



**City Council Work Session**  
City Hall - Work Session Room  
1900 N. Civic Square  
Goodyear, AZ 85395  
**Monday, February 13, 2023**  
**5:00 PM**

Mayor  
Joe Pizzillo

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Vice Mayor  
Laura Kaino

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Councilmember  
Sheri Lauritano

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Councilmember  
Wally Campbell

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Councilmember  
Bill Stipp

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Councilmember  
Brannon Hampton

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Councilmember  
Vicki Gillis

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**PROCEDURES**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Goodyear City Council and to the general public that the Council of the city of Goodyear will hold a meeting open to the public. Public body members of the city of Goodyear will attend either in person or by telephone conference call and/or video communication. The Goodyear City Council may vote to go into Executive Session, pursuant to A.R.S. § 38-431.03(A)(3), which will not be open to the public, to discuss certain matters. Meetings are conducted in accordance with the City Council Meetings Council Rules of Procedure adopted by Resolution No. 2018-1879.

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hour advance notice, special assistance can be provided for sight and/or hearing-impaired persons at this meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 882-7830 or Arizona Relay (TDD) 7-1-1 to request an accommodation to participate in this public meeting.

Si necesita asistencia o traducción en español, favor de llamar al menos 48 horas antes de la reunión al (623) 882-7830.



City Clerk's Office: 1900 N. Civic Square, Goodyear, AZ 85395 (623) 882-7830  
[www.goodyearaz.gov/cityclerk](http://www.goodyearaz.gov/cityclerk)  
City Council Meeting Live Broadcast: <https://www.facebook.com/goodyearazgov/videos>

**CALL TO ORDER**

**ROLL CALL**

**AGENDA ITEMS FOR DISCUSSION**

ALL ITEMS LISTED ARE FOR DISCUSSION ONLY. NO ACTION CAN NOR WILL BE TAKEN.

**1. DRAFT COMMUNITY AND NEIGHBORHOOD SERVICES MASTER PLAN – PHASE II: NEIGHBORHOODS**

**Summary**

Staff will seek Council feedback on a proposed framework to facilitate and encourage neighbors working together as a community toward common neighborhood objectives. (Christina Panaitescu, Grants & Neighborhood Services Supervisor)

**2. FY2024 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**

**Summary**

Staff is seeking Council direction regarding eligible activities for the investment of FY2024 CDBG entitlement funds. (Christina Panaitescu, Grants & Neighborhood Services Supervisor)

**3. FACILITY MASTER PLAN UPDATE**

**Summary**

Council will receive a presentation and update on the Facility Master Plan (FMP) process which identifies City facility needs and future building renovation recommendations through 2038. The goal is to maintain levels of service and efficient use of space while the city of Goodyear continues to grow. (Tony Mena, Deputy Public Works Director; Chad Billings, DFDG Architect)

**4. 2023 COMMUNITY SURVEY CUSTOM QUESTIONS**

**Summary**

The purpose of this work session is to get Council feedback on the custom question(s) on the 2023 Community Survey. (Jenna Goad, Assistant to the City Manager)

**INFORMATION ITEMS**

Comments, commendations, report on current events and presentations by Mayor, Councilmembers, staff or members of the public. The Council may not propose, discuss, deliberate or take any legal action on the information presented, pursuant to A.R.S. § 38-431.02.

- Reports from the Mayor and City Council  
This may include current events and activities as well as requests for information or future agenda items.
- Report from the City Manager  
This may include updates from events, staff summary, update of legislative issues, clarification on items being requested by City Council and Manager's update on Council Related Matters.

**FUTURE MEETINGS**

**Future meetings are tentatively scheduled as follows:**

February 27, 2023	Regular Meeting	5:00 p.m.
March 6, 2023	Work Session	5:00 p.m.

**ADJOURNMENT**

POSTING VERIFICATION  
This agenda was posted on 02/08/2023 at 4:20 p.m. by PP.

ITEM #: 1.  
DATE: 02/13/2023  
AI #:1144



## **CITY COUNCIL ACTION REPORT**

**SUBJECT: DRAFT COMMUNITY AND NEIGHBORHOOD SERVICES  
MASTER PLAN – PHASE II: NEIGHBORHOODS**

**STAFF PRESENTER(S):** Christina Panaitescu, Grants & Neighborhood  
Services Supervisor

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### **OTHER PRESENTER(S):**

Martina Kuehl, Kuehl Enterprises, LLC

### **Summary**

Staff will seek Council feedback on a proposed framework to facilitate and encourage neighbors working together as a community toward common neighborhood objectives. (Christina Panaitescu, Grants & Neighborhood Services Supervisor)

### **FISCAL IMPACT**

This presentation is for discussion only. Funding priorities will be established by Council through the budget process annually. Potential funding sources to support the Plan's activities include the city's annual federal CDBG allocation, Community Funding program, and the General Fund, including, but not limited to dollars which Council has earmarked for future resident support programs as part of the city's COVID response package.

### **BACKGROUND AND PREVIOUS ACTIONS**

The city of Goodyear commissioned this study to guide future planning and investments in neighborhood conditions. Consultant Martina Kuehl, who drafted the city's FY2021-2025 HUD Consolidated Plan, as well as Phase I: Human Services, was selected to conduct the study.

The first phase of the Community and Neighborhood Services Master Plan, focused on Human Services, was completed in 2021. Both the Human Services Phase and this Neighborhoods Phase were developed through the collection and analysis of quantitative and qualitative data. Information has been incorporated from existing city planning documents and resident engagement was conducted to reveal the diverse needs and perspectives of Goodyear residents.

Development of the Neighborhoods Phase took place over a five-month period during 2022 and was coordinated by the Neighborhood Services Division of the City Manager's Office. Five neighborhoods were selected as a focus based on their potential to meet the criteria for Community Development Block Grant (CDBG) funding: Canada Village, Cottonflower, Historic

Goodyear, North Subdivisions, and Wildflower Ranch.

Neighborhood residents were offered multiple opportunities to engage in the planning effort. Community engagement staff and volunteers distributed flyers door-to-door and talked with residents as they walked through neighborhoods. The Goodyear Topics on the Move (TOM) van deployed to neighborhood parks to keep residents informed, gain resident perspectives, and encourage participation. Engagement opportunities were also announced in a brief survey and virtually on the Neighborhood Services webpage, via the Nextdoor app, and through newsletters and direct email to neighborhood residents.

## **STAFF ANALYSIS**

The Neighborhoods Phase Action Plan focuses on expanding and supporting resident engagement, building neighborhood capacity, and the delivery system. Specifically, the following goals and objectives were identified. Many of the Neighborhoods Phase actions tie into the longer-term objectives and actions identified in the Human Services Action Plan.

**Goal: Residents are viewed as trusted advisors, co-designers and co-producers of a thriving Goodyear.**

**Objective 1:** Increase the number of residents effectively, collectively, and positively advocating for their neighborhoods and their community

**Objective 2:** Increase the number of residents committing the time necessary to build effective connections and neighborhood networks.

**Goal: Residents work together to create and sustain healthy neighborhoods.**

**Objective 1:** Increase the number of Goodyear neighborhoods conducting asset inventories and actively implementing engagement and other neighborhood activities.

**Objective 2:** Recognize Goodyear neighborhoods as positive contributors to a thriving community.

**Objective 3:** Invest human and financial resources in neighborhood-lead activities.

**Goal: Goodyear's Community and Neighborhood Services Delivery System is accountable and participatory. It provides a safety-net in times of crisis, supports stability for residents on the cusp of crisis, and provides opportunities for resident engagement, self-determination, and prosperity.**

**Objective 1:** Identify and remove institutional barriers that prevent residents from taking on activities that do not require government or institutional intervention.

**Objective 2:** Increase the use of Neighborhood Services' resident engagement tools by city departments.

While there is work to be done to further engage residents and develop implementation systems, neighborhood residents and city officials can benefit from what emerged during the Neighborhoods Phase planning process. Several actionable opportunities are reflected in the Action Plan in addition to neighborhood-specific perceptions and priorities indicated on pages 11 - 15.

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## **Attachments**

Presentation

Draft Plan Phase II



CITY OF  
**Goodyear**

- I. Background & Overview
- II. Development of Phase II – Neighborhoods
- III. Relationship to Phase I – Human Services
- IV. Recommendations

# Community And Neighborhood Services (CANS) Master Plan



## CREATING PATHWAYS TO SELF-SUFFICIENCY & PROSPERITY

### Phase I: Human Services

- Delivery System
- Basic Needs
- Mental Health
- Sustainable Income
- Transportation Access



# Community And Neighborhood Services (CANS) Master Plan



## CREATING PATHWAYS TO SELF-SUFFICIENCY & PROSPERITY

### Phase II: Neighborhoods

- Canada Village
- Cottonflower
- Historic Goodyear
- North Subdivisions
- Wildflower Ranch



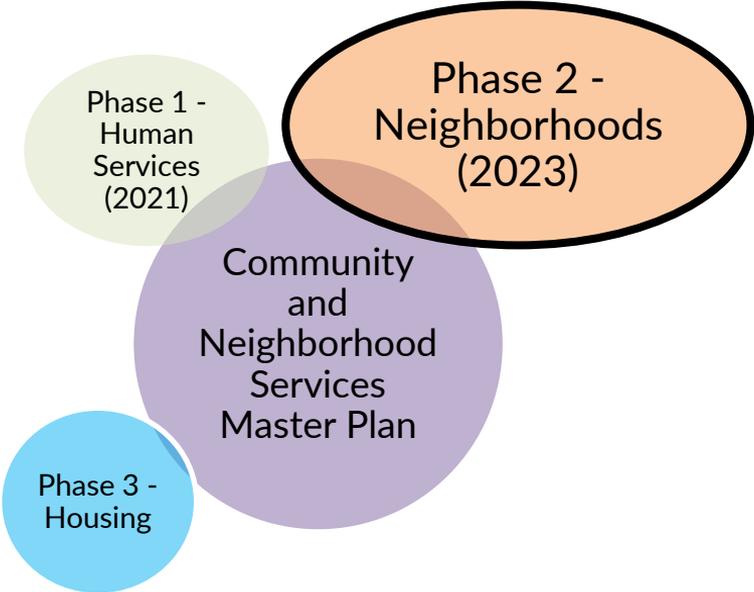
# Community And Neighborhood Services (CANS) Master Plan



## CREATING PATHWAYS TO SELF-SUFFICIENCY & PROSPERITY



# Neighborhoods



# Relationship to City's Strategic Plan



## City of Goodyear Strategic Plan

### Six Core Values

Empathy  
Initiative  
Innovation  
Integrity  
Optimism  
Adaptability

### Vision

A great place to live, work, and raise a family  
A city with healthy lifestyles and commitment to the environment  
A growing community that provides quality opportunities and lifestyles

### CANS Plan

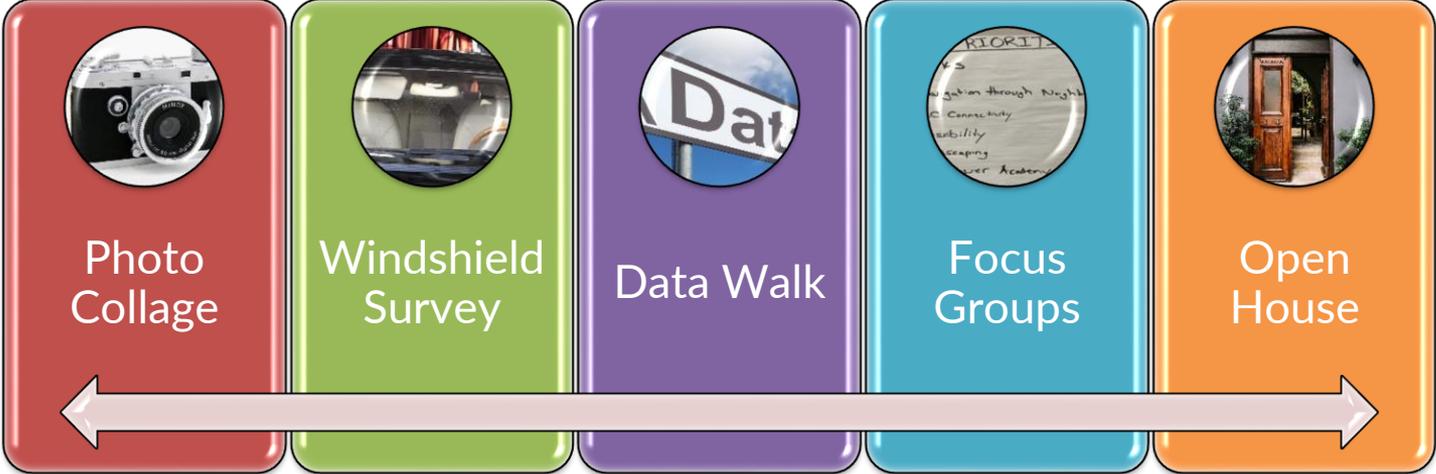
Same six core values

Core Concept:  
Human Dignity

### Vision

Thriving residents with opportunities to lead full, self-sufficient and prosperous lives

