

# 1 Climate Action and Adaptation Plan Draft Measures and Actions

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Rincon Consultants, Inc. (Rincon) has drafted key strategies to establish the basis for the City of Glendale's Climate Action and Adaptation Plan (CAAP) based on the existing conditions analyses, current trends and technologies in greenhouse gas (GHG) emission reduction, feedback received from City staff, focus groups, the Sustainability Commission, and the community, and the climate change vulnerability assessment. The strategies included in this internal document detail achievable and implementable emissions reduction measures and supporting actions that help the City reduce its emissions to meet the established target in line with the State of California's goals. Additionally, they address climate vulnerabilities in the City, and include adaptation measures and supporting actions to increase the City and communities' resilience to climate impacts. These GHG reduction and adaptation measures and supporting actions are organized into four systems that, when collectively implemented, will help put the City on a path towards reaching their climate goals. The strategies are organized in the following framework: GWP is concerned that its previous work is not captured within the CAAP. GWP would like credit for its previous work or work that is in progress within the Climate Action sphere. - perhaps a separate column for work that is in progress or has been achieved towards CAAP?

- **Systems.** A group of related elements that can be directly influenced by the City of Glendale.
  - **Measures.** Long-range goals that the City has established to reduce emissions and/or improve resilience in line with the State emission reduction goals and local resilience goals.
    - **Actions.** Discrete steps the City will take to achieve the measures. Over time, the CAAP will be reviewed, and additional actions will need to be added to make greater progress on the established measures.

The selection of strategies for the CAAP is intended to be an iterative process with City staff, interested parties, and the community. In general, the measures were designed to encompass actions that align with Glendale's six Climate Policy Pillars that are essential to effective climate policy implementation:

- **Feasibility.** Actions that help the City understand the costs, benefits, obstacles, and opportunities associated with programs, policies, and ordinances to make decisions that best serve the community.
- **Education.** Actions to increase community awareness of programs available to reduce individual contributions to GHG emissions and increase resilience and to establish or strengthen communication channels between the City and the communities it serves.
- **Equity.** Actions that engage vulnerable populations in the decision-making process and establish the policies and programs to provide vulnerable populations with the resources to benefit from each measure's objectives in an equitable manner.
- **Funding.** Actions that provide the financial backing (e.g., grant funding, rebates, financial incentives) and adequate City staffing to establish, implement, and maintain a program.
- **Partnerships.** Actions that establish partnerships with external government entities, including Tribes, and community-based organizations to leverage their expertise, resources, and networks to implement programs and policies the City would not be able to achieve alone.

- **Structural Change.** Actions that change existing City programs, policies, and ordinances to allow the City and community to reach the target established within a measure.

The measures and actions developed for the City of Glendale prioritize those activities which provide both mitigation (GHG emissions reductions) and resilience (preparedness for climate change) benefits. Glendale, and much of California, is already seeing the impacts of climate change and each measure taken to address local emissions should also prepare Glendale for future challenges. Any action that provides a resilience benefit includes a separate icon depicting the climate hazard it helps address. Areas for increased focus on resilience include:

- Wildfire
- Poor Air Quality
- Drought
- Extreme Heat
- Extreme Precipitation

The measures and actions have been developed to be implemented over time to reduce emissions and increase the City's resilience in a thoughtful, achievable, and stepwise process. As such, the actions are anticipated to be completed in phases, as outlined below:

- Phase 1– 2025 – 2027
- Phase 2 – 2028 – 2030
- Phase 3 – 2031 – 2033

A lead City department is assigned to each action to clearly denote which department is responsible for implementing the action. Identified City departments include:

Department	Abbreviation
Community Development	CD
Community Services and Parks	CSP
Economic Development	ED
Finance	F
Fire Department	FD
Glendale Library Arts & Culture	GLAC
Glendale Police Department	GPD
Glendale Water and Power	GWP
Human Resources	HR
Information Technology	IT
Management Services	MS
Office of Sustainability	OS

Public Works	PW
Community Development	CD
Community Services and Parks	CSP

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Finally, a consistency column is included in the tables to indicate the action's consistency, or alignment, with local/regional plans and programs as well as community feedback received during various engagement efforts throughout the CAAP's development.

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## 2 Systems, Measures, and Actions

**Table 1 Climate Action and Adaptation Plan Systems and Measures**

Measure ID	Measure Text
<b>Social and Governance System</b>	
SG-1	Provide evacuation and health alert messaging in English, Spanish, Armenian, and Korean, and in multiple forms (e.g., online, brochure, radio) to amplify the Glendale community's awareness of extreme weather and events (including wildfires, landslides, extreme heat events, and poor air quality days).
SG-2	Establish three resilience centers by 2030 in high social sensitivity areas that provide refuge for vulnerable populations from poor air quality and extreme heat conditions that serve as year-round community resource centers.
SG-3	Change internal protocols and procedures to incorporate a climate and equity lens into all government operational decision-making to increase investments in CAAP implementation for vulnerable populations.
SG-4	Formalize City and community-based relationships to create meaningful and long-lasting relationships with non-profit organizations and increase engagement of vulnerable communities and Tribal governments in local government decision-making processes.
SG-5	Increase community capacity to better withstand climate shocks and stresses.
<b>Building Systems</b>	
BLD-1	Increase carbon-free electricity procurement to provide 100% carbon-free electricity community-wide by 2035 and improve electrical system resiliency through additional distributed energy resources, transmission capacity, and demand response.
BLD-2	Require healthy, safe, decarbonized, and resilient new buildings by 2026.
BLD-3	Retrofit 25% of existing buildings by 2030 and 95% by 2045 to be zero-carbon and resilient to extreme heat and wildfires.
BLD-4	Decarbonize and make municipal buildings resilient by 2035.
<b>Mobility and Land Use System</b>	
MLS-1	Reduce reliance on single-occupancy vehicles by promoting increased residential densities along transit and commercial corridors, increasing mix of land uses and expanding the range of attainable housing choices.
MLS-2	Increase active transportation mode share to 3% by 2030 and 10% by 2045 by increasing the safety and availability of the transportation system to support walking and biking for all members of the community.
MLS-3	Enhance the transit system to be more resilient, accessible, and convenient to increase mode share to 5% by 2030 and 10% by 2045.
MLS-4	Increase passenger and commercial zero-emission vehicle use and adoption to 25% by 2030 and 90% by 2045, respectively.
MLS-5	Electrify or otherwise decarbonize 30% of community-operated off-road equipment (e.g., lawnmowers, leaf blowers, and chainsaws) operations by 2030 and 100% by 2045.

Measure ID	Measure Text
MLS-6	Transition to 45% zero-emission municipal fleet by 2030 and 100% by 2040.
<b>Urban Eco-System</b>	
UE-1	Increase organics diversion through SB-1383 to divert 75% of organic material by 2025.
UE-2	Increase tree canopy to 25% by 2030 and 30% by 2045 by focusing on communities most vulnerable to extreme heat.
UE-3	Reduce the potential for wildfire to spread in Glendale by actively managing 50-75 acres of land annually through prescribed burns, brush clearance, grazing, and building hardening.
UE-4	Increase access to affordable and fresh produce through partnerships and technical assistance.
UE-5	Reduce per capita water use to 48 gallons per day by 2030 and 42 gallons per day by 2045 by enhancing water conservation and water quality and increase the Glendale water system's resilience to climate extremes by upgrading water and stormwater facilities.
UE-6	Showcase municipal leadership through increased landfill diversion rates, climate-smart food and purchasing behavior, and enhanced water efficiencies.

### 3 Social and Governance Systems

#### 3.1 Measure SG-1

**Provide evacuation and health alert messaging in English, Spanish, Armenian, and Korean, and in multiple forms (e.g., online, brochure, radio) to amplify the Glendale community's awareness of extreme weather and events (including wildfires, landslides, extreme heat events, and poor air quality days).**

##### Metrics

- # of languages utilized for evacuation materials
- # of non-English speakers signed up to Everbridge emergency notification system
- # of people reached using non-digital methods

**Table 2 Measure SG-1 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency	redu
SG-1.1 Partner with the County of Los Angeles Office of Emergency Management, local hospitals, non-profits, and/or Federally Qualified Health Centers, to establish coordinated notification and response services that seamlessly integrate with advanced communication technologies, providing timely dissemination of critical information through multiple channels, including mobile notifications, social media platforms, and community alert systems. Additionally, implement a robust feedback loop mechanism to gather real-time data from affected individuals, enabling continuous refinement of evacuation strategies and health alert messaging protocols for enhanced public safety and well-being.	Information Technology, Fire Department	1	Partnerships, Structural Change	Wildfire, Extreme Heat, Poor Air Quality, Extreme Precipitation	CAAP Focus	Group Feedback, Sustainability Commission
SG-1.2 Conduct emergency alert notifications in English, Spanish, Armenian, and Korean. Distribute information about Emergency Alert Program sign-up in English, Spanish, Armenian, and Korean in areas of highest risk, including areas of high social sensitivity. Remove procedural equity barriers from the sign-up program. Every five years, reassess which languages are spoken jointly by 5% or more of the Glendale community	Information Technology, Fire Department, Community Development,	1	Education, Equity	Wildfire, Extreme Heat, Poor Air Quality, Extreme Precipitation	CAAP Focus	Group Feedback

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency/Reduction
and expand emergency alert translations to additional languages, consistent with Assembly Bill 1638.	GPD				
SG-1.3 Continue to inform residents about the Community Emergency Response Team (CERT) program and the Neighborhood Watch program by disseminating information in English, Spanish, Armenian, and Korean.	Fire Department	1	Education	All climate hazards	CAAP Focus Group Feedback, National CERT Program
SG-1.4 Create neighborhood or regionally specific evacuation procedures for vulnerable populations in partnership with community-based organizations and facilities based on needs identified through outreach with affected populations. Once established, conduct short and frequent (e.g., annually) culturally responsive neighborhood evacuation capacity assessments; engaging and empowering evacuation preparedness drills that invite first responders to meet the community in a positive environment with opportunities for youth to see fire engines and other vehicles up-close; community leader trainings; and improved access to evacuation financial resources to streamline evacuation processes in an emergency.	Fire Department, Public Works, GPD	2	Structural Change, Education, Equity, Partnerships	Wildfire, Extreme Precipitation	CAAP Focus Group Feedback, Glendale Safety Element Update
SG-1.5 Increase redundancy in emergency evacuation communication systems in the event of an electric outage through a variety of measures, including back-up power for telecommunication towers and other critical facilities, distributing information via radio channels, promoting ownership of hand cranked radios, and other means. Regularly test alert systems for potential evacuation scenarios.	Information Technology, Glendale Water and Power, Glendale Fire Department, CMO, and Public Works	3	Structural Change	Wildfire, Extreme Heat, Poor Air Quality, Extreme Precipitation	CAAP Focus Group Feedback

## 3.2 Measure SG-2

**Establish three resilience centers by 2030 in high social sensitivity areas that provide refuge for vulnerable populations from poor air quality and extreme heat conditions that serve as year-round community resource centers.**

