THE FUTURE OF SUSTAINABILITY IN THE CITY OF SURPRISE

Students
Muriel Adams
Nicolas Ansara
Nagelle Fernandes
Ryan Ferree
Dave Howes
Austin Ogden
Allison Powell

Faculty and Advisor
Dr. Nalini Chhetri
Clinical Associate Professor &
Sr. Sustainability Scientist

Anne Reichman
Program Manager
Sustainable Cities Network

ASU School of **Sustainability**
Arizona State University

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EXECUTIVE SUMMARY

The City of Surprise is a thriving community. In its commitment to continually improve its quality of life for its residents, the city is poised to take a significant lead in social sustainability over the next few years. Even as the community is expected to grow 3.17% by 2020, the city believes that the time is ripe for making strategic interventions in services currently being offered to residents. The city has already developed plans for environmental sustainability dealing with recycling, water conservation and air quality. The next step is to evolve in a manner to ensure that this rapidly growing, diverse community becomes a truly top-notch, sustainability-focused city.

Successful sustainability-focused cities have some qualities in common. They create a sense of community cohesiveness through the resources and services they make available and accessible to all of their residents. The three cities we highlight in this report, Avondale, AZ, Fort Collins, CO and Naperville, IL, are striving to excel in the areas of health and well-being, housing, transportation, equity and inclusion, community engagement, and economic development. They do these tasks by taking initiative, being in the frontline of potentially disastrous challenges, and confronting community-related issues before they get out of hand.

On the following pages, we have delved deeply into understanding the City of Surprise's general plans and related city documents, population demographics, city website, and community services information to look for opportunities for improvement from within the city itself. In addition to this information, our tour of the city and meetings with city management and agencies gave us a more robust view of Surprise and its residents. We also decided to utilize a state-of-the-art assessment tool called the Sustainability Tools for Assessing & Rating Communities (STAR) to help the city evaluate and measure its community programs. It helped us analyze the three priority areas we were asked to address, which included neighborhood, social and senior services. The STAR Community Rating System is used nationally to assist large cities, as well as small towns, in figuring out how to become environmentally, economically and socially sustainable.

The City of Surprise has positioned itself to move forward on its pathway to not only becoming more aware of social sustainability but to actively participate in the process of becoming one. This goal will be particularly challenging given that 5.6% of families or 8.7% of its population of 117,517 (2010 Census) live below the poverty line, with many of them being children, elderly and veterans. The first action that the city needs to address is to decide what social sustainability means to the residents of Surprise. We have evaluated several definitions for the city and are recommending the one that is the most holistic and best represents the commitment and passion of the people who live in Surprise, the second fastest growing metropolis in Maricopa County.

The students of School of Sustainability appreciate being part of this invaluable experience and process. They hope that the City of Surprise will benefit from the analysis and recommendations presented in this report in an effort to become a social sustainability model for cities and towns in the Phoenix metro area.

BACKGROUND

The City of Surprise's Human Service & Community Vitality Department (HSCV) has sought collaboration with Arizona State University's School of Sustainability (SOS or School) to provide suggestions on how to improve their social services programs utilizing the concept of social sustainability. In particular the SOS student team was tasked with 1) offering a comprehensive definition of social sustainability, 2) analysis of current services of HSCV utilizing a credible assessment rating system, and 3) analysis of best practices of three comparable cities.

The HSCV is focusing its efforts on neighborhood, social, and senior services, and currently has many social programs in place that can be accessed through its Surprise Resource Center, Surprise Senior Center, and the city's website. The city has various successful programs already contributing

to social sustainability such as Surprise's Pride Day, Mediation Program, and Community Action Program. These are examples the SOS team has highlighted to make future recommendations. Through the review of social programs offered by the City of Surprise, the School aims to highlight best practices and provide recommendations for future actions.

The SOS team advised by faculty and an in-house expert conducted an analysis of the City of Surprise's existing city documents, policies, and social programs. They also met with city staff from relevant departments to help identify any gaps in available information.

From the data collected and analyzed, the School is providing the HSCV department with a definition of social sustainability; a definition that works well with the aspirations of Surprise in that area. Additionally, the established benchmarking system known as STAR was used to evaluate current social programs in Surprise in order to identify strengths and weaknesses, as well as provide recommendations for the future. The School has highlighted three comparable cities in order to identify best practices that the City of Surprise may be able to adopt. From this collaboration, SOS students had an opportunity to conduct real-world project work that will hopefully provide the HSCV department with important knowledge and tools to improve its programs for neighborhood, senior, and social services.

INTRODUCTION

The demographic make-up of the City of Surprise is very diverse with resident of differing ethnicities, ages and income levels. The city prides itself as a safe, thriving, friendly, entrepreneurial, active, and family-oriented community with a great quality of life. The city was founded in 1938 and is located within Maricopa County in the State of Arizona.

The city's population has grown significantly from the year 2000, from 30,000 to over 117,517 in 2010 (U.S. Census 2010). It is important to note that 42 percent of the city's population is over 45 years old. Current population data indicates that

the city has a total population of 128,422, with 52% female residents. Overall, 62% of residents are married and the rest have never married, are divorced or are widowed. Racial make-up constitutes 86% of the city's population to be Caucasian with the remaining 14% made up of minority groups: African American, American Indian, Asian, and multi-racial.

Veterans also have a big presence in Surprise. In 2015 Surprise was ranked #43 for the top cities for veterans throughout the nation. Overall, 15% of the adult population is made up of veterans with an unemployment rate of 2.1% and median income of $43,439. The success of providing a good environment for veterans is good for social sustainability because it shows equity throughout a community.

In the city, 26% of households are single-earner families. The average household income is $68,136 while the median income is $62,148. On the other hand, the unemployment rate in Surprise is 5%. Surprise has 13,381 people living in poverty, which is 11% of the population. Of children under the age of 12 years old, 26% live in poverty and those between 12-17 years old, 13% live in poverty. Of seniors (65+) living in Surprise, 11% live in poverty.

The neighborhoods in the City of Surprise vary in style and character. The school system serves K-12 grades and a tertiary education program - Communiversity - is available for those who choose to go further with their education and take higher-level classes. As for education, 28% of Surprise's population has a bachelor's degree, and 26% has a high school diploma, or GED. Of the population living in poverty, 34% of them have a high school diploma or less.

Parks and recreation spaces are located mainly in two central areas of the city, and therefore not easily accessible to all residents. There are several designated arts and culture areas that are also clustered in these two areas of the city. The city has two libraries: a regional library and a small library. In addition, there is a Surprise Senior Center and a Surprise Resource Center

serving the community. The city environment is well maintained and has a very low crime rate. There are a few large corporations in the city, but jobs are mostly low paying retail positions.

Geographically, Surprise comprises 105.7 square miles with future plans to expand. The widening of city roads in addition to new residential and business districts are evidence of the fact that Surprise is growing rapidly. Currently the city does not have a local public transit system in place, therefore residents walk, bike, or drive to their destinations.

There are approximately 54,000 housing units with 29% of them rental homes. Within these homes, the average family size is 3.3 people, 80% of families are married couples, and 29% of households do not have children. In terms of employment and income, 80% of residents have full-time jobs, while the other 20% are only part-time workers. The population mix and the differing income levels play a big role in social sustainability in Surprise because of the disproportionate living conditions throughout the area. Surprise Surprise.

DEFINITION OF SOCIAL SUSTAINABILITY

The City of Surprise has positioned itself to move forward on its pathway to not only becoming more aware of social sustainability but to actively participate in the process of becoming one. As a means to taking this action, the city tasked the School to assist in articulating what the definition of social sustainability could mean for its residents. In the process of accomplishing this tasks, important planning and strategy documents of the city were reviewed to assess the thought process of planners, decision makers and the communities on how they envisioned their city's mission and services. The section below provides a description of the process leading to the recommendation of a definition that the School believes is the most holistic and best represents the commitment and passion of the people who live in this fast growing metropolis.

The City of Surprise's General Plans for 2035 and 2030 mention sustainability in the following way:

- *Surprise's Values section:* "…Environmentally conscious development standards, water conservation strategies and valuing the preservation of open space, natural terrain and vegetation, will help prepare Surprise for long-term sustainability."

- *Growth Management Philosophy section:* "…Sustainability is a 'core element' of the Surprise growth management strategy and it is necessary to establish what changes can be made to create more sustainable futures. The growth element provides the direction for strategic implementation to ensure that the quality of life standards are met in a timely and acceptable manner. This strategic approach is sensitive to community wide facilities and service needs as well as localized needs of various neighborhoods throughout the planning area."

