

CITY OF GLENDALE VISION COMMITTEE
Glendale City Hall
Council Chambers
5909 N. Milwaukee River Parkway

MEETING AGENDA

Wednesday, May 23, 2018
6:00 p.m.

1. Introductions
2. Glendale 2040 Vision
3. Vision Statement
4. Community Context
5. Engaging the Public
6. Future of Glendale/Key Themes
7. Future in Action
8. Adjournment.

NOTICE: Although this is NOT a meeting of the Glendale Common Council, a majority of Council members may be in attendance. No action or deliberation by the Council will take place.

- Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals.

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Vision

Glendale is a community with a lot to be proud of and a very bright future. Its strong history provides a foundation to continue to build upon for future generations.

The City of Glendale embarked on a process to develop a vision for the community that will guide decision making and actions into 2040. The development of the vision is based on input from the community, providing and understanding of the current state of the community and desired direction for the future. The city's tagline, "*Rich Past, Bright Future*", was evident throughout the planning process. The Glendale community is proud of the place they call home and are excited for the future ahead of them.

A community vision serves a variety of purposes; including guiding the decision-making process, directing implementation and actions, and informing other planning processes. The vision and associated actions and implementation actions provide a path for achieving a future that is laid out through public input. For example, this document should be reviewed and incorporated into future comprehensive or long-range planning efforts as it informs the city's future path. Additionally, the specific actions or key themes may inform plan analyses or element inclusion in planning efforts.

Beyond the high-level vision, the 2040 Vision also identifies specific actions and implementation measures that the city and its residents can act upon. The actions may be relatively easy, low-hanging fruit or may be a continuation of on-going activities. Other actions may require additional efforts to be completed first or additional resources collected (funding or support) before implementation. Additionally, all city staff, boards and commissions, and residents will have a role in implementing the action steps identified in this plan.

Glendale's 2040 Vision sets forth a road map and includes the following sections:

- **Community Overview:** This section provides an overview of the existing demographics for the City of Glendale including; population, households and employment. A review of this information is helpful for understanding the current condition of the community and the people and places that define it today. A discussion of the future population forecasts is also included.
- **Engaging the Public:** This section highlights the public engagement activities that informed the planning process. The results of these activities played a directed role in the development of the vision and resulting actions.



- **Future of Glendale:** This section introduces Glendale’s 2040 vision statement, the development behind it, and the direction for the future. Key Themes of the 2040 vision are also introduced.
- **Future in Action:** This section includes actions that can be taken by the city and its residents to achieve the 2040 vision. Actions are organized by Key Theme.

Vision Statement

Glendale 2040 Vision

Glendale will build upon its **history** as the community progresses into 2040. The city will **grow** and **evolve** as decisions are made and actions are taken to create a **thriving, diverse** and **safe** environment for current and future residents. **Participation** and **engagement** between the city and its residents will aid progress towards a shared vision, allowing for changes and modifications as new trends emerge. Efforts will be made to plan with purpose, followed by meaningful **implementation**. These planning efforts will benefit greatly from an engaged population, willing to participate in the planning process and the subsequent implementation. These efforts shall utilize a comprehensive view of all facets of the community to support a **balanced** and **bright future**.



Community Overview

While planning for the future of a community it is important to understand where the community has come from. This includes an understanding of the people and places that make the community what it is today. This community overview discussion provides a look at past and existing conditions of the City of Glendale.

History

The City of Glendale is in Milwaukee County, located in southeast Wisconsin along Lake Michigan. The community is part of the North Shore suburbs of Milwaukee which includes Fox Point, Whitefish Bay, River Hills, Shorewood and Bayside. These North Shore communities share similar demographics and quality of life.

Glendale was incorporated as a city in 1950. It developed rapidly after its incorporation reflecting post-WWII development patterns throughout the United States. Unlike many of the other North Shore suburbs, Glendale developed a mix of industrial and commercial sites along with residential areas of low, medium and high density. The Bayshore Town Square, originally Bayshore Mall, was constructed in 1954 and served as the communities first retail center. Renovations and improvements to the mall have occurred since its construction, serving a retail hub and destination for Glendale residents and the region. The city has maintained ambitious goals to attract residents and businesses including improvements to Bayshore Town Center, the Glendale Business Park and community improvements including Richard E. Maslowski Community Park.



Current State of the Community

Population

According to the 2010 Census, Glendale has a population of 12,791, representing a 4 percent decrease from the 2000 Census population of 13,367. The population has experienced a decline since 1990, decreasing from a record high of 14,088 people. Current population estimates from the American Community Survey (ACS) in 2015 predict a decrease in population to 12,779. Glendale makes up 1 percent of Milwaukee County’s total population, which has experienced slight increases in recent years.

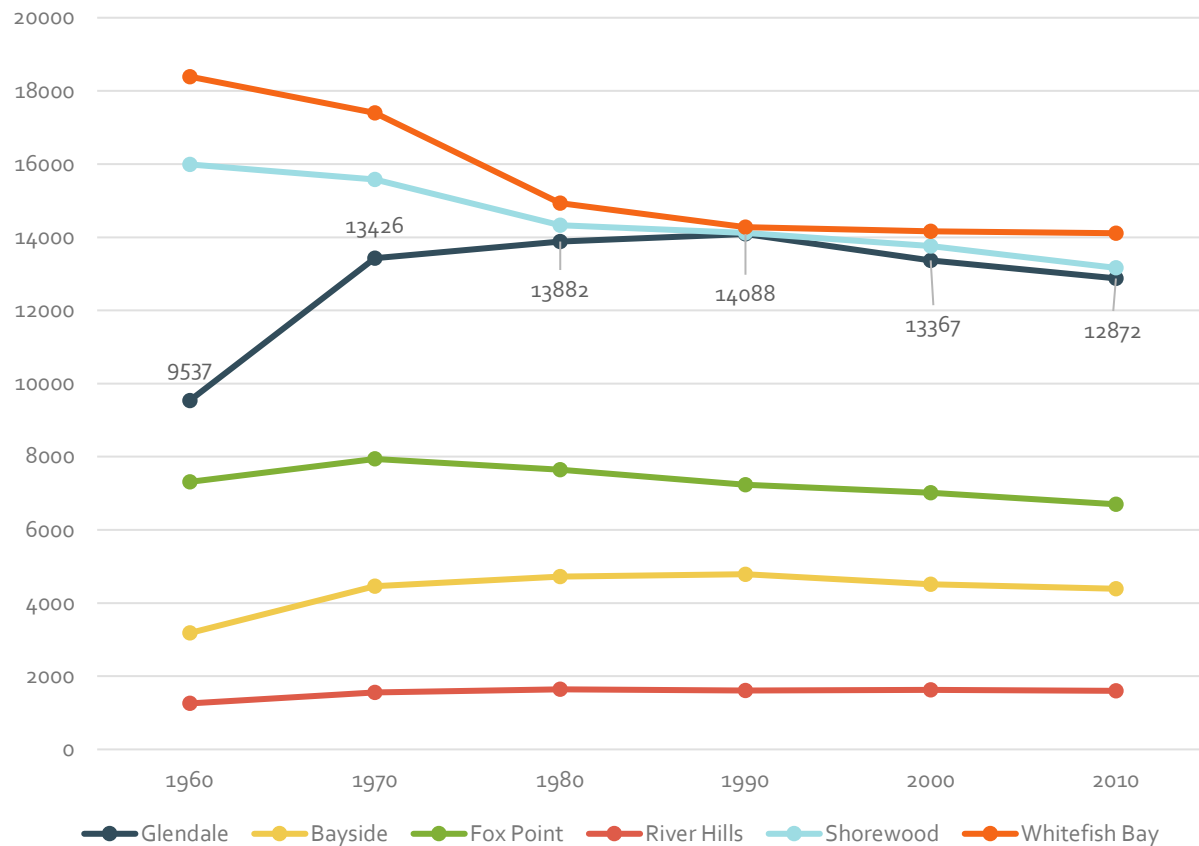
Historically, the City of Glendale experienced its largest population increase shortly after its incorporation between 1960 and 1970, slowly rising to a peak population in 1990. Since then, Glendale has seen a population decrease between one and five percent per decade. Other North Shore communities have experienced similar population declines (see Figure 1). The City of Milwaukee has also experienced a declining population since 1990. The population trends for both the City of Glendale and Milwaukee County are compared to that of the State of Wisconsin in Table 1.

