



INVESTING IN HEALTHY COMMUNITY CHANGE

A Resource for Funders

Active Living By Design (ALBD) creates community-led change by working with local, state and national partners to build a culture of active living and healthy eating. ALBD has consulted and collaborated with more than 160 local coalitions in 30 states, dozens of national partners and a variety of philanthropic organizations.

For more information, visit www.activelivingbydesign.org, connect with us on Facebook at www.activelivingbydesign.org/facebook, or join us in the culture of health conversation on Twitter at www.activelivingbydesign.org/twitter.

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INTRODUCTION & BACKGROUND

Investments in place-based strategies to improve health have grown in the past decade from a small number of early adopters to a wide variety of funding partners. These range from local community and conversion foundations to corporations, corporate foundations, regional health-care systems, statewide managed care organizations, and national networks such as the Y-USA and the United Way Worldwide.

In addition, the array of investments and activities is equally impressive. These include direct funding to coalitions for collaboration and community-based action; technical assistance and training to build capacity and sustainability; and learning circles, peer networks and web-based platforms to accelerate information exchange and movement building. Other investments have supported advocacy efforts to help scale policy and environmental change; capital to build facilities and infrastructure; coordination needed to align visions, funding and outcome measures; and recruitment of additional stakeholders to grow the movement.

With all this momentum, what are some valuable lessons learned about investing in healthy community change? *Active Living By Design* (ALBD)¹ developed this resource for funders as a way of exploring that question from a unique vantage point.

ALBD'S VIEW FROM THE MIDDLE IS UNIQUE

ALBD collaborates with a variety of funders in the development and execution of an array of healthy community programs. In many cases, we led the planning and implementation of comprehensive multi-year initiatives; worked side-by-side with grantmakers in program design and grants management; and collaborated with their grantees in the provision of technical assistance, learning networks, evaluation and dissemination support.

At the same time, we support community coalitions that are leading this place-based work. Since our inception in 2002, ALBD has worked with more than 160 multidisciplinary community partnerships in over 30 states, the District of Columbia and Puerto Rico. This middle position is unique and helps us further our mission: ALBD creates community-led change by working with local, state and national partners to build a culture of active living and healthy eating. This happens by not simply addressing these two behaviors, but by focusing on the complex policies, systems, environments and norms that contribute to or serve as barriers to community and population health.

As a technical assistance provider, ALBD is neither a traditional grantee nor a funder. Twelve years of experience at the intersection of community coalitions and those who invest in them has given us a valuable perspective on place-based, healthy community grantmaking and collaboration.

¹ This document references both *Active Living by Design* (the national grant program funded by the Robert Wood Johnson Foundation from 2002-2008) and Active Living By Design (the organization that led and evolved from the national grant program).

Our aim with this document is to help small and large funders of place-based healthy community initiatives leverage their investments, achieve their goals and sustain their results.

THIS RESOURCE HELPS TO CATALYZE A CULTURE OF HEALTH

We developed this resource to offer a range of insights and lessons learned from our experiences over the past decade. It is informed by our engagement with dozens of funders, including the Robert Wood Johnson Foundation (RWJF), which gave birth to our work in 2002 and with whom we have consistently and enthusiastically partnered over the years. Our aim with this document is to help small and large funders of place-based healthy community initiatives leverage their investments, achieve their goals and sustain their results.

The lessons contained in this report describe important values and elements of grantmaking that advance healthy communities, such as capacity building, collaboration, equity, field building, flexibility, integration, networks, relationships and sustainability. A funder or partner organization “spotlight” exemplifies each lesson. The larger case example provides a more in-depth view and description of RWJF’s evolution in the healthy communities movement over the past decade. These spotlights and the case example represent a small sample of nationwide accomplishments by healthy community initiatives. Additional references and resources are also included for those who want to dig deeper, along with a glossary to help clarify terms commonly used in the healthy communities movement.

SUPPORT FOR HEALTHY COMMUNITIES WORK REMAINS NECESSARY

According to a recent scan of the field by Grantmakers in Health, place-based initiatives focused on healthy eating and active living are a priority for more funders than ever, and have become more strategically focused over time. This is particularly critical, as we have seen improvements in health outcomes for some, but not all, communities across the country. As we celebrate the successes, we are also aware that we still have work to do.

If you’ve been investing in this work, we applaud you and the hundreds of other organizations whose collective efforts are creating a culture of health in communities across the country. If you’re just getting started, we also applaud you, because we need everyone involved and connected to change the long-term health of our nation. We hope this resource is a useful tool no matter where you are in your journey. And we invite you to *contact us* for a conversation about the content or to share your stories from the field. Together, we will realize a healthier tomorrow.

We need everyone involved and connected to change the long-term health of our nation.



LESSONS FROM THE MIDDLE: A Bridge Between Funders and Communities

1

REMEMBER THE FOREST IF FOCUSING ON THE TREES:

Use a comprehensive and integrated approach to deepen change

As the healthy communities movement has matured over the past decade, it has evolved from simply educating people about healthy behaviors to investing in strategies that support an integrated approach to population health. Knowing that health begins where we live, learn, work and play, it is critical to recognize the many related factors that influence our choices. These include both the social and physical environments around us. Efforts to improve only the built environment, for example, may be necessary but are rarely sufficient in cases where high crime, family or cultural traditions, or social isolation make it more difficult for people to adopt healthier behaviors.

Funding initiatives in ways that meet community needs and support promising strategies will increase the likelihood of success and deepen the impact. This may also reduce unintended consequences. For example, it would be shortsighted to make environmental improvements and offer programs and promotions that encourage walking and biking in an area where crime is high, without addressing the underlying issues.