- *Growth Management section endorses the vision to sustain strong supportive communities:* "…Surprise will continue to celebrate its cultural and ethnic diversity and create a place where residents can contribute to the community's growth and sustainability."

- *Growth Element section (Goal 1):* "….Support sustainable growth that ensures effective, efficient, and equitable provision of public services, land, and infrastructure."

- *General Plan 2030- 1.3.2 Sustainability:* "….There is growing concern about whether the Earth's resources will be able to meet the demands of the population. The concerns have grown to include conversations at the local level. The city plays a critical role in establishing policies and direction for future development that will directly affect the sustainability of the Surprise Planning Area."

Among other documents, a Policy Guide on Planning for Sustainability prepared by the American Planning Association (APA) defines the meaning of sustainability by stating, "Planning for sustainability promotes responsible development - not anti-development. It requires a democratic process of planning to achieve the greatest common good for all segments of our population,

protect the health of the environment and assure future generations of the resources they will need to survive and progress." Surprise's General Plan 2030 attempts to capture the essence of that statement in its goals, policies and action plans.

Social sustainability statements from other cities and sustainability programs and conferences were also evaluated:

- *Western Australia Council of Social Services:* "…….Social sustainability occurs when the formal and informal processes; systems; structures; and relationships actively support the capacity of current and future generations to create healthy and livable communities. Socially sustainable communities are equitable, diverse, connected and democratic and provide a good quality of life."

- *Social Life, a UK-based social enterprise specializing in place based innovation:* "…… Social sustainability is "a process for creating sustainable, successful places that promote well-being, by understanding what people need from the places they live and work. Social sustainability combines design of the physical realm with design of the social world – infrastructure to support social and cultural life, social amenities, systems for citizen engagement and space for people and places to evolve."

- *Stephen McKenzie:* "….A positive condition within communities, and a process within communities that can achieve that condition"

- *Yiftachel Hedgcock:* "The continuing ability of a city to function as a long-term, viable setting for human interaction, communication and cultural development."

- Business dictionary: "The ability of a community to develop processes and structures which not only meet the needs of its current members but also support the ability of future generations to maintain a healthy community."

The review of these statements of sustainability has led us to believe that the City of Surprise should have a social sustainability statement that reflects the character and commitment of the

growing city. A statement of social sustainability must be grounded in equity for all residents in the community and not exclusionary in any way. We believe the residents of Surprise should have a statement that they can rally behind, that it should not be a generic statement, but in fact, a strong declaration that creates and promotes a sense of community cohesiveness, strength and vision. In short, the Social Sustainability definition for the city is a proclamation, a way for residents to claim ownership of this concept. Within that context statement offers a holistic approach to social sustainability:

> *Social sustainability for the City of Surprise means equity, diversity, inclusiveness, well-being and community. We are a caring and supportive community that strives to provide a democratic, healthy and safe environment for our current residents and future generations.*

> *We understand being sustainable is a continuous process that is made up of structures and systems which serve us all.*

SOCIAL SUSTAINABILITY ASSESSMENT OF HSCV PROGRAMS

The focus of HSCV is concentrated around its three programs under the neighborhood, social, and senior services. Its many social programs can be accessed through its Surprise Resource Center, Surprise Senior Center, and the city's website. The City of Surprise has a few services that are aimed at improving the connectivity of their communities. One example of this kind of service is the Block Party Trailer which is available to any resident. This service improves community cohesion by bringing people together during events. Another great service that Surprise has is Pride Day, which occurs a few times a year. This service improves community cohesion by painting houses, cleaning up trash, and working on landscapes for free for residents within Surprise. The city also currently runs successful programs such as Surprise's Pride Day, Mediation Program, and Community Action Program.

We have utilized an assessment tool that is increasingly being adopted by cities around the

country and the world – the STAR Community Rating System. The STAR Community Rating System Version 2.0 (October 2016) was designed for use by communities to help assess the current state of sustainability practices, aid in the setting of targets for the future, and measure the progress involved in moving toward those targets. STAR is specifically tailored to help create more livable communities, and essentially provides a roadmap for the creation of a sustainable and resilient city. Within the rating system there are 8 goal areas, 49 objectives, and more than 500 potential outcomes and action measures.

Communities both large and small use the STAR Rating System across the nation; the city of Tucson has achieved a 4-STAR Community Rating out of 5. The rating system is comprehensive and allows cities to assess their sustainability programs from social, environmental, and economic standpoints. Not only does STAR help to serve as a framework for increasing sustainability of the community, it also allows the community to compare their progress with other cities that are using STAR. We think that this will prove to be a valuable

asset for the City of Surprise moving forward. While the framework does serve primarily as a certification tool, it is useful as a reference point for the assessment of current sustainability programs and as a springboard for new ideas that can be implemented locally.

Ultimately, we feel that STAR is an extensive system that will help guide the City of Surprise as it moves toward a state of increased social sustainability. For the purpose of this study, we have chosen not to focus on the rating score Surprise could achieve from a STAR implementation, but on a method to use STAR as a tool to evaluate the HSCV programs as they stand. From STAR ratings we have selected 8 objectives from 4 goal areas that we feel apply most directly to the City of Surprise's social sustainability goals for this study, as conveyed in Table 1. The selected four goal areas include: Built Environment, Education, Arts & Communities, Equity & Empowerment, and Health & Safety and the corresponding objectives are outlined in the table.

Table 1. STAR Community Rating V2.0 Goal Areas and Purpose descriptions with an "x" indication for the ones selected for this study

Selected	Goal Area	Purpose
x	Built Environment	Quality, Choice & Access Where We Live, Work & Play
	Climate & Energy	Increase E-fficiency, Reduce Impact
	Economy & Jobs	Quality Jobs, Shared Prosperity
x	Education, Arts & Community	Vibrant, Connected & Diverse Culture
x	Equity & Empowerment	Inclusion & Access for All Community Members
x	Health & Safety	Strong, Resilient & Safe
	Natural Systems	Protect & Restore the Resources of Life
	Innovation & Process	Recognizing best practices and processes, local innovation, and good governance

Assessment of HSCV Services

We have compiled a list of social sustainability-minded programs that Surprise already implements (excluding referrals to external social groups). After analyzing these programs based on available information from the city as well as the city hall visit, we applied the information to specific STAR goal areas and to provide a base of references for the current state of social sustainability in the city. See Appendix 8.2 under STAR Assessment Charts for detailed description.

We have assembled an inventory of potential shortcomings and recommendations in moving forward. This inventory includes both the long- and short-term recommendations in terms of the STAR documentation. Additionally, we have supplied suggested methods of measurement to aid in the achievement of the STAR objectives and goal areas.

The following sections provide an assessment and discussions of the HSCV's Neighborhood Services Social and Senior Services.

Also it is recommended to refer to the attached City of Surprise Social Sustainability Program Assessment using STAR Community Rating System 2.0 Tables for each separate Services section of HSCV.

(Note: Alternatively, to utilize the STAR documentation, the city would have to purchase the STAR Technical Guide at a nominal cost or use the STAR Member Community + Reporting Tools package. The package provides access to STAR's customized online platform, and allows city officials to collect and track sustainability data. This is required for communities pursuing STAR certification with paid subscription per year.)

Findings & Recommendations

Opportunities for Improvement

The findings in this section are based on available online information from the city's website, city staff interviews, and other program forms:

▪ Findings: There is a lack of reported information.

▪ Recommendations: We recommend that there be a formal and consistent method for assessing whether a program is achieving what it is designed to do. As a result, most of our recommendations suggest implementing resident/attendee surveys and data tracking.

- For instance, the community outreach event-based programs appear to have no post-event summary or outcome information. While the absence of post-event conditions does not necessarily create problems, it diminishes some positive HSCV outcomes that have been achieved.

- Inconsistent or poor tracking means that there is less evidence to provide the public and elected officials on the importance of such programs. For example, the amount of donations collected or the estimated area renovated/painted for a Community Pride Day event can represent the extent of community cohesion and willingness to support their neighborhood and what outcomes resulted from collaborated efforts.

- Actual measurements offer factual data that can be articulated in programs and even provide the basis for tracking trends over time. Waste collected at a yearly event, for example, can indicate whether a neighborhood changes their behavior or not, which also means whether the event is successful or not in educating and engaging residents.

- Having measurable outcomes improves the transparency of the city's spending and efforts outside of the annual city budget reports, and this allows residents to gain trust with the city and can potentially engage the city council whether they support the initiatives or not.

- Supplying media outlets with facts show success towards achievements can really empower the public and encourage involvement.

