Planning Commission Meeting Agenda

Chairperson Steve Johnston
Vice Chairperson Arthur Dobbelaere
Commissioner Jack Gallegos
Commissioner Rick Harper
Commissioner Gary Hirsch
Commissioner David Moreno
Commissioner Al Lenox

Saturday, April 23, 2016 **10:00am**

FOOTHILLS RECREATION AND AQUATICS CENTER
BOBCAT ROOM
5600 WEST UNION HILLS DRIVE

AGENDA ITEMS MAY BE TAKEN OUT OF ORDER AT THE COMMISSION'S DISCRETION. APPLICANTS ARE ENCOURAGED TO ARRIVE PRIOR TO THE START OF THE MEETING.

One or more members of the Planning Commission may be unable to attend the Meeting in person and may participate telephonically, pursuant to A.R.S. § 38-431(4).

I. CALL TO ORDER

II. ROLL CALL

III. APPROVAL OF MINUTES – NONE.

IV. WITHDRAWALS AND CONTINUANCES

V. PUBLIC HEARING ITEM

1. **GPA16-01:** Major General Plan Amendment GPA16-01 – **Envision Glendale 2040**. This is a request by the City of Glendale to adopt a new general plan, Envision Glendale 2040. This is the Glendale General Plan Update and will apply city-wide, including the entire Municipal Planning Area. Every city and county in Arizona is required by state law to prepare and maintain a planning document called a general plan. Staff Contact: Thomas Ritz, AICP, Senior Planner.

   No action will be taken on this item.

VI. OTHER BUSINESS

VII. OTHER BUSINESS FROM THE FLOOR

VIII. PLANNING STAFF REPORT

IX. COMMISSION COMMENTS AND SUGGESTIONS

X. NEXT MEETING: April 25, 2016 (Special Meeting)

XI. ADJOURNMENT

FOR SPECIAL ACCOMMODATIONS

Please contact Diana Figueroa at (623) 930-2808 or dfigueroa@glendaleaz.com at least three working days prior to the meeting if you require special accommodations due to a disability. Hearing impaired persons should call (623) 930-2197.

After 5:00 p.m. on Monday, prior to the meeting, staff reports for the above referenced cases will be available online at http://www.glendaleaz.com/planning/boardsandcommissions.cfm. If after reviewing the material you require further assistance, please call the staff contact listed for each application at (623) 930-2800.

In accordance with Title 38 of the Arizona Revised Statute (A.R.S.), upon a public majority vote of a quorum of the Planning Commission, the Commission may hold an executive session, which will not be open to the public, regarding any item listed on the agenda but only for the following purpose:

(i) discussion or consideration of records exempt by law from public inspection (A.R.S. § 38-431.03(A)(.2));
(ii) discussion or consultation for legal advice with the city's attorneys (A.R.S. § 38-431.03(A)(3)); or
(iii) discussion of consultation with the city's attorneys regarding the city's position regarding contracts that are the subject of negotiations, in pending or contemplated litigation, or in settlement discussions conducted in order to avoid or resolve litigation (A.R.S. § 38-431.03(A)(4)).

Confidentiality Requirements Pursuant to A.R.S. § 38-431.03(C)(D): Any person receiving executive session information pursuant to A.R.S. § 38-431.02 shall not disclose that information except to the Attorney General or County Attorney by agreement of the Planning Commission, or as otherwise ordered by a court of competent jurisdiction.

Planning Staff Report

DATE:	April 23, 2016	**AGENDA ITEM: 1**
TO:	Planning Commission	
FROM: **PRESENTED BY:**	Tabitha Perry, Assistant Planning Director Thomas Ritz, AICP, Senior Planner	
SUBJECT:	**GENERAL PLAN AMENDMENT (GPA) GPA16-01: ENVISION GLENDALE 2040 – CITY-WIDE**	
REQUEST:	Adopt a new general plan.	
APPLICANT:	City of Glendale.	
REQUIRED ACTION:	The Planning Commission must conduct a public hearing and determine if this request is in the best long-term interest of the community.	
RECOMMENDATION:	The Planning Commission should recommend approval of GPA16-01 as written.	
PROPOSED MOTION:	As this is the first of two required public hearings on the General Plan update, no motion will be made at this meeting.	
SUMMARY:	This Glendale general plan update will apply city-wide, including the entire Municipal Planning Area. Every city and county in Arizona is required by state law to provide and maintain a general plan. A general plan is designed to serve as the jurisdiction's blue print for future decisions concerning land use and conservation.	

DETAILS OF REQUEST:

This is a request by the City of Glendale to adopt a new general plan, GPA16-01 - Envision Glendale 2040. The General Plan serves as the official policy statement of the city to guide the public and private development of the community by guiding new development and redevelopment initiatives.

The document is general and comprehensive, long-term, and a statement of the City's vision for the future. Likewise, the plan is a guiding document with a set of goals and policies to achieve the vision and an expression of citizen preferences. A general plan is not rigid, inflexible and unchanging, not a zoning ordinance nor a zoning map, nor a city budget, nor a capital improvement program, nor a tool to promote special interests

The City of Glendale's General Plan Update will serve several purposes. It will provide a description of current conditions and trends shaping the City of Glendale. The plan will identify planning issues, opportunities, and challenges that should be addressed in the general plan, and explore land use and policy alternatives. Updating the plan will ensure that the general plan is current, internally consistent, and is user friendly. The new plan will provide guidance in the planning and evaluation of future land use and resource decisions. Finally, the new general plan will provide a vision and framework for the future of the City of Glendale.

The updated general plan reflects current conditions such as the development of the employment and transportation corridors of Loop 101, Loop 303, and Northern Parkway. It recognizes existing plans and the Sports and Entertainment District. The updated plan furthers Glendale's partnership with Luke Air Force Base and addresses land around the base.

The process of developing the general plan has been ongoing. Events in the spring and summer of 2014 included compilation of data, background research, and a City Council kickoff meeting. Events in the fall of 2014 through spring 2015 included understanding existing conditions and developing a map atlas, identifying issues and opportunities, developing the first fact sheet about the general plan, and holding the first public workshop about the general plan.

Between spring 2015 and spring 2016 tasks completed included the development of alternatives, City Council district meetings, developing a second fact sheet, holding a second public workshop, preparing a public draft, and providing notice of the required 60-day public review period.

Following two required Planning Commission public hearings and adoption of the general plan at a City Council public hearing, a vote is required to be held to approve the general plan. This vote is scheduled for August 30, 2016 at the primary election. Throughout the process, public outreach, Steering Committee meetings, and community workshops have been held. Additional information concerning public participation is included in the Citizen Participation section below.

Changes to General Plan Structure

While the General Plan Update is primarily an update, rather than a complete rewrite of the plan, there are some changes to the general plan. One change is with the general plan structure, where the general plan elements are now grouped into six themes:

- Growth and Development
- Community Preservation and Revitalization
- Economic Vitality
- Connectivity
- Public Facilities and Services
- Environmental Sustainability

Within each theme, the general plan elements are arranged as follows: The Growth and Development Theme include the Land Use, Housing, Growth Areas, Urban Design, and Military and Aviation elements.

The Community Preservation and Revitalization Theme include the Conservation, Rehabilitation and Redevelopment, Historic Preservation and Design, and Neighborhood Preservation and Revitalization elements. The Economic Vitality Theme includes the Fiscal, Economic Development, and Cost of Development elements.

The Connectivity Theme includes the Circulation and Bicycling and Pedestrian elements, while the Public Facilities and Services Theme include Public Services, Facilities and Buildings, Water Resources, Public Health and Safety, Open Space, and Recreation elements. Finally, the Environmental Sustainability Theme includes the Conservation of Resources, Environmental Planning, and Energy elements.

New elements added to the 2040 General Plan include Military and Aviation, Neighborhood Preservation and Revitalization, and Energy. Sixteen of the elements are required by Arizona state law. Five elements are specific to Glendale. These elective elements include Urban Design, Military and Aviation, Historic Preservation and Design, Fiscal, and Economic Development.

The updated general plan includes goal and policy changes. The plan provides changes to the goal and policy statement format. Goals have been updated to reflect a desired future. Most objectives in the current plan have been converted to policies. Policies have been updated to have a consistent format where all policy statements state the City should or shall.

The updated general plan will add new Goals and Policies to make the plan current, meet current City needs, and complying with current State requirements.

The **Growth and Development** Theme depicts new Mixed-Use categories, and encourages a variety of housing options for all income levels. This theme strives to preserve the unique character of neighborhoods and enhance the land compatibility around Luke Air Force Base.

The **Community Preservation and Revitalization** Theme focuses on infill and redevelopment in mature areas such as the City Center, strives to maintain and protect mature neighborhoods. This theme recognizes that historic preservation is an important consideration for new construction, and encourages partnerships between community organizations and the City to promote neighborhoods.

The **Economic Vitality** Theme works to expand and diversify Glendale's economy, including the redevelopment of Centerline to attract new business, and leveraging Glendale Municipal Airport for economic growth.

The **Connectivity** Theme encourages public transit as a viable alternative mode of transportation and promotes transit-oriented development. A bicycle and pedestrian system with a continuous network to access all parts of the city is part of this theme, as is enhanced bicycle and pedestrian safety along roadways.

The **Public Facilities and Services** Theme acknowledge the high quality, well-maintained school system and library system and the need to ensure water quantity and service for City's future. Effective fire and police protection services are necessary for the city, as is maintaining adequate parks and open space as the city grows.

Finally, the **Environmental Sustainability** Theme provides for conservation and management strategies to maintain natural resources, water preservation measures such as xeriscape, planned management of stormwater runoff, and enhanced energy conservation and renewable energy development strategies.

Changes to Land Use Map

As this is an update of the existing General Plan, the proposed land use diagram and areas of change on the new land use diagram are relatively minor. Changes to the land use map in the eastern part of the Municipal Planning Area include revisions to reflect new the Aspera development, other changes to reflect existing land use, and downtown land use pattern revised to reflect existing land use and add the new Downtown Mixed-Use category.

Changes to the land use map in the western part of the Municipal Planning Area include a new Regional Mixed-use category added to promote growth along the 303 corridor, Luke Air Force Base boundaries filled in as Public Facility, developed residential areas updated to reflect existing and planned development, and changes to reflect existing non-residential land use.

Updates to Existing Mixed-Use Categories

The current General Plan includes two existing mixed-use categories. Corporate Commerce Center (CCC) describes mixed-use employment centers with a desired mix of 15 percent residential, 30 percent commercial, and 55 percent office. The Entertainment Mixed-Use (EMU) category is intended to host regional level sports, entertainment, shopping, and employment centers; a wide range of commercial and office and multi-family residential at a minimum of 18 dwelling units per acre.

The proposed General Plan proposes new mixed-use categories. The Downtown Mixed-Use (DMU) is roughly bounded by Glenn Drive to the north, Lamar Road to the south, 51st Avenue to the east and 59th Avenue to the west. The DMU encourages a mix of residential and commercial in the historic downtown. The Regional Mixed-Use (RMU) encourages new multi-modal, mixed-use development in regionally significant areas featuring an intensive use of land with a compact urban form along the Loop 303 corridor with minimized residential.

CITIZEN PARTICIPATION TO DATE:

Citizen Participation Process:
On February 10, 2016, the City of Glendale mailed the required 60-day review letter required by state statute to the City of Glendale Mayor and City Council, City Manager, City Clerk, Arizona Commerce Authority, Arizona Department of Water Resources, Maricopa County, the cities of Avondale, Buckeye, El Mirage, Goodyear, Litchfield Park, Peoria, Phoenix, and Surprise, Luke Air Force Base, members of the General Plan Steering Committee, City of Glendale Interested Parties List, City of Glendale Homeowners Associations and Registered Neighborhoods, and Matrix Design Group. The state agencies, surrounding jurisdictions, and Luke Air Force Base are required to be notified in this manner by state law. Planning received a response in support concerning the request from the firm of Withey Morris which is attached. The Citizen Participation Final Report is attached.

Staff was assisted by the General Plan Steering Committee. The Steering Committee was an advisory body of citizens appointed by City Council to guide development of the General Plan. The Steering Committee held 13 meetings since May 2014.

Other meetings with public involvement included a public workshop on March 25, 2015, and a second Public Workshop on March 14, 2016, presentations at the Cholla District Meeting on April 8, 2015, Cactus District Meeting on April 29, 2015, Sahuaro District Meeting on October 1, 2015, another Sahuaro District Meeting on March 24, 2016, and an Ocotillo District Meeting on March 30, 2016.

Several City Council Workshops were held where staff explained the General Plan Update to Council. An interactive project website www.glendale2040.com was developed, and on that website the interactive sMap tool could be used. The Public Draft of the General Plan was available for review and comment from February 9 to April 9, 2016 and remains available at www.glendale2040.com .

Following tonight's Planning Commission hearing, the Planning Commission will hold a second required public hearing on Monday, April 25, 2016. This will be followed by the City Council voting meeting on Tuesday, April 26, 2016. It is anticipated that the new General Plan will be referred to the voters for their consideration at the Primary Election, to be held on Tuesday, August 30, 2016.

Planning Commission Public Hearing:
A Notice of Public Hearing was published in *The Glendale Star* on April 7, 2016. Notification postcards of the public hearing were mailed to interested parties on the city's interested parties

list on April 8, 2016. As this is a General Plan Text Amendment, no posting of a particular property is required.

STAFF FINDINGS:

General Plan Amendment

Findings:

- The proposed General Plan update furthers the public health, safety and general welfare of the citizens of Glendale.

RECOMMENDATION:

The Planning Commission should recommend approval of this request.

ATTACHMENTS:

1. Envision Glendale 2040, General Plan Update.
2. Citizen Participation Final Report, dated March 28, 2016.
3. Letter from Withey Morris, dated April 3, 2016.

PROJECT MANAGER: Thomas Ritz, AICP, Senior Planner (623) 930-2588
tritz@glendaleaz.com

REVIEWED BY:

Jon Froke, AICP, Planning Director

Sam McAllen, Development Services Director

TR/df

ENVISION GLENDALE 2040

GLENDALE

Planning Commission Draft

General Plan

Apirl 2016

ENVISION GLENDALE
2040

ENVISION GLENDALE 2040

City of Glendale
General Plan

Prepared for:

City of Glendale
Planning Division
5850 West Glendale Ave., Suite 212
Glendale, AZ 85301

PLANNING COMMISSION DRAFT

April 2016

Please see the next page.

Acknowledgements

The City of Glendale would like to thank and recognize the efforts of those involved in the development of the Envision Glendale 2040 General Plan.

City of Glendale		
Citizens of Glendale	The residents of the City who participated in the development of the Envision Glendale 2040 General Plan.	
City Council	▪ Jerry Weiers, Mayor ▪ Ian Hugh, Vice Mayor (Cactus District) ▪ Jamie Aldama (Ocotillo District) ▪ Sammy Chavira (Yucca District)	▪ Ray Malnar (Sahuaro District) ▪ Lauren Tolmachoff (Cholla District) ▪ Bart Turner (Barrel District)
Planning Commission	▪ Steve Johnston, Chairperson ▪ Al Lenox, Vice Chairperson ▪ Arthur Dobbelaere ▪ Jack Gallegos	▪ Rick Harper ▪ Gary Hirsch ▪ David Moreno
General Plan Steering Committee	▪ Emmanuel Allen (Cactus District) ▪ Mark Burdick (Sahuaro District) ▪ Miles Charles (Cholla District) ▪ David Coble (Cholla District) ▪ Arthur G. Dobbelaere (Cholla District) ▪ Amanda Froes (Sahuaro District) ▪ John Geurs (Ocotillo District) ▪ Noel Griemsmann ▪ James Grose (Cholla District) ▪ Rick Harper (Sahuaro District) ▪ Robert Heidt (Glendale Chamber) ▪ Gary Hirsch (Cactus District) ▪ Chuck Jared (Cactus District) ▪ Darrin Lacey (Sahuaro District) ▪ Bruce Larson (Cholla District) ▪ Barbara Lentz (Sahuaro District) ▪ Danielle Martinez (Sahuaro District) ▪ Reginald Martinez (Barrel District)	▪ Elizabeth Medina (Barrel District) ▪ Randy Miller (Barrel District) ▪ Martin Nowakowski (Yucca District) ▪ Edwin Nyberg (Cholla District) ▪ Rebecca Ontiveros (Ocotillo District) ▪ Thomas Orlikowski (Barrel District) ▪ Brian Pirooz (Cholla District) ▪ Barbara Plante (Luke AFB) ▪ Sharon Reeves (Barrel District) ▪ Scott Richmond (Yucca District) ▪ Alicia Rubio (Ocotillo District) ▪ Tom Schmitt (Yucca District) ▪ Dr. Francis (Frank) Sisti (Cholla District) ▪ Leslie Sheeler (Ocotillo District) ▪ Charles Whiffen (Barrel District) ▪ Kenneth Wixon (Cactus District) ▪ Jacoba M. Worsdell (Ocotillo District) ▪ Erminie P. Zarra (Yucca District)

Glendale City Staff	▪ Kevin Phelps	City Manager
	▪ Jennifer Campbell	Assistant City Manager
	▪ Sam McAllen	Development Services Director
	▪ Jon M. Froke, M.Ed., AICP	Planning Director
	▪ Tabitha Perry	Assistant Planning Director
	▪ Thomas Ritz, AICP	Senior Planner
	▪ Megan Sheldon	Environmental Program Manager
	▪ Doug Howard	Planner
	▪ Martin Martell	Planner
	▪ Mike Conlin	GIS Coordinator
	▪ Diana Figueroa	Senior Secretary
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	▪ Celeste Werner, AICP	Project Manager
	▪ Rick Rust, AICP, GISP	Deputy Project Manager
	▪ Bren Cox, AICP	Project Planner
	▪ Felipe Zubia, AICP	Senior Planner
	▪ Kurt Waldier	Planner

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Introduction

The City of Glendale, Arizona was initially settled in the late 1800s, and while the City is a mature, full-service community, it is also an exciting and evolving community. Built on its rich cultural heritage, beautiful neighborhoods, and superior public and post-secondary education, the City of Glendale has grown and thrived. But more than a great place to live, it is a great place to work and visit. Glendale is the home to many national and regional firms and also to Luke Air Force Base (AFB), the preeminent fighter training installation in the United States. The community is also known nationally for the Glendale Sports and Entertainment District, home of the Arizona Cardinals and Arizona Coyotes, plus host to national events from the Super Bowl to college championships.

In a broad sense, this General Plan is designed to answer two key policy concerns: maintaining the excellence of the existing community while continuing to evolve to changing needs as the community grows.

This **Envision Glendale 2040 General Plan** document (also referred to as "Envision Glendale 2040" or simply the "General Plan") will guide Glendale's future relative to land use planning, public services, infrastructure and resource management. This General Plan will help guide the changes of the future while retaining the community's distinctive character and culture.

To introduce the General Plan's Themes and Elements—the organizing features of the General Plan—this section is made up of the following components:

1.1 Preface
1.2 What is the General Plan?
1.3 Brief History / City Context
1.4 Glendale Today
1.5 Glendale's Values and Vision
1.6 Planning Assumptions
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1.8 General Plan Administration

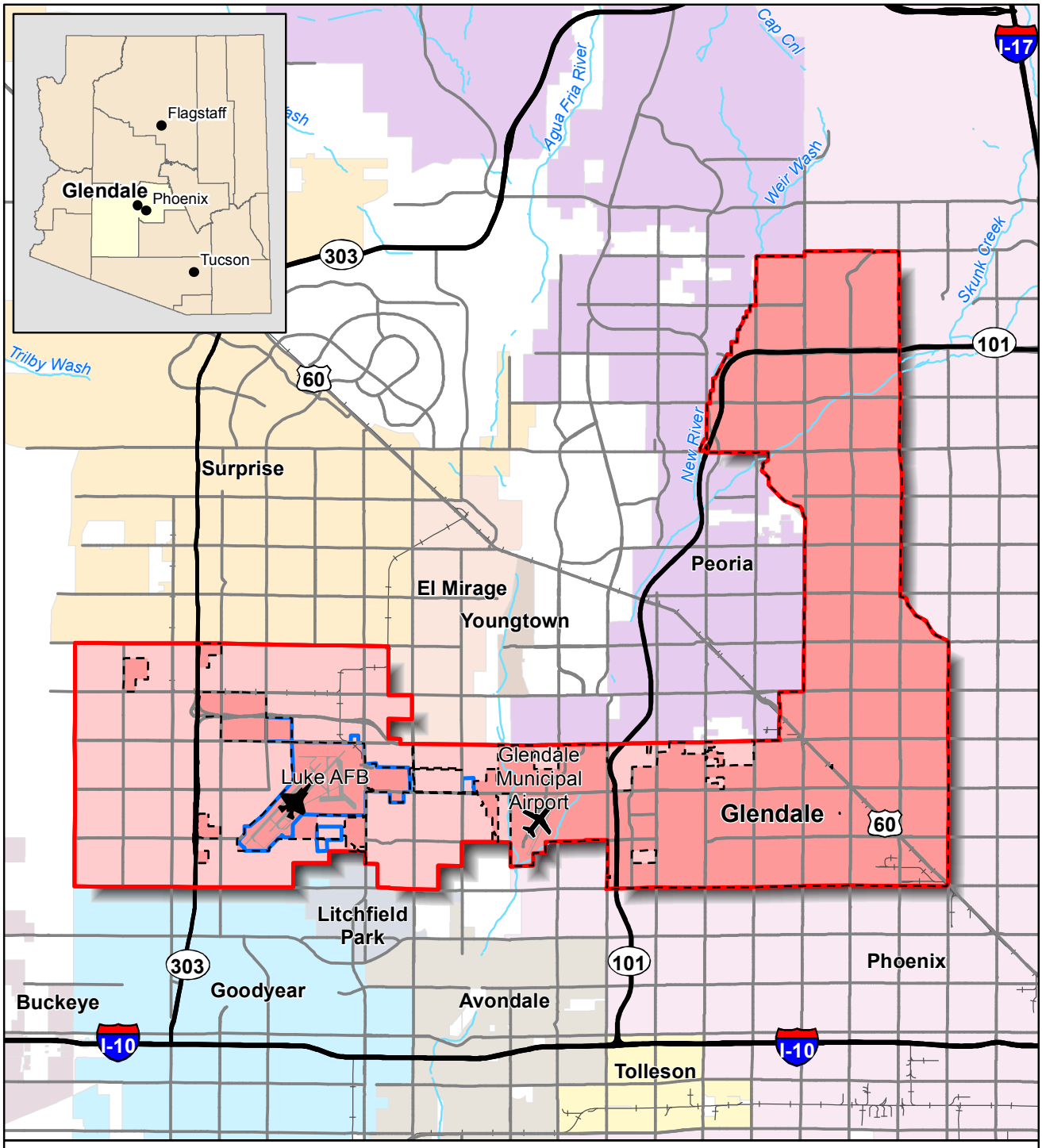
1.1 Preface

The **Envision Glendale 2040 General Plan** is a long-range, comprehensive, community-driven expression of the future vision for the City. As presented, the General Plan conforms to the letter and spirit of "Growing Smarter Plus" legislation established by the State of Arizona to guide municipal planning and growth management.

Envision Glendale 2040 updates and builds upon the former general plan document called "Glendale 2025: The Next Steps", including the addition of three new elements: Military and Aviation, Energy, and Neighborhood Preservation.

The General Plan is designed as a policy and reference document to guide future development, projects, and programs. It is used to determine how and where growth should occur, ways to wisely invest capital improvements, and techniques for enhancing and sustaining Glendale's quality of life. Using a holistic approach, this plan looks to achieve a citizens' directive for moderate, well-managed growth.

The General Plan covers all land within Glendale's Municipal Planning Area (MPA), which encompasses the existing city limits and unincorporated land that the City has some degree of influence over and the potential for future annexation (see Figure 1). Coordinating with agencies of county, state, and federal governments, plus adjacent jurisdictions and private landowners is critical to the creative, compatible development needed to allow Glendale opportunities to achieve civic goals.



Legend

- Glendale City Limits
- Glendale Municipal Planning Area
- Luke Air Force Base
- Airfield Surface Area
- Freeway / Highway
- Arterial
- Railroad
- River / Creek
- Luke AFB
- Airport

ENVISION GLENDALE 2040

0 1 2 Miles

Matrix DESIGN GROUP

Figure 1

Glendale Regional Setting

The city also contains Luke AFB, a national asset with unique planning requirements in the surrounding areas of the city and the City's MPA. The protection of the base and its operations is a key component of the General Plan.

1.2 What is the General Plan?

A general plan typically has three defining features.

- **General**. As the name implies, a general plan provides general guidance that will be used to direct future land use and resource decisions.
- **Comprehensive**. A general plan covers a wide range of social, economic, infrastructure, and natural resource factors. These include land use, housing, circulation, utilities, public services, recreation, agriculture, biological resources, and many other topics.
- **Long-Range**. General plans provide guidance on reaching a future envisioned 20 or more years in the future. To reach this envisioned future, the General Plan will include policies and actions that address both immediate and long-term needs.

To clarify the role of the General Plan, a general plan is:

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

A 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

As a long-range, comprehensive expression for Glendale's future vision, **Envision Glendale 2040** provides specific focus through the statement of goals and policies guiding public and private decisions related to growth and development. 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 General Plan is also a guide to city management, city departments, the Planning Commission, and City Council with specific regard to the City's Capital Improvement Program and annual city budget.

Envision Glendale 2040 is intended as a guide. It summarizes the purpose of the General Plan, the publicly expressed vision for Glendale's future, and 21 General Plan Elements. All elements are interrelated and are intended to be considered collectively in public and private decision-making. Users are strongly urged to consider all of the subject matter covered in **Envision Glendale 2040** as a whole, and not to rely on select, excerpted statements.

The General Plan document is organized as follows.

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4. Economic Vitality Theme

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6. Public Services Theme

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6.6 Recreation Element

7. Environmental Sustainability Theme

7.1 Environmental Sustainability Theme Overview
7.2 Conservation of Resources Element
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7.4 Energy Element

The City of Glendale welcomes users of **Envision Glendale 2040** to contact city staff, who are ready to assist in any way possible. Inquiries regarding **Envision Glendale 2040** should be made to the City of Glendale Planning Division, 5850 West Glendale Avenue, Suite 212, Glendale, Arizona, 85301, telephone (623) 930-2800.

1.3 Brief History / City 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 61st Avenue and south of Orangewood Avenue consisting of 30 twenty-acre lots and is 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 1911 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 as a town 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.

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 59th Avenue and Glendale Avenue between 59th 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. During World War I, the demand for cotton created an economic boom. 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 Landmark 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)

In 1930, Glendale had grown to a population of 3,665 and reincorporated as an Arizona city. While the period from 1931 to 1933 was a difficult economic time for Glendale, the depression was not as severe in the City as industrial centers across the nation. 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 51st. 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 among troops abroad. Glendale reached a population of 4,855 in 1940. There are numerous housing and commercial historic resources from this period. The 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 59th 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 School of Global Management, and is part of the Arizona State University network.

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 F. Long homes built in the mid-to-late fifties and sixties.

1.4 Glendale Today

Today, Glendale is a thriving and growing city located in the Phoenix metropolitan area, nine miles northwest of downtown Phoenix. Within the metropolitan area, Glendale is located in the west valley area, an area characterized by flat desert landscapes with outlying mountain ranges surrounding the area. According to 2014 US Census population estimates, Glendale is the sixth largest city in Arizona, and the fifth largest in the Phoenix Metropolitan area in terms of population, with an estimated 237,517 people.

The City of Glendale has direct land use jurisdiction over an area referred to as the incorporated city limits. The current area encompassed by the city limits is approximately 60 square miles. While the eastern side of the city is entirely within the city limits, the city limits become more irregular west of 115th Avenue. Between 75th Avenue and El Mirage Road, a number of unincorporated "islands" exist. Moving farther west, several large incorporated areas are linked to the city via roadways that are within the city limits. The Glendale MPA extends the geographic base of Glendale's influence to an area greater than the city limits. The MPA encompasses the city limits of Glendale, as well as the unincorporated county land that serves as the available annexation boundaries for the City. The Glendale MPA roughly extends west to Perryville Road, north to Peoria Avenue and Pinnacle Peak Road, south to Camelback Road, and east to 43rd Avenue. The MPA helps to plan for controlled growth in adjacent areas that will benefit the health, safety, and well-being of the City of Glendale. An important aspect of the MPA is to protect operations at Luke AFB by maintaining low intensity land uses within proximity of military influence areas.

