



Strategies: Data Sources and Notes

Theme	Strategy	Variable/Reference	Data Source and Notes
Information & Awareness	Raise awareness about existing programs and services for individuals and families.	"... language barriers, mobility issues, or those new to the community—conditions more common for residents in poverty."	American Community Survey, 1-Year Estimates, 2017.
	Improve accessibility to services through clear, simple, and multilingual communication.	"... more than 18,000 residents with limited English fluency..."	American Community Survey, 1-Year Estimates, 2017.
		"...providing information in multiple languages... can enable a broader group of residents to learn about and receive services."	Elizabeth C. Pomeroy, Angela Nonaka, "Language and Social Work: Are We Really Communicating Effectively?," Social Work, Volume 58, Issue 2, April 2013, Pages 101–104.
		"Simplifying communication about programs and services... can enable a broader group of residents to learn about and receive services."	Natalie Ames, "Three Cheers for Plain Language," Social Work Today, 2012. Retrieved August, 2019 at www.socialworktoday.com/archive/exc_100614.shtml
	"... offering resources and guidance to help individuals navigate application processes... can enable a broader group of residents to learn about and receive services."	Sonal Ambegaikar, Zoe Neuberger, and Dorothy Rosenbaum, "Opportunities To Streamline Enrollment Across Public Benefit Programs," 2017. Retrieved August, 2017 from www.cbpp.org/research/poverty-and-inequality/opportunities-to-streamline-enrollment-across-public-benefit	
Communities & Neighborhoods	Build neighborhoods of high opportunity as part of economic development and urban revitalization strategies.	"... about 25% of all residents, and 30% of children live in neighborhoods of concentrated poverty where poverty rates exceed 20% and access to opportunities is limited."	American Community Survey, 2013-17 5-Year Estimates
		"Living in high opportunity neighborhoods can mitigate the negative impacts of being poor, especially for children... "	San Francisco State University, "Neighborhoods can help buffer impacts from childhood poverty: Study suggests that community resources mitigate stress," ScienceDaily, 2018. Retrieved August, 2019 at www.sciencedaily.com/releases/2018/06/180606093744.htm (accessed August 26, 2019).
	Build and/or strengthen neighborhood service hubs in high-needs neighborhoods.	"Buffalo Niagara residents in poverty are more likely have a disability, and less likely to drive a car, be fluent in English, or have private health insurance."	American Community Survey, 1-Year Estimates, 2017.

Coalition & Capacity Building	Reduce redundancy in client management and modernize record keeping to simplify and facilitate applicant management.	"Although many government and non-profit agencies require much of the same information from clients, very few share data with each other."	Sonal Ambegaikar, Zoe Neuberger, and Dorothy Rosenbaum, "Opportunities To Streamline Enrollment Across Public Benefit Programs," 2017. Retrieved August, 2017 from www.cbpp.org/research/poverty-and-inequality/opportunities-to-streamline-enrollment-across-public-benefit
Health & Mental Health	Expand access to affordable, healthy foods through healthy corner stores, farmers markets, community gardens and mobile markets.	"Nearly 95,000 residents in the region, including 21,600 children, live in neighborhoods designated by the USDA as "food deserts"..."	Source: USDA, ERS, Food Atlas, 2015; ACS, 5-year estimates, 2017. "Food deserts" are census tracts defined by the USDA as low income with low food access measured at 1 mile for urban areas and 10 miles for rural areas.
		"... nearly a quarter (22%) of households in food deserts do not own a vehicle..."	Source: USDA, ERS, Food Atlas, 2015; ACS, 5-year estimates, 2017. "Food deserts" are census tracts defined by the USDA as low income with low food access measured at 1 mile for urban areas and 10 miles for rural areas.
	Bring health and mental health services to residents in need through community outreach, mobile services, and online tools.	"... 60,500 households do not own a car, nearly 36,000 people with a disability live in poverty, and over 18,000 individuals have limited English fluency..."	American Community Survey, 1-Year Estimates, 2017.
	Promote healthy communities, active lifestyles, and access to preventive health care services to improve health outcomes.	"... Buffalo residents are less likely to be physically active or to use preventive services, and more likely to have common chronic diseases."	US Centers for Disease Control (CDC), 500 Cities Project, 2016.
