

GOODYEAR 2025





GOODYEAR 2025
City of Goodyear General Plan

Ratified by the Citizens of Goodyear
November 4, 2014

Approved by the Goodyear City Council
June 23, 2014

Approved by the Goodyear Planning and Zoning Commission
May 21, 2014

Approved by the Goodyear 2025 General Plan Committee
March 25, 2014

About the Goodyear 2025 General Plan Cover and Chapter Dividers

Throughout the creation of the Goodyear 2025 General Plan, numerous comments were received regarding the importance of art and culture to the Goodyear community. The Goodyear 2025 Community Art Contest was created to highlight Goodyear’s commitment to art and culture by featuring artwork created by local artists throughout the General Plan. The Goodyear 2025 Community Art Contest was cosponsored by the Goodyear 2025 General Plan Committee and the Goodyear Arts and Culture Commission. The grand prize winner is featured on the cover of the Goodyear 2025 General Plan and the ten finalists are featured on the chapter dividers. A People’s Choice Award was presented to the artwork that received the most votes on the General Plan interactive citizen engagement website: Goodyear Connects. For more information on the City’s arts programs visit www.goodyearaz.gov/arts.



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Goodyear 2025 General Plan Committee

The City Council, Planning and Zoning Commission, and City staff would like to give a special acknowledgement to the Goodyear 2025 General Plan Committee. This group, representing the diversity of the community of Goodyear, was charged with overseeing the update of the Goodyear 2025 General Plan. They devoted a significant amount of time and effort by tirelessly attending meetings (there were 22 General Plan Committee meetings and many more community wide meetings), sharing their passions through idea champion presentations, serving as liaisons to other committees, diligently reviewing documents, reaching out to the community, and providing general guidance.



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INTRODUCTION

1

Sunset

photograph

by Kathy Brinkman

Goodyear 2025
Community Art Contest
People's Choice Award

CHAPTER 1 INTRODUCTION

About the Goodyear 2025 General Plan

Goodyear is a growing community with a rich past and a promising future. Goodyear residents enjoy a high quality of life with distinctive neighborhoods, tremendous community spirit, scenic views, and unique natural resources such as the Sierra Estrella Mountains, the Gila River, and the Sonoran Desert National Monument. Throughout the General Plan update process, the overwhelming sentiment is that residents enjoy living in Goodyear and want to retain its character while providing additional amenities and taking advantage of its many resources. Retaining and building upon Goodyear’s high quality of life is the pinnacle goal of the Goodyear 2025 General Plan (General Plan).



Figure 1.1 Estrella Lakes at Night

The General Plan is the roadmap to our vision and it sets forth policies and action items to reach that vision. The Arizona Revised Statutes (ARS) guide the development of the General Plan. The ARS mandate that a general plan be prepared by the City and updated every 10 years. It is to include community goals, development policies, maps, and text setting forth objectives, principles, standards and plan proposals.



Figure 1.2 Desert Cactus in Bloom

How to use the Goodyear 2025 General Plan

The General Plan is divided into ten chapters. The first three chapters describe the General Plan (Chapter 1), provide data and information about Goodyear (Chapter 2), and detail the community vision (Chapter 3). The next chapter (Chapter 4) introduces the community goals while the following three chapters (Chapters 5-7) includes the community objectives, policies, and action items associated with those goals. The Land Use and Transportation Plan is included in its own chapter for ease of reference (Chapter 8). The final two chapters detail amendment and public participation procedures (Chapter 9) and implementation of the plan (Chapter 10).

Building Blocks of the General Plan:

Although the General Plan includes many components such as data, projections, and maps, the building blocks of the General Plan are the community vision and the approach to implement this vision, through an overall fundamental strategy, community goals, objectives, policies, and action items.

CHAPTER 1 INTRODUCTION

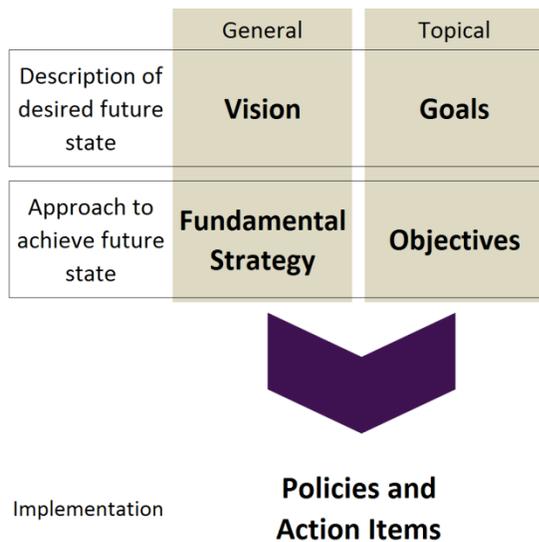


Figure 1.3 How the building blocks relate to each other.

Vision: The vision of Goodyear is a description of the preferred future state that we wish to achieve. It is our aspiration for the community.

The vision is included in *Chapter 3: Vision*.

Fundamental Strategy: If the vision is the “what”, the strategy is the “how”. It is the method to achieve our vision. Nine fundamental strategies were created to focus our efforts and clarify the vision. The strategy is included in *Chapter 3: Vision*.

Community Goals: The goals are the desired outcomes we should achieve in order to begin to realize our vision. The goals are broad and long-term.

The community goals are included in *Chapter 4: Community Goals*.

Objectives: The objectives are necessary targets to achieve the stated goals. Each

objective is tied to a specific goal. Objectives are specific and quantifiable.

The objectives are listed under the community goals and are included in *Chapters 5-7*.

Policies: The policies implement the objectives. They are specific statements that guide decision-making.

Action Items: Related to policies, action items are actionable items that implement objectives. Action items are distinguished from policies as they have identifiable start and end dates.

The policies and action items are listed under objectives and are included in *Chapters 5-7*.



Figure 1.4. Example of how the building blocks of the Goodyear 2025 General Plan work together to implement the vision.

CHAPTER 1 INTRODUCTION

CHAPTER 3 VISION

A Vision for Goodyear
The vision statement, written by the GPC (see Chapter 1: Introduction), was used to guide the creation of the General Plan. As the planning process progressed, it became clear that the vision statement should be shortened. The General Plan Committee shortened the vision to the statement below.

Create a highly desirable and sustainable place for all to live, work, visit, and play.

This revised vision statement is short and easy to remember. It also has a lot of substance. The vision describes Goodyear as a place that people find desirable, that they will visit, and where they want to work and live. Goodyear is described as a sustainable place meaning it is fiscally sustainable, it is a healthy place, and is environmentally sustainable.



However, it is also important not to lose other guidance that was part of the original vision statement. The original vision statement included the following directions:

- Foster a sustainable community with diverse destinations connected throughout the city
- Encourage growth by offering opportunities for cultural, educational, and economic development
- Recognize our assets, history, and open spaces
- Maximize partnerships and collaboration

This guidance will be carried forward in the General Plan along with the ideas garnered during the extensive public outreach effort which is detailed below.

	General	Topical
Description of desired future state	Vision	Goals
Approach to achieve future state	Fundamental Strategy	Objectives

Policies and Action Items

Implementation

Figure 3.2 Chart showing the building blocks of the General Plan (from Chapter 1). The Vision is highlighted.

A Summary of the Public Outreach Effort

CHAPTER 3 VISION



Figure 3.5 Residents enjoying a dining establishment



Figure 3.6 Children walking to school



Figure 3.7 Enjoying a Goodyear park

Strategy 1. Create Attractive Places and Diverse Destinations
By focusing on creating an inviting, people-friendly, and attractive community with diverse destinations, we will create a unique city for all to live, work, visit, and play. Great places will include quality shopping, dining, recreation, and entertainment experiences. Diverse destinations include built environments and natural open spaces.

Strategy 2. Develop a Physically and Socially Connected Community
A community that is well connected fosters unity and a healthy economy. A wide range of transportation opportunities give residents and businesses options for travel to and within the community. Building social connections by providing gathering places, building the fiber-optic network to allow for enhanced telecommunications, and promoting events ensures a cohesive and healthy community.

Strategy 3. Expand the Parks, Open Space, Trails, and Recreation System.
As a family-oriented community, the parks and recreation system is a vital part of the community. Providing additional parks and recreation facilities is key to promote a healthy community, social interaction, and provide a desirable place to live, work, play, and visit. Preserving open space is also important for a community with unique natural resources.

GOODYEAR 2025 CITY OF GOODYEAR GENERAL PLAN 1

GOODYEAR 2025 CITY OF GOODYEAR GENERAL PLAN 3

Vision (see Chapter 3, page 1)



Fundamental Strategies (see Chapter 3, page 3)

Community Goal
Includes goal statement, detailed explanation, pictures, potential assets, and potential barriers.

CHAPTER 7 ECONOMIC DEVELOPMENT

Economy

Goal ED-1
A resilient and diversified economy.

The health of the economy is vital to the health of the community. City revenues depend upon sales tax and property taxes. Creating an economy that has diverse industries, rather than relying on one industry such as construction is important. A resilient economy is one that will not feel the effects of economic downturns as strongly and will rebound quicker.

Existing assets that may assist in implementation:

- Phoenix-Goodyear Airport and Luke Air Force Base.
- Existing businesses.
- Existing infrastructure.
- A highly educated and trained workforce.

Possible barriers to implementation:

- Lack of a downtown/central business district
- Changes in the State Legislature Policy to impact fee legislation (SB1525).
- Infrastructure in some areas is planned but not built.

Objective ED-1-1.
Encourage development to attract businesses to Goodyear that offer good wages and benefits and positively contribute to the community and economy.

Policies:

- Foster the creation of jobs within key industry clusters:
 - Aviation and aerospace
 - Higher education
 - Health services
 - Advanced manufacturing
 - Information technology
 - Tourism
- Utilize and expand efforts to attract new employers to the City through regional partnerships with organizations such as, but not limited to, the Arizona Commerce Authority (ACA), Arizona Association for Economic Development (AAED), the Southwest Valley Chamber of Commerce, International Council of Shopping Centers (ICSC), National Association of Industrial and Office Properties (NAIOP), Greater Phoenix Economic Council (GPEC), International Economic Development Council (IEDC), Valley Partnership, and WestMarc.
- Continue to forge relationships and create partnerships with industry leaders, property owners, and key development officials to gain a perspective of their "wants and needs" to locate their operations within Goodyear.

GOODYEAR 2025 CITY OF GOODYEAR GENERAL PLAN 2

Objective

Policies & Action items

(see Chapters 5-7)

Figure 1.5 Organization of the General Plan

CHAPTER 1 INTRODUCTION

Creation of the Goodyear 2025 General Plan

The creation of the General Plan was overseen by a citizen-based advisory committee, the Goodyear 2025 General Plan Committee (GPC). The GPC met monthly for 18 months, attended various other community events, discussed the various elements of the General Plan, and reviewed each chapter in detail. The creation of the General Plan included an extensive public participation component. A summary of the update process and public participation activities is included in Appendix C.



Figure 1.6. Goodyear 2025 General Plan Committee

A vision statement guided the creation of the General Plan. It was drafted during the visioning workshop held on November 3, 2012 and finalized by the GPC. The vision statement was displayed at a series of open house meetings held in February 2013 where 92% of meeting attendees stated that they agreed with the vision statement. This vision statement was later refined as detailed in Chapter 3: Vision.



Figure 1.7. General Plan Committee at work

Guiding Vision

Create a highly desirable place for all to live, work, visit, and play by fostering a sustainable community with diverse destinations connected throughout the city, encouraging growth by offering opportunities for cultural, educational, and economic development, while recognizing our assets, history, and open spaces, and maximizing partnerships and collaboration.

Relationship to Other Plans

The General Plan provides the basis for all other community planning efforts by setting the community vision and creating a roadmap to achieve the vision. The General Plan references other plans that provide additional detail and guidance on a particular topic or geographic sub-area. These plans are meant to work together to implement the community's vision. The text and chart below describes the

CHAPTER 1 INTRODUCTION

relationship between the General Plan and these other plans.

- Master Plans, such as the City’s Parks, Recreation, Trails, and Open Space Master Plan or Transportation Master Plan, take the General Plan a step further for a specific topic by providing additional detail, setting priorities, and identifying funding sources. Sub-area plans (or specific area plans) are similar to master plans but provide additional detail for a specific geographic area rather than a topic.
- Codes and ordinances, such as the City’s Zoning Ordinance or Municipal Code, begin to implement the plans by creating regulations and standards.

- Program and project plans, such as a recreation program, a development site plan, or the Capital Improvement Program (CIP), provide specific and detailed actions or programs (and improve the built environment (such as a built roadway)).

The Transportation Master Plan and Parks and Recreation Master Plan were created concurrently with the General Plan. This allowed these documents to be created in conformance with the Goodyear 2025 General Plan and vice versa.

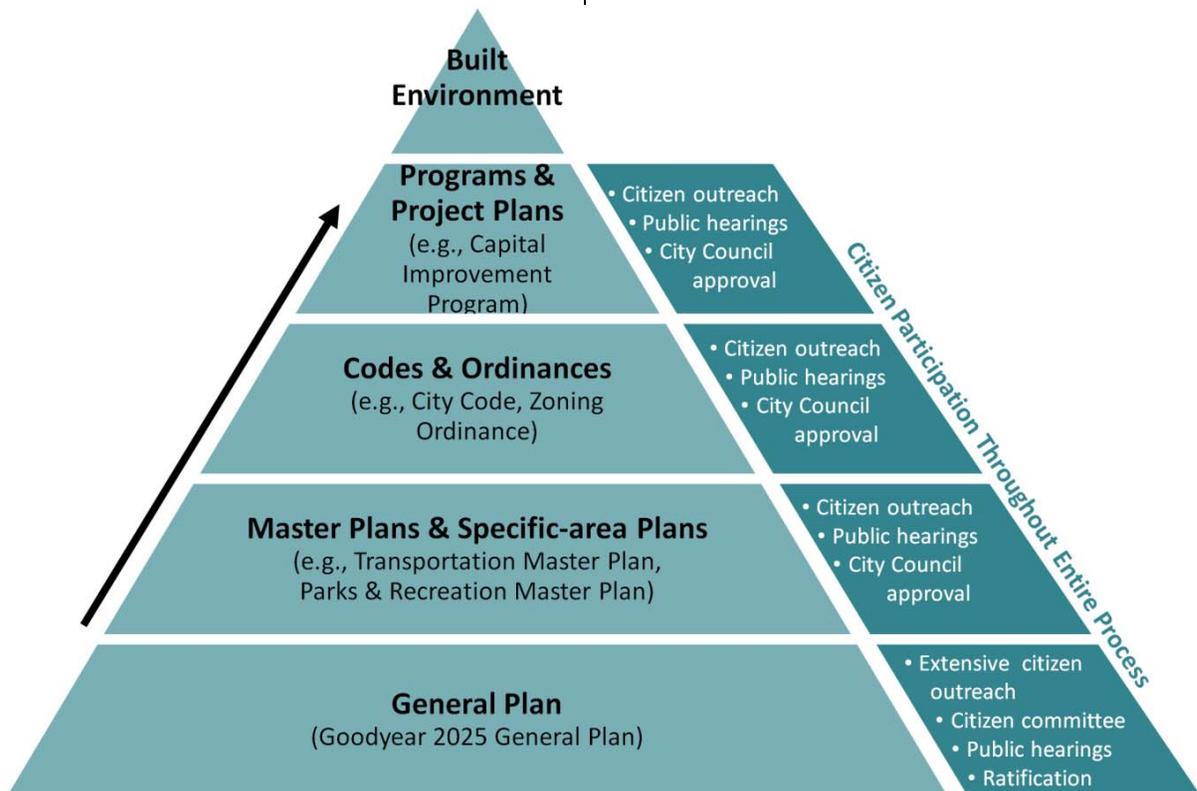


Figure 1.8. How the planning process leads to the built environment.

CHAPTER 1 INTRODUCTION

Relationship to the City's Performance Management Program

The General Plan is a tool to provide long-term direction to the City of Goodyear. The vision and goals of the General Plan directly lead to the creation of the City's Strategic Action Plan, which leads to the creation of each Department's operating plan and the City's budget.

Employee evaluations and the performance measurement system internally measures results, while regular citizen surveys externally measures results. The performance management program is a system that ensures a shared vision, constant and consistent citizen input, and accountability.



Figure 1.9. Goodyear's Performance Management Program

GOODYEAR PROFILE

2



Estrella Mountains

photograph

by Kathy Brinkman

Goodyear 2025
Community Art Contest
Finalist

CHAPTER 2 GOODYEAR PROFILE

A Profile of Goodyear

The following is a data profile for the Goodyear community. Rather than include data on individual topics in each section of the General Plan, the data has been compiled and included as a single chapter for easy reference.

Location & Context

Goodyear is located 20 miles west of Phoenix in the area of Maricopa County known as the Southwest Valley. Many natural features dot the Goodyear landscape. The Gila River runs through Goodyear along with other significant washes, the Sierra Estrella Mountains are located just south of the Gila River in Goodyear, and the southern part of the City borders the Sonoran Desert National Monument.

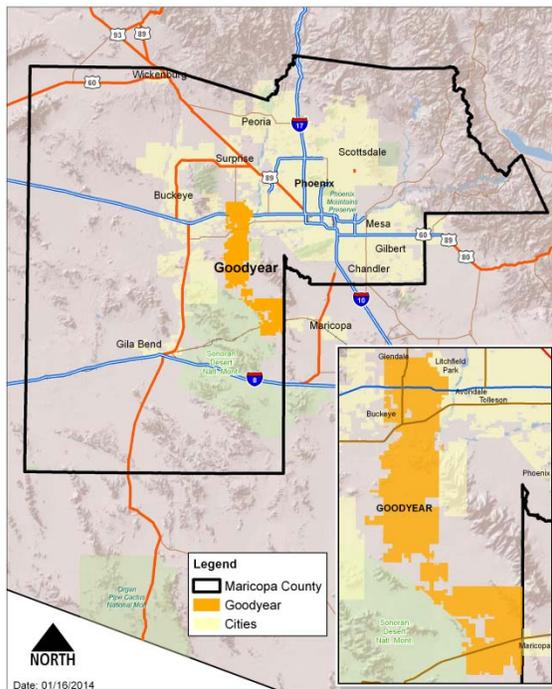


Figure 2.1 Vicinity Map of Goodyear

Goodyear is the Spring Training home to the Cleveland Indians and Cincinnati Reds. Many major employers also call Goodyear home such as the Cancer Treatment Centers of America, Lufthansa Airlines Training Center, West Valley Hospital, Southwest Specialty Foods, Poore Brothers, Macy's, Amazon.com, Dick's Sporting Goods, SubZero, and more.



Figure 2.2 Palm Valley Golf Course

History

Originally founded as an agricultural community in 1917 by Paul Litchfield of the Goodyear Tire and Rubber Company, the Egyptian cotton grown here was used in the manufacturing of Goodyear tires. Goodyear later became a location of military operations when blimps were manufactured in Goodyear during World War II. Goodyear was incorporated as a town in 1946 and became a charter city in 1985.

CHAPTER 2 GOODYEAR PROFILE



Figure 2.3 Timeline of Goodyear's History

CHAPTER 2 GOODYEAR PROFILE



Figure 2.4 Goodyear Cotton



Figure 2.5 Historic Litchfield Train Depot



Figure 2.6 Building the Goodyear Blimp



Figure 2.7 Town of Goodyear Fire Department

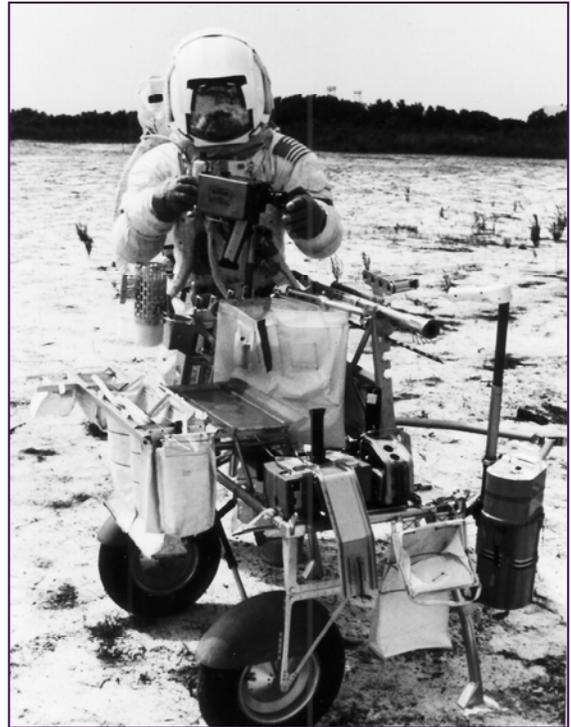


Figure 2.8 Astronaut training for a mission at the Phoenix - Goodyear Airport



Figure 2.9 Goodyear Aerospace



Figure 2.10 Historic Goodyear

CHAPTER 2 GOODYEAR PROFILE

Goodyear Municipal Planning Area (MPA)

The City of Goodyear encompasses 191 square miles. However, cities within Maricopa County also have an area of planning concern that extends outside of their City limits known as a Municipal Planning Area (MPA). Goodyear's MPA is currently 246.6 square miles. The City is responsible for long-range planning within this area and thus the scope of the General Plan is the MPA boundary. For the purposes of the General Plan, the term "Goodyear" refers to the area within the MPA boundary while the term "City" refers to the City of Goodyear municipal city limits.

For the purpose of study and planning, Goodyear is broken down into five study areas (see Figure 2.11). Each of the study areas also aligns with MAG's Regional Analysis Zones (RAZ). RAZs are geographies identified and used by the Maricopa Association of Governments (MAG) in transportation planning.



Figure 2.11 Audience at Ballet Under the Stars

1. North Goodyear:
Area north of Interstate-10
(RAZ 265)

Encompasses PebbleCreek, Palm Valley, Estrella Falls Mall, Luke Air Force Base southern corridor
2. Central Goodyear:
Area south of Interstate-10 and north of the Gila River
(RAZ 280 and 281)

Encompasses Historic Goodyear, Canyon Trails, Ballpark Village, Phoenix-Goodyear Airport
3. Estrella Goodyear:
Area south of the Gila River and north of Pecos Road
(RAZ 302)

Encompasses Estrella, Estrella Mountain Regional Park
4. Rainbow Valley Goodyear:
Area south of Pecos Road and north of Patterson Road
(RAZ 323)

Encompasses portions of Estrella, Madeira, Watterman Wash
5. Southern Goodyear:
Area south of Patterson Road
(RAZ 373)

Encompasses Sonoran Valley, Mobile, Butterfield Landfill, Lufthansa Airstrip

CHAPTER 2 GOODYEAR PROFILE

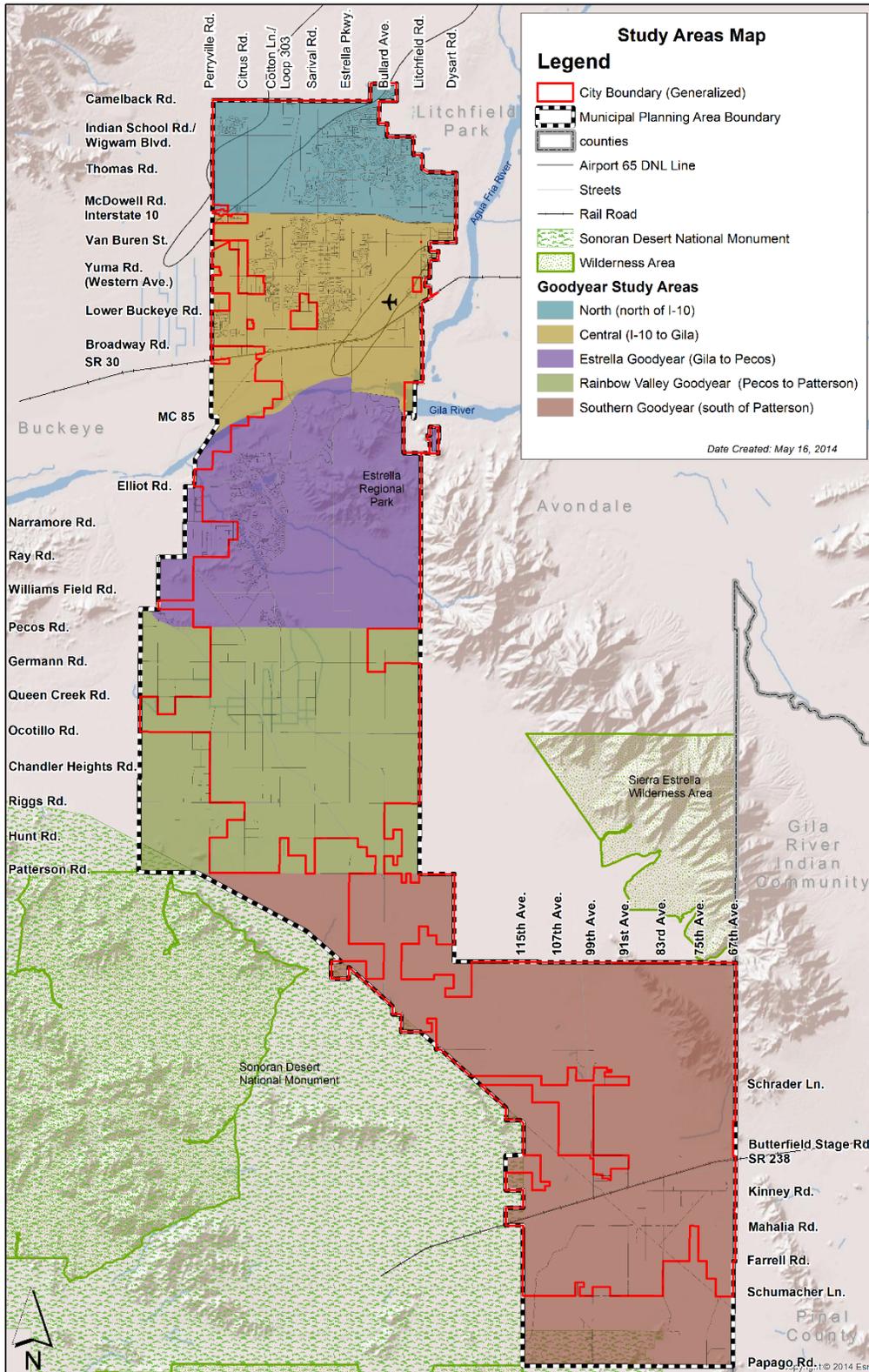


Figure 2.12. Map of the Goodyear Municipal Planning Area (MPA) and study areas

Population & Social Statistics

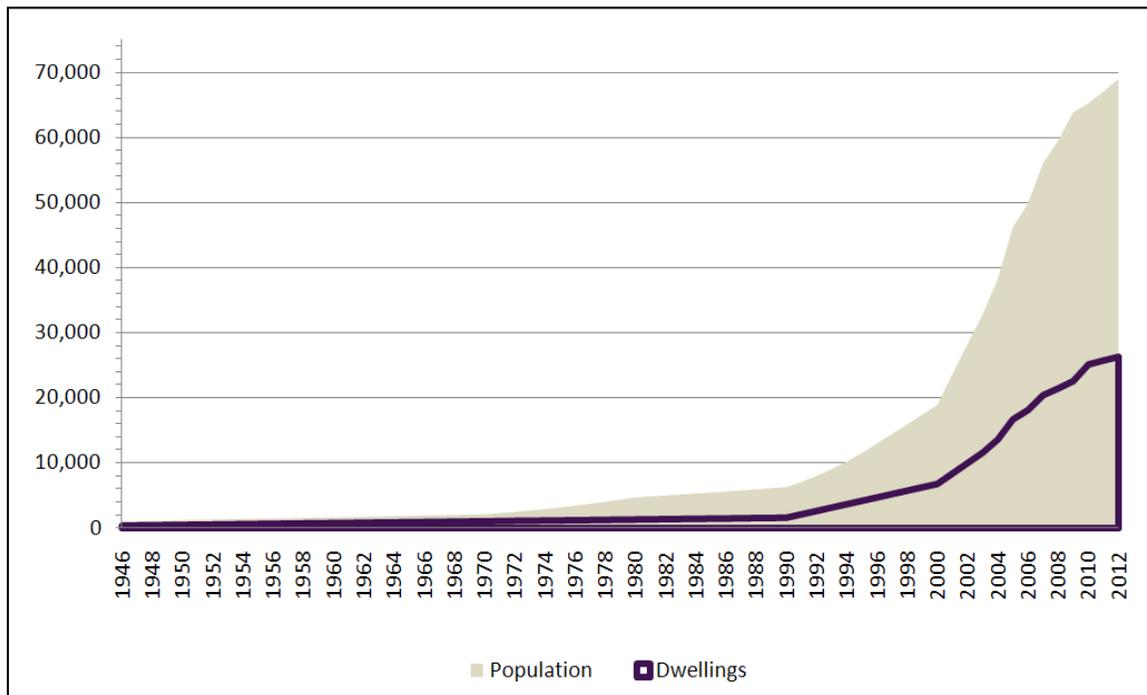
As of July 1, 2013, MAG estimates the City’s population as 72,274 with a dwelling unit count of 27,163. According to the 2010 Census, the City’s census count of 65,275 placed it as the 5th largest municipality in Maricopa County and the 14th largest municipality in the State of Arizona. Goodyear’s MPA population in 2010 was 68,031. This means that in 2010, there were 2,756 people who live outside of the City limits but within the Goodyear MPA.

Since the early 1990’s, the City’s population has grown tremendously. The average annual growth rate between 1950

and 1969 was 2.9%, between 1970 and 1989 it was 5.6%, and then between 1990 and 2009 it jumped to 12.5%.

Each month, the U.S. Census Bureau collects data for the American Community Survey. This data is compiled and made available each year. For cities with populations over 65,000 the data is available by one-year data. This is different from the Decennial Census because the Decennial Census is a snapshot of a single day, April 1st. The American Community Survey collects data over a year, so the data is more descriptive in nature. It also differs because the Census is an actual count where the American Community Survey is an estimate.

Figure 2.13. Historic Population and Dwelling Unit Growth from Incorporation (1946) to 2012.



Source: U.S. Census Bureau 2010 Decennial Census, Maricopa Association of Governments, City of Goodyear

CHAPTER 2 GOODYEAR PROFILE

Table 2.1 City of Goodyear, Arizona – 2012 American Community Survey Data

Subject	Count	Percent	Subject	Count	Percent
Total Population.....	69,631		HOUSEHOLDS		
Total Housing Units.....	26,695		Total Households.....	23,400	
SEX & AGE			Family households.....	17,984	76.9%
Male.....	32,540	46.7%	with own children under 18 years.....	8,590	
Female.....	37,092	53.3%	Nonfamily households.....	5,416	23.1%
Under 5 Years.....	4,833	6.9%	Householder living alone.....	4,601	
5 to 9 Years.....	5,966	8.6%	65 years and over.....	1,044	
10 to 14 Years.....	5,798	8.3%	Average household size.....	2.79	
15 to 19 Years.....	3,734	5.4%	Average family size.....	3.18	
20 to 24 Years.....	3,207	4.6%	EMPLOYMENT STATUS		
25 to 34 Years.....	8,485	12.2%	Population 16 years old and older.....	52,245	
35 to 44 Years.....	11,564	16.6%	In labor force.....	30,759	58.9%
45 to 54 Years.....	9,079	13.0%	Civilian labor force.....	30,717	58.8%
55 to 59 Years.....	4,620	6.6%	Employed.....	28,602	54.7%
60 to 64 Years.....	3,271	4.7%	Unemployed.....	2,115	4.0%
65 to 74 Years.....	6,323	9.1%	Armed Forces.....	42	0.1%
75 to 84 Years.....	2,310	3.3%	Not in Labor Force.....	21,486	41.1%
85 Years and older.....	441	0.6%	COMMUTING TO WORK		
Median Age (Years).....	38.4		Mean travel time to work (minutes).....	31.2	
RACE			INCOME		
One race.....	67,775		Median household income (dollars).....	73,022	
White.....	58,187	85.9%	Mean household income (dollars).....	81,425	
Black or African American.....	4,955	7.3%	PERCENTAGE BELOW POVERTY LEVEL		
American Indian & Alaska Native.....	734	1.1%	All people.....	7.3%	
Asian.....	1,623	2.4%	All families.....	5.6%	
Native Hawaiian & Other Pacific Islander.....	-	0.0%	EDUCATIONAL ATTAINMENT		
Some other Race.....	2,276	3.4%	Population 25 years old and older.....	46,093	
Two or more races.....	1,856		Percent high school graduate or higher.....	93.6%	
HISPANIC OR LATINO ORIGIN			Percent have bachelor's degree or higher.....	28.5%	
Hispanic or Latino (any race).....	21,157	30.4%	RESIDENCE ONE YEAR AGO		
Not Hispanic or Latino.....	48,474	69.6%	Population.....	68,405	
HOUSING			Same house.....	56,789	83.0%
Total housing units.....	26,695		Different house, same county.....	8,516	12.4%
Occupied housing units.....	23,400	87.7%	Different house, different county.....	2,722	4.0%
Vacant Housing units.....	3,295	12.3%	PLACE OF BIRTH		
Homeowner vacancy rate (percent).....	2.5		Born in state of residence.....	21,828	31.3%
Rental vacancy rate (percent).....	11.4		Born in a different state.....	40,598	58.3%
Owner-occupied housing units.....	16,763	71.6%	Foreign born, born in Puerto Rico, US Islands....	7,205	10.3%
Renter-occupied housing units.....	6,637	28.4%	LANGUAGE SPOKEN AT HOME		
Household size in owner-occupied units.....	2.72		Population 5 years and over.....	64,798	
Household size in renter-occupied units.....	2.95		English Only.....	50,853	78.5%
Median value of owner-occupied units (dollar)	178,300		Language other than English.....	13,945	21.5%
Median rent paid (dollars).....	1,343		Speak English less than "very well".....	4,076	6.3%

Source: U.S. Census Bureau, 2012 American Community Survey (ACS), 1-Year Estimates

CHAPTER 2 GOODYEAR PROFILE

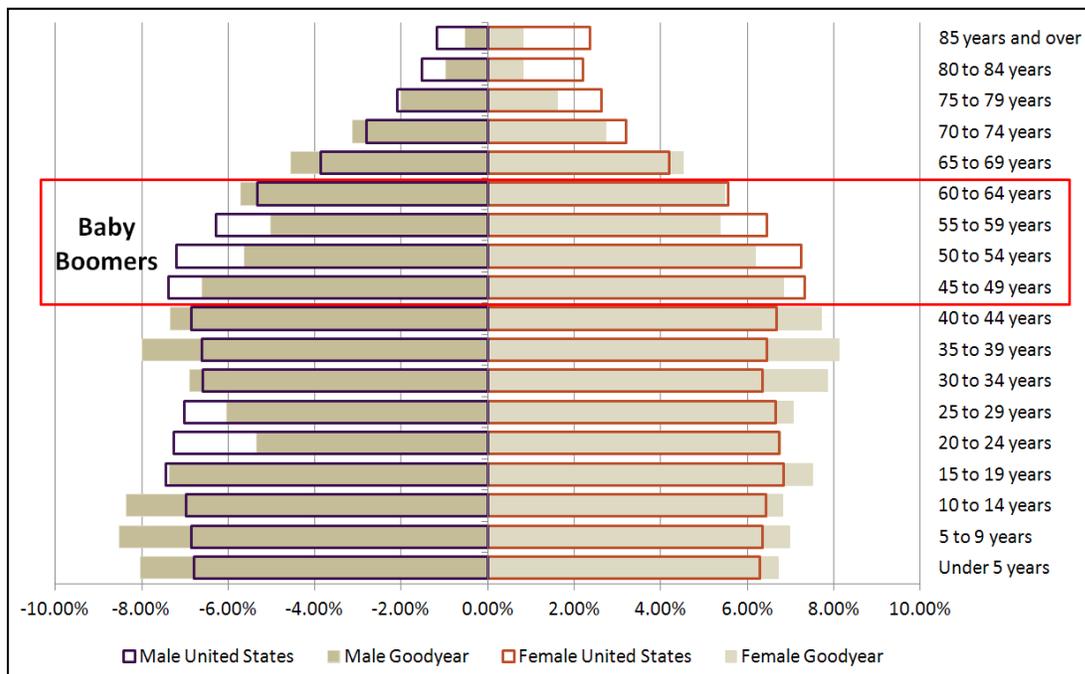
Age and Sex Distribution

The median age of Goodyear residents is 34.9 according to the 2010 Census. This is a slight decrease from the median age in 2000 of 36.5 but an increase from the median age in 1990 of 29.1. The large age-restricted retirement community of PebbleCreek started construction in the 1990's causing Goodyear's median age to increase in 2000. Since 2000, more young families have moved to Goodyear causing the median age to decrease. This is supported by Figure 2.14, which shows that Goodyear has a larger proportion of children under 14 years of age and adults aged 30-44 than the average for the United States. This is likely indicative of a higher number of families living in Goodyear.

The aging "baby boomer" generation may have a significant impact on Goodyear in the future. According to the Pew Research Center, 10,000 people will turn 65 each day in the United States between the years 2011 and 2030. About 23% of the population in Goodyear is considered a baby boomer. Figure 2.14 shows that there is a smaller percentage of baby boomers in Goodyear than in the United States. As this generation reaches retirement age, Goodyear could see more growth in this demographic if they choose to retire in Arizona.

Figure 2.14 also shows there is a significantly lower percentage of males aged 20-29 living in Goodyear than in the United States. This may indicate young people leaving Goodyear to attend college or join the military. It is noteworthy that this is true of males but not females.

Figure 2.14. Age and Sex Distribution in the City of Goodyear and the United States.



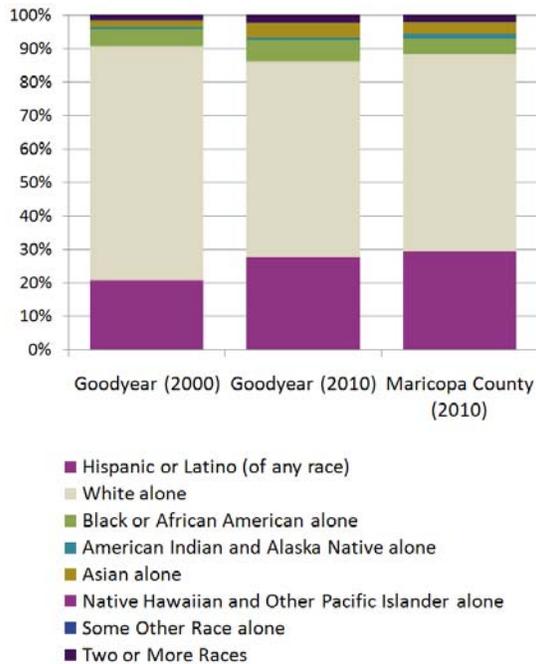
Source: U.S. Census Bureau 2010 Decennial Census

CHAPTER 2 GOODYEAR PROFILE

Race and Hispanic Origin

Since 2000, Goodyear has become a more diverse community, and in 2010 more closely resembled the race and Hispanic origin distribution of Maricopa County. It is important to note that Hispanic origin is not considered a race. However, looking at race and Hispanic origin together allows for a more comprehensive look at the diversity of a community.

Figure 2.15. Distribution of Race and Hispanic Origin for the City of Goodyear (in 2000 and 2010) and Maricopa County (2010).

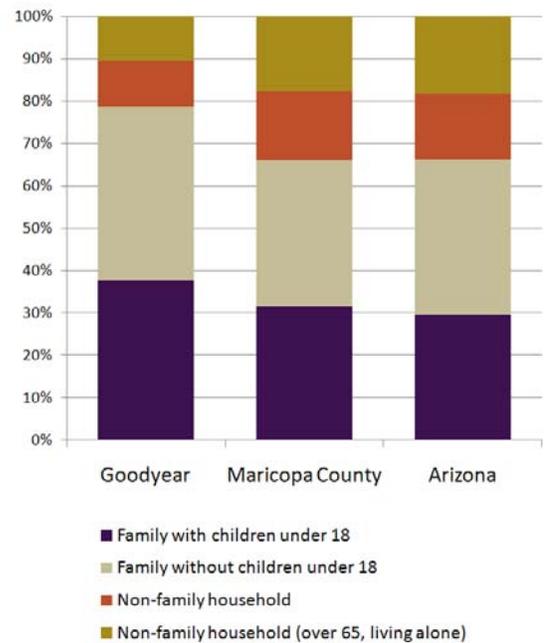


Source: U.S. Census Bureau 2010 Decennial Census, U.S. Census Bureau 2000 Decennial Census

Households and Families

Households and family data also shows that Goodyear is a family-oriented community. Goodyear has a higher percentage of families than Maricopa County or Arizona.

Figure 2.16. Household and Family Types in the City of Goodyear, Maricopa County, and Arizona (2010)



Source: U.S. Census Bureau 2010 Decennial Census

Housing Statistics

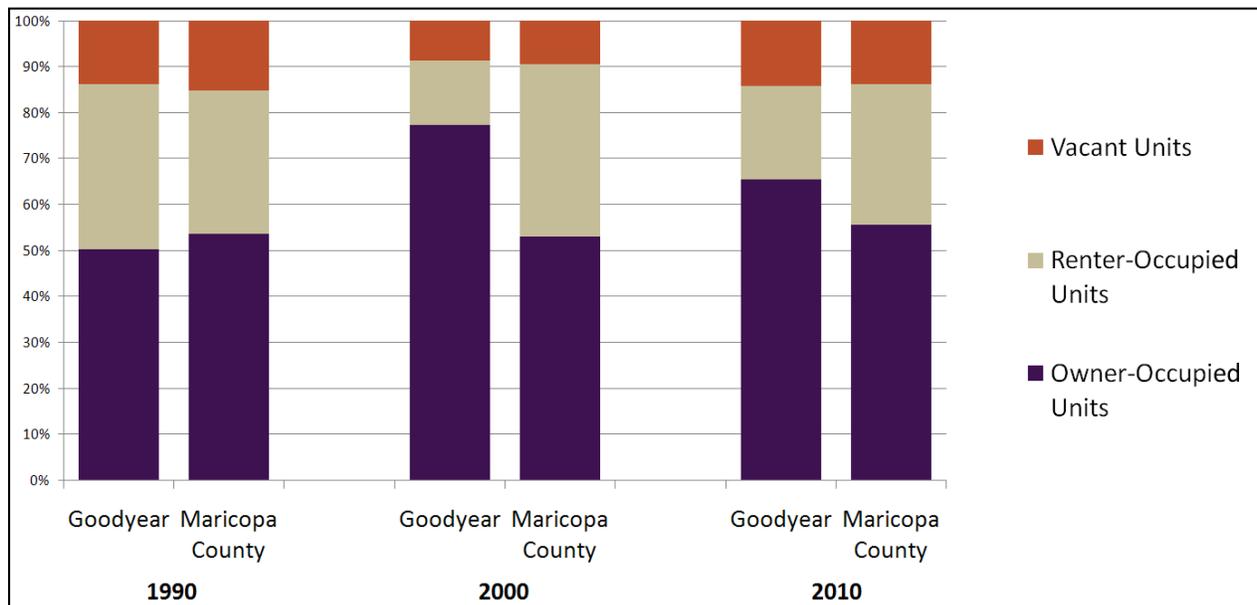
As demonstrated in Figure 2.13, housing growth has increased dramatically since 2000. At the height of Goodyear’s housing boom, the City was building over 2,000 single family dwellings per year, reaching a peak of 2,657 residential completions in 2006 (residential completions includes both single family and multi-family units). The entire West Valley (areas west of Phoenix, not including Phoenix) has seen an increase in residential growth. Between 1990-1994, the West Valley accounted for only 17% of residential completions, while between 2005-2009 the West Valley accounted for 33% of residential completions (source: Maricopa Association of Governments). As the East Valley communities approach build-out, residential demand will increase in the West Valley and Goodyear.

Occupancy and Tenure

Since 2000, Goodyear has had a higher percentage of owner-occupied dwelling units (i.e., any living unit such as a house or a single condominium unit) than Maricopa County. This may be due to Goodyear’s large number of families, suburban nature, high median-income, or some combination thereof. It may also mean that Goodyear will catch up with Maricopa County and will see renter-occupied unit growth in the future.

Goodyear’s vacancy rate, along with that of Maricopa County, greatly increased between 2000 and 2010 due to the foreclosure crisis. The vacancy rate is anticipated to drop to normal, and may already be at normal levels (for Goodyear, 8% vacancy or less).

Figure 2.17. Occupancy and Tenure for Goodyear Compared to Maricopa County from 1990 to 2010.



Source: U.S. Census Bureau 2010 Decennial Census

CHAPTER 2 GOODYEAR PROFILE

Distressed properties

The foreclosure crisis is one of the most significant events to affect Goodyear in the recent past. Since many of Goodyear’s homes were built in the mid-2000’s when home prices were at their highest, many Goodyear properties were foreclosed upon when home values plummeted. Goodyear did have a higher percentage of distressed properties (i.e. bank owned properties plus properties that have

received notice of a pending foreclosure) than Maricopa County. However, since 2012, Goodyear’s share of distressed properties in the County has been declining. The total number of distressed properties have been declining since 2009. Table 2.2 shows this trend and that foreclosures are almost back to normal (approximately 0.7% of total units being distressed could be considered normal).

Table 2.2. Distressed Properties in Goodyear and Maricopa County from September 2009 to September 2013.