Table 1: Population Trends

| Year | Glendale | | Milwaukee County | | Wisconsin | |
|-------|------------|----------|------------------|----------|------------|----------|
| | Population | % Change | Population | % Change | Population | % Change |
| 1960 | 9,537 | -- | 1,036,041 | -- | 3,951,777 | -- |
| 1970 | 13,426 | 40.8% | 1,054,063 | 1.7% | 4,417,731 | 11.8% |
| 1980 | 13,882 | 3.4% | 964,988 | -8.5% | 4,705,767 | 6.5% |
| 1990 | 14,088 | 1.5% | 959,275 | -0.6% | 4,891,769 | 4.0% |
| 2000 | 13,367 | -5.1% | 940,164 | -2.0% | 5,363,675 | 9.6% |
| 2010 | 12,872 | -3.7% | 947,735 | 0.8% | 5,686,986 | 6.0% |
| 2016* | 12,779 | -0.7% | 951,448 | 0.4% | 5,795,483 | 1.9% |

Source: U.S. Census 1960 – 2010, and American Community Survey 2016

Figure 1: North Shore Communities Population Comparison, 1960 to 2010

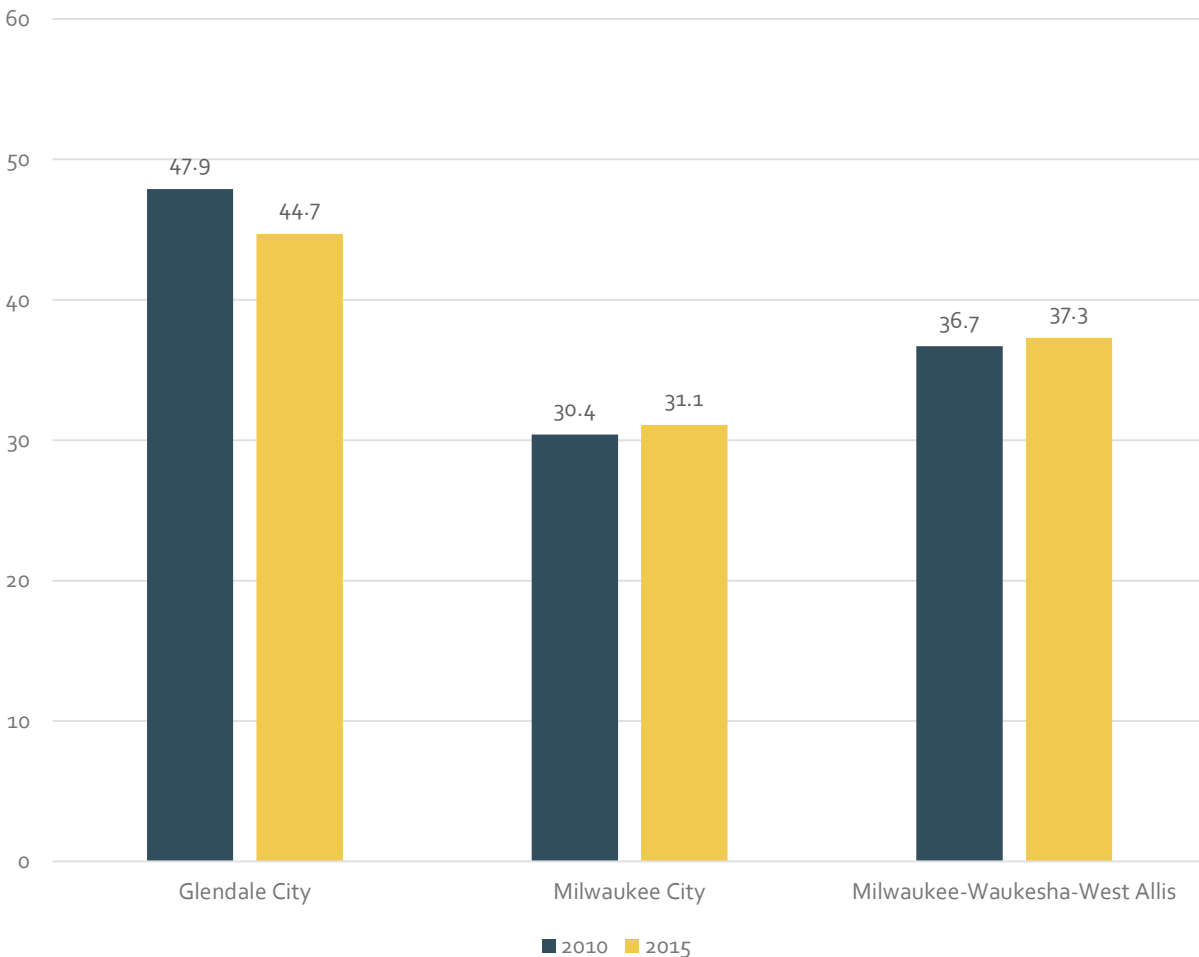


According to the 2010 U.S. Census, Glendale’s population is 45.6 percent male and 54.5 percent female. This ratio is slightly more separated than the State of Wisconsin which is evenly split 50 percent male and 50 percent female.

Age Distribution

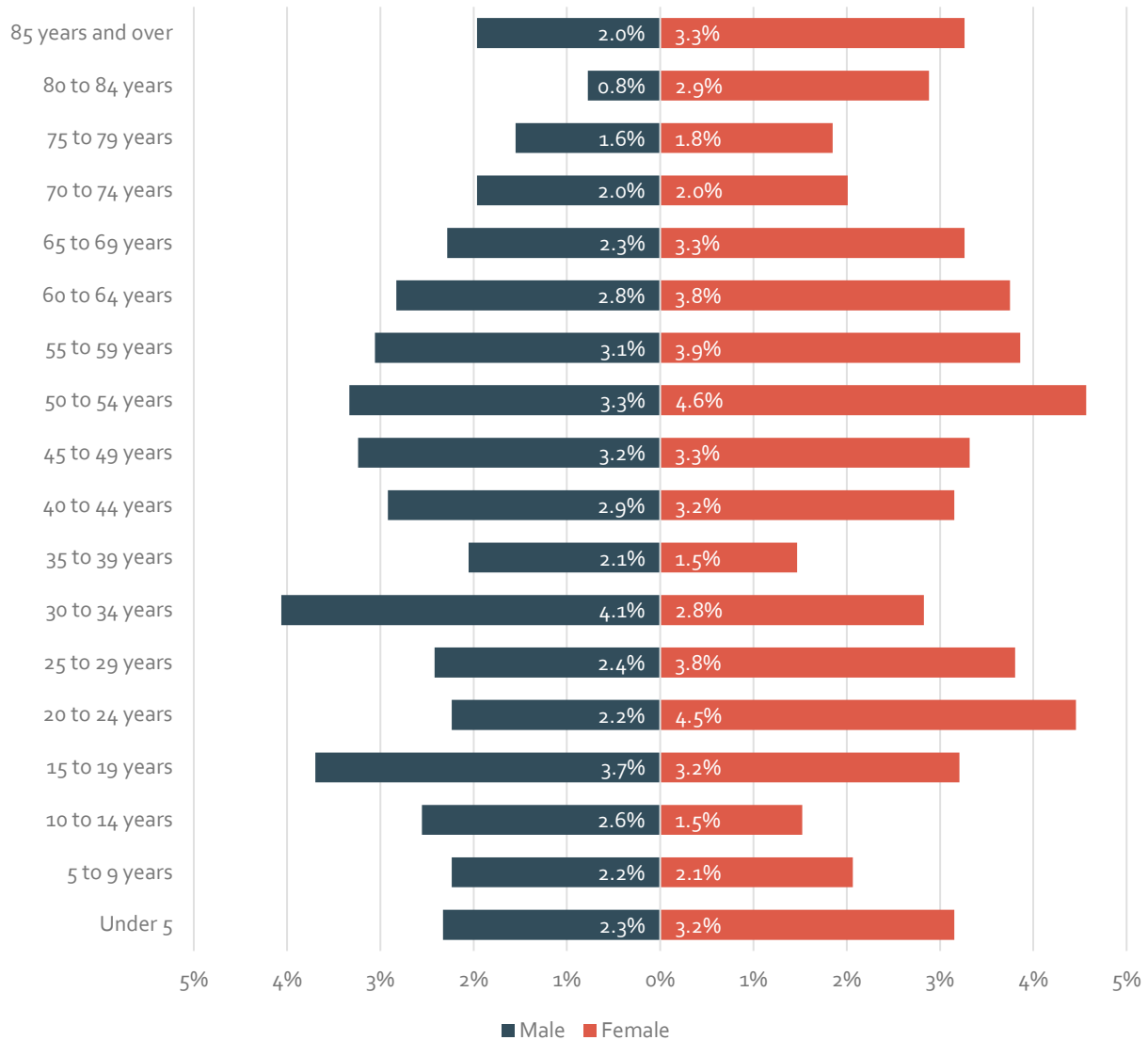
Glendale's median age according to the 2010 Census was 47.9 years old. The ACS results predict a 2015 median age of 44.7, representing a population that is forecasted to be getting younger. The median ages of neighboring Milwaukee and the Milwaukee Metropolitan Area are over 10 years younger at 30.4 and 36.7, respectively (see Figure 2). Though the City of Glendale is expected to experience a decrease in its median age, both the City of Milwaukee and the region are expected to see an increase to 31.1 and 37.3 years of age.

Figure 2: Median Age, 2010 and 2015



A study of a community's age distribution can provide clues into how a population is changing. A population pyramid illustrates the distribution of age groups in a population by gender, and its shape can help to inform a declining or growing population. An elderly population is depicted as a top-heavy pyramid, indicating a decreasing population. Three primary factors can lead to a declining population: 1. Low birth rates; 2. Out-migration of young adults with children; and 3. General out-migration of populations to other areas. In contrast, a bottom-heavy pyramid shows an increasing population with a potential for rapid growth. Population pyramids that are middle-heavy depict populations that are experiencing a state of change. Glendale's population pyramid based on the 2015 ACS estimates is shown in Figure 3.

