

Glendale 2021-Our Vision



Report of the City of Glendale Visioning Committee

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Adopted by the City of Glendale Common Council on September 24, 2001

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SECTION 1.

Glendale 2021:Our Vision

In 2021, the citizens of Glendale have much to be proud of: their community is recognized as a model by urban planners, the economy of the community is thriving, the sense of community is strong and continues to build, and civic and neighborhood pride is a hallmark of Glendale.

Peaceful, stable and safe neighborhoods, most with very suburban environments, have mature trees and well-maintained homes. Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in “their” neighborhood. Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds giving residents a “country feel” just a few minutes from the center of metropolitan Milwaukee’s downtown.

Convenient and varied shopping abounds in Glendale led by a thriving Bayshore shopping area which is a regional destination. Upscale boutiques and restaurants in well designed groupings invite residents and travelers to stroll and gather along distinctive flower-adorned walks and enjoy a “European” style marketplace environment with fountains, benches, public art and sidewalk cafes. The City’s signature street lighting, City banners, markers, paving and public plaza add a distinctive character to the Glendale Centre, a mixed-use area along North Port Washington Road and West Silver Spring Drive.

The Milwaukee River is another focal point in the community. It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature. An extensive system of green corridors, biking/walking trails and river walkways join the community’s neighborhoods, the City’s recreation center, commercial areas and Milwaukee County’s Oak Leaf Trail system, all adding to Glendale’s quality of life.

The area's mix of quality commercial architecture, site planning, landscaping and tasteful commercial signage blend well together to provide great visual interest without monotony.

A diverse economic base of single-family residential and commercial/industrial development provides a strong tax base which Glendale citizens enjoy while getting a great value for their tax dollar. The community is particularly attractive to families. Children benefit from the area's high quality schools and educational opportunities from grade schools to college all right within the community.

Citizens enjoy top quality and highly responsive police, fire and emergency medical services. Municipal services and the City's water system are also of top caliber.

Glendale residents treasure their green space. Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the suburban environment and providing buffers where business and residential areas come together. County parks, neighborhood City parkettes and scenic parkways provide an added opportunity for residents to appreciate and experience nature. Community, ethnic and neighborhood festivals add a unique flair to the community's quality of life.

Over the years, development and redevelopment have made Glendale a much richer community with a wealth of vital business and industrial parks. And Glendale continues its programs to revitalize itself with its use of creative financing and progressive planning and development.

Glendale is recognized as a friendly community with lovely neighborhoods, low crime and a high quality of life. Glendale citizens feel part of and are proud of "their" community, which is considered the "gem" of the North Shore.

SECTION 2.

Introduction

Why do a Vision?

The rationale for conducting a Visioning process began with a motion made at the Glendale Common Council when the Council commissioned the Visioning study. The immediate value of the process is found in the combination of dollars expended by the Glendale Common Council for the study, the countless hours of work by the Visioning Committee and the existence of the Vision document as a guideline for planning and action based on the citizens' wishes. The true value of the process will only be realized by future residents of Glendale. Only they will reap the benefits of quality neighborhoods, community awareness and identity, green space and the other attributes of the Vision.

Who got involved?

In reality, all residents of Glendale and the Glendale business community had the opportunity to participate in the Visioning process through their ability to respond to the survey that was mailed to all residents and business operators. The process was introduced by Mayor R. Jay Hintze and approved unanimously by the Glendale Common Council. We had the benefit of participation of Glendale City staff members including: Richard Maslowski, City Administrator; Todd Stuebe, Director of Community Development and Planning; Mike Rambousek, Zoning and Planning Administrator; Jeff Fortin, Associate Zoning and Planning Administrator; and Mary Willis, Executive Secretary.

The Visioning Committee

The Visioning Committee consisted of 12 volunteers. They were: Barbara Ann Blackwell, Joseph Colacino, Bruce Cole, Dr. Jerome Cornfield, Kristine Jenson, Ilmar Junge, David Kramer, Timothy Malm, Judy Nenno, Alderman Bob Whitaker, Mayor R. Jay Hintze and the Glendale City staff members identified in the prior item.

The Consultant

Peter Maier and the staff of the Center for Urban Initiatives (CUIR) at the University of Wisconsin-Milwaukee assisted the Visioning Committee in developing the community forums, focus groups, conducting the survey and analyzing the survey results, formulating the vision and developing the plan of action to achieve the vision.

The Vision Development and Planning Process

Vision Committee member, Bob Whitaker, volunteered to serve as facilitator of the visioning and planning process and he drafted this document.

The Community Forums

Several hundred Glendale residents participated in the Visioning process through open community forums. Two forums were held in June of 2000 to obtain citizen opinions to provide overall direction for focus groups and the community survey. All residents were invited via mailed invitations to participate in the community forums. Residents were asked what they liked best about Glendale, what they would like changed and what concerns they had about the future.

The Focus Groups

Four focus groups were convened in September 2000 to address the same issues that were addressed by the Community Forums, but in greater depth

The Community Survey

During the first week of January 2000, a survey developed by the Visioning Committee was mailed to all City of Glendale property owners and business owners. A total of 5,324 surveys were mailed with a residential response rate of 36.5%.

Other Study Materials

Members of the Visioning Committee studied information provided by the City of Glendale City Administrator, Planning Department, the Southeastern Regional Planning Commission and the 2000 United States Census. This information included past and present demographic profiles, past and present planning and survey information, land use plans, zoning, signage ordinances, current planning information and other projections. The Committee also studied the visioning work of other communities. In addition, a visual study of the Port Road and Silver Spring business areas developed by the Glendale Planning Department was reviewed.

The Analysis

The forum results, focus group information, survey data, reports, projections and other research were shared with the Committee and discussed by the Committee at meetings over a nine month period.

