

Attachment 2

City of Glendale – Long Range Planning

Goals, Characteristics and Priorities for Improvement

Housing

Goal: A balanced mix of housing opportunities for current and future residents

Characteristics:

- A community of various housing types affordable to all income ranges
- Housing opportunities for all segments of the population including families, elderly, homeless and disabled
- Development of new housing units
- Preservation and maintenance of existing housing consistent with Glendale Standards
- Land use and zoning policies that promote housing development consistent with current and future housing needs.
- Adequate infrastructure to support current housing stock and future housing development
- A public informed about housing rights, responsibilities and opportunities

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. <i>Retention, new development, and rehabilitation of affordable housing</i>	<i>Hi</i>	<i>Hi</i>
b. Downtown specific plan including housing standards	Lo	Med
c. Transit oriented development	Med	Hi

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Goals, Characteristics and Priorities for Improvement

Transportation and Mobility

Goal: A well planned and comprehensive transportation system that enhances mobility through infrastructure, technology, and public transit

Characteristics:

- Safe, efficient and well coordinated circulation system within the City
- Appealing, affordable, accessible, and well coordinated multi-modal local transportation system with effective regional connectivity
- Congestion, air pollution, and noise reduction through transportation and land use strategies
- Safety enhancement through engineering, enforcement and education

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Traffic congestion</i>	<i>Hi</i>	<i>highest</i>
<i>b. Parking – downtown and neighborhood</i>	<i>Hi</i>	<i>Hi</i>
c. Public transportation alternatives	Med	Med
<i>d. Long term regional transportation planning</i>	<i>Med-Hi</i>	<i>Hi</i>

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Safe Community

Goal: A community that is physically safe, free of blight and prepared for emergencies, creating a sense of security for all

Characteristics:

- City departments and public safety agencies are dedicated and committed to a shared public safety mission
- City departments are actively involved with the community regarding public safety issues
- Community members and visitors are safe and secure
- Community preparation and capacity to respond to disasters is a high city priority
- High quality public safety services are provided by public agencies acting jointly
- Neighborhoods and commercial districts are well maintained and free of blight
- City staff is committed to ensuring that houses, buildings and infrastructure (e.g. sidewalks, roadways, etc.) are safe

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Disaster preparedness</i>	<i>Hi</i>	<i>Hi</i>
<i>b. Blight Reduction/Code Enforcement</i>		<i>Hi</i>
<i>c. Traffic enforcement</i>	<i>Med</i>	<i>Hi</i>
<i>d. Crime Reduction – Youth & Org. Crime</i>		<i>Hi</i>
<i>e. Fire Station Replacements</i>		<i>Hi</i>
<i>f. Pedestrian Safety</i>		<i>Med</i>

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Education, Knowledge, & Literacy

Goal: Create comprehensive high quality educational opportunities for all segments of the community

Characteristics:

- High quality, engaging libraries actively used by the public or target population
- Business engaged in education and workforce development
- Outstanding educational institutions and high student achievement
- Enriched life-long learning opportunities
- High community participation in education
- A community that reads and has high Literacy
- High level of coordination among Educational partners
- City/School/District Coordination

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. Protect the existing educational quality in City	Med	Med
b. Literacy programs and opportunities for all ages.	Med	Med
c. <i>Continued/enhanced City support of educational partners goals/efforts</i>		
d. <i>Transform Library role, services and facilities</i>		

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Sense of Community

Goal: To encourage a sense of belonging for the entire community where residents feel they belong, and can take pride and responsibility for their City and neighborhoods

Characteristics:

- Residents have a sense of ownership for their neighborhoods. Residents care for their neighborhoods and take responsibility for their collective needs
- The City’s urban and building design encourages neighbor interaction and community building through the creation and maintenance of common community spaces
- The City possesses and encourages development of Community Identifiers which create a sense of place or a common icon for residents (Examples include Montrose District, El Miradero & Brand Park, Chevy Chase Entrance Markers, Adams Hill and Rossmoyne neighborhoods, and the Brand Boulevard of Cars)
- Residents feel a part of the community and participate in the governmental processes that affect their lives
- Community events and activities serve to build a “sense of community” and common bond among residents are routinely provided
- The community recognizes the importance of, and encourages participation in volunteer activities

