

Demystifying Social Equity in Sustainability – Where Research Meets the Road

September 15, 2014



Agenda

1. Presentation of research findings on local government, social equity, and sustainability (Jim Svava)
2. Case Study: City of Fort Collins, Colorado (Jeff Mihelich)
3. Case Study: City of Durham, North Carolina (Tom Bonfield)
4. Q & A

About our speakers



Jim Svara

*Visiting Professor, UNC-Chapel Hill
Emeritus Professor, Arizona State University*



Jeff Mihelich

Deputy City Manager, City of Fort Collins, Colorado



Tom Bonfield

City Manager, City of Durham, North Carolina

Advancing Social Equity Goals to Achieve Sustainability

Jim Svara

Visiting Professor, University of North Carolina

Emeritus Professor, Arizona State University

ICMA Conference Presenter



Definitions of Sustainability: U.N. Brundtland Commission (1987)

“Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” - **Implicit reference to equity particularly intergenerational.**

Rio Earth Summit (1992)-Agenda 21

Explicit references to equity:

“Humanity stands at a defining moment in history. We are confronted with a perpetuation of **disparities between and within nations, a worsening of poverty, hunger, ill health and illiteracy**, and the continuing deterioration of the ecosystems on which we depend for our well-being. However, integration of environment and development concerns and greater attention to them will lead to the **fulfillment of basic needs, improved living standards for all**, better protected and managed ecosystems and a safer, more prosperous future” (UN 1993, 12).

Sustainability & Social Equity

“Sustainability is the ability of communities to consistently thrive over time as they make decisions to improve the community today without sacrificing the future.” – ICMA

An integrated approach to sustainability includes environmental, economic, and equity components:

- costs and benefits of environmental and economic policy decisions are fairly distributed
- all members of the community have access to opportunities that improve their quality of life

Sustainability= the three “e’s” or triple bottom line.

Attention to Sustainability in Local governments

- *Taking Sustainable Cities Seriously*, Kent Portney in 2003
- Sustainlane - rating of activities in the fifty largest cities in 2004 .
- U.S. Conference of Mayors - endorsed the Mayors Climate Protection Agreement In 2005. Signees 141 in 2005 to 1060 currently.

Social equity

- Redressing injustices and remediating damages that were previously incurred
- Incorporation of all segments of the community in the political process
- Expanding opportunity and promoting equal **access** to public services, equal **service quality**, **procedural fairness**, and striving for **equal outcomes** in areas like education, health, and employment.
- Protection from disruptive effects of development.

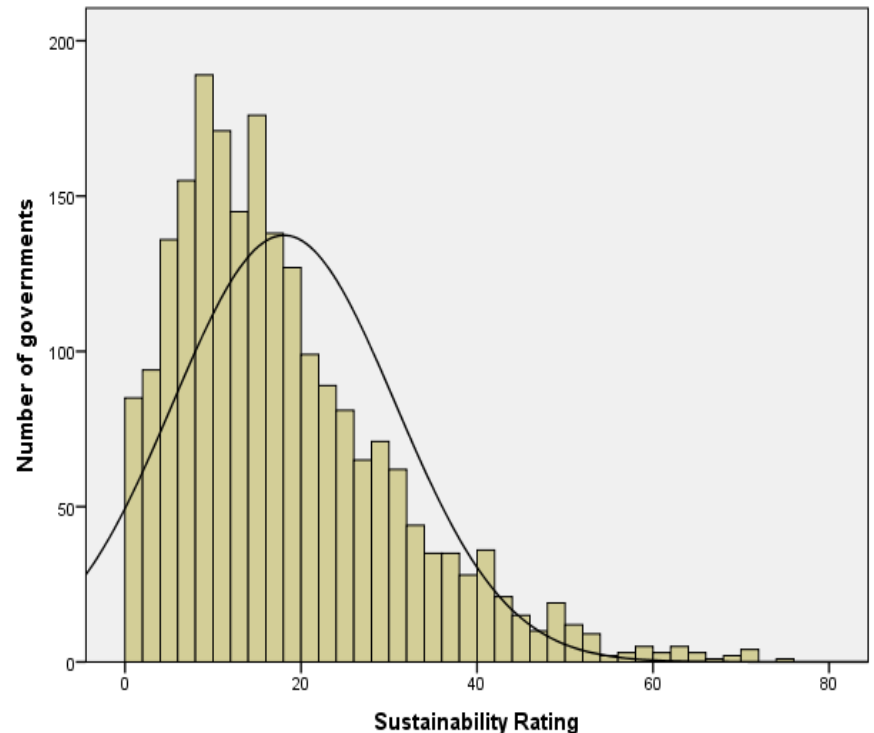
2010 ICMA Sustainability Survey

- National survey of 8,569 local governments (pop. 2,500+)
- 25% response rate (2,176 local governments responded)
- Triple bottom line policy priorities
 - 85% of respondents said **economy** was a priority
 - 70% of respondents called **energy conservation** a priority; **62%** considered the **environment** a priority (only 19% assigned priority to **climate change**)
 - **Social justice**—38% considered it a priority although support for **housing for all** was higher (48%)

2010 ICMA Sustainability Survey

- 100+ activities in 12 major categories including recycling, water quality, transportation, vehicles and lighting, and social inclusion.
- Unlike typical distribution in diffusion of innovations, adoptions of sustainability measures is skewed toward the low end. Not a bell-shaped curve with most in the middle.