Housing	People in or near poverty are more likely to live in older homes, since they tend to cost less to rent or own	"Nearly a third (32%) of homes in Buffalo Niagara were built before 1940." "People in or near poverty are more likely to live in older homes, since they tend to cost less to rent or own."	American Community Survey, 1-Year Estimates, 2017.
	Strengthen supports to address and prevent homelessness.	"... more than 60% of renters are cost burdened, spending over 30% of their income on housing."	American Community Survey, 2013-17 5-Year Estimates
	Expand options for affordable, quality housing in neighborhoods with access to jobs, services and transportation options, including expanded pathways to homeownership.	"Over 133,000 households in Buffalo Niagara spend over 30% of their income on housing. Well over half (57%) of these cost burdened households are renters." "... the region's median rent of \$772."	American Community Survey, 1-Year Estimates, 2017.
Parents & Families	Expand affordable, quality daycare options that enable parents to work more or better hours.	"... single parents in New York State paid an estimated 56% of their income on center-based childcare, or 41% of income for home-based childcare in 2017."	ChildCare Aware of America, "The US and the High Cost of Child Care," A Review of Prices and Proposed Solutions for a Broken System, 2018 Report." Retrieved August, 2019 at usa.childcareaware.org/advocacy-public-policy/resources/research/costofcare/

Refugees & Immigrants	Bolster programs and services that promote economic self sufficiency of refugees and other new Americans.	"... 15% of all foreign born residents in the region do not speak English well or at all..."	American Community Survey, 2013-17 5-Year Estimates
		"...poverty rates for foreign born families with children (39%) are nearly twice as high as those born in the US..."	American Community Survey, 2013-17 5-Year Estimates
Safety	NYS Division of Criminal Justice Services	"About 5,000 people reported intimate partner violence in the region in 2017."	NYS Division of Criminal Justice Services, "Domestic Violence Victims Reported in 2017, Erie and Niagara County," 2017.
Seniors	Expand aging-in-place supports for seniors.	"... over 63,000 older adults in the region with a disability."	American Community Survey, 1-Year Estimates, 2017.
	Increase transportation options and mobility services for seniors.	"... 63,000 with a disability, which may impair their ability to drive, or the nearly 17,000 others living in poverty..."	American Community Survey, 1-Year Estimates, 2017.
	Expand access to quality community health services for seniors.	"Over 63,000 older adults (age 65+) in Buffalo Niagara live with a disability."	American Community Survey, 1-Year Estimates, 2017.
Transportation	Enhance and promote public transit to increase access to jobs and services.	"... over 60,000 households without a vehicle..."	American Community Survey, 2013-17 5-Year Estimates
Workforce Development	Adopt non-traditional educational models, such as online training, to expand job opportunities for diverse populations.	"... over 33,000 people who have a job but still live in poverty."	American Community Survey, 1-Year Estimates, 2017.
Youth & Teens	Strengthen and expand afterschool and summer programs, especially mentoring, for at-risk youth.	"... over 50,000, live in poverty."	American Community Survey, 2013-17 5-Year Estimates
	Expand violence prevention and remediation programs for youth.	"About 30% of all children in the region (over 69,000) live in a neighborhood of concentrated poverty. Among teens age 16 to 19, those living in a neighborhood of concentrated poverty are two times more likely to not be employed or enrolled in school."	American Community Survey, 2013-17 5-Year Estimates
	Enhance career pipelines for youth into good-paying jobs in the skilled trades that do not require a four-year college degree.	"Nearly 25,000 young adults without children in Buffalo Niagara live in or near poverty. While 11% of them have dropped out of high school, an even higher percentage—36%—have a college education, perhaps in a field where there is a surplus of graduates and limited job opportunities."	UBRI analysis of data from IPUMS, American Community Survey, 2012-2016 5-year estimates, University of Minnesota, 2016.