Glendale is made up of six council districts: Barrel, Cactus, Cholla, Ocotillo, Sahuaro, and Yucca. The Cholla District is the northernmost district, with the Sahuaro and Barrel districts lying to the south. The Ocotillo and Cactus districts are located in the southeast corner of the city. The Yucca District includes the southern and southwestern sides of the community. A council member is elected from each district for a seat on the City Council and the Mayor is elected at large.

The land uses of neighboring jurisdictions influence and impact the overall pattern of land use within the City of Glendale. Glendale is bordered by the City of Phoenix to the north, south, and east; the City of Peoria to the north and west; and unincorporated Maricopa County to the west. Glendale Municipal Planning Area (MPA) boundaries located to the west of the city extend Glendale borders to those of the City of El Mirage and Surprise to the north and the City of Goodyear and Litchfield Park to the south.

Existing land use in the City of Glendale and the MPA is characterized by low rise commercial and industrial buildings (one or two stories), single family residential, and Luke Air Force Base surrounded by agricultural land and natural resource areas. The majority of Glendale's commercial and industrial development lies adjacent to primary thoroughfares such as Glendale Avenue, Loop 101, and Grand Avenue. Residential development is spread throughout the city in established neighborhoods.

1.5 Glendale's Values and Vision

Glendale citizens are aware of their large and growing community, and the advantages it contains. A broader revenue base strengthens capability to attain greater variety, quality, cost-effectiveness, and responsiveness in providing municipal services. This General Plan is essential to assuring Glendale citizens the City's future will be better, not just bigger.

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

Glendale's planning vision remains the same as the vision stated in the General Plan 2025:

Glendale Planning Vision

The City of Glendale's Vision toward 2040 and beyond is founded on dynamic community spirit, and accountability for quality of living excellence. 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.

1.6 Planning Assumptions

The General Plan includes many recommendations relating to analysis of current and forecast conditions. Planning assumptions are fundamental understandings that assist in organizing Glendale's General Plan principles. City development policies coincide with the basic directions. Adopted area-specific plans (e.g., North Valley Specific Area Plan, Arrowhead Ranch Specific Plan, and City Center Master Plan) or functional plans (Parks and Recreation Plan, Transportation Plan) show how the assumptions would be put into practice. A brief statement for each planning assumption is listed, followed by a description of its importance and purpose.

Quality neighborhoods are the General Plan's foundation. Glendale was founded on principles that respect country, home, family, school and religious institutions. Neighborhoods in Glendale constitute the framework for practicing citizenship.

The City 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. Facilitated by City staff, the Community Services Department stresses residential area connectivity and capabilities to resolve common problems.

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

Economic development is the opportunity to shape the future well-being of the community.

Glendale has established a robust economic development program designed to attract and retain quality companies offering higher wage occupations. Projects are encouraged that generate new revenue to the city of Glendale and that will enhance the quality of life for our residents.

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; assure a clean, reliable, and adequate supply.

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 2040. Actual demand depends on certain variables such as land use and water conservation measures.

Additional water resources continue to be sought.

City Center revitalization helps project Glendale's positive image.

Glendale residents take extraordinary pride in Downtown revitalization efforts. The Glendale Centerline concepts extend successful economic, community appearance, and urban activity influences. City Center revitalization is driven by several goals, including: neighborhood enhancement has priority, business revitalization efforts continue, infill housing is planned, and a transit center improves Downtown access for all people.

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

Luke Air Force Base has been Glendale's major employer for seven decades. Its mission inspires the community and its payroll significantly contributes to the local economy. Since officially annexing Luke Air Force Base into the City, Glendale assumed leadership in relieving issues that may detract from continuing U.S. Air Force operations there, including dense housing in inappropriate locations.

General Plan designations acknowledge requirements for land use compatibility in the vicinity of Luke Air Force Base that was legislated by the State. On-going planning coordination activities strengthen associations between the City and base.

Low density, rural lifestyles characterize western portions of the Planning Area.

Unincorporated lands in the Glendale municipal planning area are presumed—and preferred—to retain a predominantly rural character. Development constraints include flood plain, sensitive uses such as Luke Air Force Base and Glendale Municipal Airport, plus potential impacts from heavy industry.

Retention of agribusiness west of Luke Air Force Base, maintaining low housing densities, and supporting compatible, non-residential uses adjacent to the base are policies supporting the desired, rural character.

Based on these fundamental principles, additional assumptions were developed to guide planning policy toward Glendale's desired status in 2040. There will be increased population in the city and MPA, with an estimated 100,000 additional residents. About half of the increment is projected to occur within the current city limits, while the other half is estimated outside current city limits, primarily west of 115th Avenue.

1.7 Planning Principles

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

- Recruit and facilitate location of high-paying jobs in the City of Glendale
- Implement the functional plans for parks and recreation, transportation, and City Center with improvements benefiting all citizens
- Pursue a balance of jobs to housing in the community by increasing local employment and thereby reducing travel demand and improving life quality
- 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 115th Avenue

1.8 General 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 Ordinance.

General Plan Adoption

In accordance with Arizona Revised Statutes (9-461.06), 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.

As a new General Plan, Growing Smarter legislation requires that the City of Glendale voters approve **Envision Glendale 2040**. At a minimum every ten years, a new General Plan or the currently effective General Plan shall be submitted for voter adoption or readoption. 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 General 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 Arizona Commerce Authority. 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.

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 **Envision Glendale 2040**. 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, the North Valley Specific Area Plan and the Loop 101 Scenic Corridor. 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 21 General 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 Glendale's MPA.

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.

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 Amendments, major and minor. A major amendment is a revision to the 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.

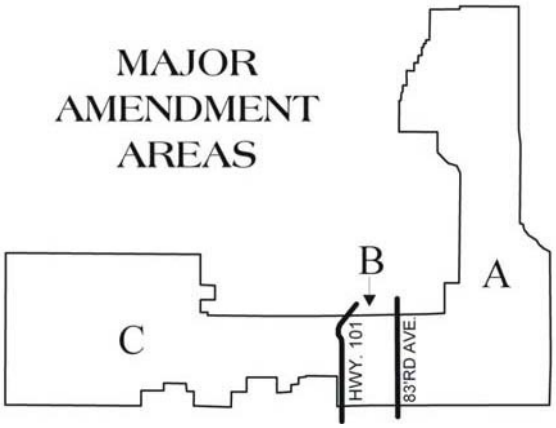
Planning Statutes require municipalities to define the criteria to be used in determining if a proposed plan amendment effects a substantial alteration of the municipality's land use mixture or balance as established by the adopted General Plan.

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

General Plan Major Map Amendment

There are two criteria to determine if a map amendment is a General Plan major map amendment: 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 (the eastern portion of the City to 83rd Avenue) has the greatest level of land developed. Land Use changes on small parcels can result in a substantial alteration of land use mixture or balance. Area B (that area from 83rd Avenue to Loop 101) is a developing area with larger parcels. Land Use changes of larger parcels can result in a 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 a substantial alteration of balance. **Table 1, General Plan Map Amendment, Major/Minor** sets forth the land use criteria to determine what is a General Plan major map amendment.

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 Map Amendment, Major/Minor

DESIGNATIONS	MAJOR AMENDMENT		MINOR AMENDMENT
Requested Change	East of 83rd Avenue (AREA A)	Between 83rd 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 listed in **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 General Plan Major Map Amendment:

- Applicants will attend a pre-application meeting prior to submitting an application.
- Applications will be accepted from March 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 , Arizona Commerce Authority, 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.
- City Council public hearings to consider major 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.

Annual General Plan Report Required by ARS 461.07.A.2.

The Glendale Planning Department is responsible for compiling an annual report monitoring the status of the General Plan. Included in the analysis should be an assessment of the validity of the goals and policies. Problem areas or suggested updates should be detailed.

The Planning Commission actively participates in the review of the General Plan. The Commission should provide recommendations to the Department and City officials on suggested Plan refinements.

Please see the next page.

2.1 GROWTH AND DEVELOPMENT THEME OVERVIEW

The Growth and Development Theme 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.

Recommended improvements are incorporated in each element of this theme. 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.

Functional master plan approaches are in place to guide key municipal development areas. The elements that make up the Growth and Development Theme are:

- Land Use Element
- Housing Element
- Growth Areas Element
- Urban Design Element
- Military and Aviation Element

Land Use Element

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, and acceptable use of property.

Housing Element

The Housing Element provides goals and policies for maintaining an attractive and appropriate housing stock in Glendale, and ensuring a future housing stock to support the growing population in the City. As the City continues to grow, it will be important to have adequate housing for all income levels and to support people at various stages in their lives, from first-time home buyers to the elderly.

Growth Areas Element

Glendale has several areas where growth has been consistent, and where future growth is anticipated. These areas help to drive Glendale's economy and provide resources to the City's population to support future population growth. The Growth Areas Element addresses several areas throughout the City where growth is expected to occur in the future and the character of development that should occur in these areas to achieve the City's goals.

Urban Design Element

The Urban Design Element is complementary to other elements such as the Land Use Element and Historic Preservation and Design Element, which is a part of the Community Preservation and Revitalization Theme. It provides vision and direction on the look and feel of future development and growth that should protect and enhance the character of Glendale and its unique neighborhoods.

Military and Aviation Element

The Growth and Development Theme includes a new element, the Military and Aviation Element. It is widely known the importance that Luke Air Force Base has, not only in the city, but in the region and the state. Recognizing the economic importance of Luke, this update establishes a new element with specific goals and policies to enhance and protect the economic vitality of Luke. Goals and policies related to land use protections for Luke can still be found in the Land Use Element of this document. Finally, this new Military and Aviation element also recognizes the importance of general aviation and the role of the Glendale Municipal Airport in achieving economic prosperity. Therefore, this element also includes Goals and Policies related to the protection and promotion of the Glendale Municipal Airport.

2.2 LAND USE ELEMENT

The purpose of the Land Use Element is to guide development in an orderly manner while balancing growth with community asset preservation. The General Plan designates the location and extent of land use types for both private (residential, commercial and industrial) and public (education, recreation, open space and public buildings) land. For private land uses, the General Plan also provides density and intensity for the various 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 revitalizing 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 (MPA) beyond the current city boundaries west of 115th Avenue. Stewardship of the land resource is also one of the General Plan's keystones.

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 Planning Area 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. However, these restrictions do not affect any permitted underground storage. Other lands west of 115th Avenue are being withheld from development because of continuing profitable farming uses or constraints such as designated floodplains.

Future Land Use

Table 2 illustrates the composition of Glendale's use of land. This comparison is done for the developed portion of the MPA, east of 115th Avenue. For comparison purposes, existing land use proportions are contrasted with future land use potential as illustrated on the Land Use Diagram (Figure 2). The data shows the allocation of existing land use in 2014 reflects a predominantly residential development pattern (52.0%). Commercial and office uses account for 7.2%. Industrial development is somewhat limited (3.4%) and primarily focused along the Grand Avenue Corridor area. While the table shows build-out (all lands in this area developed), it is likely that some land will remain vacant as of the Year 2040.

Table 2. **Urbanized Area Land Use Comparison***

Type	2014 Existing Use %**	2040 Planned Use %
Single Family Low Density Residential (< 1 du/ac)	3.0%	1.1%
Single Family Medium Density Residential***	7.9%	22.3%
Single Family High Density Residential****	36.3%	30.9%
Multi-Family Residential	4.8%	6.6%
Office	1.0%	6.5%
Commercial	6.2%	9.7%
Industrial	3.4%	4.9%
Mixed-Use	0.0%	2.0%
Institutional	2.3%	0.5%
Educational	4.5%	4.3%
Public Facility	3.9%	3.3%
Public Open Space	9.6%	7.9%
Transportation*****	4.5%	0.0%
Vacant******	6.1%	0.0%
Agricultural	6.5%	0.0%
Total	100.0%	100.0%

Source: Maricopa Association of Governments (MAG), 2014; Matrix Design Group, 2016
du/ac = dwelling units per acre

** East of 115th Avenue*
*** Represents most current data available from MAG*
**** For Existing Use, it is 1 to 4 du/ac; for Planned Use, it is 1 to 3.5 du/ac*
***** For Existing Use, it is greater than 4 du/ac; for Planned Use, it is 3.5 to 8 du/ac*
****** MAG counts roads as a land use category while the Glendale General Plan does not*
******* All areas receive a future use designation; however, it is acknowledged that vacant land will exist in 2040*

Land is available for future use in all sectors of the City. In the mature, established part, however, build-out is approaching, as there is little vacant residential or commercial property, but some underutilized industrial land in the triangle between Grand, Camelback and 59th Avenue. 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 decrease as a result of standards for reserved space in developing areas.

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 Diagram is intended to reflect the established development pattern of Glendale with strategic additions through new development. The Land Use Diagram translates the goals and policies of the Land Use Element, along with other key elements (Growth Areas, Economic Development, Circulation) into a desired, more balanced future community.

General Plan Catagories

Residential

- LDR 1 - Low Density Residential 0 - 1 du/ac
- LDR 2.5 - Low Density Residential 1 - 2.5 du/ac
- MDR 3.5 - Medium Density Residential 2.5 - 3.5 du/ac
- MDR 5 - Medium Density Residential 3.5 - 5.0 du/ac
- MHDR 8 - Medium-High Density Residential 5.0 - 8.0 du/ac
- MHDR 12 - Medium-High Density Residential 8.0 - 12.0 du/ac
- HDR 20 - High Density Residential 12.0 - 20.0 du/ac
- HDR 30 - High Density Residential 20 - 30.0 du/ac

Office

- OFC - Office
- BP - Business Park

Commercial

- GC - General Commercial
- PC - Planned Commercial

Industrial

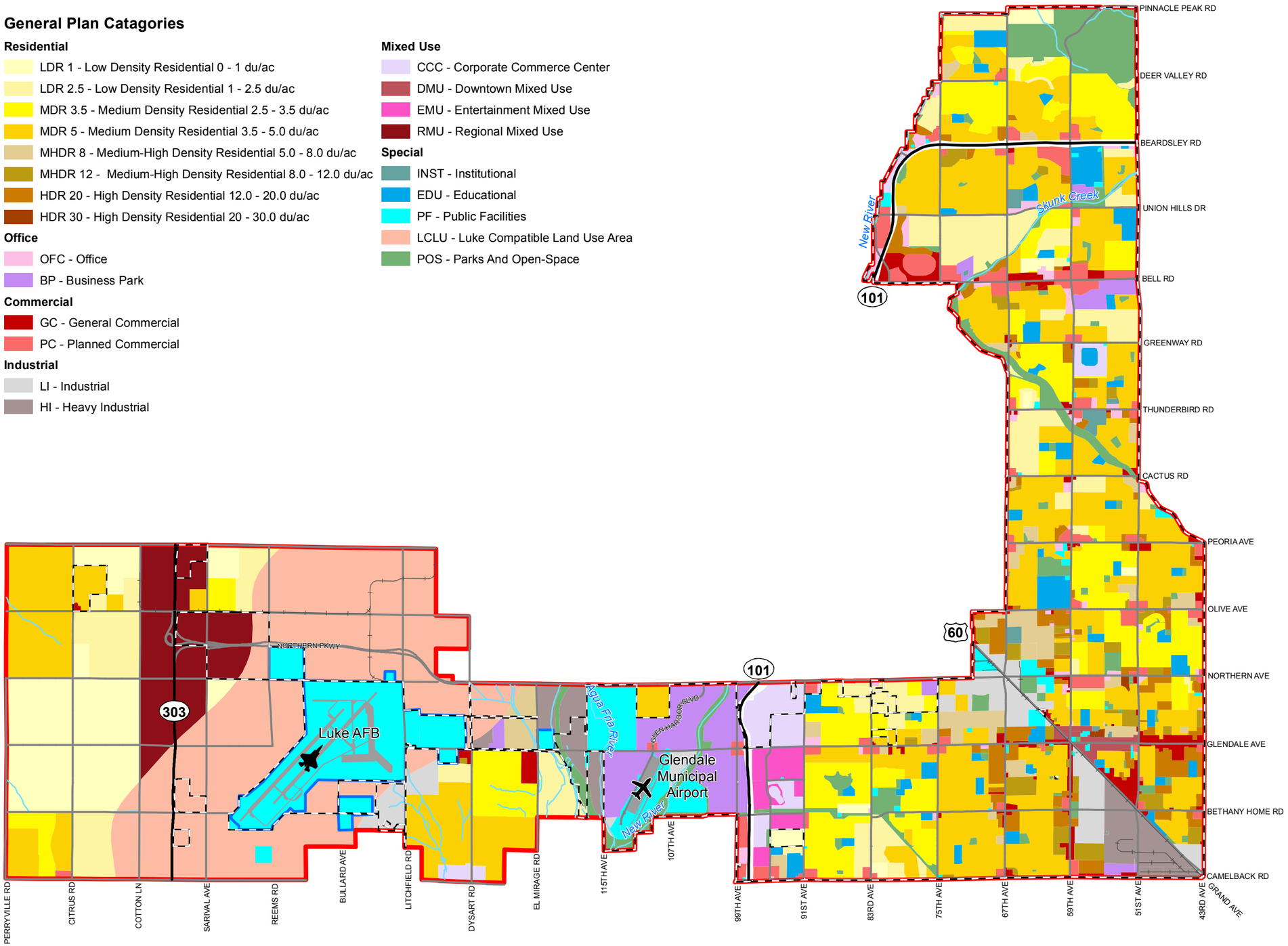
- LI - Industrial
- HI - Heavy Industrial

Mixed Use

- CCC - Corporate Commerce Center
- DMU - Downtown Mixed Use
- EMU - Entertainment Mixed Use
- RMU - Regional Mixed Use

Special

- INST - Institutional
- EDU - Educational
- PF - Public Facilities
- LCLU - Luke Compatible Land Use Area
- POS - Parks And Open-Space



ENVISION GLENDALE 2040

Legend

- Glendale City Limits
- Glendale Municipal Planning Area
- Luke Air Force Base
- Freeway / Highway
- Arterial
- Railroad
- River / Creek
- Luke AFB
- Airport

Source: Glendale Planning Department, 2014.

Matrix DESIGN GROUP

0 ½ 1 2 Mile

Figure 2

Glendale General Plan Land Use Diagram

Please see the next page.

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 citizen inputs. Employment uses are focused in two key areas -- City Center and the western area, in addition to being distributed across all portions of the MPA. Various types of commercial uses and residential growth are planned to accompany employment centers to provide for sustainable, efficient land use patterns. The Land Use Diagram designates land use for the entire MPA, consistent with statutory requirements.

Land Use Designations

The land uses shown on the General Plan Land Use Diagram (Figure 2) are grouped into six land use types: residential, office, commercial, industrial, mixed use and special uses. The following provides a description of each of the land use designations that fall under each of the six land use types. When reviewing each designation, the following key terms are used as defined below.

> **Density**. For residential uses in this element, the intensity of development is regulated by providing a minimum and maximum density. Density for residential uses are stated as the allowable range of dwelling units per gross acre. The term "gross acre" includes all land (including streets and rights-of-way) designated for a particular residential use, while net acreage excludes streets and rights-of-way. In urban areas, net acreage is normally 20 to 25 percent less for a given area than gross acreage. In rural areas and open space areas, the difference between net and gross can be as low as five percent.

A) Residential

A balanced mix of housing types provides the variety necessary to fulfill the housing needs of our community. The following designations cover housing types that run from large-lot single family homes to high density multi-family uses such as apartments and condominiums. For each residential designation, a maximum density is specified by the number that follows the designation. For instance, LDR 1 refers to low density residential with a maximum density of 1.0 dwelling unit per acre (du/ac).

LDR Low Density Residential

The Low Density Residential designations accommodate semi-rural large lot development with generous setbacks from streets, large setbacks between residential dwelling units, and promote a viable, semi-rural 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. These designations also occur where extension of urban infrastructure services may be limited and agricultural uses may continue. The density of these land use designations is as follows:

LDR 1 Up to 1.0 du/ac

LDR 2.5 Up to 2.5 du/ac

MDR Medium Density Residential

The Medium Density Residential designations provide for a suburban lifestyle with planned single family residential communities. For larger planned developments, these residential areas may also include open space, recreation and cultural opportunities, schools, churches and neighborhood facilities. Medium density residential areas comprise the majority of residential land in the city. The density of these land use designations is as follows:

MDR 3.5 Up to 3.5 du/ac

MDR 5 Up to 5.0 du/ac

MHDR ***Medium-High Density Residential***

The Medium-High Density Residential designations allow for a combination of single family attached and detached dwellings, duplexes and multi-family dwellings. The variety of housing types may be in planned and cluster development settings. Substantial common open space for visual relief and recreation amenities that would serve residents would be typical of these developments. The density range of these designations is as follows:

MHDR 8 Up to 8.0 du/ac

MHDR 12 Up to 12.0 du/ac

HDR ***High Density Residential***

The High Density Residential designations provides for multi-family dwellings that may include multi-story structures. These designations would allow for townhouses, condominiums and apartments. Substantial common open space, recreational amenities and on-site support facilities would be provided to serve residents. The density of these land use designations is as follows:

HDR 20 Up to 20.0 du/ac

HDR 30 Up to 30.0 du/ac

B) Office

The office land use designations accommodate types of development to allow for varying scale and intensity of employment uses. Uses in this designation are typically characterized by planned regional employment developments, professional office developments and campus style business parks.

O ***Office***

The Office designation provides sites for professional offices and associated office 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 as a landscape theme, identification signs, parking and driveways.

BP ***Business Park***

The Business Park designation is intended to encourage large-scale campus style development which includes increased amenities such as 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.

C) Commercial

The commercial land use designations accommodate numerous types of development to allow for varying scale and intensity of uses. These types of uses are generally characterized by infill type development on individual parcels, commercial center developments, master planned developments, and regional level destination developments. 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.

GC ***General Commercial***

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

PC ***Planned Commercial***

The Planned Commercial 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.

D) Industrial

The industrial land use designations allow warehousing, manufacturing and processing businesses to be located in designated employment centers. These designations are typically characterized as development that due to noise, odor generation, or some other special considerations, 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.

LI ***Light Industrial***

The Light Industrial 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.

HI ***Heavy Industrial***

The Heavy Industrial 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. These industrial activities involve significant amounts of noise, heat, mechanical and chemical processing, large amounts of materials transfer, and large-scale machinery and structures.

E) Mixed Use

The mixed use designations are designed to provide flexible guidance to allow for the development of projects that can meet a range of needs and accommodate land use mixes that encourage the development of exciting and innovative urban and suburban environments. These designations are often characterized by more compact and/or intense development and allow for uses from multiple categories to encourage live-work-play environments. The various mixed use categories are generally located in corridors or nodes to promote destinations for shopping, dining, entertainment, employment and residential, and are intended to be located in areas with excellent transportation resources.

Table 2 provides a description of the land use designations, as defined in this element, that are allowed within each Mixed Use designation. An explanation of each land use designation can be found throughout the Land Use Designation section in this element.

Table 3. **Uses Allowed in Mixed Use Designations**

Type	CCC	DMU	EMU	RMU
Residential	HDR 20 HDR 30	MHDR 12 HDR 20 HDR 30	HDR 20 HDR 30	Consistent with Luke AFB Graduated Density Concept • 2 du/ac half mile from 65 dB noise contour • 4 du/ac one mile from 65 dB noise contour • 6 du/ac three miles from 65 dB noise contour
Office	O	O	O	O BP
Commercial	PC	PC	PC	PC
Industrial	n/a	n/a	n/a	n/a
Special Land Uses	EDU INST LCLU PR PF	EDU INST LCLU PR PF	EDU INST LCLU PR PF	EDU INST LCLU PR PF

For each Mixed Use designation, the designation describes the character of the development preferred by the community, including a desired mix of land uses. The desired mix provides a target for the various land use types allowed. While some variation from these targets may be allowed based on project review, these targets define the general desire for Mixed Use projects.

CCC Corporate Commerce Center

The Corporate Commerce Center 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.

The desired land use mix is 15% residential, 55% office, and 30% commercial (retail). Special Land Uses will be allowed as appropriate for the site and area, and will be deducted from the overall land use mix.

DMU Downtown Mixed-Use

The Downtown Mixed-Use designation is generally bound by Glenn Drive to the north, Lamar Road to the south, 51st Avenue on the East and 59th Avenue on the west. The DMU encourages a mix of residential uses and commercial activities in the historic downtown. It is intended that the City's historic mixed-use (residential and retail commercial core), with attractive storefronts that are highly visible to those traveling along Glendale Avenue, will continue. Mix of uses should include vertical and / or horizontal retail and residential integration in order to create a synergy of live / work community opportunities, reducing vehicular focus and enhancing the pedestrian experience.

The DMU designation allows single-family attached and multi-family residential units provided residential development is a minimum of 12 dwelling units per acre. The DMU also allows General Commercial uses.

As the Downtown is an infill area, no land use mix targets are defined.

EMU Entertainment Mixed-Use

The Entertainment Mixed Use 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, amphitheaters, public gardens, public plazas, parking garages, offices, retail establishments, and urban style housing. Unified architecture and landscaping, and public art characterize this type of use.

As the EMU designation is designed to support unique developments with both a local and regional appeal, no desired land use mix is defined, but a wide range of commercial and office uses is expected. The EMU designation allows multi-family residential units provided residential development is a minimum of 18 dwelling units per acre. The EMU also allows General Commercial uses. Single-family attached or detached structures are not permitted in the EMU land use category.

RMU ***Regional Mixed-Use***

The Regional Mixed Use designation is designed to encourage new, multi-modal, mixed-use development in regionally significant areas. RMU's land use designation permits a cohesive, large-scale, mixed-use planned development fostering urban, multi-modal opportunities. RMU developments accommodate a variety of complementary uses, both physically and functionally integrated, including: commercial, employment, residential, open space, and other supportive land uses.

RMU is intended to support relatively intensive use of land with a compact urban form, and should provide complimentary commercial and employment cores with supporting service, tourism and cultural land uses.

As the RMU designation is designed to support unique developments with both a local and regional appeal, no desired land use mix is defined, but a wide range of commercial and office uses is expected. Developments will be designed to make the highest and best use of exposure to the 303 highway corridor.

Residential densities within the Luke AFB Graduated Density Concept area will be limited accordingly.

F) 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.

EDU ***Educational***

The Educational designation is used for school campuses and their attendant open spaces (playgrounds, ball-fields, tennis courts, etc.). The designation includes all public and private elementary, middle, junior high, and high schools, and college campuses.

INST ***Institutional***

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

LCLU ***Luke Compatible Land Use Area***

The Luke Compatible Land Use Area designation is applied to lands surrounding Luke AFB that are delineated by the 1988 Air Installation Compatible Use Zone (AICUZ) 65 Ldn noise contour. The General Plan recognizes and supports the state legislation related to the continued, viable operations of military installations. Permitted uses shall follow the Arizona land use compatibility requirements and Arizona Revised Statute 28-8481.

POS ***Parks and Open-Space***

The Parks and Open-Space designation identifies existing and planned City parks, open-space sites and corridors intended for public recreation and resource conservation. Primary riparian and conservation lands that are managed by a governmental, land trust, or similar institution can also be designated POS. Riparian corridors designated POS include the Agua Fria/New River system, the Arizona Canal Diversion Channel/Thunderbird Paseo corridor, Skunk Creek corridor, and Grand Canal Linear Park.

Open space designations, while needed west of 99th Avenue, are generally not shown due to statutory restrictions related to designating 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.

PF ***Public Facility***

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

Goals and Policies

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 policies 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 LU-1	Development is guided by sound growth management.

Policy LU-1.1 The City shall ensure that sufficient infrastructure is in place for desired land uses.

Policy LU-1.2 The City shall prepare and adopt specific plans for areas and neighborhoods.

Policy LU-1.3 The City shall work with adjacent jurisdictions to promote compatible land use.

