

# Fort Collins Social Sustainability



COMMUNITY WELLNESS | EQUITY & INCLUSION  
COMMUNITY PROSPERITY | HOUSING

## Strategic Plan



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Fort Collins  
**Social Sustainability**  
 Strategic Plan

# Dimensions of Social Sustainability

“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.”

-Western Australia Council of Social Services

According to Nobel Laureate Amartya Sen, the following are the 6 dimensions of Social Sustainability:



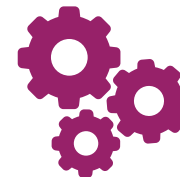
## Equity

The community provides equitable opportunities and outcomes for all its members, particularly the poorest and most vulnerable members of the community



## Diversity

The community promotes and encourages diversity



## Interconnected/Social Cohesions

The community provides processes, systems, and structures that promote connectedness within and outside the community at the formal, informal, and institutional level





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### Quality of Life

The community ensures that basic needs are met and fosters a good quality of life for all members at the individual, group, and community level (e.g. health, housing, education, employment, safety)



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### Democracy and Governance

The community provides democratic processes and open and accountable governance structures



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### Maturity

The individual accepts the responsibility of consistent growth and improvement through broader social attributes (e.g. communication styles, behavioral patterns, indirect education, and philosophical explorations)

# The Mission of the Social Sustainability Department

The mission of the Social Sustainability Department is to support a diverse and equitable community that successfully meets the basic needs of all residents. The Social Sustainability Department strives to achieve this mission through programs, policies, and partnerships that provide access and opportunities for all.

The Department of Social Sustainability was formed in 2012 by splitting the Advance Planning Department and moving the Affordable Housing function and the City's Grant Programs Administration group (including the Competitive Process funding allocation function) into the new department. While those functions already existed and continue to be a primary function of the department, it was generally recognized that this new department had more potential to impact and inform the City's focus on the triple bottom line approach.

The core role of the Social Sustainability Department has been and continues to be:

1. Funding, policy, and partnerships for community human service agencies
2. Funding, policy, and partnerships for affordable housing
3. Funding, policy, and partnerships for poverty and homelessness reduction/mitigation
4. Collaborating, consulting, and influencing internal City departments as well as external agencies/partners

The essential roles of the Social Sustainability Department are as convener, facilitator, catalyst, and consultant. Working in partnership with other organizations and the community as a whole is important when working on social issues.

## SOCIAL SUSTAINABILITY DEPARTMENT VISION:

Promote healthy, diverse, equitable, accessible community values



# A Commitment to Sustainability

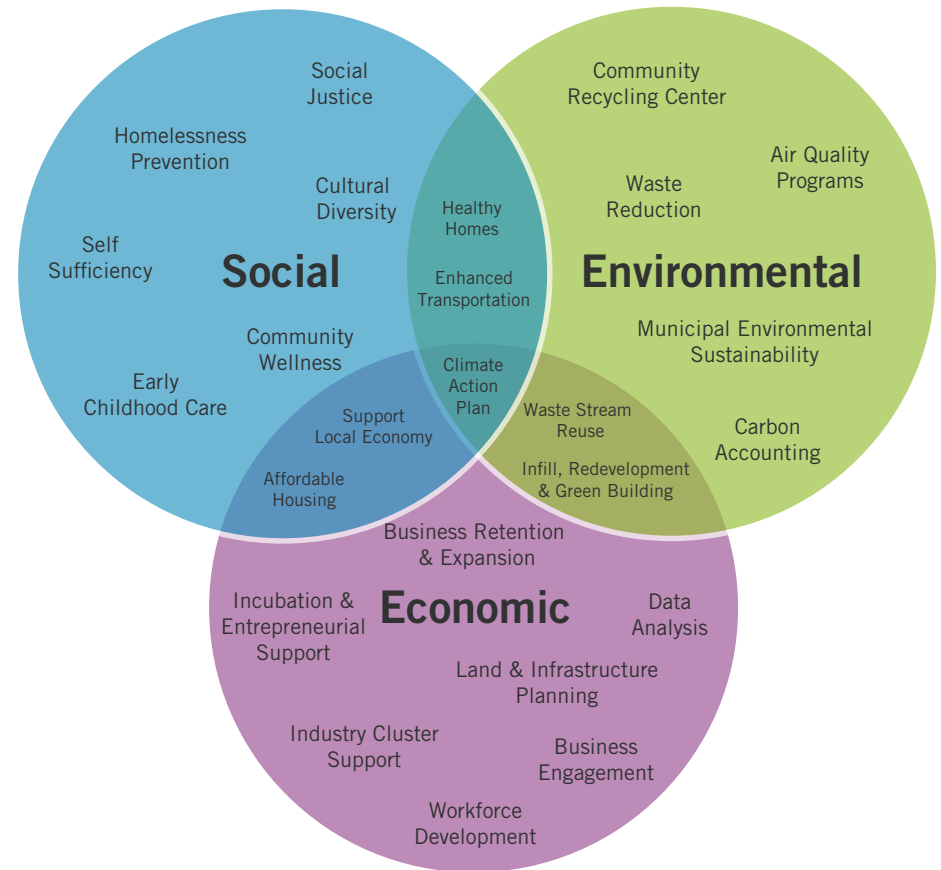
The City defines sustainability as:

**“To systematically, creatively, and thoughtfully utilize environmental, human, and economic resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend. The City’s Sustainability Services Area (SSA) consists of Environmental Services, Economic Health, and Social Sustainability.”**

The mission of SSA is to deliver on this definition of sustainability by: (1) encouraging the Triple Bottom Line (TBL) perspective be applied to all major City projects; and (2) engaging in activities that support the TBL in our community, as shown in the Venn diagram.

The City’s commitment to sustainability is seen through:

- Continued expression of the community’s resolve to act sustainably: to systematically, creatively, and thoughtfully utilize environmental, social, and economic resources to meet present needs and those of future generations without compromising the ecosystems on which we depend.
- Policies and actions that are not developed and implemented in isolation from one another; rather, the focus is on integration.
- Encouragement of systems thinking to recognize and emphasize interrelationships among all aspects of City operations.
- Recognition of the interdependent economic, social, and environmental implications of policies, decisions, and outcomes.
- Recognition of the benefits and tradeoffs across all three areas (social, economic, and environmental).



## Focus on Access and Opportunity

One of the City's greatest challenges is providing access to the services and opportunities available to all residents. The Plan will focus on the quest of the Social Sustainability Department to provide access and opportunity to all residents.

## Eye on Transportation, Resiliency, and Environmental Justice

As partners provided input on this Plan, it quickly became evident that transportation was an issue that crossed over all four theme areas. While specific transportation goals are included in the Plan, it is important to recognize that transportation is a topic that must be at the forefront when considering social issues.

Additionally, the ability of the community to be resilient and ensure that even the most vulnerable people within the community will be able to endure emergency or disaster events is important as an over-arching theme of the Plan.

Lastly, environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. This Plan keeps the principle of environmental justice in mind in all of the theme areas.

## Plan Structure

The Social Sustainability Strategic Plan is laid out in four major theme areas. Each theme includes the connection to the overall City of Fort Collins Strategic Plan, relevant current conditions and challenges, a vision for the future, and the role of the City. The Plan establishes goals which include strategies, specific actions, and metrics to evaluate success. Finally, a work plan will be developed in the first year and added to this plan which will include specific tasks and a timeline.

The Social Sustainability Department has three primary functions: funding and promoting programs, ensuring appropriate policies are in place, and partnering with internal City departments and external agencies. In this plan the primary role of the Social Sustainability Department will be noted after each action item as one of the following:

1. **LEAD**—Social Sustainability Department has the lead role in implementing the goal (this role could include facilitation, coordination, funding, and convening).
2. **PARTNER**—Social Sustainability Department will partner with other City departments and/or local agencies to implement the goal (this role could include advocating and collaborating).
3. **COLLABORATE**—Social Sustainability Department will consult with other City departments and/or local agencies to implement the goal (this role could include advocating and consulting).

