS ELEMENTS**

The City of Glendale has built a strong public services and facilities base. In planning to the Year 2025, the Public Assets Elements foundation requires attention to renewal and replacement as well as infrastructure extension to serve future development areas. The key principle among these General Plan components is preparedness to deliver adequate capacity over the next generation, in advance of demand.

Asset management necessarily keeps pace with growth. Policy directions to increase employment and commercial development are meant to raise household incomes and sales tax revenues. These priorities enhance financial resources to assure a continuing, strong economy and maintain quality development momentum. Public Assets' primary attention is cost-effective service within the City's boundaries. Systems responsibilities -- and direct income -- do not apply to the greater Municipal Planning Area. Development on land to the west, beyond 115th Avenue, however, may generate some demand on Glendale facilities (parks, libraries) and, likely, would bring customers to City businesses.

Two of the group's Elements apply to monitoring potential financial benefits; the other two, to municipal costs of investment, maintenance and operations:

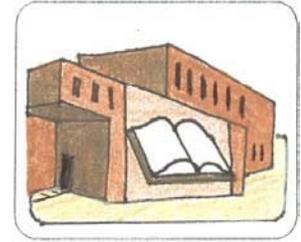
PUBLIC SERVICES, FACILITIES	--	meeting standards for City utilities and systems
FISCAL	--	maintaining capability for municipal service excellence
PUBLIC BUILDINGS	--	providing built space for government, education, culture and recreation
ECONOMIC DEVELOPMENT	--	expanding local employment, tax bases

Community standards require continuous recalibration to ensure that citizen expectations are met in the mature portions of the City as well as in newly-developing areas. Year-to-year adjustments occur in the Capital Improvement Program, in departmental budgets and in City Council funding decisions. Public asset investments are to be measured both to assure service equality for older neighborhoods and fair share payments from future developments.

As the fourth largest City in the State of Arizona, Glendale plans for broader scope in its attractions: the planned multi-purpose Arena, an urban downtown, venues for cultural activities and the arts. These assets support economic development as well as quality of living enhancements for local residents. It is also necessary to keep pace -- and improve -- service to citizens and visitors for public safety, streets, drainage, water supply/quality, wastewater treatment, recreation and many other municipal functions. The Public Assets Elements are interrelated with all other General Plan aspects in maintaining cost-effective infrastructure.

## 1. PUBLIC SERVICES AND FACILITIES ELEMENT

Glendale has a history of providing high quality public services and facilities to its residents and visitors. Over the next 25 years it is critical that Glendale be prepared to renew aging facilities and to deliver needed capacity to growing areas. Municipally provided services include police and fire protection, water and sewer utilities, parks and recreation, libraries, street maintenance, solid waste pick-up and disposal, storm water management, and neighborhood services.



Municipal services are assessed on a “level of service” basis. Simply stated, the current level of service allows public officials to assess the quality and quantity of services being provided and acts as a yardstick to measure the demand on services and the need to increase services as the City continues to grow. Additional detail on standards and levels of service for public services is presented in the General Plan Appendices, Public Services and Facilities Technical Paper.

The Public Services Element necessarily overlaps and provides continuity with other key Plan Elements: Recreation, Public Buildings, Water Resources, Cost of Development and Neighborhoods

### CURRENT CONDITIONS

Needed modernization and significant expansion is currently ongoing for many City services including police, fire, parks and recreation and field operations services. A detailed status of Glendale municipal services is included in the General Plan Technical Appendix. The following reflects 2002 data.

Police service currently provides 1.43 officers per 1,000 population, while the 168 firefighters represents a ratio of .77 per 1,000 population. Water and wastewater services are addressed in the Water Resources Element. The Parks and Recreation system has undertaken an extensive master planning effort and has identified a range of needed facilities in addition to the existing 59 parks and 5 recreation centers serving the City today. The Recreation Element includes standards and needs analysis for these facilities.

With regard to public streets and rights-of-way, the City maintains 86.2 miles of arterial, 49.95 miles of collector, and 491.1 miles of local streets utilizing a \$5,210,236 annual budget. The City-operated landfill has adequate estimated capacity until the year 2044. The landfill processes approximately 1,100 tons of material a day. Additional City facilities include the library system with three locations and the Field Operations Center which provides fleet maintenance and an operational base for several City functions. The Field Operations Center is currently undergoing expansion to meet additional city service demands.

The Public Buildings and Facilities exhibit depicts the location of City-operated facilities. Park locations are found on the Parks Distribution exhibit.

## **GOALS AND OBJECTIVES**

As the City matures, its diverse population benefits from the quality and range of services and programs local government is able to provide. The following goals reflect the desired directions for the financing and provision of public services over the next 25 years.

**Goal 1: Establish municipal assets as the framework for land use and economic development.**

Glendale desires to provide for economic expansion, including the development and redevelopment of land, in balance with the provision of municipal services. This balance is key in ensuring that existing residents and businesses continue to enjoy current levels of quality facilities and services as necessary service expansions are completed.

- a. *Objective:* Plan for growth while being mindful of infrastructure capacity with specific consideration to residents' health and safety, and public utility capacities.
- b. *Objective:* Focus on street and intersection improvements to facilitate the smooth flow of traffic and improve accessibility.
- c. *Objective:* New residential and commercial development is expected to pay for a fair share of needed public services and facilities.
- d. *Objective:* Support for adequate facilities, including health care and schools, is emphasized in maintaining and enhancing quality of life.
- e. *Objective:* Develop identifiable community themes in City Center facilities to foster visual continuity.

**Goal 2: Locate and design public facilities to enhance growth areas.**

When planning new facilities and redeveloping existing areas, it is important to recognize the impact of public facility locations. Such facilities greatly enhance the livability and sustainability of growth areas; therefore, design and location require consideration of the characteristics of the population and type of development to be served.

- a. *Objective:* Site parks and recreation venues strategically to connect neighborhoods and enhance sustainability.
- b. *Objective:* Carefully consider convenience when placing community gathering spots.
- c. *Objective:* Expand Glendale Municipal Airport to increase opportunities for utilization.

**Goal 3: Plan activities to serve all ages and interests.**

In planning and designing new public facilities or service programs, or revamping existing ones, the range of service needs to include all groups, from the very young to the elderly, and a wide range of needs and public interests.

- a. *Objective:* Provide transportation for elderly, people with special needs and children.
- b. *Objective:* Extend educational, cultural, and library experience to all residents by improving accessibility to existing facilities and locating new facilities as resources allow.
- c. *Objective:* Respond to needs for an adult center in southern and eastern parts of the City.
- d. *Objective:* Sponsor nationally recognized events (e.g., arts festivals, air shows, etc) to increase residents' opportunities to participate in diverse activities.

**RECOMMENDATIONS:** Glendale will continue to provide quality, wide ranging public services as it plans for capacity expansion and operation and maintenance of existing facilities. Consistent with public input during General Plan preparation, it is critical to protect current levels of public services for existing residents by requiring new development to provide needed new facilities and/or to pay for expansion of facilities and services as necessary.

Glendale development approvals are expected to address impacts to the school districts which serve the planning area, along with overall assessments of service requirements for various types of land uses and cost benefit analysis pertaining to municipally provided services.

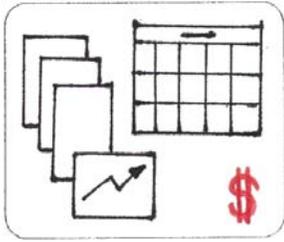
A significant strategy to date and continuing into the future will be the implementation and continued update of Development Impact Fees for municipal facilities and services. The DIF system must be consistent with statutory authority and carefully constructed to assure the City is not placed at a competitive disadvantage in attracting new employment, commercial services and quality housing.

To facilitate well-planned, sustainable growth in the Glendale MPA, the City can direct growth through strategic placement of important infrastructure systems including utilities, police and fire stations, and libraries.

The Glendale General Plan supports the improvement of public services for all segments of the population. Recommendations include improved access through enhanced transit services for the elderly, children and disabled persons along with a study for future locations of adult centers.

The General Plan Implementation Program identifies specific policies, time frames and responsibilities for positive actions to achieve these objectives and recommendations.

## 2. FISCAL ELEMENT



Planning for sustained municipal economic health is founded on the City's own financial strength. Good spending decisions entail the provision of cost-effective service to the taxpayer and sound investment for future revenue capture. Glendale leadership has traditionally respected the principle of living within the community's means; however, there is now a perception that, within the context of moderate community growth, the City's fiscal planning should look for ways to ensure increased return on municipal investment.

Land Use, Economic Development and several other General Plan Elements stress the importance of job creation and tax base expansion. The Fiscal Element, responsible for balancing revenues and expenditures, would be a principal beneficiary of an increasingly diversified local economy.

Two of the General Plan Growth Areas, in particular, project a scale of long-term financial benefit commensurate with Glendale's "big City" status. The City Center and Western Area represent investment targets that are projected to yield increasing revenues over time, so as to assist in the funding of future civic enrichment projects ranging from facilities for art and culture to expanded neighborhood revitalization efforts.

### **CURRENT CONDITIONS**

Glendale's municipal budget for FY 2001-02 is \$403 million. The majority of the municipal budget is programmed for operations and maintenance. However, currently in Glendale nearly \$100 million is allocated to capital investment. Revenue projections are estimated at \$341 million, which is supplemented by approved bond revenues and other sources for a balanced budget.

The annual budget cycle, July 1 to June 30, generally begins in November of the preceding year to initiate departmental requests and improvement project needs. The Capital Improvement Program typically observes an earlier preparation timeline.

Bonded indebtedness stands at about \$158 million. Of this, \$54.3 million is in the form of General Obligation Bonds; \$74.3 represents Revenue Bonds ascribed to specific enterprise functions. Special Assessment District bonds are considered separately -- currently totaling \$17.6 million. Other bond programs, such as municipal facilities totaling \$11.2 million (e.g., City Hall), are paid from the General Fund.

Partnering with experienced, recognized land developers such as the Ellman Group and Trammell Crow, the City increases market share expectations for both sales tax revenues and creation of job opportunities. At the same time, Glendale supports expansion/retention of existing local businesses and maintaining efficient, cost-effective services for City residents. Examples of reinvestment to benefit the established

community are: transportation improvements, commercial revitalization assistance, updating wet utilities' systems, enhancing park/recreational programs and much more.

## **GOALS AND OBJECTIVES**

Fiscal planning for the City looks beyond short term revenues and expenditures forecasts. Longer-term needs, such as acquisition of additional water resources, are being evaluated to determine whether early purchase or facility construction would be most cost-effective to meet projected, future demand.

Joint investment prospects, teaming with private sector improvement plans, represent a new departure for the City. The positive prognosis for these municipal ventures is gaining advantageous future revenue returns.

### **Goal 1: Stress financial responsibility and accountability in Glendale's General Plan implementing investments.**

Citizens expect the City to apportion expenditures with first priority to necessities, such as public safety and basic services; next, to General Plan amenity enhancements; then to revenue-generating prospects.

- a. *Objective:* Remain fiscally conservative even though some strategic investment risks are taken for long-range return prospects.
- b. *Objective:* Pay attention to City budgets, differentiating CIP allotments for ease in evaluating Plan-related investments.
- c. *Objective:* Invest in revenue-producing functions, such as Municipal Airport facilities.
- d. *Objective:* Coordinate Capital Improvement Program projects with private sector development contributions.
- e. *Objective:* Maintain realistic five-year revenue forecasts for purposes of Action Program phasing (See: Implementation Program).

### **Goal 2: Encourage privatization efforts.**

There is support for contracting-out certain functions that may be accomplished more cost-effectively by private enterprise. Bidding for certain non-essential municipal services might be considered.

- a. *Objective:* Streamline municipal services for quality and economy with particular attention to reducing overhead costs.
- b. *Objective:* Consider privately-provided services where cost-effective.

### **Goal 3: Explore economic development incentives, prospects for new funding sources and citizen assistance programs.**

Returns on joint public-private investments may be earmarked for implementation programs, including grants or forgivable loans for homeowner or business assistance.

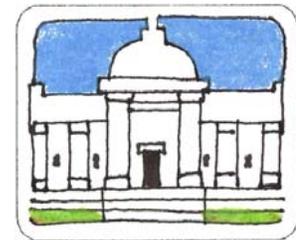
- a. *Objective:* Seek, but don't rely upon, Federal and State matching funds if and when they are available.
- b. *Objective:* Support public/private partnerships on mutually-beneficial projects such as multi-purpose Arena/Manistee Town Center economic development initiatives.
- c. *Objective:* Continue neighborhood grant program as City resources permit.
- d. *Objective:* Monitor development fees and adjust regularly to ensure "fair share" contributions without discouraging desired uses.

**RECOMMENDATIONS:** Adopt a CIP that corresponds with General Plan priorities. Include municipal finance officers as key evaluators of Plan Implementation progress.

**Emphasize strategic investments through a balanced budget approach. Resources may be derived from citizen acceptance of bond programs, cost savings from operational adjustments and/or profits resulting from economic development joint ventures.**

### **3. PUBLIC BUILDINGS ELEMENT**

Glendale can have pride in the full range of existing public buildings it has created and the services therein provided to a growing population. Public buildings in Glendale include traditional fire and police facilities, a diverse and functional City Hall, a substantial library system, and a modern, elegant Civic Center.



The Public Buildings Element provides an overview of the substantial public investments represented by city structures and a set of goals, objectives and recommendations for maintenance and expansion of these important public service facilities. This element necessarily overlaps with related elements: Recreation, Public Facilities and Services, and Water Resources.



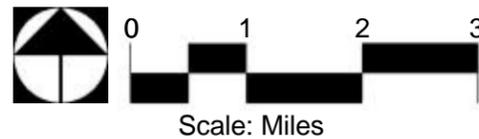
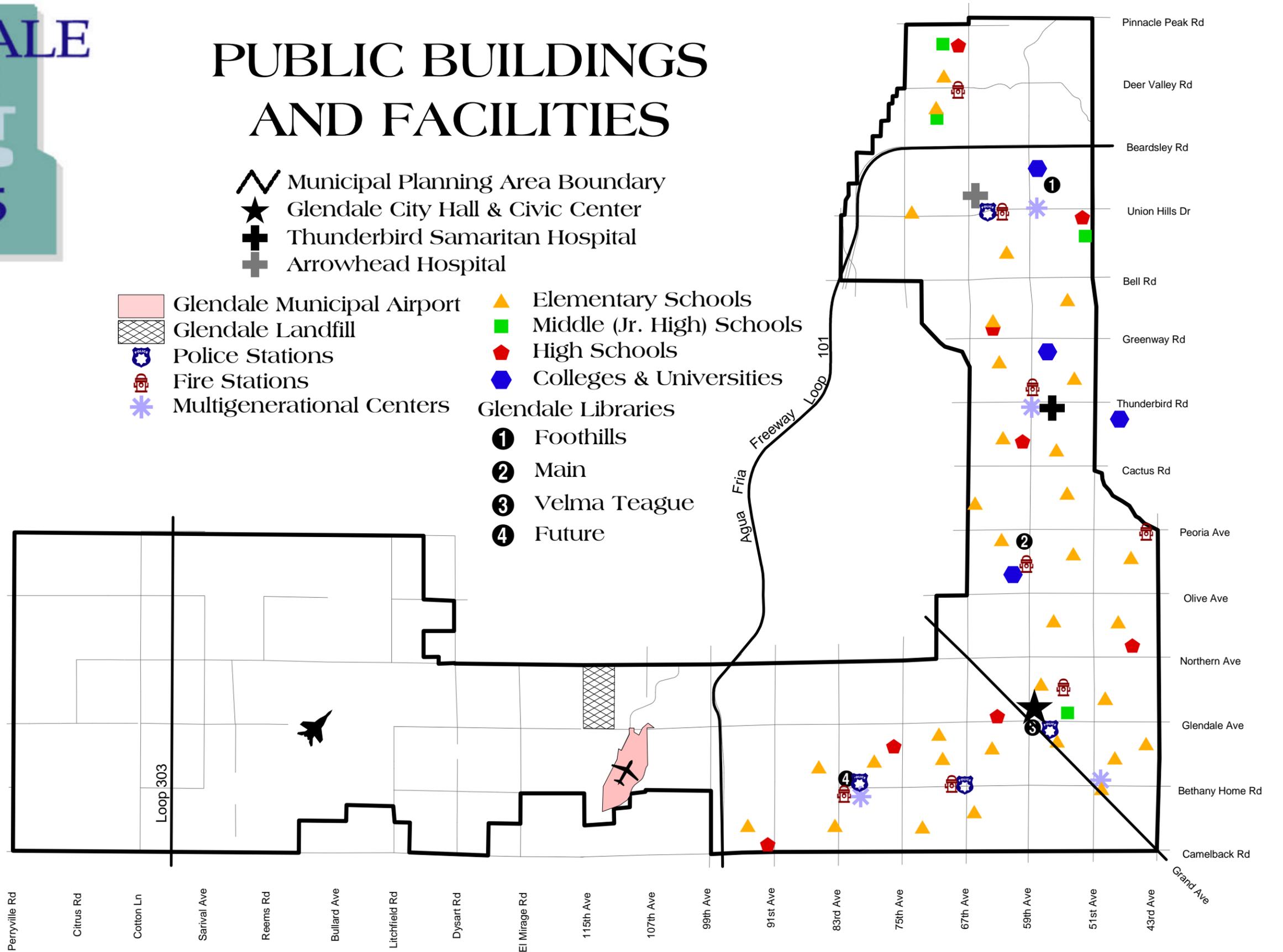
# PUBLIC BUILDINGS AND FACILITIES

- Municipal Planning Area Boundary
- Glendale City Hall & Civic Center
- Thunderbird Samaritan Hospital
- Arrowhead Hospital

- Glendale Municipal Airport
- Glendale Landfill
- Police Stations
- Fire Stations
- Multigenerational Centers

- Elementary Schools
- Middle (Jr. High) Schools
- High Schools
- Colleges & Universities

- Glendale Libraries
- Foothills
  - Main
  - Velma Teague
  - Future



## **CURRENT CONDITIONS**

Major City-operated and maintained buildings include:

**Glendale Civic Center**  
**Full Service City Hall**  
**5 Community/Recreation Centers**  
**3 Police Stations**  
**7 Fire Stations**  
**3 Libraries**  
**Municipal Airport**  
**Field Operations Center**

The location of Glendale's public buildings is shown on the Public Buildings and Facilities exhibit. A complete enumeration of Glendale's public buildings is found in the General Plan Technical Appendix.

Thirteen public school districts serve the MPA providing numerous elementary, middle school and high school facilities. Glendale works on a cooperative basis with all the public school districts to assist with operational issues, access to public streets and planning for growth in each respective district.

Each City department with responsibility for public building-based services conducts ongoing planning and programming for needed maintenance, replacement and expansion. The City's Capital Improvement Program contains detailed summaries of proposed improvements for each department. Currently additional facilities are planned for police, fire, and field operations.

## **GOALS AND OBJECTIVES**

Participants in the Glendale General Plan process recommend constructing public places that are convenient, functional and attractive, continuing the strong tradition established by the City to date.

### **Goal 1: Locate public buildings conveniently for citizen accessibility.**

It is important that public structures be usable for the public, with particular attention to location as opposed to lowest common denominator issues of cost.

- a. *Objective:* Promote excellence in educational opportunities through cooperative efforts with public schools and institutions of higher learning.
- b. *Objective:* Decentralize facilities to increase accessibility and promote community or neighborhood scale services.
- c. *Objective:* Improve overall public services through siting public services and amenities near public transportation or routing transit to improve access to public buildings.
- d. *Objective:* Plan for expansion room at schools, libraries, airport and other facilities.

e. *Objective:* Provide adequate public parking, pedestrian accessibility.

**Goal 2: Design for aesthetics as well as functionality.**

Glendale citizens desire that public buildings be a visual asset to the community as well as a functional one. Design should respect the local culture and neighborhood where the facility is located.

a. *Objective:* Establish a facility for theater and performing arts.

b. *Objective:* Allow for technological change, retrofitting of public facilities.

**Goal 3: Consider joint- and/or multiple-use opportunities.**

In all public building projects and in school facility planning, joint-use can achieve significant efficiencies with limited public resources.

a. *Objective:* Share facilities for maximum public utilization and efficiency.

b. *Objective:* Design and build structures adaptable to a variety of functions.

***RECOMMENDATIONS:* Glendale will continue to provide quality, functional and efficient public buildings in support of municipally provided services. Access considerations, including public transit proximity, will be viewed as important criteria in designing, re-designing and locating new facilities.**

**As growth continues, plans for capacity expansion, including additional structures, must keep pace with population demand. Consistent with public input during General Plan preparation, it is expected that new development will provide needed new facilities and/or pay for expansion of existing facilities on a fair-share basis.**

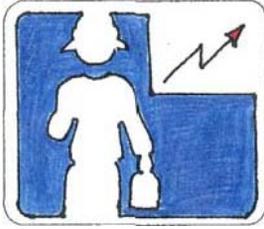
**A significant strategy to date and continuing into the future will be the implementation and continued update of comprehensive impact fees for financing municipal facilities.**

**Glendale development approvals are expected to address impacts to the school districts which serve the MPA, along with overall assessments of demands for public buildings.**

**In designing public facilities, compatible urban design, aesthetics and joint use considerations are to be embraced.**

**To facilitate well-planned, sustainable growth in the Glendale MPA, the City can direct growth through strategic placement of important public facilities including police and fire stations, community centers and libraries. The General Plan Implementation Program identifies specific policies, time frames and responsibilities for positive actions to achieve these objectives and recommendations.**

#### **4. ECONOMIC DEVELOPMENT ELEMENT**



Jobs, revenue and financial stability contribute to a municipality's economic health. The Economic Development Element seeks to promote these attributes by planning for increased household incomes as well as by attracting expanded retail sales from a larger metropolitan market. Glendale's economy has grown from strong agricultural roots, through its suburban "bedroom community" phase, into a more self-sufficient City. Over the span of this planning horizon -- to 2025 -- forecasts point to the attainment of independent, full-service municipal status characterized as "Edge City".

