

COMMUNITY &
NEIGHBORHOOD SERVICES

MASTER PLAN

Phase II: Neighborhoods



RESOLUTION NO. 2023-2304

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, ADOPTING THE CITY OF GOODYEAR COMMUNITY AND NEIGHBORHOOD SERVICES MASTER PLAN PHASE II: NEIGHBORHOODS; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the Goodyear City Council wishes to create a community in which residents can lead full, self-sufficient, and prosperous lives; and

WHEREAS, on May 10, 2021, by Resolution No. 2021-2157 the Goodyear City Council adopted the Fiscal Year 2022-2024 Strategic Plan which included a goal to study the human and social services needs of Goodyear residents; and

WHEREAS, the American Rescue Plan Act passed by Congress on March 20, 2021 has provided substantial resources to respond to the economic and public health impacts of the COVID-19 pandemic; and

WHEREAS, this plan builds upon the priorities identified in previous planning efforts including the 2019 Community Assessment, 2021 Community Survey, 2022 Community and Neighborhood Services Master Plan, Phase I: Human Services, and Program Year 2021-2025 Community Development Block Grant Consolidated Plan; and

WHEREAS, this plan was developed through data analysis and extensive public outreach including stakeholder interviews, focus groups, and public meetings; and

WHEREAS, a future phase of this plan will examine housing to provide a holistic approach to community and neighborhood services;

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE CITY OF GOODYEAR, MARICOPA COUNTY, ARIZONA, AS FOLLOWS:

SECTION 1. The City Council formally adopts the City of Goodyear Community and Neighborhood Services Master Plan Phase II: Neighborhoods, a copy of which is attached hereto as Exhibit "A" and incorporated herein by reference.

SECTION 2. This Resolution shall become effective upon its passage and adoption.

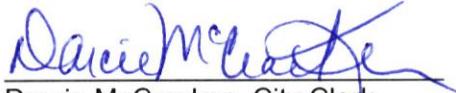
PASSED AND ADOPTED by the Mayor and Council of the City of Goodyear, Maricopa County, Arizona, by a 6-0 vote, this 8th day of May, 2023.



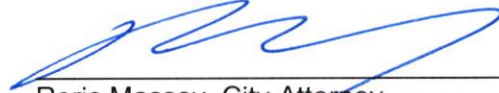
Joe Pizzillo, Mayor

Date: May 8, 2023

ATTEST:


Darcie McCracken, City Clerk

APPROVED AS TO FORM:


Roric Massey, City Attorney



COMMUNITY &
NEIGHBORHOOD SERVICES

MASTER PLAN

Phase II: Neighborhoods



2023



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

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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.

CANS Plan Phase II – Neighborhoods

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.

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

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

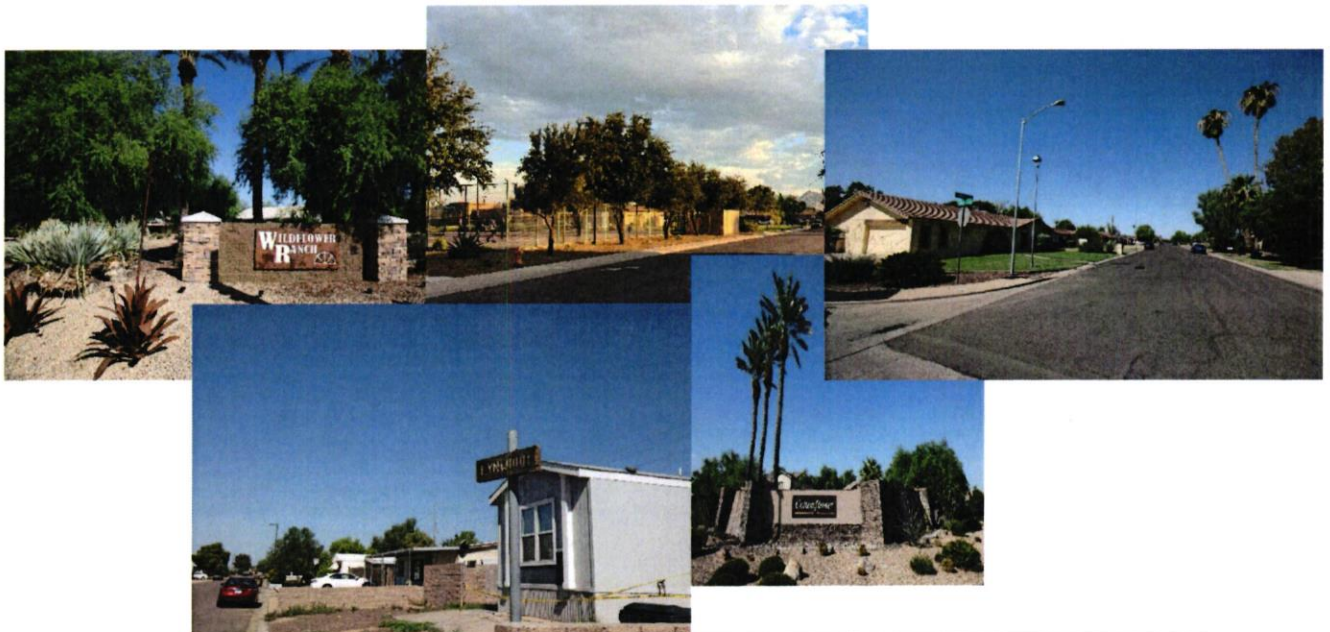
The goal of Phase II – Neighborhoods is to establish a framework that will facilitate and encourage neighbors working together as a community toward common neighborhood objectives.

