

September 2018

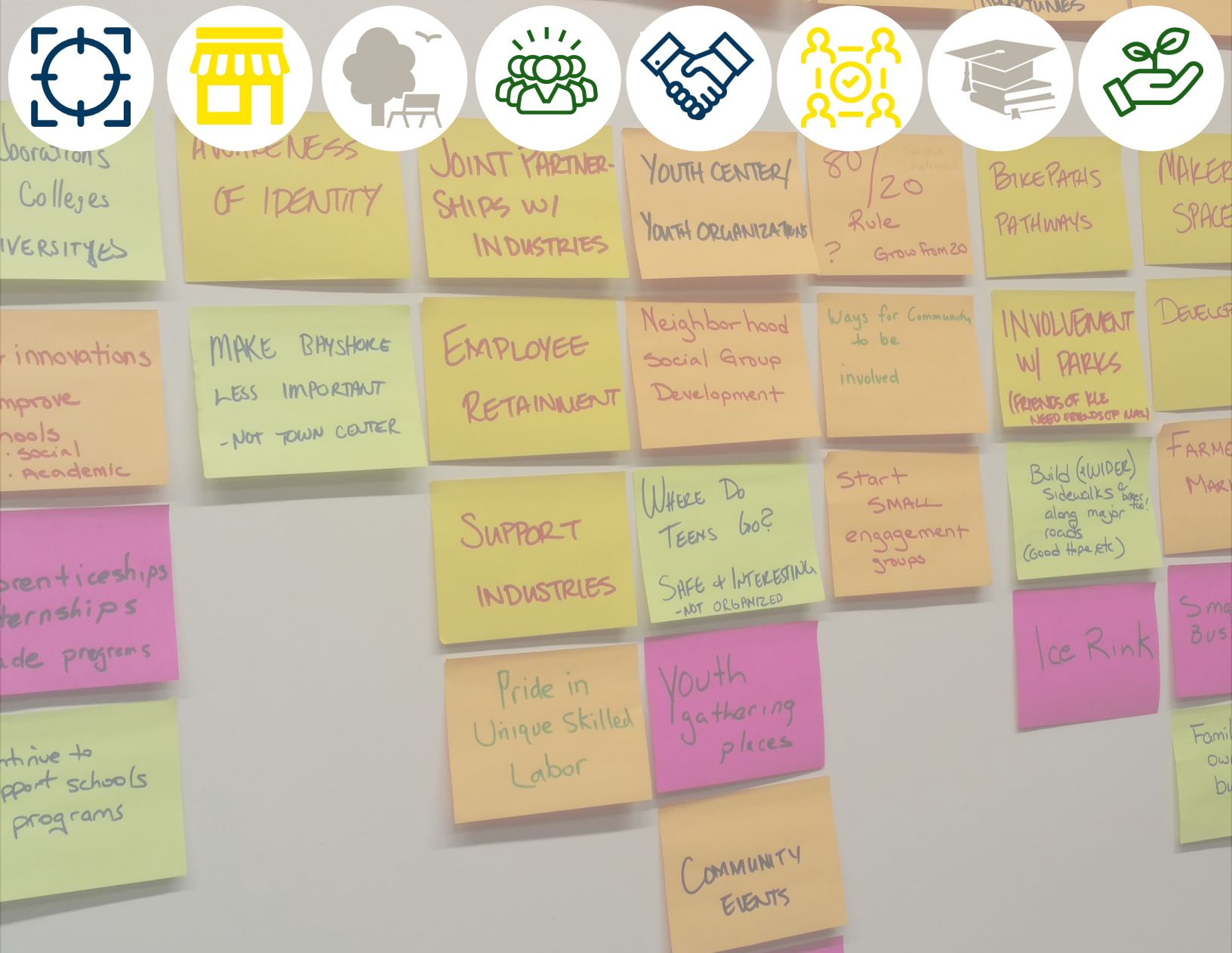


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Vision

Glendale has 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.

The Glendale 2040 Vision document is created for all members of the Glendale community – residents, city staff, elected and appointed officials, businesses and other stakeholders. Each of these individuals has investment in the community and should feel welcomed to guiding the future of the community. As Glendale is referred to through this document, it is intended to reference all community members and give a platform for action by anyone.

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.

Vision Statement

Glendale 2040 Vision

Glendale builds upon its **foundation** as the community **grows** and **evolves** into 2040 for its current and future residents and businesses. A **thriving, diverse, and safe** environment is created through decision making and actions taken by staff, elected officials, stakeholders and residents. Glendale provides a community that physically and socially connects residents, businesses, and visitors to provide access and opportunities for all. **Participation** and **Engagement** between the city and residents supports progress towards this shared vision that will be modified as new trends emerge. Efforts are made to plan with purpose using a comprehensive view of all facets of the community, followed by meaningful **implementation**. All efforts benefit from an engaged population that is willing to participate in the planning and implementation process to create 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 Bayside, Brown Deer, Fox Point, River Hills, Shorewood, and Whitefish Bay. 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.

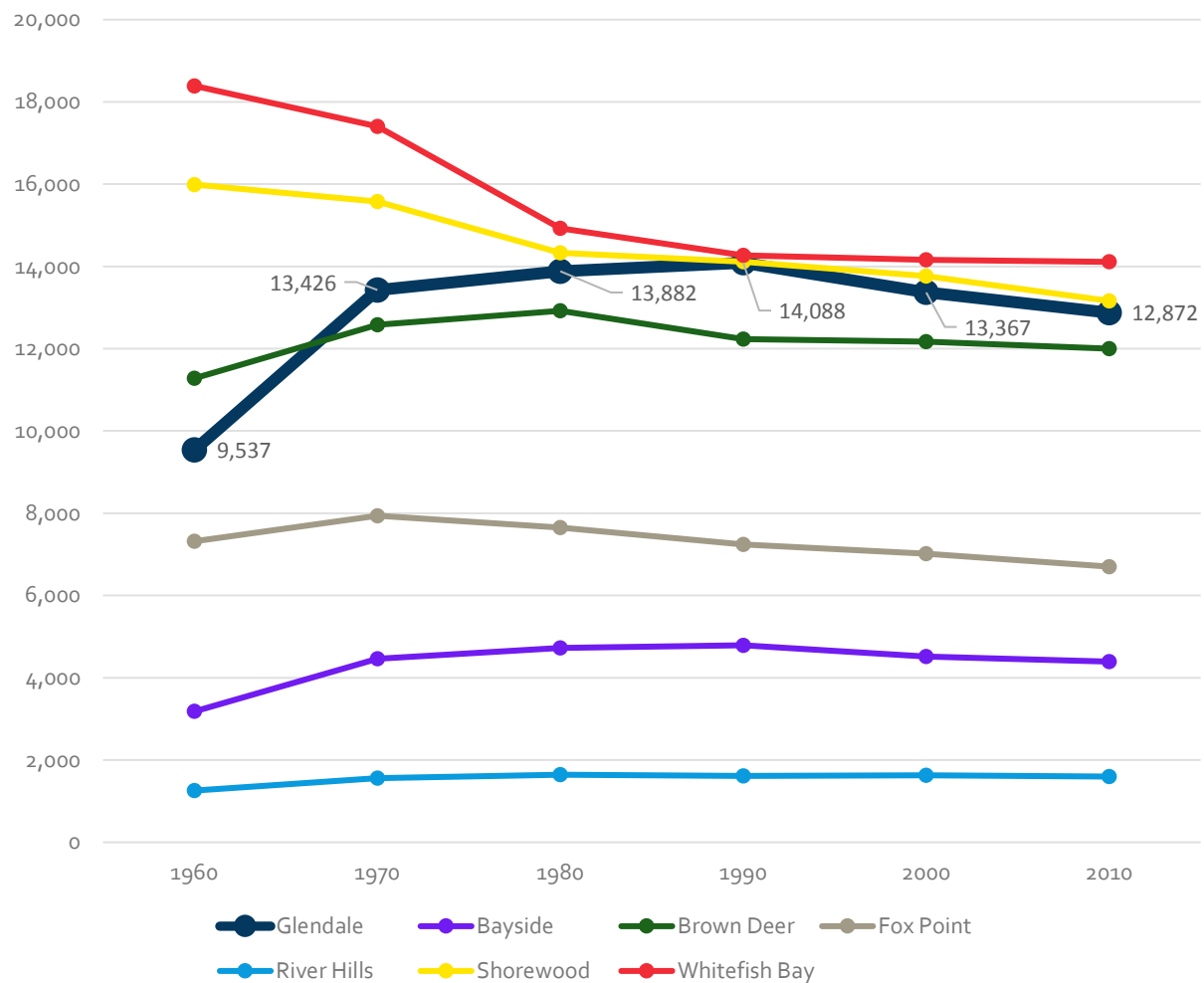
Historically, the City of Glendale experienced its largest population increase shortly after its incorporation between 1960 and 1970, slowly rising to a peak population in 1990. Since then, Glendale has seen a population decrease between one and five percent per decade. Other North Shore communities 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