The Vision

The Visioning Committee developed a Vision for Glendale that will serve as a guideline for future action, decision-making, policy-making and law-making in order to achieve the Vision. The “Vision Statement” at the beginning of this report is the heart of this report. The section titled “Taking Action: Achieving Our Vision” provides direction that is necessary to achieve the vision.

In the Spirit of Integrity

The Visioning Committee worked very hard to maintain the integrity of the survey results and follow the desires of the citizens of Glendale as expressed in the survey. While there was a wide diversity of opinions on some issues, the Committee ultimately deferred to the survey results for final direction.

SECTION 3.

Where Are We Now?

Glendale Today

Population, Gender and Age

Based on the recently released data from the Census 2000 "Profile of General Demographic Characteristics: 2000", the population of Glendale stands at 13,367. The largest age group in the population is the 45 to 54 years group at 16.0%, followed by the 35 to 44 years group at 13.8%, the 65 to 74 years group at 10.5%, the 25 to 34 years at 10.4%, and the 75 to 84 years group at 9.5%. Females comprise 53.6% of the total population, males comprise 46.4%. The median age of the current population is 45.6 years. Population age information for 1990 and 2000 is tabulated below:

Population by Age Group

	<u>1990</u>	<u>%</u>	<u>2000</u>	<u>%</u>
Under 5 years	703	5.0	578	4.3
5 to 9 years	751	5.3	709	5.3
10 to 14 years	799	5.7	772	5.8
15 to 19 years	720	5.1	750	5.6
20 to 24 years	567	4.0	500	3.7
25 to 34 years	1,887	13.4	1,393	10.4
35 to 44 years	2,058	14.6	1,839	13.8
45 to 54 years	1,611	11.4	2,136	16.0
55 to 59 years	757	5.4	757	5.7
60 to 74 years	902	6.4	624	4.7
65 to 74 years	1,536	10.9	1,405	10.5
75 to 84 years	1,207	8.6	1,271	9.5
85 years and over	590	4.2	633	4.7
Total	14,088	100.0	13,367	100.0

Households and Family Relationships

Census 2000 reports that there are a total of 5,772 households in the City of Glendale, of which 3,517 are family households (families), and 2,255 are nonfamily households. Average household size is 2.20 persons, average family size is 2.84 persons. The 1990 Census reported the number of households at 5,495, with 2.40 persons per household, and 3,755 families (1,740 nonfamily households), with 2.95 persons per family. Even though the number of households increased by 277 (5,772-5,495=277), the number of families

decreased by 238 (3,517-3,755=-238), and the number of nonfamilies increased by 515 (2,255-1,740=515). The following tables summarize 1990 and 2000 Household types and population relationships:

Household by Type

	<u>1990</u>	<u>2000</u>
Total households	5,495	5,772
Family households (families)	3,755	3,517
With own children under 18 years	N/A	1,401
<i>Married-couple family</i>	3,241	2,887
With own children under 18 years	1,158	1,073
With no own children under 18 years	2,083	1,814
<i>Other family</i>	514	N/A
Male householder, no wife present	106	N/A
With own children under 18 years	31	N/A
With no own children under 18 years	75	N/A
Female householder, no husband present	408	476
With own children under 18 years	183	252
With no own children under 18 years	225	224
Nonfamily households	1,740	2,255
Householder living alone	N/A	1,938
Householder 65 years and over	N/A	934

Population Relationships

	<u>1990</u>	<u>2000</u>
Total Population	14,088	13,367
In family households	11,074	12,711
Householder	3,755	5,772
Spouse	3,240	2,887
Child	3,772	3,295
Grandchild	45	N/A
Other relatives	222	277
Nonrelatives	40	480
In nonfamily households	2,061	2,255
In group quarters	953	656
Institutionalized	953	572
Noninstitutionalized	0	84

Income

Census 2000 “Age and Income” data have not yet been published; however, Census data from 1990 reported 1989 median household income at \$40,602 and median family income of \$47,506. Assuming that income grew at the same rate as the Consumer Price Index (CPI) for Urban Wage Earners and Clerical Workers-Milwaukee Racine Area, median household income for the year 2000 would be at about \$56,107 and median family income would be at about \$65,647.

Residential Housing

City records indicate that there are 3,987 residential buildings in the City, of which there are 3,786 single-family homes, 11 condominium projects (606 dwelling units), 117 duplex buildings (118 rental dwelling units), 2 three-family buildings (4 rental dwelling units), 40 four-family buildings (120 rental dwelling units), 1 six-family (6 rental dwelling units), and 30 apartment buildings (1,326 dwelling units). There are a total of about 6,118 residential dwelling units in the City. Single-family residential comprises 95% of the residential buildings (64.4% of residential units), condominiums 0.3% of residential sites (9.9% of residential units), duplexes, three-family, four-family and six-family comprise 4.0% of residential buildings (4.0% of residential units), and apartment buildings (including senior housing and assisted living) comprise 0.75% of residential buildings (21.7% of residential units). Residential housing in Glendale is available across a full range of pricing, and remains affordable for most families.

Commercial/Industrial Base

Commercial and industrial land uses in Glendale comprise a significant component of the property tax base that supports the delivery of government services including, among others, City of Glendale services and public school education. For the year 2001, combined commercial and manufacturing contributed about \$13,450,000 (43%) of property taxes, while residential contributed about \$16,815,000 (57%). Maintaining and improving the viability of the residential, commercial and industrial components of the property tax base is important to the well being of the citizens of Glendale.

