# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>5</td>
</tr>
<tr>
<td>Municipal Checklist for Racial Equity</td>
<td>6</td>
</tr>
<tr>
<td>Getting Started</td>
<td>7</td>
</tr>
<tr>
<td>Connecticut Municipal Racial Equity Initiatives, Policies, and Resolutions</td>
<td>13</td>
</tr>
<tr>
<td>Racism as a Public Health Crisis</td>
<td>20</td>
</tr>
<tr>
<td>Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.</td>
<td>23</td>
</tr>
<tr>
<td>Training and Education</td>
<td>43</td>
</tr>
<tr>
<td>Housing and Land Use</td>
<td>45</td>
</tr>
<tr>
<td>Additional Federal, State, and Local Resources</td>
<td>77</td>
</tr>
</tbody>
</table>
Introduction

The purpose of CCM’s Racial Equity Toolkit is to:

• Help municipalities gather data and information to identify areas for change and improvement, including specific actions and targets that will lead to improved outcomes for communities of color.
• Spur dialogue within your city or town that leads to greater understanding and commitment to address issues of racial equity.
• Facilitate the sharing of information, resources, mutual support, best practices, and improvement tools for promoting racial equity in our municipalities.
• Build shared accountability for progress in achieving racial equity in Connecticut.

Aligning our work with efforts in cities and towns across the country:
The National League of Cities instituted the Race, Equity and Leadership initiative (REAL) to “strengthen local leaders’ knowledge and capacity to eliminate racial disparities, heal racial divisions and build more equitable communities.”

NLC recommends 7 ways that municipal leaders can address racial inequities in their communities:

1. BUILD TRUST—community engagement that is part of a larger strategy to reach out to all parts of your city or town.
2. GET THE FACTS—get data about health, education, housing, income, criminal justice, economic development and other relevant measures in your city or town that is disaggregated by race and ethnicity. (Consider using a racial equity assessment tool.)
3. LISTEN—offer strategic and consistent opportunities to facilitate conversations and include all voices.
4. LEAD—be a vocal proponent in your community for racial equity policies, programs and practices. (Many cities and towns adopt formal resolutions or proclamations declaring their intention to address these issues and laying out or committing to a racial equity action plan.)
5. CHANGE—use a racial equity framework (or lens) to determine how local policies, initiatives, programs and budgets impact racial equity in your city or town, then follow through on necessary changes.
6. PROVIDE TRAINING—make racial equity training available to elected and appointed leaders in your city or town, as well as staff and community leaders.
7. PRIORITIZE ACCOUNTABILITY—track qualitative and quantitative data indicators to mark measurable progress in racial equity actions and initiatives. (Racial Equity Action Plans have been used to define what actions will be taken, how progress will be measured against established goals over what timeframe and who will be responsible.)

How this toolkit is organized:
This toolkit includes excerpts from or links to helpful materials developed in Connecticut and across the country that can guide your work on racial equity in your city or town. These materials range from racial equity assessment tools to sample resolutions and proclamations to racial equity how-to strategies and formal action plans. There are also a number of links to best practice materials, resources and reports here in Connecticut and in cities and towns in other states.

The toolkit provides a Municipal Checklist for Racial Equity, which includes concrete action steps that municipalities can take to advance racial equity in their communities, many with links to helpful resources in the toolkit or on CCM’s Race Equity Resources webpage. We have organized these materials starting with best practices in Connecticut, then turning to national resources, and then sorted according to subject matter: Education and Training, Health, Housing and Land Use. We will continue to seek out best practices and helpful resources addressing these and additional issue areas as they become available.

CCM welcomes your feedback and any related materials you wish to share as we work together to advance racial equity in Connecticut’s cities and towns.
Municipal Checklist for Racial Equity

CCM provides this Municipal Checklist for Racial Equity to give municipal leaders concrete ideas and action steps, which when implemented can lead to real progress toward racial equity in your community. We encourage municipal leaders to carry out as many of the action steps as possible, though the number and nature of actions you undertake will likely vary from town to town. Many of the Checklist action steps have links to tools or best practices available in CCM’s Racial Equity Toolkit or on CCM’s Race Equity Resources webpage. As you work your way through the Checklist, we encourage you to share your progress and best practices with us so that CCM can recognize your leadership and good work. CCM also intends to develop training, resource lists, and other supports for your racial equity work based on the needs identified as cities and towns carry out this crucial work.

Organizational Commitment, Leadership and Governance

1. _____ Has your municipality adopted a proclamation or resolution or other public statement committing to addressing racial equity?  
   ✅ GO TO RESOURCE

2. _____ Does your municipality have an internal structure whose goal is to address issues of racial equity (e.g. Equity Committee, Equity Officer...)?  
   ✅ GO TO RESOURCE

Racial Equity Policies and Implementation Practices

3. _____ Does your municipality have a racial equity policy?  
   ✅ GO TO RESOURCE

4. _____ Does your municipality have a written racial equity plan with clear actions, timelines, people responsible for each action, indicators of progress and processes for monitoring?  
   ✅ GO TO RESOURCE

5. _____ Does your municipality have a process to consider decisions on policy, procedures, etc. through a racial equity lens?  
   ✅ GO TO RESOURCE

6. _____ Are municipal communications and materials assessed for racial equity and reviewed to reflect your community’s diversity?  
   ✅ GO TO RESOURCE

Service-Based Equity

7. _____ Do you collect racial, ethnic and linguistic data on your constituents?  
   ✅ GO TO RESOURCE

8. _____ Do you provide language interpreter/translator services for people who speak languages other than English?  

9. _____ Do you measure constituent use of and satisfaction with your municipal services? If so, is your data segmented by race and ethnicity?  

Workforce Composition

10. _____ Do you collect and review data on racial, ethnic and linguistic makeup of your workforce?  
    ✅ GO TO RESOURCE

11. _____ Does your municipality have written procedures to increase recruitment, retention and promotion of people of color?  
    ✅ GO TO RESOURCE

12. _____ Does your municipality have an internal committee/position dedicated to promoting workforce diversity and inclusion?  
    ✅ GO TO RESOURCE

13. _____ Are racial equity and cultural competency training made available to your workforce?  
    ✅ GO TO RESOURCE

14. _____ Do employee performance appraisals include progress on racial equity goals?  
    ✅ GO TO RESOURCE

Community Collaboration

15. _____ Does your municipality have formal partnerships with organizations representing community residents of color to secure feedback and advice on racial equity-related and other issues?  
    ✅ GO TO RESOURCE

16. _____ Does your municipality allocate resources for engagement and outreach in communities of color?  
    ✅ GO TO RESOURCE

Budget and Contracting Practices

17. _____ Does your municipality have a process to consider budgetary decisions through a racial equity lens?  
    ✅ GO TO RESOURCE

18. _____ Does your municipality have a Minority, Women and Emerging Small Business policy to guide your procurement and contracting processes?  
    ✅ GO TO RESOURCE

19. _____ Does your municipality implement procurement and contracting processes that provide more access and opportunity for communities of color?  
    ✅ GO TO RESOURCE

This Checklist is adapted from a Self-Assessment tool created by the Coalition of Communities of Color.
Getting Started

CITYWIDE RACIAL EQUITY GOALS & STRATEGIES

EQUITY GOAL #1
We will end racial disparities within city government, so there is fairness in hiring and promotions, greater opportunities in contracting, and equitable services to all residents.

1. Use a racial equity framework:
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2. Build organizational capacity:
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

3. Implement a racial equity lens:
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4. Be data driven:
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

EQUITY GOAL #2
We will strengthen outreach, public engagement, and access to City services for communities of color and immigrant and refugee communities, and support or change existing services using racial equity best practices.

1. Use a racial equity framework:
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2. Build organizational capacity:
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

3. Implement a racial equity lens:
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4. Be data driven:
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

EQUITY GOAL #3
We will collaborate with communities and institutions to eliminate racial inequity in all areas of government, including education, criminal justice, environmental justice, health, housing, transportation, and economic success.

1. Use a racial equity framework:
Use a racial equity framework that clearly articulates racial equity; implicit and explicit bias; and individual, institutional, and structural racism.

2. Build organizational capacity:
Commit to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of electeds and officials is critical, changes take place on the ground, through building infrastructure that creates racial equity experts and teams throughout the city government.

3. Implement a racial equity lens:
Racial inequities are not random; they have been created and sustained over time. Inequities will not disappear on their own. It is essential to use a racial equity lens when changing the policies, programs, and practices that perpetuate inequities, and when developing new policies and programs.

4. Be data driven:
Measurement must take place at two levels—first, to measure the success of specific programmatic and policy changes; and second, to develop baselines, set goals, and measure progress. Using data in this manner is necessary for accountability.

5. Partner with other institutions and communities:
Government work on racial equity is necessary, but insufficient. To achieve racial equity in the community, government needs to work in partnership with communities and institutions to achieve meaningful results.

6. Operate with urgency and accountability:
When change is a priority, urgency is felt and change is embraced. Building in institutional accountability mechanisms using a clear plan of action will allow accountability. Collectively, we must create greater urgency and public commitment to achieve racial equity.

ACTION PLANNING PROCESS
Recommended steps for developing and implementing a Racial Equity Action Plan are outlined below. The details in each of the steps may vary between jurisdictions, depending on the size, structure, and resources your have available. It is much better to be pragmatic and focused so that the plan you develop sets your jurisdiction on the path to achieving racial equity.

We recommend designing your work plan to produce three products for broader communication:

- Research Findings
- Racial Equity Action Plan
- Annual Updates
Getting Started

Capacity Building in Seattle
Race and Social Justice Initiative Organizational Chart

Working Groups

RSJI Strategy Team – The Initiative managing team from the Seattle Office of Civil Rights (SOCR)
Change Team – A group of employees in each department that help implement RSJI activities and work plans.
Core Team – A Citywide leadership development team of 25 people that work with IDTs to implement RSJI activities.
RSJI Sub-Cabinet – Department Directors or deputies who advise and review RSJI activities.
Interdepartmental Teams – Convened by lead departments to develop and implement Citywide strategies and community partnerships to address racial inequity.
RSJI Community Roundtable – A coalition of 25 government and community-based organizations working for racial equity in King County.
Governance for Racial Equity Network – A regional network of government agencies in Washington, Oregon, and northern California working on issues of equity.

Capacity Building in Fairfax County
Strategic Plan to Advance Opportunity and Achieve Racial Equity
September, 2014

Leadership

Infrastructure

Tools

Data

Community Engagement

Accountability Mechanisms

➤ Frame “One Fairfax” broader than human services & education
➤ Measure how Fairfax County is doing in terms of equity
➤ Adopt new growth model driven by equity
➤ Share best, promising and next practices through participating in the Governing for Racial Equity Alliance cohort
➤ Engage in DC metro regional dialogue about race equity

➤ Use direct language regarding race equity
➤ Establish common definitions
➤ Centralize & decentralize equity support

➤ Apply an Equity & Empowerment Lens
➤ Convene Dialogue Series across deputy areas to explore opportunities for action utilizing equity baseline measures

➤ Conduct a baseline assessment of equity in Fairfax County
➤ Develop and adopt shared data policy to mandate data disaggregation

➤ Broaden & reconvene “Together We’re the Answer”
➤ Engage Faith community
➤ Utilize SCYPT goal setting process

➤ Apply equity policy to Early Childhood education as a starting point
➤ Pilot Equity Scorecard
➤ Align with current County & FCPS measurement frameworks
Racial Equity Toolkit
to Assess Policies, Initiatives, Programs, and Budget Issues

The vision of the Seattle Race and Social Justice Initiative is to eliminate racial inequity in the community. To do this requires ending individual racism, institutional racism and structural racism. The Racial Equity Toolkit lays out a process and a set of questions to guide the development, implementation and evaluation of policies, initiatives, programs, and budget issues to address the impacts on racial equity.

When Do I Use This Toolkit?
Early. Apply the toolkit early for alignment with departmental racial equity goals and desired outcomes.

How Do I Use This Toolkit?
With Inclusion. The analysis should be completed by people with different racial perspectives.

Step by step. The Racial Equity Analysis is made up of six steps from beginning to completion:

**Step 1. Set Outcomes.**
Leadership communicates key community outcomes for racial equity to guide analysis.

**Step 2. Involve Stakeholders + Analyze Data.**
Gather information from community and staff on how the issue benefits or burdens the community in terms of racial equity.

**Step 3. Determine Benefit and/or Burden.**
Analyze issue for impacts and alignment with racial equity outcomes.

**Step 4. Advance Opportunity or Minimize Harm.**
Develop strategies to create greater racial equity or minimize unintended consequences.

**Step 5. Evaluate. Raise Racial Awareness. Be Accountable.**
Track impacts on communities of color overtime. Continue to communicate with and involve stakeholders. Document unresolved issues.

**Step 6. Report Back.**
Share information learned from analysis and unresolved issue with Department Leadership and Change Team.
Title of policy, initiative, program, budget issue: ______________________________

Description: ________________________________________________________________

Department: __________________________ Contact: ________________________________

☐ Policy  ☐ Initiative  ☐ Program  ☐ Budget Issue

Step 1. Set Outcomes.

1a. What does your department define as the most important racially equitable community outcomes related to the issue? (Response should be completed by department leadership in consultation with RSJI Executive Sponsor, Change Team Leads and Change Team. Resources on p.4)

1b. Which racial equity opportunity area(s) will the issue primarily impact?

☐ Education  ☐ Criminal Justice
☐ Community Development  ☐ Jobs
☐ Health  ☐ Housing
☐ Environment

1c. Are there impacts on:

☐ Contracting Equity  ☐ Immigrant and Refugee Access to Services
☐ Workforce Equity  ☐ Inclusive Outreach and Public Engagement

Please describe:

Step 2. Involve stakeholders. Analyze data.

2a. Are there impacts on geographic areas? ☐ Yes  ☐ No

Check all neighborhoods that apply (see map on p.5):

☐ All Seattle neighborhoods  ☐ Lake Union  ☐ East District
☐ Ballard  ☐ Southwest  ☐ King County (outside Seattle)
☐ North  ☐ Southeast  ☐ Outside King County
☐ NE  ☐ Delridge  ☐ Please describe:
☐ Central  ☐ Greater Duwamish

2b. What are the racial demographics of those living in the area or impacted by the issue? (See Stakeholder and Data Resources p. 5 and 6)

2c. How have you involved community members and stakeholders? (See p.5 for questions to ask community/staff at this point in the process to ensure their concerns and expertise are part of analysis.)
2d. What does data and your conversations with stakeholders tell you about existing racial inequities that influence people’s lives and should be taken into consideration? (See Data Resources on p.6. King County Opportunity Maps are a good resource for information based on geography, race, and income.)

2e. What are the root causes or factors creating these racial inequities?
Examples: Bias in process; Lack of access or barriers; Lack of racially inclusive engagement

Step 3. Determine Benefit and/or Burden.
Given what you have learned from data and from stakeholder involvement...

3. How will the policy, initiative, program, or budget issue increase or decrease racial equity? What are potential unintended consequences? What benefits may result? Are the impacts aligned with your department’s community outcomes that were defined in Step I?

Step 4. Advance Opportunity or Minimize Harm.

4. How will you address the impacts (including unintended consequences) on racial equity? What strategies address immediate impacts? What strategies address root causes of inequity listed in Q.6? How will you partner with stakeholders for long-term positive change? If impacts are not aligned with desired community outcomes, how will you re-align your work?

Program Strategies?
Policy Strategies?
Partnership Strategies?


5a. How will you evaluate and be accountable? How will you evaluate and report impacts on racial equity over time? What is your goal and timeline for eliminating racial inequity? How will you retain stakeholder participation and ensure internal and public accountability? How will you raise awareness about racial inequity related to this issue?

5b. What is unresolved? What resources/partnerships do you still need to make changes?

Share analysis and report responses from Q.5a. and Q.5b. with Department Leadership and Change Team Leads and members involved in Step 1.
Getting Started

Resources

• Tool for Organizational Self-Assessment Related to Race Equity
• Advancing Racial Equity and Transforming Governments: A Resource Guide to Put Ideas into Action
• NLC Municipal Action Guide: Advancing Racial Equity in Your Community
• Racial Equity Toolkit to Assess Policies, Initiatives, Programs, and Budget Issues
• NLC: 7 Ways City Leaders Can Address Racial Inequities
• City Council Decision Making to Address Racial Inequities
A Proclamation of Solidarity

WHEREAS, the Portland community stands strong against injustices wherever and whenever they may occur; and

WHEREAS, there is no room for racism, bigotry, prejudice or violence in our Town, State or Nation; and

WHEREAS, we stand for love and care of all community members, people of all races and for all our neighbors; and

WHEREAS, the death of our fellow citizen George Floyd in Minneapolis cannot be tolerated; and

WHEREAS, Mr. Floyd's death affects all of us, and the suffering that his killing has created for his family and our nation is immense and widespread; and

WHEREAS, we stand in solidarity against such horrific behavior and the underlying causes that drive it. It must never happen again; and

WHEREAS, in Portland our Police fully support all peaceful protests and ensure the safety of all participants,

NOW THEREFORE BE IT RESOLVED, that we encourage everyone to stand up against racism, bigotry, prejudice and violence, and we commit to working together with all our residents to address racism that happens here in our Town and that we welcome all residents to voice their concerns and to come together to create positive changes in our Town;

AND BE IT FURTHER RESOLVED, that we stand committed to peace, justice and freedom for our citizens, here in Portland and in solidarity with all Americans.

IN WITNESS WHEREOF, I do hereby set my hand, and cause the seal of Portland to be affixed this 3rd day of June in the year two thousand and twenty.