Month	Goodyear			Maricopa County		Goodyear as a % of County
	Bank-Owned	Total Distressed	% of Total Units that are Distressed	Bank-Owned	Total Distressed	
Sept. 2009	327	1,500	6.7%	13,572	60,641	2.5%
Mar. 2010	352	1,487	5.9%	16,428	63,182	2.4%
June 2010	381	1,325	5.3%	16,976	57,180	2.3%
Sept. 2010	403	1,304	5.2%	20,102	59,149	2.2%
Dec. 2010	397	1,300	5.2%	18,583	57,731	2.3%
Mar. 2011	393	1,169	4.7%	18,781	52,082	2.2%
June 2011	347	912	3.6%	16,053	40,959	2.2%
Sept. 2011	241	752	3.0%	12,288	34,705	2.2%
Dec. 2011	183	630	2.5%	9,178	27,051	2.3%
Mar. 2012	147	518	2.1%	7,466	24,176	2.1%
June 2012	130	468	2.1%	5,908	21,284	2.2%
Sept. 2012	145	413	1.7%	6,234	19,180	2.2%
Dec. 2012	132	357	1.4%	5,856	16,233	2.2%
Mar. 2013	114	338	1.3%	4,981	14,169	2.3%
June 2013	83	264	1.0%	4,051	11,361	2.3%
Sept. 2013	34	216	0.8%	3,906	9,864	2.2%

Sources: MAG, Information Market, U.S. Census Bureau, City of Goodyear

Note: Distressed properties include bank-owned and those that have received notice of a pending foreclosure but the foreclosure has not been finalized. NA=data is not available

CHAPTER 2 GOODYEAR PROFILE

Although it appears that the worst of the foreclosure crisis is over, it may have lasting effects:

- Housing quality may have deteriorated while homes were left vacant and possibly even vandalized. The young age of a home may not give the full picture of housing quality.
- Many people still cannot qualify for a mortgage.
- Some neighborhoods have been left half-built, placing an unexpected burden on HOAs or management companies.
- Many previously foreclosed homes appear to have been purchased by investors and could flood the market again or have other unforeseen consequences.

Housing Quality

Over 20,700 dwelling units were built since 1990 meaning that 83% of the City's dwellings (single family and multi-family) are less than 25 years old. Because so much of Goodyear's housing stock was built recently, it is in relatively good condition. This also means that the City currently does not have adequate programs and policies in place to handle an aging housing stock. As the housing stock ages, these programs and policies will need to be researched and instituted.

Housing Affordability and Cost Burden

With the housing market still recovering from the foreclosure crisis, current housing prices are affordable. However, housing

affordability has been an issue within Goodyear in the past and should be closely monitored. With the job market not fully recovered, the amount of income that is spent on housing costs could remain high, even with housing prices remaining low.

Figure 2.19 measures housing affordability in Goodyear and Maricopa County between 2000 and 2010. The Realty Studies Department at Arizona State University has devised an affordability index in which perfect affordability is defined at 100. Readings below 100 means that housing is "less affordable," while readings above 100 are considered "more affordable." These measurements are devised by taking a city's average income and comparing it to home values in that city. Home prices peaked in Goodyear and Maricopa County in 2006 and during that time, housing was considered unaffordable. Since 2007, housing has been considered affordable and was very affordable by 2010.

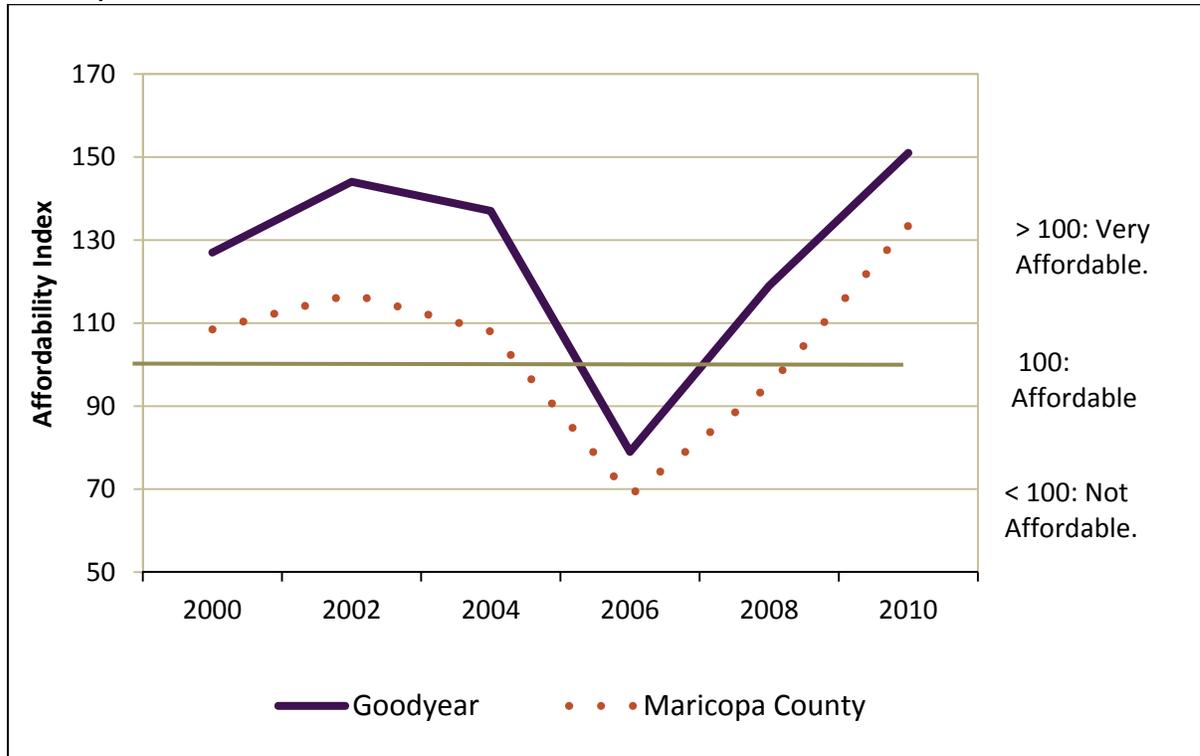
The majority of households in Goodyear spend less than 30% of their income on housing costs (mortgage, rent, insurance, and utilities) which is considered "affordable".



Figure 2.18 Homes in Goodyear

CHAPTER 2 GOODYEAR PROFILE

Figure 2.19. ASU Housing Affordability Index for Goodyear and Maricopa County from 2000 to 2010.



Source: U.S. Census Bureau 2010 Decennial Census, U.S. Census Bureau 2000 Decennial Census, U.S. Census Bureau 1990 Decennial Census

Build-Out and Projections

Build-out

When looking at build-out figures, it is important to note that build-out is not a target that the community wishes to achieve but a projected outcome of the land use plan that has been created. It is also a somewhat imaginary figure. No community, even Manhattan, ever reaches build-out and stops developing or redeveloping. For a relatively young community such as Goodyear, the build-out figure will change with the plans, resource availability, and desire of the community. However, the build-out figure is helpful for analysis and future planning and so an analysis of the build-out is included below.

The projected build-out for the Goodyear MPA is approximately 760,000 residents with 288,000 dwelling units and 328,000 jobs.



Figure 2.20 Home under construction

Projections

Because growth cannot be precisely predicted, three growth scenarios were created to allow exploration of different

potential possibilities. Table 2.4 includes total population projected in each of the three scenarios. The first scenario is a conservative growth scenario which predicts a slow economic recovery and steady growth in the future. The second scenario is a moderate growth scenario which predicts a moderate economic recovery and additional boom and bust times in the future, predicting that the West Valley will continue to hold a stronger share of the residential market. The final scenario is a strong growth scenario which predicts a boom time quickly after the economic recovery and that growth would remain strong.

The City closely monitors growth activity and makes adjustments to the strategic action plan and budget accordingly. Typically, the City has relied on conservative growth scenarios for budgeting purposes. The moderate growth scenario mimics MAG's 2013 Socioeconomic Projections. These projections are used for transportation planning purposes. The strong growth scenario was created to recognize that another housing boom could be around the corner and if it were to happen, there could be a strain on resources and an inability to keep up with growth if the City were not prepared for the possibility.

As Goodyear grows, its geographic distribution of population will shift from north to south. Figure 2.21 depicts the geographic distribution of population over time. As population moves south, services will need to be provided to meet new needs in these areas.

CHAPTER 2 GOODYEAR PROFILE

Table 2.3. Build-Out Projections for the Goodyear Municipal Planning Area.

Study Area of MPA	Area (Acres)	Population Build-Out	Dwelling Unit Build-Out	Jobs Build-Out	Density	Jobs to Housing Ratio
North	12,718	45,500	17,500	65,000	1.38	3.7
Central	20,947	96,000	34,900	120,100	1.67	3.4
Sierra Estrella	27,552	102,700	37,400	29,400	1.36	0.8
Rainbow Valley	35,876	258,800	97,800	32,700	2.73	0.3
Sonoran Valley	61,113	259,700	100,200	80,700	1.64	0.8
Entire MPA	158,206	762,700	287,800	327,900	1.82	1.1

Sources: MAG, City of Goodyear

Build-out was produced by the Maricopa Association of Governments using information provided by the City of Goodyear. Build-out figures are rounded to the nearest hundred. Density is dwelling units divided by total acreage, not just residential areas and is not a true measurement of density but has been provided for comparison between study areas of the MPA. The jobs to housing ratio is the number of jobs divided by the number of housing units. A jobs to housing ratio of 1.0 or higher typically indicates that a community is not a bedroom community.

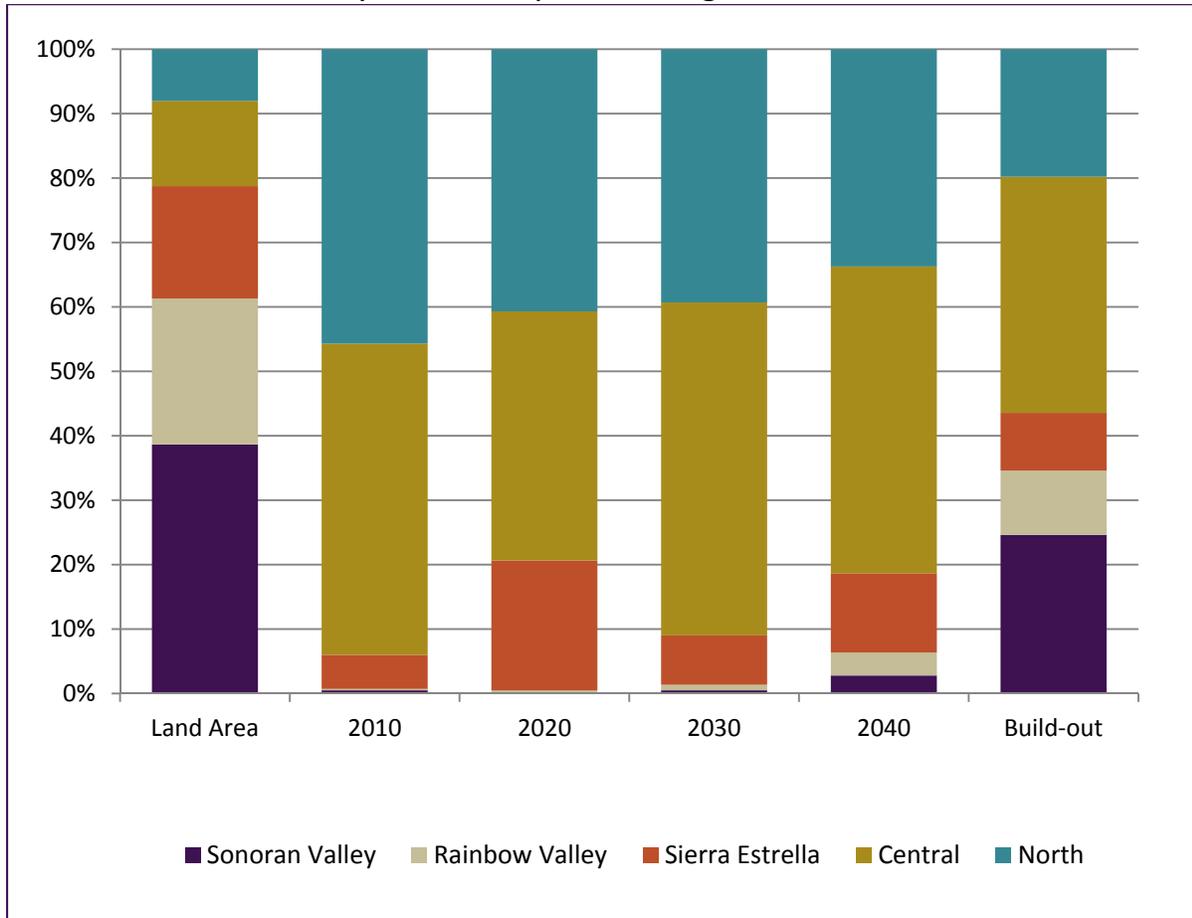
Table 2.4. Growth Scenario Population Projections for the Municipal Planning Area (MPA)

Scenario	2010 Population	2020 Population	2030 Population	2040 Population
Conservative Growth	68,000	98,000	159,000	219,000
Moderate Growth	68,000	115,000	168,000	241,000
Strong Growth	68,000	118,000	192,000	265,000

Sources: MAG, City of Goodyear

CHAPTER 2 GOODYEAR PROFILE

Figure 2.21. Geographic Distribution of Population Over Time Compared to Land Area for the Goodyear Municipal Planning Area.



Source: U.S. Census Bureau Decennial Census; Maricopa Association of Governments; the City of Goodyear

CHAPTER 2 GOODYEAR PROFILE

Employment Statistics

According to the 2013 MAG Socioeconomic Projections, there were 24,200 workers in Goodyear in 2010. This includes point-of-service workers such as construction workers, so the number will be higher than the Economic Census. Total employment is projected to be 46,500 in 2020, almost doubling the workers in Goodyear.

Inflow/Outflow of Workers

According to the Goodyear Focus on Success Economic Development Action Plan (2013), Goodyear experiences a significant amount of daily worker out migration. Using data from the US Census LEHD Origin-Destination Employment Statistics, 92.8% of people who live in Goodyear work outside of Goodyear and

85.9% of those who work in Goodyear live somewhere else.

Maricopa County collects a unique set of data for the Trip Reduction Program (TRP). Employers with 50 or more employees are invited to participate in a survey that asks questions about commuting. The first map, Figure 2.22, created by MAG, shows where people who live in the Goodyear MPA work. The two densest areas are the Southwest Valley and downtown Phoenix, although people commute all over the Phoenix area, following the major transportation corridors.

The second map, Figure 2.23, also created by MAG, shows where those working in the Goodyear MPA live. According to this map, most people working in Goodyear live in the West Valley and are most concentrated in the Southwest Valley.

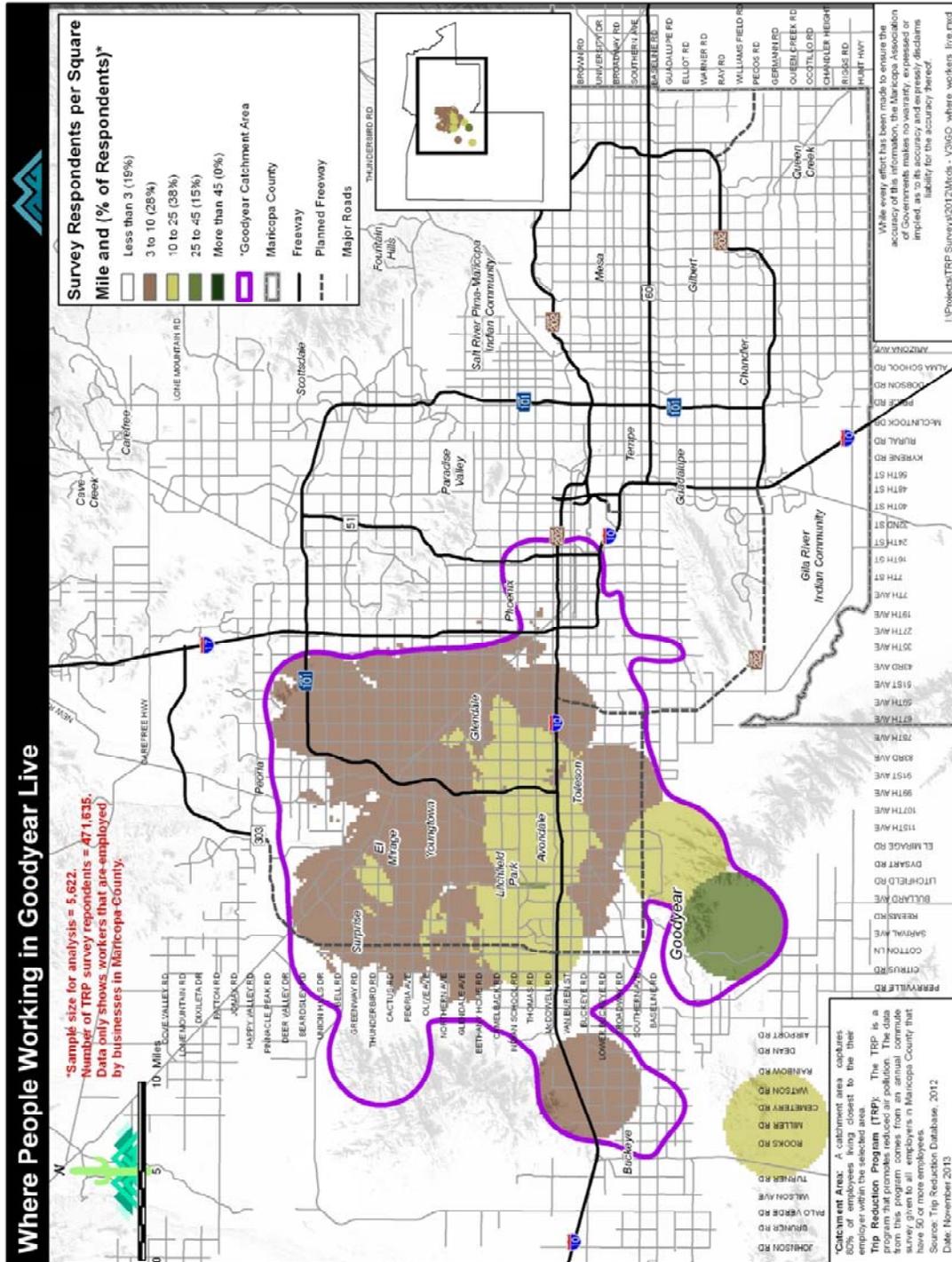
Table 2.5. Employment Projections by Sector

Sector	2010 (Actual)	2020	2030	2040
Retail	8,463	15,959	24,051	31,269
Office	2,357	4,440	7,487	11,150
Industrial	4,045	11,957	19,646	27,024
Public	1,470	2,568	4,419	5,928
Other	7,892	11,557	14,842	17,860
Total Employment	24,200	46,500	70,400	93,200

Sources: MAG 2013 Socioeconomic Projections

CHAPTER 2 GOODYEAR PROFILE

Figure 2.23 Commute Shed Map Showing Where People Working in the Goodyear MPA Live.



Source: Maricopa Association of Governments; Trip Reduction Survey

CHAPTER 2 GOODYEAR PROFILE

Infrastructure and Public Facilities

Public Buildings and Facilities

Public Buildings and facilities are the structures and properties the City owns and maintains in support of City services and infrastructure.

Public Safety

The City of Goodyear operates a police department consisting of sworn officers, support staff, and civilian public safety volunteers. In addition, Goodyear contracts with the Maricopa County Sheriff's Office to provide police protection

in the Sonoran Valley sector of the incorporated city.

The City of Goodyear provides fire protection throughout the incorporated area and has entered into an intergovernmental agreement with the adjacent cities of Avondale, Litchfield Park, and Maricopa to provide service and backup in the case of an emergency. EMT services are provided through a five year contract (2011 to 2016) with Southwest Ambulance, a division of Rural Metro Corporation. The necessary letter of service is on file with the State of Arizona Department of Health and Human Service.

Table 2.6. Public Buildings in Goodyear (does not include public safety buildings)

Building	Purpose	Address
City Hall	Mayor, Council, City Manager, and ataff	190 N Litchfield Rd
Justice Center	Civil and Traffic Courts	185 N 145th Ave
Engineering and Development Services	Planning, engineering, and building safety functions	195 N 145th Ave
Public Works Facilities	Transportation, water utility, waste water, and solid waste divisions	120 E Western Ave 200 S Calle Del Pueblo 4980 S 157th Ave
Equipment Management	Purchasing, maintenance, storage, and warehousing	1141 S Camino Oro
Parks and Recreation office	Parks and recreation administration	3075 N. Litchfield Rd
Goodyear Ballpark	Parks and ballpark administration	1933 S. Ballpark Way
Administrative Office		
Goodyear Branch Library	Library	14455 W. Van Buren, Ste 101

Source: City of Goodyear 2012

CHAPTER 2 GOODYEAR PROFILE

Table 2.7. Police Facilities in Goodyear

Station/Building	Address	Size	Staff
Police Administration	175 N 145th Ave	7,023 s.f.	30
Police Main Station	1111 S Litchfield Rd	4,000 s.f.	6
Southwest Family Advocacy Center	140 N Litchfield Rd	N/A	11
Estrella Police Patrol Substation	10701 S Estrella Pkwy	5,000 s.f.	4
Litchfield 911 & Telecommunication Center	1111 S Litchfield Rd	2,000 s.f.	16

Sources: City of Goodyear 2012

Table 2.8. Fire Stations in Goodyear

Station/Building	Address	Size	Crew
Fire Administration	175 N 145th Ave	6,600 s.f.	25
Station 181	14000 W Yuma Rd	14,000 s.f.	12
Station 182	10701 S Estrella Pkwy	14,000 s.f.	12
Station 183	3075 N Litchfield Rd	12,200 s.f.	12
Station 184	16161 W Yuma Rd	12,350 s.f.	15
Station 185	15875 W Clubhouse	10,900 s.f.	12
Station 186 (planned)	NE Corner of Rainbow Valley Rd and Willis Rd	N/A	N/A
Station 187	42960 S 99th Ave	14,000 s.f.	2

Sources: City of Goodyear 2012

CHAPTER 2 GOODYEAR PROFILE

Sanitation

The City of Goodyear provides a weekly residential curbside trash and recycling service (1 trash collection and 1 recyclable waste collection) contracted with Waste Management Inc. (WM) and bulk waste services provided by the Sanitation Division. Bulk waste disposal has been contracted with the WM White Tanks Transfer Station. Residential curbside trash, recycling and bulk waste is transported to its final disposal site at WM Northwest Regional Landfill in Surprise by WM. All recycling commodities are sorted and separated at the Material Recovery Facility where they are prepared for recycling markets.

Water Resources

There are several water providers in Goodyear. The City of Goodyear serves the area south of I-10, Liberty Water serves the area north of I-10 and east of the Loop 303, Arizona American Water Company serves the area north of I-10 and west of the Loop 303, and Arizona Water Company services one square mile in Goodyear west of Citrus Road and south of McDowell Road.

In 2010, the City of Goodyear was re-issued its designation of assured water supply. This means that development is only required to obtain a written commitment of service from the City to demonstrate their assured water supply. Figure 2.24 shows the current City of Goodyear water supplies.

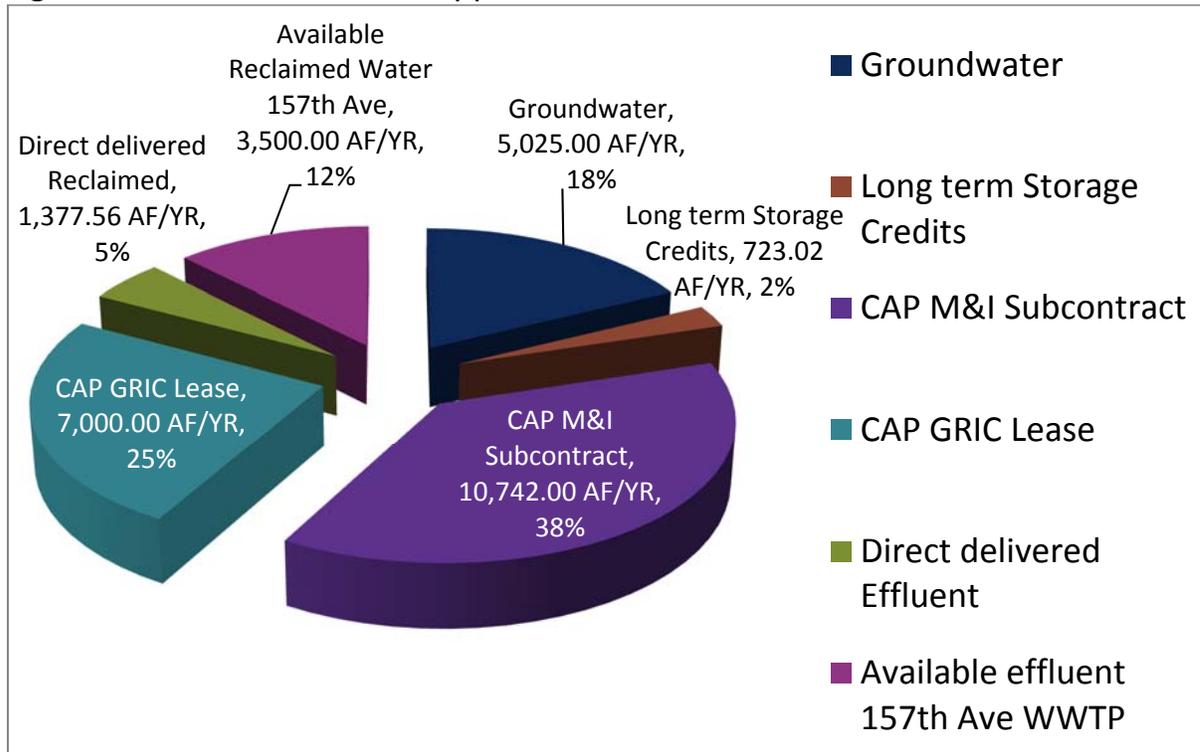
The City currently pumps its water supply from the groundwater system. Water is

pumped through 12 wells. This water production can meet 15 million gallons per day (MGD) peak demands. Current peak demands are approaching 13 MGD. Figure 2.25 shows the current demand for water (i.e., the amount of water used) based on actual water production.

The demand for water will greatly increase as Goodyear continues to grow. Figure 2.25 shows the population growth and water demand to the hypothetical build-out of the City. Also included is an adjusted water demand, which projects water demand if the City were to implement additional water conservation measures. The City will need to create water resources investments including acquiring new water supplies, creating water treatment plants, building new infrastructure, and using water more efficiently. Acquiring these resources and then building the treatment plans and transmission systems will require a considerable capital investment.

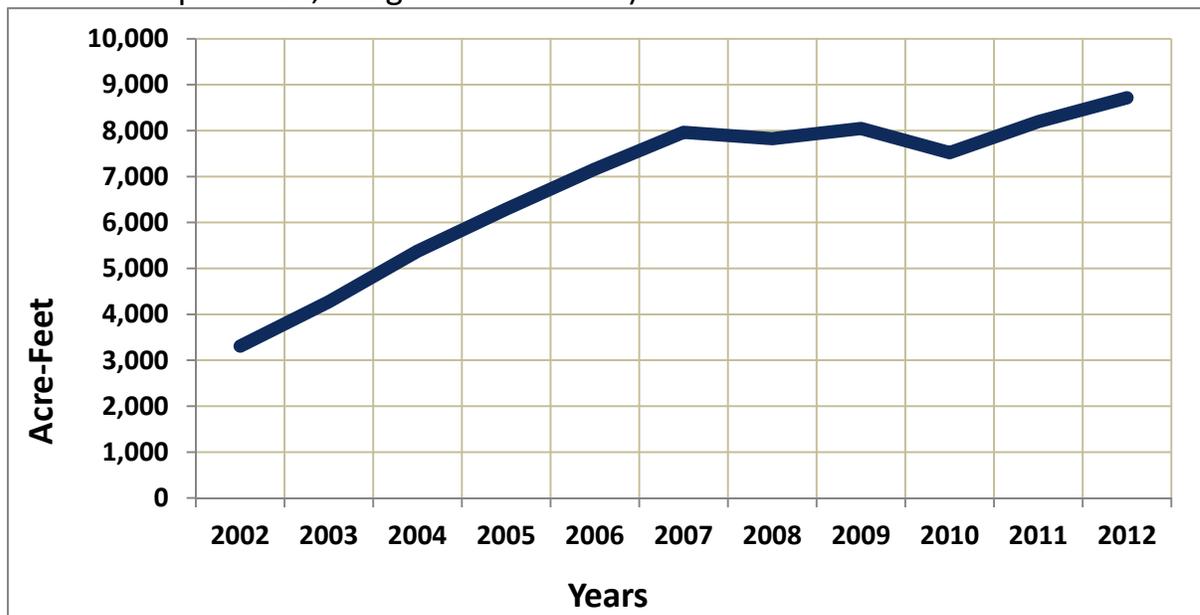
CHAPTER 2 GOODYEAR PROFILE

Figure 2.24. Current Water Supplies



Source: City of Goodyear

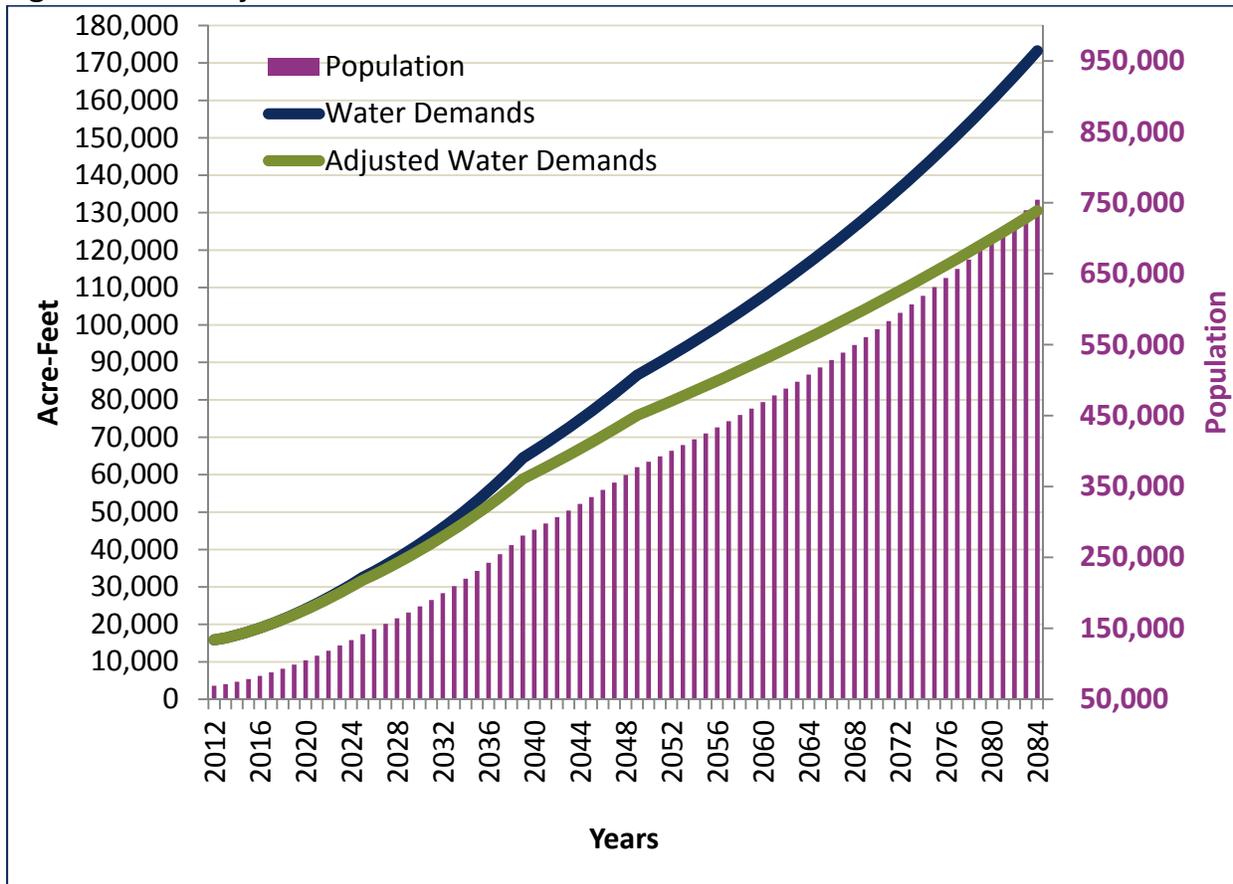
Figure 2.25. Current Water Demand Based on Actual Water Production (one acre foot equals 325,851 gallons of water)



Source: City of Goodyear

CHAPTER 2 GOODYEAR PROFILE

Figure 2.26. Projected Water Demand.



Source: City of Goodyear

CHAPTER 2 GOODYEAR PROFILE

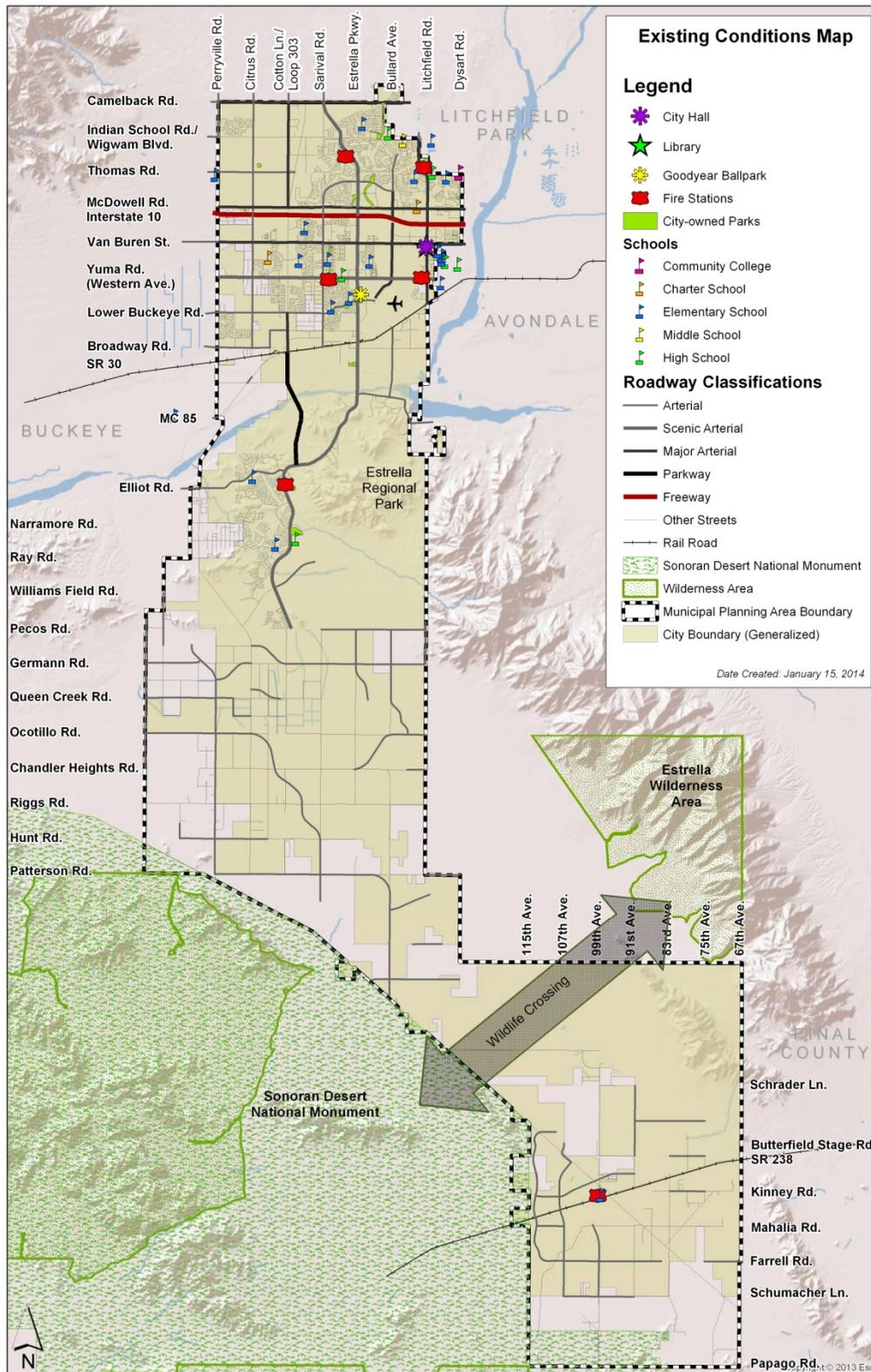


Figure 2.27. Map of Existing Conditions in Goodyear

CHAPTER 2 GOODYEAR PROFILE

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Cactus
oil painting
by Ardith Brondt
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 3 VISION

A Vision for Goodyear

The vision statement, written by the GPC (see Chapter 1: Introduction), was used to guide the creation of the General Plan. As the planning process progressed, it became clear that the vision statement should be shortened. The General Plan Committee shortened the vision to the statement below.

COMMUNITY VISION

Create a highly desirable and sustainable place for all to live, work, visit, and play.

This revised vision statement is short and easy to remember. It also has a lot of substance. The vision describes Goodyear as a place that people find desirable, that they will visit, and where they want to work and live. Goodyear is described as a sustainable place meaning it is fiscally sustainable, it is a healthy place, and is environmentally sustainable.



Figure 3.1 Estrella Lakes

However, it is also important not to lose other guidance that was part of the original vision statement. The original vision statement included the following directions:

- Foster a sustainable community with diverse destinations connected throughout the city
- Encourage growth by offering opportunities for cultural, educational, and economic development
- Recognize our assets, history, and open spaces
- Maximize partnerships and collaboration

This guidance will be carried forward in the General Plan along with the ideas garnered during the extensive public outreach effort which is detailed below.

	General	Topical
Description of desired future state	Vision	Goals
Approach to achieve future state	Fundamental Strategy	Objectives



Implementation

Policies and Action Items

Figure 3.2 Chart showing the building blocks of the General Plan (from Chapter 1). The Vision is highlighted.

CHAPTER 3 VISION

A Summary of the Public Outreach Effort

The update of the General Plan included extensive public participation. A detailed summary of the General Plan update and the public participation process is in Appendix C. When the comments from all of the participation opportunities and the discussion led by the General Plan Committee were reviewed comprehensively, concepts begin to emerge. The following concepts are the direction that has been given to the City of Goodyear by the community through the public participation process:

- Develop a connected community (physically and socially)
- Create quality shopping, dining, and entertainment experiences
- Expand the open space, parks, and recreation system
- Enhance art and cultural opportunities
- Bring more high-wage jobs to Goodyear
- Build healthy communities
- Ensure a sustainable community (fiscally and environmentally)



Figure 3.3 Baseball at the community park

These concepts, along with the direction from the original vision statement, have been further developed to create fundamental strategies which will provide guidance to implementing the General Plan. The concepts inspire the objectives, policies, and action items described throughout the General Plan, and they are also used to evaluate amendments to the General Plan (see Chapter 6). By focusing efforts on these overarching, fundamental strategies, Goodyear can achieve its vision by following the guidance given by the community. The fundamental strategies are described on the following pages.

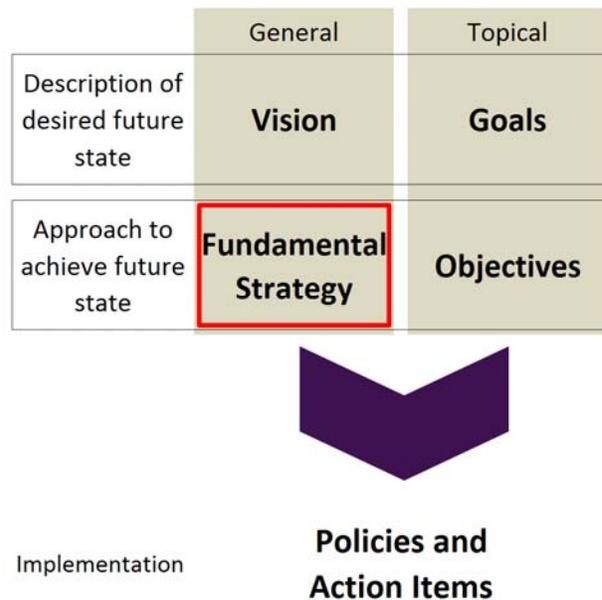


Figure 3.4 Chart showing the building blocks of the General Plan (from Chapter 1). The fundamental strategy is highlighted.

CHAPTER 3 VISION



Figure 3.5 Residents enjoying a dining establishment



Figure 3.6 Children walking to school



Figure 3.7 Enjoying a Goodyear park

Strategy 1. Create Attractive Places and Diverse Destinations

By focusing on creating an inviting, people-friendly, and attractive community with diverse destinations, we will create a unique city for all to live, work, visit, and play. Great places will include quality shopping, dining, recreation, and entertainment experiences. Diverse destinations include built environments and natural open spaces.

Strategy 2. Develop a Physically and Socially Connected Community

A community that is well connected fosters unity and a healthy economy. A wide range of transportation opportunities give residents and businesses options for travel to and within the community. Building social connections by providing gathering places, building the fiber-optic network to allow for enhanced telecommunications, and promoting events ensures a cohesive and healthy community.

Strategy 3. Expand the Parks, Open Space, Trails, and Recreation System.

As a family-oriented community, the parks and recreation system is a vital part of the community. Providing additional parks and recreation facilities is key to promote a healthy community, social interaction, and provide a desirable place to live, work, play, and visit. Preserving open space is also important for a community with unique natural resources.

CHAPTER 3 VISION



Figure 3.8 Folklorico



Figure 3.9 Dicks Sporting Goods groundbreaking



Figure 3.10 Biking in the Estrellas

Strategy 4. Cultivate Art and Culture

A devotion to arts and culture gives Goodyear a unique sense of place. Art and cultural events also draw visitors and creates an attractive physical environment.

Strategy 5. Advance Economic Opportunity

A strong community has a strong economic base. Expanding opportunities for small businesses, education and training, and locating of new businesses in Goodyear will strengthen the local economy.

Strategy 6. Protect and Utilize our Assets

Goodyear possesses many important assets including our history, our residents, our business community, and a unique natural setting. By protecting and enhancing these resources, we seek to create a distinctive, attractive, and innovative community.

CHAPTER 3 VISION



Figure 3.11 Coffee with a Cop at Oasis Bagels



Figure 3.12 Goodyear recreation programs



Figure 3.13 Estrella mountains

Strategy 7. Maximize Partnerships and Collaboration

Collaboration allows us to align goals and policies with our stakeholders such as schools, businesses, and resident groups, as well as neighboring communities. By maximizing partnerships we can share resources and focus energy and commitment to achieve our shared visions faster and more economically.

Strategy 8. Provide Opportunities for Living a Healthy Lifestyle

The health of Goodyear residents and businesses is important to create a strong and thriving community. Access to healthy food, clean air and water, decent shelter, and opportunities for physical activity are critical to a high quality of life and the overall success of Goodyear.

Strategy 9. Foster a Sustainable Economy and Community

A sustainable Goodyear means that we are providing appropriate services for new and existing residents, that we are fiscally responsible, that we grow and develop responsibly, that we actively promote the City's high-quality culture, and that we continue to work to achieve our shared vision.

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COMMUNITY GOALS

4

An abstract fiber art quilt featuring a complex, layered design. The quilt is composed of various fabric pieces in shades of green, blue, yellow, and orange, arranged in a way that creates a sense of depth and movement. The patterns are intricate, with some areas showing concentric circles, wavy lines, and other organic shapes. The overall effect is a rich, textured composition that changes as the viewer's perspective shifts.

Abstract
fiber art
by Debra Goley
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 4 COMMUNITY GOALS

Introduction

Twenty-three community goals were identified that further describe the vision for Goodyear. Identifying goals is important in the planning process. It allows the community to clearly identify the specific accomplishments they want to achieve for Goodyear. They represent desired outcomes for the community which may be achieved immediately, in 10 years, or even further in the future. These goals were organized under the following three chapters:



Figure 4.1 Palm Valley Elementary

Chapter 5: Physical Growth & Development

This chapter addresses the physical environment of Goodyear. It includes land use, transportation, and infrastructure.

Chapter 6: Community & Cultural Development

This chapter addresses the quality of life and creating a sense of community in Goodyear. It includes neighborhoods, parks, arts & culture, and citizen engagement.

Chapter 7: Economic Development

This chapter addresses economic vitality. It includes our economic base, workforce development, tourism, and technology.

Creating the Community Goals

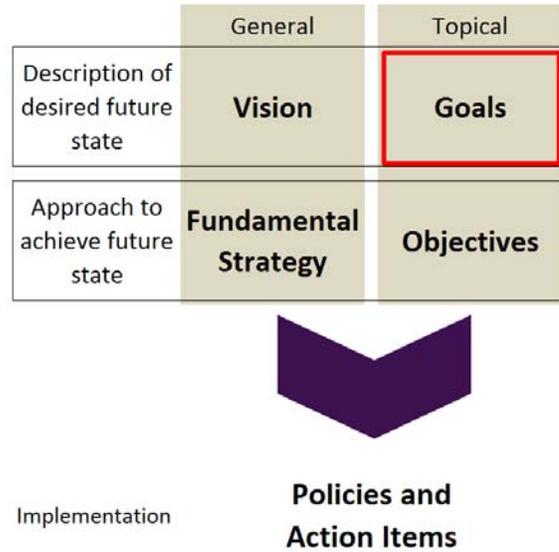


Figure 4.2 Chart showing the building blocks of the General Plan (from Chapter 1). The Goals are highlighted.