Models from other metropolitan regions demonstrate that citizens can make conscious choices to improve transportation, attract employers in growth industries, promote destination shopping, entertainment, conference and hotel facilities. Glendale's commitments to multiple economic growth ingredients mark preparedness planning for the desired, stable financial condition outlined in the Fiscal Element.

The General Plan recognizes the importance of retaining local business and fostering expansion. Growth Areas offer opportunities for enlarged or branch facilities that will allow long-time Glendale enterprises to grow with the City. Institutional uses, particularly, can contribute to the economy with planned expansions -- such as Glendale Community College, Thunderbird Samaritan Hospital, Arrowhead Community Hospital and Midwestern University.

Municipal facilities also provide a catalyst for private sector enterprises. Glendale Municipal Airport, for instance, is cited by Plan process participants as a business generator.

#### **CURRENT CONDITIONS**

Opportunities for economic expansion occur in Glendale as a result of active private and public sector collaboration. The Chamber of Commerce, City staff, landowners, developers and entrepreneurs are actively involved in revitalization/re-use planning in older commercial/industrial areas as well as with the promotion of new development prospects. "Raw land" (some of which is in agricultural production) is ample in some parts of the Planning Area -- mostly west of 83rd Avenue. There is infill or redevelopment potential in other locations, such as the "Grand Avenue Triangle" for industrial uses and skipped-over or cleared sites along arterial streets that have commercial office or retail potential.

Glendale is strong in some retail sectors, but needs to improve its market share in others. Automobile sales, for instance, is a major contributor to the municipal coffers representing ten percent of the City's sales tax revenues. However, the hospitality industry -- hotels, resorts, restaurants, entertainment -- is seen as having untapped potential in the City. Arrowhead Towne Center and the Bell Road Corridor, in particular, provide shopping and service variety. The community recognizes the southeast part of

the City (e.g., Beet Sugar Factory, Manistee) as a high priority for commercial mixed-use redevelopment.

Employment gains in recent years (the City's share of regional jobs increased from 3.8% to 5.1% between 1975 and 2000) include well-paying professional and technological jobs. Talavi, a business park in the Bell Road Corridor, is representative of this attraction. Several large firms, such as the Bechtel Group, an international construction firm, and Federated Insurance have announced their selection of Glendale as sites for regional or national headquarters.

Existing major employment sectors are: Luke Air Force Base, Honeywell, automotive sales and service, communications/data systems and financial services. The presence of excellent educational and occupational training facilities convenient for the Glendale workforce is regarded as one of the community's greatest assets in attracting industry. Glendale Community College, Arizona State University West, Midwestern University and the American School of International Management supply educational experience -- and graduates -- for local job growth.

Plans in progress, such as the mixed-use activity center showcasing the NHL Coyotes Arena at Loop 101 and Glendale Avenue, exemplify the City's broadened, regional perspective for economic development. New workplaces -- from office to manufacturing facilities -- are, likewise, causing more ambitious growth forecasts.

## **GOALS AND OBJECTIVES**

Glendale approaches economic development in an holistic manner. Creating good jobs improves household incomes. Quality housing represents value and affordability which attracts business as well as new residents. Increased retail, entertainment and service variety makes for a well-rounded community living experience and expands municipal revenue.

Citizens who participated in General Plan workshops and other activities acknowledge and support the emphasis on jobs and tax base. Residents stress, however, a necessity for business compatibility for variety of quality shops, restaurants and services that includes home town establishments -- not just national franchise outlets.

### **Goal 1: Accelerate economic growth at a higher rate than population.**

Policies for economic development mesh with other Elements' aims to target business and institutional growth as primary contributors to future municipal stability. Both residents and their local government seek assurance that families, and the City itself, will continue to have the means to support community excellence. The Plan focuses on employment-driven, rather than housing-driven, growth so as to provide increased job choice for citizens.

- a. *Objective:* Improve the City's jobs-to-housing balance thereby lessening the "bedroom community" image.

- b. *Objective:* Providing housing opportunities near shopping and employment sites allows the City to maintain lower residential densities on the periphery of the City and adjacent to existing single-family neighborhoods; except where moderate density may be appropriate for infill purposes.

**Goal 2: Encourage business growth for in-City job opportunities.**

Land use decisions, together with street and transit improvements, identify prime locations for employment campuses. Enterprises are encouraged to locate and grow in Glendale.

By 2025, the City projects significant improvement in jobs-per-household, nearly doubling its ratio -- from .7 to 1.3.

- a. *Objective:* Reduce commuting time, distance and expense in concert with citizen-supported transportation planning.
- b. *Objective:* Provide jobs for multiple wage-earner households to utilize Glendale's workforce as fully as possible near their homes in the community in which they reside.
- c. *Objective:* Support expansion of existing businesses through municipal system improvements, neighborhood revitalization, site selection and planning assistance.

**Goal 3: Attract diverse, high-paying industries.**

Glendale's quality living advantages should be promoted to improve our share of metropolitan employment. Particular emphasis is directed to welcoming corporate entities in growth industries such as communications, data analysis, biologicals, energy, health care.

Capturing skilled, technical and professional occupations adds to the overall local economy's foundation and improved customer base for businesses.

- a. *Objective:* Supply necessary infrastructure, private utilities and new technologies, such as high speed data access and fiber optics, to attract industries utilizing state-of-the-art communications.
- b. *Objective:* Avoid dependence on single industries by encouraging a variety of office, research and production activities to counteract cyclical downturns.
- c. *Objective:* Retain small and medium-sized local businesses through expansion in the overall local economy which improves residents' spendable incomes.

**Goal 4: Sustain aviation activities.**

Glendale's Municipal Airport constitutes a major asset in a growing local economy. Potentials for corporate use of these facilities -- for executive transportation and specialized product freight forwarding -- can follow the model successes of other cities' general aviation air park expansions.

Luke Air Force Base is recognized as the most significant single employer in the City and West Valley. Economic development activities take into account the special needs and sensitivities applicable to utilizing land in the Base vicinity.

- a. *Objective:* Enlarge the Municipal Airport to accommodate larger numbers and sizes of general aviation aircraft.
- b. *Objective:* Plan for Luke Air Force Base retention, supporting its national defense mission for the foreseeable future; adapting for re-use as necessary.

**Goal 5: Establish commercial destination attractions**

Activity center design and construction, particularly in Western Area and City Center developments, should project a distinctive sense of place. Architectural themes, building scale, outdoor spaces and amenities require attention to human scale, pedestrian convenience, visual excitement.

Sporting, civic or cultural events are magnets for drawing customers to shops and businesses of all sorts. Signature image also enhances these centers as desirable workplaces.

- a. *Objective:* Increase local revenue capture from sales and services to metro residents and out-of-state visitors while minimizing leakage in Glendale residents' purchases.
- b. *Objective:* Provide shopping, dining and amusement variety commensurate with the City's growing status as hub of the West Valley and gateway to the metropolitan region.

***RECOMMENDATIONS:* Set flexible land use development criteria for defined Growth Areas' accommodation of retail and employment users so as not to require major General Plan Amendments. Consider joint use arrangements pertaining to compliance with parking, access, open space and other requirements.**

**Utilize public/private partnerships to promote site selection or expansion by local businesses as well as corporations, firms interested in coming to Glendale. Establish sets of incentives that are scaled to the potential economic development contributions -- in terms of jobs, sales, municipal revenues -- that may be expected from different business types and sizes.**

## **C. QUALITY OF LIFE ELEMENTS**

Citizens want assurances that, as growth occurs, benefits will be enjoyed by the entire community. Enhancements to living quality rank high among residents' priorities in planning Glendale 2025. The desire is for a better, more interesting and active City.

Quality of Life Elements focus on raising standards as Glendale matures. Higher expectations are set for design amenities and convenience in new developments; but efforts are also planned for improving, preserving and maintaining existing neighborhoods. Also, as Glendale has become a major municipality, the public supports a broader range of enriching cultural, recreational and educational activities.

Secure, stable environments with increasing variety of interests for residents of all ages characterize the goals and objectives of this Element grouping.

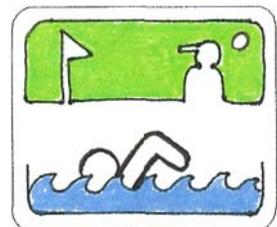
RECREATION	--	offering a range of leisure-time options
SAFETY	--	protecting citizens from hazards and crime
NEIGHBORHOOD	--	maintaining friendly, supportive and wholesome places to live and raise families
CONSERVATION of RESOURCES	--	stewarding natural and man-made assets
BICYCLING	--	promoting this transportation alternative for short trips or recreation

The City is governed and managed so as to provide value in all geographical areas, to all socio-economic groups and for all age levels. Cultural diversity adds to community character. Policies of inclusiveness strive to reduce tensions by respecting a wide range of lifestyle -- from urban to rural with easy-going informality.

Glendale plans to sustain its image as a friendly, hard-working and caring community. By observing an open General Plan process, municipal decision-makers solicited ideas for improvements from all segments of the population. Responsiveness to citizen-expressed needs, particularly relating to these sustainability preferences, is central to the General Plan mission.

### **1. RECREATION ELEMENT**

The Recreation Element provides a framework to assess and enhance the parks and recreation system within the Glendale MPA. The City has undertaken an extended study and assessment of park and recreation services. The results and recommendations of this effort are contained in the Glendale Parks and Recreation Master Plan. Recreation planning must maintain a regional



perspective and be consistent and coordinated with large-scale planning efforts, including MAG's Desert Spaces plan. Local efforts are in turn supported by regional recreation and open space plans.

The Recreation Element, in coordination with the Open Space Element, identifies the system of public recreation sites including parks (and ball fields), paseos, and recreation centers, intended to serve planning area residents today, in the year 2025, and beyond. The Parks and Open Space exhibit indicates the general locations of parks/open spaces. More detailed information on open space areas and bicycle routes can be found in the Open Space and Bicycle Elements, respectively, and in the General Plan Technical Appendices.

**CURRENT CONDITIONS**

The Parks and Recreation Master Plan details and inventories conditions of the City's recreation facilities. The City's current park system (as of Master Plan adoption in 2002) includes over 1,841 acres, which equates to approximately nine acres for every 1,000 residents. There are 59 parks and 5 recreation centers in the City of Glendale. The General Plan appendix provides a summary of those facilities and conditions. Several key standards and levels of service have been identified. Currently, the City has a needs gap or is not achieving the desired ratios of facilities to population.

**Table 4**  
**Summary Guidelines, Supply and Demand**

<b>Park Type</b>	<b>Current Ave. Size (ac.)</b>	<b>City Guideline (ac.)</b>	<b>Current Supply (ac.)</b>	<b>Additional 2005 Demand (ac.)</b>
Neighborhood	5.0	5-10	219.5	21.5
Community	15.4	10-50	100.6	140.4
Regional	61.0	50-200	201.3	160.3
Desert Conservation	1185	50+	1185	22
Linear	Varies	Varies	---	---

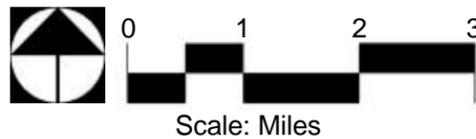
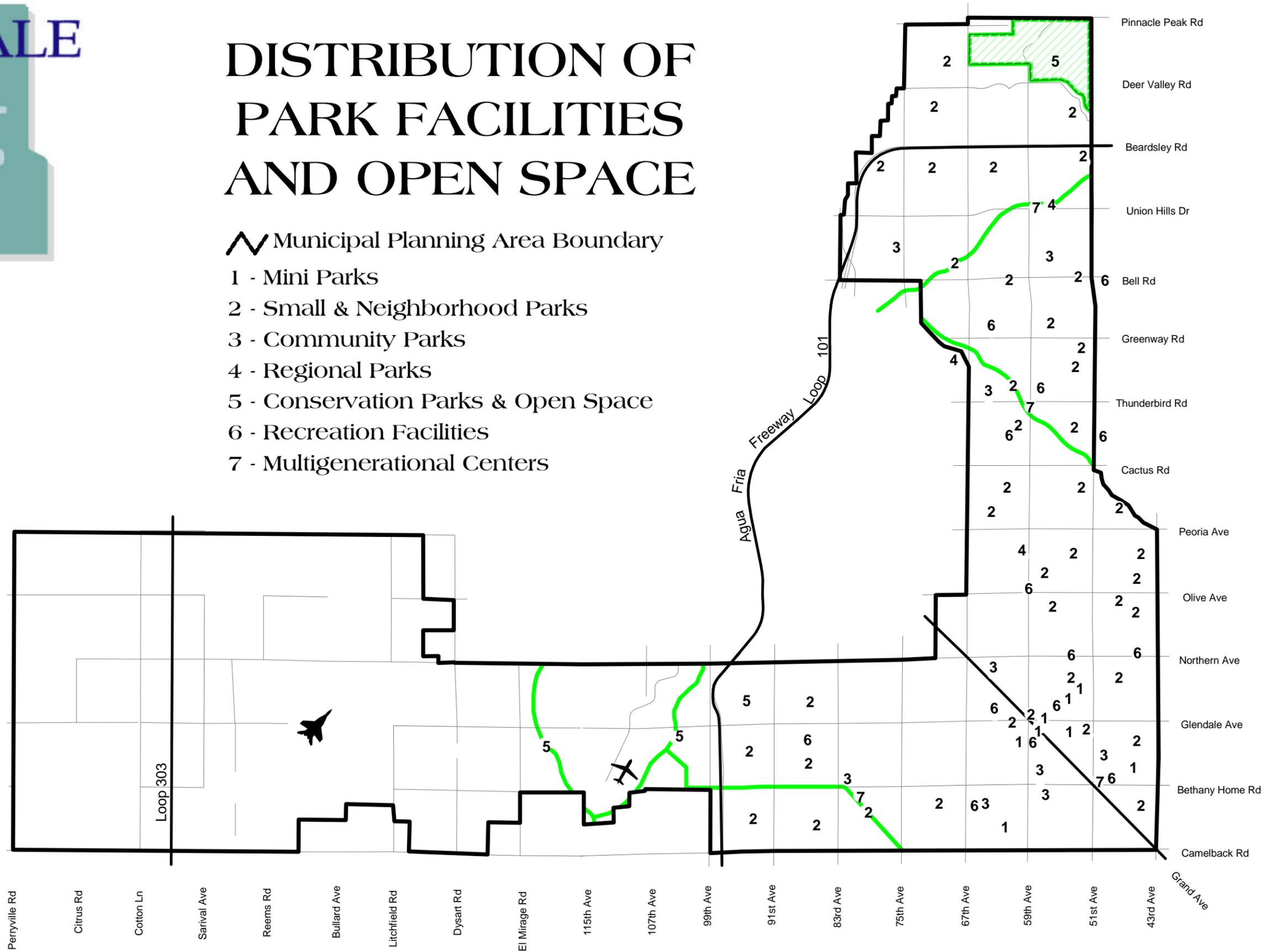
The components most needed within the Glendale system, according to available data, are ball fields, neighborhood playgrounds and outdoor basketball courts.



# DISTRIBUTION OF PARK FACILITIES AND OPEN SPACE

Municipal Planning Area Boundary

- 1 - Mini Parks
- 2 - Small & Neighborhood Parks
- 3 - Community Parks
- 4 - Regional Parks
- 5 - Conservation Parks & Open Space
- 6 - Recreation Facilities
- 7 - Multigenerational Centers



## **GOALS AND OBJECTIVES**

Leisure activities benefit persons of all ages. Varied, well-equipped public and private recreation facilities exemplify the City's commitment to healthful outdoor enjoyment. The statements below are a reflection of public input during the General Plan preparation process.

**Goal 1: Provide an equitable distribution of park and recreation amenities.**

Citizen preferences during the General Plan update process indicated that attention must be given to the overall distribution of park and recreation facilities within the community. Service areas for recreational facilities can be enhanced by providing ease of access for all modes of transportation, thereby maximizing park locations and distribution.

- a. *Objective:* Add value to surrounding land uses through well-maintained amenities that serve to enhance the quality of life.
- b. *Objective:* Improve the quality of existing parks with updated, well-maintained equipment and grounds.
- c. *Objective:* Connect parks to planned recreation corridors and bicycle routes (including trails such as along New River and the Thunderbird Conservation Park Paseo).
- d. *Objective:* Assist and coordinate development of new libraries in concert with park planning.
- e. *Objective:* Promote use of Municipal Airport environs for recreation opportunities in addition to business uses.
- f. *Objective:* Promote fine and performing arts through implementation of the Arts Commission 5-Year Plan.

**Goal 2: Emphasize recreational safety.**

The importance of community safety is stressed for all users of Glendale recreational facilities. Facility maintenance and public safety personnel will play critical roles in goal achievement.

- a. *Objective:* Maintain high visibility of safety personnel with regular patrols in parks.
- b. *Objective:* Plan grade-separated crossings for bicycle and pedestrian pathway system.
- c. *Objective:* Encourage youth involvement in recreation and other government services.

**Goal 3: Plan for ample park/recreational facilities in newly developing areas.**

Acknowledging statutory limitations in showing future park sites on private or State-owned land, Glendale desires necessary park sites be included in new

master-planned communities and subdivisions and that appropriate reservations for recreational amenities be made.

- a. *Objective:* Coordinate parks/open space needs with developers and development approvals.
- b. *Objective:* Expedite funding for new facilities; seek appropriate and diverse funding sources.
- c. *Objective:* Establish equestrian access from White Tanks Regional Park, Agua Fria, New River, and Skunk Creek corridors to Thunderbird Park.

**RECOMMENDATIONS: Challenges and resource allocations for maintaining and enhancing the parks and recreation system for Glendale are significant. The public, staff and elected officials remain committed to substantial investment in a safe, full service system serving the residents of Glendale. Public safety within all recreational facilities remains important.**

**Although local parks provide the greatest daily benefits for residents, Glendale should recognize and participate in regional recreational planning and implementation efforts.**

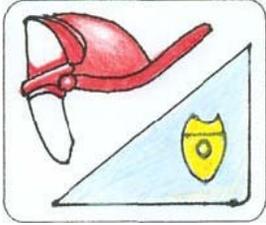
**Short-term recommendations (as of Master Plan adoption in 2002) for new facilities for 2005 are summarized from the Parks and Recreation Master Plan:**

**New neighborhood playgrounds needed: 22**  
**New athletic fields needed: 20 baseball, 24 football/soccer**  
**New outdoor basketball courts: 36**  
**New multi-generation centers: 3-5**  
**New aquatic facilities: 5**  
**New indoor gymnasiums: 4**  
**New tennis courts: 12**  
**New golf courses needed: 1 - 18-hole course**  
**New sand volleyball: 5**  
**New skate parks: 5**  
**New in-line hockey: 4**

**Suitable future facility locations include sites along New River, Grand Canal, Thunderbird Paseo Park and Skunk Creek, stressing the importance of providing access to recreational facilities from the pedestrian and bicycle circulation system.**

**Necessary site reservation is critical as new development proceeds and development approvals are granted. Such approvals should stipulate appropriate site reservation consistent with recreational needs of future area residents.**

## 2. SAFETY ELEMENT



The Safety Element focuses on the most important function any municipality can perform: the guarding of the safety and security of its residents and visitors. The Safety Element consists of a framework that should act as the organizing structure for the City's creation and implementation of plans and programs for protecting and serving the community through the provision of police, fire, and emergency medical services. Public security is a basic tenet of all municipal planning. Personal safety and the protection of home and property, specifically addressed herein, are inherent in all General Plan elements.

The City of Glendale works in cooperation with surrounding municipalities, Maricopa County and the State of Arizona in providing police, fire, life safety and disaster relief service. Further, the City can leverage its efforts through the education of the public on fire safety and community policing issues.

As with any City, Glendale has had its share of emergencies and disasters. Glendale is historically subject to significant weather extremes normal to its Sonoran Desert location. Examples include very high summer heat, powerful summer thunderstorms, soaking winter rains, and the resulting potential for flooding. There are man-made conditions acting as potential significant hazards to the citizenry including high volume traffic and industrial accidents. Glendale must consider the adequacy of emergency response plans appropriate and necessary for these potential occurrences.

### **CURRENT CONDITIONS**

Glendale's growth rate contemplates the expansion of its excellent existing police, fire, and emergency medical services. Glendale currently operates three police stations within the City. The police department operates 77 patrol cars, 19 motorcycles and other specialized support vehicles. The Glendale Police department strives to meet or exceed the time goals established for answering and responding to calls for assistance.

The Glendale Fire Department operates seven stations within the City. Emergency service is provided by eight engine companies, one ladder company and one incident commander. Additional specialized support apparatus is available if needed. The Glendale Fire Department strives to meet or exceed the time goals established for answering and responding to calls for assistance.

In addition, Glendale's industrial districts, multiple railroad crossings, water courses (including Skunk Creek, New River, and the Agua Fria River), Luke Air Force Base and the Glendale Municipal Airport all have the potential to cause emergency situations which Glendale's Emergency Response Plan must address. Maricopa County's emergency planning provides response procedures to be followed by all government agencies in responding to natural, man made, or national disasters. Some of the areas addressed in the City's emergency response plan are evacuation routes, peak water

demands, safe road widths, minimum clearance around structures to assure adequate access, and the mapping of geological hazards.

## **GOALS AND OBJECTIVES**

The Safety Element goals and objectives should all be intimately related to the overriding principle of an adequate, quick, and competent response when services are requested, especially in emergency situations. Planning must also be done and the recommendations implemented to create situations and programs that may prevent, to some extent, the need for emergency response.

### **Goal 1: Maintain proper staffing ratios of police, fire, and emergency personnel in relation to Glendale population.**

With the growth Glendale is experiencing, and will continue to experience for the foreseeable future, it is of critical importance that the City budget for additions to public safety personnel to maintain service within stated goals.