Local Governments Arranged by the Level of Sustainability Action



Factors related to sustainability adoptions

- **+Form of government:** council-manager
- **+Western states**
- **+Higher population**
- +Younger population
- +Education level
- -Income
- +Housing value
- +White population percent

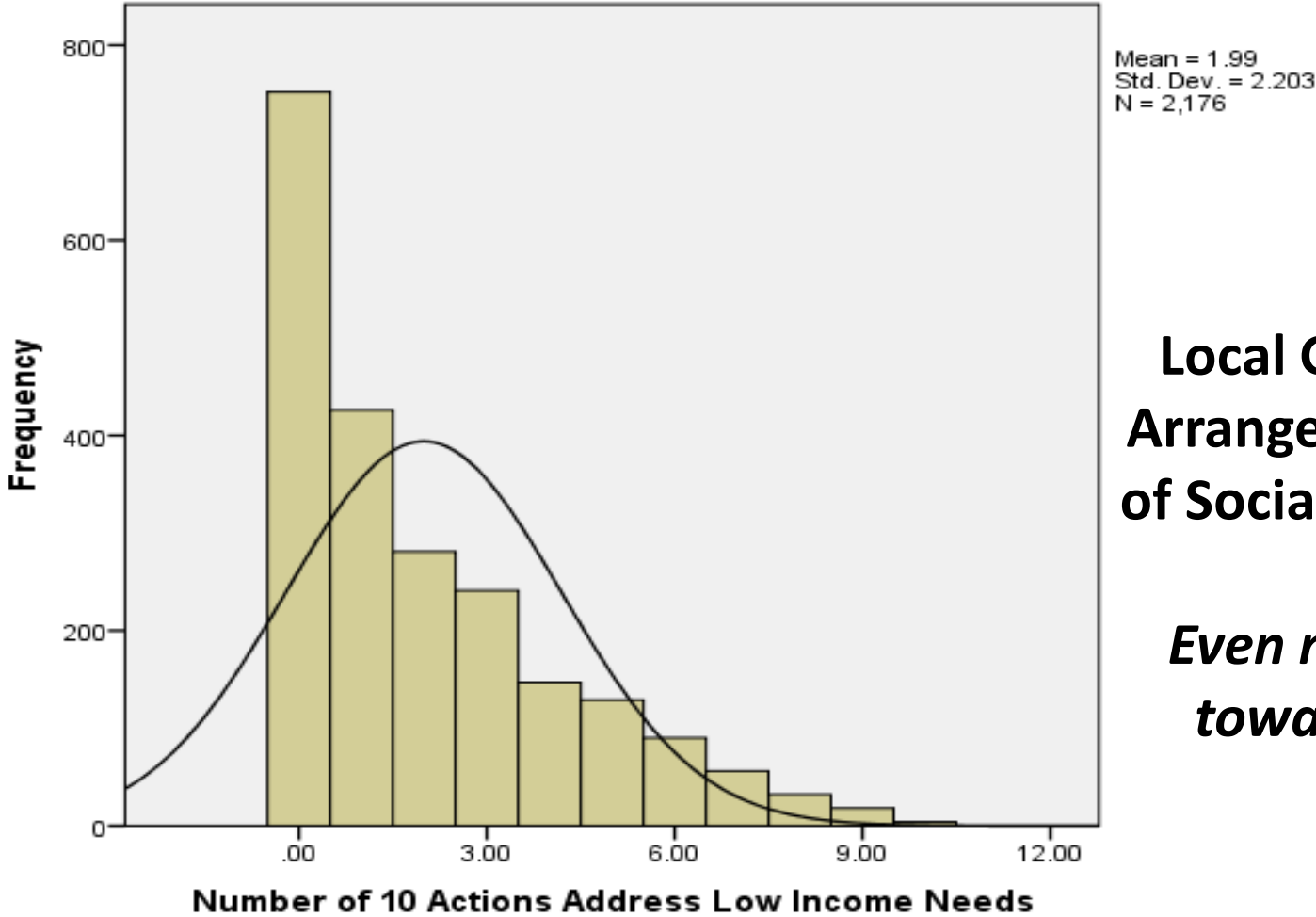
Demographic and SES characteristics make a difference, but not a substantial one.

Expanded Social Equity Index

| Activities | % Adopting |
|--|------------|
| Financial support/incentives for affordable housing | 33 |
| Energy reduction programs targeted specifically to assist low-income residents | 8 |
| Transportation programs targeted specifically to assist low-income residents | 21 |
| Provide access to information technology for persons without connection | 27 |
| Provide housing options for the elderly | 27 |
| Provide housing within your community to homeless persons | 10 |
| Provide supportive housing to people with disabilities | 15 |
| Expand bus routes | 22 |
| Provide funding for pre-school education | 12 |
| Provide after-school programs for children | 26 |
| Mean number of 10 activities | 2.0 |