Policy LU-1.4 The City shall actively monitor land absorption by land use type.

Policy LU-1.5 The City shall tie development approvals to availability of infrastructure, both existing and proposed as part of a development.

Goal LU-2	There are transition and buffer areas between unrelated land uses.

Policy LU-2.1 The City shall ensure that all new development near Luke AFB is compatible in land use type and densities/intensities.

Policy LU-2.2 The City shall protect lands within the Runway Protection Zones (as defined by the Federal Aviation Administration) and high noise areas from development with uses that are incompatible with operations at the Municipal Airport.

Policy LU-2.3 The City should use spatial transitions, design buffers or similar techniques between incompatible land uses.

Policy LU-2.4 The City shall ensure that adequate buffers between residential and non-residential uses are included, except in cases where the residential is a part of a mixed-use development where it relates to the adjacent use.

Goal LU-3 Land use ties into existing and future transportation systems.

Policy LU-3.1 The City should encourage Transit-Oriented Development in areas served by new modes of High Capacity Transit.

Policy LU-3.2 The City shall develop Transit-Oriented Development policies and strategies to promote private sector investment in mixed housing and dense core developments.

Policy LU-3.3 The City shall encourage Transit-Oriented Development around transit stations and establish standards for new developments to promote ridership.

Policy LU-3.4 The City should utilize Transit-Oriented Development strategies to promote an environment that supports a live-work-play philosophy in support of both residential and employment opportunities (in conjunction with the Glendale Transportation Plan).

Policy LU-3.5 The City shall require new development to provide adequate connectivity to existing transportation networks.

Policy LU-3.6 The City should encourage developers to establish densities of at least 15 dwelling units per acre for new residential development in areas within a quarter mile radius of high capacity transit stations.

Policy LU-3.7 The City should encourage certain compatible land uses surrounding park-and-rides/lots, including childcare, laundry facilities, and grocery / convenience stores.

Policy LU-3.8 The City shall support and encourage connectivity, based on alternative transportation modes, within neighborhoods and between neighborhoods, activity centers, and the region, when making land use decisions.

Goal LU-4 Mixed-use projects provide urban clusters with housing, retail, restaurants and integrated transit facilities in Glendale.

Policy LU-4.1 The City should support and facilitate the creation of mixed-use projects that locate housing, employment, retail, entertainment, and services in condensed areas to support walkability and reduce vehicle trips.

Policy LU-4.2 The City shall encourage the development of live/work units in areas of the City that are appropriate for mixed-use development.

Policy LU-4.3 The City shall prepare criteria to address compatibility needs and establish incentives to promote mixed-use development.

Policy LU-4.4 The City shall encourage a variety and mix of uses, including both vertical and horizontal mixed-use where appropriate.

Goal LU-5	Glendale implements a cohesive land planning approach throughout the Municipal Planning Area.

Policy LU-5.1 The City shall review existing area and specific plans to determine relevancy and amend, consolidate and or eliminate redundant plans, goals and policies as necessary.

Policy LU-5.2 The City shall prioritize the proactive implementation of area and specific plans to provide enhanced guidance on the development of areas.

Policy LU-5.3 The City shall pursue a better balance of jobs to housing in the community by increasing local employment and thereby reducing travel demand and improving quality of life.

Goal LU-6	The City strives for equal protection for residential development and aggregate mining operations by promoting compatible land uses in areas of close proximity to existing or planned aggregate and mineral mining operations.

Policy LU-6.1 The City shall discourage new residential zoning where future residences would be adjacent to an existing or planned aggregate /mineral mining operation.

Policy LU-6.2 The City should promote non-residential development, such as business park and industrial uses, adjacent to existing, future or proposed aggregate / mineral mining operations.

Please see the next page

2.3 HOUSING ELEMENT

The purpose of this Housing Element is to establish housing goals and policies that respond to local housing conditions and needs. The Housing Element provides guidance designed to promote greater diversity in the housing available in the city, and ensure that the city can respond to housing needs at all income levels. New housing in Growth Areas and infill developments create an opportunity for the city to address the full spectrum of housing needs.

Glendale's Five-Year Consolidated Plan, last updated in 2015, addresses affordability, health, and safety issues, plus 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.

The Housing Element is related and supported by the General Plan's Community Preservation and Redevelopment, Land Use, and Neighborhood Preservation and Revitalization Elements.

Goals and Policies

The goals and policies in this element are designed to provide a full-range of housing options; create welcoming, safe and tranquil neighborhoods that are aesthetically pleasing and architecturally varied; and provide housing that meets the needs of Glendale's special needs populations.

Goal HE-1	Glendale uses a Five-Year Consolidated Plan to meet housing needs in community.

Policy HE-1.1 The City should partner with the private sector to achieve goals for safe, affordable housing and coordinate housing programs and services to ensure consistency with the current Consolidated Plan.

Policy HE-1.2 The City shall implement the Housing Plan for Glendale.

Goal HE-2	Glendale has a wide variety of housing types, styles and options.

Policy HE-2.1 The City should encourage variety in siting, floor plans, elevations, massing, materials, and color schemes in housing units included in new residential developments.

Policy HE-2.2 The City shall foster a pleasing, comfortable blending of single family and multi-family housing units through use of compatibility techniques.

Policy HE-2.3 The City should provide housing areas that allow homeowners to move up in home size, quality, and price.

Policy HE-2.4 The City shall reserve areas in appropriate locations for low-density, custom housing.

Policy HE-2.5 The City shall work with developers and homeowner associations to encourage rational and equitable Homeowners Association policies and disclosure requirements.

Policy HE-2.6 The City shall develop a comprehensive strategy for attracting a variety of housing opportunities, including higher-end and move-up housing markets.

Policy HE-2.7 The City should expand its housing stock by encouraging developers to provide "executive" home sites (e.g., custom homes, large lot home sites, and other similar products) that can be used to attract prospective residents and retain existing residents looking for move-up housing in areas zoned for less dense development.

Policy HE-2.8 The City shall set a target for a desirable proportion of single family to multifamily dwellings in the City and MPA.

Policy HE-2.9 The City shall develop strategies and zoning ordinance provisions encouraging various lot sizes and housing types.

Policy HE-2.10 The City shall support housing that promotes inter-generational housing products.

Goal HE-3	Glendale has housing options that meet the range of socioeconomic needs of the City's current and future residents.

Policy HE-3.1 The City should create and implement incentives for the private development of affordable housing and special needs housing using mechanisms such as fee waivers or fee reductions, fast track permitting, and density increases or transfers.

Policy HE-3.2 The City shall support programs offering assistance with housing affordability needs.

Policy HE-3.3 The City shall support programs aimed at increasing homeownership among entry-level and moderate-income households.

Policy HE-3.4 The City shall encourage development and preservation of affordable housing types, including smaller units and older housing stock.

Policy HE-3.5 The City should support adjustments to the housing mix based on demographic needs and economic changes within Glendale.

Policy HE-3.6 The City shall encourage planned residential communities to provide a range of housing options and promote socioeconomic balance in the Glendale housing supply.

Goal HE-4	Glendale has appropriate housing options and housing assistance for special needs populations.

Policy HE-4.1 The City should encourage the planning and construction of housing and residential facilities designed to serve the elderly and disabled populations in Glendale.

Policy HE-4.2 The City shall combine its efforts with social service agencies and organization to provide shelter, housing, and services for special needs, homeless, and other vulnerable populations.

Policy HE-4.3 The City shall establish and update programs providing housing assistance to special needs persons.

Policy HE-4.4 The City shall promote safe, efficient, and affordable housing and neighborhoods that support aging in place.

Policy HE-4.5 The City should develop the full spectrum of senior housing options in neighborhoods, giving priority to locations served by public transportation or within reasonable walking distance to health services, shopping and community facilities.

Goal HE-5	Glendale has diverse, safe, resource-efficient and high-quality housing options that blend with and enhance its image.

Policy HE-5.1 The City shall encourage creatively designed subdivision layouts, particularly layouts in which open space and recreational amenities are thoughtfully integrated throughout.

Policy HE-5.2 The City shall encourage housing developments to incorporate the highest possible cost- and quality-effective level of amenities, sustainable design, durability, and architectural quality.

Policy HE-5.3 The City should develop safe, well built, attractive housing that adds variety to neighborhoods, thereby serving as a catalyst for the improvement of the surrounding neighborhoods.

Goal HE-6	Residential areas relate to work places.

Policy HE-6.1 The City should attract corporate / institutional employment development proximate to quality housing.

Policy HE-6.2 The City shall encourage housing in close proximity to designated employment areas.

Please see the next page.

2.4 GROWTH AREAS ELEMENT

Glendale possesses an inventory of accessible, developable land, which is available to build upon in the coming years to accommodate Glendale's projected growth. Some locations are regarded and designated as having potential for more intense land uses. Certain factors contribute to higher intensity uses, including proximity to existing or planned transportation routes, large acreages under single ownership and availability of municipal services and utilities. The larger areas of potential are referred to as the City's Growth Areas.

Designated Growth Areas promote varieties and intensities of development and support ridership for multi-modal transportation services. 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.

- **Glendale Centerline.** 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. This detailed plan includes transportation improvements, expanded retail and office functions, addition of civic and cultural venues, hospitality industry, and distinctive architecture representative of Glendale's history.

  Particular attention is directed toward preserving residential affordability and value in areas principally along the planning area periphery. Traffic calming plus pedestrian and transit enhancements (as well as the increase in nearby jobs, shopping, and activities) are meant to enhance attraction for living in Downtown. Up to 1,000 new infill dwelling units are projected in the planning area and surrounding neighborhoods.

- **Loop 101 North.** Glendale's northern tier has experienced rapid growth between 1980 and the present. Buildout is expected to add 4,000 jobs and 750,000 square feet of commercial floor area. Because of substantial residential buildout, employment and retail uses will represent a dominant share of new development in this Growth Area.

- **Western Area Plan.** Glendale expects a high proportion of next-generation growth within its Municipal Planning Area to occur between 83rd and 115th Avenues. Forecasts indicate that development in this sector will accommodate two-thirds of added population and jobs, and nearly half of the City's commercial development by 2040. Most new development is projected to be focused at the Agua Fria Freeway's Glendale Avenue interchange. A substantial proportion of the Growth Area's potential will remain for future development beyond this General Plan's 2040 timeframe.

- **Luke Compatible Land Use Area.** Special legislation pertaining to land utilization in the Luke Air Force Base (AFB) vicinity establishes parameters restricting residential and business development. The area is strategically planned 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.

- **Loop 303 Corridor.** Located west of Luke AFB, the Loop 303 Corridor provides a connection between Interstates 10 and 17, and represents a major growth opportunity in the Glendale Municipal Planning Area (MPA). Shopping and employment centers will be the primary development, with relatively low density residential growth surrounding the corridor.

Additional Growth Areas (including lesser, satellite nodes) may be indicated from time-to-time as General Plan refinements.

Goals and Policies

The goals and policies in this element are designed to ensure orderly development and to ensure a mix of land uses in designated Growth Areas that provide opportunities for commerce, industry, housing and amenities while enhancing connectivity.

Goal GA-1	Glendale's Growth Areas have well-paying, high quality jobs.

Policy GA-1.1 The City should preserve and enhance existing office park, high tech, medical, and industrial centers to attract regional and national corporate facilities

Policy GA-1.2 The City should emphasize, facilitate, and provide incentives for employment-driven growth in all public decision-making opportunities.

Policy GA-1.3 The City shall assign higher priorities to projects that foster City employment and revenue objectives

Goal GA-2	Glendale's identified Growth Areas are supported with appropriate infrastructure

Policy GA-2.1 The City shall concentrate growth in areas that may be served most efficiently.

Policy GA-2.2 The City shall locate growth nodes where traffic capacities can expand, such as near freeway corridor intersections with major streets.

Policy GA-2.3 The City shall implement, and amend as necessary, adopted specific plans, including the Western Area Plan and the Glendale Centerline, through major capital investment decisions.

Policy GA-2.4 The City shall continue to implement the Arrowhead Ranch Specific Plan and the North Valley Specific Area Plan. The Loop 101 Scenic Corridor augments these plans.

Policy GA-2.5 When determined to be cost-beneficial, the City should pursue annexation of vacant, underdeveloped, and developed land that is within both the adopted Water Service Area and the MPA, taking into consideration the development/growth potential, projected revenues to be received, projected costs and capability to serve the area, and the strategic importance of the location.

Policy GA-2.6 When determined to be cost-beneficial, the City shall work with land owners in Growth Areas to annex into the city.

Goal GA-3	Growth is achieved through reasonable, responsible urban development.

Policy GA-3.1 The City shall prevent sprawl that jeopardizes agricultural productivity and heritage by practicing equitable administration of the costs of development.

Policy GA-3.2 The City shall conserve significant natural resources and open space in Growth Areas.

Policy GA-3.3 The City should develop lower development intensities in those portions of Growth Areas located beyond City service areas.

Policy GA-3.4 The City shall promote green building and low-impact development practices to lessen infrastructure demand within Growth Areas.

Goal GA-4	Growth Areas are connected by a mix of pedestrian, bicycle, transit and vehicular connectivity.

Policy GA-4.1 The City should program and develop access from key high-volume transportation facilities to high intensity nodes in Growth Areas.

Policy GA-4.2 The City should plan transit connections to Growth Areas, employment centers, and municipal service areas.

Policy GA-4.3 The City shall coordinate a balanced multimodal circulation system that can accommodate changing patterns of development within identified Growth Areas.

Goal GA-5	Each Growth Area has a unique identity.

Policy GA-5.1 The City shall encourage economic diversity in each Growth Area.

Policy GA-5.2 The City shall identify Growth Area edges, and incorporate context-appropriate transitions between these edges and adjacent neighborhoods, minimizing impacts of higher-intensity development.

Please see the next page.

2.5 URBAN DESIGN ELEMENT

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 not required by the State, the City of Glendale has included an Urban Design Element as an elective General Plan Element to provide the community a cohesive vision, overall direction, and emphasis regarding design issues and opportunities.

Guiding new and future developments to reflect the surrounding community context and character, creating cohesive, functional, and aesthetically pleasing places is essential for preserving Glendale's existing culture and urban fabric. Design is also important for infill development, where establishing urban design goals and policies helps ensure downtown and other existing developed areas retain their unique character. In historic areas of Glendale, urban design goals and policies will assist with historic preservation efforts and is essential for preserving downtown Glendale's historic resources and context.

While most new developments are "planned," it is important to recognize residential and commercial architectural and site designs often fall short of expectations. In order to establish overall guidelines, this Element communicates clearly that harmonious design is an accepted goal in the City of Glendale.

Goals and Policies

The following are the goals and policies needed to guide the urban design of the community.

Goal UD-1	Glendale supports visual identities and transitions between districts and neighborhoods provide guidance for residents and visitors throughout Glendale.

Policy UD-1.1	The City should personalize pedestrian amenities (street furniture, street lighting, entry signage, etc.) to define individual neighborhoods.
Policy UD-1.2	The City should establish streetscape themes (such as xeriscape plantings), open space, and / or density transitions between different districts and / or neighborhoods.
Policy UD-1.3	The City should create landscaping as an important aesthetic and unifying element of neighborhoods.
Policy UD-1.4	The City shall designate major entryways as gateways into the City, as well as neighborhoods and districts.
Policy UD-1.5	The City shall coordinate specifics of building design, site arrangements and intended uses.

Goal UD-2	Enhanced streetscapes enrich the experience of traveling through Glendale.

Policy UD-2.1 The City shall use landscaping, decorative lighting, entry features, signage and / or other streetscape design techniques to enhance the City's identity, sense of place, and provide visual emphasis to the streetscapes of the City.

Policy UD-2.2 The City should design and implement an urban street tree program that requires low-water use plants in the right-of-way, and also ensures that trees will not interfere with overhead powerlines.

Policy UD-2.3 The City should improve the visual quality of Glendale's existing commercial corridors and major thoroughfares by requiring landscaping, right-of-way treatment, and visual screening of obtrusive uses.

Policy UD-2.4 The City shall encourage private participation in beautification.

Policy UD-2.5 The City shall support the installation and maintenance of public art throughout the community.

Policy UD-2.6 The City shall foster development of an attractive urban character along Glendale's commercial corridors and districts, which accommodates pedestrians.

Goal UD-3	Glendale's City Center is revitalized, vibrant, and easily identified through wayfinding, signage, and gateways.

Policy UD-3.1 The City should develop a program to install "Downtown Gateway" improvements on vacant lands at major intersections, such as the northeast corner of Glendale Avenue and 67th Avenue.

Policy UD-3.2 The City should enhance the branding of Downtown Glendale through improvement of signage, street furniture, and pedestrian amenities. New entry features should be provided on 59th Avenue near downtown for northbound and southbound visitors.

Policy UD-3.3 The City shall support a Main Street theme as a brand for downtown.

Goal UD-4	Glendale's highway and roadway systems are visually attractive.

Policy UD-4.1 The City shall fund and commission a scenic corridor study to identify existing and or potential scenic corridors.

Policy UD-4.2 The City should work to develop scenic corridor standards for development and landscaping to protect and enhance the city.

Policy UD-4.3 The City shall update its Zoning Ordinance to establish a scenic corridor overlay, in accordance with city goals and objectives, which prohibits any new billboards or digital billboards within the scenic corridor.

Policy UD-4.4 The City shall design transportation facilities in accord with aesthetic expectations of the community.

Goal UD-5	There is a cohesive land planning approach throughout Glendale's Municipal Planning Area.

Policy UD-5.1 The City should provide public spaces that are designed to accommodate environmentally sensitive, year-round outdoor activity.

Policy UD-5.2 The City should review and / or update its building design policies to incorporate most recent trends and best practices in site and building design.

Policy UD-5.3 The City should encourage passive solar design for new or updated structures.

Policy UD-5.4 The City shall preserve and enhance existing views of scenic sites and corridors, taking advantage of opportunities to create new views of Glendale's natural, built, and historic visual resources.

Goal UD-6	Glendale's design standards are related to the zoning ordinance to ensure compatibility with development.

Policy UD-6.1 The City shall review and update zoning ordinance standards to ensure compatibility with a Main Street type of environment that encourages pedestrian activity. Standards to review for possible update include, but are not limited to, building setbacks, lot size and density requirements, allowed uses, parking requirements, outdoor dining, live entertainment, building heights and floor area ratios.

Policy UD-6.2 The City shall review and update zoning ordinance standards to ensure compatibility with a large scale type of mixed-use environment that encourages pedestrian activity. Standards to review for possible update includes, but are not limited to, lot size and density requirements, allowed land uses, parking requirements, outdoor dining, live entertainment, building heights, and floor area ratios.

Please see the next page.

2.6 MILITARY AND AVIATION ELEMENT

Within the City of Glendale are two aviation facilities that are important economic engines for the community: Luke Air Force Base (AFB) and the Glendale Municipal Airport. As development moves forward in the areas surrounding these facilities, both within the city limits and within Glendale's Municipal Planning Area (MPA), it will be critical that the City approves land uses that are compatible with the operations of both facilities.

Key Terms

This element uses several technical terms to convey its planning direction. These terms are defined below.

Accident Potential Zone (APZ). The safety zone area immediately beyond the end of the clear zone of a runway that possesses a high potential for accidents. This applies to Luke AFB and environs. Luke AFB has two different APZs at the end of each runway. APZ I extends 5,000 feet beyond the end of the Clear Zone, with a width of 3,000 feet. APZ II extends 7,000 feet beyond the end of the APZ I, with a width of 3,000 feet.

Air Installation Compatible Use Zone (AICUZ). A Department of Defense (DOD) program designed to promote compatible development around military airfields and to protect the integrity of the installation's flying mission.

Clear Zone (CZ). The safety zone area of highest accident potential beginning at the runway threshold and extending along the runway's centerline for a length of 3,000 feet. The width of the CZ is 1,500 feet on either side of the runway's centerline. This applies to Luke AFB and environs.

Day-Night Average Sound Level (DNL or Ldn). The energy-averaged sound level measured over a 24-hour period, with a 10-decibel (dB) penalty assigned to noise events occurring between 10:00 p.m. and 7:00 a.m. The 10-decibel penalty for nighttime noise events accounts for the added intrusiveness of noises when background levels are low and noise sensitive activities (such as sleeping) take place. DNL is the preferred noise metric of Department of Housing and Urban Development (HUD), Federal Aviation Administration (FAA), Environmental Protection Agency (EPA), and Department of Defense (DOD) for modeling airport environs. DNL is otherwise known by the mathematical symbol "Ldn"

Decibel (dB). A unit of measure for describing the amplitude of sound as it is heard by the human ear.

Encroachment. The DOD defines encroachment as the cumulative result of any and all outside influences that inhibit normal military training and testing. As communities develop and expand in response to growth and market demands, land use decisions can push urban development closer to military installations and operation areas. The resulting land use conflicts (encroachment) can have negative impacts on community safety, economic development, and sustainment of military activities and readiness. This threat to military readiness activities is currently one of the military's greatest concerns.

Joint Land Use Study (JLUS). A Department of Defense (DOD), Office of Economic Adjustment (OEA), program designed to establish and preserve long-term land use compatibility between local jurisdictions and the military.

Noise Contours. Continuous lines of equal noise level that are usually drawn around a noise source. The lines are generally drawn in 5-decibel increments so that they resemble elevation contours found in topographic maps except that they represent contours of equal noise level. Noise contours are commonly used in depicting the noise exposure around airports, highways, and industrial plants.

Obstacle Free Area (OFA). An area on the ground centered on a runway centerline provided to enhance the safety or aircraft operations by having the area free of objects, except for objects that need to be located in the OFA for air navigation or aircraft ground maneuvering purposes.

Obstacle Free Zone (OFZ). The airspace below 150 feet above the established airport elevation and along the runway and extended runway centerline that is required to be clear of all objects.

Runway Protection Zone (RPZ). A two-dimensional trapezoidal area centered along the extended runway centerline whose function is to enhance the protection of people and property on the ground. This applies to Glendale Municipal Airport.

Runway Safety Area (RSA). A defined surface surrounding the runway prepared or suitable for reducing the risk of damage to airplane in the event of an undershoot, overshoot, or excursion from the airport.

Luke AFB

Luke AFB is an essential part of the City of Glendale. The Base has been the Glendale area's major employer for six decades and its mission inspires the community. The City of 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 also recognized the importance of military installations in the state, and the importance of protecting these installations from encroachment by incompatible land uses.

For planning purposes, both the State and the City of Glendale use the 65 decibel (dB) Ldn noise contour for Luke AFB in assessing compatibility. The noise contour used is established through the Air Installation Compatible Use Zone (AICUZ) program.

Since officially annexing Luke AFB into the city limits, Glendale assumed a leadership role in protecting the installation from encroachment. On-going planning coordination activities strengthen the association between the City and the Base.

Glendale’s General Plan land use designations acknowledge the requirement for land use compatibility in the Luke AFB environs that was legislated by the State (see the Land Use Element).

Glendale Municipal Airport

Located just five miles west of downtown Glendale, five miles east of Luke AFB, and 30 minutes northwest of downtown Phoenix, the Glendale Municipal Airport provides opportunities to support a thriving economic development environment. The airport encompasses 477 acres and showcases modern airport features including a two-story, 18,000 square-foot terminal, a FAA controlled tower, and complete airport services for general aviation and corporate jet traffic.

Goals and Policies

The following are the goals and policies that the City will use to provide compatible land use planning in the areas adjacent to Luke AFB and the Glendale Municipal Airport.

Goal MA-1	Luke AFB and Glendale Municipal Airport are protected by land use policies and properly managed development.

Policy MA-1.1 The City shall maintain low density residential uses within the area one mile to the west of the outer edge of the Luke Compatible Land Use (LCLU) Area. Densities in this area shall reflect densities in conjunction with the Luke AFB Graduated Density Concept. The Graduated Density Concept recommends a residential density of no more than two (2) dwelling units per acre within half a mile of the LCLU Area boundary and no more than four (4) dwelling units per acre from half a mile to one mile of the LCLU Area boundary.

Policy MA-1.2 The City shall monitor all development within the area and inform property owners, developers, Maricopa Association of Governments and Maricopa County as to the City position and work with these entities to provide similar protections in areas outside the Glendale MPA.

Policy MA-1.3 The City shall implement statutory sound attenuation measures for future development within the 65 dB Ldn contours of Luke AFB or Glendale Municipal Airport.

Policy MA-1.4 The City shall ensure that proposed land uses comply with all applicable Arizona Revised Statutes with respect to military and airport operations, coordinating with all stakeholders in planning for such uses by amending the Airport Environs Overlay Zone regulations in the event of future changes in mission and/or flight operations.

Policy MA-1.5 The City shall ensure that proposed land uses are consistent with the land use guidance provided in the current Luke AFB AICUZ.

Policy MA-1.6 The City shall promote compatibility of military operations and existing and potential adjacent development by coordinating with all stakeholders in planning for operational changes so that they will not impair existing residential uses in affected areas.

Policy MA-1.7 Proposed land uses and development proposals shall be consistent with the land use compatibility policies and criteria of the 2009 Glendale Municipal Airport Master Plan. Construction of new hangars is encouraged.

Goal MA-2	Newly annexed properties and future development are compatible with the continued operation of Luke AFB / Glendale Municipal Airport.

Policy MA-2.1 The City's Annexation Policy shall be updated to address compatibility with Luke AFB and the Glendale Municipal Airport.

Goal MA-3	The City, Luke AFB, residents, industry, and agencies collectively participate in all phases of a well-defined planning process.

Policy MA-3.1 The City shall not allow development in areas where the risks to potential health and safety cannot be mitigated to an acceptable level.

Policy MA-3.2 The City shall coordinate closely with jurisdictions, agencies, organizations, and Native American tribal governments in and near the Planning Area to ensure their policies and regulations are consistent with the Luke AFB AICUZ and JLUS.

Policy MA-3.3 The City shall coordinate and cooperate with private water service companies in the area to ensure infrastructure encourages compatible land uses and intensities.

Policy MA-3.4 The City shall actively lead in promoting land use compatibility around Luke AFB and in implementing the Luke Compatible Land Use (LCLU) Area to restrict unsuitable developments.

Goal MA-4	Mitigate encroachment issues associated with land uses and development.

Policy MA-4.1 The City shall require the dedication of avigation easements when development is proposed on property within identified airport safety zones and areas within the 65 dB Ldn noise contours.

Policy MA-4.2 The City shall require that specific plans, area plans, and other regional plans (either new plans or amendments) address compatibility issues associated with operations at Luke AFB and the Glendale Municipal Airport.

Policy MA-4.3 The City should implement zoning regulations to address land use compatibility and safeguard future flight operations by protecting the accident protection zones (CZ and APZ I and II for Luke AFB) and runway protection zone (RPZ for Glendale Municipal Airport), and the runway safety area (RSA), the obstacle free zone (OFZ), and the object free area (OFA) for Glendale Municipal Airport.

Policy MA-4.4 When obtaining open space (purchase or project related dedication), the City shall plan for open spaces around Luke AFB.

Goal MA-5	Maintain the Luke Compatible Land Use Area.

Policy MA-5.1 The City shall protect the future mission of Luke AFB through the use of appropriate open space buffers and setbacks adjacent to and in the vicinity of the perimeter fence of Luke AFB.

Policy MA-5.2 The City shall ensure the long-term viability of the mission through the periodic review of land development and city policies governing growth and development around Luke AFB.

Policy MA-5.3 The City shall plan for Luke AFB retention, supporting its national defense mission for the foreseeable future.

Community Preservation and Revitalization

3.1 COMMUNITY PRESERVATION AND REVITALIZATION THEME OVERVIEW

Glendale is well known for its high quality neighborhoods, rich community character, and an iconic history and culture that define the community. Accordingly, significant efforts have been made by the City to protect these features, and the elements that make up the Community Preservation and Revitalization Theme are designed to protect and enhance these features. As the City continues to grow, new opportunities for redevelopment will bring new challenges for the community. It is essential the Glendale community is proactive at establishing regulations for developing, conserving, and protecting the City's great historical and cultural assets as the area evolves.

The Community Preservation and Revitalization Theme covers two state-required elements and one elective (optional) element.