External Forces

Highways

One of the strengths of the City of Glendale, and a competitive advantage with respect to other cities, is its proximity to Interstate Highway “43”. Since its construction as a four lane divided limited access highway in the early 1960’s, the freeway (originally United States Highway “141”) fueled rapid commercial, industrial and residential growth in Glendale. Glendale residents perceive ease of access to the freeway and, in turn, the entire metropolitan area, as being important to their quality of life.

As suburbs and cities to the north continue to grow (Mequon, Cedarburg, Grafton, Port Washington, Green Bay), the freeway carries increased commuter and inter-City traffic volume. Over the years the Wisconsin Department of Transportation (WDOT), having jurisdictional responsibility for the freeway, has attempted to improve the freeway to safely accommodate the increased traffic volume. In recent years the WDOT has installed sound barrier walls, and reconstructed the West Silver Spring Drive interchange. Both projects resulted in controversy in Glendale, more specifically, the green color of the sound barrier walls, and the noise generated by “tined” (grooved) concrete pavement. Concerns pertaining to the freeway and future reconstruction include continued ease of access, the potential loss of further residential, commercial and industrial space, the aesthetic appearance of the freeway from surrounding lands, and noise.

Milwaukee Metropolitan Sewerage District

The Milwaukee Metropolitan Sewerage District (MMSD) is a state-chartered government agency providing wastewater services for 28 municipalities. With the exception of the City of South Milwaukee, the District’s 420 square mile service area includes all cities and villages located within Milwaukee County, and all or part of the adjacent municipalities located in Ozaukee, Washington, Waukesha and Racine Counties. MMSD’s mission statement is “to cost-effectively protect public health and the environment, prevent pollution and enhance the quality of area waterways”. Most importantly, MMSD conveys wastewater to wastewater treatment facilities and treats the wastewater before releasing the water to Lake Michigan. MMSD has also become active in flood abatement and, most recently, has proposed a “Surface and Storm Water” rules that would be effective January 1, 2002. Other MMSD activities include water quality research and laboratory services, operating household hazardous waste and mercury collection programs, and involvement in various environmental partnerships.

Concerns pertaining to MMSD include flooding, sanitary sewer back-ups, and the impact of the proposed “Surface and Storm Water” regulations on redevelopment initiatives in Glendale.

Tax Differences

Prospective home buyers consider and weigh many factors, including local property taxes, in deciding where to live. Glendale takes pride in maintaining one of the lowest local property tax rates in Milwaukee County. This has been accomplished without sacrificing the quality or quantity of local municipal services. Equalized tax rates for 2000 and 2001 are tabulated below:

Equalized Net Tax Rates

	<u>2001</u>	<u>2000</u>
Glendale	26.02	26.35
Bayside	28.31	28.61
Brown Deer	28.05	27.71
Fox Point	26.70	27.35
River Hills	27.18	27.80
Shorewood	29.02	30.11
Whitefish Bay	24.89	26.91
Milwaukee	28.39	26.52
Cedarburg	20.78	21.75
Germantown	21.71	22.70
Grafton	21.14	20.42
Menomonee Falls	20.84	21.96
Mequon	17.83	19.41
Port Washington	21.18	21.35
Thiensville	21.74	23.08

State and Federal Funding

A portion of Glendale's operation and maintenance budget is funded from state shared revenue. Although the amount of state financial assistance is slowly declining on an annual basis, Glendale received \$1,923,232 in 2001. The majority of the state financial assistance, totaling \$1,004,100 in 2001, is in the form of transportation or road aids. The remaining categories are for utility taxes, tax exemption payments, expenditure restraint incentives and law enforcement training. Glendale receives no federal funding assistance for its operation and maintenance programs.

Glendale has benefited from several state and federal brownsfield grants; however, each year the grants have become more competitive as many other communities are now applying for the same grants. Finally, each year the City applies for and currently receives about \$44,000 (also declining over time) in Housing and Urban Development Community Development Block Grant funds that can be applied to projects that benefit low income areas, handicapped persons, and senior citizens.

SECTION 4.

A “Self” Audit

The community forums, focus groups and the survey provided a “self audit” of Glendale based on the citizens’ opinions. This “self audit” was based on what citizens liked best about Glendale, what they would like changed and what concerns they had about the future. This information formed a natural strengths/weaknesses analysis as a basis for the Visioning process. Based on citizen input and ranked in order of their preference, following is a list of common values, strengths and weaknesses.

Things Glendale Citizens Commonly Value

- Quality and response of police, fire and emergency medical services
- Quality of schools
- Convenience of location
- Value gained from the tax dollar
- Stability of neighborhoods
- Walkable, safe neighborhoods
- Quality recreational opportunities
- Concern over appearance of public landscaping
- Concern over appearance of building design
- Proactive, efficient City government that is responsive to citizens

Our Strengths

- Convenient location and access
- Quality and response of police, fire and emergency medical services
- Quality and quantity of water supply
- Quality of public schools
- Quality of public services
- Sewer system
- Parks
- Mature trees
- Peaceful, safe friendly neighborhoods
- Quality of neighborhoods
- Suburban environment including lack of curbs and gutters
- Milwaukee River
- 4th of July celebration
- City property tax rate

Our Weaknesses

- Lack of sense of community identity
- Lack of action against poor residential property maintenance
- Lack of variety of upscale stores and restaurants
- Perception of crime
- Too many nursing homes
- Lack of young families
- Lack of City center
- Lack of policy to foster green space
- Poor appearance of some areas of City (South Port Road, Mill Road, South Green Bay Avenue)
- Low percentage of households with children
- Too much senior citizen housing
- Lack of features allowing residents to walk to stores
- Lack of continuity of streetscapes

SECTION 5.

General Direction: With No Special Action, Where Are We Going?