While this plan does not have a separate theme area that focuses on the need to think regionally, it is understood that regional cooperation and collaboration is extremely important.

## THE FOUR THEMES OF SOCIAL SUSTAINABILITY ARE:



### COMMUNITY WELLNESS

People Matter



### EQUITY & INCLUSION

All Are Welcome



### COMMUNITY PROSPERITY

Opportunities For All



### HOUSING

A Place To Call Home





### **High-Performing Government:**

It is important to note that each theme area covers ongoing efforts as well as new initiatives. Additionally, in an effort to focus mainly on new initiatives and high priorities, this Plan does not include certain aspects of ongoing business provided by the Social Sustainability Department in policy development, program management, and implementation. On a daily basis, this may include administration, accounting, reporting, compliance, etc. In an effort to be less redundant, the Plan does not include these daily tasks under each theme area.

### **Metrics:**

Metrics are identified in the Plan; however, continued work will occur within the first year to further refine the metrics and gather benchmarks and baselines. Metrics will include issue identifiers as well as performance measurements.

### **Resourcing this Plan:**

While this Plan is aspirational, it also includes goals that are within the reach of the Social Sustainability Department. It is important to understand that some strategies identified would need additional resources to fulfill. It is likely that future Budgeting for Outcomes offers will be submitted in order to support the goals of this plan.



# Additional Work Completed

The Social Sustainability Department has completed other major pieces of additional analysis which help inform the City of community needs. Each of these documents has been used in developing this plan.

- **Social Sustainability Gaps Analysis**—The report summarizes the results of a Community Gaps Analysis, conducted by BBC Research & Consulting for the City of Fort Collins. The City commissioned the Social Sustainability Gaps Analysis as part of its initiative to build a cohesive, coordinated approach to community sustainability across City departments. It helped support and inform the development of the Social Sustainability Department Strategic Plan by providing a quantitative and qualitative assessment of supportive service gaps in the community. It provides a summary of current trends in the community related to housing, homelessness, poverty, health, wellness, education, diversity, and the needs of special populations.
- **Housing Affordability Policy Study**—The study, completed by Economic & Planning Systems, Inc., was commissioned by the Social Sustainability Department to provide a detailed assessment of housing affordability policies and needs for Fort Collins.
- **Affordable Housing Strategic Plan** - This plan is updated every five years and focuses on the City's plan to increase affordable housing units within the City. The most recent plan was adopted by City Council in 2015.
- **Human Services Partners: A Community Snapshot**—In 2014, the Social Sustainability Department developed this report to highlight a sampling of the many human services programs and agencies the City funds, and showcase the people they serve. The City allocates funding to enable these agencies to directly address poverty and help stabilize individuals and families in need.

Additionally:

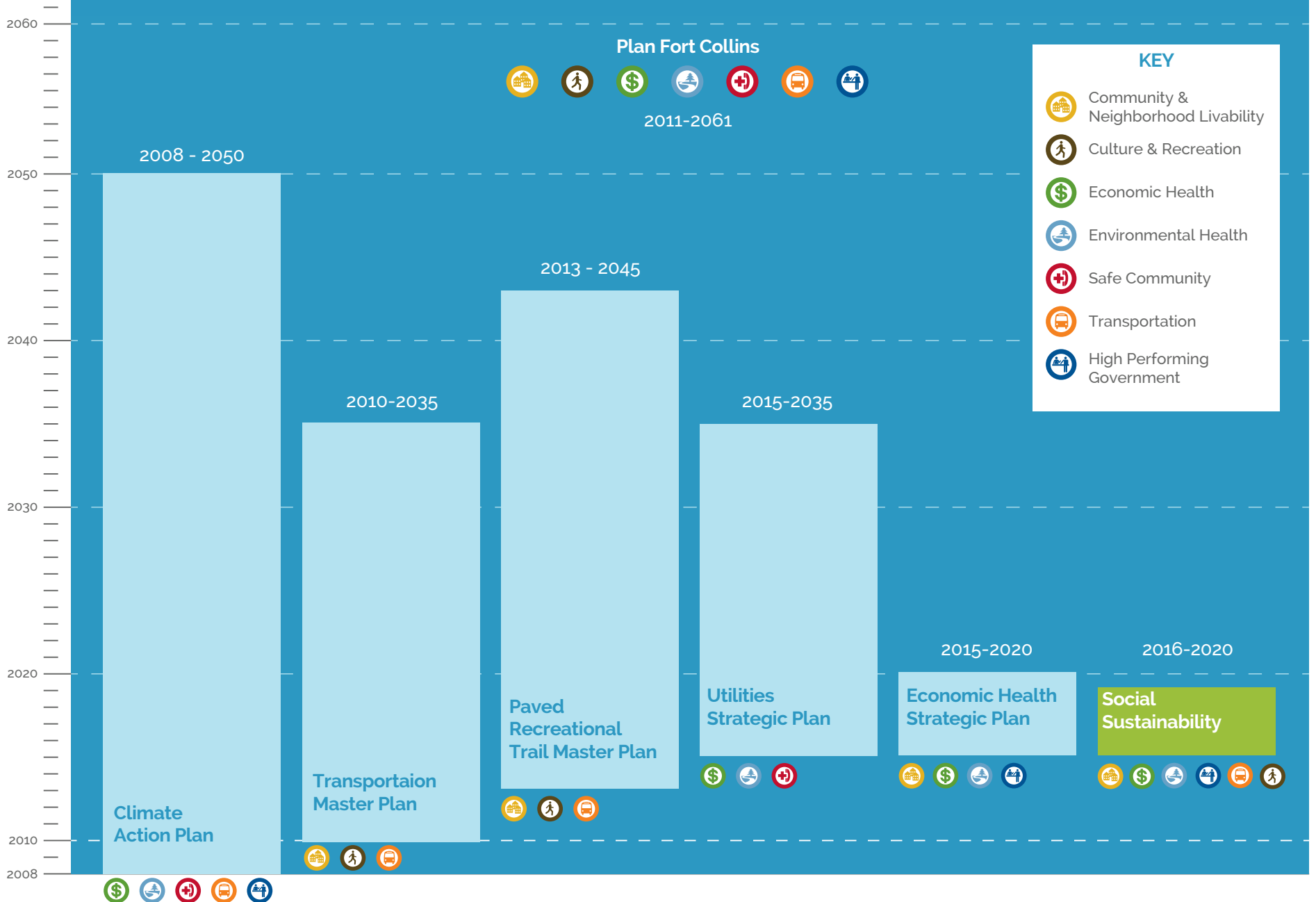
- **City Plan/Plan Fort Collins**—City Plan and the updated Plan Fort Collins is the comprehensive plan for the City of Fort Collins, and illustrates how we envision Fort Collins over the next 25 years and beyond. It shows us how we can get there step by step. The Transportation Master Plan (TMP) serves to explain a bold vision for the long-term multimodal transportation system supporting the Fort Collins community well into the future. The TMP provides policy direction for decisions regarding the implementation of the transportation system to achieve the community's vision.

Lastly, this Social Sustainability Department Strategic Plan (SSDSP) does not exist in a vacuum. The City offers a wide array of strategic plans, ranging from sub-area land use plans to the Climate Action Plan. All plans work together to create a full and complete picture of the City's strategic direction and intent. The SSDSP provides one piece of the overall puzzle and must also be understood in the broader context; its focus is on the next five years and relates specifically to the social sustainability aspects of delivering on Plan Fort Collins. The following graphic demonstrates how this plan and others all interface. It's particularly important to note this SSDSP must work in concert with the City's Climate Action Plan, Transportation Master Plan, Affordable Housing Strategic Plan, Economic Health Strategic Plan, Environmental Services Strategic Plan, and others. In some instances, the direction and context for each of these other plans provides limits regarding the implementation of the SSDSP, and other times, opportunities. This plan does not override the other priorities of the City. Instead, it seeks to complement them while not infringing upon those goals.



