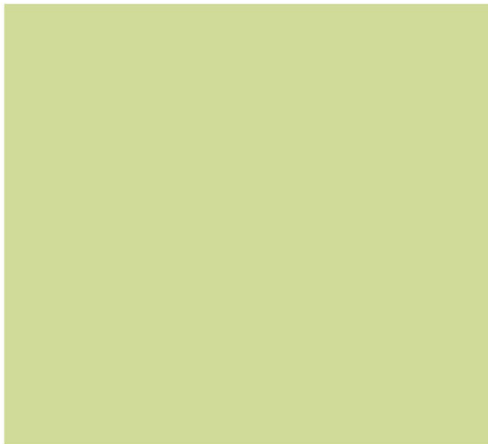




# ARROW HIGHWAY SPECIFIC PLAN

ADOPTED BY CITY OF GLENDORA CITY  
COUNCIL, SEPTEMBER 25, 2018



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#### IN THIS CHAPTER

**Project Purpose and Background**

**Administration**

**Vision and Objectives**

**Document Organization**

**Planning Process**

**Project Area Boundaries**

**Challenges and Opportunities**

The Arrow Highway Specific Plan aims to transform the Arrow Highway corridor into an area that supports a variety of land use options with a distinct sense of place and multimodal mobility. This chapter:

- Explains how to navigate this document and the impetus and objectives for this planning effort, and
- Documents the community's involvement in the planning process.

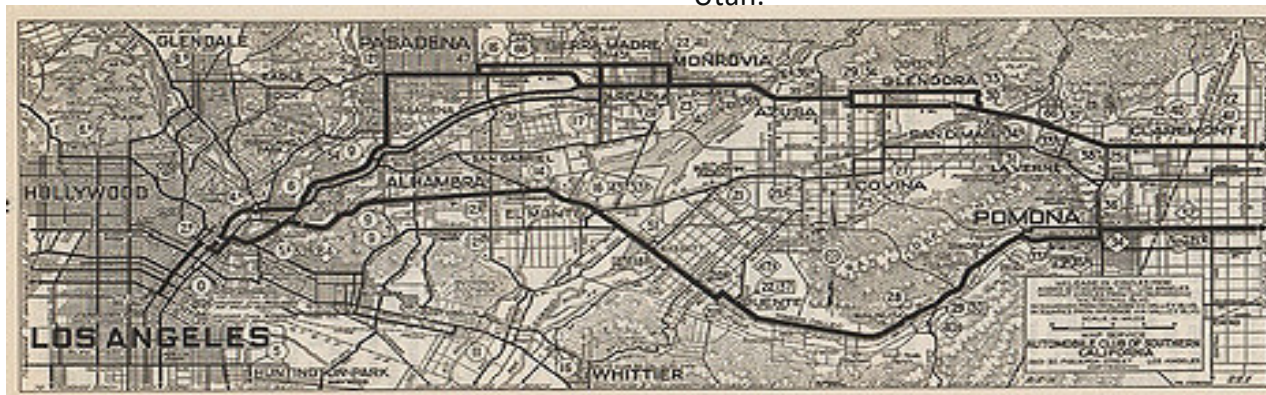
## 1.1 PROJECT PURPOSE AND BACKGROUND

The Arrow Highway Specific Plan is a comprehensive document implementing the City of Glendora's vision for its southernmost corridor. As part of the Southern California Association of Government's Compass Blueprint Program, Glendora and its neighboring jurisdictions initiated a planning process to improve the corridor's mobility, foster livable communities, and promote sustainable development. That effort resulted in initial guidance for the Arrow Highway Specific Plan; however, the Specific Plan goes beyond the preliminary concepts to establish a clear vision and implementation program fostering livability, housing, retail, and service

options; improving and integrating open space and community spaces; encouraging catalytic projects; and improving mobility.

A specific plan is a regulatory tool that local governments use to implement a General Plan and to guide development in a localized area. While the City of Glendora General Plan is the primary guide for growth and development, the Specific Plan is able to focus on the unique characteristics of this specialized area.

Historically, Arrow Highway played a key role in linking southern California to Salt Lake City, Utah via Las Vegas, Nevada. Arrow Highway, a part of the Arrowhead Auto Trail, was the first all-weather road from Los Angeles to Utah.



As such, the corridor's design and development emphasized vehicular movement and served the automobile. The Arrow Highway corridor continues to show signs of its auto-centric roots. Today, it is home to various auto-serving businesses, both active and vacant; light industrial, office, and retail stores of various scales; multifamily residential units; and limited single family dwellings. This Specific Plan aims to transform the Arrow Highway corridor into a vibrant, attractive, and revitalized corridor with a strategic variety of land uses, including pockets of pedestrian oriented mixed-use that serve

*The Arrow Highway Specific Plan aims to transform the Arrow Highway corridor into a vibrant, attractive, and revitalized corridor with land uses serving the community as well as the corridor.*

the community and the subregion.

## 1.2 ADMINISTRATION

### 1.2.1 LEGAL AUTHORITY

The Arrow Highway Specific Plan is enacted pursuant to Sections 65450 through 65457 of the California Government Code, which authorizes local governments to prepare and adopt specific plans. The Specific Plan, adopted by the City of Glendora City Council by ordinance, establishes the zoning regulations for land use and development within the Specific Plan area.

### 1.2.2 RELATIONSHIP TO OTHER PLANS

As provided in the City's Zoning Ordinance (Title 21, Glendora's Municipal Code), a specific plan is an instrument for guiding, coordinating, and regulating the development of property within a defined area. A specific plan is a special set of development standards, including a supplemental map, and is applicable to a particular geographical area within the city.

The Arrow Highway Specific Plan is tied to other City plans and programs, as discussed below.

## **General Plan**

Glendora's General Plan, known as "Community Plan 2025," serves as a blueprint for future development and creates a vision of how Glendora will develop in the years to come. The Arrow Highway Specific Plan is consistent with the Community Plan 2025's vision and guidance. The Specific Plan seeks to stimulate economic development, support mobility, and target growth on Arrow Highway in a contextually sensitive manner. Projects proposed within the Specific Plan area must demonstrate consistency with General Plan policies, including many of the citywide design principles.

## **Zoning Code**

The land use regulations and development standards in the Arrow Highway Specific Plan will be incorporated into the Zoning Code by amendment of the document; it will not become effective until that amendment process (by ordinance) is complete. Where there is conflict between the provisions of the Specific Plan and the Zoning Code, the Specific Plan shall prevail. However, where the Specific Plan is silent on general site development regulations (e.g., landscaping, signage) or special use regulations (e.g., density bonuses), the applicable requirements of the Zoning Code shall govern. An amendment to the Zoning Map will also be

required to reflect the new Arrow Highway Specific Plan zones.

## **1.3 VISION AND OBJECTIVES**

The Arrow Highway Specific Plan's Vision and Objectives are based on community input from local stakeholder interviews and the Arrow Highway Steering Committee's visioning sessions. The Steering Committee's membership represents various Glendora viewpoints, including residents, business owners, property owners, and other stakeholders. The Vision expresses the shared desire for what Arrow Highway should become in the future. The Objectives represent target measures to achieve that vision.

### **1.3.1 VISION**

Arrow Highway is envisioned as a thriving multimodal corridor – a gateway to Glendora with a distinct sense of place. The corridor provides neighborhood-supporting retail, office, and light industrial uses; a range of housing options; and bike paths and open spaces.



## 1.3.2 OBJECTIVES

### 1. Upgrade and Expand Retail, Service, and Office Offerings

Intensify locally-serving uses, particularly around key intersections and transit hubs; expanded uses could include a neighborhood-scale super market, casual dining with outdoor seating, a brew pub/restaurant, entertainment, and other personal service uses such as hair and nail salons, banks, and laundry/cleaners. Encourage façade improvements, signage improvements, and rehabilitation projects to transform street character.

### 2. Emphasize Walkable Urban Form in Targeted Nodes

Improve walkability in targeted mixed-use nodes through active small-format ground-floor uses, accessible building entrances lining sidewalk edges, widened sidewalks, providing bulbouts and pedestrian amenities, and automobile parking set back from public walkways.



*Flexible office spaces can attract both traditional and modern industries*



*Walkable urban design at key nodes will activate street life*

### 3. Broaden Housing Options

Redevelop older housing and provide new for sale and for rent housing in “stand alone,” mixed-use, and/or senior housing options, particularly near neighborhood services and close to transit connections.



*Welcome a broad range of housing options*



*Provide rental and purchase housing options along Arrow Highway*

### 4. Leverage Existing Market Audiences

Capitalize on Arrow Highway’s high regional traffic volume by providing drive-through and quick-stop commercial uses in strategic locations along the corridor -- away from pedestrian oriented areas. Offer services to support the many transit riders en route to bus connections and the future Gold Line light rail station. Over a longer term, co-locate successful automotive uses into a thriving light industrial district.

### 5. Improve Multimodal Accessibility, Connectivity, and Safety

In coordination with the County of Los Angeles and/or the City of Covina, create safe pedestrian and bicycle connections between residential areas and transit, neighborhood services, and other key destinations. Improve access in targeted pedestrian nodes with landscaped bulbouts, select mid-block crossings, widened sidewalks, pedestrian amenities, and attractive bus shelters. Accommodate bicycles along the San Dimas Wash and along the corridor with buffered bike lanes and convenient bicycle storage. Maintain efficient vehicular travel along Arrow Highway with redesigned flow of traffic.

## 6. Integrate Open Space and Community Amenities

Integrate plazas or small urban gathering spaces in areas that are well-activated by adjacent uses. Develop the San Dimas Wash as a trail connection and community amenity.

## 7. Enhance Livability and Character

Improve the area's aesthetic appeal with the reuse/redevelopment of older buildings and shopping centers, attractive architectural styles, landscaping, public art, welcoming gateway elements, and unified street furniture and signage. Increase police visibility, "eyes on the street," and upkeep of underutilized lots. Ensure efficient infrastructure to support future growth.



*Integrating public gathering spaces enlivens street life*



*Design guidelines will drive the enhancement of community character*



## 8. Implement Catalytic Infill Projects

Pursue development and redevelopment projects to create the greatest level of positive change and stimulate additional public and private investment. Rehabilitate older buildings and support new uses for development on vacant lots. Encourage consolidation of underutilized parcels to create more viable development opportunities.



## 1.4 DOCUMENT ORGANIZATION

The Arrow Highway Specific Plan integrates a set of bold strategies to achieve the vision of a vibrant, thriving, connected corridor.

### 1.4.1 CHAPTER ORGANIZATION

#### Chapter 1: Introduction

The Introduction chapter provides the background information for the Specific Plan as it defines the project area, describes the Specific Plan's purpose, and details the Specific Plan's preparation process. This chapter provides a high level overview of the Specific Plan's key elements and describes the desired future for Arrow Highway.

#### Chapter 2: Land Use and Urban Design

The Land Use and Urban Design chapter discusses land use, zoning, development standards, as well as site design and planning guidelines within the Specific Plan area.

#### Chapter 3: Mobility and Infrastructure

The Mobility and Infrastructure chapter discusses the Specific Plan's relationship to planned roadway and bike infrastructure improvements, and new greenspace programs related to bike

infrastructure. The infrastructure component focuses on issues related to energy, solid waste disposal, sewer, water, and storm drain infrastructure.

## **Chapter 4: Administration**

The Administration chapter provides review authority procedures including the Specific Plan's application, interpretation, review and approval process, amendments, and appeals.

## **Chapter 5: Implementation**

The Implementation chapter provides the actions necessary to carry out the Specific Plan's components and achieve the community's vision. It includes financing, and an implementation action plan that moves the Specific Plan forward.

### **1.4.2 HOW TO USE THIS PLAN**

This Specific Plan is designed to be easily understood and referenced by a range of users, including City staff, elected officials, developers, business and property owners, and community members. To help navigate the main components of the document, the following steps are a quick way to understand the different sections of the plan.

### **Step 1: Find Out What Land Use District Applies to Your Project**

Locate your project location on Exhibits 2.1 and 2.2 to determine the applicable land use district and zone.

Review the narrative description for that particular land use to determine whether your proposed project complies with the intent of the Specific Plan for that land use district and zone. Descriptions for each land use district and zone can be found in Chapter 2: Land Use and Urban Design.

### **Step 2: Review the Land Use Table**

Use the Land Use Table to determine if your project is allowed in a particular land use zone.

### **Step 3: Review the Development Standards and Guidelines Text**

If your proposed use is allowed, refer to Exhibits 2.16 and 2.19 to determine the appropriate development standards that apply to your project.

Next, review the design guidelines and standards located in Chapter 2.

#### **Step 4: Speak with a City Planner**

The City encourages you to speak with a planner for any questions about the Specific Plan's application to your project or the application process.

#### **Step 5: Follow the Appropriate Application Process**

Use the City's application process to have your project reviewed.

### **1.5 PLANNING PROCESS**

The Arrow Highway Specific Plan was developed over five phases, kicking off in the summer of 2015, culminating with the Specific Plan's adoption by City Council on September 25, 2018.

Phase 1 analyzed the 2015 conditions within and adjacent to the Arrow Highway corridor.

Building upon the Phase 1 analyses, the community's opinions were canvassed through a series of interviews and workshop activities focused on establishing a vision for the Arrow Highway corridor. Using this input along with the technical

studies, land use alternatives were developed in Phase 2. The alternatives were analyzed, discussed, and adjusted by the Steering Committee and ultimately, a preferred alternative was selected in Phase 3.

Phase 4 saw the development of the Specific Plan's concepts, guidelines, standards, and programs. Upon completion of the preliminary draft Specific Plan, the Plan's environmental impacts were evaluated. Phase 4 concluded with the release of the Draft Specific Plan and the Draft Environmental Impact Report for public review. The final phase is the adoption process where the Planning Commission and City Council conduct public hearings, direct Specific Plan refinements, certify the environmental document, and adopt the Arrow Highway Specific Plan.

## 1.5.1 COMMUNITY OUTREACH AND ENGAGEMENT

The planning process involved contributions of experiences and ideas from a wide cross section of perspectives, representing technical experts, community interests, and Glendora City staff. Due to Arrow Highway's unique multi-jurisdictional right-of-way distribution within the project area, staff from the neighboring jurisdictions of Covina and unincorporated Los Angeles County were also involved throughout the process—through consultation and participation in community engagement meetings.

The consultant team worked closely with the City of Glendora to carry out a public engagement plan designed to gather input from stakeholders at key points throughout the entire Specific Plan process. The outreach plan included:

### Stakeholder Interviews

Four small group and one-on-one stakeholder interviews were conducted early in the Specific Plan process. Stakeholders shared their thoughts on the issues, opportunities, and concerns for the Arrow Highway corridor.

### Arrow Highway Steering Committee

The Steering Committee, comprised of 16 members, represented Glendora residents, business owners, property owners, developers, local transit agencies, regional planning agencies, and neighboring city and county agencies. This committee was convened at key points in the process, to help guide visioning, provide land use alternative preferences, comment on design guidelines, and comment on the draft plan. The Steering Committee meetings were publicly noticed and time for public comment was allocated. The Steering Committee provided valuable input throughout the planning process.



*The Steering Committee's ideas for street improvements can inform County plans*

### **Meetings with Surrounding Jurisdictions**

In addition to the City of Covina and the County of Los Angeles planning staff representation on the Steering Committee, the project team consulted with the planning and public works departments' staff from both jurisdictions throughout the process.

## **1.6 PROJECT AREA BOUNDARIES**

The City of Glendora is approximately 20 square miles, located in the eastern San Gabriel Valley. I-210 runs through the central portion of the city as does the Historic Route 66. Glendora is a largely residential community, with local serving commercial areas, light industrial uses, offices, local and regional parks, and open space. The City of Glendora is bounded by the Angeles National Forest to the north, the City of San Dimas to the east, the City of Covina and sections of unincorporated Los Angeles County to the south, and the City of Azusa to the west, as shown in Exhibit 1.1.

The Arrow Highway Specific Plan focuses on the 2.5-mile stretch of Arrow Highway that bounds the southern edge of the City of Glendora, between Barranca Avenue to the west, and Valley Center Avenue to the east. Within that area, Arrow

Highway crosses through the jurisdictions of Covina and unincorporated Los Angeles County in a discontinuous manner. As such, the specific plan project studies the areas belonging to the adjacent jurisdictions in order to gain a more comprehensive view of the corridor, as shown in Exhibit 1.2.

## **1.7 CHALLENGES AND OPPORTUNITIES**

The 2015 built conditions, local jurisdictional boundaries, and the governing regulations pose challenges to the corridor's modernization and redevelopment. Key features in the corridor are ripe for change. These include the recent purchase of vacant lots, increased interest in housing development, and the community's desire for street life and amenities. The Arrow Highway Specific Plan capitalizes on these opportunities and aims to facilitate the growth and develop in accordance with the community's desires and best practices.



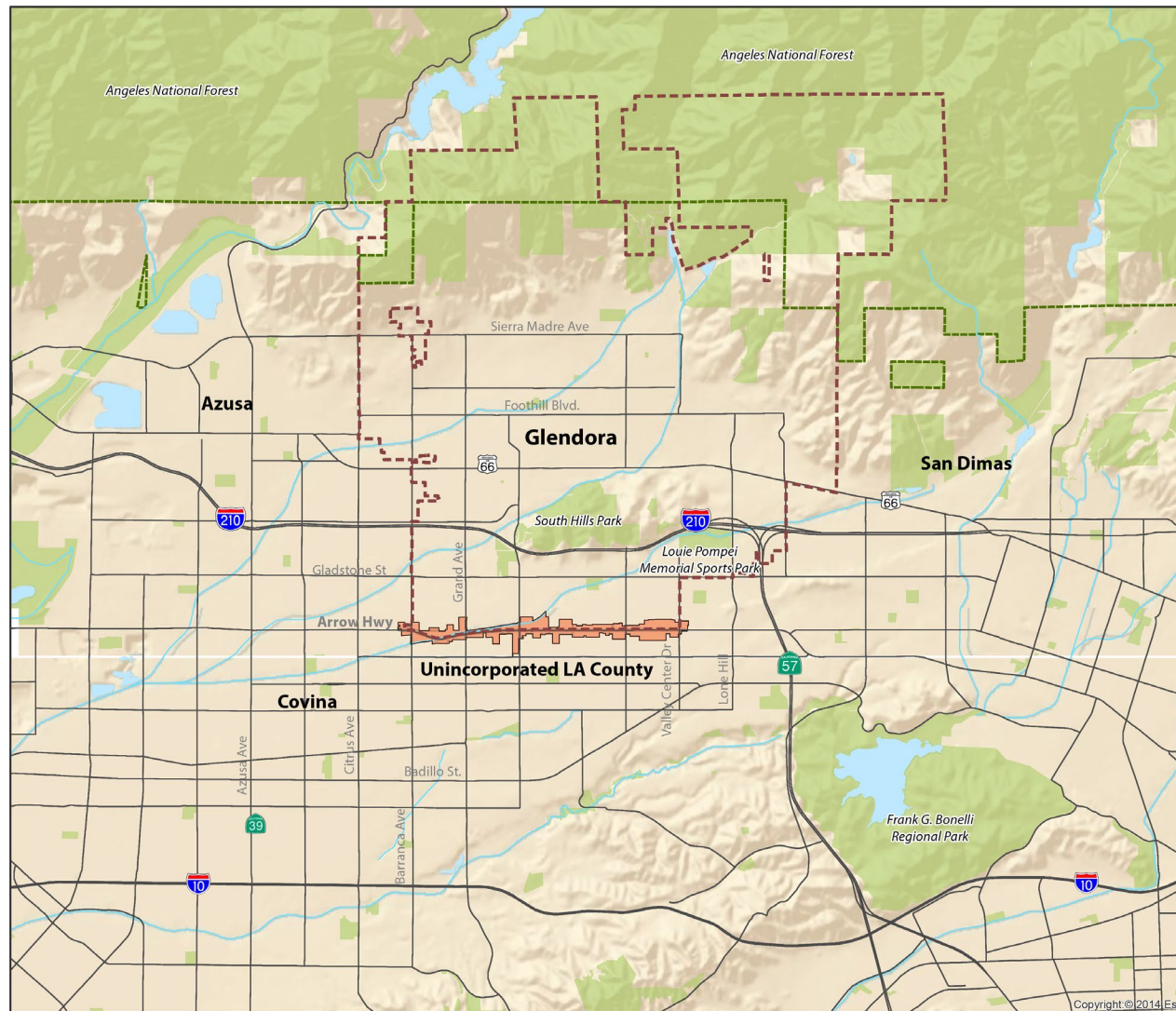
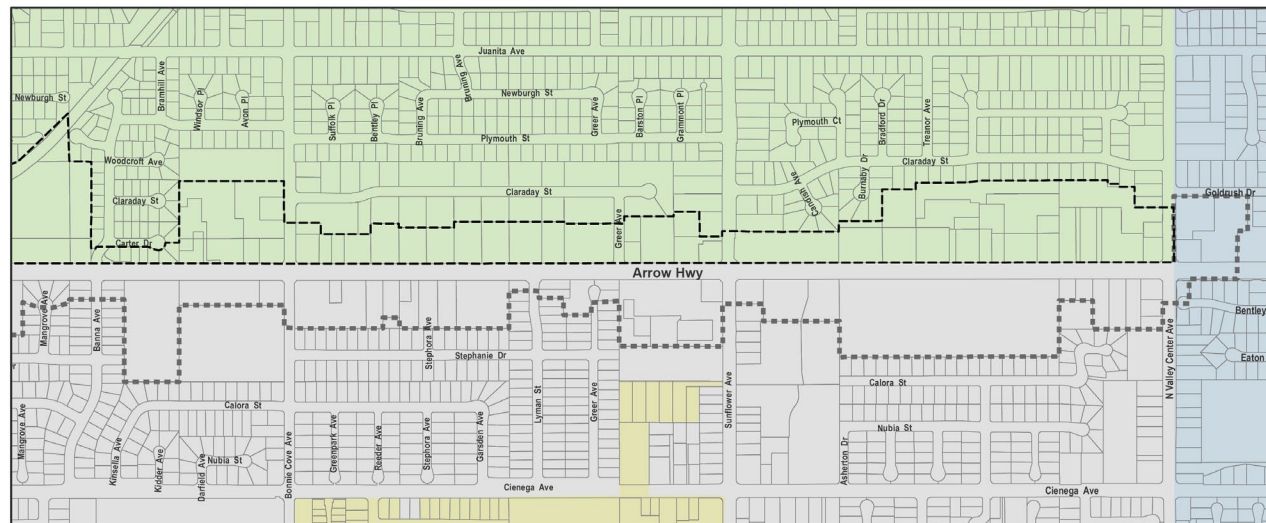
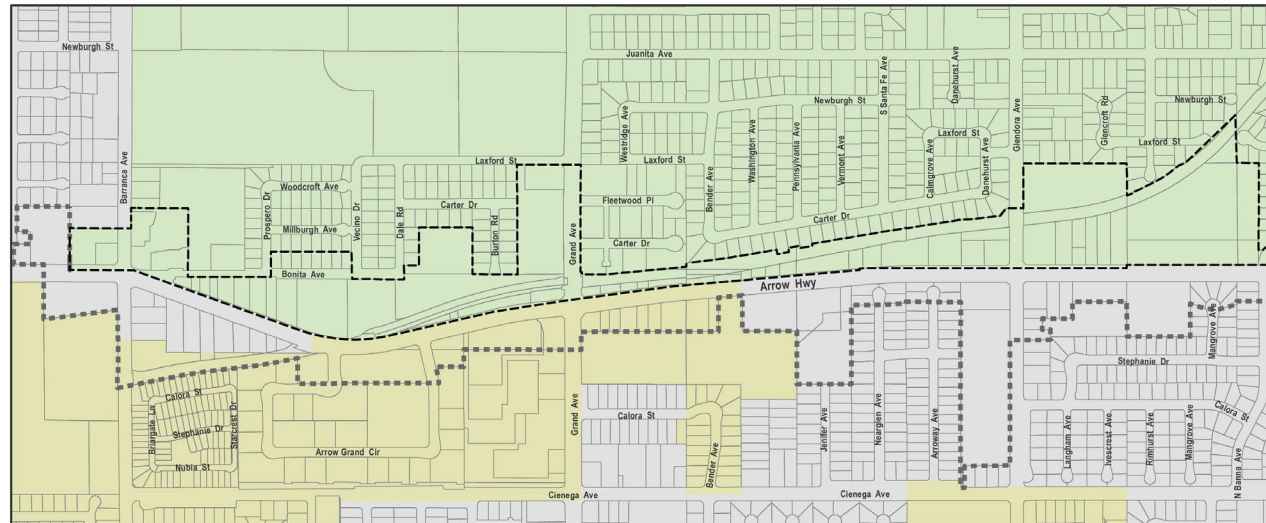