# Plan Development-Resident Engagement



# Community And Neighborhood Services (CANS) Master Plan



## PLAN DEVELOPMENT – NEIGHBORHOOD BRIEFS

### Data Walk

- People & Families
- Income & Education
- Stability Indicators

### Resident Perceptions

- Assets & Opportunities
- Challenges

# Common Themes –Engagement & Connection



Perceive or fear  
isolation or  
detachment from  
city attention



Long-time  
resident  
challenges  
connecting with  
new residents



Requires clear  
neighborhood  
identity &  
agreement on  
perceived issues  
of importance



Uneven resident  
leadership &  
neighborhood  
engagement



# Common Themes – Built Environment



Trees and landscaping



Alleys are important unimproved assets



Pedestrian and bicycle safety



Parks are central to connection



Uneven levels of home & infrastructure maintenance



# Common Themes - Process



A framework for resident leadership, and neighborhood decision-making and investments is needed



Multi family, businesses and places of worship are important to neighborhood planning



Most city planning efforts develop separate and often costly outreach and education efforts



Schools are important to neighborhood leadership and capacity development



# Action Plan



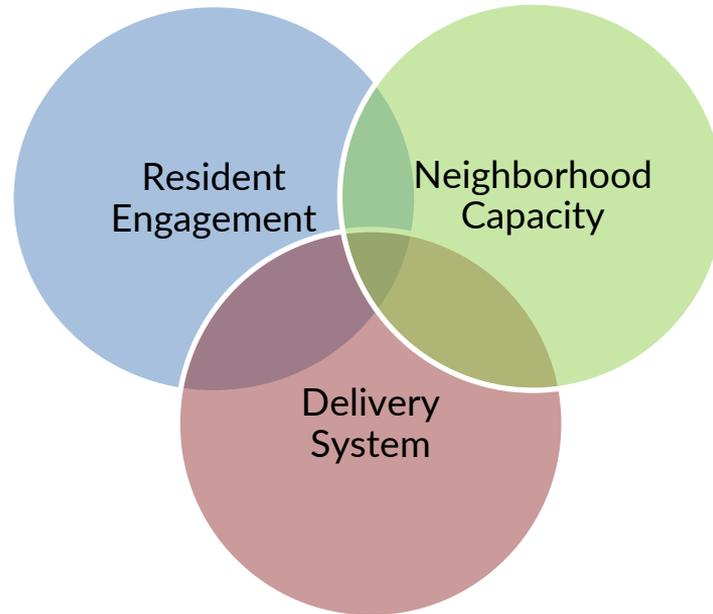
## BASED ON ASSET-BASED PRINCIPLES FOR INSTITUTIONS (FROM THE ABCD INSTITUTE AT DEPAUL UNIVERSITY)

1. Know your neighborhoods - don't get in the way or out in front.
2. Residents expect systems will perform their primary functions
  - Trash pick-up, peace maintenance, education of children, etc.
3. Think partnerships ... what can others do?
4. Three primary questions:
  - How can we support neighbors in doing what they can do themselves?
  - What can residents do with a little help? (small grants, supplies)?
  - What is our responsibility in supporting community?
5. Success is measured by the extent to which residents are co-producers of the community's future.

# Action Plan



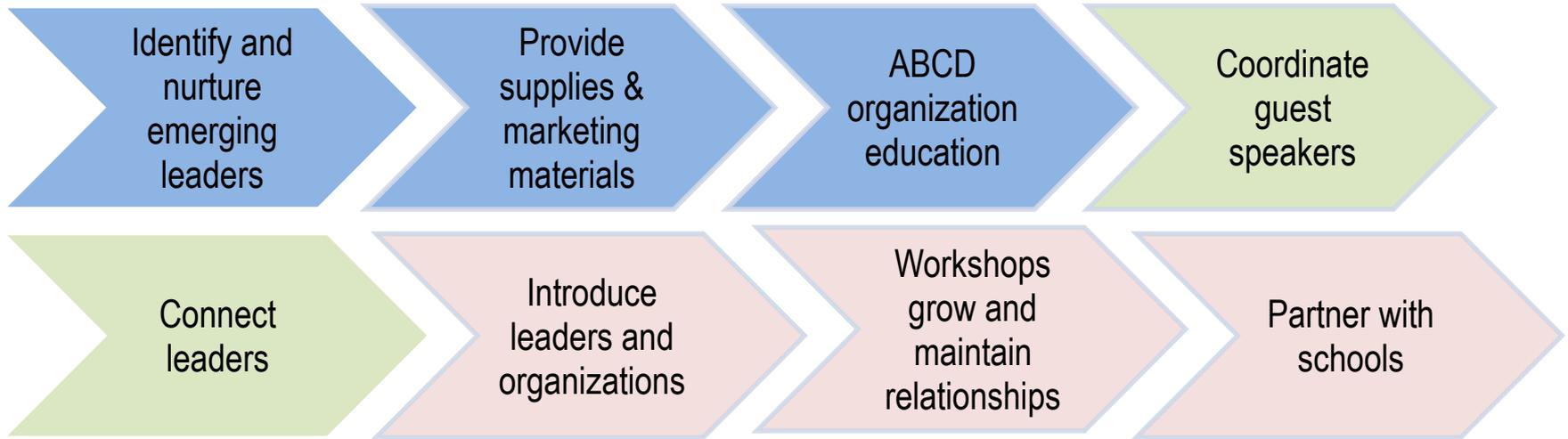
## THREE GOALS IMPLEMENTED USING AN ASSET-BASED COMMUNITY DEVELOPMENT APPROACH



# Action Plan: Resident Engagement



GOAL: RESIDENTS ARE VIEWED AS TRUSTED ADVISORS, CO-DESIGNERS AND CO-PRODUCERS OF A THRIVING GOODYEAR



= FY24



= FY25-26

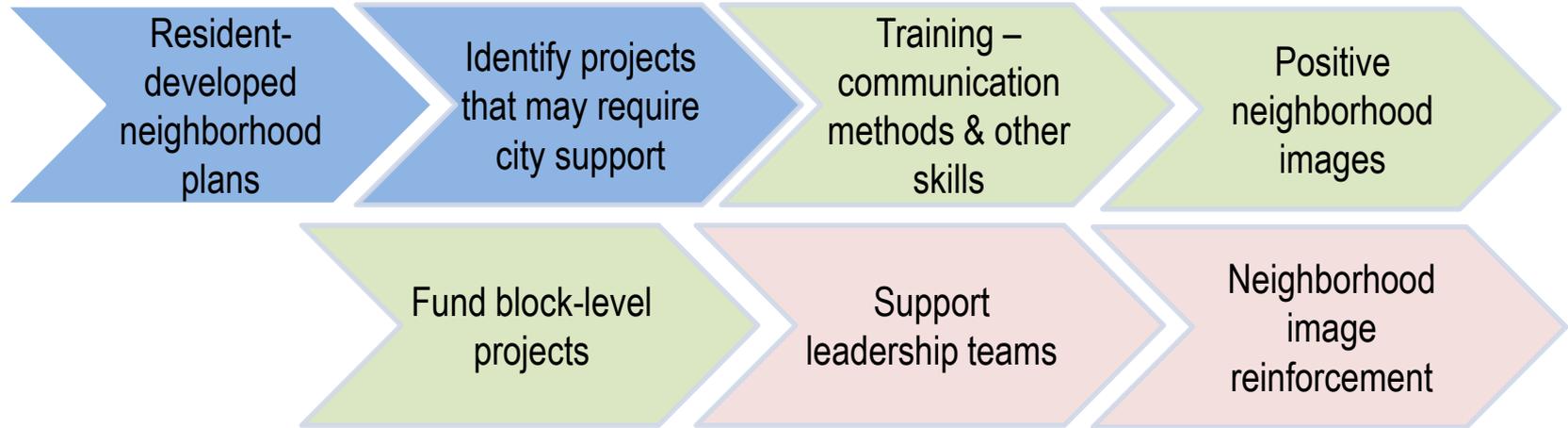


= FY27-31

# Action Plan: Neighborhood Capacity



GOAL: RESIDENTS WORK TOGETHER TO CREATE AND SUSTAIN HEALTHY NEIGHBORHOODS



= FY24



= FY25-26

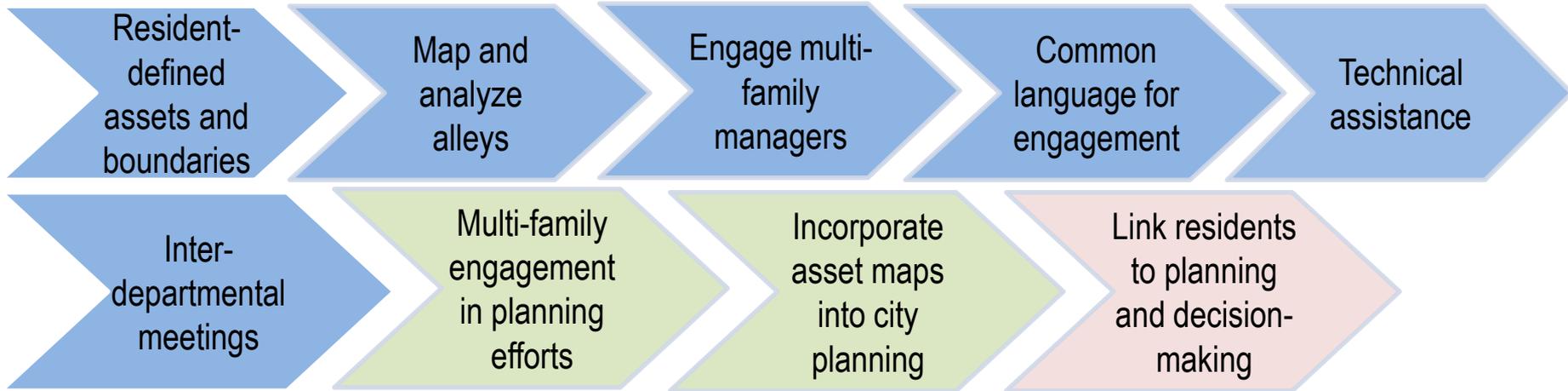


= FY27-31

# Delivery System



GOAL: THE DELIVERY SYSTEM PROVIDES A SAFETY NET IN TIMES OF CRISIS, SUPPORTS STABILITY FOR RESIDENTS ON THE CUSP OF CRISIS, AND PROVIDES OPPORTUNITIES FOR RESIDENT ENGAGEMENT, SELF-DETERMINATION AND PROSPERITY



= FY24



= FY25-26



= FY27-31

# Next Steps



- Virtual open house to share action plan with neighborhood residents on of this phase
  - March 23
- Return to Council for approval of this phase
  - May 6

COMMUNITY &  
NEIGHBORHOOD SERVICES

# MASTER PLAN

Phase II: Neighborhoods





City of Goodyear Community and Neighborhood Services Master Plan  
Phase II – Neighborhoods

Prepared by:  
Kuehl Enterprise LLC  
PO Box 642  
Humboldt, AZ 86329

Goodyear City Council

Mayor Joe Pizzillo  
Vice Mayor Laura Kaino  
Councilmember Sheri Lauritano  
Councilmember Wally Campbell  
Councilmember Bill Stipp  
Councilmember Brannon Hampton  
Councilmember Vicki Gillis

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## EXECUTIVE SUMMARY

The city of Goodyear commissioned the Community and Neighborhood Services Master Plan (CANS Plan) to guide future planning and investments in the provision of human services (“Human Services”), neighborhood conditions (“Neighborhoods”), and housing availability for a range of households and workforce members (“Housing”).