Adoptions related to social equity

Histogram



**Local Governments
Arranged by the Level
of Social Equity Action**

*Even more skewed
toward low end.*

Differences based on variation in equity

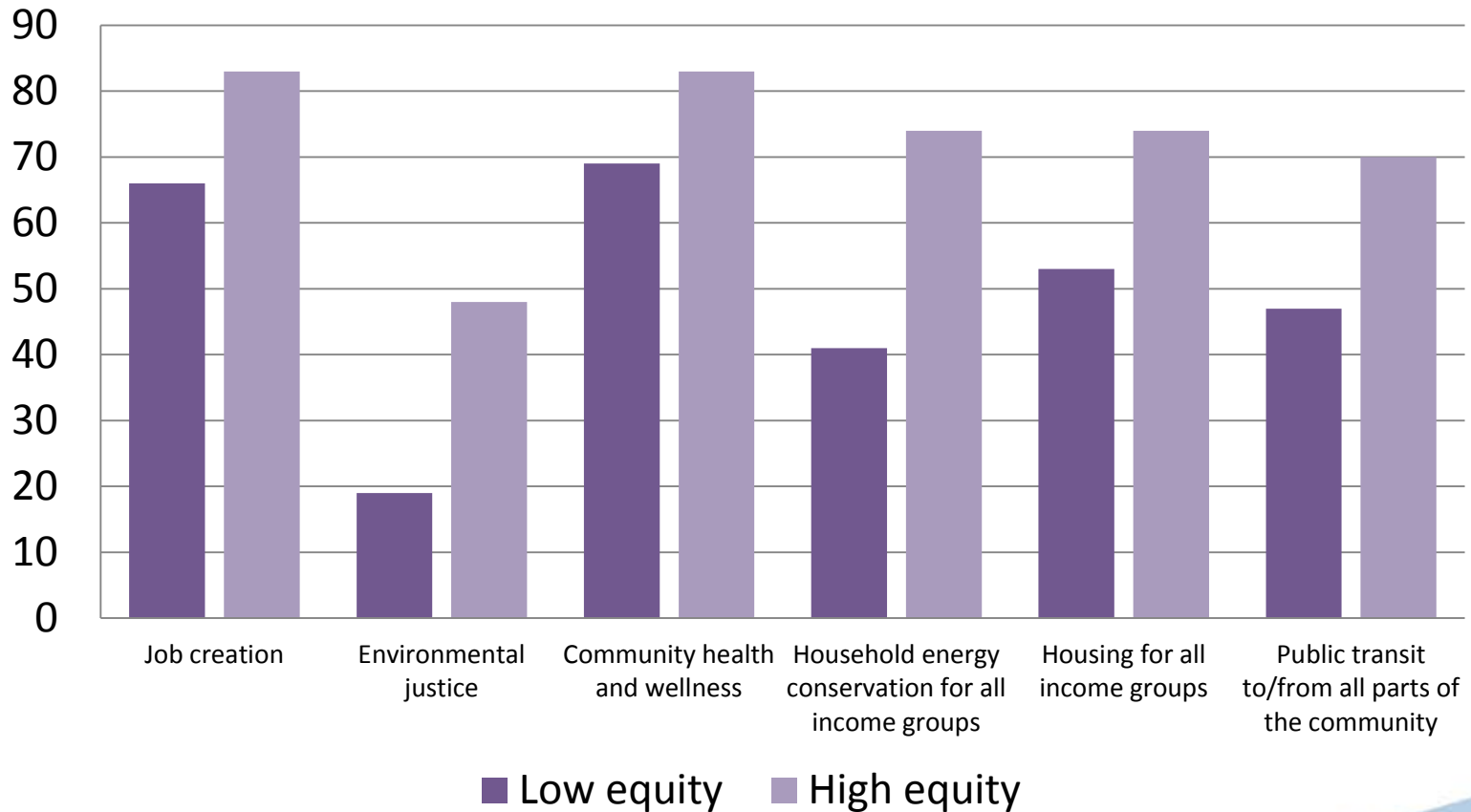
- When comparing governments that are high on sustainability but differ on equity, high-equity governments have—
 - Higher minority population (30% vs. 23%)
 - Higher poverty rate (17 vs. 12%)
 - Lower education and income
 - Lower housing value and home ownership
- Still, differences are modest. Low equity governments have needs that are not being addressed.

Methodology – 2012 SE Survey

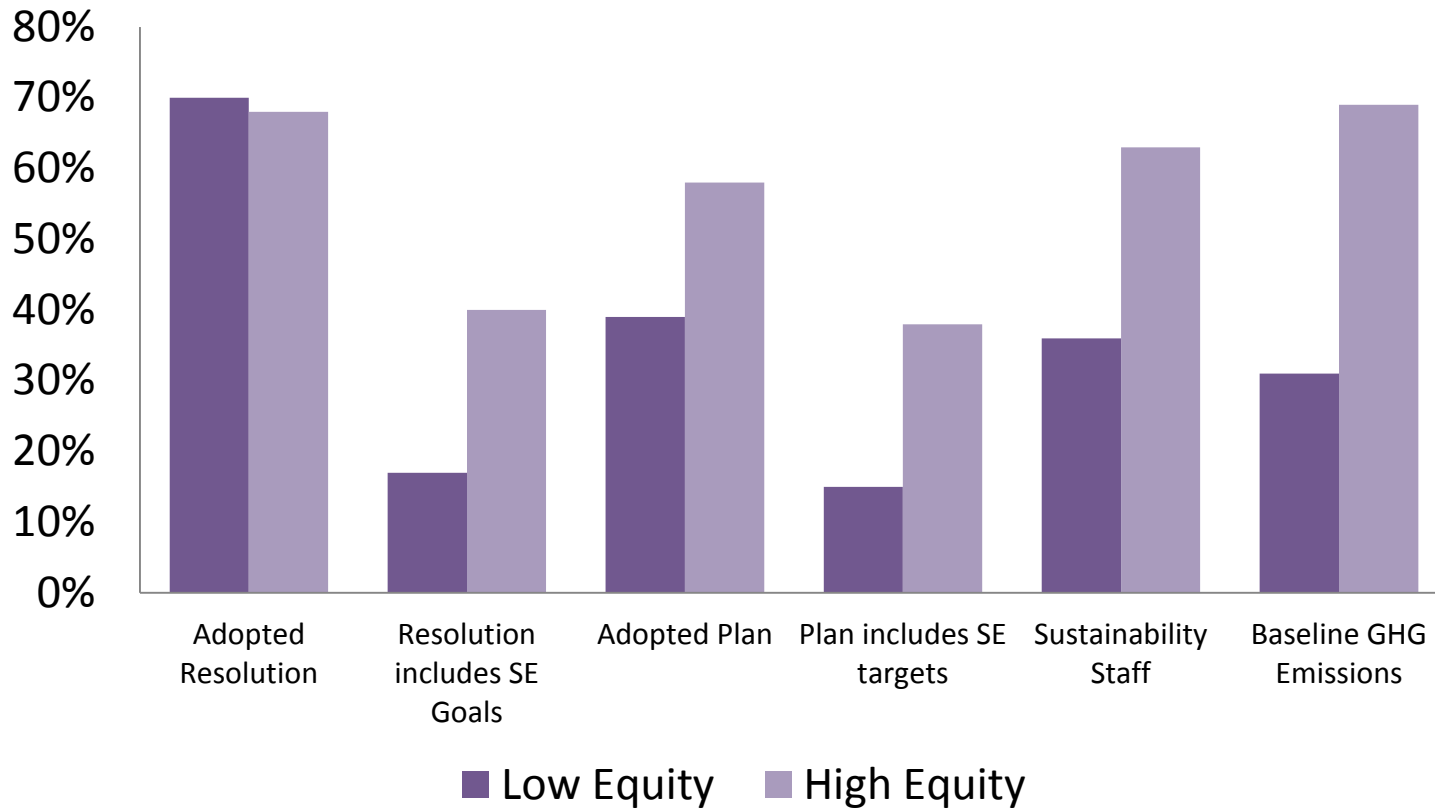
- Resurveyed high social equity & comparison group (high sustainability, low social equity)
- Of the 300 localities that received the survey, 200 were high equity, and 100 were low equity.
- Response rate 34% for both groups (68 and 34 respondents).