Exhibit 1.1  
Regional Location

**Boundaries**

- Glendora City Boundary
- Study Area Boundary

## Exhibit 1.2 Jurisdictional Boundaries



## Challenges

- **Multi-Jurisdictional Nature:** The City of Glendora has jurisdiction of the land immediately north of Arrow Highway, while the City of Covina or the County of Los Angeles have jurisdiction of the road itself and the land south of Arrow Highway. The jurisdictional boundary poses a challenge because unlike most other streets, the sidewalks and roadway along Arrow Highway do not belong to the City, creating limitations on the types of streetscape solutions that can be applied. To address this, the Specific Plan discusses creative methods employing building design and site design standards as the tool for achieving the desired improvements. The multi-jurisdictional nature also requires planning and coordinating the future of Arrow Highway between all three jurisdictions in order to achieve the maximum benefit and cohesion for the surrounding community.

## Opportunities

- **Development Interest:** Residential and commercial developers have shown interest in the Arrow Highway corridor. Catalytic properties, such as the recently purchased property known as the “Wonder Bread” site or the former “Vons” site, are poised to set the tone for new development along the corridor.
- **Design Standards:** By strengthening existing design recommendations and codifying more creative urban design solutions, improvements to current structures and future development projects will more closely resemble the character the community desires for their corridor.
- **County Plan Updates:** The Arrow Highway Specific Plan’s planning process has influenced the County of Los Angeles’s adjacent Area Plans’ update. As a result of the Specific Plan, the County has initiated the corresponding Area Plan’s revisions to ensure cohesion with the Arrow Highway Specific Plan.





## 2. LAND USE & URBAN DESIGN



### IN THIS CHAPTER

#### Context

#### Urban Design Framework

#### Land Use Plan

#### Allowable and Prohibited Land Uses

#### Corridor-wide Development Standards and Design

#### Guidelines

#### Transformative Districts' Development Standards and Design

#### Guidelines

### Strategies for Change

The land use and urban design chapter provides the regulatory framework for new development and public realm enhancements. Land use policies establish the approach to promoting the corridor vision presented in Chapter 1. The urban design framework establishes two character areas along the corridor and activity nodes at Grand Avenue, Bonnie Cove Avenue, and Sunflower Avenue. Mixed-use and retail uses will



be targeted to maximize development potential and transform the corridor.



*Land use designations dictate allowable uses*



*Design standards are tailored to two transformative districts*

## 2.1 CONTEXT

To support the eight project objectives discussed in Chapter 1, it is essential to set a framework that facilitates aesthetic changes and street activity through land use regulations, urban design standards, and incentives for more specified types of development.

In order to establish the desired physical form and identity of the urban space, the Specific Plan area is divided into two distinctive Transformative Districts. Each District has its own unique character and focal points, which are achieved through:

- **Land Use Designations:** Concentrating certain uses around each other to create synergy.
- **Design Standards:** Designing development standards tailored to each Transformative District.

The design standards, which address new buildings, adaptive reuse, significant remodels, and site improvements are essential to achieve the Specific Plan's objectives. Site improvements will be evaluated on a case-by-case basis to determine which regulations apply to the portion of the site being improved.

## 2.2 URBAN DESIGN FRAMEWORK

Arrow Highway's uses and visual character largely reflect the fact that roadways have shaped the urban form. The long linear blocks and limited pedestrian and bicycle access can be traced to the late 1920s, when Arrow Highway was originally envisioned as "a new master road" to relieve traffic congestion between Los Angeles and San Bernardino. However, Arrow Highway's importance was later overshadowed by the freeway system. Arrow Highway never achieved the fame of Route 66 and, thus, was relegated to secondary status.

As of 2017, Arrow Highway is a busy, business corridor lined with car repair and service stations, mini malls and strip malls, stand-alone retail and industrial businesses, a few restaurants, bars, and fast food stops. Arrow Highway is dominated by parking lots, buildings with blank walls, and often, hidden entryways with limited pedestrian connections between properties. In addition, multiple curb cuts disrupt the sidewalk, hamper access for the physically impaired, and limit landscape, street trees, and streetscape opportunities. The land use goals and the urban design framework establish a physical vision for change.



*Arrow Highway at Glendora Avenue, 2017*



*Arrow Highway is home to many car repair and service businesses*



*The Arrow Highway corridor is designed for automobile use*



*The San Dimas Wash traverses the planning area*



*Buildings are located in the rear of parcels with parking at the front*

### 2.2.1 URBAN DESIGN ANALYSIS

The urban design framework was formed by analyzing building and street character, evaluating pedestrian and bicycle access, visual quality, and views.

When viewed as a whole, the analyses begin to define the urban “fabric” or feel of a place. The key findings:

1. The Arrow Highway corridor is designed for automobile use.
2. The average block length is approximately 2,100 feet in the east to west direction, with limited pedestrian crossing points.
3. Due to the minimum 20-foot setback requirement established by standard zoning regulations, buildings are typically located to the rear of the parcels with large, minimally landscaped or unlandscaped parking lots visible from the street.
4. Shopping centers and retail uses are generally concentrated around major intersections.
5. The San Dimas Wash storm drain channel traverses the planning area and creates irregular parcel shapes. However, the channel also creates a great opportunity for an open space amenity.
6. Most commercial or industrial structures along the corridor are single-story and reflect low-cost construction practices; residential development is primarily one-story ranch homes and mobile homes.
7. Pedestrian pathways are limited.

8. Building entries are not oriented to the street nor to pedestrians.
9. Proximity to the San Gabriel Mountains provides views to the foothills and mountains.
10. Sparsely developed properties present opportunities for intensification of use.
11. Two large parcel opportunity sites, the former Vons site (Bonnie Cove Avenue/Arrow Highway) and the former Wonder Bread Factory (Sunflower Avenue/Arrow Highway), could support catalytic projects.

## **2.2.2 URBAN DESIGN VISION**

The urban design vision lays out specific placemaking objectives for buildings, activity nodes, and open spaces to enhance a sense of place through the design of private realm spaces.

Typically, placemaking occurs in both the private and public realms; however, Glendora has little jurisdictional control of the Arrow Highway public rights-of way. As such, public realm design is addressed through private realm development standards and design guidelines.

*“Arrow Highway is envisioned as a thriving multimodal corridor – a gateway to Glendora with a distinct sense of place.”*

The following section discusses the Urban Design Vision Objectives, which are this Plan’s high-level strategies that implement the desired changes. The Urban Design Framework is illustrated in Exhibit 2.1.



The Urban Design Vision Objectives are:

**1. Tailor land use and urban design strategies through two Transformative Districts.**

Concentrating activities that are already flourishing, but scattered along the corridor, creates synergy and can attract more businesses and economic advancement. Each District will have unique functionalities and character. The two Districts are:

**a. Transformative District 1-Office/Industrial Multimodal Core:**

This District seeks to create a hub of existing and relocated light industrial activities, attract research and development interests, encourage incubator startups, and provide for professional office activity. Businesses that support employee activity will also be a cornerstone. Regional transportation lines arrive/depart from the District, creating the atmosphere for an employment-driven zone.

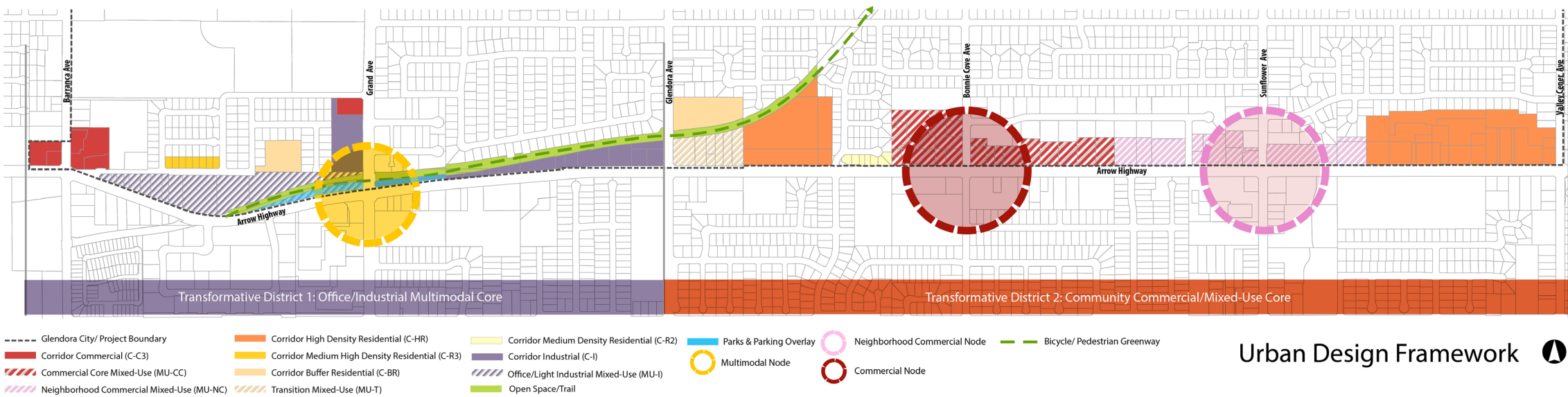
**b. Transformative District 2-Community Commercial Mixed-Use Core:**

This District will be the heart of commercial and entertainment activity along the corridor. Residential development will be encouraged to support the economic viability of the commercial and entertainment uses.

**2. Select focal points or “nodes,” within the Transformative Districts help target catalytic development, which in turn, enhance street life and pedestrian activity.** Some nodes will be targeted to spur new activity, while others enhance existing development and movement. The nodes are:

- a. Multimodal Node:** Enhanced commercial uses support the adjacent industrial uses, the new “greenway” and its trailhead, and a local transit center. The transit center includes enhanced facilities (expanded bus loading zones, shaded transit shelters, seating, streetscape, and wayfinding signage).
- b. Commercial Node:** Large retail mixed-use centers and entertainment development capitalize on the larger parcels’ size. The larger retail uses will attract bypassing commuters as well as local residents. Higher-density residential uses that help to support the retail and entertainment uses are located within and adjacent to the Commercial node.
- c. Neighborhood Commercial Node:** Smaller-scale commercial and office uses provide local resident services within walking distance of the residential uses.

Exhibit 2.1  
Urban Design Framework







**3. Create a greenway system by sustainably using the San Dimas Wash storm drain channel as a public amenity.**

Working collaboratively with the Los Angeles County Flood Control District, Glendora would establish a San Dimas Wash right-of-way bicycle/pedestrian trail that provides local recreation opportunities, enhances the area's aesthetics, and provides a valued connection to other regional bicycle and pedestrian trails and facilities.

**4. Create public amenities within the private realm through the creation of an Amenity Zone.**

Using private property building setbacks to create a corridor-wide amenity space will invigorate the Arrow Highway's streetscape and public realm. Within this Amenity Zone, the space will feature elements that enhance street life including public plazas, planters, and outdoor dining or gathering spaces, street furniture, and enhanced landscaping. The Amenity Zone provides the vehicle to create street life and pedestrian activity that is otherwise not possible given Glendora's lack of jurisdiction over the sidewalks and roadways.

**5. Create a Parks and Parking overlay for the narrow parcels along Arrow Highway within Transformative District 1.**

The narrow parcels at Grand Avenue/Arrow Highway are a challenge to develop and support an economically viable use. As such, this Plan provides an overlay that allows odd-sized parcel property owners to develop small parking lots or park space thus accommodating local business and/or future greenway trail users. The overlay provides additional uses beyond the underlying office, light industrial, and mixed-use uses.

**6. Facilitate easier and safer pedestrian crossings.** Where feasible, provide complete streets features to decrease street crossing distances and increase traffic calming along Arrow Highway. The City will engage in dialog with the County of Los Angeles to coordinate the complete street features.

This Plan's development standards and design guidelines direct private realm development to achieve these urban design objectives, support the Specific Plan's goals and policies, and ultimately implement the overall Arrow Highway vision.

## 2.3 LAND USE PLAN

The Land Use Plan, highlighted in Exhibit 2.2, promotes coordinated and cohesive site development supporting the goal for a vibrant, functional, and economically viable Arrow Highway. The Land Use Plan provides for residential use, commercial and retail use, low-to mid-rise horizontal or vertical mixed-use development, light industrial, and recreational use. The Land Use Plan allows for the corridor uses to adapt to market demands over time.

This section identifies the land use zones and allowable land uses for the Arrow Highway Specific Plan area.

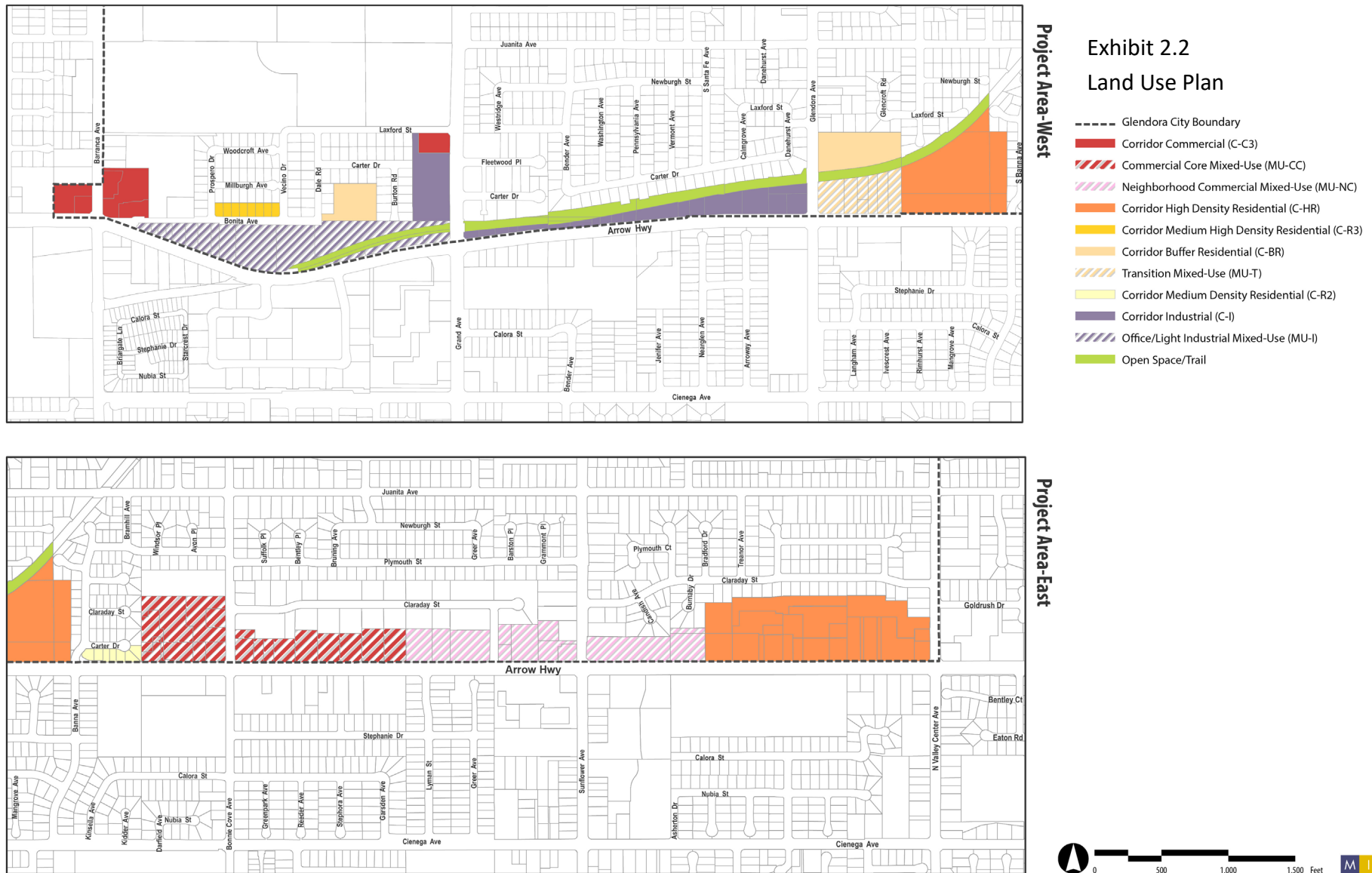


*The Specific Plan allows for a variety of land uses, including housing*

## LAND USE & URBAN DESIGN

## Exhibit 2.2

### Land Use Plan



### 2.3.1 LAND USE ZONES: OVERVIEW

The Specific Plan includes 11 land use zones for the Arrow Highway corridor. Exhibit 2.3 presents the zones, development maximums, and height limits for each land use zone. More detailed design standards are applied corridor-wide, as well as by Transformative District, which can be found in section 2.5—Corridor-Wide Standards and Guidelines, and section 2.6—Transformative Districts Development Standards and Guidelines. The Land Use Plan regulates residential and nonresidential zones by establishing maximum densities and floor area ratios (FARs), which is different from other regulatory measures included in Title 21 (Zoning) of the Glendora Municipal Code. In the event of a conflict between these provisions and the provisions of Title 21, the provisions set forth in this Arrow Highway Specific Plan shall govern.