### Metrics

- Establish three new resilience centers by 2030

**Table 3 Measure SG-2 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
SG-2.1 Complete an analysis of physical locations and assets within the City that have the potential to serve as resilience centers in coordination with community-based organizations that serve vulnerable population groups. Identify opportunities to establish new resilience centers or expand the functionality of existing community centers in areas of high social sensitivity first. As part of the assessment, identify the City's current capacity to provide temporary refuge for residents including facilities, infrastructure, services, and community programs during an extreme weather event. Equitably distribute the resilience centers geographically throughout the City to provide convenient access.	Public Works, Fire Department, CSP	1	Feasibility, Partnerships	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback
SG-2.2 Complete the audit of existing heating ventilation and air conditioning (HVAC) systems at City owned buildings and establish an upgrade and maintenance cycle, including replacement of filters with at least a MERV 11 rating on a quarterly basis.	Public Works	1	Feasibility	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback
SG-2.3 Identify and apply for funding opportunities that support development of a resilience center, and/or staff positions to maintain the center, such as the Office of Planning and Research Regional Resilience Grant Program.	Community Services & Parks	1	Funding	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback
SG-2.4 Partner with local public or private entities to establish resilience centers at privately-owned facilities in the City.	Community Services & Parks, (Public Works, City Facilities), Office of Sustainability	2	Partnerships	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
SG-2.5	Provide essential resources such as health programs, food, refrigeration, charging stations, basic medical supplies, multi-lingual support services, and economic development resources at all City-run resilience centers. Audit and refresh supplies on a biannual basis, including information on any new or updated programs. Expand operating hours of resilience centers during poor air quality days and extreme heat days. Adequately equip the resilience centers to accommodate pets, considering their specific needs and well-being during emergency situations. Additionally, provide information on a centralized climate action and adaptation website how to prepare homes and businesses for extreme weather events, including resources on what to have at home in an emergency kit, with giveaways (e.g., first aid or emergency kits) provided as available.	Management Services, Office of Sustainability, Community Services & Parks	2	Structural Change	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback
SG-2.6	Offer fun and engaging year-round community events with educational resources at resilience centers, providing the community with free access to clear multi-lingual information, resources, and support to effectively prepare for and recover from poor air quality days, extreme weather events and other disasters, while making the resilience centers recognized fixtures in the community.	Management Services, Office of Sustainability, Fire, Community Services & Parks, Library Arts and Culture Department	2	Education	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback, Sustainability Commission
SG-2.7	Require that the City's resilience centers (which could either be owned and operated by the City or owned and operated by private or other public entities) have adequate backup power sources and battery storage to mitigate service disruptions and provide redundancy in the event of a power outage.	Community Development, Public Works	2	Structural Change	Extreme Heat	CAAP Focus Group Feedback
SG-2.8	Increase transportation access to resilience centers by adjusting the Glendale Beeline fare pricing and routes during extreme weather events and bad air quality days to better serve vulnerable population groups.	Public Works	2	Structural Change	Extreme Heat, Poor Air Quality	CAAP Focus Group Feedback

### 3.3 Measure SG-3

**Change internal protocols and procedures to incorporate a climate and equity lens into all government operational decision-making to increase investments in CAAP implementation for vulnerable populations.**

#### Metrics

- % of Glendale budget invested in CAAP implementation, annually
- # of positions created
- # of staff hired
- % of Glendale budget targeting high social sensitivity census tracts, annually

**Table 4 Measure SG-3 Actions**

Action	Lead Department	Phase	Pillar	Climate Hazard	Consistency
SG-3.1 Develop a checklist with project design considerations for capital improvements projects to incorporate consideration of climate change impacts as part of the planning and design phase. Checklist will include consideration of future climate projections in project designs.	Public Works	1	Structural Change	All climate hazards	
SG-3.2 Explore strategies to leverage Glendale’s financing processes and potential funding opportunities to implement CAAP actions. Develop: <ul style="list-style-type: none"> <li>▪ Ways in which CAAP strategies might fit into existing financing programs/strategies.</li> <li>▪ Existing funding sources that could better tie to climate mitigation and adaptation to develop a list of possible external resources.</li> <li>▪ Develop a high-level means to start tracking availability and applicability of external resources and grants for specific projects and activities.</li> <li>▪ Start considering what local revenue streams (e.g., sewage, trash, and taxes) could be used as leverage to secure external funding or financing streams if they are connected to CAAP efforts.</li> </ul>	Finance	1	Feasibility, Funding		
SG-3.3 Establish a Climate and Equity Core Team by 2025 that includes representatives across all City departments to coordinate the implementation and monitoring of this CAAP. The team will meet for quarterly peer-to-peer information sharing sessions to discuss challenges, brainstorm solutions, and track progress towards reaching	Management Services	1	Structural Change		

Action	Lead Department	Phase	Pillar	Climate Hazard	Consistency
the City's key performance indicators. This team will serve as the key organizers for cross-departmental collaboration needed to implement climate goals, as well as community contacts and key researchers for emerging technologies and best practices in climate action. The Chief Climate and Equity Officer (or equivalent role) will support this team with implementation of the CAAP and monitoring progress.					
SG-3.4	Develop a training program to increase awareness of all City staff about climate risks to the community and contributions to GHG, importance of the CAAP and how it relates to the City, and internal and external resources. Information could consist of a handout with tailored details about the relevance and process of incorporating climate change in the agency's process, a formal and recurrent training, onboarding training for new hires, etc.	Management Services	1	Education	All climate hazards
SG-3.5	Include a description of Glendale's climate goals and values in job postings, improving talent acquisition and potentially boosting retention and worker morale.	Human Resources	1	Structural Change	
SG-3.6	Create five new positions and hire staff to fill those roles at the City, including a Chief Climate and Equity Officer (or equivalent), to support the development and implementation and enforcement of new ordinances, policies, and plans included in the CAAP.	Management Services	1 – 2	Structural Change	City Staff, Sustainability Commission
SG-3.7	Create a City-wide Sustainability Award Program to recognize and celebrate individuals, businesses, and community-based organizations that demonstrate outstanding commitment and innovation in the sustainability and climate realm. The award program will be used to acknowledge exemplary efforts and serve as a platform to share successful sustainability initiatives, fostering collaboration and driving positive and equitable change throughout Glendale.	Management Services	2	Structural Change	Sustainability Commission
SG-3.8	Conduct a thorough review, involving climate data analysis, of health impacts to outdoor workers, and other experts in the field, and adjust policies to adapt City staff and contractor outdoor worker hours and conditions in response to changing climate, in compliance with Cal/OSHA standards and City programs, prioritizing worker safety and well-being.	Human Resources	2	Feasibility	Extreme Heat CAAP Focus Group Feedback

### 3.4 Measure SG-4

**Formalize City and community-based relationships to create meaningful and long-lasting relationships with non-profit organizations and increase engagement of vulnerable communities and Tribal governments in local government decision-making processes.**

#### Metrics

- % change in annual budget directed to community-based organizations for CAAP implementation
- % of community-based organizations under contract or part of MOUs with City
- # of partnership agreements with Tribal governments

**Table 5 Measure SG-4 Actions**

Action	Lead Department	Phase	Pillar	Climate Hazard	Consistency
SG-4.1 Use existing network channels (working groups, coalitions, meetings, projects, etc.) to build an understanding of adaptation projects and potential collaborators in the Los Angeles region by: <ul style="list-style-type: none"> <li>▪ Regularly engaging in the Los Angeles Regional Climate Collaborative (LARC).</li> <li>▪ Participating in partner agency's requests to coordinate and collaborate on adaptation projects to demonstrate Glendale's commitment.</li> <li>▪ Participating in regional projects as part of a technical advisory committee or on an ad hoc basis.</li> </ul> Use this engagement to learn about adaptation projects taking place in the Los Angeles region, and to foster strong relations with potential external agencies for future collaboration.	Management Services	1	Feasibility, Partnerships, Education		
SG-4.2 Develop a community-based organization (CBO) partnership program that includes criteria for partnership participation, funding for participant compensation, and a memorandum of understanding (MOU) to facilitate CBO partnerships in City-led engagement and implementation of CAAP actions.	Management Services	1	Partnerships, Funding		
SG-4.3 Establish a formal consultation policy with local Tribes to increase Tribal involvement in the scoping, development, adoption, and implementation of sustainable projects beyond the requirements of Assembly Bill 52 and	Management Services, Community	1	Partnerships, Equity, Structural		

Action		Lead Department	Phase	Pillar	Climate Hazard	Consistency
	Senate Bill 18.	Development		Change		
SG-4.4	In alignment with the Innovation Ecosystem-related goals included in the Economic Development Strategic Plan, enhance equitable workforce development programs, such as the Verdugo Job Center, designed to connect Glendale residents, particularly those from marginalized communities, to support unmet demand in climate-related industries in partnership with United States Green Business Council USGBC and in alignment with GWP initiatives, such as building electrification.	Community Development, Community Services & Parks	2	Structural Change, Equity		Economic Development Strategic Plan
SG-4.5	Create an Entrepreneurship Incubator, Growth or Startup Accelerator program that elevates Glendale's profile as a hub for innovation. The program would promote business opportunities for Glendale residents in partnership with qualified operators, the Verdugo Workforce Development Board, Glendale Community College, or similar partners, to help local startups and companies. The intended goals would be to provide invaluable resources, connections, and knowledge to aspiring entrepreneurs and support entrepreneurs' ability to innovate and scale up by connecting them with local resources including funding groups and mentorship.	Economic Development, Community Development, Community Services & Parks, Information Technology, Glendale Water and Power	3	Structural Change, Partnerships		City Staff, CAAP Focus Group Feedback

### 3.6 Measure SG-5

**Increase community capacity to better withstand climate shocks and stresses.**

#### Metrics

- # of Cool Block Programs deployed in high social sensitivity census tracts
- # of Block Captains trained
- # of vulnerable populations engaged in CAAP implementation outreach events

**Table 6 Measure SG-5**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
SG-5.1 Establish equitable community engagement guidelines, or a set of principles and strategies, to increase participation of vulnerable populations in local decision-making processes related to CAAP implementation including the incorporation of participatory budgeting so community members have a direct say in how funds are allocated and spent. Key aspects of equitable community engagement guidelines could include transparency, inclusivity, and responsiveness, with an aim to build trust over time. Strategies should include locating engagement events in areas of high social sensitivity, timing events outside of work hours, providing child-friendly options at the events, and providing translation services in Spanish, Korean, and Armenian. Implement the community engagement guidelines across all City departments that directly interact with the community as part of CAAP implementation.	Community Services & Parks, Management Services, Community Development Department	1	Equity, Structural Change		CAAP Focus Group Feedback, Environmental Justice Element
SG-5.2 Institute a Cool Block Program to encourage residents to get to know their neighbors and to organize neighborhood associations incorporating fun games and events to foster community engagement, through which communities in Glendale can collectively address issues such as safety and climate hazards, and methods to improve quality of life. Reach out to existing neighborhood associations to initiate the Cool Block Program to leverage their local networks and increase the reach of the program throughout the City.	Management Services	1	Structural Change	All climate hazards	CAAP Focus Group Feedback
SG-5.3 Update existing City-run educational programs and campaigns to incorporate information regarding potential health and economic effects of climate change, particularly associated with worsening air quality and	Management Services, Community	1	Education	All climate hazards	CAAP Focus Group Feedback,

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	extreme heat days, including available mental, physical, and financial health/support resources. Incorporate opportunities to collect input from the community on lived experiences as it relates to climate impacts.	Services & Parks , Library Arts and Culture Department				Sustainability Commission
SG-5.4	Develop an equity investment program with local employers, businesses, philanthropic institutions, educational institutions, trade associations, businesses, and non-profit organizations to secure local match funding for economic development and climate partner readiness grants for vulnerable populations and investments in areas of high social sensitivity.	Economic Development	3	Funding, Equity	All climate hazards	

## 4 Building Systems

### 4.0 Measure BLD-1

**Increase carbon-free electricity procurement to provide 100% carbon-free electricity community-wide by 2035 and improve electrical system resiliency through additional distributed energy resources, transmission capacity, and demand response.**

#### Performance Metrics

- Average emission factor of less than 0.00009 MT CO<sub>2</sub>e/kWh by 2030
- Track the number of customer hours without power per year

**Table 7 Measure BLD-1 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
BLD-1.1 Streamline permitting requirements for battery storage and solar to increase adoption rates. c	Community Development	1	Structural Change		CAAP Focus Group Feedback
BLD-1.2 Investigate the ability to pay customers for shifting load through demand response or installation of distributed energy resources such as solar and storage.	Glendale Water and Power	1	Feasibility	Wildfire, Extreme Heat	CAAP Focus Group Feedback
BLD-1.3 Provide education and outreach, rate structures, or other incentives to facilitate the installation of an additional 34 MWh (including at least 10% on residential units) of solar electricity within Glendale by 2030.	Glendale Water and Power	1 - 3	Structural Change	Wildfire, Extreme Heat	Solar and Energy Storage Plan/ Clean Energy Resolution, CAAP Focus Group Feedback
BLD-1.4 Regularly update the Wildfire Mitigation Plan and establish a schedule for implementing the Preventative Strategies and Programs in the Wildfire Mitigation Plan. Issue an annual report that provides updates to the community regarding which strategies have been accomplished.	Glendale Water and Power, Fire Department	1	Structural Change	Wildfire	Wildfire Mitigation Plan, CAAP Focus Group