- a. *Objective:* Assure staffing levels are adequate to respond to growth and/or changing circumstances.
- b. *Objective:* Construct facilities and purchase equipment necessary to enable higher staff levels to render excellent service.
- c. *Objective:* Lower response times to 911 calls for service.
- d. *Objective:* Staff Block Watch programs adequately and assign police officers as liaison for specific neighborhoods. Provide police education and assistance for community policing efforts.
- e. *Objective:* Encourage trained police and fire personnel to live in neighborhoods near their area of service.

### **Goal 2: Personalize the face of public safety to residents.**

Educate the citizenry to the cooperative nature of police, fire, and emergency medical services and to the great assistance a vigilant citizenry can provide in the performance of their services on the residents' behalf.

- a. *Objective:* Establish neighborhood satellite police and fire stations to act as community nerve centers for all public safety services.
- b. *Objective:* Encourage friendly, regular two-way communication between public safety personnel and the residents of each neighborhood.
- c. *Objective:* Shift emphasis of neighborhood policing to the concept of the beat officer in order to derive a more accurate sense of the community than that resulting from a reliance on computer information.
- d. *Objective:* Conduct fire and life safety education programs through school system utilizing the "Urban Survival" curriculum.

*Glendale 2025: The Next Step*  
Quality of Life Elements -- Safety

- e. *Objective:* Promote fire prevention and life safety practices through community relations and special events such as the annual Fire Prevention Week activities and parade.

**Goal 3: Focus on traffic safety improvements.**

Stress roadway improvements to improve protection of the public and to reduce time spent by public safety personnel on preventable incidents.

- a. *Objective:* Reduce accident potential at high traffic intersections by using traffic light delays and metering, by diverting traffic flow, and by lessening development intensity in the vicinity of known problem areas.
- b. *Objective:* Improve safety for automotive, bicycle, and pedestrian traffic on, and adjacent to, Grand Avenue.
- c. *Objective:* Separate, to the greatest extent practical, children from the vicinity of traffic. Require future development to plan for safe zones for children.
- d. *Objective:* Limit speeds by various methods, including traffic calming devices in residential areas and around shopping centers.

**Goal 4: Develop programs to maintain and improve aviation safety.**

With Glendale's growth, efforts must begin immediately to plan for a larger and more complex safety system that relates to aviation facilities, both civilian and military.

- a. *Objective:* Establish space and noise buffers around all runways serving the Municipal Airport and Luke AFB.
- b. *Objective:* Actively control, and where necessary prohibit, development in areas near aircraft traffic patterns at the Municipal Airport and at Luke AFB so as to protect public safety and not adversely impact the functioning and future viability of the aviation facilities.

***RECOMMENDATIONS:*** The City of Glendale has a duty and responsibility to the citizenry to maintain and build upon high quality police, fire, and emergency medical services currently existing. The main consideration should be the ability to provide an adequate, rapid, and competent response to all requests for service. As part of their charge, the City of Glendale should strengthen their consultative and cooperative programs with other area public safety agencies.

The City should streamline its system of staffing reviews and capital improvement program updates to assure that the City will always have police, fire, and emergency medical services that are properly staffed and equipped to respond and render appropriate assistance in all instances. Infrastructure improvements should be made to lower the response times to, and correctly identify the location of, 911 calls.

**A major effort should be made to increase cooperative efforts with and education of citizens in the areas of police and fire protection. Block Watch and other community policing programs that involve citizens improve safety, build goodwill, and lessen the demand on City resources. Increase the number of neighborhood police satellite stations and officers assigned identified geographic areas of responsibility or “beats” to increase interaction and communication with citizens and to build trust so that information necessary to the proper provision of service can be developed without undue reliance on electronic sources.**

**The City should continue to insure the safety of citizens through aggressive enforcement of codes and ordinances. Expand public education and disaster preparedness programs to reduce the number of incidents and loss potential when they occur.**

**Safety can and should be enhanced through improvement in the safe flow of traffic. Electronic and physical means of controlling and separating traffic should be utilized as a means of increasing safety and to lessen the demands on public safety personnel. A particular example would be added security in traveling by automobile, bicycle, or foot on or adjacent to Grand Avenue. The safety of children must be increased by the control and/or diversion of traffic in residential areas.**

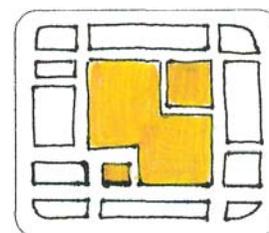
**Maintaining and increasing aviation safety is an area in which the City of Glendale must be ever vigilant on behalf of its citizens. Space and noise buffers must be provided around all airports. Limits on development encroaching on aviation facilities must be set and strictly enforced. An adjunct to these limits is the goal that development cannot adversely impact aviation facilities to the extent that their operations may be jeopardized.**

**The City should soon review, revise, and update its emergency response plans and do so at regular intervals in the future to assure that such plans are adequate in light of growth and changing development patterns.**

### **3. NEIGHBORHOOD ELEMENT**

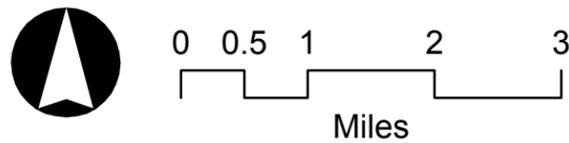
Quality of life in Glendale is sustained by active neighborhood representation. Elected and appointed officials rely on a comprehensive citizen network as both a source of ideas for civic improvements and as a sounding board for proposed solutions.

The City was one of the first municipalities in Arizona to recognize neighborhood organizations as integral stakeholders in local government decisions. This representation has been formalized by ordinance as well as on-going administrative support.

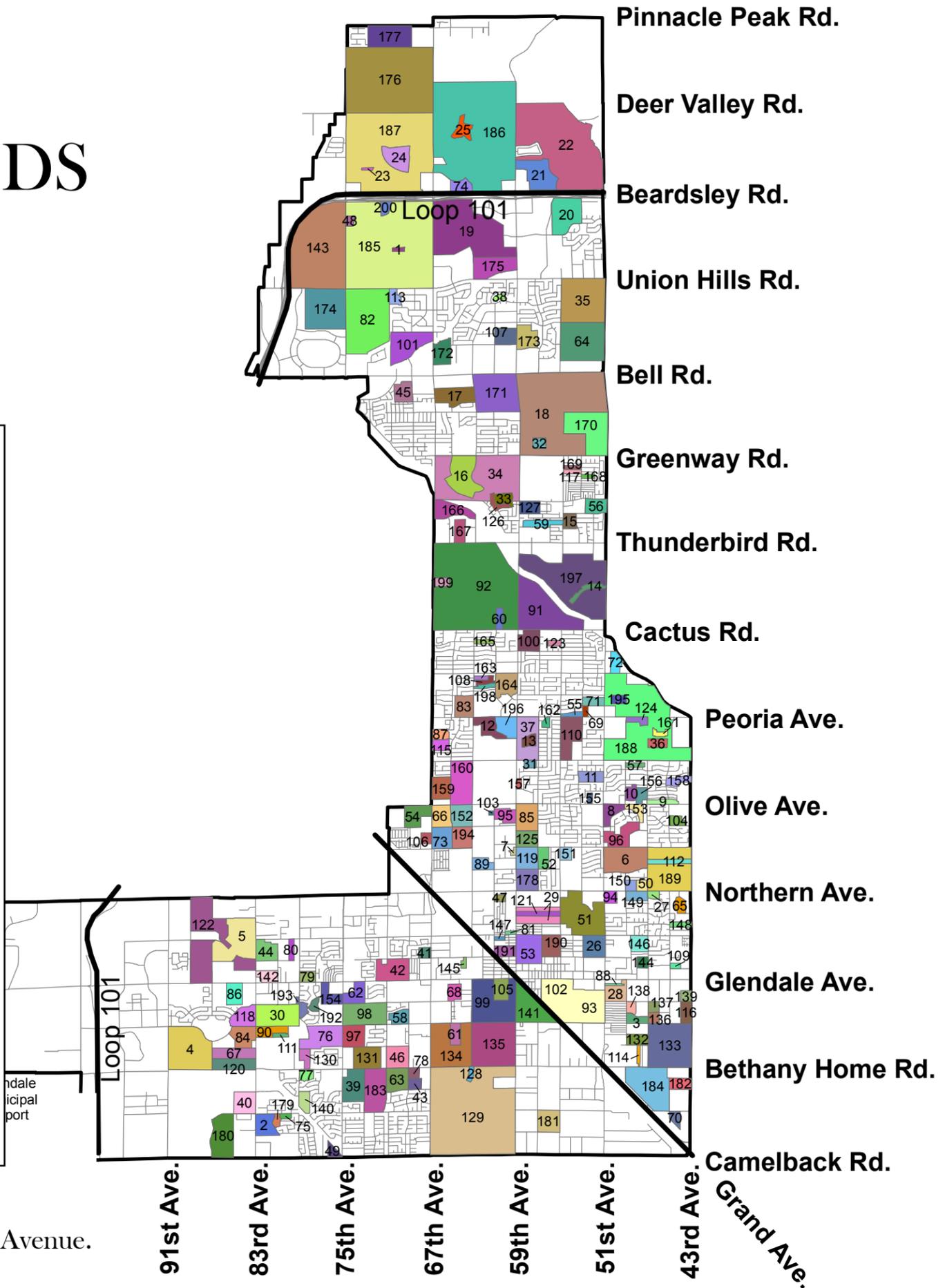




# GLENDALÉ NEIGHBORHOODS



1, Topeka Partners	51, Manistee Ranch HOA	101, Coventry Estates HOA (Formerly Citrus Creek)	151, Northern Manor West Townhouse Assn.
2, Emerald Point	52, PV HOA, Inc.	102, Heart of Glendale, The	152, Country Hollow HOA
3, Maryland Lakes Condominiums	53, Catlin Court Historic District Assn.	103, Casa De Zia	153, Windstream HOA
4, La Buena Vida	54, Golden Ridge HOA	104, Olive Villas HOA	154, Casa Linda
5, Crystal @ Rovey	55, Becker Lane Estates	105, Desert Hope	155, Suncrest HOA, Inc
6, Golden Palms/Northern Palms III	56, Acoma Neighborhood	106, Fountain Shadows HOA	156, Woodglen Village Townhouse Assn.
7, Las Casas Neighborhood Assn.	57, Purdue Ave. Block Watch	107, Sunset Vista	157, Olive Glen HOA
8, Rossmoor Village HOA #1	58, Sierra Land in Brighton Manor	108, Yucca Street Block Watch Group	158, Carolers, The
9, Caron Drive Neighborhood	59, West Redfield Neighborhood Block Watch	109, Glencourt One	159, Royal Shadows HOA
10, Sands West Neighborhood	60, Cactus Cove HOA	110, Santa Maria Group	160, Sahuaro Glenn Neighborhood Assn.
11, Paseo Place HOA	61, 64th Drive Sunrise	111, J.U.I.C.E. Neighborhood	161, Westminster Village
12, Sahuaro Ranch Assn.	62, Shadow Run HOA	112, El Caminito Neighborhood	162, Raney Ranch HOA
13, Eyes on Crime	63, Skyview West I	113, Arrowhead Estates Desert Showers Partnership	163, Garden Eye
14, Sunset Palms Neighborhood Watch	64, West Glen Community Assn.	114, Bethany Square Neighborhood	164, Oakhollow Homeowners Assn.
15, Villas Glendale Townhouse Assn.	65, Trends '84	115, Chaparral Ranch III	165, Friendly Riviera, The
16, Daybreak Neighborhood	66, Royal Palm	116, West Plaza I HOA	166, Thunderbird Quail Run
17, Lexington Place	67, Desert Sunset	117, Port Au Prince Assn.	167, Paloma Estates Neighborhood Assn.
18, Bell/Greenway Neighborhood Watch Coalition	68, West Dale Estates	118, West Plaza	168, Maui Column
19, Highlands at Arrowhead Ranch, The	69, Sunset Estates HOA	119, Thunderbird Estates	169, Acapulco Neighborhood Assn.
20, 55th Avenue Neighborhood	70, Santa Grande Neighborhood	120, Double T Ranch	170, Sunburst Farms (Glendale)
21, Mohawk HOA	71, Mountain View Meadows Estates	121, Frier Drive Assn.	171, Brandywyne Estates
22, Arrowhead Lakes HOA	72, Joy Ranchos	122, Rovey Farm Estates	172, Casa Campana HOA
23, Sierra Verde W. Irma Ln Neighborhood	73, Glencroft Resident's Assn.	123, Riviera Drive Estates HOA	173, Chaparral West Neighborhood Assn.
24, Palomino HOA	74, Enclave at Arrowhead Ranch	124, CABB I	174, Hidden Manor HOA
25, Monarch Point	75, Denton Doubles	125, Olive Place HOA	175, Hearstone Place/Estates
26, Palm Shadows Resident Assn.	76, Cobblefield HOA	126, West Tree 62nd Ave Division	176, Hillcrest Ranch HOA
27, Apollo Heights	77, Bethany Treasures	127, Northern Manor West II	177, Patrick Ranch HOA
28, Cavalier Dale Neighborhood	78, Bethany Meadows	128, 63rd Ave. Yard Guards	178, Historic Thunderbird Estates
29, Palm Terrace	79, Glencourt Two Townhouse Assn.	129, O'Neil Ranch Assn.	179, 80th Lane Block Watch
30, Chapparral Country Estates	80, Orangewood West 79th Lane	130, Shadow View Ranch	180, Camelback Park
31, Roadrunner Estates West	81, Sexton/Smith Subdivision	131, Desert Springs Neighborhood	181, Belaire
32, Tierra Buena Park Assn.	82, Secluded Acres and Estates	132, Pace Rosewood Assn.	182, Villa Charme V Neighborhood Assn.
33, West Tree Angels	83, Montara Park, Friends and Neighbors of	133, West Plaza Estates	183, Bicentennial Neighborhood Coalition
34, Pioneer Neighborhood Assn.	84, Glendale Parkside HOA	134, Sunrise Neighborhood Assn.	184, Bethany Heights
35, Miramonte Home Owners Assn.	85, Randolph Ranch	135, Ocotillo Rose Neighborhood Assn.	185, Arrowhead Ranch Phase I
36, Tanita Titans	86, Shamrock Mobile Home Park	136, Maryland Manor	186, Arrowhead Ranch Phase III
37, Marbrisa Ranch HOA	87, Chaparral Ranch 1	137, Maryland Heights Garden Homes	187, Arrowhead Ranch Phase V
38, 60th Ave & Villa Maria Residents	88, Flynn Lane Neighborhood	138, Tamarac at Maryland Lakes	188, Peoria Ave. Citizen's Group
39, Eagle Pass	89, Executive Palms	139, West Plaza II HOA	189, Sands Oasis Neighborhood Assn.
40, Missouri Ranch HOA	90, Shalimar HOA	140, Montebello Estates HOA	190, East Catlin Court Historic District
41, Summerfield Place III	91, Marshall Ranch HOA	141, Sonorita Neighborhood Assn.	191, Floralcroft Historical Society Neighborhood
42, Paradise Views II	92, Sweetwater Estates	142, Glen Eden Community Assn.	192, American Village Neighborhood Assn.
43, Ironwood Terrace Neighborhood Watch	93, Young Leaders of the Heart of Glendale	143, Arrowhead Ranch Phase II	193, Pine Summit
44, West Glenn Estates	94, Glendale Sub Amended	144, Mediterranean Gardens HOA	194, Tarrington Place
45, Las Brisas Pointe	95, Olive Green Villas HOA	145, Hidden Meadows Townhome Assn.	195, Mercer Lane Neighborhood
46, Cortina HOA	96, Bird of Paradise Neighbors	146, Parkside Estates	196, Hunter's Choice
47, New Brighton Place	97, Griffin Historic Neighborhood	147, West Gardenia Assn.	197, Thunderbird Palms/Hickory Shadows
48, Place Vendome HOA	98, Independence Heights	148, Glen Acres	198, Shangri-La
49, Camelback Village Estates	99, Orchard Glen	149, West Plaza 3 & 4	199, Thunderbird Acres Unit #1
50, 47th Place Condominium Inc., HOA	100, Wild Horse Ranch	150, Terrace Green HOA	200, Arrowhead Lakes Condos



Represented are Glendale's neighborhoods registered with the City,  
As growth continues additional neighborhoods will be added, particularly west of 91st Avenue.

## **CURRENT CONDITIONS**

The City-sponsored Community Partnerships Department exemplifies City commitment to sustained residential excellence. From Pinnacle Peak Road to Camelback, 43rd Avenue to 91st Avenue and beyond, Glendale officially recognizes 200 registered neighborhoods and HOA's in Glendale.

Comparable data are kept for all recorded neighborhoods. In addition to area boundaries, the continuously-updated rosters include: number and type of households/commercial/vacant properties; nearby schools or parks; Council and School District, the year of neighborhood development and contact persons. Most entries also refer to current critical issues and concerns.

Glendale Community Partnerships Staff serve as a clearinghouse for information, communication and notice regarding events/activities of interest to property owners. These efforts have been instrumental in developing the City's citizen participation program. They encouraged and helped to facilitate residents' input to the General Plan process.

## **GOALS AND OBJECTIVES**

Neighborhood goals and objectives, suggested by public workshop participants, recognize their City's attention to residential area needs. Continuing to facilitate the active neighborhood network is a high priority. Preventative programs, especially for older neighborhoods, are advocated to maintain equitable living conditions throughout the City.

### **Goal 1: Establish distinct neighborhood identities.**

Diversity among residential areas in Glendale is a point of civic pride. Historic structures, architectural details, special gathering places or open space treatments relate to the different cultures, social preferences and leisure activities of the families that live in the neighborhood.

- a. *Objective:* Exemplify pride in neighborhood character and community appearance through landscape themes and property maintenance.
- b. *Objective:* Encourage greater design diversity with architectural themes that celebrate homes and living space rather than garage doors.
- c. *Objective:* Establish guidelines for identifying and preserving historic structures.

### **Goal 2: Continue and strengthen Glendale's Community Partnerships Department's service to constituent organizations.**

The City provides program service, newsletter publication/distribution and pertinent counseling to numerous neighborhood groups. Community leadership and staff increase commitments to serving grassroots organizations.

- a. *Objective:* Unify neighborhood groups through coordinated communication that addresses issues in common.

- b. *Objective:* Conduct regular monitoring assessments of neighborhood assets and problem resolution.
- c. *Objective:* Support residents' initiatives such as Block Watch programs.

**Goal 3: Observe regulations and standards for livability.**

As a maturing City, Glendale is mindful of qualitative criteria for sustaining principles of property value, enjoyment and privacy. Codes, design guidelines and municipal staff assistance are intended as assurance against neighborhood decline. New or old, residential areas are expected to contribute positively to overall community image.

- a. *Objective:* Maintain buffer space between homes and non-residential uses, especially where land use activities are incompatible.
- b. *Objective:* Pursue aggressive code enforcement, emphasizing voluntary compliance with regulatory provisions.
- c. *Objective:* Encourage use of Homeowners' Association coverage and CC&Rs by developers of new residential neighborhoods.
- d. *Objective:* Establish residential property maintenance standards and related provisions and enforce them aggressively.

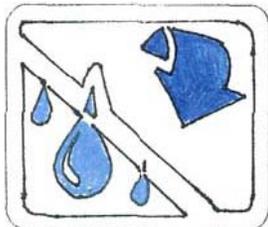
**Goal 4: Make special efforts to maintain older neighborhoods and preserve home values.**

Proactive measures are needed for revitalizing aging residential subdivisions, commercial and institutional properties. Priorities include removing influences of blight, mitigating negative traffic or land use impacts and helping to facilitate property owners' desire to rehabilitate, upgrade and modernize homes or businesses.

- a. *Objective:* Promote upkeep of dwelling units, common areas and public rights-of-way.
- b. *Objective:* Seek and administer funding for residential rehabilitation where housing stock is aging.
- c. *Objective:* Adopt traffic-calming methods to discourage non-resident trips through neighborhoods.
- d. *Objective:* Renovate or remove dilapidated houses.
- e. *Objective:* Consider re-use of some cleared areas for parks or community amenities instead of businesses.

**RECOMMENDATIONS: Involve registered neighborhood organizations in General Plan implementation and progress monitoring through Community Partnerships Department activities. Tailor property maintenance codes to fit the age, condition and land economics of individual neighborhoods with input from City staff and property owner groups.**

#### **4. CONSERVATION OF RESOURCES ELEMENT**



The Conservation Element establishes a general framework of goals and objectives for the development, utilization and conservation of natural resources including soils, floodplains, streams, groundwater and watersheds. This element is intended to support and overlap with the Environmental Planning and Water Resources Elements.

Sustainability is an important issue for a desert city and is therefore a component of long range planning for Glendale. Sustainability is often thought of as a community's ability to protect and maintain the quality of its natural physical environment while supporting economic growth. A sustainable community can also strive to produce less pollution and less waste.

#### **CURRENT CONDITIONS**

Glendale is currently active in conserving its natural and man-made resources. The City has undertaken several projects indicative of a commitment to conservation.

#### **Energy Conservation/Clean Energy**

The City has demonstrated that energy conservation and clean energy use are important from both cost-savings and environmental perspectives. The City's West Area Water Reclamation Facility utilizes environmentally sensitive and energy conservation technology and design. The facility utilizes solar power for hot water and building heating. Photovoltaic panels located on top of covered walkways around the facility produce about 12,000 watts of energy for the facility's electrical system. The estimated electrical savings to operate the facility is about \$16,000 annually.

The City has partnered with a local power company to install solar energy panels capable of generating 172 kilowatts at the Glendale Municipal Airport. The solar energy that is generated is placed into the power grid and is available for purchase by customers of the local power company. Solar generated energy is a clean, sustainable energy source as no emissions are created in generating the electricity.

#### **Urban Heat Island**

As urban development continues and natural desert, farms and vacant land are replaced with man-made environments, greater amounts of solar heat are absorbed in our residences and workplaces. The rising temperatures in urban areas cause more energy to be expended in cooling interior environments for living and working.