Exhibit 2.3 Land Use Zones	Zone	Maximum DU/AC & FAR	Maximum Height* and Related Standards <i>*Additional height may be allowed for visual relief and excellence in design, per Planning Director's authorization</i>
Residential Uses			
Corridor High Density Residential	C-HR	30 DU/AC Maximum, 24 DU/AC minimum (1)	3 stories, not to exceed 45 feet Ground floor shall provide a minimum of 10 feet in interior height (finished floor to ceiling).
Corridor Medium High Density Residential	C-R3	20 DU/AC maximum, 16 DU/AC minimum (1)	2 stories, not to exceed 25 feet
Corridor Buffer Residential	C-BR	20 DU/AC maximum, 16 DU/AC minimum (1)	2 stories, not to exceed 25 feet 1 acre minimum parcel size
Corridor Medium Density Residential	C-R2	15 DU/AC maximum, 12 DU/AC minimum (1)	2 stories, not to exceed 25 feet

# LAND USE & URBAN DESIGN

Exhibit 2.3 Land Use Zones	Zone	Maximum DU/AC & FAR	Maximum Height* and Related Standards <i>*Additional height may be allowed for visual relief and excellence in design, per Planning Director's authorization</i>
Nonresidential Uses			
Corridor Commercial	C-C3	0.5 FAR (2)	2 stories, not to exceed 35 feet Ground floor shall provide a minimum of 14 feet in interior height (finished floor-to-ceiling), subject to review and exception by the Planning Director.
Corridor Industrial	C-I	0.5 FAR (2)	2 stories, not exceed 35 feet Ground floor shall provide a minimum of 14 feet in interior (finished floor-to-ceiling) height, subject to review and exception by the Planning Director.
Office/Light Industrial Mixed-Use	MU-I	0.5 FAR (2)	2 stories, not to exceed 35 feet Ground floor shall provide a minimum of 14 feet in interior (finished floor-to-ceiling) height, subject to review and exception by the Planning Director.
Transition Mixed-Use	MU-T	Mixed-Use: Residential/ Commercial 30 DU/AC maximum, 24 DU/AC minimum (1)(2)  Commercial 0.5 FAR	3 stories, not to exceed 45 feet Ground floor 10' minimum interior.

Exhibit 2.3 Land Use Zones	Zone	Maximum DU/AC & FAR	Maximum Height* and Related Standards <i>*Additional height may be allowed for visual relief and excellence in design, per Planning Director's authorization</i>
Mixed-Use Uses			
Commercial Core Mixed-Use	MU-CC	Mixed-Use: Residential/ Commercial 30 DU/AC maximum, 24 DU/AC minimum (1)(2)  Commercial 0.5 FAR	3 stories, not to exceed 45 feet  Residential (single use or mixed-use) - Ground floor shall provide a minimum of 10 feet in interior (finished floor to ceiling) height. Nonresidential (single use or mixed-use) - Ground floor shall provide a minimum of 14 feet in interior (finished floor to ceiling) height, subject to review and exception by the Planning Director.
Neighborhood Commercial Mixed-Use	MU-NC	Mixed-Use: Residential/ Commercial 30 DU/AC maximum, 24 DU/AC minimum (1)(2)  Commercial 0.50 FAR	3 stories, not to exceed 45 feet  Residential (single use or mixed-use) - Ground floor shall provide a minimum of 10 feet in interior (finished floor to ceiling) height. Nonresidential (single use or mixed-use) - Ground floor shall provide a minimum of 14 feet in interior (finished floor to ceiling) height, subject to review and exception by the Planning Director.
Open Space/Trail	--	--	--

(1) Minimum du/ac (80% of max density) at designated RHNA housing sites only.

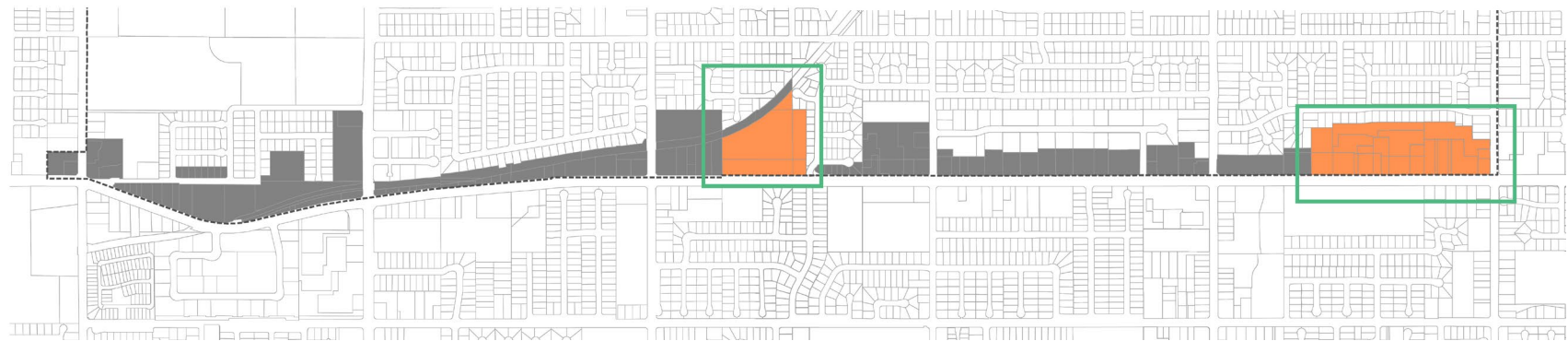
(2) A 25% residential density bonus and a one-story (1) height increase are allowed for mixed-use projects if keeping or rebuilding same or greater commercial square footage as existing. All other applicable Zoning standards set forth by the GMC and State law apply.



### 2.3.2 RESIDENTIAL LAND USE ZONES

#### Corridor High Density Residential (C-HR)

The Corridor High Density Residential zone applies to properties west of South Banna Avenue and between Bradford Drive and North Valley Center Avenue. Permitted uses include multifamily detached or attached (townhomes, rowhouses, and stacked flats). These uses should activate the corridor and create opportunities for walking and biking to neighborhood amenities. Accessory uses (such as resident/community recreation rooms or pools) that support the residential units are permitted. Other permitted uses include public parks, recreation facilities, and public buildings and facilities.



## **Corridor Medium High Density Residential (C-R3)**

The Corridor Medium High Density Residential zone applies to a small area north of Bonita Avenue between Prospero Drive and Vecino Drive; this zone extends an existing higher density residential development pattern of the adjacent neighborhood. This residential zone allows for a transition from the MU-I mixed-use zone along Arrow Highway to the existing single-family neighborhood. Permitted uses include: residential, public buildings and facilities, and parks and recreational facilities. Accessory uses in support of the residential units are permitted (pool, community recreation facilities, etc.)



*Example: Medium High Density attached multifamily residential*





*Example: Modified single family residential*

### **Corridor Buffer Residential (C-BR)**

The Corridor Buffer Residential zone applies to two areas within the Specific Plan. Specifically, it applies to properties between Dale Road and Burton Road, and north of the San Dimas Wash east of Glendora Avenue. This designation allows for a transition between single-family residential areas and the Arrow Highway corridor mixed-uses. Permitted uses include: residential, public buildings and facilities, and parks and recreational facilities. Accessory uses in support of the residential units are permitted (pool, community recreation facilities, etc.)





## **Corridor Medium Density Residential (C-R2)**

The Corridor Medium Residential zone applies to a small area west of Banna Avenue and south of Carter Drive; it reflects the existing neighborhood's development pattern and intensity. Permitted uses include: residential, public buildings and facilities, and parks and recreational facilities. Accessory uses in support of the residential units are permitted (pool, community recreation facilities, etc.)



*Example: Medium Density single family attached*



### 2.3.3 NONRESIDENTIAL LAND USE DESIGNATIONS

#### Corridor Commercial (C-C3)

The Corridor Commercial zone applies to properties adjacent to the Barranca Avenue/Arrow Highway intersection and to properties at the southwestern corner of the Laxford Street/Grand Avenue intersection. This zone is intended to encourage a variety of commercial uses, including but not limited to offices, restaurants, retail, service commercial, gyms, and service stations. Ground floor flex space is encouraged to allow the buildings to more easily adapt to changing market demands.



## Corridor Industrial (C-I)

The Corridor Industrial zone applies to two areas: west of Grand Avenue south of Laxford Street; and south of the San Dimas Wash between Bender Avenue and Glendora Avenue. This will be an active employment center contributing to the corridor's economic viability. This zone, in particular, encourages light industrial uses, automotive service and repair, office, and research and development. It is anticipated that some of the automotive service and repair uses found in other areas of the corridor will relocate to this zone.



*C-I uses range from research and development to automotive services*





### 2.3.4 MIXED-USE LAND USE DESIGNATIONS

#### Office/Light Industrial Mixed-Use (MU-I)

The Office/Light Industrial Mixed-Use zone applies to properties located between Barranca Avenue and Grand Avenue. The zone supports a variety of light industrial and office uses to create greater flexibility due to either small, constrained parcel sizes influenced by the flood control channel or very large parcel sizes created by the Arrow Highway curve. This zone encourages the “industrial condo” building type, thereby encouraging start up and incubator uses to flourish and grow. The MU-I zone allows for retail uses to support the industrial uses (such as restaurants), service commercial, office, plant nurseries, animal care (veterinarian and kennel), and light industrial uses. The MU-I zone allows for both vertical and horizontal industrial/office mixed-use, stand-alone (or single use) light industrial, stand-alone office, and stand-alone commercial uses.



*MU-I zone brings together mixes of office, light industrial, retail, and restaurants*



## Transition Mixed-Use (MU-T)

The Transition Mixed-Use zone applies to the northeastern corner and east of the Glendora Avenue/Arrow Highway intersection. This location is a transition area, in that it creates a buffer for the gradual transition from higher intensity uses (light industrial and commercial) to residential and lower intensity mixed-use uses. Within the Transition Mixed-Use zone, lower intensity commercial uses and small, neighborhood-serving offices, and medium density residential are encouraged. The zone allows for both vertical and horizontal residential/commercial mixed-use, stand-alone commercial, and stand-alone residential.



*The MU-T zone includes a low scale mix of commercial/residential uses*

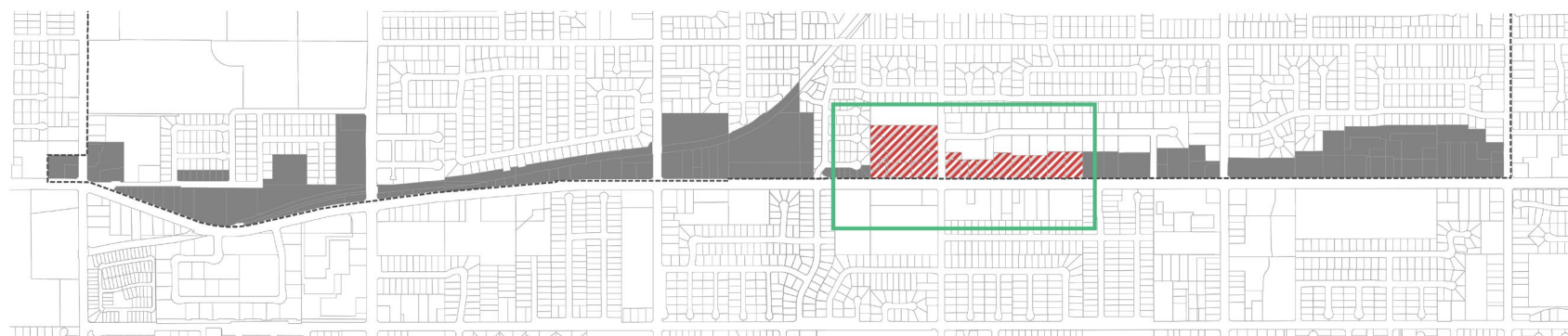




*The MU-CC attracts street life with a mix of high density residential and commercial*

### **Commercial Core Mixed-Use (MU-CC)**

The Commercial Core Mixed-Use zone will create a vibrant commercial focus for the “commercial node” with a nearby residential community to support it. The MU-CC zone allows for an intensification of commercial uses within both a mixed-use and stand-alone setting. High density residential is allowed in a mixed-use setting and as a stand-alone use. Development within the zone shall include public amenities such as outdoor seating areas, plazas, and/or public art. The MU-CC zone applies to properties both east and west of the Bonnie Cove Avenue/Arrow Highway intersection.



## Neighborhood Commercial Mixed-Use (MU-NC)

The Neighborhood Commercial Mixed-Use zone allows both neighborhood-serving commercial and high density residential uses to occur in mixed-use or stand-alone settings. This zone is located both east and west of the Sunflower Avenue/Arrow Highway intersection. The MU-NC zone anticipates the redevelopment of the Wonder Bread site and encourages the adaptive reuse of the site to create the hub for the neighborhood commercial node. Any commercial use located at the Sunflower Avenue/Arrow Highway intersection is encouraged to provide a public gathering space, as it is the focus of the node. This is a node of street-facing, high density residential within walkable distance to local goods, service, and amenities.



*The MU-NC zone features small scale mixed-use serving local residents' needs*





## 2.4 ALLOWABLE AND PROHIBITED LAND USES

### 2.4.1 PROHIBITED USES

The following uses are specifically prohibited:

- Hazardous Materials Storage
- Pawn Shop
- Secondhand and Thrift Stores
- Commercial Self-Storage (Outdoor/Indoor)
- Swap Meets, Indoor and Outdoor

All existing nonconforming uses that are listed as prohibited in this section shall be subject to the procedures outlined in Section 2.7.3 (Phased Conformance Program) of this Specific Plan.

### 2.4.2 ALLOWABLE LAND USES

Allowable land uses within the Specific Plan area are listed in Exhibit 2.4. Certain uses may be subject to special conditions regarding the location, operation, design, or special permitting

requirements of the use. Following an application submittal, the Planning Director or designee shall make a determination as to whether the proposed use is permitted, conditionally permitted, prohibited, or allowed as a temporary or accessory use to a permitted use.

- A Permitted Use (P) is allowed without discretionary approval and subject to all applicable provisions of this Specific Plan
- A Minor Conditional Use (MCUP) requires discretionary approval in the form of a Minor Conditional Use Permit subject to the requirements outlined in Chapter 21.02.025 (Minor Conditional Use Permit) of Title 21 (Zoning) of the Glendora Municipal Code (GMC)
- A Conditionally Permitted Use (CUP) requires discretionary approval in the form of a Conditional Use Permit subject to the requirements outlined in Chapter 21.02.020 (Conditional Use Permit) of Title 21 (Zoning) of the Glendora Municipal Code
- Any use not specifically listed in Exhibit 2.4 shall be subject to Use Determination per Chapter 21.01.030 of the City of Glendora Development Code
- Uses specifically not allowed in this Specific Plan area are indicated by (—)

# LAND USE & URBAN DESIGN

Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-H	MU-T	MU-CC	MU-NC	Additional Regulations
<b>Eating and Drinking Establishments</b>											
Alcohol, Off Sales	-	-	-	-	CUP	-	-	CUP	CUP	CUP	
Drive-In/Drive-Through Businesses	-	-	-	-	CUP	-	-	-	CUP	CUP	
Outdoor Dining	-	-	-	-	P	P	P	P	P	P	GMC Section 21.10.360 D Outdoor/Sidewalk Dining
Restaurant, Dining (without alcohol sales)	-	-	-	-	P	P	P	P	P	P	
Restaurant, Dining (with on-site entertainment and/or sales of alcoholic beverages)	-	-	-	-	CUP	CUP	CUP	CUP	CUP	CUP	
Restaurant, Fast Food	-	-	-	-	P	P	P	P	P	P	
Restaurant, Fast Food, with On-site Wine/Beer					CUP	CUP	CUP	CUP	CUP	CUP	
Wine/Beer Tasting Room	-	-	-	-	CUP	-	-	CUP	CUP	CUP	
Wine/Beer, Both On and Off-Site Production (wine and/or beer)	-	-	-	-	CUP	CUP	CUP	CUP	CUP	CUP	
<b>Education, Recreation, and Public Assembly Uses</b>											
Live Theater					CUP	-	-	-	CUP	-	
Lodges, Banquet Halls, and Similar	-	-	-	-	CUP	-	-	CUP	CUP	CUP	Onsite alcohol allowed with a CUP
Motion Picture Theater	-	-	-	-	CUP	-	-	CUP	CUP	CUP	



Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-I	MU-T	MU-CC	MU-NC	Additional Regulations
Parks and Recreational Facilities, Public	P	P	P	P	P	P	P	P	P	P	
Places of Religious Assembly	-	-	-	-	CUP	-	-	CUP	CUP	CUP	
Public Buildings and Facilities	P	P	P	P	P	P	P	P	P	P	
Schools, Educational (all ages, public and private, including vocational schools)	-	-	-	-	CUP	-	-	CUP	-	-	
<b>Financial, Professional Office Uses</b>											
Financial Services and Institutions	-	-	-	-	P	-	P	P	P	P	
Offices	-	-	-	-	P	-	P	P	P	P	
<b>Light Industrial Uses</b>											
Contractor Equipment, or Equipment Rental	-	-	-	-	-	CUP	CUP	-	-	-	Enclosed storage areas are permitted pursuant to Section 2.5.7 of this Specific Plan: Corridor-Wide Building Design—Outdoor Storage (with a MCUP), Equipment, and Utilities.
Furniture Manufacturing	-	-	-	-	-	P	P	-	-	-	
Light Industrial Manufacturing and Production	-	-	-	-	-	P	P	-	-	-	
Plumbing, Heating, Ventilation, Air Conditioning, and Electrical Services	-	-	-	-	-	P	P	-	-	-	
Precise Machine Shop	-	-	-	-	-	MCUP	MCUP	-	-	-	
Research and Development	-	-	-	-	-	P	P	-	-	-	

# LAND USE & URBAN DESIGN

Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-H	MU-T	MU-CC	MU-NC	Additional Regulations
Window, Door, Glass, and Mirror Services	-	-	-	-	-	P	P	-	-	-	
Medical Related											
Assisted Living/ Convalescent Care	-	-	-	-	-	-	-	P	P	P	
Dental Clinics	-	-	-	-	P	-	-	P	P	P	
Medical Office/ Medical Clinics	-	-	-	-	P	-	-	P	P	P	
Pharmacies	-	-	-	-	P	-	-	P	P	P	
Residential Uses											
Multi-Family	P	P	P	P	-	-	-	P	P	P	See Table 2.3.1 for mixed use density bonus
Mixed-Use (horizontal or vertical) Condominiums/ Townhomes	P	P	P	P	- (1)(2)	- (1)(2)	- (1)(2)	P	P	P	
Single Family	-	-	P	P	-	-	-	P	P	P	
Retail											
Apparel and Accessory Sales	-	-	-	-	P	-	-	P	P	P	
Art Stores	-	-	-	-	P	-	-	P	P	P	
Barber and Beauty Shops	-	-	-	-	P	-	-	P	P	P	
Alcohol, Off-Sales	-	-	-	-	CUP	CUP	CUP	CUP	CUP	CUP	Only permitted in conjunction with market over 5,000 square feet.
Bicycle Sales, Rental and Service	-	-	-	-	P	P	P	P	P	P	
Book Sales	-	-	-	-	P	-	-	P	P	P	

Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-I	MU-T	MU-CC	MU-NC	Additional Regulations
Convenience Stores, No Alcohol Sales	-	-	-	-	P	P	P	P	P	P	
Day Care Services (child and adult)	-	-	-	-	MCUP	-	-	MCUP	MCUP	MCUP	
Department Stores	-	-	-	-	P	-	-	P	P	P	
Florists	-	-	-	-	P	-	-	P	P	P	
General Retail	-	-	-	-	P	-	-	P	P	P	
Indoor Amusement/Arcade	-	-	-	-	CUP	-	-	CUP	CUP	CUP	
Markets	-	-	-	-	P	-	-	P	P	P	
Nurseries & Garden Supply Sales	-	-	-	-	P	P	P	-	-	-	Enclosed storage areas are permitted pursuant to Section 2.5.7 of this Specific Plan: Corridor-Wide Building Design—Outdoor Storage, Equipment, and Utilities. Additional outdoor storage or outdoor displays may be granted with a MCUP
Pet and Pet Supply Sales	-	-	-	-	P	-	-	P	P	P	
Photography Stores	-	-	-	-	P	-	-	P	P	P	
Sporting Goods Sales	-	-	-	-	P	-	-	P	P	P	

Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-H	MU-T	MU-CC	MU-NC	Additional Regulations
<b>Service Uses-General</b>											
Animal Care Facility (hospital, veterinarian, kennel, grooming)	-	-	-	-	P	P	P	P	P	P	
Beauty/Health Spas	-	-	-	-	P	-	-	P	P	P	Massage uses require CUP
Dry Cleaning Services	-	-	-	-	P	P	P	P	P	P	Dry cleaning pickup and delivery only, no cleaning plant
Gyms/Health Clubs (over 5,000 square feet)	-	-	-	-	CUP	CUP	CUP	CUP	CUP	CUP	
Laundromat	-	-	-	-	P	-	-	P	-	P	
Massage Therapy (in conjunction with a beauty/health spa or gym)	-	-	-	-	CUP	-	-	CUP	CUP	CUP	
Photocopying/Printing	-	-	-	-	P	P	P	P	P	P	
Photography Studios	-	-	-	-	P	P	P	P	P	P	
Service Stations	-	-	-	-	CUP	CUP	CUP	CUP	CUP	CUP	
Studio-Art, Dance, Martial Arts, Music, Yoga, Gym, and similar uses (occupying less than 5,000 square feet)	-	-	-	-	P	-	-	P	P	P	
Swimming Pool Supply Sales	-	-	-	-	P	P	P	-	P	-	
Vehicle Parts and Supplies Sales	-	-	-	-	MCUP	P	P	-	P	P	

Exhibit 2.4: Allowable Land Uses	P=Permitted by Right MCUP=Minor Conditional Use Permit CUP=Conditional Use Permit										
	C-HR	C-R3	C-BR	C-R2	C-C3	C-I	MU-I	MU-T	MU-CC	MU-NC	Additional Regulations
Vehicle Sales and Rentals	-	-	-	-	P	-	-	-	-	-	
Vehicle Service and Repair- Major and Minor	-	-	-	-	-	CUP	CUP	-	-	-	
Vehicles Washing and Detail	-	-	-	-	CUP	CUP	CUP	-	-	-	

1. A 25% residential density bonus and a one-story height increase are allowed for mixed-use projects if keeping or rebuilding same or greater commercial square footage as existing.
2. Mixed-use (multifamily, residential, and commercial) is allowed in commercial zones if commercial square footage is equal or greater than existing. There shall be no net loss of commercial square footage, and no less than 50% of the total combined square footage shall be commercial or other non-residential use.