Policy Priorities

Moderately high and high policy priorities

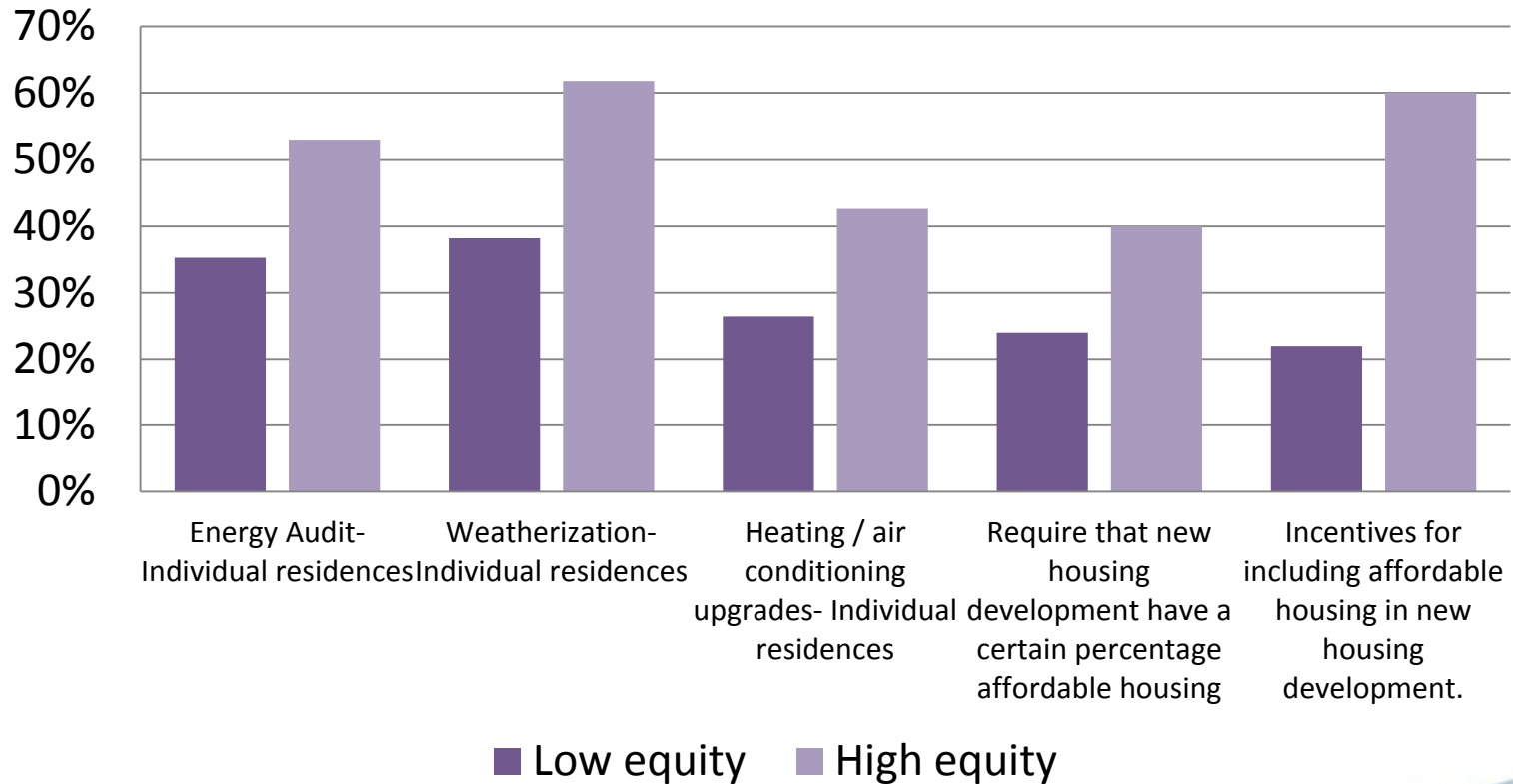


Organizing Sustainability



Promoting Affordable Housing

Actions-Housing



Other Services Provided by High Equity Gov'ts

- Provide facilities to receive social services [56%]
- Efforts to promote security such as community watch [60%]
- Programs to reduce blight and graffiti [62%]
- Space and support for community gardens [59%]
- Actions to promote job creation [88%]
- Training and workforce development [72%]
- Access to IT [82%]
- Community center/library for educational and recreational purposes [93/62%]
- Funding for preschool programs [78%]
- Community wellness programs [41%]