Figure 3: Glendale Population Pyramid – 2015 ACS



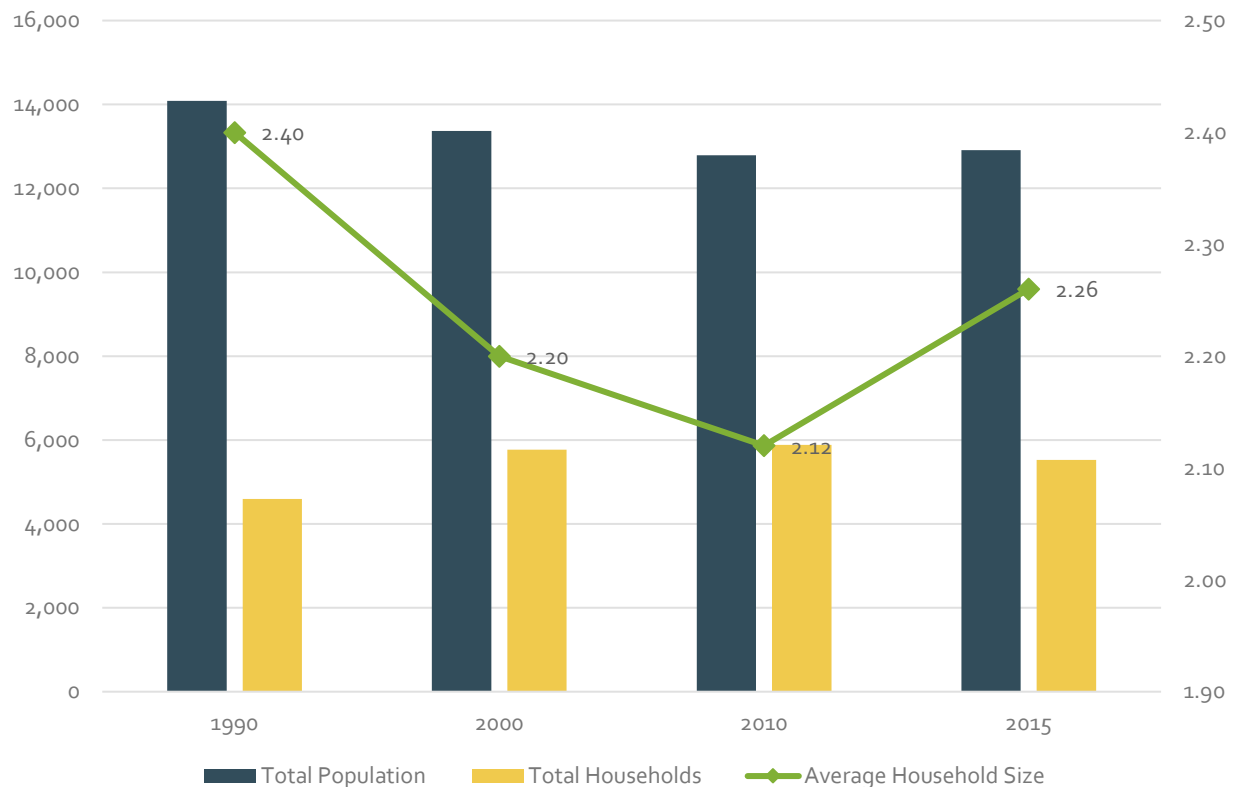
Generally, Glendale’s population is middle- to top-heavy, with large populations of both male and female residents between 40-69 years old. Although this characteristic depicts an aging population, the adolescent population (19 years old and younger) accounts for 21 percent of the overall population. These populations may contribute to future growth in the City of Glendale.

Housing

The 2010 Census recorded 6,197 housing units in the City of Glendale, 5,888 of which were occupied (95.0 percent). This is an increase of 4 percent from 2000, which recorded a total of 5,974 housing units (see Figure 4). Of the 5,888 occupied units, 4,076 (69.2 percent) are owner occupied and 1,812 (30.8 percent) are renter-occupied. The percentage of owner-occupied units decreased between 2000 and 2010 from 73.1 percent to 69.2 percent. This represents a slight change in housing trends for Glendale residents and may have been affected by the Great Recession. The 2010 Census data showed an average of 2.40 people

per owner-occupied household and 1.80 per renter-occupied households. This average shows that although 69.2 percent of the occupied households are owner-occupied, 75 percent of the City’s total population lives in owner-occupied housing.

Figure 4: Occupied Housing Units and Average Household size



The US Census records the average household size with each census. A household is not determined by related persons or families, but the number of people living within a residence. Since 1990, the average household size in Glendale has decreased from 2.40 people to 2.12 people (see Figure 4). This declining trend mirrors national trends. However, the average household size is projected to have increase to 2.26 people per household according to the 2015 ACS estimates.

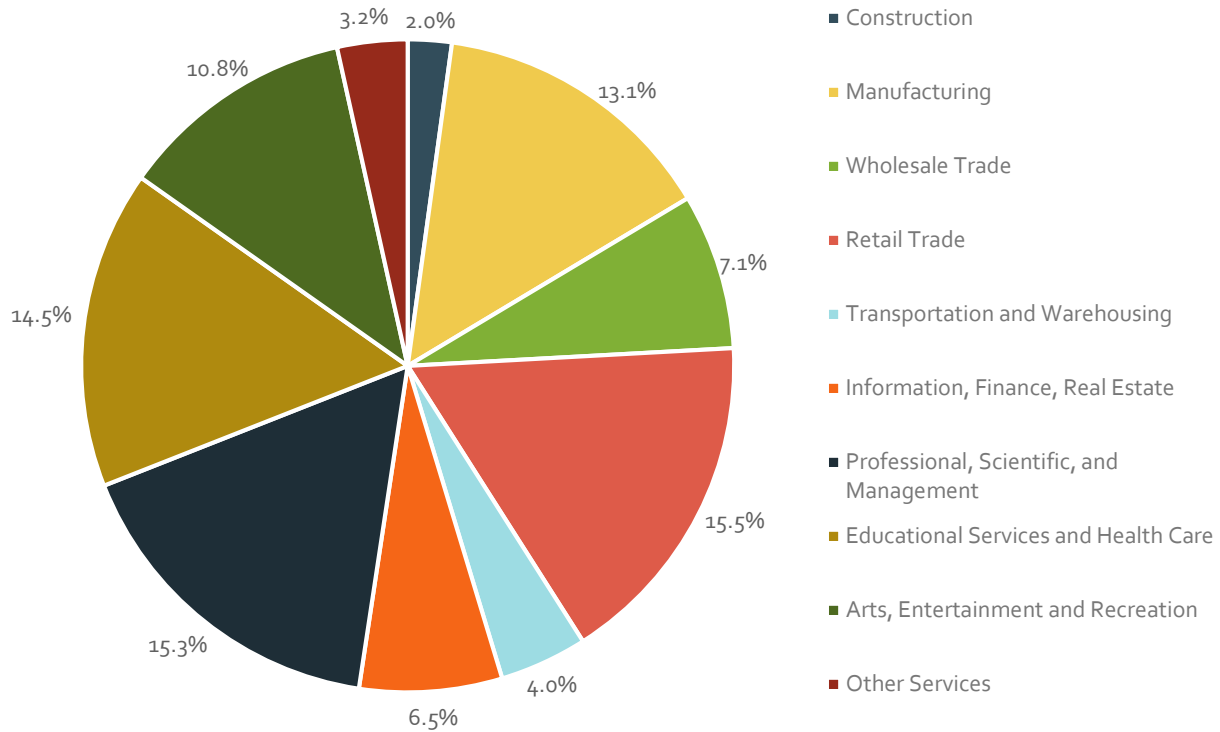
Industry and Commercial Development

In 2015, the ACS estimated a total of 15,224 jobs within the City of Glendale. This number supports the economic health of the community, as the city provides a greater number of jobs for the region than the population residing within it. The US Census estimates the inflow and outflow of jobs within a community. In 2015, it was estimated that over 90 percent of the jobs within Glendale were held by employees residing outside of the city. Therefore, only 576 (9.7 percent) of the jobs in Glendale were held by residents of the city. Many Glendale residents travel within the region for employment, with over 70 percent working in the City of Milwaukee.