## 2.4.3 INTRODUCTION TO TRANSFORMATIVE DISTRICTS

The two transformative districts, Office/Industrial Multimodal Core and Community Commercial Mixed-Use Core, are used to organize and guide development along Arrow Highway. Each district has a distinct character, supported by the uses and activities concentrated within them. A few land use designations may appear in both districts; however, the mixed-use designations are specific to the district and are intended to achieve specific changes in key geographic areas.

### **Transformative District 1: Office/Industrial Multimodal Core**

Transformative District 1 is located along Arrow Highway between Barranca Avenue and Glendora Avenue (Exhibit 2.5). Transformative District 1 serves as a hub for industry and office within an office park-type and industrial “condos”-type settings, and limited retail uses along the westernmost portion of the corridor. Research and development, specialized automotive businesses, and medical office/laboratories may also concentrate within the Transformative District 1 at varying scales. This district would, also, provide local employees with small cafes, fast food restaurants and copy/print shops within walking distance of their workplace.

To accommodate the narrow parcels located between the San Dimas Wash and Arrow Highway, this Specific Plan includes a Parks and Parking Overlay. The Parks and Parking Overlay, wholly within District 1, is generally located on Arrow Highway

between Vecino Drive and Bender Avenue (if Vecino Drive and Bender Avenue extended south to Arrow Highway). The purpose of the Overlay is to allow development of off-street parking facilities and parks to serve the local businesses and greenway trail.

The Transformative District 1 will host the San Dimas Wash Trail’s (also known as “greenway”) trailhead. The trailhead will feature placemaking design, wayfinding signs, bicycle amenities (racks, lockers, air gauges, etc.), drinking fountains, covered benches or seating areas, etc.

The Transformative District 1’s design aesthetic will highlight and evolve from the higher quality industrial and low-scale office use. Streetscape amenities (street lamps, street furniture, etc.) are encouraged to convey a more industrial look, perhaps incorporating solar panels. Buildings will be one, two, or three stories and range in height up to 35 feet. While the buildings’ architecture depends on private property owners’ preference, the “high tech” industrial character is encouraged. Buildings are encouraged to be constructed along the “Amenity Zone” line with surface parking lots pushed to the side or rear of the property. All parking lots located immediately adjacent to the front property line or the “Amenity Zone” line shall be screened with landscaping berms and decorative fencing.

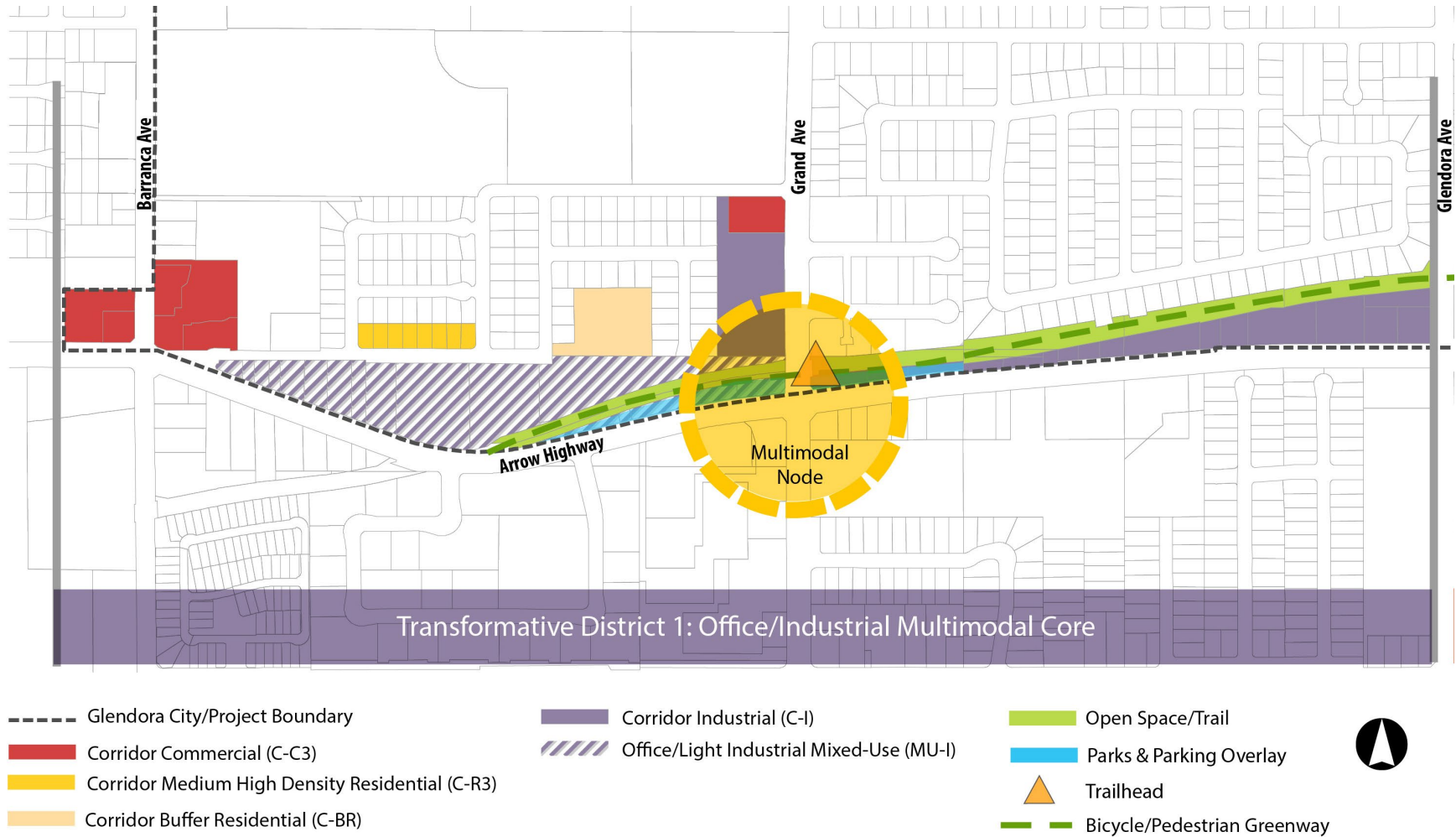
### **Multimodal Node**

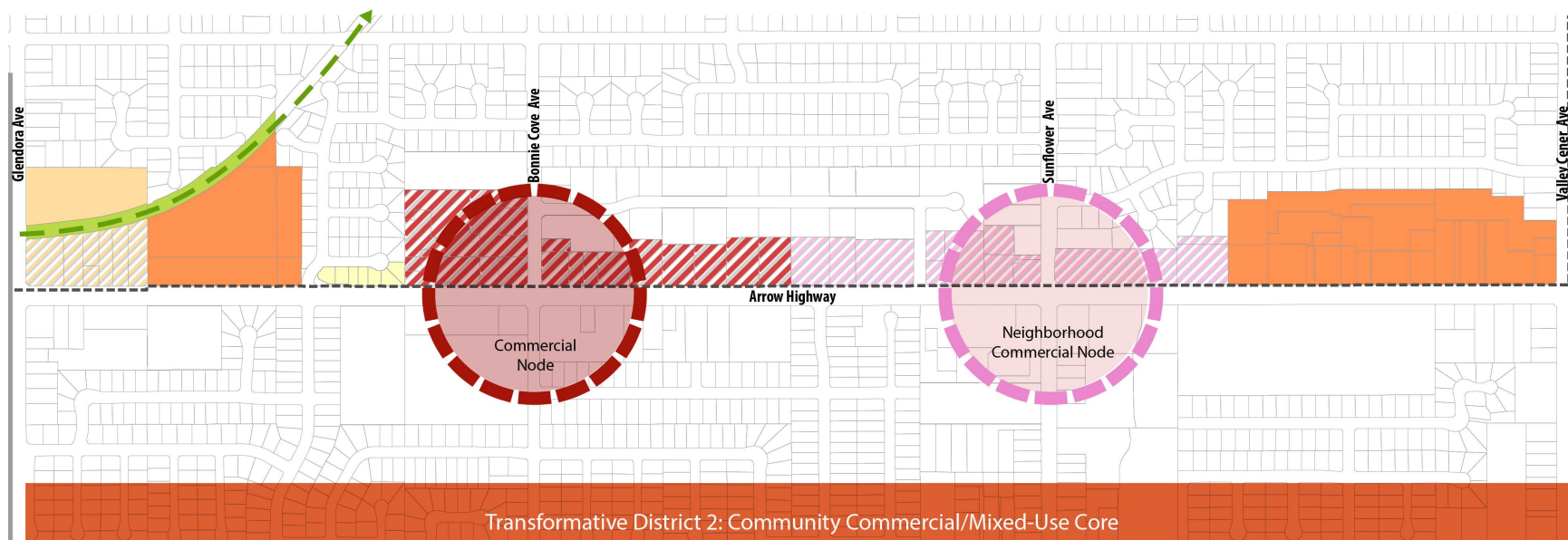
Within Transformative District 1 is Arrow Highway's "Multimodal Node". The Grand Avenue/Arrow Highway intersection is the convergence of local and regional bus lines as well as the San Dimas Wash Trail. As such, the Grand Avenue/Arrow Highway area serves as key multimodal hub for the entire corridor. The properties adjacent to the San Dimas Wash are encouraged to provide trailhead amenities as part of the "Amenity Zone". The Multimodal Node's retail uses can serve trail users, transit commuters, and the local industrial and office employees.

### **Transformative District 2: Community Commercial**

#### **Mixed-Use Core**

The Transformative District 2: Community Commercial/Mixed-Use Core comprises the eastern portion of the corridor – between the Glendora Avenue/Arrow Highway intersection and the Valley Center Avenue/Arrow Highway intersection (Exhibit 2.6). District 2 is envisioned as a lively, active, and vibrant commercial and residential area featuring automobile-oriented destinations and pedestrian-oriented commercial nodes. The District is home to residential, retail, and office uses. To enhance the walkability and the local streetscape, properties along Arrow Highway shall incorporate streetscape and pedestrian amenities within the "Amenity Zone". Streetscape elements could include pedestrian oriented lighting, sheltered seating areas, shade trees, small scale gathering areas, and other pedestrian features. District 2's buildings' design must allow for transparency, façade modulation and articulation, and should include high-quality building materials. Buildings will be one, two, or three stories and range in height up to 35 feet. Building placement should be immediately adjacent to the Amenity Zone line, while surface parking lots are located to the properties' side or rear. All surface parking shall be screened with landscaping and/or decorative fencing. Exhibit 2.6 Transformative District 2





- Glendora City/ Project Boundary
- Corridor High Density Residential (C-HR)
- Commercial Core Mixed-Use (MU-CC)
- Neighborhood Commercial Mixed-Use (MU-NC)

- Corridor Buffer Residential (C-BR)
- Corridor Medium Density Residential (C-R2)
- Transition Mixed-Use (MU-T)
- Open Space/Trail

- Bicycle/Pedestrian Greenway



## **Commercial Node**

The Commercial Node, located at Bonnie Cove/Arrow Highway, is the vibrant and busy “center” of the corridor. The area is envisioned as a home to coffee shops, restaurants, large retailers, and other businesses that have both a local and regional draw. Vertical and horizontal mixed-use within the District support high density residential housing, whose residents frequent the commercial offerings for their daily life and entertainment. Public plazas and outdoor seating oriented towards the street invite passersby to stop, shop, and enjoy the street life on the corridor.

## **Neighborhood Commercial Node**

The eastern end of the Arrow Highway corridor focuses on residential development. High density residential structures coupled with supportive commercial uses dominate this portion of the corridor. Residential complexes are street-facing, ungated, and significantly landscaped and well maintained. Mixed-use developments house commercial services such as dry cleaning, pet stores, bakeries, markets, and sandwich shops. Key to this “end” of the corridor is the Neighborhood Commercial Node located at Sunflower Avenue/Arrow Highway.

## **2.5 CORRIDOR-WIDE DEVELOPMENT STANDARDS**

This Section is replaced by the Zoning Code Chapter 21 B, City of Glendora’s Objective Design Standards. Sections and all other applicable provisions of the Glendora Zoning and Subdivision Codes. If there is conflict between any provision in this Specific Plan and the Objective Design Standards, or any other provision of the Zoning Code, the more restrictive standard shall prevail.



## 2.6 TRANSFORMATIVE DISTRICTS' DEVELOPMENT STANDARDS AND DESIGN GUIDELINES (PREVIOUS SECTIONS REMOVED)

The corridor-wide standards and guidelines apply universally to all parcels within the Arrow Highway Specific Plan corridor. There are some standards and guidelines that are specific to each of the Transformative Districts. These standards and guidelines are presented by the respective District.

### 2.6.1 TRANSFORMATIVE DISTRICT 1: DESIGN STANDARDS

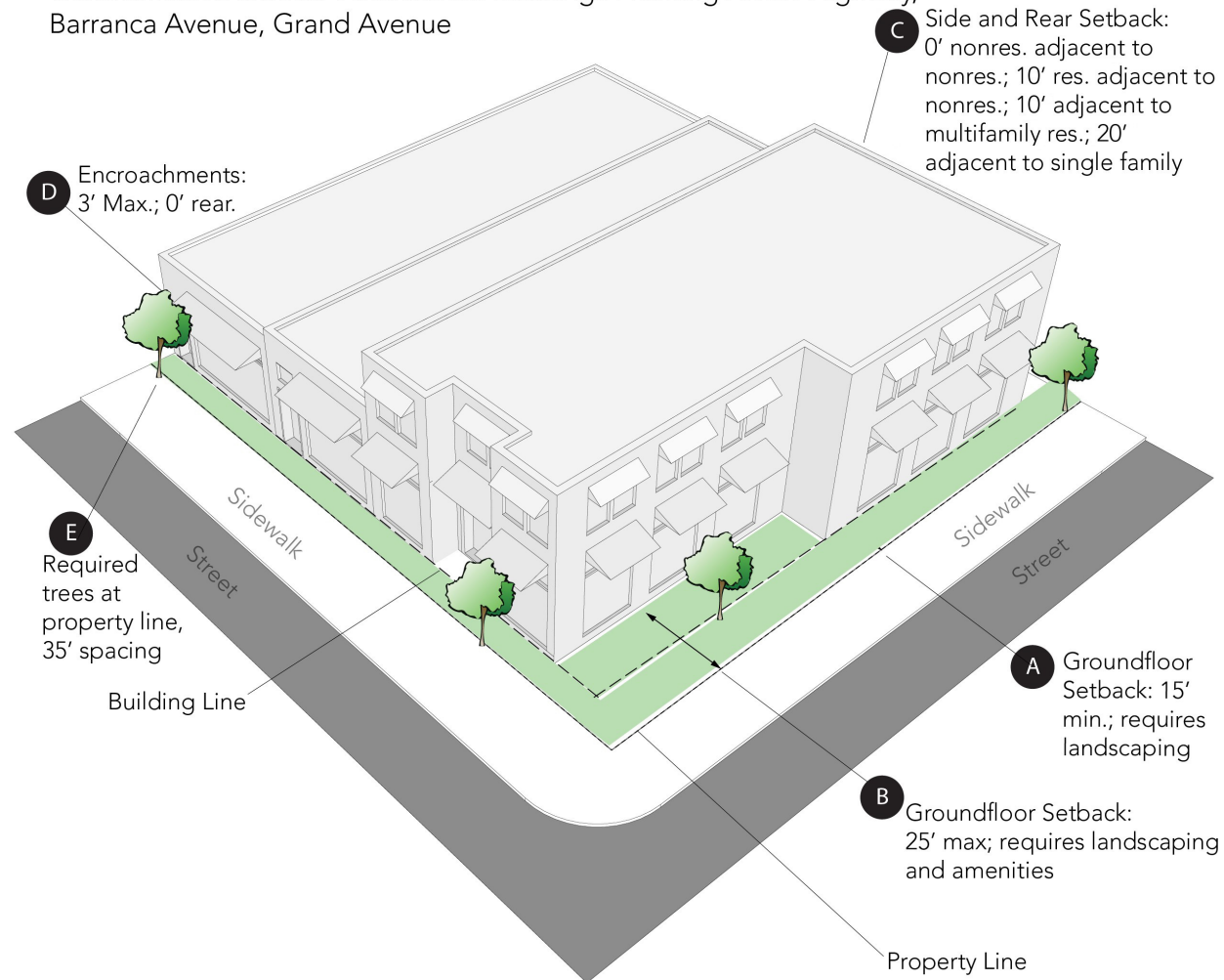
Exhibit 2.16  Transformative District 1: Development Standards	Street Frontage Type				See Ex 2.17
	Buildings Fronting Arrow Highway, Barranca Avenue, and Grand Avenue		Buildings Fronting Neighborhood Streets		
Building Placement					
Ground Floor Front Setback	15 feet minimum, 25 feet maximum; all shall be landscaped				A
Amenity Zone	Any Ground Floor Front Setback greater than the 15 feet minimum shall act as an Amenity Zone and include a public amenity				B
Side and Rear Setback (Minimum)		Existing, Adjacent Use			
	New Use	Non-Residential	Multi-Family Residential	Single Family Residential	C
	Non-Residential	0'	10'	20'	
	Residential	10'	10'	20'	
Ground Floor and Side Setbacks for Corner Lots	Corner lots shall be oriented towards Arrow Highway or the primary street. Site and architectural design shall be oriented towards both the primary and secondary streets. The primary ground floor front setback standard, as specified above, shall apply to Arrow Highway or the primary street. The secondary street ground floor setback (or street side setback) shall be a minimum of 10 feet.				
Pedestrian Access	Individual ground floor units/spaces should have individual entries from a primary or side street frontage				

Exhibit 2.16	Street Frontage Type		
Transformative District 1: Development Standards	Buildings Fronting Arrow Highway, Barranca Avenue, and Grand Avenue	Buildings Fronting Neighborhood Streets	See Ex 2.17
Property Enclosure	Fences and walls are prohibited within the minimum Front Setback facing Arrow Highway. Fences and walls (not taller than 4 feet) are permitted behind the minimum Front Setback facing Arrow Highway at the discretion of the Planning Director. The height and location of fences and walls shall otherwise be permitted pursuant to GMC 21.03.010(F). Chain link fencing is prohibited. Fencing and walls shall be constructed of slump block, wood, or other materials approved by the Planning Director.		
Building Form			
Building Length (Maximum)	200 feet		
Upper Floor Stepback, If Adjacent Single Family Residential Use	Second Story: 15 feet required along adjacency Third Story: 20 feet required along adjacency		
Encroachments Front	Architectural features can project 3 feet (maximum) into front setback.		D
Landscaping and Open Space			
Landscaping	Trees shall be planted and maintained along the property line that faces Arrow Highway and/or an arterial road at every 35 feet on-center, unless alternate spacing is approved by the City Forester.	Trees shall be planted along the property line or within a 4 feet (minimum depth) landscaping strip at every 35 feet on-center, unless alternate spacing is approved by the City Forester.	E
Usable Public Open Space (Nonresidential and Mixed-Use)	5 percent of total parcel area minimum (inclusive of Amenity Zone)		
Required Landscaping of Public Open Space	40 percent of Useable Public Open Space		
Private Common Open Space (Residential)	Refer to Glendora Municipal Code section 21.04.020 (D) 4 Multiple-Family Residence Standards, Usable Open Space		
Private Useable Open Space (Residential)	Refer to Glendora Municipal Code section 21.04.020 (D) 4 Multiple-Family Residence Standards, Usable Open Space		
Privacy Landscaping	Required for all development two stories or higher abutting single family residential. Privacy landscaping shall be located along the property line adjacent to the single family residential home(s).		