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
						Feedback
BLD-1.5	Continue to develop power purchase agreements or other contracts for renewable energy including solar, wind, and geothermal located outside the City of Glendale.	Glendale Water and Power	1 – 3	Structural Change		CAAP Focus Group Feedback
BLD-1.6	Work with regional partners to increase the transmission capacity of Glendale, allowing for more external carbon free electricity to supplement local generation and storage.	Glendale Water and Power	1 - 3	Partnerships		CAAP Focus Group Feedback
BLD-1.7	Install 75 MW of local battery storage to maximize renewable energy use and reduce reliance on transmission capacity.	Glendale Water and Power	2	Structural Change	Wildfire, Extreme Heat	City Council Resolution No. 22-29, CAAP Focus Group Feedback
BLD-1.8	Offer rebates and educational materials to community members on the benefits of distributed energy resources for resilience. Upon completion of the Solar and Battery Storage Feasibility Study, provide education and/or incentives to residential customers and design guidelines for installing battery storage and solar to reduce the need for additional distribution resources and to create a more resilient local grid.	Glendale Water and Power	2	Structural Change/ Funding	Wildfire, Extreme Heat	CAAP Focus Group Feedback
BLD-1.9	Evaluate the ability to rent, lease, or purchase and use mobile battery generators for emergencies as well as for events and activities that require a reliable power source outside. Mobile access in disasters can support community members, critical infrastructure, or emergency responders. Train staff on how to use mobile battery generators, including information on when and how they would be used in the City (e.g., deployed at facilities that may not have battery back-up onsite, or at a site in the community to charge medical devices, cell phones, radios, or other key devices during an outage).	Community Services and Parks, Public Works, Fire Department	2	Feasibility	Wildfire, Extreme Heat	CAAP Focus Group Feedback
BLD-1.10	Identify City-owned locations that currently have diesel powered back-up generators and create a timebound plan to install supplemental solar powered back-up generators onsite to create a seamless transition when the diesel generators reach the end of their useful lives. Prioritize locations in high social sensitivity census tracts.	Public Works	2	Feasibility	Wildfire, Extreme Heat	
BLD-1.11	Increase the clearance requirements for distribution lines in very high fire hazard severity zones so that is more stringent than current standards.	Glendale Water and	2	Structural Change	Wildfire	Wildfire Mitigation

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Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	Power				Plan, Sustainability Commission

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## 4.1 Measure BLD-2

**Require healthy, safe, decarbonized, and resilient new buildings by 2026.**

### Metrics

- 95% of New Construction is Zero Carbon
- 95% of New Construction with Cool Roofs
- 100% of New Construction with Indoor Cooling

**Table 8 Measure BLD-2 Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
BLD-2.1	Based on available legal pathways, implement a new building electrification ordinance which limits the installation of new natural gas infrastructure to improve health, safety, and reduce costs associated with new construction.	Community Development	1	Structural Change		
BLD-2.2	Amend the building code to require CALGreen Tier 2 Voluntary Standards Section A5.106.11.2 for cool roofs and Section A5.106.7.2 for cool walls by 2026.	Community Development	1	Structural Change	Extreme Heat	CAAP Focus Group Feedback, CALGreen
BLD-2.3	Amend the building code to require indoor cooling in new multi-family buildings by 2026. Monitor the California Department of Public Health guidance regarding indoor cooling which will inform the 2025 California building codes update cycle.	Community Development	1	Structural Change	Extreme Heat	CAAP Focus Group Feedback
BLD-2.4	Amend the building code to require all newly installed HVAC units for new buildings to have two-way air conditioning capabilities to provide heating and cooling.	Community Development	1	Structural Change	Extreme Heat and Poor Air Quality	
BLD-2.5	Host regular workforce development programs for installers, local contractors, and building owners/operators to provide financial resources and technical requirements, including information on new electric appliances and approaches to electrification. Partner with community-based organizations to connect members of vulnerable communities to these training programs in a culturally appropriate and linguistically clear way.	Community Development. Community Services and Parks, Economic Development	1 - 3	Education, Funding, Equity, Partnerships		

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Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
BLD-2.6	Establish minimum standards for the use of low carbon or carbon-neutral building materials.	Community Development	2	Structural Change		
BLD-2.7	Work with local builders to pilot Sustainable Envelope and Orientation building design to enhance energy efficiency, occupant comfort, and overall sustainability by optimizing the building's relationship with its environment and working towards zero net energy.	Community Development, Glendale Water and Power, MS	2	Partnerships, Feasibility	Extreme Heat	
BLD-2.8	Create a partnership with Glendale Community College and/or the Glendale Youth Alliance by leveraging the City's resources to refine the existing curriculum/programs to align with high market demand industries, while actively supporting initiatives such as internships, apprenticeships, labor unions, and mentorship programs with local businesses to guide students towards high-road career paths.	Community Services and Parks	2	Partnership		Focus group feedback

## 4.2 Measure BLD-3

**Retrofit 25% of existing buildings by 2030 and 95% by 2045 to be zero-carbon and resilient to extreme heat and wildfires.**

### Metrics

- 25% reduction in residential and commercial natural gas use compared to adjusted forecast
- # of buildings (residential and commercial) impacted by a natural disaster

**Table 9 Measure BLD-3 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
BLD-3.1 By 2026, complete an existing building electrification study to identify costs and benefits associated with retrofitting residential and commercial building systems, including long-term costs of transitioning fuel use. Based on the findings of the report, identify, and adopt additional cost effective, equitable, and implementable building electrification requirements for existing buildings.	Community Development Management Services	1	Feasibility		CAAP Focus Group Feedback
BLD-3.2 Establish partnerships with neighboring jurisdictions and industry experts to compile an annually reviewed and updated list of qualified installers and clearly identify disadvantaged businesses, women-owned businesses, veteran-owned businesses, and other underrepresented groups knowledgeable in electrification that will be posted on the City's centralized climate action and adaptation website and available at the permit counter. Regularly update the list of qualified installers.	Management Services Community Development	1	Structural Change, Partnerships		Community Feedback, CAAP Focus Group Feedback, Sustainability Commission
BLD-3.3 Adopt an ordinance requiring new roof replacements to utilize cool roof materials by 2026.	Community Development	1	Structural Change	Extreme Heat	CAAP Focus Group Feedback
BLD-3.4 Adopt an electrify-on-replacement ordinance for residential hot water heaters and HVAC systems by 2027.	Community Development	1	Structural Change	Poor Air Quality	Best Practice
BLD-3.5 Provide resources to landlords and tenants to develop costs/benefit sharing strategies associated with energy efficiency and electrification projects including energy efficiency leases.	Community Development	1	Structural Change	Extreme Heat and Poor Air Quality	CAAP Focus Group Feedback
BLD-3.6 Review and update permitting requirements to require same day single permit processing of heat pump hot water heaters and HVAC units.	Glendale Water and Power, Community	1	Structural Change		CAAP Focus Group Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
		Development				
BLD-3.7	Create and promote DIY energy efficiency toolkits. Seek funding to create a lending library of air purifiers and cooling devices. Deploy the program in partnership with local community organizations and trusted community leaders, targeting high social sensitivity census tracts.	Community Development, Glendale Library Arts & Culture	2	Education, Partnerships, Equity	Extreme Heat	CAAP Focus Group Feedback, Sustainability Commission
BLD-3.8	Prioritize a comprehensive assessment process to identify opportunities for adaptive reuse of structures as part of the permit application process before considering demolition, aiming to reduce environmental impact and promote sustainable urban development.	Community Development	2	Structural Change		Community Feedback
BLD-3.9	Adopt a commercial building performance standard which requires buildings to report energy consumption by-2026, complete a building retro-commissioning by 2027, identify a GHG emissions reduction target, and reduce GHG emissions below the identified threshold by 2030. Work with regional partners to develop a consistent methodology and set of requirements for the building performance standard.	Management Services Community Development	2	Structural Change, Partnership		Federal Building Performance Standard
BLD-3.10	Amend the building code to require all newly installed HVAC units for existing buildings to have two-way air conditioning unit capabilities to provide heating and cooling by 2026.	Community Development	2	Structural Change	Extreme Heat	
BLD-3.11	Develop a service/infrastructure upgrade cost sharing program to mitigate the cost for individual building/homeowners to upgrade their service/panel for electrification purposes.	Glendale Water and Power	2	Feasibility, Funding	Extreme Heat and Poor Air Quality	CAAP Focus Group Feedback
BLD-3.12	Explore the feasibility of creating a water heater loan program water heater loan program so that residents who are replacing their natural gas-powered water heaters with electric-powered water heaters at the end of their useful lives can borrow or rent a working natural gas water heater from the City for a specified period of time (e.g., three weeks) to use during any electrical panel upgrade. Participation in this program could signify the initiation of the permit request process and serve as a mechanism to support thoughtful residential transition. Consider expanding the loan program to induction stoves as well.	Glendale Water and Power, Community Development	2	Structural Change		CAAP Focus Group Feedback
BLD-3.13	Develop an electrification and weatherization concierge service which would guide building owners through the technical steps for electrifying and weatherizing buildings as well as connect them to incentives (e.g., rebates, subsidies, and tax credits) and other resources (e.g., multi-lingual education and technical expertise). Additionally, provide educational resources to residents and business owners on the benefits of electrification readiness	Glendale Water and Power, Community Development	2	Funding, Education		CAAP Focus Group Feedback, Community Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	including panel upgrades, wiring, and service lines to support building and vehicle electrification over time and avoid emergency repairs.					
BLD-3.14	Improve indoor air quality for homes by establishing an educational campaign with demonstration kitchens to showcase the benefits of switching from gas to induction stoves. Create a rebate program to incentivize adoption of electrical appliances for low-income households. Target outreach to landlords by providing technical resources.	Management Services, Glendale Water & Power	2	Education, Equity	Poor Air Quality	CAAP Focus Group Feedback
BLD-3.15	Complete the feasibility study to evaluate the relative cost and benefits of augmenting centralized power alongside distributed renewable resources through direct install solar and batteries for customers, targeting low-income households, affordable housing developments, and warehouses or large office buildings. The program will include benefit-sharing approaches which would allow Glendale Water and Power to tap into distributed battery storage to facilitate peak shaving during peak demands while providing lower energy costs and increased resilience to targeted customers.	Glendale Water and Power, Community Development	2	Feasibility	Extreme Heat	CAAP Focus Group Feedback, Solar and Energy Storage Plan/ Clean Energy Resolution
BLD-3.16	Streamline permitting requirements and design guidelines to support installation of dual-pane windows.	Community Development	2	Structural Change	Extreme Heat and Poor Air Quality	CAAP Focus Group Feedback
BLD-3.17	Establish a local weatherization assistance program that builds on the work being done by the California Department of Community Services and Development through a partnership with Southern California Edison by creating a local program that provides energy efficiency and weatherization support for all residents, with an emphasis on reducing energy usage and lowering utility bills and addressing health and safety issues in homes, businesses, and public facilities.	Glendale Water and Power, Community Development	3	Structural Change, Partnerships		CAAP Focus Group Feedback
BLD-3.18	Create an incentive program specifically for upgrades at multi-family homes, as well as low income and affordable housing units, to stack existing incentives	Glendale Water and Power, Community Development	3	Equity, Funding, Structural Change, Partnerships	Extreme Heat and Poor Air quality	Community Feedback, CAAP Focus Group Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	from TECH Clean California <sup>1</sup> and the Inflation Reduction Act funding mechanisms to connect residents to technical and financial support including direct install, incentives, and information on the benefits of electrification. Deploy the program in partnership with local community organizations and trusted community leaders, targeting high social sensitivity census tracts. Aim to weatherize and decarbonize 100 units annually by 2031 to demonstrate the effectiveness and co-benefits associated with building electrification.					
BLD-3.19	Work with home and business owners, including those in historic districts, to identify and promote zero-carbon and resilient homes as demonstration projects to showcase the benefits.	Community Development	3	Structural Change	Extreme Heat and Poor Air Quality	CAAP Focus Group Feedback
BLD-3.20	Identify locations to feasibly install community-serving microgrids and prioritize areas with high social vulnerability such as areas in South Glendale and Pacific Community Center & Park.	Glendale Water & Power	3	Equity	Extreme Heat and Wildfire	Microgrid Incentive Program