- Conservation, Rehabilitation, and Redevelopment Element (state required)
- Historic Preservation and Design Element (elective)
- Neighborhood Preservation and Revitalization Element (state required)

Each element defines the City's direction to ensure protection of Glendale's neighborhoods and heritage and the policies that will guide the City in enhancing livability, quality of place, and quality of life.

Conservation, Rehabilitation and Redevelopment Element

The Conservation, Rehabilitation and Redevelopment Element seeks to guide new development, redevelopment and investment to upgrade and revitalize existing neighborhoods and locations. This element focuses on infill development as a top priority to spark reinvestment back into the community, as well as promoting adaptive reuse by repurposing suitable existing structures.

Historic Preservation and Design Element

Historical resources and structures are a cornerstone in what makes the community unique. They provide iconic landmarks and hold significant identity and culture. The Historic Preservation and Design Element emphasizes preserving historic structures and districts, plus directions on designing new compatible developments within historic context and retaining the historic fabric and character. While most of Glendale's historical resources are in the Downtown area, this element focuses on the entire city and historic and cultural resources within.

Neighborhood Preservation and Revitalization Element

The Neighborhood Preservation and Revitalization Element focuses on maintaining safe, livable and desirable neighborhoods for Glendale's residents as the City evolves.

Please see the next page.

3.2 CONSERVATION, REHABILITATION AND REDEVELOPMENT ELEMENT

The Conservation, Rehabilitation and Redevelopment Element is designed to guide new development, redevelopment and investment to upgrade and revitalize existing neighborhoods and locations. The element is also designed to protect existing neighborhoods from deterioration. This element, in concert with the Neighborhood Preservation and Revitalization Element, fosters an appreciation for quality in portions of Glendale that are beginning to age.

Historic Downtown Glendale is an excellent illustration of longevity, where historic preservation efforts (together with municipal investment stimulus and adept marketing) have renewed the community core. Elsewhere, altered conditions (such as increased traffic or changing demographics) have impacted existing development where some original buildings are no longer appropriate for their originally intended purpose.

Revitalization strategies pertain to any area—residential, commercial, industrial or mixed use—where there is additional development potential or where an area is experiencing some level of decline. Although Arizona statutes provide authority to municipalities for formal declaration of redevelopment areas, it is not always necessary for revitalization efforts. Voluntary upgrades to property, with City assistance, frequently are more effective than programs involving eminent domain powers. However, for the City to expend federal Community Development Block Grant (CDBG) funds for the elimination of blight, there must be a formally designated redevelopment area.

Successful redevelopments have been accomplished with streetscape improvements along Glendale Avenue, high quality infill housing along Northern Avenue, historic structure preservation in the City Center planning area, and homeowners' reinvestment in their neighborhoods.

Most areas requiring neighborhood conservation planning are located in an area bounded by the southern city limits along Camelback Road, the eastern city limits along 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 under the county's jurisdiction before annexation into Glendale and scattered throughout the remainder of the Municipal Planning Area (MPA).

Examples of potential blight occur in some sectors zoned for heavy commercial or industrial uses. 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, business or apartment properties have been reduced in area—taking away from parking and maneuvering space, plus making it difficult to expand or undertake visual improvements.

Housing assistance programs (see the Housing Element for more information) actively promote residential rehabilitation throughout the City. However, certain areas beyond the municipal limits (for example, off-base housing along Litchfield Road near Luke Air Force Base [AFB]) may require other jurisdictions to consider similar incentives.

In the Glendale Centerline, City Redevelopment staff and consultants demonstrated how Downtown revitalization can continue through a variety of redevelopment projects: several infill housing clusters, retail redevelopment, Beet Sugar Factory reuse, automobile sales sector upgrades along Grand Avenue, Catlin Court expansion, preservation of the Sonorita residential core, parking improvements, and conservation of adjacent neighborhoods. Also, major infill projects may include a transit center and / or cultural center.

Goals and Policies

The City shall support the conservation, rehabilitation and redevelopment efforts as provided for in the following goals and policies.

Goal CRR-1	Deteriorating neighborhoods are revitalized and blight is removed.

Policy CRR-1.1 The City should encourage major urban renewal in blighted sectors when prevailing structural conditions are not susceptible to renovation, and where planned residential or mixed-use clusters will rejuvenate the greater area.

Policy CRR-1.2 The City shall coordinate upgrading efforts 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.

Policy CRR-1.3 The City should retain small businesses with support programs including site design / architectural assistance to improve visibility, appearance and commercial function.

Policy CRR-1.4 The City should establish economic incentives for homeowner renovation, such as low-interest or forgivable loans, coordination of donated materials/tools and service organization labor.

Policy CRR-1.5 The City shall direct specific redevelopment efforts to areas of visual blight.

Policy CRR-1.6 The City shall coordinate redevelopment projects with major capital improvement plans and transportation initiatives should receive high priority.

Policy CRR-1.7 The City shall give high priority to transportation initiatives.

Policy CRR-1.8 The City shall develop strategic and proactive intervention efforts for property redevelopment, rehabilitation, and maintenance on properties beginning to show signs of decline, so as to prevent further progression of blight, distress, underutilization or deterioration.

Policy CRR-1.9 The City should evaluate small vacant lots with low development options for their potential use as community gardens or parks.

Policy CRR-1.10 The City should remove vacant structures where rehabilitation and reuse is impractical, and coordinate with property owners to plan for rapid reintegration into the existing neighborhood development pattern.

Policy CRR-1.11 The City should ensure that new development in revitalization areas is appropriate in form and scale.

Goal CRR-2 Infill development is a top priority.

Policy CRR-2.1 The City shall encourage and support infill development to take advantage of existing infrastructure, community and educational facilities, and enhance existing neighborhoods.

Policy CRR-2.2 The City shall identify neighborhoods and areas that have availability for residential infill development.

Policy CRR-2.3 The City shall prepare and implement infill construction incentives, including zoning ordinance revisions, to remove impediments to qualified infill projects.

Policy CRR-2.4 The City should add incentives for the facilitation of infill housing and the quality redevelopment of housing stock in areas of substandard or obsolete housing.

Policy CRR-2.5 The City should protect established areas/neighborhoods by promoting context-appropriate infill development, redevelopment, and rehabilitation; sensitive neighborhood and property assemblage; and innovative adaptive reuse of existing community resources and historic properties.

Policy CRR-2.6 When feasible, the City shall involve major developers in its capital improvements plan process for joint improvement phasing and financial participation to expedite desired types and intensities of use on key growth areas and infill sites.

Goal CRR-3 Underutilized properties are redeveloped and reused.

Policy CRR-3.1 The City should encourage redevelopment and revitalization of areas with the greatest potential for long-term economic vitality by emphasizing public resources, tools, and incentives to catalyze private investment.

Policy CRR-3.2 The City shall promote reuse and intensification of industrial and / or vacant commercial properties.

Policy CRR-3.3 The City shall foster redevelopment and rehabilitation of mature employment centers to enhance Glendale's job market and provide new job opportunities.

Policy CRR-3.4 The City shall promote redevelopment of existing office park, high tech, and industrial centers to include a mix of compatible uses that provide live-work-shop opportunities.

Policy CRR-3.5 The City shall prepare strategies to attract redevelopment of employment-generating uses along the Grand Avenue corridor, Bell Road corridor, and 59th Avenue corridor.

Policy CRR-3.6 The City should offer incentives for redeveloping vacant structures or underutilized properties, such as in the Grand Avenue industrial triangle.

Goal CRR-4	Glendale's older neighborhoods are maintained and protected to preserve home values.

Policy CRR-4.1 The City shall seek and administer funding for residential rehabilitation where housing stock is aging.

Policy CRR-4.2 The City shall develop revitalization strategies for infrastructure such as lighting, sidewalks, and wheelchair ramps, in concert with Housing and Redevelopment policies for mature, core areas.

Policy CRR-4.3 The City shall endorse enhanced, voluntary property maintenance with City-backed incentive program.

3.3 HISTORIC PRESERVATION AND DESIGN ELEMENT

It is important that the historical context of Glendale's historic and archaeological resources be understood through the various periods of the city's development. Understanding historical context provides an appreciation for historical and archaeological resources, creating a greater sense of place and enhanced community character. This understanding and appreciation is especially important for downtown, including Catlin Court—one of Arizona's iconic historical and cultural destinations. Although it is not an adopted document, the General Plan Map Atlas was prepared as part of the general plan process to provide background information and existing conditions in the City. It contains in-depth descriptions of the City's historical periods and context. Glendale's historic resources are found in the City Center, along 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.

The Historic Preservation and Design Element is an elective general plan element (i.e., it is not required by the State for inclusion in a general plan). Historic preservation's role is to provide policies honoring Glendale's heritage and historical character, ensuring places like Catlin Court retain their historical and cultural significance. This element provides goals and policies to guide cohesive, compatible and aesthetically pleasing new developments, becoming an integral part of Glendale's future growth.

Historic preservation is also an important economic development tool for revitalizing neighborhoods and the City Center. Design ensures new projects retain and respect the existing historic character. This element incorporates preservation and protection of historic resources into long-range land use and economic planning. Goals and policies provide continuity and guidance to actions of the City Council, Boards and Commissions, city staff, and citizens in preserving and protecting Glendale's historic districts and resources.

Goals and Policies

There have been losses of the community's cultural and historical heritage in the past. This element is intended to help stop the loss of any additional historic resources, plus design compatible and relatable new developments within their respective communities, enhancing the overall appearance, functionality, and quality of life.

Goal HPD-1	Historic and archaeological resources are identified and protected.

Policy HPD-1.1 The City shall ensure it retains its status as a Certified Local Government (CLG) and CLG funding eligibility by maintaining a Historic Preservation Plan, Ordinance, and Commission.

Policy HPD-1.2 The City shall continue to identify and nominate potential eligible historic sites, structures, districts, and other resources through updating of the historic inventory survey.

Policy HPD-1.3 The City shall prepare National Register of Historic Places nominations for designation of eligible districts and individual properties when recommended by Glendale's Historic Preservation Commission.

Policy HPD-1.4 The City shall process and place eligible districts and individual historic resources on the Glendale Register of Historic Places.

Policy HPD-1.5 The City should provide city matching funds for CLG grants, Historic Preservation Heritage Grant, and other grants for survey, designation and weatherization, and stabilization and restoration projects.

Policy HPD-1.6 The City shall support the restoration and maintenance of significant contributing historic properties listed on the National Register of Historic Places.

Policy HPD-1.7 The City shall promote the preservation of historic streetscapes and landscapes within historic districts.

Policy HPD-1.8 The City shall identify gaps in current survey and expand survey as needed.

Policy HPD-1.9 The City shall provide bronze National Register plaques from the city to all contributing properties on the National Register of Historic Places.

Policy HPD-1.10 The City should provide interpretative plaques and street signs for historic districts and significant contributing historic properties.

Policy HPD-1.11 The City shall ensure historic building repairs and alterations are consistent with the historic district's design guidelines.

Policy HPD-1.12 The City shall apply for Heritage Grants for restoration.

Policy HPD-1.13 The City shall require new urban infill developments to complement and be compatible with existing historic fabric and character.

Policy HPD-1.14 The City should retain existing, viable structures which are complementary to historic buildings.

Policy HPD-1.15 The City shall preserve historic communities by providing design guidelines and diagnostic consultation for maintaining consistent architectural features, street plantings, monumentation and signage.

Policy HPD-1.16 The City shall maintain the pedestrian scale and small town character of new buildings in historic districts.

Policy HPD-1.17 The City shall preserve historic streetscapes and landscapes and consider cultural resources when adopting land use and development plans.

Policy HPD-1.18 The City shall adopt a policy regarding the inventory, treatment, disposition, and protection of archaeological sites.

Policy HPD-1.19 The City should preserve, promote, and maintain the Glendale Urban Irrigation System with rates that are fair to both customers and the City.

Policy HPD-1.20 The City should preserve, promote, and maintain the Sahuaro Ranch Historical Area and help and assist in the preservation and maintenance of historic Manistee Ranch.

Goal HPD-2 Historic preservation is as an integral part of the planning process.

Policy HPD-2.1 The City shall amend policies, ordinances and codes to be consistent with historic preservation goals.

Policy HPD-2.2 The City shall evaluate alternative building safety codes and fire safety protections adapted for historic buildings.

Policy HPD-2.3 The City shall promote cooperation of city departments, Commissions, Boards, and historic preservation organizations to respect the historic character of the city when processing and reviewing development applications.

Goal HPD-3 Historic preservation is an economic development tool in the City Center revitalization.

Policy HPD-3.1 The City shall integrate historic preservation resources as part of the marketing of the City Center.

Policy HPD-3.2 The City should improve economic opportunities in the City Center through sensitive adaptive reuse of historic properties.

Policy HPD-3.3 The City's Economic Development Department shall be involved in all adaptive reuse projects in the City Center.

Goal HPD-4 The City creates awareness and support for historic preservation.

Policy HPD-4.1 The City shall market historic preservation through City marketing avenues, displays, brochures, walking tours and newspaper articles.

Policy HPD-4.2 The City shall continue recognition of the annual National Historic Preservation Month through the Ruth Byrne Historic Preservation Award, proclamation, and historic preservation tour.

Policy HPD-4.3 The City shall participate in state and regional historic preservation conferences, workshops, and programs.

Policy HPD-4.4 The City shall provide information about Glendale's historic resources and program to all ages and groups in the community.

Goal HPD-5 Preservation and restoration of historic resources is encouraged through incentives.

Policy HPD-5.1 The City shall consider the use of city bonding for historic preservation acquisitions and restoration funding of contributing historic resources.

Policy HPD-5.2 The City shall ensure continual application of Historic Preservation Heritage Grants for weatherization and stabilization of contributing historic properties.

Policy HPD-5.3 The City should provide expedited development and historical review of projects involving a contributing historic resource.

Policy HPD-5.4 The City should evaluate the use of building permit fee waivers and plan review fee waivers of contributing properties that are part of a Heritage Grant weatherization and stabilization project.

Policy HPD-5.5 The City should evaluate the use of building permit fee and Development Impact Fee (DIF) waivers and plan review fee waivers for adaptive reuse of contributing properties.

Policy HPD-5.6 The City shall assist contributing property owners to apply for property tax reduction.

Policy HPD-5.7 The City should implement incentives for private property owners to maintain, retrofit, rehabilitate, and adaptively reuse historic buildings.

Goal HPD-6 The City supports adaptive reuse of structures.

Policy HPD-6.1 The City should develop an implementation strategy for adaptively reusing the Beet Sugar Factory and surrounding structures. Use of the structure as part of a transportation hub should be considered.

Policy HPD-6.2 The City shall preserve and protect culturally significant buildings and sites and promote beautification through adaptive reuse.

Policy HPD-6.3 The City shall encourage preservation of locally and culturally significant buildings and sites, including adaptive reuse.

Policy HPD-6.4 The City shall ensure new uses are compatible with existing sites and structures.

3.4 NEIGHBORHOOD PRESERVATION AND REVITALIZATION ELEMENT

Maintaining the stability and defining characteristics of every neighborhood is essential as the City evolves. By preserving the condition of newer neighborhoods and revitalizing older neighborhoods, Glendale can continue providing a safe and well-maintained community.

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 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 was formalized by an ordinance, as well as on-going administrative support.

The City-sponsored Community Partnerships Department exemplifies City commitment to sustained residential excellence. Throughout the community, Glendale officially recognizes nearly 200 registered neighborhoods and homeowners associations (HOA).

The City Community Revitalization Division provides affordable housing to promote homeownership and housing rehabilitation assistance, improving the appearance of neighborhoods. The division successfully increases access to safe and sanitary housing using federal grants and program support the City receives. The federal funds offer homeownership opportunities and improve neighborhood conditions for low- and moderate-income families and individuals. Additionally, the Glendale Crime-Free Multi-Housing Program educates landlords on how to reduce crime by providing a clean and safe living environment.

Goals and Policies

Neighborhood preservation and revitalization goals and policies recognize the 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 NPR-1	Glendale retains a sense of community through preserving and enhancing the character, identity and quality of its diverse neighborhoods.

Policy NPR-1.1 The City shall exemplify pride in neighborhood character and community appearance through landscape themes and property maintenance.

Policy NPR-1.2 The City should develop a program to identify individual neighborhood image and/or architectural themes in cooperation with appropriate neighborhood representatives.

Policy NPR-1.3 The City shall emphasize distinct neighborhood identities and characteristics while providing linkages and transitions from neighborhood to neighborhood.

Policy NPR-1.4 The City should establish recognitions and awards to community members and / or neighborhood associations exemplifying exceptional home maintenance or neighborhood projects.

Policy NPR-1.5 The City shall identify neighborhood amenity deficiencies (open space, pathway or transit needs) in older neighborhoods and prepare a program for systematic improvement.

Policy NPR-1.6 The City shall identify opportunities to provide community assistance for renovations and amenities within neighborhoods to maintain and enhance the quality of life of residents.

Policy NPR-1.7 The City shall implement site specific and neighborhood-scaled development strategies that incorporate cultural heritage and the arts.

Policy NPR-1.8 The City shall require new housing infill and additions to existing residential structures that are visible from adjoining properties or the street, to be sited and designed to be compatible with the character of the existing neighborhood.

Policy NPR-1.9 The City should establish a plan and timeline for updating existing neighborhood plans.

Goal NPR-2	Glendale has essential partnerships with community organizations to improve community and quality of life.

Policy NPR-2.1 The City should work jointly with neighborhood groups that have common issues through coordinated communication.

Policy NPR-2.2 The City shall conduct regular assessments of neighborhood assets and problem resolution.

Policy NPR-2.3 The City shall provide education, outreach, and resources to the community to strengthen neighborhoods, such as the HOA Academy.

Policy NPR-2.4 The City shall continue to ensure that the planning process is open to all residents and businesses.

Policy NPR-2.5 The City shall explore options to partner with HOAs and neighborhood associations to identify and address key issues, such as abandoned or vacant buildings and code compliance, within their neighborhoods to mitigate negative effects on the neighborhood.

Policy NPR-2.6 The City shall continue and expand the role of the Community Partnerships Department and inter-neighborhood communication.

Policy NPR-2.7 The City shall encourage participation from community members and involve affected registered neighborhood organizations in land use plan amendments through Community Partnerships Department activities, and provide them a forum to comment.

Policy NPR-2.8 The City shall partner with residents to address neighborhood-specific issues including enhancing a sense of place to promote unique character and community pride within individual neighborhoods.

Policy NPR-2.9 The City shall prioritize neighborhood revitalization efforts to focus on those geographic areas with the greatest need to improving quality of life.

Goal NPR-3 Regulations and standards for livability guide existing and future neighborhoods.

Policy NPR-3.1 The City shall establish residential property maintenance standards and related provisions and enforce these by emphasizing voluntary compliance with regulatory provisions.

Policy NPR-3.2 The City shall encourage use of HOAs and Covenants, Conditions, and Restrictions (CC&Rs) by developers of new residential neighborhoods to provide guidance and private enforcement of desired design and maintenance concerns.

Policy NPR-3.3 The City shall prescribe landscaping and screening devices as appropriate for land use buffers and greenbelts.

Policy NPR-3.4 The City shall ensure building inspectors enforce code compliance and prepare an annual report to the City Council.

Goal NPR-4 Neighborhoods are safe and well-maintained.

Policy NPR-4.1 The City shall evaluate noise impacts associated with new developments on proposed residential development.

Policy NPR-4.2 The City should protect neighborhoods from intrusive traffic from areas outside the neighborhood (pass-through traffic). All neighborhood streets (local streets) and circulation improvements should favor pedestrians, bicyclists and local traffic.

Policy NPR-4.3 The City shall prepare standards for a variety of traffic calming devices for residential areas and implement based on adopted criteria and guidelines for use stated in the City's Transportation Plan.

Policy NPR-4.4 The City should develop regulations and requirements to allow the use of residential properties as seasonal or temporary rental properties. This should include revised tax structures and maintenance requirements.

Goal NPR-5 Glendale actively supports a sustainable food system that increases the availability of fresh food and eliminates food deserts

Policy NPR-5.1 The City should encourage all residences be located within a half mile to food outlets including grocery stores, farmers markets, and community gardens.

Policy NPR-5.2 The City should support the temporary utilization of vacant or underutilized lots for community gardens or farmers markets.

Policy NPR-5.3 The City shall develop regulations to support and guide community gardens.

Policy NPR-5.4 The City should support a farm-to-table program between local farmers and restaurants.

Please see the next page.

4.1 ECONOMIC VITALITY THEME OVERVIEW

Economic prosperity is a key component of quality of life. Sound economic policies are needed to help develop a sustainable future that results in quality jobs and a diverse, innovative, competitive, entrepreneurial, and sustainable local economy.

The objective of the Economic Vitality Theme is to provide a policy foundation that supports actionable items in the context of the open market in striving to improve the standard of living for all Glendale residents.

The General Plan Elements included in this theme that will help to achieve this objective are:

- Fiscal Element
- Economic Development Element
- Cost of Development Element

Fiscal Element

Achieving the goals of the General Plan will require that our City have the fiscal resources needed to effectively govern development and redevelopment. The purpose of the Fiscal Element is to ensure sound municipal spending decisions that provide for cost-effective use of taxpayer dollars.

Economic Development Element

Since the last General Plan Update there have been dramatic changes in Glendale's economy from the continued buildout of the western Loop 101 region to the emergence of the Loop 303 area as a desirable economic corridor. The purpose of the Economic Development Element will be to capitalize on these increasingly important economic centers as well as continue the development of existing commercial corridors in the community and revitalization of the downtown area.

Cost of Development Element

The Cost of Development Element addresses the intent and ability of the City to ensure that new development pays its fair share of costs for new or expanded public services without placing an undue burden of these services solely on the shoulders of existing residents. This element also establishes guidelines on how to make efficient use of municipal funding for planning related activities.

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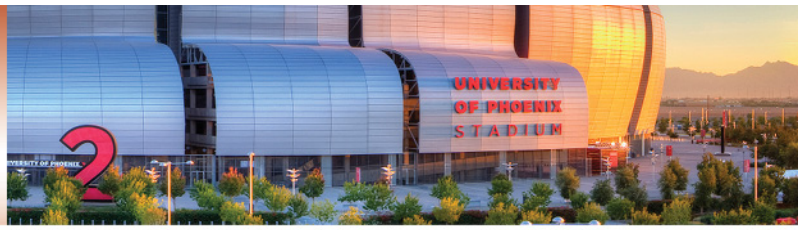


4.2 FISCAL ELEMENT

Planning for sustained municipal economic health is founded on the City's own financial strength which is driven by cost-effective delivery of citizen services and sound investment for future revenue capture. Financial strength is demonstrated by the following key principles:

- **Transparency** in budgetary and fiscal matters in order to build and maintain the trust of the community, which includes residents, property owners, business owners, regional partners, and other stakeholders.
- **Fiscal Sustainability** to ensure long-term fiscal health through the establishment of healthy reserves, a proactive debt management strategy, and a balanced budget.
- **Economic Development** strategy that proactively seeks new opportunities in targeted industries, supports the retention of existing businesses, provides business assistance services, and establishes a strong commitment to redevelopment the Centerline area.
- **Creative, Innovative, Efficient Systems and Processes** that provide the highest level of service within the limitations of budget capacity and ensuring they are continually evaluated and adjusted based on existing and anticipated market changes.

Goals and Policies

Fiscal planning for the City looks beyond short-term revenues and expenditure forecasts towards meeting the long-term needs of the community. The following goals and policies are designed to guide the City in meeting these needs.

Goal F-1	Financial responsibility and accountability are key to sound investment strategy related to Capital Improvement Program (CIP) projects.

Policy F-1.1	The City shall carefully monitor and plan the City budget, differentiating Capital Improvement Program allotments for ease in evaluating CIP-related investments.
Policy F-1.2	The City should invest in revenue-producing services, such as Municipal Airport and Landfill facilities or public-private partnerships for mixed-use development that increase the city's tax base, population, or employment opportunities.
Policy F-1.3	The City should coordinate Capital Improvement Program projects with private utilities and developers to create economies of scale when practical.
Policy F-1.4	The City shall maintain realistic five-year revenue forecasts for purposes of Action Program phasing related to the Capital Improvement Program.

Goal F-2	Economic development incentives, prospects for new funding sources, and citizen assistance programs are fiscally sound.

Policy F-2.1 The City shall seek, but not rely upon, Federal and State grant matching funds if and when they are available.

Policy F-2.2 The City should support public-private partnerships on mutually-beneficial projects.

Policy F-2.3 The City should continue neighborhood grant program as City resources permit.

Policy F-2.4 The City shall monitor development fees and adjust regularly to ensure "fair share" contributions without discouraging desired uses.

Policy F-2.5 The City shall establish policies and programs that support transparency in the administration of economic development incentives.

Goal F-3	Glendale's balanced budget allows for strategic investments.

Policy F-3.1 The City shall balance revenues with expenditures on annual budgets.

Policy F-3.2 The City shall link on-going cost decisions to on-going (not one-time) revenue sources to avoid long term fiscal burdens.

Policy F-3.3 The City shall prepare a strategic financial forecast addressing changes in conditions.

Policy F-3.4 The City shall enhance economic development prospects and constituency satisfaction through adherence to stable tax rate policies.

Policy F-3.5 The City shall enact performance evaluations to better assess fiscal performance of individual programs, providing for informed decision-making.

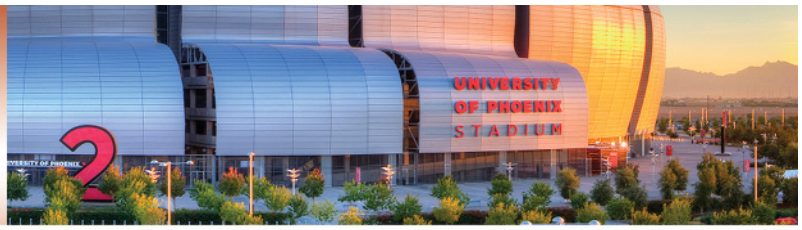
Policy F-3.6 The City shall prioritize and coordinate CIP projects supported by developer contributions or participation.

Policy F-3.7 The City shall explore matching funds opportunities for all City-funded facilities and services.

Goal F-4	The Capital Improvement Program corresponds with General Plan priorities.

Policy F-4.1 The City shall encourage new development to provide assurances that adequate public safety standards will be met.

Policy F-4.2 The City shall forward the Capital Improvement Program (CIP) to the Planning Commission for review on an annual basis



4.3 ECONOMIC DEVELOPMENT ELEMENT

Often considered the economic engine of the West Valley, Glendale is the West Valley's largest city and has become a major hub for employment, medical, commercial, educational and multi-purpose event venues. Thoughtful planning will allow the city to leverage its current position in order to maximize job creation and revenue generation for City programs and quality of life amenities for all Glendale residents. Glendale's diverse opportunities in economic development can be categorized into three areas:

1. Existing Developed Area
2. Emerging Growth Area
3. Future Growth Area

The **Existing Developed Area** of Glendale stretches from Pinnacle Peak in the north to Camelback Road in the south and from 43rd Ave on the east to 83rd Ave on the west. The majority of the city's primary employers are located in this area, with Talavi Business Park being home to a many of these employers. The northern portion of the city includes a substantial amount of retail trade, consisting of Arrowhead Towne Center and the Bell Road corridor. The developed area of the Glendale community also includes all but one of Glendale's institutions of higher learning and the majority of Glendale's medical facilities.

The developed area also includes Glendale's downtown, which offers significant potential for redevelopment and some limited infill opportunities. Glendale's downtown is also part of the larger Centerline Redevelopment Area, which includes properties located between 43rd and 67th Avenues from Orangewood Avenue to Maryland Avenue. The Centerline area has the potential of becoming one of the next important residential areas, creating the potential for new commercial and mixed-use opportunities as well. The city's participation in regional transportation planning efforts related to enhanced or high-capacity transit should provide significant benefit to the Centerline area. The project, if approved, would be operational within the next decade and creates the potential for new transit-oriented development.