Case Study Governments

- Ann Arbor, MI & Washtenaw County, MI
- Arlington County, VA
- Clark County, WA
- Dubuque, IA
- Durham City & County, NC
- Fort Collins, CO
- Hayward, CA
- Lewiston, ME
- Manatee County, FL

Findings (1/2)

- Leadership from elected and administrative officials committed to sustainability is imperative to long-term success.
- Intergovernmental collaboration is critical in furthering sustainability goals.
- Developing an extensive network with local nonprofits facilitates success.
- Collaboration and citizen engagement are essential.

Findings (2/2)

- Sustainability programs are often decentralized and not necessarily coordinated in a comprehensive manner integrating environmental, economic, and equity concerns.
- Surprisingly few governments are organizing through a comprehensive plan.
- Few governments—even those active in social equity—are addressing social equity issues as an integrated part of their sustainability strategies.
- Multiple rationales for sustainability and equity are needed for differing communities.

Recommendations

- Explicitly promote social equity as part of sustainability
- Proactively plan and/or evaluate programs and policies against a comprehensive sustainability rubric in important.

Definition and rationale

- How is social equity promoted in your sustainability program? Common responses in case study communities:
 - “It depends what you mean by sustainability.”
 - “It depends what you mean by equity.”
- Alternative approaches to conceptualizing sustainability.

Standard approach

- Strong emphasis on sustainability and three “e’s.” Graphic from Dubuque.





Building an Alternative Approach

- Principles of Livability [HUD, DOT, EPA Partnership for Sustainable Communities]
- EPA: smart growth, environmental justice, and equitable development
- Goals of sustainability
 - Promoting livability
 - Promoting viability:
long-term health and prosperity of community



Why is equity linked to sustainability?

- Exclusion and inequality are not sustainable.
- The purpose of sustainability is to promote livability and viability of the community and the region.
- Environmentally, economically, and socially, we're all in this together.
- *Find the rationale that works and build support and engagement.*

Social Sustainability in Fort Collins

Jeff Mihelich

Deputy City Manager – Fort Collins, CO

ICMA Conference Presenter



Presentation Summary

- Who we are
- Triple Bottom Line (TBL) approach
- Social Sustainability Department
- How you can do this

Fort Collins, CO

- 60 miles north of Denver
- Median age: 29.3 years old
- Median household income: \$53,359
- Home to Colorado State University
- 2013 population: 151,330



Who We Are



Vision Statement

To provide World Class Municipal Services
through Operational Excellence and a
Culture of Innovation

BUT...

Are we “World Class” for all?

Triple Bottom Line Approach

SOCIAL



ECONOMIC

ENVIRONMENTAL

Sustainability Services

(Service Area Departments)

**CHIEF SUSTAINABILITY
OFFICER**

**DEPARTMENT
OF SOCIAL
SUSTAINABILITY**



**ECONOMIC
HEALTH
DEPARTMENT**

**ENVIRONMENTAL
SERVICES
DEPARTMENT**

What is Social Sustainability?

- The practice of ensuring healthy social systems so that people in our community can thrive.



How is Social Sustainability Pursued in Fort Collins?

- City is **not** a service provider
 - Goal is to ensure system health by:
 - Facilitating
 - Convening
 - Coordinating
 - Strategic Funding
 - City's Department of Social Sustainability works toward this goal



Department of Social Sustainability

- Created in 2012
- 2014 Budget: \$292,000
- 7 staff members
 - 3 paid through HUD admin funding



Funding Examples



The Center for Family
Outreach
Youth Diversion Program



Respite Care
Local Non-Profit



Habitat for Humanity
Rigden Farm Project

Framework

GAP ANALYSIS

SOCIAL SUSTAINABILITY
STRATEGIC PLAN

SUSTAINABILITY AREA
STRATEGIC PLAN

Gaps Analysis Focus Areas

- Housing
- Community Health and Wellness
- Income Disparity
- Mobility



Social Sustainability Strategic Plan Goals

- Reduce barriers to employment
- Ensure housing affordability for households earning <\$25,000/year
- Promote mental health
- Activate land bank properties



Example Issue

- Homelessness Camping
 - Systems approach
 - Enforcement of ordinance
 - Collaboration with local providers



You Can Do This!

- Any community can address social sustainability
 - Gaps analysis
 - Fit with community values
 - Interdisciplinary approach
 - Internal
 - External

Closing Thoughts

- Are we “World Class” for all?
- Social Sustainability is a collaborative effort to fill gaps for those with challenges
- Any community can address this issue!