Goals were first identified for the seventeen required elements by Arizona State Statute, grouped into topical areas that would later form chapters:

Physical Growth & Development

- Land Use
- Growth Areas
- Circulation (a.k.a. Transportation)
- Bicycling
- Safety
- Water Resources
- Public Services and Facilities
- Public Buildings (combined with Public Services and Facilities element)
- Energy
- Environmental Planning
- Conservation (combined with water resources and environmental planning)

CHAPTER 4 COMMUNITY GOALS

- Cost of Development (included with the Growth Areas and Public Services elements)

Community & Cultural Development

- Recreation
- Open Space (combined into Parks, Recreation, and Open Space)
- Neighborhood Preservation and Revitalization
- Housing
- Conservation, Rehabilitation, and Redevelopment

An additional eleven elements were identified by the General Plan Committee:

Physical Growth & Development

- Transit

Community & Cultural Development

- Arts
- Citizen Engagement
- Education
- Healthy Communities
- Social Services

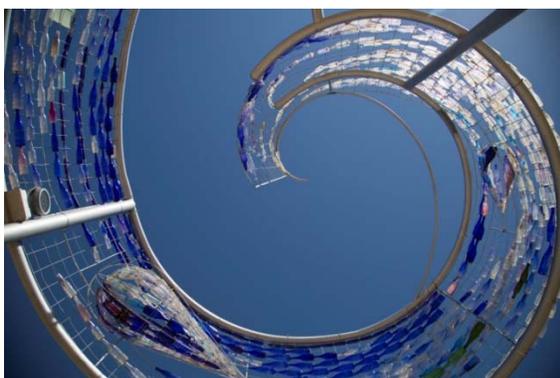


Figure 4.3 Sculpture at Roscoe Dog Park

Economic Development

- Economy
- Local Opportunity

- Technology
- Tourism
- Workforce



Figure 4.4 Goodyear Park and Ride sign

Community Goals

A goal, or a desired outcome, has been identified for each of the elements listed above. Each sub-section of the General Plan will go into more detail, elaborating upon the goals and then identifying objectives, policies, and implementation strategies to achieve these goals. Together, the vision and the goals describe the desired future state of Goodyear.

A visual representation of the vision and community goals is included in Figure 4.10. Below is a list of all the community goals with the element it addresses in parenthesis.

CHAPTER 4 COMMUNITY GOALS

Physical Growth and Development

Goal GD-1.

A compatible mix of land uses and diverse destinations that foster a high quality of life with livable and safe neighborhoods with a strong economy that fosters a healthy and sustainable environment. *(Land Use)*

Goal GD-2.

Effectively managed and well-distributed growth that meets or exceeds the quality of existing development and addresses the needs of existing and future residents and businesses. *(Growth Areas, Cost of Development)*



Figure 4.5 Construction of the Loop 303

Goal GD-3.

A connected community with a well functioning roadway network of complete streets that meets the needs of its residents, workforce, and visitors. *(Transportation/Circulation)*

Goal GD-4.

An efficient multimodal transit system and options for alternative modes of travel. *(Transit)*

Goal GD-5.

A customer-centered level of community

services and facilities to serve existing and future residents, businesses, and visitors. *(Public Services and Facilities, Public Buildings, Cost of Development)*

Goal GD-6.

An adequate volume and reliable supply of high quality potable and non-potable water resources that meets both current and future needs. *(Water Resources)*

Goal GD-7.

A community that provides for the health and safety of residents and visitors and protects them from the hazards of the natural and man-made environment. *(Safety)*

Goal GD-8.

A community that is sensitive and dedicated to preserving the unique nature of the Sonoran Desert. *(Environmental Planning, Conservation)*

Goal GD-9.

A community that uses non-renewable resources responsibly and maximizes availability and use of renewable sources of energy. *(Energy)*



Figure 4.6 Goodyear's Arizona Solar Community Designation

CHAPTER 4 COMMUNITY GOALS

Community and Cultural Development

Goal CC-1.

Vibrant and complete neighborhoods recognized as being pedestrian and family-friendly, each with their individual character yet connected and integrated into a cohesive Goodyear. (*Neighborhood Preservation and Revitalization*)



Figure 4.7 Wildflower Ranch monument sign.

Goal CC-2.

A diverse stock of high quality housing that meets the needs of all residents. (*Housing*)

Goal CC-3.

A parks, trails, open spaces, and recreation facilities system that is regionally and locally linked and accessible which serves existing and future residents and contributes to the community's social, economic, and environmental quality. (*Parks, Recreation, Open Space*)

Goal CC-4.

A trail and path network, including street lane marking and signage, that encourages active transport by ensuring safe and

convenient opportunities for bicycling and walking. (*Bicycle/Pedestrian*)

Goal CC-5.

Regionally celebrated arts facilities, programs, and events that serve as a hub for arts and culture in the West Valley. (*Arts*)

Goal CC-6.

A community committed to educational excellence. (*Education*)

Goal CC-7.

A community with access to healthy eating and active lifestyle opportunities. (*Healthy Communities*)

Goal CC-8.

Quality social services that provide for the needs of the community. (*Social Services*)

Goal CC-9.

An engaged and informed community. (*Citizen Engagement*)



Figure 4.8 Goodyear community meeting

CHAPTER 4 COMMUNITY GOALS

Economic Development

Goal ED-1.

A resilient and diversified economy.
(Economy)



Figure 4.9 Groundbreaking

Goal ED-2.

An environment that nurtures locally based employment and economic opportunity. *(Local Opportunity)*

Goal ED-3.

An educated and healthy workforce.
(Workforce)

Goal ED-4.

A community that is a technology leader in health care, business, education, aerospace, defense, and government.
(Technology)

Goal ED-5.

A destination for tourism in the region and beyond. *(Tourism)*

CHAPTER 4 COMMUNITY GOALS

Physical Growth & Development	Community & Cultural Development	Economic Development
<ul style="list-style-type: none"> •A compatible mix of land uses that fosters a quality community with livable and safe neighborhoods, a healthy population, a strong economy, and a sustainable environment. •Effectively managed and well-distributed growth that meets or exceeds the quality of existing development and addresses the needs of existing and future residents and businesses. •A connected community with a well functioning roadway network of complete streets that meet the needs of its residents, workforce, and visitors. •An efficient multimodal transit system and options for alternative modes of travel. •A customer-centered, effective, and efficient system of public and private facilities and services for existing and future residents, businesses, and visitors. •An assured volume and reliable supply of affordable, high quality water resources that meet both current and future needs. •A community with a sense of safety wherever they go that is protected from the hazards of the natural and man-made environment. •A community that is sensitive and dedicated to preserving the unique nature and wildlife of the Sonoran Desert. •A community that uses non-renewable resources responsibly and maximizes availability and use of renewable sources of energy. 	<ul style="list-style-type: none"> •Vibrant and complete neighborhoods recognized as being people and family-friendly, each with their individual character yet connected and integrated into a cohesive Goodyear. •A diverse stock of high quality housing that meets the needs of all residents. •A parks, trails, open spaces, and recreation facilities system that is regionally and locally linked and accessible which serves existing and future residents and contributes to the community’s social, economic, and environmental quality. •A non-motorized trail and path network that provides safe and convenient opportunities for bicycling and walking. •Regionally celebrated arts facilities, programs, and events that serve as a hub for arts and culture in the West Valley. •A community committed to educational excellence. •A community with access to healthy eating and active lifestyle opportunities. •Quality social services that provide for the needs of the community. •An engaged and informed community. 	<ul style="list-style-type: none"> •A resilient and diversified economy. •An environment that nurtures locally based employment and economic opportunity. •An educated and healthy workforce. •A community that is a technology leader in health care, business, education, aerospace, defense, and government. •A destination for tourism in the Phoenix Region and beyond.

Figure 4.10 Summary of all the Goodyear 2025 General Plan Community Goals

PHYSICAL GROWTH AND DEVELOPMENT

5



Morning Star
stone and bronze sculpture
by Mike Greenfield
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 5 PHYSICAL GROWTH AND DEVELOPMENT

Introduction

Physical Growth and Development addresses how the City will physically grow and develop. The chapter provides a framework for land use and development patterns, preferred design and form, and how development will be provided with infrastructure and services.

Elements included in the Physical Growth and Development chapter:

- Land Use*
- Growth Areas*
- Cost of Development*
- Circulation* and Bicycle* (aka Transportation)
- Transit
- Public Services and Facilities*
- Public Buildings*
- Water Resources*
- Safety*
- Energy*
- Conservation*
- Environmental Planning*

**element required by State Statute*



Figure 5.1 Construction of the Loop 303

Current Conditions and Anticipated Trends

Goodyear residents enjoy its family-friendly atmosphere.

In the 2012 Goodyear Citizen Survey, 94% of respondents rated Goodyear as an “excellent” or “good” place to live.

Residents enjoy living in Goodyear and want to keep the family-friendly, suburban feel of Goodyear.

Goodyear should have unique and exciting destinations.

During the public participation process, the need for unique destinations such as arts and cultural centers, entertainment districts, places to shop, and regional recreation facilities was well documented. Connectivity between these places was identified as an important part of creating unique destinations. Integrating land use planning with transportation planning is key to creating unique destinations.

Goodyear aspires to distinguish itself through its design and development patterns.

Residents articulated the need to create a cohesive identity for Goodyear. Design and development patterns can contribute to creating a unique sense-of-place that distinguishes Goodyear from other Valley cities. Residents also want to ensure that new development meets or exceeds the existing character and quality.

Goodyear wishes to keep or expand its services as growth occurs.

Residents are concerned with the City’s ability to provide services, the ability to build new facilities, and the effect of

CHAPTER 5 PHYSICAL GROWTH AND DEVELOPMENT

continued operating and maintenance costs as growth occurs. With changes to traditional financing mechanisms such as development impact fees, Goodyear will have to look for new sources of funding to provide services.

Land Use

Goal GD-1

A compatible mix of land uses that fosters a quality community, with livable and safe neighborhoods, a healthy population, a strong economy, and a sustainable environment.

Goodyear could currently be considered a “bedroom community” (i.e., residents mostly commute to work outside of the community). Residential development has preceded employment growth, and most of the residents of Goodyear commute outside of the community for work. However, Goodyear envisions itself as a self-sufficient community with quality jobs to serve residents; services and businesses to meet the daily needs of residents; and destinations to meet the entertainment and recreational needs of residents of Goodyear and surrounding communities.



Figure 5.2 Diverse land uses in Goodyear

CHAPTER 5 PHYSICAL GROWTH AND DEVELOPMENT

The following Objectives, Policies, and Action Items provide the framework for the desired physical growth and development of the community, how necessary infrastructure and services will be provided for that growth and development, and were utilized to guide the creation of the Land Use and Transportation Plan and Development Policies included in *Chapter 8: Land Use and Transportation Plan*. They will also provide guidance to update the Zoning Ordinance, Design Guidelines, Engineering Design Guidelines, City Code, and other similar documents as appropriate to ensure all of these documents are consistent with the General Plan.

Existing assets that may assist in implementation:

- Existing high-quality master-planned communities.
- Proximity to Los Angeles, I-10, Loop 303, Loop 101, MC-85, and the Union Pacific Railroad provide a great opportunity for businesses.
- The unique natural and man-made environment in and around Goodyear.
- Significant amounts of infill development opportunities exist.

Potential barriers to implementation:

- Residential development typically precedes other types of development. It may be difficult to attract entertainment uses and other types of businesses until there is sufficient market demand. Parts of Goodyear may remain a “bedroom community” for some time.

- Luke Air Force Base and the Phoenix Goodyear Airport are important community assets; however, certain types of land uses are restricted within their proximity.

Objective CC-5-1. Establish a land use hierarchy and community form that maintains a broad variety of land uses and responds to the community’s vision and needs.

Policies:

- a. Allow flexibility and creativity in the development process while still protecting existing residents and businesses from incompatible land uses and preserving and enhancing Goodyear’s existing character.
- b. Provide for and encourage a wide variety of housing products to suit the needs of existing and future residents.
- c. Development within large master planned communities should:
 - Allow for greater flexibility since the area is being master planned,
 - Include trails, open space, and internal and external connectivity,
 - Include an integrated lifestyle.
- d. Development in transit corridors:
 - Allow and encourage taller buildings to support higher densities and employment uses in appropriate existing locations,
 - Provide places to park near transit stations,
 - Include a mix of uses such as commercial, residential, recreation, and arts,

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- Include destination uses,
 - Include pedestrian and bicycle access and connectivity,
 - Integrate bicycling and walking.
- e. Development near natural resources should:
- Preserve natural features, steep slopes, and when appropriate, views,
 - Use design that emphasizes the natural resources,
 - Include public access to the natural resources,
 - Include low light, low noise, and low traffic,
 - Include activity nodes at major crossings,
 - Include destinations within the resources (e.g., White Tanks library)



Exhibit 5.3 Biking in the Estrellas

- f. High density residential should:
- Have access to transit services,
 - Locate near commercial uses or integrate commercial uses such as coffee shops,
 - Provide a buffer between commercial and lower density residential,

- Respect the surrounding residential development,
 - Be compatible with existing surrounding development when infill development (e.g., limit height of buildings to reflect surrounding existing residential buildings).
- g. Development within the Village Centers should:
- Be a destination,
 - Include small businesses, businesses that promote gathering, entertainment, restaurants, and discourage automobile-oriented businesses, such as, but not limited to drive-thrus and gas stations, and,
 - Have a unique development format that reflects the surrounding neighborhoods and environment.

Action Items:

- a. Update the Zoning Ordinance, Subdivision Regulations, Design Guidelines, and other relevant codes and ordinances to reflect new policies and land use category changes in the General Plan.
- b. Identify appropriate locations for Village Centers in the City to provide the surrounding neighborhoods with a destination for shopping, entertainment, and arts & culture.
- c. Evaluate the merits of establishing a Form-Based Code, Traditional Neighborhood Development Ordinance, or similar mechanism to shift the focus of development review to promoting the community's preferred urban form.

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Objective CC-5-2. Integrate land use planning with transportation planning to establish a fiscally sustainable, environmentally sustainable, and healthy community.



Figure 5.4 Aerial photo of I-10 in Goodyear

Policies:

- a. Provide a wide range of housing opportunities in areas within walking distance to transit stations.
- b. Promote the development of compact walkable neighborhoods within the vicinity of existing and planned transit routes.
- c. Partner with adjacent communities, the development community, and regional planning agencies in transit planning.
- d. Combine the land use map with the roadway classification plan so that land use and transportation planning is integrated and displayed simultaneously. When General Plan Amendments are processed, the impact to the land use plan and roadway classification plan shall both be evaluated.

Action Items:

- a. Seek out and evaluate opportunities to promote desired development within

the Transit Oriented Development Overlay through means such as density bonuses or reduced impact fees.

Objective CC-5-3. Create an appropriate jobs-to-housing ratio within the community to provide new opportunities to residents and increase sales tax revenue.

Policies:

- a. Promote the development of home based businesses that foster employment growth, and are deemed compatible to be located within or adjacent to residential neighborhoods.
- b. Evaluate General Plan Amendments regarding their impact to the jobs-to-housing ratio.

Action Items:

- a. Identify current and future job centers within the City for evaluation.
- b. Evaluate the potential for an overlay district in the Historic Goodyear area to allow businesses to locate within the homes along Litchfield Road or the Western Avenue Commercial area. This should be done in partnership with the Historic Goodyear Neighborhood Alliance and neighborhood residents.

Objective CC-5-4. Enhance and expand retail and entertainment districts to create quality shopping, dining, and entertainment experiences.

Policies:

- a. Promote entertainment and recreational uses at the Planned Regional Center (mall site).

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- b. Encourage the development of entertainment and recreational uses at Village Center sites.
- c. Develop the future City Center site with a mix of cultural and recreational uses.

Objective CC-5-5. Plan for and develop the future City Center site with a mix of cultural, commercial, and recreational uses and amenities.

Policies:

- a. Build on and update previous planning and design efforts pertaining to the development of a City Center which serves as an activity, entertainment, education, and employment hub of the community.
- b. Consider new information into the planning for City Center such as resident comments, demographics, and community needs.
- c. Locate a higher education institution(s) in or near the planned City Center.
- d. Incorporate community gathering and meeting places with a variety of uses such as entertainment, information sharing, outdoor enjoyment, meetings, and general enjoyment.
- e. Include multiple modes of transportation options to the City Center.
- f. Ensure landscaping maximizes the potential outdoor use, incorporates intimate gathering areas, and provides for a beautiful and aesthetically pleasing look and feel.

Growth

Goal GD-2

Effectively managed and well-distributed growth that meets or exceeds the quality of existing development and addresses the needs of existing and future residents and businesses.

Goodyear is approximately 10% built-out and has a lot of area to grow. Handling growth will become an important issue in the future. Goodyear is a high-quality and attractive place to live, raise a family, or retire. Goodyear wishes to maintain and build-upon this quality foundation as it grows and develops. Goodyear envisions allowing new growth while ensuring it is compatible with existing development, that new growth pays for itself, and that there are adequate services to meet demand.

The Growth Areas Map is intended to provide information on anticipated and/or preferred growth patterns within the Community. It is not a regulatory or restrictive plan.

Existing assets that may assist in implementation:

- Quality master plans, such as the integrated water master plan, that guide growth and development decisions.
- A lot of land that is undeveloped allows us to learn from other communities and do things better.

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Potential barriers to implementation:

- Current economic times mean that home builders, home buyers, businesses, and the development community do not have the same resources that they used to.
- If Goodyear experiences “boom times” again then keeping up with new growth will be an important issue.
- Goodyear wishes to maintain its current culture and atmosphere, but as the community grows, it will experience change.

Objective GD-2-1. Ensure that new development pays its fair share toward the cost of additional public service needs generated by that new development.

Policies:

- a. Promote the policy that new development should pay for itself.
- b. Use development impact fees to encourage or discourage development in certain areas of the City. In areas where there are not adopted impact fees, the developer shall construct the necessary infrastructure to serve the development.



Figure 5.5 Waterline replacement

Objective GD-2-2. Focus new growth in the City’s designated growth areas to effectively utilize resources, minimize operation and maintenance costs, and attract and efficiently provide new services such as transit and entertainment opportunities.



Figure 5.6 Construction of a new home

Policies:

- a. Evaluate the projects and programs within the Capital Improvements Program based on their location in relationship to the City’s designated growth areas.
- b. Promote development within the City’s designated growth areas first, as follows:
 - areas within the impact fee areas as identified by the Infrastructure Improvement Plan (IIP)
 - areas within targeted job centers such as the Loop 303 Corridor, Interstate 10 Corridor, Phoenix-Goodyear Airport, the MC-85 Corridor, and the Bullard Corridor,
 - areas within any City-adopted Redevelopment Area,
 - areas within the Transit Oriented Development Overlay,
 - areas within ¼ mile of existing residential subdivisions and

CHAPTER 5 PHYSICAL GROWTH AND DEVELOPMENT

- areas along existing interstates/freeways.
- c. Promote appropriate development within the designated growth areas (see Figure 5.7):
 - Loop 303 Corridor: Promote distribution, warehousing, and manufacturing to utilize proximity to the Loop 303 and I-10 and be compatible with the Luke Air Force Base Overlay.
 - Interstate 10 Corridor: Promote office, entertainment, and hospitality uses to maximize visibility and access.
 - Bullard Corridor: Promote medical and office uses in the north Bullard Corridor to build upon the existing Cancer Treatment Centers of America and West Valley Hospital facilities.
 - Phoenix-Goodyear Airport: Promote aviation and technology uses near to take advantage of this important resource.
- d. Discourage rezoning land to higher intensities outside of the growth areas until infrastructure planning is in place and necessary resources are available.

Objective GD-2-3. Redevelop, revitalize, or enhance Goodyear’s older areas.

Policies:

- a. Encourage infill development within the City’s designated Redevelopment Area(s).
- b. Encourage infill development within the Transit Oriented Development Overlay to increase density within this

area to support an efficient transit system.

Action Items:

- a. Establish an infill development policy, and research and establish programs for infill development.
- b. Develop a redevelopment policy for aging commercial and industrial centers.

Objective GD-2-4. Protect community assets from encroachment and incompatible land uses.

Policies:

- a. Protect the Luke Air Force Base Accident Potential Zones (APZ’s), and the Phoenix-Goodyear Airport Traffic Pattern Area (TPA) and their respective critical noise contours (i.e., 65 day-night noise level (DNL) and greater) surrounding Luke Air Force Base and Phoenix-Goodyear Airport from incompatible land uses in support of their continued and/or expanded future operations.
- b. Ensure there are adequate sites within the City for intensive land uses, such as, but not limited to, landfill transfer stations that require separation from residential and other lower intensity uses.
- c. Protect natural resources as defined in GD-8.

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Objective GD-2-5. Enhance, protect, and build-upon Goodyear’s unique identity and character.

Policies:

- a. Evaluate the General Plan and City Strategic Plan to ensure they are compatible and complementary.
- b. Ensure the City’s Design Guidelines and Zoning Ordinance reflects the needs and desires of the community by periodically reviewing the documents

and updating when necessary to implement best practices.

Action Items:

- a. Evaluate the merits of establishing an architectural review board.
- b. Evaluate the merits of creating a Form Based Code to promote the community’s unique identity.

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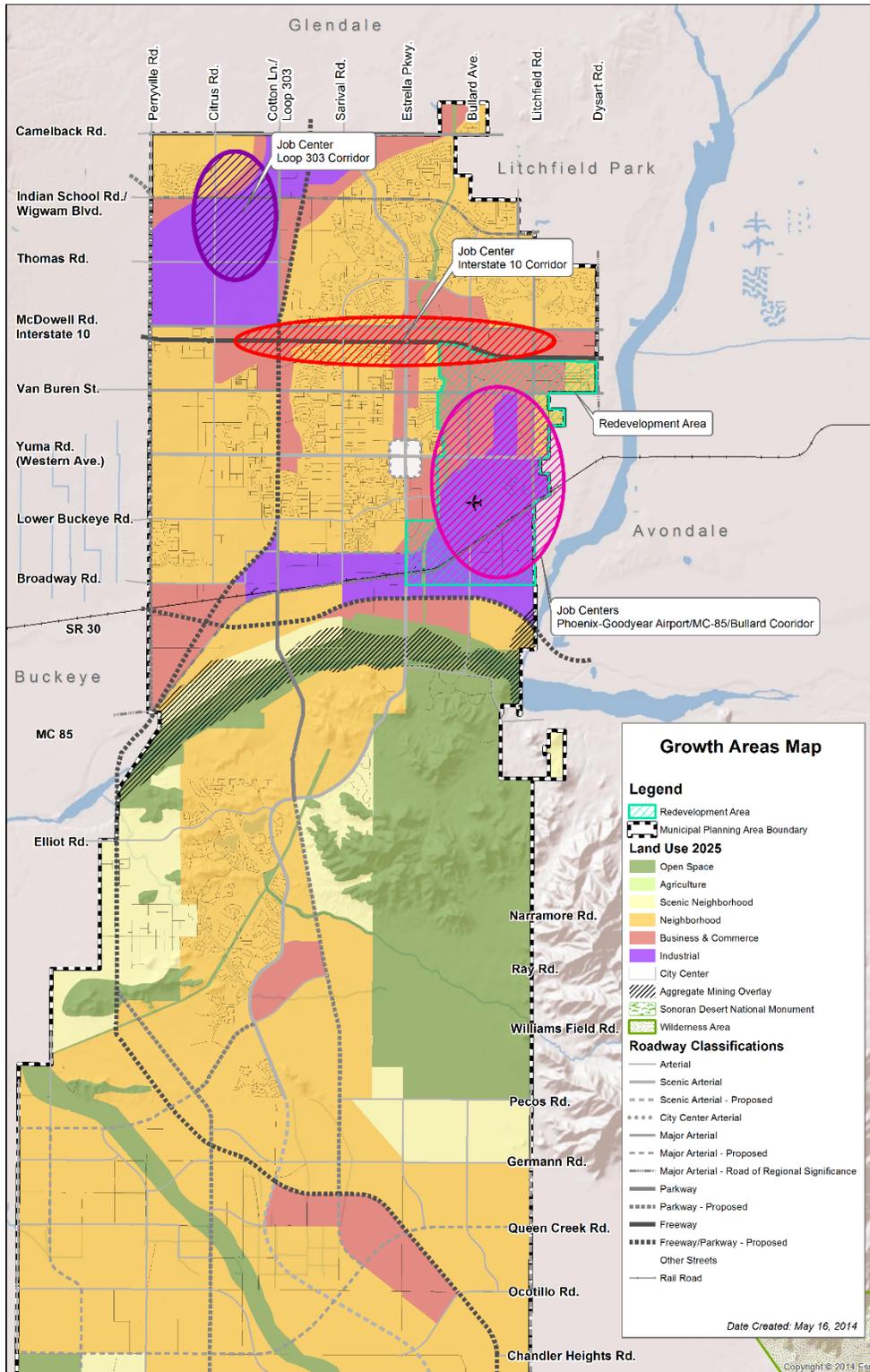


Figure 5.7 Growth Areas map showing job centers and the City Redevelopment Area over the Land Use and Transportation Map

Transportation

Goal GD-3

A connected community with a well functioning roadway network of complete streets that meet the needs of its residents, workforce, and visitors.

How residents, workers, and visitors move throughout the community is a crucial component of the success of Goodyear. A well functioning roadway network means that people can move efficiently on well maintained roadways. The concept of “complete streets” means that streets are not designed solely for vehicles but also bicyclists and pedestrians. Complete streets include sidewalks, bike lanes, shade, bus stops, and other amenities as needed and desired by the community.

Existing assets that may assist in implementation:

- An already well-functioning roadway system.
- Adopted standard street cross-sections that meet the concepts of complete streets.

Potential barriers to implementation:

- New development, such as the Estrella Falls Mall, will significantly increase traffic in the surrounding area.

Objective GD-3-1. Establish and maintain a well functioning roadway network.

Policies:

- a. Implement the goals, standards, plans, and policies identified in the adopted Transportation Master Plan.
- b. Utilize the adopted street cross-sections and standards as included in the Engineering Design Guidelines and Policy Manual.
- c. Preserve right-of-way for interstates and highways as designated in the Transportation Master Plan.
- d. Utilize the roadway construction standards produced by MAG.

Action Items:

- a. Review the adopted cross-sections to ensure they promote the principals of “complete streets” and amend them as necessary.
- b. Encourage a pilot program to evaluate and assess functionality of a complete street initiative and assess future potential opportunities for existing streets to become complete streets.



Figure 5.8 Estrella Parkway

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Objective GD-3-2. Integrate land use planning with transportation planning efforts. (See Objective GD-1-2 for additional policies)

Policies:

- a. In the Scenic Neighborhoods land use category, transportation should:
 - Contain streets that respect the terrain and scenic quality within the area.
 - Contain streets that may be narrower and might not include sidewalks and curb & gutter.
- b. In the Neighborhoods land use category, transportation plans should:
 - Connect neighborhoods (roadways and transit)
 - Incorporate designs and facilities for bicyclists and pedestrians on all arterials.
 - Enhance mobility for seniors.
 - Provide connections to community business and shopping areas.
- c. In the Business & Commerce and Industrial land use categories, transportation plans should:
 - Provide easy access for workers and visitors.
 - Connect employers to local shopping & dining.
 - Utilize frontage roads when necessary to provide better access to businesses.
 - Integrate bicycling into developed job centers. Bicycling should be easy for residents who also work in Goodyear.

- d. Promote the evolution of the area near the existing Park & Ride facility to become a Transit-Oriented Development (TOD).



Figure 5.9 Goodyear Park and Ride

Objective GD-3-3. Coordinate transportation planning with regional planning efforts.

Policies:

- a. Continue to utilize a regional approach to understanding and solving transportation issues.
- b. Partner with organizations such as, but not limited to, the Arizona Department of Transportation (ADOT), the Maricopa County Department of Transportation (MCDOT), the Federal Highway Administration (FHWA), and MAG to implement the design and construction of interstates, highways, and access ramps.
- c. Partner with adjacent municipalities for planning and constructing an integrated network of roadways and trails that support biking and hiking.

Transit

Goal GD-4

An efficient multimodal transit system and options for alternative modes of travel.

The need for transit was expressed during the public outreach of the General Plan update. Although there is a strong desire for light rail, bus transit systems are the logical first step in building Goodyear's transit system. Goodyear wants to design a transit system that is attractive and safe, that connects the community, that enhances the sense of place, and that provides those without cars an option for transportation. A transit system can be a critical need for those who cannot drive including seniors, the disabled, and youth. However, a well-designed transit system can also be a positive impact to economic development. Other modes of alternative travel, such as car share programs or bike share programs are also desirable.

Existing assets that may assist in implementation:

- City's Park and Ride site which has been very successful.
- Planning that has been done for future transit, there are bus shelters already built.
- Neighboring communities transit systems that Goodyear may be able to tie into.
- Existing local and commuter bus service.

Potential barriers to implementation:

- Creating and operating a bus system is costly.
- Extending the light rail to Goodyear is not scheduled to happen for many years.

Objective GD-4-1. Establish a transit system that meets the needs of the residents, workforce, and visitors.

Policies:

- a. Establish a local circulator bus system in conformance with the Transportation Master Plan, Southwest Valley Transit System Study, and the needs of the community.
- b. Work with MAG and other regional partners to explore the development of a commuter rail. Identify opportunities to expand the bus system in the Valley and City of Goodyear.
- c. Cultivate a culture of transit riders and a community that values transit. Particular attention should be paid to Goodyear's youth, building a new generation of transit riders.
- d. Provide safe and convenient transportation options for elderly and special needs residents.
- e. Provide safe and convenient transportation options for those perusing education opportunities such as high school, community college, trade schools, and higher education.
- f. Promote the use of transit and other alternative modes of travel through the creation of High-Occupancy Vehicle

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(HOV) lanes or preferred parking for carpool users.

Action Items

- a. Investigate opportunities to fund transit options.

Objective GD-4-2. Provide opportunities for alternative modes of travel.

Policies:

- a. Promote the development of charging stations for electric vehicles.
- b. Promote the creation of car share and bike share programs such as the “Zip Car” used by ASU.
- c. Promote carpooling, compressed work schedules, and other tools and programs that reduce vehicle trips.

Action Items:

- a. Review the City’s Zoning Ordinance to ensure that electric vehicle charging stations are permitted and consider reducing parking standards when charging station spaces are provided.
- b. Evaluate the potential for the creation of a sub-community wide circulator to serve the Estrella Falls Mall, City Center, and/or other sites.
- c. Evaluate the demand and cost for Neighborhood Electric Vehicle (NEV) connections or network.

Public Services, Buildings, and Facilities

Goal GD-5

A customer-centered, effective, and efficient system of public and private facilities and services for existing and future residents, businesses, and visitors.

Quality services and facilities are key to maintaining Goodyear’s high quality of life. Infrastructure planning and maintenance is very important in a fast-growing and physically large community such as Goodyear. It is also important to note that infrastructure planning is a key component of creating a successful economic development program.

Existing assets that may assist in implementation:

- Existing high-quality services and facilities
- The Capital Improvement Program (CIP)
- The Infrastructure Improvement Plan (IIP)

Potential barriers to implementation:

- Changes in legislation that affects how cities use development impact fees (SB1525).
- Goodyear’s vast size and linear shape.

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Objective GD-5-1. Ensure infrastructure and services are available to meet the needs of new residents and workers and continue to meet the needs of the existing community.

Policies:

- a. Establish and maintain responsive customer services to the citizens and businesses in Goodyear.
- b. Ensure that adequate and efficient City facilities are available at the time of development.
- c. Ensure infrastructure and facilities are operated and maintained in a fiscally responsible manner.
- d. Ensure there are appropriate facilities and infrastructure to implement the vision and economic development strategy of the City.
- e. Prepare and update master plans and strategic plans as needed to prepare for infrastructure needs and financial resources to serve growth.
- f. Major capital projects of the City of Goodyear are to include a value engineering study at the concept state of design to assure public funds are being spent in the most cost effective manner.

Action Items:

- a. Update and implement the Capital Improvements Program and evaluate its projects using the goals and policies within the General Plan and City Strategic Action Plan.
- b. Partner with development and educational entities to reinstate and ensure the continuation of the

Southwest Cities, Schools, and Developers Partnership Compact.

Objective GD-5-2. Maintain and, where possible and/or needed, improve the level of municipal services and facilities.

Policies:

- a. Implement the policies and recommendations in any approved Facilities Master Plan.
- b. Maintain or strive to improve upon existing levels of service.

Action Items:

- a. Regularly conduct customer satisfaction surveys to determine areas in need of improvement in accordance with the City's Strategic Action Plan.
- b. Establish a Facilities Condition Index (FCI) standard and then evaluate City facilities in the next update of the Facilities Master Plan. Recommend that the Facilities Master Plan be updated within three years.



Figure 5.10 Curbside waste collection

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Objective GD-5-3. Ensure the availability and capacity of funding sources to finance and maintain growth.

Policies:

- a. Implement the policies and recommendations contained within the City's budget, CIP, and IIP.
- b. Use the funding mechanisms available to the City, included in Appendix G, to their fullest extent and to the City's best advantage.
- c. Seek grants to fund projects and programs identified in the CIP and City's Strategic Action Plan.
- d. Seek opportunities for public-private partnerships.
- e. Explore opportunities to contract City services in or out.

Action Items:

- a. Periodically evaluate newly adopted federal, state, and/or unused funding mechanisms that could be available to augment financing City services, infrastructure, and facilities. See Appendix G for the list of funding mechanisms.



Figure 5.11 City Staff

Objective GD-5-4. Adequately collect and dispose of solid waste.

Policies:

- a. Ensure a solid waste collection and disposal system serve the needs of the community.
- b. Continue to evaluate the benefits of using existing solid waste landfill sites and the anticipated cost and transportation efficiencies with proximate future sites.
- c. Encourage recycling if it is cost effective and conservation of refuse materials.



Figure 5.12 City of Goodyear Public Works

Objective GD-5-5. Coordinate with private utility providers to promote compatible land uses through the enhancement of their facilities and services.

Policies:

- a. Actively participate with private utilities on new projects to ensure that the utilities' plans are compatible with the City's vision and land use plans.
- b. Coordinate communications with utilities to ensure ongoing and timely disclosure of proposed or newly

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- approved projects to affected stakeholders.
- c. Require homebuilders and the development community to review updated utility plans and require that any approved projects be disclosed in their respective plans.
 - d. Share information and partner with local utility companies, public agencies, and other service providers to facilitate good planning.

Action Items:

- a. Coordinate with private utilities to locate signage along approved future transmission corridors (e.g., natural gas, electricity) and facility sites (e.g., generating stations, substations) to notify the public of future development of these sites.



Figure 5.13 Waterline installation

Water Resources

Goal GD-6

An assured volume and reliable supply of affordable, high quality water resources that meet both current and future needs.

Water is a critical resource in Arizona. Without water, the desert is uninhabitable. For a large and fast growing community such as Goodyear, planning for our water needs becomes even more important. There are several water providers in Goodyear (see *Chapter 2: Goodyear Profile* for more information) that will provide existing and future water resources to existing and future community needs.

Existing assets that may assist in implementation:

- Good water planning such as the Integrated Water Master Plan (IWMP).
- City's renewable water resources such as the Central Arizona Project (CAP) water resources and reclaimed water.

Potential barriers to implementation:

- Tying into the CAP will require a significant investment.
- Water quality in Rainbow Valley is poor, and treatment and disposal of brine will be a challenge and expensive.

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Objective GD-6-1. Evaluate new water resource acquisition and existing resource use.

Policies:

- a. Implement the policies and recommendations of the IWMP.
- b. Attempt to: 1) acquire additional renewable water resources; 2) develop, protect, and sustainably use current water resources; and 3) develop all available groundwater supplies for the current, committed, and future water demands
- c. Explore current and new technologies for cost-effective groundwater treatment and alternatives that reduce costly treatment parameters (i.e., arsenic, nitrates, Total Dissolved Solids (TDS)) to acceptable levels for potable use.
- d. Continue to partner with WESTCAPS to evaluate the economy of scales in capacity ownership of surface water treatment and direct deliveries of Colorado River water via the City's Central Arizona Project (CAP) subcontract and Indian lease.
- e. Calculate and determine the costs for water supply acquisitions and commodity costs for the various types of water supplies to ensure the highest cost efficiencies.
- f. Consider requiring developers to retire their agricultural irrigation grandfathered rights (IGFR's) and obtain a credit for the percent of the development that can be served by these water supplies.
- g. Implement at a minimum the current adopted Arizona Department of Water

Resources Management Plan components to assure the highest water conservation and efficiencies.

Action Items:

- a. Develop an IWMP that is reviewed annually and updated every five years that is integrated with the growth modeling, economic development projections, engineering hydro-modeling, development impact fees, water resources and supplies, and budget capital improvement planning.
- b. Develop a standalone water resources master plan.

Objective GD-6-2. Continue to transition to renewable resources.

Policies:

- a. Analyze new recommendations proposed by the Governor's Office, legislation, the Department of Water Resources, and/or neighboring community partnerships.
- b. Continue to strive to provide an interconnected water treatment and blending distribution system throughout the City.

Objective GD-6-3. Link new resources to existing supplies to increase water quality.

Policies:

- a. Evaluate the cost/benefits of enhanced treatment capabilities throughout all City water facilities.
- b. Ensure a policy for a 100-year committed water supply secured through a designation of assured water

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- supplies (DAWS) issued by the Department of Water Resources.
- c. Continuously model its assured water supplies within the City municipal planning area to ensure it can meet current, committed, and future projected population demands.

Objective GD-6-4. Leverage the use of tertiary treated effluent.

Policies:

- a. Evaluate the cost benefits, sustainable water use, and drought firming with regards to recharging and gaining long term storage credits or direct use of treated effluent.
- b. Examine exceptions for direct deliveries of reclaimed water or other non-potable water resources for water intensive entities.
- c. Evaluate the maximum reuse opportunities of all effluent produced within its service area.
- d. Explore the economic benefits and feasibility of acquiring treated effluent for direct or indirect use from other sources outside the planning area.
- e. Evaluate the use of water pumped from water logged areas under dewatering permits from the Department of Water Resources and treated for potable uses.

Objective GD-6-5. Improve the aquifer water quality by supporting superfund remediation activities.

Action item:

- a. Develop and implement a City-wide remediated groundwater use plan for

the Phoenix Goodyear Airport North and South Superfund sites and peer review the plan through the U.S. Environmental Protection Agency, the Arizona Department of Environmental Quality, and the responsible parties of the superfund sites.



Figure 5.14 Water treatment facility

Objective GD-6-6. Commit to water conservation.

Policies:

- a. Work towards the decrease of water consumption by 1% per year based on the gallons per capita per day metric or other acceptable metrics that can be measured.
- b. Implement at a minimum the current adopted Arizona Department of Water Resources Management Plan components to assure the highest water conservation and efficiencies.
- c. The City shall continue to work with State Universities, local community colleges, and local public and private school districts to incorporate creative educational programs for water conservation. Water conservation education should begin as early as possible, in elementary schools.

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- d. Consider the capture of rainwater or stormwater for treatment and direct reuse or incidental recharge within joint use active and passive open space facilities.
- e. The City shall continue to work with other valley communities and agencies to enhance awareness through advertising campaigns (i.e., Arizona Municipal Water Users Association, and Water: Use It Wisely).
- f. The City will conduct water audits for its residential and non-residential customers to evaluate the amount and type of existing use and assist those entities with strategies for water reduction.

Action Items:

- a. Develop and implement a Water Conservation Master Plan.
- b. Update the Drought Management Plan in accordance with changes in the various City water supplies.
- c. Develop a traveling display or demonstration area within City Hall and the City Center that provides strategies to reduce outdoor water use.
- d. Implement a voluntary incentive program to use or retrofit commercial and residential structures with low flow fixtures and the highest efficient hot water systems.
- e. Associate a website linkage from the City's homepage to direct residents to sites that demonstrate water conservation strategies and techniques.

- f. Periodically review the City's conservation based rate structure to promote wise water use.
- g. Implement rain water catchment programs and classes for teaching residents about these this program.

Objective GD-6-7. Improve economic vitality by reserving water resources for certain industrial and commercial entities.

Policies:

- a. Reserve an initial 5% of the water resources portfolio for certain commercial or industrial entities that meet certain economic development criteria and locate in Goodyear.

Action Items:

- a. Develop and implement a water resources reservation plan for certain commercial or industrial entities that meet certain economic development criteria and locate in Goodyear.
- b. Develop strategies that provide increased availability and use of non-potable water supplies for commercial and industrial users versus the use of potable water.

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Safety

Goal GD-7

A community that provides for the health and safety of residents and visitors and protects them from the hazards of the natural and man-made environment.

Communities with a high quality of life are safe communities. Creating a safe environment is a key factor in making Goodyear a quality place for all to live, work, play, and visit. Goodyear is a safe community, 93% of respondents said they felt safe or very safe in their neighborhood at night in a 2012 resident survey. It is important to maintain and build upon this high safety rating.

Existing assets that may assist in implementation:

- An already safe community.
- Strong neighborhoods that foster a sense of community.

Possible barriers to implementation:

- Dark-sky ordinances allow for viewing the beautiful night sky and protecting the needs of astronomers but can also create dark places.
- Goodyear is automobile oriented and some streets are very high-traffic and are difficult for pedestrians and cyclists to navigate.

Objective GD-7-1. Protect human life and property through public safety and emergency services.

Policies:

- a. Ensure that fire protection, incident commanders, and EMS facilities and services are located to ensure acceptable response times.
- b. Continue to meet or exceed industry standard response time for calls for police related emergencies.
- c. Continue to provide a high level of fire protection, police protection, and EMS support to the community to ensure fire protection and EMS services.
- d. Continue the strategic and joint location of public safety and service facilities with the private development community to efficiently and responsively serve the community.

Action Items:

- a. Develop a shared public safety training facility for both police and fire.



Figure 5.15 Goodyear Fire truck

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Objective GD-7-2. Secure critical infrastructure and support services.

Policies:

- a. Implement the policies and recommendations as identified in the adopted Maricopa County Community Wildfire Protection Plan, April 2010.
- b. Implement the policies and recommendations as identified in the current City of Goodyear Emergency Operations Plan (EOP), Continuity of Operations plan and Continuity of Government.
- c. Coordinate emergency planning operations with stakeholders such as: the Maricopa County Department of Emergency Management, Arizona Department of Public Safety, Arizona Department of Corrections, Arizona Department of Emergency Management, West Valley Hospital, West Valley Medical Center, Luke Air Force Base, ambulance service providers, neighboring communities, and citizen groups.
- d. Periodically review and update the EOP to assure readiness and rapid response to man-made and natural threats.

Action Items:

- a. Create and adopt a communications plan establishing a formal notification process to enhance citizen awareness and education of the EOP.
- b. Update the EOP to address necessary target-hardening measures to protect critical infrastructure and facilities from acts of terrorism and other disaster events.

Objective GD-7-3. Ensure the built (i.e., man-made) environment fosters safety.

Policies:

- a. Promote safety through neighborhood design through measures such as, but not limited to, lighting and traffic calming.
- b. Site public safety facilities near community parks when possible to keep a constant City presence near these facilities.
- c. Ensure that residents can walk and bike safely through the community by creating separated bike lanes along most-used routes, creating well-marked cross-walks, and similar measures.
- d. Well-kept neighborhoods are generally thought of as safer. Promote home maintenance, code compliance, city-maintenance, and neighborhood clean-ups to keep a clean and safe environment.

Action Items:

- a. Review the City's lighting standards to ensure they provide for a safe environment.
- b. Develop a strategic City focus and action plans that support and promote safer biking and walking throughout the City.

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Figure 5.16 Goodyear Shop with a Cop

Objective GD-7-4. Encourage resident-led safety.

Policies

- a. Conduct educational programs to enhance public safety knowledge such as regards fire prevention, personal security, and motorist/biking competency.
- b. Ensure residents have up-to-date information on who to call in emergency situations.
- c. Encourage and promote the creation of neighborhood watch programs.
- d. A strong sense of community fosters a safe environment where residents watch out for each other. Promote this type of environment by:
 - Encourage home design, such as front porches, that promotes residents to be out on the street.
 - Ensure parks and neighborhood facilities are well-lit and promote safety.
 - Encourage community pride and a sense of cohesiveness.
 - Encourage community and neighborhood events that allow neighbors to get to know each other.

- Discourage loitering by ensuring there are activities for youth.

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Environmental Planning

Goal GD-8

A community that is sensitive and dedicated to preserving the unique nature and wildlife of the Sonoran Desert.

Goodyear's location and natural setting is one of its greatest assets. Preserving this landscape and being sensitive to its needs is an important goal. Conservation is not simply about preserving land but about design that is sensitive to its context.

Existing assets that may assist in implementation:

- Existing natural features such as the Sierra Estrella Mountains, Gila River, and Sonoran Desert National Monument.
- Organizations such as the Arizona Department of Game and Fish, Bureau of Land Management, and Arizona State Land Department.
- Development around the Valley near important natural features that has been done very well and serves as good examples.

Possible barriers to implementation:

- If the City sees another population boom it may be difficult to keep up with growth.

Objective GD-8-1. Utilize architecture and landscape that is compatible with the Sonoran Desert.

Policies:

- a. Encourage the use of vegetation that provides shade, seasonal color, and requires minimal irrigation.
- b. Encourage the salvage of viable native cacti and preservation of significant trees.
- c. Promote architecture that is compatible with the Sonoran Desert.

Action Items:

- a. Reevaluate the City's Design Guidelines near the Sonoran Desert.



Figure 5.17 Estrella Mountains

Objective GD-8-2. Protect significant natural features and provide opportunities for enjoyment of these resources by residents and visitors.

Policies:

- a. Implement the policies and regulations for open space preservation as included in the Parks and Recreation Master Plan.
- b. Ensure that the following significant natural features are appropriately conserved:
 - Gila River

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- Sierra Estrella Mountains and slopes greater than 20%
 - Sonoran Desert National Monument
 - Sierra Estrella Wilderness Area
 - Waterman Wash
- c. Ensure the City's trails plan provides connectivity between significant natural features to allow enjoyment of these resources by residents and visitors.
- d. Work with the Maricopa County parks department to expand the City's park system and to provide better access the natural features in the Estrella Mountains.