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:

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.

NEIGHBORHOODS PHASE II VISION

Residents working
together towards
common objectives.

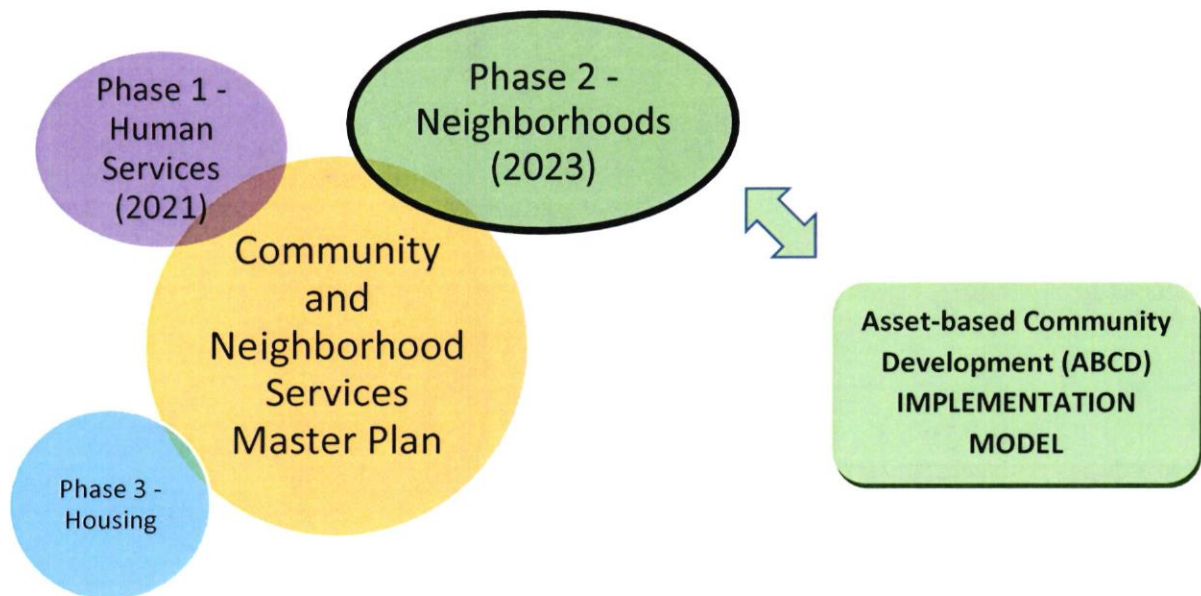


Core Concepts

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

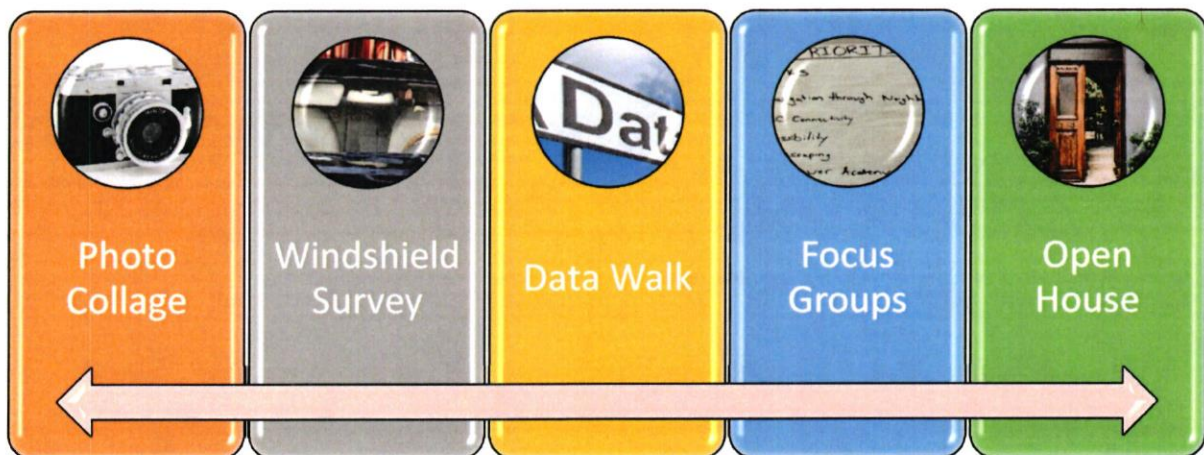
Development of the Neighborhoods Phase took place over a five-month period during 2022 and was coordinated by the Neighborhood Services Division of the City Manager’s Office. Five neighborhoods were selected based on their potential to meet the criteria for Community Development Block Grant (CDBG) funding: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

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.



CANS Plan Phase II – Neighborhoods

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.

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

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. A hybrid in-person and online open house was hosted on March 23, 2023. Residents from across the city shared informal efforts that are already taking place within neighborhoods and concerns about multi-family development. Participants also expressed enthusiasm for opportunities to continue making connections within neighborhoods and with supporting organizations.

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.

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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	Income & Education	Stability Indicators
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • \$51,104 Median Household Income • 39% High School Diploma/GED or less • 81% employed in non-management occupations 	<ul style="list-style-type: none"> • 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	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"> • 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. 	<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"> • 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. 	

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

WILDFLOWER RANCH

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

People & Families

- 12% include a retired person
- 23% include a person with a disability
- 49% identify as Hispanic or Latino
- 33% identify as a race other than white
- 39% are age 18 or younger
- 8% are age 65 or older

Income & Education

- \$73,298 Median Household Income
- 23% High School Diploma/GED or less
- 77% employed in non-management positions

Stability Indicators

- 57% are homeowners
- 39% moved in before 2010
- 87% of housing units are in good exterior condition
- 35% of children live in two-parent households
- Only 2% 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.

- Parks.