DURHAM



Population: 239,358



Major employers:

- Duke University & Health System (34,863)
- IBM (10,000)



Good Eats: Southern Living Magazine — The South's Tastiest Town



Research Triangle Park



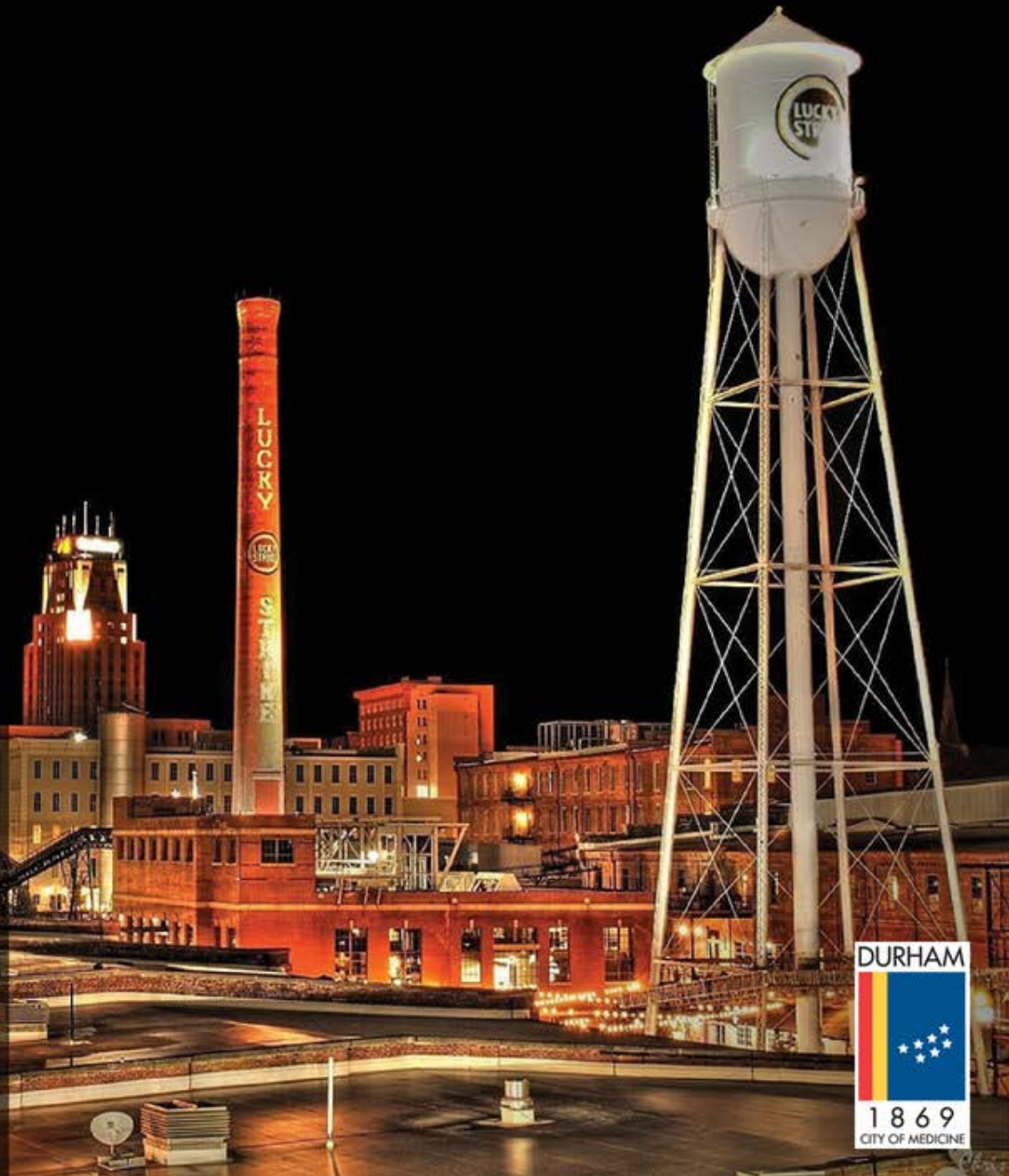
No racial majority



Duke University, North Carolina Central University



DPAC — Pollstar #3 in attendance



DURHAM



1869
CITY OF MEDICINE

A screenshot of the City of Durham website. At the top left is the Durham City of Medicine logo with the year 1869. To the right is a large image of "CITY HALL" in 3D letters. Below the logo is a circular emblem for "DURHAM'S GOT IT! STRATEGIC PLAN" featuring a sun and a road. To the right of the emblem is a blue text box with white text describing the strategic plan. Below the text box is a row of five circular icons representing different goals: a dollar sign, a padlock, a house, a building, and a key. Each icon has a corresponding goal name below it.

DURHAM
1869
CITY OF MEDICINE

CITY HALL

DURHAM'S GOT IT!
STRATEGIC PLAN

Durham's Got It!, the City's Strategic Plan, is a roadmap to set direction for the future, guide decision making and resource allocation, enabling Durham to be the leader in providing an excellent and sustainable quality of life.

This plan identifies five goals, adopted by City Council, to advance over the next three years. To learn more about how we are measuring our progress in each of these goals, simply click on one of the indicators to go directly to that goal, its objectives, and its progress to date. You can also view [Weekly Crime Statistics](#).

For first time visitors or for additional information about the Strategic Plan, visit www.DurhamNC.gov/StrategicPlan or e-mail StrategicPlan@DurhamNC.gov. [Interactive and Printable Bi-Annual Report FY 2014](#). The next publishing date is February 2015. [Previous Bi-Annual Reports](#)

- Strong & Diverse Economy**
- Safe & Secure Community**
- Thriving, Livable Neighborhoods**
- Well-Managed City**
- Stewardship of City's Physical Assets**

DurhamNC.gov/StrategicPlan/Goals



Thriving, Livable Neighborhoods



Strengthen the foundation, enhance the value, and improve the quality and sustainability of neighborhoods.