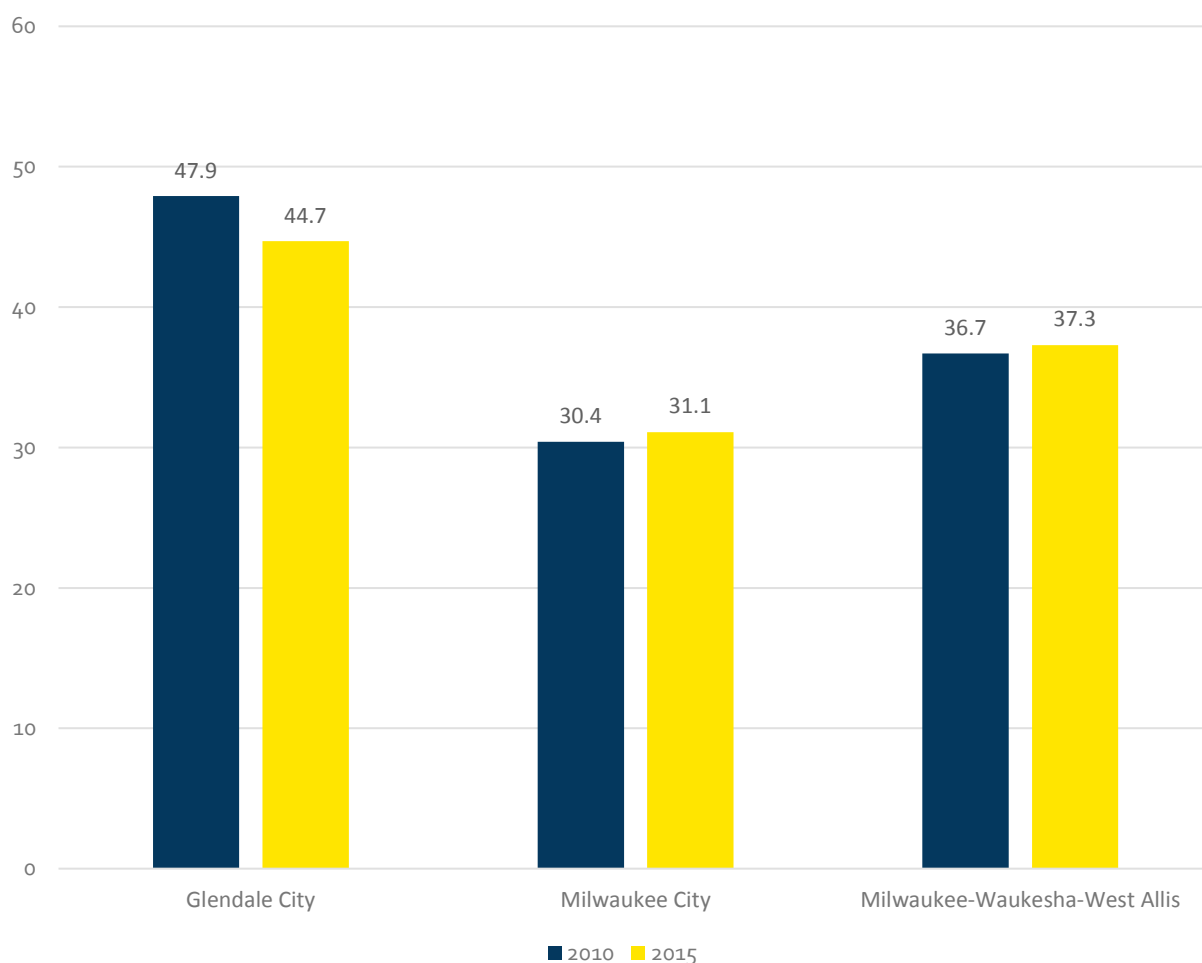


According to the 2010 U.S. Census, Glendale's population is 45.6 percent male and 54.5 percent female. This ratio is slightly more separated than the State of Wisconsin which is evenly split 50 percent male and 50 percent female.

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.