The majority of Goodyear residents live in neighborhoods that have a Homeowners Association (HOA) that helps to ensure common areas and facades are well-maintained. Overall, Goodyear residents enjoy a high-quality of life and are generally happy with the City and its services. Still, as a rapidly growing city, Goodyear’s population, and the needs of its residents, continue to evolve. Providing additional opportunities for residents to engage with the City and their neighbors is important to creating and sustaining thriving neighborhoods.

### Overview

The first phase of the CANS Plan, focused on Human Services, was completed in 2021. Both the Human Services phase and this Neighborhoods Phase were developed through the collection and analysis of quantitative and qualitative data. Information has been incorporated from existing city planning documents and resident engagement was conducted to reveal the diverse needs and perspectives of Goodyear residents.

The Human Services phase identified seven particularly vulnerable populations and the services that were most needed by those populations. The Neighborhoods Phase identified and focused on five neighborhoods, where many of the residents have lower and moderate incomes, and considered how the City works with engaged residents to create and maintain thriving neighborhoods.

### Approach

The Human Services phase introduced the need for a service delivery system that is both accountable and participatory, that builds on existing capacity, tools and resources in some areas while collaborating with neighboring jurisdictions, community organizations, residents, and the private sector, and that focuses on long-term thinking. The Human Services phase focused on developing data collection and evaluation systems while supporting City and community partner capacity to address the needs of vulnerable residents. The Neighborhoods Phase expands that focus to further develop the capacity of neighborhoods whose residents are able to work together towards common identified goals with the support of the City when needed. Where the Human Services phase focused on doing things for the community, the Neighborhoods Phase focuses on doing things with the community.

## Priority Services

The Human Services phase focused on four priority human services – basic needs, mental health, sustainable income, and transportation. The Neighborhoods Phase initially focuses on five neighborhoods – Canada Village, Cottonflower, Historic Goodyear, North Subdivisions, and Wildflower Ranch. The Neighborhoods Phase includes actions the City may take to engage residents in their neighborhoods, build resident capacity to work together towards a common, sustainable vision, and to support neighborhoods as they work towards their vision.

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*Engaged neighborhood residents provide opportunities for connectedness that can help to mitigate individual and family crisis.*

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## Action Plan & Next Steps

Like the Action Plan in Phase I – Human Services, the Phase II - Neighborhoods Action Plan serves as a long-term guide that will evolve as the City, its partners, and neighborhood residents gain experience and as social, physical, and economic circumstances change. The Neighborhoods Action Plan focuses on the delivery system and supporting neighborhood capacity through an Asset-Based Community Development (ABCD) model. Council will consider and re-prioritize these actions as part of the budget process annually.

## INTRODUCTION AND OVERVIEW

The goal of Phase II – Neighborhoods is to establish a framework that will facilitate and encourage neighbors working together as a community toward common neighborhood objectives.

### NEIGHBORHOODS PHASE II VISION

The Neighborhoods Phase recognizes resident engagement as an essential component of a thriving community that provides opportunities for all residents to lead prosperous, self-determined lives. It further acknowledges that engaged residents are a key component of successful human services delivery, bringing opportunities for connectedness that can help to mitigate individual and family crisis. The Neighborhood phase includes five sections:

Residents working together towards common objectives.

1. Development of CANS Plan Phase II – Neighborhoods.
2. Summary of existing neighborhood engagement efforts and programs.
3. Examples of approaches to neighborhood capacity building, investment, and revitalization from other communities
4. Briefs that capture neighborhood-level data and resident input. Each brief includes characteristics and attributes identified by neighborhood residents that serve as a positive basis for building a cohesive neighborhood vision.
5. Action Plan, including Asset-Based Community Development strategies to build neighborhood capacity to engage and address problems both independently and in cooperation with the City.

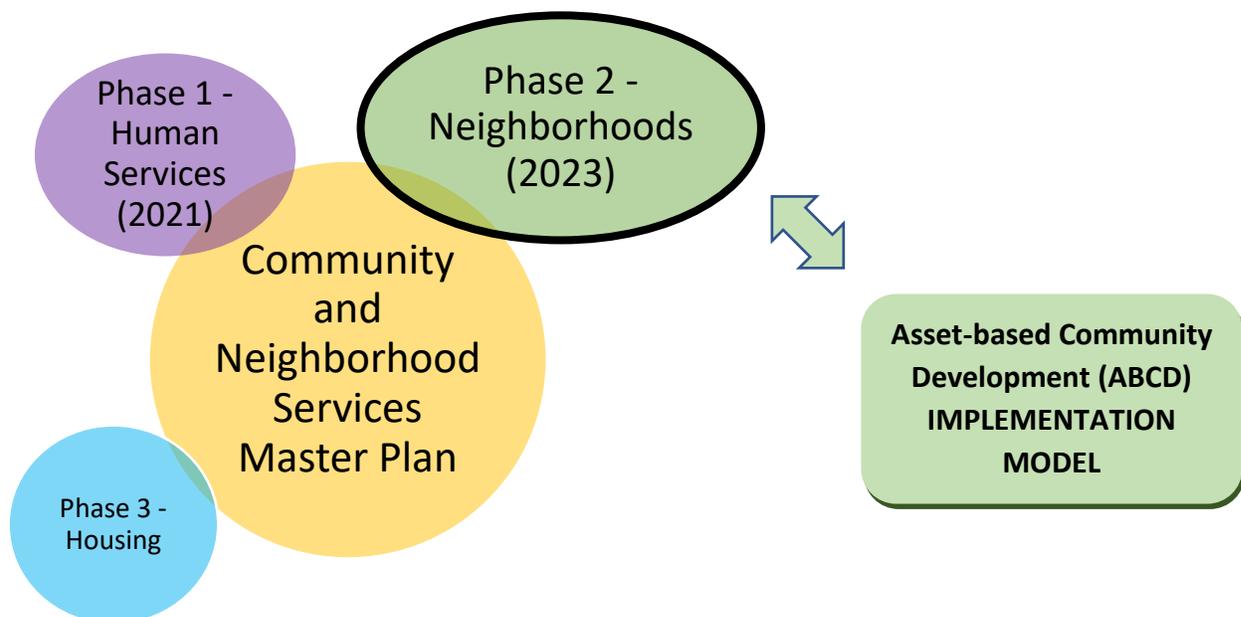


## Core Concepts

At its core, the Neighborhoods Phase, like the Human Services phase, is rooted in the concept of human dignity or the acknowledgement of and respect for each individual’s inherent value and worth. When a mutual sense of worth is recognized and honored, people are connected and feel safe to extend themselves, making growth and development possible. Operating within this core concept, the Neighborhoods Phase seeks to establish a framework that will facilitate and encourage neighborhood residents working together as a community toward common objectives. This goal embraces the six core values cited in the FY2022-2024 City of Goodyear Strategic Plan.

### CITY OF GOODYEAR CORE VALUES

*Empathy*  
*Initiative*  
*Innovation*  
*Integrity*  
*Optimism*  
*Adaptability*



“Every community has people who are seen as not having gifts. This mistaken perception has great cost for us all. We waste peoples’ gifts, gifts that we need. Strong communities have a treasure hunt mentality, in which people look at everyone as bearing gifts.”

*When People Care Enough to Act: ABCD in Action*, Mike Green with Henry Moore and John O’Brien.

## DEVELOPMENT OF PHASE II – NEIGHBORHOODS

Development of the Neighborhoods Phase took place over a five-month period during 2022 and was coordinated by the Neighborhood Services Division of the City Manager’s Office. Five neighborhoods were selected based on their potential to meet the criteria for Community Development Block Grant (CDBG) funding: Canada Village, Cottonflower, Historic Goodyear, North Subdivisions, and Wildflower Ranch. Outreach to spur interest and engagement was at the heart of the planning effort.

### Data Analysis

Data related to demographics, housing occupancy, levels of maintenance and other neighborhood conditions were compiled into individual neighborhood analyses to identify potential assets, challenges and opportunities and to inform the planning process. Available data was also compared to Goodyear as a whole to identify unique neighborhood attributes.

### Resident Engagement

Neighborhood residents were offered multiple opportunities to engage in the planning effort. Community engagement staff and volunteers distributed flyers door to door and talked with residents as they walked through neighborhoods. The Goodyear Topics on the Move (TOM) Van deployed to neighborhood parks to keep residents informed, gain resident perspectives, and encourage participation. Engagement opportunities were also announced in a brief survey and virtually on the Neighborhood Services website, via the Nextdoor app, and through newsletters and direct email to neighborhood residents.

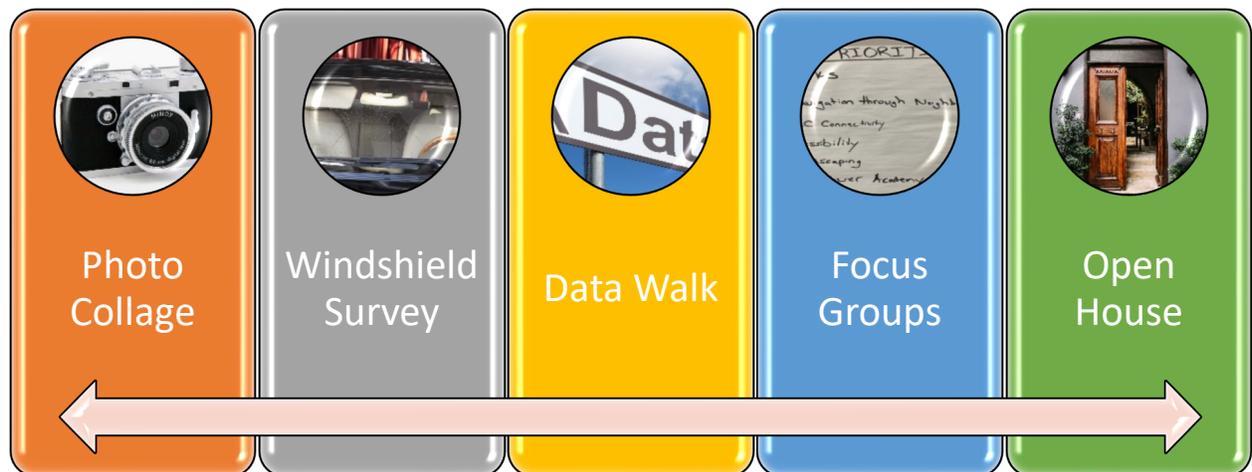


Photo collage. Residents were invited to submit pictures of the people, places, culture and history that make their neighborhood unique. Residents of the Cottonflower, Historic Goodyear and Wildflower Ranch neighborhoods participated. These pictures are featured throughout the Plan.

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*The Canada Village and Wildflower Ranch neighborhoods emerged as most prepared to engage in asset-based neighborhood development opportunities.*

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Windshield Survey. Twenty individuals participated in a windshield survey of housing conditions. Residents of the Cottonflower and Wildflower Ranch neighborhoods joined staff and community volunteers to survey 2,737 residential addresses in the five selected neighborhoods. Staff and the consultant later conducted a windshield survey of infrastructure conditions.

Data walk. Residents were invited to view the collected data, including physical conditions identified through the windshield survey. Participating residents were encouraged to share their stories of what makes their neighborhood unique and what the data means to them. Residents of Canada Village, Cottonflower, and Historic Goodyear attended this event.

Focus groups. Residents were invited to participate in facilitated discussions to create a vision and describe an ideal future for their neighborhood. Wildflower Ranch residents completed this engagement exercise. In facilitating this group, Neighborhood Services utilized the ORID method (an acronym for Objective, Reflective, Interpretational and Decisional developed by Laura Spencer of the Institute of Cultural Affairs) to identify assets, opportunities, and challenges and potential resident-lead initiatives and activities.

Online open house. An online open house is scheduled for March 23, 2023. The open house will share the draft plan and Council input received during the February 13, 2023 Council work session, and seek additional clarification and input from neighborhood residents.

## Action Planning

Findings from the data analysis and outreach and engagement efforts were examined to refine potential priorities and efforts that have the greatest potential to positively impact neighborhoods. These findings are highlighted in the neighborhood briefs section. The findings were also discussed with city departments to identify potential coordination opportunities and possible neighborhood projects.

## NEIGHBORHOOD BRIEFS

The neighborhood-specific briefs on the following pages describe neighborhood conditions and resident perceptions. Data from the US Census Bureau American Community Survey describes people and families, income and education, and neighborhood stability indicators. This data was used as a foundation to spur resident discussion and to capture varying resident perceptions at the data walk and during focus group discussions. Resident perceptions are called out as assets, opportunities, and challenges.