Models to Consider: Data Sources and Notes

Model	Reference	Data Source and Notes
Albert Lea Blue Zones Program	"... a 70% increase in walking trips, and a combined weight loss of nearly 8,000 pounds..."	Jay Walljasper, "These Minnesotans Boosted Walking in Their Small Town by 70 Percent. Here's How," Yes Magazine, 2015. Retrieved August, 2019 from www.yesmagazine.org/happiness/these-minnesotans-boosted-walking-in-their-small-town-by-70-percent-heres-how
Bailey Green	"... where many of the company's 400 employees live..."	Buffalo Niagara Partnership, "Harmac's Bailey Green Initiative Boosts Buffalo's East Side," 2018. Retrieved August, 2019 at www.thepartnership.org/blog/diversity-inclusion/harmac-s-bailey-green-initiative-boosts-buffalo-east-side/
Bus Rapid Transit (BRT)	"...the system now has 357 stations designed to enable fast boarding, and efficient offboard payment systems. Around 70 percent of commuters in Curitiba use the BRT system to get to work, which reduces the need for auto infrastructure, and reduces both pollution and traffic."	Drew Reed, "How Curitiba's BRT stations sparked a transport revolution – a history of cities in 50 buildings, day 43," The Guardian, May 2015. Retrieved June 2020 from https://www.theguardian.com/cities/2015/may/26/curitiba-brazil-brt-transport-revolution-history-cities-50-buildings
Canopy of Neighbors	"...residents making less than \$39,000 per year are eligible for memberships at \$120 per year."	Tom Dinki, "Canopy of Neighbors takes 'grassroots' approach to help seniors age in place, combat isolation," WBFO88.7, 2019. Retrieved January, 2020 from https://news.wbfo.org/post/canopy-neighbors-takes-grassroots-approach-help-seniors-age-place-combat-isolation
	"...Canopy of Neighbors only serves residents in ZIP codes 14209 and 14222 as well as in the city's West Side, East Side, Waterfront, and in North Buffalo neighborhoods, but the organization would like to cover the entire City of Buffalo in the future."	Tom Dinki, "Canopy of Neighbors takes 'grassroots' approach to help seniors age in place, combat isolation," WBFO88.7, 2019. Retrieved January, 2020 from https://news.wbfo.org/post/canopy-neighbors-takes-grassroots-approach-help-seniors-age-place-combat-isolation
CDTA Flex on Demand Program	"...each able to accomodate two wheelchairs and have built-in lifts."	"CDTA adds ride-sharing to its services with FLEX," News10, January 22, 2020. Retrieved June 2020 from https://www.news10.com/news/local-news/cdta-adds-ride-sharing-to-its-services-with-flex/?fbclid=IwAR1Oak6gnRBIP5_Fy32Q0YUIf6lZ3KJgoS-FPdqpDIMCDNr9oIYvA6aOHE8
Chicago Homeless Prevention Call Center	"... the total number of homeless in the city has declined steadily each year since 2015."	Chicago Department of Family & Support Services, Nathalie P. Voorhees Center for Neighborhood and Community Improvement, "City of Chicago 2018 Homeless Point-in-Time Count & Survey Report," 2018. Retrieved August, 2019 from www.chicago.gov/content/dam/city/depts/fss/supp_info/Homeless/2018PITSummaryReportFinal100418.pdf
Circles USA	"... Circles USA is now in 80 locations across 22 states and parts of Canada..."	Circles USA, "Circles USA Impact Report: Results and Progress Report End of 2017." Retrieved August, 2019 from www.circlesusa.org/wp-content/uploads/2018/05/2017-Year-End-Impact-Report.pdf

The Community Health Worker Program	"... launched in 2017 with a three-year funding commitment of \$3.9 million from local foundations..."	Healthy Places by Design, "Navigating Change and Accelerating Promising Practices: Lessons Learned from the Health Legacy Collaborative Learning Circle (HLCLC)," 2018. Retrieved August, 2019 from healthyplacesbydesign.org/wp-content/uploads/2018/06/HLCLC_Lessons-Learned_Web.pdf