This section discusses what may happen in the absence of any attempt by the City to define and implement special actions that vary from actions that the City is already taking. While Glendale has various programs and actions underway, the existing programs and actions are not presented in a comprehensive format that allows citizens to perceive and understand the various programs and actions within the context of an overall policy framework.

The work of the City includes those activities related to assessing the value of real estate and personal property, collecting property taxes, and delivering essential local municipal services that are paid for utilizing those funds. Essential local municipal services include police protection, fire protection, public works, and City administration services.

Population and Families

The population of the City is impacted by new births, migration into and out of the City, and deaths. Glendale faces uncertainty regarding the population of young families with children. Based on the Census 2000, the over-60 year age group totals 3,933, or 29.4% of the total population of the City. The 25 to 34 year age group totals only 1,393, or 10.4% of the total population. As the over-60 year age group departs, there is uncertainty over whether or not the City will attract young families with children, or older age families without children; the concern being the declining enrollment of students in the local school districts and the impact that declining enrollment has on funding that is provided through the State of Wisconsin.

The migration of people into and out of the City may be impacted by the perceptions that potential residents have about the City as a place to live and raise families. Absent any special action by the City to attract a target age group such as young families with children, the overall population of the City will be driven by natural population attrition, the perception of Glendale as a place to live, and the motivation (based on perceptions) of potential buyers of existing homes as they become available in the residential real estate market place.

Taxes

As indicated in Section 3, in comparison to other North Shore communities, Glendale has maintained a relatively low property tax rate. The City has managed to deliver the essential local municipal services to citizens in an efficient, cost-effective manner. Over the past several years, the City has been proactive in the redevelopment of certain areas

of the City that were in a state of physical decline that threatened to spread to additional areas of the City. As the redevelopment project costs are repaid and the value of the new development joins the property tax base, the City will reap the rewards of a strengthened property tax base. However, even though the City has been proactive with respect to the economic development of the City, absent special action by the City in the form of ongoing targeted economic development, the property tax base may eventually deteriorate and, accordingly, for the same level of public services property taxes may increase by a greater amount than would have been expected from general inflationary pressures.

Housing Development

As a community that is substantially built-out, and given the existing zoning restrictions, the opportunities for new housing development have been limited. With the redevelopment initiatives that the City has undertaken in recent years, 165 units of senior housing were constructed (Silver Creek Village and Parkside Commons), and 100 additional units are approved (Parkside Commons). There have been 11 new single-family residential units constructed over the past three years. Absent any special actions on the part of the City to encourage or allow additional housing, there is little space available for housing development.

Commercial and Industrial Development

As recently as 1995, portions of the Glendale commercial and industrial base were blighted or appeared to be in a downward spiral. One of the major old-line industrial manufacturing areas, located south of West Hampton Avenue and east of I-43, was no longer contributing significantly to the local economy in terms of jobs, wages or property taxes. In the commercial area located along West Silver Spring Drive in the area west of North Sunny Point Road, commercial businesses operated in antiquated, deteriorated buildings, on properties containing contaminated soils. The City commenced to address the problems in the aforementioned areas and the projects, including the Estabrook Corporate Park, the Glendale Technology Center, and West Silver Spring Corridor Revitalization, have become important building blocks for the City. While there were disagreements over why the City should be proactive in economic development, what should be done, and how it should be accomplished, there has been little dispute that the results have been a significant positive contribution to the economic well being of the City.

As evidenced by the aforementioned redevelopment areas, in the absence of any special actions by the City, deterioration and decline may occur over time. Also, in the absence of a larger vision for the future of Glendale, City redevelopment projects are subjected to challenges of validity, particularly as to the first question of why the City is involved at all.

Green Space

For a built-out community lost green space is, for all practical purposes, irreplaceable. The City recently rezoned most of the identified remaining open space and green space, including the Milwaukee County owned park land, to C-1 Conservancy District. Absent any special action by the City, green space may not be preserved as an amenity for existing residents and future generations.

Watershed and Drainage

The bucolic Milwaukee River, along with its tributary streams and channels, serves multiple purposes including, but not limited to, storm water drainage, recreation, and provides natural areas. The Milwaukee River is a significant natural asset and amenity for Glendale citizens, businesses, and visitors, affording a unique setting for riverfront homes and offices, and affords opportunities to experience natural beauty and panoramic views along the river course through Glendale. Other water bodies and stream channels, such as Glendale Lakes and Crestwood Creek, provide attractive and serene natural backdrops for comfortable residential living. Absent any special action by the City, there would be little ability to plan for or implement basin or channel improvement and management programs.

Civic Involvement

Without active civic involvement, the residents of a City are disconnected from understanding the purpose, intent, and limitations of the actions taken by local government. Without an understanding of the purpose, intent and limitations of local government actions, it is difficult for citizens to support the means or ends of local government actions and, as a result, citizens will either criticize the actions (from many possible directions), or will reserve judgment until after the fact. This creates an opportunity for a relatively small segment of the population to potentially derail actions that would benefit the entire community. Where citizens have been afforded the opportunity to participate in the planning future actions, citizens will understand the purpose, intent, and limitations of the plan, broad-based support can be attained for the plan, and the criticisms of those that declined the opportunity to participate can be understood in that light. Absent any special action by the City, civic involvement will likely ebb and wane according to the informed or uninformed perceptions pertaining to whatever issue may be before the City at a given point in time.

Streets, Highways and Traffic

Glendale grew as a City side-by-side with improvements to the street and highway transportation network that serves the City today. The construction of I-43 (then USH 141), which commenced in the early 1960's, provided quick access from Glendale to

downtown Milwaukee, fueling the explosion of suburban density single-family residential, highway strip commercial, and post-1960 industrial development found in the City. By 1980, Glendale was largely a built-out community. In addition to I-43, major north-south streets and highways include North Green Bay Avenue and North Port Washington Road. North Milwaukee River Parkway provides for north-south movement within Glendale. Major east-west streets include West Silver Spring Drive and West Good Hope Road. West Mill Road, West Bender Road, and West Green Tree Road provide additional east-west connections.