While there is work to be done to engage residents and develop implementation systems, neighborhood residents and city officials can benefit from what emerged during the Neighborhoods Phase planning process. In addition to neighborhood-specific information contained in each brief, the following common conditions were identified by residents or through data analysis:

1. There are uneven levels of resident leadership and neighborhood engagement from neighborhood to neighborhood.
2. Neighborhood leadership capacity and resident engagement correlate with whether a neighborhood has a clear identify and there are one or more perceived issues about which neighborhood residents agree. Existing and potential foundation activities are found in the neighborhood briefs.
3. Most city projects and planning efforts develop separate and often costly outreach and education efforts in an attempt to engage residents.
4. New growth causes uncertainty for residents of established neighborhoods, who have expressed fear of becoming isolated or detached from City attention and frustration over disinvestment in their neighborhood.
5. There are uneven levels of home and infrastructure maintenance, including in neighborhoods with active homeowner associations. Lower levels of home maintenance are often clustered on blocks.
6. Parks are central to residents' connections with their neighbors and their neighborhoods.
7. Trees and landscaping, along with parks, are important to neighborhood residents.
8. Long-time neighborhood residents feel disconnected as new people move into the neighborhood.
9. Multi-family properties, businesses, and places of worship are underutilized neighborhood assets that are integral to neighborhood planning efforts.
10. Residents are concerned about pedestrian and bicycle safety.

11. Alleys are an important part of the infrastructure in Goodyear’s oldest neighborhoods, yet their status as unimproved shared space makes them beacons for neglect and potential encampments for people experiencing homelessness.
12. Schools are important assets in neighborhoods and are actively engaged with families with children. Their status as an asset and engagement center makes them important partners in neighborhood leadership and capacity development.
13. A framework for resident engagement, and neighborhood decision-making and investments is necessary to promote and maintain healthy neighborhoods.



## CANADA VILLAGE

### Neighborhood Conditions Data (from the US Census Bureau 2020 American Community Survey)

#### People & Families

- 15% include a retired person
- 94% include a person with a disability
- 63% identify as Hispanic or Latino
- 29% identify as a race other than white

#### Income & Education

- \$25,000 Median Household Income
- 82% High School Diploma/GED or less
- 100% employed in non-management occupations

#### Stability Indicators

- 66% are homeowners
- 55% of residents moved in before 2010
- 20% of housing units are in good exterior condition
- Only 4.9% of households were impacted by property crime in the past year

### Neighborhood Resident Perceptions

#### Assets & Opportunities

*These resident-perceived assets and opportunities are important to preserve and central to building a vision for the future.*

- Long-time residents.
- Neighborhood park.
- Neighbors are connected, particularly the northwest corner of the neighborhood.
- Many long-time owners and renters.
- Rich history initiated by the gifting of homes by Goodyear Farms to 17 residents.
- Goodyear annexation and infrastructure.

#### Challenges

*These resident-perceived issues are important to address in a way that reinforces identified assets and improves quality of life for existing and future residents.*

- Both owner and renter-occupied housing units in disrepair.
- Aging residents need help with home maintenance and repairs.
- Park used after hours for questionable activity.
- Safe place needed for children to ride their bikes.
- Trees and landscaping are non-existent, aging or not maintained.
- Hazardous properties are not safe and need to be fenced.
- Internet and broadband quality are extremely poor.
- Multiple condemned or should be condemned properties.
- The site of the old septic field (city-owned property) floods and has no landscaping to contain.
- A culvert across the entrance to the community would help with access during wet weather.
- Streets have not been maintained.
- No sidewalks through neighborhood or around park, especially for the safety of children.
- Sidewalk outside community to Loop 303 freeway.

## COTTONFLOWER

### Neighborhood Conditions Data (from the US Census Bureau 2020 American Community Survey)

#### People & Families

- 23% include a retired person
- 30% include a person with a disability
- 40% identify as Hispanic or Latino
- 29% identify as a race other than white
- 30% are age 18 or younger
- 10% are age 65 or older

#### Income & Education

- \$71,811 Median Household Income
- 30% High School Diploma/GED or less
- 76% employed in non-management occupations

#### Stability Indicators

- 64% of residents are homeowners
- 37% of residents moved in before 2010
- 92% of housing units are in good exterior condition
- 43% of children live in two-parent households
- Only 1.6% of households were impacted by property crime in the past year

### Neighborhood Resident Perceptions

#### Assets & Opportunities

*These resident-perceived assets and opportunities are important to preserve and central to building a vision for the future.*

- People feel they are connected with their neighbors.
- Quick police department response.
- Many renters are long-time residents.

#### Challenges

*These resident-perceived issues are important to address in a way that reinforces identified assets and improves quality of life for existing and future residents.*

- After-hours park use.
- No parking near common mailboxes.
- No community pool.
- Inoperable vehicles left in driveways.
- Yuma road widening.
- The Loop 303 freeway, including on and off ramps.
- Overnight street parking.
- Door-to-door solicitors.
- Nosy neighbors.
- Many long-time renters are having to move because of extreme rent increases.
- Bike lanes are not used; people ride their bikes on the sidewalks.
- Streetside landscaping maintenance is responsibility of property owners.

## HISTORIC GOODYEAR

### Neighborhood Conditions Data (from the US Census Bureau 2020 American Community Survey)

#### People & Families

- 23% include a retired person
- 34% include a person with a disability
- 63% identify as Hispanic or Latino
- 24% identify as a race other than white
- 25% are age 18 or younger
- 14% are age 65 or older

#### Income & Education

- \$51,104 Median Household Income
- 39% High School Diploma/GED or less
- 81% employed in non-management occupations

#### Stability Indicators

- 43% are homeowners
- 36% of residents moved in before 2010
- 58% of housing units are in good exterior condition
- 49% of children live in two-parent households
- Only 3.8% of households were impacted by property crime in the past year

### Neighborhood Resident Perceptions

#### Assets & Opportunities

*These resident-perceived assets and opportunities are important to preserve and central to building a vision for the future.*

- Alley beautification with murals.
- Unique character of homes.
- Neighbors know their neighbors.
- Expanded or new community center that has space or designated times for neighborhood resident use.
- Park Shadows inclusion – it is a large part of the neighborhood.
- Landscape improvements adjacent to major arterials that front neighborhood homes and collectors.
- Dog run at Loma Linda Park.
- Improved playground equipment.
- Historic neighborhood photos at the community center.

#### Challenges

*These resident-perceived issues are important to address in a way that reinforces identified assets and improves quality of life for existing and future residents.*

- Resident responsibility for alley maintenance, but police won't remove people who are living in the alleys.
- Some residents need physical or financial help with maintaining their homes and landscaping. This is particularly true given the large proportion of seniors and people with disabilities.
- Speeding traffic, particularly on Litchfield that needs repaving
- Speeding on Los Olivas Drive and E La Posada that has not been addressed by police or streets despite repeated resident requests.
- Buffering of new and expanding industrial uses.
- Residents are concerned that yards won't be returned to their original state after water line improvements are completed.

<b>NORTH SUBDIVISIONS</b>	
<b>Neighborhood Conditions Data</b> (from the US Census Bureau 2020 American Community Survey)	
<b>People &amp; Families</b>	<b>Income &amp; Education</b>
<ul style="list-style-type: none"> <li>• 19% include a retired person</li> <li>• 25% include a person with a disability</li> <li>• 59% identify as Hispanic or Latino</li> <li>• 38% identify as a race other than white</li> <li>• 18% are age 18 or younger</li> <li>• 11% are age 65 or older</li> </ul>	<ul style="list-style-type: none"> <li>• \$49,081 Median Household Income</li> <li>• 26% High School Diploma/GED or less</li> <li>• 89% employed in non-management occupations</li> </ul>
	<b>Stability Indicators</b>
	<ul style="list-style-type: none"> <li>• 45% are homeowners</li> <li>• 29% of residents moved in before 2010</li> <li>• 74% of housing units are in good exterior condition</li> <li>• 79% of children live in two-parent households</li> <li>• Only 7.8% of households were impacted by property crime in the past year</li> </ul>
<b>Neighborhood Resident Perceptions</b>	
<p><b>Assets &amp; Opportunities</b></p> <p><i>These resident-perceived assets and opportunities are important to preserve and central to building a vision for the future.</i></p> <ul style="list-style-type: none"> <li>• Dog park or run at Parque de Paz.</li> <li>• Gates on alleyways.</li> </ul>	<p><b>Challenges</b></p> <p><i>These resident-perceived issues are important to address in a way that reinforces identified assets and improves quality of life for existing and future residents.</i></p> <ul style="list-style-type: none"> <li>• No challenges were raised during the planning process.</li> </ul>

## WILDFLOWER RANCH

### Neighborhood Conditions Data (from the US Census Bureau 2020 American Community Survey)

People & Families	Income & Education	Stability Indicators
<ul style="list-style-type: none"> <li>•12% include a retired person</li> <li>•23% include a person with a disability</li> <li>•49% identify as Hispanic or Latino</li> <li>•33% identify as a race other than white</li> <li>•39% are age 18 or younger</li> <li>•8% are age 65 or older</li> </ul>	<ul style="list-style-type: none"> <li>•\$73,298 Median Household Income</li> <li>•23% High School Diploma/GED or less</li> <li>•77% employed in non-management positions</li> </ul>	<ul style="list-style-type: none"> <li>•57% are homeowners</li> <li>•39% moved in before 2010</li> <li>•87% of housing units are in good exterior condition</li> <li>•35% of children live in two-parent households</li> <li>•Only 2% of households were impacted by property crime in the past year</li> </ul>

### Neighborhood Resident Perceptions

Assets & Opportunities	Challenges
<p><i>These resident-perceived assets and opportunities are important to preserve and central to building a vision for the future.</i></p> <ul style="list-style-type: none"> <li>• Parks.</li> <li>• Neighborhood connectivity and navigation and opportunities for increasing connectivity.</li> <li>• Wildflower Academy.</li> <li>• Goodyear Recreation Campus connectivity and opportunities for increasing.</li> <li>• Landscaping.</li> <li>• Gathering and meeting areas.</li> <li>• Spaces for block parties and community events.</li> <li>• Varying house colors and landscaping plants.</li> </ul>	<p><i>These resident-perceived issues are important to address in a way that reinforces identified assets and improves quality of life for existing and future residents.</i></p> <ul style="list-style-type: none"> <li>• Rental property owners not maintaining their homes.</li> <li>• Inadequate street and park lighting.</li> <li>• Trash and dog poop in walkways and landscaping.</li> <li>• Street parking (primarily on Shooting Star, Morning Glory, and 159<sup>th</sup>).</li> <li>• Damaged fencing.</li> <li>• No community events.</li> <li>• Streets are cracking and developing dips.</li> <li>• Dead grass in the parks.</li> <li>• Inadequately wide or non-existent sidewalks.</li> <li>• Drip irrigation where plants have been removed.</li> <li>• Transient energy and not enough young families.</li> <li>• Non-responsive Homeowner Association.</li> <li>• Over-crowded housing with multiple families.</li> <li>• Litter everywhere.</li> <li>• Dog poop on sidewalks and in parks.</li> <li>• No safe path to school (Wildflower Academy).</li> </ul>

## EXISTING GOODYEAR NEIGHBORHOOD ENGAGEMENT EFFORTS AND PROGRAMS

The Neighborhood Services Division employs three full-time staff and one manager with additional responsibilities. Continuing staff efforts to preserve and promote social and cultural cohesion and build capacity to collaborate are critical to the success of this Plan. Goodyear’s Neighborhood Services staff focus their efforts on citizen and organization engagement, and implementation of the City’s Community Development Block Grant (CDBG) and Community Funding programs. To build capacity for constructive community engagement and promote social and cultural cohesion, staff utilize three methods:

1. Outreach.
2. Education.
3. Connection.

Resident engagement is at the heart of the Neighborhoods Phase and multiple programs are implemented to encourage broad engagement. Resident engagement efforts most relevant to the Neighborhoods Phase include Good Neighbor Day, Homeowners Association Education, and the Leadership Enrichment and Development (LEAD) program.