- Neighborhood connectivity and navigation and opportunities for increasing connectivity.
- Wildflower Academy.
- Goodyear Recreation Campus connectivity and opportunities for increasing.
- Landscaping.
- Gathering and meeting areas.
- Spaces for block parties and community events.
- Varying house colors and landscaping plants.

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.

- Rental property owners not maintaining their homes.
- Inadequate street and park lighting.
- Trash and dog poop in walkways and landscaping.
- Street parking (primarily on Shooting Star, Morning Glory, and 159th).
- Damaged fencing.
- No community events.
- Streets are cracking and developing dips.
- Dead grass in the parks.
- Inadequately wide or non-existent sidewalks.
- Drip irrigation where plants have been removed.
- Transient energy and not enough young families.
- Non-responsive Homeowner Association.
- Over-crowded housing with multiple families.
- Litter everywhere.
- Dog poop on sidewalks and in parks.
- No safe path to school (Wildflower Academy).

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

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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

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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.

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- 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

CANS Plan Phase II – Neighborhoods

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,

CANS Plan Phase II – Neighborhoods

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 the city continue to proactively respond to residents expressing or requesting assistance with specific concerns, and:

Neighborhood and resident engagement move at the speed of trust.

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. While this strategic plan was developed with a focus on five Goodyear neighborhoods, the resulting goals, objectives, and actions are relevant to all Goodyear residents and neighborhoods.

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.

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

Creating an accountable and participatory delivery system is critical to the success of this Plan. Trust, connectedness, and goodwill are intangible yet critical precursors to a thriving

community that are difficult to measure. Likewise, the unpredictable path of resident-led neighborhood initiatives that emerge through engagement and capacity building processes may not lend themselves to traditional deadline and output-driven performance measurements. Neighborhood Services can however monitor and measure City-provided leadership, engagement, and capacity-building opportunities, and the number and type of resident-initiated activities that result from those opportunities.