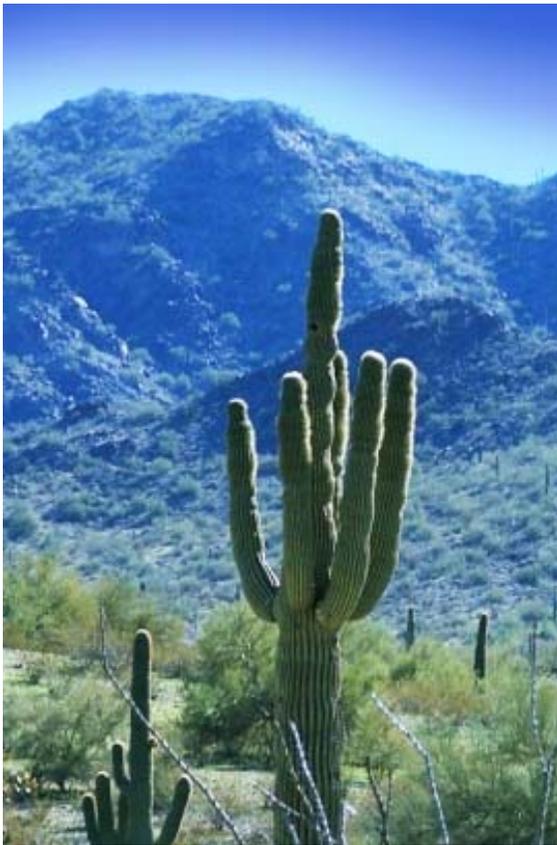


Figure 5.18 Sonoran Desert

Action Items:

- a. Consider the development of sensitive lands design guidelines to be incorporated into the City's Design Guidelines that creates guidelines to minimize the development impacts on steep sloped sites, directly adjacent to wildlife corridors, and directly adjacent to significant natural features such as the Sonoran Desert National Monument and the Sierra Estrella Wilderness Area.
- b. Update the Engineering Design Guidelines to ensure that steep sloped areas (i.e., slopes of 20% or more) are protected.

Objective GD-8-3. Protect wildlife within Goodyear's Planning Area.

Policies:

- a. Partner with stakeholders such as the BLM, Arizona Department of Game and Fish, Sonoran Institute, and other appropriate stakeholders in planning the area in and adjacent to the identified wildlife corridor.

Energy

Goal GD-9

A community that uses non-renewable resources responsibly and maximizes availability and use of renewable sources of energy.

The reduction of reliance on non-renewable energy sources can not only benefit the environment but can also provide a fiscal benefit as well. The need to increase use of renewable sources of energy is becoming more and more important. The City recognizes their part as both an energy user and regulator. Goodyear was recently recognized as an Arizona Solar Community because of the prolific use of solar energy in the community. Goodyear can be a leader for renewable energy and clean technology.

Existing assets that may assist in implementation:

- Good relationships with energy providers such as APS.

Possible barriers to implementation:

- Solar panels can increase costs to public projects.
- Many monetary incentives provided by power companies to install solar panels are no longer available.

Objective GD-9-1. Promote the efficient use of energy.

Policies:

- a. Promote the use of solar and other renewable energy.
- b. Partner with APS on programs and policies that promote energy use reduction.
- c. Promote the use of landscaping and building materials and technologies that reduce the heat island effect.

Action Items:

- a. Evaluate the cost/benefit of using solar energy at city-owned facilities including street lights.
- b. Evaluate creating covered parking areas for city-owned vehicles to protect these vehicles from sun damage. When provided, covered parking areas should include solar panels.
- c. Consider the creation of a heat and shade plan to provide comfortable walking and recreational areas, reduce the heat island effect, and reduce water usage.

Objective GD-9-2. Foster green building practices.

Policies:

- a. Require new city buildings to be Leadership in Energy and Environmental Design (LEED) certified when practical (e.g., some facilities such as fleet facilities are not practical to be built to LEED specifications).

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- b. Recognize developers and businesses that build LEED certified buildings, homes, and neighborhoods.

Action Items:

- a. Explore programs that encourage developers and homebuilders to use green building practices, reduce energy consumption, reduce water consumption, and similar practices.
- b. Investigate opportunities for trash to energy projects.

Objective GD-9-3. Reduce Goodyear's carbon footprint.

Policies:

- a. Reduce the number of vehicle miles traveled by:
 - Bringing jobs to Goodyear that residents currently commute outside of the community to get to.
 - Bringing quality entertainment, shopping, and dining experiences to Goodyear so residents do not have to travel as far to get to them.
 - Ensuring that bicyclists and pedestrians can safely and efficiently move throughout the community.
 - Establishing a transit system.
 - Increasing connectivity of the community.
 - Creating village centers in the community that provide destinations near neighborhoods.

- b. Seek ways to reduce the City's municipal operations carbon footprint.

Action Items:

- a. Review the City's Zoning Ordinance and Engineering Design Guidelines to ensure that uses such as electric vehicle charging stations and parking spaces are allowed and encouraged.
- b. Evaluate the merits of using natural gas or electric vehicles for the City fleet.
- c. Seek and utilize technologies that can reduce vehicle miles traveled such as videoconferencing, how City departments are located within facilities, etc.



Figure 5.19 Arizona Solar Community Sign

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*Little Pony by the
Agua Fria River*

acrylic mixed media

by Christine Kitzmiller

Goodyear 2025
Community Art Contest
Finalist

CHAPTER 6 COMMUNITY AND CULTURAL DEVELOPMENT

Introduction

Community and Cultural Development addresses where and how we live in Goodyear. As the backbone of our community, neighborhoods play an essential role in making Goodyear what it is. Housing is a basic human need and is a significant element of this chapter. Quality of life in Goodyear is greatly enhanced by arts, education, parks, and recreation opportunities. Together, these elements describe a desired sense of community for Goodyear.



Figure 6.1 Phoenix Symphony in Goodyear

Elements included in the Community and Cultural Development chapter:

- Neighborhoods*
- Housing*
- Parks, Recreation*, and Open Space*
- Trails, Paths, and Bicycles*
- Arts and Culture
- Education
- Healthy Lifestyles
- Community Engagement
- Social Services

**element required by State Statute*

Current Conditions and Anticipated Trends

- *Goodyear residents generally enjoy a high quality of life.*

In the 2012 Goodyear Citizen Survey, 94% of respondents rated Goodyear as an “excellent” or “good” place to live. Furthermore, 84% of residents rated the neighborhood quality of life as “excellent” or “good”.

- *Goodyear anticipates substantial residential growth over the coming years.*

Regional projections show that the number of dwelling units in Goodyear could double before 2025. This growth will likely bring diversity to the housing stock such as more apartments and townhomes. Even if there is not as much growth as projected in the next 10 years, Goodyear is less than 10% built-out in terms of dwelling units and the growth will come eventually.



Figure 6.2 Home in Estrella

- *Goodyear residents believe expanding the parks and recreation system is one of the most important things the City could do to make the City more livable. The 2012 Goodyear Citizen Survey also found that providing parks and recreation was more important to making the city more livable than*

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reducing crime, relieving congestion, creating more jobs and city services, and expanding shopping and dining opportunities.

- *Goodyear Residents feel that the amount of Community Parks and condition of landscaping and playground equipment is “good.”* While residents feel that the amount of Community Parks is good, they report many other city services as paramedic services, trash pickup, recycling, and park cleanliness as “very good”, indicating that there is room to improve the quantity and quality of parks and recreation facilities.
- *Goodyear’s housing programs are in low demand, but need for programs will likely increase.* As a relatively young community, Goodyear’s housing programs are still in their infancy and are very limited. Currently, home prices are affordable and interest rates are low, providing new opportunities for home ownership. Goodyear residents can take advantage of programs offered through the Maricopa County Department of Human Services and the local Community Action Program (CAP) office. As the housing stock ages and home prices increase, Goodyear will need to investigate and create programs to improve the housing stock and provide opportunities for home ownership and affordable housing.
- *Goodyear is a young community, but its housing stock is beginning to age.*

Goodyear has a proud history as evidenced by its historic neighborhoods, Historic Goodyear and Northern Subdivisions which were built from the 1940s to the 1960s. Houses in Goodyear are mostly new and in good condition. However, the homes built in the 1990’s in the City’s first master planned communities will be turning 30 years old during the life of this General Plan. The foreclosure crisis may also have had a lasting effect on the housing stock or neighborhoods. An aging housing stock can bring new challenges to Goodyear, but addressing potential issues early can set these communities up for success.

Neighborhoods

Goal CC-1

Vibrant and complete neighborhoods recognized as being people and family-friendly, each with their individual character yet connected and integrated into a cohesive Goodyear.

The concept of a “complete neighborhood” means that our neighborhoods can serve our daily needs. Complete neighborhoods are not just a collection of houses but include schools, parks, grocery stores, necessary infrastructure, and access to work and transportation. As we grow and develop, Goodyear will focus on ensuring there is accessibility whether it is by car, bicycle, foot, or transit. These issues are becoming more important as we focus on being family-oriented, creating a safe environment for our children, and serving the needs of an aging population.

Goodyear is home to historic neighborhoods such as Historic Goodyear and Northern Subdivisions and many high-quality master planned communities such as, but not limited to, PebbleCreek, Palm Valley, Estrella, and Canyon Trails. These communities are so attractive and distinct that many residents identify with their neighborhood or master planned community more than Goodyear as a whole. Ensuring these communities are interconnected without losing their individual character is an important goal.

Existing assets that may assist in implementation:

- The high-quality existing master planned communities and the Planned Area Development (PAD) zoning process that fostered their creation.
- Goodyear’s existing family-friendly atmosphere.

Potential barriers to implementation:

- We live in an automobile dominated society and Goodyear residents will continue to rely on cars as the primary mode of transportation in the foreseeable future. Because of this, Goodyear has been built with a focus on the automobile. Therefore, some developments do not have good pedestrian connections and the bicycle network is still being developed.
- There are many developments that are already planned and approved that may not have incorporated the concepts of complete neighborhoods, walkability, healthy communities, and aging in place.
- Geographically, Goodyear is a long, linear community that has diverse environments. Residents have stronger associations with their unique neighborhood rather than Goodyear.
- Currently, there are no major transportation connections to the southern portion of Goodyear and creating the connection is a financial and logistical challenge. While there is no transportation

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connection, integrating Mobile and Sonoran Valley residents within the City is very important.

Objective CC-1-1. Create and foster complete neighborhoods.

Policies:

- a. Promote the concept that all neighborhoods in Goodyear should be “complete neighborhoods” meaning they include:
 - a range of housing options,
 - the option to safely walk or bike to internal and external destinations,
 - access to a variety of transportation options,
 - schools that meet the needs of the neighborhood,
 - parks and other recreational facilities,
 - neighborhood commercial centers,
 - places of worship,
 - a sense of place and community pride,
 - places and spaces that encourage social interaction,
 - accessibility for people of all abilities,
 - access to healthy food, and
 - other amenities identified as important by the neighborhood.
- b. Promote the concept of “aging in place” and “aging in family”, ensuring that neighborhoods and homes meet the needs of aging residents and provide accessibility in accordance with the Americans with Disabilities Act (A.D.A.).

- c. Designate open space or parks as the focal point of the neighborhood and ensure they are available within walking distance to all residents.

Action Items:

- a. As part of a neighborhood planning process, work with existing neighborhoods to identify areas or improvement, if any, to create complete neighborhoods.
- b. Evaluate the City’s Zoning Ordinance, Design Guidelines, and Engineering Standards to determine what regulations are needed to ensure new developments will function as components of “complete neighborhoods.”



Figure 6.3 Bicyclist

Objective CC-1-2. Ensure neighborhoods are internally and externally connected.

Policies:

- a. Roads should be designed and built in conformance to a “complete streets” policy meaning they are designed with all users in mind and include space for automobiles, transit, bicycles, and pedestrians to move safely and comfortably through the community.

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- b. Include shared-use sidewalks or trails within neighborhoods that maximize internal walkability and provide connections to trail systems, schools, shopping, existing developments, and parks.
- c. Provide bike paths and bike lanes where possible to increase connectivity.
- d. Promote walking and bicycling through neighborhood design (e.g., shaded sidewalks, traffic calming, safe pedestrian crossings)
- e. Encourage children to walk to school by locating elementary schools at the center of the neighborhood, and providing connections to schools outside of the neighborhood that are used by neighborhood residents, such as paved paths and unpaved trails and creating walking school buses.
- f. Provide publicly accessible paved paths and unpaved trails, connected to neighborhood parks and open spaces and to City and regional paths and trails.
- g. Provide pedestrian and bicycle linkages to neighborhood commercial centers.
- h. Provide pedestrian and bicycle linkages to existing and future transit stops.



Figure 6.4 Neighborhood Monument Sign

Action Items:

- a. Update the City's Zoning Ordinance, Design Guidelines, and Engineering Standards to require neighborhood connections and complete streets.
- b. Participate in the "safe routes to schools" program or similar programs.
- c. Work with neighborhoods to enhance alleys and consider their use.
- d. To maximize access to parks, work with the school districts to provide joint use park facilities when possible.
- e. Utilize League of American Bicyclists guidelines to guide Goodyear to become recognized as being a "Bicycle Friendly Community."

Objective CC-1-3. Foster the creation and maintenance of attractive, high quality neighborhoods.

Policies:

- a. Encourage the use of regionally appropriate, attractive, and diverse architecture and landscape treatments.
- b. Encourage and promote the creation of neighborhood gardens on City and privately owned land.
- c. Promote public/private partnerships to address neighborhood maintenance, communication between the City and neighborhood, and problem solving.

Action Items:

- a. Periodically review the City's Zoning Ordinance and Design Guidelines to ensure that they encourage neighborhood design that promotes a unique sense of place that is in concert with the City's overall character.

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- b. Evaluate creating a program providing development fee and permit fee credits to encourage infill development and revitalization.
- c. Review the City’s code compliance processes and policies to ensure they reflect best practices and are meeting the needs of Goodyear’s neighborhoods (see Appendix D for detailed ideas).
- d. Evaluate the City’s policies and enforcement related to rental housing (e.g., rental registration). (see Appendix D for detailed ideas).
- e. Review the City’s processes to maintain city-owned landscape areas, parks, open spaces, and streets to ensure there is proper maintenance and that issues are addressed early.
- f. Evaluate the merits of creating Community Facilities Districts (CFDs) for maintenance of privately owned public-use and private facilities in appropriate neighborhoods.

Objective CC-1-4. Revitalize and support neighborhoods that are aging, at risk, transitional, or in general need of redevelopment.

Policies:

- a. Identify neighborhoods that do not have a Home Owners Association (H.O.A.) and provide them with appropriate support.
- b. Encourage the creation of neighborhood watch programs.

Action Items:

- a. Assess the current conditions of neighborhoods (e.g., crime,

maintenance, property value, and lighting) and evaluate the potential benefits of revitalization activities.

- b. Create neighborhood plans for the revitalization and preservation of the oldest neighborhoods; prioritizing neighborhoods through a neighborhood assessment.
- c. Assess the need for increased maintenance and City services for certain neighborhoods with unique traits or challenges
- d. Seek out and implement neighborhood clean-up, preservation, and revitalization programs such as “Adopt-a-Block” and “graffiti-busters”.
- e. Research and procure grants to create a fund to landscape front yards that are currently dirt-only to reduce dust and enhance appearance.
- f. Partner with financial institutions to explore the benefits of using Community Reinvestment Act funding for neighborhood revitalization.
- g. Review the activities in the Capital Improvement Program (CIP) and identify/reprioritize activities that benefit neighborhoods in need of revitalization.
- h. Evaluate the ability to leverage private resources committed to reinvestment.



Figure 6.5 Neighborhood in Goodyear

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Objective CC-1-5. Promote neighborhood identity within a shared City culture and bring neighborhoods together.

Policies:

- a. Use style, architectural design, form, and landscape treatments to create unique identities within neighborhoods.
- b. Encourage City-wide community spirit by supporting existing and new City-wide events.
- c. Link neighborhoods together through publicly accessible and private, public use paths, greenways, trails, and open space.
- d. Establish neighborhood gateways and connect residential neighborhoods through design elements such as street tree theming.

Action Items:

- a. Evaluate the merits of holding farmer's markets and other social events in neighborhoods to encourage residents to visit different neighborhoods.
- b. Evaluate and encourage the use of neighborhood identification existing neighborhoods that do not currently have it.



Figure 6.6 Historic Goodyear sign topper

Housing

Goal CC-2

A diverse stock of high quality housing that meets the needs of all residents.

As Goodyear grows and develops, the needs of our current and future residents will evolve. New housing that meets the needs of diverse residents should be built in Goodyear. As the City ages, maintaining our existing stock of housing will become ever important.



Figure 6.7 Housing in Goodyear

Existing assets that may assist in implementation:

- The existing high-quality housing stock.
- The City's Building Safety Division and building codes.

Possible barriers to implementation:

- As a relatively young community, only limited programs are currently in place to address aging housing stock.
- The availability of funding such as Community Development Block

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Grant funds have steadily decreased over the years.

- Goodyear has a need for a variety of housing types, such as multi-family rental housing. However, there are often negative, but not necessarily true, associations with these types of developments that must be overcome.
- Housing prices could increase in the future causing housing to become unaffordable.

Objective CC-2-1. Provide diverse and quality housing products.

Policies:

- a. Encourage a mix of quality and compatible housing types consistent with market trends and demand that adequately meets the needs of current and prospective residents and workers.
- b. Encourage mixed-use development, especially near transit stations.
- c. Promote higher residential densities near and within the City Center, along the McDowell Road/Interstate 10 commercial corridor, the future Loop 303 corridor south of I-10, and near transit stations.

Action Items:

- a. Periodically review and update the City's Design Guidelines and Zoning Ordinance to correspond with changing housing and market trends.
- b. Evaluate and adopt tools that assist in increasing the variety of housing products (e.g., density bonuses).

Objective CC-2-2. Preserve the quality of existing housing.

Policies:

- a. Ensure that infill development matches or exceeds the quality and style of adjacent existing development.
- b. Ensure timely and comprehensive building inspections.

Action Items:

- a. Conduct an assessment of housing conditions in the City's oldest neighborhoods.
- b. Seek out grants and establish programs that eliminate substandard dwelling conditions (e.g., home rehabilitation).

Objective CC-2-3. Advance the concept that every person should have access to safe and affordable housing.

Policies:

- a. Promote the principals of fair housing.
- b. Locate special needs housing (e.g., senior housing or assisted living) near needed support services and transit stations.
- c. Partner with developers to integrate affordable housing into large master planned communities.
- d. Promote the equitable distribution of housing types throughout the City (e.g., multi-family, single family, assisted living).

Action Items:

- a. Periodically evaluate the mix of housing types and housing affordability within the City.

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- b. Evaluate the merits of an inclusionary zoning ordinance or incentive plan that requires or encourages the construction of affordable housing.
- c. Evaluate and consider the establishment of a City housing division when the level of activity warrants it.
- d. Establish programs that will assist the City in eliminating substandard housing conditions, improve housing quality, and promote home ownership.



Figure 6.8 Housing in Goodyear

Parks, Recreation, and Open Space

Goal CC-3

A parks, trails, open spaces, and recreation facilities system that is regionally and locally linked and accessible, that serves existing and future residents and contributes to the community's social, economic, and environmental quality.

Expanding the parks and recreation system was one of the most frequent comments received during the creation of the General Plan and the development of the Parks, Recreation, Trails and Open Space Master Plan. As a family-oriented community, parks and recreation is a crucial component of a successful community. Parks, trails, and open spaces are an integral part of our neighborhoods and creating a unique sense of place. Goodyear recognizes that parks, trails and open spaces will play a critical role in developing the vision of Goodyear and ensuring it is a place where people want to live, work, raise a family, or start a business.



Figure 6.9 Loma Linda Community Pool

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Almost 60% of residents reported developing new friends through parks and recreation programs. Providing linkages and opportunities for recreational biking/walking through a trail network was also identified by almost two-thirds of all residents participating in the non-scientific survey. Parks, trails, and recreation opportunities can provide the social and physical connectivity that was identified as a fundamental strategy for the General Plan.

Existing assets that may assist in implementation:

- The existing parks and trails system.
- Existing plans, partnerships, and city-owned lands along the Bullard Wash corridor, the Gila River, Waterman Wash, and the Estrella Mountain Regional Park.
- Adjacent open spaces including the Sonoran Desert National Monument and Sierra Estrella Mountains.
- The Roosevelt Irrigation District and Buckeye Irrigate District.
- Parks, Recreation, Trails and Open Space Master Plan

Possible barriers to implementation:

- Land has not been preserved for a community park in the central area of Goodyear.
- Private parks and trails are not currently linked to public trails.
- Public right-of-way for trails and paths outside of the Bullard Wash needs to be acquired.

Objective CC-3-1. Develop parks and recreation facilities in support of programs and events desired by city residents, that support economic development and that promote neighborhood identity and quality of life.



Figure 6.10 Goodyear playground

Policies:

- a. The City shall utilize the park standards and guidelines as identified in the adopted Parks, Recreation, Trails, and Open Space Master Plan.
- b. Consider heat and shade when designing parks and facilities.
- c. In the Scenic Neighborhoods land use category, parks and open spaces primarily should:
 - Preserve the native landscape,
 - Be designed and built to enhance the natural beauty of the scenic environment, and
 - Include facilities and areas that provide opportunities for environmental education.
- d. In the Neighborhoods land use category, parks and open spaces primarily should:
 - Be a focal point of the neighborhood,
 - Contribute to a sense of place,

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- Be a place where children can safely play,
 - Provide opportunities for social interaction,
 - Locate parks to integrate neighborhoods, so that residents of different neighborhoods can meet and socialize, and
 - Provide appropriate connections between residential and commercial areas by consolidating open spaces in different land uses to create larger areas (e.g. a neighborhood park and required commercial buffer could be located near each other to create larger open space).
 - All residences shall be located within a ¼ mile of a public or private neighborhood park.
- e. In the Business and Commerce land use category, parks and open spaces primarily should:
- Provide plazas for public use integral to the development,
 - Contribute to a sense of place,
 - Provide areas to house public and private events such as farmer’s markets, fairs, art events, and festivals that attract visitors who contribute to the City’s economy.
- f. In the Industrial land use category, parks and open spaces primarily should provide passive areas for employee gathering and buffer less intensive land uses.
- g. Maintain a City Council appointed Parks and Recreation Advisory Commission to ensure parks, facilities, and programs reflect community needs and priorities.

Action Items:

- a. Review and amend the Zoning Ordinance to reflect the standards within the Parks, Recreation, Trails and Open Space Master Plan.
- b. Establish parks and facilities that were identified during the General Plan update process that are also included in the recommendations of Parks, Recreation, Trails and Open Space Master Plan (see Appendix D).



Figure 6.11 Goodyear skate park

Objective CC-3-2. Establish a high level of quality development through the implementation of consistent standards for development, design, and maintenance of park and recreation facilities.

Policies:

- a. Maintain parks and recreation facilities in accordance with the Parks and Recreation Department policies and standards.
- b. Operate and maintain the Goodyear Ballpark and Recreation Complex

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according to Major League Baseball standards.

- c. Upgrade and improve existing park and recreation infrastructure in accordance with standards outlined in the Parks, Recreation, Trail and Open Space Master Plan.

Action Items:

- a. Consider replacement and/or renovation of parks and facilities based on review and comparison with industry standards of parks cost per acre and facility cost per square foot maintenance costs.
- b. Encourage the use of sustainable maintenance practices.
- c. Encourage the use of sustainable materials in the design and construction of parks and recreation facilities.



Figure 6.12 Tennis courts at the Community Park

Objective CC-3-3. Leverage joint use opportunities and partnerships to provide park, open space, and recreational opportunities.

Policies:

- a. Coordinate with the Arizona State Land Department to include the location of parks within their future conceptual master plans or to consider the designation of some State Lands as parks or open space within the City through the Arizona Preserve Initiative or a similar program.
- b. Partner with the Flood Control District of Maricopa County and other stakeholders to implement the El Rio vision and plan, and provide public recreational open space along the Gila River.
- c. Consider partnerships with surrounding communities to coordinate in the provision of regional recreation facilities.
- d. Consider partnerships with non-profit and private organizations to operate recreational facilities and/or programs when practical and possible, in conformance with the Parks and Recreation Department program and facility goals.
- e. Create partnerships using City-approved public/public, public/not-for-profit, and public/private partnership policies.
- f. Consider expanding partnerships with Maricopa County to expand park and recreation opportunities for residents.

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Action Items:

- a. Consider joint-use school/park facilities when appropriate and consider updating the Southwest Cities, Schools, and Developers Partnership to identify this potential policy.
- b. Examine the joint benefits of using large storm water retention facilities as greenways, trail corridors, open spaces, public parks or as locations for recreation facilities.
- c. Consider coordination with the BLM, State Land Department, Maricopa County and other entities to access land under their jurisdiction for use as public open space or as locations for public recreation facilities.

Objective CC-3-4. Continue to enhance and provide recreation programs and events that enhance quality of life within the community and support the city's economy.

Policies:

- a. Provide recreation programs in accordance with the recommendations of the Parks, Recreation, Trails and Open Space Master Plan.

Action Items:

- a. Review core, secondary and support programs on a regular basis to ensure they are in conformance with Goodyear residents' needs, market conditions and Parks and Recreation Department mission.

Trails, Paths and Bicycle

Goal CC-4

A non-motorized trail and path network that provides safe and convenient opportunities for bicycling and walking.

Goodyear's climate and residents' active lifestyles make it an ideal place for biking and walking, whether for pleasure or travel. The community wishes to create a culture of bicycling and walking in Goodyear. There is an opportunity to use Goodyear's assets, such as its natural features, to promote recreational tourism in the area.

Existing assets that may assist in implementation:

- Existing bike lanes, trails, and paths.
- Existing natural and man-made features that can be used for trail development such as the Bullard Wash, Gila River, and Roosevelt Irrigation District (RID) and Buckeye Irrigation District (BID) canals.
- Existing and planned destinations for cyclists and pedestrian such as the Estrella Mountain Regional Park and the Estrella Falls Mall.
- Good regional planning and cooperation in the Southwest Valley and through MAG.

Potential barriers to implementation:

- As roads become more congested, keeping cyclists safe could become more challenging.

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- The City continues to expand a non-motorized network and so some destinations may not be able to be reached by foot or bicycle.

Objective CC-4-1. Enhance the regional bicycle system.

Policies:

- a. Include bike lanes on arterial and collector roadways.
- b. Major destinations should include bicycle parking.
- c. Include the consideration of bicycling in transit planning. Transit stations should be planned on bicycle lanes/trails and busses should accommodate bicycles.
- d. Increase awareness of the bike lane/trail system in Goodyear and the region.
- e. Coordinate bicycle trail/lane planning with neighboring jurisdictions and regional planning agencies.



Figure 6.13 Trail in Goodyear

Action Items:

- a. Implement the creation of bike lanes as identified in the Transportation Master Plan.

- b. Initiate a dialogue with the RID, BID, ADOT, and the Flood Control District of Maricopa County to discuss using the canals and drainage channels for trails.
- c. Research and consider allowing or promoting the use of non-traditional materials for some sidewalks to provide multi-use trails along street corridors.
- d. Investigate the need to enhance bike lanes and safety on important bicycle routes through methods such as painted bike lanes.
- e. Seek out and partner with a privately managed bike share organization to provide additional biking opportunities and resources to the citizens of Goodyear.
- f. Create the volunteer City of Goodyear Bicycle Advisory Task Force to assist City Council and staff in identifying potential bike-oriented programs and facilities to include the five e's of cycling: engineering, education, encouragement, enforcement, and evaluation.
- g. Explore the potential of a city or health care organization sponsored regional cycling celebration which would include maximum participation from all levels of interest and experience.
- h. Create and implement a cycling-specific web page on the City's website to provide a wide range of cycling information, announcements, resources, and links to cycling organizations and resources.
- i. Develop a Bicycle Master Plan.

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Objective CC-4-2. Develop the off-road trail system.

Policies:

- a. Implement the policies and recommendations included in the Parks and Recreation Master Plan.
- b. Ensure an off-road trail network that provides connections between major destinations that is safe, convenient and continuous.
- c. Use the trail system to promote economic development.
- d. Develop trails along washes.
- e. Develop trails along canals such as the Roosevelt Irrigation District (RID) canals and Buckeye Irrigation District (BID) canals.

Action Items:

- a. Identify key trail corridors in the CIP and IIP.
- b. Consider establishing a “Tour de Goodyear” type event to encourage cycling.
- c. Build trails along the Bullard Wash.



Figure 6.14 Bullard Wash north of I-10

Arts and Culture

Goal CC-5

Regionally celebrated arts facilities, programs, and events that serve as a hub for arts and culture in the West Valley.

Goodyear is committed to the promotion of arts and culture within the community. Residents should be able to find a variety of arts and cultural events within their own community. Goodyear recognizes that a rich culture and strong commitment to the arts will strengthen the community and make it an attractive place to live or start a business.

Existing assets that may assist in implementation:

- Existing arts organizations such as the West Valley Arts Council.
- A population willing to support the arts.
- A community with a strong and diverse history and culture.
- Opportunities to provide arts and culture within a larger recreation program and through citywide events.
- Existing citywide events, such as the Family Concert Series and Phoenix Symphony Pops in the Park as well as public art incorporated into parks, buildings, and public spaces are beginning to establish a tradition of arts and culture in the community.
- Goodyear Arts and Culture Commission.

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Possible barriers to implementation:

- Goodyear is building many of these programs from scratch and they may take some time to become widely recognized as part of the City's identity.

Objective CC-5-1. Advocate for the expansion of arts and cultural opportunities for citizens of all ages.

Policies:

- a. Create new and foster existing partnerships with local and regional arts organizations.
- b. Seek opportunities for the community to offer input and participate in arts opportunities and experiences.
- c. Use art to establish connectivity between all citizens in Goodyear.



Figure 6.15 Public Art at the Community Park

Action Items:

- a. Begin the development of an arts center that includes performing arts space, exhibition space, multi-generational community space, and educational opportunities.
- b. To meet immediate need, identify facilities that provide a performing arts

space, exhibition space, multi-generational community space, and educational opportunities such as schools, HOA facilities, or empty retail space.

- c. Partner with the City of Avondale to enhance art opportunities along Western Avenue.

Objective CC-5-2. Provide events that reflect the diversity of Goodyear.

Policies:

- a. Encourage City-wide community spirit by supporting existing and new City-wide events.
- b. Encourage events that explore all art forms and bring unique experiences to everyone in Goodyear.

Action Items:

- a. Establish arts events as identified by the City's Art & Culture Commission or local arts organizations.
- b. Develop a train depot restoration project and other projects that celebrate the history of Goodyear.



Figure 6.16 Chinese New Year Celebration

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Objective CC-5-3. Foster public art within the community.

Policies:

- a. Integrate public art throughout the community.
- b. Provide art in public places.
- c. Incorporate planning for public art within the development review process or other city planning processes.

Action Items:

- a. Develop a Public Art Plan as identified by the City's Art & Culture Commission.
- b. Explore the creation of an Art in Private Development program.
- c. Partner with ADOT to investigate potential public art opportunities with noise walls and between the lanes and on/off ramps of I-10, SR 303, and other expressways.
- d. Investigate art opportunities at the Cotton Lane bridge.

Objective CC-5-4. Encourage arts education and promote local artists.

Policies:

- a. Support local schools with innovative arts programs that facilitate learning.
- b. Promote adult art education programs.
- c. Support changing arts education standards and support local educators.

Action Items:

- a. Assess the need for magnet art schools and arts education programs in partnership with local schools.
- b. Establish an arts incubator or community art space.

Education

Goal CC-6

A community committed to educational excellence.

Education improves the lives of citizens by providing opportunities and economic mobility. Although the City of Goodyear is not charged with overseeing the K-12 education system, education is such an important part of a strong community that it has been included as a goal. Higher education and workforce training also play an important role in the community.



Figure 6.17 Palm Valley Elementary School

Existing assets that may assist in implementation:

- Excellent existing K-12 schools.
- Estrella Mountain Community College.
- 100-acre site reserved for park and university space.

Possible barriers to implementation:

- There are several school districts within the community which requires collaboration and coordination.
- Some previously reserved school sites were purchased and developed by charter schools. New school sites for public schools may need to be identified.

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Objective CC-6-1. Support K-12 learning institutions.

Policies:

- a. Support area school districts in their endeavor to ensure Goodyear youth are college and career ready.
- b. Ensure area school districts are involved with master planning, population forecasting, and strategic planning to ensure that information is shared, resources are used wisely, and common goals are aligned.
- c. Participate in the Arizona Mayor’s Education Roundtable and other regional collaborations on education issues.

Action Items:

- a. Partner with development and educational entities to ensure the continuation of the Southwest Cities, Schools, and Developers Partnership Compact.
- b. Investigate a partnership between local schools and the business community to provide students with opportunities for internships.

Objective CC-6-2. Establish an enhanced higher education presence.

Policies:

- a. Support local higher education institutions and vocational education institutions that serve the educational needs of the community and region.
- b. Partner with local higher education institutions to ensure they offer programs that meet the needs of area industries and businesses.

Action Items:

- a. Actively pursue opportunities for higher education institutions to locate in Goodyear.
- b. Continue to partner with Estrella Mountain Community College to serve the educational needs of Goodyear residents.



Figure 6.18 Estrella Mountain Community College

Additional objectives and policies regarding workforce development can be found in Chapter 7: Economic Development

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Healthy Lifestyles

Goal CC-7

A community with access to healthy eating and active lifestyle opportunities.

The health of our residents and workforce play a vital role in the overall health of our community. Planning for a healthy community can address chronic diseases, reduce health care costs, and increase the overall well being of our community.



Figure 6.19 Heart and Sole event

Existing assets that may assist in implementation:

- Local food growers such as Duncan Family Farms.
- The trails and parks system and our natural open spaces.

Possible barriers to implementation:

- Goodyear has been designed as an automobile-oriented community. Retrofitting neighborhoods for walkability/bikeability may be a challenge.

Objective CC-7-1. Ensure residents, visitors, and workers have access to healthy food.

Policies:

- a. Promote the development of community gardens within neighborhood and pocket parks.
- b. Support Community Supported Agriculture (C.S.A.s) and farmer's markets.
- c. Promote the preservation of agricultural lands for the growing of food.
- d. Support local food banks and involve them in discussions and assessments of the community's needs.

Action Items:

- a. Work with the school districts to provide joint use facilities when possible.
- b. Conduct a Community Food Assessment (CFA). Identify "food deserts" in the City and research creative solutions to address them in partnership with affected neighborhoods.
- c. Evaluate the merits of holding the City's farmer's markets in neighborhoods where food deserts have been identified.
- d. Hold farmer's markets and Community Supported Agriculture (CSA) pick-ups at local parks.
- e. Evaluate the City's Zoning Ordinance to ensure that food trucks that serve health food, community gardens, and similar endeavors are permitted.

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Objective CC-7-2. Promote a physically active community.

Policies:

- a. Provide opportunities for walking and biking to destinations whenever possible.
- b. Support events that provide opportunities for physical activity.
- c. Provide playgrounds in local parks that promote physical activity
- d. Promote physical activity through recreation programs, events, and providing recreation facilities such as par courses that encourage independent physical activity.

Action Items:

- a. Research and potentially conduct an Active Lifestyle Assessment
- b. Research and potentially prepare an active school neighborhood checklist.



Figure 6.20 Hikers in Goodyear

Social Services

Goal CC-8

Quality social services that provide for the needs of the community.

Goodyear wants to provide opportunities to residents to have access to shelter, food, education, health care, and other necessary services. Although the City's social service programs are still in their infancy, the City can still play an important role in communicating to the public what programs are available and monitoring the needs of the community.

Existing assets that may assist in implementation:

- Non-profit organizations.
- Faith based community.

Possible barriers to implementation:

- The City is building its social service network and currently offers few programs.
- Current services are often located outside of the City and since the City is building its transportation network, connecting residents to needed services can be a challenge.

Objective CC-8-1. Understand the services and facilities that are needed in the community.

Policies:

- a. Use Citizen Survey's to understand the needs in the community.

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- b. Participate in regional planning and studies, such as MAG and the Maricopa County Community Development Advisory Committee (CDAC).
- c. Work with area non-profits to understand the needs of the community.

Objective CC-8-2. Ensure there is access to needed services and facilities.

Policies:

- a. Act as an active facilitator to link those in need with providers.
- b. Actively promote social service information, making the information easily available to the community.

Action Items:

- a. Create a social services section of the website where resources will be posted.
- b. Continue the Faith Based Roundtable and try to fully utilize this resource.
- c. Meet with social/neighborhood services departments in the Valley to determine best practices.
- d. Explore the designation of an ombudsman to spearhead social service partnerships.



Figure 6.21 Goodyear Shop with a Cop

Citizen Engagement

Goal CC-9

An engaged and informed community.

Residents are Goodyear's most important asset and it is essential that they be involved and engaged in their local government.



Figure 6.22 Community meeting

Existing assets that may assist in implementation:

- An already active and involved citizenry.
- The City's website and INFOCUS community magazine.

Possible barriers to implementation:

- Goodyear residents and businesses are busy and finding time to engage in local government can be challenging.
- Since many Goodyear residents commute outside of Goodyear to work, it can make finding time to participate even more challenging.
- Sonoran Valley and Mobile is physically disconnected from the rest of Goodyear.

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Objective CC-9-1. Facilitate an informed and active community.

Policies:

- a. Partner with neighborhood groups and H.O.A.s to strengthen lines of communication and disseminate information.
- b. Emphasize outreach to multi-family developments (e.g., apartments) by the City, neighborhood groups, and H.O.A.s to include them in neighborhood events and programs to foster unity and cooperation.
- c. Foster opportunities for social interaction through site design (e.g., front porches, narrow streets).
- d. Provide and/or designate a neighborhood gathering places such as a parks, schools, or community centers.



Figure 6.23 Make a Difference Day

Action Items:

- a. Evaluate the merits of an education center to provide opportunity to learn and understand the City's codes and regulations.
- b. Continue the Southwest Valley Citizen's Academy, Volunteers in Public Service, and similar activities that promote participation by citizens in City government.

- c. Identify and create community gathering places that foster community spirit and interaction opportunities.
- d. Conduct citizen surveys to identify ways to further engage the community.

Objective CC-9-2. Increase government transparency and information sharing.

Action Items:

- a. Evaluate new technologies to disseminate information such as mobile applications.

Objective CC-9-3. Encourage grass-roots efforts to identify neighborhood and community needs and implement solutions.

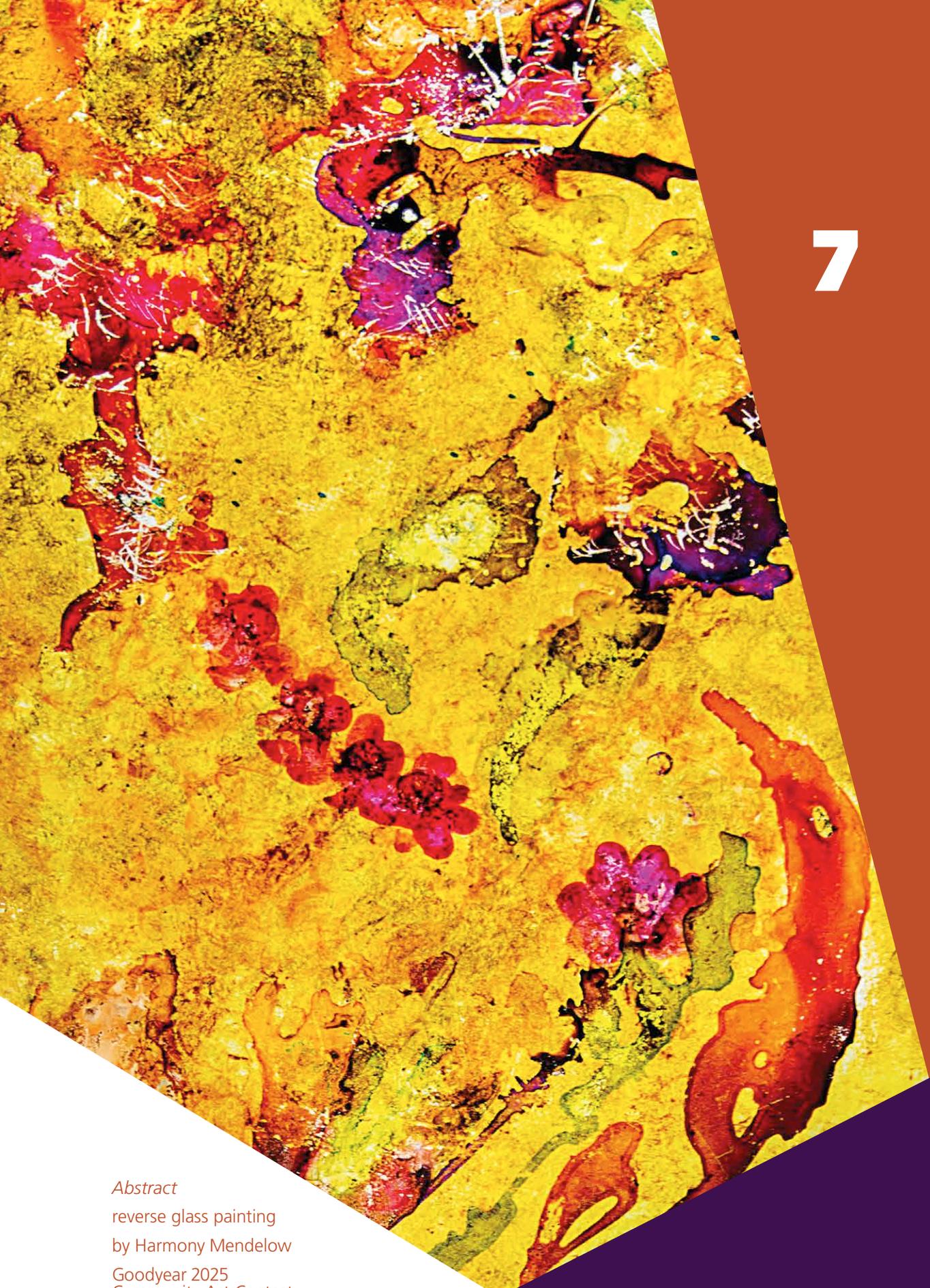
Policies:

- a. Encourage the creation of neighborhood watch programs and/or leverage HOA involvement in neighborhoods.
- b. Continue and promote involvement in Leadership West.

Action Items:

- a. Support "Make a Difference Day" and similar events that encourage community volunteerism.
- b. Enlist the support of community organizations to enhance areas that would benefit from periodic clean-up programs.
- c. Periodically conduct community surveys to acquire residential input and ideas.

ECONOMIC DEVELOPMENT



Abstract
reverse glass painting
by Harmony Mendelow
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 7 ECONOMIC DEVELOPMENT

Introduction

The Economic Development chapter addresses the economic health, standard of living, and prosperity that Goodyear strives to provide for its community. Economic development is a function of every chapter in this plan. It is vital to the health and prosperity of the community.

Elements included in the Economic Development chapter:

- Economy
- Local Opportunity to Nurture Small Business
- Workforce Development
- Technology & Health Care
- Tourism



Figure 7.1 Goodyear Centerpointe shopping center

Current Conditions and Anticipated Trends

Goodyear residents are well educated with a strong income level.

According to the 2012 American Community Survey, the median household income in Goodyear is \$73,022. This is much higher than Arizona's median household income of \$47,826.

Goodyear has many potential opportunities to build the economy.

According to the 2013 Goodyear Focus on Success: Economic Development Action Plan, there are many opportunities which make us strategically positioned in the southwest valley including, but not limited to, the Phoenix-Goodyear Airport; our existing businesses, infrastructure; and proximity to I-10, Loop 101, Loop 303, and the Union Pacific Railroad.

Goodyear is anticipated to see significant job growth in the future.

According to the MAG 2013 Socioeconomic Projections, Goodyear is anticipated to add over 2,200 jobs per year from now until 2020. This represents a 6.7% annual employment growth rate. Goodyear's jobs to housing balance (i.e., the number of jobs divided by the number of housing units) in 2010 was 1.09 and is anticipated to grow to 1.19 by 2020. A jobs to housing balance of 1.0 or higher typically indicates there are enough jobs to serve the community.

Business climate within the City of Goodyear.

According to the 2013 Goodyear Focus on Success: Economic Development Action Plan, "the business climate allows for prosperous enterprises and fosters entrepreneurship and investment."

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Economy

Goal ED-1
A resilient and diversified economy.

The health of the economy is vital to the health of the community. City revenues depend upon sales tax and property taxes. Creating an economy that has diverse industries, rather than relying on one industry such as construction is important. A resilient economy is one that will not feel the effects of economic downturns as strongly and will rebound quicker.

Existing assets that may assist in implementation:

- Phoenix-Goodyear Airport and Luke Air Force Base.
- Existing businesses.
- Existing Infrastructure.
- A highly educated and trained workforce.

Possible barriers to implementation:

- Lack of a downtown/central business district
- Changes in the State Legislature Policy to impact fee legislation (SB1525).
- Infrastructure in some areas is planned but not built.

Objective ED-1-1. Encourage development to attract businesses to Goodyear that offer good wages and benefits and positively contribute to the community and economy.

Policies:

- a. Foster the creation of jobs within key industry clusters:
 - Aviation and aerospace
 - Higher education
 - Health services
 - Advanced manufacturing
 - Information technology
 - Tourism
- b. Utilize and expand efforts to attract new employers to the City through regional partnerships with organizations such as, but not limited to, the Arizona Commerce Authority (ACA), Arizona Association for Economic Development (AAED), the Southwest Valley Chamber of Commerce, International Council of Shopping Centers (ICSC), National Association of Industrial and Office Properties (NAIOP), Greater Phoenix Economic Council (GPEC), International Economic Development Council (IEDC), Valley Partnership, and WestMarc.
- c. Continue to forge relationships and create partnerships with industry leaders, property owners, and key development officials to gain a perspective of their “wants and needs” to locate their operations within Goodyear.
- d. Integrate business friendly practices throughout City functions.

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Action Items:

- a. Create an incentives policy to address how revenues may be used and when they are offered, and make this policy available to the public.
- b. Incentives offered shall be performance based.
- c. Implement the strategies identified in the Economic Development Action Plan.
- d. Periodically review the City's Zoning Ordinance, Design Guidelines, and development review process to ensure it is serving the needs of the business community and adheres to best practices.
- e. Streamline the development review process for employers who meet the key industries as identified in the Economic Development Action Plan.