[Signature]
Susan S. Bransfield, First Selectwoman
Town of Portland, Connecticut

Portland Board of Selectmen:
Michael S. Hernandez
Louis J. Pear
Michael A. Pelton
Edward J. Sharr, Jr.
James K. Tripp
Ralph R. Zampano
RESOLUTION
BOARD OF SELECTMEN
TOWN OF PORTLAND, CONNECTICUT

August 19, 2020
*Revised September 16, 2020*

RESOLUTION CREATING THE TASK FORCE ON SOLIDARITY

WHEREAS, the Town of Portland Board of Selectmen passed a Proclamation of Solidarity on June 3, 2020; and

WHEREAS, it has recently been suggested that the Board of Selectmen appoint a Task Force on Solidarity; and

WHEREAS, The Task Force on Solidarity goals shall include, but be not limited to the following:

- Work with the following Partners:
  - Portland Youth Services Bureau
  - Board of Education
  - Police Department
  - Youth of our Town
- Establish a program with the Partners that will be committed to learning and expanding the understanding of racial equity in our community; and
- Report to the Board of Selectmen at its regularly scheduled meeting on the third Wednesday of each month; and
- Create with the Partners at least two positive activities to benefit the residents of Portland on or before June 3, 2021.

NOW THEREFORE, BE IT RESOLVED, that the Board of Selectmen, pursuant to Sec. 405 (5) of the Portland Charter, hereby creates The Task Force on Solidarity (hereinafter the Task Force) that will consist of seven (7) regular members and two (2) alternates; and be it further

RESOLVED, that the Task Force shall adhere to all aspects of the Freedom of Information Law dealing with public agencies; and be it further

RESOLVED, that the Task Force shall continue to function until such time as the work called for in this resolution is completed, at which time the Task Force shall notify the Board of Selectmen, and the Board of Selectmen shall disband the Task Force.
TOWN OF HAMDEN
OFFICE OF THE MAYOR

Hamden Government Cent
2750 Dixwell Avenue
Hamden, Connecticut 06514
Tel: (203) 287-7100
Fax: (203) 287-7101

Curt Balzano Leng
Mayor
July 17, 2020

Legislative Council
Hamden Government Center
Hamden, CT 06518

Re: Resolution Declaring Racism as a Public Health Crisis and Emergency in the Town of Hamden

Honorable Members:

Enclosed please find a Resolution declaring racism to be a public health crisis & emergency in the Town of Hamden. This Resolution gives the Town a clear path to intentionally acknowledging and addressing disparities and inequities in our communities. Adopting a formalHamden Resolution can catalyze and authorize data analysis, policy analysis to prevent unintentional injustices, and implementation of policies and actions to dismantle or course-correct problematic systems.

As a result of the trauma inflicted by racism and the purposeful disinvestment in social and economic well-being, people of color live with disproportionately higher cortisol levels, higher rates of chronic stress, higher rates of chronic disease, lower infant birth rates, higher rates of COVID-19 infection and death, and as a result, pay the ultimate price with their lives. In this time of a global pandemic, we can put these efforts toward immediate and life-saving actions.

In February of this year the Hamden Equity & Inclusivity Task Force (HEITF) was formed to address issues of bias, racism, inequity, inclusivity and related challenges within our community. This group will be tasked with following up on our declaration of racism as a public health crisis. Added to the esteemed list of stakeholders and organizations that make up the HEITF will be the Southern Connecticut State University Department of Public Health and the Quinnipiac Valley Health District. We will continue working together to end disparities in health outcomes, and to examine the role of race as a social determinant of health in our communities and society at large.

Your approval of this very important Resolution is respectfully requested.

Sincerely,

Curt Balzano Leng, Mayor

CBL/dg

Enclosures
cc: Town Attorney Sue Gruen, Finance Director Curtis Eatman, Deputy Finance Director Rick Galarza, Chief of Staff David Garretson, DCOS Patrick Donnelly, Director of Legislative Affairs Walter Morton, Mayor's Office File
TOWN OF HAMDEN

PREAMBLE TO RESOLUTION DECLARING RACISM AS A PUBLIC HEALTH CRISIS AND EMERGENCY

Declaring racism to be a public health crisis & emergency offers a clear path to intentionally acknowledging and addressing disparities and inequities. Adopting an formal Hamden Resolution can catalyze and authorize data analysis, policy analysis to prevent unintentional injustices, and implementation of policies and actions to dismantle or course-correct problematic systems.

Put simply, this is one way to hold ourselves and our local and state governments accountable for addressing racism head on. When we have an emergency affecting our residents safety and well-being we must act.

Why should Hamden take this action? Making a public declaration that racism is a public health crisis is the first step in intentionally embedding health equity in policymaking. This is a way our government can set a clear and direct course toward addressing this crisis, while focusing on actions that are accountable for the intersectional and cross-sector approaches necessary to move towards equity.

How is racism a public health emergency? As a result of the trauma inflicted by racism and the purposeful disinvestment in social and economic well-being, people of color live with disproportionately higher cortisol levels, higher rates of chronic stress, higher rates chronic disease, lower infant birth rates, higher rates of COVID-19 infection and death and pay the ultimate price with their lives. This time of a global pandemic, we can out these efforts toward immediate and life savings action.

In February of this year the Hamden Equity & Inclusivity Task Force (HEITF) was formed to address issues of bias, racism, inequity, inclusivity and related challenges within our community. This group will be tasked with following up on our declaration of racism as a public health crisis. Added to the esteemed list of stakeholders and organizations that make up the HEITF will be the Southern Connecticut State University Department of Public Health and the Quinnipiac Valley Health District. We will work together to end disparities in health outcomes and examine the role of race as a social determinant of health.

[Signature]

Curt Balzano Leng, Mayor
TOWN OF HAMDEN

RESOLUTION OF THE MAYOR AND THE LEGISLATIVE COUNCIL
ASSERTING THAT RACISM IS A PUBLIC HEALTH CRISIS AFFECTING
THE TOWN OF HAMDEN AND ALL OF CONNECTICUT

Presented by: ____________________

WHEREAS, racism is a social system with multiple dimensions: individual racism that is interpersonal and/or internalized or systemic racism that is institutional or structural, and is a system of structuring opportunity and assigning value based on the social interpretation of how one looks;

WHEREAS, race is a social construct with no biological basis;

WHEREAS, racism unfairly disadvantages specific individuals and communities, while unfairly giving advantages to other individuals and communities, and saps the strength of the whole society through the waste of human resources;

WHEREAS, racism is a root cause of poverty and constricts economic mobility;

WHEREAS, racism causes persistent discrimination and disparate outcomes in many areas of life, including housing, education, employment, and criminal justice, and is itself a social determinant of health;

WHEREAS, racism and segregation have exacerbated a health divide resulting in people of color in Connecticut bearing a disproportionate burden of illness and mortality including COVID-19 infection and death, heart disease, diabetes, and infant mortality;

WHEREAS, Black, Native American, Asian and Latino residents are more likely to experience poor health outcomes as a consequence of inequities in economic stability, education, physical environment, food, and access to health care and these inequities are, themselves, a result of racism;

WHEREAS, more than 100 studies have linked racism to worse health outcomes; and

WHEREAS, the collective prosperity and well-being of the Town of Hamden, Connecticut depends upon equitable access to opportunity for every resident regardless of the color of their skin.

Now, Therefore It Be Resolved:

That the Mayor and Legislative Council of the Town of Hamden do hereby assert that racism is a public health crisis affecting our town and all of Connecticut, and commit to:

(1) Working to progress as an equity and justice-oriented organization, by continuing to identify specific activities to enhance diversity and to ensure antiracism principles across our leadership, staffing and contracting;

(2) Promoting equity through policies approved by the Town and enhance educational efforts aimed at understanding, addressing and dismantling racism and how it affects the delivery of human and social services, economic development and public safety;

(3) Improving the quality of the data our town collects and the analysis of that data, as it is not enough to assume that an initiative is producing its intended outcome, qualitative and quantitative data should be used to assess inequities in impact and continuously improve;
(4) Advocating locally for relevant policies that improve health in communities of color, and support local, state, regional, and federal initiatives that advance efforts to dismantle systemic racism;

(5) Working further to solidify alliances and partnerships with other organizations that are confronting racism and encourage other local, state, regional, and national entities to recognize racism as a public health crisis;

(6) Supporting community efforts to amplify issues of racism and engage actively and authentically with communities of color wherever they live; and

(7) Identify clear goals and objectives, including periodic reports to the Mayor, Legislative Council, Community and Human Rights and Relations Commission, to assess progress and capitalize on opportunities to further advance racial equity.

APPROVED AS TO FORM:

______________________________          __________________________
Susan Gruen                           Michael McGarry, President
Town Attorney                        Legislative Council

__________________________          __________________________
                      Kim Renta, Clerk
                      Legislative Council

APPROVED:

______________________________          __________________________
Mayor Curt Balzano Leng                     Date

Date: ______________________, 2020

______________________________          __________________________
                      Kim Renta, Clerk
                      Legislative Council
BE IT RESOLVED, That the Town Council of the Town of Trumbull hereby establishes a Task Force to be known as the **EQUITY, DIVERSITY, AND INCLUSION TASK FORCE**. The purpose of this task force shall be to strengthen Trumbull's identity as a diverse, equitable, and inclusive community. The Task Force shall identify programmatic, community, and legislative practices with regard to racial, social, sexual, and gender equity and diversity. The Task Force shall consist of eight (8) members who shall be appointed by the Town Council. The Council shall first appoint four (4) members whose terms will run until the first Monday in December 2022 and four (4) members whose terms will run until the first Monday in December 2024. Thereafter all appointments shall be for a term of four (4) years each. The Task Force shall report to the Town Council at least quarterly and shall otherwise make recommendations for action as frequently as it deems appropriate.

**Resources**

- *Portland, CT Proclamation on Solidarity (June 2020)*
- *Portland, CT Social Justice Coalition Report (October 2020)*
- *Portland, CT Taskforce on Solidarity Resolution (2020)*
- *Windsor, CT RFP for Diversity, Equity, and Inclusion Training*
- *Bloomfield, CT Equity Assessment Program*
- *Middletown, CT Anti-Racism Initiative*
- *Hartford, CT Racial and Ethnic Disparity Committee*
- *Hamden, CT Racism as Public Health Crisis Resolution*
- *Fairfield, CT Racial Equity and Justice Task Force Resolution*
- *Trumbull, CT Equity, Diversity, and Inclusion Task Force Resolution*
Racism as a Public Health Crisis

Racism is a Public Health Crisis: Local Resolutions

Declaring racism to be a public health crisis or emergency offers a clear path to intentionally acknowledging and addressing disparities and inequities. Adopting a resolution can lead to data analysis, policy analysis, and implementation of changes that dismantle racism in our systems. In other words, this is one way to hold ourselves and our local and state governments accountable for addressing racism.

Has any town in Connecticut done this? On June 15, Windsor was the first Connecticut town to pass this resolution. By June 24, Hartford, Bloomfield, West Hartford, and New Britain had all done the same. That’s 5 towns in 10 days! Other counties, cities, and even states around the U.S. have or are considering joining this movement. Will yours be next?

Why should my city or town take this action? Making a public declaration that racism is a public health crisis is the first step in intentionally embedding health equity in policymaking. This is a way to hold our elected leaders accountable for the changes necessary to move towards equity.

How is racism a public health emergency? As a result of the trauma inflicted by racism and the purposeful disinvestment in their social and economic well-being, people of color live with disproportionately higher cortisol levels, higher rates of chronic stress, higher rates chronic disease, lower infant birth rates, higher rates of COVID-19 infection and death and pay the ultimate price with their lives.

Included below are:

• a sample resolution and
• 2 recent articles supporting the timeliness of this effort.

For more information, contact:
Karen Siegel, MPH
Director of Policy
ksiegel@hesct.org
Racism as a Public Health Crisis

Sample Resolution

WHEREAS, racism is a social system with multiple dimensions: individual racism that is interpersonal and/or internalized or systemic racism that is institutional or structural, and is a system of structuring opportunity and assigning value based on the social interpretation of how one looks;

WHEREAS race is a social construct with no biological basis;

WHEREAS racism unfairly disadvantages specific individuals and communities, while unfairly giving advantages to other individuals and communities, and saps the strength of the whole society through the waste of human resources;

WHEREAS racism is a root cause of poverty and constricts economic mobility;

WHEREAS racism causes persistent discrimination and disparate outcomes in many areas of life, including housing, education, employment, and criminal justice, and is itself a social determinant of health;

WHEREAS racism and segregation have exacerbated a health divide resulting in people of color in Connecticut bearing a disproportionate burden of illness and mortality including COVID-19 infection and death, heart disease, diabetes, and infant mortality;

WHEREAS Black, Native American, Asian and Latino residents are more likely to experience poor health outcomes as a consequence of inequities in economic stability, education, physical environment, food, and access to health care and these inequities are, themselves, a result of racism;

WHEREAS more than 100 studies have linked racism to worse health outcomes; and

WHEREAS the collective prosperity and wellbeing of (CITY/TOWN) depends upon equitable access to opportunity for every resident regardless of the color of their skin:

Now, therefore, be it Resolved, That the (City Council/Board of Selectmen/Board of Alders of CITY/TOWN—)

(1) Assert that racism is a public health crisis affecting our city/town and all of Connecticut;

(2) Work to progress as an equity and justice-oriented organization, by continuing to identify specific activities to enhance diversity and to ensure antiracism principles across our leadership, staffing and contracting;

(3) Promote equity through all policies approved by the (City Council/Board of Selectmen/Board of Alders) and enhance educational efforts aimed at understanding, addressing and dismantling racism and how it affects the delivery of human and social services, economic development and public safety;

(4) Improve the quality of the data our (town/city) collects and the analysis of that data—it is not enough to assume that an initiative is producing its intended outcome, qualitative and quantitative data should be used to assess inequities in impact and continuously improve;

(5) Continue to advocate locally for relevant policies that improve health in communities of color, and support local, state, regional, and federal initiatives that advance efforts to dismantle systemic racism;

(6) Further work to solidify alliances and partnerships with other organizations that are confronting racism and encourage other local, state, regional, and national entities to recognize racism as a public health crisis;

(7) Support community efforts to amplify issues of racism and engage actively and authentically with communities of color wherever they live; and

(8) Identify clear goals and objectives, including periodic reports to the (City Council/Board of Selectmen/Board of Alders), to assess progress and capitalize on opportunities to further advance racial equity.
Racism as a Public Health Crisis

Resources

• Health Equity Solutions Sample Resolution on Racism as a Public Health Crisis
• Health Equity Solutions Racism as a Public Health Crisis Map
• Health Equity Solutions Racism as a Public Health Crisis Talking Points
Executive Summary
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

Executive Summary

The Metropolitan Land Planning Act requires municipalities in the Twin Cities area to provide the Metropolitan Council with an updated Comprehensive Plan every ten years. The Comprehensive Plan must be consistent with the Metropolitan Council’s regional development guide, Thrive MSP 2040, that sets the direction for the region’s growth and development. Local communities are served by regional systems planned by the Metropolitan Council, including housing, transportation, wastewater collection and treatment, and regional parks.

During more than two years of engagement, the people of Minneapolis shared their vision and hopes for the future of our city. A main theme voiced was that as the city grows, everyone must benefit from that growth. Historically, not everyone has. This plan is one opportunity to undo barriers and overcome inequities created by a history of policies in our city that have prevented equitable access to housing, jobs, and investments.

The plan reflects the result of more than two years of engagement with the people of Minneapolis, including over 100 meetings and conversations with thousands of residents, business owners, and others. Public feedback directly helped to establish priorities and inform the content of the plan. From March 22 through July 22, 2018, the City engaged with the public to discuss a first draft of the plan and to encourage review and feedback. Following the close of the public comment period on July 22, City staff made revisions to the plan based on public feedback, and presented a final draft to the City Planning Commission and City Council in Fall 2018. For more details about the process see the Planning Process section.

On December 7, 2018, the City Council adopted a resolution authorizing staff to transmit the plan to the Metropolitan Council for their review by December 31, 2018. While Minneapolis 2040 is intended to meet the requirements of state statute and the Metropolitan Council, the plan also has particular significance for Minneapolis in a time of population and employment growth. The City will use this plan to guide decision-making that affects the long-term future of our city as it relates to the built, natural, and economic environment.
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

**HOW TO NAVIGATE**
The Comprehensive Plan is comprised of: Policies, Action Steps, Goals, Topics, and Maps.

### Policies
Policies are high-level statements intended to guide City decision-making in a manner that achieves the Comprehensive Plan Goals. The Comprehensive Plan includes 100 policies, each of which supports one or more of the goals. The policies are displayed under each applicable goal, and are also sorted by 15 topics. Because many policies apply to multiple goals and topics, policies are intentionally repeated in several places on this website.

### Action Steps
Under each policy is a list of Action Steps, a to-do list intended to convey what needs to happen in order to make the policy come to fruition. Some action steps represent activities that the City already undertakes and should continue. Others propose new actions that represent new approaches to addressing issues facing the city. In most cases, action steps do not reference specific City ordinances, programs or funding sources. Rather, they provide direction for future decisions on adding and modifying the tools that the City uses to achieve its goals.

### Goals
Goals are statements of desired outcomes by 2040. They are intended to state the plan's intent as clearly as possible, so that we as a city know what we are working to accomplish. The City Council adopted these goals to provide direction to staff in the development of the Comprehensive Plan. Learn more about the Minneapolis 2040 Goals.

### Topics
Topics are the policies sorted by eleven subject areas, with background information about the importance of each topic to the future of the city. You can access the entire plan through the Topics page. Read the policies sorted by GOAL. Read the policies sorted by TOPIC. See a list of all policies.