Commute with Enterprise	"Space Coast Area Transit and Commute With Enterprise developed the Agency Vanpool Program to benefit disadvantaged residents of Brevard and strengthen the community at large."	Christina Morrison, "Transit Talk: Vanpooling in Brevard County through Commute with Enterprise and Space Coast Area Transit," Space Coast Daily, September 2019. Retrieved June 2020 from https://spacecoastdaily.com/2019/09/transit-talk-vanpooling-in-brevard-county-through-commute-with-enterprise-and-space-coast-area-transit/
Daybreak Day Resource Center	"Heart, Love, and Soul, a homeless services organization in Niagara Falls, NY is currently in the planning and fundraising phase of expanding..."	Michele DeLuca, "Heart, Love and Soul announces \$3.5 million capital campaign," Niagara Gazette, February 2019. Retrieved June 2020 from https://www.niagara-gazette.com/news/local_news/heart-love-and-soul-announces-million-capital-campaign/article_70261f6a-3a2f-538c-82c1-b4b078047556.html
Friendship Benches	"...the program has scaled up to cover 72 clinics in 3 cities, and has provided treatment for over 40,000 people."	Mental Health Innovation Network, "The Friendship Bench". Retrieved January, 2020 from https://www.mhinnovation.net/innovations/friendship-bench?qt-content_innovation=2#qt-content_innovation
Fruit Belt Community Land Trust	"The City of Buffalo has already agreed to transfer ownership of 50 of these 200 city-owned vacant lots over five years ..."	Ericha Brecher, "Fruit Belt community acquires land to protect interests," WGRZ, February 2018. Retrieved June 2020 from https://www.wgrz.com/article/news/local/buffalo/fruit-belt-community-acquires-land-to-protect-interests/71-523101794
	"The Land Trust also recently received a \$800,000 affordable housing grant from the State; some of these funds will be used to rehabilitate existing housing in the neighborhood."	Deidre Williams, "Buffalo's Fruit Belt neighborhood gets an \$800,000 boost," The Buffalo News, October 2019. Retrieved June 2020 from https://buffalonews.com/2019/10/11/buffalos-fruit-belt-neighborhood-gets-a-boost/
Geel Boarding Program	"...has a centuries-long history of specialized care.."	Agnus Chen, "For Centuries, A Small Town Has Embraced Strangers With Mental Illness," NPR, 2016. Retrieved January, 2020 from https://www.npr.org/sections/health-shots/2016/07/01/484083305/for-centuries-a-small-town-has-embraced-strangers-with-mental-illness
	"...honor of carrying on a tradition that dates back to the 15th century."	Agnus Chen, "For Centuries, A Small Town Has Embraced Strangers With Mental Illness," NPR, 2016. Retrieved January, 2020 from https://www.npr.org/sections/health-shots/2016/07/01/484083305/for-centuries-a-small-town-has-embraced-strangers-with-mental-illness
Granville Greenways	"By 2016, Granville Greenways installed over 12 miles of greenways in the county, with plans for more..."	Robert Wood Johnson Foundation, "What We're Learning: Granville County, North Carolina," 2018. Retrieved August, 2019 from www.rwjf.org/en/cultureofhealth/what-were-learning/sentinel-communities/granville-county-north-carolina.html
Grassroots Gardens of WNY	"... as of 2019 is beginning to explore additional fundraising alternatives in order to continue expanding both the number of gardens and the services provided to community gardeners. GGWNY is working to become the first accredited community garden land trust in the country, and already owns two of the gardens in the network."	Newell Nussbaumer, "Grassroots Gardens hopes to be first accredited Community Garden Land Trust in the country," Buffalo Rising, 2019. Retrieved August, 2019 from www.buffalorising.com/2019/03/grassroots-gardens-hopes-to-be-first-accredited-community-garden-land-trust-in-the-country/
The Health Wagon	"... nearly \$4.3 million in health care services through over 4,000 patient visits, 86% of whom were uninsured..."	Health Wagon, Central Appalachia, "2017 Annual Report." Retrieved August, 2019 from thehealthwagon.org/hwww/wp-content/uploads/2019/06/Healthwagon-2017-annual-report.pdf