# Plan Fort Collins - How It All Fits Together

The Social Sustainability Strategic Plan is but one part of an overarching plan, Plan Fort Collins. There are many plans throughout the City, but below are a few samples to show how every plan is developed to nest within and support Plan Fort Collins, and indicates what Strategic Outcomes are affected.





community  
wellness.

PEOPLE MATTER



# community wellness. equity & inclusion. community prosperity. housing.



## Challenges

- Engagement in activities that promote wellness
- Choice of active modes of transportation
- Need for greater mix of uses in our neighborhoods
- Ability and willingness to engage in community activities
- Accessibility and affordability of healthy food options
- Willingness to make healthy food choices
- Accessibility of mental and behavioral health services
- Environmental impacts on health and wellness

## Data Points

- 165 adults stayed at Crossroads Safehouse in 2013
- Rehabilitation and Visiting Nurse Association can serve 35 clients for one year at a cost of \$29,770 vs. roughly \$1.8 million through traditional assisted living
- Adult day programs for people with disabilities can reduce caregiver stress by up to 66%
- Of the people served by Disabled Resource Services, 97% live in poverty and many are homeless
- Adult care allows individuals with disabilities and senior citizens who need supervision to remain at home
- SummitStone Health Partners serves 7,000 people each year
- Over the past 10 years, Larimer County has lost more than 500 people to suicide
- More than 66,000 Coloradoans are living with untreated mental illness
- The number of children living in poverty in Colorado, and in particular Larimer County, has risen at a rate higher than the national average

Community Wellness encompasses six dimensions of wellness: physical, emotional, intellectual, spiritual, occupational, and social. It is not just about individuals, but how we affect each other, and the impact we can have together on the health of our community. The City generally has a healthy, active population—yet growing obesity rates reinforces a need to integrate more physical activity and improve access to healthy food into daily life. The overall health of our community is important to all segments of our population.

## Our Vision

Access and opportunities for optimal physical and mental health for all community members.

## Our Role

- While the City does not play a direct role in providing services related to health and wellness, it can reinforce opportunities for active living and support efforts of community partners in a significant way.
- Foster alignment of the Social Sustainability Department goals and strategies within the City organization, with strategic partners, and throughout the community (SummitStone Health Partners, Homeward 2020, The Murphy Center, and others).
- Support opportunities to grow healthy foods locally, and support access to healthy foods not grown in our climate.
- Partner with community entities to increase accessibility to and affordability of healthy food.
- Promote overall physical, mental, and behavioral health through funding that improves access to health care services.
- Promote programs that encourage increased physical activities for everyone.
- Ensure that the City's policies, land use regulations, and other activities promote health and wellness.
- Encourage programs that make healthy choices easier.
- Encourage programs that provide education about healthy eating.
- Promote programs that encourage social engagement.
- Encourage City programs that promote non-motorized modes of travel.
- Explore programs already in place in the community that support access and opportunities to improve physical and mental health and seek opportunities to collaborate.
- Encourage the City to improve overall "walkability" scores/ratings.
- Encourage programs that avoid homogeneity and are structured to meet the diverse needs in the community.
- Support and assist with disaster response and recovery efforts.



# Community Wellness

PEOPLE MATTER

GOALS:

STRATEGIES:

ACTIONS:

METRICS:

## A.1 INCREASE OVERALL LEVELS OF PHYSICAL HEALTH

### 1. Increase availability, access, and desire to indoor and outdoor physical activity through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to agencies supporting physical health. **LEAD**
- b. Centralize information about City-offered programs and resources for all community members, with a special emphasis on reaching low-income citizens. **LEAD**
- c. Develop and implement educational campaign to encourage use of existing recreation programs and services utilizing the City's "Platinum Let's Move City" recognition for activity and nutrition. **COLLABORATE**
- d. Develop and implement educational campaign about simple ways to increase physical activity (e.g. play, gardening, etc.). **PARTNER**
- e. Encourage the provision of opportunities for non-motorized transportation to all community members, especially those who are low-income, seniors, or experiencing other barriers. **COLLABORATE**
- f. Support the development of and access to pedestrian, bicycle, and park amenities for all community members, especially those who are low-income, seniors, or experiencing other barriers. **COLLABORATE**

### 2. Encourage networks for the full spectrum of healthcare through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to agencies providing healthcare services. **LEAD**
- b. Support increased discharge coordination and planning, improving continuity of physical healthcare and recovery for people leaving hospitals, correctional facilities, and similar situations. **COLLABORATE**
- c. Support options for and affordability of home health care. **COLLABORATE**

- Increase the number of children engaging in a half-hour or more physical activity at least three days a week by 2018 using data collected by the Health District of Northern Larimer County.
- Increase the number of adults engaging in a half-hour or more physical activity at least three days a week by 2018 using data collected by the Health District of Northern Larimer County.
- Increase annual percentage of participants using recreation passes at Northside Atzlan Center and the Senior Center by 2018.

## A.2 INCREASE ACCESS TO HEALTHY FOOD

### 1. Strengthen local food systems through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to healthy food service providers. **LEAD**
- b. Work with City's Planning, Development, and Transportation (PDT) Service Area to ensure the Land Use Code does not unintentionally create food deserts. **COLLABORATE**
- c. Support local food programs that encourage local gardening among diverse neighborhoods and varying demographics. **LEAD**
- d. Partner in programming and ongoing development of local food development initiatives. **LEAD**
- e. Help identify and promote local initiatives addressing food insecurity. **PARTNER**
- f. Support community entities encouraging acceptance of SNAP (Supplemental Nutrition Assistance Program) by all local farmer's markets and CSAs (Community Shared Agriculture). **COLLABORATE**

- Annual amount of fresh produce received at the Food Bank for Larimer County.
- Number of garden plots rented at the Gardens on Spring Creek or at the other City-owned community gardens.
- Annual increase in participation in the Food Cluster by individuals and companies.



# A.3

## SUPPORT INITIATIVES AND PROGRAMS PROMOTING GOOD MENTAL AND BEHAVIORAL HEALTH AND ASSISTING PERSONS WITH MENTAL AND BEHAVIORAL ILLNESS

### 1. Foster increased availability and access to mental and behavioral healthcare through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to mental and behavioral health care service providers and outreach programs as well as providers assisting victims of domestic violence, child abuse, and sexual abuse. **LEAD**
- b. Work with local organizations to ensure 24-hour availability of mental and behavioral health care and treatment. **COLLABORATE**
- c. Encourage and support programs providing mental and behavioral health care for low-income persons and persons experiencing other barriers. **COLLABORATE**
- d. Through education, outreach, partnerships, and collaboration, increase the community's general awareness/acceptance of mental/behavioral health and mental/behavioral illness. **PARTNER**
- e. Support education, outreach, partnerships, collaboration, and prevention/intervention efforts, increasing the community's general awareness regarding substance abuse. **COLLABORATE**
- f. Support increased discharge coordination and planning, improving continuity of mental and behavioral health care and recovery for people leaving hospitals, correctional facilities, and other similar situations. **COLLABORATE**
- g. Support development of halfway housing and permanent supportive housing for persons with mental and behavioral illness. **COLLABORATE**
- h. Partner with other community entities to create a residential treatment facility for people with drug and alcohol addictions. **COLLABORATE**
- i. Support creation and operation of a detox facility in Larimer County. **COLLABORATE**
- j. Partner and coordinate to develop a collaborative effort to build trusting relationships and provide services to the most vulnerable people in our community through a "street outreach program". **PARTNER**
- k. Participate in exploring a coordinated regional approach regarding suicide prevention/intervention. **COLLABORATE**

### 2. Encourage networks for emotional, spiritual, and intellectual well-being through the following City actions:

- a. Work with the City of Fort Collins Wellness Program to support increased programming of more holistic mind/body/spirit wellness models within the City organization. **COLLABORATE**
- b. Support volunteerism networks. **COLLABORATE**
- c. Support work-life balance resource models (example: the Navigator program for confidential, in-house "case managers" for businesses) both internally and community-wide. **PARTNER**
- d. Support programs in the community promoting more holistic wellness models. **PARTNER**

- Approval of planned November 2016 ballot initiative for creation and operation of a detox facility in Larimer County.
- Over five years, 10% increase in number of students reached with drug and alcohol substance abuse intervention efforts or prevention materials, as reported by The Center for Family Outreach, Turning Point, TEAM Fort Collins, and Matthews House.
- Over five years, 10% increase in number of adults reached with drug and alcohol substance abuse intervention efforts or prevention materials, as reported by the Health District of Northern Larimer County.
- Over 5 years, increased employee participation in holistic health programming (mind/body/spirit) offered through the City of Fort Collins Wellness Program.