**Solid Waste Recycling**

The City provides weekly curbside collection of specified recyclables for single-family and duplex residents. The City also has a green and wood waste recycling program. The curbside recycling program and the green and wood waste recycling program divert materials that would otherwise have been landfilled, thus preserving valuable space and extending the life of the landfill. In addition, industry’s demand for raw materials is lessened through the use of the recycled products fostering conservation of natural resources.

**Household Hazardous Wastes**

The City offers a household hazardous wastes collection day as part of the its annual Spring Clean Up. During the collection, the City arranges for a licensed contractor to pick up materials at residents’ homes. The City also offers a collection day (during the annual Spring Clean Up) when residents can bring their materials to the City. The collected household hazardous wastes are recycled, if possible, or disposed of at a permitted landfill handling commercial and industrial hazardous wastes.

**GOALS AND OBJECTIVES**

Careful stewardship of the community’s resources strengthens property values and provides for sustainable residential areas and vibrant local businesses.

**Goal 1: Assure effective use of resources.**

The residents of Glendale desire that resources of all types be efficiently used to the benefit of the community. While the City can take a leadership role, all sectors must work together to build and sustain a resource efficient community.

- a. *Objective:* Prevent leakage and waste at all City facilities through accountability checks and responsible management.
- b. *Objective:* Use reclaimed/recycled water for a variety of applications including groundwater recharge, golf courses, fountains, parks and landscaping.
- c. *Objective:* Focus on recycling and maximizing existing landfill capacity through waste reduction programs.
- d. *Objective:* Conserve the City's water resources with comprehensive conservation programs for residential, business and industrial water users.

**Goal 2: Promote and practice energy conservation**

Architects, designers, developers and city officials must work together to employ building and site designs that embrace and maximize energy efficiency.

- a. *Objective:* Consider energy conservation opportunities when preparing and reviewing urban design standards and development plans.
- b. *Objective:* Implement energy conserving designs when planning new or renovating existing City facilities.

*Glendale 2025: The Next Step*

Quality of Life Elements -- Conservation of Resources

- c. *Objective:* Evaluate options to minimize urban heat island impacts including design and landscaping applications.
- d. *Objective:* Encourage energy-saving retrofit programs for residential, commercial and industrial applications.
- e. *Objective:* Conserve energy and promote clean energy sources through demonstration projects and application of efficient management practices at public and private facilities.

**Goal 3: Protect and improve the quality of storm water runoff and reduce soil erosion**

Residents, developers, and agri-business operators can have a substantial impact on reduction and prevention of storm water pollution. Permitting programs can be improved and enforced to ensure grading activities minimize storm water quality degradation.

- a. *Objective:* Comply with the federal and state storm water management requirements.
- b. *Objective:* Continue municipal requirements that prevent and mitigate soil erosion and storm water pollution.
- c. *Objective:* Assure storm water discharge compliance.

**RECOMMENDATIONS: Conservation of resources must be approached from a broad-based perspective addressing the everyday practice of individuals, businesses and industry. While government can attempt to regulate conservation, it is the application of conservation practices to our daily activities that will be most effective in achieving conservation and sustainability goals.**

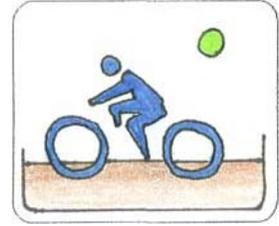
**Improvements should be accomplished to waste reduction and household hazardous waste programs. To maximize the life expectancy of the landfill, residents should be encouraged to participate in the City's recycling program.**

**Floodplains and streambeds must be protected from development and encroachment in general. Regulations for the use of land in stream channels should be established along with enforceable soil and sedimentation management practices.**

**Energy conserving technology and design can be employed in a wide variety of applications in moving towards enhanced sustainability.**

## 5. BICYCLING ELEMENT

The Bicycling Element emphasizes the importance of the bicycle as both a form of recreation for Glendale residents and a viable alternate mode of transportation. Attention to a comprehensive system of bicycle facilities will ensure that long range planning allocates sufficient resources to maintain existing facilities and provide for needed expansion. Additionally, the Bicycling Element raises community awareness of bike use as an alternative type of transportation, responding to needs of persons who do not drive; and recreational values of riding safely throughout the community.



This element is consistent with and is supported by the Circulation Element of the General Plan and the City's Transportation Plan.

### CURRENT CONDITIONS

The 2001 Glendale Transportation Plan describes the existing conditions of the bikeway system and identifies current planning directions. The Transportation Plan has completed an extensive study including inventory of existing facilities and an assessment of Glendale's bikeability. Glendale currently has 61 miles of bikeway on streets and 21 miles of off-street facilities. This represents 0.37 miles of bicycle system per 1,000 residents. Most existing off-street bikeways are located along canals, washes and through park areas. The bicycle system includes bike routes, pathways, trails, on-street lanes, street-level or grade-separated crossings, and bike parking facilities.

Identified challenges for bicycle users include: need for support facilities, barrier effect of freeways, rivers and railroad, connectivity between residential areas, schools and other destinations, and difficult street crossings.

### GOALS AND OBJECTIVES

Bicycle recreation and transportation represent important community opportunities. Glendale intends to support bicycling as a healthy, energy-conserving transportation alternative and a valued part the City's quality of life.

**Goal 1: The Bicycle System will be continuous and provide access to all parts of the City.**

Access to key community facilities, such as parks, schools and service areas, and connectivity between neighborhoods, are essential in enhancing the functionality of the bicycle circulation system.

- a. *Objective:* Encourage new development to include pathways/trails and to design and provide links to existing neighborhoods.
- b. *Objective:* Provide routes and access to schools, parks, shopping, jobs and activity centers.

**Goal 2: Provide separate bicycle facilities and grade separations when feasible.**

Bike paths, trails and overpasses are facilities that are physically separated from the City's roadway system, and thus are inherently safer especially for young riders.

- a. *Objective:* Plan appropriately spaced grade-separated crossings (overpass/underpass) for major arterials as a component of roadway expansion or improvement.
- b. *Objective:* Design recreational bike paths away from traffic; along riverways, canals and open space preserve areas.

**Goal 3: Support bicycle training and safety programs on a continuing basis.**

Community efforts are necessary to assure safety and public education of cycling opportunities.

- a. *Objective:* Identify projects to improve bicycle safety and access, including connections with transit service.
- b. *Objective:* Implement safety publications, public awareness and educational programs.

**Goal 4: The Glendale bicycle system will serve as a model for other cities.**

Glendale has the resources and commitment to become one of the most bicycle-friendly communities in the country. Implementation of the bicycle plan will be key in achieving this goal.

- a. *Objective:* Update the Bicycle Map.
- b. *Objective:* Encourage businesses to provide for bicycle commuters.
- c. *Objective:* Establish support facilities within the bike system.

**RECOMMENDATIONS:** The Glendale Transportation Plan identifies capital improvements, programs and specific actions to be completed to support community bicycling. Filling gaps in the existing system, identifying candidate projects, and implementing funding opportunities are established as three priority municipal activities.

**Support of ongoing bicycle programs in addition to substantial expansion of maintenance of bicycle facilities, enhancement of bicycle use and promotion of bicycle safety is recommended.**

**The Bicycle Advisory Committee should continue to be recognized as a source of key feedback and community information relating to issues affecting bicycling.**

**Creation and application of development approval criteria addressing the provision of pathways and trails, bike parking and connections to existing facilities is deemed vital. Rezoning policy may suggest off-site extensions where warranted and deemed reasonably related to development impacts. Where vehicular links to existing neighborhoods and streets may not be warranted or desired, bicycle connections should be considered.**

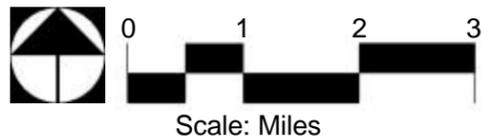
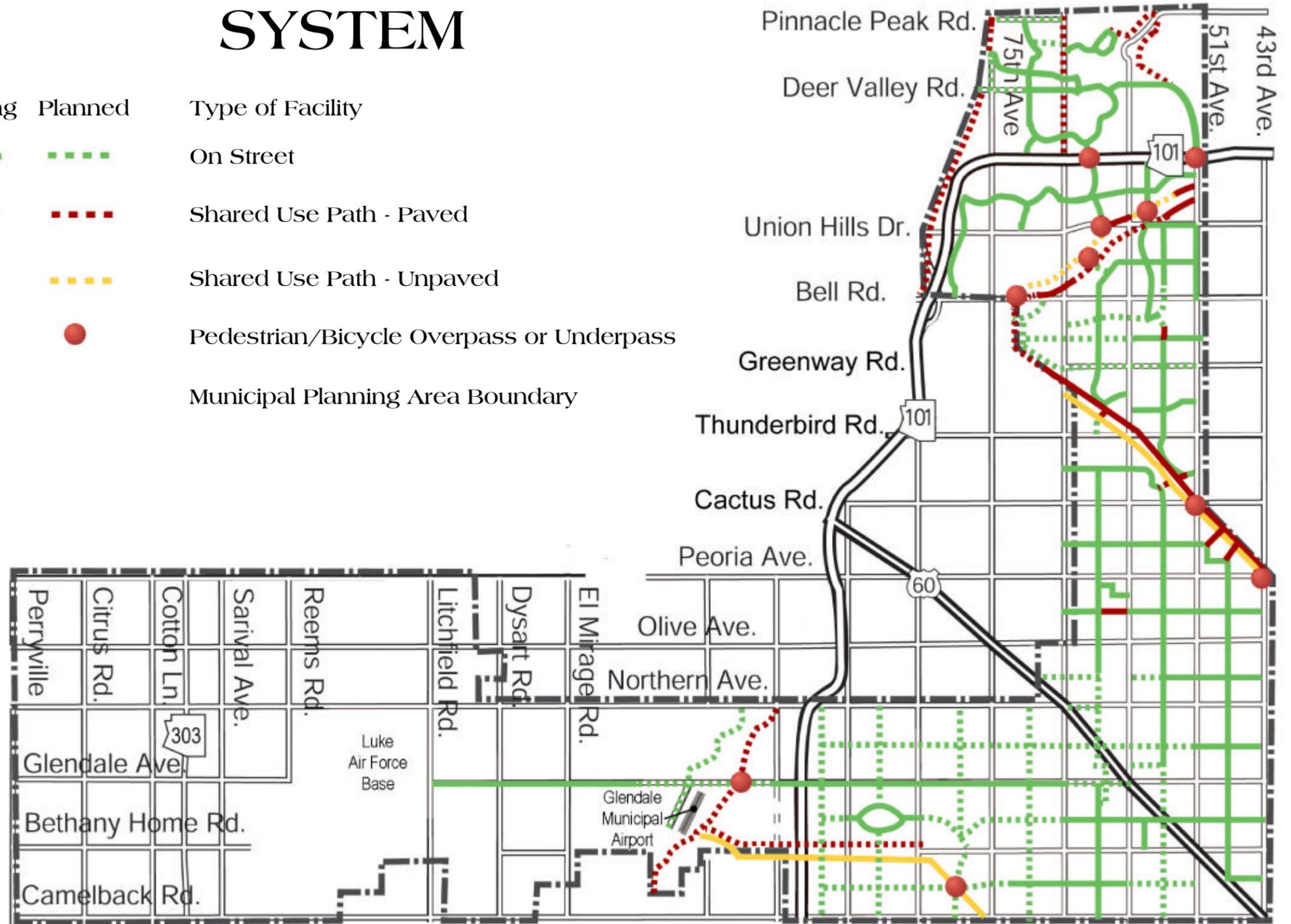
**Bicycle system needs relating to local street/connector pathway linkages, and, support facilities including bike parking, drinking water and rest stops, directional signs and maps are identified as invaluable in the effective use of the bikeway system.**

**Implementation of the bicycle planning goals, objectives and strategies in the Transportation Plan is identified as essential.**



# BICYCLE & PATHWAY SYSTEM

Existing	Planned	Type of Facility
		On Street
		Shared Use Path - Paved
		Shared Use Path - Unpaved
		Pedestrian/Bicycle Overpass or Underpass
		Municipal Planning Area Boundary



## **D. GROWING SMARTER PLUS ELEMENTS**

State legislation added five new, required General Plan Elements for Arizona municipalities. The first four, enacted as "Growing Smarter" in 1998, established the requirement for larger municipalities to update their plans. In 2000, the Arizona Legislature refined planning guidelines and included a fifth new Element in what has become known as the "Growing Smarter Plus" Act.

This Element grouping is primarily intended to encourage cities and towns to evaluate growth capacity. That is, the subject matter deals with local governments' preparedness to accommodate development by requiring analyses of prospective demand on community systems and resources. The Growing Smarter/Plus Elements, with brief descriptions, are:

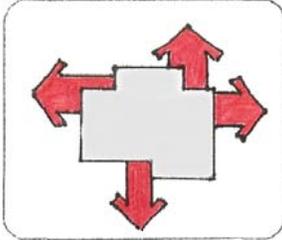
GROWTH AREAS	-- specifying potential target locations for future development
COST OF DEVELOPMENT	-- evaluating revenues and expenditures, as well as other impacts, that may result from growth
OPEN SPACE	-- preserving community spaciousness from recreation to agriculture
ENVIRONMENTAL PLANNING	-- protecting natural resources such as air, land, water, habitats, wildlife and scenery
WATER RESOURCES	-- assessing the available supply and quality of water

The City of Glendale practices sound growth management principles. There is a strong track record of measuring development implications to assure that future projects will represent a positive addition to the community. Capital improvement programming, performance standards and cost-benefit analysis are typical methods for reaching land use decisions.

Although the City has been committed to smart growth for decades, these Elements provide an opportunity for Glendale to compare its standards for progress with those of other Arizona municipalities. The moderate, controlled growth scenario preferred by citizens is substantiated by the findings and recommendations of Growing Smarter Elements.

Committing to quality growth, the City closely observes principles of compatible land uses, manageable intensities of development, traffic management and many other methods of maintaining desired community character. The following Elements spell out City goals and objectives relating to the administration of orderly growth.

## 1. GROWTH AREAS ELEMENT



Glendale possesses an inventory of developable, accessible land that will be utilized to the Year 2025 and beyond in accommodating the City's projected growth. Certain locations are regarded -- and designated -- as having greatest potential for more intense land uses by reason of existing or planned transportation, large acreages under single ownership, availability of municipal services and utilities, as well as other factors.

The Element is central to Growing Smarter planning because it specifies when the most cost-beneficial changes may occur with sensitivity to natural resources and existing neighborhoods. These designated locations also promote mixes and intensities of development that support ridership for multi-modal transportation services. Additional Growth Areas (including lesser, satellite nodes) may be indicated from time-to-time as General Plan refinements.

### CURRENT CONDITIONS

Several Growth Areas are acknowledged by adopted specific plans and General Plan process evaluations. They range from sites inviting relatively intense, urban core growth to sectors where future development should be selected strategically in view of limited land availability or special sensitivities from surrounding land uses.

- ***City Center Master Plan*** -- A three square mile area, from Maryland to Orangewood; 43rd to 67th Avenue constitutes a specific plan sector in which Glendale proposes to continue economic development and neighborhood revitalization in its Downtown vicinity. This detailed plan includes transportation improvements, expanded retail and office functions, addition of civic and cultural venues, hospitality industry and distinctive architectural/urban design building on established historic townscape themes.

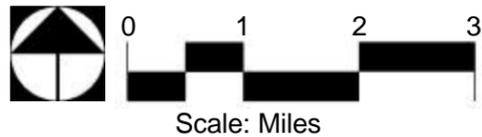
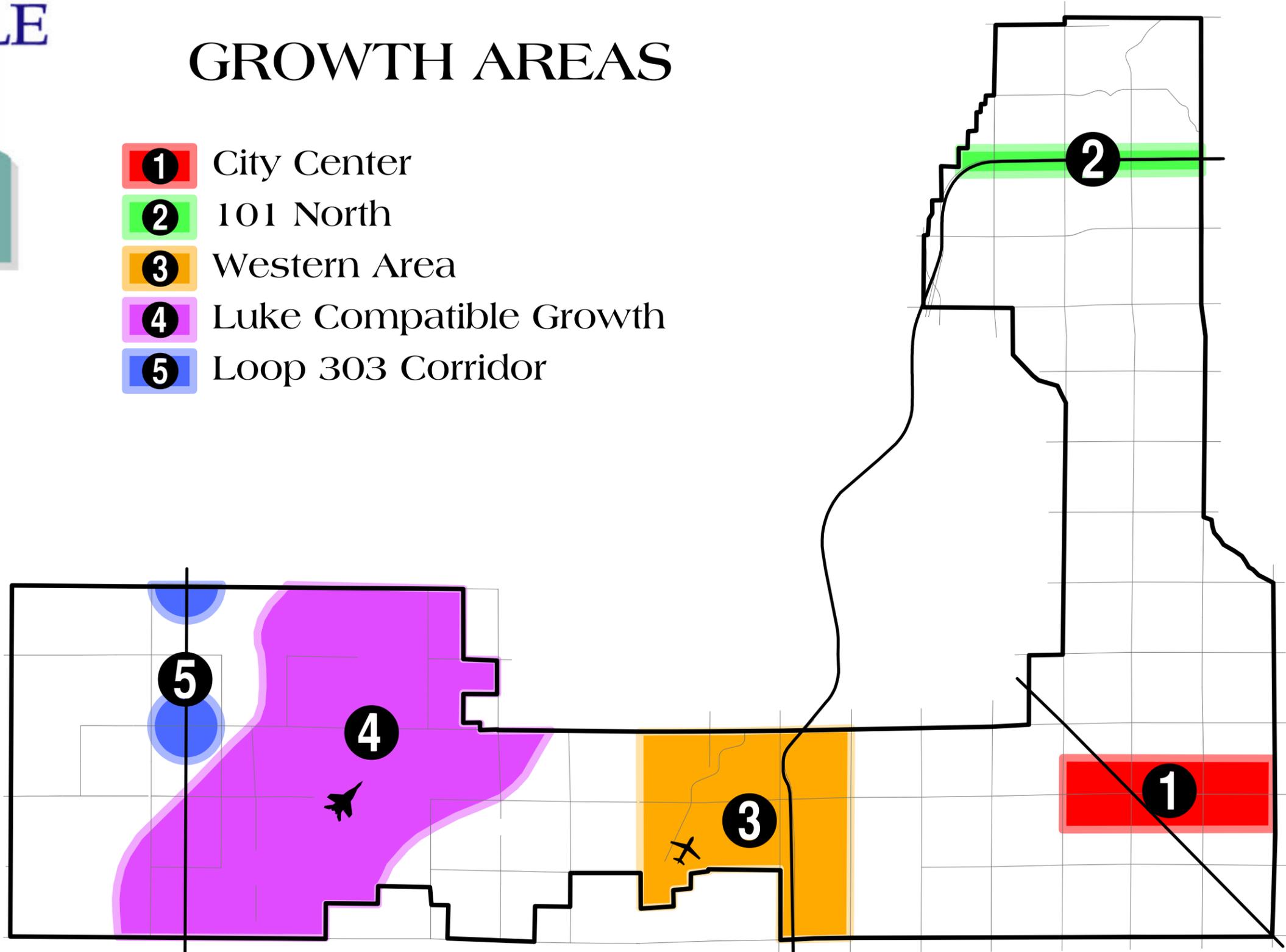
Particular attention is directed toward preserving residential affordability and value in enclaves principally along the planning area periphery. Traffic calming, pedestrian and transit enhancements (as well as the increase in nearby jobs, shopping and activities) are meant to increase the attraction for living in City Center. Up to 1,000 new infill dwelling units are projected in the plan area and surrounding neighborhoods (See: Sector B, General Plan Technical Appendices Document III-B, Projected Growth by MPA Sector) by 2025.

- ***Loop 101 North*** -- Glendale's northern tier (Sector D) has experienced rapid growth between 1980 and the present. Buildout is expected to add 4,000 jobs and 750,000 square feet of commercial building. (See: Sector D, General Plan Technical Appendices Document III-B, Land Use Analysis and Absorption.) Because of substantial residential buildout, employment and retail will represent a dominant share of development in this Growth Area.



# GROWTH AREAS

- 1** City Center
- 2** 101 North
- 3** Western Area
- 4** Luke Compatible Growth
- 5** Loop 303 Corridor



- **Western Area Plan** -- Glendale expects a high proportion of next-generation growth within its municipal boundaries to occur between 83rd and 115th Avenues. (See: Western Area planning concepts, General Plan Technical Appendices Document III-B, Projected Growth by MPA Sector). Forecasts indicate that development in this sector, focused at the Agua Fria Freeway's Glendale Avenue interchange, will accommodate 2/3 of added population and jobs, and nearly half of the City's commercial development, to the Year 2025.

A substantial proportion of the Growth Area's potential -- 20% or more - will remain for future development beyond this General Plan's timeframe.

- **Luke Compatible Growth** -- Special legislation pertaining to land utilization in the Luke Air Force Base vicinity establishes parameters to restrict residential and business development. The area is planned, strategically, to accommodate low concentrations of non-military activity.

The unique conditions applying to this sensitive Growth Area gained citizen support throughout the General Plan process. Glendale, including the Base within its borders, cooperates with other jurisdictions to ensure that safe and compatible development will occur on unincorporated lands within the Luke Compatible Land Use area designated on the General Plan land use map. (See, Luke Environs, generally, General Plan Technical Appendices Document III-B, Projected Growth by MPA Sector.)

- **Loop 303 Corridor** -- Well beyond the current City limits, west of Luke Air Force Base, the Loop 303 connection between Interstates 10 and 17 represents prospective growth in the greater MPA. Shopping and employment responding to relatively low density residential growth in this large area are expected to concentrate in nodes where Loop 303 intersects Peoria and Northern Avenues. Commerce and industry in these locations would accumulate slowly, well short of total buildout by 2025.