Objective ED-1-2. Ensure that infrastructure and the Land Use and Transportation Plan enhances economic development and job growth.

Policies:

- a. Ensure the mix of land uses and zoning will ensure a stable revenue stream in the future or at other times when growth may be limited.
- b. Designate lands near important assets (Loop 303, I-10, fiber-optic, Phoenix-Goodyear Airport) for employment uses.
- c. Implement the CIP for efficient infrastructure construction to meet the needs of its current and future residents, workforce, and employers.

- d. Proactively plan and invest for the infrastructure needs of employment land uses.
- e. Recognize the link between economic development and transit services and design a transit system that accounts for the economic development vision and goals.
- f. Direct resources, when possible and practical, to build infrastructure, open space, parks, trails, transportation, and other facilities and amenities to support economic development.

Action Items:

- a. Review the City's Zoning Ordinance and develop and enforce appropriate ordinances and guidelines to ensure key industries are appropriately clustered and accommodated.
- b. Develop incentive programs to promote infill business development.



Figure 7.2 Commercial areas in Goodyear

Objective ED-1-3. Create a built-environment that fosters economic development.

Policies:

- a. Work in partnership with landowners, developers, prospective businesses,

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and other stakeholders to create a visually diverse and captivating architectural environment.

Action Items:

- a. Review the City’s Zoning Ordinance and Design Guidelines to ensure there is flexibility for diverse architecture (e.g., colors are not strictly limited).
- b. Consider the creation of districts where architectural and design standards would be unique, depending upon the surrounding uses and goals and vision of the General Plan.

Objective ED-1-4. Nurture a functional and economically successful Phoenix-Goodyear Airport and Luke Air Force Base.

Policies:

- a. Continue to partner with Luke Air Force Base.
- b. Implement the policies and recommendations of the Phoenix-Goodyear Airport Master Plan.
- c. Continue to partner with the City of Phoenix to realize the operational and economic development potential of the Phoenix-Goodyear Airport.
- d. Protect the Phoenix-Goodyear Airport and Luke Air Force Base .



Figure 7.3 Phoenix-Goodyear Airport

Local Opportunity that Nurtures Small Businesses

Goal ED-2

An environment that nurtures locally based employment and economic opportunity.

Small businesses and home grown entrepreneurs greatly benefit the economy. According to Local First Arizona, for every \$100 spent at a locally owned business, \$73 remains in the local economy while for every \$100 spent at a non-locally owned business, \$43 remains in the local economy. The desire for “mom and pop” restaurants and stores was expressed by the community during the update of the General Plan.

Existing assets that may assist in implementation:

- Existing locally-owned businesses.
- A highly educated workforce.

Possible barriers to implementation:

- Government RFP processes which award contracts to the lowest bidder rather than taking into account the local benefit.
- Lack of business improvement district tool to assist in small business districts and promotion.

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Objective ED-2-1. Foster the creation of small business within Goodyear.

Policies:

- a. Partner with local organizations such as, but not limited to, Local First Arizona, the Small Business Development Centers (SBDC), the Small Business Association (SBA), the Southwest Valley Chamber of Commerce, and local brokers to provide programs to small businesses and coordinate outreach.
- b. Partner with state, regional and local governmental agencies, financial institutions, and venture capitalists to evaluate and fund viable small business capital needs and programs that nurture entrepreneurial growth such as incubators and accelerators.

Action Items:

- a. Review the City's Zoning Ordinance to ensure that home-based business regulations and other regulations that affect small businesses support the creation and expansion of local businesses while still protecting surrounding residences.
- b. Seek opportunities to support and partner with other business incubator programs, especially those that focus on the key industry clusters.

Objective ED-2-2. Work closely with and explore programs that retain and expand existing businesses, their operations, and employee base in Goodyear.

Policies:

- a. Provide support and streamlined services for small businesses.
- b. Continually monitor the City's business fees to remain competitive.

Action Items:

- a. Conduct small business visits, meeting with the owners to discuss current business production and strategies to leverage business growth.
- b. The City shall develop a business recognition program to highlight the value it places on the successful efforts of local businesses.
- c. Utilize the Development Process Administrator in the Development Services Department to facilitate and streamline small business permitting.

Objective ED-2-3. Seek unique and distinctive opportunities to foster small and/or local business in Goodyear.

Policies:

- a. Recognize that local artists are small businesses and promote them through the arts and cultural programs and other opportunities.
- b. Provide economic opportunities in the City's vast natural and open

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spaces such as allowing food trucks to operate at City events and public parks or permitting the horse riding stables located at the Estrella Mountain Regional Park.

- c. Support local agriculture, from Duncan Family Farms to community gardens to farmer's markets, that produce food and goods that are sold locally.
- d. Encourage special events, recreation events, and niche events that support local and small businesses and attract visitors to Goodyear.
- e. Promote the City contracting with Section 3 businesses (i.e., low-income businesses located in the communities they serve) for Community Development Block Grant (CDBG) projects.

Action Items:

- a. Review the City's procurement processes for opportunities to favor local businesses for City contracts when appropriate.

Workforce Development

Goal ED-3
An educated and healthy workforce.

The businesses within the key industry clusters that Goodyear wants to attract need a highly skilled workforce. Today, 92.8% of Goodyear residents commute outside of Goodyear for work.

According to the Economic Development Action Plan, Goodyear is exporting a majority of highly skilled workers in the industries of healthcare, educational services, administrative support, and profession and scientific services. This phenomena is known as "brain drain". Goodyear would like to assist targeted industries in growing our potential employment opportunities for workers in Goodyear so that jobs are available close to their homes.



Figure 7.4 Small Business Summit

Existing assets that may assist in implementation:

- Goodyear's existing workforce that is highly skilled.

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- High quality K-12 schools, Estrella Mountain Community College, WestMEC, and other institutions of learning.

Potential barriers to implementation:

- Recruiting additional skilled workers to live in Goodyear may be challenging until the entertainment, shopping, and recreation amenities are more developed.

Objective ED-3-1. Ensure a vibrant and prepared workforce.

Policies:

- a. Collaborate with education providers in the region to develop the local workforce's skills in the key industry clusters.
- b. Collaborate with education providers to ensure graduates are prepared to enter the local workforce.

Action Items:

- a. Monitor and evaluate the workforce needs of the key industry clusters.
- b. Work with the K-12 school districts and area employers to expose students to career opportunities within the various key industry clusters.
- c. Facilitate employer mentoring, shadowing, and internship opportunities for students and residents.

Objective ED-3-2. Stem the flow of intellectual "brain drain".

Policies:

- a. Attract targeted industry projects/businesses that allow the opportunity for Goodyear residents to live and work locally.
- b. Create a community with a quality of life and sense of place that draws the types of workers needed by the identified key industry clusters.

Action Items:

- a. Determine and document the education and skills of existing workers that commute outside of Goodyear.

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Technology

Goal ED-4

A community that is a technology leader in health care, business, education, aerospace, defense, and government.

Communities that integrate emerging technology into their planning will have a distinct edge over those that will have to play catch-up.

Existing assets that may assist in implementation:

- Goodyear’s existing workforce that is highly skilled.
- High quality K-12 schools, Estrella Mountain Community College, WestMEC, and other institutions of learning.
- An extensive existing fiber-optic network.

Potential barriers to implementation:

- Maintaining an edge on emerging technology investment is a challenge to communities.

Objective ED-4-1. Promote the development of technology to ensure Goodyear is a leader in technology in the region.

Policies:

- a. Identify industry clusters that promote technology and utilize the City’s existing infrastructure.

Action Items:

- a. Review the community’s data transfer/communication network against other necessary infrastructure to ensure that there are ready-to-build sites.
- b. Monitor industry needs and the latest technology to determine future infrastructure needs.
- c. Incorporate data transfer/communication needs into the CIP.

Objective ED-4-2. Ensure that every business and home in Goodyear is connected to advanced telecommunications.

Policies:

- a. Coordinate and encourage telecommunication providers to establish efficient and accessible advanced technology connections.
- b. Work closely with telecommunications providers to ensure existing and future telecommunication infrastructure improvements meet the diverse needs of the residential, retail, employment, and educational community.

Objective ED-4-3. Cultivate an educational system that leads in technology.

Policies:

- a. Seek partnerships with ASU and other institutions of higher education, focusing on the School of Technology, to locate programs in Goodyear.

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- b. Promote programs, such as WestMEC, that provide technology training at the high school level.

Objective ED-4-4. Create and utilize an effective business delivery model focusing on the health care industry.

Policies:

- a. Assess the strengths, weaknesses, opportunities, and threats in developing a health care power center.
- b. Partner with existing health care businesses to create and implement an effective business outreach program.



Figure 7.5 Cancer Treatment Center of America

Tourism

Goal ED-5

A destination for tourism and recreation in the region and beyond.

Goodyear has many unique natural assets including the Gila River, the Sierra-Estrella Mountains, and the Sonoran Desert National Monument. There is the potential to create opportunities for recreational or eco-tourism associated with these assets. Goodyear is uniquely positioned with two Major League Baseball (MLB) training facilities. The Cleveland Indians and Cincinnati Reds call Goodyear their Spring Training home. The community has a vibrant arts and culture fabric needing promotion and support.

Existing assets that may assist in implementation:

- Goodyear Ballpark
- Proximity to I-10, Loop 303 and future interstate corridors.
- Unique natural and man-made features such as the Bullard Wash, RID canals, and two existing community parks.
- A community that embraces diverse environments.

Potential barriers to implementation:

- People are not familiar with the natural assets in Goodyear and there is a perception that they are very far from central Phoenix thereby not facilitating day trip activities.

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Objective ED-5-1. Establish Goodyear as a unique destination.

Policies:

- a. Establish Goodyear as:
 - a destination for regional shopping,
 - a destination for higher education,
 - a destination for active outdoor activities,
 - a destination for family-oriented entertainment,
 - the hub of arts and culture in the West Valley.
- b. Recognize the current visitors to Goodyear such as people from outside Arizona visiting family, corporate representatives, MLB fans, golfers, sporting participants.

Action Items:

- a. Create a tourism plan and bureau to determine the best markets for Goodyear and promote existing assets and hospitality.
- b. Use methods such as, but not limited to, Public Service Announcements (PSAs), brochures, speaker bureaus, and digital marquees to market Goodyear.

Objective ED-5-2. Create opportunities for recreation, sports, trails, and eco-tourism.

Policies:

- a. The City of Goodyear is already a sports centered community. Build upon this foundation, and the existing natural assets, to create opportunities for recreation, sports, and eco-tourism.

- b. Consider tourism when creating events and festivals, especially those located at the Goodyear Ballpark, Estrella Mountain Regional Park, and other regional facilities.
- c. Support the development of a trail along the Bullard Wash.

Action Items:

- a. Continue to create and implement Spring Training Marketing Plans for the Goodyear Ballpark.
- b. Create and publish a bicycle routes map for Goodyear with both on-road and off-road options.
- c. Develop and promote a regional natural trails network.
- d. Become certified as a Bicycle Friendly City by the League of American Bicyclists.



Figure 7.6 Goodyear Ballpark

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88



Old Times
oil painting
by Gerald Schwartz
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Introduction

The Land Use and Transportation Plan represents the preferred land use, physical form, and mobility pattern for Goodyear. The land use and transportation plan includes both the Land Use and Transportation Map as well as the Development Standards that are included in this chapter. In order to determine if a proposed development is consistent with the General Plan, both the Land Use and Transportation Map as well as the Development Standards shall be consulted. Together, they create a roadmap to achieve the shared vision created as part of the Goodyear 2025 planning process.

Land Use and Transportation Map

The Land Use and Transportation Map (Map) was developed to illustrate the general location of appropriate land uses to guide the future growth and development of Goodyear. The Development Standards, introduced later in this chapter, provide additional guidance as to what specific locations are appropriate for certain land uses. The Map also includes a general transportation plan to promote full integration of land use and transportation planning.

Seven land use categories have been established to achieve a balance between residential, commercial, and employment uses in support of the overall vision of the General Plan. These balanced land uses will also serve to provide for a steady

revenue stream, provide excellent services to residents and businesses, provide efficient circulation, and create a more sustainable community. These categories are broad land use categories that are implemented with a variety of zoning districts. The purpose of these broad categories is to encourage integrated uses and allow for flexibility and creativity in the development of the community.

Five special land use overlays are identified to denote places of special interest within the community. These overlays provide additional guidance as to the desired land uses and development characteristics for these special interest areas. In the event that the land use category and the overlay may conflict, the policies of the overlay would prevail.

Six roadway classifications have been included in the Map. These roadways represent the general circulation within and through the community. The roadway classifications that have been included are only descriptive in nature. The Transportation Master Plan includes the detailed transportation plan and roadway cross-sections.

A brief description of each of the land use categories, special land use overlays, and roadway classifications is included in the following pages, followed by the Land Use and Transportation Map.

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Land Use Categories



Figure 8.1 Open Space Category



Figure 8.2 Agriculture Category



Figure 8.3 Scenic Neighborhoods Category



Figure 8.4 Neighborhoods Category

Open Space

Provides areas where land, public or private, should be preserved for conservation or regionally significant recreational purposes.

Agriculture

Provides areas where agriculture should be preserved.

Scenic Neighborhoods

Provides areas for the preservation and growth of neighborhoods that are more rural in character.

Neighborhoods

Provides areas for the growth and development of neighborhoods. Neighborhoods include a wide range of densities and housing products, public and community facilities such as schools and places of worship, and commercial uses at appropriate intensities and locations.

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Figure 8.5 Business & Commerce Category



Figure 8.6 Industrial Category



Figure 8.7 City Center Category

Business & Commerce

Provides areas for the growth and development of Goodyear's economic base including areas for shopping and entertainment.

Industrial

Provides areas for more intensive business and employment uses which have a greater impact on surrounding land uses.

City Center

Provides an area for the "downtown" of Goodyear in a unique urban environment.

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Special Land Use Overlays



Figure 8.8 Village Center Overlay



Figure 8.9 Transit Oriented Development Overlay



Figure 8.10 Luke Compatible Land Use Overlay



8.11 Wildlife Linkage Overlay

Village Center Overlay

Denotes areas that will serve as a center and destination for neighborhoods.

Transit Oriented Development Overlay

Denotes areas near existing and future transit sites.

Luke Compatible Land Use Overlay

Protects areas within the Accident Potential Zone (APZ) and noise contours proximate to Luke Air Force Base.

Wildlife Linkage Overlay

Protects areas within the Wildlife Linkage Corridor.

Aggregate Mining Overlay

Denotes sources of currently identified aggregates as identified by state agencies in accordance with ARS 9-461.05.C.1(g).

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Roadway Classifications

Interstate/Expressway

Full access controlled facility designed to move high volumes of traffic over substantial distances. A freeway could be designed as an at-grade or below/above grade facility. Urban freeways typically utilize four to eight through lanes and can typically transport between 160,000 and 200,000 vehicles per day. I-10 is an example of a freeway.

Parkway

Designed to move high volumes of traffic over substantial distances. It is typically designed to be an at-grade facility with substantial right-of-way for building setbacks and landscaping. A parkway may also be grade separated from major intersecting streets. Parkways utilize four to six through lanes with a landscaped raised median that is 50-74 feet in width and indirect left turns located away from the intersections. They can typically transport up to 100,000 vehicles per day. The standards for a Parkway are based on the “Design Guideline Recommendations for the Arizona Parkway” adopted by the Maricopa County Department of Transportation and include a minimum right-of-way width of 200 feet. There is not an existing Parkway in Goodyear built to the described standards.

Arterial

Designed for vehicular mobility over moderate trip lengths. An arterial is comprised of four lanes, two bike lanes and two detached sidewalks, a raised

median and landscape tracts. Sarival Road is an example of an Arterial Roadway.

Major Arterial

Designed for vehicular mobility over moderate trip lengths. A major arterial is comprised of six lanes, two bike lanes and two detached sidewalks, a raised median and landscape tracts. Indian School Road and Litchfield Road are examples of Major Arterials.

Scenic Arterial

Designed to not only transport vehicular traffic through the City, but also to act as the City Center loop gateway for residents, employees, and visitors. A scenic arterial is comprised of four to six lanes, two bike lanes, two detached sidewalks and a raised landscaped median. The roadway uses landscaped medians and tracts with adjacent building/landscape setbacks to create an inviting environment. Estrella Parkway is an example of a Scenic Arterial.

City Center Arterial

Designed to continue the scenic theme on the Yuma Road and Estrella Parkway segments within the Goodyear Boulevard loop road. The City Center Arterial is comprised of four lanes, two detached sidewalks and a median. The roadway uses a generous median and adjacent landscape tracts to buffer adjacent land uses. Goodyear Boulevard is the only roadway designated as a City Center Arterial.

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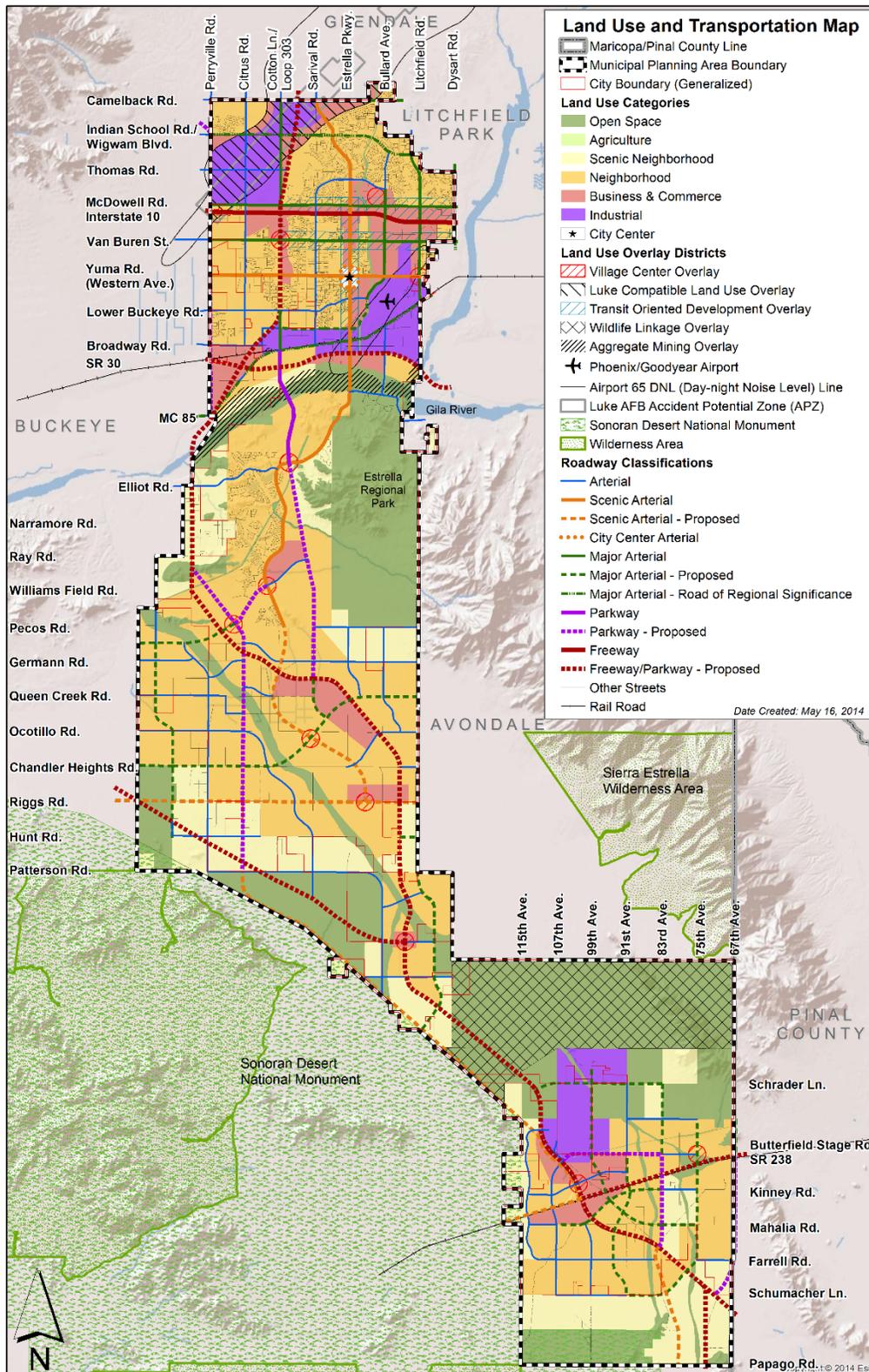


Figure 8.12 Land Use and Transportation Map

Development Standards

The following Development Standards are meant to guide decision making during the rezoning and development review process. They differ from the policies included in *Chapters 5-7* as they are specifically created to be used in the evaluation of rezoning requests and other development projects. Therefore this section also serves as a guide to the development community, identifying the expectations of the community as they implement the vision, goals, and objectives of the General Plan. In addition to these Development Standards, other pertinent sections of the General Plan shall be consulted in the development decision making process. For example, this section provides guidance to the development of residential subdivisions, but Chapter 6 should also be consulted for additional information on parks and trails planning.

The first section of the Development Standards are universal Development Standards that apply to development in any land use category. Policies for each specific land use category and land use overlay follows.

Universal Development Standards

The following Development Standards address development in any of the land use categories:

Standard 1.

All development proposal shall demonstrate their conformance with the

applicable stated goals, objectives, and policies contained within the General Plan, and how the development furthers the appropriate implementation of the General Plan.

Standard 2.

While Goodyear encourages quality development throughout the planning area, growth and redevelopment is highly encouraged to locate in areas with existing infrastructure and services, in the City's Redevelopment Area (see Figure 5.7), within walking distance of transit stations, and along existing interstate/freeways.

Standard 3.

New developments shall demonstrate that there are adequate services and facilities, or plans to provide the necessary services and facilities, to serve the development during the development approval process.

Standard 4.

Goodyear promotes a graduated density/intensity concept. Developments with similar densities should locate near each other, gradually increasing density towards village centers, the City Center, or transit corridors and lowering density near protected uses (such as a natural feature). Developments with similar intensities (e.g., building height, building bulk or intensity of use) should locate near each other gradually increasing intensity towards transit corridors, the City Center, industrial development, and commercial centers and decreasing intensity towards residential developments.

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Figure 8.13. A development that meets Standard 3 and uses the graduated density concept. Single-family homes are located furthest away from the commercial sites, gradually increasing in density to court homes, townhomes, and then multi-family. The open spaces and roadways provide buffers between the single family residential and higher density uses. Location: Rio Paseo, Goodyear, Arizona. Source: Development plan for Rio Paseo in the Goodyear PRC created by CornoyerHendrick.

Standard 5.

Goodyear promotes a safe walkable and bikeable community. Each development should be located and designed to reduce vehicle trips and miles whenever possible. Pedestrian and bicycle connections shall be provided between and within developments to allow the community to walk or bike to nearby destinations.



Figure 8.14. Example of a development that exemplifies Standard 5. The street system allows for a strong connection between the commercial and residential development. Location: Agritopia, Gilbert, Arizona.

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Figure 8.15. Example of a development that meets Standard 5. The street layout of the residential development to the west and lack of perimeter wall on the western edge of the commercial development allows convenient residential access to the commercial development. Location: The Shoppes at Val Vista, Gilbert, Arizona.

Standard 6.

Required open spaces for adjoining developments should be combined where practical to create larger areas of open space beneficial to the developments and the community.

Standard 7.

Land uses should be located to protect significant natural resources including the Sierra Estrella Mountains and foothills, the Gila River, the Sonoran Desert National Monument, and Waterman Wash. These uses should be protected from encroachment and environmental contaminants. Protection would include locating lower density residential and lower intensity non-residential uses nearby, providing additional adjacent open space, or other measures as appropriate.

Standard 8.

New residential uses shall not be approved within the 65 DNL (Day-night Noise Level) or greater noise contours and the accident potential zones surrounding Luke Air Force Base. New residential uses within the 65 DNL or greater noise contours surrounding Phoenix-Goodyear Airport shall require additional review and noise attenuation.

Standard 9.

Residential densities over 2 dwelling units per acre are discouraged from locating within ½ mile of the 65 DNL noise contour lines of Luke Air Force Base and densities should be graduated away from the 65 DNL contour lines.

Standard 10.

Notification and disclosure statements are required for any residential development within the Luke Air Force Base “Vicinity Box”, as amended, consistent with the Western Maricopa/Luke Air Force Base County Regional Compatibility Plan, March 2003.

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Open Space Category

The Open Space category provides areas where land, public or private, should be preserved for conservation or regionally significant recreational purposes.



Figure 8.16 Open Space

Open Space Development Standards:

Standard 11.

In accordance with the Arizona Revised Statutes, up to one dwelling unit per acre is permitted within the Open Space category.

Standard 12.

Open space uses may include appropriate, appropriate outdoor recreation uses and supportive commercial uses (e.g., horse riding stables, a restaurant in a regional park, a pro-shop).

Standard 13.

Community and public facilities (e.g., libraries, water recharge facilities, parks) are permitted in the Open Space category.

Agriculture Category

The Agriculture category provides areas where agriculture should be preserved for the foreseeable future. Agricultural uses may include supportive rural residential and accessory uses such as warehousing of equipment that is needed to support farming uses.



Figure 8.17 Agriculture

Agriculture Development Standards:

Standard 14.

In accordance with the Arizona Revised Statutes, up to one dwelling unit per acre is permitted within the Agriculture category.

Standard 15.

Agricultural areas should be buffered from Neighborhoods to minimize negative impacts from seasonal operations and maintenance activities. The responsibility for buffering shall be shared when possible and warranted.

Standard 16.

Community and public facilities (e.g., libraries, fire stations) and appropriate temporary uses (e.g., farmer's markets) are permitted in the Agriculture category.

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Scenic Neighborhoods Category

The Scenic Neighborhoods category provides areas for the preservation and growth of neighborhoods that include large lots or cluster development with large open spaces and are more rural in character. These neighborhoods not only have a strong tie to significant natural features; but their form and design promote the conservation of those important resources. Residences typically sit on one-acre lots or larger but may be clustered on small lots when combined with preservation of open space areas and natural significant land features. Because of the rural nature and strong tie to natural resources, communities may provide less infrastructure and fewer amenities (e.g. sidewalks).

Small-scale agricultural uses may be appropriate in this category to serve the immediate surrounding area. Community and public facilities necessary to serve the area are also appropriate in this category. Recreational activities and resorts may be appropriate in some areas of the category.

Scenic Neighborhoods Development Standards:

Standard 17.

Single family residential uses are appropriate throughout the Scenic Neighborhoods category.

Standard 18.

Single family residential development should be designed and built in relationship to the surrounding environment.

Standard 19.

- a. Perimeter subdivision walls and privacy walls (i.e., a block wall built around the side and rear yards of an individual lot) are not typically appropriate, but can be allowed, in the Scenic Neighborhoods category.
- b. Landscaping is typically preservation of existing desert plant material supplemented with new native plants (e.g. little to no turf).
- c. Cluster development is encouraged to preserve open space, natural resources, and significant land forms.

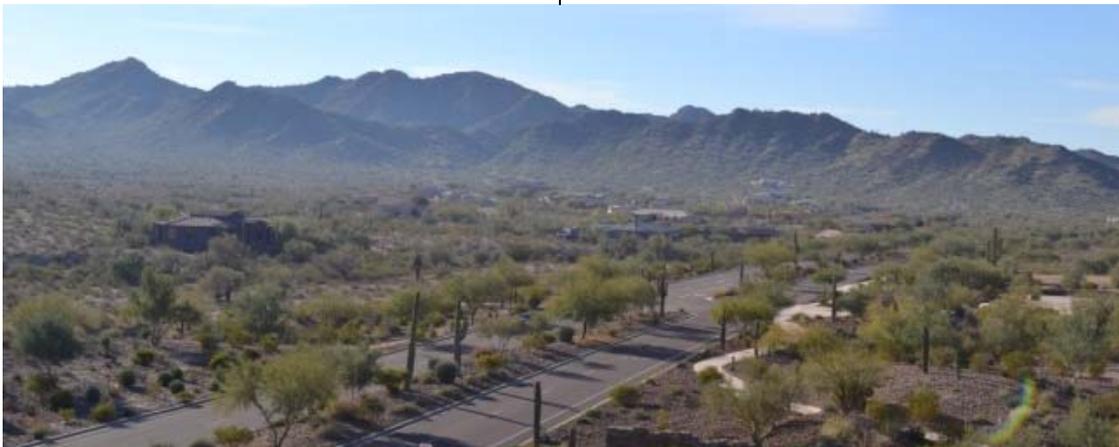


Figure 8.18 Scenic Neighborhoods

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Figure 8.19. Example of a development that meets Standard 17. Washes are preserved, streets follow the natural topography, natural landscaping is used, and there are no subdivision perimeter walls or privacy walls. Significant open space and hillsides are preserved. Location: Estrella, Goodyear, Arizona.

Standard 20. The Scenic Neighborhoods category has a baseline maximum density of one dwelling unit per acre. The density may be increased under the circumstances described below so long as the increase in

density does not destroy a significant natural feature, significantly alter the scenic/rural character of the area, and fits the character of the surrounding area. For example, a typical 40-acre development in the Scenic Neighborhoods category would be permitted a maximum of 40 dwelling units. The dwelling unit count could be increased above 40 dwellings under the following circumstances:

- Increased density allows for additional open space or natural features to be preserved that might otherwise be developed;
- Density is increased through a City-approved Transfer of Development Rights program to preserve natural features or land; or
- Increased density allows for unique housing products or development form to be built that would not otherwise be able to be provided.

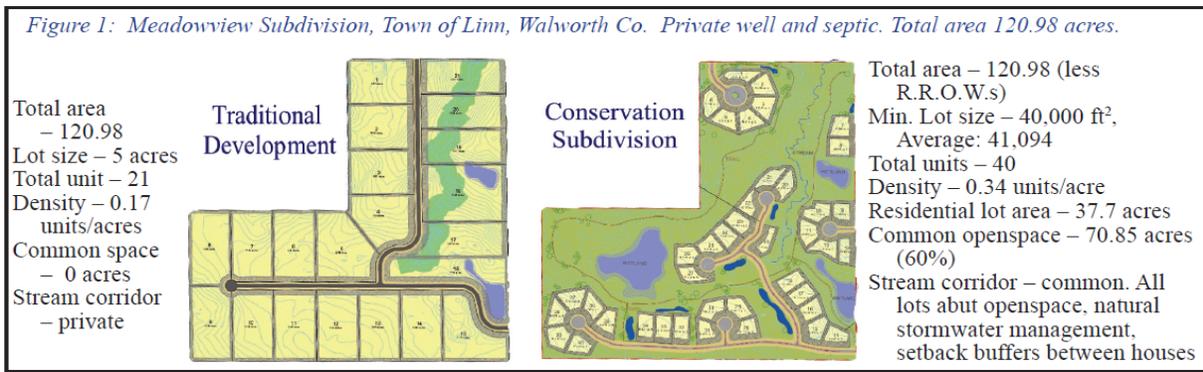


Figure 8.20. An example of increased density allowed in the Scenic Neighborhoods category. Density was increased in the “conservation subdivision” example, but open space was also increased and the development is designed around the unique natural features of the site. Source: Planning Implementation Tools Conservation Design, Center for Land Use Education www.uwsp.edu/cnr/landcenter, created by Jill Enz, Applied Ecological Services.

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Standard 21.

Recreational related commercial uses such as stables, bicycle rentals, and visitor’s centers may be appropriate in the Scenic Neighborhoods category.

Standard 22.

Reduced infrastructure (e.g. no sidewalks) is permitted within this category when development is built in accordance with the land use policies.

Standard 23.

Limited agricultural uses such as grazing and raising of horses and small farms may be appropriate in the Scenic Neighborhoods category.

Standard 24.

Resorts may be considered in the Scenic Neighborhoods category when designed and built to the existing natural land forms and appropriately buffered from existing and future uses to mitigate the potential for noise, light, and traffic impacts.

Neighborhoods Category

The Neighborhoods category provides areas for the growth and development of neighborhoods. Neighborhoods include a wide range of densities and housing products that suit the needs of existing and future residents. Residential densities in this category are wide-ranging, but the Development Standards guide where specific densities are suitable and the desired form of those residential densities.

Neighborhoods are “complete neighborhoods” and also include public and community facilities that support and complement the neighborhood such as schools, places of worship, parks, public safety facilities, and commercial uses at appropriate intensities and locations.



Figure 8.21 Home in the Neighborhoods category



Figure 8.22 Typical Neighborhood business

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Neighborhoods Development Standards:

Standard 25.

Low Density Residential. Single family, detached and attached, residential uses with densities up to 5 dwelling units per acre are appropriate throughout the Neighborhoods category.

Standard 26.

Medium Density Residential. Residential uses with densities greater than 5 dwelling units per acre up to 12 dwelling units per acre, may be considered along arterial roads, adjacent to commercial areas, adjacent to community and regional parks or significant open space areas, adjacent to interstates when appropriately

buffered, or to provide transition between low and high density residential uses.

Standard 27.

High Density Residential. Residential uses with densities over 12 dwelling units per acre may be considered along arterial roads, interstate corridors, transit corridors, adjacent to employment or commercial areas, adjacent to regional or community parks or open space areas, or to provide transition between residential and non-residential uses. These developments should have access onto an arterial roadway or be able to access an arterial roadway through a commercial or other non-residential development.



Figure 8.23. Example of a development that does not meet Standard 27. There is no direct access onto an arterial roadway. If access had been provided to the arterial roadway through one of the commercial centers, it would comply with Standard 27. Since access is through a single family residential development, it does not conform to Standard 27. Location: Northern Subdivisions, Goodyear, Arizona

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Standard 28.

Single family residential developments are not appropriate along freeways or abutting to industrial areas unless significant buffers are utilized between the uses. Even with significant buffers, locating single family residential developments adjacent to freeways or heavy industrial areas is strongly discouraged.



Figure 8.27. Example of a development that meets Standard 28, but is generally discouraged. A significant landscape area and sound wall has been provided between the single family homes and the freeway. Location: Canyon Trails, Goodyear, Arizona.

Standard 29.

High density residential developments should not be located directly adjacent to single family residential developments with densities under 5 dwelling units per acre unless a public roadway, park or open space area, medium density residential development, or similar features provides a buffer between these uses.



Figure 8.24. Example of a development that does not meet Standard 29. There is no buffer between the higher density and lower density uses. Location: Palm Valley, Goodyear, Arizona



Figure 8.25. Example of a development that meets Standards 27 and 29. There is a road between the higher and lower density uses. Location: Centerra, Goodyear, Arizona



Figure 8.26. Example of a development that meets Standards 27 and 29. There is an open space area between the high density and low density uses. Location: Palm Valley, Goodyear, Arizona.

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Standard 30.

High density residential projects are most appropriate and encouraged to locate:

- a. Within a 10-minute walk (approximately ½ mile) of a transit station (e.g., local bus station), or
- b. Within a 10-minute (approximately ½ mile) walk of a regional or community park or other significant open space feature or major trail system, or
- c. Within a mixed-use development, or
- d. Adjacent to commercial centers.

Standard 31.

Pedestrian and bicycle connections shall be provided to internally and externally link residential uses to nearby commercial

uses, schools, parks, other neighborhoods, and other important destinations by walking or biking.

Standard 32. New subdivisions should be designed to provide convenient pedestrian access to adjoining streets, open spaces, and commercial areas. Subdivision design is encouraged that minimizes or avoids the use of typical subdivision perimeter walls. If subdivision walls are proposed, they should include pedestrian access points for pedestrian movement. The pedestrian access points should be strategically located to maximize usage by residents.

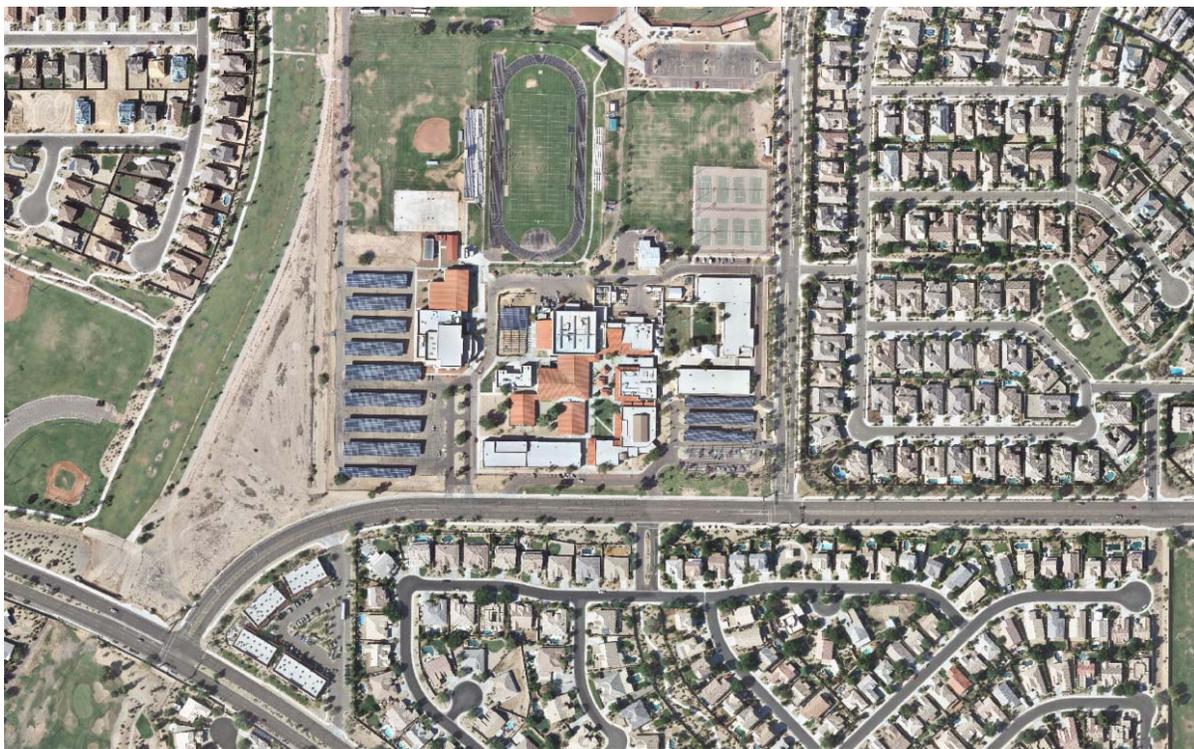


Figure 8.28. Example of a development that meets Standard 31. The school and surrounding area has been designed with good walkability. The street and trail systems of surrounding neighborhoods line up with the school's entrances, the school is located on a major north/south open space area trail network, a trail has been provided across the wash to provide walking access to the development to the west. Location: Millennium High School, Goodyear, Arizona.

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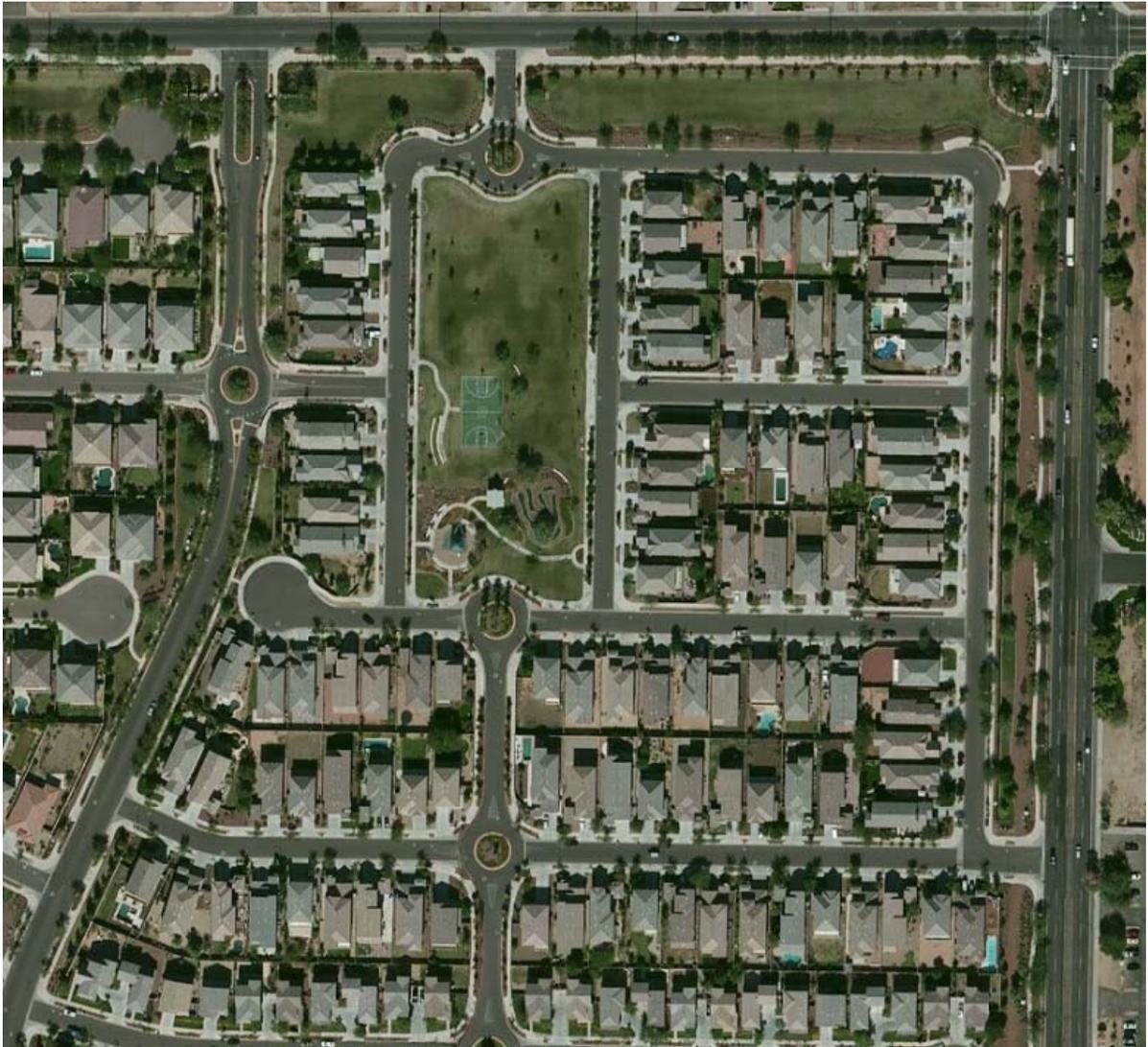


Figure 8.29. Example of a development that exemplifies Standard 32. The subdivision does not have a subdivision perimeter wall. This type of development is highly encouraged. Location: Copper Leaf, Phoenix, Arizona.

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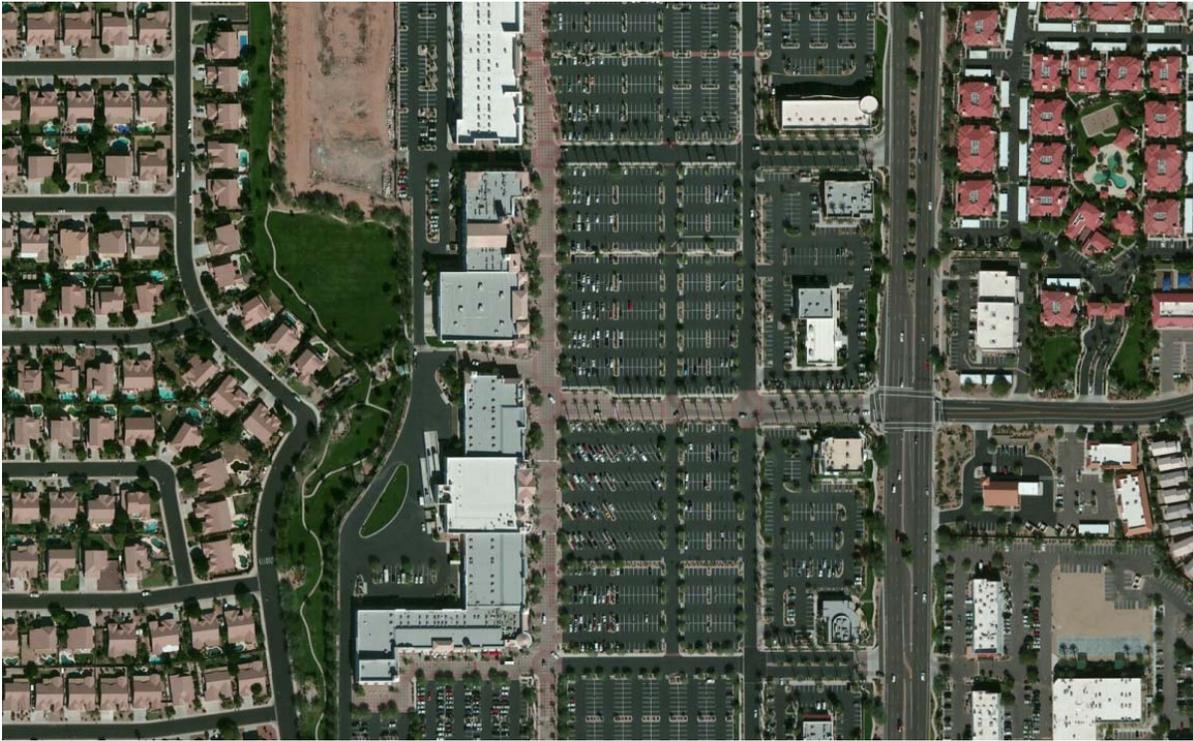


Figure 8.30. Example of a development that meets Standard 32. There is a pedestrian access point in the wall behind the commercial center which allows access to the residential development’s trail system. This provides walkable access while still providing a good buffer between the commercial and single-family use. Location: Dana Park Village Square, Gilbert, Arizona

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Standard 33.