### Good Neighbor Day

Every year, September 28 marks National Good Neighbor Day. National Good Neighbor Day inspires people to become good neighbors and challenges them to make communities stronger starting on their own street. Over the past few years, Goodyear Neighborhood Services has partnered with residents, businesses and the faith community to find unique ways of celebrating Good Neighbor Day.

Goodyear’s Good Neighbor Day began as a social media campaign and grew to include a call-to-action for the faith community to conduct a day of service in partnership with the neighborhood in which they are geographically located. In 2022, the City launched “Good Neighbor Bags,” providing residents with a tool and tips to break the ice with neighbors. Nominated residents are celebrated for their neighborliness through an annual Good Neighbor Day Contest.

### Homeowners Association Education

Supporting sustainable Homeowners Associations is critical to healthy neighborhoods and the overall appearance of Goodyear. Homeowners Association Education focuses on the nuts and bolts of successful HOAs for Board members. Topics include Covenants, Conditions and Restrictions, Bylaws and other rules, goal setting, Board member roles and responsibilities, HOA meeting requirements, working with vendors and management companies, and effectively

interacting with members. The City also hosts an annual HOA Board Member Appreciation event to further support the work of Board members.

Beginning in 2023, Neighborhood Services will host an HOA Board Member Roundtable. The roundtable will provide an opportunity for Board members to meet one another and learn about successful HOA and neighborhood leadership practices.

### Live In-Person

Live In-Person classes provide educational and life enrichment content while creating personal connections that combat social isolation. Classes are interactive, hands-on and participative experiences designed to engage residents with topics identified in the Human Services phase, such as financial literacy, workplace preparedness, and family support services.

### Leadership Enrichment and Development (LEAD) Program

The Leadership Enrichment and Development (LEAD) program provides an opportunity for civically-minded residents to prepare for non-elected or elected leadership roles, foster community-based problem solving, and support neighborhood self-reliance through civic engagement. The 12-week program develops individuals to be more effective in their civic life, work with other community groups, and in community building and engagement efforts by:

1. Cultivating a deeper appreciation of local government by providing in-depth information about how local government works,
2. Developing skills to strengthen participants' leadership capability and inform individual interest, and
3. Building relationships with other emerging community leaders.

### Topics on the Move (TOM) Van

Goodyear's Topics on the Move (TOM) van aims to engage residents, gather feedback and ignite conversations by bringing city representatives out to locations at times that are convenient to the community. Residents have the opportunity to weigh in on how they prefer to receive city information, find out more about projects that will impact their neighborhood and the broader community, and learn how they can engage constructively with the City.

### Good Neighbor Alerts and Neighborhood-Specific News

Every month, Neighborhood Services publishes a newsletter of upcoming free events and important dates. The monthly newsletter provides important information about city services

and opportunities for civic engagement. The Good Neighbor Alert currently has 2,500 subscribers and provides timely news and events for Goodyear residents.

### GoodyearCares

The Neighborhood Services Division provides both information and referral services and case management to residents in need. Links to available resources and services are provided on the website and residents can call the GoodyearCares Navigator for guidance while accessing those services.



### OTHER CITIES' SUCCESSFUL NEIGHBORHOOD PROGRAMS

Successful neighborhood programs most often couple capacity building with financial investments in resident-led activities, in addition to the core municipal services provided to maintain or improve neighborhood health. The nature and structure of neighborhood programs evolves over time as community and neighborhood capacity grows and social and economic forces demand different structured approaches. The following neighborhood services structures introduce a range of possibilities.

The City of Surprise, Arizona initiated the Neighborhood Grant Program in 2015 to foster a unique partnership between the City and its neighborhoods. Through an application process, qualifying neighborhoods may submit applications for projects in four categories. Any neighborhood can apply as long as at least five neighbors sign the application and it includes the approval of the Homeowners Association Board, if there is an HOA. Up to \$10,000 is annually distributed to neighborhoods for:

- Neighborhood Events, such as a concert in the park, food truck event, or movie night.

- Neighborhood Organizing or Development activities, services or materials that generate new neighborhood connections and activities, grow an organization or educate neighborhood leadership and promote involvement.
- Neighborhood Preservation materials, programs or services that sustain or improve the health, public safety, and welfare of the neighborhood. Neighborhood preservation includes such things as crime watch, playgrounds, common areas, park amenities, community gardens, neighborhood markers, identity signs, trash cans, and benches. It also includes activities that otherwise contribute positively to the neighborhood's aesthetic quality, such as community property maintenance programs or beautification programs.
- Neighborhood Cultural, Social, and Recreational Initiatives such as materials, programs or services that promote diversity, family literacy, neighborhood access to technology, after school enrichment programs, youth athletic leagues, career preparation, services for the needy, disabled, or elderly and cultural activities such as music, dance, or art programs at the neighborhood level.

The Asheville, North Carolina Neighborhood Services Division exists to build strong, sustainable neighborhoods by building neighborhood capacity and increasing civic participation, empowering neighborhoods to self-determine improvement projects, and creating and strengthening partnerships between the City, residents and community groups. The divisions activities include neighborhood support, planning and funding.

1. The Neighborhood Registration process formally recognizes organized groups in order to create a network of neighborhoods to facilitate communication between the City and ensure a productive flow of information and resources between residents, neighborhoods and city government. Registered neighborhoods can include neighborhood associations, homeowners' associations, neighborhood coalitions, and tenant resident organizations.
2. Neighborhoods that have completed or are in the process of registering with the City can apply for the Neighborhood Matching Grants Program to fund various improvement projects. The program provides a dollar-for-dollar matching grant of up to \$5,000 for projects that are planned, organized and implemented by community members. Match may be provided in the form of cash, volunteer hours, or in-kind donation of goods or services. Common activities are landscaping, murals, community art, cultural festivals, traffic calming, public safety, marketing and branding, and organizational development.
3. Neighborhood Plans on a Page capture the vision for neighborhoods as organized by neighborhood residents. The plans describe the characteristics and location of the neighborhood and its boundaries, provide a brief neighborhood history, capture residents' goals for what the neighborhood will become over 10 to 20 years, identify

neighborhood strengths and challenges, and clarify actions that residents can take to move towards their vision, both independently and with the support of the City.

The City of Edmonton, Alberta Canada initiated the Abundant Community Edmonton program in the belief that more neighborliness on every block in the city would contribute to a culture of care and connection, increase residents' sense of belonging and inclusion, and ultimately lead to a more livable city. The City's framework for neighborhood engagement and organization facilitates community building at the block level through resident "Block Connectors".

Block Connectors connect with the neighbors and are the hub of activity and connectedness among approximately twenty neighboring households. Block Connectors have three primary roles - Point Person, Party Person and Listener.

1. As the Point Person, the Block Connector is the "go-to" person for the block, keeping neighbors updated about block and neighborhood life. A point person might put together a block contact list to help neighbors get connected.
2. As the Party Person, the Block Connector initiates social gatherings such as BBQs and block parties once or twice a year.
3. As the Listener, the Block Connector makes an effort to hear from every neighbor about their ideas for the neighborhood, and pastimes, skills and gifts they might enjoy sharing with or doing with their neighbors.

The City provides each Block Connector with a "Connector Card" used to facilitate listening conversations and create a neighborhood asset inventory. The neighborhood asset inventory is then used to help build community and a sense of belonging.

A neighborhood-level example can be found closer to home, in the Verrado community in the city of Buckeye, Arizona. Coordinated by the Homeowners Association (HOA), each neighborhood is represented by one or more resident leaders who are committed to facilitating neighbor-to-neighbor connections. Specifically, leaders are charged with:

1. Welcoming new neighbors with a welcome gift and important information, ensuring a smooth transition into the community.
2. Connecting the neighborhood and building neighborhood camaraderie by encouraging involvement in community events and philanthropic efforts.
3. As an Ambassador for the HOA, these leaders get empowered with the latest information, have unique access to community partners, and participate in behind-the-scenes tours.

Winston-Salem, North Carolina developed the Collaborative Outreach, Revitalization and Engagement (CORE) program initiatives to encourage resident-led action. It is designed to

create collaborative partnerships between the City, stakeholders and neighborhoods, foster cooperation and consensus within neighborhoods, provide a forum for advocacy by neighborhood associations, share information, provide neighborhood development and training, and strengthen and coordinate city departments' responses to neighborhood concerns and service requests. The CORE program includes four primary efforts:

- Communities United for Revitalization and Engagement (C.U.R.E.) is a registered nonprofit alliance of city-supported neighborhood association representatives and community stakeholders. The group, while convened by the City, has adopted by-laws and is led by a Board of Directors. Their goal is to unite neighborhood groups to impact quality of life and improve the community as a whole through collaborative planning, revitalization, preservation efforts, engagement, and policy advocacy. The group meets monthly.
- Each month a team of representatives from community development, recreation and parks, human relations, fire department and non-uniformed police department staff go door-to-door engaging with city residents. This initiative is called Front Door Friday.
- The neighborhood academy is a series of monthly virtual sessions presented by numerous city departments. The neighborhood services division shares information about what the division does to help assist neighborhood associations, and discusses how neighborhood associations can get involved with various programs like Keep Winston-Salem Beautiful cleanup events and Neighborhood Watch. The recreation and parks department discusses amenities and programs that are available across the city and how neighborhood associations can get involved and use recreation centers. And the police department discusses how residents can help to keep their neighborhoods safe through Neighborhood Watch.
- The Community Toolkit is an online guide to the nuts and bolts of running a neighborhood association and planning neighborhood events. It includes tools to promote interest and participation, conduct a neighborhood assessment, set goals, generate and manage financial resources, and evaluate and celebrate neighborhood programs and initiatives. City staff also provide assistance to neighborhood organizations as they move through this process.

The Seattle, Washington Department of Neighborhoods focuses on historic preservation, Neighborhood Matching Fund, outreach and engagement, major institutions and schools, community grants, leadership development, and city commissions.

- The neighborhood matching fund was created in 1988 to provide matching dollars for neighborhood improvement, organizing, or projects developed and implemented by community members. The fund is open to neighborhood and community organizations, informal groups and business groups. Awardees must provide match through volunteer

time, donated materials, donated professional services, or cash. In addition to match, projects must involve community members in creating and completing the project, create community improvements, and be free and open to all members of the public.

- The outreach and engagement division seeks to increase meaningful and authentic civic participation through community engagement and early community outreach for design review. Engagement coordinators connect community groups, facilitate neighborhood problem-solving, and share information about city resources. They also assist developers to develop early outreach plans to establish a dialogue with neighboring residents early in the development process, with the goals of the developer better understanding local context, and learning about community interests and concerns related to the project.
- The People’s Academy for Community Engagement (PACE) program moves beyond leadership development programs that prepare residents for civic engagement by also building skills. Skill building focuses on topics such as relationship building, community organizing, media communications, conflict management, meeting facilitation, and public speaking.

The Minneapolis, Minnesota neighborhood programs were created in 1991 and the structure of their services and funding reflects this long history. The Neighborhood and Community Relations Department connects residents to the City and provides paths for resident involvement in decision-making.

The Department provides information about service opportunities on boards and commissions, operates an academy to teach residents about the operations and functions of city government, partners with a nonprofit organization that promote and encourage the participation of residents of color, and provides training and written materials for city boards and commissions. The Department also holds monthly virtual neighborhood meetings that cover both city programs and a range of social services, education and other programs and resources available in the community.

To be officially recognized as a Minneapolis neighborhood organization, the organization must have 501c3 status and meet numerous legal and policy requirements. The City matches neighborhoods with legal assistance to organize to city standards and there are currently 70 recognized neighborhood organizations. The City provides \$1 million to \$3 million annually for neighborhood funding in multiple categories that include ongoing operating support ranging from \$10,000 to \$20,000 per organization, neighborhood planning and engagement, and neighborhood revitalization activities. Common activities focused on voter registration, community meetings, housing improvements, litter cleanup, ice cream socials, community gardens, youth and senior programs, and classes that promote mental and physical well-being.

## PUTTING THE PRINCIPLES OF ABCD INTO ACTION

Asset-Based Community Development was pioneered by John McKnight and Jody Kretzmann, founders of the ABCD Institute at Northwestern University. The information and many of the tools summarized in this plan are drawn from the work of these pioneers and the ABCD institute and toolkit developed by faculty at DePaul University.

The goal of Asset-Based Community Development is to identify and unlock the assets in a neighborhood to have greater impact and results. This is done by:

- Focusing on the gifts and talents of neighborhood residents (individuals);
- Developing the capacity of residents to codesign and coproduce neighborhood well-being.
- Supporting the creation of connections and partnerships that build healthier and stronger neighborhoods; and
- Creating opportunities for residents to be actively involved.