Neighborhood Services will also seek input from other city departments that utilize their resident engagement expertise, and from participants in City-provided opportunities. This input will allow for continuous refinement of processes, programs, and technical assistance.

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

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.

CANS Plan Phase II – Neighborhoods

- **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.

CANS Plan Phase II – Neighborhoods

RESIDENT ENGAGEMENT				
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.		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.			√

CANS Plan Phase II – Neighborhoods

NEIGHBORHOOD CAPACITY				
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.		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.		√	

CANS Plan Phase II – Neighborhoods

DELIVERY SYSTEM			
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.	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.			√



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

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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.

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

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.

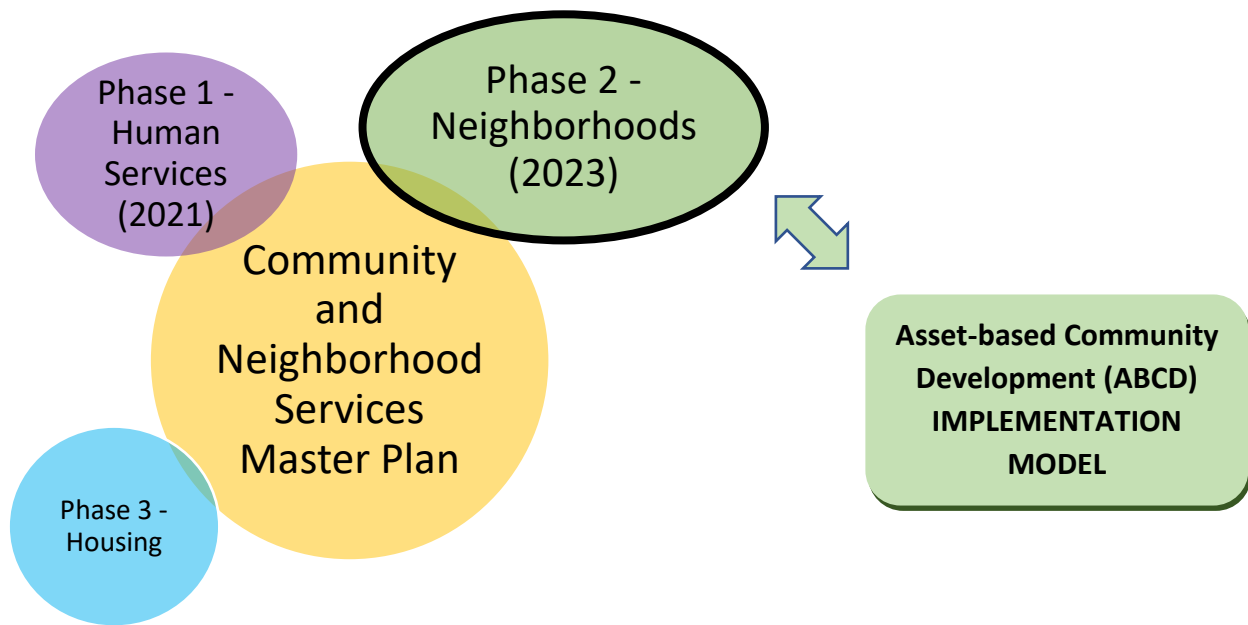


Core Concepts

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. While this phase of the Community and Neighborhoods Master Plan was informed by these neighborhoods, the resulting goals, objectives, and actions are open to all Goodyear residents and neighborhoods.

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.