▪ Findings: Identification of the social and income groups that may require more assistance, and how to use this information to inform residents and city council of important concerns is also lacking.

- Recommendations:
  - In order for Surprise to uphold their social sustainability commitments, we believe this is an important factor. Surveys can be used to signify whether programs take care of neighborhood, social, or senior concerns, and can also help to determine needs based on geographical locations within the city.

  - For example, the city can determine whether the Financial Fitness courses indirectly improve equity, empowerment, and/or access to resources for residents.

  - Surveys may not be popular for residents, and they have a preconceived notion of being tedious, so we suggest making them as convenient and dynamic as possible.

- Findings: Lack of cohesiveness of social well-being, community connectedness, environmental sustainability and energy use.

- Recommendations: Facilitating the connection between and among the various services programs exists to some degree but more effort to make this connection will improve both the value and efficiency of these programs especially given the resources constraints faced by HSCV.

- Findings: Community cohesion and HOA-related programs could benefit from the use of more environmental sustainability efforts.

- Recommendations:
  - Community gardening and urban farming can act as a multi-purpose tool for community collaboration and providing food.

  - The HOA programs can also educate and help residents to reduce water and energy use in a neighborhood for the purpose of cost-savings; the same can be done for other initiatives such as composting and recycling.

Strengths of HSCV Services
The HSCV offers a robust set of social sustainability programs for the city: from financial and employment classes, to neighbor mediation, to fitness and senior services, Surprise has done an impressive job of incorporating a vast number of facets that make up social sustainability.

As we have noted earlier, social sustainability is a dynamic idea that is highly individual to each city and the residents that live there. We have noted that Surprise, as a community, shows the capability and dedication to create their own idea of social sustainability and evolve alongside that definition.

- The presence of non-government organizations (WIC Program, domestic abuse groups, St. Mary's Food Bank, etc.) under the single HSCV roof has boosted the support that can be provided to the public and such partnerships can be considered to be very significant.

- Additionally, the private safe space, adaptable rooms and computers reflect how the HSCV is actively improving as the residents' needs change.

- Local volunteers for these program services are assets to the community and play to the strengths of these programs and are able to provide people an opportunity for more experience and/or give back to the community to achieve positive outcomes. The city promotes a cohesive and socially connected community and encourages positive social interaction amongst residents as indicated by the services offered.

- Great strides are (and have been) taken to make community resources and social programs available to all members of the vastly diverse community.

Overall, based on the preliminary assessment, certain programs have been highlighted as having more potential to achieve further goals based off of the STAR rating. These programs are highlighted in the following sections.

Neighborhood Services
The HSCV's Neighborhood Services programs were assessed as three categories: Community Outreach, Education, and Fair Housing Programs & Grant Funds (the last two were combined due to their similar nature). The City of Surprise is concerned about its community and is invested in

maintaining resident involvement and satisfaction. By singling out "Education" as a category for resident understanding of their HOAs, finance and business courses, the HSCV is providing the public with the means—though limited—to empower themselves. Nevertheless, the HSCV and the City of Surprise can further develop their services or improve their own assessment methods of the programs they offer.

- For instance in the Community Outreach category, the 1.4 SNAP Awards was identified as having the potential to create distinguished sustainable social leaders by increasing exposure of the lower-income neighborhoods to all existing neighborhoods and connecting them to private groups that can assist them further.

  For the Education section, the 2.1 Financial Fitness and 2.4 Business Academy services were evaluated to have more impact versus the neighborhood-based education programs such as the HOA ones. Unlike the Education HOA services, the Financial Fitness and Business Academy do not depend on whether a person lives in a HOA neighborhood or not. More importantly, these programs also encourage local economic development and partnerships with private companies.

- Furthermore, our preliminary findings tend to direct us to further questions about what the program's purpose is beyond what has been described. Particularly for the Fair Housing Programs & Grant Funds category, the questions we had were more pressing than the straightforward findings. Due to the nature of these services, only few recommendations could be made since funding depends on the U.S. Dept. of Housing and Urban Development.

Social Services
In the Social Services section of the STAR assessment, a broad array of topics are addressed. The overarching recommendations for the Social Services section stress community cohesion, equity, inclusion and access (i.e., transit) to all the services and amenities (i.e., grocery stores, city buildings and community activities)

offered in the City of Surprise; for development of new partnership that strengthen the services available to all residents, and a focus to be placed on the disabled, elderly, low-income and unemployed, and others requiring assistance in the city.

We strongly recommend that Surprise address the following three sections because they will potentially help the most vulnerable populations in Surprise: #4.1 Employment in Surprise (SOAR), #5.1 Safety Education and #6.3 Community Resources and Partnerships. The highlighted programs under Social Services are conveyed:

- The collection of data on the unemployed and their skill levels will help the city assess what companies it should approach to relocate or expand into Surprise. Companies want to be where the people with the talents they need are residing or will want to reside.

- In the Safety Education section, health of residents is a major concern. The proactive stance of promoting the benefits of healthcare to residents adds to the productivity of residents and the cohesiveness of communities and staves of unhealthy behaviors and disease.

  Focusing on Community Resources and Partnerships is extremely important in a growing a city that is robust, competitive and non-exclusionary. When more families and other residents feel empowered (that their needs are being addressed) and safe in their communities, it will add to the vibrancy of the city. As one of the safest cities nationwide, it is clear that Surprise has programs ensuring their status also depends on residents' involvement in maintaining response to any crisis. However, according to the city meeting, there are several residents at-risk of hunger and financial safety. To address these at-risk residents, the HSCV has partnerships with various non-profits to assist the city in providing other services alongside the HSCV programs. Therefore, the Community Resources and Partnerships service can be further strengthened.

  Aside from non-profit partnerships, the HSCV
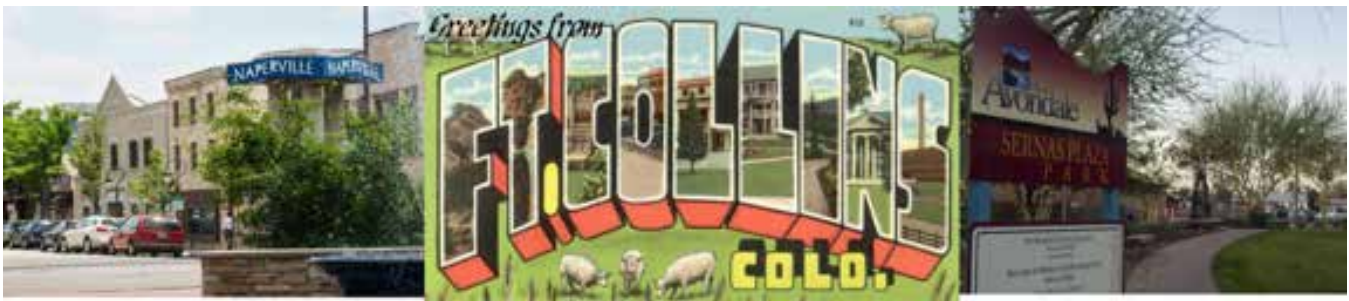
should potentially develop further private partnerships to improve social sustainability of the community. This would mean added support (funding, capacity-building, education, employment etc.) from private establishments that understands that a healthy community is a productive community, fostering a collaborative system that encourages social and economic progress.

Senior Services
The HSCV Senior Services catered mostly towards safety and supported services offered by the city's Senior Center.

Based on the STAR assessment, the HSCV can further develop the Hot Lunch program in terms of supporting locally grown food that is fresh with nutritional information so that seniors can eat accordingly to their health requirements.

The "We Care program" for senior safety can also be improved to highlight problems of neglect in terms of access to food and basic needs such as medication and utilities.

Surprise may even consider looking into the WHO Global Network of Age-friendly Cities and Communities due to their special consideration for senior residents and also because Surprise is in the vicinity of several neighboring retirement communities.

BEST PRACTICES OF COMPARABLE CITIES

In this third and final section we present three cities that are comparable in size and many demographic features to the City of Surprise - Naperville in Illinois, Fort Collins

in Colorado, and Avondale in Arizona. A brief description of each city and a selection of social sustainability programs is provided, followed by recommendations of best practices in each city.

Naperville, IL
Naperville is located in the suburbs of Chicago, Illinois. It was originally settled in 1831, becoming an official city in 1890. By 2016, the city's population grew to more than 150,000 people. The city is roughly 45 square miles in area. Naperville has easy access to a variety of public transport, housing, and employment options. It has all of the main activities offered within a modern city as well as retains the small town charm. In 2010, Naperville developed and approved an Environmental Sustainability Plan. The plan established a long-term vision for environmental sustainability within the city and this plan serves as a guide for the city's actions, leadership, and initiatives. Like most cities in the nation, Naperville is not particularly focused on social sustainability but its efforts in this area are worth reviewing.