Gated communities do not have to provide pedestrian access points but they should allow for public regional trail connections. Gated communities are encouraged to provide pedestrian access points even if they only provide access to residents who live in the community.

Standard 34.

Neighborhood Commercial uses may be considered at the intersection of two arterial roadways (Arterial, Major Arterial, Scenic Arterial, or Parkway) or to buffer a residential use from an industrial use or interstate freeway within the Neighborhoods category. Neighborhood commercial uses typically serve a trade area of 3-5 miles and typical uses would include grocery stores, drug stores, fueling stations, neighborhood offices, and restaurants. A neighborhood commercial site is typically a stand-alone development 20 acres in size or smaller but the size of the commercial development is not restricted so long as the intensity (e.g., building height, lighting, noise, traffic) of the commercial use is compatible with the surrounding area; the development contains uses typically needed and supportive of the neighborhood; the form of the development is consistent with the surrounding area; and connectivity is provided to nearby trails, open spaces, and residential areas.



Figure 8.31. Development that meets Standard 34. The commercial development includes a grocery store as the anchor. Other uses include restaurants, a fueling station, and a bank. These uses serve the surrounding neighborhood. Location: Palm Valley (Litchfield Road & Indian School Road), Goodyear, Arizona



Figure 8.32. Development that does not meet Standard 34. These developments include several large box retailers that serve larger trade areas such as Target, Best Buy, and Barnes and Noble. The size and intensity of the developments and traffic generated are not neighborhood/community oriented. These uses are appropriate in the Business and Commerce category which is where they are located. Location: Palm Valley (Litchfield Road & McDowell Road), Goodyear, Arizona.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Standard 35.

Mixed use developments may be considered at the intersection of two arterial roadways (Arterial, Major Arterial, Scenic Arterial, or Parkway as designated by the transportation plan) or at the intersection of an arterial roadway and a collector roadway.

Business & Commerce Category

The Business & Commerce category provides areas for the growth and development of Goodyear's economic base including large areas for shopping and entertainment. This category includes uses such as community level retail, entertainment, service oriented businesses that are regionally significant (typically serving a trade area of 5-10 miles or larger). Business & Commerce includes uses such as, but not limited to, business parks, offices, warehouses, regional hospitals, high density residential that supports the area, and other light industrial uses that are also appropriate in certain areas. This category may also include public & community facilities.



Figure 8.33 Hospitals are appropriate in the Business & Commerce Category



Figure 8.34 Building typical in the Business & Commerce Category

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Business & Commerce Development Standards:

Standard 36.

Commercial and office uses are appropriate throughout the Business & Commerce category.

Standard 37.

Light industrial uses such as warehousing or distribution centers are appropriate throughout the Business & Commerce category but should be buffered from residential uses.



Figure 8.35 Light industrial use located in the Business & Commerce Category. The use is located adjacent to Interstate 10 and it meets Standard 37.

Standard 38.

Land uses that create significant noise, glare, air contaminants, etc. are not appropriate in this category and should be located within the Industrial Category.

Standard 39.

Businesses with high employment density are encouraged to locate adjacent to high capacity roadway corridors (freeways, parkways, arterials) and transit corridors (light rail and arterials with bus service) to

leverage high visibility and vehicular/pedestrian access.

Standard 40.

Walking and biking should be accommodated and encouraged by providing trails, bike lanes, sidewalks, and paths to allow for safe pedestrian movement. Linkages to nearby residential developments should be provided in conformance with Standard 28.

Standard 41.

High Density (e.g., multi-family) residential development is permitted in the Business & Commerce category when located adjacent to a community or regional park, open space area, single family residential, commercial area or used as a buffer between the Neighborhoods category and Business & Commerce category. Circulation and access to necessary amenities such as schools and grocery stores, and compatibility with surrounding existing and planned uses shall be taken into account when considering this type of use in the Business & Commerce category.

Standard 42.

Mixed use developments may be considered in the same locations where multi-family residential may be considered in accordance with Standard 38.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN



Figure 8.36. Example of a development that meets Standard 41. The multi-family development provides a buffer between the business use (Intel) and nearby single family residential. Location: Chandler, Arizona



Figure 8.37. Example of a development that meets Standard 41. The multi-family development provides a buffer between the mall and nearby single family residential. Location: Arrowhead, Glendale, Arizona

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Industrial Category

The Industrial category provides areas for more intensive business and employment uses which have a greater impact on surrounding land uses. Uses that are appropriate include office, industrial, and business parks. Supportive uses such as community & neighborhood commercial and public & community facilities are also allowed in the Industrial category, to the extent that they are needed to serve the primary uses within the category.



Figure 8.38 A business located at the Phoenix-Goodyear Airport in the Industrial Category.

Industrial Development Standards:

Standard 43.

General industrial uses are appropriate within the Industrial category and should be buffered from residential uses and commercial assembly, entertainment, and retail uses.

Standard 44.

Office, warehousing, and other light industrial uses are appropriate throughout the Industrial category and should be used to provide a buffer between higher

intensity uses within the industrial category and other land use categories.



Figure 8.39 A light industrial use located in the Industrial Category.

Standard 45.

Land uses that create significant noise, glare, air contaminants, etc. that may or may not extend beyond property lines into adjacent properties shall be separated from all residential land uses.

Standard 46.

Industrial land uses are encouraged to locate within and adjacent to the Luke Compatible Land Use Overlay and the 65 DNL noise contour of the Phoenix-Goodyear Airport to protect the Phoenix-Goodyear Airport and Luke Air Force Base from encroachment, and to capitalize on these major assets.

Standard 47.

Industrial land uses are encouraged to locate adjacent to high capacity roadway corridors (freeways, railroads, parkways, arterials) to leverage high visibility and vehicular access.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

City Center Category

The City Center category provides an area for the “downtown” of Goodyear. Integrated mixed uses are highly encouraged in this area. Urban residential and commercial uses, densities and intensities are highly encouraged in this area.

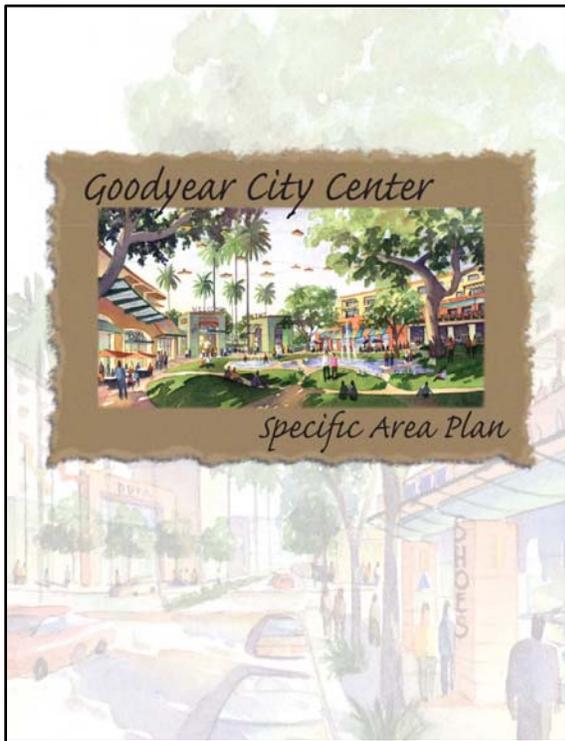


Figure 8.40 Cover of the Goodyear City Center Specific Area Plan

City Center Development Standards:

Standard 48.

An appropriate balance of employment uses and integrated higher density residential uses are encouraged at the City Center.

Standard 49.

The City Center Specific Area Plan, adopted September 25, 2006 by Ordinance 06-1026, provides land use and Development Standards for the City Center area.

Special Overlays and Overlay-Specific Development Standards

Overlays provide additional allowances and/or Development Standards in certain areas that have special characteristics.

Village Center Overlay

The Village Center Overlay denotes areas that will serve as a center and destination for neighborhoods. The Village Center is distinct from the City Center as the City Center serves as the single “downtown” for Goodyear. It is distinct from other commercial centers as the Village Center district is typically designed in conformance with the principles of Traditional Neighborhood Development (TND), although it is not strictly required. The designation of Village Centers is especially important in a community such as Goodyear which is very long and linear. Village Centers provide commercial, entertainment, and shopping opportunities in a pedestrian-oriented environment that encourages safe and active transport.

Village Center Development Standards:

Standard 50.

Development in the village center overlay should be pedestrian oriented and walkable/bikeable.



Figure 8.41. Example of a village center that meets Standard 50. Bicycle parking is provided, wide sidewalks and shade provide a walkable atmosphere, and buildings are close to the street. Development of this nature is highly encouraged in the Village Centers. Location: Livermore, California. Picture provided by GPC member David Wilson.



Figure 8.42. Example of a village center that meets Standard 50. Although there is ample parking provided at this site, it is developed as a pedestrian-oriented development. Residential uses have also been integrated into the development. Location: Kierland Commons, Phoenix, Arizona.

Standard 51.

Mixed use developments are encouraged in the Village Center Overlay.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Standard 52.

When vertical mixed use development or TND principles are utilized, additional building intensity (such as height and reduced setbacks) and increased residential density may be granted.

Standard 53.

Multi-family residential developments are appropriate in the Village Center Overlay. The development shall have strong ties to nearby commercial areas and ample pedestrian access.

Transit Oriented Development Overlay

The Transit Oriented Development (TOD) Overlay denotes areas within walking distance to a major future or existing transit route. The TOD Overlay is not meant to depict actual transit routes. It is meant to describe areas of focus for transit development. Throughout the update of the General Plan, the community expressed a desire to extend the Light Rail to Goodyear. Extension of the Light Rail system to Goodyear may be beyond the horizon of this General Plan. However, by promoting additional density and compact, walkable development in these areas, transit systems can become more efficient and successful. Transit routes may be developed for bus, streetcar, light rail, or any similar type of transit.

TOD Development Standards:

Standard 54.

Development in the TOD Overlay should be pedestrian oriented and walkable/bikeable. (See Standard 50 for examples).

Standard 55.

When vertical mixed use development or TND principles are utilized, additional building intensity (such as height and reduced setbacks) and increased residential density may be granted.

Standard 56.

Mixed use developments may be considered anywhere within in the TOD Overlay and are highly encouraged.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Standard 57.

Commercial uses and high density residential are allowed within the TOD Overlay so long as they meet Standards 25, 26, and 38.

Standard 58.

Higher density and intensity uses are encouraged in the TOD Overlay. Low density, detached, single-family development is discouraged within the TOD Overlay in areas where medium or high density residential or mixed-use development would be more appropriate.

Standard 59.

Automobile-oriented uses that are designed without regard to pedestrians (e.g., fast food drive-through, gas station), large parking lots facing the street, and other features that inhibit walkability are discouraged within the TOD Overlay.

Luke Compatible Land Use Area Overlay

The Luke Compatible Land Use Area (LCLUA) Overlay protects areas within the high noise contours proximate to Luke Air Force Base. Uses with low employment populations such as industrial and warehousing are appropriate in this category. Assembly uses and residential uses are not appropriate in this category. Where regulations within the General Plan and State Statute may conflict, the State Statute will prevail.

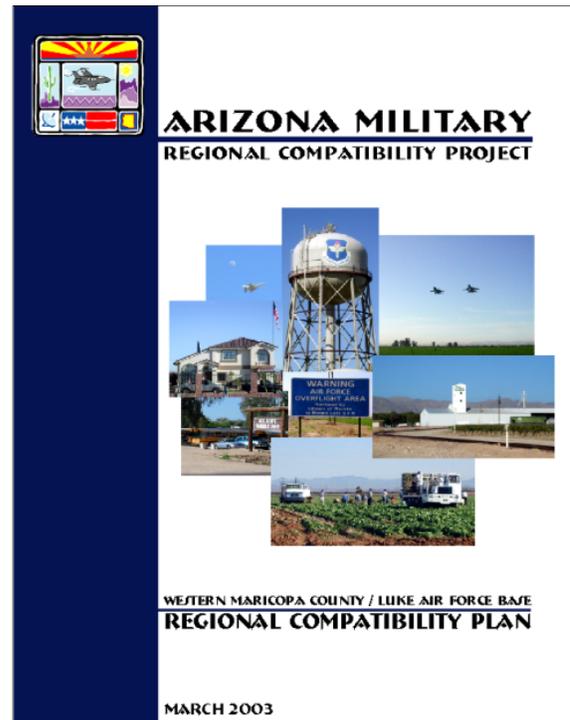


Figure 8.43. Cover from the Western Maricopa/Luke Air Force Base County Regional Compatibility Plan, March 2003.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Luke Compatible Land Use Area Development Standards:

Standard 60. Land uses are restricted within the 65 DNL and the Accident Potential Zone (APZ). The City of Goodyear defers to State Statute and the Western Maricopa/Luke Air Force Base County Regional Compatibility Plan, March 2003.

Standard 61. Certain regional public uses (such as prisons) may be considered in the LCLUA Overlay.

Standard 62. New residential uses and assembly uses shall not be approved within the LCLUA Overlay.

Standard 63. Notification and disclosure statements for any residential development within the Luke Air Force Base “Vicinity Box”, as amended, consistent with the Western Maricopa/Luke Air Force Base County Regional Compatibility Plan, March 2003 are required.

Wildlife Linkage Overlay

The Wildlife Linkage Overlay denotes the general location of wildlife movement between the Sonoran Desert National Monument and the Sierra Estrella Mountains. This area is designated for open space preservation.



Figure 8.44 Desert Tortoise

Aggregate Mining Overlay

The Aggregate Mining Overlay denotes sources of currently identified aggregates as identified by state agencies in accordance with ARS 9-461.05.C.1(g). This overlay identifies general areas with the potential for future aggregate development, using the best information available at the time of the development of the General Plan.

The purpose of the overlay is to disclose to adjoining owners the presence of this resource and the potential that it may be developed. Identification of these areas on the Land Use and Transportation Plan does not mean that they may be developed as aggregate mining operations by right. The property must obtain the proper zoning, permits, and other required permissions. Transportation of materials through the City are restricted to truck routes and may be further limited to protect existing uses. Not all sites within the Aggregate Mining Overlay may be conducive to aggregate mining operations.

CHAPTER 8 LAND USE AND TRANSPORTATION PLAN

Land Use – Zoning Correlation

The following zoning districts may be considered within the correlating land use categories, so long as the proposed zoning adheres to the Development Standards. The land use category is listed with the correlating zoning districts underneath.

Open Space Category

Public Facilities District (PFD)
Planned Area Development (PAD)

Agriculture Category

Agricultural (AG)
Agricultural Preservation (AP)
Agricultural/Urban (AU)
Public Facilities District (PFD)
Planned Area Development (PAD)

Scenic Neighborhoods Category

Agricultural (AG)
Agricultural/Urban (AU)
Manufactured Home Subdivision (MHS)
Public Facilities District (PFD)
Planned Area Development (PAD)

Neighborhoods Category

Agricultural/Urban (AU)
Single Family Residential (R1-10), (R1-7), (R1-6)
Two Family Residential (R2)
Multi-Family Residential (MF-18)
Manufactured Home Subdivision (MHS)
Manufactured Home Park or RV Park (MH/RVP)
Public Facilities District (PFD)
Commercial Office (C-O)
Neighborhood Commercial (C-1)

General Commercial (C-2)
Planned Area Development (PAD)

Business and Commerce Category

Agricultural (AG)
Commercial Office (C-O)
Neighborhood Commercial (C-1)
General Commercial (C-2)
Light Industrial (I-1)
Multi-Family Residential (MF-18)
Public Facilities District (PFD)
Planned Area Development (PAD)

Industrial Category

Agricultural (AG)
General Commercial (C-2)
Light Industrial (I-1)
General Industrial (1-2)
Public Facilities District (PFD)
Planned Area Development (PAD)

Village Center Overlay Category

Uses allowed in the underlying land use category
Multi-Family Residential (MF-18)
Neighborhood Commercial (C-1)
General Commercial (C-2)
Planned Area Development (PAD)

Transit Oriented Development Overlay Category

Uses allowed in the underlying land use category
Multi-Family Residential (MF-18)
Neighborhood Commercial (C-1)
General Commercial (C-2)
Planned Area Development (PAD)

AMENDMENTS AND PUBLIC PARTICIPATION

6



Desert
pastel

by Shirley Smith

Goodyear 2025
Community Art Contest
Finalist

CHAPTER 9 AMENDMENTS AND PUBLIC PARTICIPATION

Introduction

As the General Plan is only comprehensively updated every 10 years, the need to amend the plan from time to time may occur. The criteria for minor and major amendments to the General Plan are listed below. For the purpose of this section, a change may include an addition, revision, or deletion.

Land Use and Transportation Plan Changes

Any changes to reduce or increase a particular land use category or a change to the transportation plan will be considered an amendment as follows:

No Amendment

- Changes to land use categories up to 19.9 acres in size

Minor Amendment

- Changes to land use categories between 20.0 acres and 159.9 acres
- Changes to overlays (of any size)
- Changes to the roadway plan, separate from a land use change

Major Amendment

- Changes to land use categories of 160.0 acres and larger

Text Changes

The text of the General Plan may also be updated from time to time. Any addition, deletion, or change in text will be considered an amendment as follows:

No Amendment

- Changes to fix Scribner's errors
- Changes to document format

- Changes to photographs, graphics, tables, or maps (other than the land use and transportation plan)
- Changes to general text which do not include policy statements, such as the Goodyear Profile or the "Current Conditions and Anticipated Trends" section of the topical chapters
- Changes to the appendices

Minor Amendment

- Changes to action items
- Changes to the policies

Major Amendment

- Changes to goals or objectives
- Changes to the vision or fundamental strategies
- Changes to the development standards



Figure 9.1 Children walking to school

CHAPTER 9 AMENDMENTS AND PUBLIC PARTICIPATION

Amendment Review Criteria

Both major and minor amendments to the General Plan must address the following standards for approval:

1. The amendment must forward the vision for Goodyear as described in Chapter 3.
2. The amendment must be consistent with the goals, objectives, and policies contained within the General Plan.
3. The amendment must align with at least one of the fundamental strategies identified in Chapter 3 and shall not conflict with any of the fundamental strategies.
4. The amendment must not negatively impact the implementation of any City-approved Master Plan or shall provide mitigation measures to alleviate the potential impact.
5. The amendment must constitute an overall improvement to the General Plan.
6. The amendment will not adversely impact a portion of, or the entire community, by:
 - a. Significantly reducing the balance of residents and jobs.
 - b. Increasing traffic without mitigation.
 - c. Requiring additional and more expensive improvements to infrastructure without mitigation.
 - d. Significantly altering the existing character of an area in a negative and unplanned way.
 - e. Diminishing the environmental quality of the air, water, land, or cultural resources.

Public Participation

Public participation was the key component to the General Plan update and will remain a vital part of the plan as it is implemented. Appendix E includes the public participation plan that was used to guide participation during the creation of the General Plan. *Chapter 10: Implementation* includes detailed information about how the plan will be implemented. This section is the plan for public participation for when the plan is amended. Amendments to the General Plan are subject to the requirements of the Arizona Revised Statute, the Goodyear City Code, and the Goodyear Administrative Process Manual.



Figure 9.2 Residents at a public meeting

Minor Amendments

Minor Amendments to the General Plan will first be subject to a citizen review process in conformance with the citizen review process of the City of Goodyear Zoning Ordinance. If the Minor Amendment does not affect a particular property (e.g., it is an amendment to the text of the plan), the citizen review process contained in the City of Goodyear Zoning Ordinance is not applicable.

CHAPTER 9 AMENDMENTS AND PUBLIC PARTICIPATION

Minor Amendments to the General Plan will be subject to the public notification requirements of Arizona Revised Statutes as well as the public notification requirements within the public hearing process outlined in the City of Goodyear Zoning Ordinance.

Any efforts to increase public participation and dissemination of information, such as using the City's website or community newsletter to distribute information, is highly encouraged.



Figure 9.3 Palm trees

Major Amendments

Major Amendments shall be considered by City Council at the same time and only once per year at a single public hearing and the applications must be submitted within the same year that they are heard

by City Council. Deadlines for application submittal and review of Major Amendments will be posted on the City's website. It is highly recommended that anyone considering making a Major Amendment contact City staff as soon as possible to begin coordination of the process.

Major Amendments to the General Plan will first be subject to a citizen review process in conformance with the citizen review process of the City of Goodyear Zoning Ordinance. If the Major Amendment does not affect a particular property (e.g., it is an amendment to the text of the plan), the citizen review process contained in the City of Goodyear Zoning Ordinance is not applicable.

Major Amendments to the General Plan will be subject to the notification requirements of Arizona Revised Statutes as well as the notification requirements contained within the public hearing process outlined in the City of Goodyear Zoning Ordinance.

Any efforts to increase public participation and dissemination of information, such as using the City's website or community newsletter to distribute information, is highly encouraged.

Major Amendments are subject to additional requirements of the Arizona Revised Statutes such as requiring that two public hearings be held before the Planning and Zoning Commission and that those public hearings be held at two different locations.

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Anpaytoo
gourd mask
by Frank Williams
Goodyear 2025
Community Art Contest
Finalist

CHAPTER 10 IMPLEMENTATION

Introduction

The Goodyear 2025 General Plan represents an ambitious vision to establish Goodyear as a desirable and sustainable place for all to live, work, visit, and play. The General Plan was created through the hard work of the Goodyear 2025 General Plan committee and all of the community members who got involved in the update process. The update process illuminated the commitment and dedication of the Goodyear community. It is this dedication that demonstrates that if any community can achieve such a bold vision, it is the City of Goodyear.



Figure 10.1. Estrella Golf

The General Plan becomes insignificant unless there is a defined plan for implementation and ongoing measurements of the progress towards implementation. The City of Goodyear has created a process to ensure that the General Plan is an integral part of the overall strategic planning process of the City. The General Plan directly guides the

City's Strategic Action Plan. The Strategic Action Plan is a three-year plan that takes the vision of the General Plan and then prioritizes activities based on need and resource availability. The Strategic Action Plan is then used to create the budget and each department's strategic and operating plans. The priorities that are listed in the Strategic Action Plan are assigned to individual departments through their strategic and operating plans. The City's Priority-Based Budgeting program allows for assessment of programs to ensure they are focusing on the priorities set in the Strategic Action Plan. The City's performance measurement system allows for evaluation of performance in implementing the General Plan and Strategic Action Plan. Finally, through citizen surveys, the community is able to give feedback on the City's performance. Figure 10.1 is a diagram of this implementation process.

The following sections of this chapter go into more detail as to how each section of the General Plan will be implemented, and what actions will be taken to monitor or measure General Plan implementation activities.



Figure 10.2. Goodyear Firefighter

CHAPTER 10 IMPLEMENTATION



Figure 10.3. AeroTurbine

Implementation of the Land Use and Transportation Plan

The Land Use and Transportation Plan is primarily implemented through the City's Zoning Ordinance and development review process. When new development proposals are brought to the City, staff determines if they have the appropriate zoning to facilitate the proposed development or a property rezoning will be required. A critical element in the evaluation of a rezoning proposal is to ensure that the proposed zoning change conforms to the General Plan. All applications for a rezoning must address their conformance with the Land Use and Transportation Plan and identify how the proposed rezoning and development furthers the goals, objectives, and policies

of the General Plan. City staff, the Planning and Zoning Commission, and City Council shall evaluate all rezoning applications for consistency and conformity with the Land Use and Transportation Plan, and shall document their findings that the proposal is in conformance with the General Plan as a part of the rezoning and review approval process.

The Land Use and Transportation Plan is also implemented through the City master planning process. Plans for parks, infrastructure, and facilities are defined and prioritized through the creation of master plans. The General Plan was developed in conjunction with the City's Transportation Master Plan and the Parks and Recreation Master Plan.



Figure 10.4. Desert Cactus in Bloom

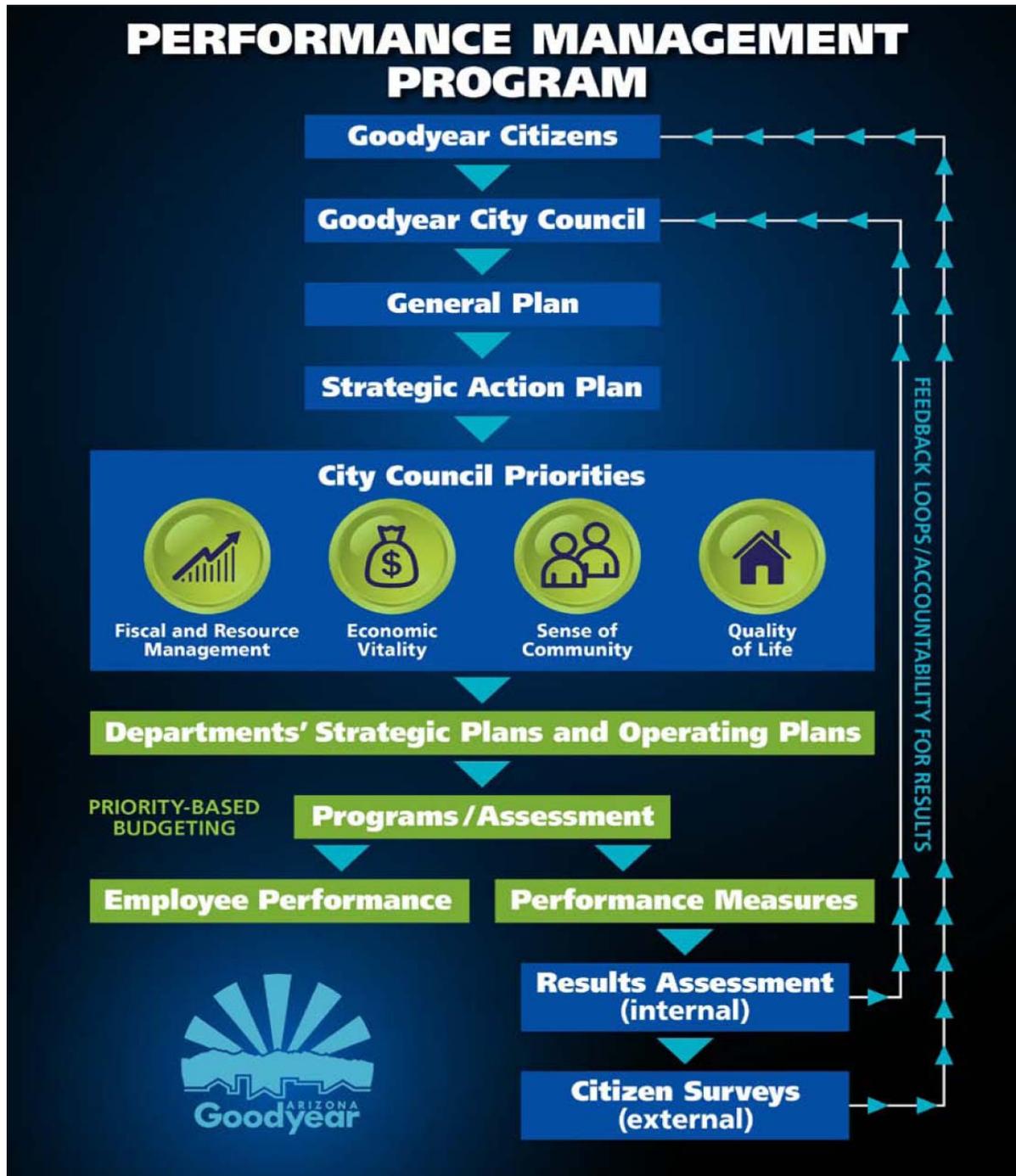


Figure 10.5. Illustration of how the General Plan is implemented through the Performance Management Program.

CHAPTER 10 IMPLEMENTATION

Implementation of the Policies

The policies that are included in *Chapters 5-7* are what will guide future City decision making. Each member of City Council and the Planning and Zoning Commission, the City Management team, and each department head will receive a copy of the General Plan. It is anticipated that when items come before City Council, including proposed rezoning as described in the above section, conformance to the General Plan will be evaluated and reported. Each staff report to City Council includes a section for “Background and Community Benefit”. This section is where applicable General Plan policies that are related to the subject matter can be included to inform the public and provide an easy reference for City Council.

Implementation of the Action Items

The action items that included in *Chapters 5-7* will be prioritized through the Strategic Action Plan as described above. A listing of all of the action items included in the General Plan are included in Appendix F.



Figure 10.6 Venida Office Complex

Measurement of Progress

State Statute requires that an annual report be rendered to the legislative body on the status of the plan and progress towards its implementation. In accordance with this requirement, the City will provide an annual report that will include a measurement on the progress of implementing the plan. In order to do this, desired outcomes for each of the plan objectives has been identified. The report will also include a status of the action items included in Chapters 5-7 and summarized in Appendix F. The following is a list of the plan objectives with the indicator to measure the desired outcome and the status of that objective. It should be noted at each individual indicator may not be able to be identified or collected annually, such as community surveys which are not conducted annually. Components of the Indicators Matrix

- Objective – Objective from Chapters 5-7
- Indicator – Statistic that will help measure the progress of the given objective
- Metric – How the indicator will be measured. Specific targets have not been identified but the trend the City would expect to see has been listed.
- Source – Who is generally in charge of collecting the data used in the given indicator.

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-1-1	Establish a land use hierarchy and community form that maintains a broad variety of land uses and responds to the community’s vision and needs.	Land use composition	Comparison to Valley Cities	MAG
		Update of relevant codes and ordinances (zoning, subdivision regulations, design guidelines)	Met/Unmet	City of Goodyear
		Fiscal impact analysis	Positive revenues forecasted	MAG
GD-1-2	Integrate land use planning with transportation planning to establish a fiscally sustainable, environmentally sustainable, and healthy community.	Creation of a combined roadway classification and land use map	Met/Unmet	City of Goodyear
		Walk Score within the TOD Overlay	Indicate a walkable community	Walk Score
GD-1-3	Create an appropriate jobs-to-housing ratio within the community to provide new opportunities to residents and increase sales tax revenue.	Jobs-to-housing Ratio	1.0 or higher	City of Goodyear
		Annual sales tax revenue	Indicates positive growth	City of Goodyear
GD-1-4	Enhance and expand retail and entertainment districts to create quality shopping, dining, and entertainment experiences.	Number of new restaurants, stores, and entertainment establishments	Indicate positive growth	City of Goodyear
		End of year vacancy rate for commercial space by district	Indicate a low vacancy rate	City of Goodyear
GD-2-1	Ensure that new development pays its fair share toward the cost of additional public service needs generated by that new development.	Percentage of public improvement costs (generated by new development) covered by development impact fees versus the General Fund	Indicate that new development is paying its fair share	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-2-2	Focus new growth in the City's designated growth areas to effectively utilize resources, minimize operation and maintenance costs, and attract and efficiently provide new services such as transit and entertainment opportunities.	Percentage of building permits issued in growth areas	Indicate more building permits issued inside of the Growth Areas	City of Goodyear
		Area of vacant land in growth areas and the City.	Indicate vacant land is being developed at a higher rate than outside of the growth areas	City of Goodyear
GD-2-3	Redevelop, revitalize, or enhance Goodyear's older areas.	End of year vacancy rate in redevelopment areas	Indicate a low vacancy rate	City of Goodyear
		Number of new infill developments	Indicate new growth in infill parcels	City of Goodyear
		Funds spent on public infrastructure improvements in redevelopment and Transit-Oriented Development Overlay	Indicate a strong investment in these areas	City of Goodyear
GD-2-4	Protect community assets from encroachment and incompatible land uses.	Community satisfaction with the community assets	Indicates strong satisfaction	Citizen Survey Q5,6
		Number of users/visitors to the community assets	Positive growth in visitors/users	City of Goodyear
GD-2-5	Enhance, protect, and build-upon Goodyear's unique identity and character.	Community satisfaction	Indicates strong satisfaction	Citizen Survey Q1,2

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-3-1	Establish and maintain a well functioning roadway network.	Mean travel time to work per capita	Indicates lowered travel time	Census
		Vehicle Miles traveled per capita	Indicates lowered number of miles traveled	City of Goodyear
		Vehicle Accident Rate	Indicates lowered vehicle accident rate	City of Goodyear
GD-3-2	Integrate land use planning with transportation planning efforts.	Creation of a combined roadway classification and land use map	Met/Unmet	City of Goodyear
		Walk Score within the TOD Overlay	Indicate a walkable community	Walk Score
GD-3-3	Coordinate transportation planning with regional planning efforts.	Involvement in regional transportation plans.	Number of regional transportation plans completed that affect Goodyear and Goodyear's involvement	City of Goodyear
		Customer satisfaction	Indicates it is easy to get around in the community.	Citizen Survey

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-4-1	Establish a transit system that meets the needs of the residents, workforce, and visitors.	Transit ridership	Indicates positive growth	City of Goodyear
		Mean travel time to work per capita	Indicates lowered travel time	US Census Bureau
		Vehicle Miles traveled capita	Indicates lowered number of miles traveled	City of Goodyear
		Community satisfaction	Indicates strong satisfaction	Citizen Survey Q5
		Average distance from housing to transit stations	Indicates more people are close to transit stations	City of Goodyear
GD-4-2	Provide opportunities for alternative modes of travel.	Types of modes to work	Indicates less reliance on cars	US Census Bureau
		Available programs	Indicates more programs available.	City of Goodyear
GD-5-1	Ensure infrastructure and services are available to meet the needs of new residents and workers and continue to meet the needs of the existing community.	Community satisfaction	Indicates strong satisfaction	Citizen Survey
GD-5-2	Maintain and, where possible and/or needed, improve the level of municipal services and facilities.	Customer satisfaction	Indicates strong satisfaction	Citizen Survey
GD-5-3	Ensure the availability and capacity of funding sources to finance and maintain growth.	Number of new funding mechanisms/grants identified	Indicates more new funds are identified	City of Goodyear
GD-5-4	Adequately collect and dispose of solid waste.	Customer satisfaction	Indicates strong satisfaction	Citizen Survey

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-5-5	Coordinate with private utility providers to promote compatible land uses through the enhancement of their facilities and services.	Percentage of new private utility projects compatible with Goodyear's vision and land use plans	100%	City of Goodyear
GD-6-1	Evaluate new water resource acquisition and existing resource use.	Total city water supply relative to projected water demand	Indicates enough water to serve projected growth.	City of Goodyear
GD-6-2	Continue to transition to renewable resources.	Percentage of water sources that is renewable	Growing renewable water resources	City of Goodyear
GD-6-3	Link new resources to existing supplies to increase water quality.	Current and future water demands	Water supplies to meet demand	City of Goodyear
GD-6-4	Leverage the use of tertiary treated effluent.	Number of programs	Indicates leveraging tertiary treated effluent	City of Goodyear
GD-6-5	Improve aquifer water quality by supporting Superfund remediation activities.	EPA reports	Indicates positive impact remediating the Superfund site	EPA
GD-6-6	Commit to water conservation.	Total water usage per capita	Reduce by 1% per year	City of Goodyear
GD-6-7	Improve economic vitality by reserving water resources for certain industrial and commercial entities.	Percentage of water resources projected to be used by industrial and commercial	Indicates sufficient water for projected job growth	City of Goodyear
GD-7-1	Protect human life and property through public safety and emergency services.	Customer satisfaction	Indicates strong satisfaction	Citizen Survey
GD-7-2	Secure critical infrastructure and support services.	Update frequency of the Emergency Operation Plan (EOP)	Met/Unmet	City of Goodyear
		Creation and adoption of a EOP communications plan	Met/Unmet	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-7-3	Ensure the built (i.e., man-made) environment fosters safety.	Crime rates	Indicates reduction in crime.	COMPSTAT
		Number of pedestrian and bicycle-related injuries	Indicates increase in pedestrian safety.	COMPSTAT
		Customer rating	Indicates residents feel safe.	Citizen Survey
		Walk Score	Indicates a walkable community	Walk Score
GD-7-4	Encourage resident-led safety.	Number of active neighborhood watch programs	Indicates strong participation in the program.	City of Goodyear
		Annual meeting of captains takes place	Met/Unmet	City of Goodyear
		Number of safety education programs available to residents	Indicates programs are available to residents	City of Goodyear
GD 8-1	Utilize architecture and landscape that is compatible with the Sonoran Desert.	Customer satisfaction	Indicates strong satisfaction	Citizen Survey
GD 8-2	Protect significant natural features and provide opportunities for enjoyment of these resources by residents and visitors.	Number of trailheads at listed significant natural features	Indicates growing trail network	City of Goodyear
GD 8-3	Protect wildlife within Goodyear's Planning Area.	Establish a wildlife corridor overlay	Met/Unmet	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Physical Growth and Development				
Objective		Indicator	Matrix	Source
GD-9-1	Promote the efficient use of energy.	Energy consumption per capita	Indicates reduction in energy use per capita	Utilities
		Number of solar panel permits	Indicates growth of solar panel usage	City of Goodyear
GD-9-2	Foster green building practices.	Number of LEED certified buildings	Indicates growing number of LEED certified buildings	City of Goodyear
GD-9-3	Reduce Goodyear's carbon footprint.	Vehicle miles traveled per capita	Indicates lowered number of miles traveled	City of Goodyear
		Number of alternative fuel vehicles in the City fleet	Indicates strong use of alternative fuel	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Community and Cultural Development				
Objective		Indicator	Metric	Source
CC-1-1	Create and foster complete neighborhoods.	Creation of evaluation criteria for "complete neighborhoods"	Met/Unmet	City of Goodyear
		Percentage of Goodyear neighborhoods that are "complete neighborhoods"	100%	City of Goodyear
CC-1-2	Ensure neighborhoods are internally and externally connected.	Number of bike lane miles in public right of way	Compare to Valley Cities	City of Goodyear
		Number of miles of sidewalks in public right of way	Compare to Valley Cities	City of Goodyear
		Customer satisfaction	Indicates strong satisfaction	Citizen Survey
CC-1-3	Foster the creation and maintenance of attractive, high quality neighborhoods.	Number of code violations	Indicates a decrease in violations per capita	City of Goodyear
		Resident satisfaction	Indicates strong satisfaction	Citizen Survey
CC-1-4	Revitalize and support neighborhoods that are aging, at risk, transitional, or in general need of redevelopment.	Neighborhood assessment before and after revitalization activities	Indicates improvement and a healthy neighborhood	City of Goodyear
CC-1-5	Promote neighborhood identity within a shared City culture and bring neighborhoods together.	Resident satisfaction	Indicates strong satisfaction	Citizen Survey
		Number of neighborhood events (e.g., block parties, festivals)	Indicates there are events in all neighborhoods	City of Goodyear
CC-2-1	Provide diverse and quality housing products.	Housing mix	Compare to Valley Cities	Census, MAG

CHAPTER 10 IMPLEMENTATION

Community and Cultural Development				
Objective		Indicator	Metric	Source
CC-2-2	Preserve the quality of existing housing.	Median home value	Indicates high median home value	US Census Bureau
		Housing condition assessment results	Indicates high quality	City of Goodyear
CC-2-3	Advance the concept that every person should have access to safe and affordable housing.	Affordability Index	Indicates Goodyear is affordable	ASU
CC-3-1	Develop parks and recreation facilities in support of programs and events desired by city residents, that support economic development and that promote neighborhood identity and quality of life.	Resident satisfaction	Indicates high satisfaction	Citizen Survey
		Number of parks/facilities per 1,000 population	Compare to Master Plan standards	City of Goodyear
		Park usage	Indicate high usage	Citizen Survey
CC-3-2	Establish a high level of quality development through the implementation of consistent standards for development, design, and maintenance of park and recreation facilities.	Parks/Facilities cost per acre/square foot maintenance costs	Indicates average spending on maintenance costs	City of Goodyear
CC-3-3	Leverage joint use opportunities and partnerships to provide park, open space, and recreational opportunities.	Number of joint use facilities	Indicates strong use of joint facilities	City of Goodyear
CC-3-4	Continue to enhance and provide recreation programs and events that enhance the quality of life within the community and support the city's economy.	Resident/Participant satisfaction	Indicates strong satisfaction	Citizen Survey
		Number of participants	Indicates strong participation	Citizen Survey

CHAPTER 10 IMPLEMENTATION

Community and Cultural Development				
Objective		Indicator	Metric	Source
CC-4-1	Enhance the regional bicycle system	Miles of bike lanes	Comparison to Valley Cities	City of Goodyear
		Bicycle Friendly America designation	Met/Unmet	City of Goodyear
		Bicycle events	Indicates at least one event	City of Goodyear
CC-4-2	Develop the off-road trail system	Miles of trails	Comparison to Valley Cities	City of Goodyear
CC-5-1	Advocate for the expansion of arts and cultural opportunities for citizens of all ages.	Attendance at arts and cultural events/venues	Indicates strong participation	Citizen Survey
		Number and type of City art programs	Indicates a variety of programs	City of Goodyear
CC-5-2	Provide events that reflect the diversity of Goodyear.	Number and type of citywide events	Indicates a variety of events	City of Goodyear
CC-5-3	Foster public art within the community.	Number of public art projects in public spaces	Indicates a strong public art presence	City of Goodyear
CC-5-4	Encourage arts education and promote local artists.	Use of local artists in public art projects and art programs	Indicates strong use of local artists	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Community and Cultural Development				
Objective		Indicator	Metric	Source
CC-6-1	Support K-12 learning institutions.	Graduation rate	Indicates high graduation rate	School districts
		Percentage of elementary students meeting or exceeding expected reading and math proficiencies	Indicates high reading proficiencies	School districts
CC-6-2	Establish an enhanced higher education presence.	Number of higher education institutions	Indicates higher education presence	City of Goodyear
CC-7-1	Ensure residents, visitors, and workers have access to healthy food.	Number of community gardens, CSAs, and other healthy food providers	Indicates strong participation in CSAs and farmer's markets	City of Goodyear
		Number and size of food deserts	Indicates shrinking food deserts	City of Goodyear
CC-7-2	Promote a physically active community.	Completion of an Active Lifestyle Assessment	Met/Unmet	City of Goodyear
		Completion of an active school neighborhood checklist	Met/Unmet	City of Goodyear
CC-8-1	Understand the services and facilities that are needed in the community.	Conduct a citizen survey	Met/Unmet	City of Goodyear
CC-8-2	Ensure there is access to needed services and facilities	Create a website with information	Met/Unmet	City of Goodyear
CC-9-1	Facilitate an informed and active community.	Resident participation in civic events	Indicates strong participation	Citizen Survey
CC-9-2	Increase government transparency and information sharing.	Resident satisfaction	Indicates strong satisfaction	Citizen Survey

CHAPTER 10 IMPLEMENTATION

Community and Cultural Development				
Objective		Indicator	Metric	Source
CC-9-3	Encourage grass-roots efforts to identify neighborhood and community needs and implement solutions.	Percentage of residents who volunteer	Indicates strong participation	Citizen Survey
		Number of active neighborhood watch programs	Indicates strong participation	City of Goodyear

CHAPTER 10 IMPLEMENTATION

Economic Development				
Objective		Indicator	Metric	Source
ED-1-1	Encourage development to attract businesses to Goodyear that offer good wages and benefits and positively contribute to the community and economy.	Median household income	Indicate a strong income	U.S. Census
		Total employment in targeted industry sectors	Indicates strong growth	City of Goodyear
ED-1-2	Ensure that infrastructure and the land use and transportation plan enhances economic development and job growth.	CIP project locations in comparison to anticipated growth	Indicates projects are near growth areas	City of Goodyear
ED-1-3	Create a built-environment that fosters economic development.	Resident feedback	Indicates strong satisfaction	Citizen Survey
ED-1-4	Nurture a functional and economically successful Phoenix-Goodyear Airport and Luke Air Force Base.	Number of jobs located at the Phoenix-Goodyear Airport (Luke AFB was not included because the information will be difficult to collect)	Indicates positive job growth	City of Goodyear
ED-2-1	Foster the creation of small businesses within Goodyear.	Number of new small businesses	Indicates positive growth	City of Goodyear
ED-2-2	Work closely with and explore programs that retain and expand existing businesses, their operations, and employee base in Goodyear.	Employment in existing businesses	Indicates positive growth	City of Goodyear
		Duration of small businesses	Indicates longevity	City of Goodyear
ED-2-3	Seek unique and distinctive opportunities to foster small and/or local business in Goodyear.	Business satisfaction	Indicates strong satisfaction	Business survey
ED-3-1	Ensure a vibrant and prepared workforce.	Educational attainment levels	Indicates highly educated community	US Census Bureau
ED-3-2	Stem the flow of intellectual "brain drain."	Number of residents commuting outside of Goodyear in targeted industries	Indicates reduction in commuting	US Census Bureau

CHAPTER 10 IMPLEMENTATION

Economic Development				
Objective		Indicator	Metric	Source
ED-4-1	Promote the development of technology to ensure Goodyear is a leader in technology in the region.	Number of employees in technology related industry clusters	Indicates positive growth	US Census Bureau
ED-4-2	Ensure that every business and home in Goodyear is connected to advanced telecommunications.	Miles of fiber optic	Indicates growing network	City of Goodyear
		Number of people with internet access	Indicates growing network	City of Goodyear
ED-4-3	Cultivate an educational system that leads in technology.	Location of higher education facility specializing in technology	Met/Unmet	City of Goodyear
		Enrollment in WESTMEC	Indicates strong participation	City of Goodyear
ED-4-4	Create and utilize an effective business delivery model focusing on the health care industry.	Number of health care related jobs in Goodyear	Indicates it is a growing sector	City of Goodyear
ED-5-1	Establish Goodyear as a unique destination.	Participation in City events by non-residents	Indicates strong participation	City of Goodyear
		Number of tourists (if able to collect)	Indicates a draw for tourists	TBD
ED-5-2	Create opportunities for recreation, sports, trails, and eco-tourism.	Spring training attendance	Indicates strong attendance	City of Goodyear, Cactus league
		Satisfaction with Goodyear Ballpark	Indicates strong satisfaction	Cactus league
		Number of participants in recreational, sports, and eco-tourism programs	Indicates growing participation	Citizen Survey

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APPENDICES

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APPENDIX A: GLOSSARY

GLOSSARY

Absorption

Absorption is the amount of business, industrial, or residential units that will be necessary to accommodate future growth in a region.