<sup>1</sup> <https://techcleanca.com/>

### 4.3 Measure BLD-4

#### Decarbonize and make municipal buildings resilient by 2035.

##### Metrics

- 90% of municipal buildings electrified
- 75% of upgraded/retrofitted municipal buildings with cool roofs
- 100% of municipal buildings in the Fire Hazard Severity Zone retrofitted to meet current fire standards

**Table 10 Measure BLD-4**

Action		Lead Department	Phase	Pillar	Climate Hazard	Consistency
BLD-4.1	Complete the current energy audit and subsequent retro-commissioning on all existing municipal buildings and facilities and inventory all fossil fuel-powered building equipment, identify zero carbon replacement technology, and develop a prioritized short- and long-term replacement schedule for equipment by 2025. As part of this analysis, identify opportunities to install solar PV on municipally owned land and buildings as well as funding sources.	Public Works	1	Feasibility Study		Solar and Energy Storage Plan/ Clean Energy Resolution
BLD-4.2	Once the analysis is complete as part of Action BLD-4.1, maximize solar installations on municipally owned land and buildings based on the results of the analysis.	Public Works	1	Structural Change		Solar and Energy Storage Plan/ Clean Energy Resolution
BLD-4.3	Continue to require the implementation of cool roofs in the construction of all new and upgraded City buildings (at the time of upgrade) to minimize absorption of solar energy and reduce building energy use.	Public Works	1	Structural Change	Extreme Heat	CAAP Focus Group Feedback
BLD-4.4	Develop and adopt an electrification first policy for City-owned fossil fuel equipment (e.g., back-up generators and HVAC units) by 2025 that outlines a clear strategy for addressing cost impacts of future equipment purchases and supports a fiscally responsible equipment transition.	Public Works	1	Structural Change		
BLD-4.5	Utilize demand management technology on all applicable systems to reduce demand.	Public Works, Glendale Water and Power	1	Structural Change		

Action		Lead Department	Phase	Pillar	Climate Hazard	Consistency
BLD-4.6	Implement a municipal standard for all non-essential electrical plug loads including computers, printers, and other equipment to be shut off during nights, weekends, and other City closures. Individual exceptions can be made, as appropriate.	Information Technology	1	Structural Change		
BLD-4.7	Conduct a building audit of all existing City buildings in moderate, high, and very high fire hazard severity zones and implement retrofits to comply with California Building Code, Chapter 7A and Chapter 49 by 2030.	Public Works	2	Feasibility Study	Wildfire	CAAP Focus Group Feedback
BLD-4.8	Calculate energy savings from energy efficiency and electrification upgrades and reinvest the savings back into a municipal cool roof program that funds future projects.	Finance, Public Works	2	Funding	Extreme Heat	
BLD-4.9	Require a deconstruction or salvage assessment for all projects involving demolition of existing structures on City-owned property that includes a detailed analysis of structural components, materials, and potential salvageable items.	Public Works	2	Feasibility		
BLD-4.10	Establish and incorporate a low embodied carbon criteria into government procurement policies for public infrastructure projects.	Public Works	3	Structural Change		
BLD-4.11	Conduct a comprehensive feasibility study to assess the cost, feasibility, and other relevant factors, such as energy efficiency, environmental impact, and long-term maintenance requirements, associated with transitioning the Glendale Civic Center to an electric-powered heating and cooling loop system.	Public Works	3	Feasibility	Extreme Heat	
BLD-4.12	Add energy storage such as battery back-up to all critical municipal buildings (e.g., fire stations, police stations, centralized storage locations of critical records) by 2035.	Public Works, Glendale Water and Power	3	Structural Change	Extreme Heat and Wildfire	

## 5 Mobility and Land Use Systems

### 5.0 Measure MLS-1

**Reduce reliance on single-occupancy vehicles by promoting increased residential densities along transit and commercial corridors, increasing mix of land uses and expanding the range of attainable housing choices.**

#### Metrics

- # of affordable housing units constructed by 2035 near transit hubs
- # of transit-oriented development constructed by 2035 near transit hubs
- % mode share shift from single occupancy vehicle to alternative transportation modes in census tracts with major transit hubs by 2035

**Table 11 Measure MLS-1**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-1.1	As part of the outreach associated with planning initiatives, continue to engage with members of the community, landowners, local businesses, and community organizations to gather input and address concerns related to increased density and mixed-use development.	Community Development	1	Education		CAAP Focus Group Feedback, SCAG Connect SoCal
MLS-1.2	Partner with Glendale Housing Authority, private developers, non-profit organizations, and community-based organizations to create a network of information sharing to leverage resources and expertise related to affordable housing development by a diverse group of experts. The goal is to foster a dynamic exchange of knowledge, facilitate joint initiatives, and collectively address the challenges associated with creating accessible and affordable housing options.	Community Development	1	Partnerships, Equity		Housing Element Update 2021 – 2029, SCAG Connect SoCal
MLS-1.3	As part of the Land Use Element update, conduct a comprehensive zoning review to identify underutilized areas around major corridors and nodes, strategically rezoning them to allow for increased residential density and/or mixed-use developments, while implementing inclusionary zoning policies to prioritize the creation of affordable housing units within these projects.	Community Development	1	Feasibility		Community Feedback, CAAP Focus Group Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-1.4	Reach beyond the goals of AB 1317, which requires unbundling of parking costs from rental rates in new residential properties with 16 or more units, by updating the municipal code to separate residential parking costs from monthly rent in areas well served by high-quality transit.	Community Development	1	Structural Change		AB 1317
MLS-1.5	Identify appropriate locations to increase density near transit hubs by identifying suitable locations and implementing zoning changes to promote mixed-use development, thereby enhancing accessibility.	Community Development	1 – 3	Feasibility		
MLS-1.6	Review and, if necessary, update the current residential zoning districts to remove barriers to help accelerate production of missing ‘middle-housing,’ including townhouses, cottage housing, duplexes, triplexes, and fourplexes. Additionally, create Objective Design Standards for these housing types to facilitate quality design and construction.	Community Development	2	Structural Change		CAAP Focus Group Feedback, SCAG Connect SoCal
MLS-1.7	Require awnings and/or canopies that can encroach into required property setbacks to create shade for pedestrians as part of objective design standards for mixed use zoning districts, as well as first and last mile development standards that allow for shading pedestrians in mixed-use zones.	Community Development	2	Structural Change	Extreme heat	CAAP Focus Group Feedback
MLS-1.8	Study the possible elimination of parking minimums and inclusion of parking maximums in zoning districts that are well-served by transit, in line with AB 2097 requirements.	Community Development	2	Structural Change		AB 2097
MLS-1.9	Install a dynamic smart parking program in Downtown Glendale. Earmark proceeds from the program that is in excess of structure parking maintenance costs to install walking and biking infrastructure in high social sensitivity census tracts	Public Works	2	Equity, Funding		SCAG Connect SoCal
MLS-1.10	Build on the success of surrounding programs and partnerships in the region, including the Southeast Los Angeles Cultural Center Development Advisory Panel to convene a residential-focused community stability working group with representatives from diverse interested parties to develop a community stability toolkit to be used in areas that have displacement risk. Track and monitor effectiveness of such strategies	Community Development	2	Equity, Partnerships		SCAG Connect SoCal
MLS-1.11	Implement a dynamic promotional strategy for Open Streets events (e.g., CicLAvia) including cutting-edge digital marketing tools and strategic community partnerships to maximize participation and foster a vibrant, inclusive urban experience with an emphasis on including the high social sensitivity census tracts	Management Services, Community Services and Parks	2	Partnership		

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-1.12	Conduct a study to determine the feasibility of implementing a congestion pricing plan for a specific area of the City with periods of heavy traffic to reduce traffic congestion, improve air quality, and enhance opportunities for multi-modal mobility, by analyzing key factors such as suitable locations, associated costs, optimal timing, potential impacts on traffic patterns, and overall effectiveness in addressing congestion	Public Works	3	Feasibility		City Staff, SCAG Connect SoCal , Sustainability Commission
MLS-1.13	In support of the Innovation Ecosystem-related goals included in the Economic Development Strategic Plan, provide opportunities for affordable commercial development and redevelopment that supports small and locally owned businesses (e.g. fostering a business mentorship program, providing educational resources to commercial business owners, and facilitating access for incentives, etc.).	Community Development	3	Structural Change		Community Feedback, Economic Development Strategic Plan

## 5.1 Measure MLS-2

**Increase active transportation mode share to 3% by 2030 and 10% by 2045 by increasing the safety and availability of the transportation system to support walking and biking for all members of the community.**

### Metrics

- % mode shift to bike/ped

**Table 12 Measure MLS-2**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-2.1	Update the Glendale Municipal Code to require the incorporation of standard charging outlets in bike parking zones and designated parking spaces, fostering the widespread adoption of electric bicycles.	Community Development	1	Structural Change		City Staff, CAAP Focus Group Feedback
MLS-2.2	Review and amend the existing Transportation Demand Management (TDM) ordinance and require specific employers to include money-based incentives for employees to bike, walk, carpool, or take public transit to work, as well as those who work remotely.	Community Development	1	Structural Change		CAAP Focus Group Feedback, City Staff, SCAG Connect SoCal
MLS-2.3	Continue to partner with the Glendale Police Department and the Glendale Unified School District to provide a bicycle safety course for both bicycle riders and vehicle drivers to provide education related to safe, active transportation. Utilize this opportunity to provide opportunities to community members to test drive electric bicycles (e-bikes) from various manufacturers and learn more about how e-bikes operate. Prioritize outreach in communities with high social sensitivity.	Police Department, Glendale Water and Power	1	Partnerships, Education		Bicycle Transportation Plan, Be Street Smart Glendale, Glendale Safe and Healthy Streets Plan, CAAP Focus Group Feedback, Glendale Water and Power Electric Vehicle Navigator Program
MLS-2.4	Identify locations throughout the City to install additional bike repair stations, including near parks along bicycle routes, and consider	Community Development	1	Structural Change		Bicycle Transportation

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	partnering with a local bike shop to provide quarterly bicycle repair support for residents traveling along a main bike path or at a designated, central location. Additionally, develop a Maintenance Plan that outlines ongoing routine inspections and repairs to confirm the continued functionality, as well as a map showing all the repair stations.	Public Works				Plan, Glendale Safe and Healthy Streets Plan, CAAP Focus Group Feedback
MLS-2.5	Partner with an entity such as L.A. Metro, Los Angeles County Bicycle Coalition (LACBC), or Walk Bike Glendale to expand existing rebate programs to help families living on low- and fixed-incomes purchase alternative modes of transportation (e.g., bicycles, scooters, rollerblades, skates, skateboards) and appropriate safety gear	Public Works	1	Partnerships, Funding, Equity		Bicycle Transportation Plan, Community Feedback, CAAP Focus Group Feedback
MLS-2.6	Continue to pursue funding from Caltrans' Active Transportation Program or similar funding opportunities to implement improvements from the City's long-range active transportation plans, including the Bicycle Transportation Plan, Circulation Element, Land Use Element Updates, and the Safe and Healthy Streets Plan.	Public Works	1	Funding		Glendale Safe and Healthy Streets Plan, Bicycle Transportation Plan
MLS-2.7	Re-evaluate the City's Safe Routes to School Program to collect current data on access and use; evaluate physical safety; conduct feedback collection sessions from students, guardians, and staff; and provide updated information on pedestrian and bicycle safety programs as well as health benefits. Upon completion, take the updated plan to City Council for adoption.	Community Development	1	Feasibility		Glendale Citywide Pedestrian Plan, CAAP Focus Group Feedback
MLS-2.8	Continue partnering with L.A. Metro to complete the Doran Street Grade Separation Project, which will include installation of an overpass to connect West San Fernando Road with the Fairmont Avenue Bridge, thereby replacing the at-grade crossing to increase pedestrian, bicycle, and vehicle safety.	Public Works	1	Partnerships		Metro – Better Transit Project
MLS-2.9	Build from the Wander the Wilderness Bus pilot program to formalize a transit to trails program drawing inspiration from successful models, incorporating community feedback, and establishing robust partnerships with public transit agencies, environmental organizations, and local communities to establish seamless and equitable access to natural spaces in the region. Deploy the program in high social sensitivity census	Community Services & Parks, Public Works	1	Partnerships, Feasibility		