# Community Wellness

PEOPLE MATTER

## Alignment to the City of Fort Collins Strategic Plan

The City of Fort Collins 2015-2016 Strategic Plan objective (CNL 1.6)—Promote health and wellness within the community. Specific objectives from the plan include:

- Active and healthy lifestyles
- Access to mental and behavioral health services
- Access to healthy food
- Preservation and provision of responsible access to nature
- Engage citizens in ways that educate and change behavior toward more sustainable living practices
- Improve safety and accessibility of all modes of travel including vehicular, pedestrian, and bicycles for all segments of our population
- Improve community involvement, education, and regional partnerships to make our community safer and stronger





## ECONOMIC

### Integration of the Triple Bottom Line

- Emphasizing active living, wellness, and local food production can result in economic benefits, such as reduced health care costs for employees and businesses, and new business opportunities that focus on active lifestyles.

## SOCIAL

- Feeling healthy and well, both physically and mentally, can improve overall quality of life. Providing access and opportunity for all residents, regardless of ability or income, to enjoy the amenities of an active community helps maintain a diverse social environment. In addition, the overall health of the community increases when residents feel connected and engaged.



## ENVIRONMENTAL

- Active lifestyles and local food production foster interaction and appreciation for the natural environment. Increased physical modes of travel will reduce Greenhouse Gas (GHG) emissions from vehicles. There are environmental impacts to health and wellness (e.g., if air quality improves, then it benefits health and wellness).



equity &  
inclusion.

ALL ARE WELCOME





## Challenges

- Identifying what diversity, equity, and inclusion means across different spectrums/contexts
- Resistance to change and/or adaptation
- Fort Collins LGBT Community Center closed
- Lack of mixed-income neighborhoods
- Segregation
- Gentrification

## Data Points

- For the 2014-2015 school year, 77% of students attending Lincoln Middle School were eligible for free and reduced lunch.
- Of those 77% students, 60% were minorities, and 19% experienced mobility constraints.
- Of 321 large global enterprises surveyed in a Forbes study in 2011, 85% agreed that diversity is crucial to fostering innovation in the workplace.
- In 2056, for the first time, the older population, age 65 and over, is projected to outnumber the young, age under 18. (US Census Bureau)

## Our Vision

A welcoming, inclusive community where all residents and visitors feel valued, safe, and connected.

## Our Role

- Support an equitable and adequate social system that ensures access to employment, food, housing, clothing, education, recreational opportunities, a safe and healthy environment, and social services.
- Support equal access to services and seek to avoid negative impact for all people regardless of age, economic status, ability, national origin, race/ethnicity, gender, relationship status, religion, or sexual orientation.
- Support a community where equal opportunities for all people are sought, basic human rights addressed, and basic human needs are met.
- Support initiatives, programs, and events that promote diversity, social equity, and inclusivity.





# Equity & Inclusion

ALL ARE WELCOME

GOALS:

## B.1

PROMOTE AND MAINTAIN A WELCOMING, INCLUSIVE COMMUNITY WHERE PEOPLE FEEL CONNECTED

STRATEGIES:

1. Increase opportunities for awareness and acceptance of all community members through the following City actions:

2. Promote and develop culturally and income diverse neighborhoods through the following City actions:

ACTIONS:

- a. Continue to allocate appropriate City dollars through a funding allocation process to entities that promote diversity and inclusion. **LEAD**
- b. Promote events and programs that recognize and celebrate social and cultural diversity. **PARTNER**
- c. Improve City ranking for LGBT acceptance based on standards created by the Human Rights Campaign. **PARTNER**
- d. Work towards attaining Age-Friendly City designation. **COLLABORATE**
- e. Work with the Human Resources Department to adopt an Equity and Social Justice policy. **PARTNER**
- f. Provide appropriate diversity, inclusion, and social equity trainings for groups within the community (businesses, non-profits, faith communities, service organizations) and within the City organization. **PARTNER**

- a. Expand affordable housing opportunities throughout the city. **LEAD**
- b. Research existing partner and community programs to help inform refugee and immigrant populations of their legal rights and responsibilities; seek opportunities to create programs where none currently exist. **COLLABORATE**
- c. Support neighborhood revitalization projects that embrace diversity and encourage inclusion. **PARTNER**

METRICS:

- An annual increase in affordable housing options.
- Improve our LGBTQIA acceptance ranking by 2020, as measured by Human Rights Campaign (HRC).
- Establish a consistent collection of equity and inclusion trainings in Talent/Reward, with 50% City staff participation by 2020.

## B.2

ENCOURAGE TRANSPORTATION OPTIONS THAT ARE INCLUSIVE TO ALL POPULATIONS

1. Support increased transit service as well as bike trails and sidewalks by supporting Transfort's existing strategic plan through the following actions:

- a. Engage in City Plan/TOD (Transit Oriented Development) Plan updates to address social equity issues. **COLLABORATE**
- b. Engage in development of Bike/Car/Ride share programs. **COLLABORATE**
- c. Advocate expanding bus service to Sunday and later-evening routes. **PARTNER**
- d. Advocate expanding public transportation options for populations with special needs or populations currently not served. **PARTNER**
- e. Work with the City's Planning, Development, and Transportation Service Area and other partners to develop affordable transportation options for low income populations. **PARTNER**
- f. Work with City departments to ensure all community members have access to public transportation options that allow for easier and greater movement throughout the city. **PARTNER**

- Annual increase in number of Dial-A-Ride requests and elderly tickets sold.
- By 2020, increase number of PDT staff who attend diversity trainings.



## B.3 EXPAND THE CITY'S DIVERSITY, INCLUSION AND EQUITY GOALS, WITH AN EMPHASIS ON INTERNAL AND EXTERNAL COMMUNICATIONS, EDUCATION, AND OUTREACH.

### 1. Help create internal policies and goals that promote, enhance, and maintain diversity through the following actions:

- a. Help establish internal equity and social justice policies that maintain a supportive, inclusive City culture. **LEAD**
- b. Develop policies that support inclusion and incorporate diverse viewpoints, with special attention paid to populations at risk of being marginalized. **LEAD**
- c. Develop a City toolkit that cultivates and maintains diversity, inclusion, and equity. **LEAD**
- d. Assist with diversity and inclusion training, both internally and externally. **PARTNER**
- e. Research other municipal best practices for cultivating and maintaining diversity within the organization. **LEAD**
- f. Develop an internal mentoring program for early-career workers. **PARTNER**

- Adoption of a City Equity and Inclusion policy by the City's Executive Lead Team (ELT).
- Increased number of external diversity trainings offered to City employees.
- By 2018, an internal Equity and Inclusion toolkit is adopted.

### 2. Develop education and outreach strategies on a broad range of diversity issues through the following actions:

- a. Support programs that offer diversity education and outreach for all residents. **COLLABORATE**
- b. Develop a strategy that effectively communicates, both internally and externally, the City's diversity policy. **PARTNER**

## B.4 SUPPORT PROGRAMS THAT ENABLE ALL RESIDENTS TO HAVE EQUAL ACCESS AND OPPORTUNITIES TO MEET THEIR BASIC NEEDS.

### 1. Support programs that ensure access and opportunity for all residents to employment, food, housing, clothing, education, recreational opportunities, a safe and healthy environment, and social services through the following actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to service providers. **LEAD**
- b. Support programs that ensure all residents have equal access to services. **LEAD**
- c. Support programs that address basic human rights and needs, and that equally grant residents access to tools and resources to develop their capacity. **LEAD**
- d. Research existing programs to see how culturally disadvantaged youth are being served in the mental health arena, with particular emphasis on using evidence-based and culturally sensitive practices to promote success both at home and in school. **LEAD**

- Maintain funding Competitive Process grantees in the category of Education and Self-Sufficiency.
- Re-establishment of LGBTQIA local organization by 2018.
- Increased number of low-income youth served by mental health providers.