Even though the Glendale residential areas are somewhat fragmented by the Milwaukee River, various railroad corridors, and the I-43 right-of-way, all of the residential areas have tremendous ease of access to I-43 and the other major north-south and east-west streets and highways.

Streets are built to allow people to move between different locations. Streets primarily carry automobile traffic, although other modes of transportation such as transit, pedestrian and bicycle should be accommodated. The volume of automobile traffic on a street generally depends on the nearby land uses, with the lowest traffic volume on local residential streets, the highest volume on arterial streets (freeways), and something in between on collector streets that gather traffic between local and arterial streets. Retail businesses seek locations that they perceive makes them relatively easily accessible to a population base that seeks to make purchases. Accordingly, retail enterprises are generally located on busy streets and, also, streets in commercial areas tend to be designed to accommodate the traffic volumes that retail land uses are likely to demand. The point being that traffic is essential and should be expected in some areas of a thriving commercial district. However, traffic and land uses need to be balanced and managed so that traffic will not exceed the safe capacity of the street.

Absent special actions by the City, the party with jurisdictional responsibility (Wisconsin Department of Transportation, Milwaukee County, City of Glendale) would likely maintain the streets under their respective jurisdiction with little consideration of impacts or issues that affect the interests of the other jurisdictions.

Crime

Based on the Glendale Police Department 2000 Annual Report, retail theft continues to be the largest contributor to the City crime rate. In the year 2000 there were 347 reported incidents of shoplifting. Also during 2000, there were no homicides and no reported sexual assaults. During 2000, a total of 789 arrests were made, of which 118 were repeat offenders and 671 were first time arrests. Absent any special action by the City, it would be expected that criminal activity would continue to fluctuate around existing levels. Absent any special actions by the City, physical decline or deterioration within any particular area of the City may result in increasing levels of criminal activity.

Home Maintenance (Code Compliance)

The City of Glendale currently has a code compliance upon change of ownership program under which at the time of sale, the property is inspected and, where code violations are identified, the property is required to be brought into compliance with the applicable code. The City also has a property maintenance code and minimum housing code, enforcement of which is triggered by citizen complaints, after which the property owner is contacted and the property is required to be brought into compliance.

SECTION 6.

Defining the Vision

Like most things involving public opinion, citizens involved in the community forums, focus groups and the survey had varying opinions on some subjects. However, for development of the Vision, the Visioning Committee focused on issues that received common support from the research.

Overall, the survey showed that with some exceptions, the majority of Glendale residents are pleased with the direction the City is moving. After a detailed analysis, the Visioning Committee felt that the key issues on the minds of residents were not structural in nature, but rather issues of direction and process. As a result, the Visioning Committee felt confident that the Vision and the desires of the citizens could be accomplished with the commitment of the Common Council, various commissions and boards and the City staff.

In order to focus the community's efforts on achieving the Vision, the Visioning Committee based its work on the common values, strengths and weaknesses identified in the community forums, focus groups and survey listed in Section 3. Once the Vision was complete and agreed upon, the Visioning Committee took on the task of providing actions that will dramatically improve the chance of achieving the Vision. The actions are designed to maintain the strengths and improve the areas of weaknesses using the common values as a guide.

During the initial efforts of the Visioning process in mid-2000, residents indicated that several issues, which had been prominent in their minds over the past several years, had been addressed by City government and were no longer perceived as stumbling blocks. These issues included:

- The ability of citizens to be heard and have a voice in government.
- The responsiveness of elected officials and City staff.

With these issues in the process of resolution, the Visioning Committee focused its efforts on the following key issues identified in the research:

Maintaining or enhancing:

- The quality and response of police, fire and emergency medical services
- The quality and quantity of water supply
- The quality of public schools (to the degree the City can)
- The quality of public services, City streets and common areas
- The City's sewer system and, to the degree the City can, the Metropolitan Milwaukee Sewerage District services to the City of Glendale
- Our own parks and, to the degree the City can, the Milwaukee county parks

- The trees on City land and, to the degree the City can, trees on private property
- The peacefulness, safety, friendliness and quality of our neighborhoods
- The suburban environment of our community
- The Milwaukee River, streams, creeks, ponds and lakes
- The 4th of July celebration and other neighborhood and ethnic festivals
- The value for the dollar of City property tax

Improving:

- The sense of community identity
- Residential property maintenance
- The variety of upscale stores and restaurants
- The amount and perception of crime
- Prohibiting additional nursing homes
- Increasing the number of young families
- Upgrading the City's shopping areas along North Port Washington Road and West Silver Spring Drive
- The strength of policies and actions to foster green space
- The appearance of areas of City including the south portion of North Port Washington Road, West Mill Road and the south portion of West Green Bay Avenue
- Increasing the percentage of households with children
- The features allowing residents to walk to stores
- The continuity of streetscapes

And, reducing:

- The percentage of non-owner occupied housing

SECTION 7

Taking Action: Achieving Our Vision

The Glendale of this vision requires a continuous commitment from elected officials, City staff, appointed members of boards and commissions and citizens as a whole. Achieving the vision will require difficult decisions that may not please all. And achieving the vision will also require enduring costs. However, we must not delay action due to cost, for delay will result in increasing costs, possibly to the point where the cost of achieving the vision is beyond reach. So, we must beware not to allow delays in action so as to make achievement impossible.