## Exhibit 2.17

### Visualization of District 1 Development Standards

Transformative District 1 Standards: Buildings Fronting Arrow Highway,  
Barranca Avenue, Grand Avenue





### 2.6.3 TRANSFORMATIVE DISTRICT 2: DESIGN STANDARDS

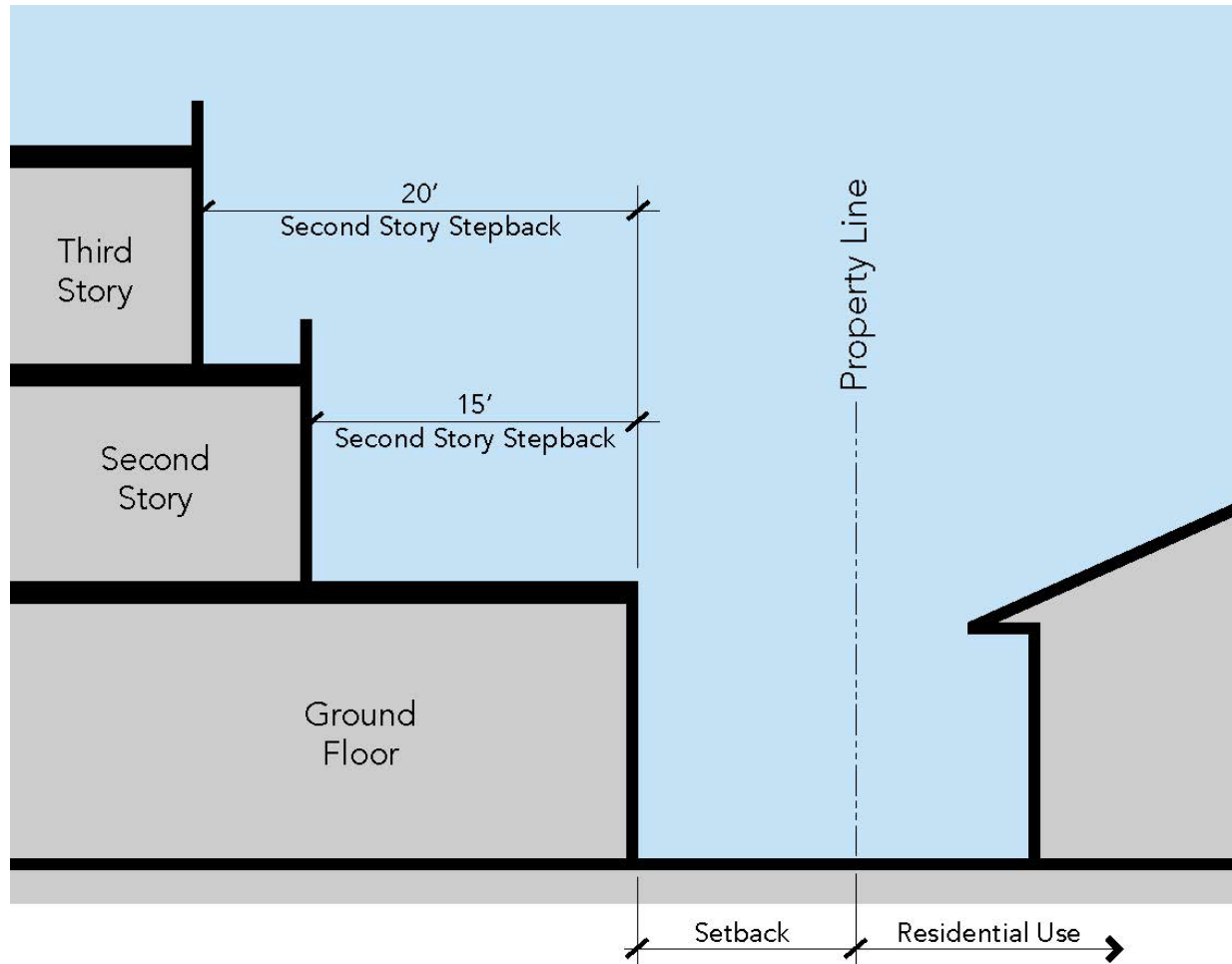
Exhibit 2.19  Transformative District 2: Development Standards	Street Frontage Type				See Ex 2.21
	Buildings Fronting Arrow Highway, Glendora Avenue, Bonnie Cove Avenue, Sunflower Avenue, and Valley Center Avenue				
Building Placement					
Ground Floor Front Setback	15 feet minimum, 25 feet maximum; all shall be landscaped				A
Amenity Zone	Ground Floor Front Setback from 15-25 feet requires inclusion of a public plaza or courtyard Other open space amenities may replace the plaza or courtyard requirement, subject to the approval of the Planning Director				B
Side and Rear Setback (Minimum)		Existing, Adjacent Use			C
	New Use	Non-Residential	Multi-Family Residential	Single Family Residential	
	Non-Residential	5' side, 0' rear	10'	20'	
	Residential	10'	10'	20'	
Ground Floor and Side Setbacks for Corner Lots	Corner lots shall be oriented towards Arrow Highway or the primary street. Site and architectural design shall be oriented towards both the primary and secondary streets. The primary ground floor front setback standard, as specified above, shall apply to Arrow Highway or the primary street. The secondary street ground floor setback (or street side setback) shall be a minimum of 10 feet.				
Property Enclosures	Fences and walls are prohibited within the minimum Front Setback facing Arrow Highway. Fences and walls (not taller than 4 feet) are permitted behind the minimum Front Setback facing Arrow Highway at the discretion of the Planning Director. The height and location of fences and walls shall otherwise be permitted pursuant to GMC 21.03.010(F). Chain link fencing is prohibited. Fencing and walls shall be constructed of slump block, wood, or other materials approved by the Planning Director.				
Building Form					
Building Length (Maximum)	200 feet				

Exhibit 2.19	Street Frontage Type	
	Buildings Fronting Arrow Highway, Glendora Avenue, Bonnie Cove Avenue, Sunflower Avenue, and Valley Center Avenue	See Ex 2.21
Transformative District 2: Development Standards		
Upper Floor Stepbacks, If Adjacent to Single Family Residential Use	Second Story: 15 feet required along adjacency to residential use Third Story: 20 feet required along adjacency to residential use	See Ex. 2.20
Encroachments Front	Architectural features may project 5 feet (maximum) into front setback.	D
Encroachments Rear	Not permitted	
Landscaping and Open Space		
Landscaping	At the property line fronting Arrow Highway or an arterial street, trees shall be planted and maintained 35 feet on center, unless alternate spacing is approved City Forester	E
Usable Public Open Space (Nonresidential and Mixed-Use)	5 percent of total parcel area minimum (inclusive of Amenity Zone)	
Required Landscaping of Public Open Space	40 percent of Useable Public Open Space	
Private Common Open Space (Residential Uses)	Refer to Glendora Municipal Code section 21.04.020 (D) 4 Multiple-Family Residence Standards, Usable Open Space	
Private Useable Open Space (Residential)	Refer to Glendora Municipal Code section 21.04.020 (D) 4 Multiple-Family Residence Standards, Usable Open Space	
Privacy Landscaping	Required for all development two stories or higher abutting single family residential. Privacy landscaping shall be located along the property line adjacent to the single family residential home(s).	



Exhibit 2.20

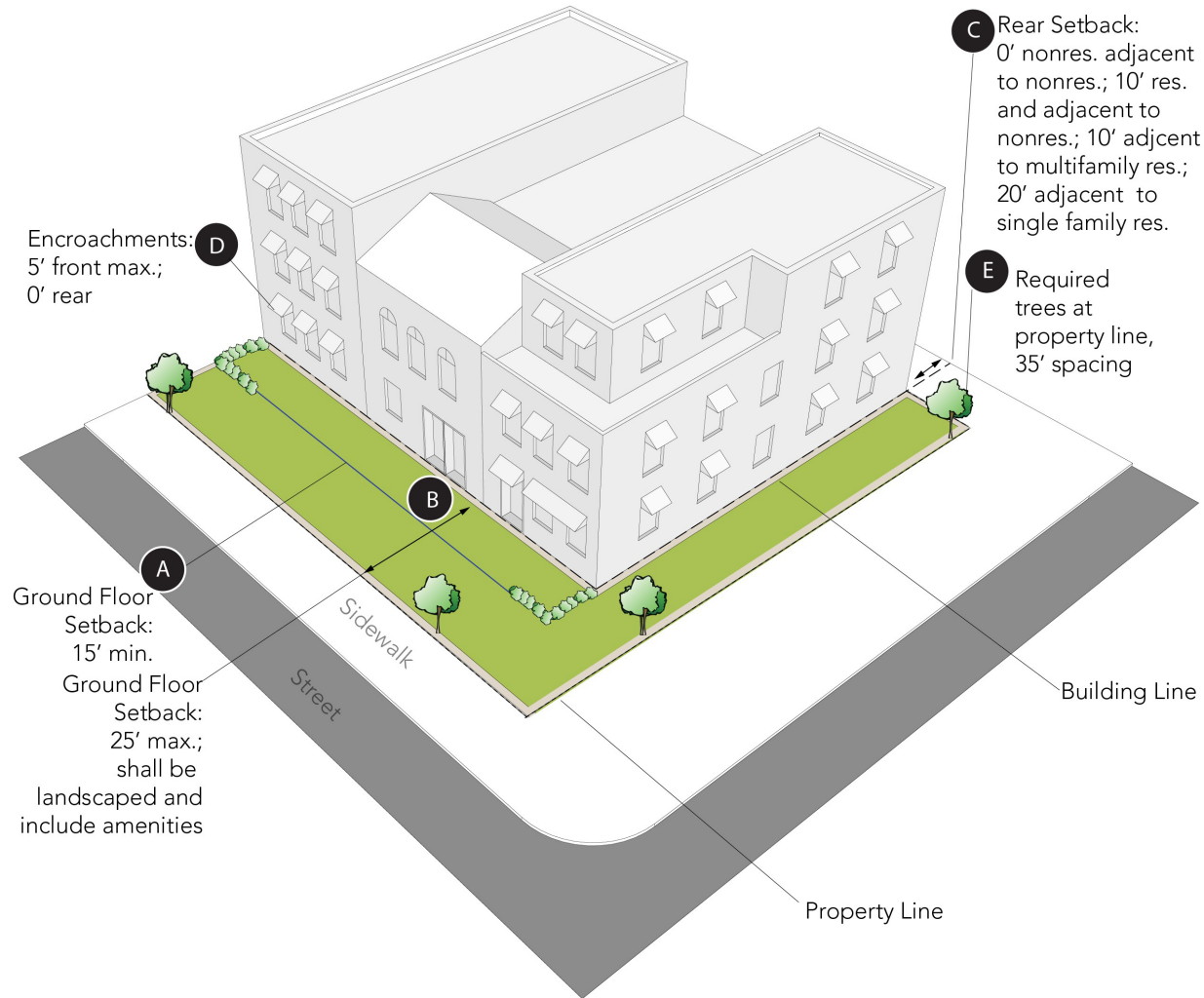
Upper Floor Stepbacks if Adjacent to Single Family Residential Use



## Exhibit 2.21

### District 2 Prototypical Development

Transformative District 2 Standards: Buildings Fronting Arrow Highway, Glendora Avenue, Bonnie Cove Avenue, Sunflower Avenue, and Valley Center Avenue



## 2.7 STRATEGIES FOR CHANGE

Three basic development approaches will facilitate desired change:

1. New development
2. Renovation and recycling of existing development
3. Phased conformance or amortization

### 2.7.1 NEW DEVELOPMENT

New development is an important part of changing Arrow Highway's character. The intent of this chapter is to provide guidance while allowing flexibility for new development.

#### HOW DOES IT WORK?

Proposed applicants should:

1. Determine the land use designation based on the land use map and land use tables
2. Identify the frontage type: Arrow Highway and Neighborhood Street
3. Identify the appropriate Transformative District
4. Review the corridor-wide AND the Transformative District development standards and design guidelines
5. Contact City staff to discuss potential project

The images on the following page provide an example of new development on a vacant parcel.

## Exhibit 2.23

### Prototypical New Development



### **2.7.2 RENOVATION/RECYCLING OF A BUILDING OR SITE**

While the planning area is significantly developed, this Plan allows for significant new development potential through the introduction of new uses and increased development intensities and densities. The allowed uses and the increased development potential are catalysts for renovation/remodeling, recycling, and adaptive reuse of vacant or underutilized buildings and parcels. An existing parcel and its buildings can be redesigned and incorporate new structures, thus capitalizing on the additional development potential.

While many underutilized, outdated, or vacant parcels and structures are within the corridor, two key opportunity sites could significantly change the function and character of the area: the former Wonder Bread (at Sunflower Avenue) site and Vons site (at Bonnie Cove Avenue). This Plan encourages the Vons site to be reimagined as a vibrant mixed-use focus for the Commercial Core Node. This site could continue to provide commercial uses along the Arrow Highway and Glendora Avenue frontages and provide residential use deeper on the parcel. This Plan encourages the Wonder Bread site to retain its building footprint and façade while being adaptively reused as a restaurant or other active community building use, as suggested in Exhibit 2.24.



## Exhibit 2.24

### Wonder Bread Site, Prototypical Building Recycle









### 3. MOBILITY & INFRASTRUCTURE



#### IN THIS CHAPTER

**Mobility**

**Stormwater Management**

**Domestic Water**

**Sanitary Sewer**

Arrow Highway has evolved beyond its historically vehicular-oriented origin. The Arrow Highway Specific Plan brings active street life to the corridor by ensuring that key nodes are supported by an active mobility network, which is accessible, people-oriented, multimodal, and interconnected. The Corridor's development potential is heavily dependent on the availability of wet and dry utilities and their networks. This chapter outlines a strategy for enhancing the mobility and the infrastructure networks to support the Specific Plan's vision.



*Arrow Highway's auto focus poses challenges for pedestrians*



*Arrow Highway's wide roadway denotes its auto orientation*

### 3.1 MOBILITY

Arrow Highway was designed to be a major, regional transportation corridor for automobiles in the early 1900s. Today, that design still influences the types of activities that thrive along the corridor. Changes to the mobility system are critical to transform Arrow Highway into a multimodal corridor supporting commerce, business, and social interactivity.

This section provides recommended changes to Glendora's network of roads, bikeways, pedestrian amenities, and public transportation facilities. Roadway improvements are inhibited by the City of Glendora's lack of jurisdictional control over the Arrow Highway right-of-way. As such, some recommendations can only be led by the City of Covina or County of Los Angeles. The City will, however, fully participate in the planning processes and projects that impact Glendora's residents and business owners along Arrow Highway.

## 3.1.1 OBJECTIVES

This section supports this Specific Plan's Objective #5, developed in collaboration with the public through the Arrow Highway Specific Plan Steering Committee:

“Improve multimodal accessibility, connectivity, and safety.”

## 3.1.2 MOBILITY PLAN

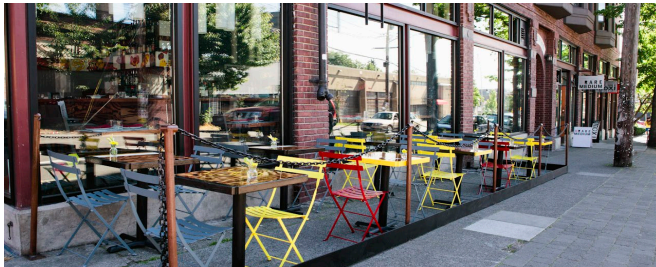
To achieve Objective #5, the Mobility Plan focuses on four strategies:

### 1. Complete Streets Measures:

Making Arrow Highway more appealing for pedestrian and bicycle use relies on increasing road safety. Influencing drivers to reduce their travel speed by implementing complete streets measures at key intersections plays a significant role in traffic safety and positive interaction between travel modes along Arrow Highway. This strategy is a long-term goal that requires collaboration with Los Angeles County.







*Outdoor seating creates an inviting environment for pedestrians*



*Public plazas on private development draws visitors*



*A trail along the wash can connect existing facilities*

## **2. Improving Pedestrian Access and Amenities**

Long blocks without designated crosswalks and non-continuous sidewalks create challenges for users, especially ADA users. Increasing connectivity between the northern and southern sides of Arrow Highway, its shopping centers, transit stops, and future amenities helps facilitate a more active pedestrian life. These improvements are especially important at the Multimodal and Commercial Core Nodes (described in the Land Use and Urban Design chapter).

## **3. Enhancing Public/Private Interface**

People shopping, dining, and enjoying their physical environment attracts more patronage from residents and drivers passing through the area. Creating inviting spaces at the connections between private property and the public realm enhances street life and activity.

## **4. Creating Recreational Linkages**

The San Dimas Wash, which runs parallel to Arrow Highway, provides a unique opportunity to bring a recreational amenity to the area and creates regional connectivity with bicycle and pedestrian facilities. Thoughtfully designed roadway connections safely integrate the San Dimas Wash trail with Glendora's streets, thus, connecting users with destinations and businesses within the Arrow Highway corridor.

## 3.1.3 MOBILITY STRATEGIES

The City of Glendora can implement few public realm improvements because the Arrow Highway right-of-way is outside of Glendora's jurisdiction in most places along the corridor. Thus, the City must coordinate with:

- Adjoining jurisdictions for right-of-way improvements, and
- Private property owners to provide pedestrian oriented design amenities.

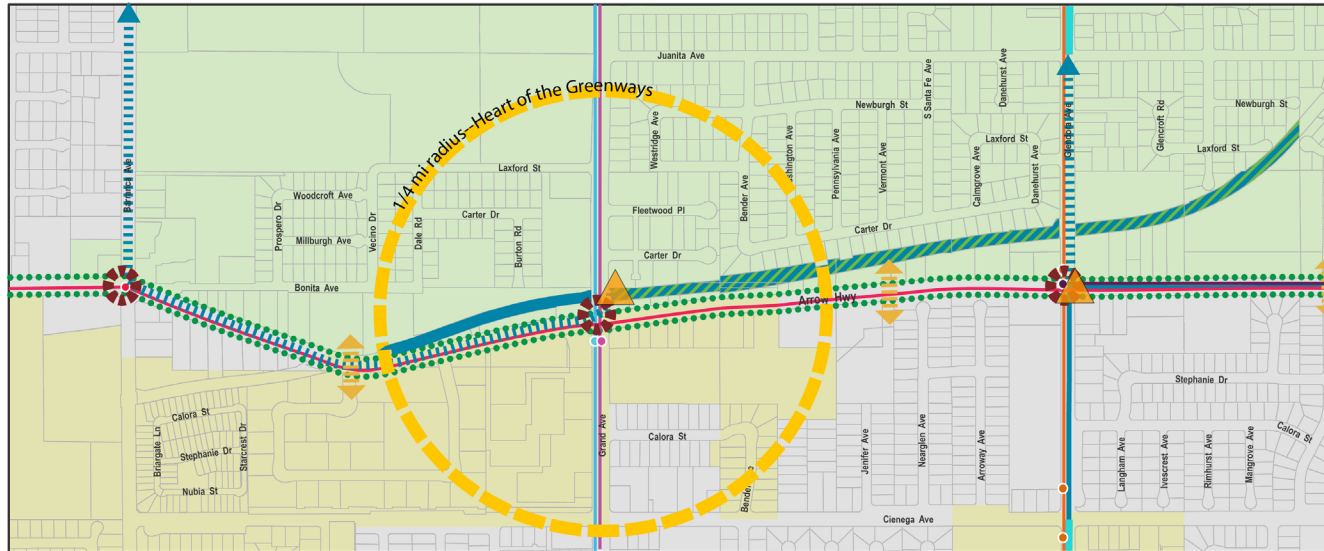
The Mobility Plan, Exhibit 3.1, features Complete Streets measures, new bicycle facilities, pedestrian and bicycle amenities, public to private interface, and transit amenities improvements. Many of these amenities and improvements require collaboration with the County of Los Angeles or the City of Covina; they are discussed in Section 1.2.





## Exhibit 3.1 Mobility Plan

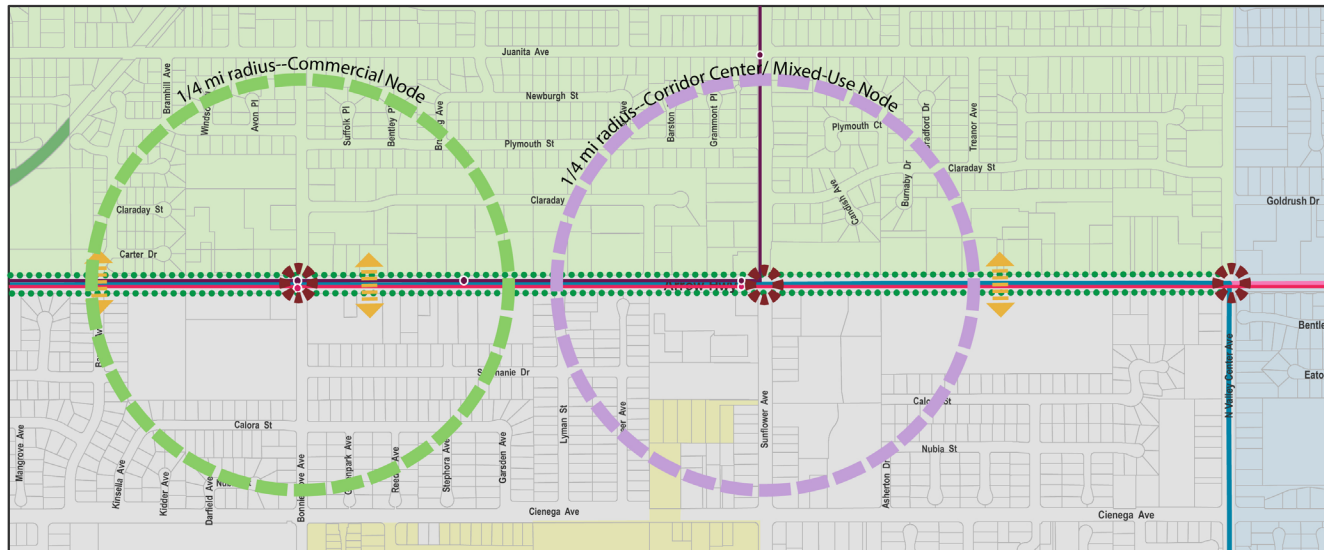
### Project Area-West



- Jurisdictional Boundaries**
- City of Glendora
  - City of Covina
  - City of San Dimas
  - Unincorporated Los Angeles County

- Mobility Elements**
- Existing Mobility Elements
- Metro Bikeways
  - Metrolink Shuttle
  - Foothill Transit Bus 488 & 498
  - Foothill Transit Bus 492
  - Foothill Transit Bus 851
  - Midday Teen Center Shuttle Orange Line

### Project Area-East



- Future Mobility Elements**
- LAC Bike Master Plan (2012)
  - Specific Plan Bicycle/ Pedestrian Greenway
  - Utilities
  - City of Glendora Bike Lane Connections
  - Mid-Block Crossing
  - Bulb-Out (East/West Arrow Highway)
  - Trail Terminus/Gateway or Rest Stop
  - Pedestrian Zone (B) Landscaping
  - Existing Bus Stops- Bush Shelter Additions



## PEDESTRIAN ACCESS AND AMENITIES

### Amenity Zone

The Amenity Zone is a section of private properties that interfaces with the public realm — sidewalks and streets. Landscaping and urban design features that create an inviting and interesting streetscape will be required within Amenity Zone.