The Action Plan for the Neighborhoods Phase incorporates the shift from short-term remedies to long-term thinking and actions that address the root causes of crisis and instability by focusing on resident engagement as a sustainable solution that reduces the likelihood of unmanageable crisis or instability and resident dependence on services to meet basic needs.

## Asset-Based Community Development

### Goal

Residents are actively involved in their neighborhood.

### Beliefs/Truths

1. Everyone has gifts.
2. Everyone has something to contribute.
3. Everyone cares about something and that care is his or her motivation to act.

### Neighborhood Resident Roles

- *Recipient* of services when needed.
- *Expert advisor* on institutional actions.
- *Designer and producer* of neighborhood well-being.

### Thriving Neighborhoods

Strong, safe and healthy neighborhoods and communities are built on the gifts and assets (strengths and capacities) of residents and organizations that call the neighborhood and community home.

### Most Important Question to Answer

“What can we do with what we already have to get (more of) what we need?”

## NEIGHBORHOODS STRATEGIC PLAN

Engaging residents in neighborhoods requires a holistic platform of solutions and supports for neighborhood residents and the city departments that wish to engage neighborhood residents. It requires:

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*Neighborhood and resident engagement move at the speed of trust.*

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1. Meeting neighborhood residents where they are and actively engaging them in their own success.
2. Adopting a culture of creativity and innovation as a central part of resident engagement.
3. Aligning city department engagement efforts around a common framework and principles using the technical expertise and established relationships and networks supported by Neighborhood Services staff.
4. Appropriate staffing and capacity building that recognizes the role of residents as both advisors and co-designers/co-producers of healthy, thriving neighborhoods.
5. Supporting plan implementation through building both internal capacity and resident capacity.

Resident engagement takes time and patience. The exact path a neighborhood will take is determined by resident-identified assets and challenges and the commitment of individuals. While the path is unpredictable, it can be intentionally nurtured to increase the likelihood that leadership capacity will be there when it is most needed.

When engaging residents in co-producing thriving neighborhoods it is important for the City to simultaneously step in and step back. The City must step in with tools and resources to support residents while stepping back to provide the time necessary for residents to gain leadership skills and initiate the activities that are most important to them. It means providing opportunities for residents to engage both with the City and with each other in ways that support thriving neighborhoods.

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*As cultivators of care and curators of context, the City must ask if an intervention will enhance or inhibit the natural association of residents.*

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Creating an accountable and participatory delivery system is critical to the success of this Plan. Still, the unpredictable path of resident-led neighborhood initiatives does not lend itself to traditional deadline and output-driven performance measurements. City-provided opportunities, and the number and type of resident-initiated activities can be measured. Trust, connectedness, and goodwill are, however, intangible yet critical precursors to a thriving community that cannot be measured through traditional models.

STEPPING IN WHILE STEPPING BACK	
<p>Step in...</p> <ul style="list-style-type: none"> <li>• And provide opportunities for residents to gain leadership and organizing skills.</li> <li>• And make and maintain connections with institutions and organizations that provide unique services that residents cannot themselves provide.</li> <li>• And financially support the work of neighborhood residents (volunteers).</li> </ul>	<p>Step back...</p> <ul style="list-style-type: none"> <li>• And work to identify and remove institutional barriers that prevent residents from taking on activities that do not require institutional or government resources.</li> <li>• And know that change is slow and resident engagement will take patience and trust.</li> </ul>

City-provided opportunities must recognize the trajectory that a neighborhood and its residents may follow as they work towards a building and sustaining a thriving neighborhood.

- **Engage at the block level.** Encourage and provide assistance with block parties (potentially using pop-up block parties with the TOM Van) to identify emerging leaders and foster neighbor-to-neighbor relationships. Assist blocks that actively step forward and/or target strategic areas the City is trying to reach. After a full year of participation, consider block-level improvement grants to build momentum and expand participation.
- **Connect leaders.** Organize events that bring neighborhood leaders together. Consider supporting resident leaders to organize an annual neighborhood improvement summit or event that brings together representatives of more organized and less organized neighborhoods to learn from each other, build relationships with staff from key city departments, and learn about and inform city operations. Maintain momentum through quarterly workshops on topics of interest to existing and potential neighborhood leaders.
- **Facilitate capacity development.** Provide one-on-one mentoring assistance to emerging neighborhood leaders while facilitating the implementation of identified neighborhood improvement efforts.
- **Support alliances in traditional neighborhoods.** Provide technical assistance, such as meeting space, print materials, and email blasts to alliances in neighborhoods with no Homeowners Association.
- **Reinforce positive neighborhood image.** Where there is interest and capacity, offer technical assistance to reinforce positive neighborhood image (e.g., kid friendly, outdoor activities, gathering space activities, public art, etc.) as the neighborhoods mature in their visioning and planning process.

## Action Plan

The Neighborhoods Phase Action Plan focuses on expanding and supporting resident engagement, building neighborhood capacity, and the delivery system. It recognizes that resident engagement takes time and patience, and the path a neighborhood will take is unpredictable. It includes three goals and associated objectives and actions focused on:

1. Resident engagement and leadership development;
2. Supporting thriving neighborhoods; and
3. The delivery system.

Many of the Neighborhoods Phase actions tie into the longer-term objectives and actions identified in the Human Services action plan, including:

1. Assessing the costs and benefits of creating one or more one-stop access sites that serve as community hubs or focal points that provide opportunities for neighborhood connection, community building, and programs and services that increase resident resiliency, and comparing these costs and benefits to the costs and benefits of providing mobile services.
2. Issuing a call for pilot programs that incorporate participant-driven services and show promise for future creativity and innovation within the context of locally-defined outcomes and evaluation.
3. Creating a human services commission.
4. Increasing engagement with economic mobility coaches.
5. Increasing access to alternative service-delivery methods to reduce reliance on transportation solutions.
6. Increasing the number of low-income Goodyear residents participating in business formation, higher education, and employment skills and job seeking programs.

RESIDENT ENGAGEMENT				
<b>Goal: Residents are viewed as trusted advisors, co-designers and co-producers of a thriving Goodyear.</b>				
Objective 1: Increase the number of residents effectively, collectively, and positively advocating for their neighborhoods and their community.		FY24	FY25-26	FY 27-31
	Develop and implement programs designed to identify and nurture emerging resident leaders.	√		
	Coordinate guest speakers from within city government to generate resident understanding of city processes and functions.		√	
	Develop and implement programs and/or events that connect neighborhood leaders to each other and to community organizations.			√
Objective 2: Increase the number of residents committing the time necessary to build effective connections and neighborhood networks.		FY24	FY25-26	FY 27-31
	Provide supplies and marketing materials to help non-HOA neighborhood residents organize events and activities that further resident engagement, such as alley and neighborhood clean-ups, pop-up block parties, and other block or neighborhood-based activities.	√		
	Expand efforts to educate community and faith organization leaders on the principles of ABCD.	√		
	Connect neighborhood leaders with community and faith organizations that have the potential to play a supporting role in resident-lead efforts.		√	
	Connect neighborhood leaders and potential neighborhood leaders through routine workshops focused on topics of interest that support engagement.			√
	Partner with schools to identify ways to creatively incorporate civic and neighborhood engagement activities into the curriculum.			√

NEIGHBORHOOD CAPACITY				
<b>Goal: Residents work together to create and sustain healthy neighborhoods.</b>				
Objective 1: Increase the number of Goodyear neighborhoods conducting asset inventories and actively implementing engagement and other neighborhood activities.		FY24	FY25-26	FY 27-31
	Support resident leadership in engaging residents and developing asset-based neighborhood plans.	√		
	Support the creation of neighborhood leadership teams by teaching communication methods focused on identifying the assets of individuals, including homeowners, renters, and neighborhood-based businesses and institutions.		√	
	Support resident leadership teams to connect residents and guide activities towards a common vision.			√
Objective 2: Recognize Goodyear neighborhoods as positive contributors to a thriving community.		FY24	FY25-26	FY 27-31
	Assist neighborhood residents to collectively define a positive neighborhood image.		√	
	Provide technical assistance to neighborhoods to reinforce their positive neighborhood image.			√
Objective 3: Invest human and financial resources in neighborhood-lead activities.		FY24	FY25-26	FY 27-31
	Develop and implement programs to support the work of neighborhood groups in developing neighborhood-level plans focused on resident-lead initiatives, neighborhood branding, and identification of projects that may require City support.	√		
	Fund projects at the block level for groups of neighbors who demonstrate motivation, including small beautification projects, neighborhood branding and marketing, and other activities that support the realization of resident’s long-term goals identified through a formal planning process.		√	

DELIVERY SYSTEM			
<b>Goal: Goodyear’s Community and Neighborhood Services Delivery System is accountable and participatory. It provides a safety-net in times of crisis, supports stability for residents on the cusp of crisis, and provides opportunities for resident engagement, self-determination, and prosperity.</b>			
Objective 1: Identify and remove institutional barriers that prevent residents from taking on activities that do not require government or institutional intervention.	FY24	FY25-26	FY 27-31
Facilitate interested neighborhood residents to define neighborhood assets and boundaries, including both residential and non-residential uses.	√		
Analyze and create maps of alleys and other rights of ways to identify roles and responsibilities for maintenance and improvements by the City, HOAs, and property owners.	√		
Expand relationships with multi-family property managers.	√		
Work with property managers and tenants to engage resident organizations in broader neighborhood engagement and planning efforts, mapping assets and opportunities.		√	
Objective 2: Increase the use of Neighborhood Services resident engagement tools by city departments.	FY24	FY25-26	FY 27-31
Create a common language for city department communication with residents that focuses on the purpose of the communication and differentiates education, outreach, and engagement.	√		
Provide resident engagement technical assistance to city departments upon request.	√		
Develop a schedule of regular meetings with city departments to generate awareness of neighborhood perceptions and priorities.	√		
Incorporate neighborhood asset maps into education and outreach plans for city projects and planning efforts.		√	
Link neighborhood residents to infrastructure planning and decision-making processes, building on methods used to engage residents in planning for CDBG-funded activities.			√

ITEM #: 2.  
DATE: 02/13/2023  
AI #:1233



## CITY COUNCIL ACTION REPORT

**SUBJECT: FY2024 COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)**

**STAFF PRESENTER(S):** Christina Panaitescu, Grants & Neighborhood Services Supervisor

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### Summary

Staff is seeking Council direction regarding eligible activities for the investment of FY2024 CDBG entitlement funds. (Christina Panaitescu, Grants & Neighborhood Services Supervisor)

### FISCAL IMPACT

The Annual Action Plan, to be submitted to the federal department of Housing and Urban Development (HUD) for acceptance, will define how Goodyear intends to invest its FY2024 CDBG entitlement funds.

### BACKGROUND AND PREVIOUS ACTIONS

In May 2021, the City submitted a five-year consolidated plan and first year action plan to HUD, establishing the priorities for investing CDBG entitlement funds from the federal government. Each May, the City is required to submit an annual action plan, specifying how it intends to allocate CDBG funds in the upcoming fiscal year.

In FY2022, the City leveraged CDBG funds to replace existing streetlights with improved LED fixtures and add bollard lighting along a neighborhood pathway to improve safety in North Subdivisions.

In FY2023, the City is utilizing its CDBG funds to assist a local domestic violence shelter, New Life Center, with renovating their onsite child development center.

Projects (called activities) must benefit low-to-moderate-income (LMI) Goodyear households or neighborhoods, or serve specific populations who are presumed to be LMI, and have to fit in one of the following eligible priority areas which were prioritized in the consolidated plan: program administration, community facilities and improvements, and public services. Activities identified as low priority, attainable and sustainable housing or eligible economic development projects, are also eligible if an exceptional opportunity were to present itself.

To prepare for this work session, staff has consulted city department directors, local broadband providers, and members of the Faith & Community Roundtable, and hosted a public meeting, seeking suggestions for eligible projects.

No projects were suggested by local broadband providers. Eligible activity suggestions that were raised by stakeholders centered around community facilities and improvements.

## **STAFF ANALYSIS**

Although specific award amounts have not yet been communicated by HUD, best practice dictates using the previous year's award for planning purposes. Goodyear's FY2023 entitlement was \$426,876. As the actual allocation could be greater or less than the FY2023 entitlement, any activity selected should be able to accommodate a shortfall or be adapted to a surplus.