Achieving the vision will require action at all levels of government and the citizens. Elements of the Vision must be communicated to all departments, commissions and boards so that they can develop plans and carry out actions that will be in concert with the Vision. To that end, the following section of the Vision Report lays out components of the Vision followed by strategic actions that will assist in achievement of the Vision. The components are the paragraphs that make up the Vision.

SECTION 8-ACTION PROGRAMS

Vision Component 1

Peaceful, stable and safe neighborhoods (1.1) most with very suburban environments (1.2) have mature trees (1.3) and well-maintained homes (1.4). Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in “their” neighborhood. (1.5) Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds (1.5) giving residents a “country feel” (1.2) just a few minutes from the center of metropolitan Milwaukee’s downtown.

Actions Required

1.1 Peaceful, stable and safe neighborhoods

- 1.1A Focus police resources where problems exist.
 - 1.1A1 Increase police presence in problem areas.
 - 1.1A2 Develop a “tough on crime” reputation among those who want commit crimes.
 - 1.1A3 Strengthen the reputation of Glendale as a peaceful community with safe neighborhoods.
 - 1.1A3a Develop a communications program to reach key opinion leaders and audiences.
 - 1.1A4 Seek businesses that will not attract criminal activity.
- 1.1B Focus Crime-Watch and Block-Watch programs where problems exist.
- 1.1C Become more proactive in enforcing property maintenance codes.
 - 1.1C1 Educate public on property maintenance codes and how to report violations.

1.2 most with very suburban environments

- 1.2A Retain the elements of suburban environment including larger lot sizes than most area suburbs and a lower density of homes.

- 1.2A1 Maintain a population of approximately 14,000.
- 1.2A2 Retain the suburban environment without sidewalks, street lighting and curbs unless residents desire those amenities.

1.3 with mature trees

- 1.3A Develop a “Tree City” plan.
 - 1.3A1 Adopt a “tree of the City” (Oak, Maple, etc.)
 - 1.3A1a Have City staff and Beautification Committee select a variety.
- 1.3B Develop a program to provide trees to residents at discounts including “City tree.”
 - 1.3B1 Develop a cooperative program with financial incentives.
- 1.3C Develop a plan so all streets are edged with trees.
- 1.3D Expand City’s program of tree planting on City land (along streets and common areas).

1.4 and well-maintained homes

- 1.4A Review codes to make sure that property maintenance codes will promote well maintained homes.
 - 1.4A1 Strengthen code enforcement by developing routine follow-up procedures.
 - 1.4A2 Include business and commercial in property maintenance codes.
 - 1.4A3 Make codes more stringent.
- 1.4B Become more proactive with ongoing code enforcement for residential and commercial.
 - 1.4B1 Inform residents how to make a complainant.
 - 1.4B1a Mail post card notices among other methods of education.

1.5 Neighborhoods have diverse amenities and distinct, unique attributes that add to the pride residents have in “their” neighborhoods.

1.5A If desired, promote formation of neighborhood associations for development of relationships among neighborhoods.

1.5B Retain the diversity of amenities in neighborhoods by allowing residents to determine desired amenities.

1.5B1 If desired by area residents, install suburban grade curbs and Glendale's distinctive street lighting adapted to residential usage.

1.6 Many Glendale neighborhoods include homes along lakes, rivers, streams, creeks and ponds.

1.6A Work with Department of Natural Resources and other agencies to develop and implement plan to maintain and enhance quality of water resources in lakes, rivers, streams, creeks, natural ponds and detention ponds.

1.6A2 Preserve natural habitat and embankment surrounding these areas.

1.6B Control geese and other annoying critters along waterways.

1.6B1 Participate with state and local groups to control geese and other annoying critters.

Vision Component 2

Convenient and varied shopping opportunities abound in Glendale led by a thriving Bayshore shopping area, which is a regional destination (2.1). Upscale boutiques and restaurants (2.2) in well designed groupings (2.3) invite residents and travelers to stroll and gather along distinctive tree-lined, flower-adorned walks (2.4) and enjoy a “European” style marketplace environment with fountains, benches, public art and sidewalk cafes (2.5). The City’s signature street lighting, City banners, markers, paving (2.6) and public plaza (2.7) add a distinctive character to the Glendale Centre (2.8), a mixed-use area where North Port Washington Road and West Silver Spring Drive join.

Actions Required

2.1 Convenient and varied shopping opportunities abound in Glendale led by a thriving Bayshore shopping area that is a regional shopping destination.

- 2.1A Create public/private partnerships with Bayshore and other business groups to upgrade the quality of stores and the environment to attract North Shore residents.
- 2.1B Strengthen property maintenance codes to include mandatory compliance for business properties.

2.2 Upscale boutiques and restaurants

- 2.2A Define desired retailers, develop a marketing program and proactively pursue them.
 - 2.2A1 Focus efforts only on businesses in the desired category.
 - 2.2A2 Increase marketing efforts for specific businesses with targeted efforts including marketing the specifications.
- 2.2B Reduce the concentration of fast food restaurants on North Port Washington Road and improve the facilities of the remaining establishments.

2.3 in well designed groupings

2.3A Develop design standards to achieve desired results and have the Plan Commission and Community Development Authority (CDA) adopt and enforced them.

2.3A1 Adopt same standards for Planned Unit Developments.

2.3A2 Limit variances.

2.4 invite residents and travelers to stroll and gather along distinctive tree-lined, flower-adorned walks

2.4A Continue work to implement current plans along West Silver Spring Drive and expand along North Port Washington Road (south to West Hampton Avenue and north to West Green Tree Road).

2.5 and enjoy a “European” style marketplace environment with fountains, benches, public art and sidewalk cafes.

2.5A Refine plans for West Silver Spring Drive (North Port Washington Road to North Lydell Avenue) and expand along North Port Washington Road from West Green Tree Road to West Hampton Avenue).