Complementary approaches to policy, systems and environmental change strategies, such as programs, education, leadership development and capacity building can help advance the healthy communities movement. Encouraging the use of funding to leverage other resources and incentivizing communities to secure matching support from other sources such as government (local, state, federal), private philanthropy, partnership in-kind contributions and lenders may also increase and deepen impact.

To help guide the work of an early cohort of grantees, Active Living By Design (ALBD) developed a *Community Action Model* (see page 8), which utilizes an integrated approach to deepen healthy community change. In this model, each of the 5P strategies alone is insufficient. Even as healthy communities work has evolved, ALBD's Community Action Model continues to be a helpful strategic approach to sustainable community change.

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SPOTLIGHT

Blue Cross and Blue Shield of North Carolina Foundation: Fit Together

In 2006, the *Blue Cross and Blue Shield of North Carolina (BCBSNC) Foundation* established the *Fit Together Grant Program*, committing \$750,000 over three years to support five rural North Carolina communities that sought to improve community health by implementing innovative and integrated strategies to increase physical activity. In addition to grant funding, the BCBSNC Foundation also supported each Fit Together partnership with technical assistance from Active Living By Design (ALBD).

Each of the five communities implemented ALBD's Community Action Model and the 5P strategies as the framework for their Fit Together initiatives. It was the first time that the model had been implemented specifically in rural areas to improve community health. Partnerships in rural communities possess unique challenges related to dispersed populations, as well as cultural and political factors. These communities also have valuable assets, such as well-established grassroots social networks from which to build community engagement and advocacy.

Rural North Carolinians are proud of their uniqueness, and examples from other communities are not always easily applied. Thus, Fit Together partners noted the value of ongoing technical assistance and consultation as they tailored ALBD's community change approach to their contexts. The model provided a holistic approach by requiring multidisciplinary partnerships to carry out the work. It also offered a framework for strengthening relationships between public and private sector organizations, and between and within government agencies.

As a result, new community partnerships were formed and have been sustained. The 5P approach also strengthened more traditional short-term strategies (programs and promotions), as well as longer-term ones (physical projects and policy change). Successes and lessons learned from the Fit Together Grant Program are highlighted in *Communities on the Move: Improving Active Living in Rural North Carolina*.

"... (ALBD's Community Action Model) has been an incredible resource to help make us better grantmakers (through) investing in aspects of partnerships, promotion, programs, policy and physical changes to help improve the health and well-being of North Carolinians."

*Kathy Higgins
President, Blue Cross and Blue Shield of North Carolina Foundation*



▲ Rural North Carolina communities sought to improve community health by implementing innovative and integrated strategies to increase physical activity.



2

**ONE SIZE STILL
DOES NOT FIT ALL:****Prioritize community context
as a key factor to success**

After more than a decade of work in the field, leaders know more about successful versus less promising strategies, yet implementation must be tailored to community context. Research can highlight best practices, but evidence alone isn't enough to effectively set and pursue priorities at local levels. Ideally, funders and grantees work in partnership to select and tailor evidence-based strategies and models to meet community needs.

A diverse group of stakeholders that includes residents is the best source for identifying community needs as well as the best timing for funders to be involved. Investing a large number of dollars and resources in a community when the timing is wrong has the potential to stretch partnerships beyond their current capacity or interfere with emerging policy opportunities. When funders engage in community efforts or align with an organization that works in the middle, and are as informed as possible by local experience, they can work more effectively in partnership with their grantees.

Community context is important to identify the most promising project strategies, amounts and types of resources that are necessary, and beneficial technical assistance approaches. Tailoring decisions to align with community readiness and capacity is best. For example, leaders in rural communities may find that technical assistance from providers with rural experience is more meaningful, relevant and accessible than support from their urban counterparts.

SPOTLIGHT*Kaiser Permanente:
Port Towns Community Health Initiative*

Kaiser Permanente's (KP) commitment to the Port Towns region in Prince George's County, Maryland, since 2009 offers an example of context-sensitive grantmaking and technical assistance. In the mid-1990s, four neighboring towns, now known as the Port Towns, began working together toward a common agenda for land use, economic development and sustainability. With support from the Consumer Health Foundation (CHF), the Port Towns were designated a Wellness Opportunity Zone in 2009. This established healthy community change as an important focus. KP recognized the collaborative spirit and leadership in the Port Towns and saw a timely opportunity to participate in a sustained effort to put health at the center of community development plans. Together with CHF and other funders, KP helped establish the *Port Towns Community Health Partnership* (PTCHP), a collaboration of youth and adult residents, schools, nonprofit and business organizations, congregations, local government leaders and funders, to support healthy living and health equity in the Port Towns over a seven- to 10-year period.

When funders engage in community efforts or align with an organization that works in the middle, and are as informed as possible by local experience, they can work more effectively in partnership with their grantees.

In order to learn more about the community, mobilize community assets and build the capacity of the partnership, KP maintained on-the-ground involvement, invested in key partner organizations and engaged a technical assistance team. These included *CommonHealth ACTION*, a nearby, experienced provider with a health equity lens; David Harrington, a long-time, local political leader and healthy community advocate who was instrumental in introducing the Wellness Opportunity Zone to the Port Towns; and, for one year, Active Living By Design.

“For about five years now, we have worked to engage residents, community and business leaders, nonprofits, and schools to build a wellness agenda that aims for change that’s measurable, sustainable and replicable,” said Celeste James, director of KP’s community health initiatives in the Mid-Atlantic region.

The result is a tailored, community-led, asset-based agenda that expands access to healthy foods through urban farming, community gardens and a countywide Food Equity Council, and aims to increase physical activity in schools and after-school programs. The partnership also promotes youth leadership through a youth council and youth-led wellness councils in schools.

Beyond the significant, multi-year investment of KP and its funding partners, the work of the PTCHP primed the Port Towns and the county for broader opportunities, including two federal Community Transformation Grants totaling more than \$4 million that were awarded to Prince George’s County in 2012. This created an opportunity to scale the work in the Port Towns and build on other initiatives in the county.