CDBG is a complex grant program and requires administration and oversight. Examples of administrative expenses include: activities related to compliance with federal regulations, promoting the principles of fair housing, assessing neighborhood conditions and the need for human and public services to address the needs of vulnerable populations, and establishing application and monitoring systems. Staff recommends the city reserve the full 20% allowable for administration (\$85,375) and intends to apply CDBG funds toward phase III of the Community & Neighborhood Services Master Plan, a housing assessment to be conducted in FY2024.

That would leave a balance of \$341,501 available for activities that meet the national objective and align with consolidated plan priorities. Given the anticipated award amount and the administrative burdens that accompany these funds, at this time, staff recommends retaining a focus on large, capital, community improvement-type projects, rather than public services, attainable and sustainable housing, or economic development initiatives.

Staff's recommendation is to allocate the balance (80% of the entitlement) towards funding for **Park enhancements at Palmateer Park in Historic Goodyear - Total Project Costs: \$341,500.**

This project would include the construction of a ramada, addition of shade structure lighting and enhancement of playground equipment to enable accessibility for small children and individuals living with a disability, as well as, offer activities for older children and teenagers. (This project is eligible because the service area is LMI.)

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## **Attachments**

Presentation



# Agenda



- FY2022 & FY2023 Update
- Five-Year Consolidated Plan
- FY2024 Annual Action Plan
- Next Steps

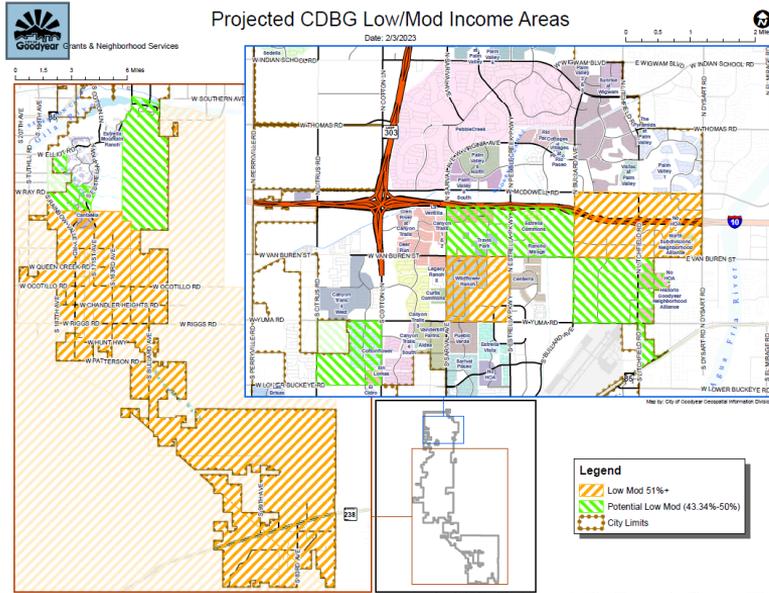
# FY22 CDBG



# FY23 CDBG



# Five-Year Consolidated Plan



National Objective: Benefit low- and moderate- income persons

*Presumed Benefit:*

- Abused children
- Battered spouses
- Elderly persons
- Severely disabled adults
- Homeless persons
- Illiterate adults
- Persons living with AIDS
- Migrant farm workers

# Five-Year Consolidated Plan



National Objective: Benefit low- and moderate- income persons

## ***Goodyear Priorities:***

- High Priority Activities (likely to be funded with CDBG in the next five years)
  - Community Facilities and Improvements
  - Public Services
  - Program Administration
- Low Priority Activities (may be funded as opportunities arise)
  - Attainable and Sustainable Housing
  - Economic Development

# FY2024



\$426,876 Estimated Entitlement

- Allocation Constraints
  - **Program Administration** - 20% = \$85,375
    - **Community Improvements** - \$341,501

# Public Input



# Palmateer Park



FY2024 CDBG Investment



## Park Enhancements

- Playground Enhancement
- Playground Shade Structure Lighting
- Ramada

Total Project Costs: \$341,500

# Next Steps



Stay up-to-date at: [goodyearaz.gov/cdbg](http://goodyearaz.gov/cdbg)

- Dec. 7: Initial Public Meeting
- Feb. 13: Council Work Session
- Mar. 22 – Apr. 20: Public Comment Period
- Mar. 20: Public Hearing @ Council Meeting
- May 8: Council Meeting to Authorize Submission
- Submit Plans to HUD by Deadline
- HUD Approves Plan and Funds Available After July 1

ITEM #: 3.  
DATE: 02/13/2023  
AI #:1202



## **CITY COUNCIL ACTION REPORT**

**SUBJECT: FACILITY MASTER PLAN UPDATE**

**STAFF PRESENTER(S):** Tony Mena, Deputy Public Works Director

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**OTHER PRESENTER(S):**

Chad Billings, DFDG Architect

**Summary**

Council will receive a presentation and update on the Facility Master Plan (FMP) process which identifies City facility needs and future building renovation recommendations through 2038. The goal is to maintain levels of service and efficient use of space while the city of Goodyear continues to grow. (Tony Mena, Deputy Public Works Director; Chad Billings, DFDG Architect)

**FISCAL IMPACT**

Project #60085 Facilities Master Plan is included in the FY2023 Budget with a total project budget of \$400,000. An engineering firm was selected from an existing on-call city contract in October to complete the Facilities Master Plan for \$247,865. If approved, the FMP will identify an estimated cost breakdown of facility construction and renovation through 2038. Adoption of the Facilities Master Plan will guide future funding decisions.

**BACKGROUND AND PREVIOUS ACTIONS**

The 2016 FMP has become outdated with Goodyear's rapid growth. The updated FMP resets the city's facility needs and presents them through a flexible and progressive strategy. The scope of the FMP includes current and forecasted future facility needs for the next 15 years with a primary focus of evaluating the future of Litchfield Corridor facilities, Courts, and expanding the Municipal Operations Campus. Water Services Operations and Parks and Recreation facilities are not included in this master plan update.

**STAFF ANALYSIS**

The Facilities Master Plan team worked with staff from all departments to identify their future needs based on expected staff numbers to support population growth and workload expectations.

The presentation focuses on providing background information needed for direction on future building additions and utilization. Information is based on future growth required to maintain a consistent level of service to our growing population while maintaining or gaining space

efficiencies where possible.

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## **Attachments**

Presentation



# Goodyear Facilities Master Plan Update



# Goodyear Facilities Master Plan



## EXECUTIVE SUMMARY

### Primary Focus Areas

- Litchfield Corridor
- Goodyear Municipal Complex (GMC)
- Municipal Operations Complex (MOC)
- Other Facilities

# Goodyear Facilities Master Plan



## SCOPE OF WORK

### **FMP guide framework development**

- Visioning session
- Questionnaire to departments
- 1-1 with departments
- Identify ongoing projects

# Current State

## FMP APRIL 2016

CITY OF GOODYEAR, ARIZONA  
PROJECT SOLICITATION #15-3088  
FACILITIES MASTER PLAN | APRIL 6, 2016



ARCHITEKTON | STEINMANN FACILITY DEVELOPMENT CONSULTANTS



# Litchfield Corridor

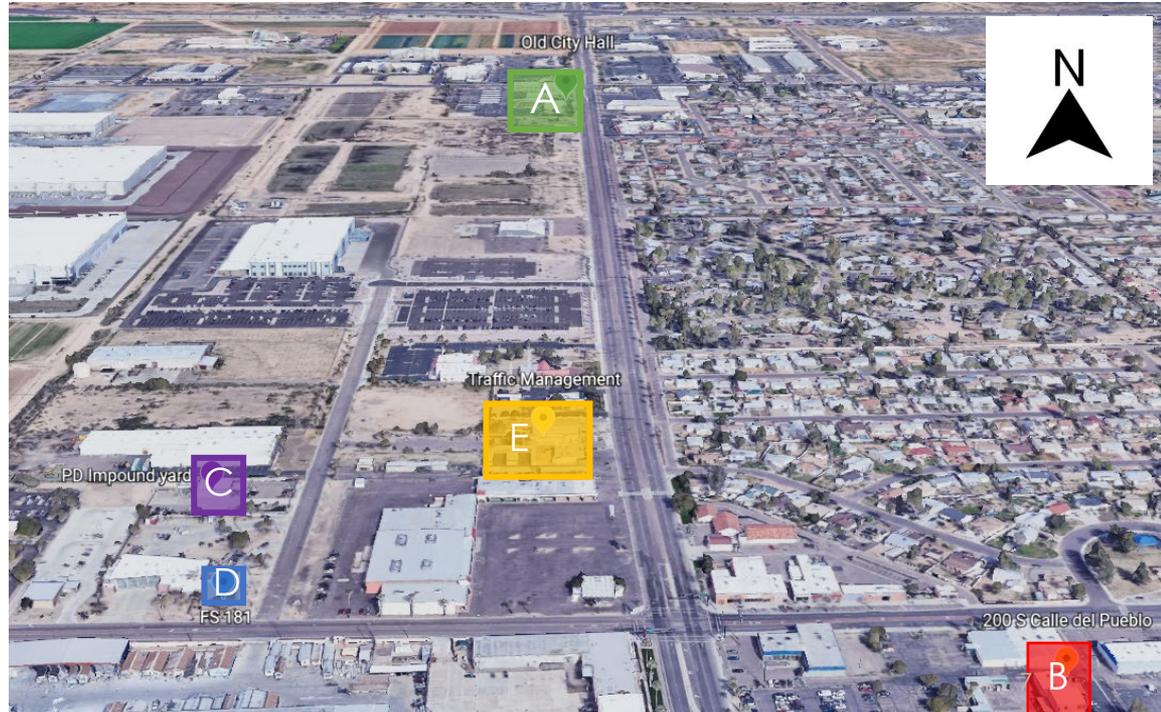


# Litchfield Corridor



## EXISTING FACILITIES

- Old City Hall (A)
- Calle del Pueblo (B)
  - Expanded Parking Lot Storage
- Police Impound Yard (C)
- Old FS 181 / Resource Center (D)
- Traffic Management / Clinic (E)

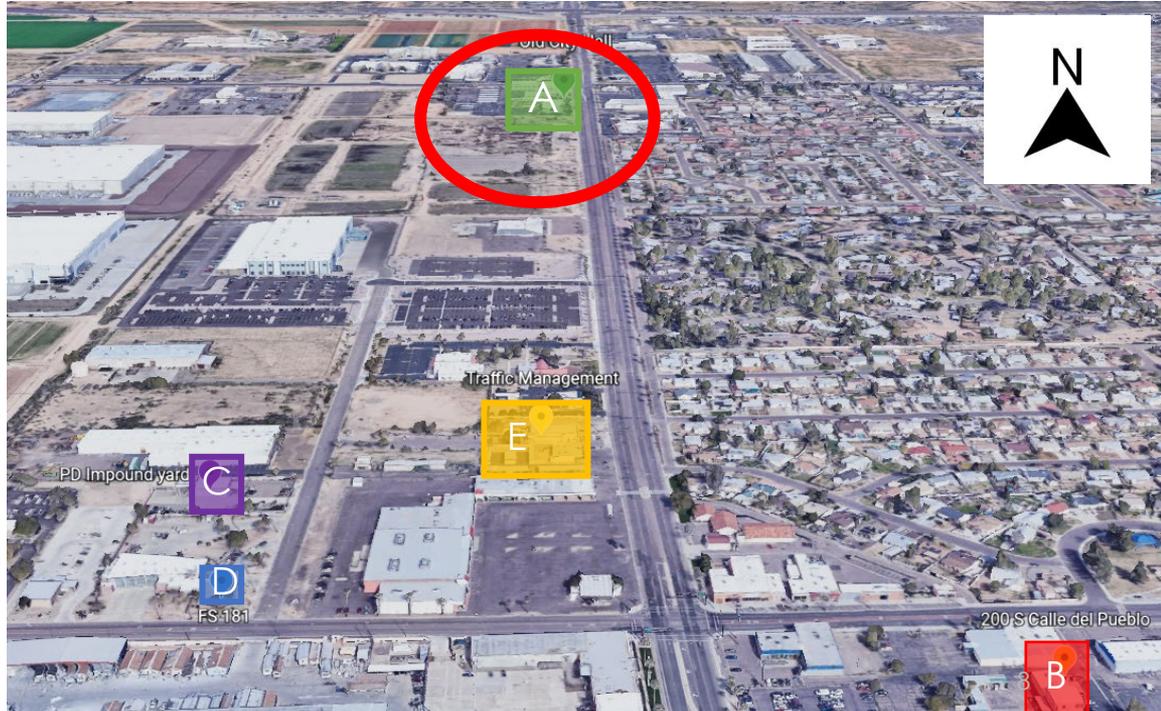


# Litchfield Corridor



## EXISTING FACILITIES

- Old City Hall (A)