Goal 3



City of Durham Strategic Plan

Goal 3: Thriving & Livable Neighborhoods

| Outcome Measures | |
|---|--|
| <ul style="list-style-type: none"> ▶ Resident Perception of Overall Quality of Neighborhoods ▶ Affordable, Safe, and Healthy Housing | <ul style="list-style-type: none"> ▶ Access to Transit, Pedestrian, and Bicycle Facilities ● Access to Open Space and Recreational Opportunities ◆ Environmental Stewardship |
| Objectives and Measures | Initiatives |
| <p>Objective:</p> <ul style="list-style-type: none"> ● Improving the quality of neighborhoods <p>Measure:</p> <ul style="list-style-type: none"> ▶ Percent of residents who are satisfied or very satisfied with the quality of life in their neighborhood ● Percent of surveyed stakeholders who are satisfied or very satisfied with the Neighborhood Compass ● Percent of Households Represented by a Neighborhood Association | <ul style="list-style-type: none"> ✓ Implement the Neighborhood Energy Retrofit Program ✓ Implement the Green Business Challenge ◆ Promote utilization of the Neighborhood Compass to inform decision making ◆ Develop partnership activities for "Durham on the Move" (Joint City-County Initiative) ✓ Develop a Neighborhood Compass model ◆ Establish a partnership targeted at revitalizing the Southside neighborhood |
| <p>Objective:</p> <ul style="list-style-type: none"> ● Increase the value and stability of neighborhoods through access to transportation choices, open space, and recreational facilities | <ul style="list-style-type: none"> ✓ Develop a regional plan for transit, including, but not limited to, integration of light rail, commuter rail, high speed rail, and bus ● Map Durham City-County public and private open space by 2014 |

At or Above Target
 Slightly Below Target
 Below Target
 Target Pending
 No Data
 Completed

Sustainability



[INSIDE CITY HALL](#) | [CITY SERVICES](#) | [LIVE](#) | [WORK](#) | [PLAY](#) | [GETTING AROUND](#) | [ABOUT DURHAM](#)

[City of Durham](#) / [Inside City Hall](#) / [Office of the City Manager](#) / [Sustainability](#)

City-County Sustainability Office

Are you ready to help make Durham greener? Sign up for Charge Ahead Durham!


Mission
The mission of the Durham City/County Sustainability Office is to help protect and improve Durham's environment through wise use of natural resources by providing guidance and resources to City and County employees, businesses, and citizens.

About the Office of Sustainability
The Sustainability Office works with City and County employees to improve how government does business by developing policies, educating staff, and promoting the ethics of environmentally responsible leadership.

The Sustainability Office also works with people and organizations in the community to enhance sustainable living through public education, sponsored events, and other outreach as needed.

The Sustainability Office implements Durham's Greenhouse Gas Emissions Reduction Plan. Adopted in 2007, the plan sets ambitious goals for reducing greenhouse gas emissions by government and the community by 2030.

What is Sustainability?
Sustainable communities meet the needs of the present without compromising the ability of future generations to meet their own



- [Sustainability Home](#)
- [Charge Ahead Durham](#)
- [Community](#)
- [Documents and Policies](#)
- [Greenhouse Gas Emissions](#)
- [Electric Vehicles](#)
- [Environmental Initiatives](#)
- [Events](#)
- [Trees Across Durham](#)
- [Village Green](#)

Tools You Can Use

Select tool from list... ▾

Jump to Sister Cities

Select site from list... ▾

City Departments

Sustainability Programs



City of Durham / Inside City Hall / Office of the City Manager / Sustainability / Durham Greenhouse Gas Emissions

Durham Greenhouse Gas Emissions

The Durham City-County Greenhouse Gas Emissions Inventory and Local Action Plan is a joint effort of the City of Durham, Durham County, and the DCHC MPO. The plan consists of an inventory of greenhouse gas emissions in the county, a forecast of 2020 emissions, an evaluation of the county's progress, and an implementation plan to address the county's greenhouse gas emissions.

Community Target: 30%

The target for community emissions by 30 percent from 2005 levels. Emissions include emissions from industries in Durham County and emissions from vehicles.

Local Government Target: 50%

The target for local government emissions by 50 percent from 2005 levels. Emissions include government emissions in the City of Durham, Durham County, and the DCHC MPO.

- Administrative and Support
- Audit Services Department
- City Council
- City Spotlight
- Community Building
- Office of Public Affairs
- Office of the City Attorney
- Office of the City Clerk
- Office of the City Manager
- Office of the Mayor
- Operations



INSIDE CITY HALL CITY SERVICES LIVE WORK PLAY GETTING AROUND ABOUT DURHAM

City of Durham / Inside City Hall / Office of the City Manager / Sustainability / Charge Ahead Durham

Charge Ahead Durham

Charge Ahead Durham is a fun, new program that challenges Durhamites to take small steps in their everyday lives that will have a big impact on our environment. We will provide weekly emails with specific actions and clear guidance on steps you can take to save energy, conserve water, reduce waste, and connect with nature. You report back through the website on what you've done every week. If you are already helping others take the action, we'll be happy to hear from you!

Download the Charge Ahead Durham word!

Grand Prizes include:

- One night's stay at the Kirkwood Inn
- Dinner for four with wine
- Bicycle from New Belgium
- Six months of compost service
- Four hours of green house tour
- Green roof installation from the City of Durham
- Cistern from the City of Durham

Sign up now!