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	tracts					
MLS-2.10	Complete and implement the Vision Zero Pedestrian Plan by 2030, which includes a holistic realignment of traffic safety priorities, protocol, and procedures aimed at eliminating fatal and serious collisions. Prioritize implementation in high social sensitivity census tracts.	Community Development, Public Works	1 – 3	Structural Change		Glendale Citywide Pedestrian Plan, Sustainability Commission
MLS-2.11	Leverage insights and best practices from successful initiatives in other jurisdictions (e.g., Los Angeles, Long Beach, and Metro), building on their experiences and lessons learned, to evaluate and if feasible design and implement a comprehensive Shared Bike program.	Public Works, Community Development, Community Services & Parks	1 – 3	Structural Change		CAAP Focus Group Feedback
MLS-2.12	Implement the Bicycle Transportation Plan by 2045. Prioritize implementation in high social sensitivity census tracts.	Public Works, Community Development	1 – 3	Structural Change	Air Quality,	Bicycle Transportation Plan
MLS-2.13	Install public bike parking facilities <a href="#">as identified by the Glendale Bike Transportation Plan</a> that are safe, reliable, convenient, and accessible, enhancing the cycling infrastructure in the community with at least 75% of the new bike parking located in high social sensitivity census tracts. Promote the use of the bike parking facilities through awareness campaigns, multi-lingual convenient signage, and incentives to encourage sustainable transportation choices.	Public Works	1 – 3	Structural Change		Bicycle Transportation Plan, Glendale Safe and Healthy Streets Plan, Community Feedback, CAA Focus Group Feedback
MLS-2.14	Increase the linear miles of roadside vegetation clearance by 15%, consistent with the annually updated City of Glendale Fire Department/Los Angeles County Unit Strategic Fire Plan, to reduce the risk of ignition along roadways	Fire Department	2	Structural Change	Wildfire	City of Glendale Fire Department/Los Angeles County Unit Strategic Fire Plan, CAAP Focus Group Feedback
MLS-	Install thermometers and ground-based thermal sensing tools along	City Manager's	2	Funding,	Extreme Heat	North Brand

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
2.15	Brand near the cool pavement and tree planting pilot project at different heights ranging from the ground to the tops of the trees/surrounding buildings. Collect data regularly to analyze the benefits of the pilot program.	Office, Public Works		Structural Change		Boulevard Complete Streets Demonstration Project, CAAP Focus Group Feedback, US EPA Measuring Heat Island Impacts Methodologies
MLS-2.16	Review and update the Pavement Management Report to incorporate cool pavement technologies during City repaving projects.	Public Works	2	Structural Change		
MLS-2.17	Create a Glendale Parklet and Community Greening program to identify and map opportunities to install parklets in the downtown and other commercial areas of the City. Engage with businesses to gain sponsorship for the parklets or greenspace. This will contribute to active transportation by converting curbside parking spaces into vibrant, pedestrian-friendly zones, providing additional room for walking, cycling, and other human-powered modes of travel. Additionally, work with private schools, utility right of ways, and Caltrans to identify and transition areas within their right of ways that could be transitioned into parklets and identify freeway airspace and vertical walls may also be used for planting or developed into mini gardens	Community Development, Public Works	2	Structural Change		Community Feedback, CAAP Focus Group Feedback, Sustainability Commission
MLS-2.18	Adopt the 2025 California Green Building Standards Code (CALGreen) voluntary reach code for both residential and non-residential projects that establishes specific pavement options to reduce the heat island effect of sidewalks, patios, driveways, and parking lots by 2026.	Community Development	2	Structural Change	Extreme Heat	CalGreen, Community Feedback
MLS-2.19	Elevate street crosswalk components with artistic elements to enhance visibility and eliminate the need for pedestrians to navigate changes in height while crossing. Prioritize implementation in high social sensitivity census tracts.	Public Works, Glendale Library Arts & Culture	2	Structural Change		ADA Standards for Accessible Designs, Glendale Urban Art Program, CAAP Focus Group Feedback

City of Glendale  
**Draft CAAP Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-2.20	Partner with the Glendale Unified School District and private schools in the City to develop a plan to reduce the heat islands in the City's schools and adjacent areas, including along walking routes, by removing impervious surfaces, planting trees, and increasing shade structures. Prioritize schools that serve high social sensitivity census tracts. Develop a tree maintenance and monitoring program that details the additional resources required to protect and maintain the trees once planted.	Public Works	2	Partnerships, Feasibility	Extreme Heat	Mobility Element, Glendale Safe and Healthy Streets Plan, CAAP Focus Group Feedback
MLS-2.21	Complete the traffic calming strategies along San Fernando Road, including bicycle lanes to access major employment centers (e.g., distribution warehouses) by 2030.	Public Works	2	Structural Change		Circulation Element, Glendale Citywide Pedestrian Plan, CAAP Focus Group Feedback
MLS-2.22	Complete the Glendale-Los Angeles Garden River Bridge Project (Glendale Narrows Riverwalk, Phase III), which will include a river crossing on the LA River near the Glendale Narrows Riverwalk that has specially designed lights to mitigate light pollution, multi-lingual signs, a bike repair station, and information about the region, such as cultural history of the land and people; native plants and animals; and how to protect our ecosystems.	Public Works	3	Structural Change, Education		Glendale Narrows Riverwalk Master Plan, CAAP Focus Group Feedback, Community Feedback
MLS-2.23	Implement transportation improvements identified in the Safety Element to improve emergency evacuation by 2035.	Public Works	3	Structural Change	Wildfire	Safety Element Update, CAAP Focus Group Feedback, SCAG Connect SoCal
MLS-2.24	Adjust asphalt binder grade based on future temperature projections using American Association of State Highway and Transportation Officials guidelines and FHWA's LTPPBind tool.	Public Works	3	Structural Change	Extreme Heat	American Association of State Highway and Transportation Officials guidelines

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-2.25	Implement fortified street crossings with heightened safety measures at high-traffic or traditionally dangerous intersections, incorporating advanced signaling systems, pedestrian-friendly infrastructure, and community-informed designs to enhance road safety.	Public Works	3	Structural Change		CAAP Focus Group Feedback

DRAFT

## 5.2 Measure MLS-3

**Enhance the transit system to be more resilient, accessible, and convenient to increase mode share to 5% by 2030 and 10% by 2045.**

### Metrics

- % mode shift to transit
- % of total transit stops in the City with shade features

**Table 13 Measure MLS-3 Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-3.1	Complete the current Bus Stop Improvement Program (BSIP) to survey all Beeline Metro, and Los Angeles Department of Transportation bus stops that Glendale is responsible and develop a “kit-of-parts” for each (approximately 467) bus stop which includes shelter and shade structures, and real-time bus information displays at key bus stops. As part of the analysis, identify the top priority locations for installation of shelters, shade structures, and bus stop amenities based on average use of the transit stop, location in high social sensitivity census tracts, and proximity to community parks.	Public Works	1	Feasibility, Structural Change	Extreme Heat	Bus Stop Improvement Program – in progress (as of 2/2024), SCAG Connect SoCal, CAAP Focus Group Feedback, Sustainability Commission
MLS-3.2	As part of the ongoing Comprehensive Transit Operations Analysis, evaluate the existing Beeline route and coordinate with Metro, BurbankBus, La Canada Flintridge (LCF) Shuttle, Metrolink, and Amtrak, to increase convenient and safe access to the transit system. Work with L.A. Metro and Glendale Beeline to identify opportunities to increase transit options in Glendale and coordinate around issue areas. Prioritize implementation in high social sensitivity census tracts.	Public Works	1	Feasibility, Partnership		SCAG Connect SoCal, CAAP Focus Group Feedback
MLS-3.3	Partner with Metro to educate the community on available transit opportunities through informational workshops, highlighting the benefits and convenience of public transportation options, including the Guaranteed Ride Home program and Metro Micro.	Public Works	1	Structural Change, Partnerships		CAAP Focus Group Feedback
MLS-3.4	Continue to partner with Metro to provide qualifying low-income residents of Los Angeles County with monthly free regional rides as part	Public Works	1	Feasibility, Funding,		Community Feedback, City

	of the Low Income Fare is Easy program and identify opportunities to expand the partnership to include Metrolink, Amtrak, and potentially rideshare companies to create a centralized program that establishes a monthly ticket covering multiple transportation systems to incentivize travelers.			Partnerships		Staff, SCAG Connect SoCal, CAAP Focus Group Feedback
MLS-3.5	As part of the Beeline Comprehensive Operations Analysis, continue to improve transit accessibility on the Beeline by actively engaging people with disabilities in the review and discussion of existing operations, and decision-making processes for future initiatives and upgrades.	Public Works	1	Equity		SCAG Connect SoCal, CAAP Focus Group Feedback
MLS-3.6	Utilize Transit and Intercity Rail Capital Program (TIRCP) grant and local transportation sales tax measure funds to install the prioritized shelter and shade structures, bus stop amenities as identified in MLS-3.1., contactless fare payment program, and climate mobility, technology upgrades (e.g., Wi-Fi on bus, real time information system, etc.).	Public Works	2	Funding	Extreme Heat	City Staff, CAAP Focus Group Feedback
MLS-3.7	Continue to partner with L.A. Metro and the Glendale Beeline to offer increased awareness of youth-targeted programs and continue to engage with Glendale Unified School District to offer membership in the GoPass program.	Public Works	2	Partnerships, Funding, Equity		CAAP Focus Group Feedback, SCAG Connect SoCal
MLS-3.8	Work with regional transit providers to implement a transit signal priority system that implements a smart and integrated street lighting system aimed at minimizing wait times at intersections by optimizing traffic flow and enhancing energy efficiency.	Public Works	2	Structural Change		Community Feedback, SCAG Connect SoCal, CAAP Focus Group Feedback
MLS-3.9	Upon completion of the Comprehensive Transit Operations Analysis (Action MLS-3.2), develop a Beeline Service Plan that prioritizes high social sensitivity census tracts.	Public Works	3	Feasibility, Equity		Comprehensive Transit Operations Analysis, SCAG Connect SoCal, CAAP Focus Group Feedback
MLS-3.10	Continue to partner with Metro to complete the North Hollywood to Pasadena Transit Corridor project to connect the cities of Los Angeles (North Hollywood and Eagle Rock communities), Burbank, Glendale, and Pasadena via Bus Rapid Transit (BRT), improving access to jobs, education, and other important destinations.	Public Works	3	Partnership		Metro Better Transit Projects, SCAG Connect SoCal, CAAP Focus Group Feedback

## 5.3 Measure MLS-4

**Increase passenger and commercial zero-emission vehicle use and adoption to 25% by 2030 and 90% by 2045, respectively.**

### Metrics

- 25% of total passenger vehicles that are zero-emission in the City
- 25% of total commercial vehicles are zero-emission in the City
- # publicly accessible electric vehicle chargers in Glendale