# Litchfield Corridor



## OLD CITY HALL

Current Status

Recommended Uses

1. Leverage for Economic Development
  - Office
  - University
  - Medical
2. Other

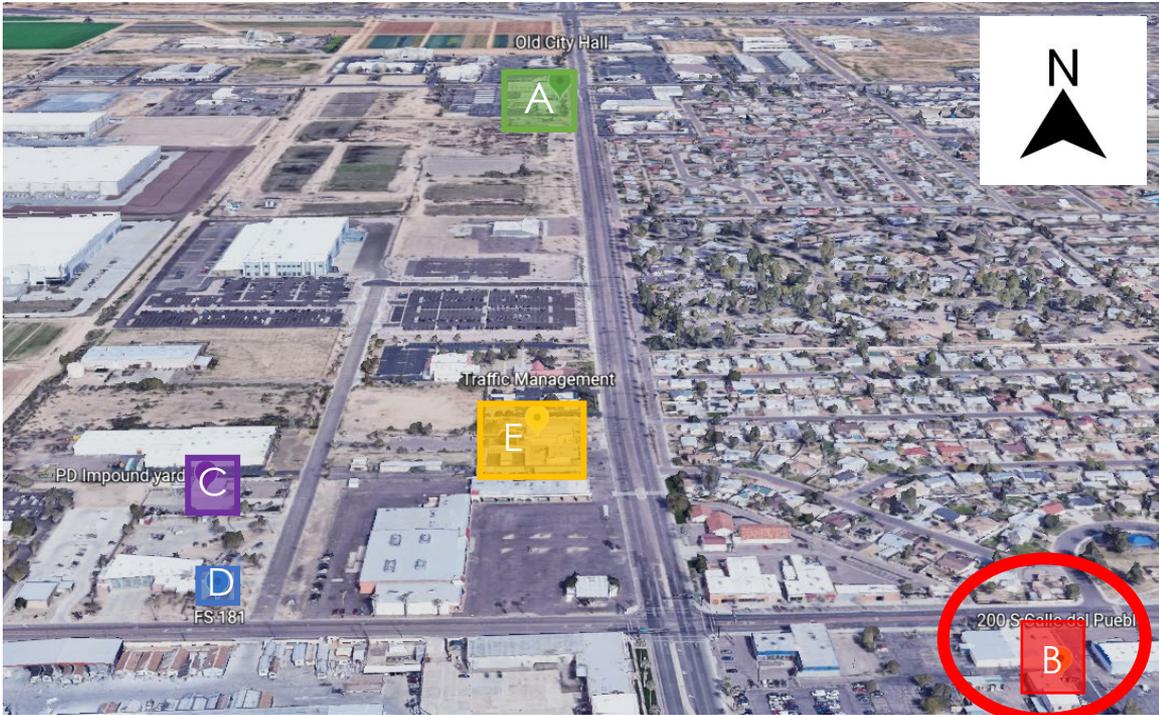


# Litchfield Corridor



## EXISTING FACILITIES

- Calle del Pueblo (B)



# Litchfield Corridor



## CALLE DEL PUEBLO

### Current Status

- Used by Engineering, Parks/Rec, Dev Services
  - Building Condition
  - Leased Parking Lot
  - Relocate Functions to MOC
- Recommendation to Sell



# Litchfield Corridor



## EXISTING FACILITIES

- Police Impound Yard (C)
- Old FS 181 / Resource Center (D)



# Litchfield Corridor



## POLICE IMPOUND LOT / OLD FS 181

Current Status

Short-term recommendation  
to expand impound into 181  
Site

Long-term recommendation  
to raze buildings and use this  
lot for future municipal use

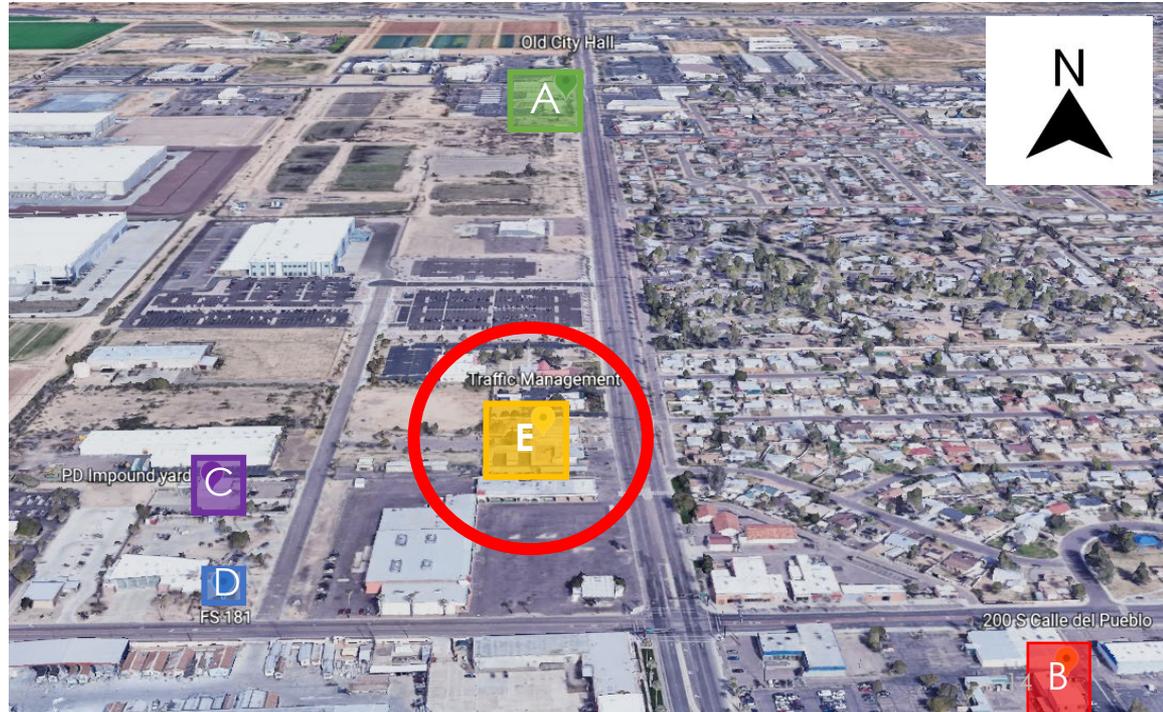


# Litchfield Corridor



## EXISTING FACILITIES

- Traffic Management / Clinic (E)



# Litchfield Corridor



## TRAFFIC MANAGEMENT CENTER

### Current Status

- Needs are met with clinic relocated
- Reassess in 10 years

Recommendation to use as-is for foreseeable future



# Goodyear Municipal Complex **GMC**



# Goodyear Municipal Complex



## EXISTING FACILITIES

- Franklin Pierce University (A)
- **Courts / Prosecutor's Office (B)**
- **Old Library (C)**
- Engineering & Development Services (D)
- IT / City Clerk Long-Term Storage (D)
- Fire Administration (E)
- Telecommunications (F)
- Police Administration (G)



# Goodyear Municipal Complex



## EXISTING FACILITIES

- Courts / Prosecutor's Office (B)



# Goodyear Municipal Complex

## COURTS (BLDG B)

### Current Status

- Courtrooms are inefficient
- Jury room disconnected
- Minor remodel in process will serve short term

Recommendation to start programming for new facility



# Goodyear Municipal Complex



## EXISTING FACILITIES

- Old Library (C)



# Goodyear Municipal Complex

## OLD LIBRARY AND PARKS ADMIN (BLDG C)

### Current Status

- Wellness Center relocation in 2023
- Old library vacant

Recommendation to retain for future city services



# Municipal Operations Complex **MOC**



# Municipal Operations Complex



## EXISTING FACILITIES

### Public Works

- Water / Wastewater Campus
- Fleet
- Solid Waste
- Facilities

Dog Park

BMX Site



# Municipal Operations Complex



## CAMPUS EXPANSION

One-stop Shop for all Field Teams

- Multi-dept field teams
- Secure centralized warehousing
- Equipment protection
- Training / briefing space

Recommendation to plan campus build-out



# Goodyear Facilities Master Plan



## COUNCIL FEEDBACK

### Primary Focus Areas

- Litchfield Corridor
- GMC - Courts
- Municipal Operations Complex (MOC)

# Proposed Sequence of Events



1. Finalize Master Plan (2023)
2. MOC Development (2024-2027)
  - Allows Calle Del Pueblo to vacate
  - Allows Fire Resource Center to vacate
3. Initiate Courts Programming (2025)
4. Sell Calle Del Pueblo and Raze Fire Resource Center (2027)



Feedback

ITEM #: 4.  
DATE: 02/13/2023  
AI #:1316



## **CITY COUNCIL ACTION REPORT**

**SUBJECT: 2023 COMMUNITY SURVEY CUSTOM QUESTIONS**

**STAFF PRESENTER(S):** Jenna Goad, Assistant to the City Manager

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### **Summary**

The purpose of this work session is to get Council feedback on the custom question(s) on the 2023 Community Survey. (Jenna Goad, Assistant to the City Manager)

### **FISCAL IMPACT**

The 2023 Community Survey is included as part of the FY2023 Budget. There is no direct fiscal impact from this item.

### **BACKGROUND AND PREVIOUS ACTIONS**

The city of Goodyear regularly conducts a survey to gauge residents' satisfaction with city services and better understand the perception of our community. The results of the survey provide the city with valuable insight about which services Goodyear residents consider the highest quality, which could be improved, and the overall level of satisfaction. In years past, City Council and management have utilized the results to make improvements to city services and/or consider new programs.

The city has contracted with the National Research Center, Inc. (NRC) at Polco to administer its citizen surveys since 2014.

The National Research Center, Inc. (NRC) at Polco conducts the confidential survey on the city's behalf, using the National Community Survey (NCS) instrument which is specific to local governments, allowing Goodyear to benchmark results against over 600 communities across the country. The NCS captures residents' opinions by considering ten central facets of a community: Economy, Mobility, Community Design, Utilities, Safety, Natural Environment, Parks and Recreation, Health and Wellness, Education, Arts, and Culture, and Inclusivity and Engagement. It also allows for a limited number of custom questions.

The most recent survey was conducted in 2021.

The city will be utilizing the same company to conduct the survey in 2023.

### **STAFF ANALYSIS**

The survey tool is very comprehensive with over 140 questions that cover topics related to safety, mobility, the natural environment, the built environment, the economy, recreation and wellness, education and enrichment, and community engagement.

Although the city cannot customize those questions due to the benchmarking, we do have the ability to add a couple of custom questions to cover any additional topics for which the Council would like to collect information.

Based on Council's feedback, the following custom questions were included in the 2021 Survey in order to gain a broader view of community priorities:

**Please rate how important, if at all, you think it is for the City to enhance each of the following programs or amenities in the coming two years.**

- Regional public transit services (e.g., transportation to other communities, access to jobs centers, etc.)
- Local public transit services (e.g., access to local shopping, services, medical providers, and city facilities like the Goodyear Recreation Campus)
- Child care/after school programs
- Senior services (e.g., congregate meals, home delivered meals, adult day care, programs/classes, etc.)
- Internet connectivity
- Water conservation and other sustainability programs

**How much of a source, if at all, are each of the following for you for getting information about the City government and its activities, events, and services?**

- City website ([www.goodyearaz.gov](http://www.goodyearaz.gov))
  - Local media outlets (newspaper, radio, local television)
  - InFocus monthly magazine
  - City Council meetings and other public meetings
  - City email communications (Good Neighbor Alert, Parks & Recreation newsletter)
  - City communications via social media (Facebook, Twitter, Instagram, YouTube, Nextdoor)
  - Word of mouth
  - Direct mailings (postcards and flyers)
  - Utility bill inserts
  - Interactions with City staff (in person, phone, email, or web)
-