- ▲ A community-led, asset-based agenda aimed to increase physical activity in schools and after-school programs.

3

**PEOPLE MAKE
THE COMMUNITIES:****Support capacity building
at the grassroots level**

Policy changes and supports at the federal and state levels help advance healthy communities across our country. For policy efforts to succeed at any level, however, it is critical to also build and support local capacity to effectively advocate for change, address implementation and ensure long-term sustainability.

As true partners in the healthy communities movement, funders have a responsibility to grow and support local leadership. Capacity building and authentic community engagement take time and need to be cultivated. Building them into grantmaking processes helps realistically align expectations about policy, environmental and systems outcomes with community readiness and support. Providing sufficient time and resources for community assessment and capacity building helps create a stronger foundation for success and sustainability. Multi-year grant periods with some flexibility can create space for learning, network development and the achievement of meaningful and sustainable outcomes that often don't follow a direct path.

As true partners in the healthy communities movement, funders have a responsibility to grow and support local leadership.

Community assessments are also valuable for recognizing the current and potential leadership that already exists, including those in informal and non-traditional places within a community, and those from a wide variety of fields and settings. Developing a deep bench of leaders helps to further healthy communities efforts.

Grantmaking can be enhanced when investments support ongoing capacity building and learning network activities, such as grantee meetings and webinars. Effective learning networks build relationships as well as knowledge. They provide venues for community members to share and test approaches, see a broader vision of possibilities and re-energize their motivation and commitment. Some funders set aside funds for specific, tailored learning opportunities such as communications and advocacy training.

Active participation is fundamental to any successful learning network and is most effective when grantees have co-ownership. Connecting mentors with future healthy community leaders, and developing and supporting peer networks, helps build capacity in communities. However, it is important to acknowledge and compensate mentors for their valuable service and contributions to the network and field. Requests for consultation from highly productive grantees and local leaders often increases as capacity and leadership grow at the community level. Supporting this function with compensation or other forms of recognition can help prevent them from becoming overwhelmed and diverted from their own work.

SPOTLIGHT

The Community Foundation of Northwest Mississippi

A well-established leading organization in DeSoto County since 2002, the *Community Foundation of Northwest Mississippi* (CFNM) supports leaders and builds partnerships and capacity in 10 counties in Northwest Mississippi through a Regional Health Council. *Healthy Kids, Healthy Communities* (HKHC) funding from the Robert Wood Johnson Foundation (RWJF) allowed CFNM to expand its support beyond DeSoto County into Marshall and Tate counties beginning in 2008. In each county, CFNM developed leadership at multiple levels with partnerships consisting of residents, community leaders and elected officials. With the goal of increasing access to healthy foods and opportunities for physical activity, CFNM actively engaged representatives from each of the partnerships through seminars, trainings and technical assistance, including surveys, environmental audits, charrettes and the creation of Geographic Information Systems (GIS) maps.

CFNM provided funding for capacity-building support in each county. Staff worked directly with elected officials focused on active living and with local congregations interested in the establishment of wellness networks. They also provided physical activity and training workshops for staff at local preschool and day care centers. This combined work helped to identify the different groups' priorities for policy and environmental change. CFNM provided on-site assistance, and resources where appropriate, to each of the three counties from reputable sources, including Leadership for Healthy Communities, the National Policy and Legal Analysis Network, and HKHC peers from other communities.

As further commitment to capacity building, authentic engagement and leadership, CFNM worked to sustain efforts beyond any single funding source. The HKHC partnership's healthy eating and active living initiatives will continue through the Regional Health Council with secured funding from the W.K. Kellogg Foundation and RWJF, among others. CFNM reached out to other partners to sustain the work through HKHC and the overall childhood obesity prevention initiative. CFNM is also establishing an endowment for the health of children in Northwest Mississippi.

These investments led to meaningful changes in DeSoto, Marshall and Tate counties. A shining example is the establishment of *4 Rivers Fresh Foods*, a food hub serving northwest Mississippi that aggregates, distributes and markets locally grown produce to households, schools and institutions. The hub accepts Supplemental Nutrition Assistance Program (SNAP) benefits and, as of October 2013, had about 75 subscribers.

"Having the opportunity to collaborate with RWJF through *Healthy Kids Healthy Communities* gave new insight and resources to our work in childhood obesity prevention," stated Peggy Linton, HKHC Project Director. "4 Rivers Fresh Foods is our answer to ensuring that all residents have access to local fresh produce and that our local producers become economically sustainable."



▲ 4 Rivers Fresh Foods, a food hub serving northwest Mississippi, aggregates, distributes and markets locally grown produce to households, schools and institutions.

4

ADDRESSING EQUITY IS IMPORTANT FOR IMPACT:

Make equity a driving force of community investments and initiatives

Investing in the same well-resourced communities that have always received funding may exacerbate health disparities. Including health equity considerations in eligibility criteria and funding decisions are key strategies. It is also important to explicitly and consistently reinforce such criteria and equity principles throughout the grant cycle to minimize the risk of perpetuating historic and systematic inequalities in communities. For example, minimizing grantmaking processes that deter or eliminate well-grounded, but currently under-staffed, community partnerships as viable candidates can help ensure that investments are not concentrated only in those communities with the capacity to write grants.

Infusing health equity as a key element in community investments requires recognition that progress may take time and be uncomfortable. Everyone involved in a healthy communities initiative—funders, community members and technical assistance providers—needs to be prepared to address the discomfort that can result from strengthening the grassroots and shifting the current power structure.

Including health equity considerations in eligibility criteria and funding decisions are key strategies.