The economic diversity of the city is further supported by the various industries represented. There is not one industry that dominates the greatest number of jobs, with five industry sectors each representing 10 to 15 percent of the total jobs. The Information, Finance and Real Estate (15.5 percent) and Professional,

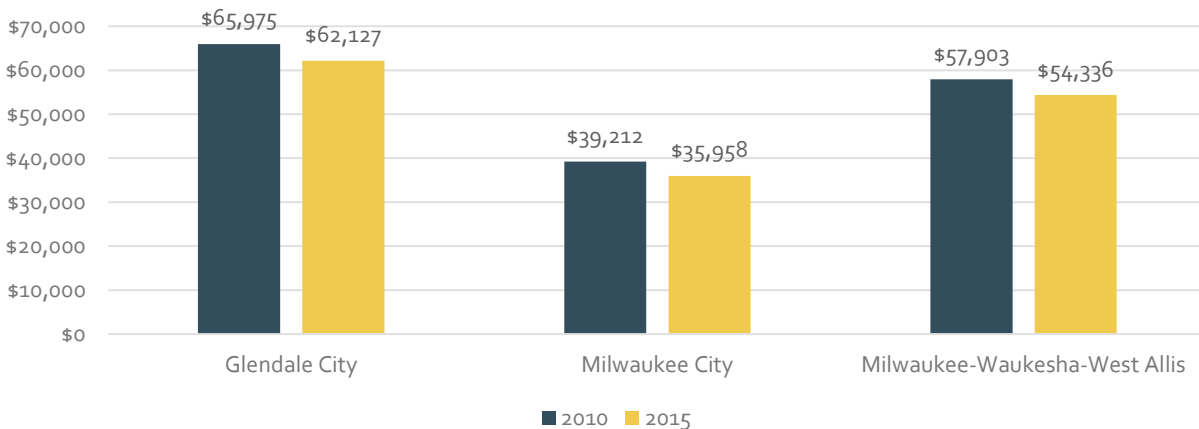
Scientific, and Management (15.3 percent) sectors are the largest employers in Glendale (see Figure 5). The presence of the Johnson Controls headquarters in Glendale contributes to these numbers, as it is the largest employer within the community.

Figure 5: Glendale Employment by Industry, 2015



The median household income for the City of Glendale is higher than that of the City of Milwaukee and the Milwaukee-Waukesha-West Allis region. According to the 2010 Census, the city’s median household income was \$65,975 in 2010 (see Figure 6). The ACS estimates a decrease of 6 percent to a 2015 median income of \$62,127. The City of Milwaukee and the greater region are anticipated to see similar declines.

Figure 6: Median Household Income, 2010 and 2015



Where is Glendale Going?

Glendale is headed in an exciting direction. The city’s steady population, quality educational system and diverse economy provide opportunities for exciting action. With the surrounding communities and current development, focus can be placed on the maintenance and improvement of existing development to continue to improve the quality of life of existing and future residents. Access to employment, entertainment, education and recreational opportunities is abundant for Glendale residents. The city’s continued work to improve and enhance these amenities will further improve the quality of life for all.

The Wisconsin Department of Administration (DOA) created population and household projections for each jurisdiction within the state to assist communities with long range planning activities. The DOA projects the historic population trends from 1990 to 2010 to continue to 2040 with a projected population of 12,660, a decrease of only 212 people in 30 years (see Table 2).

Table 2: Glendale Population Projections

| Year | Population | % Change | Households | % Change |
|------|------------|----------|------------|----------|
| 2010 | 12,872 | -- | 5,815 | -- |
| 2015 | 12,940 | 0.5% | 5,967 | 2.6% |
| 2020 | 12,870 | -0.5% | 5,994 | 0.5% |
| 2025 | 12,710 | -1.2% | 5,966 | -0.5% |
| 2030 | 12,590 | -0.9% | 5,969 | 0.1% |
| 2035 | 12,710 | 1.0% | 6,067 | 1.6% |
| 2040 | 12,660 | -0.4% | 6,087 | 0.3% |

Source: Wisconsin Department of Administration 2013 Population Projections

Though the DOA projects a slight decline in the population over the next 30 years, it is anticipated that the number of households within Glendale will increase by 272 units, or 9 units per year. This growth provides for additional housing options or reinvestment in existing housing within the city. It is also anticipated that the average household size will continue to experience a decrease – expected to be 2.01 people per household in 2040.

The city should continue to monitor these forecasts and future population counts as actions are implemented and future planning occurs. This will ensure that adjustments can be made to accommodate a changing population.

Engaging the Public

Community input is a critical component of any visioning or long-range planning activity. These efforts help to identify the strengths and weaknesses of a community from the people who live in it each day. Major themes that emerge from these conversations can help to identify great amenities that should be capitalized and preserved or areas that can be improved. To inform the visioning process three primary activities were held, a strengths, weaknesses, threats and opportunities assessment, a community survey, and pop-up events. The results of each of these efforts is described within this section.

Visioning Committee

A Visioning Committee was developed to guide the development of the 2040 Vision. Members of the committee represented a cross section of the community, including elected and appointed officials, city staff, and engaged residents. The committee was tasked with guiding and advocating for the public process and the review of deliverables. The input from this group had direct links into the development of the vision and implementation actions.



Strengths, Weaknesses, Opportunities and Threats

A self-assessment of a community's strengths, weaknesses, opportunities and threats (SWOT) at the early stages of a planning process helps to identify focus areas that should be explored throughout the planning process. During the 2040 Vision process, two SWOT analysis exercises were completed, the first with city staff and the second with the Visioning Committee. This exercise was intended to identify aspects of the community that fit into one of the following categories:

Strengths: positive attributes, both tangible and intangible, that will help the city to achieve its vision.

Weaknesses: aspects of the city that could detract from achieving the vision or may require modification as the vision is pursued.

Opportunities: external factors that can be used to help achieve the city's vision.

Threats: external factors that create a risk for achieving the city's vision.

The two groups worked through these categories asking themselves what the city does well and what improvements are needed; discussing successful actions; and debating the influence of external factors. The results highlighted the great aspects of the City of Glendale along with areas for improvement. The combined results of both SWOT analyses is provided in Table 3. These findings helped to inform public engagement activities and the plan's implementation actions.

Table 3: Strengths, Weaknesses, Opportunities and Threats Analysis

| | Strengths | Weaknesses | Opportunities | Threats |
|----------------------------------|---|---|--|---|
| City Government/ Services | <ul style="list-style-type: none"> Quality of city services and infrastructure Stability within city departments. Historic knowledge. City reinvestments -Keep eyes open for possibilities City leadership Municipal partnerships – creating internal efficiencies Safety (Community/neighborhood) Perception is a factor Taxes Snow Plows Police and fire departments/Safety Services City leadership and city staff departments - Responsive | <ul style="list-style-type: none"> “We’ve always done it that way” Municipal code needs updating Tax levy limits – Challenges for maintaining infrastructure and services Change that does not benefit the community | <ul style="list-style-type: none"> Activity collaboration with existing city resources Providing a format for conversation and debate | <ul style="list-style-type: none"> Levy limits Changes in State Legislation and Guidance Inter-governmental agreements Valuation tied to TIFs and when we will receive money Act 10 - Reduction of local control Lack of State/Federal assistance |
| Land Use | <ul style="list-style-type: none"> Diverse and balanced land use | <ul style="list-style-type: none"> Lack of a true downtown or commercial district Vacant properties, Length of vacancy Physical barriers: I-43 – Milwaukee River, Community connectivity, Aesthetics (Interstate) Geography (Land locked) Built out Physical barriers | | <ul style="list-style-type: none"> Quality of available land |
| Parks and Trails | <ul style="list-style-type: none"> Parks-Recreational Golf courses Trails Green spaces <ul style="list-style-type: none"> Value being outdoors Recreation Many Components Yards/useable space | | <ul style="list-style-type: none"> Rails to trails if opportunity presents itself (E/W connection) Whitefish Bay trail extension to park Maslowski Park - Events Dog park Provide options for animal owners | |
| Transportation | <ul style="list-style-type: none"> Access management along Silver Spring Crime reduction (Crestwood) | <ul style="list-style-type: none"> Better connectivity: Vehicular, trails, transit, etc. Lack of sidewalk network <ul style="list-style-type: none"> Bike/pedestrian connectivity Safety (Wide intersections) Lack of signage: Wayfinding- local businesses | <ul style="list-style-type: none"> I-43 widening - Funding source for other improvements Mount Royal subdivision | <ul style="list-style-type: none"> I-43 (Congestion/impact to local system) Increased traffic speeds <ul style="list-style-type: none"> Roads under other jurisdictions Lack of transit |