Naperville's Social Sustainability Programs
Naperville, like many other cities, has a sustainability plan, yet it is not specifically focused on social sustainability but more on the elements of improving their environmental sustainability. In every plan there are key elements that contribute to more than one aspect, and Naperville's Environmental Sustainability Plan elements do the same. Naperville's Social Sustainability Programs include:

Leadership and Education:
▪ The city has implemented sustainable educations programs, including renewable energy programs

for Naperville utility customers and community education programs to teach best practices and proper communication.

- Have included the public in the development of a visioning framework for their environmental sustainability.

- Have highlighted the role government and leaders play in advancing and promoting innovation and sustainable practice.

- Encourage green activities and support them through incentives from the city.

Resources and Energy:
- Efforts have focused on the procurement and purchase and refurbishment of materials and recycled products that cut back on excessive packaging and materials within the home.

- Efforts to reduce and downsize the city's vehicle fleet is currently underway.

Transportation and Mobility:
- Access to multimodal transportation methods provide free rides for seniors and reduced fares for students.

- Increase in park-n-ride facilities is promoting the use of public transportation over personal vehicles.

- A comprehensive transportation plan, downtown parking guide, and an expansion of bicycle and pedestrian mobility are among recent city developments.

- Naperville promotes bicycle friendly communities by including bicycle parking at public transport stations and community parks. The city also offers bicycle and pedestrian safety education programs.

- Improved roadway programs have improved the reuse of existing social programs by enabling access to transportation.

  The increase in both regional and local multi-modal transportation networks in and around the city have led to a decrease in personal vehicle usage.

Waste Management and Recycling:
- The promotion of recycling drives hosted by different agencies around the city and the promotion of alternative recycling services is continually gaining support with the residents.

- Community reuse and recycling extravaganzas have occurred throughout the city to promote the sustainable practices.

- The reuse and recycling of materials on construction sites within construction projects is a common practice within the city.

- Community leaders have put an emphasis focusing on waste reduction and the increase in residential recycling.

Sustainable Development and Infrastructure:
- There are community guidelines designed for sustainability in building design and historic building resource manuals.

- Government practices have begun to promote outdoor common area requirements and incentives for best practices in planned unit developments.

- The City of Naperville currently encourages and uses sustainable sites within development, as well as provides reductions to green barriers while meeting sustainable development needs.

Best Practices:
1. Sustainable educations programs, including renewable energy programs for Naperville utility customers and community education programs to teach best practices and proper communication: Community education initiatives can be implemented within the City of Surprise to help residents follow environmental best practices at home or in their business. These initiatives will help people to understand the benefits, costs, and proper ways of performing the many different sustainable community tasks. The City of Naperville realizes that the government and its officials can help to educate the community

through clear and targeted communication in many ways to improve their impact in the home and in the environment. The City of Surprise can take this idea and build on it moving forward.

2. Cities are beginning to recognize the importance of providing residents with accessibility and mobility through bicycle and walking. Promotion of bicycle friendly communities, including bicycle parking at public transport stations, downtown and community parks, and the bicycle and pedestrian safety education programs are sustainable design improvements. Many cities are putting a focus and promoting alternatives modes of travel, like biking and walking. Changes in transportation modes promote an attractive atmosphere for residents. If the City of Surprise was to work on its development efforts to improve the city's bicycle and pedestrian networks, it could lead to fewer vehicle trips, reduce greenhouse gas emissions, as well as provide healthy alternatives for travel.

3. Focusing on waste reduction and the increase in residential recycling: efforts toward waste reduction can help make a large impact on the environment by conserving natural and manmade resources. Reducing waste leads to less community consumption and diminishes the need to process and recycle. The City of Surprise can also promote the improvements of recycling and waste reduction within residences to maximize efficiency and effectiveness. We can also develop and increase awareness for other recycling opportunities not currently available.

Fort Collins, CO
Fort Collins was commissioned in 1864 and soon became home to Colorado State University in 1870. Fort Collins is the fourth most populous city in the state of Colorado with an estimated population of 161,000 and has a total land area

of approximately 55 square miles. The city is the Home Rule Municipality that operates under a council-mayor government and also acts as county seat for Larimer County, Colorado's most populous county. Fort Collins has a strong cultural fabric that is bolstered by a strong focus on social sustainability within the city. The Department of Social Sustainability adopted the Social Sustainability Strategic Plan in 2016 which outlines needs within the community and specific goals they want to achieve. The strategic plan focuses on how the city can lead, collaborate, and partner with institutions to improve community wellness, equity and inclusion, community prosperity, and housing issues. To help gauge the city's progress and improve current practices, a social sustainability gaps analysis was conducted.

Fort Collin's Social Sustainability Programs & Strategic Plan Goals
Community Wellness:
▪ The city aims to increase availability and access to indoor and outdoor physical activity, access to healthful food, and support initiatives and programs promoting good physical and mental health.

▪ The Special Agency Session was started in order to assist those in need that have committed misdemeanors by helping them avoid jail time through focused sentencing.

▪ The Adopt-A-Neighbor program matches residents in need with community members to provide volunteer assistance in snow shoveling and various other tasks.

▪ The Restorative Justice Conferencing Program allows youth offenders to avoid traditional sentencing by offering a community conferencing alternative to better address core problems.

Equity and Inclusion:
▪ The city aims to promote and maintain a welcoming and inclusive community where people feel connected.

▪ Project Homelessness Connect strives to achieve their goal of making homelessness a rare, short-lived, and non-recurring event.

- Fort Collins works directly with Catholic Charities and Fort Collins Rescue Mission providing funding and services to these two homeless shelters

- The Outreach Fort Collins program is focused on the downtown portion of the city and aims to maintain a safe and welcoming place while connecting the community's most vulnerable residents to supportive services.

Community Prosperity:
- Fort Collins seeks to close skill gaps while increasing career pathways, support early and secondary education, support area financial literacy initiatives, and balance land uses in order to support community prosperity.

- The city is currently working with the Fort Collins Housing Authority to build an affordable housing development on a City Land Bank property.

- The city provides many discounts and opportunities for programs such as home efficiency audits and loans, a medical assistance program for low income residents, and a xeriscaping incentive program.

Housing:
- Fort Collins is dedicated to providing housing that is affordable to all citizens who qualify.

- The social sustainability department co-sponsored a regional panel discussion on housing affordability and wages.

- Policy studies find that city consultants explore solutions to current needs in the community by conducting housing affordability.

- The Fort Collins Affordable Housing Strategic Plan is updated every five years to reflect ongoing changes in community needs.

- A number of housing grants and homebuyer assistance programs are in place for low-income residents to draw from.

Best Practices:
1. In an effort to promote community wellness, the City of Fort Collins has adopted the Special Agency Session in order to help keep those experiencing homelessness from serving jail time for misdemeanors. An officer in the Department of Social Sustainability meets directly with offenders to help create self-driven goals for positive life improvements. Defendants are pre-screened for the program before their hearing and are suggested as candidates for the program. This program aims to reduce repeat offenders and help citizens work towards being better incorporated into the community.

2. Fort Collins has a strong commitment to equity and inclusion within the community and has shown this through their programs already in place as well as goals that have been set in their strategic plan. The Fort Collins Project Homelessness Connect is based on a nationally implemented best practice that provides a broad range of services to those that are homeless and those at risk. The city provides assistance and also takes advantage of community volunteers to provide free services such as bike repair, bus passes, dental screenings, eye exams, employment specialists, housing information, legal services, veteran services and more.

3. The city has taken great measures to address housing issues in the community which is best seen in their initiative to build an affordable housing development. The city is utilizing the Land Bank Program in collaboration with the Fort Collins Housing Authority after issuing a request for proposals. Multiple possible sites were chosen and an analysis of low-income areas was done to best choose the location of the development. This is the first development being utilized by the program.

Avondale, AZ
The City of Avondale is located west of the Phoenix city center within the Phoenix metropolitan area. Avondale has continued to expand over the years, and its current population is greater than 76,000 and growing. The city is bounded within a 45 square mile region and is making an

effort to enhance sustainability. Like many other cities, they have laid out their vision in a municipal sustainability plan. Unlike, most cities' municipal sustainability plans, Avondale's plan includes goals to increase the social sustainability of the city.