Many funders have become interested in scaling healthy communities work. They may aspire to increase the number of changes within a community or expand the work throughout a region, state or nation. Yet, there is a tension between this desire to broaden impact and address health equity, which necessitates greater local focus on community context. Careful consideration and balancing of funder and grantee goals with unique community capacity and needs enables more effective healthy communities investments.

SPOTLIGHT

*W.K. Kellogg Foundation:
Food & Fitness*

When the *W.K. Kellogg Foundation* (WKKF) launched the *Food and Fitness* initiative, its goal was to improve food systems and built environments that make it so difficult for people in low-income communities of color to lead healthy lives. WKKF initially funded communities for a two-year planning and community engagement phase, and did not shy away from very challenging upstream issues that underlie community dynamics, politics and power. They supported grantees to convene community discussions on equity topics such as economic disparities, racism, neighborhood safety, immigration status and other seemingly intractable influences on health and well-being. Each grantee formed a diverse collaborative designed to share power outside of traditional agencies by extending leadership to residents and youth.

WKKF supported health equity by being flexible to changing priorities during the planning and implementation phases.



The first tasks for each collaborative were to engage the community and conduct assessments of their food system and built environment. Each funded community developed a comprehensive action plan to address the food system and built environments before implementing collective strategies that were shaped by meaningful community participation. WKKF supported health equity by being flexible to changing priorities during the planning and implementation phases.

In order to assist and equip the collaboratives with the skills and resources necessary to do this work, WKKF assembled a team of technical assistance providers (TAP) to support each grantee across a range of topics. The TAP team represented expertise in youth engagement, food systems, active living, school health, communications and multiculturalism. These practitioners added value by providing training, conducting site visits and offering coaching based on each community's needs. For example, collaboratives received facilitative coaching on multiculturalism, which helped them address the mistrust between residents and agencies that often stems from institutional racism and other forms of discrimination. WKKF staff directly trained grantee communities to address health equity through a framework that was focused on systemic change. To unify the TAP team and reinforce a consistent understanding, WKKF also trained each technical assistance organization in systems thinking and multiculturalism.

- ◀ When the W.K. Kellogg Foundation launched the Food and Fitness initiative, its goal was to improve food systems and built environments that make it so difficult for people in low-income communities of color to lead healthy lives.

5

**SET THE BAR
AND SUPPORT IT:****Invest in evolution and sustainability,
understanding that they take time**

Measuring the impact of an investment and implementing strategies to ensure its sustainability adds more time and effort to healthy communities work. It is important for funders to determine the amount of time, risk and investment they are willing to make to achieve the change, as well as their ability to adapt procedures or program designs to address issues that arise as the initiative evolves. Clear and ongoing communications between funders and grantees about non-negotiable factors, such as requirements about assessment, project plans or matching funds, is critical. Setting expectations regarding sustainability planning also helps. Ideally, such planning happens as an ongoing process from a project's inception.

Policy is a powerful lever to create the kind of deep and lasting change to institutions and systems that have the highest probability of improving health opportunities for everyone. Patience is particularly important in healthy communities work because policy adoption and changes to the environment are just a starting point. Sufficient time and resources are also necessary to ensure that policies are effectively implemented and maintained, and that environmental changes are utilized. To help ensure that policy work is successful, funders can initially invest in pilot projects, monitoring and re-scoping efforts and in supporting community engagement to ensure that advocacy occurs in collaboration with those who are most affected.

Timely evaluation of a grant portfolio or initiative from a credible, experienced source can help make the case for continued funding and can generate important information to guide and influence future initiatives. Participatory evaluation enables communities to share the impact of their work with stakeholders and builds support for continued collaboration. Real-time evaluation data can also be valuable in understanding, and making the case for, course corrections.

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SPOTLIGHT

Blue Cross and Blue Shield of Minnesota: Active Living Minnesota

Blue Cross and Blue Shield of Minnesota's Center for Prevention (BCBSM) funded eight organizations across the state under its *Active Living Minnesota* (ALM) program from 2008-2013. These organizations formed partnerships to implement comprehensive ways to support active living in their counties, cities, towns and neighborhoods through environmental and policy changes, with an emphasis on changing the built environment.

All ALM community leaders received ongoing technical assistance and training through BCBSM and external consultants. In collaboration with Active Living By Design (ALBD), BCBSM provided training to help leaders sustain their efforts beyond the grant period. This included the development of ALBD's Sustainability Framework, based on the triple bottom line principles of business (related to people, the environment and economics) and modified to address community change work. The framework facilitated discussions around the policy and environmental approaches to creating change, the need for developing deep layers of multi-sectoral leadership, and the cultivation of ongoing resources and supports for community leaders.

Exploration of Sustainability Framework concepts for applicability to ALM took place during an Active Living Learning Meeting with leaders from all eight communities. In addition, multiple communities contracted directly with ALBD to host sustainability workshops in their communities mid-way through their grants. Addressing sustainability as early as possible before the grants ended was a valuable way to engage multiple local partners with local planning efforts. These discussions provided a unified focus, which helped leverage leadership and funding, cultivate new leaders and identify options for rooting their efforts more deeply into community priorities.



- ▲ Organizations formed partnerships to support active living through environmental and policy changes, with an emphasis on changing the built environment.

6

RELATIONSHIPS WITHIN COMMUNITIES MATTER:**Seek to collaborate with authentic local community partnerships**

It is important to engage, develop and support community partnerships that are multi-sector and authentic (versus partnerships that exist in name or on paper only).

These types of partnerships can provide a solid foundation to lead healthy communities. Funding models that require a partnership to carry out the work are best able to support comprehensive approaches needed to achieve sustainable change.