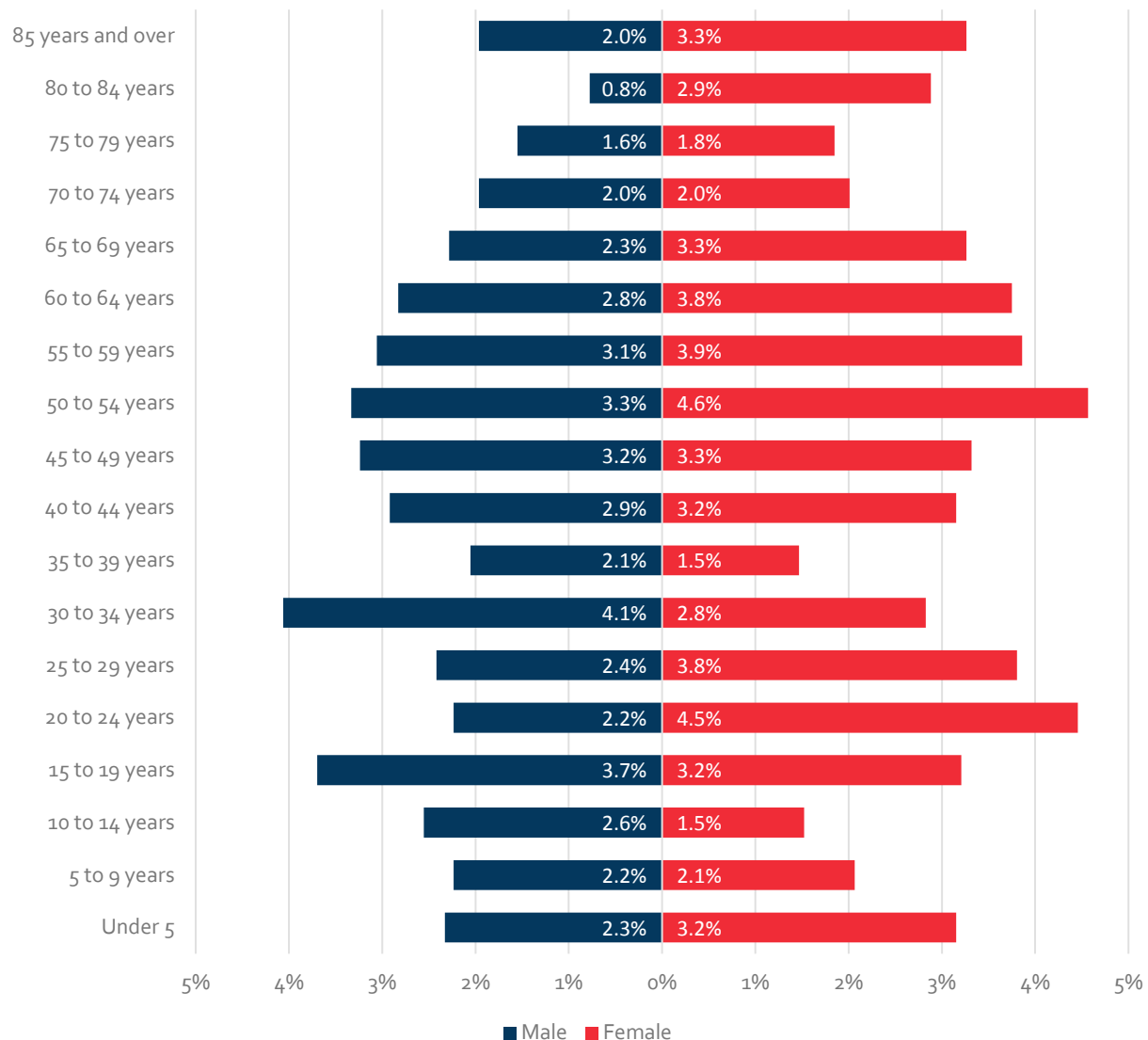
Figure 2: Median Age, 2010 and 2015



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



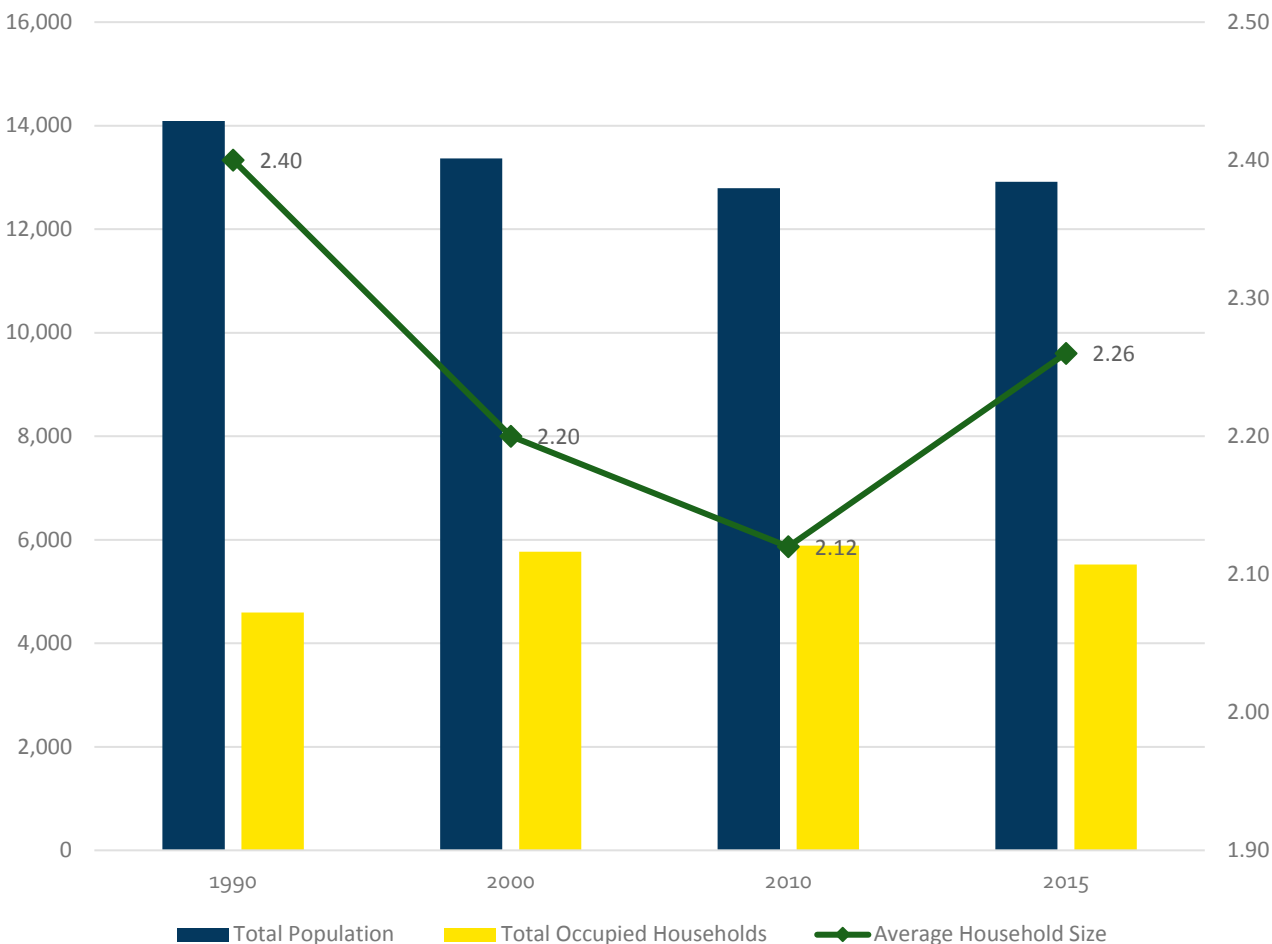
Generally, Glendale's population is middle- to top-heavy, with large populations of both male and female residents between 40-69 years old. Although this characteristic depicts an aging population, the adolescent population (19 years old and younger) accounts for 21 percent of the overall population.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

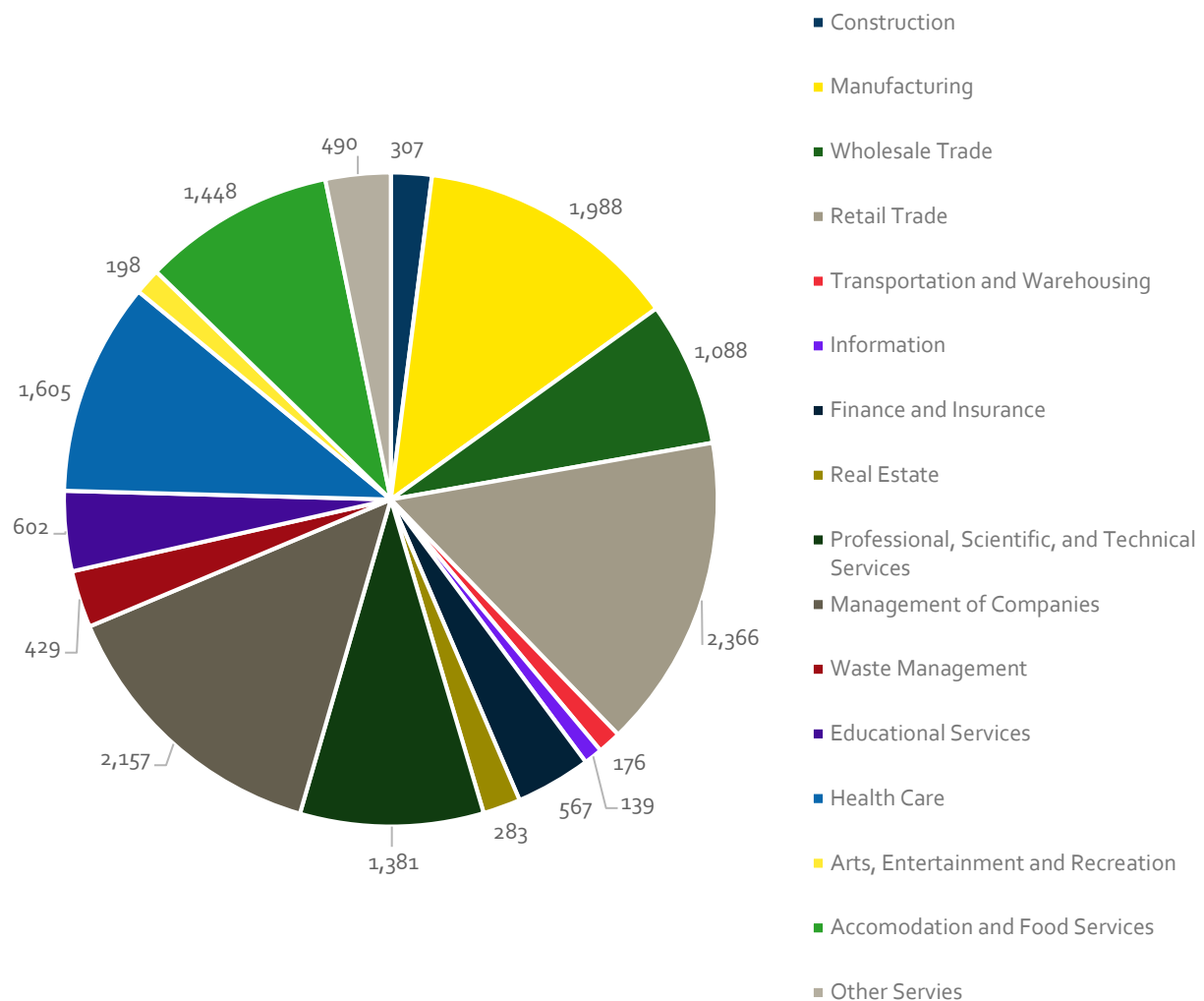
Industry and Commercial Development

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.