Glendale's western area between 83rd and 115th Avenues is the city's **Emerging Growth Area** and is home to the Sports and Entertainment District located along the Loop 101 freeway. This is a rapidly emerging major employment center and is anticipated by the Maricopa Association of Governments to be the most populated employment center in the West Valley by 2040. This is due in large part to the area's access to regional transportation corridors as well as the amenities in the immediate vicinity which include:

- Desert Diamond Casino and planned future resort(unincorporated);
- Westgate Entertainment District, home to a variety of restaurants and entertainment opportunities;
- Tanger Outlets and Cabela's, a unique destination shopping location;
- Gila River Arena, a multi-purpose concert and event venue that is also home to the National Hockey League's Arizona Coyotes; and
- University of Phoenix stadium, home of the Arizona Cardinals. This facility is a multi-purpose venue that has hosted the National Football League's Super Bowl XLII and XLIX, the annual Fiesta Bowl since 2007, the BCS

National Championship in 2007 and 2011, Wrestlemania XXVI, and the College Football Playoff National Championship in 2016, as well as the NCAA Men's Final Four Basketball Tournament planned in 2017.

In addition to the rich attractions, this area is also the location of the Glendale Municipal Airport and the Glendale Airpark, an industrial park that accommodates manufacturing and distribution operations. Also emerging is a robust major medical corridor that includes Glendale's third hospital (St. Joseph's at Westgate) and plans for additional medical office buildings and complementary services such as medical imaging and oncology services nearby.

Finally, the area from 115th Avenue west to Perryville Road is Glendale's **Future Growth Area** which includes Luke Air Force Base, the largest employer within Glendale's Municipal Planning Area. It also includes five miles of the recently completed Loop 303, providing Glendale with new development opportunities along the freeway frontage and excellent accessibility. A majority of the vacant land in this area is located within the City's Municipal Planning Area (MPA) but is not currently annexed into the City of Glendale. Once annexed, the City of Glendale would be responsible for providing municipal services, which would require significant infrastructure investments and ongoing operating costs. In an effort to allow development in this area to continue and encourage future annexation of commercial properties, the City Council directed that water and sewer services west of 115th Avenue will continue to be provided by a viable private water services provider.

There are scattered residential developments throughout the area, mainly in the MPA, and with the completion of the Loop 303 there is substantial new interest in residential development in the general vicinity. Commercial developers typically pursue opportunities on sites that have immediate access to significant transportation corridors and access to a residential population. With the amount of new residential development planned in the area, the Loop 303 will be a logical location for new commercial development and added potential for annexation. Commercial annexation along the Loop 303 will have the benefit of generating new one-time revenue to the city at the time of construction and on-going revenue from sales and property tax collections. One of the more important opportunities for Glendale in this area is the potential for new industrial development parcels. There is currently very little land available in Glendale for industrial development, however, the area along the Loop 303 and the Northern Parkway is an ideal location for new industrial uses given the proximity of rail from the north along the BNSF Ennis Spur line at Olive Avenue.

The city has transitioned from a bedroom community to a thriving economic engine with world-class companies, internationally renowned educational institutions, major entertainment venues, diverse destination/attraction amenities, an exceptional transportation network, and highly engaged residents. Glendale can be proud of our past and look forward to our bright future.

Goals and Policies

Glendale has established a strong economic legacy through its existing development strategy that has paved the way for future opportunities. This has allowed the city to create new jobs while retaining existing jobs and businesses. It has also allowed the city to develop a robust and diverse tax base to generate new revenues and continue to provide high quality services to all Glendale residents.

The Economic Development Element of the General Plan is designed to provide a roadmap for the future economic growth of Glendale.

Goal ED-1	Glendale has a diversified economy.

Policy ED-1.1 The City should attract and retain a variety of industries that will provide employment opportunities for residents with a wide range of skill and educational levels.

Policy ED-1.2 The City should identify emerging growth sectors in the national and regional economies and position Glendale to take advantage of those growth sectors based on competitive strengths. Monitor existing targeted industries to ensure Glendale is taking advantage of appropriate growth sectors and modify as needed.

Policy ED-1.3 The City should support retention and expansion of existing Glendale businesses and develop partnerships with available resources to provide programs and services to assist those businesses in remaining competitive and profitable.

Policy ED-1.4 The City should continue partnerships with institutions in the community and look for opportunities to support high value start up research, entrepreneurship and business opportunities.

Policy ED-1.5 The City should expand partnerships with Glendale's educational institutions to assure access to an educated and well-trained workforce within the community and the region.

Policy ED-1.6 The City should monitor the Bell Road corridor and Sports and Entertainment District to ensure the corridors remain fresh and relevant to the current economic potential; and, continually explore opportunities to upgrade the tenant mix or enhance with residential opportunities.

Policy ED-1.7 The City should establish a program to recruit employers and assist in expansion or redevelopment with existing employers offering mid- to upper-level pay scale ranges.

Policy ED-1.8 The City should promote and expand mutually beneficial public-private partnerships.

Policy ED-1.9 The City should pursue international relations to establish foreign direct investment opportunities.

Policy ED-1.10 The City shall support Downtown Glendale's niche in the marketplace as a civic center supported by businesses, retail, residential, arts, and entertainment.

Policy ED-1.11 The City shall seek the continued economic development of Downtown Glendale with an emphasis on community engagement in the redevelopment process.

Goal ED-2	Promote locations that are appropriate for future commercial, office, and industrial development.

Policy ED-2.1 The City shall examine zoning and develop a strategy to encourage appropriate zoning for areas that would be well-suited for future development.

Policy ED-2.2 The City should continue to monitor under-utilized properties in the Grand Avenue corridor and work with owners and the development community to identify opportunities and potential users that can intensify site utilization.

Policy ED-2.3 The City should continue to maximize freeway, major arterial, and transit service access as opportunities for employment sites.

Policy ED-2.4 The City should coordinate with private utilities to provide infrastructure for new industry and commerce.

Policy ED-2.5 The City should support a variety of office developments in mixed-use settings in growth areas identified in specific area plans.

Goal ED-3	Redevelopment of the Centerline area, inclusive of Downtown Glendale promotes economic growth.

Policy ED-3.1 The City should expand housing opportunities to increase population in the area to support ongoing commercial and retail development

Policy ED-3.2 The City should support new business start-ups, infill and redevelopment projects through the potential development of city programs such as expedited permitting services, fee waivers, streamlined processes and infrastructure investments.

Policy ED-3.3 The City should encourage investors to consider purchasing downtown property and assist property owners by connecting them with prospects.

Policy ED-3.4 The city should seek to attract institutions of higher education to locations in Centerline.

Goal ED-4	Locally-owned businesses thrive in Glendale.

Policy ED-4.1 The City should provide assistance to Glendale's small businesses and entrepreneurs by utilizing new and existing programs tailored to meet their needs and encourage the start-up of new businesses in the community.

Policy ED-4.2 The City should strive to implement a plan to create a Small Business and Entrepreneurship Center to assemble all of the available resources under one roof and proactively provide a comprehensive program of local, state and federal business assistance to both existing small businesses and to entrepreneurs who need assistance in turning their ideas into reality.

Policy ED-4.3 The City should implement a more robust Business Retention and Expansion program working cooperatively with existing local businesses, both small and large, to maximize growth opportunities and leverage the existing business community as spokespersons to assist with Business Attraction initiatives.

Policy ED-4.4 The City should support homebased business where appropriate.

Policy ED-4.5 The City should support the development and expansion of unique local businesses.

Policy ED-4.6 The City should support the efforts of downtown business owners to increase patronage and awareness of the downtown businesses.

Policy ED-4.7 The City should support small businesses during construction or other significantly disruptive events through the provision of cooperative partnerships with service providers or non-profit organizations offering business development programs aimed at creating long-term sustainability.

Policy ED-4.8 The City should retain small businesses with programs that offer improved visibility, appearance, and function of commercial properties.

Goal ED-5	Glendale has events and attractions throughout the city that expand and promote economic growth.

Policy ED-5.1 The City should facilitate events, activities and users that attract young adults to downtown Glendale and the Centerline area.

Policy ED-5.2 The City should facilitate opportunities for downtown promotion or attraction during national events and other significant activities taking place in the Sports and Entertainment Districts. The City should support and foster new tourist-based attraction developments.

Policy ED-5.3 The City should facilitate the marketing of events to attract more visitors and tourists.

Goal ED-6	The Centerline Redevelopment area has a long-term plan to ensure its viability and sustainability.

Policy ED-6.1 The City should meet with the land and business owners to assess their needs and discuss and implement potential improvements to the city programs and economic development tools.

Policy ED-6.2 The City should utilize a variety of public input options to address the long-term growth and sustainability strategies for Centerline.

Policy ED-6.3 The City shall provide a long-term plan and implementation strategy with achievable goals addressing development and redevelopment needs to ensure the on-going viability and sustainability of the Centerline Redevelopment Area.

Policy ED-6.4 The City should plan for high capacity transit in Downtown.

Goal ED-7	Luke AFB and Glendale Municipal Airport are assets to support and push Glendale's economy forward.

Policy ED-7.1 The City should identify and secure funding to update and implement the Glendale Municipal Airport Master Plan so that the airport can be better utilized to support economic growth.

Policy ED-7.2 The City should update the Glendale Municipal Airport Master Plan to accommodate larger numbers and sizes of general aviation aircraft and to support aviation-related businesses that can support Luke AFB.

Policy ED-7.3 The City should analyze options, including infrastructure availability and transit service, to stimulate growth at the Glendale Municipal Airport.

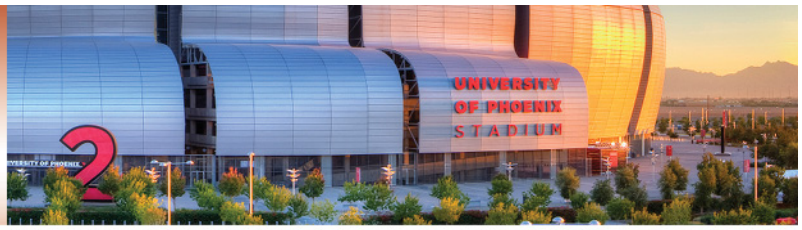
Policy ED-7.4 The City shall continue to support the role of Luke AFB as a significant contributor to the economic base of the community.

Goal ED-8	Economic development of Glendale Municipal Airport enhances Western Area Plan growth.

Policy ED-8.1 The City shall utilize public and private infrastructure placement to bring growth to preferred locations.

Policy ED-8.2 The City should seek to develop the city-owned property on the east side of the Glendale Municipal Airport into an aviation related employment center.

Policy ED-8.3 The City should support transportation improvements for economic development such as expanding aviation facilities and accommodating rail and truck freight movements.



4.4 COST OF DEVELOPMENT ELEMENT

Glendale is a progressive City. 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 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.

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 inevitable infrastructure consideration is the improved maintenance of existing infrastructure components.

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.

Goals and Policies

The goals and policies 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 CoD-1	Recapture the cost of improvement/additions to public facilities and infrastructure necessitated by development.

Policy CoD-1.1 The City shall assess private developer costs commensurate with the amount needed to address the burdens of new service demands resulting from a specific project or development.

Policy CoD-1.2 The City should regularly update development exaction schedules to recapture proportionate costs of public service demands.

Policy CoD-1.3 The City should provide for the financial coverage of ongoing maintenance and operating costs.

Goal CoD-2	Development and redevelopment of the desired quality is not unduly hampered or prevented due to burdensome regulations and/or permit exactions.

Policy CoD-2.1 The City shall review and revise codes and development schedules to ensure a fair and cost-effective exaction regime.

Policy CoD-2.2 The City should develop and implement a program of credits (e.g. fee waivers or reductions, density allowances or transfers) for developers providing public facilities or installing public infrastructure elements.

Policy CoD-2.3 The City should maintain practical and affordable standards for required developer provided off-site improvements in coordination with private utilities serving areas of the City.

Policy CoD-2.4 The City should assist the development community in reconfiguring or replacing outdated, unsafe, unattractive developments and uses.

Policy CoD-2.5 The City should 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.

Policy CoD-2.6 The City should implement incentive programs for rehabilitation and restoration to discourage structural or land use obsolescence.

Goal CoD-3	Development and redevelopment projects pay their fair share to provide the necessary public facilities to serve them.

Policy CoD-3.1 The City shall require all new developments and redevelopments to contribute any additional public facilities (or proportionate share, thereof) within or adjacent to the development that are required to serve that development.

Policy CoD-3.2 The City should support and create an infill incentive district with the purpose of encouraging redevelopment and infill development in areas within the City that have existing infrastructure which will allow reductions or elimination of contributions or fees in infill incentive districts.

Policy CoD-3.3 The City shall maintain a comprehensive set of development impact fees to distribute public facilities and service costs in an equitable manner and adhere to a regular fee schedule review and revision program.

Policy CoD-3.4 The City should create a “development proposal assessment” to determine new public facility demands prior to rezoning or development approval.

Policy CoD-3.5 The City should consider a pay-as-you-go philosophy for infrastructure extension and expansion.

Goal CoD-4	The Capital Improvement Program (CIP) and its development impact fees system facilitate efficient, cost-effective growth and opportunities for innovative financing and delivery of infrastructure.

Policy CofD-4.1 The City should consider alternative funding strategies from developers to address development impacts.

Policy CofD-4.2 The City should encourage non-municipal utility companies, including state-of-the art communications, to keep pace with infrastructure demands for their growing customer base.

Goal CoD-5	Exaction and dedication requirements for new projects result in a beneficial use to the public and rational nexus and proportionality to the impact of the development.

Policy CofD-5.1 The City shall ensure that all requirements for dedications of land, construction of facilities, or fees meet the tests of rational nexus and proportionality.

Policy CofD-5.2 The City shall collect and use all revenues from development impact fees in accordance with state.

Policy CofD-5.3 The City shall ensure that requirements for oversizing infrastructure larger than required by the development or extending facilities beyond the needs of the development are balanced by city financial participation or the opportunity for repayment agreements.

Please see the next page.

5.1 CONNECTIVITY THEME OVERVIEW

Associated with this growth will be a commensurate increase in travel demands for all modes of transportation. In looking at future travel demands in Glendale and the region, the Maricopa Association of Governments (MAG) has developed a transportation model to project future circulation growth. By 2040, the MAG model shows travel in the Glendale area will nearly double and congestion will more than quadruple based on existing and planned infrastructure. As Glendale continues to grow, mobility systems also must grow and change to accommodate this increase in travel.

The Connectivity Theme provides a multi-modal transportation system that links all modes of transportation, including automobiles, public transit, walking, and bicycling to create a fluid transportation network. To do this, the Connectivity Theme includes two state-mandated elements:

- Circulation Element
- Bicycling and Pedestrian Element

Circulation Element

The Circulation Element seeks to provide efficient mobility options to support the community's travel needs. This element focuses on four concepts to achieve this objective: walkability, accessibility, public transit, and road systems. As they are intimately linked, this element is designed to be consistent with the policies in the Land Use Element and Bicycling Element.

Bicycling and Pedestrian Element

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

To ensure a coordinated planning effort, this element is closely linked with the policies in the Land Use Element and the Circulation Element.

Please see the next page.

5.2 CIRCULATION ELEMENT

The Circulation Element relates to the Glendale Transportation Plan. The element identifies goals and policies to improve the current state of mobility in Glendale, including walking, public transit, road systems, and accessibility. This element addresses how to accommodate travel on the city's street network, plus how to expand and improve transit systems to accommodate for growth.

Functional Classification of Roadways

A functionally classified roadway system allows streets to be grouped according to their purpose and function within the transportation network. Urban streets generally serve two primary functions: traffic movement (mobility) and accessibility. Functional classifications describe the level of mobility and access provided by roadways within a community's transportation network. The City of Glendale currently provides roadway infrastructure described in six functional categories: freeways, parkways, major arterials, arterials, collectors and local roads (see Figure 3).

- **Freeway / Highway.** Freeways / highways are intended to serve both intra-regional and inter-regional travel. Freeways / highways provide for high speed, through traffic movement on continuous routes. Freeways / highways provide connections to other regional highways and are capable of carrying heavy traffic volumes. Speed limits on freeways / highways are usually the highest allowed by law. Access to freeways / highways is strictly controlled and accomplished through strategically located on and off ramps. Examples of freeways / highways in or adjacent to the City of Glendale include SR 101L and SR303L.
- **Parkway.** Parkways are similar to freeways / highways in that they provide regional connectivity and have limited access with emphasis on moving high volumes of traffic, but less volume than freeways / highways. Northern Parkway from SR303L to Dysart Road provides an example of a parkway in the City of Glendale.
- **Major Arterial.** Major arterials provide for mobility within Glendale and adjacent areas. Major arterials are designed to carry through traffic on continuous routes and join major traffic origins and destinations, freeways, and other arterials. For major arterials, access is less restricted than freeways, although limits on access are generally desirable to enhance operations. Two examples of major arterials in the City of Glendale include Bell Road (an east/west alignment) and 59th Avenue (a north/south alignment).
- **Arterial.** Arterials are major streets that provide for traffic movement within Glendale and connect major arterials to collector streets. Arterials are designed to take traffic off of local roads or collectors and feed it into major arterials and freeways. Arterials tend to accommodate most of the travel in the city and throughout the region. Cactus and Greenway Roads within the Glendale boundaries are examples of arterials in the city.
- **Collector.** Collectors are lower-speed facilities that provide direct access to adjacent properties and connect with major arterials and arterials. Collectors are typically configured with one travel lane in each direction and located midway between arterials, but differ depending on location. Maryland Avenue and 55th Avenue represent examples of collector roads in the City of Glendale.
- **Local.** Local roads are designed to provide direct access within residential areas and are not designed to handle through traffic between areas. These roads function to move vehicles from within neighborhoods to larger roadways.

Public Transit

Public transit adds to the overall multi modal transportation system that provides an alternative and affordable means of travel to the automobile. Currently, public transit options in Glendale include dial-a-ride, local bus (Glendale Urban Shuttle), and regional Valley Metro bus services. Glendale envisions adding high capacity transit, which may be in the form of light rail or bus rapid transit, as part of the public transit system in the near future.

Public transit serves populations that are dependent on or prefer transit, so it should be available and accessible to all Glendale residents. To maintain a well circulated city, Glendale must continue to maintain and update its public transit systems. Public transit systems are compatible with other modes of transportation and facilities throughout Glendale, including park-and-rides, bicycle facilities, and pedestrian facilities.

Transit routes in Glendale and the areas they serve are illustrated on Figure 4.

Accessibility

Accessibility to all forms of transportation is essential to the connectivity of Glendale. Accessibility maintains that transportation systems will include options to serve the multitude of needs of the community such as, attending to the special needs of commuters, providing efficient and safe services, and having a truly connected and complete transportation system.

Goals and Policies

The goals and policies support the utilization of a multi-modal transportation system.

Goal C-1	Mobility with safe and accessible transportation systems.

Policy C-1.1 The City shall provide safe and effective transportation services for the whole population.

Policy C-1.2 The City shall implement safety programs and provide transportation services in accordance with all safety standards.

Policy C-1.3 The City shall ensure that streets and highways will be available to serve new development by requiring detailed traffic studies and necessary improvements as a component of all development proposals.

Policy C-1.4 The City shall minimize/consolidate direct access (driveways) to and from residences to arterials and collectors, in accordance with City of Glendale engineering design standards.

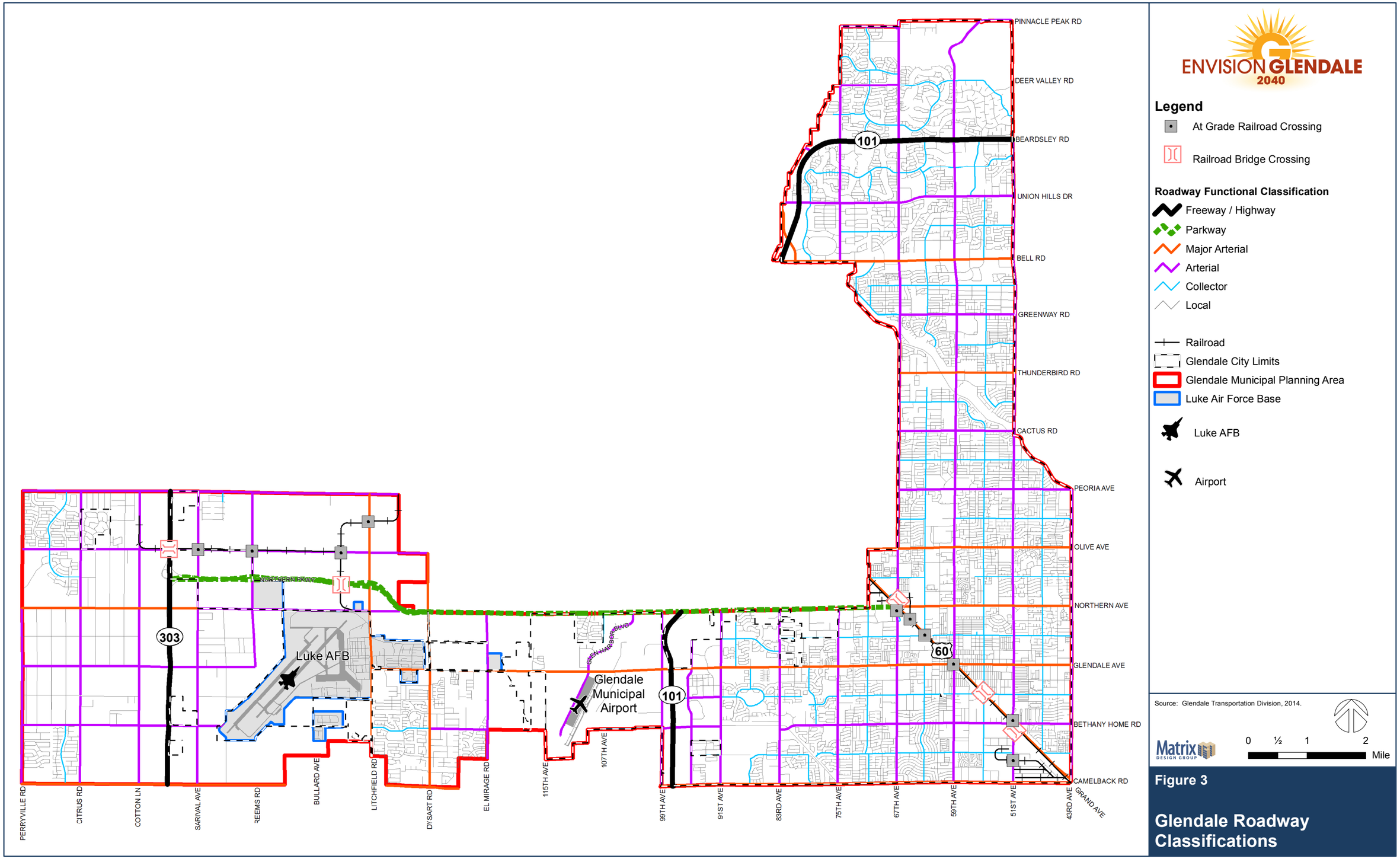


Figure 3

Glendale Roadway Classifications

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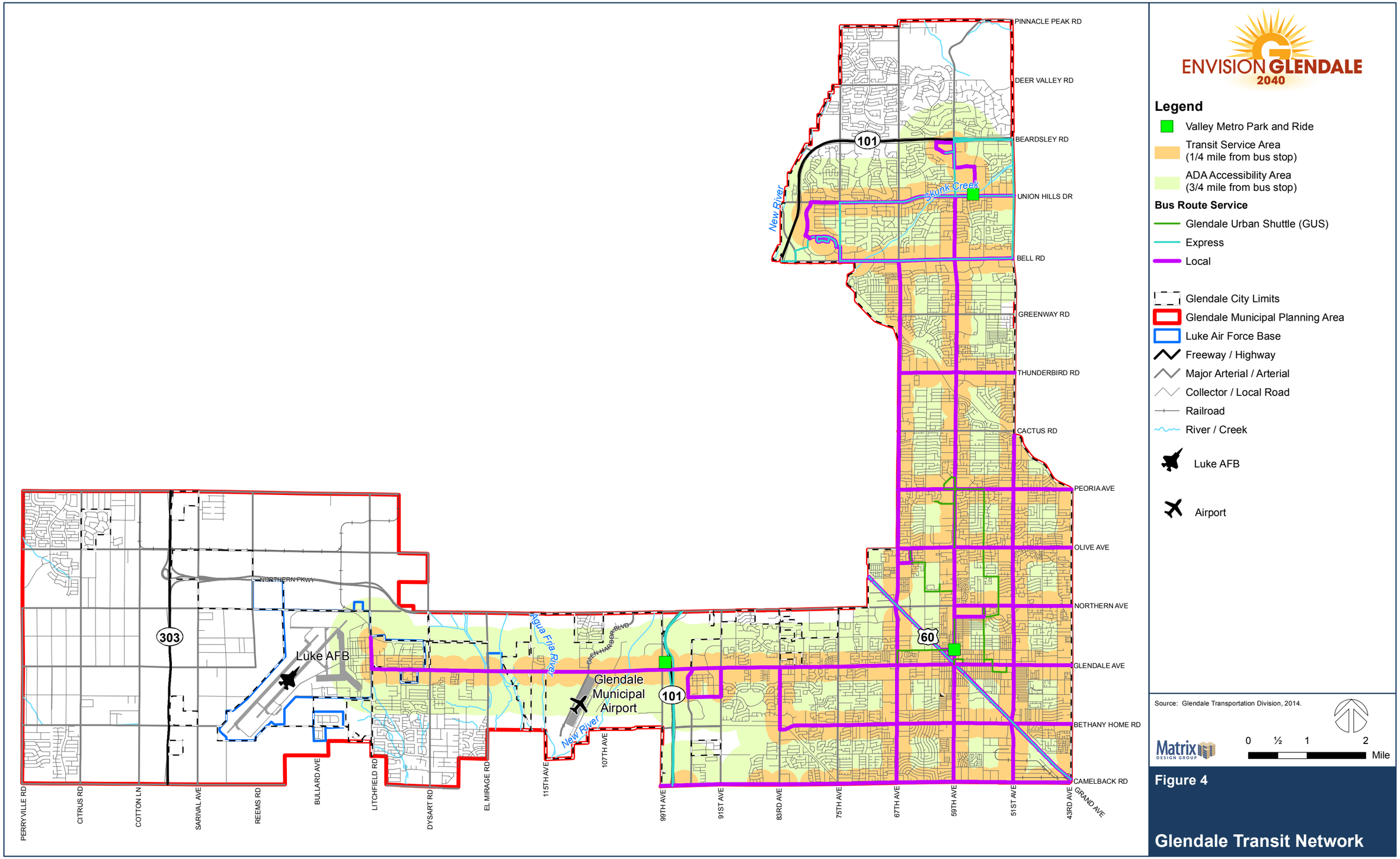

Figure 4

Glendale Transit Network

Please see the next page.

Goal C-2 Public transit as a viable alternative mode of travel.

Policy C-2.1 The City should continue to operate and encourage multimodal transit system that includes local and express bus, high capacity transit and dial-a-ride service.

Policy C-2.2 The City should expand transit to serve more Glendale neighborhoods, special needs locations (such as access to retirement centers, education institutions, business activity center), and high capacity transit connections.

Policy C-2.3 The City should expand transit service frequency in priority corridors and increase transit service coverage as demand and resources permit.

Policy C-2.4 The City should strive to include shaded and maintained shelters at all bus stops.

Policy C-2.5 The City should ensure compatibility with the regional transit system, particularly connections to high capacity transit corridors and nodes.

Goal C-3 Improved road systems to enhance neighborhood and environmental quality.

Policy C-3.1 The City should support noise walls and other mitigation measures along freeways and expressways.

Policy C-3.2 In accordance with the most current Glendale Transportation Plan, the City shall implement program intersection improvements to facilitate the smooth flow of traffic and improve accessibility.

Policy C-3.3 The City shall encourage subdivisions to provide access from collector streets and discourage the use of local streets as alternatives (a bypass) to arterials.

Policy C-3.4 The City shall promote connectivity throughout residential street patterns. Where cul-de-sacs are permitted, the City shall promote pedestrian and bicycle travel by including pathways as appropriate to connect cul-de-sacs to other streets or community facilities such as parks and schools.