Investing in communities in which strong relationships exist better positions an initiative for success and sustainability. Effective community partnerships often have leaders and members who have collaborated in the past. Some of these partners' roles may be based on work or professional affiliations that are strengthened through less formal interactions with others in their community (e.g., through schools or churches). Effective partnerships also include residents, who benefit most from the work and often engage voluntarily because they understand their stake in improving their communities. Recommending that funding be shared among partners (including committed residents) also helps ensure that those at the table have adequate resources to participate.

However, investing only in experienced partnerships may exclude communities where coalitions are emerging that could, with capacity-building assistance, grow into lasting collaborations. Newly developed partnerships require support and patience from funders to engage in necessary organizing and relationship building. Some funders offer capacity building or planning grants prior to making larger investments, in order to ensure that funding is strategically distributed among the communities that need it the most.

Funders are wise to give applicants an opportunity to demonstrate evidence of true collaboration. Meeting with finalists before making funding decisions can provide valuable insights about the nature of a partnership, including how members interact, communicate and work together. Information gleaned from pre-funding meetings and discussions can provide critical insights to inform funding decisions.



- ▲ Investing in communities in which strong relationships exist better positions an initiative for success and sustainability.

SPOTLIGHT

Los Angeles County Department of Public Health: Policies for Livable Active Communities and Environments Program

In 2007 and 2008, Active Living By Design (ALBD) worked with leaders from the Division of Chronic Disease and Injury Prevention at the Los Angeles County Department of Public Health. Through this engagement, ALBD provided consultation in the design and execution of the *Policies for Livable Active Communities and Environments (PLACE) Program*.

Funded by the Los Angeles County Department of Public Health, the PLACE Program focuses on creating policy, systems and environmental changes that make physical activity a routine part of daily life in Los Angeles County's cities and communities. A key strategy for achieving this goal was to increase community capacity and readiness for such environments. Accordingly, the PLACE Program used a variety of approaches to ensure strong engagement from community partners.

For example, the PLACE grant program required a partnership between a local jurisdiction and a community-based organization (CBO). If a local jurisdiction was the lead, it had to provide the CBO with a portion of the grant funds. If a CBO was the lead, it had to have full agreement from the local jurisdiction to develop and implement the proposed policy or plan; in these cases, CBO staff were often embedded in city offices, serving effectively as city staff.

Responsibilities of the CBO included outreach to and collaboration with organizations with expertise in building healthy communities (e.g., bike coalitions, walking clubs, neighborhood watch programs and walking school bus programs) as a way to promote physical activity in communities, increase support for active lifestyles, gain allies for the initiative's goals, and reduce fears associated with crime and outdoor activity. The CBO was also instrumental in getting community input into the city's proposed plan or policy.

Site visits with finalists were held in a location that was central to the communities in order to encourage participation from all key stakeholders. Once selected, all members of the grantees' partnerships were invited to participate in technical assistance and learning network activities. Outcomes generated from this collaboration included bicycle and pedestrian master plans, Safe Routes to Schools plans, transit-oriented development plans, Complete Streets policies, health elements in general plans, and other plans that promoted walking, biking and livable communities. Early PLACE grants also provided seed funding (\$20,000) for an innovative pedestrian and bicycle infrastructure project. Examples of those projects included planting trees, installing way-finding signage or striping bike lanes. *Streetsblog LA* compiled additional information about project outcomes and interviews with local PLACE coordinators.

These projects were developed with significant input from residents and other key stakeholders to ensure consideration of neighborhood priorities. The PLACE Program was a success and spawned a number of other initiatives funded by state and federal sources. Thanks to its early and authentic commitment to community engagement in policy and environmental change initiatives, this work is now well established and sustained throughout Los Angeles County.

“Strong community partnerships are essential for so many reasons, not the least of which is that having an empowered community is an essential component of our democracy.”

*Jean Armbruster
Director, PLACE Program
Los Angeles County Department of Public Health*

7

RELATIONSHIPS WITH FUNDERS MATTER:**Be authentic partners with members of the community you support**

Communities recognize the value of relationships with funders and realize that such support can yield multiple benefits, including greater respect and trust from partners, policy makers and other funders; an increased ability to leverage resources; and the influence and capacity to facilitate learning and networking. Thus, the value of even modest grant funding should not be underestimated. For example, healthy community designation awards or other recognition can help engage community members and policy makers to work on policy, environmental and systems changes. Grantmakers can also provide valuable insight by sharing feedback with communities that apply for grants but are not funded.

Communities appreciate having trustworthy and authentic relationships with funders, balanced with some independence and flexibility in implementing their initiatives. To serve communities best, it helps when funders minimize administrative barriers so partnerships can be nimble, adjust to changing conditions and emerging needs, and capitalize on unanticipated opportunities. Since funders need to align their work with their own missions, visions, strategic plans, boards of directors and community needs, it is important to clearly communicate expectations with grantees from the beginning. This includes identifying the purpose of the initiative, sharing a vision of success and outlining expectations about evaluation.

Grantees appreciate that local funders, or those with a defined geographic focus, tend to have deeper community context and understanding of assets and challenges. Such funders can also draw upon the knowledge and wisdom in local communities to help inform their strategic investments.

Finally, as important as it is to have a culture of partnership with communities, relationships between funders and grantees require careful management. For example, a targeted call for proposals can be effective if it is centered on a needs assessment to serve communities or strategies of particular interest. On the other hand, a targeted call for proposals that is based on a funder's previous relationships with certain agencies or communities may perpetuate inequity in who receives support and potentially widen gaps in health disparities.

Communities appreciate having trustworthy and authentic relationships with funders, balanced with some independence and flexibility in implementing their initiatives.

SPOTLIGHT*North Carolina Health and Wellness Trust Fund
and North Carolina Division of Public Health:
Fit Community*

In response to a growing body of evidence showing that people have difficulty making healthy choices when their neighborhoods and communities lack safe, affordable and readily available opportunities for healthy eating and physical activity, the North Carolina Health and Wellness Trust Fund partnered with Active Living By Design to create *Fit Community* in 2005. A designation and grant program, Fit Community recognized and rewarded community-based efforts to make healthy choices easier and more accessible.