## **GOALS AND OBJECTIVES**

Growth Areas contribute to the General Plan's principles of balance by offering spatial opportunities for commerce, industry, housing and amenities where blending land uses responds to land use and transportation goals. Growth goals and objectives include:

**Goal 1: Secure employment expansion in well-paying jobs in high quality business and commerce park developments.**

The goal responds to Glendale's existing employment nodes and adopted specific plans that call for masterplanned, mixed-use activity centers that attract corporate site selection. Amenities for employees include shopping, recreation and nearby housing choice.

**Glendale 2025: The Next Step**  
Growing Smarter Plus Elements -- Growth Areas

- a. *Objective:* Promote office park, high tech and industrial development that will attract national and regional corporate facilities as well as expansion opportunities for local business.
- b. *Objective:* Redevelop employment-generating uses in the Grand Avenue Corridor, along Loops 101 and 303 to take advantage of existing workforce in adjacent neighborhoods.
- c. *Objective:* Improve the City's jobs-to-housing balance to reduce commuting times and distances and to support economic development policies.

**Goal 2: Identify specific locations and provide infrastructure for growth nodes.**

Designate prime mixed-use development areas directed by municipal capital investment priorities. Compact, more intense core massing is desired for some Growth Areas such as the City Center and Western Area intended to absorb most municipal growth over the next two to three decades.

Other Growth Areas are located to take advantage of existing public facilities and infrastructure. The City closely monitors growth beyond its municipal boundaries for which there is no commitment to provide service.

- a. *Objective:* Avoid strip commercial and shopping centers every mile preferring, instead, to concentrate growth in areas that may be served most efficiently.
- b. *Objective:* Locate growth nodes where traffic capacities can expand, such as in proximity to freeway corridors and their intersection with major streets.
- c. *Objective:* Provide support for Municipal Airport economic development to enhance Western Area Plan growth and gain return on City investment.
- d. *Objective:* Utilize public and private infrastructure placement to bring growth to preferred locations.

**Goal 3: Manage growth to achieve reasonable, responsible urban development.**

Growth Area planning activates community character preservation as well as fostering economic development. By designating sufficient developable land to achieve desired land use absorption, Glendale protects other assets from incursion by overly intense or incompatible development.

- a. *Objective:* Prevent sprawl that jeopardizes agricultural productivity and heritage by practicing equitable administration of the costs of development.
- b. *Objective:* Restrict encroachments on Luke AFB in accordance with State legislation.
- c. *Objective:* Buffer residential neighborhoods from Growth Area impacts so as to sustain their livability.

**RECOMMENDATIONS:** Growth Areas coordination entails defined, anticipated schedules for construction phasing, capital improvement investment and demand upon municipal services. Assign expediting priority to projects that foster City employment and revenue objectives.

## 2. COST OF DEVELOPMENT ELEMENT

Glendale is a progressive, fiscally responsible City with an excellent bond rating. In addition to general fund and municipal bond issues expenditures, the City applies a variety of financing resources to ensure adequate infrastructure maintenance, improvement and expansion in order to meet the goals and objectives of the General Plan. The Cost of Development Element relates closely with the Fiscal Element and will have a



major impact on other Plan Elements and the realization of their goals and objectives within the corporate boundaries of the City of Glendale and within the larger MPA.

The Cost of Development Element of the General Plan is the basis by which Glendale will plan for and institute mechanisms to pay for infrastructure and public facility improvements, additions, and extensions. These regulatory provisions will determine the proportion of financial contribution from public and private sources and that these contributions are equitably apportioned.

### CURRENT CONDITIONS

Glendale is currently collecting development impact fees for nine types of public facilities and service. These fees range, as of January 2002, to more than ten thousand dollars for each new single family residence. These fees are based on the calculations of the expected additional burden imposed on the City as a result of new development and the resulting cost attributed to each type of development in providing expected and needed services and facilities.

Glendale faces an increasing demand for public facilities and services. In addition, private investor-owned utilities must plan to keep pace with new development. Significant infrastructure capacity addition and line extensions will be necessary to meet burgeoning growth and the revitalization of the older parts of the City. An inescapable adjunct to infrastructure considerations is improved maintenance of existing infrastructure components.

### GOALS AND OBJECTIVES

The goals and objectives of the Cost of Development Element of the General Plan are based on the concept of "fair share" contribution to the cost of infrastructure addition and extension. The calculation of contribution is determined by an assessment of the proportionate extent an entity benefits directly or indirectly as a result of the creation of assets serving the entire City of Glendale.

When the public is called upon to pay for facility and/or infrastructure improvements they expect and are entitled to a positive return on their investment. Some of the more typical public investments would include more efficient and dependable circulation systems for automobiles, bicyclists, and pedestrians, public facilities (e.g. libraries, community centers, swimming pools), parks and open space, and municipal utilities (water, sewer, and sanitation services).

Private interests such as developers should be required to contribute to public facility and infrastructure improvements based on a determination of how their project(s) will impact neighboring development and require the provision of public services. Such private contributions whether benefiting the project directly or the City as a whole should not, and indeed cannot, be so burdensome to discourage and/or prevent financially feasible development.

**Goal 1: Recapture the cost of improvement/additions to public facilities and infrastructure necessitated by development.**

Infrastructure funding requires that the City collect a fair share of costs attributable to service demand generated by the public.

- a. *Objective:* Assess private developers costs commensurate with the amount needed to address the burdens of new service demands resulting from a specific project or development.
- b. *Objective:* Regularly update development exaction schedules to recapture proportionate costs of public service demands.
- c. *Objective:* Provide for the financial coverage of ongoing maintenance and operating costs.

**Goal 2: Ensure that development and redevelopment of the desired quality is not unduly hampered or prevented due to burdensome regulations and/or permit exactions.**

Consultation with private interests in the formation of regulations and exaction schedules is desirable.

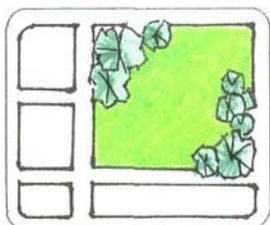
- a. *Objective:* Review and revise codes and development schedules to insure a fair and cost-effective exaction regime.
- b. *Objective:* Develop and implement a scheme of credits (e.g. fee waivers or reductions, density allowances or transfers) for developers providing public facilities or installing public infrastructure elements.
- c. *Objective:* Maintain practical and affordable standards for required developer provided off-site improvements in coordination with private utilities serving areas of the City.

**Goal 3: Assist the development community in reconfiguring or replacing outdated, unsafe, unattractive developments and uses.**

- a. *Objective:* Provide developers with code or fee incentives to revitalize and/or redevelop older commercial uses near residential neighborhoods and residential uses to benefit the City aesthetically while more efficiently accessing infrastructure elements and public services.
- b. *Objective:* Implement incentive programs for rehabilitation and restoration to discourage structural or land use obsolescence.

**RECOMMENDATIONS:** The City of Glendale should strive to coordinate its capital improvement program and its development impact fees system to facilitate efficient, cost-effective growth responses and fair share contributions from private developers and the public. Payback and zoning, building code or permitting incentives may be offered through a development agreement to construct and/or maintain public facilities. Where public fair share contributions are required, the City should evaluate the nature of the need and where appropriate, bond for the costs or consider forming special taxing districts for localized needs.

### 3. OPEN SPACE ELEMENT



The Open Space Element assesses current conditions and provides recommendations for implementing a system of open spaces/recreational resources for the Glendale Municipal Planning Area. The Open Space overall goal is to ensure that adequate open space is preserved for the benefit of existing and future residents and visitors. As the City continues to build out, it is not reasonable to expect that large tracts of land will be converted to open space.

However, as the City expands to the west, major open space corridors should be preserved and enhanced.

Open Space planning is most effective when accomplished on a regional basis. Glendale's open space planning efforts need to continue to be consistent and coordinated with large-scale open space planning, including MAG's Desert Spaces plan. Regional plans provide support to local planning efforts.

Open space areas and recreational resources are inventoried in detail in the Parks and Recreation Master Plan with summary information provided in the Recreation Element. Open space areas and parks are depicted on the Open Space and Park Facilities exhibit.

#### **CURRENT CONDITIONS**

Open space serving Glendale is part of a regional system that also benefits and extends to neighboring cities including Peoria, Phoenix and Surprise. The most significant regional open space preserves include White Tanks Regional Park and Lake Pleasant Recreation

Area, both managed by Maricopa County. These major open space areas are located outside the MPA, underscoring the importance of Glendale securing a system of locally accessible open space with potential links to regional parks.

The Parks and Recreation Master Plan includes standards and/or Levels of Service for recreation and open space needs. Glendale's MPA is projected to grow to over 300,000 population by the Year 2025. Existing open space is 5.5 acres per 1,000 persons for a total of over 1,100 acres. The stated goal for open space is 10 acres per 1,000 persons. The existing gap between the current condition and the agreed upon goal is 927 acres. Based on the standards contained in the Parks and Recreation Master Plan, an additional 770 acres of open space should be secured in order to provide a balance between population growth, urban development and open space needs.

## **GOALS AND OBJECTIVES**

The goals and objectives outlined below are the product of the City's Citizen Participation Program.

### **Goal 1: Retain spacious feeling.**

Residents value the open feeling of rural areas within close proximity to the urbanized areas of Glendale and support an active role for the City and private entities in retaining open space.

- a. *Objective:* Preserve green space, agricultural lands and orchards.
- b. *Objective:* Plan for open spaces around Luke AFB and the development of land on Glendale Avenue in the Western Area.
- c. *Objective:* Consider view corridors as important elements in maintaining openness.
- d. *Objective:* Retain rural/agricultural areas characterized by the presence of farms and horses.

### **Goal 2: Develop an Open Space/Trails Master Plan.**

As a supplement and in support of the Parks and Recreation Master Plan, an open space and trails master plan should be prepared to address specifics of preservation, acquisition, and management strategies for open space. Timing is critical as development continues to limit public opportunity to achieve a coordinated system of open space serving the planning area.

- a. *Objective:* Participate in West Valley Recreation Corridor planning efforts.
- b. *Objective:* Link new subdivisions and planned communities to the trails and bicycle network.
- c. *Objective:* Coordinate development/open space with Municipal Airport approach buffer.
- d. *Objective:* Provide for public access to public open spaces.

**Goal 3: Acquire land, easements to prevent overbuilding.**

Action will be needed to ensure adequate, logical open space is retained in the MPA, in master-planned communities and new subdivisions.

- a. *Objective:* Seek taxpayers approval to pay for additional open space.
- b. *Objective:* Reserve appropriate amounts of open lands in planned developments.
- c. *Objective:* Identify and protect wildlife habitat areas.

**RECOMMENDATIONS:** Strategies to implement the goals and objectives of the Open Space Element are described in this section. Designating open lands is favored before development constrains opportunities for parks, trails, and natural areas. It is important that the City adopt policies to provide for protecting and managing open space areas.

The General Plan recommends that the City’s open space system be interconnected as identified during the General Plan citizen participation program. Interconnections are intended to provide non-vehicular access including pedestrian, bicycle and where appropriate, equestrian.

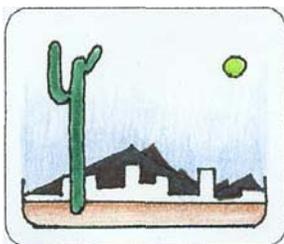
Access points to open space need to be clearly identified and protected by City action.

The City’s adopted Parks and Recreation Master Plan identifies specific projects and recommendations for implementation of a comprehensive open space system. A focused Open Space Master Plan should be prepared as an essential tool in achieving open space goals for the City of Glendale and assuring coordination with regional open space systems.

Historically, agriculture has been an important activity in the planning area and its preservation could serve as a valuable tool to ensure future land use compatibility and accomplish open space objectives.

Policies specific to protecting and managing open space areas are included in the Implementation Program.

## 4. ENVIRONMENTAL PLANNING ELEMENT



The Environmental Planning Element is linked with the Conservation of Resources and Water Resources Elements. It is intended to address air quality, water quality, and natural resources as they relate to the continued growth of the Glendale MPA.

Urbanization can be compatible with maintaining a healthy and

sustainable community environment. To further environmental goals, Glendale must evaluate the impacts of urbanization on the natural environment. Development and management practices should respect resources and help to protect air and water quality degradation.

## **CURRENT CONDITIONS**

### **Air Quality**

The health of Glendale residents can be impacted by air quality. Numerous federal and state laws, regulations and programs have been established to improve air quality and protect public health. The Phoenix Metropolitan Area, including Glendale, is currently classified as a non-attainment area for three air pollutants: carbon monoxide, ground-level ozone and particulate matter.

The primary source of carbon monoxide and ozone in the Phoenix Metropolitan Area is vehicular exhaust. There are several major sources for particulate matter, including vehicular activity and dust from disturbed land.

Carbon monoxide and ozone levels have improved significantly due to improved engines and more combustible fuel blends. There has not been a carbon monoxide or ozone violation in the Phoenix area, including Glendale, for several years. Compliance with air quality standards indicates relatively clean air, nonetheless, certain segments of the population are physically affected even when there are no air quality violations recorded.

The level of particulate matter in the Phoenix Metropolitan Area continues to violate air quality standards, particularly during winter when thermal inversions trap emissions close to the ground level.

Since air pollution is a regional issue, Glendale, through the activities of its Environmental Resources Department, coordinates its air quality planning activities and actions through the Maricopa Association of Governments, the agency responsible for regional air quality planning.

### **Environmentally Sensitive Lands**

Environmentally sensitive lands are those areas that have unique/distinctive vegetative, geological, wildlife or archeological characteristics that make it desirable to conserve, enhance or protect through special considerations and actions.

Glendale does not have officially designated environmentally sensitive lands, but it does have lands with unique vegetative and geological characteristics including Thunderbird Park in north Glendale and the river channels, such as Skunk Creek, Agua Fria River and New River that traverse the City. The City, in conjunction with Maricopa County, has taken a number of steps to conserve, enhance or protect these lands. Thunderbird Park, which anchors the northern tier, serves as a regional park whose natural beauty and geologic character is protected from urban development for the benefit of all. Similarly, the City has been working with Maricopa County on plans to protect segments of the Agua Fria River and New River in a natural state, while considering necessary, flood

control improvements.

The City does not currently have lands designated as a critical habitat for endangered or threatened species. In the event that designations may occur in the future, the City will work in conjunction with the landowner and appropriate federal and state agencies to ensure compliance with endangered species requirements.

Several significant archeological sites within Glendale's MPA have been identified. The City will take prudent action to protect significant archeological sites through its land use planning process.

### **Noise Pollution**

There are many sources of noise pollution: vehicles, railroads, airplanes, construction activities, recreational activities, and loud radios. Excessive, unnecessary or offensive noise is prohibited by City Code. The City's Planning Department, for instance, applies established Freeway Development Standards to projects within one-quarter mile of freeways.

## **GOALS AND OBJECTIVES**

Protection of natural resources in both urban and rural areas is a high citizen priority.

### **Goal 1: Use natural resources wisely by implementing responsible stewardship.**

The Citizens of Glendale expect City officials to be responsible stewards of natural resources.

- a. *Objective:* Consider sensitive/unique land features and cultural resources when adopting urban design standards, land use plans and development plans.
- b. *Objective:* Conserve the City's water resources.
- c. *Objective:* Promote energy conservation and the use of clean energy sources.
- d. *Objective:* Focus on recycling, solid waste reduction programs, and proper disposal of hazardous wastes.
- e. *Objective:* Minimize and mitigate impacts to wildlife, natural habitat and migration corridors.

### **Goal 2: Reduce noise pollution impacts to City residents.**

Excessive noise pollution degrades the quality of life for Glendale residents in addition to negatively impacting the natural and built environment.

- a. *Objective:* Mitigate traffic congestion and associated high noise levels.
- b. *Objective:* Utilize transitional buffers and strategic zoning between high noise land uses and more noise sensitive uses.

c. *Objective:* Discourage residential development in high noise areas.

**Goal 3: Protect groundwater quality.**

Life in the Sonoran Desert is dependent on groundwater, therefore, it is critical that we actively protect this limited resource.

a. *Objective:* Comply with all Federal and State water quality standards.

b. *Objective:* Discourage new septic systems in favor of more conventional, centralized treatment techniques.

**Goal 4: Maintain low-water use landscaping.**

Landscaping serves many purposes in the urban environment, providing needed visual relief, habitat for small animals, cooling of the urban heat island effect, and, perhaps most important, quality of life amenities.

a. *Objective:* Plan desert greenbelts as separations among incompatible uses.

b. *Objective:* Encourage xeriscape on private lands.

c. *Objective:* Emphasize trees and low-water use landscaping in parks.

**Goal 5: Meet all Federal and State air quality standards.**

Glendale's success as a desirable place to live and work has brought related impacts to air quality due largely to our dependence on the automobile for transportation. The community must work together -- citizens, government, employers and industry -- to take actions that serve to reduce emissions and improve air quality.

a. *Objective:* Cooperate with metropolitan entities to improve air quality and protect public health and economy.

b. *Objective:* Develop and implement air quality plans in conjunction with the Maricopa Association of Governments (MAG).

c. *Objective:* Develop Glendale's street system to improve traffic flow, minimize traffic congestion, and to reduce vehicle emissions.

**Goal 6: Embrace sustainability as a principle for community development.**

The promotion of renewable resources and energy conservation with smart development techniques will allow the community to be a leader in the Valley as a sustainable community.

a. *Objective:* Adopt a "green builders" program.

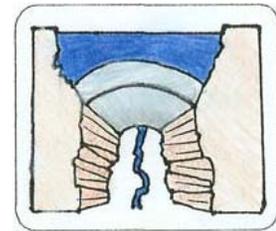
b. *Objective:* Promote environmentally-sensitive techniques for the management of resources by municipal government.

**RECOMMENDATIONS:** The goals, objectives and policies (within the Implementation Program) provide guidance for addressing environmental issues and are aimed at promoting a healthy and sustainable environment for the MPA.

As growth continues in Glendale and the MPA, additional pressure will be brought on natural resources, particularly air and water quality. It is the desire and intention of Glendale residents and officials that such growth does not occur at the expense of significant degradation of the environment. Recommended environmental initiatives include: cooperation and conformance with Federal, State and regional air quality and water quality guidelines and requirements, protection of endangered and threatened species; responsible use of the City's water supply resource and proper management of the MPA's archaeological resources.

## 5. WATER RESOURCES ELEMENT

Prudent management of Glendale's water resources requires sound policy direction and practical planning guidelines. The Water Resources Element provides the framework in which to address major water policy and planning issues that will ensure the City will provide an adequate, dependable and safe water supply to meet the needs of residents and businesses. Detailed analysis of water demand and supply is found in the General Plan Technical Appendices.



Water resources are a critical component in supporting Glendale's economic base and in enhancing the quality of life of its residents. Strategic positioning for the City is important to provide a sustainable supply of quality water that will be affordable, while considerate of water conservation and the environmental impacts of water resource development. This element is consistent with and provides continuity with other key elements: Conservation, Environmental Planning and Public Facilities and Services.

### CURRENT CONDITIONS

The City of Glendale provides water and wastewater services to an area approximately 56 square miles in size. The water service area includes all incorporated and unincorporated lands east of 115th Avenue. The City does not provide water or wastewater services to Luke Air Force Base. In the year 2000, the City provided nearly 49,000 acre-feet of water to approximately 209,000 people within its water service area.

#### Assured Water Supply

The assured water supply rules require that all new subdivisions located in the Phoenix Active Management Area (AMA) have a 100-year assured water supply. In 1997, the City demonstrated that it did have sufficient water resources for all lands in its current water service area until 2010, and as a result, obtained a Designation of Assured Water Supply. The Arizona Department of Water Resources will review assured water supply designations at least every 15 years to determine if an assured water supply still exists. The City believes that it has sufficient water resources for the eventual build-out of its current water service area.

The City would have to obtain a new assured water supply designation if it chooses to expand its water service area. The City would be required to demonstrate that it has a 100-year assured water supply for the lands located in its new water service area. It is important that Glendale assess the adequacy of available water resources to support development before expanding its water service area west of 115th Avenue.

Glendale has a Water Resource Plan prepared in 1991 that provides guidance for future development of the City water resource portfolio for its existing water service area. The water resources portfolio contains surface water, groundwater, and reclaimed water.

### **Surface Water**

A considerable share of the City's surface water supply originates from the springtime melt of the snow pack and from the monsoon rains originating in the northern Arizona mountains that drain into the Salt River and Verde River and its tributaries. The waters from the Salt and Verde Rivers are stored in a series of lakes operated by the Salt River Project and is delivered to the City via Salt River Project's canal system. When all of the Salt River Project agricultural land within Glendale is urbanized, the City expects to be entitled to approximately 40,716 acre-feet per year of water from the Salt River Project. In addition to the Salt River Project supply, the City is entitled to water captured from the new conservation space at Modified Roosevelt Dam. The average annual yield from this space is expected to be 8,100 acre-feet. However, reliability of the new conservation storage space water for assured water supply purposes is unclear at this time.

The City's other surface water supplies are from the Colorado River. These supplies include Central Arizona Project municipal and industrial allocation, Salt River Pima Maricopa Indian Community 99-year lease water, Wellton-Mohawk water, and Roosevelt Water Conservation District Assignment water. All of these sources of Colorado River water are delivered through the Central Arizona Project canal system. These existing Colorado River water sources total approximately 19,679 acre-feet per year. The City expects to receive an additional 3,053 acre-feet of Colorado River water through a reallocation process being facilitated through the Arizona Department of Water Resources.

All of the City's surface water supply, except for the lease water, is viewed as a permanent supply. Nevertheless, seasonal and annual variations in precipitation and runoff can significantly impact the amount of surface water the City receives in a given year.

### **Groundwater**

The State of Arizona's assured water supply program regulates the amount of groundwater available for use by the City. In obtaining its assured water supply designation, the City was allocated 294,300 acre-feet of groundwater for one-time use over a 100-year period starting in 2001. The state allocated this groundwater to allow the City to phase-in its use of renewable water resources. The groundwater volume was derived by multiplying the City's total 1994 water demand by 7.5.