# Equity & Inclusion

ALL ARE WELCOME

## Alignment to the City of Fort Collins Strategic Plan

The City of Fort Collins 2015-2016 Strategic Plan objective (CNL 1.8)—Expand organizational and community knowledge about diversity and embrace cultural differences. Specific objectives from the plan include:

- Promote events and programs that recognize, celebrate, and educate on matters of social and cultural diversity.
- Improve access to, and participation in, City programs and facilities for disadvantaged, underrepresented, minority, and culturally diverse populations.
- In collaboration with others, work towards supporting programs that help foster and maintain an equitable and diverse community.

As Fort Collins becomes increasingly complex, our ability to engage with each other and have a greater understanding of culture, power imbalance, inclusivity, and other inter-relational dynamics are a significant component of creating and maintaining a healthy community. We strive to prepare staff and community members to thrive in this ever-changing environment by addressing barriers to access and opportunity and by enhancing awareness around inclusion and equity issues. In addition, we work to maintain and increase our community's resiliency by helping eliminate barriers to equitable treatment while accommodating and honoring the differences among people.

**INCLUSION**—an intention or policy of including people who might otherwise be excluded or marginalized based on ethnicity, familial status, gender identity, age, marital status, national origin, geographic background, race, religious and spiritual beliefs, sexual orientation, socioeconomic status, disability, or veteran status.

**SOCIAL EQUITY** is described as placing priority upon protecting, respecting, and fulfilling the full range of universal human rights, including those pertaining to civil, political, social, economic, and cultural concerns.



## ECONOMIC

### Integration of the Triple Bottom Line

- Emphasizing diversity and social equity can result in numerous economic benefits, such as improved workforce collaboration, increased creativity and innovation, and the ability to explore and capitalize on different perspectives.

## SOCIAL

- Maintaining a socially equitable Fort Collins helps ensure our community is inclusive, safe, and vibrant and that the basic needs of our residents are met.



## ENVIRONMENTAL

- A more diverse city creates greater environmental sustainability by ensuring all residents enjoy opportunity and access to alternate modes of transportation and denser, mixed-use neighborhoods.



community  
prosperity.  
OPPORTUNITIES FOR ALL





## Challenges

- Rising income disparity and stagnant wages
- Largest rise in employment sectors has been in service and retail
- Skills mismatch
- Barriers/access to employment
- Persistent underemployment
- Increase in outbound commuters
- Shift in labor force demographics (Boomers/Millennials)
- Rising cost of education
- Stagnant incomes
- Rising student debt
- Disproportionate unemployment by education level
- Housing affordability concerns
- Increasing friction between homeless, panhandlers, and businesses.

## Data Points

- 55% of persons living in poverty in Fort Collins work
- 36% of single mothers in Fort Collins live in poverty
- 18% of single fathers in Fort Collins live in poverty
- In 2013, Rocky Mountain Innosphere, Inc. client companies raised \$35 million and created nearly 300 jobs
- In Fort Collins, 48% of residents hold a college degree and 14% of residents hold a doctoral degree

## Our Vision

All community members have access to resources for stability and self-sufficiency.

## Our Role

The City can play an important role in removing barriers and increasing access to opportunities. The Social Sustainability Department provides funding, policies, and partnerships to increase community prosperity. As community needs are met through programming, policies, and partnerships, community members are then able to experience the stability necessary to gain self-sufficiency.

- Address the root causes and impacts of poverty and homelessness.
- Provide funding for programs that meet individual basic needs that, in turn, provide a safety net fostering stability.
- Provide funding for programs that increase opportunities for individuals to become self-sufficient.
- Ensure appropriate policies are in place to support self-sufficiency and stability programs.
- Increase opportunities for workforce development.
- Help remove barriers to employment.
- Support efforts of the City's Economic Health Department to expand employment opportunities and workforce preparedness.
- Ensure alignment with Homeward 2020 ten-year plan, goals, and priorities, to make homelessness rare, short-lived, and non-recurring.
- Support and assist with disaster response and recovery efforts.

Note: This plan recognizes the significant efforts and focus of the Economic Health Office (EHO) in addressing community prosperity. The goals described under this theme represent one end of a spectrum of efforts related to community prosperity. As such, the actions suggested in this plan are intended to complement the work of EHO. The success of the plan relies on success of the EHO strategic plan and efforts and vice versa.



# Community Prosperity

OPPORTUNITIES FOR ALL

GOALS:

## C.1 CLOSE SKILLS GAP AND INCREASE CAREER PATHWAYS IN THE COMMUNITY

## C.2 SUPPORT EARLY AND SECONDARY EDUCATION TO IMPROVE OPPORTUNITIES FOR LIFE SUCCESS

STRATEGIES:

**1. Create alignment between employers, workforce assistance and development entities, and educational institutions regarding workforce needs through the following City actions:**

**1. Continuing support of childcare and early childhood education through the following City actions:**

**2. Support supplemental educational programs for children and youth through the following City actions:**

ACTIONS:

- a. Continue to allocate appropriate City dollars through a funding allocation process to workforce development and education. **LEAD**
- b. Partner with City programs and the business community to promote socially sustainable employment practices. **COLLABORATE**
- c. Encourage City departments to identify and support workforce needs and training, and encourage low-income participants. **COLLABORATE**
- d. Work with workforce assistance and development entities to increase job-readiness. **COLLABORATE**
- e. Support education providers in offering vocational training. **COLLABORATE**
- f. Aid in developing an employer network for former offenders. **COLLABORATE**
- g. Support community initiatives and programs promoting career pathways. **COLLABORATE**

- a. Continue to allocate appropriate City dollars through a funding allocation process to agencies supporting childcare and early childhood education. **LEAD**
- b. Promote early childhood education initiatives and programs. **PARTNER**
- c. Support local schools and other organizations' initiatives, curriculum, and programs aimed at improving early elementary (through 3rd grade) reading scores. **PARTNER**

- a. Continue to allocate appropriate City dollars through funding allocation process to child and youth services. **LEAD**
- b. Encourage collaborative events that promote supplemental education program. **COLLABORATE**

METRICS:

- By 2020, a five percent increase from 2015 data, in the number of individuals participating in training and re-training programs, as reported by the Larimer County Workforce Center.
- By 2020, a reduction in the percentage of unemployed persons from the 2015 U.S. Department of Labor report.

- Increased participation in childhood and youth education programs.
- Increased third grade reading scores.
- Increased graduation rates.



**C.3 SUPPORT PROGRAMS AND INITIATIVES PROVIDING RESIDENTS WITH AFFORDABLE, QUALITY CAREGIVING SERVICES.**

**1. Support programs providing caregiving services (people with disabilities, eldercare, dependents, etc., who need specialized care) through the following City actions:**

- a. Continue to allocate appropriate City dollars through a funding allocation process to programs providing caregiving services. **LEAD**
- b. Encourage programs providing for the safety and protection of vulnerable citizen populations, such as children, people with disabilities, people who are homeless, and seniors. **COLLABORATE**

- By 2020, a decrease in the number of incidents of abuse reported to Larimer County Adult Protective Services from the number of reported incidents for 2014.
- By 2020, an increase in the total number of subsidized infant and childcare slots in Fort Collins, as reported by Teaching Tree and the Family Center/ La Familia, as compared to reported 2014 data.