Policy C-3.5 The City should coordinate traffic signals and focus on Intelligent Transportation System (ITS) to reduce traffic congestion and minimize drive time, improving air quality.

Policy C-3.6 City shall develop/update access management criteria to balance roadway operational needs with development access needs to improve safety and traffic flow.

Goal C-4 Transportation needs are met through fair and adequate financing.

Policy C-4.1 The City shall continue to manage and pursue dedicated transportation funding sources, assistance from other levels of government, and impact fees associated with new developments.

Policy C-4.2 The City should join with other communities to seek increased state and regional funding sources.

Goal C-5	Foster a strong economy through transportation system connectivity and improvements.

Policy C-5.1 The City should enhance road and transit systems to reduce congestion and provide access to employment sites.

Policy C-5.2 The City should connect Northern Parkway to the Loop 101 Freeway, and ultimately connect to Grand Avenue.

Policy C-5.3 The City shall promote and support timely and appropriate development adjacent to major transportation corridors.

Policy C-5.4 The City shall identify and promote Transit-Oriented Development in areas that can support the region.

Goal C-6	Glendale's transportation system is connected to neighboring communities.

Policy C-6.1 The City should identify potential future high capacity transit corridors.

Policy C-6.2 The City should continue to work with Valley Metro to offer regional transit links including park-and-ride facilities, transit centers, and convenient access to high capacity transit.

Policy C-6.3 The City should work closely with adjacent jurisdictions and MAG to plan for synchronized transportation links and supporting the completion of regional facilities (freeways, expressways, a high capacity transit system and trail and bicycle connections).

Policy C-6.4 When considering improvements to major arterials, arterials, and parkways within the Municipal Planning Area, the City shall consider the regional impact of these improvements and coordinate with neighboring jurisdictions on the development of alternatives as needed.

Goal C-7	Glendale's transportation system is up-to-date and provides safe and efficient movement of people and goods to and within the city.

Policy C-7.1 The City shall plan and develop effective measures to relieve traffic congestion and improve safety at major intersections and along arterial roads.

Policy C-7.2 The City shall strive to maintain LOS "C" or better for both daily and peak hour conditions. Exceptions to this standard may be considered for intersections where road improvements are not feasible.

Policy C-7.3 The City shall establish an effective program, including financing, for construction of street improvements and for upgrading and maintaining existing roadways in the City, with priority given to areas exceeding acceptable LOS standard. Where physical mitigation is not feasible, the City shall consider developing programs that enhance alternative access or otherwise minimize travel demand.

Policy C-7.4 The City shall identify streets or corridors that are appropriate as Complete Streets (as defined by the latest Glendale Transportation Plan), providing safe access for all autos, bicyclists, and pedestrians using the corridor.

Policy C-7.5 The City should review all new development to incorporate "Complete Streets" design considerations.

Policy C-7.6 The City should seek to identify and secure right-of-way for future transportation needs when feasible.

Policy C-7.7 The City shall support the integration of innovative technology solutions (such as intelligent transportation systems), quality engineering practices, and construction schedules designed to minimize disruption into the overall transportation system to improve circulation.

Policy C-7.8 The City shall establish and implement the Transportation Plan's Functional Classification Map, with related development guidelines, to maintain the desired hierarchy of surface transportation facilities.

Policy C-7.9 The City shall evaluate the location of truck routes to provide appropriate access to industrial and heavy commercial developments.

Goal C-8 Land use ties into existing and future transportation systems.

Policy C-8.1 The City should encourage Transit-Oriented Development in areas served by new modes of high capacity transit and establish standards for new developments to promote ridership.

Policy C-8.2 The City should consider the development of Special Area Plans near high capacity transit stops to promote development patterns and uses that take advantage of the transit service connection.

Policy C-8.3 The City shall require new development to provide adequate connectivity to existing transportation networks.

Policy C-8.4 The City should integrate mixed-use development to reduce the number of vehicular trips.

Policy C-8.5 The City should utilize Transit-Oriented Development strategies to promote an environment that supports a live-work-play philosophy in support of both residential and employment opportunities (in conjunction with the Glendale Transportation Plan).

Policy C-8.6 The City should encourage developers to establish densities of at least 15 dwelling units per acre for new residential development in areas within a quarter mile radius of high capacity transit stations.

Policy C-8.7 The City should encourage certain compatible uses surrounding park-and-rides, including childcare, laundry facilities, and grocery / convenience stores

Policy C-8.8 The City shall support and encourage connectivity, based on alternative transportation modes, within neighborhoods and between neighborhoods, activity centers, and the region, when making land use decisions.

Please see the next page.

5.3 BICYCLING AND PEDESTRIAN ELEMENT

The Bicycling and Pedestrian Element identifies goals and policies to support community bicycling and walking, both for recreation and as a mode of transportation. Within this element are the City's plans for current systems and future projects. This element is supported by the Glendale Transportation Plan, which describes the existing conditions of the bikeway and pedestrian system and identifies current planning directions.

Bicycling

The City has completed an extensive study of bicycling systems, including an inventory of existing facilities and an assessment of Glendale's bikeability. Most existing off-street bikeways are located along canals, washes and through park areas. The bicycle network includes bike routes, pathways, trails, on-street lanes, street-level or grade-separated crossings, and bike parking facilities (see Figure 5). 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.

Walkability

Walkability is important for healthy, sustainable communities. Enhancing walkability improves neighborhood and amenity accessibility, encourages healthy lifestyles, reduces air pollution, and increases affordability.

Enhancing walkability is crucial to creating an inclusive and accessible community to Glendale residents unable to drive, such as children and some elderly, and for those without personal vehicles. Providing comfortable sidewalks and other pedestrian connections offers new mobility options to and from destinations. Since walking is a form of exercise, extending walkable options to and from work and other daily trips encourages healthy lifestyles for those with busy schedules. Offering walkable connections throughout Glendale also minimizes vehicular use and necessity, thus reducing air pollution from transportation and affordability.

Goals and Policies

Glendale intends to support bicycling and walking as healthy, energy-conserving transportation alternatives and a valued part the city's quality of life.

Goal BP-1	Bicycle circulation system with a continuous network, enabling access to all parts of the city.

Policy BP-1.1 The City shall promote the development of a comprehensive and safe system of recreational and commuter bicycle routes that provide access to key destinations, including community facilities (such as schools, libraries and parks), shopping areas, jobs, and activity centers, with appropriate linkages to neighborhoods. Figure 5 illustrates the layout of this system.

Policy BP-1.1 The City should connect parks to planned bicycle routes and recreation corridors, including trails, such as along New River, Skunk Creek, the Thunderbird Park Paseo, and the Agua Fria River.

Policy BP-1.2 The City shall encourage businesses to provide facilities for their employees who commute to work by bicycle.

Policy BP-1.3 The City shall establish rezoning policies to include off-site bicycle facility extensions where development creates a reasonably related impact.

Policy BP-1.4 The City shall encourage businesses to provide facilities for customers and visitors, thereby encouraging bicycle use and to making bicycling safe, convenient and enjoyable.

Policy BP-1.5 The City shall coordinate with local educational institutions when reviewing changes to bicycle facilities to encourage students and staff to bike to campuses.

Policy BP-1.6 The City should support the consideration of a comprehensive Bike Share Program.

Goal BP-2	Bicycle facilities are separated from corridors with heavy vehicular traffic when feasible.

Policy BP-2.1 The City should plan appropriately spaced grade-separated crossings (overpass/underpass) for major arterials as a component of roadway expansion or improvement.

Policy BP-2.2 The City should design recreational bicycle paths away from traffic when feasible; along rivers, canals, and open space preserve areas.

Policy BP-2.3 The City should continue to identify opportunities to designate collector streets as bicycle routes, providing cyclists' with the option to avoid major arterial traffic if desired.

Policy BP-2.4 The City shall continue to investigate and pursue funding sources for acquisition, development and maintenance of paths and trails for bicycles and pedestrians that are located in separate rights-of-way or physically separated from automobiles.

Policy BP-2.5 The City should encourage the development of conveniently located bike parking so as not to impede pedestrian walkways.

Goal BP-3	Glendale is ranked by the League of American Bicyclists as a silver-level community for biking.

Policy BP-3.1 The City should implement the bicycle goals and strategies identified in the City's Transportation Plan.

Policy BP-3.2 The City shall consider the ability to complete connectivity as an important factor when evaluating new bicycle system improvements.

Policy BP-3.3 The City should incorporate support facilities within the bicycle network as part of its project planning and development process, when feasible. Support facilities may include rest areas, bike racks, directional signage, and so forth.

Policy BP-3.4 The City should consider recommendations from local bicycle advocacy groups concerning bicycle facilities.

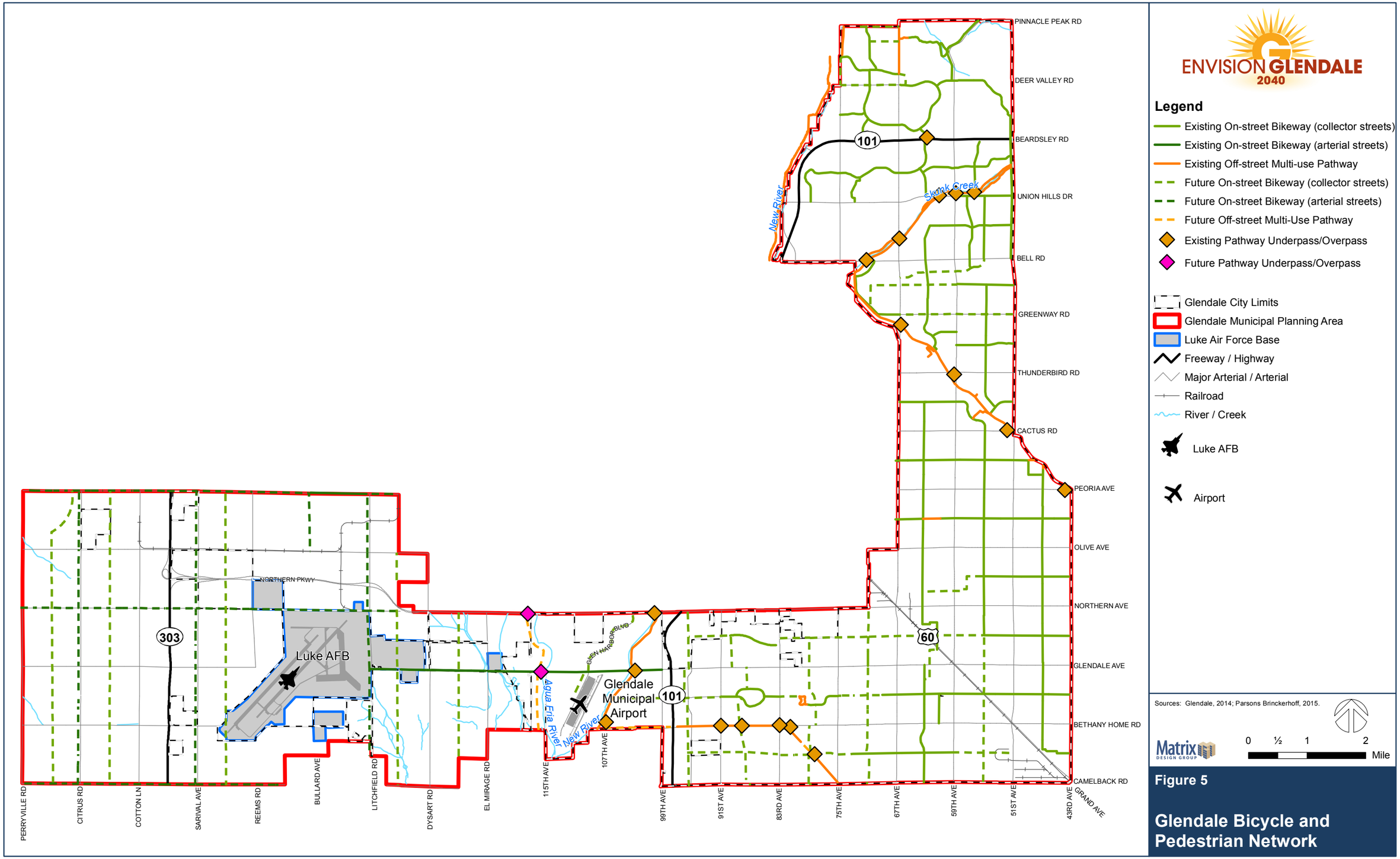

Figure 5

Glendale Bicycle and Pedestrian Network

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Goal BP-4	Glendale is a pedestrian friendly city that encourages and promotes walking as a regular means of transportation.

Policy BP-4.1 The City should develop, operate and maintain comprehensive and continuous pedestrian facilities.

Policy BP-4.2 To encourage pedestrian activity in Glendale, the City shall provide safe and convenient pedestrian corridors that link activity centers with residential neighborhoods.

Policy BP-4.3 The City shall encourage wide, landscaped, shaded sidewalks along key pedestrian corridors identified in the City's Transportation Plan.

Policy BP-4.4 The City shall consider pedestrian safety as part of project review, including evaluation of the need for crosswalks and other pedestrian safety features.

Policy BP-4.5 The City shall consider the inclusion of appropriate street furniture and other pedestrian improvements to be designed and installed for new development or redevelopment proposals that will generate higher pedestrian traffic.

Policy BP-4.6 The City should minimize curb cuts through limiting new driveways and combining existing driveways wherever feasible.

Policy BP-4.7 The City should install medians with pedestrian refuges or mid-block crossings, where roadway width allows, on Parkways, Major Arterials and Arterials with four or more travel lanes.

Policy BP-4.8 The City shall encourage pedestrian path connections to the regional trail / bike system.

Goal BP-5	Bicycle and pedestrian routes receive equal consideration as vehicular travel in planning and design.

Policy BP-5.1 The City shall consider walking and bicycling equal to other modes of transportation and shall accommodate them in all new developments.

Policy BP-5.2 The City shall develop a Complete Streets policy that supports all modes of transportation and addresses the inclusion of pedestrian and bicycling facilities in new and existing road corridors, where appropriate.

Policy BP-5.3 The City should develop a Complete Streets Design Manual to address specific location and design criteria for accommodating all users on all street types.

Policy BP-5.4 The City shall provide traffic calming measures on local / residential streets and require new developments to integrate traffic calming methods to site plans in order to ensure the safety of pedestrians and residents.

Policy BP-5.5 The City shall cooperate with local schools to develop, maintain, and update a Safe Routes to School program.

Policy BP-5.6 The City shall promote law enforcement and educational awareness programs for bicycle and pedestrian safety on a continuing basis.

Policy BP-5.7 Where feasible, pedestrian facilities should be looped and interconnected.

Policy BP-5.8 Promote safety by minimizing conflicts between automobiles, bicycles, and pedestrians with special attention to lighting resources on commercial corridors.

Public Facilities and Services

6.1 PUBLIC FACTILITIES AND SERVICES THEME OVERVIEW

Over time, the City of Glendale has built a strong public facilities and services base to serve residents and visitors alike. Looking toward 2040, the Public Facilities and Services Theme builds on this foundation by providing the framework not only for needed expansions, but to focus attention on renewal and replacement as well. The key objective of the elements that make up the Public Facilities and Services Theme is to plan for future needs, deliver superior public facilities and services for the next generations, plus have needed expansions and improvements completed in advance of demand.

The primary focus of the Public Facilities and Services Theme is to provide cost-effective service within the city's boundaries, as some system responsibilities do not extend into the greater Municipal Planning Area (MPA). Development on land to the west of 115th Avenue, however, may generate some demand on Glendale facilities (such as police, fire, sanitation, road maintenance, parks, and library services) and would likely bring additional customers to city businesses.

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 sixth largest city in the State of Arizona, Glendale plans for broader scope in its attractions: the 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 elements within the Public Facilities and Services Theme are interrelated with all other General Plan aspects in maintaining cost-effective infrastructure.

The Public Facilities and Services Theme is composed of the following five elements:

- Public Services, Facilities, and Buildings Element
- Water Resources Element
- Public Health and Safety Element
- Open Space Element
- Recreation Element

Public Services, Facilities and Buildings Element

Glendale has a history of providing high quality public services, facilities, and buildings to its residents and visitors. 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. City facilities and buildings include fire and police stations, a substantial library system, plus a modern and elegant Civic Center.

Over the next 25 years it is critical that Glendale is prepared to renew aging facilities and to deliver needed capacity and services to growing areas. The Public Services, Facilities and Buildings Element provides the goals and policies needed to guide planning, maintenance and use of Glendale's significant public infrastructure and service investments.

Water Resources Element

The Water Resources Element provides a framework that addresses major water policy and planning issues that will ensure the City can provide an adequate, dependable, and safe water supply to meet the current and future demands of residents and businesses in its service area. The main objective for Glendale during this planning period is maintaining and enhancing its designation of assured water supply by the Arizona Department of Water Resources (ADWR).

It is important that the City provides an adequate and sustainable supply of affordable quality water. This element is consistent with, and provides continuity with, other related elements: Conservation of Resources; Environmental Planning; Energy; and Public Services, Facilities and Buildings Element.

Public Health and Safety Element

The Safety Element focuses on one of the most important functions any municipality can perform: guarding the safety and security of its residents and visitors. The Safety Element establishes a framework 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 are inherent in all General Plan elements.

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 overall objective of the Open Space Element 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 and expand to the west, major open space corridors should be preserved and enhanced.

The Open Space Element provides an inventory of current and proposed open space as well as strategies to preserve these open space resources. This element is closely linked with the Recreation Element, Bicycling and Pedestrian Element, and the Circulation Element.

Recreation Element

The Recreation Element, in coordination with the Open Space Element, identifies the system of public recreation sites including parks, paseos, and recreation centers, intended to serve the planning area residents today, in the year 2040, and beyond. This element is designed to be consistent with, and supportive of, the Open Space Element and the Bicycling and Pedestrian Element.

6.2 PUBLIC SERVICES, FACILITIES AND BUILDINGS ELEMENT

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

The Public Services, Facilities and Buildings Element necessarily overlaps and provides continuity with other key General Plan Elements: Recreation, Open Space, Water Resources, Cost of Development, and Neighborhood Preservation and Revitalization. Each City department is responsible for public building-based services, including conducting 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.

Goals and Policies

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 and policies reflect the desired direction for financing and provision of public services, facilities and buildings over the next 25 years.

Goal PS-1	Public services are conveniently located for citizen accessibility.

Policy PS-1.1 The City shall review and report on access to public services with particular attention to special needs populations.

Policy PS-1.2 The City should increase access to public services and promote community- or neighborhood-scale services.

Goal PS-2	Municipal assets are appropriate in scale and location to foster new development and economic growth.

Policy PS-2.1 The City shall plan for growth while being mindful of infrastructure capacity with specific consideration to residents' health and safety.

Policy PS-2.2 The City should prioritize public infrastructure improvements and investments to optimize service to existing development as well as new economic development opportunities.

Policy PS-2.3 The City shall require developers to pay their proportionate share of new capital projects.

Policy PS-2.4 The City shall encourage and seek public-private partnerships for the development, restoration or expansion of City facilities where appropriate.

Policy PS-2.5 The City should encourage identifiable community themes in City facilities to foster visual continuity.

Goal PS-3	Public facilities are located and designed to enhance community surroundings.

Policy PS-3.1 The City shall consider convenience, accessibility, and safety when placing community gathering spots.

Policy PS-3.2 The City shall guide growth to preferred locations through proximity to utilities, police, fire stations, and libraries.

Policy PS-3.3 The City shall ensure municipal buildings and public areas are designed and maintained to embody the community's quality and standards.

Policy PS-3.4 The City shall allow for technological change by retrofitting existing public facilities to meet changing community needs

Policy PS-3.5 The City should design and build structures to be multi-purpose, adaptable to a variety of functions, and share facilities for maximum public utilization and efficiency.

Policy PS-3.6 The City should construct facilities that benefit the community's recreational needs.

Goal PS-4	Public activities are available for all ages, abilities, and interests.

Policy PS-4.1 The City should sponsor nationally recognized events to increase opportunities for residents and visitors to participate in diverse activities.

Policy PS-4.2 The City shall encourage public activities that promote interactions among various neighborhoods, age groups, cultures and incomes.

Goal PS-5	New public facility development and public services are cost-effective.

Policy PS-5.1 The City shall continue expanding and diversifying funding for maintaining, repairing, upgrading and servicing public infrastructure and facilities.

Policy PS-5.2 The City shall actively search for partnering opportunities with other jurisdictions to bring valuable services.

Policy PS-5.3 The City shall periodically audit public facility and services operations to ensure cost-effective delivery of services.

Goal PS-6	School facilities are adequate, well-maintained, and high-quality.

Policy PS-6.1 The City should meet periodically with the local school districts to identify new school facility needs in order to ensure that the number, type and location of school facilities are commensurate with growth.

Policy PS-6.2 The City shall encourage school districts to site K-8 schools within residential neighborhoods, where appropriate, to minimize the student crossing of major arterial or collector streets.

Policy PS-6.3 The City shall require new projects to mitigate impacts on school facilities, and evaluate alternatives for funding, such as assessment districts, to the extent allowable under State law.

Policy PS-6.4 The City shall continue to work with local school districts to monitor housing, population, and school enrollment trends in order to determine future enrollment needs. In particular, assess the anticipated housing and population growth during the development of specific plans and large projects to determine school facility needs.

Policy PS-6.5 The City shall encourage school districts to maintain school properties and buildings.

Policy PS-6.6 The City should work with the school districts to evaluate the ability to expand or renovate school facilities within infill areas to provide adequate facilities; and evaluate alternatives such as smaller school sizes, smaller campus land areas, and multi-story buildings.

Policy PS-6.7 The City should encourage developers to address school district needs based on new development impacts.

Goal PS-7	Glendale's public library system is full-service and high-quality.

Policy PS-7.1 The City shall encourage the siting of new library facilities near or adjacent to other City facilities, schools, and parks.

Policy PS-7.2 The City shall continue to adjust library services to meet the educational, informational, and cultural needs of all City residents.

Policy PS-7.3 The City should expand public access to the Internet and other emerging information technologies at existing and future libraries.

Policy PS-7.4 The City should evaluate additional funding mechanisms for the construction and operation of libraries within the City.

Please see the next page.

6.3 WATER RESOURCES ELEMENT

Water resources are a critical component in supporting Glendale's economic base and in enhancing its residents' quality of life. Water resources are used by residents and businesses for a variety of purposes such as drinking, cooking, cleaning, landscape irrigation, and recreation.

The goals and policies in this element provide guidance for addressing water resources issues and are aimed at protecting Glendale's sustainable water supplies, limiting groundwater use, and ensuring that the MPA has adequate water supplies for residents and business well into the future. This is all to be accomplished while ensuring that these goals are met in ways that have a minimal impact on the ratepayers.

Assured Water Supply

The assured water supply rules require all new subdivisions located in the Phoenix Active Management Area (AMA) have a 100-year assured water supply. The Arizona Department of Water Resources reviews assured water supply designations at least every 15 years to determine if an assured water supply still exists. In 2010, the City obtained a Designation of Assured Water Supply by demonstrating it possessed sufficient water resources for all lands in its current water service area until 2025. The City believes it has sufficient water resources for the eventual build-out of its current water service area.

On July 15, 2005, the Glendale City Council adopted an annexation policy that viable private companies may provide water and sewer service for any annexed areas located beyond the city's existing water and sewer areas. At a June 3, 2008 Workshop, the City Council provided direction that the provision of water and sewer services in the geographic area located west of 115th Avenue would be paid for by property owners, not impacting existing Glendale water and sewer customers east of 115th Avenue. Thus, Glendale chose not to expand its water service area west of 115th Avenue. Instead, City leaders decided that it was more appropriate to have private water and sewer companies serve this area.

Surface Water

Valley farmers who settled in Glendale during the 1800s acquired water rights to irrigate their fields. Later, they worked in conjunction with political leaders at the state and national level to build the infrastructure for today's Salt River Project (SRP). It was one of the first Federal reclamation projects. The lands within Glendale's water service area that fall within the boundaries of the SRP have rights to surface water from the Salt and Verde Rivers and delivered through the SRP system. These lands are referred to as "On-Project." Water developed by the project must be used within the project's boundaries. At one time most of the SRP on-project land in Glendale was agricultural; today much of the land is used for homes and businesses.

The City's other surface water supplies are from the Colorado River. Most of these Colorado River supplies are included in Glendale's Central Arizona Project (CAP) municipal and industrial (M&I) allocation. Beyond this basic allocation, Glendale receives other amounts of Colorado River water that is delivered through the CAP system. These amounts are a result of water rights settlements or contract negotiations. This water is leased from Indian tribes or is under other long-term contracts.

Surface Water Sustainability and Drought

Surface water is Glendale's most sustainable supply because it is a renewable supply. Winter and summer storms fill the reservoirs on the SRP and CAP systems where the water is stored until it is needed. Nevertheless, seasonal and annual variations in precipitation and runoff can significantly impact the amount of surface water the City receives in

a given year. Because of this, surface water supplies are susceptible to drought. The City adopted and maintains a Drought Management Plan which is described in more detail later in this element.

Groundwater

The State of Arizona's assured water supply program regulates the amount of groundwater available for use by the City. The goal of the Phoenix Active Management Area is to have safe yield by 2025. This means that there will be a balance between the amount of water that goes into the ground from natural or artificial sources and the amount of water that is pumped from the ground.

The 1980 Groundwater Management Act recognizes that some groundwater pumping must continue to occur. Still, it is a desirable goal to limit the amount of pumping as much as possible.

There are opportunities to increase the City's available groundwater supply. 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, when added to a designated municipal water provider's groundwater account, have the effect of increasing the amount of allowable groundwater a provider may pump under its designation. It is Glendale's policy to ask that the IGFRs be extinguished and transferred to Glendale when agricultural land is developed for urban use.

Stored Water Credits

The City has the ability to store surface water underground and receive credits for this water that it can use later in times of droughts or other shortages. Water recharge can come from a variety of sources. Glendale can store CAP water and develop Long-Term Storage Credits (LTSC) at several facilities. These include the New River – Agua Fria Underground Storage Project (NAUSP) operated by SRP in which Glendale is a part owner. Glendale can also store CAP water in CAP recharge facilities. Glendale has recharge permits at three CAP facilities: Superstition Mountains Recharge Project (SMRP), the Hieroglyphic Mountains Recharge Project (HMRP), and the Agua Fria Recharge Project (AFRP). Glendale can also store Colorado River water for future use with a Groundwater Savings Facility (GSF). The City partners with irrigation water providers who can take Glendale's CAP water in lieu of pumping groundwater. Glendale then gets a credit for the amount of groundwater not pumped since the agricultural partners used CAP water instead.

In addition to Colorado River water, Glendale can recharge its New Conservation Space (NCS) water stored behind Roosevelt Dam. The NCS water can be stored in NAUSP or recharged using a GSF.

Glendale is also able to store reclaimed water (treated effluent) at NAUSP and at its West Area Aquifer Recharge Facility to develop credits that can be used for future use.

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 use and artificial recharge. Direct use includes using reclaimed water for landscape irrigation, artificial lakes and certain industrial applications. Direct use of reclaimed water as a replacement for potable drinking water is currently not done primarily because of public acceptance and cost-effectiveness concerns. The second potential is to use reclaimed water to recharge underground aquifers.

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. Glendale owns and operates the West Area Aquifer Recharge Facility (WAARF) in conjunction with its West Area Water Reclamation Facility. This recharge facility uses open recharge basins to allow the reclaimed effluent to percolate slowly into the ground. Glendale is currently in the process of exploring other options for recharging reclaimed water. This includes a potential location at Heroes Regional Park.

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 50 years, the City confronted 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 1976 to use its Salt River Project surface water supplies. In 1983, the City obtained a Central Arizona Project water allocation and in 1986 built the Pyramid Peak Water Treatment Plant to process its Central Arizona Project water supply. The City also secured additional Colorado River supplies though a water right settlement with the Salt River Pima Maricopa Indian Community in 1989. 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 for water that would otherwise be lost during floods. The City is further developing its water supply through water reuse.