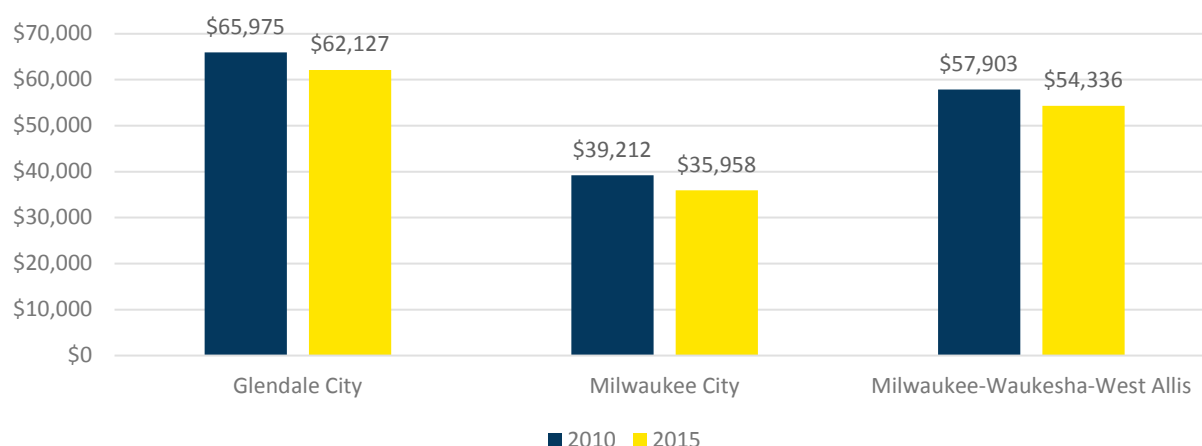
The economic diversity of the city is further supported by the various industries represented. There is not one industry that dominates the greatest number of jobs, with five industry sectors each representing 10 to 15 percent of the total jobs located within the City of Glendale. The Information, Finance 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. There are a total of 15,224 jobs identified within the city, as previously noted, not all are held by Glendale residents.

Figure 5: Employment in Glendale 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. When preparing estimates for income and other demographics between each decennial Census, the U.S. Census Bureau takes many factors into consideration (i.e., declining household size, regional changes, etc.). The 2015 data presented in the table below provides an estimate of the median household income, not a surveyed response.

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). The average number of people per household is expected to decrease consistently over the next 30 years. This trend is being experienced across the nation as family sizes shrink and housing trends change. These projections serve as an educated guess of how the population may change over the planning period. Social and economic shifts may occur within the timeframe that sway the population totals within Glendale and the greater region that cannot be predicted. The city is nearly fully built out with little room for new greenfield development, supporting slight changes in the population in future years.

There are two population projects provided within the 2040 estimates. The "Population" totals provide a projection of the total number of people who claim permanent residency in the community living in any form of housing situation, including group living (senior living facilities, etc.). The "Household Population"

totals provide a projection of the number of residents of the city that reside in a household containing a family or a limited number of unrelated individuals.

Table 2: Glendale Population Projections

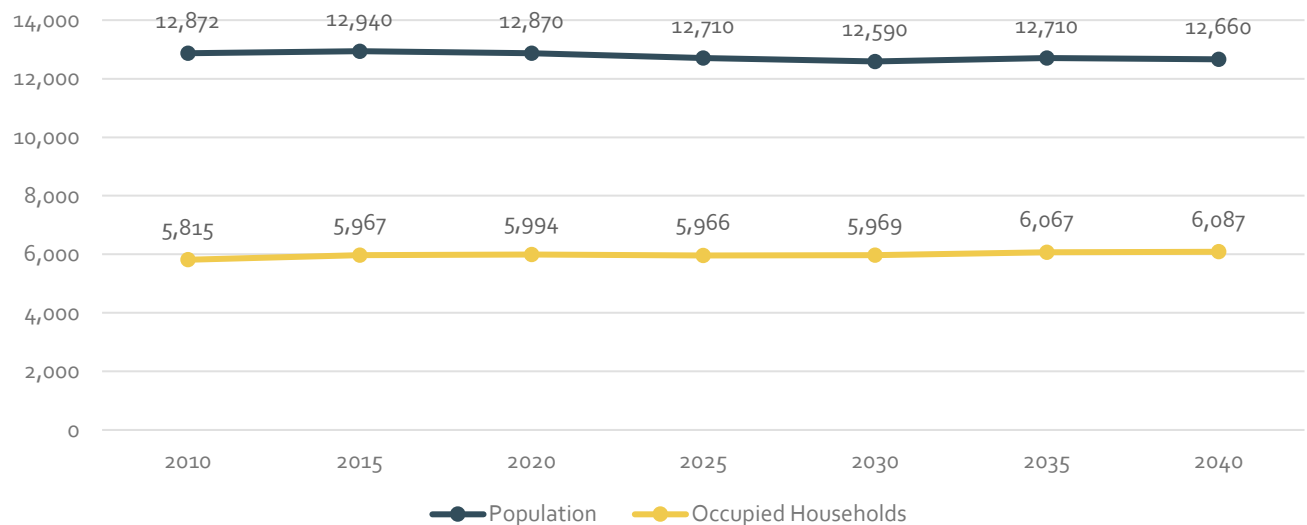
Year	Population	% Change	Household Population	% Change	Occupied Households	% Change	People per Household
2010	12,872	--	12,468	--	5,815	--	2.14
2015	12,940	0.5%	12,546	0.63%	5,967	2.6%	2.10
2020	12,870	-0.5%	12,479	-0.53%	5,994	0.5%	2.08
2025	12,710	-1.2%	12,326	-1.23%	5,966	-0.5%	2.07
2030	12,590	-0.9%	12,204	-0.99%	5,969	0.1%	2.04
2035	12,710	1.0%	12,309	0.86%	6,067	1.6%	2.03
2040	12,660	-0.4%	12,249	-0.49%	6,087	0.3%	2.01

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. This average household size does not account for populations living within group quarters, such as nursing homes

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.