2.5A1 Provide parking for customers and visitors adjacent to businesses where parking has been displaced by architectural features.

2.5A2 Incorporate European style fixtures and features. (See appendix A for specifics on “European style.”)

2.6 The City’s signature street lighting, City banners and markers, paving

2.6A Expand use of signature street lighting, City banners, markers and paving along North Port Washington Road from Glendale’s northern to southern borders.

2.6B As a second phase of the planning, expand Glendale signature lighting, banners, markers and paving to West Good Hope Road and North Green Bay Avenue.

2.6C Expand use of signature street lighting, banners, markers and paving to other entrances of the City.

2.6D Offer signature street lighting (a residential adaptation) to those neighborhoods that want it.

2.7 and public plaza

2.7A Develop plan for plaza.

2.7A1 Work with Bay Shore and the Community Development Authority to develop the public plaza to potentially include “band shell” type structure, fountain, benches, flowers, sculpture garden, lighting, and place for farmers’ and flower market.

2.7A2 Once plaza is complete, promote things like music programs, artisan displays and similar programs.

2.8 add a distinctive character to the Glendale Centre

2.8A Expand concepts developed for Silver Spring along Port Road.

2.8B Define and promote the Glendale Centre concept and use it as a unifying element for the shopping areas along the West Silver Spring Drive and North Port Washington Road area.

2.8B1 Set design standards for all buildings in Glendale Centre.

2.8B2 Utilize Glendale Centre identification on banners in the Glendale Centre area.

Vision Component 3

The Milwaukee River is another focal point in the community (3.1). It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature (3.2). An extensive system of green corridors, biking/walking trails and river walkways join the community's neighborhoods, the City's recreation center, commercial areas and Milwaukee County's Oak Leaf Trail system (3.3), all adding to Glendale's quality of life

Actions Required

3.1 The Milwaukee River is another focal point in the community

3.1A Develop a strategy to make the River a focal point and instill that strategy into all actions related to the river.

3.1A1 Develop "river walk plan" to provide access where possible.

3.1A2 Work to connect river to neighborhoods, schools, City center through walking/biking trails.

3.1A3 Purchase land along the river and zone conservancy when there is a benefit to the community.

3.2 It hosts leisure and recreation activities from canoeing to fishing or just contemplating nature.

3.2A Work with County, DNR and other organizations and agencies like the Milwaukee River Watershed Association to maintain and improve water quality and recreational opportunities.

3.2A1 Seek to keep spillways and down-river dams from being removed.

3.3 An extensive system of green corridors, biking/walking trails and river walkways join the community's neighborhoods, the City's recreation center, commercial areas and Milwaukee County's Oak Leaf Trail system.

3.3A Develop plan for biking/walking trails and river walkways.

3.3B Coordinate work with County Government to gain best advantage of linking.

Vision Component 4

The area's mix of quality commercial architecture, site planning, landscaping (4.1) and tasteful commercial signage (4.2) blend well together to provide great visual interest without monotony.

Actions Required

4.1 The area's mix of quality commercial architecture, site planning, landscaping

4.1A Develop design quality standards that the Plan Commission and Community Development Authority adheres to in its actions

4.1A1 Standardized guidelines should be designed to make sure facilities have a quality and tasteful appearance.

4.1A2 Add design review.

4.1A3 Limit variances to true hardships as defined in state statutes.

4.2 and tasteful commercial signage

4.2A Continue to enforce current sign ordinance.

4.2A1 Limit variances to true hardships as defined in state statutes.

4.2B Upgrade standards for new construction.

4.2B1 Add design review.

4.2B2 Limit variances to true hardships as defined in state statutes.

Vision Component 5

A diverse economic base of single-family residential (5.1) and commercial/industrial development (5.2) provides a strong tax base (5.3) and Glendale citizens enjoy a great value for their tax dollar (5.4). The community is particularly attractive to families. (5.5) Children benefit from the area's high quality schools (5.6) and educational opportunities from grade schools to college all right in the community (5.7).

Actions Required

5.1 A diverse economic base of single-family residential

5.1A Focus residential development efforts on single family-owner-occupied housing.

5.1A1 Utilize tax and other incentives to encourage rental units to go condominium.

5.1B Prohibit additional nursing homes, senior housing and multi-family non-owner-occupied housing.

5.2 and commercial/industrial development

5.2A Set zoning guidelines to make sure that commercial/industrial development enhances quality of life, provides jobs and is environmentally friendly.

5.3 provides a strong tax base

5.3A Continue development and redevelopment activity needed to provide strong tax base.

5.4 which Glendale citizens enjoy while getting a great value for their tax dollar

5.4A Educate the public on the relationship between diverse development and property taxes.

5.5 The community is particularly attractive to families.

5.5A Continue to promote development to generate tax base that provides financial engine for school district.

5.5A1 Add a school representative to the Plan Commission.

5.5A2 Develop promotional materials including a City web site so realtors can gain greater awareness of the advantages of Glendale.

5.6 Children benefit from the area's high quality schools

5.6A Make sure City's actions enhance development and support of quality schools.

5.6A1 Seek opportunities to reduce costs through shared services between City and schools.

5.7 and educational opportunities from graded schools to college all right within the community

5.7A Make sure City's actions enhance development of quality schools at all levels.

Vision Component 6

Citizens enjoy top quality and highly responsive police, fire and emergency medical services (6.1). Municipal services (6.2) and the City's water system (6.3) are also of top caliber.

Actions Required

6.1 Citizens enjoy top quality and highly responsive police, fire and emergency medical services

6.1A Insure funding is available for equipment and personnel to ensure top quality service and response.

6.2 Municipal services are also of top caliber.

6.2A Build core Department of Public Works staff that can take care of basic duties.