**C.4 SUPPORT AREA FINANCIAL LITERACY INITIATIVES**

**1. Support efforts in various sectors to provide financial literacy tools in order to increase personal and household financial stability and self-sufficiency through the following City actions:**

- a. Continue to allocate appropriate City dollars through a funding allocation process to agencies providing financial literacy initiatives. **LEAD**
- b. Support the Human Resources Department's efforts within the City organization towards financial literacy support. **COLLABORATE**
- c. Support community initiatives and programs focused on financial literacy. **COLLABORATE**
- d. Advocate for continuing and increased financial literacy curriculum in secondary and post-secondary school systems. **COLLABORATE**

- Annual increase in number of persons successfully completing financial literacy curriculum through programs offered by GreenPath and Neighbor to Neighbor, as compared to 2014 data.
- By 2020, increase in the number of middle and high school students successfully completing financial literacy curriculum through Poudre School District compared to 2014.

**C.5 BALANCE LAND USES TO SUPPORT A HEALTHY ECONOMY**

**1. Maintain a mix of land uses supporting the retention and expansion of businesses while encouraging a broad mix of residential housing options through the following City actions:**

- a. Work with City departments to prioritize redevelopment projects that include a mix of compatible land uses, and, when appropriate, include affordable housing options and transit options for all. **COLLABORATE**
- b. Work with the City's Planning, Development, and Transportation Service Area to develop and maintain an inventory of available sites for affordable housing developments. **PARTNER**
- c. Work with City departments to assess land use policies and regulations to ensure support of desired development patterns. **PARTNER**

- Average home price and average rent rate.
- Vacancy rate – affordable housing, rentals, apartments.
- Housing Opportunity Index (HOI) trends.



# Community Prosperity

OPPORTUNITIES FOR ALL

## Alignment to the City of Fort Collins Strategic Plan

The City of Fort Collins 2015-2016 Strategic Plan objective (CNL focus area)— Address the impact of increasing poverty and homelessness.



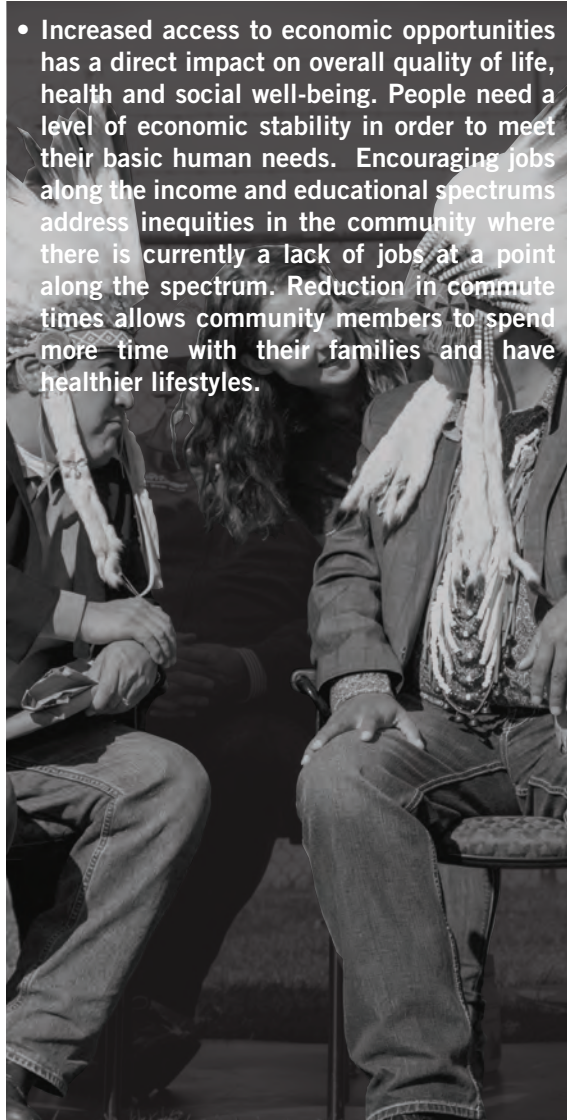
## ECONOMIC

### Integration of the Triple Bottom Line

- Economic growth and overall community prosperity are dependent on a well-trained and workforce-ready population. Enhancing the available local workforce by understanding the skills gap and enhancing training opportunities supports the success of local employers.

## SOCIAL

- Increased access to economic opportunities has a direct impact on overall quality of life, health and social well-being. People need a level of economic stability in order to meet their basic human needs. Encouraging jobs along the income and educational spectrums address inequities in the community where there is currently a lack of jobs at a point along the spectrum. Reduction in commute times allows community members to spend more time with their families and have healthier lifestyles.



## ENVIRONMENTAL

- The availability of additional jobs, especially across the entire income and educational spectrums, can reduce commuting patterns.



housing.  
A PLACE TO CALL HOME



# community wellness. equity & inclusion. community prosperity. housing.



## Challenges

- Escalating housing prices
- Limited range of housing types
- Lack of sufficient affordable housing
- Limited housing availability that can accommodate the needs of persons with disabilities, seniors, and persons earning low wages and living in poverty
- Housing affordability and availability for workforce and middle class individuals and households
- Negative impacts to economic vitality and social well-being for households that are housing cost burdened
- Increasing friction between homeless, panhandlers, and businesses

## Data Points

- Approximately 8,000 households are housing cost burdened (HUD Consolidated Plan 2015-2019)
- Current affordable housing inventory constructed utilizing affordable housing programs is 5% of City's total housing inventory
- Medium home price is escalating faster than the area median income (Wells Fargo Housing Opportunity Index)
- Decline in construction of condos and townhomes causing lack of choice

## Our Vision

All citizens have access to quality housing that is affordable to them and meets their needs.

## Our Role

The City plays an important role facilitating the supply of affordable housing, including allocating local, state, and federal funding to housing providers, setting policies and regulations, and coordinating with housing developers and initiatives. In addition, the City can:

- Ensure that policies, land use regulations, and other activities are aligned to mitigate the imbalance of our housing supply with the community's needs.
- Work collaboratively with community partners to address the challenges of homelessness.
- Partner with housing developers to ensure an adequate supply of housing, particularly for workforce and affordable housing.
- Partner to meet the changing needs of seniors.
- Provide funding for housing development and assistance programs that address critical housing needs.
- Work with City departments on planning models that integrate socioeconomic levels into housing.





GOALS:

STRATEGIES:

METRICS:

## D.1

### INCREASE HOUSING OPPORTUNITY

#### 1. Increase the supply of affordable rental housing through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to affordable housing providers. **LEAD**
- b. Explore revising City incentives and fee waivers for building affordable housing. **LEAD**
- c. Conduct landlord outreach promoting affordable housing. **PARTNER**
- d. Create disposition strategy for the City's Land Bank program. **LEAD**

#### 2. Increase opportunities to obtain affordable homeownership through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to affordable housing providers. **LEAD**
- b. Continue providing down payment assistance to first time homebuyers through the City's Homebuyer Assistance (HBA) Program. **LEAD**
- c. Promote HBA program through marketing and education to increase the number of loans made to first time homebuyers. **LEAD**
- d. Initiate conversations with community partners regarding development of employer assisted housing or other workforce housing programs. **LEAD**
- e. Explore revising City incentives and fee waivers for affordable housing. **PARTNER**
- f. Explore Land Use Code changes to encourage accessory dwelling units. **PARTNER**
- g. Explore fee balancing to encourage smaller homes. **PARTNER**
- h. Investigate infrastructure improvements that could make land more affordable to develop. **PARTNER**
- i. Explore remedies to state level construction defects litigation. **PARTNER**
- j. Explore opportunities associated with innovative small homes. **PARTNER**

- Increase the percentage of housing inventory built from 5% to 6% utilizing affordable housing programs.
- Continued Housing Opportunity Index (HOI) ranking in the top third of the Western Region.
- Increase number of loans to first time homebuyers in the HBA program by 50%.