Significant developments since the 2002 General Plan include the expansion of the West Area Water Reclamation Plant to 11.5 MGD in 2005, expansion of the Pyramid Peak Water Treatment Plant to 48 MGD in 2006, construction of the NAUSP recharge project in 2006, construction of the Oasis plant in 2007, and the amended / restated White Mountain Apache Tribe water rights settlement and lease of 2,363 acre-feet (AF) in 2012.

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 AF in 1980 to 33,302 AF in 1990. From 1990 to 2002 the City's water demand increased to a high of 54,733 AF in the drought year of 2002. Over the past ten years Glendale’s water use has stabilized at approximately 50,000 AF per year.

The stabilization of water demand despite an increase in population over the past decade reflects a number of water conservation and efficiency trends. These include more efficient appliances and fixtures, reduced outdoor water use due to xeriscaping, smaller lot sizes, increased cost of water, and a greater water conservation ethic on behalf of residents. It is an open question whether this trend toward demand reduction and stabilization will continue or if it has reached its maximum extent. The City of Glendale, in conjunction with partners and other municipalities in Maricopa County, is participating in a study to examine residential water demand trends. A similar study is being conducted in Pima County.

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 in the 73,000 to 80,000 acre-feet range. For planning purposes, a demand of 2 to 2.2 AF per acre is used.

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. While droughts in the desert southwest are nothing new, a prolonged drought has impacted the Salt River Project and Central Arizona Project watersheds since the last general plan was completed in 2002. The year 2002 was a particularly dry one, and resulted in the creation of Governor's Drought Task Force in 2003. Arizona adopted a statewide Drought Preparedness Plan in 2004. Glendale also adopted its own Drought Management Plan in June of 2004.

Glendale’s Drought Management Plan follows the state model, with four levels of increasingly stringent conservation measures that can be implemented in phases as a drought increases in severity. The drought reduction measures are voluntary for residential and commercial customers, until the third drought stage when mandatory measures could be implemented, if necessary.

A number of conditions have changed since Glendale originally prepared its drought plan, both from an infrastructure and policy aspect. In its 2012 final report to the Mayor and Council, the Citizen Task Force on Water and Sewer recommended that the Glendale drought ordinance and drought management plan reflect these current conditions.

One of the most significant changes in the last decade is the lessened availability of "excess" CAP water—an amount allocated to but not used by water providers and thus available for use by others. As more entities are using a greater percentage of their allocations, less excess CAP water has been available. 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.

While considerable progress has been made on recovery planning at the state level, the best course of action for Glendale is to continue recharging its own excess supplies and reclaimed water so it can be available to the City should a drought occur. This approach requires Glendale to maintain and increase its well capacity. In more extreme cases of drought, Glendale may need to implement a voluntary water use reduction across the service area. In the worst case, the drought management plan calls for mandatory measures.

Goals and Policies

The quality of life in Glendale is directly linked to a healthy, potable water supply. The Glendale City Council sets policies to protect water rights and contractual arrangements that allow residents and businesses an ample supply of water for economic development while protecting the environment. The goals and policies that follow provide the guidance for addressing water resource management issues.

Goal WR-1	Glendale maintains a designation of assured water supply by the Arizona Department of Water Resources (ADWR).

Policy WR-1.1 The City shall maintain and protect a water resources supply portfolio sufficient to meet current and anticipated demands.

Policy WR-1.2 The City shall actively pursue acquisition of additional water resources as the population in the water service area and the associated water demands increase.

Policy WR-1.3 The City shall allow new development to use City assured water supply status when deemed to be in the public interest.

Policy WR-1.4 The City shall continue to request new developments transfer grandfathered water rights, when available, as a reasonable condition to receive City assured water supply.

Policy WR-1.5 The City should consider constructing additional water recharge and recovery facilities.

Policy WR-1.6 The City shall continue to review development proposals regarding potential impacts to Glendale's water supply.

Policy WR-1.7 The City shall maintain master water resource and drought management plans.

Goal WR-2	Glendale provides and protects a dependable and sustainable water supply at a reasonable cost to City customers.

Policy WR-2.1 The City shall design, construct, manage, and operate treatment and conveyance systems to keep services affordable to customers.

Goal WR-3	Glendale maintains adequate groundwater reserves by limiting groundwater pumping.

Policy WR-3.1 The City shall reduce groundwater pumping as much as possible, while providing redundancy and back-up capability for emergencies and drought.

Policy WR-3.2 The City shall encourage the use of non-potable water supplies for irrigation of landscape and agriculture, whenever available and cost effective.

Goal WR-4	Glendale maximizes current recharge facilities and has ample long-term storage credits.

Policy WR-4.1 The City shall continue the use of current groundwater recharge facilities and plan in advance for future facilities needed.

Policy WR-4.2 The City shall maximize the use of recharge projects within the facility's permitted parameters.

Policy WR-4.3 The City shall develop a planned, sustained program to set aside specific amounts of water for recharge. Do not sell credits already in Glendale's long-term storage account unless pressing financial needs arise.

Policy WR-4.4 The City shall maximize amount of surface and reclaimed water recharged and increase amount of long-term storage credits.

Policy WR-4.5 For reclaimed water not used for recharge, the City shall maximize its use of reclaimed water that meets minimum quality standards for non-residential irrigation and industrial applications. For new facilities with 10 acres or more of turf, encourage reclaimed water use when supplies become available.

Goal WR-5	The City provides safe, reliable, high-quality water and wastewater service within the City's service area which does not extend west of 115th Avenue.

Policy WR-5.1 The City shall educate and continually inform existing and new residents, business and/or developers of the City's policy regarding extension of water or wastewater resources, service or infrastructure west of 115th Avenue.

Policy WR-5.2 The City shall consider updating supply and delivery of water resources and services as growth occurs.

Goal WR-6	Glendale conserves and optimizes the use of water resources, including the use of reclaimed water, to ensure long-term supplies and ability to respond to drought or other emergencies.

Policy WR-6.1 The City shall continue to implement cost-effective water conservation programs to reduce capital investment in distribution systems and treatment plants through reduction in water demands.

Policy WR-6.2 The City shall rely on renewable and sustainable water supplies to the greatest extent possible and protect the City's access to those supplies.

Policy WR-6.3 The City shall promote water conservation through outreach programs to community members.

Policy WR-6.4 The City shall encourage direct and indirect methods of reclaimed water use when cost effective, including applications in parks, golf courses, landscaped areas and groundwater recharge.

Policy WR-6.5 The City shall encourage golf course developments to use effluent or alternate water resources, whenever available and cost-effective.

Policy WR-6.6 The City shall limit man-made water features unless treated or reclaimed water is used.

Policy WR-6.7 The City shall encourage the use of drought tolerant plant materials for landscaping applications through ordinance, education, and incentives.

6.4 PUBLIC HEALTH AND SAFETY ELEMENT

The Safety Element focuses on one of 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 for the 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.

As part of the City's preparation and response to safety, Glendale must consider the adequacy of emergency response plans appropriate and necessary for potential occurrences of emergencies and disasters – both natural and man-made. Glendale has historically been subject to significant weather extremes due to its Sonoran Desert location. Examples include high summer heat, powerful summer thunderstorms, soaking winter rains, and the resulting potential for flooding. There are also man-made conditions acting as potential hazards such as industrial districts, multiple railroad crossings, water courses (including Skunk Creek, New River, and the Agua Fria River), Luke Air Force Base (AFB) and the Glendale Municipal Airport. Together, these natural and man-made items all have the potential to cause emergency situations which Glendale's Emergency Operations Plan, and this element, must address.

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. Maricopa County's emergency planning provides response procedures to be followed by all government agencies in responding to natural, manmade, or national disasters. Further, the City can leverage its efforts through the education of the public on fire safety and community policing issues.

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 Policies

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

Goal S-1	Glendale maintains adequate and effective law enforcement and incorporates crime prevention features in developments.

Policy S-1.1 The City shall monitor the need for additional or enlarged police facilities.

Policy S-1.2 The City shall employ best-practice law enforcement communication techniques to decrease response times.

Policy S-1.3 The City shall require crime prevention devices (deadbolts, locks, peepholes, etc.) in all new development.

Policy S-1.4 The City shall publicize police protection services throughout the education system, with an emphasis of the elementary school level.

Policy S-1.5 The City shall encourage joint police / citizen participation through Neighborhood Councils.

Policy S-1.6 The City shall require new developments to fund a fair share extension of police services to maintain Glendale Police Department service standards, including personnel and capital improvement costs.

Policy S-1.7 The City shall achieve and maintain an average response time of 5 minutes or less for priority one calls.

Policy S-1.8 The City should construct facilities and purchase equipment necessary to enable higher staff levels to render excellent service.

Policy S-1.9 The City should provide police education and assistance for community policing efforts, such as staff Block Watch programs, which adequately assign police officers as liaisons for specific neighborhoods.

Policy S-1.10 The City should add satellite police offices in heavily trafficked areas.

Policy S-1.11 The City shall provide a police presence at all times throughout the city.

Goal S-2	Glendale maintains effective fire protection services and the incorporation of fire safety features in new development.

Policy S-2.1 The City shall achieve and maintain a response time of five (5) minutes, 90 percent of the time, as a goal for service provision and siting of new fire stations.

Policy S-2.2 The City shall achieve and maintain fire station facilities, equipment (engines and other apparatus), and staffing necessary to maintain the City's service standards (ISO rating and response time).

Policy S-2.3 The City shall require new developments to fund a fair share extension of fire services to maintain service standards, including personnel and capital improvements costs.

Policy S-2.4 The City shall continue to promote public awareness and prevention of fire hazards through fire protection programs, especially those aimed for elementary age students.

Policy S-2.5 The City shall ensure that water main size, water pressure and flow, fire hydrant spacing, and other fire facilities meet City standards.

Policy S-2.6 The City shall review new development applications to assess potential impacts to existing fire protection services and the need for additional and expanded services.

Policy S-2.7 The City shall require that new development provide adequate access for emergency vehicles, particularly firefighting equipment, and evacuation routes, as appropriate.

Policy S-2.8 The City shall optimize fire station location to best serve Glendale when considering development of a new station.

Goal S-3 Personalize the face of public safety to residents.

Policy S-3.1 The City should establish neighborhood satellite police and fire stations to act as community nerve centers for all public safety services.

Policy S-3.2 The City shall encourage friendly, regular, two-way communication between public safety personnel and the residents of each neighborhood.

Policy S-3.3 The City should 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.

Policy S-3.4 The City should conduct fire and life safety education programs through school system utilizing the "Urban Survival" curriculum.

Policy S-3.5 The City shall promote fire prevention and life safety practices through community relations and special events such as the annual Fire Prevention Week activities.

Policy S-3.6 The City should maintain small, neighborhood-scale police offices to enhance community relations and visibility.

Policy S-3.7 The City should maintain neighborhood relations programs that address the accessibility of public safety personnel with incentives for personnel to work and live in the same neighborhood.

Policy S-3.8 The City should support a citizen's police academy program.

Policy S-3.9 The City should establish an interactive public training program, where residents can interact with public safety personnel to learn about how to respond to emergencies and how to prevent / react to emergency events.

Goal S-4 Glendale focuses on traffic safety improvements.

Policy S-4.1 The City shall reduce accident potential at high traffic intersections by using traffic light delays and metering and by diverting traffic flow.

Policy S-4.2 The City shall improve safety for automotive, bicycle, and pedestrian traffic on, and adjacent to, Grand Avenue.

Policy S-4.3 The City shall separate, to the greatest extent practical, children from the vicinity of traffic. Require future development to plan for safe zones for children.

Policy S-4.4 The City shall limit speeds by various methods, including traffic calming devices in residential areas and around shopping centers.

Policy S-4.5 The City should implement improvements to roadway intersections and traffic management to reduce demands on emergency service response units.

Goal S-5	Glendale is a safe community for residents and visitors.

Policy S-5.1 The City shall maintain and update an Emergency Operations Plan at established regular intervals.

Policy S-5.2 The City shall prepare a disaster response plan to enhance municipal readiness in the event of a major disaster.

Policy S-5.3 The City shall ensure ambulance response times of 10 minutes 90 percent of the time.

Goal S-6	Glendale maintains identified emergency evacuation routes.

Policy S-6.1 The City shall identify emergency evacuation routes and effectively communicate the information to the public.

Policy S-6.2 The City shall identify any vulnerable populations, such as the elderly or people with special needs, for first-priority evacuation assistance.

Policy S-6.3 The City should train multi-lingual personnel to aid evacuation during an emergency response.

Policy S-6.4 The City shall continue to evaluate, develop, and practice emergency response plans in light of changing natural and man-made risks and hazards, and in coordination with county, state, and federal emergency planning.

Goal S-7	New development incorporates Crime Prevention Through Environmental Design (CPTED) principles.

Policy S-7.1 The City shall continue to ensure the safety of citizens through aggressive enforcement of codes and ordinances.

Policy S-7.2 The City shall continue to require the Police Department review proposed development projects and provide recommendations that enhance public safety.

Policy S-7.3 The City shall encourage crime prevention and defensible space through design principles (such as those employed through the national Crime Prevention through Environmental Design program), Neighborhood Watch Programs, and other appropriate methods to enhance public safety.

6.5 OPEN SPACE ELEMENT

The Open Space Element provides recommendations for implementing a complete system of open spaces for the Glendale Municipal Planning Area. The overall objective 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 may not be 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.

Goals and Policies

The Open Space Element identifies goals and policies needed to improve current open spaces as well as acquire more open spaces based on current and future needs, as outlined below.

Goal OS-1	Glendale maintains a spacious feeling and adequate open space as it grows.

Policy OS-1.1 The City should preserve open space, agricultural lands and orchards.

Policy OS-1.2 The City should retain rural/agricultural areas characterized by the presence of farms and equestrian uses.

Policy OS-1.3 The City shall consider view corridors as important elements in maintaining openness.

Policy OS-1.4 The City shall prepare an access plan for existing open areas including current access points, access protection, and changes to access as development proceeds.

Policy OS-1.5 The City shall work cooperatively with other jurisdictions and locally to prepare a program to develop open space connections between regional open space preserves.

Policy OS-1.6 The City shall ensure that adequate, logical open space is retained in the MPA as part of master-planned communities and new subdivisions. Connectivity to other open space areas will be an important evaluative criterion.

Policy OS-1.7 The City shall seek tax payers' approval to pay for additional open space.

Policy OS-1.8 The City shall require open space reserves in proposed planned developments.

Goal OS-2	The Open Space / Trails Master Plan guides future open space and trail designation.

Policy OS-2.1 The City should participate in West Valley Recreation Corridor planning efforts.

Policy OS-2.2 The City should coordinate development/open space with Glendale Municipal Airport approach buffer.

Policy OS-2.3 The City should link new subdivisions and planned communities to trail and bicycle networks.

Policy OS-2.4 The City should provide for public access to public open spaces.

Policy OS-2.5 The City should prepare plan for open space and trails for the MPA including protection and management provisions.

Goal OS-3	Open space is coordinated through preservation of desirable areas and development of appropriate recreational and cultural facilities.

Policy OS-3.1 The City shall establish a Parks, Recreation and Open Space Coordinating Committee to oversee compliance with the goals and the policies herein.

Policy OS-3.2 The City shall strive to protect natural resource areas, wildlife habitat areas, scenic areas, open space areas and parks from encroachment, isolation or destruction by incompatible development.

Policy OS-3.3 The City shall support agencies that have jurisdiction over historical, archaeological, and geological significant lands, efforts to conserve, and when appropriate, develop and utilize such resources for the public benefit and enjoyment.

Goal OS-4	Passive open space areas are protected and preserved.

Policy OS-4.1 The City shall preserve and protect views of open space areas.

6.6 RECREATION ELEMENT

The Recreation Element provides a framework to assess and enhance the parks and recreation system within the Glendale MPA. 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 provides the policy framework for the City. Detailed approaches to recreation are further delineated in the Glendale Parks and Recreation Master Plan.

Goals and Policies

Varied, well-equipped public and private recreation facilities exemplify the City's commitment to healthful leisure activities, which benefits persons of all ages. The following goals and policies express Glendale's commitment to providing excellent recreational opportunities.

Goal R-1	Glendale has an equitable distribution of park and recreation amenities.

Policy R-1.1 The City should strive to provide and maintain community and regional park and recreation facilities at a level that meets the following standards for parks.

Type of Park	Net Acres/ 1,000 Residents	Size of Park (acres)	Typical Service Radius
Mini/Pocket	No standard	No standard	1/3 mile
Neighborhood	1.00	0.01 to 10	1 mile
Community	0.65	10 to 25	3 miles
Regional	1.75	25-200	20 miles
TOTAL	**3.40**		

Policy R-1.2 The City should add value to surrounding land uses through well-maintained recreational amenities that serve to enhance the quality of life.

Policy R-1.3 The City should improve the quality of existing parks with updated, well-maintained equipment and grounds.

Policy R-1.4 The City shall promote fine and performing arts through implementation of the Arts Commission 5-Year Plan.

Policy R-1.5 Construct new parks in a prioritized manner.

Policy R-1.6 The City should design and build new centers that are targeted to young adults.

Policy R-1.7 The City shall prepare an action plan to fill existing deficiencies of neighborhood centers and playgrounds in accordance with the Parks and Recreation Master Plan.

Policy R-1.8 The City shall enhance recreational facilities' service areas by providing ease of access for all modes of transportation.

Policy R-1.9 The City shall ensure follow through on the Parks and Recreation Master Plan recommendations and action programs as resources allow.

Policy R-1.10 The City shall encourage private master plans to provide and maintain mini and neighborhood parks.

Policy R-1.11 The City should periodically review all park space and update/expand facilities to meet demand.

Policy R-1.12 The City should consider re-use of some cleared areas for parks or community amenities instead of businesses.

Policy R-1.13 The City shall establish and follow standards for amenity development.

Policy R-1.14 The City shall assess the need for additional parkland and the need and desire for pet-friendly areas within parks prior to incorporation of residential projects or areas.

Goal R-2 Glendale has a high level of recreational safety.

Policy R-2.1 The City shall maintain high visibility of safety personnel with regular patrols in parks.

Goal R-3 Newly developing and redeveloping areas have ample park and recreational facilities.

Policy R-3.1 The City shall coordinate parks/open space needs with developers and development approvals.

Policy R-3.2 The City should establish equestrian access from White Tanks Regional Park, Agua Fria, New River, and Skunk Creek corridors to Thunderbird Park

Policy R-3.3 The City shall assess and update park development impact fees at regular intervals as a component of a comprehensive set of fees addressing public facilities.

Policy R-3.4 The City shall update the Park and Recreation Master Plan to address the annexation areas and the Municipal Planning Area (MPA) of Glendale.

Policy R-3.5 The City shall cooperate with Maricopa County and MAG in regional park/trail planning.

Policy R-3.6 The City should maximize use of parks in Downtown Glendale.

Goal R-4	The City maximizes opportunities for recreation through joint-use facilities

Policy R-4.1 The City shall assist and coordinate development of new libraries in concert with park planning.

Policy R-4.2 The City shall promote use of Municipal Airport environs for recreation opportunities in addition to business uses

Policy R-4.3 The City shall locate future neighborhood park sites next to school sites whenever feasible.

Policy R-4.4 The City shall evaluate planned park sites for potential colocation of branch libraries.

Goal R-5	Glendale residents enjoy a healthy and active lifestyle through a broad range of city sponsored recreational and educational programs and services.

Policy R-5.1 The City shall encourage youth involvement in recreation and other government services.

Please see the next page.

Environmental Sustainability

7.1 ENVIRONMENTAL SUSTAINTABILITY THEME OVERVIEW

Glendale is a leader in environmental sustainability, integrating environmental priorities and policies into its planning efforts and operations. By being mindful of the balance needed between the natural and built environments, Glendale continues to optimize the community's overall quality of life.

Since development alters the natural environment and impacts natural resources, it is important to develop a long-range plan preparing for future needs and issues, particularly in desert cities where natural resources are fragile. The Environmental Sustainability Theme covers three state-required planning elements. Each element explains issues which directly affect Glendale's physical environment, steps the City has taken to enhance sustainability, plus goals and policies to support Glendale's environmental health in the future and preserve the quality of life that residents expect. The three elements in the Environmental Sustainability Theme are:

- Conservation of Resources Element
- Environmental Planning Element
- Energy Element

Conservation of Resources Element

Balancing Glendale's community needs with the quantity of natural resources is critical for the City's continued growth and success. The Conservation of Resources Element establishes a general framework of goals and policies for the development, utilization, and conservation of natural resources including waste minimization (e.g., recycling and reductions in hazardous materials use and disposal), water conservation, protection of sensitive wildlife and plants and their habitats, and protection of other environmentally sensitive lands and cultural resources. This element supports topics also covered in the Environmental Planning and Water Resources Elements.

Environmental Planning Element

Environmental planning concepts are also used to balance the built environment with community health needs, including the topics of air and water resources, land suitability, noise and light pollution, and mitigating urban heat islands effects. Glendale's environmental planning approach is designed to be consistent with regional efforts, such as the Maricopa Association of Government's (MAG's) Desert Spaces Plan. This element supports topics also covered in the Land Use, Circulation, Redevelopment, Public Services and Facilities, Recreation, Conservation of Resources, Open Space, Water Resources and Energy Elements.

Energy Element

The City of Glendale recognizes its role in reducing the overall energy consumption footprint of the community today and in the future. Energy demand is driven by Glendale's growing population and business needs, arid climate, and urban heat island effect. The General Plan recognizes the long-term benefits of enhanced energy efficiencies and greater use of renewable energy resources, including significant long-term savings for the City, businesses, and residents. This element supports topics also covered in the Environmental Planning, Circulation, Redevelopment, Public Services and Facilities, Recreation, Conservation of Resources, Open Space, and Water Resources elements.

For the purposes of this document, energy efficiency shall mean using less energy to accomplish the same task. Renewable energy shall mean using naturally replenished resources to produce energy, such as, but not limited to, solar, wind, hydro, geothermal, and biomass, which minimize impacts to the atmosphere.

Please see the next page.

7.2 CONSERVATION OF RESOURCES ELEMENT

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

The topics covered in the Conservation of Resources Element are described in the following paragraphs.

Waste Minimization and Materials Recycling

Managing solid waste generated in our community is an enormous challenge. As described in the Public Services and Facilities Element, the City provides waste collection and disposal services for residents. The City also provides curb-side pickup of recyclable materials including paper, cans, and plastic containers. Recyclable materials from the curbside pick-up and drop-off events are processed into marketable goods at the City's Materials Recovery Facility. The City's recycling program diverts materials that would otherwise be landfilled. Recycling also lessens industry's demand for raw materials. Glendale may expand the recycling program to further minimize environmental impact from waste streams.

Household Hazardous Waste Recycling

The City offers household hazardous wastes collection events in the spring and fall of each year. During the collection, the City arranges for a licensed contractor to pick up materials at residents' homes. The collected household hazardous wastes are recycled, if possible, or properly disposed of.

Water Conservation and Sustainable Living

Glendale first established a Water Conservation Program in 1985. This operation was reorganized and refocused to become the Conservation and Sustainable Living (CSL) Division in 2009.

The mission of CSL Division is to provide programs to inform and educate Glendale residents, businesses, and neighborhood communities about good environmental practices—including water and energy resources. The CSL Division fulfills its mission by collaborating and partnering with businesses, residents, nonprofits, and other city departments to encourage and promote water conservation and environmental responsibility.

Picture of a recent Teachers' Education Fair organized by Glendale's Conservation and Sustainable Living Division

Glendale promotes a community-based and cost-effective approach to water conservation. The CSL Division tailors its programs to a particular community, because conservation programming and messaging work best when it is locally relevant and promotes conservation behaviors as a community norm or way of life. The Glendale conservation program uses a community-based methodology to plan and implement

its efforts. The following tools have proven effective in the City of Glendale:

- Use focus groups and surveys to determine community needs and barriers, connect programs and messaging to what is trending
- Reduce barriers, seek commitments and offer incentives
- Identify, follow, and market to your audience
- Leverage local partnerships, volunteers, and funding opportunities

Since completion of the last General Plan in 2002, Glendale has identified three key areas that collectively contribute to significant community water use efficiencies: installation and retrofit of more efficient appliances and plumbing fixtures, adoption of xeriscape landscape practices, and tiered water rates that promote water conservation.

Shower head retrofits and the marketing of WaterSense appliances and fixtures. Focus groups (funded through the federal Energy Efficiency & Conservation Block Grant) were used to determine what Glendale water customers perceive as benefits and as barriers to successful educational programs. Glendale used results from the focus groups to develop more effective educational programs and a cost effective plan for the distribution of high efficiency shower heads. The shower heads are distributed at local homeowner association meetings, apartments, school classrooms, and adult classes at the City libraries. To encourage device installation, distribution includes a brief educational class, a how-to demo, and literature reinforcing the WaterSense program.

Results from 2010 to 2013:

- More than 3,800 high efficiency shower heads were distributed and an estimated 9 million gallons a year saved (based on the EPA "average family" annual savings calculation)
- More than 3,100 adults and students participated in an education class or presentation

Glendale's Xeriscape Demonstration Garden. Glendale's award-winning Xeriscape Demonstration Garden is located at the Glendale Main Library at 5959 W. Brown Street and is open for free every day of the year. The Xeriscape Demonstration Garden was started in 1990 and has expanded to cover nearly four acres today. The garden has over 400 species of low-water-use plants, many of which are labeled with their common and botanical names so that visitors can identify plants they might like to use for their personal use. A volunteer workforce assists with the maintenance, management, and education at the Garden. Educational tours can be set up for school groups and other residents wishing to learn more about xeriscape gardening and the plants that are located there.

Xeriscape education and incentives. The Glendale landscape rebate program began in 1986. To keep the program relevant today, the City frequently surveys customers and adjusts programming to reflect their needs and interests. Examples include recent renovations and programming at Glendale's Xeriscape Demonstration Garden. Recent themed renovations include a newly constructed Tree Trail and Habitat Garden. Both garden areas feature illustrative signage, web-based resources, and hands-on learning opportunities through live demonstrations. The City also leverages resources and increases education and outreach capacity through community partners, including Master Gardener volunteers, local businesses, and non-profits.

As a result of water rate increases from 2005 to 2010, the City's non-residential landscape rebate program for homeowner associations (HOAs) and businesses became very popular. Requirements of this rebate program include an on-site landscape consultation and development of a landscape water budget. The onsite consultation facilitates communication among the HOA Board members, their property management companies, and landscape contractors. The water budget enables HOAs to enhance tracking, monitoring, and budgeting for their water use.

Results:

- More than 1,000 rebates completed since 2005 with an estimated 48 million gallons saved each year (based on AMWUA conversion calculations)
- More than 2,500 customers a year attend a conservation-related event or program
- More than 3,500 free desert shade trees distributed (trees are provided by partners)

Proactive services, tiered water rates ease pain of water rate increases. A water rate increase can result in budget challenges for many customers. It can also be an opportunity to promote the City's conservation efforts and assist customers in making efficiency improvements that produce steady water savings over time.

From 2005 to 2010, outreach to homeowners included an introduction to the City's conservation efforts, such as conservation-tiered rates, and an overview of our conservation programs that steered them toward audits and on-site consultations.

Results:

- Completed 17 non-residential landscape rebates with estimated savings of more than 2 million gallons per year (based on AMWUA conversion calculations)
- Provided more than 300 on-site consultations; distributed more 2,000 water management kits

Endangered, Rare, or Threatened Species and Habitats

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

Environmentally Sensitive Lands and Cultural Resources

Environmentally sensitive lands are those areas that have unique or distinctive vegetative, geological, wildlife, historical, or archaeological characteristics that make them desirable to conserve, enhance or protect through special considerations and actions. Floodplains and streambeds must be protected from development and encroachment in general. Diverse plant and wildlife communities are an important component of the natural environment and direct and indirect impacts from development can be significant.

Glendale does not have officially-designated environmentally sensitive lands, but it does have lands with unique vegetative and geological characteristics. Thunderbird Park, which anchors the northern part of the city, serves as a regional park whose natural beauty and geologic character is protected from urban development for the benefit of all. Similarly, the City works with Maricopa County to protect segments of the Agua Fria River, New River, and Skunk Creek in a natural state, while considering necessary flood control improvements.