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Character and identity of Glendale and its existing neighborhoods.</i>	<i>Hi</i>	<i>Lo-Med</i>
e. Community involvement in, and revitalization of neighborhoods		

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Diversity

Goal: A community that values, celebrates and engages the City’s rich diversity

Characteristics:

- Diverse and representative workforce for the City of Glendale organization
- Businesses and services that serve the needs of the diverse community
- Diverse representation on boards, commissions and committees
- Special events that recognize and celebrate Glendale’s diversity.
- Elimination of Hate Crimes through prompt response and action by the community at large and law enforcement
- Availability of multi-lingual city materials for public use
- Compliance with ADA and related accessibility requirements

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Continue focus on recruiting a work force reflective of community</i>	<i>Lo</i>	*
<i>b. Heightened awareness and sensitivity of diversity issues amongst City staff</i>	<i>Lo</i>	*
<i>c. Facilitate community interaction and appreciation of diversity</i>		

* The PRD ratings for these priorities ranged from Medium-High to Low based on an evaluation or opinion of areas needing “improved” effort (not a rating of the importance of the subject). Upon further review from a broader perspective, we determined that these efforts should always be included as part of the City’s highest priorities.

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Parks and Open Space

Goal: Parks, community centers and open space that enhance the character of the community and offer personal enrichment and recreational opportunities

Characteristics:

- Sufficient parkland, playing fields, recreation facilities and open space equitably distributed throughout the city
- Parks, parkways and community centers that are well maintained, visually appealing, and safe
- Community facilities and parks that are accessible to all
- Maximize services and programs available to residents
- Quality, well-maintained and varied trail system
- Preservation of protected trees in the city
- Preservation and enhancement of the “urban forest”, including street trees

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Increase and expand developed parks and recreation facilities</i>	<i>Med</i>	<i>Hi</i>

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Goals, Characteristics

and Priorities for Improvement

Technology

Goal: Integrated technology to support local business, enhance government service delivery and foster community access to technology, information and government

Characteristics:

- Facilitate and invest in mainstream technology for residents and businesses
- Enhance customer experience through effective technology services, resources, and e-government applications
- Use of proven and reliable technology to streamline City processes and reduce operational costs

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. Facilitate high speed digital access for residents and businesses	Lo	
<i>b. Use technology to streamline government processes and to improve service delivery</i>		<i>Hi</i>

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Goals, Characteristics and Priorities for Improvement

Community Services and Facilities

Goal: To provide community services and facilities that are accessible and tailored to the diverse needs of the community.

Characteristics:

- Provide quality services that meet the diverse needs of the community
- Preservation, modernization, construction and expansion of community centers (Libraries, Parks and other) that are geographically located in places of greatest need and equally accessible by all citizens
- Excellent customer service, adaptable and responsive to changing needs, throughout the community
- Build the network and/or establish partnerships for strong community based service providers who add to, expand on or compliment those community services provided by the City.
- Community facilities which are accessible

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. <i>Provide, support and coordinate Youth Programs in Glendale</i>	<i>Med</i>	<i>Hi</i>
b. Library facilities appropriately located & resourced	Lo	Hi
c. Recreation programs, Community Centers, Social Services	Med-Hi	Med-Hi

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Goals, Characteristics

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Utilities

Goal: Fiscally strong, competitive, high quality and reliable utility services for Glendale Utility Customers

Characteristics:

- Competitive utility rates
- Highly reliable and self sufficient utility services
- Environmentally sensitive
- Excellent customer service
- Well planned infrastructure
- Financial strength to meet all obligations

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Improve reliability of electric system</i>	*	<i>Hi</i>

* Community input was inconsistent regarding this sub category. The Community meetings rated this sub-category “low” priority for improvement while the telephone survey rated it “high”. The actual question asked in the telephone survey included a reference to “rates” which may explain the “high” priority for improvement.