Figure 7: Glendale Population and Household Projections, 2010 - 2040



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	• 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	• “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	• Activity collaboration with existing city resources • Providing a format for conversation and debate	• 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	• Diverse and balanced land use	• 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		• Quality of available land
Parks and Trails	• Parks-Recreational • Golf courses • Trails • Green spaces ○ Value being outdoors ○ Recreation ○ Many Components • Yards/useable space		• 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	• Access management along Silver Spring • Crime reduction (Crestwood)	• Better connectivity: Vehicular, trails, transit, etc. • Lack of sidewalk network ○ Bike/pedestrian connectivity ○ Safety (Wide intersections) • Lack of signage: Wayfinding- local businesses	• I-43 widening - Funding source for other improvements Mount Royal subdivision	• I-43 (Congestion/impact to local system) • Increased traffic speeds ○ Roads under other jurisdictions • Lack of transit

	Strengths	Weaknesses	Opportunities	Threats
Community Cohesion	- Diversity (racial/economic) - Rural feel - Diversity - Attract diverse residents - History	Diversity (i.e. Housing affordability and resulting neighborhoods)	- To build community - Festivals and events - Local businesses (Brick Pub & Grill) - Farmers markets - Block parties- Sense of community	- 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	River	Environmental concerns - Landfills		
Economic Development	- High employment - Regionally - Business environment - Bayshore - Local businesses - Corporate headquarters - Investments in community - Sprecher - Johnson Controls	- Tourism - Downtown is also a regional destination	- Capitalize off Milwaukee Development - Jobs growth in the city benefits Glendale - Demand for Single Family - Bayshore - Northend, Mixed-use, should always be evolving - Business/trail Connections - Vision to help us grow/evolve - Attracts people and businesses	- 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	- Proximity to downtown - Interstate connectivity - Proximity - 5 minutes from everywhere	Downtown is also a regional destination	- More partnerships with North Shore - More partnerships with Milwaukee	- Decline of neighboring communities - What's good for other areas (North Shore/ Milwaukee) comes at Glendale's expense
Schools and Community Services	- School system - Schools - Library - Families doing things together	- Opportunities for youth - Recreation opportunities – Lack of programs	- Partnerships to provide programming for teens and families - Utilizing community (city) spaces - Opportunities for development - Industrial areas	Final agreement on the Maslowski Park Development
Housing	- Housing affordability (housing stock diversity (to 1980)) - Affordable housing compared to other North Shore Communities	Diversity (i.e. Housing affordability and resulting neighborhoods)	- Age of housing stock and redevelopment opportunities - Housing stock turnover – young families into community - Are we meeting needs? - Walkable neighborhoods - Commercial	Potential decline in real estate market
Resident Perception		Perception of Bayshore and its crime	Generally positive perception	

A two-pronged approach was utilized to engage the public in the visioning process – a community survey and pop-up events. This approach provided opportunities for the public to participate at their convenience through the survey and came to people for in-person engagement through the pop-up events.

A community survey was developed to gain feedback and input from residents. The 17-question survey asked open ended and multiple-choice questions about the perception of the city, available services and amenities, and future development. The results of the survey supported many of the concepts and ideas introduced with the SWOT analysis. Survey respondents highlighted the diversity of the community, the sense of community, and the benefits of its location within the Milwaukee region (see Figures 7 and 8). The quality of existing city services was evident in the survey responses, particularly the city's law enforcement, parks system, and library system. People identified with their neighborhoods and the people and places that make each neighborhood unique. Respondents also identified areas or themes that could be modified to improve Glendale's future. The top responses included crime and safety concerns; connectivity through the city; and continued focus on schools (including infrastructure and general safety).

A word cloud representing various attributes of the North Shore neighborhood in Milwaukee. The words are arranged in a circular pattern, with 'Diverse' and 'Friendly' being the largest and most central. Other prominent words include 'Community', 'Nice', 'Great', 'Affordable', 'Safe', and 'Comfortable'. Smaller words like 'Convenient', 'Family-Friendly', 'Quiet', 'Progressive', 'Clean', 'Natural', 'Busy', 'Fun', 'Family', 'Expensive', 'Boring', 'Pretty', 'Welcoming', 'Growing', 'Suburban', 'Good Community', 'Milwaukee Suburb', 'Pleasant', 'Close', 'High Taxes', and 'North Shore' are also included. The colors of the words vary, with blues, greens, and yellows being most common.

Figure 9: What are the two most positive attributes of Glendale?

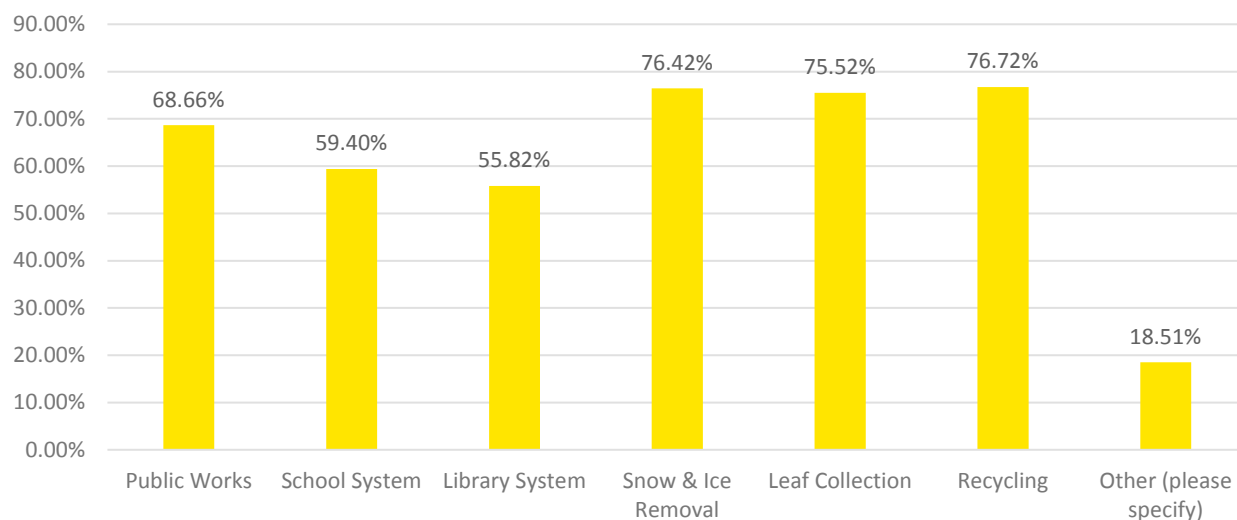


When asked to provide one word to describe Glendale's future, the top responses included: **Bright**, **Promising**, **Progressive**, **Hopeful** and **Positive**. These responses provide a very positive outlook for the community directly from its residents. Many respondents indicated that they see their 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 10). 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.

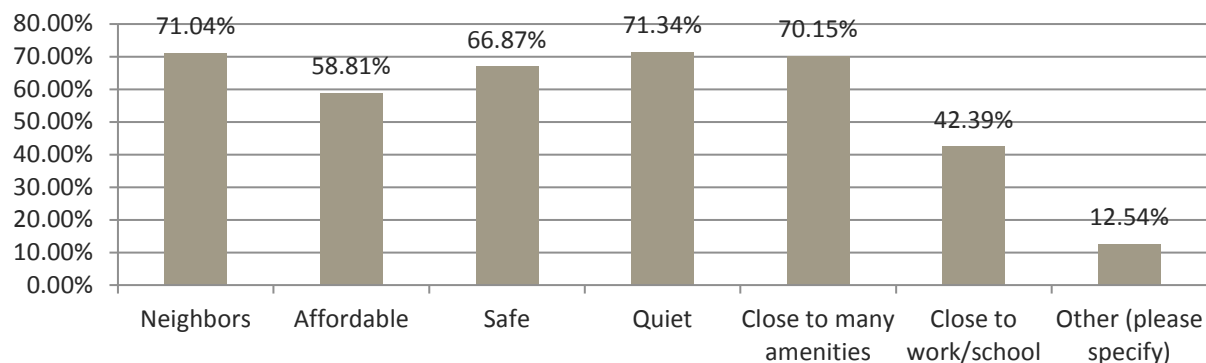
Figure 10: What services do you appreciate in Glendale?



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 11). 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.