Avondale's Social Sustainability Programs

The two key aspects of social sustainability highlighted in the plan include:

Community Engagement

• The city seeks to keep the community informed as well as represented at the local, county, state, and federal levels. Topics of education include:

   - Functioning of city boards, commissions, and committees

   - Understanding of how the city spends taxpayer dollars

   - Communication with city officials

   - Future development

   - Management of the city's roads, water, and waste.

• Various city commissions and boards have been set up to inform the community on sustainability issues including environmental protection, resource and energy consumption, and future policy.

• The city looks to the community for possible solutions and new perspectives on problems.

Health and Wellbeing

• Avondale is making efforts to promote employee health and wellbeing. This includes information programs on fitness, dieting, and disease prevention.

• A city partnership with a nonprofit food organization supplies city employees with healthy food at competitive prices.

• Plans for increases in urban farming and community gardens have been made. Avondale wants to encourage healthy eating habits but the city also wants to utilize community gardens as a means of enhancing social capital in communities.

Best Practices:

1. The Avondale Community Relations and Public Affairs Department carries out many of the government's efforts to engage the community and enhance social sustainability. The Department puts on programs such as the Citizen Leadership Academy to inform the community on issues facing the Avondale government and spark interest in cooperative solutions among the city and the community. The City Hall Comes to You initiative has allowed elected officials and city staff to be more accessible to residents in the form of one-on-one dialogue between residents and the city. To make these programs more personable, events are held at local venues such as grocery stores and coffee shops. Bountiful Baskets is a non-profit organization that uses community participation and contributions to deliver fresh produce for lower cost. The organization delivers an assortment of produce in baskets to designated pickup sites. The city of Avondale utilizes the Bountiful Baskets organization by delivering food to city employees. The food is competitively priced, grown locally and organically, and comes in eco-friendly packaging. This is a great practice for ensuring health in the community and promoting healthy eating habits.

2. A key strength to Avondale's municipal sustainability plan is its assessment of current actions as well as opportunities for improvement. Through several citizen participatory events, it was determined that citizens were just as interested in building community gardens as the city. While citizens knew a lot about aesthetic, water-friendly landscaping techniques, they didn't know much about sustainable urban farming practices. The city is now working on educating interested citizens on how to manage water resources in an urban community garden setting.

FINAL OVERALL RECOMMENDATIONS

Based on the social sustainability definition, the HSCV program assessment using STAR, and comparisons with other cities, our overall recommendations are consolidated to provide the HSCV with comprehensive approaches towards achieving their goals and identifying new opportunities to serve their community.

Firstly, the social sustainability definition generated for this report urges the city to take ownership of a vision of greater community cohesiveness and equity for its diverse population--current and future--of the rapidly developing City of Surprise. The tailored definition aims to uniquely convey Surprise's pride as a community-oriented city that regards the residents' well-being and equal opportunity as a prime concern in relation with the safety and environmental quality of their city. The statement is designed to avoid a generic goal, but rather a proclamation that encompasses the social aims of the City of Surprise under a sustainability lens.

The STAR Rating assessment of the HSCV program services greatly emphasizes the need for collecting feedback from the public in a standardized manner that can be qualitative and/or quantitative so that the program can be tracked in terms of quality, success, and applicability. Generating reports based on the collected data will help staff to determine the best opportunities for improvement and provides evidence to top management decision-makers in the city of how the services operate in terms of social sustainability.

Although these suggestions are time-consuming and require effort, even the attempt to conduct such practices is valued. For instance, the STAR framework grades the community on "actions" taken to achieve sustainability goals, so the city would be given credit for taking the steps—it does not have to be leaps.

We strongly suggest that the HSCV aim for more private partnerships with businesses that want to make a positive local impact. Such partnerships can build capacity and resources to achieve more goals that are common with the City and the public.

In contrast to the cities of Naperville, Fort Collins, and Avondale, the City of Surprise could focus more on taking a holistic approach to social sustainability by integrating sustainability education (i.e. energy consumption, waste reduction, promotion of eco-friendly transport modes, car share, etc.) with community engagement events and programs.

Aside from education, the events and programs in these cities tended to be more participatory-based and so they managed to engage their community towards a common vision of sustainable lifestyle choices.

Community urban food farms are prime examples of social cohesiveness and education that offers inclusive involvement for all social groups.

Community leaders were also highlighted as significant interventions for any city to promote and encourage since social sustainability is an endeavor that requires a strong mission and vision. It also needs to be fueled by a highly regarded community champion that seeks to improve livelihoods and the environment the residents depend on.

In brief, the City of Surprise should take a holistic approach to social sustainability, via economy, environment and social partnerships and collaborations to tackle root causes of their social problems; empower residents; inspire them to take charge; and, drive the change they want to see. Many of these initiatives and thinking are already underway. In fact, Surprise has been doing more than other cities in these areas, and so they should continue thinking of short-term needs and desired long-term outcomes by building on these measures, strengthening those that have worked and assessing and adapting best practices that other cities may also be trying to initiate or have already implemented in their respective cities.

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APPENDIX

Scope of Work
Arizona State University and The City of Surprise

"The Future of Social Sustainability in the City of Surprise"

Background and Objectives
The City of Surprise's Department of Human Service & Community Vitality (HSCV), in collaboration with Arizona State University's School of Sustainability (SOS), is looking for constructive suggestions to improve their services (neighborhood services, senior services, and social services). The SOS will provide the HSCV Department with definitions of social sustainability, a method to assess the current state and progress of social sustainability in the city, as well as recommendations on how to actively track and improve them.

The SOS will provide:

Services
- A literature review of existing city documents/plans and available data

- In-depth interviews with designated city staff and/or residents to identify gaps in historical and current information

- SWOT analysis (Strengths, Weaknesses, Opportunities, Threats)

- Identification of interventions/opportunities

- Highlight at least three comparable cities to Surprise using a social sustainability framework

- Community benchmarking system overlay in applicable social sustainability categories

- Public communications recommendations

Deliverables
- Deliver a 20 to 25 minute presentation towards the end of the fall semester

- Provide an executive summary (2 pages) and an in-depth report

- Develop a social sustainability opportunity map to be included within the report

- Recommend future actions

City Commitment and Responsibilities
- Respond to emails within 48 hours

- Provide relevant and applicable documents, plans, and data for literature review

- Answer questions as needed and provide contact information for relevant city staff members for interviews

- Facilitate student visitation to the city

Timeline of Deliverables
- Draft presentation and draft report to be submitted on October 20, 2016

  - Response and suggestions requested from City of Surprise by October 27, 2016

- Final presentation and report on November 17, 2016

GOAL AREA CODES:	BE Built Environment	EAC Education, Arts & Community	EE Equity & Empowerment	HS Health & Safety

8.2 STAR Assessment Charts

City of Surprise Social Sustainability Program Assessment using STAR Community Rating System 2.0				
City of Surprise (HSCV) Social Sustainability Program	STAR Sustainability Rating Framework		ASU SOS Findings and Recommendations	
Neighborhood Services	Goal Area: Objective & Community Level Outcome (CLO)	Local Actions	STAR Assessment Findings	Recommendations to Achieve Outcomes	Recommended Metrics
Community Outreach					
1.1 Block Party Trailer	EAC-2:Community Cohesion - CLO 3: Cohesion and Connectedness	● 1 - IAS: Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community ● 3 - PD: Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues ● 5 - P&C: Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs ● 7 - PI: Establish a department with staff assigned to work as liaisons with specific neighborhoods ● 8 - P&S: Ensure access to communication, funding, and organizational tools needed to foster cooperative networks in and between neighborhoods ● 10 - P&S: Provide programs that support the development of positive, strong youth leaders, particularly in low-income and/or minority	● The HSCV's Block Party Trailer scheme acts as a qualified tool to achieve community cohesion ● However it appears to have no staff follow-up post-event. ● Since city staff presence is required, observations and communication regarding the event can be reported. ● There are no feedback requirements from attendees that can be quantified in a formal manner and reported. ● There is no event and cohesion success tracking.	The HSCV staff present at the event can track and record attendance and conversation with attendees. The HSCV can include post-event feedback from organizers as part of the application requirements. The feedback from organizers and attendees can be recorded via brief surveys using Likert-scale type questions to measure program success. Surveys can be in-person or online (i.e. Google Forms). Alternatively, the HSCV staff can conduct random surveys using pre-designed questions that could ask them about their satisfaction with the event/programs and what else they would like to promote community i.e. community food gardens. Use of social media and draw prizes are recommended as well as a comment section like a chalkboard.	● Community surveys: ○ Percentage of residents reporting positive levels of neighborhood cohesion ○ Social capital ○ Quality of program and neighborhood tools ○ Awareness of program ○ Attendee demographics ○ Residents' Sense of Place. ● Number of: ○ Programs to create/preserve community venues ○ Programs to address neighborhood-specific issues ○ Government staff assigned to work as liaisons with specific neighborhoods.