| | Strengths | Weaknesses | Opportunities | Threats |
|---------------------------------------|---|--|--|---|
| Community Cohesion | <ul style="list-style-type: none"> Diversity (racial/economic) Rural feel Diversity Attract diverse residents History | <ul style="list-style-type: none"> Diversity (i.e. Housing affordability and resulting neighborhoods) | <ul style="list-style-type: none"> To build community <ul style="list-style-type: none"> Festivals and events Local businesses (Brick Pub & Grill) Farmers markets Block parties- Sense of community | <ul style="list-style-type: none"> Proximity to challenged neighborhoods Results of dam decision and divide in community (polarized) Impacts of changes to surrounding neighborhoods Not as unified as a city Address needs of different areas |
| Natural Resources | <ul style="list-style-type: none"> River | <ul style="list-style-type: none"> Environmental concerns - Landfills | | |
| Economic Development | <ul style="list-style-type: none"> High employment <ul style="list-style-type: none"> Regionally Business environment <ul style="list-style-type: none"> Bayshore Local businesses Corporate headquarters Investments in community Sprecher Johnson Controls | <ul style="list-style-type: none"> Tourism Downtown is also a regional destination | <ul style="list-style-type: none"> Capitalize off Milwaukee Development <ul style="list-style-type: none"> Jobs growth in the city benefits Glendale Demand for Single Family Bayshore <ul style="list-style-type: none"> Northend, Mixed-use, should always be evolving Business/trail Connections Vision to help us grow/evolve Attracts people and businesses | <ul style="list-style-type: none"> Internet impact on shopping and office demand Bayshore not evolving Success of businesses We have to grow/develop Jobs for our youth that haven't been created yet |
| Region | <ul style="list-style-type: none"> Proximity to downtown <ul style="list-style-type: none"> Interstate connectivity Proximity - 5 minutes from everywhere | <ul style="list-style-type: none"> Downtown is also a regional destination | <ul style="list-style-type: none"> More partnerships with North Shore More partnerships with Milwaukee | <ul style="list-style-type: none"> Decline of neighboring communities What's good for other areas (North Shore/ Milwaukee) comes at Glendale's expense |
| Schools and Community Services | <ul style="list-style-type: none"> School system Schools Library Families doing things together | <ul style="list-style-type: none"> Opportunities for youth Recreation opportunities – Lack of programs | <ul style="list-style-type: none"> Partnerships to provide programming for teens and families Utilizing community (city) spaces Opportunities for development Industrial areas | |
| Housing | <ul style="list-style-type: none"> Housing affordability (housing stock diversity (to 1980)) Affordable housing compared to other North Shore Communities | <ul style="list-style-type: none"> Diversity (i.e. Housing affordability and resulting neighborhoods) | <ul style="list-style-type: none"> Age of housing stock and redevelopment opportunities Housing stock turnover – young families into community <ul style="list-style-type: none"> Are we meeting needs? Walkable neighborhoods - Commercial | <ul style="list-style-type: none"> Potential decline in real estate market |
| Resident Perception | | <ul style="list-style-type: none"> Perception of Bayshore and its crime | <ul style="list-style-type: none"> Generally positive perception | |

Figure 8: What are the two most positive attributes of Glendale?

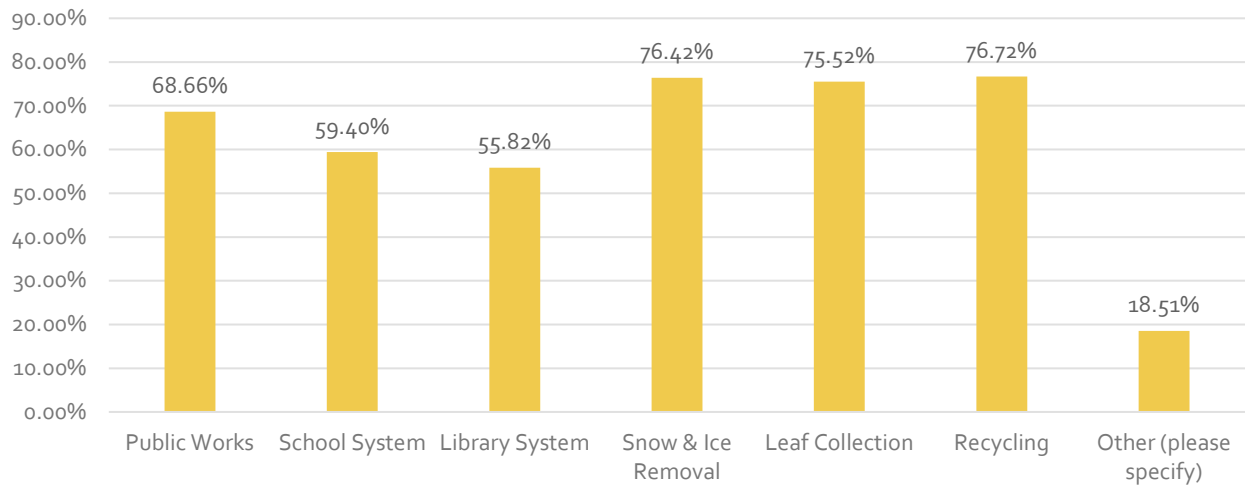


When asked to provide one word to describe Glendale’s future, the top responses included: **Bright**, **Promising**, **Progressive**, **Hopeful** and **Positive**. These responses provide a very positive outlook for the community directly from its residents. Many respondents indicated that they see their community continuing to grow and evolve in the future, describing the future as *limitless*. However, other respondents were tentative or unsure of the community’s future, using words such as questionable or uncertain to describe its future.

Services

The quality of city services was highlighted throughout the public process. When asked to identify services that residents appreciated in the community, snow and ice removal; leaf collection and recycling were ranked among the highest (see Figure 9). Overall, a majority of the survey respondents appreciate all of the identified services. The city’s Police Department and North Shore Fire were also highlighted by many as appreciated and high-quality services. Their focus on crime prevention and quick service is valued by many residents. Additionally, many respondents spoke highly of access to and responses from city staff and elected officials.

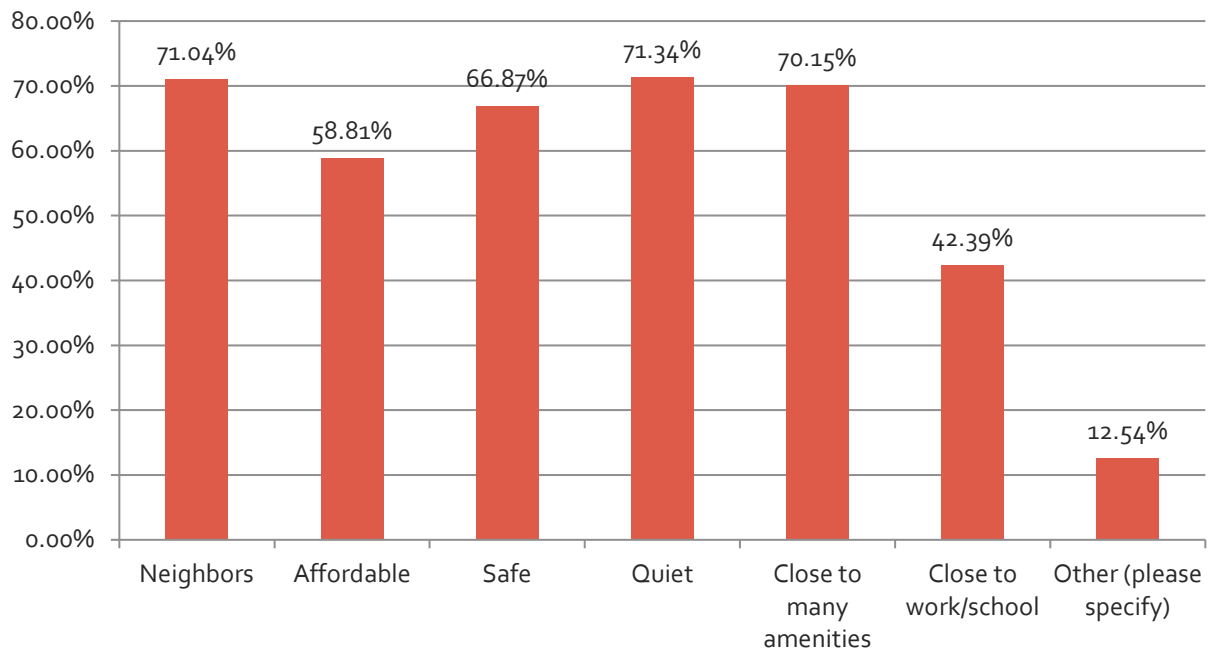
Figure 9: What services do you appreciate in Glendale?



Community Characteristics

Many of the survey questions aimed to identify positive and defining characteristics of the city and its neighborhoods, which assist in the identification of elements that should be preserved or enhanced in the city’s future vision. When asked about the favorite characteristics of their neighborhood, respondents identified quiet and neighbors as the top responses (see Figure 10). The access to amenities and safety of their neighborhoods also ranked high among responses. Respondents specifically identified access to natural resources and parks within the “other” responses.