The application for a Fit Community designation served as a self-assessment tool designed to gauge efforts to support physical activity, healthy eating and tobacco use prevention across communities, schools and workplaces. Community leaders, government officials and staff, businesses and nonprofit organizations collaborated in the self-assessment process, which identified strengths and areas for improvement, and provided partners with a tool and process to stimulate collaboration on broader issues, including health, livability, equity and sustainability. Those who excelled in all categories received a three-year Fit Community designation award. Twenty-seven North Carolina communities earned this distinction between 2006 and 2011, including nine that received re-designation awards.



Fit Community award winners received a number of benefits, including special highway signs at all community entrances, a Fit Community plaque for the mayor or county commission chair's office, unlimited use of the Fit Community designation logo, brochures to distribute to residents, and recognition in statewide media and on the Fit Community website. Many designees also identified intangible benefits of the award, including a sense of pride and accomplishment within the entire community, especially among partners who collaborated on the application. This bolstered applications for other grant funding and generated greater awareness and support among residents, elected officials and community partners. Past applicants, regardless of their success in gaining designation status, also reported additional positive outcomes as a result of the application process. The assessment tool increased communication and collaboration among non-traditional partners around common goals. It also engaged stakeholders from different settings and populations to identify ways to support healthy lifestyles. Finally, the process increased the awareness of existing resources and potential gaps, helping to shape policy and physical project priorities as well as future advocacy and fundraising strategies.

“This designation is one of the most important accomplishments for this community, as it promotes health and well-being for all our children and adults,” said Beth Ward, a member of the Pitt County Board of Commissioners. “It also serves as a reminder that while we have been recognized, there is still much work to be done. It really motivates us to keep working toward our vision for a healthy, active community.”

The Fit Community initiative generated a variety of community changes and valuable resources, which are detailed in *Fit Community: Creating Healthy Places to Live, Work and Play Across North Carolina*.

- ◀ Fit Community responded to a growing body of evidence showing that people have difficulty making healthy choices when their neighborhoods and communities lack safe, affordable and readily available opportunities for healthy eating and physical activity.

8

WALK THE TALK:

Step up as advocates and field builders of the healthy communities movement, and seek ways to build internal capacity

Funders play an important role in keeping the healthy communities movement alive and at the forefront on local, state and federal levels. They can provide influential voices to advocate for key policy changes that positively affect communities and the field, and can serve as role models by demonstrating collaboration, coordination and flexibility with other funders.

Just as funded communities need to collaborate and coordinate across various projects and funding sources, funders can identify opportunities for alignment. Coordination of strategies by funders with investments in similar geographic regions or focus areas can, at minimum, help avoid duplication of work in communities. Even better, it can serve to align approaches and leverage resources to achieve more than that of any one funder working in isolation. Affinity groups, such as Grantmakers in Health and local funding consortia, offer one approach to collaborate and coordinate across efforts.

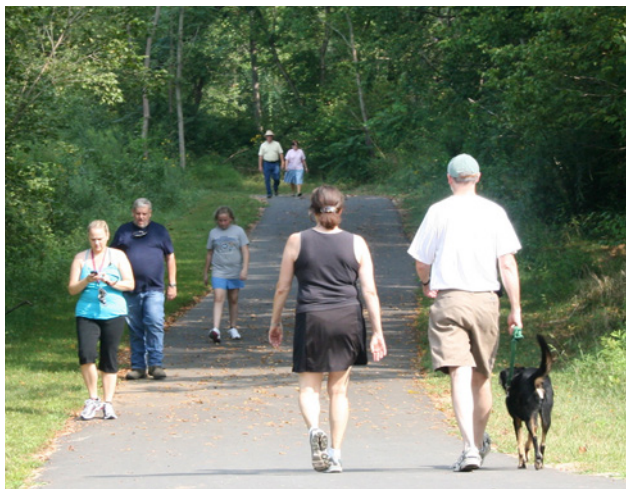
Responsive grantmakers also learn and adapt, much like community leaders and partners. Flexibility from funders helps communities build capacity and ownership, and allows them to take risks, learn from mistakes and make necessary adjustments over time. Examples of flexible arrangements can include multi-year grants; extended periods of engagement for assessment or leadership development; allowances for revisions to project objectives, activities and/or budgets; and real-time training and technical assistance.

Funders can also serve as role models by adopting policies that support health and by incorporating health equity criteria into their organizational and grantmaking practices. Examples include policies that encourage daily physical activity and serving healthy foods at meetings, and environmental supports such as on-site walking paths and farmers' markets. Incentivizing leadership and staff of funding organizations to work and serve on local boards and advisory committees in their own communities also builds internal capacity as well as relationships *within* communities.

SPOTLIGHT*Y-USA*

Y-USA is a leading nonprofit organization for youth development, healthy living and social responsibility. With 2,600 branches in 10,000 communities across the country, Y-USA and its leaders serve as a national network, grantmaker, advocate, collaborator and technical assistance provider that truly walks the talk with respect to the practices described above.

“The Y facilitates connections among an array of organizations and individuals that are committed to healthier communities,” said Monica Hobbs Vinluan, Director of Y-USA’s Healthier Communities Initiatives. “Our initiatives provide support and resources that allow local and state leaders, technical assistance providers, funders and policy makers to collaborate with each other and to ensure that the outcomes of their work are sustained, especially for those who face the greatest barriers to healthy living.”



▲ Y-USA and its leaders serve as a national network, grantmaker, advocate, collaborator and technical assistance provider that truly walks the talk.