LOCAL ACTION CODES:	E&O Education and Outreach	PD Plan Development	P&CA Policy and Code Adjustment	P&C Partnerships and Collaboration	PI Practice Improvements	IAS Inventory, Assessment, or Survey	E&I Enforcement and Incentives	P&S Programs and Services	FII Facilities and Infrastructure Improvements

		neighborhoods			
1.2 Pride Day	EAC-2:Community Cohesion - CLO 3: Cohesion and Connectedness	Same as "1.1 Block Party Trailer"	• Pride day aims for multiple objectives such as community cohesion, collaboration and neighborhood rehabilitation. • However it appears to have no staff follow-up post-event. • Since city staff presence is required, observations and communication regarding the event can be reported. • There are no feedback requirements from attendees that can be quantified in a formal manner and reported. • There is no event and cohesion success tracking.	The HSCV staff present at the event can track and record attendance and conversation with attendees. The staff can also track other event aspects such as quantity of: donations collected, waste collected, structures painted, plots landscaped. The HSCV can include post-event feedback as part of the application requirements. The feedback from organizers and attendees can be recorded via brief surveys using Likert-scale type questions to measure program success. Surveys can be in-person or online (i.e. Google Forms).	• Same as "1.1 Block Party Trailer" • Quantity of: donations collected, waste collected, structures painted, plots landscaped.
1.3 Safety Day	EAC-2:Community Cohesion - CLO 3: Cohesion and Connectedness EE-5:Human Services - CLO 3: Child and Adult/Elderly Abuse and Neglect Services	• Same as "Block Party Trailer" • 6 - PI: Monitor and evaluate the quality, comprehensiveness, and effectiveness of provided human services	Available information does not explicitly convey the need for this program or provide quantitative data to represent those who benefit from it.	The HSCV and Fire Department can track and report the number of installations completed and which devices were installed. Accordingly, any significant trend can further inform decisions and/or actions the HSCV and Fire Department can take for safety.	• Same as "1.1 Block Party Trailer" • Quantity of installations per household.
1.4 SNAP Awards	EAC-2:Community Cohesion - CLO 3: Cohesion and Connectedness	Same as "1.1 Block Party Trailer"	• The SNAP Awards acknowledge the community leaders that promotes community cohesion in neighborhood involvement. • As per the STAR focus, there is no distinct category for low-income	Aside from the award ceremony, the HSCV can also track and report success stories and approaches of award recipients in terms of community cohesion. New award categories can be created for low-income neighborhoods or vulnerable groups.	• Same as "1.1 Block Party Trailer"

			neighborhoods or vulnerable groups.		
1.5 Mediation Program	EAC-2:Community Cohesion - CLO 3: Cohesion and Connectedness	● 5 - P&C: Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs ● 7 - PI: Establish a department with staff assigned to work as liaisons with specific neighborhoods ● 8 - P&S: Ensure access to communication, funding, and organizational tools needed to foster cooperative networks in and between neighborhoods	● As per the STAR focus, there is no distinct category for low-income neighborhoods or vulnerable groups.		● Survey disputing parties on quality of: ○ Program satisfaction ○ Volunteer mediator ○ Awareness of program.
Education					
2.1 Financial Fitness	EE-4:Equitable Services & Access - CLO 1: Equitable Access and Proximity EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction	● 10 - P&S: Expand or modify the deployment of local programs and services to reduce disparities ● 8 - P&S: Provide financial literacy, money management, and banking programs or services for low-income residents	● Past classes have covered a variety of financial-related topics. ● In relation to STAR, the courses were not specifically aimed to reduce disparities but would have that result if the classes are effective and low-income groups attend.	The courses could be made available online so that those with schedule issues or without travel can access the class. A trial session could be tested, either real-time (i.e. webinar) or recorded.	● Survey attendees on: ○ Attendee demographics ○ Mode of transport ○ Level of individual skill before and after the courses ○ Quality of program, staff, and study tools ○ Attendee demographics.

LOCAL ACTION CODES:	E&O	PD	P&CA	P&C	PI	IAS	E&I	P&S	FII
	Education and Outreach	Plan Development	Policy and Code Adjustment	Partnerships and Collaboration	Practice Improvements	Inventory, Assessment, or Survey	Enforcement and Incentives	Programs and Services	Facilities and Infrastructure Improvements

| 2.2 2016 Homeowners Association (HOA) Academy | EAC:Community Cohesion - CLO 3: Cohesion and Connectedness

EE-4:Equitable Services & Access - CLO 1: Equitable Access and Proximity | ● 3 - PD: Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues
● 5 - P&C: Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs
● 7 - PI: Establish a department with staff assigned to work as liaisons with specific neighborhoods
● 8 - P&S: Ensure access to communication, funding, and organizational tools needed to foster cooperative networks in and between neighborhoods
● 5 - P&C:Establish partnerships that engage key community groups and stakeholders in activities to advance equitable access and proximity to facilities, services, and infrastructure

● 10 - P&S: Expand or modify the deployment of local programs and services to reduce disparities | ● The purpose of the HOA Academy is to educate residents on HOA compliance.
● Aims for addressing lower socioeconomic HOAs' needs are not made apparent from available information.
● The HOAs are generally designed for neighborhood conformity and safety, which can also depend on proximity to basic needs e.g. food and drug stores, healthcare etc.
● The HOA Academy may not focus on proximity issues and how to collaborate for problem-solving or new opportunities. | The HOA Academy can also educate attendees on how their neighborhood can be more sustainable through water and energy management of homes and other tactics such as xeriscaping and weatherizing. | ● HOA Representative surveys:
○ Percentage of attendees reporting positive levels of HOA cohesion
○ Programs to address neighborhood-specific issues for vulnerable residents
○ Quality of program and HOA tools
○ Characteristics of attending neighborhoods. |
| 2.3 HOA Connection | EAC:Community Cohesion - CLO 3: Cohesion and Connectedness

EE-4:Equitable Services & Access - CLO 1: Equitable Access and Proximity | Same as "2.2 2016 Homeowners Association (HOA) Academy" | ● The HOA Connection fills in the more social aspects that the HOA Academy might not cover.
● Unclear whether city officials open dialogue between HOAs with different socioeconomic backgrounds and locations. | The HOA Connection could encourage more collaborative efforts with various HOA neighborhoods and private partners to reduce disparities and increase equitable access. The HOA Connection should also focus on sustainability aspects such as water and energy management to reduce bills. Such participation can lead to interest in policies or codes that should be amended for the | ● HOA Resident surveys:
○ Percentage of attendees reporting positive levels of HOA cohesion
○ Extent of addressing neighborhood-specific issues for vulnerable residents
○ Quality of program and HOA tools
○ Characteristics of successful collaborating neighborhoods
○ Residents' Sense of Place. |

				betterment of the city.	
2.4 Business Academy	EE-4:Equitable Services & Access - CLO 1: Equitable Access and Proximity EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction	● 10 - P&S: Expand or modify the deployment of local programs and services to reduce disparities ● 6 - P&S: Connect low-income community members with workforce development programs to strengthen hard and soft work skills ● 8 - P&S: Provide financial literacy, money management, and banking programs or services for low-income residents		Due to the experimental nature of the Business Academy, tracking of participation and outcomes plays significantly to the future of this program. Successful cases could be advertised. Gradually, the courses could be made available online so that those with schedule issues or without travel can access the class. A trial session could be tested for a live session (i.e. webinar) to maintain the benefits of direct interaction.	● Identify: ○ community's social capital ○ priority neighborhoods for evaluation. ○ access and proximity to attend the program.
2.5 City Academy	EE-4:Equitable Services & Access - CLO 1: Equitable Access and Proximity EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction	● Same as "2016 Homeowners Association (HOA) Academy" ● 4 - P&S: Establish or support programs that reduce the costs of basic needs for low-income households	Available information does not specify whether local issues discussed at the Academy were related to equity and empowerment.	The Academy could encourage more collaborative efforts with residences (especially non-HOA neighborhoods) and private partners to reduce disparities and increase equitable access. The City Academy should also focus on sustainability aspects such as water and energy management to reduce bills. Such participation can lead to interest in policies or codes that should be amended for betterment of the city.	● Attendee surveys: ○ Percentage of attendees reporting positive levels of engagement ○ Extent of addressing neighborhood-specific issues ○ Quality of urban green spaces ○ Community Sustainability ○ Quality of program and staff ○ Residents' Sense of Place ○ Attendee demographics.
Fair Housing Programs & Grant Funds					
3.1 Analysis of Impediments to Fair Housing Choice (AI)	EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction	● 1 - PD: Adopt a community wide plan to reduce poverty, develop a comprehensive housing strategy ● 5 - P&C: Collaborate with other jurisdictions to address affordable housing and location efficiency needs in the region	It is unclear what is done with this analysis when it is completed. Is there a way to track the fair housing complaints reviewed and addressed? Are there grant funds allocated to see to the	A housing review required by the US Dept. of Housing and Urban Development that outlines obstacles to achieving fair housing for the entirety of the Surprise population, as well as goals the city has toward removing these	● Identify and record the complaints made against fair housing. ● Track the types of complaints addressed and those left unaddressed.