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Economic Vitality

Goal: A diversity of vibrant business and job opportunities supported by a skilled labor force and a fiscally prudent and financially healthy government

Characteristics:

- An appropriate mix of business and residential land use
- Workforce Housing Balance
- Creation and attraction of high wage/high growth employers
- Retention and expansion of local business
- Adequate resources and reserves for City provided services
- Skilled labor force that attracts and meets industry needs
- Healthy collaboration of business and Government

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Business attraction and retention</i>	<i>Hi</i>	<i>Hi</i>
b. Integrated approach to create high growth jobs and job training	Med	Med
<i>c. Adequate resources for city services</i>	<i>Med</i>	<i>Hi-Med</i>

Note: “Workforce Housing balance” is addressed by priorities for improvement of affordable housing under the Housing goal

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Community Planning and Character

Goal: A community that is well planned and a public environment that is attractive and properly maintained, creating a high aesthetic quality for the City

Characteristics:

- Contemporary and Comprehensive General Plan
- Pride in the Community and Neighborhood
- Recognize the City’s Historic/Cultural Resources
- A coordinated approach to properly maintained infrastructure and enhanced landscape and streetscape
- Planning process that is dynamic, fair, understandable, predictable and transparent

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
<i>a. Systematic infrastructure maintenance and improvement, focusing on streets</i>	<i>Hi</i>	<i>Highest</i>
<i>b. Urban design policies and appropriate documents to implement them.</i>	<i>Hi</i>	<i>Med-Hi</i>
<i>c. Neighborhood density and design standards</i>	<i>Hi</i>	<i>Hi</i>

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Environment and Conservation

Goal: To promote a healthy and safety environment for all residents, to operate in a manner that complies with all required regulations and to be effective stewards of the community’s natural resources

Characteristics:

- Fully comply with all environmental laws and regulations
- Manage land, water, energy, recreational open space and other resources so these resources are sustainable for future Glendale residents
- Protect and enhance environmental and public health by minimizing or eliminating the use of hazardous or toxic materials by residents, businesses and City operations, whenever possible
- Employees, residents and businesses are trained and educated in environmentally responsible behavior and act in accordance to this training
- Encourage land use planning and urban design that support “green” construction, use of transit, environmentally sensitive development and the conservation of land
- Prevent pollution before it is produced and apply the standard of “reduce, re-use and recycle,” to all operations

Priorities for Improvement

	<u>COM</u>	<u>(No PRD)</u>
<i>a. Lead the way toward a sustainable future</i>		
b. Resources managed with environmental sensitivity	Med	
c. Planning and urban design that support environmentally sensitive development	Med	

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Goals, Characteristics and Priorities for Improvement

Trust in Government

Goal: Conduct the business of government in the best interest of the public, with integrity, openness and inclusion

Characteristics:

- Excellent customer service
- Decision making process includes and is respectful of public engagement
- Multiple opportunities to create an informed Community
- Positive perception of City Government

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. Continued high level of satisfaction with City services		Med
b. Informed and involved public	Lo	Med
c. Greater accessibility to public information		Med

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Arts and Culture

Goal: A rich variety of arts and cultural experiences throughout the community

Characteristics:

- Diverse art and entertainment venues: theatres, galleries, museums, literary events, community festivals and public art
- Strong support of local artists and arts organizations including initiation of special events to promote local arts and culture
- Celebration of the diverse cultures within the City through programs, events, art and food
- Promotion of education and participation in the arts
- Access to quality arts experiences for the entire community
- Recognition of Glendale’s cultural heritage in planning for its future
- Creation of an arts-friendly environment through the City’s strong leadership and support

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. Variety of Arts & Culture Opportunities	Lo-Med	Lo

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Health and Wellness

Goal: A physically and mentally healthy community with quality health care services for all residents

Characteristics:

- Access to quality physical and mental health care services for all residents through support of local hospital infrastructure and expansion of fire paramedic services
- Provide information, support and education to assist vulnerable population in accessing health and wellness resources such as affordable prescription medications; mental and physical health opportunities; and expanding educational therapeutic services through Parks and CDBG

Priorities for Improvement

	<u>COM</u>	<u>PRD</u>
a. Continued information support and education	Lo	Lo