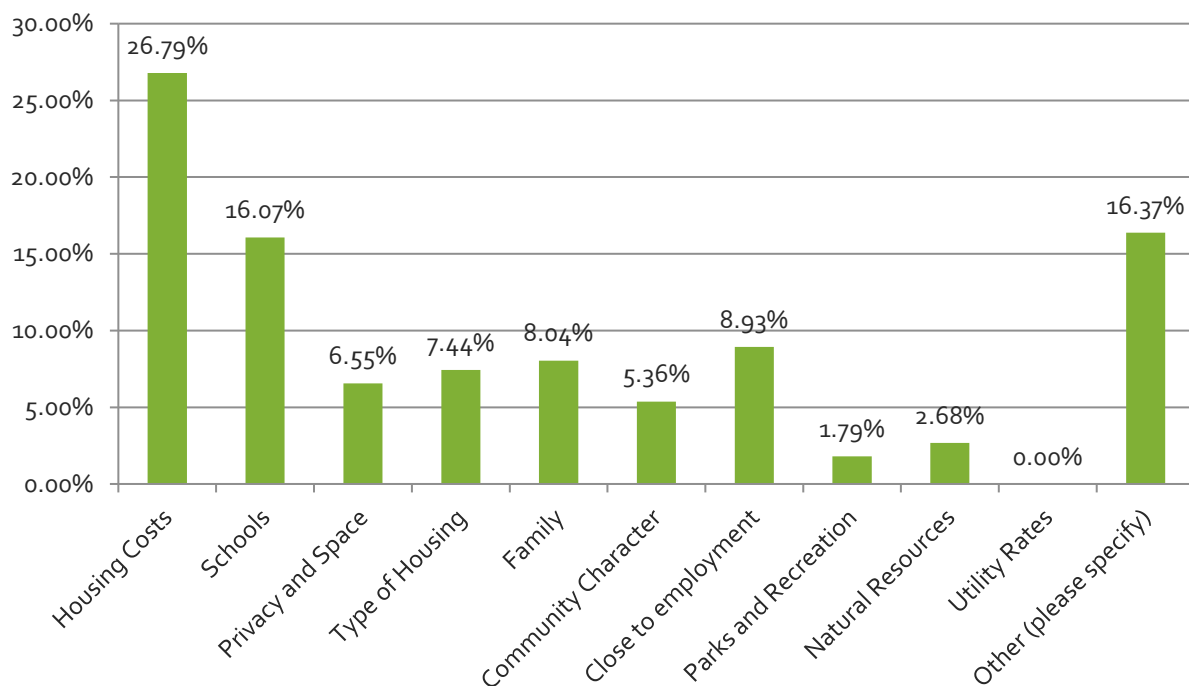
Figure 10: Favorite characteristics of your neighborhood



When asked to identify the defining characteristics of the community as a whole, respondents identified similar qualities of their individual neighborhoods. Top characteristics included friendless of the community, integration of green space, location and convenience, quality schools, and a quiet and smaller community. These responses support the high quality of life for Glendale residents and identify characteristics that should be preserved in the future vision.

When asked to identify their top reason for choosing to live in Glendale, respondents identify housing costs as their top response. Schools, close to employment, and family followed as the other top responses (see Figure 11). Many respondents identified other as their response, commenting that multiple factors play into their choice to make Glendale their home. This solidifies that the city is doing well on multiple faucets and residents are aware of it.

Figure 11: Why do you choose to live in Glendale?



Town Center

A component of the city’s previous vision plan was the identification of a Town Center within Glendale. A question was asked within the survey to understand respondents’ perception of any existing town center. Many respondents identified Bayshore as the town center, highlighting its plaza and fountain. However, others noted that Bayshore serves as a commercial destination, not a town center. Additionally, many respondents noted that there is currently no defined town center, but desired one to be established. Others identified government building and parks as town centers, including: City Hall, Kletzsch Park, Police Department, Nicolet



High School and the Milwaukee River Parkway. These responses may warrant additional efforts to truly identify the city's desired town center and how it should be developed and marketed as such.

Pop-Up Events

Pop-up events were used to interact with community members and gain input for the planning process. These events are designed to meet people where they are, rather than asking people to dedicate time for an event specific to the engagement process. By attending existing community events, we were able to interact with people for a brief time who were already engaging in other community activities. The Christmas Tree Lighting Celebration and a High School basketball game and swimming meet were attended as pop-up events. In each occasion, a table with various engagement activities was set up to provide an opportunity for residents to provide their input for the community. Participants were asked to identify how they would describe Glendale to others, identify what amenities or services they wish Glendale had, and locate their favorite place within the community.

The input received at the pop-up events mirrored the input received from the community survey. When asked to provide one word that could be used to describe Glendale to others, many participants used **diverse**, **friendly**, and **safe**. Other responses included quiet, fun, fantastic, small, tight-knit, calm, cohesive, and lots of car dealerships. Many of these responses were also identified as top responses in the community survey.

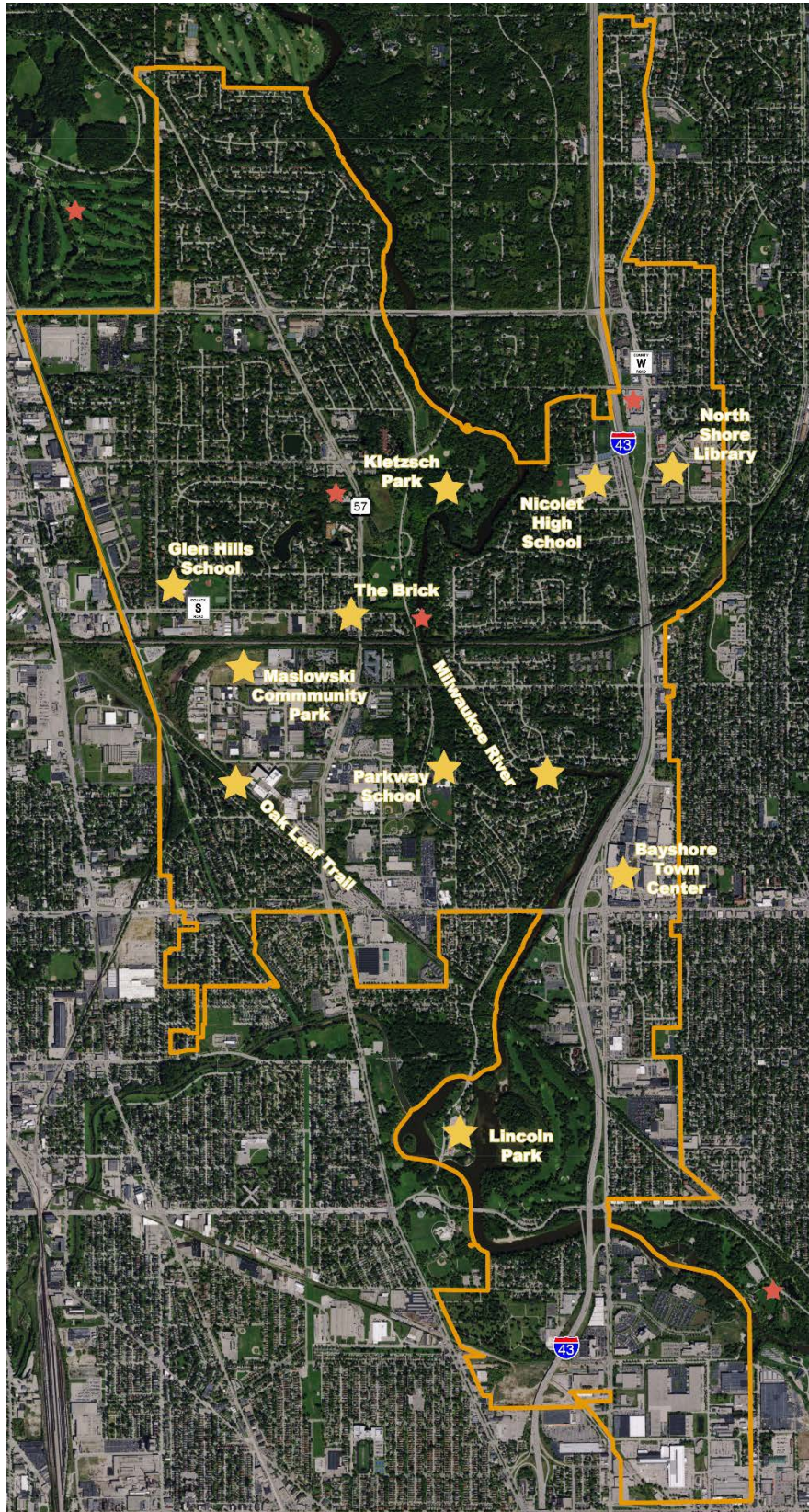
When asked to identify elements that participants wished Glendale had, the top responses included more teen friendly activities, more restaurants, and more recreational activities. These responses highlight the community's focus on a family friendly environment with access to diverse activities.

Top priorities or amenities for participants included safety, parks, and housing. Other priorities included access to nature and recreational activities, a clean environment, and youth activities.

Participants were also asked to identify their favorite place to visit within the city as an activity at the pop-up events. Many responses focused on retail centers and parks within the community. Figure 12 highlights the favorite places identified at the pop-up events and the community survey.



Figure 12: Favorite Places in Glendale



Future of Glendale

Glendale residents have a bright outlook for the future of their community. They identify with the positive aspects that should be preserved and enhanced, while understanding elements that can be improved upon while working towards a shared vision. The review of the input gathered during the community engagement process allowed for the development of a 2040 Vision for Glendale. Key themes were also identified as the most relevant aspects for the future of the community.

Glendale 2040 Vision

A community's vision provides a roadmap to guide future decision making based upon the values and input of its residents. The input gathered during the public engagement phase of the planning process was analyzed and used to develop a future vision for Glendale. The visioning committee used this information to create a vision that captured the positive elements of the community and allowed for continued evolution beyond 2040.

Areas of common support for both positive and negative aspects of the community were analyzed in the development of the vision and following key themes. The vision statement was derived in a manner to promote engagement for all community members to create a thriving, diverse and safe community that will continue to evolve and adapt for years to come.