### Land Use and Built Form Maps
Accessed from the Land Use and Built form Topic, the Land Use and Built Form Maps are the primary tools for implementing the Land Use and Built Form policies of the Comprehensive Plan. They also embody and implement policies found throughout this plan, as well as the fourteen Comprehensive Plan Goals. The Future Land Use Map guides land use for every parcel in the city. Any changes to the use of land must be consistent with the guidance of the Future Land Use Map. The Built Form Map guides the scale of development for every parcel in the city through Built Form Districts. The built form of all new and remodeled buildings must be consistent with the guidance of the Built Form Map. Following adoption of Minneapolis 2040, the City of Minneapolis will update its Zoning Code and Zoning map to reflect the guidance of the Future Land Use and Built Form Maps. Review the Land Use and Built Form maps.

In addition to this interactive website, the plan is available for download as a PDF document.
MINNEAPOLIS 2040 GOALS

The Minneapolis 2040 goals are intended to state the plan’s intent as clearly as possible, so that we as a city know what we are working to accomplish through the policies of the Comprehensive Plan. Using feedback from the public at the beginning of the planning process, the City Council adopted these goals to provide direction to staff in the development of Comprehensive Plan policies that guide the future of the city. Every policy in Minneapolis 2040 is intended to contribute to achieving one or more of the goals.

1. **Eliminate disparities:** In 2040, Minneapolis will see all communities fully thrive regardless of race, ethnicity, gender, country of origin, religion, or zip code having eliminated deep-rooted disparities in wealth, opportunity, housing, safety, and health.

   To achieve the goal of eliminating disparities, the City of Minneapolis will work to undo the legacy that remains from racially discriminatory housing policies by increasing access to opportunity through a greater diversity of housing types, especially in areas that lack housing options as a result of discriminatory housing policy. The City will invest in education, skills training, small business support and other support systems to help residents access opportunities to gain and retain well-paying employment that allows them to grow as individuals. Additionally, the City will lead by example, hiring and training a diverse workforce, as well as promoting these practices through its contracts, vendors and other procurement and partnership opportunities.

   Achieving this goal will mean directing City and other resources – dollars for transit, for affordable housing and business development, for education, and for health and safety programs – to the geographic areas most in need, while providing economic and housing opportunities for all Minneapolis residents. Accomplishing this will require tracking progress and outcomes; and it will require engaging with the community, especially with communities of color, around City actions.
2. More residents and jobs: In 2040, Minneapolis will have more residents and jobs, and all people will equitably benefit from that growth.

To achieve the goal equitably benefiting from that growth the City of Minneapolis will create new opportunities for people to live throughout the city by allowing and encouraging the development of new multifamily housing of various sizes and affordability levels, including in areas that today contain primarily single family homes. Along with creating these new opportunities, the City will take proactive steps to minimize residential displacement, including by preserving naturally occurring affordable housing and offering homeownership support.

The City will also support the growth of existing businesses and the creation of new businesses, while helping prepare Minneapolis residents for the jobs that result. This includes maintaining and expanding areas of the city for production, processing and distribution of products, services and ideas.

Achieving the above will require the City to support, build and maintain a multimodal transportation system that promotes growth in a sustainable manner. And it will require the City to coordinate the development of housing, businesses and infrastructure in geographic areas where a district-wide approach has the greatest opportunity to achieve growth that can benefit everyone.

3. Affordable and accessible housing: In 2040, all Minneapolis residents will be able to afford and access quality housing throughout the city.

To address these issues, the City of Minneapolis will expand opportunities to increase the housing supply in a way that meets changing needs and desires. This means allowing more housing options, especially in areas that lack choice and areas with access to frequent and fast transit, employment, and goods and services. It also means creating and expanding new resources and tools to produce and preserve affordable housing, to minimize the displacement of existing residents, and to ensure housing is maintained to promote health and safety. The City will also need to invest in its residents, especially residents of color and indigenous residents, to ensure that it identifies and removes barriers to accessing and retaining housing.
4. Living-wage jobs: In 2040, all Minneapolis residents will have the training and skills necessary to participate in the economy and will have access to a living-wage job.

To achieve the goal of ensuring residents access to a living-wage job, the City of Minneapolis will invest in education and skills training so residents, especially low-income residents, residents of color and indigenous residents, have opportunities to prepare for and participate in Minneapolis’ growing economy. This also means increasing job readiness by investing in employment training, placement and education for both youth and adults; as well as serving as a model employer by increasing the diversity of the City’s workforce. The City will support business innovation and invest in capacity building for entrepreneurs and small businesses. The City will support businesses in providing fair wages and worker protections.

5. Healthy, safe, and connected people: In 2040, the people of Minneapolis will be socially connected, healthy, and safe.

To achieve the goal of a connected, healthy, and safe people, the City of Minneapolis will ensure healthy outcomes for all Minneapolis residents, including youth and seniors, regardless of where in the city they live and regardless of their income, the City of Minneapolis will continue healthy-living and disease-prevention activities, including the promotion of equitable access to and distribution of healthy food sources.

In addition, the City will support social connectedness through the creation, retention and programming of gathering spaces for people of all ages. This includes ensuring independent living opportunities, meaningful engagement and resources for older Minneapolis residents so they can be a vital part of the fabric of the community, and it includes ensuring people with disabilities and their families are visible, active and valued members of the community. The City will also work to ensure public safety through collaborative multisector, community-inclusive approaches.
6. High-quality physical environment: In 2040, Minneapolis will enjoy a high-quality and distinctive physical environment in all parts of the city. To achieve the goal of a high-quality physical environment, the City of Minneapolis will promote design for the built environment that is dynamic and durable, reflects the diversity of Minneapolis residents, and contributes to a sense of place and community identity. The City will also proactively improve the public realm, including streets, sidewalks, parks and open spaces between buildings, to ensure that public spaces and private development are thoughtfully connected.

7. History and culture: In 2040, the physical attributes of Minneapolis will reflect the city’s history and cultures. To achieve the goal of having physical attributes that reflect its history and culture, the City of Minneapolis will broaden its understanding of important places through engagement with cultural communities, communities of color and indigenous communities. The City will use the feedback from this engagement to help identify and preserve buildings, landscapes and other places important to the city’s heritage. Additionally, the City will recognize and actively promote the intrinsic value of historic places as integral to the city’s evolving environment and will support thriving business districts and corridors that build on cultural assets.
8. Creative, cultural, and natural amenities: In 2040, Minneapolis will have the creative, cultural, and natural amenities that make the city a great place to live.

To achieve the goal of creative, cultural, and natural amenities, the City of Minneapolis will steward, support, and strengthen its creative, cultural, and natural amenities. This means strengthening the ecosystem to support the creative sector and reducing disparities among creative sector workers to give people of color and indigenous people opportunities to participate and succeed. It means connecting cultural institutions and creative workers with the resources and dynamic spaces they need to thrive.

Minneapolis will continue to maintain, promote and expand upon the unparalleled beauty and recreational opportunities of the city’s parks and open spaces. The City will strive to fill gaps where residents do not have equal access to parks and open spaces and to connect residents to natural amenities. And the City will work to ensure that improvements to parks and park programs better serve Minneapolis’ changing population.

9. Complete neighborhoods: In 2040, all Minneapolis residents will have access to employment, retail services, healthy food, parks, and other daily needs via walking, biking, and public transit.

To achieve the goal of access to daily needs via walking, biking and public transit, the City of Minneapolis will allow more housing to be built in places close to transit, retail services and employment areas. The City will designate additional areas for commercial uses in parts of the city that are well-served by public transportation and where demand for retail goods and services exceeds supply. The City will support thriving business districts and corridors that build on cultural assets and serve the daily needs of Minneapolis residents. And the City will work to build parks in underserved areas to ensure that all residents live within a 10-minute walk of a park.

Achieving this goal also requires changes to the transportation system that make it easier to walk, bike or use transit to access daily needs. The City will proactively improve the pedestrian environment and continue to build and maintain a network of bikeways, while working with Metro Transit to increase the frequency, speed and reliability of the public transit system.
10. Climate change resilience: In 2040, Minneapolis will be resilient to the effects of climate change and diminishing natural resources, and will be on track to achieve an 80% reduction in greenhouse gas emissions by 2050.

To achieve the goal of climate change resilience, the City of Minneapolis will strive to substantially increase the energy efficiency of buildings by retrofitting existing buildings and improving the design of new buildings. It will also work to accelerate the transition to renewable energy in buildings and transportation. Minneapolis will establish a pattern of development and a transportation network that prioritizes pedestrians, bicyclers and transit users. At the same time, the City will prepare for the consequences of climate change by investing in improved stormwater management, urban heat island reduction and energy system resilience.

11. Clean environment: In 2040, Minneapolis will have healthy air, clean water, and a vibrant ecosystem.

To achieve the goal of a clean environment, the City of Minneapolis will meet and exceed the air quality standards recommended by the EPA by eliminating the use of some of the most common industrial volatile organic compounds (VOCs) and by reducing industrial sources of other harmful pollutants. The City will also pair investments with regulatory changes to achieve equity in areas of environmental injustice.

The City will protect and manage its water resources sustainably while preventing contaminants from polluting its water systems. Achieving this means maximizing waste reduction to meet the City’s zero-waste goals, supporting healthy ecosystems in and around surface waters, and increasing biodiversity to restore ecological habitats. It also means promoting large and small developments that enhance air, soil and water quality.
12. Healthy, sustainable, and diverse economy: In 2040, Minneapolis will remain the economic center of the region with a healthy, sustainable, and diverse economy.

To achieve this goal, the City of Minneapolis will support existing businesses and help them grow. Additionally, the City will foster innovation and entrepreneurship in business sectors that show promise for growth and give Minneapolis a competitive advantage. This means supporting new business creation with a focus on creating opportunity for people of color and indigenous people.

Minneapolis will maintain and expand opportunities to start and grow businesses. This means strengthening downtown’s position as the region’s business, commercial, cultural and entertainment center. It also means supporting neighborhood business districts and corridors. And it means ensuring the physical space necessary for the production, processing, and distribution of products, which also helps provide quality living-wage jobs to residents.

13. Proactive, accessible, and sustainable government: In 2040, Minneapolis City government will be proactive, accessible, and fiscally sustainable.

To achieve the goal of being a proactive, accessible, and fiscally sustainable government, the City of Minneapolis will provide services that benefit residents, workers, visitors and businesses in a streamlined, accessible and equitable manner. This means improving services and using data and research to guide decision-making and plan for the future. It also means planning effectively for municipally owned facilities to serve a growing city.

Minneapolis will manage existing physical assets and work to implement the right improvements at the optimal time; and will use those improvements to cumulatively progress multiple City goals. This means creating and seizing opportunities to leverage funding with internal and regional partners or other entities that invest in the city. The City will also serve as a model employer by increasing the diversity of its workforce and providing employment opportunities for youth.
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

14. Equitable civic participation system: In 2040, Minneapolis will have an equitable civic participation system that enfranchises everyone, recognizes the core and vital service neighborhood organizations provide to the City of Minneapolis, and builds people’s long term capacity to organize to improve their lives and neighborhoods.

To achieve the goal of an equitable civic participation system, the City of Minneapolis will actively build the community’s capacity to strengthen authentic engagement through neighborhood associations and City advisory committees and to facilitate meaningful resident input into City policies, programs and procedures; and it will work to maximize the involvement of renters, people with disabilities, people of color, indigenous people and others who have been historically underrepresented in civic life. This requires deepening an understanding among City staff of Minneapolis’ diverse communities, their histories, and how the government has impacted them over time. The City will track the progress of engagement improvements as well as ensure that City staff reflects the diversity of Minneapolis’ residents. The City will also help foster the kinds of social connections that encourage and promote civic participation by ensuring safe and welcoming community spaces for all to connect with each other, including parks, community and youth centers, and city streets and rights of way.
CITY of ALBUQUERQUE
TWENTY-THIRD COUNCIL

COUNCIL BILL NO. F/S 0-18-45

ENACTMENT NO. _______________________

SPONSORED BY: Ken Sanchez, by request

1

ORDINANCE

2

AMENDING CHAPTER TWO, ARTICLE SIX OF THE REVISED ORDINANCES OF

3

ALBUQUERQUE RELATING TO [THE COMMISSION ON AMERICAN INDIAN

4

AND [ALASKA NATIVE AFFAIRS] [THE COMMISSION ON INDIAN AFFAIRS].

5

BE IT ORDAINED BY THE COUNCIL, THE GOVERNING BODY OF THE CITY OF

6

ALBUQUERQUE:

7

SECTION 1. SECTION 2-6-6-1 IS HEREBY AMENDED AS FOLLOWS:

8

INTENT.

9

[The City of Albuquerque acknowledges and affirms tribal sovereignty and

10

self-determination for tribal governments.] It is the purpose of §§ 2-6-6-1 et

11

seq., to recognize and formalize the government-to-government relationship

12

between the City of Albuquerque and its adjacent tribal communities and to

13

promote the health, safety[,] and general welfare of its citizenry through the

14

creation of [in American Indian/Alaska Native Affairs]. Commission—[on

15

American] Indian [and Alaska Native Affairs]. [The Commission] [to] serve[s]

16

as [the forum for government-to-government relations and as] an advocate [of]

17

[for American] Indian/[Alaska Native] affairs [to investigate, study and

18

consider the subject of Indian conditions] within the City of Albuquerque [and

19

the surrounding area], including, but not limited to, matters of employment,

20

education, economy, health, environment, [homelessness,] government, and

21

access to services in the City.

22

(Ord. 20-1996)

23

SECTION 2. SECTION 2-6-6-2 IS HEREBY AMENDED AS FOLLOWS:

24

CREATION.

25

There is hereby created the “Commission on [American] Indian[ and [Alaska

26

Native] Affairs” of the City, consisting of [five] [nine (9)] members [as set forth

1
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

SECTION 3. SECTION 2-6-6-3 IS HEREBY AMENDED AS FOLLOWS:

TERMS AND APPOINTMENT.

The Mayor, with the advice and consent of the Council, shall appoint [the] [nine (9)] members of the Commission. [The Mayor shall endeavor to appoint one (1) member representing each of the following sectors of the City: education, health, workforce/employment, environment, government and culture. The remaining three (3) positions shall be at-large positions. If a representative from a sector cannot be identified, then a member shall be appointed from the broadest base of the community at large.] [The term of office of each member Commission shall be three years; of the board members first named, however, two shall have terms ending October 1, 1995, two shall have terms ending October 1, 1996, and one shall have a term ending October 1, 1997. The Mayor shall determine which member is to serve which term.]

[The Commission may create advisory sub-committees from the community to provide input to the Commission to ensure that their issues are being addressed.]

[Recognizing the sovereignty and self-determination of the adjacent tribal nations, the Commission may also include one (1) ex-officio member from each of the following: Sandia Pueblo, Isleta Pueblo, Santa Ana Pueblo, Laguna Pueblo, the To’ohajiilee chapter of the Navajo Nation, and the All Pueblo Council of Governors, each of whom shall be chosen by the Pueblo, Chapter, or Council and not subject to appointment by the Mayor or the advice and consent of Council. The Mayor may choose to have any one or more of the tribally-selected members serve in a dual role as one of the Mayor’s nine appointments.
The term of office of each member of the Commission shall be three years from the date of appointment.

The Commission will interact, collaborate, and engage with the City Native American Liaison on a continuous basis to ensure American Indian/Alaska Native concerns, challenges, and resolutions are being advocated and implemented.

(Ord. 20-1995)

SECTION 4. SECTION 2-6-6-4 IS HEREBY AMENDED AS FOLLOWS:

POWERS AND DUTIES

The Board shall:

(A) Consult with tribal governments prior to taking actions that affect federally recognized tribal governments and shall assess the impact of City programs on tribal communities.

(B) Take appropriate steps to remove impediments to working directly and effectively with tribal governments.

(C) Serve as an advocate for American Indian/Alaska Native affairs by acting as a liaison between the City and the American Indian/Alaska Native community in order to bring American Indian/Alaska Native concerns to the City’s attention; by educating the City on the problems [challenges, concerns, and resolutions] of American Indian/Alaska Native citizens of Albuquerque; by researching the economic conditions of Indians in Albuquerque and the economic contributions of Indians to the City; and by researching evaluating the social, economic, environmental, health, educational, and governmental [problems] [challenges] [which] affecting American Indian/Alaska Native people(s).

(DB) Improve the employment opportunities of Indians in the City’s public and private sectors by monitoring the employment of Indians in the work force and encouraging parity of employment; by developing methods to enable employers to recruit, hire, train and promote Indians; and by developing and maintaining a hiring pool of qualified Indians for employment consideration.

{C} Work with the American Indian/Alaska Native community to increase awareness of and access to services and programs in the City of
Albuquerque; [and monitor statistical data] and advise the Mayor regarding
the number of [American] Indian/[Alaska Native] citizens accessing City
services.

[FD] Support economic development for Indian entrepreneurs—"including
educating Indian business enterprises as to the process(es) for acquiring
government contracts."

{(E) [(GC)] Make recommendations to the Mayor for placement of
[American] Indian/[Alaska Natives] on City boards, committees[,] and
commissions.

{(F) [(HD)] Provide an opportunity for the presentation and exchange of
ideas in respect to [American] Indian/[Alaska Native] affairs of the City by all
interested persons.

{(G) [(IE)] Submit annually a written report of its activities and an
evaluation of the effectiveness of §§ 2-6-6-1 et seq. to the Mayor and the City
Council with recommendations for changes.