Active Lifestyle Assessment

Provides an overview of community amenities and how current lifestyle choices may affect community health and well-being.

Active Management Area

An initial active management area is a geographical area which has been designated by the Legislature as requiring active management of groundwater.

ADOT

Arizona Department of Transportation

Aging in Place

The ability for the elderly to maintain a desirable lifestyle and remain in their homes and communities for as long as possible through planning and preparing for the aging population's unique needs.

Agriculture

Use of land for the production of food and fiber, including the growing of crops and/or the grazing of animals on natural prime or improved pasture land.

Air Pollution

Concentrations of substances found in the atmosphere that exceed naturally occurring quantities and are undesirable or harmful in some way.

Annex

To incorporate a land area into an existing district or municipality, with a resulting change in the boundaries of the annexing jurisdiction.

Aquifer

An aquifer is a geologic formation that contains sufficient saturated materials to be capable of storing water and transmitting water in usable quantities to a well.

Assured Water Supply

A developer may not offer to sell or lease in an active management area subdivided lands (six or more lots under 36 acres in size) until it first demonstrates to the ADWR that it has a water supply obtained through either a certificate of assured water supply from the ADWR or service

APPENDIX A: GLOSSARY

from a water provider whose service area has a designation of assured water supply. Either the developer applying for a certificate of assured water supply or the water provider applying for a designation must demonstrate that it has a water supply that meets the following criteria: (1) the supply is of “adequate quality,” (2) the supply will be continuously available to meet the water needs of the proposed use for at least 100 years, (3) the projected use is consistent with the management plan of the active management area, (4) the projected use is consistent with achievement of the management goal of the active management area, and (5) the financial capability has been demonstrated to construct the water facilities necessary to make the supply of water available for the proposed use, including a delivery system and any storage facilities or treatment works.

Augmentation

Occurs supplementing the water supply of an active management area and may include the importation of water into the active management area or storage of water pursuant to laws relating to underground water storage.

Bikeways

A term that encompasses bicycle lanes, bicycle paths, and bicycle routes. Bikeways are divided into three basic categories based on the degree to which they separate bicycles from other travel modes: Class I bikeways (bike “paths”) – characterized by completely separating cyclists from motorists; Class II bikeways (bike “lanes”) – delineated by signs and striping along street shoulders; and Class III bikeways (bike “routes”) – indicated only by posted signs on existing streets.

Build-out

Development of land to its full potential or theoretical capacity as permitted under current or proposed planning or zoning designations.

Bonds

A bond is the certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Capture

Amount of retail sales and/or services a region provides to people living outside the region.

Capital Improvement Program (CIP)

A program administered by the City and reviewed by the planning and zoning commission and City council, which schedules permanent improvements, usually for a minimum of five years in the future, to fit the projected fiscal capability of the local jurisdiction. The program generally is reviewed annually, for conformance and consistency with the general plan.

Commercial

A land use classification that permits facilities for the buying and selling of commodities and services.

APPENDIX A: GLOSSARY

Community Food Assessment

Helps identify food issues such as access and availability of nutritious foods.

Community and public facilities

Community and public facilities include those facilities established primarily for the benefit and service of the public. These facilities include, but are not limited to, schools, places of worship, libraries, water treatment facilities, fire stations, and transportation facilities.

Community Development Block Grant (CDBG)

Community development block grants are established to account for financing the rehabilitation of homes and government structures. Financing is provided by Federal Housing and Urban Development.

Complete Neighborhoods

Complete neighborhoods is a concept, similar to complete streets, that a neighborhood is not complete unless it includes essential services such as parks, schools, local grocery stores, and the ability to walk or bike to these facilities.

Compatible

Compatible is the means to be capable of existing together without conflict or ill effects.

Conservation

Conservation is the management of natural resources to prevent waste, destruction, or neglect.

Dedication

The turning over by an owner or developer of private land for public use, and the acceptance of land for such by the governmental agency having jurisdiction over the public function for which it will be used. Dedications for roads, parks, school sites, or other public uses often are made conditions for approval of a development by a city or county.

Dedication, In lieu of

Cash payments that may be required for an owner or developer as a substitute for a dedication of land, usually calculated in dollars per lot, and referred to as in lieu fees or in lieu contributions.

Density

Density is the number of dwelling units per acre.

Development

The physical extension and/or construction of urban land uses. Development activities include, but are limited to: subdivision of land; construction or alteration of structures, roads, utilities, and other facilities; installation of water and wastewater systems; grading; deposit of refuse, debris, or fill materials; and clearing natural vegetative cover.

APPENDIX A: GLOSSARY

Dwelling Unit

A dwelling unit is a building, or part of a building containing, living, sleeping, kitchen, and sanitary facilities, for the occupancy of one family. A single family dwelling or a single apartment unit would be considered one dwelling unit.

Effluent

Sewage, water, or other liquid, partially or completely treated or in its natural state, flowing out of any component of an individual sewage disposal system or flowing over the ground's surface or beneath the ground in groundwater.

Endangered Species

A species of animal or plant is considered to be endangered when its prospects for survival reproduction are in immediate jeopardy from one or more causes.

Erosion

(1) The loosening and transportation of rock and soil debris by wind, rain, or running water. (2) The gradual wearing away of upper layers of earth.

Fair Housing

The principal that safe and decent housing is a human right and as such, housing choice should be provided free of discrimination based on race, color, national origin, religion, sex, familial status, or disability.

Family

A family is a group of two or more related persons residing together. A person maintaining a household alone, or with unrelated persons only, is regarded as a household, but not as a family.

Floor Area Ratio (FAR)

The gross floor area permitted on a site divided by the total net area of the site, expressed in decimals to one or two places. For example, on a site with 10,000 net square feet of land area, a Floor Area Ratio (FAR) of 1.0 will allow a maximum of 10,000 gross square feet of floor; a FAR of 2.0 would allow 20,000 square feet; and a FAR of 0.5 would allow only 5,000 square feet. Also commonly used in zoning, FARs typically are applied on a parcel-by-parcel basis as opposed to an average FAR for an entire land use or zoning district.

Food Desert

A food desert is an area that is not served by a grocery store, or otherwise does not have easily accessible, affordable foods that are needed to maintain a healthy diet.

APPENDIX A: GLOSSARY

General Plan

The General Plan is a compendium of City policies regarding its long-term development in the form of maps and accompanying text. The General Plan is a legal document required by each municipality and county local agency by the State of Arizona adopted by the City Council. In Goodyear, the General Plan Update has eight mandatory elements (Land Use, Circulation, Parks and Open Space, Water Resources, Cost of Development, Environmental Planning, Public Services, and Growth Areas) and two optional elements (Housing and Community Character.)

Historic; Historical

An historic building or site is one that is noteworthy for its significance in local, state, or national history or culture, its architecture or design, or its work of art, memorabilia, or artifacts.

Historic Preservation

Historic Preservation is the preservation of historically significant structures and neighborhoods, until such time as, and in order to facilitate, restoration and rehabilitation of the building(s) to a former condition.

Household

A Household is the person(s) living in a single housing unit. Household is generally synonymous with “occupied housing unit.”

Industrial

The manufacture, production, and processing of consumer goods. Industrial is often divided into “general industrial” uses such as construction yards, quarrying, and factories and “light industrial” uses such as research and development and less intensive warehousing and manufacturing.

Infrastructure Improvement Plan

A plan developed by the City of Goodyear for the establishment and use of development impact fees.

Intensity

Intensity is the relative measure of development impact as defined by characteristics such as height, the amount of site coverage, and the amount of traffic generated.

Land Use

The occupation or utilization of land area for any human activity or any purpose defined in the General Plan Update.

Land Use Classification

Land use classification is a system for classifying and designating the appropriate use of properties.

APPENDIX A: GLOSSARY

Leakage

Amount of retail sales and/or services sold to residents of a region from businesses outside the region.

Level of Service (LOS)

Level of service is a standard to measure the quality of traffic flow. LOS grades range from “A” to “F” with “A” the best and “F” the worst. The level of service of a roadway segment is determined by comparing the traffic volume to the estimated capacity of the roadway. The higher the ratio of volume to capacity is, the poorer the level of service.

Manufacturing

Manufacturing is the mechanical or chemical transformation of substances or materials into new products.

Master Planned Community

A master planned community is a large-scale unified development which has a consistent overall character, a mix of uses, and a common master zoning plan. A master planned community is not solely defined by using the Planned Area Development (PAD) zoning category.

Median

The midpoint in a series of numbers where half the numbers are greater and half the numbers are less.

Mixed-use development

Mixed-use development is the development of a tract of land or building with two or more different uses (that are not allowed in the same zoning district) such as, but not limited to, residential, office, retail, public, or entertainment, in a compact and walkable form.

Multi-family Dwelling

A building designed for occupancy by two or more families living independently of each other in individual dwelling units (e.g. a duplex or an apartment building).

Office

The use of land to conduct business and provide services that includes, but is not limited to, governance, finance, insurance, real estate, and medical professions.

Peak Hour/Peak Period

For any given roadway, a daily period during which traffic volume is highest, usually occurring in the morning and evening commute periods. Where “F” Levels of Service are encountered, the “peak hour” may stretch into a “peak period” of several hours duration.

Planning Area

The planning area is the land area addressed by the General Plan Update.

APPENDIX A: GLOSSARY

Policy

Policy is a specific statement of principle or of guiding actions that implies clear commitment but is not mandatory. Policy is also a general direction that the city sets to follow in order to meet its goals and objectives before undertaking an action program.

Recreation, Active

A type of recreation or activity that requires the use of organized play areas including, but not limited to, softball, baseball, football and soccer fields, tennis and basketball courts and various forms of children's play equipment.

Recreation, Passive

Recreation, Passive is a type of recreation or activity that does not require the use of organized play areas.

Redevelop

Redevelop is to demolish existing buildings or to increase the overall floor area existing on a property or both, irrespective of whether a change occurs in land use.

Regional

Pertaining to activities or economics at a scale greater than that of a single jurisdiction and affecting a broad geographic area.

Residential

Land designated in the General Plan Update and zoning ordinance for buildings consisting only of dwelling units. Residential may be improved, vacant, or unimproved.

Retail Trade

All establishments primarily engaged in selling merchandise for personal or household consumption and rendering services incidental to the sale of goods.

Service Sector

Those establishments primarily engaged in rendering a wide variety of services to individuals, business and government establishments, and other organizations.

Significant natural feature

Goodyear's significant natural features include: the Bullard Wash, the Gila River, the Estrella Mountains, hillsides with slopes over 20%, Waterman Wash, the Sonoran Desert National Monument, the de Anza trail, and other similar features as agreed upon by the City.

Single Family Dwelling

A building designed exclusively for and occupied by one family (e.g. a house).

APPENDIX A: GLOSSARY

Slope

Land gradient described as the vertical rise divided by the horizontal run and expressed in percent.

Tertiary Treatment

Part of the process which wastewater must go through before it can be discharged into the environment. Tertiary treatment is the final state which improves the quality of waste to reduce its impact on the environment. Tertiary processes include filtration, lagooning, nutrient removal, and disinfection.

Traffic Model

A mathematical representation of traffic movement within an area or region based on observed relationships between the kind and intensity of development in specific areas. Many traffic models operate on the theory that trips are produced by persons living in residential areas and are attracted by various non-residential land uses (See “Trip.”)

Traditional Neighborhood Development (TND)

Neighborhoods characterized by compact, pedestrian-oriented developments that provide a variety of uses, diverse housing types, and are anchored by a central public space and civic activity. It has a recognizable center and clearly defined edges.

Transfer of Development Rights (TDR)

A program that can relocate potential development from areas where proposed land use or environmental impacts are considered undesirable (the “donor” site) to another (“receiver”) site chosen on the basis of its ability to accommodate additional units of development beyond that for which it was zoned, with minimal environmental, social, and aesthetic impacts.

Transit

Transit is the conveyance of persons or goods from one place to another by means of a local, public transportation system.

Transit Center

The transit center is a building, structure, or area designed and used for persons changing transportation modes. The Park & Ride facility is a transit center.

Transit Stop

A transit stop is a smaller-scale facility located at selected points along transit routes for passenger pickup, drop off, or transfer. A bus stop is a transit stop.

Trip

A one-way journey that proceeds from an origin to a destination via a single mode of transportation; the smallest unit of movement considered in transportation studies. Each trip has one “production end.” (or origin –often from home, but not always), and one “attraction end,” (destination).

APPENDIX A: GLOSSARY

Trip Generation

Trip generation is the dynamics that account for people making trips in automobiles or by means of public transportation. Trip generation is the basis for estimating the level of use for a transportation system and the impact of additional development or transportation facilities on an existing, local transportation system. The trip generation of household's are, correlated with destinations that attract household members for specific purposes.

Undevelopable

Specific areas where topographic, geologic, and/or surficial soil conditions indicate a significant danger to future occupants and a liability to a city are designated as "undevelopable" by a city. These areas generally include ten-year floodplain areas and slopes exceeding 20 percent.

Use

The purpose for which a lot or structure is or may be leased, occupied maintained, arranged, designed, intended, constructed, erected, moved, altered, and/or enlarged in accordance with the City zoning ordinance and General Plan land use designations.

Vacant

Vacant is the land or buildings that are not actively used for any purpose.

Value Engineering (VE)

VE seeks to lower capital and life cycle costs while maintaining or improving performance. Typical savings ranges from 5% to 15% of construction cost. The value study should be performed by an independent firm of the designer. It should be facilitated by a Certified Value Specialist™ and include a team of specialists for a 3-5 day workshop study. The workshop follows the value methodology of SAVE International, the Value Society. Function analysis helps the team identify areas for value improvement. Specific information about VE can be obtained at the SAVE website www.value-eng.org

Vehicle Miles Traveled (VMT)

Vehicle miles traveled is a key measure of overall-street and highway use. Reducing VMT is often a major objective in efforts to reduce vehicular congestion and achieve regional air quality goals.

Volume-to-Capacity Ratio

A measure of the opening capacity of a roadway or intersection, in terms of the number of vehicles passing through, divided by the number of vehicles that theoretically could pass through when the roadway or intersection is operating at its designed capacity. Volume-to-capacity ratio is abbreviated as "v/c." At a v/c ratio of 1.0, the roadway or intersection is operating at capacity. If the ratio is less than 1.0, the traffic facility has additional capacity. Although ratios slightly greater than 1.0 are possible, it is more likely that the peak hour will elongate into a "peak period."

APPENDIX A: GLOSSARY

Walkability

Walkability is a measure of the effectiveness of community design in promoting walking as an alternative to driving to easily and safely reach shopping, schools, and other common destinations. Walkable communities encourage pedestrian activity, expand transportation options, and have safe and inviting streets that serve people with different ranges of mobility.

Zone (Analysis) Traffic

In a mathematical traffic model the area to be studied is divided into zones, with each zone treated as producing and attracting trips. The production of trips by a zone is based on the number of trips to or from work or shopping, or other trips produced per dwelling unit.

Zoning

The division of the City and county by legislative regulations into area or zones which specify allowable uses for a real property and size restrictions for buildings within these area; a program that implements policies of the general plan.

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

Goodyear 2025 General Plan Conformance to Arizona Revised Statutes

The Goodyear 2025 General Plan is organized to best fit the needs of the Goodyear community. The data and background information was compiled into a single chapter rather than keeping the data and background information with each of the individual elements. Several of the elements were combined or further elaborated upon – for example, the cost of development element, public services and facilities element, and public buildings element were all addressed under a single topic heading.

The following is documentation as to how the Goodyear 2025 General Plan conforms to the requirements of the Arizona Revised Statutes.

1. A land use element that:

- (a) Designates the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.
- (b) Includes a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.
- (c) Identifies specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.
- (d) Includes consideration of air quality and access to incident solar energy for all general categories of land use.
- (e) Includes policies that address maintaining a broad variety of land uses including the range of uses existing in the municipality when the plan is adopted, readopted or amended.
- (f) For cities and towns with territory in the vicinity of a military airport: if a city or town includes land in a high noise or accident potential zone as defined in section 28-8461, the city or town shall identify the boundaries of the high noise or accident potential zone in its general plan for purposes of planning land uses in the high noise or accident potential zone that are compatible with the operation of the military airport.
- (g) Includes sources of currently identified aggregates from maps that are available from state agencies, policies to preserve currently identified aggregates sufficient for future development and policies to avoid incompatible land uses, except that this subdivision shall not be construed to affect any permitted underground storage facility or limit any person's right to obtain a permit for an underground storage facility pursuant to title 45, chapter 3.1.

Conformance:

Chapter 4: Land Use and Transportation Plan includes a land use plan which indicates the general location and extent of the uses listed under (a). Although the land use categories are more broad in scope than those listed, the categories defined by Goodyear provide

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

opportunities for all of the uses listed under (a). These land use categories allow for a broad variety of uses as required by (e). The development policies included in Chapter 4: Land Use and Transportation Plan recommend the standards of density and intensity.

The high noise and accident potential zones have been shown on the Land Use and Transportation Plan and policies to protect these uses are included in the plan.

Many programs and policies have been identified in Chapter 4: Land Use and Transportation Plan that promote infill and/or compact form development. Although these types of uses are encouraged many places, they are encouraged in the Village Centers and Transit Development Overlay as defined in Chapter 4: Land Use and Transportation Plan.

Sources of currently identified aggregates have been identified using the best information that was available at the time this general plan was created.

2. A circulation element consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes and any other modes of transportation as may be appropriate, all correlated with the land use element of the plan.

Recommendations concerning parking facilities, building setback requirements and the delineations of such systems on the land, a system of street naming and house and building numbering and other matters as may be related to the improvement of circulation of traffic.

The circulation element may also include:

- (a) A transportation element showing a comprehensive transportation system, including locations of rights-of-way, terminals, viaducts and grade separations. This element of the plan may also include port, harbor, aviation and related facilities.
- (b) A transit element showing a proposed system of rail or transit lines or other mode of transportation as may be appropriate.

Conformance: The circulation plan has been combined with the land use plan and is included in Chapter 4: Land Use and Transportation Plan. The City's Transportation Master Plan is included by reference which includes additional detailed planning data. Goals, objectives, and policies relating to circulation are included in Chapter 3: Goals.

1. An open space element that includes:

- (a) A comprehensive inventory of open space areas, recreational resources and designations of access points to open space areas and resources.
- (b) An analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources.
- (c) Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

Conformance: Open space has been combined with parks, recreation, and trails. Goals, objectives, and policies relating to parks, trails, recreation, and open space are included in Chapter 3: Community Goals. The Parks and Recreation Master Plan is included by reference which includes the analysis of forecasted needs.

2. A growth area element, specifically identifying those areas, that are particularly suitable for planned multimodal transportation and infrastructure expansion. This element shall include policies and implementation strategies that are designed to:

- (a) Make automobile, transit and other multimodal circulation more efficient, make infrastructure expansion more economical and provide for a rational pattern of land development.
- (b) Conserve significant natural resources and open space areas in the growth area and coordinate their location to similar areas outside the growth area's boundaries.
- (c) Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financing planning that is coordinated with development activity.

Conformance: Areas planned for multi-modal transportation and infrastructure expansion are designated on the Land Use and Transportation Map. The Transit-Oriented Development Overlay was created to designate those areas particularly suitable for multimodal transportation.

3. An environmental planning element that contains analyses, policies and strategies to address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development under the general plan.

Conformance: This element is addressed by Goal GD-8 in Chapter 3: Community Goals.

4. A cost of development element that identifies policies and strategies that the municipality will use to require development to pay its fair share toward the cost of additional public service needs generated by new development. This element shall include:

- (a) A component that identifies various mechanisms that are allowed by law and that can be used to fund and finance additional public services necessary to serve development
- (b) A component that identifies policies to ensure that any mechanisms that are adopted by the municipality under this element result in a beneficial use to the development, bear a reasonable relationship to the burden imposed on the municipality to provide additional necessary public services to the development and otherwise are imposed according to law.

Conformance: A list of various funding mechanisms is included in Appendix F. Policies that address item (b) are scattered throughout the plan, but are mainly addressed under Goals GD-2 and GD-5.

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

5. A water resources element that addresses:

- (a) The known legally and physically available surface water, groundwater and effluent supplies.
- (b) The demand for water that will result from future growth projected in the general plan, added to existing uses.
- (c) An analysis of how the demand for water that will result from future growth projected in the general plan will be served by the water supplies

Conformance: The required water data is included in Chapter 2: Goodyear Profile. Goals, objectives, and policies relating to water resources are addressed by Goal GD-6 in Chapter 3: Community Goals.

1. A conservation element (new) for the conservation, development and utilization of natural resources, including forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals and other natural resources. The conservation element may also cover:

- (a) The reclamation of land.
- (b) Flood control.
- (c) Prevention and control of the pollution of streams and other waters.
- (d) Regulation of the use of land in stream channels and other areas required for the accomplishment of the conservation plan.
- (e) Prevention, control and correction of the erosion of soils, beaches and shores.
- (f) Protection of watersheds.

Conformance: the conservation element is addressed by Goal GD-8 in Chapter 3: Community Goals.

2. A recreation element (new) showing a comprehensive system of areas and public sites for recreation, including the following and, if practicable, their locations and proposed development:

- (a) Natural reservations.
- (b) Parks.
- (c) Parkways and scenic drives.
- (d) Beaches.
- (e) Playgrounds and playfields.
- (f) Open space.
- (g) Bicycle routes.
- (h) Other recreation areas.

Conformance: Recreation has been combined with parks, open space, and trails. Goals, objectives, and policies relating to parks, trails, recreation, and open space are included in Chapter 3: Community Goals. The Parks and Recreation Master Plan is included by reference which goes into more detailed recreation planning. Major parks and open spaces have been designated on the Land Use and Transportation Map.

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

4. A public services and facilities element (newly required) showing general plans for police, fire, emergency services, sewage, refuse disposal, drainage, local utilities, rights-of-way, easements and facilities for them.

Conformance: Goal GD-7 in Chapter 3: Community Goals includes general plans for police, fire, and emergency services. Goal GD-5 includes general plans for sewage, refuse disposal, local utilities, and facilities for them. Chapter 4: Land Use and Transportation Plan includes general plans for rights of way and locations for them.

5. A public buildings element (new) showing locations of civic and community centers, public schools, libraries, police and fire stations and other public buildings.

Conformance: Locations of the listed buildings are included in the Existing Conditions Map in Chapter 2: Goodyear Profile.

6. A housing element (newly required) consisting of standards and programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety and affordability and for provision of adequate sites for housing. This element shall contain an identification and analysis of existing and forecasted housing needs. This element shall be designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed or economic level.

Conformance: The housing element is addressed in Goal CC-2 in Chapter 3 Goals. Except for the identification and analysis of needs which is included in Chapter 2: Goodyear Profile.

7. A conservation, rehabilitation and redevelopment element (new) consisting of plans and programs for:

- (a) The elimination of slums and blighted areas.
- (b) Community redevelopment, including housing sites, business and industrial sites and public building sites.
- (c) Other purposes authorized by law.

Conformance: This section is addressed by Goal CC-1 and Goal GD-2 in Chapter 3: Community Goals.

8. A safety element (new) for the protection of the community from natural and artificial hazards, including features necessary for such protection as evacuation routes, peak load water supply requirements, minimum road widths according to function, clearances around structures and geologic hazard mapping in areas of known geologic hazards.

Conformance: Goal GD-7 in Chapter 3: Community Goals addresses these requirements. The Maricopa County Community Wildfire Protection Plan is included by reference which includes

APPENDIX B: CONFORMANCE TO ARIZONA REVISED STATUTES

more detailed information. Minimum road widths are included in Chapter 4: Land Use and Transportation Plan and water supply requirements are included in Chapter 2: Goodyear Profile.

9. A bicycling element (new) consisting of proposed bicycle facilities such as bicycle routes, bicycle parking areas and designated bicycle street crossing areas.

Conformance: Goal CC-4 in Chapter 3: Community Goals addresses goals, objectives, and policies relating to bicycling. The Parks and Recreation Master Plan, included by reference, includes more detailed bicycling route planning.

10. An energy element (new) that includes:

- (a) A component that identifies policies that encourage and provide incentives for efficient use of energy.
- (b) An assessment that identifies policies and practices that provide for greater uses of renewable energy sources.

Conformance: Goal GD-9 in Chapter 3: Community Goals addresses the energy element.

11. A neighborhood preservation and revitalization element (new), including:

- (a) A component that identifies city programs that promote home ownership, that provide assistance for improving the appearance of neighborhoods and that promote maintenance of both commercial and residential buildings in neighborhoods.
- (b) A component that identifies city programs that provide for the safety and security of neighborhoods.

Conformance: Goal CC-1 and CC-2 in Chapter 3: Community Goals, as well as the Community and Cultural Development Current Conditions and Anticipated Trends section, address the requirements of this element.

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

Goodyear 2025 General Plan Update Process and Public Participation

The following appendix documents the General Plan update process including the extensive public participation component. It is organized in chronological order, following the process as it progressed.

Project Preparation

In January 2012, the Planning and Zoning Commission and City Council discussed the need for a general plan update, the project plan, and proposed budget. With their leadership, a project plan was created with the goal of completing the Goodyear 2025 General Plan in 2014.

Existing Conditions Report – ASU School of Geographical Sciences & Urban Planning

In the Winter and Spring of 2012, the City of Goodyear formed a partnership with ASU to create an existing conditions report. Dr. Joochul Kim and the ASU School of Geographical Sciences and Urban Planning Spring 2012 Capstone Studio put together a fantastic and comprehensive report. This report includes an analysis of all aspects of Goodyear from demographics to transportation to natural resources.

The ASU project team consisted of: Professor Joochul Kim, Team Leader; Michael Robin Benning, Ahmed Abdullah, Raymond Banker, Victor Castillo, Keith Chamberlain, Mathew Detamore, Marissa Garnett, Timothy Gilloon, Robert Gurney, Kelsey Kirkland, Kirsten Lawton, Yi Li, Melissa McLaughlin, Joseph Muro, Joseph Plotz, Hannah Richie, Jonah Smith, Sidney Urias.

The report was presented to the City Council on April 23, 2012. The report is available on the City's website and was used to create *Chapter 2: Goodyear Profile*.

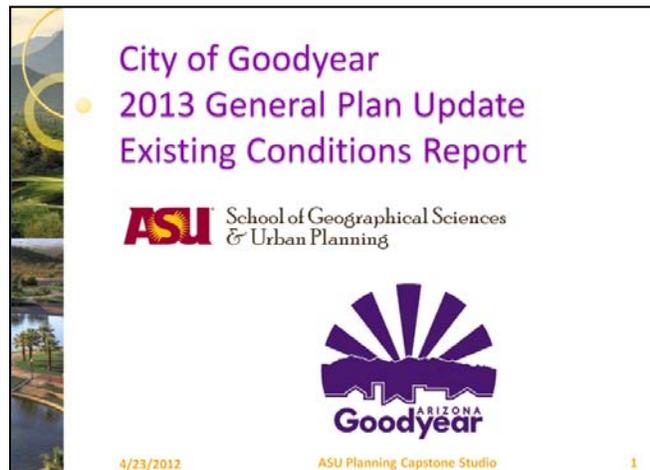


Figure C.1 Existing Conditions Report Presentation

Public Participation Plan

On June 11, 2012, the Goodyear City Council approved the Public Participation Plan through the adoption of Resolution 12-1485. The purpose of the plan was to create the

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

strategies that will ensure the greatest opportunity for public participation during the update of the General Plan.

A copy of the Public Participation Plan is included as *Appendix E*.

Goodyear 2025 General Plan Committee

The Goodyear 2025 General Plan Committee (Committee) was appointed on October 1, 2012 by City Council. The 25-member Committee is tasked with overseeing the entire General Plan update. The by-laws governing the Committee were adopted on September 24, 2012 through Resolution 12-1506.

The Committee's kick-off meeting was held on October 9, 2012. They met monthly from October 2012 through March 2014.



Figure C.2 Pictures from the first meeting of the Goodyear 2025 General Plan Committee, October 12, 2012.

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

Getting Arizona Involved in Neighborhoods (GAIN) Community Festival

October 20, 2012

As one of the first outreach efforts of the General Plan update, the City sponsored a booth at the GAIN Community Festival. Approximately 4,000 people attended the event. A large poster board was put up and the question, “Vision Goodyear, the City of the Future, what does it look like? What is included? Give us your ideas” was asked. Residents could write their ideas on cards and either post them on the board or place them in a box. Over 130 ideas and comments were received. The top most comments received related to:

- Building more parks and related facilities such as pools.
- Bringing light rail/busses to Goodyear
- Build the Estrella Falls Mall
- Comments relating to the importance of schools



Figure C.3 Pictures of the booth at the GAIN Community Festival, October 20, 2012.

Visioning Workshop

November 3, 2012

A community visioning workshop was held on Saturday, November 3rd. This was an all-day workshop and over 40 residents were in attendance. Presentations were made by experts in the fields of sustainability, economics, and art & culture. Rick Merritt, AICP, President of Elliot D. Pollack spoke on economics and economies of the future. Dr. Arnim Weik, Assistant Professor, ASU School of Sustainability, spoke on Transportation and Development in the City of the Future. Finally, Jody Ulich, President of the Arts Council of Fort Worth and Tarrant County spoke on Art, Culture, and Community in the City of the Future. After the presentations, the participants were split into small groups to work on creating a vision. Seven draft vision statements were created at the workshop.

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Figure C.4 Pictures from the Visioning Workshop held on November 3, 2012.

Goodyear 2025 General Plan Committee – Creating the Vision Statement

The draft visions created at the Community Visioning Workshop were presented to the General Plan Committee at its meeting on November 13, 2012. The Committee worked to create the following draft vision statement:

Create a highly desirable place for all to live, work, visit, and play by fostering a sustainable community with diverse destinations connected throughout the city; encouraging growth by offering opportunities for cultural, educational, and economic development, while recognizing our assets, history, and open spaces; and maximizing partnerships & collaboration.



Figure C.5 Pictures from the November 13, 2012 General Plan Committee Meeting

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

There were several opportunities to provide general ideas and comments. The most common comments related to:

- Transit
- Recreation (bikes, trails)
- Connectivity (bikes, walkability)
- Parks and open space
- Shopping and entertainment
- Arts and culture (art, library)



Figure C.7 Pictures from the Goodyear Municipal Court – Tuesday, February 26, 2013



Figure C.8 Pictures from Western Sky Middle School – Wednesday, February 27, 2013



Figure C.9 Pictures from the Estrella Starpointe Residents Club – Thursday, February 27, 2013

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Mobile Community Meeting

March 5, 2013

A community meeting was held in the portion of southern Goodyear commonly known as Mobile. This meeting was held as a town-hall style meeting. Fifteen residents were in attendance and several staff members attended the meeting as well as the Mayor and Vice Mayor. At this meeting, the discussion focused around maintenance of roadways as well as parks and recreation.



Figure C.10 Pictures from the Mobile Community Meeting, March 5, 2013.

Goodyear Connects

Launched February 11, 2013

The City launched Goodyear Connects, an interactive commenting website, in February 2013. The website has had the question, “What is your big idea for Goodyear” up on the site since its launch. The ideas most often received related to:

- Shopping/Dining/Entertainment
- Parks and Recreation
- High-wage jobs
- Arts/Cultural/Events
- Healthy communities
- Bicycling



Figure C.11 Goodyear Connects logo

Goodyear 2025 General Plan Committee – Topic Discussion

February 2013 through December 2013

Throughout the bulk of their meetings, the Committee worked on creating the goals, objectives, policies, and implementation strategies for the General Plan. They would receive a reading assignment a month before the meeting so they could come to the meeting prepared. The comments that were received during the public outreach was also given to the Committee.

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

At the meeting there would be a presentation from staff or outside guests. The Committee would then ask questions and have a discussion. Ideas were put onto note cards and then refined through a consensus building process. These ideas were translated directly into the goals, objectives, policies, and implementation strategies. Additional items were identified by reviewing the 2003 General Plan, reviewing the City's Strategic Action Plan, and reviewing existing master plans and department plans.

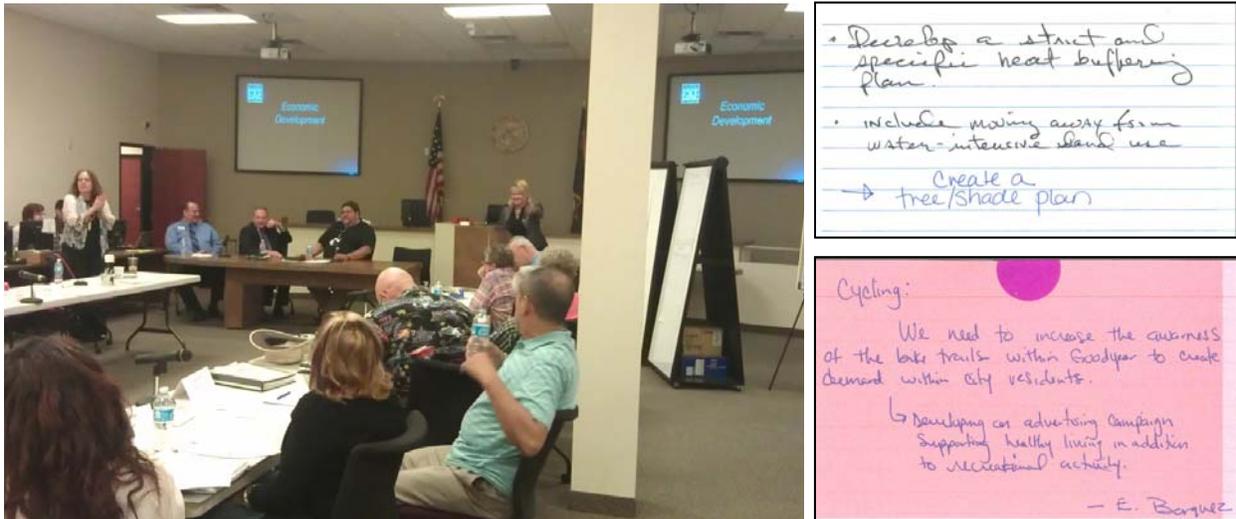


Figure C.12 A picture of a meeting of the Committee and examples of the note cards that were used to document ideas.

Goodyear 2025 General Plan Committee - Idea Champion Presentations

February 2013 through November 2013

The Committee members were given the opportunity and encouraged to bring their big ideas to the Committee by making a brief presentation to the Committee and then answering questions and participating in discussion on the topic. Many of these ideas were later turned into goal statements. These presentations were an amazing addition to the process and brought many ideas to the table that could otherwise have been left out. The following topics/ideas were presented to the Committee:

- Transportation Options
- Cycling in Goodyear
- Benefits of Cultural Facilities to Communities of all Sizes
- Example Arts Center: Torrance, CA
- Putting Health Into the Equation (Healthy Communities)
- Tourism
- Technology
- Bullard Corridor
- Infrastructure Costs and the Facilities Cost Index

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- Water Resources
- Community/Social Services
- Education
- Economic Development Incentives
- Train Park



Figure C.12 Slides from two different Idea Champion presentations.

Goodyear 2025 General Plan Committee – Revising the Vision Statement and Summarizing Comments into the Fundamental Strategies

October 8, 2013

At the open house meetings, several comments were received stating that the vision statement was too long. At their meeting on October 8, 2013, the Committee revised the vision statement to the following:

Create a highly desirable and sustainable place for all to live, work, visit, and play.

At the same meeting, the Committee also worked on the fundamental strategies. The parts of the vision statement that were removed still had a lot of good direction. It was important that this information used somehow. Also, it was clear that the comments that were received from the public thus far followed themes. They are as follows:

- Foster a sustainable community with diverse destinations connected throughout the city (*from the original vision statement*)
- Encourage growth by offering opportunities for cultural, educational, and economic development (*from the original vision statement*)
- Recognize our assets, history, and open spaces (*from the original vision statement*)

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

- Maximize partnerships and collaboration (*from the original vision statement*)
- Develop a connected community (physically and socially)
- Create quality shopping, dining, and entertainment experiences
- Expand the open space, parks, and recreation system
- Enhance art and cultural opportunities
- Bring more high-wage jobs to Goodyear
- Build healthy communities
- Ensure a sustainable community (fiscally and environmentally)

These broad topics and the fundamental strategies are outlined in *Chapter 3: Vision*.

Development Advisory Forum Meetings

Various meeting dates: October 18, 2012; January 17, 2013; April 18, 2013; July 25, 2013; October 17, 2013; January 16, 2014

The City of Goodyear holds quarterly Development Advisory Forum meetings. Members of the development community including property owners, brokers, and homebuilders come together to discuss development trends, issues with the development process, and suggestions for improvement. Since the launch of the General Plan update, updates have been given at each of the Development Advisory Forum meetings.

Fall Festival – GAIN

October 19, 2013

The City once gain sponsored a booth at the GAIN Community Festival/Fall Festival. Members of the Development Services staff, as well as General Plan Committee members held one of many tables from the city, where they were able to interact with members of the community. A key component of the booth was to showcase a large poster listing the nine fundamental strategies of the 2025 General Plan Update. When a community member walked up to the booth, they were handed three red dots in which they could put the dot on the three strategies they felt were most important to the future of the community. Over 240 people participated in the interactive poster.

Results

Expand the Parks, Open Space & Recreation System	150 votes 20.4%
Advance Economic Opportunity	102 votes 13.9%
Develop a Physically and Socially Connected Community	98 votes 13.3%
Foster a Sustainable Economy and Community	88 votes 12.5%
Provide Opportunities for Living a Healthy Lifestyle	80 votes 10.9%
Protect and Utilize Our Assets	74 votes 10.1%
Create Attractive Places & Diverse Destinations	68 votes 9.2%
Cultivate Art & Culture	53 votes 7.2%
Maximize Partnerships and collaboration	19 votes 2.5%

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE



Figure C.13. Pictures from the 2013 GAIN Community Festival

Small Business Summit

October 24, 2013

The City co-sponsored a small business summit. The General Plan was represented with an informational booth that showcased the community goals, fundamental strategies, and land use & transportation plan. Staff was available to answer questions.



Figure C.14. Small Business Summit booth

Youth Involvement

October 2013

Staff visited two high schools in Goodyear: Estrella Foothills High School and Desert Edge High School. The purpose of these visits were to understand what is important to the youth and what kind of community Goodyear would need to be in order to attract the youth to continue to call Goodyear home. There were a series of questions asked and each student was able to voice their opinion. Note cards were passed out and the students were given time to think of their answers. The answers written on the note cards were written on poster board paper and the students were asked to vote for what they vision the City of Goodyear eventually becoming.

Most important desires and community needs:

- Westgate type development or designated downtown area
- Small businesses / "mom & pop"

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

- Small amusement park
- More community involvement
- Coffee shops and places to hang out
- Hospital in Estrella
- Drive-in movie theatres
- Night life
- Art center and art events

Community Meeting

November 6, 2013

Staff held a community meeting at the Municipal Court on November 6, 2013 to present the draft concepts of the General Plan to the public before the draft plan was finalized. Eight residents were in attendance.

The importance of connectivity and safe pedestrian and cycling opportunities was commented on by the attendees. Questions concerning the alignment of the Loop 303 were also noted and were forwarded to ADOT.

Draft Review – Required 60-day Review

January 2014

The draft Goodyear 2025 General Plan was finalized on January 17, 2014. In accordance with ARS 9-461.06 D, the draft General Plan was distributed to the required recipients. It was also distributed to the Arizona State Land Department, APS, the Phoenix-Goodyear Airport, Liberty Water, and made available on the City's website.

Open House Meetings

January/February 2014



Figure C.15. Open house meetings

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

Over 160 residents attended one of the four open house meetings that were held throughout the community. Information regarding the draft plan was displayed on posters and an eight-page executive summary was distributed to citizens. Staff was available to take questions and comments and citizens could also submit written comments. The City received some minor comments but overall the reception of the general plan was positive.

Community Meeting

March 3, 2014



Figure C.16. Community meeting at the Hampton Inn

A community meeting was held at the Hampton Inn on March 3, 2014. At the open house meetings, several residents expressed their wish for a formal presentation so an additional meeting was added in a presentation style format rather than an open house style format. Fifteen residents attended the meeting.

Goodyear 2025 General Plan Committee – Final Meeting

March 25, 2014

The final meeting of the Goodyear 2025 General Plan Committee was held on March 25, 2014. The Mayor, members of the City Council, and the City Manager were present to recognize the efforts of the Committee.



Figure C.17. Final General Plan Committee meeting

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

The Committee met 22 times over 18 months. Members of the Committee also attended other City events and meetings to support the project. They provided a combined 2,000 volunteer hours to the project.

The Goodyear 2025 General Plan Committee unanimously voted to approve the plan and forward a recommendation of approval to the Planning and Zoning Commission and the City Council.

At the meeting, each member of the Committee received a “meeting in a bag” to take with them. The bag included items so that the Committee could share information about the Goodyear 2025 General Plan with their HOAs, neighborhoods, and community groups.



Figure C.18. Meeting in a bag

Public Hearings

April 16, 2014 – Planning and Zoning Commission

The first public hearing was held on April 16, 2014 at the Estrella Residents Club. An opportunity to provide comment was provided to the public and the Planning and Zoning Commission. There were no members of the public present, one General Plan Committee member was in attendance. No comments were received.

May 21, 2014 – Planning and Zoning Commission

The second public hearing was held on May 21, 2014 at the Goodyear Justice Center. After a staff presentation, an opportunity to provide comment was provided to the public and the Planning and Zoning Commission. One member of the public spoke and recommended approval of the General Plan.

June 9, 2014 – City Council

A public hearing was held on June 9, 2014 at the Goodyear Justice Center. After a staff presentation the public was given the opportunity to comment. The Chair of the Goodyear 2025 General Plan Committee spoke in favor of the general plan and recommended approval.

Ratification

November 4, 2014, Event is planned

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

Big Ideas Gathered From the Public During the General Plan Update Process

The following are ideas received during the update of the General Plan. They represent detailed ideas and although the concepts have been incorporated into the larger planning document, the specific ideas may not have been. These ideas have been documented here so that these great ideas are not lost. This appendix is referenced throughout the planning document to guide readers to these great ideas.

Parks and Recreation

- Use GoodyearConnects and incorporate a west valley trail plan
- Look into using reclaimed water for all of the parks
- Promote a “Tour de Tucson” type of event in Goodyear and encourage cycling
- Look into a “community running track” for all residents
- Providing parks for our dogs and animals
- Look into providing an all-access park for kids with special needs
- The use of a smart phone app to promote park and healthy living

Economic Development

- Create two guidelines for incentives: (1) The City will not share tax revenues or any other ongoing revenue source, (2) Any incentives must be based on actual achieved results.

Housing & Neighborhoods

Rental Control

- City has rental control department
- copy of rental contract with owner identification
- Home owner register renters with the city
- work with the utility companies to identify renters
- Have a city / landlord writer agreement, signed by the homeowner, detailing the homeowner agreement stipulations. Include what happens if the owner fails to have his property maintained according to stipulations

Code Compliance

- Work with city coding
- Code compliance needs to be stricter on vacant properties; upkeep should be required
- Notification to owner with pictures of careless landscaping on code violations and deadlines to fix it i.e. penalty fee after deadline
- Maintain exterior appearance (i.e. landscaping, building elevation) passive aggressive

APPENDIX D: BIG IDEAS FROM THE GENERAL PLAN UPDATE

Arts & Culture

- Consider establishing a Goodyear Arts Festival that celebrates all forms of art such as music, drama, poetry, dance, etc. to promote and strengthen the importance of arts and culture within the community.
- Evaluate creating art centers within parks.

APPENDIX E: PUBLIC PARTICIPATION PLAN

Public Participation Plan

The Public Participation Plan was adopted on June 11, 2012 through Resolution 12-1485. The purpose of this plan was to guide public participation through the creation of the Goodyear 2025 General Plan. *Chapter 9: Amendments and Public Participation* guides public participation through the implementation of the plan.

APPENDIX E: PUBLIC PARTICIPATION PLAN



GOODYEAR 2025
CITY OF GOODYEAR GENERAL PLAN

PUBLIC PARTICIPATION PLAN

JUNE 11, 2012

APPENDIX E: PUBLIC PARTICIPATION PLAN

I. Introduction

Every City and County in Arizona is required to have a comprehensive, long-range general plan (ARS 9-461.05). The General Plan shall consist of a statement of community goals and development policies; it shall include maps, any necessary diagrams and text setting forth objectives, principles, standards and plan proposals. A General Plan represents a comprehensive and long-range statement of community priorities and values developed to guide public decision-making. Staff uses the General Plan to evaluate projects and development proposals in order to make recommendations to the Planning and Zoning Commission and City Council. The City Council uses the General Plan to evaluate land use changes, and making funding and budgeting decisions.

Arizona State Statutes require that the General Plan be updated and ratified by voters at least once every ten years, or in the case of Goodyear, before November 4, 2013. The State Legislature extended the deadline to July 1, 2015. The City's 2010 Census Count was 65,275. According to State Statutes, a city with a population over 50,000 is required to complete 17 plan elements. Nine of these plan elements were completed with the 2003-2013 General Plan and eight additional elements will need to be completed with this General Plan update.

II. Requirements & Purpose of the Public Participation Plan

The General Plan update will include considerable public participation to ensure that the goals, policies, and programs within the General Plan are supported by the Goodyear Community. The City is required to create a public participation plan that must be adopted by City Council. ARS 9.461.06 states, "the governing body shall adopt written procedures to provide effective, early and continuous public participation from all geographic, ethnic and economic areas of the municipality." In addition, "the procedures shall provide for:

- (a) The broad dissemination of proposals and alternatives
- (b) The opportunity for written comments
- (c) Public hearings after effective notice
- (d) Open discussions, communications programs and information services
- (e) Consideration of public comments."