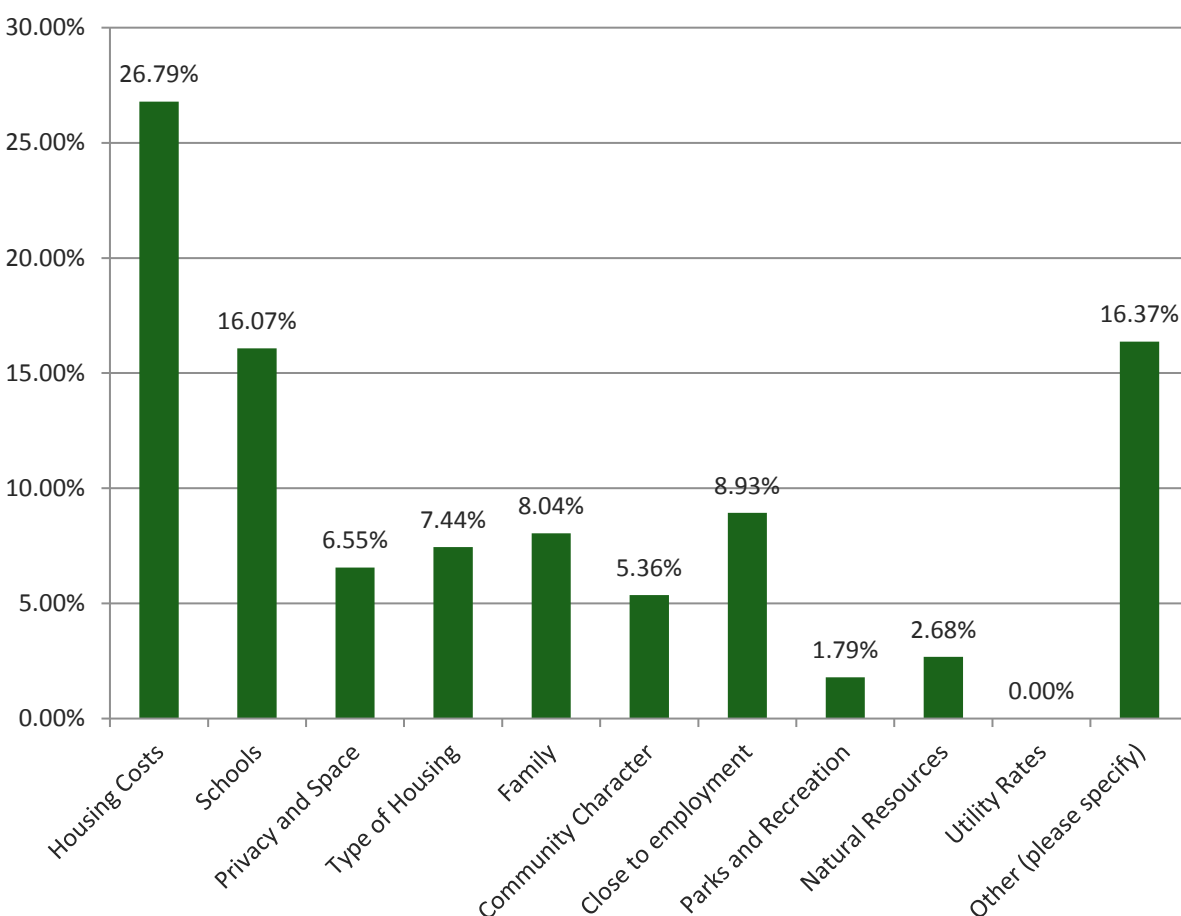
Figure 11: Favorite characteristics of your neighborhood



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 12). 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 12: Why do you choose to live in Glendale?

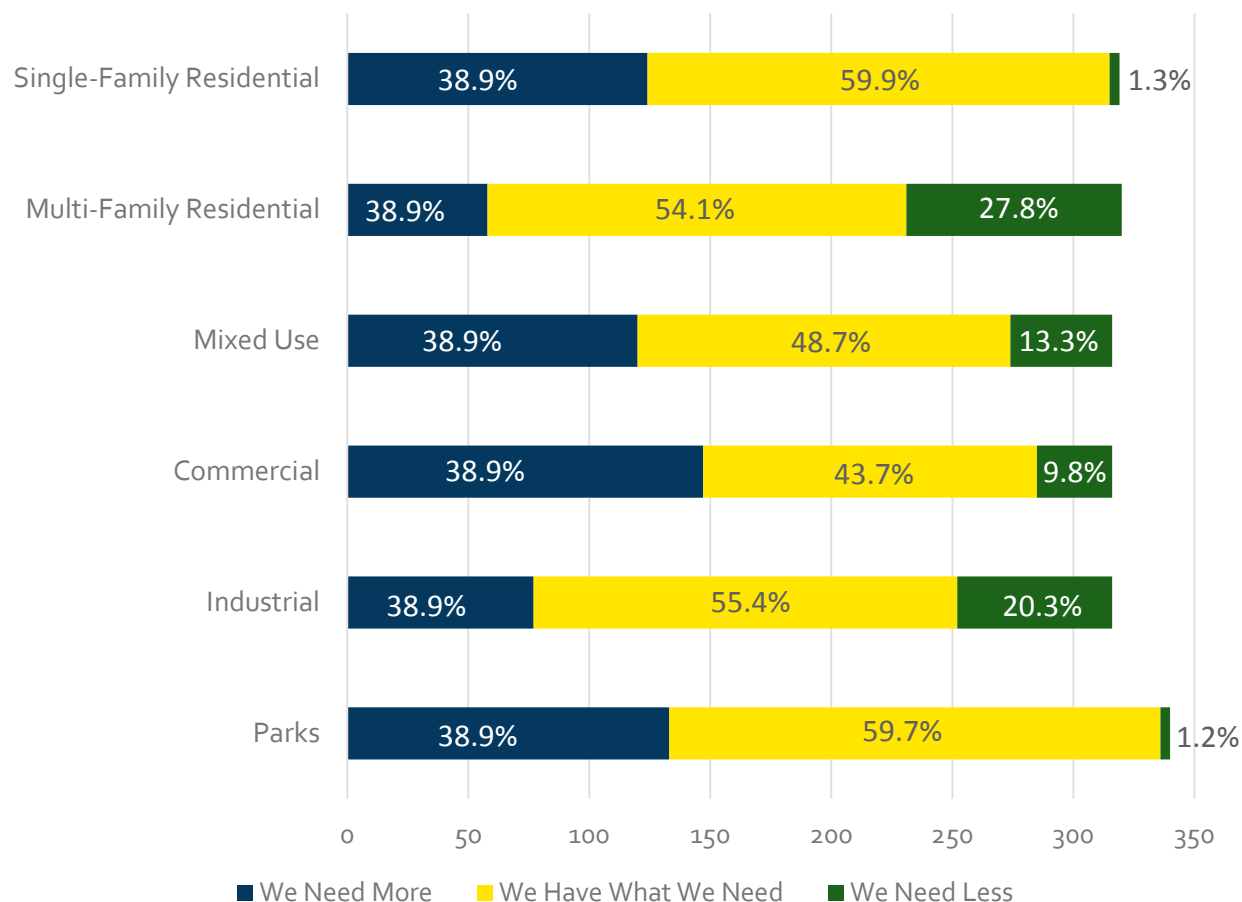


Future Development Needs

The need for new development within a community can be dictated by changes in community needs. Changes in population demographics, closure of regional amenities, or transitions to new transportation modes can affect the business, housing and recreation desires of a community. When asked what types of development are needed in the community, nearly 50 percent of respondents noted that Glendale has what is needed for all types (see Figure 13). However, nearly 40 percent of respondents identified

that additional single-family residential, commercial and parks uses are needed within the community. Over 20 percent of respondents noted that no additional multi-family residential or industrial uses were needed.