(Ord. 20-1995)

[SECTION 5. SEVERABILITY CLAUSE. If any section, paragraph, word or
phrase of this ordinance is for any reason held to be invalid, or unenforceable
by any court of competent jurisdiction, such decision shall not affect the
validity of the remaining provisions of this ordinance. The Council hereby
declares that it would have passed this ordinance and each section,
paragraph, sentence, clause, word or phrase thereof irrespective of any
provisions being declared unconstitutional or otherwise invalid.

SECTION 6. COMPILATION. Sections 1 through 4 of this ordinance shall
amend, be incorporated in and made part of the Revised Ordinances of
Albuquerque, New Mexico, 1994.

SECTION 7. EFFECTIVE DATE. This ordinance shall take effect five days
following publication by title and general summary.]
CITY PROFILE ON RACIAL EQUITY

Louisville, Kentucky
Louisville City Profile on Racial Equity

Strong mayoral leadership and a robust foundation of data helped Louisville Metro, the metropolitan government for the combined Louisville/Jefferson County area, begin a process to address the modern impacts of segregation policies. To do this, the city acknowledged past mistakes and facilitated community dialogue to build a vision of a more equitable Louisville.

Erasing the Historical Lines of Division Drawn by Law & Practice

What began as a project by local urban planner and community organizer Joshua Poe quickly became a critical tool for understanding the interplay between the city’s history and its current outcomes. An interactive storymap created by Poe demonstrated how redlining and other real estate policies impacted the ability of communities of color to access jobs and build wealth. The map layered federal redline maps with the current distribution of vacant properties, building permits, home ownership, poverty, and the city’s racial and class populations from 1937 to 2010. The overlay vividly illustrated how redlining determined which modern-day neighborhoods showed signs of investment—and which did not, drawing attention to the divisions between majority white communities and communities of color.

Some of these current disparate impacts include:

- Denying access to mortgages and business loans independent of credit rating
- Disparities in rates of home ownership and investment
- Digital redlining, which is differential access to technological services like broadband
- Reverse redlining, a practice in which banks and other mortgage lenders charge people of color higher interest rates than white people
- Refusal to provide delivery services for goods to residences of color
- Dropping property insurance policies for Black and immigrant residents

Since Poe’s storymap was such a powerful device, Louisville Metro Mayor Greg Fischer worked with city staff to share what the city learned from it. First, the city developed a yearlong community dialogue called “Redlining Louisville: The History of Race, Class, and Real Estate” in partnership with community organizations. The series of dialogues helped the city formulate late recommendations for how to address the ongoing impacts of redlining on communities of color.

“There are still institutional barriers to people of color and that should be a concern for everybody in our country... And until we get into and understand more of history, injustice, grievances, and work through these issues, we’re not going to be as strong as a country,” said Mayor Fischer.

Second, in a series of podcasts, the Mayor created a space for the residents and organizations of Louisville to delve into the city’s fraught history with race as well as current issues like the future of controversial public art in the city.
Gathering Data on Racial Disparities Leads the City to Action

Prior to the redlining series, Louisville Metro undertook several other efforts to both understand racial inequities and build a path towards racial healing.

In 2006, the Louisville Department of Public Health and Wellness began investigating the racial health disparities in Louisville. The department founded the first municipal Center for Health Equity (CHE) in the country to address the social and economic conditions that cause health inequities. Since then, CHE has worked with partners throughout Louisville to understand the systemic factors influencing health outcomes and to identify evidence-based practices to move communities forward in addressing racial disparities. Through regular dissemination of its Health Equity Report, CHE has played a pivotal role in helping the city better understand disparities.

This data led to the Healing Possible Quorum 100 (HPQ100) racial healing effort, supported through a five-year grant from the W.K. Kellogg Foundation. In 2014, community members across sectors developed a series of recommendations to Louisville Metro to promote racial healing and address structural racism. These actionable recommendations led to:

- Adoption of a racial impact assessment tool
- Development of a publicprivate-nonprofit partnership to build community consensus and build the business case for equity, which would be staffed by a racial equity commission
- Adoption of formal policies across institutions to demonstrate their commitment to embedding racial equity as a priority

Equipping Staff to Act in their Departments and Across Metro Government

As a result of the HPQ100 recommendations, Louisville Metro has moved forward in a number of areas. As part of the city’s participation in the twoyear Racial Equity Here national cohort, CHE and the Metro Department of Human Resources led the city’s efforts to train all Metro employees on racial equity. These 3-hour trainings covered the history of race, implicit and explicit bias, structural and institutional racism, and equipped staff to take action. More than two thousand staff throughout all 26 Metro departments have been trained to date.

Mayor Fischer then created a formal structure for staff to own and participate in the work. In 2017, the mayor hired a Chief Equity Officer to oversee a citywide cross-functional team that leads the city in racial equity work. The team is comprised of leaders from 12 different city departments and a community advisory board. Mayor Fischer also embedded racial equity in his strategic plan and committed to developing a racial equity action plan across the Metro city departments. The plan will institutionalize a framework for using an equity lens to remove barriers to access, focusing on procurement,
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

hiring, workforce equity and youth development. City departments will also create their own racial equity plans, and the goals and intended outcomes will be embedded in the citywide LouieStat, the city’s local performance measurement system.

Key to developing the training and the cross functional team were partnerships CHE developed with the Department of Human Resources and the Office of Performance Improvement, which built out a set of racial equity liaisons to promote this work to each Metro department and navigate the unique cultures in each department.

The city is also addressing lingering redline policies via the racial wealth gap. Louisville Metro is exploring strategies on growing wealth for families, increasing home ownership, and providing opportunities in West Louisville, where disinvestment has been highest, and the negative impacts have been most acute. Through NLC’s Equitable Economic Development Fellowship, the municipality is looking at how to build a culture of entrepreneurship in these neighborhoods to expand access to goods, services and high-quality job opportunities that lead to economic stability and community vibrancy.

Summary: Louisville

1. Acknowledging History of Redlining: A public reckoning with the current local impacts of racially discriminatory policies and practices like redlining and urban renewal is a practice that cities across the nation can learn from.

2. Creating Innovative Platforms: Building on a University-developed story map, the city used innovative platforms like community dialogues, social media and podcasts to bring the community into a deeper understanding of how history impacts what the city looks like today.

3. Using Public Opportunities to be Explicit: These opportunities include the ongoing engagement of Mayor Fischer in leading with an explicit naming of structural racism and building knowledge and skills amongst city staff and the community to publicly engage with racial equity and move towards healing.

1 Like in many other US cities, the practice of redlining in Louisville began in 1933 through the Home Owners Loan Corporation (HOLC)’s maps, which codified racially discriminatory bank practices in order to direct investments to bolster home ownership in Louisville. Redlining, practiced by banks acting on behalf of the Federal Housing Administration, was used to determine the value of properties based on the race and country of origin of the residents.
Racial Equity Initiatives, Policies, and Resolutions from Across the U.S.

Resources

• Building Dedicated Governance Infrastructure for Racial Equity (Minneapolis, Baltimore, Austin, Oakland)

• City Ordinances Rooted in Racial Equity (Seattle, Washington D.C., Albany, Minneapolis, Albuquerque, Nashville)

• NLC How Baltimore in Advancing Racial Equity: Policy, Practice & Procedure (2019)

• NLC Louisville, KY City Profile on Racial Equity (2018)
Work with a Sustainable CT Equity Coach

Under this No-Cost Assistance Program your community will be paired with a SustainableCT Equity Coach to lay out a process to complete action Optimize for Equity or to address other equity-related issues of importance in your community that may or may not be related to your Sustainable CT application.

How it Works
Sustainable CT will strive to honor all requests to work with Equity Coaches.
Your coaching sessions can be conducted through a variety of ways, through phone calls, remotely, or in-person. You will work with your Equity Coach to schedule meetings that are mutually agreeable.

Working with a Sustainable CT Equity Coach will help your community achieve the goals of optimizing for equity:

- Broaden community connections and work together.
- Value all voices and include the interests of all members of the community in decision making.
- Create a community where all can thrive and where race, gender, age, or sexual identity do not determine opportunities or predict outcomes.
- Recognize and embrace the strengths that all community members bring to our cities and towns.

Work with a Coach
If you are interested in working with a Sustainable CT Equity Coach please send a general email expressing interest to info@sustainablect.org. Requests will be reviewed on an ongoing basis.
Training and Education

Race, Equity And Leadership Training

Strengthen local leaders’ knowledge and capacity to eliminate racial disparities

REAL offers a host of training opportunities and programs to empower and equip local officials with the tools needed to address racial disparities in their communities.

About REAL

Created in 2015 in the wake of social unrest in Ferguson, Missouri, NLC’s Race, Equity And Leadership (REAL) program helps to empower and equip local officials with tools to address racial disparities in their communities.

As local leaders look to reimagine government policies, procedures, and processes to build more equitable communities, REAL is available to help cities and towns learn the impact of historical inequities and design programs that dismantle structural and system racism.

What REAL Provides:

• Training with local elected officials and municipal staff
• Seminars for municipal staff and local elected officials
• Customized training to match city needs

Resources

• Sustainable CT Equity Coaching
• Race, Equity, and Leadership (REAL) Training
Homelessness disproportionately impacts people of color, particularly those in Black/African American communities. In Connecticut, Black/African-Americans account for over 30% of people experiencing homelessness, but only represent about 10% of CT’s general population.

Data on Race and Equity
Recent data on COVID-19 also indicate racial disparities exist. Black/African-Americans account for around 20% of CT COVID-positive cases and around 15% of COVID-related deaths (ctdata.org/covid19). These disparities are influenced by several factors, including centuries of discrimination in housing, healthcare, education, and criminal justice, that have resulted in an increased likelihood of people of color living in densely populated neighborhoods, working in essential jobs where they are more at-risk, having less access to adequate healthcare, and having greater negative health outcomes.

Building Cultural Competency
Connecticut’s homeless response system serves an incredibly diverse range of people from different religious backgrounds, races and ethnicity, and across the spectrum of age and experience as well as gender and sexual preference. Because of this, it is vital that cultural competency is centered in our work where we actively maintain cultural humility and offer culturally responsive service provision. CCEH provides trainings on cultural competence, cultural humility, and cultural responsiveness. Here is a brief introduction to terminology we use:

- Cultural humility challenges us to learn from those we work with and serve, reserve judgement, and actively bridge cultural divides.
- Cultural competence is the knowledge and understanding of the diverse and complex needs of people from various cultural groups.
- Cultural responsiveness is when services are framed by understanding of culture, cultural competency, and cultural humility creating a cultural responsive foundation for families and communities to be engaged and supported utilizing the strengths of their diversity and cultural dynamics.

Cultural competency is a continuum of practice that involves acknowledging cultural differences, identify gaps in treatment, and then tailoring your behavior and the services you provide to meet the needs of all groups by hearing from the groups and involving them in changes and decision-making. Culturally responsive programs and services evolve appropriately to engage families and communities in the design, delivery, and evaluation of effective and appropriate services. Think of cultural responsiveness as a tool to ensure the inclusion of various points of views and experiences. It often requires that those in a position of power take stock of their role in society and the advantages that may come with it and encourages the learning and understanding of other groups to foster respect, trust, and inclusion of that understanding in every step of decision-making.
Housing and Land Use

Moving forward
To ensure the equitable treatment and safety of those experiencing homelessness, particularly those who are disparately impacted by both homelessness and COVID-19, we must advance our efforts to identify racial disparities that exist in our programs, address disparities that exist, and retool our system to prevent these disparities from perpetuating.

Training Resources
CCEH offers trainings on cultural competency. Here are some resources available:


Additional Resources
Below are ways you can CCEH in our efforts to identify and address racial disparities that effect housing, especially during the COVID crisis:

• Learn more about who’s experiencing homelessness in your community, visit CTCANDATA.ORG (http://www.CTCANDATA.ORG)

• Learn more about whom COVID-19 is impacting, visit https://www.ctdata.org/covid19 (https://www.ctdata.org/covid19)

• Learn more about racial disparities in housing and homelessness through the following resources:

  • NAEH Racial Equity Toolkit (https://endhomelessness.org/resource/the-alliances-racial-equity-network-toolkit/)


  • Project Impact’s Implicit Bias Test (https://implicit.harvard.edu/implicit/takeatest.html)

  • Coalition of Communities of Color’s Self-Assessment Tool (https://cceh.org/cultural-competency/toolfor-organizational-self-assessment-related-to-racial-equity-2014/)


  • Child Health and Development Institute of Connecticut’s Issue Brief (https://myemail.constantcontact.com/CHDI-Issue-Brief--Better-Than-Usual--Care-.html?oid=1123418754709&aid=jfKe1Jm3h3w)

(860) 721-7876 257
Lawrence Street Hartford, CT 06106
Keep up-to-date on our advocacy and programs with our Monthly Newsletter. Sign Up Now (http://visitor.r20.constantcontact.com/d.jsp?llr=rrm57ftab&p=oi&m=1120110850609&sit=55x9voojb&f=0114f68d-e158-4fd7-8d3d-9e4143ba099e)
© 2015 Connecticut Coalition to End Homelessness
This guide explains how reforms to local zoning laws can promote diversity and undo segregation in Connecticut’s cities and towns. It shows how zoning can create impediments to fair housing choice, and it presents alternative zoning options that promote fair and open communities.

People strive for a life rich in opportunities, for a satisfying quality of life. For most of us, a satisfying quality of life includes safe neighborhoods, quality schools, helpful social networks and varied employment opportunities. So the community in which we live plays a significant role in determining whether we are content with and in our lives.

Connecticut is one of the most racially segregated states in the country. Two out of three minorities live in just 15 of the state’s 169 towns. And Connecticut’s people of color frequently live in communities lacking in many of the resources that can contribute to a successful and satisfying life. According to a 2009 study commissioned by the Connecticut Fair Housing Center (the “Center”), eight in ten of the state’s Blacks and Hispanics live in areas of “lower opportunity,” without thriving schools, safe streets, and the social networks that can lead to jobs.

We can help address Connecticut’s “opportunity gap” by making sure that our towns allow for all kinds of housing, particularly the affordable housing that is often needed by people of color who want to move to a higher-opportunity community. We know that moving from a lower opportunity community to higher opportunity areas reduces racial disparities. When children move out of poverty-concentrated areas, large reductions in the education achievement gap follow. When children move out of a communities with high crime rates, their stress levels drop and their brain development improves.

Connecticut’s white residents benefit if they live in a racially diverse community. White students in diverse learning environments develop better critical thinking and problem-solving skills than their counterparts in racially homogenous schools. Research shows that white students who attend integrated schools perform better in math at each grade level. And white students who are exposed to diversity are more likely to understand issues of social justice.

By 2020, 28 percent of Connecticut’s working age population will be people of color. Our children’s employers will be hiring applicants who have the ability to understand the various perspectives held by people of different races and ethnicities. Most American businesses already operate and compete in a global environment, serving and working with people of all kinds. For future employees, cross-cultural competence will be a necessity.

**Why Zoning Matters**

Zoning changes lives.

Zoning determines where housing can be built, the type of housing that is allowed, and the form it takes. Regulations can directly or indirectly affect the cost of developing housing, making it harder or easier to accommodate affordable housing.

Unfortunately, zoning often has been used to keep people of color out of communities. Minorities in the United States are disproportionately low-income. They
Housing and Land Use

have fewer financial resources to devote to rent or mortgage payments. Zoning ordinances in suburban communities frequently include provisions that effectively bar the construction of affordable housing. Studies have shown that “anti-density zoning,” which calls for large lot sizes for houses, has limited the supply of housing, increased housing prices and reduced the local supply of multifamily units. Other studies have found evidence that anti-Black motivations are driving zoning practices in some communities.

Connecticut includes some of the most severe, restrictive local zoning laws in the nation. Ninety-six percent of Connecticut towns have no provisions for affordable housing in their municipal zoning ordinances. Twenty-five towns do not even permit the building of multifamily housing, one of the most cost-effective ways of creating affordable housing.

WELCOMING OR NOT?

INCLUSIONARY ZONING is a zoning ordinance that promotes the creation of affordable housing.

Inclusionary zoning requires developers to make a percentage of housing units in new residential developments available to low- and moderate-income households. In return, developers receive non-monetary compensation in the form of density bonuses, zoning variances, and/or expedited permits that reduce construction costs.

By linking the production of affordable housing to private market development, inclusionary zoning expands the supply of affordable housing while dispersing the affordable units throughout a municipality or region. The effect is to broaden opportunity and foster mixed-income communities.

EXCLUSIONARY ZONING is a zoning ordinance that prevents certain types of people from living in a community.

Exclusionary zoning policies limit the amount and pace of residential development, thereby rendering housing in a local jurisdiction unaffordable for low-income residents.

Exclusionary zoning ordinances often prohibit the construction of multifamily housing by creating minimum lot size and maximum density requirements for housing developments.

Communities can promote diversity and integration with zoning reforms that reduce or eliminate exclusionary zoning and promote inclusionary zoning.