For example, *Y-USA's Healthier Communities Initiatives* are based on the concept that leaders from local communities can work together to provide healthy choices and support the pursuit of healthy lifestyles. This work started in 2004, following a rigorous learning process that included consultation with organizations such as Active Living By Design (ALBD), which met with Y leaders and provided input based on lessons learned from its own healthy communities work. ALBD also contributed to the evolution of the Y's work by serving on advisory committees, reviewing proposals and speaking at Y-USA's Action Institutes.

Y-USA's Healthier Communities Initiatives includes projects that were developed and funded in collaboration with a variety of partners, such as the Centers for Disease Control and Prevention and the Robert Wood Johnson Foundation. Today more than 245 Ys are collaborating with community leaders to change policies and physical surroundings so that healthy living is within reach for individuals of all ages and backgrounds.

Y-USA models continuous learning through many approaches, including its Action Institutes and Learning Institutes. Through these innovative training programs, multidisciplinary community teams led by local Ys convene with Y-USA staff for peer learning, resulting in the development and implementation of healthy community action plans. Because of this work, local leaders have influenced more than 39,000 changes in policy, systems or local environments, impacting up to 73 million lives.

Y-USA's approach to field building is equally impressive. For example, in 2008 it launched the Healthy Communities Roundtable to leverage the collective strength and expertise of organizations offering policy and environmental change strategies and connecting far-reaching networks across the country. Building upon Y-USA's relationships with major national organizations, the initial group of 10 members has grown to 45. Other national collaborations spearheaded by Y-USA include the Partnership for Play Everyday and the Healthy Out of School Time Coalition.

Finally, equity is now a core component of Y-USA's vision and strategic plan. Y-USA anchors its programming and training support around efforts to improve health and health outcomes. To do this, the Y plans to help lead the transformation of health and health care from a system largely focused on treatment of illnesses to a collaborative community approach that elevates well-being, prevention and health maintenance. Addressing and focusing on health inequities is a key strategy to accomplish this vision.

Responsive grantmakers also learn and adapt, much like community leaders and partners.

9

FUNDERS NEED FRIENDS:Develop networks to enhance impact
and advance the field

Funders increase impact when they engage in collaboration and networking strategies, such as building multidisciplinary partnerships, leveraging resources and reaching out for technical assistance. As the number of funders investing in healthy communities has increased, so have opportunities for funders to collaborate and connect with experts across disciplines and sectors. This type of collaboration can help grantmakers better focus their own investments within the broader funding landscape, and avoid duplication of investments.

As the number of funders investing in healthy communities has increased, so have opportunities for funders to collaborate and connect with experts across disciplines and sectors.

A funder's internal capacity and perceived value of a third-party perspective or expertise influences its approach to technical assistance. The technical assistance approach should be structured according to grantees' needs and as streamlined as possible. While having broad access to technical experts can be a big asset, too many providers or points of contact create a burden on coordination, communication and collaboration.

Partnering with a technical assistance provider can be valuable, particularly when funders do not have the internal capacity to provide content expertise or time to develop deeper relationships that can help build trust and increase grantees' effectiveness. In addition, content-related technical assistance, such as training related to evidence-based strategies and connections to networks and resources, are important forms of support to grantees. Technical assistance is even more valuable to communities when it also includes coaching from an informed and trusted source who helps grantees with process-related issues, problem solving and strategy development. A technical assistance provider can also be helpful to grantmakers by providing training to their leaders and staff, which builds internal capacity.

Similarly, partnering with an external evaluator adds value to funders and grantees. Integrating evaluation activities into all phases of an initiative is important. In addition to assisting with evaluation strategies to support successful implementation and sustainability, an evaluation team can provide useful assistance on initial and ongoing assessments, and help community partnerships articulate their theory of change and document their success.

SPOTLIGHT*Convergence Partnership:
Healthy People, Healthy Places*

As the number of practical and evidence-based examples of successful healthy communities strategies increased, some major funders in the field saw an opportunity to enhance the impact of their own investments and generate further momentum in the healthy communities movement. The Robert Wood Johnson Foundation, W.K. Kellogg Foundation and Kaiser Permanente established the *Convergence Partnership* in 2007. These founding organizations later engaged Ascension Health, the California Endowment, Nemours, Kresge Foundation and the Rockefeller Foundation as part of the partnership.

The Convergence Partners recognized that a shared vision and process for grantmaking held the greatest promise for improving community health across our nation. The partnership “envisions a nation in which every community fosters health, prosperity, and well-being for all,” based on key principles of equity, connections, and policies and practices. Its core values emphasize the importance of inclusion, collaboration, learning and responsiveness to create healthy places. Having this respected group of funders communicating a well-aligned philosophy and shared agenda for healthy communities also provided helpful grounding for local efforts.

The partnership also encouraged funders at local levels to align their investments by supporting 14 regional convergence partnerships with more than 55 foundations. The Convergence Partnership also established an Innovation Fund, which provided \$2 million in grants to 15 local foundations that then leveraged an additional \$16 million and achieved 50 policy changes to support healthy communities. These grants influenced local grantmaking practices in significant ways, such as developing a community advisory board to design and direct grantmaking processes and requiring the lead agency for grant applications to represent one or more communities of color.

The funding partners further amplified their shared agenda for investments through collaboration with partners who can provide expertise and support in specific areas: the Centers for Disease Control and Prevention is the technical advisor; Prevention Institute serves as research and strategic advisor; PolicyLink acts as the program director; and Tides Foundation provides financial management and grantmaking services.

The Convergence Partnership’s activities on federal policy, healthy food access and built environment improvements span local, state and national levels. It also contributes to field building by encouraging shared and continuous learning through publications, webinars and other resources. For example, the Convergence Partnership developed *Making the Case and Getting Underway: A Funder Toolkit to Support Healthy People in Healthy Places* to further engage funders in supporting sustainable and place-based approaches to create “Healthy People, Healthy Places.”