Glendale 2040 Vision

Glendale will build upon its **history** as the community progresses into 2040. The city will **grow** and **evolve** as decisions are made and actions are taken to create a **thriving, diverse** and **safe** environment for current and future residents. **Participation** and **engagement** between the city and its residents will aid progress towards a shared vision, allowing for changes and modifications as new trends emerge. Efforts will be made to plan with purpose, followed by meaningful **implementation**. These planning efforts will benefit greatly from an engaged population, willing to participate in the planning process and the subsequent implementation. These efforts shall utilize a comprehensive view of all facets of the community to support a **balanced** and **bright future**.

Key Themes

The 2040 Vision provides an overall view of the community's future vision for its environment and community actions. To support this vision, key themes were identified to highlight specific direction and subsequent action steps that can be taken to achieve the vision.

In response to the input received throughout the planning process, eight key themes emerged. These themes represent elements or ideas that were repeated through many elements of the public engagement process. Focus in each of the eight areas by city staff, elected and appointed officials, and the public will help to provide comprehensive implementation of elements important to the future of Glendale.

Figure 13: Glendale 2040 Key Themes



These key themes identify areas that are tied to action steps that will help to achieve the 2040 vision. Each theme was developed in response to specific elements of the public engagement results, described below.



Future Focused

Glendale is a community that keeps its direction focused on the future, providing for the changing needs of residents, responding to external changes/opportunities, and collaborating with partners.

Throughout the engagement process, the access to the high-quality community services (e.g., city hall, police department, parks, etc.) was highlighted. As the community continues to grow into 2040, the desire to maintain this access and high-quality of services is desired. Additionally, the community hopes to expand the interaction with its residents, providing additional opportunities to engage the public through the decision-making process.

Glendale will continue to thoughtfully plan to achieve its vision and will act intentionally with improvements and actions. A determined planning process and meaningful engagement process will help the city to plan for the successful implementation of actions.



Open for Business

Glendale is a community that supports economic diversity and commercial development at many scales. The community's economic offerings provide retail options and employment for the city and greater region. The existing and family-owned businesses of the community are a major contributor to the community's identity.

Glendale's residents appreciate access to a variety of commercial opportunities and access to employment. The city will continue to support the economic diversity that contributes to the city's identity. A range of opportunities, from the large scale Bayshore Town Center to smaller family-owned businesses provide options for all. Glendale will continue to support a range of commercial opportunities and amenities throughout the community.



Vibrant Parks & Recreation Opportunities

Glendale is a community that enjoys diverse recreational opportunities, by capitalizing and building upon the existing park and trail system. The presence of existing natural features and regional parks systems provide opportunities that should be enhanced and promoted.

The parks and recreation opportunities are valued amenities for many Glendale residents. The variety of resources and activities available within the community provide something for everyone. The city will continue to support the development of a vibrant system, working closely with residents and partners to enhance and promote these resources. The recent development of Maslowski Community Park is a shining example of efforts within this key theme.



Engaged Community

Glendale is a community that values the opinions and involvement of its diverse population. The community will continue to provide and enhance opportunities to engage residents through the civic process.

An understanding of the needs and desires of community members is a key component of protecting a community's high quality of life. The City of Glendale values the opinions of its residents and encourages involvement at all scales. As the community looks to implement its vision and thoughtfully plans for the future, it will strive to engage as many residents as possible.



Partnerships

Glendale is a community that works collaboratively with its industry partners. The employment sector is a key component of the city's framework, and partnerships to support growth and sustainability are important to the future.

The employment sector of Glendale is an important element of the city's identity. Key industries within Glendale provide jobs for community members and the greater region. Industries are member of the community and should be included within the planning process just like residents. The city will continue to strengthen relationships with industries and will support ways to create a shared vision.



Connected Communities

Glendale is a community that supports a connected community and active neighborhoods. Every community member plays a role in the identity of the city and should have the opportunity to share and connect with others.

Glendale residents identify with their neighborhoods and friendly neighbors. The city will continue to support the development of a sense of community throughout each of its neighborhoods. This can be promoted through community events and neighborhood social group development. These events provide an opportunity for residents to connect with each other and celebrate aspects of the community.



Sense of Glendale

Glendale is a community of diverse opportunities and activities. While part of the North Shore region, Glendale has its own identity that is supported by its residents and businesses.

A strong sense of place is created by characteristics of a community or place that are easily identified by residents and visitors and contribute to its identity. For example, Door County, Wisconsin has a strong sense of place as a recreation and nature designation, known for its long shoreline and multiple parks. The City of Glendale contributes to the sense of place of the North Shore and Milwaukee suburbs. However, the community will continue to develop a “Sense of Glendale”, creating a sense of place specific to Glendale. This identity can be used to promote the city to potential residents, visitors, and businesses.



Invest in the Future

Glendale is a community that invests in its future generations. With 20 percent of the community under the age of 19, it is important to support the city’s future populations and their changing needs.

Glendale recognizes that its future lies in the hands of its youth and efforts should be made to invest in its future. The community will continue to engage its younger demographic throughout the planning process, assisting in the identification of changing needs and ideals that may affect the long-range planning process. Continued efforts to support the high-quality education system can be enhanced with exploring additional programs and offerings for students.

Future in Action

The identification of a future vision provides a solid foundation for the city to look towards. However, it is identification and implementation of action steps that will direct the city to achieving this vision. The strengths and weaknesses identified by residents provides areas where the city can take action to preserve or improve element of the community.

The action items identified throughout the planning process are tied to each of the eight key themes. In some cases, actions included within one area are supported or duplicative of actions in another area. This supports the comprehensive view of the community, highlighting areas of emphasis in the future. Implementation efforts for each of these actions will help the city as it moves towards its 2040 vision.

The following tables organize implementation measures and action items derived from the planning process that can help to achieve the 2040 vision. The implementation measures define the step or outcome that should be taken. The corresponding on-going and future action steps are specific items that can be acted upon to implement the measure. Finally, responsible agencies and entities are identified for each measure. This is not intended to be a comprehensive or all-encompassing list of agencies, as it will take the involvement and support of many to actualize these measures.

The city should regularly review these implementation measures and action steps to ensure continued progress is being made. As actions are completed, the table can be updated to reflect next steps and actions needed to achieve the vision.





Future Focused - Glendale is a community that keeps its direction focused on the future, providing for the changing needs of residents, responding to external changes/opportunities, and collaborating with partners.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|--|---|--|--|
| Maintain and continue to develop interagency cooperation and partnerships. | Continue to foster existing relationships and partnerships with governmental agencies and enterprises. | Create partnerships and working groups with other governmental agencies or private groups to achieve various actions. | All departments and commissions |
| Be mindful of the impacts to all levels of the city as decisions are made (neighborhood to regional impacts). | Consult the city's Comprehensive Plan and other planning efforts to consider the long-range impacts of actions. Include public participation when applicable. | Consider both internal and external factors as decisions are made to increase support or to benefit actions. | All departments and commissions |
| Maintain open communication and collaboration between staff, boards and community members. | Continue with current practices regarding open communication between all entities, supporting the needs of the community. | Provide multiple opportunities to include the community in the decision-making process. | All departments and commissions, residents |
| Participate in long-range planning efforts to provide direction for the future of the community. Be thoughtful and intentional with identified improvements. | Continue to update long-range planning efforts as needed. Utilize the public process to examine concepts and proposed improvements. | Update the city's Comprehensive Plan. Include emphasis on identifying potential redevelopment areas and the creation of placemaking. | All departments and commissions |
| | | Review and update the Municipal Code to respond to current trends and community needs. | |
| Encourage engagement from multiple sources throughout planning processes. | Continue to provide opportunities for the public to interact with the civic process. | Consider the expansion or creation of committees and boards within the city to allow for additional resident participation. | All departments and commissions |
| Participate in and monitor regional and State-wide planning activities and legislative changes. | Collaborate with regional partners during planning efforts. | Monitor planning activities and actively participate when warranted to direct Glendale's future. | All departments and commissions |
| Consider the needs of an aging and diverse population. | Continue to consider the needs of all residents through all community systems. | Consider the impacts to and results to various demographics throughout the implementation of actions. | All departments and commissions |



Open for Business - Glendale is a community that supports economic diversity and commercial development at many scales. The community’s economic offerings provide retail options and employment for the city and greater region. The existing and family-owned businesses of the community are a major contributor to the community’s identity.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|--|--|---|---|
| Promote economic diversity throughout the community. | Continue to support economic growth within the city through program support and land use planning. | Explore development incentives and programs to spur growth and redevelopment as needed. | Administration, Community Development, Public Works, Common Council |
| Support small and family-owned businesses. | Continue to support and foster economic growth at all scales. | | Administration, Community Development, Public Works, Common Council |
| Consider the development of special events that support economic development within the community, such as weekly a Farmers’ Market. | Support special events and community festivals within Glendale. | Explore the implementation and structure for incorporating commercial opportunities into existing events. | Administration, Common Council |
| | | Explore the creation of special events that focus on economic development and commercial activity within the community (i.e., Farmers’ Market). | Administration, Common Council |
| Support business development at all scales within the community. Explore programs and techniques for business development. | Continue to support and foster economic growth at all scales. | Consider the development or foster support for the development of a Maker’s Space or shared entrepreneur office space. | Administration, Common Council |
| Monitor connectivity and access to commercial opportunities throughout the community for all residents. | Continue to support economic growth throughout the community. | Ensure access to and diversity of commercial opportunities throughout the community and growth and redevelopment occurs. | Administration, Community Development, Public Works, Common Council |