**Table 14 Measure MLS-4**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-4.1	Continue to leverage feasibility study information to evaluate opportunities for installation of electric vehicle charging stations at City-owned facilities and in the public right of way. The feasibility study will assess electrical capacity, electrical demand, financial constraints, and parking utilization to provide a prioritized list of locations to install new publicly accessible electric vehicle charging stations. In the feasibility study, include evaluation of opportunities and prioritization of locations to increase the equitable distribution of publicly available electric vehicle chargers to residents of multi-family homes in high social sensitivity tracts and residents living on low- and moderate-incomes, as well as consideration for optimizing daytime charging.	Glendale Water and Power	1	Feasibility, Equity		Community Feedback, CAAP Focus Group Feedback
MLS-4.2	Continue to implement the Glendale Electric Vehicle Reach Code and review every code cycle (three years) to align with best practices and guidelines for electric vehicle charging.	Community Development	1	Structural Change	Air Quality	
MLS-4.3	Continue to conduct at least two annual zero-emission vehicle education events for residents. Prioritize events for residents living on low- and moderate-incomes as well as residents living in multi-family buildings that would engage the community to evaluate the barriers to zero-emission vehicle adoption, promote information on the costs and benefits of owning zero-emission vehicles, and detail the steps on how to receive incentives for zero-emission vehicles.	Glendale Water and Power, Library Arts and Culture Department	1	Education		CAAP Focus Group Feedback, Sustainability Commission
MLS-4.4	Engage large employers and owners of parking structures in Glendale and provide technical support, such as design assistance, technical workshops, GWP	Community Development	1	Partnerships		Community Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	coordination, and permit streamlining to install public, shared, and private, DC fast charging infrastructure					
MLS-4.5	Create a summary of commercial vehicle fleets in Glendale and identify employers to work with to accelerate zero-emission vehicle adoption through targeted education. Encourage commercial vehicle fleet operators to accelerate electrification by providing them educational material on the benefits of zero-emission vehicles (e.g., fuel cost savings through networked charging, and current availability of zero emission vehicles ahead of State mandates), the City's streamlined permitting process, and compiling and distributing information on potential funding opportunities.	Glendale Water and Power	1	Feasibility, Education		CAAP Focus Group Feedback
MLS-4.6	Develop outreach and education materials and distribute them to local businesses, property owners, and developers on the financial (e.g., new funding streams), environmental, health, and safety benefits of zero-emission vehicles. Provide information on available funding opportunities and the City's streamlined permitting process. Deploy the program in partnership with local community organizations and trusted community leaders.	Glendale Water and Power , Library Arts and Culture Department	1	Education		Community Feedback, CAAP Focus Group Feedback, Sustainability Commission
MLS-4.7	Based on the prioritized list of locations developed through action MLS-4.1, install at least 25 level II chargers per year, through public-private partnerships and on City-owned properties.	Glendale Water and Power	1 – 3	Structural Change, Partnerships	Air Quality	Community Feedback, CAAP Focus Group Feedback
MLS-4.8	Incentivize residential electric vehicle charger installations and panel upgrades. Promote the incentives through multi-lingual outreach material on GWP's website and at community events.	Glendale Water and Power	2	Funding		CAAP Focus Group Feedback
MLS-4.9	Continue to work with the South Coast Air Quality Management District to identify and provide funding for electric vehicles and charging infrastructure for disadvantaged business owners.	Glendale Water and Power	2	Partnerships , Funding		Community Feedback, CAAP Focus Group Feedback
MLS-4.10	Identify and create an equitable plan for a zero-carbon district in a high social sensitivity census tract to focus resources, support, and partnerships with local businesses, and engagement to develop a carbon free zone where all buildings and mobility options are carbon free. Avoid inequitable outcomes by engaging directly with high social sensitivity census tract households and businesses.	Community Development	3	Structural Change, Partnerships		Focus Group Feedback

City of Glendale  
**Draft CAAP Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS- 4.11	Conduct a comprehensive assessment of primary last-mile delivery routes, vehicle fleet composition, and energy infrastructure, exploring potential partnerships with electric vehicle manufacturers, charging station providers, and alternative solutions such as e-cargo bikes, AI-driven delivery systems, or other innovative approaches, as well as evaluating financial incentives and regulatory frameworks to formulate a well-informed strategy for the successful electrification of last-mile delivery.	Public Works, Glendale Water & Power	3	Feasibility		City Staff, SCAG Connect SoCal

## 5.4 Measure MLS-5

**Electrify or otherwise decarbonize 30% of community-operated off-road equipment (e.g., lawnmowers, leaf blowers, and chainsaws) operations by 2030 and 100% by 2045.**

### Metrics

- 30% reduction in off-road equipment fuel use

**Table 15 Measure MLS-5**

Actions	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-5.1 Investigate off-road equipment fleets in the City to identify fleets with the highest decarbonization potential, fleets owned by small and minority businesses that will need targeted support and incentives to decarbonize or electrify, and fleets that do not currently have zero-emission alternatives. Utilize these findings to develop the phased off-road ordinances (Action MLS-5.2).	Sustainability	1	Feasibility, Equity		Community Feedback
MLS-5.2 Continue to develop and adopt a phased series of ordinances that align with or exceed AB 1346 to ban local operation of specific types of gasoline and diesel-powered off-road equipment (e.g., lawn and garden, construction). Update the ordinances based on a regular review of relevant state regulations, regional rules, and available technology.	Sustainability, Community Development (Code Enforcement)	1	Structural Change	Poor Air Quality	Ordinance No. 6008 – Gas Powered Leaf Blower, AB 1346, CAAP Focus Group Feedback
MLS-5.3 Promote the multi-lingual Off-road Equipment Replacement Outreach Campaign that provides information to contractors, residents, and fleet operators in the City. Information should include equivalent alternatives to fossil-fuel powered off-road equipment, public health, safety benefits of alternative equipment technology, and funding opportunities available (i.e., Clean Off-Road Equipment Voucher Incentive Program [CORE]). Information from the educational program should be summarized into an infographic format and posted at parks, City-owned and operated buildings, and shared in the City's newsletter to highlight the emissions reductions and overall health benefits in a way that is easily understood.	Sustainability	1	Education, Equity		CAAP Focus Group Feedback
MLS-5.4 Require zero emission off-road equipment as a mitigation measure for projects deemed to have an environmental impact for new construction	Community Development	1	Structural Change	Poor Air Quality	

Actions		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
as part of the CEQA process.						
MLS-5.5	Create an enforcement and implementation program to track the community's transition to electric off-road equipment and use of biofuels.	Sustainability, Community Development (Code Enforcement)	2	Structural Change		
MLS-5.6	Partner to create a financially viable rebate program with surrounding jurisdictions and the South Coast Air Quality Management District (SCAQMD), as appropriate, for upgrading off-road equipment and switching to electric or biofuels. Develop the program with a focus on procedural equity and prioritize funding distribution to vulnerable populations.	Sustainability, Glendale Water and Power	2	Funding, Equity, Partnerships	Air Quality	CAAP Focus Group Feedback

## 5.5 Measure MLS-6

**Transition to 45% zero-emission municipal fleet by 2030 and 100% by 2040.**

### Metrics

- % of Municipal Fleet Vehicles that are zero-emission
- % reduction in employee commute

**Table 16 Measure MLS-6 Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
MLS-6.1	Review and update the Fleet Electrification Study every two years to consider changes in vehicle operations and requirements, changes in costs, as well as improvements in technology.	Public Works	1	Structural Change		Fleet Electrification Study, American Green Zone Alliance Certified Green Zones Program
MLS-6.2	Continue to highlight the City's zero-emission vehicle fleet at community events such as Earth Day, Touch-A-Truck, and other events, to demonstrate how an electric vehicle fleet underscores Glendale's dedication to modernizing its infrastructure and aligning with evolving transportation trends and provide an opportunity to provide education about the benefits of electric vehicles, including lower air pollution, reduced noise levels, and the positive impact on public health.	Public Works	1	Education		CAAP Focus Group Feedback
MLS-6.3	Develop an impact and risk assessment for power outages and use the information to develop risk mitigation strategies and a resilience plan that supports electric vehicle procurement.	Public Works	1	Feasibility		Fleet Electrification Study
MLS-6.4	Implement the Zero-Emission Transition Bus Rollout plan by 2035.	Public Works	1 – 3	Structural Change	Air Quality	City Staff
MLS-6.4	Install battery backup combined with onsite solar and renewable diesel generator backups to provide resilience to the municipal fleet.	Public Works	2	Structural Change	Air Quality, Extreme Heat, Wildfire	

City of Glendale  
**Draft CAAP Actions**

MLS-6.5	Secure funding from State programs (such as the California Air Resources Board's Clean Vehicle Rebate Project and the Truck and Bus Voucher Incentive Program, Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project) and Federal sources to increase procurement of zero-emission cars, trucks, buses, and other vehicles and installation of zero-emission vehicle charging/fueling infrastructure at municipal facilities. Additionally, explore opportunities for Low Carbon Fuel Standard credit generation from use of low carbon fuels/electricity for fleet vehicles.	Public Works	2	Funding		CAAP Focus Group Feedback
MLS-6.6	Meet or exceed the advanced clean fleets rules for medium and heavy-duty vehicles.	Public Works	3	Structural Change	Air Quality	

## 6 Urban Eco-Systems

### 6.0 Measure-UE-1

**Increase organics diversion through SB-1383 to divert 75% of organic material by 2025.**

#### Metrics

- % reduction in organic material sent to landfill compared to 2014
- Tons of organic material procured per year
- % reduction of edible food waste

**Table 17 Measure UE-1 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-1.1 Support the implementation of data management systems for managing refuse, recyclables, organics and edible food to maximize diversion of waste streams.	Public Works	1	Feasibility		Recycling Center Master Plan, CAAP Focus Group Feedback
UE-1.2 Engage in edible food recovery capacity planning by completing the following actions: <ul style="list-style-type: none"> <li>▪ Estimate the amount of edible food that will be disposed of by organics generators in Glendale.</li> <li>▪ Work regionally to establish a full list of food recovery organizations that can receive edible food from Glendale businesses.</li> <li>▪ Optimize edible food collection and distribution logistics in the City by implementing a streamlined route planning system, coordinating with local businesses for organic waste contributions, and leveraging technology for real-time monitoring, thereby enhancing efficiency and sustainability in compost management.</li> <li>▪ Continue to work with food recovery entities, such as ReCreate, to identify the minimum capacity required to recover 20% of edible food that is estimated to be disposed.</li> </ul>	Public Works	1	Feasibility		SB 1383, Zero Waste Action Plan, CAAP Focus Group Feedback, Sustainability Commission

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	<ul style="list-style-type: none"> <li>Provide education regarding the good Samaritan law and infrastructure needed to store and manage food.</li> </ul> <p>If existing and planned capacity is insufficient based on the above process, develop and submit an implementation schedule highlighting the planning effort to provide new or expanded capacity for increasing edible food donations and identify proposed new or expanded facilities to be used for additional capacity.</p>					
UE-1.3	In tandem with the Free Composting Bin and Organics Recycling Pail Pick Up programs, establish and maintain an ongoing education program informing the community about compostable materials, including regularly updated guidelines on composting, especially paper, distributed bi-annually and made available at the City permit counter, grocery stores, as well as at farmers' markets and other community events.	Public Works	1	Education		Sustainability Commission, Zero Waste Action Plan, CAAP Focus Group Feedback
UE-1.4	Implement an equitable inspection and compliance program for the edible food recovery program and organics procurement program with equitable and clearly defined enforcement mechanisms and penalties, as required by Article 16 in SB 1383. Maintain records, including an initial compliance report, annual report, and implementation record as required by Articles 3, 14, and 16 of SB 1383 for (1) the organic waste collection program and (2) the edible food recovery program. Additionally, develop an organics procurement tracking program.	Public Works	1	Structural Change, Equity		SB 1383, Zero Waste Action Plan
UE-1.5	Work with the Los Angeles County Department of Public Health to develop and pass an ordinance, with equitable enforcement mechanisms and technical and financial assistance for low-income entities, which requires organics diversion from businesses, including front-of-house (FOH) organics collection at most food service businesses. As part of the ordinance development process, identify local companies that provide composting support services and develop preliminary requirements for contracting.	Public Works	3	Feasibility, Equity		
UE-1.6	Continue working with waste haulers who can franchise in Glendale to provide clear and consistent composting education material to private and public schools and other community organizations to promote compost quality and avoid cross contamination with plastics and other trash.	Public Works	1	Education		CAAP Focus Group Feedback, Zero Waste Action Plan