The state also credits the City for incidental recharge. Incidental recharge is the water that percolates to the groundwater aquifer after an initial use, such as urban irrigation and canal seepage. The City is credited with an incidental recharge rate of 4.69 percent of total water use. The amount of incidental recharge credited to the City in any given year will change based on total water demand.

The allowable pumping provision of the assured water supply program also provides the City with the opportunity to increase its assured water supply credits. Most agricultural land that was farmed between 1975 and 1980 was issued an Irrigation Grandfathered Right (IGFR). An IGFR is a right to irrigate land with groundwater until the last crop is produced. Once the land is no longer being farmed, the IGFR can be extinguished and converted to assured water supply credits. These credits would be added to a designated municipal water provider's groundwater account and would have the effect of increasing the amount of allowable groundwater a provider may pump under its designation.

### **Reclaimed Water**

Reclaimed water is produced when wastewater is treated to acceptable standards for reuse. Reclaimed water can serve as a water source through direct reuse and artificial recharge. Direct use includes using reclaimed water for landscape irrigation, artificial lakes and certain industrial applications. Direct use of reclaimed water for drinking water is currently not done primarily because of public acceptance and cost-effectiveness concerns.

The City of Glendale produces reclaimed water at two water reclamation facilities, the Arrowhead Ranch Water Reclamation Facility and the West Area Water Reclamation Facility. The City has the capability of recharging reclaimed water from both facilities. Direct use of reclaimed water from the Arrowhead Ranch facility has been occurring since the 1980's when the facility was put into operation. Direct use of reclaimed water from the West Area facility is currently being planned.

### **Stored Surface Water Credits**

The City has the ability to procure stored Central Arizona Project water credits on an as needed and as available basis using its storage permit for the Salt River Project Groundwater Savings Facility. The City has purchased 32,000 acre-feet of Central Arizona Project water credits through such arrangements.

### **Water Service Area Rights**

The City has the sole right to provide domestic water service to lands located in its service area and is obligated to provide water service to all lands within its designated water service area. The City can expand its water service area provided that it is not within the franchised area of a private water company or in the service area of another municipal water provider. If the City decided to become the water provider to lands that are within the service area of another entity, the City could acquire the service area right from those entities.

**Water and Reclaimed Water Facilities**

The City of Glendale owns and operates two surface water treatment facilities and two water reclamation facilities. The City also owns and operates two drinking water wells and has an agreement with the Salt River Project to use six wells. The City treats Salt River Project water at its 30 million gallons per day capacity Cholla Water Treatment Plant. The City's Colorado River supplies are treated at the Pyramid Peak Water Treatment Plant that has a 20 million gallon per day capacity. The Pyramid Peak Water Treatment Plan is currently in the process of being re-rated to 30 million gallons per day. The City also owns capacity at the Central Arizona Project/Salt River Project interconnect facility which allows Glendale to treat Central Arizona Project water at its Cholla Water Treatment Plant. The eight wells available to the City for use have a total production capacity of 12.6 million gallons per day. The City also has a water storage reservoir capacity of 52 million gallons.

The City owns and operates the 4.5 million gallons per day Arrowhead Ranch Water Reclamation Facility and the 4.3 million gallons per day West Area Water Reclamation Facility. The West Area Water Reclamation Facility is expected to be re-rated from 4.3 to 7.0 million gallons a day by 2002. The Arrowhead facility, which processes wastewater from north Glendale, produces reclaimed water for use mainly for non-residential landscape irrigation.

The reclaimed water from the West Area Water Reclamation Facility can be used for direct reuse and artificial groundwater recharge. The artificial recharge occurs at the City's Aquifer Recharge Facility located on the south side of Glendale Avenue, west of 115th Avenue.

The balance of the City's wastewater is treated at the 91st Avenue Wastewater Treatment Facility that is operated by the Sub Regional Operating Group (SROG). The City of Phoenix, Scottsdale, Mesa, Tempe, and Glendale jointly own the facility. Glendale owns a treatment capacity of 13.2 million gallons per day at that facility. A substantial amount of the effluent from the facility is contractually obligated to the Arizona Palo Verde Nuclear Power Plant and the Buckeye Irrigation District. The Sub Regional Operating Group has long-range plans to recharge the uncommitted effluent and generate reclaim water credits that can be used by the cities to offset their groundwater use.

**Existing Water Demand**

The City has been very successful in providing water service to a rapidly growing population and expanding economic base. Over the past 20 years, the City faced and successfully met a number of water resources challenges. Faced with water quality concerns and the need to reduce its reliance on groundwater, the City constructed the Cholla Water Treatment Plant in 1980 to use its Salt River Project surface water supplies. In 1984, the City obtained a Central Arizona Project water allocation and a few years later built the Pyramid Peak Water Treatment Plant to process and utilize its Central Arizona Project water supply. The City also managed to secure an additional 5,500 acre-feet of Colorado River supplies through a water right settlement with the Salt River Pima Maricopa Indian Community in 1988. In 1996, the City participated in a cost sharing

agreement to construct new conservation space at Modified Roosevelt Dam, which allows the City to accrue water storage credits from the Salt River. The City is further developing its water supply through water reuse.

The development of the City's water resources supply portfolio was necessary to meet the growth in water demand. Glendale's water demand increased from 21,623 acre-feet in 1980 to 33,302 acre-feet in 1990. From 1990 to 2000 the City's water demand increased to 48,474 acre-feet.

### **Drought Management**

Surface water supplies delivered through the Central Arizona Project (CAP) and the Salt River Project (SRP) are subject to reductions during major droughts on the watersheds. Fortunately, CAP shortages are not expected until after the year 2030, when the upper Colorado River Basin states (Utah, Colorado, and Wyoming) are utilizing more of their allocation of Colorado River water.

Recent formation of the Arizona Water Banking Authority to store surplus CAP water underground now for later recovery during droughts has resulted in a more optimistic approach to management of shortages on the CAP system than previously thought. The recovery of stored water credits by the Central Arizona Water Conservation District of water stored underground by the Water Bank will help firm up CAP supplies during a severe drought on the Colorado River and a declared shortage on the CAP system.

Perhaps the most significant exposure to shortages due to droughts is on the SRP system. A moderate drought resulting in a surface water allocation reduction from 2.0 to 1.5 acre-foot per acre allocation by the SRP Board could be handled through increased well capacity. In the most extreme case, Glendale may need to implement a voluntary water use reduction across the service area.

### **Drinking Water Quality**

There are strict federal and state requirements for ensuring that the public receives quality drinking water. The City's drinking water is consistently rated very high quality, superior to federal and state standards. The City has a state certified water quality laboratory that implements a rigorous and comprehensive water-testing program to ensure quality. The City's water treatment facilities effectively control the quality of water that is delivered to residents and businesses. The City is poised to continue to meet current and future water quality challenges.

### **Projected Water Demands**

The City water demand projections are derived using land use and water consumption data. The total annual water demand for the City's current water service area at build out is estimated to be between 74,200-77,400 acre-feet. The land use projections and water demand for the area west of 115th Avenue ranges between 23,000-24,000 acre-feet per year. Since this area is not within the City's water service area, these projections should be used with caution.

## **GOALS AND OBJECTIVES**

It is understood that municipal growth may be constrained by water availability and that quality of life depends on healthful, potable water. The goals and objectives provide the guidance for addressing water resource management issues. Policies contained in the Implementation Program and in the General Plan Appendices, advocate careful management in order to ensure an adequate and sustainable supply of water.

**Goal 1: Develop a Master Water Resources Plan for future water supply and quality.**

An overall plan for water service provision, supply development, contingencies for drought and emergency situations and preservation of water quality is necessary to ensure continued and long term water service for all Glendale residents and businesses.

- a. *Objective:* Provide residents and businesses with a safe and healthy water supply and keep water safe by protecting against deterioration of water quality.
- b. *Objective:* Strive to eliminate septic and encourage use of sewer systems for new developments.
- c. *Objective:* Require water cost-benefit assessment before annexation.
- d. *Objective:* Comply with all appropriate water quality and water resource laws and regulations including the Arizona Groundwater Management Act.

**Goal 2: Encourage water conservation to maintain adequate groundwater reserves and promote conservation measures that provide beneficial reduction in water use.**

Proactive campaigns focused on public-private partnerships in water conservation will be necessary to achieve public education and results in anticipated water conservation programs.

- a. *Objective:* Observe direct/indirect methods of reclaimed water use including application in parks, golf course and landscaped areas and through groundwater recharge
- b. *Objective:* Continue groundwater recharge projects.
- c. *Objective:* Encourage the use of effluent or alternate water resources for golf course development.
- d. *Objective:* Implement cost-effective water conservation programs to reduce capital investment in distribution systems and treatment plants through reduction in water demands.

**Goal 3: Provide incentives for water conservation.**

As conservation and education programs are designed, appropriate and financially sound incentives need to be considered and implemented.

- a. *Objective:* Continue to provide the public with incentives that encourage the use of low-water use landscaping.
- b. *Objective:* Encourage use of reclaimed water on large turfed areas.
- c. *Objective:* Comply with Federal and State water conservation requirements.

**Goal 4: Provide a dependable and sustainable water supply at a reasonable cost to City customers.**

Continued high quality water service is emphasized and desired by City residents in tandem with responsible management and cost containment.

- a. *Objective:* Maintain a water resources supply portfolio sufficient to meet current and anticipated demands.
- b. *Objective:* Obtain and develop additional water supplies, when and as appropriate.
- c. *Objective:* Improve water pressure consistency for all residential users.
- d. *Objective:* Design, construct, manage, and operate water and wastewater systems to keep services affordable to customers.
- e. *Objective:* Require that new development pay its fair share for water system improvements.

**RECOMMENDATIONS:** The City has made excellent water resource decisions ensuring that it has adequate water supplies to serve existing and future residents and businesses located within its current water service area. These decisions include procuring and utilizing surface water supplies, and most recently developing the capacity for reuse through investing in new water reclamation and recharge facilities. The preparation of Master Water Resources Plan will ensure consistent, long-term decision-making in support of the agreed upon goals for the provision of this critical City service.

The City's plan to ensure an adequate and dependable water supply is based on the legal and institutional framework governing the allocation and use of the resource. The primary legal and institutional considerations include: 1) the City's water service area rights; 2) the state's assured water supply requirements; and 3) the Salt River Project Water Delivery and Use Agreement.

Cost/benefit assessment will be essential in decision-making with respect to service area expansions. If annexation of far western areas occurs, a decision to acquire the right to provide water and/or sewer service from the existing service providers will be necessary.

A drought management plan should be prepared that outlines the emergency water conservation programs including additional well capacity and recovery of water credits the City is accruing through its effluent recharge program that could be implemented in the event of a severe drought.



*Glendale 2025 The Next Step  
General Plan  
Implementation Program*

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# I. PLAN POLICIES SPECIFIC TO EACH PLAN ELEMENT

The General Plan Policies represent the core of the Plan's Implementation Program. Individual sets of policies, specific to each of the twenty plan elements, were derived from General Plan Element Goals, Objectives and Recommendations. The Element Groupings from the General Plan are carried over and consistently applied to this policy chapter.

The Policies represent critical continuity between the Goals, more specific Objectives, and Recommendations of the Plan Elements and the incremental Action Steps. The Goals and Objectives of the General Plan Elements are the direct product of the City's public participation process. In order to maintain publicly provided direction throughout, the policies are strictly based on each Plan Element.

The specificity of the Policies and the Action Steps (in the next section) are designed to give the City a highly useable General Plan. These guides can be applied in daily activities of all individuals involved in decision-making effecting the growth and development of the City and the Municipal Planning Area.

Each Element is revisited with numerous policies derived from the **Glendale 2025: The Next Step** goals and objectives. Parenthetical references are provided for the policies (indicating the goal number and lettering of the objective) as they appear in the Plan Element text.

Cross-references to other, interrelated Elements also appear, following the Element's abbreviation (e.g., H-2c cites Housing's second goal, objective c). Implementation Program references are indicated as "IP".

## MUNICIPAL DEVELOPMENT ELEMENTS

### Land Use Policies

- |   |  |
|---|--|
| <b>1. Land Absorption Tracking</b> (IP)                                 | Actively monitor land absorption by land use type  |
| <b>2. Seek Desirable Land Uses</b><br>(2a; ED-1a; GA-1a)                | Promote and facilitate employment, retail, entertainment/hospitality development and construction                    |
| <b>3. Adopted Plan Implementation</b><br>(2c; IP)                       | Implement the provisions of the City Center Master Plan, Arrowhead Specific Plan and North Valley Specific Area Plan |
| <b>4. Proximity of Housing to Workplace</b><br>(1a,b; ED-2a,b; GA-1b,c) | Encourage housing in close proximity to designated employment land uses  |

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## **Land Use Policies (cont.)**

**5. Luke Land Use Compatibility**  
(3b; 6,b,c)

Actively lead in promoting land use compatibility around Luke AFB and in implementing the Luke Compatible Land Use (LCLU) area

**6. Mixed-Use Criteria & Incentives**  
(2c)

Prepare criteria to address compatibility needs and establish incentives to promote mixed-use development

**7. Re-Use Strategies**  
(5b; Rdvt-1c)

Prepare re-use directions for vacant and under-utilized sites

**8. General Plan Amendment Determination**

Major and minor General Plan amendment determination shall rely on extent of deviation from the adopted General Plan

**9. General Plan - Zoning Ordinance Amendment**

Adopt zoning ordinance amendments to address revised General Plan amendment criteria and procedures in accordance with General Plan Administration

**10. Compatibility Buffering** (1d; 3d; H-4e; EP-4a)

Assure adequate buffers between residential and non-residential uses

## **Circulation Policies**

**1. Transportation Plan Implementation (IP)**

Implement the Glendale Transportation Plan as adopted by City Council and approved the City voters

**2. Regional Transportation Links** (6a,b)

Implement regional transit links including park and ride facilities

**3. Grand Avenue Improvements/Aesthetics** (5a)

Complete, in cooperation with ADOT, Grand Avenue Expressway improvements and aesthetics

**4. Intersection Upgrades** (IP, 6b)

Program intersection improvements in accordance with Transportation Plan

**5. Pathway Connections for Pedestrians/Bicyclists**  
(2b; B-1a,b)

Program and construct pathway connections for pedestrians and bicyclists

**6. Traffic Management Plans for Large Projects**  
(5a,b)

Continue and enhance the process of undertaking multi-modal transportation management plans for large scale developments

**7. Ride Service for Special Populations** (1)

Design, program and fund a ride service for elderly, youth and disabled populations

**8. Noise Reduction Techniques** (C-3b; EP-2c)

Incorporate noise mitigation features in major transportation projects

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## Housing Policies

- |   |   |
|---|---|
| <b>1. Monitor Mixture of Single and Multi-Family Homes</b> (1a,c)           | Track single family and multi-family dwelling construction in Glendale  |
| <b>2. Strategy to Maintain Single / Multi-Family Proportions</b> (1c,f; 2c) | Adopt strategies to maintain desirable proportions of single family to multi-family dwellings in Glendale                             |
| <b>3. Consolidated Plans</b> (3a)   | Implement the Housing Plan for Glendale   |
| <b>4. Affordability Assistance Strategies</b> (2a)                          | Prepare strategies to offer assistance with housing affordability needs   |
| <b>5. Infill Housing Construction</b> (2b; LU-5a,c)                         | Prepare and implement infill construction incentives including zoning ordinance revisions to remove impediments to qualified projects |
| <b>6. Mix of Lot Sizes and Housing Types</b> (1a)                           | Develop strategies and zoning ordinance provisions that encourage a mix of lot sizes and housing types                                |
| <b>7. Housing Assistance for Special Needs Persons</b> (3a,b)               | Establish and update programs to provide housing assistance to special needs persons  |
| <b>8. Housing Variety</b> (1f; LU-1c)                                       | Develop comprehensive strategy for attracting a variety of housing opportunities including higher end and move-up housing markets     |
| <b>9. Residential Area Noise Attenuation</b> (4b)                           | Evaluate noise impacts on proposed residential development  |

## Redevelopment Policies

- |   |  |
|---|--|
| <b>1. Re-Use Strategies</b> (1c; 2c; 4b)                | Promote the re-use and the intensification of use of industrial and/or vacant commercial properties through development/ redevelopment approval processing and through favorable taxation policies |
| <b>2. Gateway Improvements</b> (4a)                     | Develop a program to install “City Center Gateway” improvements on vacant lands at major intersections such as the northwest corner of 67th and Glendale   |
| <b>3. Historic Preservation</b> (3a)                    | Develop historic preservation criteria for application to redevelopment projects   |
| <b>4. Neighborhood Amenities</b> (4b; N-4e)             | Identify neighborhood amenity deficiencies (open space, pathway or transit needs) and prepare a program for systematic improvement   |
| <b>5. Target Areas of Visual Blight</b> (1a; 3,b)       | Direct specific redevelopment efforts to areas of visual blight  |
| <b>6. Residential Rehab Incentive Programs</b> (1d; 4c) | Establish and update residential rehabilitation programs stressing incentive based opportunities   |
| <b>7. Infill Emphasis for All Uses</b> (2a,b; LU-5a)    | In concert with City-wide housing strategies, develop clear emphasis on residential and non-residential infill projects, identify infill sites and prepare incentive-based programs                |

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## Urban Design Policies

- |   |  |
|---|--|
| <b>1. Urban Street Tree Program</b> (1c)                                | Design and implement an urban street tree program  |
| <b>2. Commercial and Industrial Design Standards</b> (2b,d)             | Revise and update the adopted commercial design guidelines and standards. Prepare industrial design guidelines and standards                             |
| <b>3. Unified and Consistent Design Guidelines Package</b> (2a,b; N-1b) | Implement a unified and consistent Design Guidelines package for all city areas including compatibility with special areas and planned area developments |
| <b>4. Design Guidelines Applied to City Projects</b> (IP)               | City of Glendale projects shall adhere to adopted design guidelines and standards  |
| <b>5. Keep Design Guidelines Current</b> (2b)                           | Program updates of design guidelines at specified intervals in order to assure consistency with changing conditions                                      |
| <b>6. Improved Design Assurance</b> (H-1b)                              | Assign staff/group responsible for coordinated, consistent design guideline implementation and reporting   |
| <b>7. City Entry Gateways</b> (3b)                                      | Develop a program to install Glendale entryway gateways  |

## Historic Preservation Policies

- |  |  |
|--|--|
| <b>1. Develop Historic Surveys</b>               | Identify gaps in current survey and expand survey as needed.     |
| <b>2. Continue National Register Nominations</b> | Program of ongoing historic district and individual nominations. |
| <b>3. Expand Glendale Register</b>               | Process eligible districts and properties.                       |
| <b>4. Restore Historic Structures</b>            | Apply for Heritage Grants for restoration.                       |
| <b>5. Market Historic Preservation</b>           | Develop marketing tools.   |
| <b>6. Develop Incentives</b>                     | Establish a variety of incentives.                               |
| <b>7. Adaptive Reuse</b>                         | Coordinate with economic development.                            |

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# PUBLIC ASSETS ELEMENTS

## Public Services and Facilities Policies

- |   |   |
|---|---|
| <b>1. Adopt Pay-As-You-Go</b> (1c; CofD-1a,b)                 | The City shall adhere to a pay-as-go philosophy for public facilities and services, infrastructure extension and expansion  |
| <b>2. Comprehensive Development Impact Fees</b> (CofD-1c)     | Maintain a comprehensive set of development impact fees to distribute public facility and service costs in an equitable manner and adhere to a regular fee schedule review and revision program |
| <b>3. Competitive Service Cost Analysis</b>                   | Report on service cost comparisons with other municipalities that compete with Glendale for employment and service uses   |
| <b>4. Proactive Infrastructure Placement</b> (2d)             | Guide growth to preferred locations through the location of utility, police, fire and library facilities  |
| <b>5. Facility Accessibility</b> (3a)                         | Review and report on access to public facilities and transit with particular attention to special needs populations   |
| <b>6. Dial-A-Ride Feasibility</b> (C-1)                       | Continue the implementation of a Dial-A-Ride program to serve special needs populations   |
| <b>7. School Impacts Assessed</b> (1d)                        | Adopt development approval guidelines related to school district impact assessment  |
| <b>8. Assess Service Demands of Development</b> (1c; CofD-1b) | Prepare a service demand / needs assessment format to evaluate new development proposals  |
| <b>9. Plan for Airport Expansion</b> (2c; ED-4a)              | Implement detailed plan for eventual municipal airport expansion  |
| <b>10. Evaluate Infrastructure Needs</b> (1a; LU-2c)          | Tie development approvals to availability of infrastructure   |

## Fiscal Policies

- |   |  |
|---|--|
| <b>1. Balanced Budget</b> (1a)                        | City of Glendale annual budgets shall represent a balance of revenues to expenditures                              |
| <b>2. Cost – Revenue Relationships</b>                | Link on-going costs decisions to on-going (not one-time) revenues sources to avoid long term fiscal burdens        |
| <b>3. Operation and Maintenance Resources</b> (GA-1d) | Require all projects to provide for acceptable operation and maintenance revenue streams                           |
| <b>4. Condition-Specific Financial Plan</b>           | Prepare a strategic financial plan addressing changes in conditions  |
| <b>5. Stable Tax Rates</b>                            | Enhance economic development prospects and constituency satisfaction through adherence to stable tax rate policies |

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## **Fiscal Policies (cont.)**

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|--|--|
| <b>6. Program Performance Evaluation</b>         | Enact performance evaluations to better assess fiscal performance of individual programs, providing for informed decision-making |
| <b>7. Planning Commission Review of CIP (1b)</b> | Forward the Capital Improvement Program (CIP) to the Planning Commission for review on an annual basis                           |
| <b>8. Annexation Fiscal Analysis</b>             | Perform fiscal analysis on all annexation proposals to ensure cost/benefit disclosure  |
| <b>9. Economic Development Targets (2c)</b>      | Identify target areas for redevelopment and revitalization   |
| <b>10. Private Infrastructure Finance (1d)</b>   | Prioritize and coordinate CIP projects supported by developer contributions or participation                                     |
| <b>11. Funding Sources (3a)</b>                  | Explore matching funds opportunities for all City-funded facilities and services   |