The purpose of this plan is to create the strategies that will ensure the greatest opportunity for participation during the General Plan update. In creation of this public participation plan, staff identified the following objectives of public participation:

A. Community Ownership of the General Plan

In order to be an effective guide for the growth and development of Goodyear, the General Plan must have the support of the community. The public participation activities that are identified should maximize community involvement in the actual creation of the goals and policies within the General Plan. Without community ownership, the plan will not have long-term sustainability.

APPENDIX E: PUBLIC PARTICIPATION PLAN

B. Representation of the Entire Community

The General Plan should create a guide for growth and development that is reaching toward the community's vision of Goodyear. The entire community should be involved in creating the vision and determining the policies and plan to get us there.

C. Education about the General Plan

The General Plan update provides an opportunity to educate the public on the General Plan, zoning, and other development related concepts. Educating the public on the purpose and use of the General Plan will give the community a better understanding of what is happening in their community as Goodyear continues to grow and develop.

D. Building & Strengthening Relationships

The General Plan update will involve a collaborative process that engages the various stakeholders in the Goodyear community. The General Plan update provides an opportunity to build new relationships and strengthen existing relationships. The participation plan promotes intergovernmental and interagency cooperation and collaboration.

III. Stakeholders

ARS 9-461.06 states that the governing body shall, "Consult with, advise, and provide an opportunity for official comment by public officials and agencies, the County, school districts, associations of governments, public land management agencies, the military airport if the municipality had territory in the vicinity of a military airport of ancillary military facilities as designated in Section 28-8461, other appropriate government jurisdictions, public utility companies, civic, educational, professional and other organizations, property owners and citizens generally to secure maximum coordination of plans and to indicate properly located sites for all public purposes in the general plan."

The legislature further identified specific entities that are to be provided copies of the draft of the General Plan that will be presented to the Planning and Zoning Commission for review and comment (discussed further in Section V-4 of this document). In addition to the specifically identified entities, copies of the draft are to be presented to any person who requests in writing to receive a copy of the draft plan.

The City is in the process of compiling a list of additional stakeholders so the City can reach out to these stakeholders to invite them to be part of the planning process. The following steps will be taken to identify stakeholders:

1. Publish articles in the City's newsletter, INFOCUS, to reach out to Goodyear residents.
2. Publish notices or advertisements in a local newspaper (West Valley View or the Arizona Republic Southwest Valley edition).
3. Create press releases for additional media outreach.
4. Post notices on the front page of the City's website.
5. Post announcements on the City's facebook and twitter accounts.
6. Make announcements at City Council meetings.

APPENDIX E: PUBLIC PARTICIPATION PLAN

7. Make announcements at City citizen committee meetings.
8. The City's Neighborhood Services Division maintains a list of HOA and Neighborhood Alliance contacts. The City will also contact Maricopa County to try to identify any HOA or Neighborhood groups in Maricopa County that are within our planning area. The City will reach out to these HOA and Neighborhood Alliance contacts.
9. Contact the Southwest Valley Chamber of Commerce to reach out to the business community.
10. Contact persons who have signed up via the City's "e-notify" tool to receive General Plan updates and Community Development [Development Services Department] draft documents.
11. Contact persons who have attended the City's quarterly Development Advisory Forum in the last 12 months to reach out to the development community.
12. Contact each of the school districts that serve the City.
13. Contact the Arizona Homebuilder's Association to reach out to the homebuilding community.
14. Contact the Arizona Multihousing Association to reach out to their membership.
15. Contact the Maricopa Association of Governments (MAG) and make announcements at appropriate committee meetings to reach out to neighboring communities and other stakeholders who attend such meetings.

Anyone from the public may request to receive information on the General Plan update by signing up through the "e-notify" function on the City's website (<http://goodyearaz.gov/list.aspx>) or by contacting Planning & Zoning Division staff to be included in an e-mail list or mailing list by calling 623-932-3005 or by e-mailing gycdev@goodyearaz.gov.

IV. Communication & General Opportunities for Comment

Throughout the General Plan update process, stakeholders will be identified and informed about upcoming meetings, provided with copies of draft documents, and given opportunity for comment through the following means:

A. Mailing/E-mail List

The City will maintain an e-mail and mailing list of statutorily identified stakeholders and stakeholders who have requested to be on the e-mail or mailing list. The methods used to identify stakeholders are described in the section above. These stakeholders will receive notice of upcoming meetings and when draft documents are available for review and comment. In addition to those listed, anyone from the public may request to receive information on the General Plan update by signing up through the "e-notify" function on the City's website or by contacting Planning & Zoning Division staff to be included in an e-mail list or mailing list.

APPENDIX E: PUBLIC PARTICIPATION PLAN

B. City Contact

A City e-mail address will be created for the project or a single point of contact will be designated to receive electronic written comments. This point of contact will be posted on the City's website and provided at public meetings. At any time, the public may provide written comment to the Planning & Zoning Division at 195 N. 145th Avenue, Building D, Goodyear, AZ 85338 or by e-mailing gycdev@goodyearaz.gov. Written comments may also be delivered in person to the Planning & Zoning Division counter at the address listed above.

C. Website

A webpage has been created for the General Plan update on the City's website. The website will be active throughout the creation of the plan until ratification. The direct link to the webpage is www.goodyearaz.gov/goodyear2025. Meeting notices and draft documents will be posted on the website. Links to instructions as to how to provide written comment will be provided with all documents that are posted for review.

D. INFOCUS

The City's community newsletter, In-Focus, will be used to disseminate information regarding the General Plan update including upcoming meeting notices; notifications when certain draft documents will be available for review and comment; and, where draft documents may be reviewed. This newsletter is sent to all households within the City. Surveys may be distributed with In-Focus if identified as necessary as the update process proceeds.

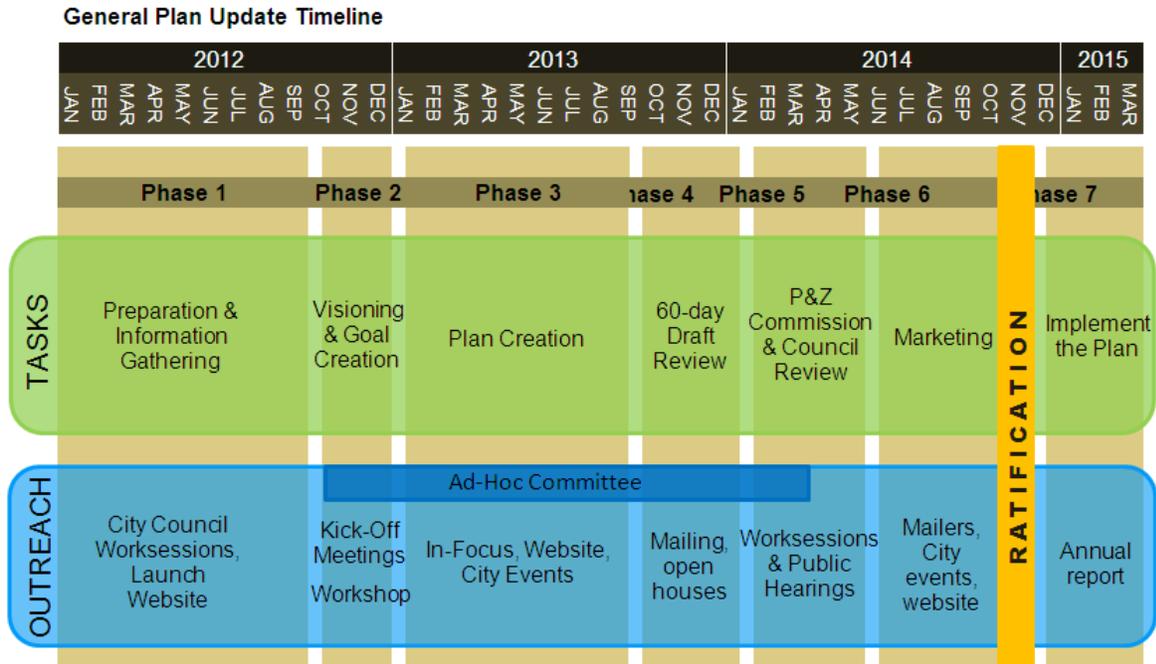
E. Planning and Zoning Commission and City Council Updates

Staff will provide briefings to the Planning and Zoning Commission and City Council regarding progress on the General Plan as needed. These updates will be provided at least monthly unless requested in another format. All draft documents will be provided to the Planning and Zoning Commission and City Council for review and comment in worksession or public meeting.

V. Goodyear 2025 Planning Process & Participation Activities

There are seven phases to the General Plan update process which are illustrated below. This project is proposed to span several years, commencing in September 2012 and ending with ratification by voters in November 2014.

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1. PHASE 1: PREPARATION & INFORMATION GATHERING
January 2012 to August 2012

Phase 1 of the project is currently underway. During this phase, the public participation plan will be created and adopted, the website will be launched, and the City will hold worksessions with the Planning & Zoning Commission and City Council to discuss the project plan.

2. PHASE 2: VISIONING & GOAL CREATION
September 2012 to December 2012

The vision for Goodyear the overarching goals of the project will be created during Phase 2 of the project. The public participation process will begin with the creation of an ad-hoc oversight committee and City-wide open house meetings. Public participation opportunities that will be provided during this phase are described below.

A. General Plan Committee

An ad-hoc committee known as the General Plan 2025 General Plan Committee (GPC) will be formed to oversee the General Plan update. The GPC will be responsible for overseeing preparation of the goals, text, and maps within the General Plan elements. The GPC may create subcommittees to supplement their efforts as needed.

Each member of the GPC will be provided with a copy of the 2003-2013 General Plan and the Existing Conditions Report prepared in May 2012. Additional plans and studies will be provided to the GPC as necessary. Public input that will be gathered at public

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participation events, through the optional Citizen Survey, and through other means will be provided to the GPC. The GPC will use this information to help inform decisions.

The GPC will meet monthly for a period of 18 months. Meetings may be cancelled or added as needed at the discretion of the GPC. These meetings will be open to the public and the Goodyear community may attend and provide comment at the meetings. Agendas and draft documents will be made available on the website prior to meetings and Staff will collect comments and questions and provide them to the GPC. The GPC will review and recommend a draft plan that will be forwarded to the Planning and Zoning Commission for recommendation and City Council for approval. The General Plan will then be presented to the voters for ratification.

Relationship of the General Plan Committee in the Update Process



B. City-Wide Kick-off Meetings

A City-wide meeting(s) will be held to formally kick-off the General Plan update. This meeting will be an open house style meeting to allow citizens to attend when they can and stay for only as long as they are able. A kick-off meeting will also be held in the area of Goodyear known as “Mobile” to allow the citizens in this area to more easily participate. The purpose of this meeting is to gather general information such as what the community likes and dislikes, what priorities should be, and what the focus of the General Plan should be. Comments will be collected at these meetings through a variety of methods which may include surveys, comment cards, and recorded discussion.

Results of the Open House Meetings: The input provided at these meetings will be summarized by staff and posted on the City’s website, distributed to the GPC, Planning & Zoning Commission, and the City Council. This input will provide a basis for the work that will be conducted at the Visioning Workshop.

C. Visioning Workshop

After general information is gathered at the open house meeting(s), a workshop style meeting, similar to a charette, will be held to further refine the information. This will

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likely be an all-day meeting held on a Saturday, and details of the meeting will be finalized at a later date. This meeting will be open to the general public. Notice of the meeting will be published in local papers, posted on the City's website, distributed to the GPC, Planning & Zoning Commission, and City Council, and distributed to the mailing/e-mail list.

Results of the Visioning Workshop: During the visioning workshop, the broad vision for Goodyear and the overarching goals of the General Plan will be drafted. This vision and goals will be provided to the general public, GPC, Planning & Zoning Commission, and City Council for review and comment.

3. PHASE 3: PLAN CREATION January 2013 to September 2013

During the Plan Creation Phase, Staff will use the information that has been collected during the public meetings and build upon the overarching goals that were identified during Phase 2 to create draft chapters of the plan. The end result of this phase will be a draft General Plan.

A. General Plan Committee

GPC meetings will continue throughout Phase 3. During this Phase, Staff will use the information and comments that have been collected to create draft chapters. These chapters will be posted on the City's website and distributed to stakeholders and those who have requested to receive draft documents for review and comment. The draft chapters will be brought to the ad-hoc oversight committee for review, comment, and recommendation.

B. City Events

Staff will attend City events such as GAIN, the City market, and movie night to be able to distribute information on how to obtain draft copies of documents, the broad policies & goals, and the plan maps for the public to review. The public may provide comment to staff at this time through comment cards or later review the information on the City's website and provide comment then.

4. PHASE 4: 60-DAY REVIEW DRAFT October 2013 to January 2014

The purpose of Phase 4 is to provide the required 60-day review and comment period. ARS 9-461.06 states, "At least sixty days before the general plan or an element or major amendment of a general plan is noticed pursuant to subsection E of this section, the planning agency shall transmit the proposal to the planning commission, if any, and the governing body and shall submit a copy for review and further comment to:

1. The planning agency of the county in which the municipality is located.
2. Each county or municipality that is contiguous to the corporate limits of the municipality or its area of extraterritorial jurisdiction.

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3. The regional planning agency within which the municipality is located.
4. The department of commerce or any other state agency that is subsequently designated as the general planning agency for this state.
5. The department of water resources for review and comment on the water resources element, if a water resources element is required.
6. If the general plan or an element or amendment of the general plan is applicable to territory in the vicinity of a military airport or ancillary military facility as defined in section 28-8461, the military airport.
7. If the general plan or an element or major amendment of the general plan is applicable to property in the high noise or accident potential zone of a military airport or ancillary military facility as defined in section 28-8461, the attorney general. For the purposes of this paragraph, "major amendment" means a substantial alteration of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element.
8. Any person or entity that requests in writing to receive and review a copy of the proposal."

A. 60-day Review

Before a draft plan is brought to the Planning and Zoning Commission for review, the plan must be distributed to stakeholders for 60-day review as outlined above. This allows these stakeholders, such as Luke Air Force Base and neighboring communities, to review and comment on the plan. The draft plan will be distributed to the above referenced stakeholders. Comments will be collected by staff and reviewed by the GPC. A list of comments received and the GPC's recommended response will be kept and provided on the City's website and to anyone who requests the information.

B. Open House Meetings

During the 60-day review period, staff will distribute copies of the draft plan to the community through use of the City website, In-Focus, and attendance at City events and meetings. The City will hold at least two open house meeting, one that will be held in the area of the City known as "Mobile", to give the public an opportunity to review the draft documents and make comments or ask questions of Staff in-person. The public may also submit written comments by comment cards or e-mail. All comments received will be recorded by Staff and provided to the GPC.

C. General Plan Committee

GPC meetings will continue throughout Phase 4. During this Phase, the GPC will review the comments that are collected during the 60-day review and formally respond to these comments. Once the 60-day review period has closed, the GPC will review the draft plan in its entirety. The GPC will forward a draft plan to the Planning & Zoning Commission for review and formal recommendation to City Council.

5. PHASE 5: PLANNING & ZONING COMMISSION AND CITY COUNCIL REVIEW February 2014 to June 2014

APPENDIX E: PUBLIC PARTICIPATION PLAN

The City is required to hold two public hearings before the Planning and Zoning Commission in different locations within the City of Goodyear and one public hearing before the City Council. The hearings will be noticed in the newspaper at least 15 days, but not more than 30 days before the meeting. Notice will also appear on the City's website & In-Focus. Adoption of the General Plan requires at least two-thirds vote of the City Council.

6. PHASE 6: WAITING PERIOD AND PRE-ELECTION MARKETING July 2014 to November 2014

After the draft plan has been adopted by City Council, State Statutes require a 120-day waiting period before the plan may go to the voters in election for ratification. During this 120-day waiting period, staff will market the plan to Goodyear voters within the constraints imposed by State law. The City must collect arguments for and against ratification and publish them in accordance with all County and State requirements. The draft plan will be presented at City events, advertised on the website & In-Focus, and it may be prudent to distribute postcards or other information to households in Goodyear.

7. PHASE 7: IMPLEMENTATION After Ratification

During the General Plan update process, written procedures to provide effective, early and continuous public participation in any future major amendment of the General Plan will be created by the GPC.

VI. Special Accommodation

THE CITY OF GOODYEAR ENDEAVORS TO MAKE ALL PUBLIC MEETINGS ACCESSIBLE TO PERSONS WITH DISABILITIES. With 48-hours advance notice, special assistance can be provided for sight and/or hearing-impaired persons at a public meeting. Reasonable accommodations will be made upon request for persons with disabilities or non-English speaking residents. Please call the City Clerk (623) 932-3910 to request an accommodation to participate in a public meeting. Goodyear TDD number is (623) 932-6500.

LA CIUDAD DE GOODYEAR PROCURA HACER TODA JUNTA PUBLICA ACCESIBLE A PERSONAS CON DISCAPACIDADES. Durante la junta se puede proveer asistencia especial a personas con discapacidades visuales o auditivas con un aviso de 48 horas por adelantado. Se harán adaptaciones razonables con previa solicitud para personas con discapacidades o para residentes que no hablan inglés. Favor de llamar a la Secretaria Municipal al (623) 932-3910 para solicitar adaptaciones para participar en la junta pública. El número de TDD de Goodyear es (623) 932-6500

APPENDIX F: SUMMARY OF ACTION ITEMS

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APPENDIX F: SUMMARY OF ACTION ITEMS

Summary of Action Items

Physical Growth and Development	
Obj. Number	Action Item
GD-1-1	Update the Zoning Ordinance, Subdivision Regulations, Design Guidelines, and other relevant codes and ordinances to reflect new policies and land use category changes in the General Plan.
GD-1-1	Identify appropriate locations for Village Centers in the City to provide the surrounding neighborhoods with a destination for shopping, entertainment, and arts & culture.
GD-1-1	Evaluate the merits of establishing a Form-Based Code, Traditional Neighborhood Development ordinance, or similar mechanism to shift the focus of development review to promoting the community’s preferred urban form.
GD-1-2	Seek out and evaluate opportunities to promote development within the Transit Oriented Development Overlay through means such as density bonuses or reduced impact fees.
GD-1-3	Identify current and future job centers within the City for evaluation.
GD-1-3	Evaluate the potential for an overlay district in the Historic Goodyear area to allow businesses to locate within the homes along Litchfield Road or the Western Avenue Commercial area. This should be done in partnership with the Historic Goodyear Neighborhood Alliance and neighborhood residents.
GD-2-3	Establish an infill development policy and research and establish programs for infill development.
GD-2-3	Develop a redevelopment policy for aging commercial and industrial centers.
GD-2-5	Evaluate the merits of establishing an architectural review board.
GD-2-5	Evaluate the merits of creating a Form Based Code to promote the community’s unique identity.
GD-3-1	Review the adopted cross-sections to ensure they promote the principals of “complete streets” and amend them as necessary.
GD-3-1	Encourage a pilot program to evaluate and assess functionality of a complete street initiative and assess future potential opportunities for existing streets to become complete streets.
GD-4-1	Investigate opportunities to fund transit opportunities.
GD-4-2	Review the City’s Zoning Ordinance to ensure that electric vehicle charging stations are permitted and consider reducing parking standards when charging station spaces are provided.

APPENDIX F: SUMMARY OF ACTION ITEMS

Physical Growth and Development	
GD-4-2	Evaluate the potential for the creation of a sub-community wide circulator to serve the Estrella Falls Mall, City Center, and/or other sites.
GD-4-2	Evaluate the demand and cost for Neighborhood Electric Vehicle (NEV) connections or network.
GD-5-1	Update and implement the Capital Improvements Program and evaluate its projects using the goals and policies within the General Plan and City Strategic Action Plan.
GD-5-1	Partner with development and educational entities to ensure the continuation of the Southwest Cities, Schools, and Developers Partnership Compact.
GD-5-2	Regularly conduct customer satisfaction surveys to determine areas in need of improvement in accordance with the City's Strategic Action Plan.
GD-5-2	Establish a Facilities Condition Index (FCI) standard and then evaluate City facilities in the next update of the Facilities Master Plan. Recommend that the Facilities Master Plan be updated within three years.
GD-5-3	Periodically evaluate newly adopted federal, state, and/or unused funding mechanisms that could be available to augment financing City services, infrastructure, and facilities.
GD-5-5	Coordinate with private utilities to locate signage along approved future transmission corridors (e.g., natural gas, electricity) and facility sites (e.g., generating stations, substations) to notify the public of future development of these sites.
GD-6-1	Develop an IWMP that is reviewed annually and updated every five years that is integrated with the growth modeling, economic development projections, engineering hydro-modeling, development impact fees, water resources and supplies, and budget capital improvement planning.
GD-6-1	Develop a standalone water resources master plan.
GD-6-5	Develop and implement a City-wide remediated groundwater use plan for the Phoenix Goodyear Airport North and South Superfund sites and peer review the plan through the U.S. Environmental Protection Agency, the Arizona Department of Environmental Quality, and the responsible parties of the superfund sites.
GD-6-6	Develop and implement a Water Conservation Master Plan.
GD-6-6	Update the Drought Management Plan in accordance with changes in the various City water supplies.
GD-6-6	Develop a traveling display or demonstration area within City Hall and the City Center that provides strategies to reduce outdoor water use.

APPENDIX F: SUMMARY OF ACTION ITEMS

Physical Growth and Development	
GD-6-6	Implement a voluntary incentive program to use or retrofit commercial and residential structures with low flow fixtures and the highest efficient hot water systems.
GD-6-6	Associate a website linkage from the City's homepage to direct residents to sites that demonstrate water conservation strategies and techniques.
GD-6-6	Periodically review the City's conservation based rate structure to promote wise water use.
GD-6-6	Implement rain water catchment programs and classes for teaching residents about these this program.
GD-6-7	Develop and implement a water resources reservation plan for certain commercial or industrial entities that meet certain economic development criteria and locate in Goodyear.
GD-6-7	Develop strategies that provide increased availability and use of non-potable water supplies for commercial and industrial users versus the use of potable water.
GD-7-1	Develop a shared public safety training facility for both police and fire.
GD-7-2	Create and adopt a communications plan establishing a formal notification process to enhance citizen awareness and education of the EOP.
GD-7-2	Update the EOP to address necessary target-hardening measures to protect critical infrastructure and facilities from acts of terrorism and other disaster events.
GD-7-3	Review the City's lighting standards to ensure they provide for a safe environment.
GD-7-3	Develop a strategic City focus and action plans that support and promote safer biking and walking throughout the City.
GD-8-1	Reevaluate the City's Design Guidelines near the Sonoran Desert.
GD-8-2	Consider the development of sensitive lands design guidelines to be incorporated into the City's Design Guidelines that creates guidelines to minimize the development impacts on steep sloped sites, directly adjacent to wildlife corridors, and directly adjacent to significant natural features such as the Sonoran Desert National Monument and the Sierra Estrella Wilderness Area.
GD-8-2	Update the Engineering Design Guidelines to ensure that steep sloped areas (i.e., slopes of 20% or more) are protected.
GD-9-1	Evaluate the cost/benefit of using solar energy at city-owned facilities including street lights.
GD-9-1	Evaluate creating covered parking areas for city-owned vehicles to protect these vehicles from sun damage. When provided, covered parking areas should include solar panels.

APPENDIX F: SUMMARY OF ACTION ITEMS

Physical Growth and Development	
GD-9-1	Consider the creation of a heat and shade plan to provide comfortable walking and recreational areas, reduce the heat island effect, and reduce water usage.
GD-9-2	Explore programs that encourage developers and homebuilders to use green building practices, reduce energy consumption, reduce water consumption, and similar practices.
GD-9-2	Investigate opportunities for trash to energy projects.
GD-9-3	Review the City's Zoning Ordinance and Engineering Design Guidelines to ensure that uses such as electric vehicle charging stations and parking spaces are allowed and encouraged.
GD-9-3	Evaluate the merits of using natural gas or electric vehicles for the City fleet.
GD-9-3	Seek and utilize technologies that can reduce vehicle miles traveled such as videoconferencing, how City departments are located within facilities, etc.

APPENDIX F: SUMMARY OF ACTION ITEMS

Community and Cultural Development	
Obj. Number	Action Item
CC-1-1	As part of a neighborhood planning process, work with existing neighborhoods to identify areas or improvement, if any, to create <u>complete neighborhoods</u> .
CC-1-1	Evaluate the City’s Zoning Ordinance, Design Guidelines, and Engineering Standards to determine what regulations are needed to ensure new developments will function as components of “complete neighborhoods.”
CC-1-2	Update the City’s Zoning Ordinance, Design Guidelines, and Engineering Standards to require neighborhood connections and complete streets.
CC-1-2	Participate in the “safe routes to schools” program or similar programs.
CC-1-2	Work with neighborhoods to enhance alleys and consider their use.
CC-1-2	To maximize access to parks, work with the school districts to provide joint use park facilities when possible.
CC-1-2	Utilize League of American Bicyclists guidelines to guide Goodyear to become recognized as being a “Bicycle Friendly Community.”
CC-1-3	Periodically review the City’s Zoning Ordinance and Design Guidelines to ensure that they encourage neighborhood design that promotes a unique sense of place that is in concert with the City’s overall character.
CC-1-3	Evaluate creating a program providing development fee and permit credit program to encourage infill development and revitalization.
CC-1-3	Review the City’s code compliance processes and policies to ensure they reflect best practices and are meeting the needs of Goodyear’s neighborhoods.
CC-1-3	Evaluate the City’s policies related to rental housing (e.g., rental registration).
CC-1-3	Review the City’s processes to maintain city-owned landscape areas, parks, and open spaces to ensure there is proper maintenance and that issues are addressed early.
CC-1-3	Evaluate the merits of creating Community Facilities Districts (CFDs) for maintenance of privately owned public-use and private facilities in appropriate neighborhoods.
CC-1-4	Assess the current conditions of neighborhoods (e.g., crime, maintenance, property value, lighting) and evaluate the potential benefits of revitalization activities.

APPENDIX F: SUMMARY OF ACTION ITEMS

CC-1-4	Create neighborhood plans for the revitalization and preservation of the oldest neighborhoods; prioritizing neighborhoods through a neighborhood assessment.
CC-1-4	Assess the need for increased maintenance and City services for certain neighborhoods with unique traits or challenges
CC-1-4	Seek out and implement neighborhood clean-up, preservation, and revitalization programs such as “Adopt-a-Block” and “graffiti-busters”.
CC-1-4	Research and procure grants to create a fund to landscape front yards that are currently dirt-only to reduce dust and enhance appearance.
CC-1-4	Partner with financial institutions to explore the benefits of using Community Reinvestment Act funding for neighborhood revitalization.
CC-1-4	Review the activities in the Capital Improvement Program (CIP) and identify/reprioritize activities that benefit neighborhoods in need of revitalization.
CC-1-4	Evaluate the ability to leverage private resources committed to reinvestment.
CC-1-5	Evaluate the merits of holding farmer’s markets and other social events in neighborhoods to encourage residents to visit different neighborhoods.
CC-1-5	Evaluate and encourage the use of neighborhood identification existing neighborhoods that do not currently have it.
CC-2-1	Periodically review and update the City’s Design Guidelines and Zoning Ordinance to correspond with changing housing and market trends.
CC-2-1	Evaluate and adopt tools that assist in increasing the variety of housing products (e.g., density bonuses).
CC-2-2	Conduct an assessment of housing conditions in the City’s oldest neighborhoods (in conjunction with Action Item B-4-f).
CC-2-2	Seek out grants and establish programs that eliminate substandard dwelling conditions (e.g., home rehabilitation).
CC-2-3	Periodically evaluate the mix of housing types and housing affordability within the City.
CC-2-3	Evaluate the merits of an inclusionary zoning ordinance or incentive plan that requires or encourages the construction of affordable housing.
CC-2-3	Evaluate and consider the establishment of a City housing division when the level of activity warrants it.
CC-2-3	Establish programs that will assist the City in eliminating substandard housing conditions, improve housing quality, and promote home ownership.
CC-3-1	Review and amend the Zoning Ordinance to reflect the standards within the Parks, Recreation, Trails and Open Space Master Plan.

APPENDIX F: SUMMARY OF ACTION ITEMS

CC-3-1	Establish parks and facilities that were identified during the General Plan update process that are also included in the recommendations of Parks, Recreation, Trails and Open Space Master Plan (see Appendix D).
CC-3-1	Establish parks and facilities that were identified during the General Plan update process that are also included in the recommendations of Parks, Recreation, Trails and Open Space Master Plan.
CC-3-2	Consider replacement and/or renovation of parks and facilities based on review and comparison with industry standards of parks cost per acre and facility cost per square foot maintenance costs.
CC-3-2	Encourage the use of sustainable maintenance practices.
CC-3-2	Encourage the use of sustainable materials in the design and construction of parks and recreation facilities.
CC-3-3	Consider joint-use school/park facilities when appropriate and consider updating the Southwest Cities, Schools, and Developers Partnership to identify this potential policy.
CC-3-3	Examine the joint benefits of using large storm water retention facilities as greenways, trail corridors, open spaces, public parks or as locations for recreation facilities.
CC-3-3	Consider coordination with the BLM, State Land Department, Maricopa County and other entities to access land under their jurisdiction for use as public open space or as locations for public recreation facilities.
CC-3-4	Review core, secondary and support programs on a regular basis to ensure they are in conformance with Goodyear residents' needs, market conditions and Parks and Recreation Department mission.
CC-4-1	Implement the creation of bike lanes as identified in the Transportation Master Plan.
CC-4-1	Initiate a dialogue with the RID, BID, <u>ADOT</u> , and the Flood Control District of Maricopa County to discuss using the canals and drainage channels for trails.
CC-4-1	Research and consider allowing or promoting the use of non-traditional materials for some sidewalks to provide multi-use trails along street corridors.
CC-4-1	Investigate the need to enhance bike lanes and safety on important bicycle routes through methods such as painted bike lanes.

APPENDIX F: SUMMARY OF ACTION ITEMS

CC-4-1	Seek out and partner with a privately managed bike share organization to provide additional biking opportunities and resources to the citizens of Goodyear.
CC-4-1	Create the volunteer City of Goodyear Bicycle Advisory Task Force to assist City Council and staff in identifying potential bike-oriented programs and facilities to include the five e's of cycling: engineering, education, encouragement, enforcement, and evaluation.
CC-4-1	Explore the potential of a city or health care organization sponsored regional cycling celebration which would include maximum participation from all levels of interest and experience.
CC-4-1	Create and implement a cycling-specific web page on the City's website to provide a wide range of cycling information, announcements, resources, and links to cycling organizations and resources.
CC-4-1	Develop a Bicycle Master Plan.
CC-4-2	Identify key trail corridors in the CIP and IIP.
CC-4-2	Consider establishing a "Tour de Goodyear" type event to encourage cycling.
CC-4-2	Build trails along the Bullard Wash.
CC-5-1	Begin the development of an arts center that includes performing arts space, exhibition space, multi-generational community space, and educational opportunities.
CC-5-1	To meet immediate need, identify facilities that provide a performing arts space, exhibition space, multi-generational community space, and educational opportunities such as schools, HOA facilities, or empty retail space.
CC-5-1	Partner with the City of Avondale to enhance art opportunities along Western Avenue.
CC-5-2	Establish arts events as identified by the City's Art & Culture Commission or local arts organizations.
CC-5-2	Develop a train depot restoration project and other projects that celebrate the history of Goodyear.
CC-5-3	Develop a Public Art Plan as identified by the City's Art & Culture Commission.
CC-5-3	Explore the creation of an Art in Private Development program.
CC-5-3	Partner with ADOT to investigate potential public art opportunities with noise walls and between the lanes and on/off ramps of I-10, SR 303, and other expressways.
CC-5-3	Investigate art opportunities at the Cotton Lane bridge.

APPENDIX F: SUMMARY OF ACTION ITEMS

CC-5-4	Assess the need for magnet art schools, arts education programs in partnership with local schools.
CC-5-4	Establish an arts incubator or community art space.
CC-6-1	Partner with development and educational entities to ensure the continuation of the Southwest Cities, Schools, and Developers Partnership Compact.
CC-6-1	Investigate a partnership between local schools and the business community to provide students with opportunities for internships.
CC-6-2	Actively pursue opportunities for higher education institutions to locate in Goodyear.
CC-6-2	Continue to partner with Estrella Mountain Community College to serve the educational needs of Goodyear residents.
CC-7-1	Work with the school districts to provide joint use facilities when possible.
CC-7-1	Conduct a Community Food Assessment (CFA). Identify “food deserts” in the City and research creative solutions to address them in partnership with affected neighborhoods.
CC-7-1	Evaluate the merits of holding the City’s farmer’s markets in neighborhoods where food deserts have been identified.
CC-7-1	Hold farmer’s markets and C.S.A. pick-ups at local parks.
CC-7-1	Evaluate the City’s Zoning Ordinance to ensure that healthy food trucks, community gardens, and similar endeavors are permitted.
CC-7-2	Research and potentially conduct an Active Lifestyle Assessment
CC-7-2	Research and potentially prepare an active school neighborhood checklist.
CC-8-2	Create a social services section of the website where resources will be posted.
CC-8-2	Continue the Faith Based Roundtable and try to fully utilize this resource.
CC-8-2	Meet with social/neighborhood services departments in the Valley to determine best practices.
CC-8-2	Explore the designation of an ombudsman to spearhead social service partnerships.
CC-9-1	Evaluate the merits of an education center to provide opportunity to learn and understand the City’s codes and regulations.
CC-9-1	Continue the Southwest Valley Citizen’s Academy, Volunteers in Public Service, and similar activities that promote participation by citizens in City government.
CC-9-1	Identify and create community gathering places that foster community spirit and interaction opportunities.
CC-9-2	Evaluate new technologies to disseminate information such as mobile applications.

APPENDIX F: SUMMARY OF ACTION ITEMS

CC-9-3	Support “Make a Difference Day” and similar events that encourage community volunteerism.
CC-9-3	Enlist the support of community organizations to enhance areas that would benefit from period clean-up programs.
CC-9-3	Periodically conduct community surveys to acquire residential input and ideas.

APPENDIX F: SUMMARY OF ACTION ITEMS

Economic Development	
Obj. Number	Action Item
ED-1-1	Create an incentives policy to address how revenues may be used and when they are offered, and make this policy available to the public.
ED-1-1	Incentives offered shall be performance based.
ED-1-1	Implement the strategies identified in the Economic Development Action Plan.
ED-1-1	Periodically review the City's Zoning Ordinance, Design Guidelines, and development review process to ensure it is serving the needs of the business community and adheres to best practices.
ED-1-1	Streamline the development review process for employers who meet the key industries as identified in the Economic Development Action Plan.
ED-1-2	Review the City's Zoning Ordinance and develop and enforce appropriate ordinances and guidelines to ensure key industries are appropriately addressed.
ED-1-2	Develop incentive programs to promote infill business development.
ED-1-3	Review the City's Zoning Ordinance and Design Guidelines to ensure there is flexibility for diverse architecture (e.g., colors are not strictly limited).
ED-1-3	Consider the creation of districts where architectural and design standards would be eased or strengthened, depending upon the surrounding uses and goals and vision of the area.
ED-2-1	Review the City's Zoning Ordinance to ensure that home-based business regulations and other regulations that affect small businesses support the creation and expansion of local businesses.
ED-2-1	Seek opportunities to create business incubator programs, especially those that focus on the key industry clusters.
ED-2-2	Conduct small business visits, meeting with the owners to discuss current business production and strategies to leverage business growth.
ED-2-2	The City shall develop a business recognition program to highlight the value it places on the successful efforts of local businesses.
ED-2-2	Utilize the Development Process Administrator in the Development Services Department to facilitate and streamline small business permitting.

APPENDIX F: SUMMARY OF ACTION ITEMS

ED-2-3	Review the City’s procurement processes for opportunities to favor local businesses for City contracts when appropriate.
ED-3-1	Monitor and evaluate the workforce needs of the key industry clusters.
ED-3-1	Work with the K-12 school districts and area employers to expose students to career opportunities within the various key industry clusters.
ED-3-1	Facilitate employer mentoring, shadowing, and internship opportunities for students and residents.
ED-3-2	Determine and document the education and skills of existing workers that commute outside of Goodyear.
ED-4-1	Review the community’s data transfer/communication network against other necessary infrastructure to ensure that there are ready-to-build sites.
ED-4-1	Monitor industry needs and the latest technology to determine future infrastructure needs.
ED-4-1	Monitor industry needs and the latest technology to determine future infrastructure needs.
ED-5-1	Create a tourism plan and bureau to determine the best markets for Goodyear and promote existing assets and hospitality.
ED-5-1	Use methods such as, but not limited to, Public Service Announcements (PSAs), brochures, speaker bureaus, and digital marquees to market Goodyear.
ED-5-2	Continue to create and implement Spring Training Marketing Plans for the Goodyear Ballpark.
ED-5-2	Create and publish a bicycle routes map for Goodyear with both on-road and off-road options.
ED-5-2	Develop and promote a regional natural trails network.
ED-5-2	Become certified as a Bicycle Friendly City by the League of American Bicyclists.

APPENDIX G: FINANCE MECHANISMS

Finance Mechanisms

Name	Description	Advantages	Disadvantages	Potential Available Capacity
Fund Balances	Monies remaining from the previous fiscal year in the individual funds (i.e., General Fund, Debt Service Fund, CIP Fund).	Equivalent to cash (i.e., no borrowing costs, no fees, etc.)	May be restricted to specific uses (i.e., Debt Service Fund, CIP Fund).	Not applicable – not subject to limits. Limited only by previous fiscal year end balances.
General Fund	Supports all services not assigned to other funds (i.e., police, fire, administration).	Flexibility of use (capital or operating expenditures, debt obligation); no voter approval required; flexible structure; and used for variety of development types (existing, new, emerging).	Sensitivity to revenues sources (i.e., sales taxes, state shared revenues).	Not applicable – not subject to limits.
Inter-governmental Revenues	Revenues from the State, County or Federal government, typically determined based on population or tax revenues, and linked to specific uses (i.e., roads).	Received from outside the municipality.	Usually restricted to specific uses and frequently requires matching local funds. Subject to jurisdictional latitude and priorities.	Not applicable – function of population and other criteria.
Property Tax	Tax imposed on assessed property value, with a primary component (subject to state limits) and a secondary component (subject to voter approval). May fund operating and capital expenditures.	Potentially large and stable revenue source; familiar to taxpayers; increase with property value; limited avoidance; flexible use of funds (operations, capital expenditures); deductible from taxes.	Increase property costs and weak link between revenues and expenditures.	City has no additional primary assessed valuation capacity. Rate increases require Truth & Taxation hearing and City Council approval.
Transaction Privilege (Sales) Tax	Tax imposed on sales activities within the municipal boundaries. May fund operating and capital expenditures.	Ease of administration; may be added to state/county sales taxes; taxation of residents and non-residents; flexible use of funds (operations, capital expenditures).	Sensitivity to sales activities; potentially regressive nature; potential to shift sales to outside taxing area.	Rate increases do not require voter approval.

APPENDIX G: FINANCE MECHANISMS

Name	Description	Advantages	Disadvantages	Potential Available Capacity
Franchise Taxes	Taxes on services provided by a private entity authorized by the municipality to provide utility and/or related services (i.e., electricity, gas, cable TV).	Flexibility of use (capital or operating expenditures, debt obligation); no voter approval required; administrative efficiency; used for variety of development types (existing, new, emerging).	Sensitivity to demand for franchised services (i.e., electricity sales).	Not applicable – not subject to limits.
User Fees	Recovers costs for services provided by the municipality (i.e., building and zoning, water, sewer, sanitation, recreation, administration). May fund operating and capital expenditures.	Flexibility of use (capital or operating expenditures, debt obligation); no voter approval required; flexible structure (i.e., flat/ progressive, monthly/ annual); direct relationship between use, charges, and debt obligations; administrative efficiency; used for variety of development types (existing, new, emerging).	Not deductible from income; if flat fee structure, then user income not taken into account.	Not applicable – not subject to limits.
Special Industry Tax	Tax on a specific industry or activity (i.e., rental car tax, hotel bed tax, passenger tax). Typically used to fund specific activities (i.e., tourism, cultural and/or sports). May fund operating and capital expenditures.	No voter approval required; ease of administration; may be added to state/county special industry taxes; taxation of residents and non-residents; flexible use of funds.	Possible resistance to targeted industry (i.e., tourism) and related customers (i.e., tourists).	Rate increases do not require voter approval.
Development (Impact) Fees	One-time fees imposed on developers for additional public infrastructure and facilities to serve new development.	Development pays for additional services; increased coordination between development and services; cost/benefit transparency; reduced need for other revenue sources.	Complex adoption and administrative procedures; used for new development only; used to existing level of service only.	Not applicable – not subject to limits, but must meet rational nexus and proportionality tests.

APPENDIX G: FINANCE MECHANISMS

Name	Description	Advantages	Disadvantages	Potential Available Capacity
General Obligation (GO) Bonds	Promissory notes backed by the municipality's ability to generate revenues, especially via taxes. Typically used for capital expenditures.	Flexible use of funds (primarily for capital expenditures); well-developed financial market.	Subject to statutory debt limits; voter approval required; complex administrative procedures; weak relationship between revenues and expenditures.	Total voter authorized bonding capacity of \$167 million remaining (year 2012)
				State constitutional limit (year 2012) of \$36.1 million for general purposes (may not exceed 6 percent of secondary assessed valuation) with \$35m unused.
				State constitutional limit (year 2012) of \$120.49 million for water, lights, sewer, open space, and parks (may not exceed 20 percent of secondary assessed valuation), with \$13.8 million unused.
Revenue Bonds	Promissory notes backed by a dedicated revenue source (see user fees, special industry tax, development impact fees). Often backed by City sales taxes. Typically used for capital expenditures.	Typically repaid via taxes/fees on those utilizing the facilities (i.e., water fees); not subject to statutory debt limits; usually do not require voter approval; do not affect overall municipal credit rating.	May have higher interest rate than general obligation bonds; interest rate varies with financial strength of revenue source.	Not applicable – not subject to statutory debt limits. However, subject to project application to funding authorities.

APPENDIX G: FINANCE MECHANISMS

Name	Description	Advantages	Disadvantages	Potential Available Capacity
Municipal Property/ Development/ Public Improvement Corporations (MPC/MDC/PIC)	Non-profit, tax-exempt corporation empowered to issue revenue bonds backed by excise (sales) tax revenues. Current project is McDowell Improvement District.	Not subject to statutory debt limits; no voter approval required; bonds treated as if issued directly by the municipality.	Complex administrative procedures; municipal approval required for debt issuance; ultimate municipal ownership.	Not applicable – not subject to statutory debt limits.
Certificates of Participation (COP)	Installment sales agreement (i.e., lease-purchase) renewed annually, usually with transfer of ownership after specified period. Typically used for depreciable equipment or facilities.	Avoid debt limits; no voter approval required; investor insurance available; not subject to competitive sales statutes.	Complex administrative procedures; high interest rates.	Not applicable – not subject to statutory debt limits.
Special Improvement Districts/Community Facilities Districts	Generally, defined area with fees/taxes imposed to provide specific public services to the residents/businesses located therein. Used for both operating and capital expenditures.	Restriction of fees/taxes to specified area; cost/benefit transparency; reduced need for other revenue sources; may not require voter approval; flexible use; may be used to issue revenue bonds. A significant amount of public infrastructure is designed and built by private interests well in advance of the City's available financial capacity.	Benefit only those within district; difficult to establish and administer; may reduce government coordination; may require voter approval.	Not applicable – not subject to statutory limits. Requires approval of property owners and/or residents within the district.
Dedications	Standardized, obligatory transfers of on-site land and/or infrastructure from a private party to the municipality at no cost. May be required for infrastructure rights-of-way, drainage, parks/recreation, etc.	Provision of land/facilities by new development.	Potentially high administrative costs; piecemeal infrastructure improvements.	Not applicable – not subject to statutory limits.

APPENDIX G: FINANCE MECHANISMS

Name	Description	Advantages	Disadvantages	Potential Available Capacity
Exactions	Negotiated, case-by-case contributions of off-site land and/or facilities by a developer in return for municipal development approval. Sometimes also called development agreements.	Provision of land/facilities by new development.	Potentially high administrative costs; piecemeal infrastructure improvements; prolonged and uncertain negotiations; perceived/actual variations in agreements; potential legal challenges.	Not applicable – not subject to statutory limits.
Development Agreements	Voluntary agreements/exactions between property owners and the municipality to protect or reserve land (i.e., parks, sensitive lands) and/or historic structures. May regulate use, density, height, etc.	Mutual objectives; reduced cost.	Non-standard approach for each development; may be administratively complex to establish.	Not applicable – not subject to statutory limits.
Jurisdictional Revenue / Facilities Sharing	Voluntary agreements between public entities for the sharing of revenues and expenditures related to operating/capital expenditures.	Potential cost reduction, increased efficiency, decreased municipal competition, and increased resources for weaker municipalities.	Administratively complex to establish and administer; potential loss of funds and/or reduction in service levels for stronger communities.	Not applicable – not subject to statutory limits.
Public-Private Partnerships	Voluntary agreements to share the cost of infrastructure/services between the public and private sectors.	May result in lower operating, capital expenditures, higher productivity, reduced burdens on the public sector.	Administratively complex to establish; may increase public security risks; public sector may be forced to resume responsibility if private sector services have problems; increased financing costs.	APS could handle utility billings.

APPENDIX G: FINANCE MECHANISMS

Name	Description	Advantages	Disadvantages	Potential Available Capacity
Privatization	Provision by the private sector of typical public provided services. May include contracting-out (i.e., vehicles, equipment), franchise agreements (i.e., utilities), and specific projects (i.e., cultural facilities).	May result in lower operating/capital expenditures, higher productivity, and reduced burdens on the public sector.	Administratively complex to establish; may increase public security risks; public sector may be forced to resume responsibility if private sector services have problems; increased financing costs.	Not applicable – not subject to statutory limits.

GOODYEAR 2025



Celebrate
photograph composite
by Dave Finley
Goodyear 2025
Community Art Contest
Grand Prize Winner

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