## D.2 SUPPORT HOUSING STABILITY

### 3. Advocate for affordable housing options for special populations through the following City actions:

- a. Partner with housing providers to increase the inventory and availability of affordable housing for special populations, such as seniors, people with disabilities, veterans, and former felons. **PARTNER**
- b. Facilitate discussions with community partners to assist in identifying housing needs of special populations. **LEAD**
- c. Improve data gathered related to homelessness services (Homelessness Management Information System). **PARTNER**
- d. Provide Fair Housing education and outreach to housing providers. **LEAD**
- e. Work with City departments to explore occupancy policy. **PARTNER**
- f. Advocate for housing and associated supportive services for people with special needs. **PARTNER**

### 1. Provide support to prevent housing displacement through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation processes to rental assistance and housing counseling programs. **LEAD**
- b. Explore opportunities to partner with utility providers and other vendors to decrease overall housing costs for low- and moderate-income residents. **PARTNER**
- c. Assist low- and moderate-income homeowners in improving the energy efficiency and resiliency of their homes. **PARTNER**
- d. Support financial literacy. **PARTNER**
- e. Support initiatives and programs designed to promote aging in place. **PARTNER**
- f. Implement selected strategies outlined in the Affordable Housing Relocation Displacement Mitigation Strategies Report. **LEAD**

### 2. Provide support to maintain or improve the health of the housing system through the following City actions:

- a. Continue to allocate appropriate City dollars through a funding allocation process to affordable housing providers. **LEAD**
- b. Provide education and awareness, internally and externally, of the barriers and complications encountered by vulnerable populations. **LEAD**
- c. Continue conversations with community partners regarding the health of the housing continuum. **PARTNER**

- Number of households participating in the City's income qualified electric rate program (Fort Collins Utilities Department).
- Decrease in the number of reported foreclosures (Larimer County Records).



## Alignment to the City of Fort Collins Strategic Plan

The City of Fort Collins 2015-2016 Strategic Plan objective (CNL 1.1)—Improve access to a broad range of quality housing that is safe, accessible, and affordable. Specific objectives from the plan include:

- Implement indoor air quality improvement initiatives.
- Opportunities for redevelopment, revitalization, and growth in targeted areas.

A housing market is considered to be socially sustainable if characterized by both equity and diversity—that is, if it provides opportunities for all residents and offers housing options that accommodate a diverse set of incomes, preferences, and life stages. Fort Collins has implemented many outstanding programs to address housing needs—yet challenges still exist.



## ECONOMIC

### Integration of the Triple Bottom Line

- A mix of housing options throughout the community accommodates residents of all income levels, near places of work, childcare, schools, and other services.

## SOCIAL

- Housing options provide opportunities for citizens to be self-sufficient and to live, work and travel within the community. This allows them to more fully participate in the social fabric of the community in which they live and work.



## ENVIRONMENTAL

- A socially sustainable housing market is strongly related to environmental health. Compact development patterns help protect and maintain important habitat and open areas. High-performing housing reduces living costs and helps divert waste and conserve water, energy, and other environmental resources. Lastly, housing located near transportation options helps reduce carbon emissions, reduce impacts on climate change, and improve air quality.

# Glossary of Terms

**Accessible.** Easy to approach, reach, speak with, or use.

**Accessory Dwelling Units.** A second small dwelling unit located on the same lot as a primary residential dwelling unit.

**Age Friendly City.** A designation through the World Health Organization (WHO): a “key strategy to facilitate the inclusion of older persons is to make our world more age-friendly. An age-friendly world enables people of all ages to actively participate in community activities and treats everyone with respect, regardless of their age. It is a place that makes it easy for older people to stay connected to people who are important to them. And it helps people stay healthy and active even at the oldest ages, and provides appropriate support to those who can no longer look after themselves.” (Source: World Health Organization web site)

**Childcare.** The care or supervision of another’s child; day-care center.

**Community Prosperity.** A community where all members have access to have their basic needs met and opportunity to improve their quality of life.

**Community Shared Agriculture (CSA, sometimes known as Community Supported Agriculture).** In North America, an alternative locally based economic model of agriculture and food distribution. A CSA also refers to a particular network or association of individuals who have pledged to support one or more local farms, with growers and consumers sharing the risks and benefits of food production. CSU members or subscribers pay at the onset of the growing season for a share of the anticipated harvest. Once harvesting begins, they receive weekly shares of vegetables and fruit, and sometimes other products.

**Compact Development Patterns.** Refers to a development approach in which single-family or multifamily homes are built at relatively higher densities that maximize the use of land by accommodating a greater level of development on a given parcel.

**Culturally Disadvantaged Youth.** Youths whose surroundings inhibit their societal development and the growth and expansion of their intelligence.

**Denser Mixed-Use Neighborhoods.** Higher density neighborhood that blends a combination of residential, commercial, cultural, institutional, or industrial uses, where those functions are physically and functionally integrated, and that provides pedestrian connections.

**Detox Facility.** Facility that offers drug and alcohol detoxification treatment including evaluation, stabilization, and comprehensive inpatient and outpatient services.

**Disadvantaged Youth (also referred to as at-risk youth).** Persons, usually between 13 and 21 years of age, who lack significant support and life resources (examples: financial, social, physical, familial, mental, emotional) in overcoming barriers to successful navigation into adult self-sufficiency. Often, this population has experienced family/social abuse, neglect, and/or disenfranchisement. Addiction issues and other high-risk behaviors may be present.

**Diverse.** Various kinds or forms, including representation from more than one social, cultural, or economic group.

**Disadvantaged Populations.** Lacking some or many of the basic necessities of life, such as adequate housing, medical care and educational opportunities and/or facilities.

**Discharge Coordination and Planning.** Careful planning and coordination of appropriate entities serving people being discharged from local institutions including hospitals, medical centers, detention centers/jail, etc.

**Early Education (includes Early Childhood Education as a subset).** For the purposes of this plan, education and support initiatives focused on children ranging in age from 0 years through second grade. Moreover, early childhood education: refers to education and support efforts around children 0-5 years of age who have not entered a formal primary education system. The second subset includes education efforts focused on students in kindergarten through second grade, especially in the test preparation areas, such as literacy. This component also encompasses initiatives, curriculum, and programs designed to support the overall life success of a child (example: nutrition and health programs).

**Education.** The act or process of imparting or acquiring general knowledge, developing the powers of reasoning and judgment, and generally of preparing oneself or others intellectually.

**Equitable.** Characterized by equity or fairness; just and right; fair; reasonable.

**Fee Waivers.** Waiving or forgiving of certain development fees.



**Financial Literacy.** The set of skills and knowledge that allows an individual to make informed and effective decisions with their financial resources.

**Food Deserts.** An area in which many residents cannot easily get to stores that sell affordable, healthful foods.

**Food Insecurity.** An economic and social condition of limited or uncertain access to adequate food.

**Gentrification.** The buying and renovation of homes and businesses in deteriorated urban neighborhoods by upper- or middle-income families or individuals, thus improving property values but potentially displacing low-income families and small businesses.

**Greenhouse Gas (GHG) Emissions.** The adding of greenhouse gases (including carbon dioxide, methane, nitrous oxide, and fluorinated gases) into the atmosphere.

**Halfway Housing.** A transitional housing option.

**Health.** The general soundness of body or mind; freedom from disease or ailment.

**Healthy Food Options.** The USDA recommends making at least half of the grains consumed whole grains, varying your vegetables, focusing on fruit, eating lean proteins, including calcium-rich foods, and finding balance between food and physical activity.

**Homelessness.** Lack of permanent housing.

**Homeward 2020.** A Colorado nonprofit corporation created to make homelessness rare, short-lived, and non-recurring in the Fort Collins community through its 10-Year Plan.

**Housing.** Permanent dwelling unit, either rental or owner-occupied.

**Housing Continuum.** The housing continuum is comprised of housing options meeting a full spectrum of individual and household needs. It encompasses components such as emergency shelter, transitional housing (6-24 months), housing for different populations of community members, and permanent housing.

**Housing Opportunity Index (HOI).** The share of homes sold in an area that would have been affordable to a family earning the local median income.

**Income Disparity.** An unequal distribution of household or individual income across the various participants in an economy.

**Infrastructure.** The basic, underlying framework or features of a system. The fundamental facilities and systems serving the city, transportation and communications, utilities, and public education.