Through land use regulations, developments within the Arrow Highway street frontage will be required to create programmable pedestrian spaces (i.e. plazas, paseos, courtyards) within the Amenity Zone to improve the interface between the public and private realms. Developments will:

- Maintain a continuous building edge when possible, along Arrow Highway;
- Use front setback area for outdoor dining or some other public space component;
- Limit their building setbacks to concentrate activity near/along the public realm, thus fostering a walkable environment;
- Improve pedestrian safety by including pedestrian oriented lighting, water fountains, benches;



*Landscaped walkways between buildings improve connectivity*



*Outdoor seating creates a sense of street life*



*Directional signage for bikes improves ease of facility use*



*Opportunities for innovative wayfinding*

- Widen sidewalks, where feasible; and/or
- Include Green Streets elements such as bioswales, where feasible.

### **BICYCLE NETWORK**

Local bikeway connections will be created to regional bicycle networks and enriched through wayfinding and bicycle facilities enhancements.

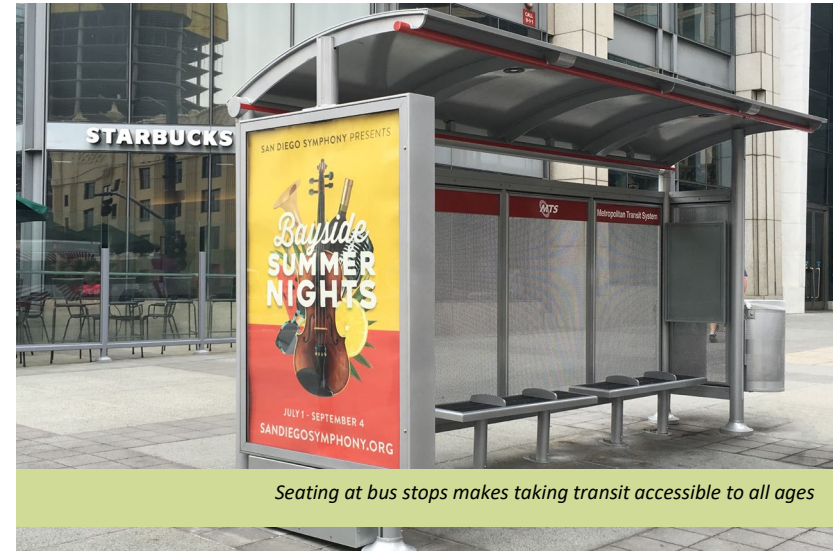
- Provide bicycle wayfinding signage, where not provided by Los Angeles County.
- Concentrate additional improvements (such as fix-it stations, bike racks, drinking fountains) to create bike hubs at the intersections of:
  - Glendora Avenue/Arrow Highway.
  - Grand Avenue/Arrow Highway.



## TRANSIT PASSENGER IMPROVEMENTS

Upgrade public transit stops to improve ridership and mobility along the Arrow Highway Corridor.

- **City of Glendora**
  - Create a “transit center” at the Grand Avenue/Arrow Highway intersection through improved amenities such as seating, water fountains, refuse receptacles, shade trees, and signage orienting users to regional transit connections and nearby destinations;
  - Provide improvements, such as bus shelters and seating, at other high transit ridership intersections (e.g. Barranca Avenue, Sunflower Avenue, Valley Center Avenue); and
  - Provide covered shelters at all stops.
- **Foothill Transit**
  - Coordinate with Foothill Transit to apply design elements that integrate well with transit operations and maintenance procedures.





*In many places, only the area north of the sidewalk is in Glendora*



*Steering Committee provided streetscape improvement ideas*

### 3.1.4 COLLABORATION WITH OTHER AGENCIES FOR STREETScape IMPROVEMENTS

Carrying out Arrow Highway corridor's streetscape improvements is particularly challenging because of the roadways' and sidewalks' multi-jurisdictional ownership. Much of the Arrow Highway right-of-way belongs to the County of Los Angeles, while a small segment is within the purview of City of Covina. Thus, streetscape improvements and maintenance can only be led by the County and/or Covina. This section outlines the desired improvements that emerged through the planning process, and identifies the agency/city with jurisdictional control to collaborate with in considering those changes.

As of 2017, Los Angeles County anticipates updating the East San Gabriel Valley Area Plan, a long-range planning document that affects the Charter Oak area (including Arrow Highway). The Arrow Highway Specific Plan's community engagement process provides local residents and business owners input that helps to inform the County's planning process. The City of Glendora will work closely with the County to advocate for the streetscape improvements that the community supports.

## COMPLETE STREETS

### Bulbouts

Install bulbouts to reduce the crossing distances for pedestrians and increase opportunities for landscaping, streetscape amenities, and public art at key intersections along Arrow Highway. These locations, and their jurisdiction, include:

- **Los Angeles County**
  - Barranca Avenue
  - Glendora Avenue
  - Bonnie Cove Avenue
  - Sunflower Avenue
  - North Valley Center Avenue
- **City of Covina**
  - Grand Avenue



*Bulbouts improve safety and visibility of crosswalks*



*Bulbouts can also provide sites for public art and bike racks*





*Mid-block crossing islands provide pedestrians added safety*



*Creative crosswalk design improves visibility and, thus, safety*

### Mid-Block Crossings

Develop a mid-block pedestrian crossing program to determine the appropriate locations and characteristics (center medians, decorative pavement crosswalks, decorative painted crosswalks, flashing lights, signage, push button call signals) for mid-block crossings. Mid-block crossings should be controlled by traffic signals and installed within the long blocks between signalized intersections, where crossing of Arrow Highway by pedestrians is the most comfortable (Exhibit 3.1):

- Arrow Grand Circle
- Mid-block pedestrian crosswalk near Vermont Avenue (Between Grand Avenue and Glendora Avenue)
- Banna Avenue
- Near Stephora Avenue (Between Lyman Street and Bonnie Cove Avenue)
- 1000 Arrow Highway block, west of Valley Center Avenue

## Sidewalks

Through collaboration with the appropriate jurisdiction, the City will participate in the development of a streetscaping plan along Arrow Highway:

- Establish sidewalk width standards
  - 8 feet wide for residential streets
  - 10 feet wide on Arrow Highway, Barranca Avenue, and Grand Avenue.
- Locate drought tolerant trees within wells (including grates) along street frontages.
- Encourage the planting of trees and use decomposed granite in planting areas along Neighborhood Street frontages.
- Locate drought tolerant planted landscaping strips between sidewalks and the roadway to provide a physical buffer from traffic.
- Ensure all streets have continuous ADA accessible pathways.
- Install benches, bike racks, and refuse receptacles at activity nodes.



*Decorative planters enhance the streetscape and help to clean run off*



*Public seating and refuse receptacles improve street aesthetic*



## RECREATIONAL LINKAGES

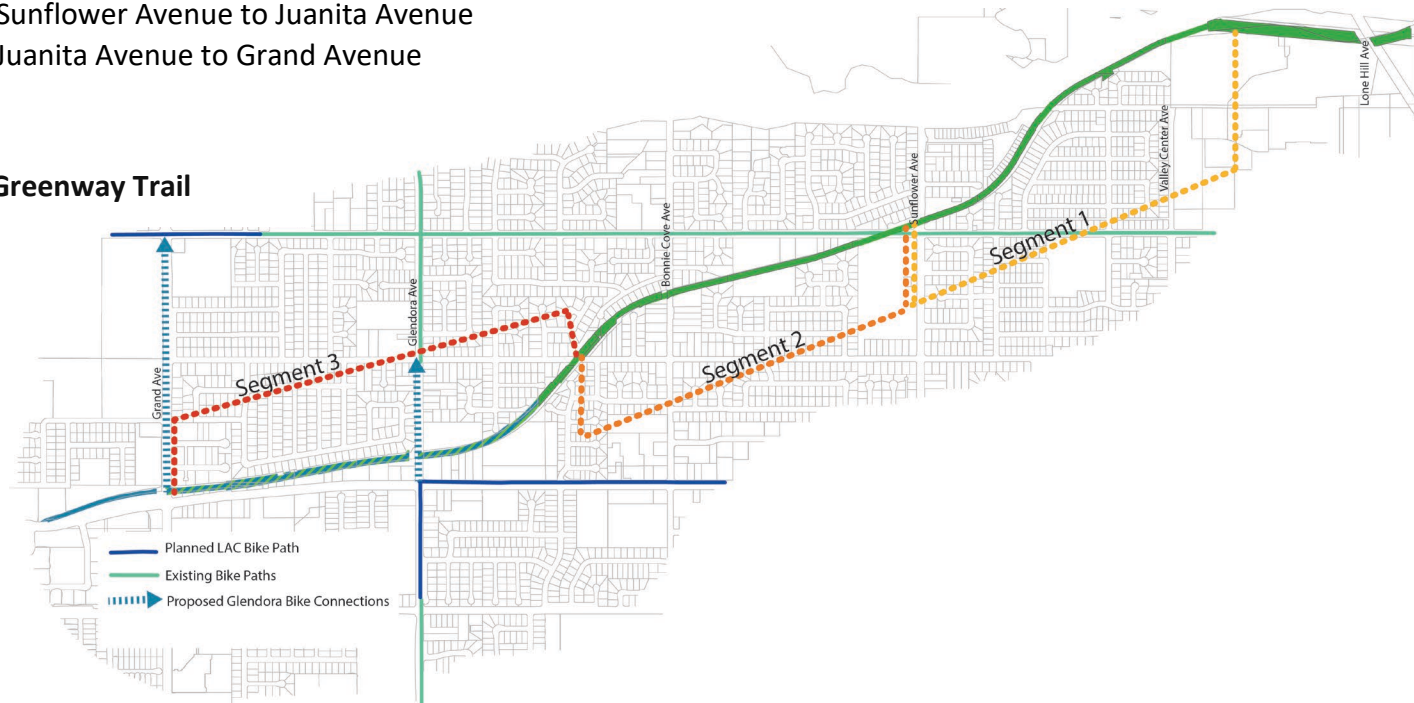
Implement a greenway trail in the San Dimas Wash storm drain channel right-of-way that extends from Arrow Highway/Grand Avenue towards the east. This trail can be implemented in three segments, as funding and feasibility permits. The trail is designed and Phase 1 construction is completed.

- **Segment 1:** Louie Pompeii Park to Sunflower Avenue
- **Segment 2:** Sunflower Avenue to Juanita Avenue
- **Segment 3:** Juanita Avenue to Grand Avenue

The phasing order of these segments is based upon funding availability and project readiness. Note: Segment 1 extends outside of the Specific Plan study area. The greenway trail system will connect with Los Angeles County bicycle lanes on Barranca Avenue and Glendora Avenue.

### Exhibit 3.2

#### San Dimas Wash Greenway Trail



Additional features necessary to ensure roadway crossings along the greenway trail are safe and inviting include:

- Locating a trailhead/rest stop at Grand Avenue, immediately north of Arrow Highway. The trailhead should include a pocket park, pedestrian-friendly design, bicycle racks, and wayfinding signs/maps.
- Creating highly visible linkages to the planned greenway trail system along the San Dimas Wash storm drain channel.
- Controlling greenway crossings at each intersecting roadway east of Glendora Avenue with traffic signals, as warranted and feasible.
- Prohibiting the crossing of the roadway at intersections where traffic signals are not feasible, due to spacing, geometry, or other issues.
- Encouraging bicyclists to cross at nearby signalized intersections through the use greenway/sidewalk design elements and wayfinding signage.



*The San Dimas Wash could be used for a recreational trail*



*Highly visible crossings can keep cyclists safe*



*Trailhead can feature entryway signage or public art*

## 3.2 SEWER, WATER, AND STORM DRAIN INFRASTRUCTURE

A cost-efficient and reliable infrastructure network is essential to serve the needs of the Arrow Highway corridor's residents and businesses. Several agencies and jurisdictions provide municipal services to the Specific Plan area. These include the cities of Glendora, Covina, and San Dimas, and the County of Los Angeles. Thus, the infrastructure systems and the service provision involve shared responsibility.

### 3.2.1 OBJECTIVE

As development along Arrow Highway changes in density and intensity, the City will focus on providing or ensuring adequate service levels to accommodate existing uses and projected growth while using fewer resources.

### 3.2.2 SEWER FACILITIES

The Los Angeles County Sanitation District (LACSD) serves the Specific Plan area with 8"–15" diameter trunk line sewers running north-south within Barranca Avenue, Bonnie Cove Avenue, and Sunflower Avenue public rights-of-way. Eight-inch diameter collector sewers extend east-west from these north-south trunk lines to serve all Specific Plan area development. The east-west trunk lines are operated by Los Angeles County Department of Public Works, Exhibit 3.3.

Future development projects are required to confirm collection and treatment capacity or add additional relief sewer lines, as necessary. The Specific Plan's Land Use Plan is anticipated to increase peak discharge by an estimated 62,500 gpd or 5 percent. The LACSD reports the system can collect increased flows associated with Land Use Plan's implementation.

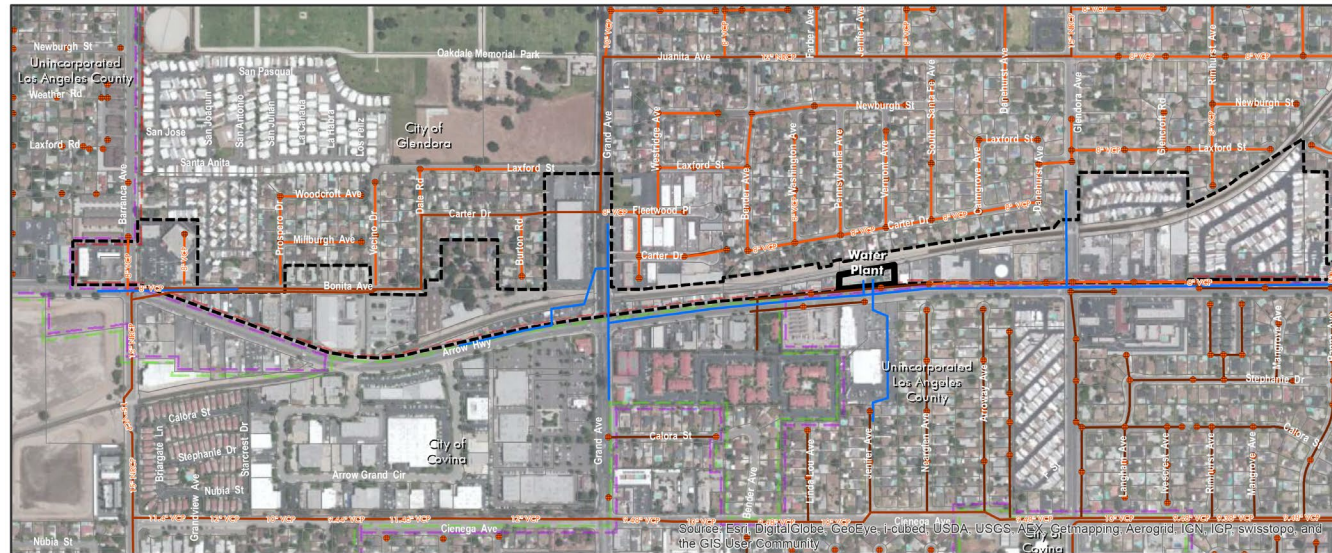
The City will:

- Collaborate and coordinate with LACSD regarding the facilities' improvements and maintenance as well as proposed projects review;
- Track and, as feasible, coordinate planned infrastructure improvements to minimize costs, street closures, and disturbances associated with sewer construction; and
- Support ongoing monitoring and maintenance of local sewer lines.



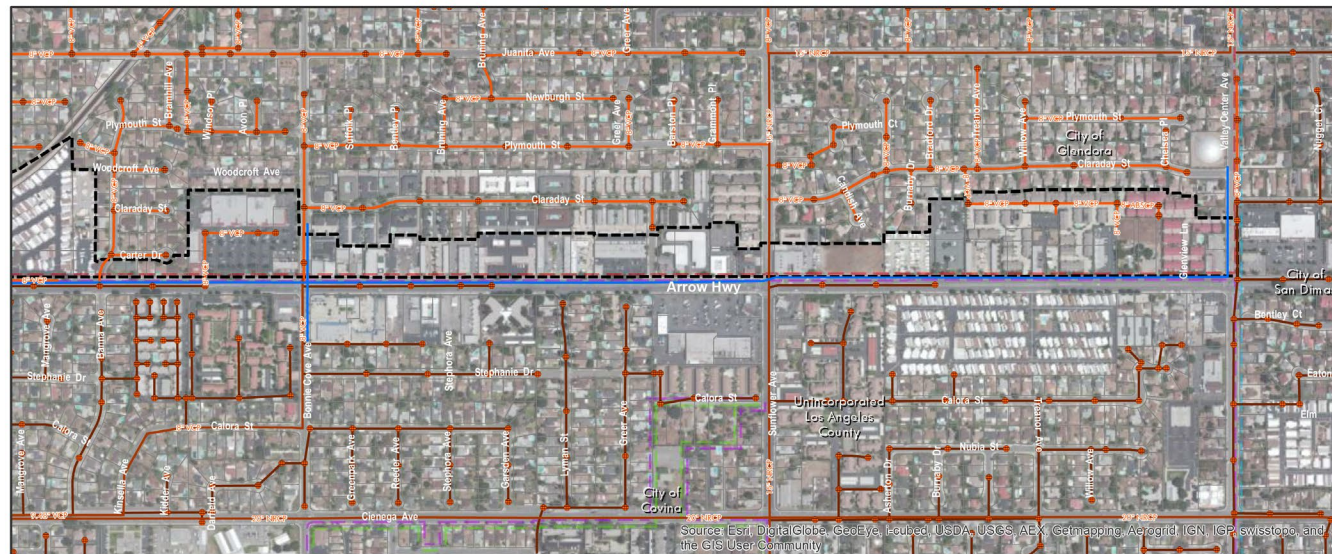
# MOBILITY & INFRASTRUCTURE

Exhibit 3.3  
Sewer and Water System



## Project Boundaries

- Project Area Within Glendora
- Manholes
- Sewer Trunk Lines (LACSD)
- Sewer Lines (LADPW)
- Sewer Lines (TDB)
- Domestic Water (TBD)







*Glendora has a reliable system of domestic water supply*



*Glendora's water is supplied, in part, by the Covina Irrigation Company*

### **3.2.3 WATER SUPPLY, CAPTURE & TREATMENT**

#### **Domestic Water**

Groundwater, the City's primary source of potable water, is pumped from the City's active wells in the Upper San Gabriel Canyon Basin and in the San Gabriel Basin's Glendora Sub-basin.

The City's water distribution system consists of:

- Twelve pressure zones served by reservoirs,
- Three zones served by hydro-pneumatic systems, and
- One zone served through a pressure regulating station.

The Specific Plan area has a reliable system of domestic water provided by the Covina Irrigating Company (CIC), Suburban Water Systems, and the City of Glendora. The CIC operates a subregional feeder line including a well water treatment plant on Arrow Highway. These water providers indicate adequate capacity to serve future development without plans for expansion or extensions. According to Glendora's Urban Water Management Plan (2015), the City has a diverse water supply portfolio. A single dry year or a multiple dry year period will not compromise the City's ability to provide a reliable supply of water to its customers.



## **Stormwater**

The Los Angeles County Department of Public Works maintains the storm drain and catch basin system serving Arrow Highway (Exhibit 3.4). The Los Angeles County Flood Control District maintains the San Dimas Wash, an open channel traversing the Specific Plan area. These systems operate well without any record of overtopping or street flooding. Typical for new development proposals, development applicants will need to conduct a project specific hydrology study identifying any required mitigation for increased flows.

Since the Specific Plan area has mostly impervious surfaces, new development is not expected to require significant improvements to the storm drainage system. However, most properties in the Specific Plan area have not implemented stormwater Quality Best Management Practices (BMP). New development will be required to comply with the Los Angeles County Standard Urban Stormwater Mitigation Plan (SUSMP) and Regional Water Quality Control Board, National Pollution Discharge Elimination System (NPDES), and related Municipal Separate Storm Sewer System (MS4) permit requirements. New developments are expected to use onsite BMPs such as rain gardens, dry wells, and bioswales due to excellent percolation rates in the area.