Hennepin County Human Services	"The county's \$41 million plan to close the downtown central offices and expand into six separate locations began with the opening of the first regional hub in Brooklyn Center in 2012."	Rochelle Olson, "Hennepin County moves to decentralize social services," Star Tribune, 2012. Retrieved August, 2019 at www.startribune.com/hennepin-county-moves-to-decentralize-social-services/182762581/
Host Home	"... while hosts are offered a \$500/month stipend. In 2018, SPY housed six homeless young people through Host Home at a cost of \$75,000."	Anna Scott, "To Help The Homeless, Some In LA Are Giving Them A Place To Stay," National Public Radio, 2018. Retrieved August, 2019 from www.npr.org/2018/12/13/675369057/to-help-the-homeless-some-in-la-are-opening-their-doors-and-inviting-them-to-sta
International Institute of Minnesota	"Over 3,700 New Americans from 104 nations received support from the Institute in 2018, including 165 who found a job through their Careers Pathways programs. The organization operated with a budget of over \$4 million in 2018..."	International Institute of Minnesota, "2018 Annual Report." Retrieved August, 2019 from www.impact.iimn.org/
Jeremiah Program	"... improved the lives of 3,600 single mothers..."	Erin Hinrichs, "The Jeremiah Program, a national leader in addressing intergenerational poverty, continues to expand," 2019. Retrieved August, 2019 from www.minnpost.com/education/2019/07/the-jeremiah-program-a-national-leader-in-addressing-intergenerational-poverty-continues-to-expand/
Mobile Career Center	"... one hiring event with 300 total in attendance, 70 entered the Mobile Career Center and nearly 25 were hired that day."	Sony Hocklander, "Taking steps to develop the workforce," Springfield News-Leader, 2014. Retrieved August, 2019 from www.news-leader.com/story/news/business/2014/11/16/taking-steps-develop-workforce/19043365/
Mobile York South Simcoe (MOBYSS)	"... nearly 4,200 young people, 40% of which used mental health support services."	Canadian Mental Health Association, "Youth flock to Ontario's only mobile health/mental health clinic; Health Minister Jane Philpott tours MOBYSS today," 2016. Retrieved August, 2019 from ontario.cmha.ca/news/youth-flock-ontarios-mobile-healthmental-health-clinic-health-minister-jane-philpott-tours-mobyss-today/
Mountain Empire Older Citizens, Inc. (MEOC)	"... launched in 1974 with an annual budget of \$12,500..."	Rural Health Information Hub, "Program Clearinghouse: Mountain Empire Older Citizens, Inc. (MEOC)," 2019. Retrieved August, 2019 from www.ruralhealthinfo.org/toolkits/aging/3/mountain-empire
	"... the organization has grown its annual budget to \$14 million..."	Mitchell Elliott, "MEOC Transit," National Aging and Disability Center, 2017. Retrieved August, 2019 from www.nadtc.org/wp-content/uploads/MEOC-Transit-July-2017.pdf
	" In 2012, MEOC launched Saturday services with the support of state funding, earning an award from the National Association of Area Agencies on Aging."	Stephen Igo, "Mountain Empire Older Citizens Transit receives award," Times News, 2014. Retrieved August, 2019 from www.timesnews.net/News/2014/08/05/Mountain-Empire-Older-Citizens-Transit-receives-award
Project SHINE	"... participants in Project SHINE are twice as likely as other older immigrants to pass the citizenship exam their first time."	Migration Policy Institute, "Citizenship, Civic Participation and Health Literacy Program Matching College Students with Elderly Immigrants Earns National Award for Exceptional Immigrant Integration Initiatives," May 2011. Retrieved June 2020 from http://integrationawards.migrationpolicy.org/files/2011-05-18-EPUP-SHINE.pdf
Quebec Parental Insurance Plan	"... Quebec saw a 16 percentage point increase in the employment rate for mothers of children under age six, while other provinces without similar programs saw a mere 4 percentage point increase."	Pierre Fortin, "Quebec's Childcare Program at 20," Inroads, 2017. Retrieved August, 2019 from http://inroadsjournal.ca/quebecs-childcare-program-20-2/