## **Public Buildings Policies**

- |   |  |
|---|--|
| <b>1. Accessibility (1b,c)</b>                                  | Assess and improve as necessary physical access to public buildings  |
| <b>2. Public Facility Design Compliance</b>                     | Comply with design guidelines and standards on new construction, remodeling, and renovation of public facilities   |
| <b>3. Neighborhood Access (1b)</b>                              | Provide neighborhood pedestrian and bicycle access to park and library locations   |
| <b>4. Public Building Capacity Planning (1d)</b>                | Evaluate needed capacity expansions (building square footages, land, location, costs) to serve estimated growth  |
| <b>5. Accurate Impact Fees for Buildings (CofD-1c)</b>          | Development impact fees for library, police and fire to reflect current and/or future construction costs   |
| <b>6. Public Building Retrofit/Replacement Schedule (2a)</b>    | Prepare replacement/renovation schedule for City Hall and other key facilities including libraries, community centers, district offices.   |
| <b>7. Assess Public Facility Demands</b>                        | Create “development proposal assessment” to determine new public facility demands prior to rezoning or development approval  |
| <b>8. Coordinated School Facility Planning (1a)</b>             | Forward student generation analysis for proposed development to appropriate school districts. Rezoning and development approvals shall be tied to adequate school facility participation |
| <b>9. Joint-Use Opportunities Analyzed (3a,b)</b>               | Prepare an assessment of joint-use opportunities for Civic Center, City Hall, parks, libraries, community centers, and schools.  |
| <b>10. Multi-Purpose Arena/Parking Structure Oversight (1e)</b> | Activate and maintain oversight function for the multi-purpose arena and public parking structure projects   |

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## **Economic Development Policies**

- |  |   |
|--|---|
| <b>1. Recruitment of Well-Paying Jobs</b> (1a)                       | Establish a program to recruit employers and assist in expanding, redeveloping with existing employers offering mid- to upper-level payscale ranges   |
| <b>2. Office Employment in Mixed-Use Areas</b> (2a)                  | Support a variety of office type development in mixed-use settings in the identified growth areas including Western Area Plan, City Center, Arrowhead Ranch Specific Plan and North Valley Specific Area Plan                 |
| <b>3. Freeway/Arterial/Transit Access</b> (C-5a,b)                   | Recognize and maximize freeway, major arterial and transit service access opportunities for employment sites  |
| <b>4. Jobs-to-Housing Ratio Gains</b> (1a,b; GA-1c)                  | Prepare strategies to attract employment users and minimize the conversion of commercial, business, office and industrial sites to residential uses   |
| <b>5. Pursue Economic Diversification</b> (3b)                       | Focus specific recruitment efforts on land use diversification including bringing institutional, office, health care, hospitality, and retail uses to Glendale  |
| <b>6. Regional Retail Capture</b> (5a,b)                             | Facilitate through incentive and marketing activities opportunities for retail and entertainment users that serve multi-community trade areas   |
| <b>7. Local Business Retention and Expansion</b><br>(2c; Rdvt-1b)    | Implement a program working cooperatively with existing local businesses to maximize growth opportunities, improve image and function   |
| <b>8. Airport/Glen Harbor Business Park Expansion</b><br>(4a; GA-2b) | Analyze options, including infrastructure availability and transit service, to stimulate growth at Glen Harbor Business Park and the Glendale Municipal Airport   |
| <b>9. Utilization of Heavy Industrial Sites</b>                      | Inventory under-utilized industrial sites in the Grand Avenue corridor (outside City Center) and work with owners and development community to identify opportunities and potential users that can intensify site utilization |
| <b>10. Cooperate with Private Utility Planning</b> (3a)              | Coordinate private utilities to provide infrastructure for new industry and commerce  |
| <b>11. Support Luke AFB Planning</b> (4b)                            | Follow Luke retention and re-use strategies   |

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# QUALITY OF LIFE ELEMENTS

## Neighborhood Policies

- |   |   |
|---|---|
| <b>1. Unique Neighborhood Image</b> (1a; UD-3a)                             | Develop a program to identify individual neighborhood image themes in cooperation with neighborhood representatives   |
| <b>2. Voluntary Property Maintenance</b> (4a; 3b,d)                         | Endorse enhanced, voluntary property maintenance with City-backed incentive program   |
| <b>3. HOA's Assistance on Issues</b> (2b; H-1g)                             | Facilitate cooperation and assistance between HOA's and homeowners on maintenance and compatibility issues  |
| <b>4. Traffic Calming</b> (4c; H-4c; S-3d)                                  | Prepare standards for a variety of traffic calming devices for residential areas and implement based on adopted criteria  |
| <b>5. Older Areas Revitalization Strategies</b> (4b,d; H-2b)                | Develop revitalization strategies (including such improvements as infill lighting, sidewalks and handicapped ramps) in concert with Housing and Redevelopment policies for mature, core areas |
| <b>6. Neighborhood Identity &amp; Connections</b> (UD-3b,c)                 | Emphasize distinct neighborhood identities and characteristics and provide linkages and transitions from neighborhood to neighborhood   |
| <b>7. Community Partnerships Department Information Coordination</b> (2a,b) | Continue and expand the role of Community Partnership and interneighborhood communication   |
| <b>8. Greenbelt/Buffering Techniques</b> (3a; GA-3c; EP-2b)                 | Prescribe landscaping and screening devices as appropriate for land use buffers and greenbelts  |

## Bicycling Policies

- |  |  |
|--|--|
| <b>1. Prioritized Completion of Bicycle Links/Connections</b> (1a,b; 4b) | Address priorities for capital projects to implement the completion of key segments in the bicycle system as part of the programming process |
| <b>2. Grade-Separated Crossings</b> (2a)                                 | Coordinate grade-separated bicycle and pedestrian crossings with major roadway improvement programs  |
| <b>3. Collector Street Designated Bicycle Routes</b>                     | Continue the implementation of collector streets as bicycle routes thereby limiting cyclists exposure to major arterial traffic              |
| <b>4. Bicycle Facilities in New Development</b> (1a; LU-4b)              | Provisions for bicycle facilities shall be included in development approval criteria   |
| <b>5. Rezoning to Address Bicycle Needs</b> (1a)                         | Establish rezoning policies to include off-site bicycle facility extensions where development creates a reasonably related impact            |
| <b>6. Bicycle Access to Public Facilities and Neighborhoods</b> (1a,b)   | Continue to address bicycle access to public facilities and appropriate linkages to neighborhoods  |
| <b>7. Bicycle Support Facilities</b> (4d)                                | Support facilities will be addressed as part of the bicycle system development process   |

## Safety Policies

- |  |  |
|--|--|
| <b>1. Update Emergency Response Plan</b>                   | Complete update to the existing emergency response plan at established intervals   |
| <b>2. Neighborhood Satellite Police Offices</b> (1d, 2a)   | Maintain small, neighborhood-scale police offices to enhance community relations and visibility  |
| <b>3. Disaster Response Plan</b>                           | Prepare a disaster response plan to enhance municipal readiness in the event of a major disaster   |
| <b>4. Land Use Controls in Airport Hazard Areas</b> (4a,b) | Implement zoning regulations to address land use compatibility in both airport hazard areas  |
| <b>5. Transportation System Safety</b> (3a,b,c,d)          | Implement improvements to roadway intersections and traffic management to reduce demands on emergency service response units   |
| <b>6. Staffing Keep Pace with Growth</b> (1a,b,c)          | Maintain fire and police staffing to population ratios and emergency response times  |
| <b>7. Neighborhood Involvement</b> (1e; 2b,c)              | Maintain neighborhood relations programs addressing the accessibility of public safety personnel with incentives for personnel to work and live in the same neighborhood |

## Recreation Policies

- |  |  |
|--|--|
| <b>1. Implement Parks and Recreation Master Plan</b>   | Ensure follow through on master plan recommendations and action programs per adopted plan  |
| <b>2. Park Construction</b> (3a,b)                     | New park facilities shall be constructed in a prioritized manner. The 88-acre park in West Glendale should receive high priority                             |
| <b>3. Emerging Sports and Adventure Centers</b> (PRMP) | New centers targeted to young adults to be designed and built  |
| <b>4. Neighborhood Centers and Playgrounds</b> (PRMP)  | Prepare an action plan to fill existing deficiencies of neighborhood centers and playgrounds in accordance with the Parks and Recreation Master Plan         |
| <b>5. Development Impact Fees for Parks</b> (CofD-1c)  | As a component of a comprehensive set of fees addressing public facilities, parks development impact fees shall be assessed and updated at regular intervals |
| <b>6. Parks and Recreation Master Plan</b>             | Update the master plan to address the annexation areas and the Municipal Planning Area (MPA) of Glendale   |
| <b>7. Joint Library/Park Development</b> (1d)          | Evaluate planned park sites for potential co-location of branch libraries  |
| <b>8. Regional Recreation System Planning</b> (1d)     | Cooperate with Maricopa County and MAG in regional park/trail planning   |

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## **Conservation of Resources Policies**

- |  |   |
|--|---|
| <b>1. Telecommuting Opportunities</b> (2d,e)       | Facilitate traffic/air pollution reducing telecommuting by providing flexible, high speed telecommunications connections  |
| <b>2. Utilize Reclaimed Water</b> (1b,d)           | Private and municipal users implement water conservation by using reclaimed water for groundwater recharge, golf course, lakes, fountains, parks and in other landscaping |
| <b>3. Recycling Programs</b> (1c)                  | Enhance sustainability and reduction in resource consumption through citizen use of municipally provided recycling opportunities  |
| <b>4. Recycling Service</b> (1c)                   | Continue to provide curbside recycling to all single family residences and duplexes   |
| <b>5. Conservation Education</b> (1d)              | Support grade-school education programs addressing conservation of resources and recycling opportunities  |
| <b>6. Green Building Practices</b> (2a,b,c; ED-6a) | Adopt revised/accepted alternate building codes that employ green building/energy efficient principles in building design and construction                                |
| <b>7. Stormwater Runoff</b> (3a,b)                 | A program focused on the improvement of stormwater runoff quality will be continued   |
| <b>8. Stormwater Permits</b> (3a,c)                | The City shall obtain necessary permits for applicable public facilities  |

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## GROWING SMARTER ELEMENTS

### Open Space Policies

- |  |  |
|--|--|
| <b>1. Open Space Master Plan</b> (1a,b; 2) | Prepare plan for open space and trails for the MPA including protection and management provisions  |
| <b>2. Open Space Inventory</b> (2)         | Prepare an inventory of open space preserve prospects for the Glendale MPA   |
| <b>3. Open Space Access Plan</b> (2a,b,d)  | Prepare an access plan for existing open areas including current access points, access protection, and changes to access as development proceeds |
| <b>4. Connectivity of Open Space</b> (2b)  | Work cooperatively with other jurisdictions and locally to prepare a program to develop connections between regional open space preserves        |
| <b>5. Integrated Open Space</b> (3b)       | Require open space reserves in proposed planned developments   |
| <b>6. Habitat Conservation</b> (3c)        | Inventory habitats and prepare conservation strategies   |

### Growth Areas Policies

- |   |  |
|---|--|
| <b>1. Adopted Specific Plans Receive Major Capital Investment</b>     | Implement adopted specific plans, including the Western Area Plan and the City Center Master Plan, through major capital investment decisions. Continue to implement the Arrowhead Ranch Specific Plan and the North Valley Specific Area Plan |
| <b>2. Freeway/Major Arterial Access for High Intensity Nodes</b> (2b) | Program and develop access from key high volume transportation facilities to high intensity nodes in growth areas  |
| <b>3. Transit Connections to Growth Areas</b>                         | Plan and fund transit connections to growth areas, employment centers and municipal service areas  |
| <b>4. Pathway Links to Residential Areas</b> (OS-2b; B-1a,b)          | Provide pedestrian and multi-use trail links to residential areas  |
| <b>5. Employment Driven Growth</b> (1c)                               | Emphasize, facilitate and provide incentives for employment-driven growth in all public decision-making opportunities  |
| <b>6. Lower Intensities in Growth Nodes Beyond City Service Areas</b> | Actively support lower development intensities in those growth areas and nodes located beyond city service areas   |
| <b>7. Sustain Luke AFB Stability</b> (3b)                             | Actively support the sustainability of Luke AFB by restricting incompatible development in the Luke Compatible Land Use (LCLU) area  |

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## Environmental Planning Policies

- |   |  |
|---|--|
| <b>1. Protect Threatened and Endangered Species</b><br>(1e) | Adopt a logical, locally attuned endangered and threatened species policy  |
| <b>2. Archaeological Resource Management</b> (1a)           | Adopt a policy regarding the inventory, treatment, disposition, and protection of archaeological sites   |
| <b>3. Air Quality Planning</b> (5a,b,c)                     | In conjunction with MAG, prepare and regularly update air quality plans  |
| <b>4. Paving Program</b> (5)                                | Actively reduce airborne dust by continuing to implement a paving program for unpaved streets, roads and alleys  |
| <b>5. Dust Nuisance Ordinance</b> (5)                       | Adopt and fund an enforceable dust nuisance ordinance  |
| <b>6. Sanitary Sewer Connection</b> (3b)                    | Prepare a strategy to require new development to connect to sanitary sewer including specific density triggers and to discourage the proliferation of septic systems |
| <b>7. Noise Mitigation</b> (UD-2b,d)                        | Develop and include noise mitigation standards in commercial and industrial design guidelines  |

## Cost of Development Policies

- |   |   |
|---|---|
| <b>1. Pay-As-You-Go Policy</b> (F-3d, GA-3a)            | The City shall adhere to a pay-as-go philosophy for infrastructure extension and expansion  |
| <b>2. Developer Contributions Expedite Improvements</b> | Developer contributions will serve to expedite CIP scheduling of needed public infrastructure including roads, sewer and water systems                            |
| <b>3. Payback Mechanisms</b> (2a,b,c)                   | Prepare and adopt payback mechanisms for privately financed and installed public infrastructure   |
| <b>4. Reduce Commute Time</b>                           | In land use and development approval decision-making, consider commute time reduction as an improved efficiency related to the cost of development                |
| <b>5. Investor-Owned Utilities Investment</b>           | Non-municipal utility companies, including state of the art communications, are expected to keep pace with infrastructure demands for their growing customer base |
| <b>6. Cost Incentives</b> (3a,b; Rdvt-1d)               | Establish density, building code, processing and fee reduction incentives for projects located in redevelopment/revitalization areas                              |

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**Element Legend:** LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

## Water Resources Policies

- |   |  |
|---|--|
| <b>1. Water Resource Acquisition</b> (4a,b)                 | As water service area and water demands increase, actively pursue acquisition of additional water resources utilizing a variety of financing mechanisms including existing revenue bonds   |
| <b>2. Water Conservation Program</b> (2d)                   | Prepare and adopt a comprehensive water conservation program that addresses residential, commercial and industrial water users and includes groundwater recharge and effluent re-use   |
| <b>3. Water Conservation Incentives</b> (3)                 | Coordinate with water conservation efforts to provide incentive to reduce consumption  |
| <b>4. Water Quality Protection</b> (1a,d)                   | Continue to provide high quality water and adopt water quality assurance measures that meet County, State and Federal requirements including annual reporting  |
| <b>5. Water Resource and Drought Master Plan</b> (1)        | Prepare and maintain a master water resource and drought management plan   |
| <b>6. Groundwater Recharge Program</b> (2b)                 | Assess groundwater recharge opportunities and prepare criteria to assist in decision-making for earning credits  |
| <b>7. Reclaimed Water Use</b> (2a)                          | Maximize use of reclaimed water that meets minimum quality standards for non-residential irrigation, and industrial applications. For new facilities with five acres or more of turf, require equipping for reclaimed water use when supplies become available |
| <b>8. Water Service Impact Assessment for Far West</b> (1c) | Develop criteria and require assessment of water service area extensions to properties west of 115th Avenue  |
| <b>9. Industrial Wastewater Pretreatment</b>                | Maintain a program to assure industrial wastewater meets or exceeds established discharge standards  |
| <b>10. Assured Water Supply Dispensation</b>                | Allow new development to utilize City assured water supply status when deemed in public interest   |
| <b>11. Water Quality Testing</b> (1a,d)                     | Maintain State certified water quality laboratory and comprehensive testing program that tests in accordance with County, State and Federal requirements   |
| <b>12. Public Disclosure of Water Quality</b> (1a)          | Provide timely and useful public notification of drinking water violations as required under the Federal drinking water regulations  |
| <b>13. Water System Flexibility</b>                         | Ensure operating system flexibility to manage changing water quality regulations and emergency water demands   |

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**Water Resources Policies (cont.)**

**14. Grandfathered Water Rights Acquisition (4b)**

Require new development to transfer grandfathered water rights as a reasonable condition of received City assured water supply

**15. Urban Irrigation Limits**

Limit new urban irrigation uses on Salt River Project lands to five acres or less of turf

**16. Use of Drought Tolerant Vegetation (UD-2c; EP-4b,c)**

Through ordinance, education and incentives, broaden the use of drought tolerant plant materials for landscaping applications

**17. Stormwater Harvesting**

Establish standards and criteria for the capture and use of stormwater for irrigation purposes

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## **II. ACTION STEPS FOR PLAN IMPLEMENTATION**

General Plan accomplishments require shared responsibility among Glendale residents and their organized associations, private sector landowners and developers, business interests, employers, schools, public agencies and municipal government. The City of Glendale administers many of the studies, policies and decision responses necessary for Plan implementation; however, the public are both participants in and beneficiaries of planned improvements.

The General Plan encompasses many of the City's commitments to previously-adopted functional or specific area plans. Documents included as givens -- to be implemented -- include: the voter-approved Transportation Plan, the Parks and Recreation Master Plan and others.

Action Steps, derived from General Plan Element recommendations, cover a wide range of interests. Needs that were determined by citizen participants in the planning process as well as priorities from the adopted "givens" receive attention in a series of steps that are designed to reach the City's goals. Municipal resources, together with private sector investment and funding from other agencies, will be applied to sustain the implementation process.

Numerous initiatives will have to be undertaken simultaneously. The City has many assets already in place, including fundamentally sound infrastructure and strong motivation for maintaining civic excellence. Multi-faceted improvement programs can build on this foundation, but they must be carefully coordinated with creative growth management to avoid conflicts and duplication of effort.

### **Implementation Action Program**

General Plan progress can be measured in short-, mid- and long-term phases. Time frames, action programs, the Elements they address and brief project descriptions are described in tabular format. Parties responsible for taking the lead on each action step are also identified.

### **A. SHORT-TERM ACTION STEPS**

First stage projects are listed. Priorities remain to be established. All programs are important, however, funding sources and scheduling issues will determine which actions would be pursued immediately while others are deferred for planning, design and spending decisions. Preparations are already underway for several of these key projects which represent on-going City commitments to effective municipal growth management.

Each of the General Plan's twenty Elements appears in at least one of these immediate response steps. In most cases, a combination of planning components coordinate toward the desired accomplishment of early implementation successes. A foundation for lasting improvements, based on identified Goals and Objectives, can be established through the following actions:

**Glendale 2025: The Next Step**

Short-Term (2003-05)

<b>Program</b>	<b>Responsibility</b>	<b>Action required</b>	<b>Elements</b>
Code Revisions	Plng/Atty	Zoning and related codes correspond with Plan	All
Development Review	Plng/Eng	Consistent development criteria, requirements	PB, PSF, C, B
Impact Fees	Finance	Formula for biennial adjustments	CoD, PSF, F
Transportation: Phase I	Trans/Eng	Roadway, intersection priorities	C
Infill Housing	Hsg/CP/BS	Sites, specifications, incentives, bid proposals	H, LU, N, Rdvt.
Expedite Devt Approval	Plng/Eng/Hsg/CP	Fast track, checklist, eligible projects	GA, LU, Rdvt, H
Street Tree Program	Field Ops	Design, priorities, phasing	UD, C
CIP/Plan Consistency	Finance	Action Program-responsive CIP	All
Master Water Resources Plan	Utilities	Projections, incentives, additions to supply	WR
Employer Recruit	ED/Plng/Private	Background data, marketing strategy, sites	ED
Comml, Indl Design	Plng/Private	Handbook guidelines, standards, examples	UD
Monitor Land Absorption	Planning	Database, tracking system	LU, GA
Parks & Rec: Phase I	P&R	Meet short-term (2004) needs forecasts	R, OS
Priority Growth Areas	ED, Planning	Expedited development	GA, LU
Functional Classification Map	Trans/Eng	Street hierarchy, specifications	C
Development Incentives	ED, Finance	Scaled to benefits	ED, GA
Emergency/Disaster Plan	Fire/Police	Revise 1990s document	S
Plan Flexibility	Plng/ED	Exemption from General Plan Amendment	LU, GA, ED
Funding Requirements	Finance	Needs projections: bonds, ED profits, savings	All
Service to Other N'hoods	Field Ops	System modernization, facilities locations	PSF
Citizen Plan Monitoring	CP/citizens	Participation in General Plan performance evaluation	N
Neighborhood Parks	P&R/CP	Address deficiencies in small parks	R, N, Rdvt
School District Impacts	PFS/Schools	Coordinated services to new facilities	PSF
Public Building Design	Plng	Standards for site planning, architecture	PB, UD
HOME	Hsg	Assist 885 homeowners w/rehabilitation	H, Rdvt, N
CDBG/HOME	Hsg	Assist 64 new families to become homeowners	H
Low Rent/Section 8	Hsg	Assist 3302 renters w/supporting programs	H
Housing Status	Hsg	Bi-annual report on regional housing status	H
Special Populations Housing	Hsg	Assistance to elderly, poor, challenged	H
Bicycle Plan Update	Trans/P&R	Lanes, pathways, amenity coordination	B, Rec, C
Property Maintenance	CP/citizens	Voluntary compliance with localized standards	N
Conservation Strategies	Environmental	Natural resource protection priorities	Con
Neighborhood Security	CP/Police/Fire	Crime prevention, emergency response, traffic safety	S, N
Groundwater Quality	Utilities	Preventative anti-contamination measures	WR
Expand Recycling	Field Ops	Expand solid and hazardous waste removal	Con, N
Open Lands Priorities	Planning	Inventory of non-developable, scenic corridors	OS
Mitigation: noise air, water	Utilities	Meet Federal, State standards	EP
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

**Responsibility Legend:** Atty = City Attorney; BS = Building Safety Department; CP = Community Partnerships Department; ED = Economic Development Department; Eng = Engineering Department; Field Ops = Field Operations; Hsg = Housing Department; IGR = Intergovernmental Relations; P&R = Parks and Recreation Department; Plng = Planning Department; Private = Private Sector; Trans = Transportation Department

**Element Legend:** LU = Land Use; C = Circulation; H = Housing; Rdvt = Redevelopment; UD = Urban Design; PSF = Public Services and Facilities; F = Fiscal; PB = Public Buildings; ED = Economic Development; R = Recreation; S = Safety; N = Neighborhood; Con = Conservation of Resources; B = Bicycling Element; GA = Growth Areas; CofD = Cost of Development; OS = Open Space; EP = Environmental Planning; WR = Water Resources

**Implementation Program**

## B. MID-TERM ACTION STEPS

Assessments regarding Short-Term accomplishment will help to guide Mid-Term priorities. Certain programs, such as those involving neighborhood organizations and citizens, would be expected to continue. Projects where planning is complete (e.g., pedestrian improvements, municipal buildings, bike paths) are ready for construction.