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-1.7	Identify opportunities to meet the procurement targets of SB 1383 to procure 16,000 tons of organics per year and identify opportunities to apply compost on City parks to improve water-holding capacity and filtration.	Public Works, Parks	1	Feasibility, Structural Change	Drought	
UE-1.8	Work with regional partners in LA County to create a compost application trading program to support the application of compost and other organic matter in farms and parks in the County.	Public Works	1	Partnership		
UE-1.9	Continue to work with ReCREATE or similar entity to develop and manage a comprehensive edible food recovery program based on food insecurity in Glendale that identifies and assists Tier 1 and Tier 2 generators with SB 1383 implementation; identifies food recovery services and organizations within the City; determines the capacity of food recovery services and organizations within the City; evaluates the need for development of food recovery kitchen sites or repackaging locations; and tracks the needs of Glendale's food insecure population.	Public Works,	1	Partnerships, Structural Change		Glendale Edible Food Recovery Program, ReCreate Contract
UE-1.10	Continue to identify and support school organizations (e.g., leadership, sustainability, and environmental groups or clubs) start "Go Organics" programs to initiate, educate, and implement robust organics collection programs in collaboration with public schools, Glendale Community College campuses, and private schools.	Public Works	1	Partnerships, Education		CAAP Focus Group Feedback
UE-1.11	Develop community compost giveaway sites (e.g., at parks or other City owned and operated locations) to provide a constant resource to the community and education about how to reduce pests and potential odor and other relevant concerns.	Public Works	1	Structural Change		Zero Waste Action Plan, CAAP Focus Group Feedback
UE-1.12	Develop a multi-family outreach program that engages with large and medium sized multi-family buildings to discuss opportunities and barriers to composting. Engagement should include outreach to property management and tenants. Based on feedback, identify recommendations for developing a multi-family composting program.	Public Works	1	Education		Community Feedback. CAAP Focus Group Feedback
UE-1.13	Increase the City of Glendale construction waste diversion requirement to 75% during the next contract negotiation.	Community Development	1	Education		

## 6.1 Measure UE-2

**Increase tree canopy to 25% by 2030 and 30% by 2045 by focusing on communities most vulnerable to extreme heat.**

### Metrics

- # of (annually and total) trees planted in high social sensitivity census tracts
- % survival rate of trees planted

**Table 18 Measure UE-2 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-2.1 Complete analysis on success rates for trees planted over the past three years (planted 2020 – 2023), encompassing factors such as species selection, soil conditions, and maintenance practices, to determine the survival rate, thereby informing future tree planting initiatives and fostering sustainable urban forestry practices.	Public Works, Community Services and Parks,	1	Feasibility	Extreme Heat	City Staff
UE-2.2 Continue to implement and regularly update the Open Space Management Plan sustainable management practices for land included in the San Gabriel and Verdugo Mountains, and the San Rafael Hills, incorporating the planting of trees with locally adapted genetics in historically forested areas, aiming to enhance ecosystem health, mitigate erosion, and preserve biodiversity. Add multi-lingual signs and/or information kiosks detailing the history of specific trees, where known, benefits of native trees, and information on how they are maintained.	Public Works, Community Services and Parks, , Fire	1	Structural Change		City Staff. CAAP Focus Group Feedback
UE-2.3 Prioritize planting of 200 trees annually in high social sensitivity census tracts with the lowest tree equity score, along safe routes to school and near bus stops, as detailed in the City’s Community Forest Management Plan.	Public Works	1	Structural Change, Equity	Extreme Heat	CAAP Focus Group Feedback, Draft Community Forest Management Plan
UE-2.4 Implement and regularly review and update the Community Forest Management Plan using the best available data (e.g., tree canopy	Public Works	1	Feasibility, Funding	Extreme Heat	

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	tracking tools) to support the decision-making process and include parks and City open space.					
UE-2.5	Re-evaluate the “Designated Street Tree List” for canopy potential and future climate conditions. Prioritize implementation of the City’s existing Urban Forest Reforestation Program in areas of high social sensitivity census tracts.	Public Works	1	Feasibility, Structural Change	Extreme Heat, Drought	CAAP Focus Group Feedback
UE-2.6	Conduct site assessments of parks located in areas with the greatest concentration of vulnerable populations. Evaluate thermal comfort, availability of shade, building and pavement materials, amenities, and landscape features. Survey park visitors to obtain input on park design and thermal comfort. Establish a schedule of capital expenditures to increase tree canopy, install shade structures (including those that cover picnic areas, general seating, walkways, play structures, and dog parks), misting stations, spray parks, and other cooling features, and change materials (e.g., paving, building) to those with low solar gain to increase comfort, safety, and promote prolonged outdoor activities by providing protection from the sun, ultimately fostering a more enjoyable and inclusive recreational environment for the community members and their pets that utilize the site(s). Focus investments and upgrades in areas of high social sensitivity first.	Public Works, Community Services & Parks	1	Feasibility, Equity	Extreme Heat	Community Feedback, CAAP Focus Group Feedback
UE-2.7	Review, enhance, update, and regularly maintain the City’s existing “Public Tree” webpage with relevant information, such as best practices for watering and fertilizing trees, guidelines for pruning and maintenance, information on local tree species, and resources for reporting tree damage or disease. Additionally, provide information on the benefits of a healthy tree canopy, including improved air and water quality, reduced urban heat island effects, and increased property values.	Public Works	1	Education	Extreme Heat	CAAP Focus Group Feedback
UE-2.8	Continue to pursue and obtain grant funding for tree planting and urban forest management. Identify and apply for Federal and State grants annually to meet the tree planting goal identified in Action UE-2.3 (e.g., USDA, California ReLeaf, Affordable Housing and Sustainable Communities Program, Cal Fire’s Urban and Community Forestry Program, and the California Natural Resources Agency’s Urban Greening Program).	Public Works	1	Funding	Extreme Heat	CAAP Focus Group Feedback
UE-2.9	Partner with a non-profit entity to enhance and promote the existing Tree Power Program to generate more donations, optimize the Earth	Community Services &	1	Partnerships, Education	Extreme Heat	Tree Power Program, CAAP

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	Day/Arbor Day program, and generate more community support for the urban forest.	Parks, Public Works				Focus Group Feedback
UE-2.10	Contract with local nurseries to grow indigenous species of trees with local genetics to be used for City planting.	Public Works, Community Services & Parks	1	Structural Change	Extreme Heat	
UE-2.11	Update the municipal code shade tree requirement for new developments; greening of parking lots; planting replacement trees that offer a large mature tree canopy with low water requirements; and increase permeable surfaces in new developments.	Community Development, Public Works	2	Structural Change	Extreme Heat, Drought	CAAP Focus Group Feedback
UE-2.12	Adopt an ordinance that establishes strict guidelines and limits on the allowable extent of impervious surfaces in City-owned and operated parkways. The ordinance should include provisions for permeable pavement options, green infrastructure, and stormwater management practices that promote sustainable urban design and preserve ecological health.	Public Works	2	Structural Change	Extreme Heat	CAAP Focus Group Feedback
UE-2.13	Create a communitywide ban on rock mulch, plastic/landscape fabric, and artificial turf under trees citywide that includes an educational component for residents and business owners on the impacts of these materials on tree health and the ultimate impact on increased heat and poor air quality. Additionally, include information on the benefits of mulching with natural materials, highlighting their ability to enrich soil fertility, reduce erosion, and provide a habitat for beneficial organisms.	Community Development	2	Structural Change	Extreme Heat and Poor Air Quality	City Staff, CAAP Focus Group Feedback
UE-2.14	Prepare an Urban Forestry Map to identify and map vacant planting areas beyond public lands and rights-of-way that can be converted into greenspace with tree canopy, including on private property in parking lots and front and side-yard setbacks, and on City-owned vacant lands.	Public Works	2	Feasibility	Extreme Heat	CAAP Focus Group Feedback
UE-2.15	In areas with low canopy coverage and small parkways (10' or under) in high social sensitivity areas, complete analysis on the potential to remove parking lanes or change traffic flow to one-way to create space for an active transportation lane with potential for largest shade trees in the highest foot traffic. Establish a prioritized list of locations that could feasibly be transitioned. Complete this action as part of the Glendale Parklet and Community Greening program identified in Action MLS-2.17.	CDD	2	Feasibility, Structural Change	Extreme Heat, Drought	City Staff, CAAP Focus Group Feedback
UE-	Partner with local landscape architects or urban design experts to create	Public Works,	2	Structural		Sustainability

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
2.16	a set of sample landscape designs options with native, drought-tolerant, and edible plants, providing detailed specifications on what to buy (e.g., a kit of tools) and offering guidance to community members in planning their outdoor spaces. Create demonstration gardens on City-owned sites, including planting events tailored especially to schools and student groups	CSP, Community Development		Change, Partnerships		Commission, CAAP Focus Group Feedback
UE-2.17	Develop an ordinance requiring tree maintenance of protected trees on private lots be performed by an arborist to increase tree health and long-term wellness to increase the urban forest canopy.	Public Works	2	Structural Change	Extreme Heat	City Staff
UE-2.18	Reduce competition from invasive grasses and restore existing non-natives to native landscape on City property.	Public Works, Parks	2	Structural Change	Wildfire	City Staff
UE-2.19	Establish a Tree Trust or Tree Endowment where the interest on the principal can be used for purchasing and planting trees in prioritized areas pursuant to the Urban Forest Inventory and Management Plan, paying for tree maintenance in high social sensitivity census tracts in the City, supporting tree management in City-owned parks, or supporting staff resources for the Urban Forest Management Program.	Public Works	3	Funding, Equity	Extreme Heat	
UE-2.20	Partner with local conservation groups such as the Arroyos & Foothills Conservancy and Glendale Environmental Coalition to acquire key parcels for conservation and perform restoration projects on existing parcels in Glendale's open spaces and along the Wildland-Urban Interface which are vulnerable to development for wildfire mitigation.	Public Works, Parks	3	Structural Change, Partnerships		State's 30x30 goals, City Staff

## 6.2 Measure UE- 3

**Reduce the potential for wildfire to spread in Glendale by actively managing 50-75 acres of land annually through prescribed burns, brush clearance, grazing, and building hardening.**

### Metrics

- # of acres of brush clearance
- # of acres of grazing land
- # prescribed burn projects
- # of participants in home hardening workshops

**Table 19 Measure UE-3 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-3.1 Conduct analysis to identify high risk and high fuel load areas within the Wildland Urban Interface by 2026.	Fire Department	1	Feasibility	Wildfire	
UE-3.2 Apply innovative and thoughtful vegetation management such as grazing or vegetation thinning and composting to reduce fuel loads and fire intensity in Wildland Urban Interface areas. Establish an implementation schedule to actively manage 50-75 acres annually. Using the Herbivory Intensity Class I or Class 2 categories, grazing would be predominantly achieved by either cattle and horses, or goats, respectively, to help reduce the fine fuels and, therefore, a potential fire's rate of speed. Monitor the native versus invasive species growth after each management technique is applied and adjust the process where appropriate to protect the native species, while also decreasing fire risk.	Fire Department	1	Structural	Wildfire	Vegetation Management and Brush Abatement Program, CAAP Focus Group Feedback
UE-3.3 Seek funding to prepare a Community Wildfire Protection Plan consistent with the latest Healthy Forests Restoration Act standards.	Fire Department	1	Funding	Landslide	CAAP Focus Group Feedback
UE-3.4 In partnership with local Tribal groups, conduct a feasibility study to find the total acreage on lands suited for prescribed burning (i.e., based on fuel type, fuel density, proximity to sensitive resources and receptors, control points, and topography).	Fire Department	1	Feasibility, Partnerships	Wildfire	
UE-3.5 Identify and apply for grant opportunities to fund wildfire vegetation	Fire Department	1	Funding	Wildfire	CAAP Focus