Resources

- The Connecticut Coalition to End Homelessness Race and Equity Resources
- Connecticut Fair Housing Center: A Guide to Zoning for Fair and Open Communities
Planning for Affordability in Connecticut

Affordable Housing Plan and Process Guidebook

December 2020
State of Connecticut
Department of Housing

Commissioner Seila Mosquera-Bruno
Michael Santoro, Director, Office of Policy, Research and Housing Support
Aaron Turner, Director of Government Affairs & Communications
Laura Watson, Agent, Office of Policy, Research & Housing Support

Department of Housing Advisory Committee

State Sen. Saud Anwar, 3rd District, Housing Committee Co-Chair
Mark Barnhart, Director of Community and Economic Development, Town of Fairfield
Beth Cavagna, Planning Director, Town of Bethel
Elizabeth Gara, Executive Director, CT Council of Small Towns
Sean Ghio, Policy Director, Partnership for Strong Communities
Erin Kemple, Executive Director, CT Fair Housing Center
State Rep. Cristin McCarthy-Vahey, 133rd District, Planning & Development Committee Co-Chair
State Rep. Brandon McGee, 5th District, Housing Committee Co-Chair
Zachary Mckeown, Legislative Associate, Connecticut Conference of Municipalities
Nandini Natarajan, CEO & Executive Director, Connecticut Housing Finance Authority
Mark Nolan, Partner, Nolan Enterprises Real Estate
Alex Pachkowsky, Housing Committee Clerk, Connecticut General Assembly
Matthew Pafford, Environmental Analyst, State of Connecticut Office of Policy and Management
Stephen Saloom, Director, Advocacy & Coalition Building, Fairfield County’s Community Foundation

Special Thanks To

Jocelyn Ayer, Community and Economic Development Director, Northwest Hills COG
Mark Barnhart, Community and Economic Development Director, Town of Fairfield
Sean Ghio, Policy Director, Partnership for Strong Communities
Jim Horan, Executive Director, Local Initiatives Support Corporation Connecticut
Dwight Merriam, Attorney at Law
Alyssa Norwood, Program Manager, Sustainable CT
Christie Stewart, Director, Fairfield County’s Center for Housing Opportunity

Fairfield County Housing Alliance Planning & Zoning Workgroup

Mark Barnhart, Director of Community and Economic Development, Town of Fairfield
Sean Ghio, Policy Director, Partnership for Strong Communities,
Lynn Haig, Director of Planning, Office of Planning and Economic Development, City of Bridgeport
Kayleigh Pratt, Sr. Policy Analyst, Partnership for Strong Communities
Rick Redniss, Principal Planner, Redniss & Mead

Regional Plan Association

Melissa Kaplan Macey, VP State Programs & Connecticut Director
Kas Tebbetts, Intern
Ellis Calvin, Data Research Manager
Maulin Mehta, Senior Associate, State Programs & Advocacy
Christina Kata, Special Projects Associate
Carlos Mandeville, Research Analyst
Marcel Negret, Senior Planner
Mark McNulty, Communications Associate
Dave Zackin, Graphic Designer

Regional Plan Association is an independent non-profit civic organization that develops and promotes ideas to improve the economic health, environmental resiliency, and quality of life of the New York metropolitan area. RPA conducts research on the environment, land use, and good governance, and advises cities, communities, and public agencies.
Planning for Affordability in Connecticut

CONTENTS

Introduction / 4

Why Plan For Affordable Housing? / 5
What is § 8-30j and what does it mean for my town? / 5
How does the affordable housing plan relate to § 8-30g? / 6
How Does the affordable housing plan relate to the Plan of Conservation and Development? / 6

Equity, Opportunity, And Housing / 7

Building Support for an Affordable Housing Plan / 9
Creating an Affordable Housing Committee / 9
Creating an inclusive planning process and communications strategy / 11

What to Include in an Affordable Housing Plan / 17
Community Values Statement / 17
History of affordable housing in your town / 17
Housing needs assessment / 17
Land use and zoning assessment / 19
Understanding your housing market / 19
Plan principles, goals, and actions / 22

Appendix A: Affordable Housing Plan Checklist / 27

Appendix B: Housing Needs Assessment Datasets / 27
Introduction

The Connecticut Department of Housing, together with Regional Plan Association and partners across the state, have worked together to create this guidebook to help municipalities develop their local affordable housing plans, as required by state statute § 8-30j.

While § 8-30j requires all towns to create an affordable housing plan by spring 2022, it doesn’t specify what should be included, leaving many local communities with questions, like:

- What exactly is an affordable housing plan and what should be included?
- How does this plan fit in with my town’s other planning documents, like our Plan of Conservation and Development?
- How do we create a plan for affordable housing when it can be such a hot button issue in our town?

This guidebook focuses on answering these important questions on the process for creating the plan, not just to comply with § 8-30j, but to help towns make the most of the opportunity to come together to plan for housing affordability. The high cost of housing in Connecticut is well known and commonly accepted as the tradeoff for the amenities our state offers. But it doesn’t have to be that way. Connecticut can be a great place to live and provide housing options for people at all levels of income.

Planning for more affordable homes is an important first step in changing the common narrative of opposition and creating space for productive community conversations around affordability.

Rather than an obstacle to be surmounted, the planning process is a chance to bring people together, connecting affordable homes to community values like equity and diversity. Through the process, local leaders and residents can build a shared understanding of how homes that meet the needs of current and future residents can improve the overall health and economic vitality of their towns by creating space for a variety of housing that meets the needs of people of different ages and incomes.

This guidebook provides a framework for engaging communities in the planning process and recommendations for creating specific elements of the plan, including how to:

- Design and carry out a community engagement and communications strategy;
- Conduct a housing needs assessment;
- Evaluate local land use and zoning to identify barriers to affordable housing development;
- Understand the role of local and regional housing market conditions in financing affordable housing development;
- Create a Community Values Statement;
- Develop plan principles, goals, and actions; and
- Apply best practices to implement the plan.

Although one size doesn’t fit all, the set of strategies and tools provided in this guidebook are intended to serve as a synthesized set of resources that make it easier for towns to successfully plan for more affordability.
When it comes to housing development, towns very often find themselves in a reactive rather than a proactive position.

Some residents may voice strong opposition to development proposals at public meetings and on social media. There are many reasons why there is initial opposition to proposed development plans, including the human tendency to resist change, resident concerns about impacts on traffic and school enrollment, and implicit and explicit bias around residents of affordable housing. But the truth is that affordable housing is an investment in our communities; it is the catalyst for better jobs, talent retention, health, wellbeing and quality of life in Connecticut.

How can an affordable housing plan help shift the narrative?

People across the state acknowledge that Connecticut is an expensive place to live and that the lack of affordability in many communities means that young people can’t afford to live in the towns where they grew up, older residents can’t afford to downsize from single-family homes to an apartment in their community, and people employed in lower paying jobs within communities can’t afford to live where they work. An affordable home is a powerful shaping force for all of us. The COVID-19 crisis has heightened awareness of the role that our homes play as a critical foundation, especially during difficult times. With students learning from home, many people working from home, and everyone seeking refuge as we weather the pandemic, the connection between our homes and our social and economic health is clearer than ever. This moment of crisis is a real opportunity for all communities to pause and reflect on what we mean when we say, “We’re all in this together,” and work to create an inclusive and equitable recovery where there is room for all, and not just some, in every town.

WHAT IS § 8-30J AND WHAT DOES IT MEAN FOR MY TOWN?

Effective July 24, 2017, Connecticut General Statutes, Title 8, Chapter 126a, § 8-30j requires every municipality in the state to prepare an affordable housing plan at least once every five years. Under this statute, municipalities have until July 2022 to adopt an affordable housing plan.

The statute provides that:

- At least once every five years, every municipality must prepare or amend and adopt an affordable housing plan.
- The plan must specify how the municipality intends to increase the number of affordable housing developments within the municipality.
- The municipality may hold public informational meetings or organize other activities to inform residents about the plan development process.
- The municipality must provide at least 35 days notice for a public hearing on adoption of the plan and must make the draft plan available to the public for review prior to such public hearing.
- Following adoption, the municipality must regularly review and maintain their affordable housing plan.

While these requirements provide a good starting point for creating and adopting an affordable housing plan, many municipalities have reached out to the State of Connecticut Department of Housing requesting additional guidance on what should be included in a local affordable housing plan and how to create one. This Guidebook is intended to answer those questions by providing a best practices guide for both the process of developing an affordable housing plan and the elements of the plan document itself. It is not intended as a set of requirements that towns must adhere to, but rather as a helpful tool to assist municipalities in their local efforts to create meaningful and effective local affordable housing plans.
HOW DOES THE AFFORDABLE HOUSING PLAN RELATE TO § 8-30G?

Long, drawn out legal battles over development are costly for everyone, developers included, and time and again the development community has stated the desire for direction from towns on affordable housing development. By working to create a local plan, towns get the opportunity to thoughtfully plan for affordable housing and developers get more clarity on what types of applications are most likely to meet with success in local communities.

In Connecticut today, many towns address affordable housing development on a case by case basis in relation to Chapter 126a, § 8-30g of the Connecticut General Statutes, the “Connecticut Affordable Housing Land Use Appeals Procedure.” § 8-30g includes an appeals procedure where the courts may override local zoning denials of affordable housing proposals in towns where less than 10% of the housing stock is affordable and the town has not achieved a moratorium for demonstrating progress towards the 10% goal. Under § 8-30g, the burden of proof of just cause for denial of an application is on the municipality. By planning for affordable housing, municipalities can better address § 8-30g with thoughtful goals and actions that encourage developers to avoid contentious applications by proposing development consistent with the town’s affordable housing plan.

HOW DOES IT RELATE TO THE PLAN OF CONSERVATION AND DEVELOPMENT?

A simple step to ensure that your town’s affordable housing plan is a meaningful, effective document is to make it a part of your town’s Plan of Conservation and Development (POCD). Per Chapter 124, § 8-23, all municipalities are required to prepare or amend and adopt a POCD once every ten years. Failure to adopt a POCD can result in limitations on a municipality’s eligibility for certain discretionary state funds. While there is no state statutory mandate that local land use regulations and decisions be consistent with your Plan of Conservation and Development, § 8-2 of the Connecticut General Statutes states that zoning regulations, “shall be made in accordance with a comprehensive plan,” and in adopting such regulations the responsible municipal body, “shall consider the Plan of Conservation and Development.”

A municipality may make consistency between its zoning and POCD more explicit by adopting a local policy as part of its POCD and zoning regulations requiring consistency between the two documents, even though state law does not require it. Including a policy statement on consistency between the POCD and your land use regulations makes your plan more meaningful with respect to implementation. By incorporating the affordable housing plan into the POCD, your municipality can strengthen the standing and effectiveness of the affordable housing plan as a guiding document for land use and zoning regulations and decisions.

§ 8-30j LEGISLATION

(a) At least once every five years, each municipality shall prepare or amend and adopt an affordable housing plan for the municipality. Such plan shall specify how the municipality intends to increase the number of affordable housing developments in the municipality.

(b) The municipality may hold public informational meetings or organize other activities to inform residents about the process of preparing the plan. If the municipality holds a public hearing, at least thirty-five days prior to the public hearing on the adoption, the municipality shall file in the office of the town clerk of such municipality a copy of such draft plan or any amendments to the plan, and if applicable, post such draft plan on the Internet web site of the municipality. After adoption of the plan, the municipality shall file the final plan in the office of the town clerk of such municipality and, if applicable, post the plan on the Internet web site of the municipality.

(c) Following adoption, the municipality shall regularly review and maintain such plan. The municipality may adopt such geographical, functional or other amendments to the plan or parts of the plan, in accordance with the provisions of this section, as it deems necessary. If the municipality fails to amend such plan every five years, the chief elected official of the municipality shall submit a letter to the Commissioner of Housing that explains why such plan was not amended.
Housing is the cornerstone of opportunity in Connecticut and across the country.

Harvard Professor Ras Chetty’s seminal Opportunity Atlas, which maps the childhood roots of economic mobility, makes the case that the neighborhood where a child grows up impacts their access to opportunity as an adult. Not surprisingly, access to high opportunity census tracts is very often limited by a lack of housing affordability, and areas of opportunity are predominantly occupied by white people. This is not an accident.

The history of redlining, racial steering, and other discriminatory housing policies and practices, including racially restrictive covenants and the placement of affordable housing, is embedded into the fabric of communities. In many instances this continues to be perpetuated by local land use and zoning regulations. The 1968 Fair Housing Act was intended to protect individuals and families from discriminatory housing practices, but barriers to fair housing continue to persist today. This is certainly true in Connecticut, which is one of the most residentially segregated places in the country.

When talking about land use in our state and across the country, we are faced with an underlying question: how to address our history, which has affirmed white people’s access to wealthier suburbs while excluding people of color? Nearly 90 years after the first redlining maps appeared, we can still see the wide social and spatial disparities resulting from the policies of segregation that shaped our state. To address this, we need to do many things. First and foremost is to acknowledge and understand this history.

Housing segregation in Connecticut did not happen by chance.

1  https://www.opportunityatlas.org/

It is the result of accumulated policy decisions over multiple generations that legalized and allowed market forces to produce segregated city neighborhoods and suburbs. Federal policies pre- and post-WWII influenced financial systems to institutionalize discrimination, and local approaches to land use control show us how segregation proliferated and later normalized within our state.

One of the programs that had the most influence in segregating neighborhoods was redlining, due to the changes it encouraged in the financing of new housing starting in the early 20th century. In 1933, the Home Owners Loan Corporation (HOLC) developed investment risk grade maps based on neighborhood racial make-up and building conditions to help lenders decide where the “safest” areas for investment were located. Any significant number of Black residents would almost always mean a rating of “hazardous” (the lowest possible) for a neighborhood. These neighborhoods were outlined in red on the HOLC maps, hence “redlining.” While HOLC did not actually invest or divest a significant amount of capital according to these maps, private entities adhered to them much more stringently. This created widespread disparities between neighborhoods that saw loans for new housing and those that did not, decisions based most clearly around race. This biased policy denied access to capital investment, which could have improved housing and economic opportunities in communities of color.

Alongside racialized divestment encouraged by HOLC’s lending guidelines, the Federal Housing Administration (FHA) developed uniform standards that made single-family housing the standard for American suburbs during and after the New Deal and the Roosevelt administration. The National Housing Act of 1934 encouraged the construction of single-family homes over multi-family homes, offered little in terms of assistance for building modernization of the existing housing stock, and required building and loan appraisals that favored suburban, white housing.
In addition to the favorable financial conditions made available to suburban homeowners, most suburban localities were given the ability to maintain racial and economic segregation through the use of exclusionary zoning barriers, most noticeably by imposing single-family districts all across their jurisdictions. Most localities still do this by requiring large residential lots, high parking ratios, onerous dimensional restrictions, and even occupancy requirements.

Under the Trump administration, the federal government repealed the Affirmatively Furthering Fair Housing rule (AFFH), which had required local governments to proactively ensure fair housing in order to receive federal funding. AFFH was designed to give more teeth to the Fair Housing Act in combating segregation, and was praised by civil rights groups at the time. In Connecticut, an AFFH Analysis of Impediments to Fair Housing continues to be a required part of any application for funding through the state’s Department of Housing.

As a direct result of these historical policies and failure to meaningfully advance fair housing, Connecticut allocates a disproportionate amount of land towards large single-family detached houses, primarily owned by wealthier white communities. The increasingly expensive housing market in combination with racial segregation is a key factor in the wealth gap between people of color and their white counterparts in Connecticut. The nexus between these policies and our segregated state can also be observed when examining the neighborhoods that received favorable HOLC grades and comparing those that were labeled as “high risk”. Areas that received favorable grades are still today predominantly white, have higher incomes, and their housing stock has a higher share of single-family units. Conversely, neighborhoods that received high-risk grades, tend to have a higher percentage of people of color, lower household incomes, and a higher share of crowded living quarters. These patterns are somewhat weaker in areas that have experienced gentrification. But even after 90 years, significant disparities are still correlated with those historical risk grades.

Effectively addressing this disparity is a complex challenge. But one simple solution to creating more equitable housing in Connecticut is to plan for and build more affordable housing in all communities. Connecticut’s housing stock should reflect the needs of all residents with housing choice in every community. Creating a local affordable housing plan is a tangible way that municipalities throughout the state can initiate conversation and take action to create more diverse communities with housing for people at all levels of income.

For detailed information on AFFH requirements in Connecticut and how to meet them, please reference the Connecticut Fair Housing Center’s AFFH guidebook.
Creating an Affordable Housing Committee

One of the most critical factors for success in any planning effort is local leadership. A key first step in creating a local affordable housing plan is to identify a leadership team to spearhead the effort.

Strong and vocal leaders who believe in the effort and are willing and able to put in the time necessary to recruit, support, communicate and carry out an inclusive planning process is essential to developing a meaningful plan.

A champion can be a chief elected official who is passionate about the issue of affordable housing or a group of community leaders who come together to form a local affordable housing committee. Ideally both the chief elected official and community leaders are working together towards the common goal of elevating the issue of affordable housing in the community. A local affordable housing committee can form organically with a group of concerned citizens coming together to advocate and plan for affordable housing in collaboration with the municipality. Or a committee can be appointed by the municipality’s elected officials to take on the role and lead the effort. In both cases, leadership should work to ensure the committee consists of a diverse group of people representing different demographics and perspectives.

The affordable housing committee plays several important roles:

- Bringing together local leaders to proactively plan for affordable housing.
- Creating a constituency of advocates for more affordability in the community.
- Providing support to elected and appointed local officials on decision making related to affordable housing development.

Your affordable housing committee leaders can help your town identify the most effective ways to engage different sectors of the community. Elected officials, business owners, community advocates, and others involved in the planning process know the most effective ways to engage their sectors of the community. By sharing the message out broadly across the community via social media, news outlets, or other communication tools throughout the planning process, members of your leadership team can create sustained, broad-based support for your affordable housing plan.
Connecticut Communities Take Action on Affordability

**Town of Fairfield Affordable Housing Committee**

During the mid-1980’s, faced with the rising home prices and concerns that the cost of housing was increasingly out of reach for some residents, the Town of Fairfield established an Affordable Housing Task Force to study the issue. The Task Force produced the Town’s first Affordable Housing Plan in 1988, which began with this preamble from the Board of Selectmen:

*The affordability of housing for residents of Fairfield will become the most important concern of this administration in the coming years. The current disparity between current market values for housing and the incomes of many of Fairfield’s young adults and elderly has generated a serious community need for affordable housing.*

In the immediate aftermath of this remarkable commitment, Fairfield moved aggressively to address the housing needs of its residents, setting aside town-owned property and dedicating funds for new housing development as well as amending its zoning regulations to permit accessory dwelling units and to encourage affordable housing through density bonuses and in mixed use developments.