Growth areas, particularly the City Center and Western Area, should be well underway. Additional, large-scale investments would be in order to maximize revenues for both the public and private sectors.

Again, virtually all Elements receive on-going attention so as to sustain the momentum of General Plan Implementation. With major construction projects in readiness, growth management coordination becomes even more critical.

Returns on investment, evidenced by a broadened tax base, should help provide additional financial resources for accelerated General Plan implementation. The Mid-Term will rely heavily on other public bodies and agencies, as well as the private sector, responding the Glendale's growth needs.

Supplementary actions would be anticipated based on the prior phase results. Logical next steps to follow first stage activities could include the following:

### Mid-Term (2006-10)

Program	Responsibility	Action required	Elements
Transportation: Phase II	Trans/Eng	Grand Avenue, Super street, transit	C
P&R: Phase II	P&R	Adventure centers, regional parks, park/school	R, OS
Neighborhood Revitalize	CP/Hsg/Rdvt	Target areas, demonstration projects	N, LU, H, Rdvt
Bonding	Finance/Private	New GO and Revenue Bonds	F, PSF
Municipal Airport	ED	Expand, initiate business development	ED, GA, LU, PFS, C
Agricultural Easement	Plng/Private Foundations	Tools: ordinance, TDR, valuation formula	LU, GA, OS, EP
Future Public Building Sites	Plng/Finance/Schools	Locations consistent with development timing	all
Buffering Strategies	Plng/CP/Hsg	Compatibility, screening techniques	H, N, Rdvt, C
Bicycle Route Links	Trans/Eng/P&R	Begin install needed connections	B, C
Evaluate Growth Areas	ED	Reprioritize incentives, update devt. timing	GA, ED, CoD
Update Residential Design	Plng/Private	Revisions coordinated with homebuilders	UD
WR Plan: Phase I	Utilities	Implementation conservation, supply priorities	WR
Open Space/Trails Plan	P&R, Planning	Augment P&R Master Plan	OS, LU

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## Glendale 2025: The Next Step

Mid-Term (2006-10) *continued*

Program	Responsibility	Action required	Elements
Pedestrian Amenities	Trans/R/Eng	Construct bridges, walkways	S, C, UD, Rdvt
Luke Compatible Renewal	Plng/ED/IGR	Land use patterns updated, revised	LU, GA, ED
City Center construction	ED/Finance	Key buildings, infill projects	PB, Rdvt
Implement Conservation Strategy	Planning/ Environmental	Preserve habitat, air/water quality	Con
Install Bicycle Amenities	Private/Trans	System improvements installed	B, R, C
Recalibrate Plan Performance	Plng/citizens/private	Adjusted measures for revised priorities	All
Green Building Practices	Building Safety	Adopt additional building code provisions, incentives	Con, H, UD
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

### C. LONG-TERM ACTION STEPS

The City's system master plans remain for completion, and possible updating, during the longer term phase. Transportation, recreation and water resources should have seen significant improvements, but much more would remain to meet demands of 2025's population.

Statutory requirement for comprehensive General Plan revision at least every ten years would focus the adjustment and detailing of recommended actions between 2011 and 2025.

Long-Term (2011-2025+)

Program	Responsibility	Action required	Elements
Transportation: Phase III	Trans/Eng	Advanced construction including light rail	C
Parks & Rec: Phase III	P&R	Complete multi-generational centers, etc.	R, OS
WR Plan: Phase II	Utilities	Secured supply for 2025 and beyond	WR
General Plan Update	Plng/All/Citizens	Adopt updated Plan for all Elements	All
Residential Rdvt/Re-use	Hsg, ED	Evaluation of neighborhood edge areas	H, Rdvt, ED
Landfill Siting	Field Ops/Plng/ Citizens	Evaluate long-term solid waste disposal plan	EP
Bike Facilities: Phase II	Trans/Eng	Complete installation at overpasses & amenities	C, B
Luke Sensitive Evaluation	Planning	Re-evaluate of tools and strategies	LU
Open Space II	Private Sector/ Foundations, Plng	Implementation of Open Space Plan, tools and acquisition	OS, Rec
Public Information	Planning	Provide Plan talks and information	Annual
Plan Monitoring	Planning	Monitor performance measures	Annual
Inventory Update	Planning	Collect land use, economic, housing, population information	Annual
Annual Report	Planning	Prepare and present to Planning Commission and City Council	Annual

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## D. Historic Preservation - Action Steps

### Short-Term (2006-2008)

Program	Responsibility	Action	Elements
<b>Grants</b>	<b>Planning/Budget</b>	<b>Apply CLG and Heritage</b>	<b>Historic Preservation</b>
<b>Surveys</b>	<b>Planning</b>	<b>Conduct Surveys</b>	<b>Historic Preservation</b>
<b>Nominations</b>	<b>Planning</b>	<b>Write Nominations</b>	<b>Historic Preservation</b>
<b>Restore</b>	<b>Planning/Budget</b>	<b>Heritage Grants</b>	<b>Historic Preservation</b>
<b>Market</b>	<b>Planning/ Marketing</b>	<b>Marketing Projects</b>	<b>Historic Preservation</b>
<b>Adaptive Reuse</b>	<b>Planning/Economic Development</b>	<b>Coordinate Projects</b>	<b>Econ Dev/Historic Preservation</b>

### Mid-Term (2009 - 2012)

<b>Bonding</b>	<b>Planning/Budget</b>	<b>Historic Preservation Capital Projects</b>	<b>Historic Preservation</b>
<b>Staffing</b>	<b>Planning/Budget</b>	<b>Historic Preservation Staff Increase</b>	<b>Historic Preservation</b>

### Long -Term (2013 – 2025+)

<b>Bonding</b>	<b>Planning/Budget</b>	<b>Revolving Local Historic Preservation Grants</b>	<b>Historic Preservation</b>
<b>Acquisition</b>	<b>Planning/Budget</b>	<b>Major Historic Preservation Acquisitions</b>	<b>Historic Preservation</b>

### **III. PERFORMANCE MEASURES**

**Glendale 2025: The Next Step** challenges the entire community to meet citizens' aspirations over the next quarter century. The General Plan is comprehensive, as is the responsibility for ensuring that its goals are implemented. Sustaining momentum toward achievement of specific objectives, then taking on higher aims, is everybody's job.

Keeping track of Plan implementation progress in a methodical manner enables everyone, from the grassroots to City Council, to judge how well planning policies are being applied. Plan performance can be identified and addressed to maintain the desired balance among Elements. Meaningful standards of measure help to highlight areas of implementation success, at the same time revealing follow-through activities that need more emphasis, added resources or, in some cases, significant redirection.

The Glendale Planning Department staff serves as the repository for General Plan progress data. Evaluations of success and/or shortfalls are conducted regularly throughout the year for reporting to City management, other departments, the Planning Commission and City Council. The Planning Commission is Glendale's principal Plan Progress review body, responsible for verifying the accuracy and interpretation of information presented regarding Plan implementation effectiveness and City-wide development activity. Progress reviews may be conducted as discussion or decision items of the Commission's regular meeting agendas.

A proposed Glendale 2025 Performance Measurement system includes four constituent programs. They are, as outlined in the following subsections: Element Evaluation, Action Plan Progress, Land Absorption Analysis and Performance Measurement Schedule. It is anticipated that additional criteria will be developed for specific City functions' programs -- some of which may become part of the recorded measurement system. These regular exercises, taking stock of Glendale General Plan activity, are meant to be summarized in the Annual Report document called for in the General Plan's Administrative section.

#### **A. ELEMENT EVALUATION**

Each of the twenty General Plan Elements should be revisited on at least an annual basis. Land Use, Water Resources, Circulation, Recreation, Economic Development exemplify subject areas where more frequent progress notations are made. Some Elements (e.g., Growth Areas, Neighborhood) could be maintained adequately with once-a-year review.

Broad "response" evaluations might be supplemented, as applicable, by the more detailed technical tracking records.

**Goals/Objectives Response.** At the broadest level of implementation accomplishment, Elements are scored according to relative emphasis placed on their respective Goals and Objectives since the previous yearly measurement. Staff or other responsible agent would provide summary status information pertaining to every item for Planning Commission consideration. Overall attention to General Plan Goals and Objectives

## *Glendale 2025: The Next Step*

would be rated for each Plan Element by Commissioners on a simple 1 to 10 scale: 1 being the lowest rating "no attention, seriously deficient"; 10 being "well-served, ahead of action schedule". A cumulative average of 6 or better may be regarded as satisfactory rating, although a target of 8 would reflect superior Element performance.

Goal ratings should generally derive from scores on the underlying objectives, although it is possible (probable in the early years of the measurement system) that the value ascribed to the Goal could be higher than that of any or all Objectives. That is, under the Recreation Goals "Plan for ample park/recreational facilities in newly developing areas" (See page 57), perhaps none of the objectives has been specifically addressed, let alone completed. Nonetheless, say, if the Parks and Recreation Commission had conducted and approved a strategic plan for facilities needs in new growth sectors, the Goal could receive a high mark, 7 or 8.

The Element evaluation, however, should bear close numerical relationship to the average of Goal ratings. That is, if Recreation's three Goals scored 4, 8 and 5, respectively, the Element would rate 6 (5.9), "satisfactory".

**Technical Assessment.** More precise criteria can be set for Elements where City staff maintain current information on a continuing basis. Cost of Development measures would easily relate to Development Impact Fee schedules and collections. Water Resources calculations would allow for comparison of per capita consumption, system production, water quality indices and additional standards from year-to-year. The Housing Element would record statistical accomplishments from the Five-Year Consolidated (Housing) Plan and Annual Action Plan.

An example of technical measurement would be comparative accident reduction data, for the Safety Element, at stipulated intersections where signalization improvements had been installed. Using a baseline of average number of occurrences over the five previous years, a target ten percent reduction (measured for the first year; and, then as a five year average) constitutes full performance.

## **B. ACTION PROGRAM PROGRESS**

The step-by-step activities that are recommended for accomplishing objectives, then attaining Glendale 2025 goals (set forth in Implementation Section II) constitute the Plan's strategic framework. Again, with Staff preparation of background information, the Planning Commission provide oversight for maintaining effectiveness and momentum in Action Program administration.

To ascertain the City's commitment to specific implementation projects, each Action Step on the current Phase chart (in Short-Term, Mid-Term, Long-Term) should also be evaluated. A maximum of 5 points may be awarded for any item. 0 = no attention; 1 = limited progress; 2 = preliminary or draft work transmitted; 3 = partial completion, preliminary results achieved; 4 = completed, ready for implementation; 5 = completed, implementation underway.

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Looking at the Short-Term Phase, for instance, the more than 30 items could achieve a potential score in excess of 150 points. In the first year, 2002, a score of 90-100 might be acceptable. By the second year, the total should be above 120. In the second and third years, points may be awarded for beginning accomplishments in the next Phase. That is, if progress has been made toward, say, installing bicycle paths and establishing the Water Resources Master Plan -- both called for in the Mid-Term, each may rate an additional point or two. Therefore, when ratings are completed in 2005, the Action Program could have achieved a success rating of 150+ points and be ready to embark on the next Phase.

Members of the public such as neighborhood organizations, other Boards or Commissions and City Council may also be provided an opportunity to fill out performance score cards as input to the Planning Commission's assessments.

## C. LAND USE ABSORPTION ANALYSIS

The General Plan is fundamentally about using Glendale's land resource wisely. In broad terms, the Land Use Map shows where different types of land uses are expected. Land use absorption is measured by ascertaining when, and at what intensity, these uses are developed, installed or otherwise put in place. Glendale formulas assume employment-driven growth, augmented by increasing proportions of commerce.

### ACREAGE UTILIZATION

Growth projections indicate where different types and intensities of land development are expected to occur. (See: Land Use, Growth Areas Elements) A general summary for subareas within the current City boundaries shows nearly nine square miles of additional urban development by 2025.

Acreage Absorption by use to year 2025:

	RESIDENTIAL		COMMERCIAL	EMPLOYMENT
	Single Family	Multi-Family		
A. Northern Avenue to Camelback Road (67th Avenue to 83rd Avenue)	48	19	40	100
B. South of Northern Avenue (43rd Avenue to 67th Avenue)	100	25	100	500
C. Northern Avenue to Bell Road (43rd Avenue to 67th Avenue)	40	19	50	110
D. Bell Road North (51st Avenue to 83rd Avenue)	100	52	75	100
E. Western Area (83rd Avenue to 115th Avenue; Northern Avenue to Camelback Road)	2,200	146	216	1,200
<b>TOTAL ACRES</b>	<b>2,488</b>	<b>261</b>	<b>481</b>	<b>2,010</b>

*Further breakdowns are provided for 2005, 2010 and ultimate buildout. (See: General Plan Technical Appendices).*

## **CHANGES OF CONDITIONS**

Unforeseen circumstances, such as a major development proposal or a severe economic downturn, should be entered into the progress measurement equation. Critical needs -- infrastructure extensions or repairs, responses to flooding or other natural occurrences -- would require alteration of planning priorities; and, therefore, adjustment to short-term land absorption forecasts.

It is suggested that annual absorption projections, supported by known development intentions, be prepared for regular monitoring on a quarterly basis. An assessment of development completed (or in actual construction) would be conducted at year's end to determine: 1) accuracy of the projections by percentage variation (i.e., +10%, -5%); 2) utilization of acreage allocated by use type to the Year 2025; and 3) appropriate adjustments, including projects added or deferred, for the subsequent forecast period.

The Western Area Plan's development forecasts assume 60-80% buildout, depending on land use type and market-responsive development intensity, by 2025. With entertainment/commerce-driven initial phases, up to 25% of buildout of those use types would be assumed during the short-term, or by 2025.

Significant deviations from annual projections (particularly if experienced for two or more consecutive years in any use type) or from the average yearly absorption in terms of total acreage available for that use would signal the advisability to revisit the "overachieving" or deficient use's cumulative absorption expectation. Employment or commercial use deficiencies (because they are regarded as drivers for General Plan Growth Areas and Glendale desired overall balance) may require the City to adopt more aggressive development incentive policies.

## **REDEVELOPMENT ASSESSMENT**

Similar projections and measurements should be directed to targeted redevelopment areas. Principal focus for redevelopment evaluation would be on the City Center Master Plan area. The General Plan assumes its "buildout" (that is, replacing all presently underutilized sites with new or more intense uses) before 2025. Acreage allotments, for purposes of absorption, should be calculated on 5-15 year time frames, depending on use type.

Public projects, such as the Transit Center and civic buildings, are expected to occur during early redevelopment stages, by 2005 or shortly thereafter. Neighborhood preservation programs should be tracked; however, they would generally not be included in acreage or intensity analyses.

Individual redevelopment sites outside the Plan area, would be listed in annual forecasting as their site planning became imminent. Cumulative totals could be kept to record incremental, disparate property redevelopment on a City-wide basis.

## **D. PERFORMANCE MEASUREMENT SCHEDULE**

Comprehensive oversight of General Plan Implementation success is maintained through administration of repetitive performance assessment exercises. A typical annual schedule of assessment checkpoints, which may be adjusted at the City Council or Planning Commission's pleasure, is illustrated below. Full explanations for each review function are covered in the preceding sections, pp. 19-22.

Land absorption data would be expected to be available, as information, on a quarterly basis. The annual assessment, however, should be conducted prior to Capital Improvement Program updating so as to identify projects, geographical areas and municipal systems with immediate, changed funding requirements.

Likewise, Action Phase Priorities may be CIP implications. Mid-year assessments are recommended, however, to ascertain whether additional implementation efforts are necessary -- allowing sufficient time for correction before budgeting or other resource enhancement requests would be considered.

Elements may be reviewed at the Commission level on a quarterly basis, generally by the defined Element groupings. As appropriate, more frequent updating of certain Elements or expediting others ahead of schedule may be undertaken. For instance, if revised statistical data would be pertinent to pending development proposal applications, it should be made available as public information for Commission's advisory function and City Council decision-making.

### **PLANNING COMMISSION PERFORMANCE MEASUREMENT SCHEDULE**

<b>ASSESSMENT</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>
<b>Annual Report Input</b>	X	X										
<b>Elements Quarterly Review</b>			X			X			X			X
<b>Action Phase Priorities</b>				X						X		
<b>Land Absorption</b>										X		

## IV. STATUTORY PLAN REQUIREMENTS

**Glendale 2025: The Next Step** has been prepared in accordance with Arizona statutory requirements. All plan elements respond to Planning Statute specifications including:

*Land Use Element* designates the proposed general distribution, location, and amount of land for housing, business, industry, recreation, public facilities, and open space. Each land use category is described; density/intensity requirements are identified; and clear definitions are provided.

While identified in the Land Use Element, infill programs and policies that Glendale may employ are addressed in greater detail in the Housing and Redevelopment Elements. Air quality and solar access considerations, related land use concerns, are addressed in the Conservation of Resources and Urban Design Elements.

The *Circulation Element*, based on the City's voter-approved Transportation Plan, identifies the general location and extent of existing and proposed major arterials, collector streets and street classifications. The Element, along with the *Bicycle Element* emphasizes multi-modal transportation options. Public transportation, transit and pedestrian circulation facilities are also discussed and proposed. The Circulation Element supports the proposed land use pattern outlined in the Land Use Element.

The *Recreation Element* along with the *Open Space Element* incorporates, as appropriate, information and standards related to recreation and open space based on existing City standards and desired improvements included in the Glendale Parks and Recreation Master Plan. A comprehensive assessment of recreation facility types is included. The elements present an inventory of existing sites, analysis of forecasted needs, policies for managing and protecting and accessing open space areas, and an action plan to enhance recreational resources. Policies addressing integration and connectivity of regional open spaces are included.

The *Growth Areas Element* identifies locations for focused, appropriate development over the next 25 years. The element identifies target areas suitable for enhanced land use density/intensity, planned multi-modal transportation and infrastructure expansion, and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, and employment uses. The Luke Compatible Growth Area designates land uses that are suitable in close proximity to the military installation and is therefore distinctive from traditional urban growth area expectations.

*Environmental Planning* and *Conservation of Resources Elements* provide criteria for delineation and protection of areas within the planning area suitable for conservation. Sustainability is addressed in terms of conservation of energy, natural resources and water and air quality. These elements evaluate impacts on air quality, water quality, and natural resources and present policies and strategies to address anticipated effects associated with proposed development under the General Plan. As stated in the Environmental Planning Element,

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guidelines and strategies are intended to have community-wide applicability. The Conservation of Resource Element specifically addresses soil conservation, floodplain and riverbed protection.

The *Cost of Development* outlines City strategies to ensure that new development pays its fair share toward the cost of additional public service needs with appropriate exceptions when in the public interest. Legally accepted tools are identified in this element and the overlapping Public Services and Facilities Element for financing infrastructure and services.

The *Public Services and Facilities Element* in concert with the *Public Buildings Element* identifies police, fire, school, library and other public facilities and provides a framework for their future expansion.

The *Water Resources Element* identifies Glendale's current water supplies from surface, groundwater and effluent supplies and analyzes future water demands relative to available supplies.

The *Housing Element* consists of recommendations related to variety and mixture of sizes and types, affordability, community needs and provisions for all segments of the population including special needs persons.

The *Redevelopment* and *Neighborhood Elements* analyze conditions and issues of mature neighborhoods and areas. The elements identify specific recommendations to enhance the city's character and ensure long-term vitality. The Elements specify implementation of the City Center Master Plan for revitalization of the Glendale downtown area.

*Economic Development Element* provides a framework for determining future land use. The Economic Development Element includes policies and strategies designed to address issue areas through opportunity targets or strategic clusters.

Finally, the *Safety Element* provides for emergency response to disasters, enhanced police protection and identification of man-made and geologic hazards.

**Glendale 2025: The Next Step** is supported by an Implementation Program document and detailed technical appendices containing much of the existing conditions analysis referenced in State Statutes. The General Plan document works with these key, supporting volumes to provide a highly useable but flexible resource for community decision-making.

While the General Plan document is submitted to and approved by the voters, it does not stand alone. All three volumes must remain internally consistent and the Implementation Program and Appendices must be regularly maintained. Similarly, the General Plan elements, all twenty, are interrelated and thus provide a comprehensive framework, including the public's expressed needs and desires, to guide the future growth and development of Glendale. The Plan is "**general**" in nature and is intended to provide general guidance while serving as a significant statement of policy. More specific plans are referenced and it is the intention and direction of the General Plan that such adopted plans be consistently implemented.