**Land Bank Program.** The City of Fort Collins owns five parcels totaling about 50 acres of land for future development. The program is designed to encourage the City to purchase land with development impediments and hold the land for between 5 and 15 years in the expectation that at least some of these impediments will have been removed by market rate development. When the time is right, land will be sold or otherwise provided to a developer for the production of rental and/or for sale affordable housing. Any revenue generated from the sale of a land bank asset will be used to purchase more land bank properties.

**Legally Protected Classes.** The Colorado Civil Rights laws were written to protect groups of people who historically have been or who might be discriminated against. These protected classes include: Disability, Race, Color, National Origin, Ancestry, Sexual Orientation, Sex (includes pregnancy), Creed, Religion (employment and housing only), Age (employment only), Marriage to a Co-worker (employment only), Marital Status (housing and public accommodations only), and Familial Status (housing only).

**LGBTQIA.** Abbreviation for lesbian, gay, bisexual, transgender, questioning (or queer), intersex, and asexual (or ally). While not exhaustive, this abbreviation is often used to represent the community as a whole. The Q can refer to those who are questioning their sexual or gender orientation. Similarly, the A can refer to individuals who identify as asexual or as allies to the LGBT community.

**Marginalized Populations.** People placed in a position of marginal importance, influence, or power.

**Mental and Behavioral Health.** Psychological well-being or absence of a mental disorder, it is the state of someone who is functioning at a satisfactory level of emotional and behavioral adjustment. According to World Health Organization (WHO) mental health includes subjective well-

being, perceived self-efficacy, autonomy, competence, intergenerational dependence, and self-actualization of one's intellectual and emotional potential. WHO further states that the well-being of an individual is encompassed in the realization of their abilities, coping with normal stresses of life, productive work and contribution to their community. However, cultural differences, subjective assessments, and competing professional theories all affect how "mental and behavioral" health is defined. A person struggling with behavioral health may face stress, depression, anxiety, relationship problems, grief, addiction, learning disabilities, mood disorders, and other psychological concerns.

**Multimodal Transportation System.** Transportation system that considers and includes various modes (such as walking, cycling, automobile, public transit) and connections among modes.

**Navigator Program.** Program to assist employees and give them a confidential way to seek help and support to overcome various life barriers that could impact their work.

**Neighborhood Revitalization.** Investment in a neighborhood in order to improve the physical condition of the neighborhood.

**Outbound Commuters.** People who live in a community who commute out of that community for employment.

**People with Disabilities.** Federal laws define a person with a disability as "Any person who has a physical or mental impairment that substantially limits one or more major life activities; has a record of such impairment; or is regarded as having such impairment."

**Permanent Supportive Housing.** Permanent supportive housing is decent, safe, affordable, community-based housing that provides tenants with the rights of tenancy and links to voluntary and flexible supports and services for people with disabilities who are experiencing homelessness. Permanent supportive housing is a proven, effective means of reintegrating chronically homeless and other highly vulnerable homeless families and individuals with psychiatric disabilities or chronic health challenges into the community by addressing their basic needs for housing and providing ongoing support.

**Poverty.** The extent to which an individual, organization, or community does without resources, which include: financial, emotional, mental, spiritual, physical, support systems and relationships/role models.

**Redevelopment.** Rebuilding of an urban residential or commercial area.

**Residential Treatment Facility.** Live-in health care facility providing therapy for substance abuse, mental illness, or other behavioral problems.

**Responsible Access to Nature.** A connected open space network accessible to the entire community that provides a variety of experiences and functional habitat for people, plants, and wildlife.

**Rocky Mountain Innosphere (RMI).** The Rocky Mountain Innosphere is a 501c3 non-profit corporation formed to accelerate the success of high-impact scientific and technology startup companies and promote the development of a regional entrepreneurial ecosystem in Northern Colorado.

**Safe and Accessible Housing.** Housing that is easy to use by all, including people with disabilities, and meets habitation and sanitation standards.

**Secondary Education.** Education in a formal setting provided for students in the seventh through twelfth grades.

**Self-Sufficiency.** Able to supply one's own needs without external assistance.

**Six Dimensions of Wellness.** The National Wellness Institute defines wellness as an active process through which people become aware of, and make choices toward, a more successful existence. The six dimensions developed by Dr. Bill Hettler include physical, emotional, intellectual, spiritual, occupational, and social.

**Supplemental Nutrition Assistance Program (SNAP).** Program offered by the United States Department of Agriculture Food and Nutrition Service that offers nutrition assistance to millions of eligible, low-income individuals and families and provides economic benefits to communities.

**Social Sustainability.** Integrated with economic and environmental sustainability as part of the triple bottom line, social sustainability is concerned with such topics as: social equity, livability, health equity, community development, social capital, social support, human rights, placemaking, social responsibility, social justice, cultural competence, community resilience, and human adaptation.



**Socially Sustainable Employment Practices.** Characterized by practices, work cultures, and processes that enable individuals to be productively employed in jobs that sustain positive psychological and economic well-being on and off the job. Additionally, business practices that contribute to the greater social good of the community (examples: mentoring programs for low-income individuals or youth, “adopting” a non-profit partner).

**Socioeconomic.** Refers to an individual’s or group’s position within a hierarchical social structure. Socioeconomic status depends on a combination of variables, including occupation, education, income, wealth, and place of residence.

**Special Populations.** A group(s) of vulnerable, often disadvantaged community members who may experience additional barriers to – or need support for – the basic functions of everyday living and access to and opportunity for community amenities and services. Populations most often cited include: persons with disabilities, at-risk youth, persons experiencing homelessness, and the elderly.

**Supportive Services.** Services needed to increase chances of success including healthcare, housing counseling, childcare, financial planning, daily living, transportation, etc.

**Sustainable Living Practices.** A lifestyle that attempts to reduce an individual’s or society’s use of natural resources and personal resources. This is often done by altering methods of transportation, energy consumption, and diet.

**Sustainability.** To systematically, creatively, and thoughtfully utilize environmental, human, and economic resources to meet our present needs and those of future generations without compromising the ecosystems on which we depend. The City’s Sustainability Services Area (SSA) consists of Environmental Services, Economic Health, and Social Sustainability.

**The Sister Mary Alice Murphy Center for Hope.** The Murphy Center provides support for people who are either on the brink of homelessness or currently without a permanent place to live. It is a place for anyone who is ready to make important changes to overcome crisis, but who need help doing so. The mission is measured one person and one family at a time by equipping people with the support they need to achieve stability and long-term self-sufficiency.

**SummitStone Health Partners.** Local mental and behavioral health provider with the purpose of transforming lives through recovery, renewal, and respect. Their mission is to provide unsurpassed behavioral health prevention, intervention, and treatment services in Larimer County.

**Transit Oriented Development (TOD).** Transit-oriented development is a pattern of development characterized by a mix of uses surrounding a transit station, where streets have a high level of connectivity, blocks are small, and buildings and uses cater to pedestrians. The purpose is to make access to and from the transit station walkable and accessible in an environment that is human-scaled, and provides for a mix of compatible and complementary land uses which facilitate transit ridership.

**Underrepresented Populations.** Populations usually represented in numbers that are disproportionately low.

**Vacancy Rate.** The vacancy rate is a numerical value calculated as the percentage of all available units in a rental property, such as an apartment complex, that are vacant or unoccupied at a particular time.

**Vulnerable Populations.** Describes people who may be vulnerable such as people with disabilities, people who are homeless, and senior citizens.

**Wellness.** The National Wellness Institute defines wellness as an active process through which people become aware of, and make choices toward, a more successful existence.

**Workforce Development.** An economic development approach that attempts to enhance economic stability and prosperity by focusing on people rather than businesses (e.g. a human resources strategy). Workforce development has evolved from a problem-focused approach, addressing issues such as low-skilled workers or the need for more employees in a particular industry, to a holistic approach considering participants’ many barriers and the overall needs of the region.

**Workforce Housing.** Workforce housing can refer to any form of housing, including ownership of single or multi-family homes, as well as occupation of rental units. Workforce housing is generally understood to mean affordable housing for households with earned income that is insufficient to secure quality housing in reasonable proximity to the workplace.

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