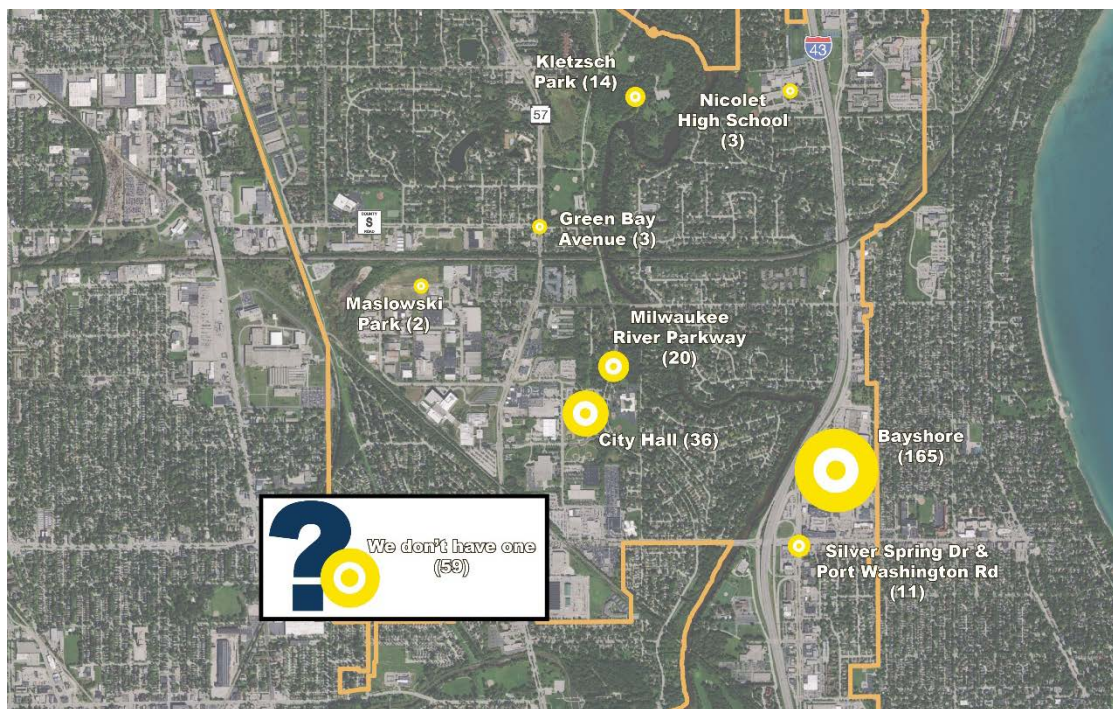
Figure 13: What types of development are needed?



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.

Figure 14: Where is Glendale's current Town Center?



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,

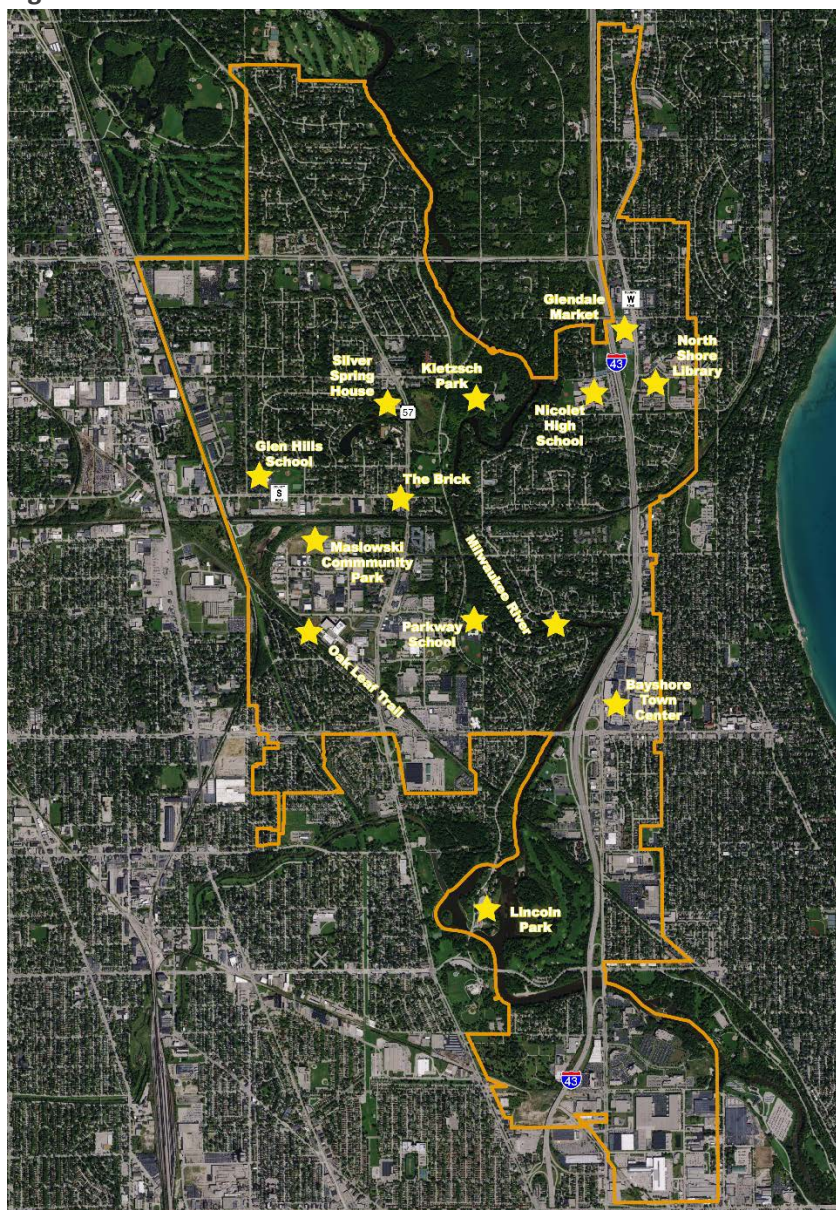
and lots of car dealerships. Many of these responses were also identified as top responses in the community survey.

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 15 highlights the favorite places identified at the pop-up events and the community survey.

Figure 15: 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 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 builds upon its **foundation** as the community **grows** and **evolves** into 2040 for its current and future residents and businesses. A **thriving, diverse, and safe** environment is created through decision making and actions taken by staff, elected officials, stakeholders and residents. Glendale provides a community that physically and socially connects residents, businesses, and visitors to provide access and opportunities for all. **Participation** and **Engagement** between the city and residents supports progress towards this shared vision that will be modified as new trends emerge. Efforts are made to plan with purpose using a comprehensive view of all facets of the community, followed by meaningful **implementation**. All efforts benefit from an engaged population that is willing to participate in the planning and implementation process to create 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 16: 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 focused on the future - adapting to 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 will be maintained. Additionally, the interaction between staff, official and residents should be expanded to provide additional opportunities to engage the public through the decision-making process.

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 and helps to guide a community in future decision making that complements its current identity. The City of Glendale contributes to the sense of place of the North Shore and Milwaukee suburbs. However, the community will continue to foster the sense of place of Glendale. This identity can be used to promote the city to potential residents, visitors, and businesses.

There are many actions to take and metrics to monitor to ensure that Glendale remains focused on the future. The following considerations can be used to help guide decision making in support of this key theme:

- Maintain interagency partnerships (i.e., adjacent communities and counties, school districts, State departments, etc.)
- Review and consider the impacts of decisions to all levels of the city – from neighborhood to regional
- Maintain open communication between the city, residents, businesses, stakeholders, and partners
- Participate in long-range planning efforts, including both local and regional efforts
- Participate and monitor regional and statewide planning and legislative activities that may affect city actions or responsibilities
- Respond to changing trends (aging population, etc.) during the decision-making process

Specific actions that can be taken to support this key theme include:

- Update the city's Smart Growth Plan
- Explore improved interagency partnerships (e.g., North Shore Police)
- Create committees to implement the 2040 Vision



Business Friendly

Glendale supports economic diversity and commercial development of many sizes. The community provides retail options and employment for the city and greater region and support a vibrant local economy. Glendale's economic health will be maintained through diverse options – from large corporations to family-owned and small businesses.

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 supports both large and small-scale businesses and contributes to the city's identity. Glendale will continue to support a range of commercial opportunities and amenities throughout the community.

Economic growth within Glendale includes a two-pronged approach that much consider the maintenance of existing and development of new businesses. Existing shops and retailers provide diverse options to residents to work, shop and eat, and efforts should be made to maintain and improve these establishments. Expansion of the retail and service offers should will also be promoted to provide a range of offerings for residents and visitors.