## **Low Impact Development**

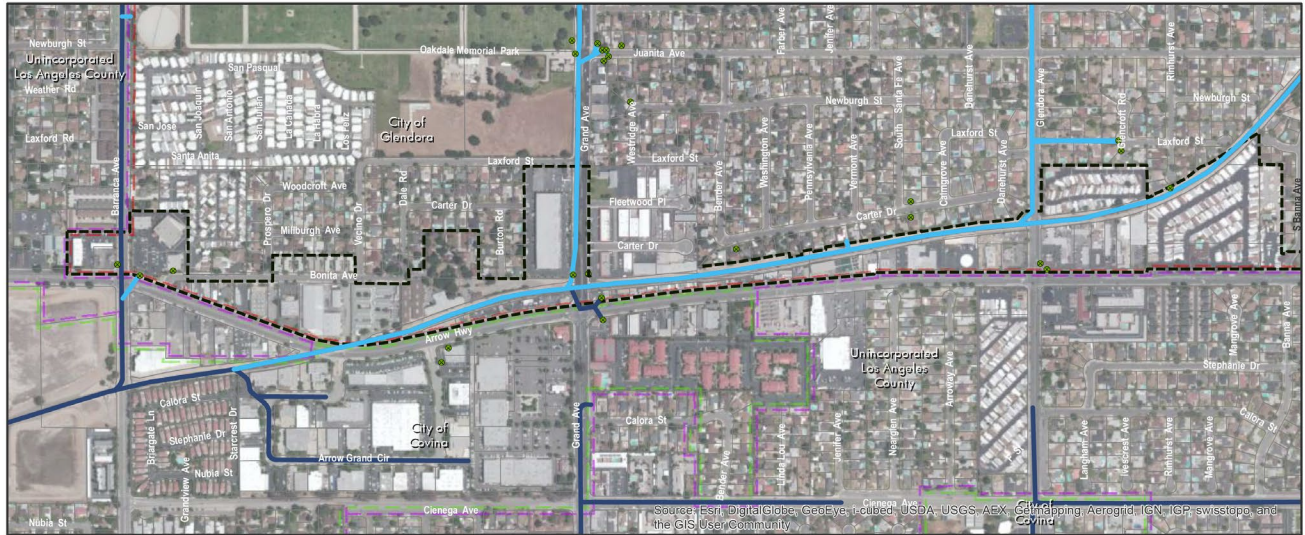
Despite the Arrow Highway corridor's urbanized development, several Low Impact Development (LID) opportunities are practical. The City will collaborate with the appropriate entities to explore the potential and implementation of the following water and stormwater polices:

- Working with the Flood Control District to install urban run-off treatment and groundwater recharge facilities at the Ben Lomond Basin near Arrow Highway and Barranca Avenue. The basin can feature a "forebay" focused on low flow water quality treatment with a larger "after bay" for flood detention and groundwater recharge;
- Requiring stormwater best management practices to become part of the City's development standards;
- Installing inverted "bioswale" planters and "dry wells" within Amenity Zones, expanded landscape parkways, and "pocket parks;"

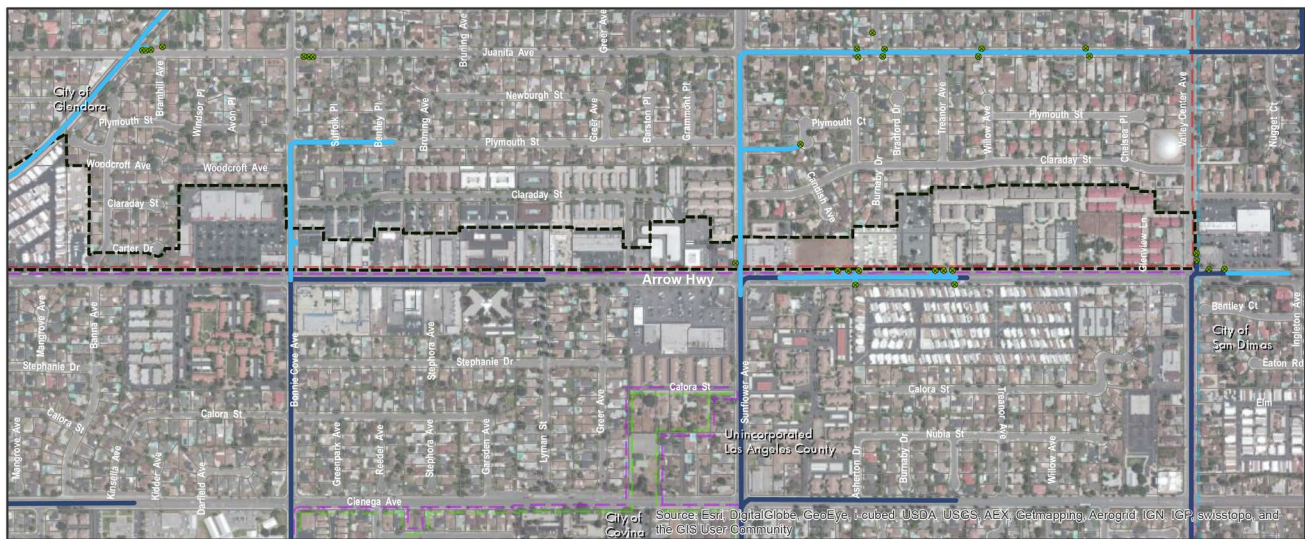
Exhibit 3.4  
Storm Drain System

**Project Boundaries**

- Project Area Within Glendora
- Catch Basin
- Storm Drains (City of Glendora)
- Storm Drains (LADPW)



Project Area-West



Project Area-East





- Requiring the installation of other stormwater treatment controls/LID techniques in new development projects. Techniques include bioretention areas, flow-through planter boxes, infiltration trenches, green roofs, and rainwater harvesting/use;
- Extending the City's Irrigation Water Plant's delivery service lines and service to offset otherwise potable water use; and
- Requiring permeable pavements in gutters, parking zones, sidewalks, and driveways. A 10 percent coverage of permeable pavement will conduct 100 percent of stormwater runoff into the ground for aquifer recharge and water quality filtration.

### 3.2.4 UTILITIES

This section describes the capacity of dry utilities in the Specific Plan area and potential opportunities for improvements.

#### Electricity

Electrical power is provided by Southern California Edison (SCE). Power is transmitted through above ground wires and poles located throughout the Plan area. Periodic maintenance and upgrades are funded by SCE.



*Bioswale planters treat urban runoff while enhancing aesthetics*



*Permeable pavements filter runoff for groundwater recharge*

### **Natural Gas**

Natural gas is provided by the Gas Company (SoCal Gas) to the Specific Plan area. Periodic maintenance and upgrades are funded by SoCal Gas.

### **Broadband and Telecommunications**

Cable television service is provided by Spectrum. Spectrum also offers internet and telephone service. Telephone service is available to the corridor's residents through Frontier, which also offers cable and internet services in some areas. It is anticipated that these providers or any other future franchisees would continue to provide cable, internet, and telephone service to the Specific Plan area.

### **Refuse**

The City contracts with Athens Services, a private hauler, for residential and commercial refuse and recycling pickup and disposal. The refuse is transported to a landfill for disposal, while recycling materials are sorted at local processing facilities in the City of Industry.

The City will work with dry utility providers to explore the possibilities of carrying out the following policies:

- Tracking planned dry utility improvements and, as feasible, coordinating the improvements with those associated with the Specific Plan's implementation, and

- Continue organics composting programs for restaurant uses and encouraging organics composting for residential uses.

The City will discuss additional dry utility concepts with the County for consideration along Arrow Highway:

- Initiating an annual program to underground unsightly and dangerous overhead power lines in phases as funding permits;
- Petitioning cellular service carriers to replace the cell tower with an "artificial tree" model for improved aesthetics; and
- Initiating a program to change standard 30 feet Cobra street lights to 20 feet themed lights with LED lamps.



*Athens provides the city with refuse and recycling disposal*



## 4. ADMINISTRATION



### IN THIS CHAPTER

**Applicability**

**Interpretation**

**Severability**

**General Plan Amendment**

**Zoning Code/Map Amendments**

**Review and Approval Process**

**Specific Plan Amendments**

**Appeals**

**Specific Plan Cycle**

This chapter discusses the process for implementing the Specific Plan; it explains where the Specific Plan fits in with other planning documents governing development in Glendora and the process for amending the Specific Plan.

## 4.1 APPLICABILITY

The Specific Plan serves as the implementation tool for the General Plan and establishes the zoning regulations for the Specific Plan area. All development proposals within the Specific Plan area are subject to the procedures established herein, in addition to those procedures identified in Glendora Municipal Code (Title 21 Zoning).

The regulations and design guidelines in this Specific Plan subject to the Zoning Code and other City regulations become effective in October 2018. If the provisions and development standards contained in the Specific Plan conflict with those contained in the Zoning Code, the provisions of the Specific Plan shall take precedence. Where the Specific Plan is silent, the Planning Director will interpret.

## 4.2 INTERPRETATION

Unless otherwise provided, any ambiguity concerning the content or application of the Specific Plan shall be resolved by the Planning Director of the City of Glendora, or the designee, in a manner consistent with the goals, policies, purposes, and intent established in this Specific Plan.

## 4.3 SEVERABILITY

If any section, subsection, sentence, clause, phrase, or portion of this Specific Plan, or any future amendments or additions, is for any reason held to be invalid or unconstitutional by the decision of any court or competent jurisdiction, such decision shall not affect the validity of the remaining portions of this Specific Plan, or any future amendments or additions.

## 4.4 GENERAL PLAN AMENDMENT

The General Plan designations in the Arrow Highway Specific Plan area shall be amended to read as Arrow Highway Specific Plan, prior to the adoption of the Specific Plan.

## 4.5 ZONING CODE AND ZONING MAP AMENDMENTS

The existing zoning classifications in the Arrow Highway Specific Plan area, prior to the adoption of the Specific Plan shall be repealed within the Specific Plan project area, and the zoning amendment map shall indicate new Arrow Highway Specific Plan zoning classification “Arrow Highway Specific Plan”

including the transformative districts and the land use categories.

All land use regulations, development standards, and other provisions of the Arrow Highway Specific Plan in its entirety shall apply as expressly stated in this Plan.

## 4.6 REVIEW AND APPROVAL PROCESS

### 4.6.1 LEVEL OF REVIEW

All projects proposed within the Arrow Highway Specific Plan area shall substantially conform with the provisions of this Specific Plan.

This section establishes the procedural and content requirements for the review and approval of development occurring in the Arrow Highway Specific Plan area.

The Arrow Highway Specific Plan EIR is applicable to future development projects (including parcel maps, lot line adjustments, construction, etc.) that are processed in conformance with this Specific Plan, thus requiring no further documentation except as noted in Sections 15182 and 15162 of the CEQA Guidelines.

Development review procedures for all new development and redevelopment within the Arrow Highway Specific Plan area shall conform with Chapter 21 of the Glendora Municipal Code.

### 4.6.2 SUBDIVISION MAPS

The Subdivision Map Act and City Subdivision Ordinance (Title 20 of the Municipal Code) shall govern land subdivision processes.

## 4.7 SPECIFIC PLAN AMENDMENTS

Approval of the Arrow Highway Specific Plan by the City Council is considered acceptance of the general framework and specific development standards contained within the Arrow Highway Specific Plan. However, because development projects may be developed over time, it might be necessary for the Arrow Highway Specific Plan to be amended. Amendments shall follow the procedures in Glendora Municipal Code 21.01.050.

A proposed amendment to the Arrow Highway Specific Plan shall reflect the comprehensive analysis that has been undertaken in the adoption of the Arrow Highway Specific Plan and shall require additional environmental review. As a condition of consideration for any amendment to the Arrow Highway Specific Plan, it shall be the applicant's responsibility to:

- Demonstrate the proposed amendment will meet the goals and objectives of the Arrow Highway Specific Plan and the Glendora General Plan;
- Update any technical studies and/or provide additional environmental studies as determined by the Planning Director and incorporate all mitigation measures into the project design; and
- Provide a revised Arrow Highway Specific Plan text and map (where relevant) that reflects the amendment requested.

## 4.8 APPEALS

All appeals pertaining to the Arrow Highway Specific Plan shall be made pursuant to the provisions of Title 21.01.030 of the Zoning Code.

## 4.9 SPECIFIC PLAN CYCLE

The Arrow Highway Specific Plan shall be reviewed for updates every five years in order to remain responsive to changing market trends and mobilize incremental change.



## 5. IMPLEMENTATION



### IN THIS CHAPTER

**Economic Conditions Influencing Development  
Potential**

**Baseline Conditions' Implications**

**Development Incentives**

**Implementation Action Plan**

**Financing**

**Implementation Maintenance and Monitoring**

Implementing the Arrow Highway Specific Plan requires public and private sectors' collaboration to achieve the vision. A significant portion of the new investment and construction will be made by private sector developers, entrepreneurs, investors, and property owners. The City's responsibility is to offer mechanisms to facilitate private investment while at the same time coordinating and encouraging complementary public realm investment.

This Implementation chapter identifies key actions and strategies to implement the Specific Plan, and provides a series of possible funding and financing sources.

## 5.1 ECONOMIC CONDITIONS INFLUENCING DEVELOPMENT POTENTIAL

Arrow Highway has suffered from lack of developer and property owner investment. Generally lower property values and higher absentee ownership - relative to other areas of Glendora - have allowed marginal uses to continue operating. Also, investors may have been discouraged by a perceived lack of economic strength and purchasing power of surrounding residents. As such, private developers and property owners may need incentives to participate in Arrow Highway's revitalization. The Arrow Highway Specific Plan establishes a key incentive to redevelop and maintain properties: flexible zoning standards that will allow a variety of residential, commercial use, industrial, and mixed-use uses. These changes, alone, cannot fully revitalize the corridor. This chapter identifies possible tools and incentives that may be used to achieve Specific Plan objectives.

## 5.2 BASELINE CONDITIONS' IMPLICATIONS

The Specific Plan area has been developed with a variety of industrial, commercial, and residential uses in mind. Few vacant parcels remain; however, many parcels are underutilized and/or underperforming; accordingly, efforts will focus on the promotion of new infill development, the redevelopment of underutilized and underperforming properties, and the revitalization of existing development.

The Specific Plan's land use designations aim to optimize the land use mix for current and future market conditions by encouraging mixed-use development, allowing an increase in the number of higher density residential units, and reducing and consolidating commercial and industrial uses at key nodes.

At build out, the Plan Area is expected to generate a modest fiscal benefit to the City's General Fund relative to current conditions.

Arrow Highway has limited streetscape improvements. To encourage redevelopment and enhance the experience along the corridor, the City must take the initiative and coordinate with the County of Los Angeles and transit providers for the provision of complete street measures, bike lanes, and transit amenities. The Specific

Plan calls for the creation of an Amenity Zone (on private property) to provide on-site streetscape and landscaping amenities. The City needs to work with the development applicants and/or develop specific streetscape and landscape guidelines for new development to successfully implement the Amenity Zone. Where streetscape improvements and trailhead improvements can be made on the north-south streets by the City of Glendora, the City should develop a streetscape/landscaping plan.

## 5.3 DEVELOPMENT INCENTIVES

The Arrow Highway corridor has experienced limited development investment over past decades. As public resources for redevelopment and capital investment activities have become limited, other potential development incentives are required. The following incentives could be available in the foreseeable future, and more incentives may be developed in

future years. Other, less direct, development incentives, such as the enhancement of the streetscape and coordination among businesses will also function as development incentives. The City may also consider specific projects, such as the creation of a transit hub and trailhead on Grand Avenue, which would also encourage development.

### 5.3.1 SHARED PARKING

The City may consider shared parking plans for sites where the uses' hours of operation allow the shared use of parking spaces to occur without conflict. In these cases, the number of required parking spaces might be reduced, on a case by case basis.

### 5.3.2 ENCOURAGE LOT CONSOLIDATION OR ASSEMBLY

The City of Glendora will identify key parcels that will benefit from "lot consolidation or assembly" and will work with those property owners to encourage the consolidation. Similarly, the City will work with development applicants seeking a lot consolidation.

## 5.4 IMPLEMENTATION ACTION PLAN

This Specific Plan’s successful implementation will require collaborative efforts among local businesses, institutions, residents, the City, and developers. Timeframes for completion of Implementation Actions are generalized as follows:

- Ongoing
- Immediate (within 0 – 2 years of Specific Plan adoption)
- Short Range (within 2 – 5 years of Specific Plan adoption)
- Mid-Range (within 5 – 10 years of Specific Plan adoption)

The estimated costs are generalized as follows:

\$	< \$50,000
\$\$	\$50,000 - \$250,000
\$\$\$	\$250,000 - \$500,00
\$\$\$\$	\$500,00 - \$1,000,000

Changing economic conditions and trends, may require that the City revisit and reprioritize this Specific Plan’s implementation steps. The tools and administrative procedures in the Implementation Action Plan should consider market shifts and development conditions and should be used at the discretion of the Plan’s administrators to accommodate new development and facilitate the corridor’s revitalization. Exhibit 5.1 and the following sections outline the Implementation Actions for the Arrow Highway Avenue Specific Plan. Exhibit 5.1 identifies potential funding sources, timeframes, and responsible City departments for each action. An explanation of each item, organized by timeframe follows the exhibit.



# IMPLEMENTATION

Exhibit 5.1 Implementation Action Plan				
Action	Timeframe	Potential Funding Source	City Department Responsibility	Estimated Cost
Infrastructure, Mobility, and Sustainability Improvements				
Water System and Infrastructure	Short Range	Private	Public Works	\$-\$\$\$
Water Conservation	Short Range	General Fund	Public Works	\$
Recycling and Composting	Short Range	General Fund	Public Works, Planning	\$
Storm Water Management and Infrastructure	Short Range	Private, General Fund	Public Works	\$-\$\$\$\$
Sewer System and Infrastructure	Short Range	Private	Public Works	\$-\$\$\$\$
Amenity Zone Landscaping Guidelines	Short Range	General Fund	Planning, Public Works	\$
Parkway Landscape and Streetscape Improvements	Mid-Range	General Fund, CIP	Public Works, Community Services	\$\$
Gateways	Mid-Range	General Fund, CIP	Public Works	\$\$-\$\$\$
Trailhead and Transit Center Plans	Mid-Range	General Fund	Planning, Public Works, Community Services	\$\$-\$\$\$
Economic Development Programs				
Business Improvement District	Short Range	General Fund	City Manager's Office	\$
Development Agreements	Ongoing	CIP, General Fund	City Manager's Office, Planning	\$
Business Assistance Program	Ongoing	CDBG	City Manager's Office	\$
Stimulate Vitalization	Ongoing	General Fund	Community Services	\$\$
Economic Development Plan Strategic Attraction Business Area	Short Range	General Fund	City Manager's Office	\$

Exhibit 5.1 Implementation Action Plan				
Action	Timeframe	Potential Funding Source	City Department Responsibility	Estimated Cost
Administrative				
Specific Plan Adoption and Environmental Documentation Certification	Immediate	General Fund	Planning	\$
General Plan and Land Use Map Amendment	Immediate	General Fund	Planning	\$
Zoning Code and Zoning Map Amendment	Immediate	General Fund	Planning	\$
Overnight Parking Revision	Immediate	General Fund	City Manager's Office	\$
Development Incentives Adoption and Implementation	Immediate	General Fund	Planning	\$
Ongoing Funding Mechanism	Short Range	General Fund	Planning	\$
Flexible Business Operations and Regulations	Short Range	General Fund	Planning	\$
Capital Improvement Plan Integration	Short Range	General Fund	Planning	\$
Amortization Conformance Tracking	Mid-Range	General Fund	Planning	\$
County of Los Angeles and City of Covina Coordination	Ongoing	General Fund	Planning	\$
Abbreviations: CIP – Capital Improvement Program, CDBG – Community Development Block Grant				

## 5.4.1 IMMEDIATE IMPLEMENTATION ACTIONS

### **Specific Plan Adoption and Environmental Document Certification**

Adoption of this Specific Plan puts into place new zoning, development standards, streetscape design standards, and other tools and programs designed to spur economic investment and visual enhancement of Arrow Highway.

### **General Plan and Land Use Map Amendment**

Adoption of this Specific Plan requires an amendment to the City's General Plan to achieve consistency.

### **Zoning Code and Zoning Map Amendment**

The Glendora Zoning Code must be amended to allow the standards and provisions in this Specific Plan to take effect. For the Arrow Highway Specific Plan area, the development standards provided in Chapter 3 of this Specific Plan shall replace those in the Zoning Code as indicated.

In conjunction with the Zoning Code amendment, an amendment to the Zoning Map will be required. The Zoning Map must be amended to replace zoning district designations indicated on the Zoning Map with the new Arrow Highway Specific Plan zoning districts.

### **Consider Adoption/Implementation of Development Incentives**

Section 5.3 discusses development incentives for consideration/implementation by the City of Glendora. The City will review, adjust, and adopt these development incentives to promote development along the Arrow Highway corridor.

### **Overnight Parking Revisions**

Work with the County of Los Angeles and the City of Covina to adopt and/or implement revised on street parking standards to prohibit overnight parking on the north side of Arrow Highway.

## 5.4.2 SHORT RANGE IMPLEMENTATION ACTIONS

### **Water System and Infrastructure**

Ensure that water system and infrastructure facilities are upgraded, as needed, to support future development. Replace aging water lines, as needed. Require developers to provide engineering studies to confirm sufficiency or required improvements.

### **Water Conservation**

Continue to pursue innovated efforts to reduce water consumption through conservation programs and initiatives for both residents and businesses, in accordance with Glendora's Water Conservation Program GMC Section 14.34.