			complaints?	obstacles. Continued analysis recommended both short term and long term.	
	BE-4: Housing Affordability - CLO 1: Housing and Transportation Costs	● 6 - P&S: Connect low income community members with workforce development programs to strengthen hard and soft work skills ● 8 - P&S: Provide financial literacy, money management, and banking programs or services for low-income residents ● 5 - P&C: Collaborate with other jurisdictions to address affordable housing and location efficiency needs in the region ● 6 - P&C: Partner with nonprofit organizations to provide education, counseling, and financial assistance to homebuyers or renters ● 8 - E&I: Work with private employers to provide live-near-your-work or employer-assisted housing financial incentives			
3.2 Homebuyer Assistance Program (CDBG funded)	EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction BE-4: Housing Affordability - CLO 1: Housing and Transportation Costs	Same as above, "3.1 Analysis of Impediments to Fair Housing Choice (AI)"	It is unclear whether or not the program has aided residents in purchasing homes in the past. How many residents remain in the newly purchased homes, or if the fact that the program is applicable to previously foreclosed houses deters applicants. Additionally, what are the effects of the program on neighborhood morale? (Assuming foreclosed homes are dilapidated and create negative feelings by residents)	Funded by Community Development Block Grant Program grant money, this program allows for residents to receive assistance making a down payment on a previously foreclosed home in Surprise. Continued application for funding in all applicable programs through the US Dept. of Housing and Urban Development is recommended.	● Create performance profile for each program year that the city receives funding in order to map out where the funds are going and enable the most efficient use. ● Collect demographics on the individuals who require assistance from the program. ● Record the status of homes being purchased by applicants to the program, and home retention rates.

3.3 Emergency Housing Rehabilitation Program (CDBG funded)	EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction BE-4: Housing Affordability - CLO 1: Housing and Transportation Costs	Same as above, "3.1 Analysis of Impediments to Fair Housing Choice (AI)"	What are the most common emergencies? Are there 'repeat offenders'? Is this a last resort program? Are their local handymen, plumbers, air conditioning repairmen, etc. that would participate in a reduced-fee program to offer assistance to those turned away from funding?	Funded by Community Development Block Grant Program grant money, this program enables applicants to receive assistance when they have an emergency plumbing, electric, cooling, or heating issue arise. Continued application for funding in all applicable programs through the US Dept. of Housing and Urban Development is recommended.	● Create performance profile for each program year that the city receives funding in order to map out where the funds are going and enable the most efficient use. ● Collect demographics on the individuals who require assistance from the Emergency Housing Rehabilitation Program.
3.4 Neighborhood Stabilization Program	EE-6:Poverty Prevention & Alleviation - CLO 2: Cohesion - CLO 3: Cohesion and Connectedness	● Same as above, "3.1 Analysis of Impediments to Fair Housing Choice (AI)" ● 1 - IAS: Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community ● 3 - PD: Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood-specific issues ● 5 - P&C: Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs ● 7 - PI: Establish a department with staff assigned to work as liaisons with specific neighborhoods ● 8 - P&S: Ensure access to communication, funding, and organizational tools needed to foster cooperative networks in and between neighborhoods ● 10 - P&S: Provide programs that support the development of positive, strong youth leaders, particularly in low-income and/or minority neighborhoods	How does this program help/hinder the community feeling that Surprise seeks? help create a cohesive neighborhood?	This grant is "for the purpose of stabilizing communities that have suffered from foreclosures and recommended.	● Create performance profile for each program year that the city receives funding in order to map

GOAL AREA CODES:	BE	EAC	EE	HS
	BE Built Environment	**EAC** Education, Arts & Community	**EE** Equity & Empowerment	**HS** Health & Safety

City of Surprise Social Sustainability Program Assessment using STAR Community Rating System 2.0				
City of Surprise (HSCV) Social Sustainability Program	STAR Sustainability Rating Framework		ASU SOS Findings and Recommendations	
Social Services	Goal Area: Objective & Community Level Outcome (CLO)	Local Actions	STAR Assessment Findings	Recommendations to Achieve Outcomes	Recommended Metrics
Counseling / Day Facilities / Education					
Employment					
4.1 Employment in Surprise SOAR)	EE-6:Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction	● 5 - P&S: Implement supportive workplace programs for people living at or near the poverty line ● 6 - P&S: Connect low-income community members with workforce development programs to strengthen hard and soft work skills	● Presently, HSCV emails out job alerts. ● The Surprise website offers 2 employment referral websites. ● It is unclear whether the information is collected as described in the metrics column.	● To be more aware of the needs of those in the city facing unemployment and poverty related issues, data must be kept to develop the appropriate programs to serve their needs (and the needs of their families). ● More business partnerships will have to be developed to fulfill the needs of a growing city. ● The types of businesses needed to serve and employ the residents must be identified and prioritized, as well as, those businesses not wanted in the community.	● Number of applications received. ● Categorize income level of applicants. ● Success rate of SOAR. ● Duration of unemployment ● Number of workforce programs available. ● Assess the skill level of the unemployed.
Safety					
5.1 Safety Education	HS-5: Health Systems - CLO 2: Quality of Local Hospital Systems	● 4 - E&O: Educate the public about eligibility and enrollment barriers to obtain health insurance.	● Based on the information from the Surprise website, the Resource Center partners with Adelente to	● HSCV can be more proactive in promoting the benefits of health care coverage to all of the residents of Surprise by	● Determine the percentage of residents that do not have health insurance including young people, homeless, elderly, low

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			help families in need register for health insurance. ● HSVC lists 2 referrals for medical / dental health services on its Social Svc. Referral website page.	identifying families and individuals without insurance.	income families, disabled ● Identify the barriers to health insurance.
5.2 Crisis Response	HS-3: Emergency Management & Prevention - CLO 2: Option B Community Emergency Management	● 2 - E&O: Publish information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans. ● 5 - PD: Adopt local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance.	● There is no information on the Surprise website that tells residents how to prepare for emergency situations, find shelter locations, and what provisions they should have on hand to be better prepared for future emergency situations. ● (Surprise does have a volunteer crisis response team that works with the fire department for immediate circumstances.)	● The Surprise volunteer program response team or another volunteer group can start by providing information to residents on emergency preparedness. ● It is extremely important that the disabled, elderly, low income be made aware of or provided with preparedness plans, emergency kits and shelter locations.	● Determine what needs to be in an emergency kit. ● Determine the city's emergency plan. ● Identify emergency shelter-in-place locations. ● Identify the amount of low-income, disabled, and elderly residents. ● Identify what provisions would need to be made for each of these groups.
5.3 Victim Advocacy	HS-3: Emergency Management & Prevention - CLO 2: Option B Community Emergency Management	● 10 - P&S: Distribute emergency kits or supplies to low income and vulnerable residents before an event occurs.	● There is no emergency management victim advocacy program. ● (The City of Surprise has 2 crime victim advocates: one in the police department and the other in the prosecutor's office.)	● Surprise should be proactive and develop a victim advocacy program for emergency management & prevention that meets the needs of all residents especially the underaged, disabled, elderly and low income. ● This program can be a volunteer advocacy program.	● Identify the amount of low-income, disabled, and elderly residents. ● Determine what needs to be in an emergency kit.
Other Resources					

GOAL AREA CODES:	BE Built Environment	EAC Education, Arts & Community	EE Equity & Empowerment	HS Health & Safety