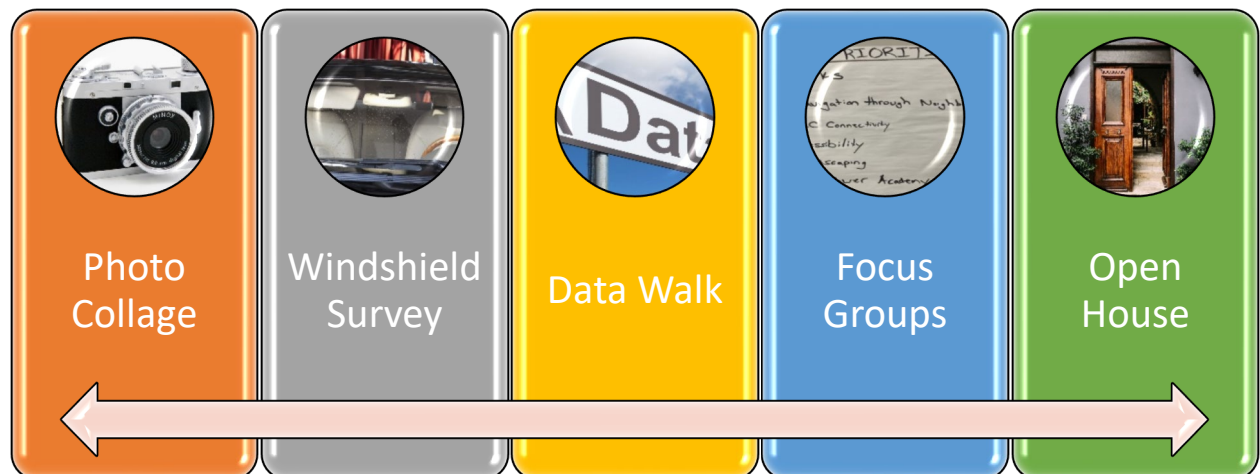


Photo collage. Residents were invited to submit pictures of the people, places, culture and history that make their neighborhood unique. Residents of the Cottonflower, Historic Goodyear and Wildflower Ranch neighborhoods participated. These pictures are featured throughout the Plan.

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

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. A hybrid in-person and online open house was hosted on March 23, 2023. Residents from across the city shared informal efforts that are already taking place within neighborhoods and concerns about multi-family development. Participants also expressed enthusiasm for opportunities to continue making connections within neighborhoods and with supporting organizations.

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.

CANS Plan Phase II – Neighborhoods

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.

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

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"> •12% include a retired person •23% include a person with a disability •49% identify as Hispanic or Latino •33% identify as a race other than white •39% are age 18 or younger •8% are age 65 or older 	<ul style="list-style-type: none"> •\$73,298 Median Household Income •23% High School Diploma/GED or less •77% employed in non-management positions 	<ul style="list-style-type: none"> •57% are homeowners •39% moved in before 2010 •87% of housing units are in good exterior condition •35% of children live in two-parent households •Only 2% of households were impacted by property crime in the past year
Neighborhood Resident Perceptions		
<p>Assets & Opportunities</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"> • Parks. • Neighborhood connectivity and navigation and opportunities for increasing connectivity. • Wildflower Academy. • Goodyear Recreation Campus connectivity and opportunities for increasing. • Landscaping. • Gathering and meeting areas. • Spaces for block parties and community events. • Varying house colors and landscaping plants. 	<p>Challenges</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"> • Rental property owners not maintaining their homes. • Inadequate street and park lighting. • Trash and dog poop in walkways and landscaping. • Street parking (primarily on Shooting Star, Morning Glory, and 159th). • Damaged fencing. • No community events. • Streets are cracking and developing dips. • Dead grass in the parks. • Inadequately wide or non-existent sidewalks. • Drip irrigation where plants have been removed. • Transient energy and not enough young families. • Non-responsive Homeowner Association. • Over-crowded housing with multiple families. • Litter everywhere. • Dog poop on sidewalks and in parks. • No safe path to school (Wildflower Academy). 	

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.

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- 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

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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 the city continue to proactively respond to residents expressing or requesting assistance with specific concerns, and:

Neighborhood and resident engagement move at the speed of trust.

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. While this strategic plan was developed with a focus on five Goodyear neighborhoods, the resulting goals, objectives, and actions are relevant to all Goodyear residents and neighborhoods.

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.

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

Creating an accountable and participatory delivery system is critical to the success of this Plan. Trust, connectedness, and goodwill are intangible yet critical precursors to a thriving

community that are difficult to measure. Likewise, the unpredictable path of resident-led neighborhood initiatives that emerge through engagement and capacity building processes may not lend themselves to traditional deadline and output-driven performance measurements. Neighborhood Services can however monitor and measure City-provided leadership, engagement, and capacity-building opportunities, and the number and type of resident-initiated activities that result from those opportunities.

Neighborhood Services will also seek input from other city departments that utilize their resident engagement expertise, and from participants in City-provided opportunities. This input will allow for continuous refinement of processes, programs, and technical assistance.

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

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				
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.		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.			√

CANS Plan Phase II – Neighborhoods

NEIGHBORHOOD CAPACITY				
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.		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				
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.		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.			√