Vibrant Parks & Recreation Opportunities - Glendale is a community that enjoys diverse recreational opportunities, by capitalizing and building upon the existing park and trail system. The presence of existing natural features and regional parks systems provides opportunities that should be enhanced and promoted.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|---|--|---|---|
| Increased access to active transportation options. | Continue to provide and plan for all modes of transportation. | Study access, mobility, and connectivity options for bicyclists and pedestrians through the community for both transportation and recreational use. | Administration, Community Development, Public Works, Common Council |
| Increase public involvement within the park system to promote park use and maintenance. | Promote participation in existing boards, commissions, and festival committees. | Consider the development of a Friends of Maslowski Community Park group to promote and enhance park activities and involvement. | Administration, Community Development, Public Works, Common Council |
| | Promote membership and involvement with the Friends of Kletzsch Park group | | |
| Monitor sidewalk standards to provide mobility options. | Continue to provide and plan for all modes of transportation. | Regularly review and update sidewalk and on-street bicycle facility policies and design standards to meet needs. | Administration, Community Development, Public Works, Common Council |
| Provide a variety of recreational opportunities within the community. | Continue to monitor park use and recreational needs. | Study the need for and pursue improvements to recreational facilities. | Administration, Community Development, Public Works, Common Council |
| | | Consider the development of a Comprehensive Outdoor Recreation Plan to catalog existing park facilities and identify future needs and improvements. | |
| Preserve the quality of and access to natural resources throughout the community. | Identify and mitigate the impacts to natural resources during the development process. | Promote efforts to highlight and preserve natural resources within the community. | All departments and commissions |



Engaged Community - Glendale is a community that values the opinions and involvement of its diverse population. The community will continue to provide and enhance opportunities to engage residents through the civic process.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|--|--|---|---|
| Promote community engagement throughout all aspects of the civic process. | Continue to include resident participation through the decision-making process. | Increase opportunities for public participation through planning processes. | All departments and commissions |
| Create opportunities to involve the public in the planning process through the establishment of engagement groups. | | Consider the development of individual community engagement groups designed to focus on a specific topic. These groups can help to identify improvements or additional needs for a variety of community systems (i.e., parks, utilities, etc.). | All departments and commissions |
| Foster opportunities to build pride in the community by including the community in the decision-making process. | Include member of the public within planning activities. Maintain open lines of communication through public hearings and office hours to voice concerns and discuss issues with the public. | | Administration, Common Council |
| Create a safe and welcoming environment for current and future residents and visitors of the community. | Continue to provide quality police and emergency services within the community. | Work with the Police Department to plan for and provide a safe community while addressing crime prevention. | Administration, Common Council, Police Department |
| Embrace diversity within the community, including the diversity of residents, businesses, and recreation. | Continue to include all residents throughout the planning process. | Promote diversity throughout the decision-making process. | All departments and commissions |



Partnerships - Glendale is a community that works collaboratively with its industry partners. The employment sector is a key component of the city’s framework, and partnerships to support growth and sustainability are important to the future.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|---|--|--|---------------------------------------|
| Create partnerships with current and future industries to promote economic development and success within Glendale. | Continue to collaborate with existing and future industries to identify partnerships. | Encourage larger partnerships with industries in the community to work together to improve economic development and sustainability within Glendale. | Administration, Community Development |
| Assist with employee retainment and attraction for local industries through the provision of services and amenities within the community. | Continue to conduct long-range planning activities and implementation to provide a high-quality of life for employees. | Partner with industries to identify employee retainment and attraction needs within Glendale. | Administration, Community Development |
| Highlight the skilled professions within the community and promote pride in skilled labor for future generations. | | Identify skilled labor professions within the community. Create opportunities to promote and showcase these skills. Work with the local educational system to spread awareness, education, and training in these specialized fields. | Administration, Community Development |



Connected Communities - Glendale is a community that supports a connected community and active neighborhoods. Every community member plays a role in the identity of the city and should have the opportunity to share and connect with others.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|--|---|--|--|
| Provide safe and interesting activities for the community's youth. | Encourage activities for all ages. | Develop partnerships with the school district and other youth agencies to encourage planned and organic activities for youth of all ages. | Administration, Common Council |
| Provide opportunities for the school aged population to gather and engage with community activities. | Provide community gathering spaces. | Explore the development or designation of a youth center within the community. Study the programming needs for all members of the community. | Administration, Common Council |
| | | Work with local partners to expand access to and hours of availability for safe youth gathering spaces that allow for a variety of activities. | |
| Foster a sense of community and neighborhoods throughout all areas of the community. | Encourage the establishment of neighborhood groups and sense of community. | Foster the development of neighborhood social groups through neighborhood events and offerings. | Administration, Common Council |
| Provide opportunities for the community to gather together and celebrate activities and events. | Continue to hold community wide events and community spaces (i.e., 4 th of July and Maslowski Park). | Identify opportunities to expand current events or hold new community events throughout the year. | All departments, commissions and residents |
| Strive to improve connectivity throughout the community, both socially and physically. | Continue to provide community events and efforts to bring residents together. | | Administration, Community Development, Public Works Common Council |
| | Continue to identify opportunities to connect the community through transportation options. | Strive to improve connectivity and wayfinding throughout the community as improvements are made and developments completed. | |



Sense of Glendale - Glendale is a community of diverse opportunities and activities. While part of the North Shore region, Glendale has its own identity that is supported by its residents and businesses.

| Implementation Measure | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|---|---|---|---|
| Promote and highlight defining community characteristics that will promote the Sense of Glendale. | Continue to promote Glendale’s brand and tagline throughout all city created products. | Monitor the city’s defining characteristics and find ways of promoting the sense of place within Glendale and the greater region. | All departments, commissions and residents |
| | Continue to enforce design standards and community features through development and redevelopment projects. | | |
| Identify and promote the identity of the community through improvements and events. | | Promote Glendale’s identity when making improvements to city infrastructure and hosting community events. | All departments, commissions and residents |
| Define the location and function of a communal town center for the city that mimics the community’s identity and is supported throughout the community. | Continue to explore potential locations and functions of a Town Center, particularly in the city’s core. | Define the location(s) of a Town Center and promote its location as such within the region and community. Define appropriate programming and events to support the Town Center concept. | All departments, commissions and residents |
| Work within the region to promote Glendale and its offerings and identity. | Continue to promote Glendale’s offerings and participating in regional planning efforts. | Promote Glendale’s improvements and activities at a regional scale. Ensure that defining characteristics are included in branding efforts. | Administration, Community Development, Common Council |



Invest in the Future - Glendale is a community that invests in its future generations. With 20 percent of the community under the age of 19, it is important to support the city’s future populations and their changing needs.

| Action | On-going Action Step | Future Action Step | Responsible Agencies/Entities |
|--|--|--|---|
| Collaborate with colleges and universities to provide programs and opportunities for high schoolers. | | Work with Nicolet High School, industry partners, and college/universities to identify programs and opportunities for high school students to advance career planning. | Administration, Common Council, School District |
| Monitor social and academic needs within the schools and make improvements as needed. | Continue to collaborate with local schools to address community needs. | Collaborate with schools and community residents to identify improvements and long range needs to enhance social and academic offerings within the community. | Administration, Common Council, School District |
| Be identified as the top school system in Wisconsin. | Continue to partner with the Glendale-River Hills School District. | Collaborate with the school district to support improvements and advancements within the school system. | Administration, Common Council, School District |
| Create and expand youth programs and activities within the community. | Continue to provide programs and activities for all ages within the community. | Expand the programs offered for school aged populations, including programmed and organic offerings. | Administration, Common Council, School District |
| Promote the participation of the school aged population in the civic process. | Continue to encourage all levels of participation in civic actions. | Consider the inclusion of a youth representative on various committees and groups. | All departments and commissions |
| Monitor housing availability and affordability as demographics change within the community. | Continue to monitor the regional housing market and local housing needs of Glendale. | Explore housing and redevelopment programs to supply housing needs for a changing population. | Community Development |

Conclusion

Glendale’s 2040 Vision and Implementation Plan should be considered as fluid statements that can be adapted and changed to respond to a changing community. As steps are taken towards the future vision, the city should celebrate its successes and identify next steps to continue working towards the future. Continued collaboration and engagement with city staff, elected and appointed officials and the public will aid in the successful implementation of the vision.



Glendale 2040 Vision

Glendale will build upon its **history** as the community progresses into 2040. The city will **grow** and **evolve** as decisions are made and actions are taken to create a **thriving, diverse** and **safe** environment for current and future residents. **Participation** and **engagement** between the city and its residents will aid progress towards a shared vision, allowing for changes and modifications as new trends emerge. Efforts will be made to plan with purpose, followed by meaningful **implementation**. These planning efforts will benefit greatly from an engaged population, willing to participate in the planning process and the subsequent implementation. These efforts shall utilize a comprehensive view of all facets of the community to support a **balanced** and **bright future**.