In 2007, the “Task Force” was elevated by ordinance to a permanent standing committee, and charged with studying the need for affordable housing with the Town as well as making an inventory of suitable sites and identifying funding for its pursuit. The Affordable Housing Committee is also tasked with making an annual report on these issues to the Representative Town Meeting.

Fairfield’s Affordable Housing Committee remains very active, and in 2014, produced its most recent update to the Town’s Affordable Housing Plan, with funding support from the CT Department of Housing through its Housing for Economic Growth program. The Plan included eleven action steps to further the development of affordable housing, many of which the Committee has since implemented, including: the adoption of a town-wide inclusionary zoning regulation; the establishment of an Affordable Housing Trust Fund and the enactment of an inclusionary zoning fee of 0.005% on all new construction or building additions in Town.

**Town of Salisbury Affordable Housing Commission**

The first community examination of the need for affordable housing took place 20 years ago at the Salisbury Forum, a two-day, Town-wide meeting to discuss the future needs of the Town. Affordable housing was identified as one of the most pressing priorities. This consensus resulted in the formation of the Salisbury Housing Trust, a 501(c)(3) that specializes in the construction of deed-restricted, single-family affordable homes.

In 2008 the Board of Selectman formed the Affordable Housing Advisory Committee, whose 16 members worked for 18 months before issuing a comprehensive and unanimous report. It called for the formation of a Salisbury Affordable Housing Commission (SAHC) to ensure an institutional commitment to the provision of Affordable Housing in the Town, and a Salisbury Affordable Housing Fund (SAHF) to support that mission. The SAHC and SAHF were created by Town Ordinance in 2010. The SAHC consists of nine volunteers appointed by the Board of Selectmen, including an architect, planner, engineer, former Selectman, member of the Board of Finance and local housing trust. Requests for financial support from the SAHF must be endorsed by the SAHC before going to the Selectmen or Town Meeting for approval.

In response to § 8-30j legislation requiring towns to create an affordable housing plan, the SAHC led the development of the Town’s affordable housing plan in 2018. The Commission received a grant to hire an outside consultant to help plan and facilitate public forums to get input from residents on affordable housing needs and possible locations for projects that would go into the Plan. Each of two public forums attracted more than 100 citizens. The Commission wrote the plan, which was adopted by the Board of Selectmen.
**Creating an Inclusive Planning Process and Communications Strategy**

The process that your town undertakes to develop an affordable housing plan is just as important as the plan that you create. To be effective as a guiding policy document that supports the development of affordable homes in your town, your plan needs the support of the local community. The best way to build support for your town's plan is to create an inclusive planning process that provides meaningful opportunities for resident participation in the process from the beginning.

Designing and executing an inclusive communications strategy for the development of your affordable housing plan is a critical first step in the plan development process. By providing meaningful opportunities for residents to help shape the plan, you engage residents in a productive dialogue on the policies and strategies that your town will ultimately work to advance to create more affordable housing.

Once adopted, your plan serves as a guide for elected and appointed officials who know they have the support of the community behind them as they make decisions on development applications.

Having a proactive plan that was developed with the community is an important tool for grounding decisions on future development applications, making evaluation easier and more transparent for all.

**Your Communications Strategy**

A communications strategy outlines how your town will engage clearly and effectively with your community to create your affordable housing plan and will guide your community engagement activities. Creating and adhering to a transparent communications strategy will help increase productive participation in the planning process, build trust within your local community and build essential support for implementation of your plan. Critically, a communications strategy can help to frame a positive narrative around affordable housing in your community as an asset that relates to other community priorities such as economic and social sustainability.

**What should be included in your strategy?**

A robust communications strategy should identify:

- **Audience**: Who you are communicating with about your affordable housing plan
- **Tools**: The mediums and platforms you will use to reach your audience
- **Engagement Sessions and Public Meetings**: A tentative schedule, plan, and budget for virtual and in-person community engagement sessions
- **Accessibility and Equity**: Strategies to ensure that your communications and engagement methods reach and are heard by people of different abilities as well as socio-economic, racial, and cultural backgrounds
- **Content**: The messages and information you share about your affordable housing plan

**Audience**

Your communications plan should clearly identify who your audience is. The audience will be the stakeholders and groups among whom you need to build support for your plan. This will likely include residents of your community, business owners, elected officials, educators, local developers, individuals who work in your community, and individuals who would live in your community if more affordable housing were available.

Consider how frequently or infrequently you already communicate with these constituencies and how you reach out to “hard to reach” groups. For example, you may already have systems in place to reach current residents of your community, but reaching those who work in your town might require different approaches. Brainstorming to identify such groups and the creative ways you can reach out to bring new voices to the table, including people who might like to move to your community, is an important opportunity to build broad support for affordable housing in your community.

Building a diverse coalition to support the creation and implementation of your plan begins with diverse plan leadership. Who is sitting at the table at meetings about your affordable housing plan? Do they represent the variety of stakeholders in the community? Whether your municipality already has an Affordable Housing Committee or is creating a committee or a special task force to meet the requirements of § 8-30j, thinking about the reach and diversity of who is around the table should be front and center as you embark on the plan development process.

**How do we create diversity at the leadership table if there is little diversity in the community?**

This is a difficult question that many municipalities in Connecticut face. How does a town create a racially or socioeconomically diverse local leadership committee when many people of color are underrepresented in the community? Opportunities to consider include reaching out to advocates and community-based organizations within your town or adjacent municipalities and engaging people who work but don’t live in your community by coordinating with local businesses.

**Tools**

Your communication strategy should utilize multiple communication tools in order to reach and engage the broadest and most diverse audience possible. The more people that get involved in the planning process, the better. The following tools are useful to
consider when building out a communications strategy for your town. In choosing the tools you will use, it is important to keep in mind that you will need to meet your audience where they are rather than expecting them to come to you.

Social Media
For engagement via social media we recommend utilizing the existing social media accounts you have access to through your municipal government, local advocacy organizations, and elected officials as well as the social media accounts associated with your Affordable Housing Committee members, as appropriate. Social media accounts are only as valuable as the amount of people they reach. We caution against creating new social media accounts specific to this effort, unless you have a coordinated plan to build and maintain the new accounts. In most cases it is better to strategize how to grow the audience that engages with established accounts so community members stay engaged beyond the planning process.

It is helpful to have social media accounts across multiple platforms, including but not limited to Twitter, Facebook, Instagram, and LinkedIn. Although this guidebook broadly offers best practices for sharing social media content, we encourage communities to refer to other sources to gain a deeper understanding of specific social media platforms.

Best Practices for Social Media Content
► Ensure your goals remain front and center by sharing content that is explicitly related to your affordable housing plan, including but not limited to: surveys, announcements, and educational materials like infographics and relevant news articles.
► Engage your audience by providing a call to action. Most often, this will be a hyperlink, whether it leads to a news article, a sign-up form for an engagement session, a survey, or a website to access further resources.
► Communicate quickly by minimizing the amount of text and using abbreviations where possible. Use active voice and an engaging tone that grabs attention.
► Involve other organizations in your content in order to broaden your reach by tagging the social media profiles of organizations related to your post, like advocacy groups, nonprofits, and/or faith-based organizations.
► Educate your audience by being direct and avoid using jargon, especially when explaining housing or planning terminology.
► Create an attractive, streamlined appearance by ensuring the dimensions of any graphics you share fit the platform you’re using. Different social media, particularly Instagram and Twitter, will crop images when they appear in a user’s feed. Many online resources can help you identify ideal dimensions for social media graphics.

Social Media Kits
If you’re coordinating social media communications among multiple stakeholders - your municipality, Affordable Housing Committee, community groups, elected officials - a social media kit can be helpful. A social media kit is a document that includes draft social media posts as well as resources like hyperlinks and graphics. You will distribute the kit among the partners you’re working with, making it easier for them to copy and paste and share your communications on their social media accounts, and ensuring that communications are consistent among your partners.

Digital Communications
Does your municipality communicate information online through a town website or newsletter? If so, these can be ideal mediums to communicate information about your affordable housing plan. This is a good example, however, of a communications tool that will only reach some members of your audience, likely those that are already engaged with your municipality.

News Media
Does your municipality communicate information through a town, county, or regional newspaper, or a local television channel or radio station? If so, you may want to consider leveraging these tools to communicate about your affordable housing plan. If you intend to run advertisements in these mediums, identify your budget as part of your communications strategy.

Printed Material
Does your community have a central business district that generates heavy foot traffic? Are your residents accustomed to receiving mail from your municipality? If so, you may want to consider leveraging different print materials - flyers, mailers, leaflets, and the like - to reach your audience.

Surveys
Whether conducted digitally or in person, surveys are a useful tool that you can use to simultaneously educate residents, gather information, and create meaningful participation in the planning process. We recommend using Google Forms, a free, user-friendly platform. Google Forms automatically generates easy-to-use analytics and summaries of survey responses that will help guide your planning process. It is easy to share Google Forms surveys via email or an embedded link, and they can be completed easily on computers or mobile phones. It is also easy to print a PDF form of the survey for use by those who will prefer a hard copy. While an online survey may be easy to use for many people in your community, it is important to also provide a printed survey option for those who may not have access to the internet or who may face accessibility or other barriers to utilizing an online survey tool.

Creating effective surveys is similar to creating effective engagement sessions: you will need to create an accessible tool that asks clear questions to help you get the information you need while keeping participants informed and engaged.

We recommend the following:

- Limit the length of your survey to about 10 questions.
- Structure questions in ways that will make it easy to analyze responses (i.e., a multiple choice question will be clearer than a free response).
- Avoid using jargon or complicated language that might make your survey inaccessible.
- Be clear and concise about each of your questions, and define any housing or planning terms.
- Provide space at the end for individuals to add extra comments or contact someone with questions.

We also recommend collecting demographic information from survey participants so you can understand whether or not your survey responses are representative of the audiences you are hoping to reach.

**Engagement Sessions**

You will need to plan for both in-person and virtual community engagement sessions. While in-person sessions have the benefit of being more hands-on, virtual sessions offer the advantage of being easier to attend without the barriers of transportation and travel time. Virtual engagement can also be used to extend engagement beyond the traditional public meeting conducted at a set time, with more frequent/on-going interaction, such as community asset mapping using dynamic web-based tools.

**All Events**

- Decide on a clear goal for each engagement session.
- Create a clear outreach strategy to attract a diverse group of participants and ensure that your programming will be accessible to all participants.
- Determine up front what you would like to learn from the engagement session. With that end-goal in mind, craft a clear agenda and make it available to participants prior to the meeting so they know what to expect.
- Be efficient and intentional about your use of time. We recommend that events be no longer than two hours. Time of day is also an important consideration, as certain times of day will be more or less convenient for constituent groups such as parents, seniors, workers, etc.
- Use strategies such as sketching, placing dot stickers, or breakout discussion sessions to keep participants engaged and create opportunities for everyone’s voice to be heard.

**In-Person Events**

In the context of the COVID-19 pandemic, in-person events should be limited to reduce the spread of the virus. If and when communities determine it is safe to resume public events, some general guidelines to keep in mind include the following:

- Establish ground rules to ensure that everyone’s voice is respected and heard and that one person doesn’t dominate the conversation.
- Provide facilitators for round table discussions to ensure that the conversation moves along and everyone around the table has an opportunity to share their thoughts.
- Provide childcare.
- Provide refreshments.
- Provide for accessibility.
- Provide for translation, as needed.

There are a variety of formats for in-person events that can be used to share information, encourage dialogue, obtain feedback and build community support for a local affordable housing plan. Formats that encourage communication and collaboration are generally most effective at building trust and creating a sense of shared ownership. In person events can include:

- **Public information meetings**: Formal public meetings, typically auditorium style, where information is shared in a presentation format and the public has an opportunity to ask questions.
- **Public workshops**: Public workshops are typically more interactive than the more basic public meeting, and usually include a presentation that shares information on the project, followed by an interactive working session where community members have an opportunity to engage in brainstorming, breakout discussion sessions and interactive preference exercises, such as voting on ideas using dot stickers.
- **Design charrettes**: Charrettes are a great way to provide a hands-on experience for people to work together with professional facilitators to think through high level design solutions for creating affordable housing on potential sites. Rolling up your sleeves together and working with markers or a computer-based design platform can be a fun and interactive way to get community members thinking about opportunities and seeing their ideas immediately translated into potential solutions.
- **Open houses**: The open house format typically takes the form of an exhibit illustrating the planning process that you are undertaking and sharing information on work in progress. An open house can be set up in a public space like a library, school, or community center for a day, a few days, or a few weeks, giving the public an opportunity to view materials at their leisure. Typically on the first day of the open house, those spearheading the effort to develop the plan will...
be on site to explain the project, answer questions, and solicit feedback. Interactive features can be built into exhibits to provide the public with an opportunity to share their feedback at other times throughout the open house period.

Information booths at other planned events: Setting up an information booth at your local farmers markets, school fair, or community event is a great way to share information about your affordable housing planning process and gather feedback from your local community.

Online Events
Many of the meeting formats described above can be translated to an online format using a web meeting service such as Zoom, GoToMeeting, Google Meets, and WebEx. While a two hour meeting works well for in-person events, you may want to consider shortening online events to no more than an hour and a half. Here are some strategies to keep in mind to make sure your events run smoothly:

- Facilitators and presenters should complete a trial run of the engagement session ahead of time. This will ensure that the host or organizer understands how to give others the ability to share their screen or present, and keep transitions smooth.
- At the start of each meeting, the facilitator should ask all participants to mute themselves, and be clear about when the floor is open for questions.
- Ask participants to make sure their name is appearing with their image, rather than a phone number, using the “Rename” feature.
- Utilize the “Chat” feature to keep track of questions that may come up during the discussion.
- Use virtual polling tools, such as the poll feature on Zoom, to keep your audience engaged and capture information.

Accessibility and Equity
Having a productive conversation about the accessibility and equity of your communications requires speaking explicitly about race and class in your community. These are difficult topics, but addressing and naming racial and socioeconomic inequality in your municipality during the planning process is essential to creating a meaningful plan for expanding affordable housing in your community.

Creating a plan that addresses inequality requires keeping equity at the forefront of all communications and outreach efforts. Here are some questions that may be helpful in guiding your communications:

Accessibility Guiding Questions

- Who has access to this community? Who doesn’t and why?

As you begin to answer these tough questions, consider how your communications strategy can be a tool for addressing and overcoming the following barriers:

Inclusivity
It is important to make sure that you are including the perspective of people who may not live in your town today, but might want to if there were more affordable homes. This includes the voices of people of color, as well as younger people, senior citizens and others who may be underrepresented in your community.

We suggest creating communications strategies that address how to reach the following populations:

1. Young professionals who might be interested in living in your community:
   - Connect with local institutions such as universities, colleges, or hospitals.
   - Provide flyers for display and place notices for engagement sessions in email newsletters.

2. Older residents who would like to stay in your community, but want to downsize from single-family homes:
   - Connect with places of worship, senior centers, health-care facilities, and other organizations that serve older residents in your community.
   - Provide flyers for display and place notices for engagement sessions in email newsletters.

3. People who would like to live in your community if there were more affordable housing options:
   - Disseminate informational flyers or engagement-session invitations to local employers and business owners to give to their employees.
   - Look for advocacy groups, nonprofits and faith-based organizations in your region that address housing, homelessness, poverty, and other social issues. Send open invitations and information to their leaders and community members.
   - Post public notices in local newspapers.

Difference in Ability

- The Americans with Disabilities Act outlines the obligations of Title II (state and local governments) and Title III entities (businesses and nonprofits that serve the public) to communicate effectively with those with disabilities.
- Accessible digital media will include subtitles for the hearing-impaired, and is able to be read by a text-to-speech engine or “screen reader” for people with vision impairments or learning disabilities. This will require including text
alternatives to all visuals (i.e., a caption that describes what is happening in the image) and that a web page is formatted with traditional HTML markup.

- To learn more, visit the Web Accessibility Initiative’s website: w3.org/WAI/perspective-videos/speech

**Language Barriers**

- Most social media platforms offer a translation feature that will help make social media content accessible for English as a Second Language (ESL) individuals. If your digital media is accessible for text-to-speech engines, it will also make your materials more accessible for non-English readers.
- In your engagement sessions or official publications, it may be necessary to include translations on print materials and slides, or have an individual present to translate.
- We highly encourage that any print materials disseminated in the community include a translation in any language beyond English spoken broadly in your community.

**Availability Barriers**

Time and money are enormous barriers to participation. While some residents may have the availability and schedule flexibility to attend community meetings, others may not. This can be addressed by:

- Holding engagement sessions at different times of day and on weekends to accommodate different work schedules
- Holding both in-person and virtual meeting attendance options
- Providing food and childcare as a standard part of your engagement sessions
- Using your social media platforms to elevate all community members’ voices

---

**Removing Barriers to Opportunity**

**Reality** is when everyone is provided with the same level of opportunity and assistance. But the truth is that not everyone is starting in the same place with respect to the resources they can readily access. That’s one of the reasons why recognizing the difference between equality and equity is so important.