	"... one study estimates that the increase in Quebec's GDP due to the job growth for mothers with young children is about \$3.9 billion."	Pierre Fortin, Luc Godbout, and Suzie St-Cerny, "Impact of Quebec's universal low fee childcare program on female labour force participation, domestic income, and government budgets," Working Paper no. 2012-02, University of Sherbrooke. Retrieved August, 2019 from www.oise.utoronto.ca/atkinson/UserFiles/File/News/Fortin-Godbout-St_Cerny_eng.pdf

Sharing Teens and Elders Program (STEP)	"The founder of STEP is now working on a manual so that others can replicate the STEP program nationwide."	Heidi Smith, "Intergenerational S.T.E.P. Program Wins Caregiver of the Year," <i>Thurstontalk</i> , February 2016. Retrieved June 2020 from https://www.thurstontalk.com/2016/02/20/elder-teen-conversation/
	"... since 2014, a total of 100 youth and 70 older adults have participated in the program."	AARP, "STEP Up and Speak with Someone New," in <i>Where We Live: Communities for All Ages</i> , 2018, pg. 86. Retrieved June 2020 from https://www.aarp.org/content/dam/aarp/livable-communities/livable-documents/documents-2018/WhereWeLive-2018-lr-v2-5.pdf
Tacoma Community House	"... collected over \$4.2 million in public support through contracts, foundations, and other contributors while providing services to over 3,500 clients from 105 different countries in 2017."	Tacoma Community House, "2017 Annual Report." Retrieved August, 2019 at www.tacomacommunityhouse.org/wp-content/uploads/2018/07/2017-TCH-Gratitude-Report.pdf
Tiny Homes	"In Chico, CA... a local non-profit fundraised almost \$800,000 to construct..."	Eric Westervelt, "Tiny Homes for Homeless Get the Go-Ahead in the Wake of California's Worst Wildfire," <i>National Public Radio</i> , 2019. Retrieved August, 2019 from www.npr.org/2019/02/18/694863105/tiny-homes-for-homeless-get-the-go-ahead-in-the-wake-of-californias-worst-wildfi
	"The organization won a grant through a participatory budgeting process at the Rochester-Monroe Anti-Poverty Initiative, but the city must approve zoning changes, and the organization needs to purchase land before construction can begin."	Beth Adams, "Rochester nonprofit proposes 'tiny home' village to tackle homelessness, lack of affordable housing," <i>WXXI News</i> , 2019. Retrieved August, 2019 from www.wxxinews.org/post/rochester-nonprofit-proposes-tiny-home-village-tackle-homelessness-lack-affordable-housing
	"They built 11 homes since 2016, and received additional funding from Onondaga County through unused state Medicaid funds in 2019."	Tim Knauss, "Onondaga County to pay for seven new tiny homes in Syracuse," 2019. Retrieved August, 2019 from https://www.syracuse.com/news/2019/04/onondaga-county-to-pay-for-seven-new-tiny-homes-in-syracuse.html
Translating Justice Initiative	"... funded through a 3-year, \$1 million US Department of Justice grant."	Adam Lidgett, "When It Comes To Domestic Abuse And Sexual Assault Reporting, Deaf Women Are Underserved By Police," <i>international Business Times</i> , 2016. Retrieved August, 2019 from www.ibtimes.com/when-it-comes-domestic-abuse-sexual-assault-reporting-deaf-women-are-underserved-2334242
Vacants to Value	" A 2017 report found that V2V was largely successful in targeting stronger markets ripe for revitalization, but less effective at finding solutions to the challenges that cause neighborhood decline, such as crime, drugs, and foreclosures."	Center for Community Progress, "Tackling the Challenge of Blight in Baltimore: An Evaluation of Baltimore's Vacants to Value Program," 2017. Retrieved August, 2019 at https://www.communityprogress.net/filebin/Baltimore_Vacant_to_Value_Report_Final.pdf
Westminster Economic Development Initiative: West Side Bazaar	"The Bazaar eventually hosted 21 separate businesses, 15 of which have since moved on to their own spaces..."	City of Buffalo, "City of Buffalo New Americans Study: A strategic plan to advance immigrant and refugee integration and success," February, 2016. Retrieved August, 2019 from www.buffalony.gov/DocumentCenter/View/2135/City-of-Buffalo-New-Americans-2016-Study-PDF?bidId=