Cultural resources include places of archaeological, architectural, and historical importance. Glendale is a leader in identifying and protecting such places in compliance with environmental and historic preservation laws. Several significant archeological sites within Glendale's MPA have been identified, and a large number of historic buildings and historic districts in Glendale have been listed on the National Register of Historic Places. The City has adopted an ordinance to support the identification, preservation, and enhancement of significant historical, architectural, cultural, and archaeological resources. The City will take prudent action to protect significant archaeological sites through its land use planning process and encourage sensitive adaption of historic properties to modern uses.

The City's history is rich with agricultural heritage, of turning desert into orchards, farms and ranches. Agriculture is still an important activity in the planning area, especially surrounding Luke Air Force Base, and the associated rural character contributes to the quality of life for many Glendale residents. The City has established an agricultural zoning district to accommodate semi-rural lands which may be suitable for interim agricultural uses until transitioned

to suburban or urban land uses in accordance with the General Plan. There are also rural residential districts to encourage and preserve very low density residential uses in a rural environment.

Goals and Policies

Careful stewardship of the community's resources provides an environment that allows a community to thrive, contributing to a sustainable community and strengthening property values.

Goal CON-1	Natural resources and open spaces are maintained through conservation and management strategies.

Policy CON-1.1 The City shall continue providing the public with incentives that encourage the use of low-water-use landscaping and other xeriscaping techniques.

Policy CON-1.2 The City shall conserve Glendale's water resources with comprehensive conservation programs for residential, commercial, and industrial water users.

Policy CON-1.3 The City shall encourage the use of native plants and inclusion of trees that can enhance shade and reduction of heat island effect in developed areas.

Policy CON-1.4 The City shall identify areas for the preservation of agricultural land as a means to preserve its agricultural history and identity.

Policy CON-1.5 The City shall minimize and mitigate impacts to wildlife, natural habitat and migration corridors when adopting land use and development plans.

Goal CON-2	Efficient use of resources through reducing, reusing, and recycling.

Policy CON-2.1 The City shall prevent leakage and waste of water at all City facilities through accountability checks and responsible management.

Policy CON-2.2 The City shall continue to promote and find new ways to encourage recycling, solid waste reduction programs, and proper disposal of hazardous wastes.

Policy CON-2.3 The City should continue to provide curb-side recycling to all single family residences and duplexes, and explore potential future options for household recycling if they become available.

Policy CON-2.4 The City should promote waste reduction alternatives.

Goal CON-3	Efficient use of water resources.

Policy CON-3.1 The City shall work closely with members of the community to promote water conservation, including reducing amount of daily water used per person.

Policy CON-3.2 The City shall promote water conservation in landscaping for public facilities and streetscapes, residential, commercial and industrial facilities, including use of water conserving fixtures (low water usage) and low-water-use plants.

Policy CON-3.3 The City shall promote low-impact development (LID). LID is an approach to stormwater management that diverts, stores, and utilizes stormwater runoff to support native and designed landscapes.

Goal CON-4 Glendale protects and enhances the natural setting and scenic resources within the city.

Policy CON-4.1 The City should protect effective buffers between development and rivers / washes to preserve diverse habitats and wildlife communities and provide pedestrian access / trails, where appropriate.

Policy CON-4.2 The City shall protect and enhance the scenic resources and significant natural features in the MPA.

Goal CON-5 Significant habitat areas are preserved and maintained for wildlife.

Policy CON-5.1 The City shall partner with local agencies to inventory habitats and prepare conservation strategies.

Policy CON-5.2 The City shall enhance natural drainage systems to support wildlife habitats and improve stormwater quality.

Policy CON-5.3 The City should work with neighboring cities to promote regional wildlife corridors.

Please see the next page.

7.3 ENVIRONMENTAL PLANNING ELEMENT

By integrating environmental resource considerations into City planning, urbanization can be compatible with maintaining a healthy and sustainable community environment. To further environmental goals, Glendale evaluates the impacts of urbanization on the natural environment and considers this for new development.

Air Quality

Adverse air quality can impact the health and wellbeing of Glendale's residents, and is therefore an important aspect of environmental sustainability. Numerous federal and state laws, regulations, and programs have been established to improve air quality and protect public health.

Since air pollution is a regional issue, Maricopa County established a network of air quality monitoring stations in representative areas Valley-wide. Air quality is monitored in the basin for six criteria air pollutants – ozone, carbon monoxide, nitrogen dioxide, sulfur dioxide, suspended particulate matter, and lead. For specific industries and locations, additional air contaminants are regulated under permits issued by federal, state, or local agencies to a specific use or site. One air quality monitoring station is located in Glendale, on the campus of Glendale Community College. The station monitors air quality for carbon monoxide, ozone, and particulate matter. The Phoenix Metropolitan Area, including Glendale, is currently classified as a non-attainment area for two air pollutants: ground-level ozone and particulate matter.

Ozone is not directly emitted from a source, but is formed through a chemical reaction between volatile organic compounds (VOC) and nitrogen oxides (NOx) in the presence of sunlight. Ozone levels continue to improve throughout the region due to the adoption and implementation of approximately 93 federal, state and local control measures.

There are several major sources for PM-10, including vehicular activity on paved and unpaved roads and dust from disturbed land. Glendale has adopted a fugitive dust ordinance to promote public health, general welfare, and safety by reducing particulate matter. Acts under the City Code include:

- The prohibition of using a leaf blower to move landscape materials into a public roadway; and
- The prohibition of parking or using a vehicle on unpaved surfaces that is not permanently maintained with a dustproof method.
- Coordinating air quality planning activities and actions through the Maricopa Association of Governments, the agency responsible for regional air quality planning, including conformity analyses for transportation projects.
- Considering air quality impacts from traffic flow and congestion as part of the planning process.
- Requiring paved streets for new development within the City.

Water Quality

Water plays a vital role in sustaining human life, a healthy environment, and a strong economy, especially in the arid environment of the Sonoran Desert. Glendale is located within the southern portion of the Agua Fria Watershed, which is part of the Middle Gila Watershed. Tributaries to the Agua Fria River, such as the Skunk Creek and New River, are intermittent (flow continuously only at certain times of the year) or ephemeral (only flow in response to precipitation). Glendale is also situated within the Phoenix Active Management Area which was established to protect local groundwater resources.

Surface water quality is impacted by direct discharge (spills, dumping, or disposal) of pollutants into washes or canals or by indirect discharge via stormwater runoff. The discharge of pollutants into surface water is prohibited by the federal Clean Water Act, state laws, and City Code. The General Plan maintains washes, streambeds, creeks and rivers as recreational areas and open space. Additional information on surface waters within the Glendale MPA is provided in the Recreation and Open Spaces Elements.

Construction activities and the built environment also impact the quality of stormwater. New development under the General Plan is required to comply with applicable federal, state and local stormwater regulations for construction activities and continued operation and maintenance of infrastructure after construction. Treating stormwater as a resource rather than a waste product, “low impact development” is an approach to land development that works with nature to manage stormwater as close to its source as possible.

Groundwater quality is impacted by pollutants placed on the land surface or in the ground. Arizona’s aquifer protection regulations and permit program prohibit pollutant discharge that may impact groundwater. Applicable City facilities comply with these regulations to protect human health and the environment.

As described in the Water Resources Element, the City treats surface water (via the Central Arizona Project or Salt River Project canals) and groundwater to provide residents, businesses, and visitors with drinking water. The City also collects used water and treats it at water reclamation facilities. The City serves as a liaison between customers and the Salt River Project to deliver residential irrigation water in a timely manner.

Glendale has taken the following actions to improve water quality:

- Protects floodplains from encroachment and minimizes adverse impacts to washes, streambeds, creeks and rivers as part of the planning and development process.
- Complies with stringent drinking water and water reclamation standards to protect human health and the environment.
- Considers current infrastructure capacities in the planning and development process to maintain the City’s high level of service for drinking water, wastewater collection, and water reclamation.
- Adopted a storm water pollution control ordinance to protect public health and the environment.
- Developed design standards to incorporate stormwater pollution prevention features for new developments.

Drinking Water Quality

Strict federal and state requirements ensure the public receives quality drinking water. Glendale’s drinking water is consistently rated very high quality, superior to federal and state standards. A key element in this achievement is Glendale’s 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 water quality delivered to residents and businesses. Glendale is poised to continue meeting current and future water quality challenges.

Future water quality challenges include preparing for increasingly strict regulation of very small quantities of chemicals, both natural and man-made, which may occur in surface water and groundwater. The 1996 Safe Drinking Water Act (SDWA) amendments requires the Environmental Protection Agency (EPA) to issue a new list of no more

than 30 unregulated contaminants to be monitored by public water systems such as Glendale's. This is called the Unregulated Contaminant Monitoring Rule (UCMR), and the first such list was published September 17, 1999. A second list (UCMR 2) was published January 4, 2007. Currently, Glendale and other municipalities are completing UCMR 3 that was published May 2, 2012. This monitoring may influence future regulatory actions requiring additional treatment of surface water and groundwater.

Land Suitability

The first consideration in the planning process is often whether the land is appropriate for a proposed development. Plans for future development within the Glendale MPA consider a variety of land suitability factors depending on proposed use. At a site specific level, evaluation of land suitability may involve slope, floodplain management, erosion control, vulnerability to subsidence, and compatibility with context aesthetics and character.

In some areas of the City, there are locations with potential for redevelopment. Redeveloping these vacant lands may be complicated by the presence or potential presence of contamination from past activities; such properties are often referred to as brownfields. However, developing these properties offers a unique opportunity to infill areas already served by Glendale's existing infrastructure—streets and utilities—thus reducing the need for new or additional resources. Re-use of these properties provides additional residences, businesses, or recreational areas for the City. Infill development is also addressed in the Land Use Element.

Noise Pollution

At and above certain levels, noises are potentially detrimental to the health and welfare of the citizens of Glendale. There are many sources of noise pollution: motor vehicles (including, but not limited to, automobiles, mini-bikes, go-carts, and motorcycles), railroads, airplanes, construction activities, recreational activities, and loud televisions or radios. Excessive, unnecessary or offensive (nuisance) noise is prohibited by City Code. There are also noise limitations for construction activities, including operation of equipment, to time periods specified in City Code or under a city-granted permit.

The City has established regulations to limit the exposure of sensitive land uses, including residential areas, churches, schools, child care facilities, plus nursing homes and similar facilities, to unacceptable noise levels. For example, a sound attenuation plan is required for any development within one-quarter mile of the Agua Fria (Loop 101).

Light Pollution

Light pollution is the introduction of excessive or obtrusive artificial light, directly or indirectly, into the environment. Lighting can trespass beyond the intended boundaries due to poor arrangement or aim or the lack of proper shielding. Light pollution can also come from the cumulative effects of an area, where indirect light can escape from developed areas resulting in a bright, hazy "dome" over an area.

Brightening the night by artificial outdoor lighting affects a wide range of natural resources as well as human quality of life. The feeding, sleeping, breeding and migration cycles of wildlife can be impacted by light pollution. Artificial light also interferes with our views of the beautiful starry night skies.

Lighting should provide a safe level of illumination without adverse effects on the community. Therefore, development plans consider a variety of light-related factors including energy efficiency, architectural style of the building or area, adjacent land uses, and cost. Reducing inefficient and unnecessary lighting will help mitigate impacts on neighbors and the overall night sky.

Glendale's Outdoor Light Controls ordinance is intended to ensure lighting systems are designed to provide for nighttime safety, utility, security, and productivity, while conserving energy and costs. Another purpose of the ordinance is to minimize the detrimental effect that artificial outdoor lighting has on astronomical observations.

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 pavement, residences, and workplaces creating the "urban heat island" effect. While Glendale residents are used to experiencing hot weather, urbanized areas are often several degrees warmer than the surrounding rural areas. The rising temperatures in urban areas cause more energy to be expended in cooling interior environments for living and working. Along with the increased demand for electricity, water demand increases as well.

Ambient air temperatures in the city are also impacted by climate change. Climate change involves changes to temperature, precipitation, and wind patterns over an extended period of time. Natural factors and processes, as well as human activities such as emitting carbon dioxide from burning fossil fuels in vehicles and power plants, contribute to overall increases in temperature.

Higher air temperatures can accelerate the chemical reaction that forms ground-level ozone. Ozone levels that exceed federal air quality standards can adversely impact human health and the environment. As discussed in the air quality section, ozone levels in the Phoenix Metropolitan area are being monitored.

Glendale has taken the following actions to minimize the urban heat island effect:

- Provides urban flood irrigation in the historic district to promote the establishment of mature vegetation in downtown Glendale.
- Encourages installation of native plants, trees, and shrubs for new and expanded development through the City's landscape ordinance.
- Partners with the Salt River Project and Arizona Public Service to provide energy-efficiency education to reduce energy usage and thousands of free trees for homeowners.
- Establishes an agricultural district to accommodate semi-rural and vacant land until transition to suburban or urban land uses in accordance with the General Plan.
- Reduces carbon dioxide emissions from municipal operations, such as energy-efficient lights for streets and buildings, plus solar power projects at the West Area Water Reclamation Facility.
- Preserves open space, e.g. the Thunderbird Conservation Park

Goals and Policies

Protection of natural resources in both urban and rural areas throughout the City's MPA is a high priority for Glendale citizens. Careful stewardship of the community's environmental resources strengthens property values, provides for attractive residential areas, and supports vibrant local businesses, fostering Glendale's success well into the future.

Goal EP-1	Air quality protection is balanced with community needs.

Policy EP-1.1 The City shall develop and implement air quality plans in conjunction with the Maricopa Association of Governments (MAG).

Policy EP-1.2 The City shall participate in regional programs to improve air quality and other initiatives to reduce impacts of transportation systems on the environment.

Policy EP-1.3 The City shall cooperate with metropolitan entities to improve air quality while protecting public health and economy.

Policy EP-1.4 The City should plan and develop Glendale's street system to improve traffic flow, decrease traffic congestion, and minimize vehicle miles traveled, reducing vehicle emissions.

Policy EP-1.5 The City shall provide information to developers and contractors regarding methods to reduce construction-related air pollution.

Policy EP-1.6 The City shall provide information to farmers, landscapers, and maintenance workers regarding methods to reduce dust associated with land tilling and landscape maintenance.

Policy EP-1.7 The City shall continue to educate residents and businesses on the City's fugitive dust ordinance and update the ordinance as needed.

Policy EP-1.8 The City should actively reduce airborne dust by continuing to implement a paving program for unpaved streets, roads and alleys.

Goal EP-2 Water quality is protected while balancing other community needs.

Policy EP-2.1 The City shall integrate land use and water resource planning for new construction and re-development activities.

Policy EP-2.2 The City shall provide information to developers and contractors on methods to reduce construction-related stormwater pollution.

Policy EP-2.3 The City should require centralized wastewater treatment techniques over septic systems for new developments, when feasible. For existing properties currently served by septic systems, encourage connection to the municipal sanitary sewer system when feasible.

Policy EP-2.4 The City shall evaluate development proposal impacts on water quality.

Goal EP-3 Stormwater runoff is managed city-wide.

Policy EP-3.1 The City shall identify stormwater drainage needs west of 115th Avenue and potential funding sources to develop and maintain stormwater facilities under the City's responsibility.

Policy EP-3.2 The City shall continue to plan and oversee all provisions for stormwater infrastructure throughout the city limits.

Policy EP-3.3 The City shall encourage low-impact development techniques for stormwater management in public and private new development and redevelopment, and in roadway projects, when feasible.

Goal EP-4	Glendale has the quantity and quality of drinking water needed to support future growth.

Policy EP-4.1 The City shall provide residents and businesses with a safe, reliable, and high-quality water supply.

Policy EP-4.2 The City shall plan and prepare in advance of known changes in the Federal and State regulatory environment.

Policy EP-4.3 The City shall continue to manage and improve its pretreatment program for commercial and industrial wastewater discharges to the municipal wastewater collection system.

Policy EP-4.4 The City shall maintain, implement, and provide educational information on its public notification plan for drinking water violations as required under the Federal drinking water regulations.

Policy EP-4.5 The City shall ensure operating system flexibility to manage changing water quality regulations and emergency water demands.

Goal EP-5	Glendale maintains a commitment to stewardship of natural resources.

Policy EP-5.1 The City shall integrate appropriate environmental protection throughout all phases of planning and development.

Policy EP-5.2 The City shall protect and enhance sensitive / unique land features when adopting urban design standards, land use plans and development plans.

Goal EP-6	The City proactively identifies and supports the remediation of brownfield sites.

Policy EP-6.1 The City shall identify and inventory brownfield sites city-wide and routinely update this inventory as needed.

Policy EP-6.2 The City should consider a City-funded grant program to remediate brownfield sites.

Policy EP-6.3 The City should take advantage of federal and state grant opportunities to remediate brownfield sites.

Policy EP-6.4 The City should develop an expedited review process for the redevelopment of brownfield sites.

Policy EP-6.5 The City should consider the benefits of reduced fee schedules for permits on brownfield sites to encourage cleanup and reuse.

Policy EP-6.6 The City should consider establishing a CIP fund to support the redevelopment of brownfield sites.

Goal EP-7	Glendale ensures that residents experience minimal noise pollution impacts.

Policy EP-7.1 The City shall incorporate appropriate noise mitigation strategies into land use and development plans, such as utilization of strategic zoning to discourage residential development in high noise areas or transitional buffers between high noise land uses and more noise sensitive uses.

Policy EP-7.2 The City should plan and develop Glendale's street system to mitigate traffic congestion and associated high noise levels.

Policy EP-7.3 The City should maintain and enforce the City's development standards associated with noise limits, including requirements for sound attenuation plans.

Policy EP-7.4 The City shall provide information to developers and contractors regarding noise limitations during construction.

Policy EP-7.5 The City shall enforce the City's noise ordinance by seeking to ensure noise compatible land uses and to reduce noise levels at their source.

Policy EP-7.6 The City shall develop and include noise mitigation standards in commercial and industrial design guidelines**.**

Policy EP-7.7 The City shall require noise buffering or construction treatments (additional insulation, double paned glass, etc.) in new development that includes noise sensitive uses located near major streets, highways, the airport, Luke AFB, railroad tracks, or other significant noise sources.

Goal EP-8	Glendale ensures that residents experience minimal light pollution impacts from development.

Policy EP-8.1 The City shall maintain and enforce Glendale's Outdoor Light Controls ordinance to reduce light pollution.

Goal EP-9	Urban heat island effects are minimized through development techniques.

Policy EP-9.1 The City shall adopt design and landscaping standards to provide outdoor shade, reduce heat reflection, and implement other strategies to mitigate the urban heat island effect.

Policy EP-9.2 The City shall incorporate shade from vegetation and structures in parking lots and residential pathways where feasible.

Policy EP-9.3 The City should encourage developers to provide site design and landscaping elements that will reduce energy use and mitigate urban heat island effects.

Please see the next page.

7.4 ENERGY ELEMENT

Energy policy as part of this General Plan is designed to cover more than just conservation. Good energy policy has the potential to contribute to economic development through business and employment opportunities; maintain high quality city services for citizens by providing more energy efficient development; and help support a fiscally sound City by reducing energy costs for municipal operations. A community-based approach, consisting of residents and a cooperative effort of public and private entities is necessary to achieve this desired outcome.

Energy Conservation in Municipal Operations

Using our current energy resources more efficiently is the first step. Glendale has implemented a variety of measures to conserve energy in municipal operations. Examples of ways Glendale is conserving energy include:

- Energy-efficient lighting at City Hall, Field Operations, and the Main Library.
- Conversion of incandescent traffic signals to LED lighting.
- Upgrading lamps and ballasts at the Public Safety/Court Complex and several city parks and sport fields/courts as part of a federal Energy Efficiency & Conservation Block Grant.
- Ultraviolet lamp retrofit project to disinfect reclaimed water at the Arrowhead Ranch Water Reclamation Facility as part of a federal Energy Efficiency & Conservation Block Grant.
- Installation of variable frequency drives at select groundwater wells as part of a federal Energy Efficiency & Conservation Block Grant.

Renewable Energy for Municipal Facilities

In addition to implementing energy conservation practices, renewable energy has been incorporated into several municipal facilities. Glendale has taken the following actions to promote renewable energy:

- The City, working with commercial partners, generates electricity from the production of methane gas at the Glendale Municipal Landfill.
- Solar energy is used for lighting at the Park and Ride (Glendale Avenue and Loop 101) and the West Area Water Reclamation Facility. Solar lighting fixtures were also installed in several City parks as part of a federal Energy Efficiency & Conservation Block Grant.
- West Area Water Reclamation Facility uses solar power for hot water and building heating. Photovoltaic panels located over covered walkways around the facility produce about 12,000 watts for the facility's electrical system, generating electrical operation savings at an estimated $16,000 annually (2015 value).
- Solar flasher units to alert the traveling public in school zones and near Fire Station 154.
- Solar-powered speed radar signs and solar-powered dynamic message signs.
- Bus passenger shelters equipped with solar lighting packages.
- Alternative fuel vehicles are included in the City's fleet.

Energy Education

Glendale's Conservation and Sustainable Living Division offers a variety of programs to encourage energy conservation. Glendale has taken the following actions to educate residents and businesses on energy conservation measures:

- Watt Watchers is an energy program designed for City of Glendale 6th grade teachers. The program engages teachers, students, and their families in examining their use of energy and implementing proven technologies and behavior changes to reduce the consumption of energy.
- Green Living classes are offered by the City, often providing free energy-saving devices.
- Outreach programs through the City provided many residents with energy efficient devices, such as compact fluorescent light bulbs and programmable thermostats.
- Kill-A-Watt devices are offered to patrons of Glendale's libraries (in partnership with SRP) to check out and take home. The device allows residents to monitor electricity usage on home appliances and electronics.
- Glendale is a partner in the annual Arizona SciTech Festival offering several Science, Technology, Engineering, and Math (STEM) related outreach activities each year.
- How-to information on the City's website includes available local and regional energy programs for residents and businesses.

Planning for Energy-Efficiency and Renewable Energy Resources

The City of Glendale has integrated energy-efficiency concepts and policies into many of its planning efforts. For example, the City adopted the 2012 International Energy Conservation Code to promote energy conservation. The City has also adopted an Outdoor Light Controls Ordinance that encourages the use of lighting systems that conserve energy while providing for nighttime safety, utility, security and productivity.

The City encourages businesses that focus on the development, distribution, and use of renewable energy resources. The State of Arizona's renewable energy tax incentive program offers a refundable income tax credit for qualified renewable energy manufacturing and headquarters operations. Other state incentives and tax credits include Arizona's Solar and Wind Equipment Sales Tax Exemption (non-residential solar and wind tax credit), residential solar and wind energy systems tax credit, energy equipment property tax exemption, and solar and wind equipment sales tax exemption. In addition, the City provides a tax exemption on the sale of solar energy devices.

Existing and future residents are also encouraged to improve energy efficiency. For existing homes, Housing Improvement Programs under Glendale's Community Revitalization Division provide assistance with single-family housing rehabilitations that increase energy efficiency. For new subdivisions in single-family residential zones, the City requires the subdivisions to be designed to facilitate solar access and energy efficiency.

The City is also striving to enhance energy efficiency in renovation projects and new construction. This includes solar arrays on schools and buildings designed and constructed to meet Leadership in Energy and Environmental Design (LEED) standards.

On December 18, 2014, the Western Area Power Authority allocated Glendale a small share of Federal preference power generated at Hoover Dam. Glendale will use the electricity to produce, process, and move water and wastewater. Points of delivery will be to Glendale's water and wastewater treatment plants, pumping stations, and wells. Glendale is working with its current electrical suppliers, Salt River Project and Arizona Public Service, for transmission arrangements. Glendale would be an end user of Hoover power; it would not sell or re-market power to retail customers. The City of Glendale needs low-cost electric power to maintain efficient and cost-effective water and wastewater production, treatment and delivery. Sustainable, renewable hydroelectric power is a helpful resource that assists in the production of drinking water and the treatment of effluent. The 2017 Schedule D Hoover

power reallocation will be a sustainable resource that allows Glendale to serve its mission to its citizens. Allocating Hoover power to municipalities such as Glendale for water and wastewater treatment is the best way to ensure that the benefits of Federal preference power are shared by the largest number of people.

Goals and Policies

The following goals and policies provide guidance for enhancing energy efficiency in both the public and private sector, and for the development, distribution, and use of renewable energy resources throughout the community.

Goal EN-1	Glendale is a leader in energy conservation and renewable energy development.

Policy EN-1.1 The City shall implement energy conservation practices and the use of renewable energy sources. Architects, designers, developers and city officials must work together to employ building and site designs that embrace and maximize energy efficiency.

Policy EN-1.2 The City should continue to promote programs, agencies, and funding sources that may provide guidance and financial assistance for the development, distribution and use of energy-efficient buildings and facilities and renewable energy resources in the community.

Policy EN-1.3 The City shall consider energy efficiency when preparing design standards, reviewing development plans and adopting building codes.

Policy EN-1.4 The City should implement energy conserving designs when planning new or renovating existing City facilities.

Policy EN-1.5 The City shall encourage energy-saving retrofit programs for residential, commercial and industrial applications.

Policy EN-1.6 The City should include energy efficiency as a priority when planning future land uses and community development patterns.

Policy EN-1.7 The City should establish benchmarks / standards and a tracking system to monitor energy and fuel usage at City buildings and facilities and in the City's vehicle fleet.

Policy EN-1.8 The City should encourage new and existing City infrastructure, facilities and operations to use most appropriate energy efficiency technologies and energy conservation practices and strive for net zero energy facilities.

Policy EN-1.9 The City should include energy efficiency in the siting, design and construction of infill and redevelopment projects, to upgrade or retrofit existing development.

Goal EN-2	Educate staff and community members on energy-efficient practices.

Policy EN-2.1 The City shall provide information and materials regarding energy-efficient programs and technologies to the general public, the development community, and applicable City staff and departments.

Policy EN-2.2 The City shall provide information and training to staff so they can understand and become proficient in the operation of new or unfamiliar technologies and equipment to achieve the best efficiencies.

Policy EN-2.3 The City shall provide information to employees regarding energy efficiency in the workplace.

Policy EN-2.4 The City shall create a public outreach program to connect residents, developers and other interested parties with resources that will facilitate conversion from non-renewable to renewable energy resources in the private sector. Resources may include agencies, programs, and funding opportunities.

Policy EN-2.5 The City should increase public awareness of energy efficiency through the development of demonstration projects.

Goal EN-3 Glendale supports energy-sector business development.

Policy EN-3.1 The City should foster business and employment opportunities within the emerging sector of renewable energy resources.

Policy EN-3.2 The City should encourage public-private partnerships with utility companies and business entities to facilitate a broad development, distribution and use of renewable energy resources and associated technologies.

Goal EN-4 Energy consumption is reduced through community coordination.

Policy EN-4.1 The City shall support and encourage land use patterns, such as infill and mixed use development, which reduce automobile dependency.

Policy EN-4.2 The City shall develop and implement citywide strategic energy planning.

Policy EN-4.3 The City shall participate in regional programs to promote energy conservation and the use of renewable energy.

Goal EN-5 Glendale maintains a citizen's advisory board to help guide the City's energy policy.

Policy EN-5.1 The City should coordinate green building initiative through an Energy Advisory Committee.

Matrix
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April 3, 2016

Jon Froke
Planning Director
City of Glendale
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Re: Envision Glendale 2040 / General Plan Update

Dear Jon:

Thank you for meeting with me to review the City of Glendale's recent General Plan Update. I know what an endeavor it requires to undertake and complete a comprehensive review and General Plan update. We reviewed the proposed draft "Envision Glendale 2040", particularly as it relates to land use issues and planning. I am grateful to share our thoughts during the public comment period.

We have seen a variety of General Plan documents across multiple jurisdictions in Arizona. It is always a challenge to abide by long-standing planning principles while acknowledging evolving land use trends and city needs. Envision Glendale 2040 uniquely balances these competing factors. Envision Glendale 2040 provides clear guidance in the planning and evaluation of future land decisions. I am confident it will prove to be a helpful resource for the future of Glendale as well as land use professionals in our industry.

We wish you the best of luck in this effort and endeavor.

Very truly yours,

WITHEY MORRIS P.L.C.

By

Adam Baugh