**Equality** is when everyone is provided with the same level of opportunity and assistance. But the truth is that not everyone is starting in the same place with respect to the resources they can readily access. That’s one of the reasons why recognizing the difference between equality and equity is so important.

**Equity** is when everyone is provided with the same level of opportunity and assistance. But the truth is that not everyone is starting in the same place with respect to the resources they can readily access. That’s one of the reasons why recognizing the difference between equality and equity is so important.

**Justice** is when everyone is provided with the same level of opportunity and assistance. But the truth is that not everyone is starting in the same place with respect to the resources they can readily access. That’s one of the reasons why recognizing the difference between equality and equity is so important.

**Strategies to address equity** require acknowledging and overcoming the long history of unequal treatment that has provided some people with better access to opportunities than others. As we gain the tools to better identify and address the inequalities that exist in our society, we can learn what is needed to remove systemic barriers to opportunity.
There are several options for how you present information in digital and print communications.

This is not an exhaustive list, but below you will find some formats and examples of how those formats can be used effectively. The words and images you use are critical to building a positive narrative around your affordable housing plan.

**Infographics**
Infographics are graphic visual representations of information, data, or knowledge intended to present information quickly and clearly. Because they communicate information quickly, infographics can be ideal for educating and building support around your plan on social media. You may enlist the support of a planner or graphic designer on staff to create impactful, easy-to-digest infographics that address housing needs in your community.

**Flyers**
Print and digital flyers are helpful to building general awareness about the plan and for advertising engagement sessions. An effective flyer will address the “Who”, “What”, “Where”, “When”, and “Why” of an event clearly without an excess of text or other information that will create clutter.

**Newsletters**
As you build a coalition of supportive and interested residents, it will be important to keep them engaged and involved. A bi-weekly or monthly email newsletter that highlights progress and draws attention to relevant events, issues, and ways to get involved may be helpful. If your newsletter is distributed by email, this is an ideal opportunity to include hyperlinks to more information about affordable housing that is too substantive to print on a flyer or incorporate into a short social media post.

**Event Postings and Registrations**
If you host engagement sessions, whether virtual or in-person, it is helpful to post about your event on social media in addition to a posting on your municipal website. If you do not have your own registration system, it may be helpful to use a free online service like Eventbrite to help participants register for events digitally.

---

**Sustainable CT**
Local Actions, Statewide Impact.

Sustainable CT is a voluntary certification process that inspires and supports communities in becoming more efficient, resilient, and inclusive. Certified communities demonstrate significant achievements in broad-ranging sustainability impact areas, including increasing the availability of healthy, efficient, and diverse housing. Sustainable CT’s housing roadmap of best practices includes steps for designing and implementing an affordable housing plan; growing sustainable and affordable housing options; and implementing policy for greater housing diversity.

Sustainable CT’s housing actions align with the best practices in this guidebook. Accordingly, municipalities can potentially earn points toward Sustainable CT certification by creating a local affordable housing plan. The Sustainable CT framework, rooted in equity and community engagement, is a powerful platform for building broad-based local support and ensuring an inclusive, collaborative, co-creative process for shaping local housing policy.

To learn more, visit sustainablect.org.
COMMUNITY VALUES STATEMENT

Having a conversation with your community about what residents value is a great way to start the conversation around planning for the future.

Conversations on the values that the community holds are most often positive and productive, creating and reinforcing a shared sense of purpose. Community values can include things like equity, opportunity, health and well-being, sustainability, inclusivity and prosperity, and will vary depending on the priorities of your stakeholders. Starting with a dialogue about values is a helpful way to begin the planning process and provides a foundation for developing the contents of your plan. And as your town works to develop your affordable housing plan your values can be used as a reference point for plan principles, goals and actions. As you are working to draft the elements of your plan, you can keep coming back to them, asking- Does this principle, goal or action advance our town's core values?

HISTORY OF AFFORDABLE HOUSING IN YOUR TOWN

In planning for the future, it is useful to reflect on and learn from the past. Understanding your town’s history with respect to affordable housing is an important starting point as you plan for more affordability. A history of past successes and challenges in planning for and creating affordable homes can be useful context that sets the stage for productive dialogue on policies and goals for the future. Inclusion of the broader historical context of residential development patterns in the state can also be a helpful way to acknowledge the accumulated policy decisions over multiple generations, including redlining, racial steering, and other discriminatory housing practices, that created the land use patterns we see in our communities today.

HOUSING NEEDS ASSESSMENT

Understanding existing and anticipating future housing needs in your community is a critical first step in creating an affordable housing plan. How can you effectively plan for future housing if you don’t have a clear picture of the housing you have in your town today and the housing you will need in the future to sustain a healthy, vibrant community? Affordable homes and housing types that meet the needs of people at a range of incomes and at different stages in their lives are the foundation of thriving communities. Having a range of homes where people can afford to age in place, live in the community where they work, and access a community where they’d like to live, but can’t afford will strengthen the economic and social sustainability of your town into the future.

Your housing needs assessment should identify the quantity and type of housing needed by residents of your town and region today and over the course of the next ten years. This will help you understand the extent to which you are meeting existing housing needs and what your housing needs will be in the future. This information is critical to developing the principles, goals and actions of your affordable housing plan.

Your housing needs assessment should include an analysis of the following data for your town and region. This analysis will provide a full picture of the people who live in your town and region today, how they are housed, their current and future housing needs and how housing affordability relates to the economic and social health of your town, as follows:

3 Defined as your county or regional Council of Government area.
Demographics
Gather data on metrics like current population, population change over time, race, age, and household configurations for your town and region. You should also consider population projections as part of your analysis, which provide an estimate of how much growth your town and region can expect to see in the future. In analyzing demographic data it is important to keep in mind that demographics are strongly shaped by local housing supply and zoning. Therefore, your analysis should consider the extent to which your town provides housing opportunities that meet the housing needs of both town residents and the broader landscape of residents in the region.

Nearly all the necessary demographic data is publicly available from the US Census American Communities Survey, which is conducted annually. See Appendix B for details. For population projections refer to the Connecticut State Data Center or your regional Council of Government.

Housing supply
Gather data on the supply of housing in your town, including housing type, (single-family versus multi-family), housing tenure (owner- or renter-occupied units), vacancy rates, unit size, age of housing stock, housing cost, and number and type of subsidized units, including but not limited to the inventory of homes that meet the state’s definition of affordable housing. You should also review recent housing development trends in your town and region, through a review of building permits and/or a literature review of recent development proposals. Use this data to understand the kinds of housing opportunities that are available in your town.

Most housing supply data is available through the US Census American Communities Survey, with additional data sources listed in Appendix B.

Economic indicators
Gathering data on residents’ income and how much they spend on housing costs is important for understanding the extent to which your housing stock is affordable to your town’s residents. In addition, understanding the socioeconomics of people who work in your community is also important in figuring out the gap between those who live in your town and some of those who might like to, but can’t afford to.

Economic, employment, and commutation data is available from various sources, including PolicyMap and the Census Transportation Planning Package (CTPP). See Appendix B for more information.

Gap Analysis
The keystone of a housing needs assessment is a gap analysis, which shows the difference between the housing available in the town, and what residents of the town and region can afford to pay.

There is no single way to conduct a gap analysis, but the following best practice is suggested:

1. Assessment of whether existing and projected housing will accommodate current and future housing needs

Using the population and housing data recommended above along with HUD’s Comprehensive Housing Affordability Strategy (CHAS) data, you can analyze the gap between the housing available in your municipality and the needs of residents living in your community. From the detailed CHAS data tables, you can extract data that shows how many people are dealing with housing cost burden, overcrowding, and other housing problems, along with different characteristics like household income band, amount spent on housing costs, housing tenure, race, disability, and household size. For example, CHAS data allows you to see how many people in your community are below 50% AMI, in renter households, and with an elderly member of the household, or to see how many middle-income owners are facing housing cost burden in your community compared with others in the region. These specific questions may differ from town to town depending on findings from the housing and population data above, but fundamentally, the housing gap analysis should indicate the number of people in different income bands who are housing cost burdened or overcrowded, and the number of units available in the town affordable to each band.

2. Analysis of the relationship between housing costs and access to housing in your community

In addition to a basic analysis of the gap between available housing and the needs of those currently living in your community, understanding 1) the gap between available housing and housing needs of a broader constituency of potential residents; and 2) the relationship between available housing and your town’s economic and social sustainability, are helpful analyses that can inform your affordable housing plan.

For example, data on economics and income can show the gap between housing within your town and the incomes of people who work there. Regional demographic data can indicate the presence of de facto segregation, for example, if your town has a much lower percentage of people of color than the surrounding region. Other gap analyses may use population projections to analyze future housing needs, or take a particularly close look at the availability and use of subsidized housing.5

4 Defined as homes that cost 30% or less than 80% of state or median area income, whichever is lower.

LAND USE AND ZONING ASSESSMENT

Understanding housing need is one piece of the puzzle in planning for affordable housing. Another important piece is understanding how your town currently uses its land and what your zoning says about what types of housing can be built where. Together with the housing needs assessment, your land use and zoning assessment will help your town better understand where affordable homes in your community currently exist and evaluate whether and where your town is able to create more affordable homes under your current zoning.

Your land use analysis should include the following:

- A land use map that highlights the lots in your town that are currently used for housing and other uses. This map should indicate the density of existing housing, distinguishing between single-family, and low (2-3 units), medium (4-5 units) and higher density (5+ units) multi-family. Lots that include accessory dwelling units should also be noted.
- Identification of underutilized lots, including but not be limited to:
  - Parking lots in close proximity to transit
  - Strip malls or office parks with high vacancy rates
  - Vacant lots and/or vacant industrial sites
  - Underutilized municipally-owned property
- A review of your zoning code, identifying the regulations applicable in each residential district, including:
  - Minimum lot size
  - Maximum lot coverage
  - Special permit requirements
  - Parking requirements

The purpose of this review is to understand both how land in your town is used today and how it may be used in the future under your existing zoning regulations.

This will help you to identify specific opportunities to meet the needs identified in your housing needs assessment, including zones that allow for the creation of more housing choice in your town as well as potential sites where more affordable homes can be created. This analysis will also help you to better understand the ways that your existing zoning encourages and/or discourages housing development. For example, while your town may allow for the creation of accessory dwelling units, a closer examination of your zoning may reveal that parking requirements, dimensional criteria and/or strict standards on occupancy make it difficult to create such units in practice. Matching up your town’s housing needs against your existing land use and zoning will help you develop goals and actions for your affordable housing plan.

UNDERSTANDING YOUR HOUSING MARKET

Market conditions play an important role in the financial feasibility of building different types and scales of housing in communities. Therefore, as you are creating an affordable housing plan to address the housing needs identified in your town’s housing needs assessment, it is important to understand your local and regional housing market.

The strength of your housing market is an important factor to consider as you are developing the goals and actions of your affordable housing plan. In a strong market area it will be easier for the private sector to finance a development project than in a weak market area.

It is important that communities recognize that the strength of the regional and local housing market impacts the ways that the financing package for an affordable housing development is constructed. In all markets, the financing of affordable housing development is always complex and requires subsidy of some kind, including but not limited to the following tools:

- Property owned by the municipality, dedicated/transferred or leased long term for affordable housing development
- Achieving a market feasible threshold for density of development
  - Provision of density bonus for creation of affordable housing units
  - In strong markets, enough density that market rate units can cross-subsidize affordable units
- Federal low income housing tax credits
- State financing programs
- Local property tax abatements or phase-ins
- Seed capital for site improvements or infrastructure extensions from CDBG and other funding sources
- Streamlined development application review and approvals
Streamline the development application review and approvals process

The need for a better system

The development application review and approval process is often time consuming, inefficient and expensive and can leave municipal officials, local residents and developers feeling frustrated, angry and unheard.

One way that towns can directly impact the financial feasibility of development is to make the approvals process efficient and predictable. A long and unpredictable approvals process is continually cited by development professionals as a leading factor driving up development costs, impacting financial feasibility of proposed projects.

It is not unusual for applications to take months and often years to advance through the review process, creating uncertainty and anxiety for all sides.

One of the most effective strategies that can be applied to implement the development recommendations of your community’s affordable housing plan is to make the process more inclusive, predictable and efficient.

This is critical to addressing the two core challenges that very often delay and derail development applications:

- **Community residents feel shut out** of the process until it is too late to affect decisions; and
- **Developers feel that approvals take far too long** and the process is so unpredictable that only the most well-resourced and patient capital can see projects to completion.

This inefficiency results in too few beneficial projects reaching completion, impacting housing supply and contributing to the affordability crisis.

Creating a More Efficient Process

The first step in creating a more efficient review process is to have an up-to-date affordable housing plan in place, developed with robust resident participation early in the process.

This allows your town to be proactive in planning for the future and setting out a policy framework that informs, rather than reacts to, development projects as they are proposed. Your plan will help you better negotiate with developers, and give developers a clearer sense of what projects are likely to be approved in your town.

Clear and predictable timelines are another essential element of transparent and effective community input and reliable government approvals.

Without predictability and transparency, the development process can become mired in political dealings and/or the appearance of such dealings, which can result in a drawn-out, frustrating, and expensive process. Towns should be very clear in laying out application submission requirements and review timelines and sticking to them and should provide—

- **A checklist** of application materials to be submitted.
- **A flow chart** that lays out review timelines and deadlines, showing how and when all of the parts of an application move through the process and when decisions will be made. This will make the process clear for everyone, including staff, elected and appointed officials, developers and the public.

Finally, a streamlined and equitable review process should take a holistic approach to impact review.

This can be accomplished by:

1. Identifying both negative impacts and positive benefits of proposed projects. For example, community services required to support a new development project can often be a flashpoint of contention, while positive impacts of a project on areas such as housing affordability may receive little attention.

2. Evaluating project impacts from the perspective of the broader community, rather than a narrow geographic context. For example, a proposed housing development may increase traffic or noise at one intersection, but on the whole, may generate fewer car trips than the same number of units built across a broader geography. Operating with a narrow lens, the environmental review process is very often used as a tool to delay and stop developments that may, in fact, be beneficial to communities when viewed from a more holistic perspective, such as the neighborhood or municipal level.
The Connecticut Housing Finance Authority (CHFA) recently published a statewide housing needs assessment that includes an analysis of Connecticut’s housing market.\(^6\)

This assessment provides a helpful overview of relative market strength for both rental and homeownership housing and also addresses opportunity factors in communities such as access to quality schools and education centers. The assessment of both opportunity and market activity was used to produce the following market typology classifications at a census tract level:

- High opportunity/strong market
- Low opportunity/strong market
- High opportunity/weak market
- Low opportunity/weak market
- Low development activity

The Opportunity Index (high/low) identifies areas in which new developments will provide a higher quality of life for residents with easy access to jobs and good schools. The Market Activity Index (strong/weak) classifies census tracts based on the amount of market activity that has taken place over five years, 2013 to 2017, sorting between strong or weak markets. Strong markets are more likely to see development activity than weak markets.

Because a different Market Activity score can be reached for the homeowner market and rental market, a census tract can have a strong homeowner market and weak rental market. There is also a Low Development Activity market type, which classifies census tracts where population growth is stagnant and vacancy rates are high.

Housing and Land Use

Rental Market
Strong rental markets are areas with increasing populations and strong demand for rental housing development. These markets have experienced the fastest income growth among renters. In High Opportunity/Weak Market areas there is also growth in rental development, but renters’ incomes have only experienced modest growth in these areas. Renters generally earn less than owners in all market types.

In High Opportunity/Strong Rental markets median rent has increased faster than median household income among renters. However, in these market areas rent still consumes less than 30% of household income. Rent consumes more than 30% of income in low opportunity markets where incomes are lower. When adding transportation costs to housing costs, only renters in the High Opportunity/Strong Market spend less than half of income on transportation and gross rent. There is an affordability cliff below 50% of median income across all market types where a majority of renters are cost burdened up to this income level.

Across all markets, the median income is a major affordability tipping point. This indicates a lack of affordable rental options available for households below the median income in certain markets and especially for households at 80% area median income (AMI) and below.

Homeownership/Sales Market
When considering the affordability of homes to potential first-time home buyers, prices in low opportunity markets have increased at a greater rate than income among renters in these markets, making it more difficult for renters to make a first home purchase. But in high opportunity markets, homes are becoming more affordable to households that are currently renters. The difference in prices between high and low opportunity areas makes it difficult to move between markets as a first-time homebuyer. However, due to rising prices, particularly in the Low Opportunity/Strong Market, it is more likely for a household to sell their home as an appreciated asset and potentially move to a high opportunity market. There is a steep affordability cliff for homeowners below the median income across all markets. The percentage of cost burdened homeowners rises approximately 30 points between those earning more than the median income and those earning 80% AMI. Over three-quarters of homeowners earning up to 30% AMI are cost burdened.

PLAN PRINCIPLES, GOALS, AND ACTIONS

Principles
Connecting your town’s core values to housing affordability with a common set of guiding principles is a helpful way to frame your plan as you work to develop specific goals and actions. It is often easier to come to agreement on high level policy principles than it is to get consensus on specific plan details. Therefore, setting out the principles that express your community’s values can be a very helpful step towards developing and agreeing upon plan goals and actions.

Through the community engagement process, you will have surfaced important, commonly held values, which might include concepts like equity, opportunity, health and wellbeing, sustainability, inclusivity and prosperity. With these values, you can craft principle statements such as,

- Our town is an inclusive community with a diversity of housing types that meet the needs of individuals and families at a range of incomes and stages of life.
- Our town is an equitable community that strives to meet the housing needs of those who live here today and those who would like to live here in the future.
- Our town is a thriving community with housing diversity that supports a sustainable economy.