To make decisions that are business friendly, the following considerations should be included in the decision-making process:

- Promote economic diversity through development decision making and establishment of programs
- Support small, family-owned, and start-up businesses
- Combine community events with commercial offerings
- Increase connectivity and access to commercial establishments for all areas of the community and all modes of transportation

Specific actions that can be taken to support this key theme include:

- Update the city's Smart Growth Plan
- Explore improved interagency partnerships (e.g., North Shore Police)
- Create committees to implement the 2040 Vision



Healthy Communities with Vibrant Parks & Recreation Opportunities

Glendale is a healthy community with diverse recreational opportunities available to residents and visitors. The park and trail system contributes to the environmental health of the community through tree cover and open space and provides opportunities for physical and mental health of residents. 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 supports 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.

The health of the built and natural environments and each resident is important to the future of the community. Park and open spaces throughout the community provide an opportunity to protect and enhance the natural environment that also provide activities and spaces that promote health and wellness of residents. Active transportation options provide another opportunity to keep residents active in the community through the provision of sidewalks and bike paths. Glendale encourages active living and health communities through various park and community resources and will continue to explore expansion of options for all residents.

A healthy community is one that not only provides options for an active lifestyle but increases options and availability to healthy decision making. This includes access to healthy foods, defined emergency planning, and provides resources to encourage healthy habits. Glendale will make decision that create and improve physical and social environments and expand resources to support a healthy lifestyle for all.

To support the establishment and maintenance of healthy communities and vibrant parks and recreation opportunities, Glendale should consider the following items during the decision-making process:

- Increase access to active transportation options (e.g., sidewalks, bike lanes, etc.)
- Increase public involvement within the park system
- Monitor and amend sidewalk standards as needed to respond to trends and needs
- Provide a variety of recreation offerings for residents of all ages
- Preserve the quality of and access to natural resources within the community
- Monitor access to healthy foods and resources throughout the community

Specific actions that can be taken to support this key theme include:

- Completing Health Impact Assessments on large infrastructure projects during the planning phase
- Develop a Friends of Maslowski Park organization
- Develop a Comprehensive Outdoor Recreation Plan for the Community
- Create a city-wide bike and pedestrian plan



Engaged Residents & Businesses

Glendale values the opinions and involvement of its diverse population. The community will continue to provide and enhance opportunities to engage residents through every aspect of the civic process. Community engagement is a foundation of decision making at the city level.

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.

Emphasis is placed on providing residents the opportunity to be involved within their community at whatever level is comfortable to them. This can range from running for local office to skimming city activities on the city's website. Glendale will provide engagement options for all levels, welcoming everyone to the table. During planning efforts, emphasis is placed on the feedback gathered from the public during the final decision-making process.

Engagement within the community doesn't stop at residents living with the community. Many business owners, employees and other stakeholders have made large investments in Glendale and will be invited to the table.

To promote an engaged group of residents and businesses throughout all aspects of the civic process, the following items should be considered:

- Promote civic engagement on many scales, providing options for varying level of involvement
- Provide opportunities to be involved, through public meetings, a spot on a committee, or the posting of information
- Create opportunities to build pride and encourage investment in Glendale
- Enhance the safe and welcoming environment
- Embrace diversity

Specific actions that can be taken to support this key theme include:

- Update the city's Smart Growth Plan
- Explore improved interagency partnerships (e.g., North Shore Police)
- Create committees to implement the 2040 Vision



Partnerships

Glendale works collaboratively with its industry and agency partners. Teamwork and collaboration expand opportunities and leverage actions. 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 City of Glendale maintains partnerships with local agencies and industries to create opportunities and reach solutions. Partnerships with other governmental agencies aid city functions and provide opportunities to expand city services. Partnerships with industries help to maintain economic diversity, retain and attract a workforce and aid economic development.

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.

Throughout the long-range planning and decision-making process, Glendale shall utilize its existing and identify new partnerships to achieve its vision. The following considerations shall be explored to foster the city's partnerships:

- Maintain and create partnerships with local industries
- Assist with employee retainment and attraction
- Create opportunities to partner with youth organizations
- Foster relationships with governmental entities
- Participate in regional planning efforts

Specific actions that can be taken to support this key theme include:

- Explore workshops and training for skilled professions that are needed within the community.
- Expand workforce housing options for employee retention and attraction



Connected Neighbors

Glendale is a connected community with 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. Residents work together to celebrate the successes and challenges throughout each neighborhood.

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.

Connected neighbors find opportunities to connect with each other on various levels and create opportunities to learn from one another. Current community events such as the 4th of July and events at Maslowski Park provide opportunities for neighbors to come together and celebrate each other's successes. Expanding opportunities for people to come together creates additional opportunities to connect neighbors and to build a sense of ownership for residents. The organic development of activities within neighborhoods should be promoted as they respond to the desires of a specific area and create opportunities for all ages.

To support the further development of connected neighborhoods, the following items should be considered as actions are taken within Glendale:

- Create safe and interesting activities for youth
- Provide gathering places for youth that promote organic activities and creativity
- Promote a sense of neighborhood throughout the various areas of the city
- Continue to provide and enhance community activities
- Consider both physical and social connectivity through decision-making
- Explore the primary community destinations and identification of a town center
- Promote Glendale and its offerings on a regional scale

Specific actions that can be taken to support this key theme include:

- Plan neighborhood block party events
- Analyze the need, location and funding of a community center
- Explore special needs and resources for community events and destinations



Invest in the Future

Glendale invests in its future generations to promote a sustainable future. 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.

While recognizing the need to invest in its future population, the city shall also consider ways to promote individual's investment in their future in Glendale. A community that supports residents' desires to grow and develop, welcomes opportunities for their personal investment and dedication to the community. Residents are welcomed into the community and invited to make it their own.

As decisions are made for the future of Glendale, the following items will be considered for their impact to the current and future youth demographic:

- Collaborate with schools and universities to promote involvement and input for city decision and needs of a changing youth demographic
- Monitor social and academic needs of residents
- Expand youth program offerings
- Include youth in the civic process
- Monitor housing availability and needs for first time home buyers and young adults
- Maintain status as a top high school in the State of Wisconsin

Specific actions that can be taken to support this key theme include:

- Develop internship and job shadowing opportunities for high school students with industries in the community.
- Create a position for a youth member on each planning committee within the city.



Sustainable Direction

Glendale considers sustainability and resilience in the decision-making process. Through this effort, city investments and improvements sustain the high quality of life for future generations and ensure the ability adapt and respond to changes.

The term “Sustainability” can have multiple definitions. In many case sustainability is the ability to maintain a certain rate, level or condition. In other cases, sustainability is specifically associated with actions related to changing environmental conditions and subsequent actions. When maintain a sustainable direction, Glendale considers both definitions.

As highlighted throughout the 2004 Vision, residents experience a high quality of life in Glendale with access to a diverse range of services and activities. Though this document and future planning efforts, the community will strive to maintain and improve this high quality of life and a sustainable future direction.

Glendale committed to uphold renewable energy goals in support of the international movement to combat global temperature increases by support the goals of the Paris agreement in 2017. This action of the Common Council supports the city’s commitment to a sustainable direction, where a goal was set for the City Hall to be powered by 100 percent renewable energy by 2021. The city’s commitment with government facilities can be used to promote sustainable decision making across public and private investments in the community.

While moving in sustainable direction, the following items should be considered:

- Assess the environmental and social impacts resulting from community actions
- Sustain the community for future generations
- Expand education of tools and resources for a sustainable future

Specific actions that can be taken to support this key theme include:

- Create a sustainability task force
- Identify sustainability factors that must be considered during decision making
- Update and monitor the city’s 2017 resolution for renewable energy use as achievements are made

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 elements of the community.

Potential action items were identified within the discussion of each key theme. As the city continues to explore future long-range planning efforts and other investments, the actions should be reviewed for how they support each of the eight key themes. 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 city should regularly review the future actions and potential implementation measure 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.



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

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