6.1 Disability Information/ Adaptive Recreation	EAC-6: Aging in the Community - CLO 2: Senior Satisfaction Survey	● 1 - IAS: Conduct a survey of aging community members to assess how how present and future needs are met. ● 2 - PD: Adopt an action-based plan to identify priority service needs and resources to address the current and future needs of older residents.	● The City of Surprise offers several adaptive recreation activities for residents of various ages. ● The city also offers several senior programs / classes.	● The activities offered should be inclusive and accessible to residents from all income levels. ● Transportation to these activities for those residents who want to participate should be provided if necessary.	● Identify members of the senior community. ● Prioritize service needs. ● Identify available resources and future resources.
6.2 Emergency Preparedness	HS-3: Emergency Management & Prevention - CLO 2: Option B Community Emergency Management	● 2 - E&O: Publish information to encourage residents to develop emergency kits and evacuation plans, and encourage businesses to develop emergency procedures and shelter-in-place plans.	● Same as "5.2 Crisis Response"	● Same as "5.2 Crisis Response"	● Same as "5.2 Crisis Response"
6.3 Community Resources and Partnerships	EAC-2: Community Cohesion - CLO 3: Cohesion and Connectedness EE-6: Poverty Prevention & Alleviation - CLO 2: Equitable Poverty Reduction HS-4: Food Access - CLO 2: Access to	● 3 - PD: Adopt neighborhood plans that guide future development, recommend strategies to create or preserve community venues, and address neighborhood specific issues ● 2 - P&C: Create a team of local government staff to work collaboratively and coordinate with non- governmental organizations to provide high-quality services and reduce poverty ● 4 - P&S: Establish or support programs that reduce the costs of basic needs for low-income households ● 11- P&S: Support programs that enable healthful retail food outlets to locate in underserved areas, promote	● The City of Surprise has a 2035 General Plan that focuses on city development and sustainability. ● The Surprise Resource Center provides residents with connections to partner services that provide needed rent & utility assistance, nutrition resources, veteran employment support, domestic violence/ sexual abuse advocacy, mother, infant and child program, employment training.	● Decide that the city's definition of social sustainability includes community cohesion, equity and inclusion. ● Create strategies that include affordable housing and affordable city public transportation in the plans. ● Make sure healthy food is accessible to all residents. ● Make sure community buildings are easily accessible to all residents.	● Identify and assess the needs of vulnerable communities (i.e. living in food deserts) ● Identify families, children and young people and elderly needing assistance ● Identify other individuals in need of assistance: homeless, low income, disabled, elderly.

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	Healthful Food	mobile vendors that only sell fresh food, or increase the mix of healthful food sold in existing establishments			
6.4 Vacation Watch	HS-7: Safe Communities - CLO 1: Crime Rates	• 6 - PI: Perform ongoing data collection, evaluation, and monitoring from multiple agencies to track trends and identify emerging community needs	• The City of Surprise police dept offers vacation watch if residents are away at least 2 weeks. • The service is provided by citizen patrol volunteers and is not staffed full time.	The City of Surprise is young and growing quickly and it should modify the community watch program's guidelines and procedures to continue to keep the city a safe place for all residents.	• Survey communities about their concerns regarding home safety issues. • Identify any trends and differences regarding safety issues between the communities
Volunteer Opportunities					
7.1 Surprise Volunteer Information	EAC-2: Community Cohesion - CLO 3: Cohesion and Connectedness	• 1 - IAS: Conduct a survey or evaluation to demonstrate existing levels of social capital and community cohesion throughout the community. • 5 - IAS: Collaborate with neighborhood associations, civic groups, and local service providers to identify and address neighborhood-specific needs. • 11 - P&S: Create a volunteer program for residents to assist the local government and community with special events, services, and operations.	The City of Surprise has several volunteer opportunities listed on its website for Community and Recreation Svc, Fire and Medical Dept, Police Dept, Water Resource Management, HSCV and other opportunities.	• Focus some volunteer efforts on community activities that promote community cohesion (i.e. a community garden or a vertical urban farm that includes aquaponics). Projects that can bring together all of the diversity in the city. • Welcome all volunteers who would like to participate: seniors, families, schools, homeless, privileged, disabled and more.	• Identify volunteer opportunities in all communities • Identify activities • Identify average age of volunteers • Determine characteristics of successful neighborhoods • Analyze upcoming events, services, and operations for volunteer needs • Identify which volunteer positions are not being filled.

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GOAL AREA CODES:	BE Built Environment	EAC Education, Arts & Community	EE Equity & Empowerment	HS Health & Safety

City of Surprise Social Sustainability Program Assessment using STAR Community Rating System 2.0				
City of Surprise (HSCV) Social Sustainability Program	STAR Sustainability Rating Framework		ASU SOS Findings and Recommendations	
Senior Services	Goal Area: Objective & Community Level Outcome (CLO)	Local Actions	STAR Assessment Findings	Recommendations to Achieve Outcomes	Recommended Metrics

| 8.1 Hot Lunch Program | HS-4: Food Access & Nutrition - CLO 3: Access to Healthful Food | ● 1 - IAS: Conduct an assessment of the local food system, including existing policies and programs that address the six steps of the food cycle; grow or produce, sell, process, distribute, consume, and compost
● 7 - E&O: Support the development of healthy eating campaigns for residents to learn about nutrition, food safety, and food assistance programs
● 9 - PI: Purchase and sell healthful food at facilities owned, leased, and operated by the local government | ● The Hot Lunch Program provides seniors with an affordable lunchtime meal every day the senior center is open.
● The menu for each day of the month is posted online which helps seniors make informed decisions.
● The program helps bring seniors into the senior center and promotes social interaction.
● However, no nutritional information can be found on the website for meals.
● There is also a lack of information on where the food is being sourced from. | In order to help seniors make more well educated decisions about their diet, nutritional information can be added to the menu, as it is already posted well in advance. If a survey has not been done before, gaining feedback from participants in the program could help choose healthier foods if there is a call for different options. The HSCV department should provide information on where food products are sourced and priority should be given to seasonal and locally grown food. | ● Survey focused on:
○ The importance of locally sourced food vs. increase of price of lunches
○ Different healthy food options
● Track:
○ Numbers of seniors participating in both lunch program and social activities
○ Number of seniors come to senior center only for lunch |
| 8.2 We Care Program - Senior Safety | EE-5: Human Services - CLO 3: Child And Adult/Elderly Abuse and Neglect Services | ● 1 - IAS: Conduct a community needs assessment to identify priority service needs and resources, including the needs of vulnerable populations
● 2 - PD: Adopt a human services plan designed to guarantee that basic human needs are met in the community
● 6 - PI: Monitor and evaluate the quality, comprehensiveness, and | ● No records could be found pertaining to assessments of the We Care program.
● The program is a constructive way to build community relations with the police.
● The program is a good way to directly monitor neglect or potential elderly abuse in the | The We Care Program should be viewed as an asset that brings about further opportunity to serve the community. An assessment of the program may be geared toward finding ways to expand awareness and access to the program. Aside from the newsletter and the city website, strategies should be aimed at guaranteeing all elderly | ● Assessment focused on:
○ The awareness of the program among the elderly community
○ Rate of new membership
○ Signs of abuse or neglect
■ Elderly food security
■ Police reports |

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			community ● Online application for the program is easy and a phone number is provided in the Senior Center newsletter.	citizens are aware of the service. Because the program is run through the police department, the program should also be used to heavily monitor elderly neglect and abuse.	
8.3 Senior and Veteran Counseling	EAC-6: Aging in the Community - CLO3: Overcoming Challenges to Aging	● 6 - PI: Allocate Staff time to focus on planning and programming for maturing population ● 7 - PI: Be an active member of the WHO Global Network of Age-friendly Cities and Communities	● The Senior and Veteran counseling provides people with the opportunities for speak to someone in regards to any concerns they may have ● The community counselors are available to help guide seniors in need. ● The program helps give seniors the chance to open up and speak to someone. ● However, it is not listed available times to speak with someone only a phone number.	For seniors to have all the opportunities to speak to someone they are comfortable with when in need, hours of availability as well as names and backgrounds of the counselors can be added to the list of senior services. Following all counseling meetings a survey could be done to gain better feedback about how the meetings have helped them, what could be done differently and what changes are needed.	● Same as "8.2 We Care Program- Senior Safety"
8.4 Emergency Home Repairs and Weatherization Program	HS-3: Emergency Management & Prevention - CLO3: Community Emergency Management	● 1- IAS: Develop a NIMS-compliant local inventory of assets and resources available for emergency response and mutual aid requests ● 5 - PD: Adopt a local comprehensive plan for emergency response that includes provisions for evacuating low-income, disabled, and other persons likely to need assistance		Develop a National Incident Management System (NIMS).	

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