Using these types of general statements as a starting point, you can then develop more specific goals that relate back to and reinforce your plan’s overarching principles.

Goals
Using your plan principles as an overarching framework, the following strategies are recommended for developing clear and actionable plan goals. We recommend creating three to five primary goals that are reflective of your principles. Each goal can have a subset of more specific actions your municipality will take, or benchmarks you would like to meet.

Refer to your housing needs assessment, land use and zoning analysis, and documentation of outreach efforts and events to identify the most pressing needs in your community
Take note of what you have heard from the community, and what you have learned from your analysis of the housing market. Where do they align? Where are they different?

Refer to your community’s values
What types of goals are aligned with your values and will help you meet the needs your community has identified?

Be specific
An abstract goal such as “improve equity and sustainability” is a good place to start, but remember to clarify exactly what you mean by words like “equity” and “sustainability”, and define some ways in which you could measure improvements in those areas.

For example, if your housing needs assessment showed that you have adequate affordable housing stock, but in your community outreach, residents asked for improved housing quality, a goal could be, “Improve housing equity in our town by improving the quality of affordable homes.”
Preview strategies in your goal statement.
Though your actions will undoubtedly evolve, previewing them in the goal statement will help your community envision a way forward.

For example: to increase housing options and housing variety in our town by allowing accessory dwelling units in areas zoned for single-family homes.

Themes and types of affordable housing goals to consider

Applying the strategies described above, consider creating goals that address the following:

Production
Through your housing needs assessment, you will have an understanding of the size and scope of the affordable housing need in your community. Satisfying the need or some percentage of the need can be a goal. You can also specify the housing types most in need and potentially describe how your town will incentivize or participate in production. As part of this goal, you may also want to consider how your production goal may demonstrate progress towards achieving an § 8-30g moratorium, if applicable.

Preservation
It may be important for your municipality to put measures in place to preserve the affordability of parts of your housing stock to meet the ongoing needs of residents. Your housing goals should identify neighborhoods or developments in which additional measures will be necessary to preserve affordability.

Equity and access
Housing equity goals will vary with each municipality. For many towns, the largest housing equity issue is access: do people of lower income levels have access to housing in your community? What are current barriers to access? Some examples include there not being enough supply at different price levels, a lack of variety in housing types, or discriminatory practices by landlords. Endeavor to address barriers to access in your equity goals.

Think regionally
Housing markets are regional and do not conform to municipal boundaries. Consider discussing your goals with neighboring municipalities, or collaborating with your local Council of Governments to consider the housing needs of the region. The community and its needs are not clear-cut and bounded by town lines. Creating housing goals that address the needs of the community requires looking outside of your town boundary to understand the greater ecosystem of people that move within your region of Connecticut every day. At the same time, when thinking regionally it is important to consider how every town will create opportunities for affordability, rather than expecting only some and not all communities to meet regional affordable housing needs.

Actions
Once you have created your plan goals, you are ready to think about how to make them a reality. Actions should include short, medium, and long term strategies for reaching your plans goals. The degree to which these actions are carried out over time is how you will measure your progress and success towards achieving the goals of your plan. Actions should be associated with each of your plan goals and should also be laid out in a matrix, associating each action item with a timeframe (short, medium and long term) and assigning actions to those who will be responsible for taking the lead on them, as shown in the plan implementation matrix template:

Data on reporting of discriminatory practices can be obtained from the CT Fair Housing Center (https://www.ctfairhousing.org/).

Plan Implementation Matrix Template

<table>
<thead>
<tr>
<th>Principle</th>
<th>Goal</th>
<th>Action</th>
<th>Timeframe (circle one)</th>
<th>Responsible party</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>1.</td>
<td>1.</td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td>2.</td>
<td>1.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td>3.</td>
<td>1.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td>Short / Medium / Long Term</td>
<td></td>
</tr>
</tbody>
</table>
In developing actions to achieve your plan goals, the following strategies are recommended for consideration:

**Site identification:** Identify sites where your town will encourage or incentivize development. Provide clear direction to the development community on the scale and design parameters for development in your plan and through zoning. Municipally-owned properties in appropriate locations should be considered when your town is identifying potential affordable housing sites.

**Zoning:** Zoning is one of your town’s most powerful tools for incentivizing production. Identifying locations where your town would like to see affordable housing developed and zoning for such development puts your town in a proactive position with respect to development. Developers are likely to propose housing on appropriate sites in your town that are zoned for it. It is much easier for a developer to create the housing your town wants if you enable it through your zoning regulations. Some zoning tools to consider include, but are not limited to:

- **Inclusionary zoning:** Adopt inclusionary zoning regulations that incentivize or require the creation of affordable housing as part of all market-rate housing developments.

### Inclusionary Zoning

Also called inclusionary housing, inclusionary zoning regulations incentivize or require the creation of affordable housing as part of all market-rate housing developments.

The particulars of an inclusionary zoning regulation, such as the definition of affordability, the length of designated affordability, whether or not the regulation is mandatory, and incentives for participation, are determined in Connecticut by individual municipalities.

**What do Connecticut’s General Statutes say about it?**

§ 8-2i. Inclusionary zoning. (a) As used in this section, “inclusionary zoning” means any zoning regulation, requirement or condition of development imposed by ordinance, regulation or pursuant to any special permit, special exception or subdivision plan which promotes the development of housing affordable to persons and families of low and moderate income, including, but not limited to, (1) the setting aside of a reasonable number of housing units for long-term retention as affordable housing through deed restrictions or other means; (2) the use of density bonuses; or (3) in lieu of or in addition to such other requirements or conditions, the making of payments into a housing trust fund to be used for constructing, rehabilitating or repairing housing affordable to persons and families of low and moderate income.

(b) Notwithstanding the provisions of any special act, any municipality having zoning authority pursuant to this chapter or any special act or having planning authority pursuant to chapter 126 may, by regulation of the body exercising such zoning authority, implement inclusionary zoning regulations, requirements or conditions.
Be My Neighbor: Accessory Dwelling Units

Changing zoning and parking regulations to allow the creation of accessory dwelling units (ADUs) is an efficient way to increase housing opportunities in low-density areas. Accessory dwelling units also provide a unique opportunity for existing residents to make supplementary income by renting out a unit, or have the opportunity to house additional family members. To best utilize ADUs to help you meet your affordable housing goals, your municipality may consider:

1. Making it Easier to Legalize and Construct ADUs and Conversions through Zoning Code Changes and Local Ordinances
   With or without state policy on ADUs, municipalities in Connecticut can update their zoning and other relevant local ordinances to make it easier to create ADUs and conversions. Municipalities should consider incentives for good design and accessibility, relaxing strict standards on occupancy and dimensional criteria, and minimizing large lot requirements.

2. Creating More Flexible Parking Requirements
   Parking standards can make or break ADU and conversion policies. In neighborhoods close to transit, off-street parking requirements should be minimized, and in most cases, on-street parking on public rights-of-way should be considered as a viable option to accommodate ADUs and conversions.

3. Providing Technical Assistance, Financing, and Information
   Municipalities should work to create programs that provide assistance for constructing ADUs and making conversions by simplifying technical language and streamlining approvals. Statewide financing programs, especially targeting senior citizens, should be prioritized.

Learn more about ADUs at rpa.org

Funding: Commit dedicated funding to support affordable housing development. Funding may be directed as part of the municipal budget, through grants, or to other entities that result in affordable housing development, including but not limited to affordable housing trust funds, community land banks, and land trusts.

Streamlined development review and approvals process: Streamlined permitting for proposals that are consistent with your zoning regulations with predictable timelines for application review makes the development process less onerous for all parties involved. This administrative tool is a meaningful way to encourage appropriate development by providing certainty for developers and curbing escalation of project development cost that can occur with a long, drawn out approvals process.

Production Incentives: Incentives can be an effective way to encourage developers to create affordable housing in your community. Some techniques to consider include providing the following:
- Density bonuses in certain zones that allow developers to increase the number of units they can develop when affordable units are included in the proposal.
- Property tax abatements or phase-ins to incentive affordable housing development.
- A one-stop shop in town hall that shepherds development applications through the approvals process, including assistance with pre-application, permits, and approvals.

Preservation

Preserving affordability can be achieved in several ways, including increasing the supply of units, restricting rental increases via regulation, or providing rental subsidies.

Community land banks and land trusts can be helpful tools to achieve preservation goals. For affordable homeownership, affordability may be preserved through deed restriction.
Housing and Land Use

Community Land Banks and Land Trusts

A community land bank is a nonprofit or governmental entity that acquires and manages underutilized, vacant, or foreclosed properties in the community. Many properties owned by land banks are obtained through the property tax foreclosure process. Usually land banks make these properties productive again by making them appealing to the private market. The land bank can increase a property’s appeal by using special powers given to them by the state to waive delinquent property taxes or other financial or legal obstacles.

A community land trust is a nonprofit, community based organization designed to ensure community stewardship of land. Community land trusts can be used for many types of development, but are primarily used to ensure long-term housing affordability. The trust acquires land and maintains permanent ownership of the land, entering into a long-term, renewable lease rather than a sale with the homeowner. When the homeowner sells the property, they earn a portion of the increased property value, the remainder is kept in trust, preserving affordability for future low to moderate income residents.10

---

Deed Restricted Homeownership

A deed restriction legally restricts how a piece of property may be used in the future. Deed restrictions can be used to maintain the long-term affordability of a property. Typically, a community land trust or government entity provides an initial mortgage subsidy to make the home affordable, and then places parameters on the resale value of the deed restricted home so that future buyers’ mortgages may be subsidized by the appreciation in property value. Deed restricted affordable homeownership is a form of shared equity ownership that requires an initial outside payment to subsidize the mortgage so it may be affordable for the first family.

Effective shared equity homeownership programs have to balance the goals of building wealth for the homeowner and preserving the affordability of the housing. One major downside of deed restricted affordable home ownership is that the owners do not get to accrue equity if the property appreciates in value, due to the restrictions on resale value. While deed restrictions may allow a low-income family to purchase a home, if they are too stringent, they will not allow families to benefit from the full value of homeownership, which has historically been essential in America for growing generational wealth and increasing communities’ economic mobility. To avoid this pitfall, the municipality or community land trust may consider structuring the deed restriction such that the owner may retain some of the equity gains that have accrued to the property.

---

Equity and access

Actions to improve equity and access to housing in your town can include increasing the supply of housing of different types and at different price points and addressing other barriers to access like discriminatory practices such as steering practices and landlord refusal to accept housing choice vouchers. While illegal, these practices still occur and can be addressed through housing discrimination testing, enforcement of existing regulations, fair lending practices and right to counsel laws. In it’s Affirmatively Furthering Fair Housing Guidebook, the CT Fair Housing Center recommends the following steps to further fair housing in Connecticut:

1. Conduct an Analysis of Impediments to Fair Housing Choice

The Analysis of Impediments (AI) should be done in concert with a Housing Needs Assessment. An AFFH AI combines demographic, socio-economic, and housing supply data from your municipality and region to identify housing needs in your community. And it goes further in identifying barriers to fair housing, such as discriminatory land use and zoning ordinances, occupancy limits, or lack of affordable housing programs.

2. Develop Action Steps

Action steps will specifically address the barriers identified in Step 1. Action steps may include training for municipal staff, housing officials, and real estate agents. They could also include community engagement sessions and materials educating the public about their right to fair housing.

3. Document Action Steps

When conducting an AFFH AI in pursuit of state funding, municipalities must submit documentation of their process and progress made. This documentation will include a summary of the Analysis of Impediments process, impediments identified, action steps, and a report on the progress and impact of steps taken.

Think regionally

Because housing markets are regional and do not conform to municipal boundaries, actions that your municipality takes to collaborate with neighboring towns and your Council of Government (COG) can be very helpful in crafting a plan that meaningfully addresses housing needs. Collaborative actions can include hosting regional conversations with neighboring towns to discuss housing needs and undertaking a regional housing needs assessment in partnership with your COG and/or neighboring communities.
APPENDIX A

Affordable Housing Plan Checklist

Planning Process
☐ Establish leadership team/affordable housing committee
☐ Design & carry out community engagement & communications strategy

Plan Document
☐ Community values statement
☐ History of affordable housing in your town
☐ Housing needs assessment
☐ Land use and zoning assessment
☐ Plan principles, goals & actions
☐ Implementation strategy

APPENDIX B

Housing Needs Assessment Datasets

<table>
<thead>
<tr>
<th>Dataset</th>
<th>Contains data on</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Communities Survey (US Census Bureau) data.census.gov nhgis.org</td>
<td>Demographics: • Population • Race and ethnicity • Age • Households • Household type Economic: • Housing costs (rent and owner costs) • Income Housing Supply: • Type of housing • Housing tenure • Units by number of bedrooms • Age of housing stock • Vacancy rates</td>
</tr>
<tr>
<td>Building Permits Survey (US Census Bureau) census.gov/construction/bps</td>
<td>Housing supply: • Recent building permits</td>
</tr>
<tr>
<td>Census Transportation Planning Package (American Association of State Highway and Transportation Officials) ctpp.transportation.org</td>
<td>Economic: • Income for residents and workers • Commutation patterns</td>
</tr>
<tr>
<td>Comprehensive Housing Affordability Strategy (US Dept. of Housing and Urban Development) huduser.gov/portal/datasets/cp.html</td>
<td>Demographics: • Households • Household type • Race and ethnicity Economic: • Housing costs • Income Housing Supply: • Housing units • Vacancy • Rent and housing value</td>
</tr>
<tr>
<td>CT Data Collaborative ctdata.org</td>
<td>Population, Demographics, Housing including, but not limited to CT Housing Data Profiles and population projections</td>
</tr>
<tr>
<td>Partnership for Strong Communities housingprofiles.pschousing.org</td>
<td>Housing Data Profiles • State, county and municipal level population and housing data</td>
</tr>
<tr>
<td>Picture of Subsidized Households (US Dept. of Housing and Urban Development) huduser.gov/portal/datasets/astshsg.html</td>
<td>Housing Supply: • Subsidized housing</td>
</tr>
<tr>
<td>U.S. Small-area Life Expectancy Estimates Project (Centers for Disease Control) cdc.gov/nchs/nvss/usaleep/usaleep.html</td>
<td>Quality of Life: • Life expectancy</td>
</tr>
</tbody>
</table>
Additional Federal, State, and Local Resources

To achieve an inclusive future, we need to co-design new roles for employers, educational institutions, governments, workers, foundations, community-based organizations, and intermediaries in regional ecosystems.

Racial Justice

The CT Department of children and families (CTDCF) has been focused on the issue of racial justice for many years with its formal journey beginning in 2005 as a participant in the national Breakthrough Series Collaborative focusing on disproportionality and disparities sponsored by Casey Family Programs. After a series of leadership and organizational changes, CTDCF renewed its focus on addressing issues related to Racial Justice in 2011. In 2012, the Department partnered with JRA consulting and the partnership with its CEO, Jen Agosti has continued throughout the years. Today, with the support and leadership of Commissioner Vannessa Dorantes, along with her administration, achieving Racial Justice and the elimination of racial and ethnic disparate outcomes within the Department has been explicitly included as one of the five strategic agency goals.

We, at CTDCF, believe in the values of diversity and inclusion. Specifically, we believe in the diversity of thoughts, ideas, beliefs, experiences, and we value the inclusion of all people and their human differences. Recognizing that Child Welfare is a system that is flawed and has historically contributed to disproportionality and disparate treatment of children and families, we continue to evolve and most recently with the nation’s civil unrest we have elevated our commitment in becoming an anti-racist organization whose beliefs, values, policies and practices achieve racially just outcomes.
Connecticut Commission On Racial And Ethnic Disparity In The Criminal Justice System

About Us

The Commission on Racial and Ethnic Disparity in the Criminal Justice System was created by the Connecticut state legislature in 2000 (Public Act 00-154). The stated purpose of that act was “to establish a commission dedicated to eliminating racial and ethnic disparity in the criminal justice system.” During the 2015 legislative session, the Commission’s membership and charge were slightly modified with the passage of Public Act 15-109.

The Commission benefits from the diversity of its membership and the leadership of its Chair, Justice Lubbie Harper, Jr. Since Justice Harper’s appointment in 2006, the Commission has addressed such topics as juvenile justice and the prevention of juvenile entry into the criminal justice system, implicit bias, youth-police programming, access to justice, and jury instruction, to name a few.

The Commission has hosted a series of remarkable events, bringing to Connecticut such experts as Charles Ogle-tree, Marc Mauer, Jerry Kang and Rachel Godsil.

The Commission meets every other month at Hartford Community Court. For meeting agendas and minutes, please visit the Commission Meetings page. For a list of members, please view the Commission Members tab.

Resources

• JFF (Jobs for the Future) Inclusive Economic Development: Good for Growth and Good for Communities (2020)
• Racial Equity Resources and Reports
• The Department of Children and Families Racial Justice Resources
• SustainableCT Equity Toolkit
• The Connecticut Commission on Racial and Ethnic Disparity in the Criminal Justice System
CCM is the state’s largest, nonpartisan organization of municipal leaders, representing towns and cities of all sizes from all corners of the state, with 169 member municipalities.

We come together for one common mission — to improve everyday life for every resident of Connecticut. We share best practices and objective research to help our local leaders govern wisely. We advocate at the state level for issues affecting local taxpayers. And we pool our buying power to negotiate more cost-effective services for our communities.

CCM is governed by a board of directors that is elected by the member municipalities. Our board represents municipalities of all sizes, leaders of different political parties, and towns/cities across the state. Our board members also serve on a variety of committees that participate in the development of CCM policy and programs.

Federal representation is provided by CCM in conjunction with the National League of Cities. CCM was founded in 1966.