- Administrative and Support
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Tools You Can Use



INSIDE CITY HALL CITY SERVICES LIVE WORK PLAY GETTING AROUND ABOUT DURHAM

City of Durham / Inside City Hall / Office of the City Manager / Sustainability / Trees Across Durham

Trees Across Durham

Keepin' it Shady!

Trees planted as of April 30, 2014 = 1,089.

Information on cankerworm prevention

Trees Across Durham is a broad-based partnership dedicated to making Durham a healthier and greener community now and in the future through the planting and protection of trees, the education of tree caretakers and the general public about how to maintain healthy trees, and the measurement and communication of the benefits trees provide to our environment and community.

You can contribute to the effort by planting your own tree, volunteering, taking a class, or participating in our "Water into Trees" program. Water for Trees lets you donate money to Durham's Urban Forestry program through your water bill. You can round up each bill, give a one time lump sum, or a flat donation each billing cycle.

Some of the projects we completed in the past year include planting almost 400 trees at 29 public elementary schools, giving away 1,000 tree seedlings to the public, and offering a 15-hour Tree Keeper training.

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- Sustainability Home
- Charge Ahead Durham
- Community
- Documents and Policies
- Electric Vehicles
- Environmental Initiatives
- Events
- Grant Projects

Livability Initiatives

Northeast Central Durham Livability Initiative—A Partnership for Sustainable Communities






Dedicated to collaboratively improving the quality of life in our community

- Home
- About Us
- About the Partnership
- History and Background
- Structure
- Partners
- Committees
- Health Data
- Resources
- News and Events
- Calendar
- Contact

Who We Are

The Partnership for a Healthy Durham is a coalition of local organizations and community members with the goal of collaboratively improving the physical, mental, and social health and well-being of Durham's residents. The Partnership has four committees that each focus on a Durham County health priority and are led by our Steering committee. There are currently more than 500 active members in the Partnership.

Brief descriptions of how we work and our history can be found in the essays we write for the RWJF Roadmaps to Health.

[Roadmaps to Health Prize Essays](#)

Roadmaps to Health Prize Essays

The Partnership is the certified North Carolina's statewide non-profit community level. Local health priorities by conducting a community health assessment. Carolina 2020 health objectives.

The Partnership for a Healthy Durham has been active since 2004 and has one full-time staff member and the full Partnership is supported across committees. Each committee has a website.

Find us on Facebook: facebook.com/healthydurham
[having more people collaborate with us or email info@healthydurham.org](mailto:info@healthydurham.org)



- Home
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- Progress Reports
- Our Partners
- Our Work
- Drink Up
- Songs
- Play Streets
- Olympics
- Summit
- Media

PLAY STREETS
PARTNERSHIP FOR A HEALTHIER AMERICA

About Play Streets

On July 18, 2012, PHA Honorary Chair First Lady Michelle Obama announced an incredible opportunity to turn our nation's streets into play spaces and bring physical activity back into the lives of children across the country. Between 2012 and 2013, thanks to the support of the Blue Cross and Blue Shield Association, 47 Play Streets events were held in 10 cities across the United States. These events not only provided nearly 70,000 individuals with a safe place to come together and move, but also spread the word about Play Streets, reaching more than 65 million through traditional and digital media.

Click the first tab below for more information about the cities and local Blues® that are responsible for making the 2013 Play Streets program a success.

Not sure what the Play Streets program is all about? Click on the second tab to learn the basics and to find out how similar events could benefit your community!

Affordable Housing Efforts

Affordable Housing & Transit



Penny for Housing



CITY EMPLOYEES
COUNTY EMPLOYEES

DURHAM UNITED

We Help Build Durham

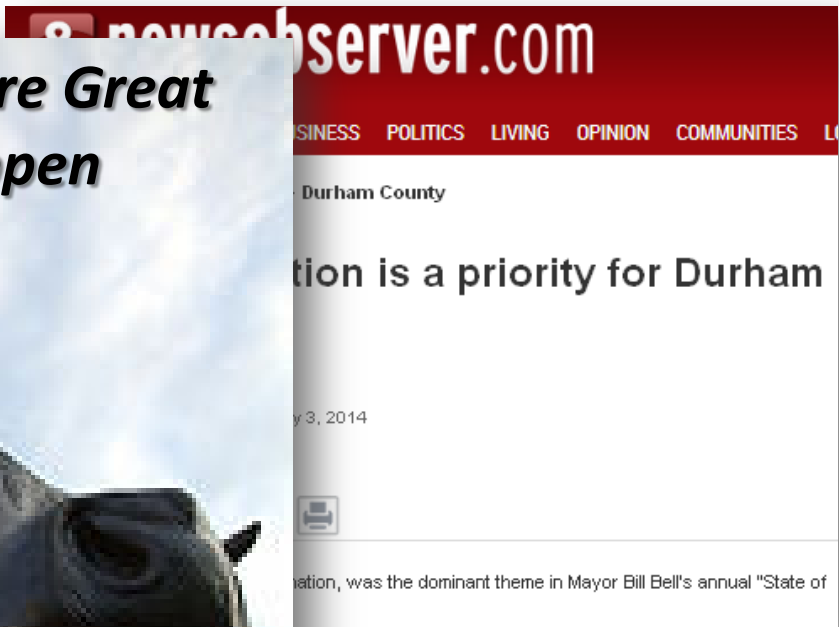


Sustainability & Equity

Historic Preservation



Durham – Where Great Things Happen



Questions and Comments?

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**Download the full report and case studies at
icma.org/advancingsocialequity**



ICMA
100th

ANNUAL CONFERENCE

Charlotte
Mecklenburg County

SEPTEMBER • 14-17 • 2014