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	management, including grants from CAL FIRE.					Group Feedback
UE-3.6	Continue to implement the Vegetation Management Program and conduct on-going workshops on defensible space, vegetation management, and home-hardening techniques based upon the most up to date Los Angeles County Fire Department and CAL FIRE management guidelines and policies for property owners in moderate, high, and very high fire hazard severity zones. Connect vulnerable populations (e.g., single heads of households, individuals on fixed income/low-income, older adults, individuals living with a disability) to funding resources. Track the number of current participants and establish a goal to increase the number of individuals who participate in the home hardening workshops or programs. Monitor progress towards the goal and adapt the program as necessary to increase community involvement.	Fire Department, Public Works	1	Education	Wildfire	Community Feedback, CAAP Focus Group Feedback
UE-3.7	Increase Tribal coordination efforts to manage lands and increase resilience based on traditional practices and historic vegetation through co-management agreements and Tribal-led projects.	Public Works	1	Equity, Partnerships	Wildfire	CAAP Focus Group Feedback
UE-3.8	Maintain multiple contracts with private contracting shepherds to increase the acres of land by 10% that are grazed to reduce wildfire risk.	Fire Department	2	Structural Change	Wildfire	CAAP Focus Group Feedback
UE-3.9	Sponsor at least one Community Chipper Event annually by providing free mobile onsite chipping at designated locations to reduce private burden for fuels reduction and to generate woodchips from brush while maintaining LA County Defensible Space Standards Zone 0 (0-5 feet ember resistant zone from structure).	Public Works, Fire Department, Information Technology	2	Structural Change	Wildfire	CAAP Focus Group Feedback
UE-3.10	Establish a post-wildfire or extreme rain event inspection and mitigation program to evaluate and reduce the risk of landslides for areas near critical buildings and infrastructure. The inspection program should include assessment of: <ul style="list-style-type: none"> <li>▪ Previous vegetation cover class and percent cover</li> <li>▪ Post fire vegetation cover percent</li> <li>▪ Slope percent</li> <li>▪ Soil type and erosivity</li> <li>▪ Proximity of the facility to the high-use area</li> <li>▪ Weather forecast</li> </ul>	Fire Department, Public Works	3	Structural Change	Landslide	Citywide Emergency Plan, CAAP Focus Group Feedback

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
<ul style="list-style-type: none"> <li>Features between the facility and area of damage</li> </ul>						
UE-3.11	Install landslide monitoring equipment in landslide susceptibility areas that are adjacent to critical assets to monitor and detect any changes in local hillside hydrologic conditions using surface or subsurface data. Data collected and used could include rainfall, air temperature, relative humidity, soil-water content, soil suction, soil temperature, and groundwater pressure.	Public Works, Information Technology	3	Structural Change	Landslide	CAAP Focus Group Feedback

## 6.3 Measure UE-4

**Increase access to affordable and fresh produce through partnerships and technical assistance.**

### Metrics

- # of new community gardens in high social sensitivity census tracts

**Table 20 Measure UE-4 Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-4.1	Continue partnering with the Glendale Unified School District to create school community garden programs to educate students about gardening, farming, healthy food, and providing a source of fresh fruits and vegetables. Utilize City recognition forums, such as the Sustainable Stewardship Award, to highlight schools or clubs that collect and manage organic materials, maintain a school garden, and provide education to students on the life cycle of organics.	Public Works, Library Arts and Culture Department	1	Partnership, Education		CAAP Focus Group Feedback, Sustainability Commission
UE-4.2	Expand existing community garden programs by revitalizing and expanding gardening sites in areas of high social sensitivity or with high food insecurity rates. Conduct a feasibility study of vacant sites, evaluate zoning constraints, and identify partnerships and funding opportunities. Additionally, invest in a local food recovery distribution system (e.g., a food truck or other method of transportation) to transfer fresh, healthy food to those in greatest need to increase access.	Community Service & Parks, Public Works	2	Feasibility, Structural Change, Equity, Partnerships		Community Feedback, CAAP Focus Group Feedback
UE-4.3	Partner with an entity such as LA Compost to create small community garden programs at existing community centers. Provide training on gardening, food harvest, and food preparation, as well as the health and climate benefits of reducing meat consumption.	Public Works, Community Service & Parks, Library Arts and Culture Department	2	Structural Change, Education, Partnership		Community Feedback, CAAP Focus Group Feedback, Sustainability Commission
UE-4.4	Partner with local chefs or other non-profits to provide vegetarian cooking classes (on electric cooktops) at community centers or test kitchens within Glendale. Identify opportunities to offer longer-term classes and provide a demonstration garden to educate the community as well.	Sustainability Community Service & Parks, Library Arts and	2	Partnerships, Education		CAAP Focus Group Feedback, Sustainability Commission

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
		Culture Department				
UE-4.5	Partner with local Tribes and/or Indigenous communities to create native gardens for community use and food to foster a collaborative and inclusive approach that respects and integrates traditional ecological knowledge, cultural practices, and community goals into the sustainable development of shared spaces.	Community Service & Parks	2	Partnership		CAAP Focus Group Feedback
UE-4.6	Establish a food business development center that provides start-up funds, such as low interest matching loans, and access to technical assistance tailored to starting entrepreneurs and cooperative food initiatives.	Economic Development	3	Structural Change		Community Feedback

## 6.4 Measure UE-5

**Reduce per capita water use to 48 gallons per day by 2030 and 42 gallons per day by 2045 by enhancing water conservation and water quality and increase the Glendale water system's resilience to climate extremes by upgrading water and stormwater facilities.<sup>2</sup>**

### Metrics

- % change in annual gallons of water consumed per capita

**Table 21 Measure UE-5 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-5.1 Adopt an ordinance to ban the use of non-functional turf in new building design.	Community Development	1	Structural Change		AB 1572
UE-5.2 Upon the next update to the Urban Water Management Plan (UWMP)), review the historical record to identify the longest recorded drought and consider a similar drought length in the UWMP analysis.	Glendale Water and Power	1	Feasibility	Drought	CAAP Focus Group Feedback
UE-5.3 As part of the COSA, conduct an energy/water nexus study to inform future water rate structure. Explore approaches to structure water rates more progressively. To avoid inequitable outcomes, engage directly with low-income households with high utility burdens during water rate structure changes.	Glendale Water and Power	1	Feasibility, Equity	Drought	CAAP Focus Group Feedback
UE-5.4 Continue to coordinate with neighboring jurisdictions to provide adequate water availability and peak load water supply for fire suppression efforts in alignment with CAL FIRE recommendations.	Glendale Water and Power	1	Partnership	Wildfire	
UE-5.5 Partner with Metropolitan Water District of Southern California to expand the rain barrel program by implementing community outreach campaigns. Collaborate with Metropolitan and/or other experts to provide educational workshops on rainwater harvesting and sustainable water management practices.	Glendale Water and Power	1	Structural Change, Partnerships	Drought	CAAP Focus Group Feedback
UE-5.6 Perform a study to understand the feasibility and potential potable water savings of adopting a Dual Plumbing Ordinance. The feasibility study will help the City determine the size threshold for future development	Community Development, Glendale Water	2	Feasibility	Drought	Sustainability Commission

<sup>2</sup> The target usage beyond 2035 will depend on future updates to SB 606 and AB 1668.

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
	projects subject to the ordinance.	and Power				
UE-5.7	Evaluate the adequacy of the City's stormwater infrastructure and promote best management practices (BMPs) based on future precipitation projections and confidence intervals using the Cal-Adapt tool and guidance from the Federal Highway Administration.	Public Works	2	Feasibility	Extreme Precipitation	CAAP Focus Group Feedback
UE-5.8	Conduct an evaluation of impacts that future extreme precipitation events or extended drought conditions could have on the Glendale Water Treatment Plant by 2030 as part of the Recycled Water Master Plan.	Glendale Water and Power	2	Feasibility	Extreme precipitation, drought	CAAP Focus Group Feedback
UE-5.9	Based on the results of the analysis included in the COSA, expand existing Glendale Water and Power programs to increase leakage detection systems and repairs; drought tolerant landscaping; low-flow fixtures, fittings, and appliances; greywater capture and reuse; leakage repairs; and/or financial and technical resources to subsidize costs to landlords and low-income households.	Glendale Water and Power	2	Structural Change	Drought	CAAP Focus Group Feedback
UE-5.10	As part of the Water Master Plan, conduct an assessment to identify opportunities to upgrade or add field instrumentation hardware including sensors, actuators, relays, control units, and samplers (e.g., for automatic leak detection) throughout the Glendale Water and Power water distribution system. Utilize artificial intelligence (AI) and machine learning (ML) to automate SCADA data collection and analysis to provide additional operational improvements and achieve energy efficiency.	Glendale Water and Power	2	Feasibility	Drought	CAAP Focus Group Feedback
UE-5.11	Based on the results of the Recycled Water Master Plan, expand recycled water lines throughout the City, with an emphasis on connecting to parks and open spaces.	Glendale Water and Power	3	Structural Change	Drought	

## 6.5 Measure UE-6

**Showcase municipal leadership through increased landfill diversion rates, climate-smart food and purchasing behavior, and enhanced water efficiencies.**

### Metrics

- # of Sq. ft. of non-functional turf remaining on City maintained lands annually
- # of new bioswales constructed
- % total reduction in municipal water use

**Table 22 Measure UE-6 Actions**

Action	Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-6.1 Evaluate the existing custodial contracts at City-owned and operated buildings and facilities to update contract terms if necessary to include collection and disposal of organics, recyclables, and landfilled solid waste. As part of the evaluation, complete an audit of the existing external waste collection bins at each location and if necessary, work with the waste hauler(s) to acquire supplemental bins and collection services for organics, recyclables, and landfilled solid waste at each City-owned and operated facility by 2026. Adopt the City's administrative policy requiring all City staff to follow the source-separation requirement.	Sustainability, Finance	1	Structural Change		CAAP Focus Group Feedback
UE-6.2 Complete an annual audit on current bin location and signage for landfill, recycle, and compost waste in municipal buildings and on municipal-owned land to confirm that bins have clear signage and are collocated together for appropriate disposal. Where necessary, establish a plan to improve signage that clearly outlines what is accepted in each receptacle.	Public Works	1	Structural Change		Community Feedback
UE-6.3 Provide free or reduced cost recycling bins and continue to provide free or reduced cost composting and/or vermiculture bins to residents to encourage community-wide participation as well as workshops to inform the community on the benefits of composting.	Public Works	1	Structural Change		Community Feedback
UE-6.4 Create a Buy Nothing group for City staff to exchange items from their offices or homes.	Sustainability, HR	1	Structural Change		Buy Nothing Project

City of Glendale  
**Draft CAAP Actions**

Action		Lead Department(s)	Phase	Pillar	Climate Hazard	Consistency
UE-6.5	Establish a City policy to provide vegetarian and other climate smart food options at all municipal events, along with information on health, environmental, and carbon benefits for City employees.	Sustainability,	1	Structural Change, Education		
UE-6.6	Complete a municipal water use analysis and implement recommendations resulting from the analysis to reduce total water use 25% by 2030.	Glendale Water and Power	1 - 2	Feasibility	Drought	
UE-6.7	Identify and replace non-functional turf at City-owned and operated facilities and locations. Additionally, replace non-native vegetation with native and drought tolerant species throughout Glendale parks, medians, and other landscapes and create bioswales on City land and along roadway right-of-way to increase stormwater capture and groundwater recharge by 2027. Train City and contracted staff tasked to maintain landscaping on how to manage specific plants, including increased watering schedules for the first through third month after planting, with a decreased watering schedule following.	Public Works, Community Services & Parks	2	Feasibility, Structural Change	Drought	CAAP Focus Group Feedback, Sustainability Commission
UE-6.8	Implement the goals included in the Emergency Action Plan, including conducting hardening upgrades to water structures and facilities (i.e., reservoirs, pump structures, treatment facilities, and administrative offices) that are in or immediately adjacent to CAL FIRE High and Very High Fire Hazard Severity Zones by 2030. Install back-up power generators for all critical water facilities by 2027.	Glendale Water and Power	3	Structural Change	Wildfire	CAAP Focus Group Feedback

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