6.2B Provide Department of Public Works with equipment that will enable a productive and efficient workforce.

6.2C Maintain roads in top quality condition.

6.2D Maintain clean common areas and bus stops.

6.3 and the City's water system are also of top caliber.

6.3A Continue to work with Water Commission to insure top water quality and supply.

6.3B Limit sale of water to other communities so as not to inhibit the supply of water for residents of owner-cities.

6.3C Continue to support and participate with other communities and organizations and to protect Lake Michigan water quality and quantity.

Vision Component 7

Glendale residents treasure their green space (7.1). Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the semi-rural feel (7.2) and beautifying and providing landscape buffers where business and residential areas come together (7.3). County parks (7.4), neighborhood City parkettes (small neighborhood parks) (7.5) and scenic parkways (7.6) provide an added opportunity for residents to appreciate nature. Community (7.7), ethnic (7.8) and neighborhood festivals (7.9) add a unique flair to the community's quality of life.

Actions Required

7.1 Glendale residents treasure their green space.

7.1A Make green space a priority in all City actions.

7.1A1 Develop landscaping requirements for all property usage.

7.1B Purchase open land and zone as conservancy when there is a benefit to the community.

7.2 Landscaping surrounds not only homes, but commercial and industrial areas as well, maintaining the semi-rural feel

7.2A Increase landscaping requirements for new construction and remodeling.

7.2B Require professional landscaping and site design for new commercial and residential construction.

7.2C Develop minimum landscaping requirements for residential construction.

7.2D Require ongoing maintenance of landscaping.

7.2E Develop an expanded beautification program led by the Beautification Committee.

7.3 and beautifying and providing landscape buffers where business and residential areas come together

7.3A Develop and implement zoning and site design requirements for buffering business, industrial and retail areas from residential areas.

7.4 County parks,

7.4A Lobby and work with county government to make sure parkland is not lost or changed.

7.4A1 Maintain conservancy zoning for parklands.

7.5 neighborhood City parkettes,

7.5A Develop policy and supporting funding for parkettes.

7.5B Add additional parkettes.

7.6 and scenic parkways

7.6A Lobby and work with county government to make sure parkways are maintained and not lost or changed.

7.7 Community-wide festivals

7.7A Make sure that adequate resources, both financial and human, are available for the Fourth of July and other activities that are determined to be appropriate.

7.7A1 Encourage private funding to supplement public funding.

7.8 Ethnic festivals

7.8A Develop and implement policies to encouraging ethnic festivals that are held in the community.

7.9 neighborhood festivals

7.9A Continue policy of encouraging neighborhood block parties.

Vision Component 8

Over the years, development and redevelopment have made Glendale a much richer community (8.1) with a wealth of vital business and industrial parks (8.2). And Glendale continues its programs to revitalize itself with its use of creative financing (8.3) and progressive planning and development (8.4).

Actions Required

8.1 Over the years, development and redevelopment have made Glendale a much richer community

8.1A Review long range strategies and plans for business and industrial development and redevelopment every five years.

8.1B Redevelop residential areas and add additional residential facilities where opportunities occur that are adjacent to existing residential areas.

8.2 with a wealth of vital business and industrial parks

8.2A Work to get more corporate headquarters in Glendale.

8.2B Make sure businesses we attract are strong.

8.2C Maintain a beneficial balance between residential and commercial land.

8.3 And Glendale continues its programs to revitalize itself with its use of creative financing

8.3A Work with League of Municipalities and Alliance of Cities to make sure state laws are favorable to revitalization.

8.4 and progressive planning and development

8.4A Fund community development planning and economic development, long range planning and zoning administration to achieve vision.

SECTION 9

Implementation - Improving the Chance of Achieving the Vision

Successful plans have built-in components to increase the probability that planned results are achieved. Since this is a Visioning Process, considerably more latitude can be exercised through the term of implementation, reducing the chance that the intention of the Visioning process will be achieved.

Typically, in a successful implementation of a planning exercise, a system of checking to make sure what is desired to happen is happening is employed. Review meetings, appraisals of progress and re-planning takes place.

To provide accountability to Glendale citizens, the Visioning Committee will meet annually to review progress.

Appendix A

Visioning Committee Meeting 7/11/2001

Revised Qualities/Definitions of:

I. European Style Marketplace

- has a quaint, unique, one-of-a-kind, non-commercial atmosphere,
- feels old-world, not old-fashioned
- upscale, independently-owned shops/boutiques, outdoor cafes, and restaurants dominate
- tasteful, unobtrusive signage
- architecture is of high quality, distinctive, and uses natural materials
 - incorporates space for a plaza with a fountain, which is the heart of the marketplace
- encourages walking
- sitting benches, flower planters, and perennial beds are prevalent
- landscaping/streetscaping is predominant and accents the area
 - brick pavers used in interesting patterns set the marketplace apart from surrounding areas
- has a sense of energy and liveliness
- has an open farmers market and/or a flower market
- has an area for live performances

II. Fast Food

- any national/regional franchise or chain that prepares food beforehand, and/or does not employ a wait staff, and does not have a drive-through window.
- examples of fast food establishments would be:
 - A & W Restaurants Inc.
 - Arbys
 - Back Yard Burgers Inc.
 - Boston Chicken
 - Bruggers Bagels
 - Burger King
 - Chick-fil-et
 - Culvers
 - Hardees
 - In N-Out Burgers
 - J Alexanders

Jack In the Box
Jacks Family Restaurants
Kentucky Fried chicken/KFC
McDonalds
Pizza Hut
Popeyes
Rally's Inc
Steak N Shake
Subway
Taco Bell
Quiznos (sub shop)
Waffle House
Wendys
White Castle