### **Recycling and Composting**

Continue to encourage solid waste, recycling, and composting efforts to move toward minimizing waste sent to landfills and reducing solid waste disposed per capita.

### **Storm Water Management and Infrastructure**

Require the use of creative strategies that manage storm water runoff from streets, parking areas, and other impervious surfaces by installing bioswales, vegetation planters, and similar natural systems in concert with mechanical or structural systems to increase water quality, manage stormwater, reduce pollution, and enhance watershed health. Ensure the new developments' and the retrofit projects' design of these facilities aesthetically enhance the corridor.

### **Sewer System and Infrastructure**

Ensure that existing sewer system is upgraded, as needed, to support future development. Replace aging sewer lines, as necessary and feasible, when resurfacing streets.

Require developers to provide engineering studies to confirm sufficiency or identify required improvements.

### **Amenity Zone Landscaping Guidelines**

Develop Amenity Zone landscape guidelines (tree palette, flora and turf palette) and permeable paving guidelines supporting design standards and guidelines established in Chapter 3. Make guidelines available to development applicants, Arrow Highway property owners, and the public.

### **Business Improvement District**

Support the creation of a Business Improvement District (BID), if initiated and requested by local property owners or businesses. BIDs seek to add specific benefits within a selected area. BIDs are financed through special assessments placed on commercial or industrial property within the designated district. After petitioning the City to form a BID, passage requires majority approval by affected property owners. Once formed, BIDs are governed by a board of directors who are elected by property owners in the district rather than by residents.

The purpose of BID revenue is to support additional services to an area, not to replace standard City services. For this reason, BID assessments must be used within the BID boundaries. Although BID assessments are collected by the County, all assessment funds are then returned to the BID through annual contract agreements. Fees vary among businesses and are often assessed per a subject property's size and location. BID



assessment revenues provide varying services, including marketing the area through brochures and special events, maintaining and cleaning sidewalks, installing and maintaining trail/greenways and open space, and private security.

One of the challenges in forming a property owner-based improvement district occurs when a majority of the property owners are non-local, such as when they reside outside the Glendora area or the state. The City, if requested by interested stakeholders, can help to initially engage property owners through some advocacy efforts in communicating the overall benefits of forming a BID, including how the BID can leverage self-assessed revenues as well as a common decision-making platform to provide sustained economic returns.

A BID could play a crucial role in the economic enhancement of the Specific Plan area in addition to providing funding for physical improvements. Some of the money collected from the BID could be earmarked for public art, trailhead facilities, event coordination, marketing, or maintenance. A BID could also be used by participants to coordinate store hours, merchandise, and create promotions and advertisements.

## **Economic Development Plan's Strategic Attraction Business Area**

Place the former Vons' site and key industrial opportunity sites (to be identified) on the City's Strategic Attraction Business Area list.

## **Ongoing Funding Mechanisms**

Include operations-related and maintenance-related financing actions in conditions of approval or Development Agreement terms for new development projects, as applicable.

## **Flexible Business Operations and Regulations**

Implement flexible administrative procedures and use regulations that allow businesses on Arrow Highway to make operational changes with minimal discretionary City approval, recognizing that business operations need to adapt to market conditions and changes in technology.

## **Capital Improvement Program Integration**

Identify applicable capital improvements from this Specific Plan in the Capital Improvement Program (CIP) and update periodically.

### 5.4.3 MID-RANGE IMPLEMENTATION ACTIONS

#### **Parkway Landscape and Streetscape Improvements Plan**

In concert with the Community Services Department, develop the Parkway Landscape and Streetscape Improvement Plan that could apply to the north-south streets such as Barranca, Grand, Glendora, Sunflower, and Valley Center Avenues north of Arrow Highway. The Plan should identify appropriate street trees, flora, turf, and decorative streetscape components for installation. Specific components of the Landscape and Streetscape Plan should include, but are not limited to:

- Street trees on the north-south streets;
- Property owner information about their responsibility for street tree maintenance. Identify standard improvements to be accomplished to ensure adequate tree irrigation and health root growth;
- Curb extensions and enhanced/additional marked crosswalks;
- Parkway planting;
- Sidewalk pavement repair, where needed;
- Enhanced sidewalk lighting;
- Sidewalk ramps and audible traffic controls comply with ADA requirements;
- Directional and informational wayfinding and pedestrian signs; and
- Streetscape furniture (benches, shade structures, bus shelters, etc.).

#### **Gateways**

Provide entry/gateway signs, landscaping, and lighting to mark and enhance gateways to Glendora and the Arrow Highway area. Gateway amenities should be located on Arrow Highway at Barranca Avenue and at Valley Center Avenue, and on Grand Avenue at Arrow Highway, Glendora Avenue at Arrow Highway, and Sunflower Avenue at Arrow Highway. Gateway entries can be incorporated into public plazas/courtyards constructed within the nearby Amenity Zones.

#### **Trailhead and Transit Center Plans**

In concert with the Community Services Department, develop a trailhead plan and a transit center plan that provides streetscape amenities (benches, shade structures, drinking faucets, wayfinding signs, etc.).

### 5.4.4 ONGOING IMPLEMENTATION ACTIONS

#### **Business Assistance Program**

Work with residents, start-ups, or Arrow Highway businesses to seek and obtain an Economic Development Loan/Grant. The Economic Development Loan/Grant program provides financial assistance to new and existing businesses to start or expand

their businesses, purchase and install equipment or machinery, improve their physical space, or make exterior improvements.

### **Stimulate Vitality**

Coordinate with property owners and community groups to establish a program of events including farmers' markets, vendor fairs, live music, etc. to help brand and revitalize the Arrow Highway corridor.

### **County of Los Angeles and City of Covina Collaboration**

Coordinate and collaborate with the County of Los Angeles and the City of Covina to ensure Arrow Highway improvements are constructed and maintained in a timely manner. Potential Arrow Highway improvements include but are not limited to bike lanes, mid-block crossings, pedestrian oriented street lighting, bioswales, and other complete streets features.

## **5.5 FINANCING**

This section summarizes a variety of potential funding sources available at the time the Specific Plan was written. This list is not inclusive, but is intended to provide a starting point to fund Arrow Highway improvements and programs. The listing of potential funding sources is organized into three categories:

- Federal and State funding sources;
- City funding sources; and
- Private involvement funding sources.

The City should seek funding from a variety of sources, including actively seeking grants, to implement the programs and improvements identified in this Specific Plan.

### **5.5.1 FEDERAL AND STATE FUNDING SOURCES**

#### **Community Development Block Grant (CDBG)**

Established in 1974, the Community Development Block Grant (CDBG) is one of the oldest programs of the Department of Housing and Community Development (HUD). The CDBG provides annual grants based on a formula. CDBG funds must provide benefits to low-income or moderate-income individuals, prevent or eliminate slums or blight, or may be used for other emergency community needs, such as related to a natural disaster. CDBG funds can be used for development purposes within low-income or moderate-income census tracts, or, if the development or activity is located outside of a low-income or moderate-income census tract, funds must provide benefits to low-income or moderate-income households. Funding, available on an annual basis, is approximately \$250,000; reductions may be anticipated with the change of

federal priorities. The grants can be used for revitalization projects, infrastructure improvements, low-income housing, and reduction of blight.

### **Grant Programs**

Local and regional government entities commonly participate in a range of State and federal grant programs, compete for special grants, and partner with other public agencies on strategic infrastructure improvements. These grant programs and cooperative efforts, while mainly focused on maintenance of existing infrastructure and development of sustainable healthy practices (bike trails and greenways), can be managed in a way that supports revitalization and infill development efforts.

### **State Infrastructure Bank (IBank)**

The IBank was created in 1994 to finance public infrastructure and private development that promote a healthy climate for jobs, contribute to a strong economy and improve the quality of life in California communities. The IBank operates pursuant to the Bergeson-Peace Infrastructure and Economic Development Bank Act (Government Code Sections 63000 et seq.). The IBank is administered by the Governor's Office of Business and Economic Development and is governed by a five-member Board of Directors. Since its inception, the IBank has financed

more than \$32 billion in infrastructure and economic development projects around the State.

The IBank has broad authority to issue tax-exempt and taxable revenue bonds, provide financing to public agencies, provide credit enhancements, acquire or lease facilities, and leverage state and federal funds. The IBank's current programs include the Infrastructure State Revolving Fund (ISRF) Program, 501(c)(3) Revenue Bond Program, Industrial Development Revenue Bond Program, Exempt Facility Revenue Bond Program, and Governmental Bond Program.

The ISRF Program provides very low-interest rate loans up to \$25 million (per applicant) to municipal governments for a wide variety of municipal infrastructure, including infrastructure needed to serve new development. An application is required for these loans; loans require a stable and reliable source of repayment. If approved, loan repayment can be funded through a commitment of city general fund revenues or a pledge of a particular revenue source, including a citywide tax, land secured assessment, or special tax levied on a particular area.

### **California Pollution Control Financing Authority Loans**

The California Pollution Control Financing Authority (CPCFA) provides a form of loan portfolio insurance, which provides up



to 100 percent coverage on certain loan defaults, encouraging banks and other financial institutions to make loans to small businesses that fall just outside of most banks' conventional underwriting standards. CPCFA encourages financial institutions to make loans to small businesses and provides for specialty programs targeted toward building an improved infrastructure for zero- emission and partial-emission vehicles and helping small businesses comply with the federal Americans with Disabilities Act. Loans can be used to finance the acquisition of land, construction or renovation of buildings, the purchase of equipment, other capital projects and working capital. There are limitations on real estate loans and loan refinancing.

### **California Department of Housing and Community Development (HCD) Loans and Grants**

The California Department of Housing and Community Development (HCD) administers more than 20 programs that award loans and grants for the construction, acquisition, rehabilitation, and preservation of affordable rental and ownership housing, infill residential and mixed-use projects, public facilities (including parks and trails), and infrastructure, and the development of jobs for lower income workers. These loans and grants are available to local public agencies, nonprofits, and for-profit housing developers, and service

providers. In many cases, these agencies then provide funds to individual end users.

### **Metropolitan Transportation Authority (Metro) Call for Projects**

Metro is responsible for allocating discretionary federal, State and local transportation funds to improve all modes of surface transportation. Metro also prepares the Los Angeles County Transportation Improvement Program (TIP). A key component of TIP is the Call for Projects program, a competitive process that distributes discretionary capital transportation funds to regionally significant projects. Every other year, Metro accepts Call for Projects applications in seven modal categories. Local jurisdictions, transit operators, and other public agencies are eligible to submit applications proposing projects for funding.

### **5.5.2 CITY FUNDING SOURCES**

The City of Glendora has some financial resources available to stimulate development and support capital improvement projects, as discussed below. In addition, California law allows for the recovery of costs associated with the preparation of a Specific Plan. The City may develop a process through which the costs incurred to develop the Arrow Highway Specific Plan will be reimbursed by future development within the Specific Plan area.

### **Capital Improvements Program**

The Glendora Capital Improvements Program (CIP) is a comprehensive analysis of needs and available financing for all capital improvements in the City. The CIP is updated every five years and implemented on an annual basis.

### **Development Impact Fees**

A development impact fee is an ordinance-based, one-time charge on new development designed to cover a “proportional-share” of the total capital cost of necessary public infrastructure and facilities. The creation and collection of impact fees are allowed under AB-1600 as codified in California Government Code Section 66000, known as the Mitigation Fee Act. To the extent that required improvements are needed to address both “existing deficiencies” as well as the projected impacts from growth, only the portion of costs attributable to new development can be included in the fee. Consequently, impact fees commonly are only one of many sources used to finance a city’s needed infrastructure improvements. Fees can be charged on a jurisdiction-wide basis or for a particular sub-area of the jurisdiction (such as the Arrow Highway Specific Plan area). At this time, the City of Glendora does not have Development Impact Fees.

### **General Obligation Bonds**

A general obligation bond is a type of municipal bond that is secured by a state or local government's pledge to use legally available resources, most typically including property tax revenues, to repay bond holders. General obligation bonds are restricted to defined capital improvements. Credit rating agencies often consider a general obligation pledge to have very strong credit quality and frequently assign them investment grade ratings. In California, cities must secure a two-thirds voter approval to issue general obligation bonds.

### **Infrastructure Financing Districts and Enhanced Infrastructure Financing Districts**

Infrastructure Financing Districts (IFDs) and Enhanced Infrastructure Financing Districts (EIFDs) are forms of Tax Increment Financing (TIF) available to California public entities. Local agencies may establish an IFD or EIFD for a given project or geographic area in order to capture incremental increases in property tax revenue from future development. In the absence of the IFD or EIFD, this revenue would accrue to the city’s General Fund (or other property-taxing entity revenue fund). EIFD funds can be used for project-related infrastructure, including roads and utilities, as well as parks and housing. Unlike prior TIF/Redevelopment law in California, IFDs and EIFDs do not provide access to property tax revenue beyond the local jurisdiction’s share.

## **Adopt-a-XX Program (Light, Bench, Gateway Monument, Tree, Trail, etc.)**

As a unique method for paying for streetscape or recreation elements, a small project plaque sign could be affixed to the resource element with the name or logo of the local merchant/business/person/entity purchasing or maintaining the resource, element, or fixtures. This program can also be applied to street trees, benches, gateway monuments, light fixtures, paving surfaces, and banners.

## **Business Improvement District**

The BID strategy is described above. A BID is a business-driven process, not a City process. A BID could be used to collect funds for improvements such as streetscape improvements, public safety measures, banners, event coordination, marketing, or maintenance. Funds could be collected based on revenue, lot size or building size, and would be used to make the improvements described in this Specific Plan.

## **Benefit Assessment Districts**

Benefit Assessment Districts are a set of special annual ongoing assessments that function as overrides over and above the existing property tax assessment limitations imposed by Proposition 13 and its various amendments. When a benefit

assessment district is adopted, property owners pay an additional assessment on top of their existing property taxes. These annual collections can be used for the ongoing operations and maintenance of landscaping, lighting, streets, and sewers, and other ongoing public costs.

## **Foundation and Corporate Sponsorships**

Private funds may also be raised for a specific use that implements the vision for the corridor. A variety of foundations provide funding for trails and greenspaces, healthy community initiatives, and other innovative programs.

## **Community Facilities Districts**

The Mello-Roos Community Facilities Act of 1982 (*authorized by Section 53311 et. seq. of the Government Code*) enables the formation of a CFD by local agencies, with two-thirds voter approval (or landowner approval when there are fewer than 12 registered voters in the proposed district), for the purpose of imposing special taxes on property owners. The resulting special tax revenue can be used to fund capital costs or operations and maintenance expenses directly, or they may be used to secure a bond issuance, the proceeds of which are used to fund capital costs. Because the levy is a tax rather than an assessment, the standard for demonstrating the benefit received is lower, thus creating more flexibility. Despite limited

use in populated infill areas, CFDs have become the most common form of land-secured financing in California.

#### **Development Agreement**

A Development Agreement can be an effective tool in encouraging public-private partnerships in large scale projects that are developed over a series of phases. It provides developers a certain level of certainty about the land use requirement and gives the City an opportunity to advance its local planning policies through comprehensive planning efforts. Benefits to both public and private parties include: greater latitude in approval methods for new and creative local land use; public agencies have more flexibility in enforcing requirements and contingencies on proposed development projects; and developers have a level of certainty about land use and how future regulatory standards will not materially affect later development phases once a project has been approved.

#### **5.5.3 PRIVATE INVESTMENT FUNDING SOURCES**

Private investment is a necessary component of revitalization. There are multiple avenues through which private investment can benefit Arrow Highway. Some of these sources are outlined below.

#### **Private Financing, Agreements, and Partnerships**

Developers commonly fund infrastructure requirements privately, for example virtually all “in-tract” improvements (infrastructure improvements within a subdivision) are privately financed. In some cases, area-serving infrastructure (not fully the responsibility of a particular developer) can be privately financed. These cooperative arrangements are typically structured in development agreements or reimbursement agreements. This upfront infrastructure development may be fully or partially refunded, using subsequently collected development impact fees, special tax bond proceeds, or other city funding sources. These arrangements tend to be available during times of strong market performance. In weaker markets or locales, it may be difficult to obtain such private financing.

#### **Project Specific Conditions and Exactions**

Before the advent of ordinance-based development impact fees, it was common for infrastructure to be funded by the developer through project-specific exactions imposed by the local jurisdiction, including direct payments for or construction of infrastructure required as a condition of subdivision or project approval. While development impact fees have reduced the use of exactions, exactions remain an important part of development-based infrastructure financing as there are often infrastructure requirements of a new project that are not



included in the applicable fee programs. Determination of the need for such additional infrastructure is based on “rough proportionality” (i.e., nexus) with the development itself and is often derived from CEQA-based mitigation measures.

## 5.6 IMPLEMENTATION MAINTENANCE AND MONITORING

The conditions present in 2018 are anticipated to change through implementation of the Specific Plan. As a result, periodic maintenance and monitoring of the Plan will be necessary. The Specific Plan shall be reviewed at least every five years to assess progress toward implementation, to account for market changes, and if necessary, identify new or revised implementation measures to meet Specific Plan objectives. The review shall examine development projects completed and/or proposed, capital improvement projects completed and planned, and any other programs or projects that have been implemented. The review shall be presented to all appropriate City advisory bodies prior to final action.







# GLOSSARY

## DEFINITIONS

Land use definitions included within the City of Glendora Municipal Code (GMC) Section 21.01.020 are, hereby, incorporated by reference.

### **Assisted Living/Convalescent Care**

Any facility, place, or building that is maintained and operated to provide 24-hour care of persons in need of personal services, supervision, or assistance essential for sustaining the activities of daily living or for the protection of the individual. May include ancillary medical services for facility residents. Also see Community Care Facility in GMC 21.01.020.

### **Day Care Services (Child and Adult)**

Establishments that provide nonmedical care for 4 or more persons on a less than 24-hour basis, including nursery schools, preschools, and day care centers for

children or adults. Such use must comply with all applicable State regulations, and specifically those set forth in the California Health and Safety Code commencing with Section 1596.70. Also see Child Care Center in GMC 21.01.020.

### **General Retail**

An establishment that offers goods (such as books, gifts and clothing) to the general public. Does not include swap meet, pawn shop, or thrift sales. Also see Commercial in GCM 21.02.020.

### **Gyms/Health Clubs (Over 5,000 square feet)**

A full-service fitness center, gymnasium, or health and athletic club that is over 5,000 square feet in size and may include any of the following: sauna, spa or hot tub facilities; weight rooms; indoor tennis, handball, or racquetball courts; aerobic classes

and other indoor sports activities; locker rooms and showers. Also see Gyms in GMC 21.01.020.

### **Indoor Amusement/Arcade**

Establishments providing participant or spectator recreation or entertainment indoors for a fee or admission charge.

Illustrative examples of these uses include:

- Arcades or electronic games
- Family fun centers
- Trampoline park
- Laser tag

### **Laundromat**

A self-service laundry where coin-operated washing machines and/or clothes dryers are available to individual customers.

### **Light Industrial Manufacturing and Production**

The manufacture and/or processing of goods within an enclosed structure in a manner that does not produce noticeable odors, air emissions, or other environmental effects, and that has limited associated trucking activity. Light industries generally require limited amounts of raw materials to produce goods as finished parts or products. Examples of light industries include, but are not limited to, the

manufacture of clothes, shoes, furniture, consumer electronics, and household items.

### **Live Theater**

A theater, concert hall, auditorium, or similar establishment which, for any fee or consideration, regularly features live performances. Excludes Adult Theater uses (See “Adult Theater” Glendora Municipal Code 21.01.020 (C)3).

Also see Arcade and Entertainment in GMC 21.01.020.

### **Outdoor Dining**

A dining area with seats and/or tables located outdoors of a sit-down restaurant, fast food, or other food service establishment. Outdoor dining is located entirely outside the walls of the contiguous structure or enclosed on one or two sides by the walls of the structure with or without a solid roof cover.

### **Photocopying/Printing**

An establishment providing printing, blueprinting, photocopying, engraving, binding, or related services.

## Places of Religious Assembly

Any facility specifically designed and used to accommodate the gathering of persons for the purposes of fellowship, worship, or similar conduct of religious practices and activities. This definition includes functionally related internal facilities (i.e., kitchens, multi-purpose rooms, storage, etc.) and residences for clergy. Associated uses (i.e., day care centers, full-time or part-time schools, or emergency housing) may be allowed but require separate discretionary approvals pursuant to the requirements of the City of Glendora Zoning Code. Also see Church in GMC 21.01.202.

## Research and Development Facilities

Establishments engaged in industrial or scientific research, including product testing. Includes electronic research firms or pharmaceutical research laboratories. Excludes manufacturing, except of prototypes, or medical testing and analysis.

## Studio-Art, Dance, Martial Arts, Music, Yoga, or similar use (Occupying less than 5,000 square feet)

Small-scale instructional facilities, typically accommodating one group of students at a time, in no more than one

instructional space. Examples include: individual and group instruction and training in the arts, production rehearsal, photography and the processing of photographs produced only by users of the studio facilities, martial arts training studios, and gymnastics instruction. Also includes production studios for individual filmmakers, musicians, painters, sculptors, photographers, and other artists. These uses may also include accessory retail sales of products related to the services provided.

## Vehicle Parts and Supplies Sales

Any activity in which new or used vehicle parts or automotive supplies are sold.