- ▲ Funders increase impact when they engage in collaboration and networking strategies, such as building multidisciplinary partnerships, leveraging resources and reaching out for technical assistance.



CASE EXAMPLE:

The Robert Wood Johnson Foundation, Leading in the Evolution of Healthy Communities Investments

The Robert Wood Johnson Foundation (RWJF or the Foundation) is the nation's largest philanthropy dedicated to improving health and health care for all Americans, and is committed to building a culture of health in all communities across the country. This case example tells the story of how some of RWJF's investments in active living and healthy eating evolved as the field matured and how important lessons about place-based work emerged.

ACTIVE LIVING BY DESIGN:

*lays a foundation for
healthy communities*

In 2002, RWJF launched *Active Living by Design* (ALbD), a national grant program, as the community action component of its multi-strategy approach to increase routine physical activity. This model, which included action, evidence and advocacy, was based on the Foundation's previous experiences and successes in tobacco-use prevention, and recognition that **multi-sectoral policy and environmental change approaches held the greatest promise for addressing physical inactivity and related poor health outcomes.**^{Lesson 1}

The ALbD investment included five years of grant funding for 25 local community partnerships. **The Foundation also supported Active Living By Design (ALbD) as the National Program Office (NPO) and Transtria, LLC, as a third-party evaluator to provide operational support and technical assistance to the grantees.**^{Lesson 9} Each of the ALbD community partnerships received \$200,000 over five years, beginning in 2003, to plan and implement initiatives to change policies and the built environment in order to increase active living. In addition to ongoing technical assistance and coaching, the ALbD investment included a special opportunities fund that communities could access midway through their grant periods to help bolster their work. It also included additional funding and time at the end of the grant period to implement sustainability strategies. This high-touch/low-dollar approach promoted shared investment and leadership within the funded communities, and spurred the growth of the national active living movement.

1

REMEMBER THE FOREST IF FOCUSING ON THE TREES:

Use a comprehensive and integrated approach to deepen change

9

FUNDERS NEED FRIENDS:

Develop networks to enhance impact and advance the field

2

ONE SIZE STILL DOES NOT FIT ALL:

Prioritize community context as a key factor to success

3

PEOPLE MAKE THE COMMUNITIES:

Support capacity building at the grassroots level

The technical assistance model was strategic, collaborative, tailored to the needs of grantees, and focused on both local targets and broader field building.^{Lesson 2} The NPO deployed a multidisciplinary team of project officers, each of whom oversaw a portfolio of community partnerships. Project officers served as a primary point of contact for their communities, providing both content expertise and ongoing coaching related to the process of healthy community change. Multiple opportunities for engagement occurred through annual meetings, monthly coaching calls and webinars which, over time, built trust, seeded peer learning opportunities and fostered sustainability.

The technical assistance model included a learning network to deepen relationships among grantees and connect grantees to others who could help further the work. This learning network was also a forum for mutual capacity building.^{Lesson 3} For example, project leaders often served as speakers and facilitators of learning network activities, and annual professional development stipends helped grantees build or update their skills, and receive and share learnings and experiences. In addition to the achievements within their local communities, ALbD partners recognized the value of being part of and contributing to the national active living movement, which matured tremendously during the grant period. As the ALbD community partnerships' success increased, new partners and funders became interested in their efforts. ALbD grantees leveraged that interest for more than \$256 million in additional funding for their work.

HEALTHY EATING BY DESIGN:

complements active living strategies to address obesity and the growing healthy communities movement

As the interest in more impactful and sustainable approaches to improve community health accelerated in the early 2000s, RWJF was pleased with ALbD grantees' early efforts and considered ways to build on promising approaches and broaden the focus. Around this time, childhood obesity was recognized as an epidemic, and RWJF made a \$500 million commitment to reverse the trend by 2015. **With a cadre of investments and grantees already addressing the activity side of the energy-balance equation, the Foundation strategically built upon these existing partners to address healthy eating.**^{Lesson 6} In 2005, RWJF launched the *Healthy Eating by Design* (HEbD) pilot project, again in collaboration with ALbD. Twelve ALbD community partnerships received \$50,000 each over 18 months to improve access to affordable healthy foods for children in schools and communities, with a focus on policy and environmental change strategies.

ALbD's Community Action Model was used as a framework, and grant dollars were supplemented with expertise from ALbD, which provided ongoing technical assistance and coaching, learning network opportunities, as well as additional funding and time to address sustainability. The Foundation also designed HEbD to strategically target its investment for impact. Eligibility and selection criteria included need, socio-demographic factors and health equity considerations to focus on children at greatest risk of obesity.

6

RELATIONSHIPS WITHIN COMMUNITIES MATTER:

Seek to collaborate with authentic local community partnerships

HEALTHY KIDS, HEALTHY COMMUNITIES:

serves as a springboard for continued evolution and leadership in the healthy communities movement

As the end of the ALbD and HEbD grant periods approached, RWJF intensified its focus on the goal of reversing the childhood obesity epidemic by 2015. In 2008, ALBD and RWJF built upon collective lessons learned and experiences from ALbD and HEbD to launch *Healthy Kids, Healthy Communities* (HKHC). **HKHC focused on childhood obesity prevention in 49 communities across the country, targeting those at greatest risk based on factors such as race, ethnicity, income and geographic location. Approximately half of the HKHC grants went to lead agencies in 14 Southern states where obesity rates were highest.**^{Lesson 4} HKHC partnerships received \$360,000-\$400,000 over four years, ongoing technical assistance and coaching, learning network opportunities, and additional funds for professional development and capacity building.

The HKHC grant program included a number of key elements to increase success, deepen impact and contribute to sustainability when grant funding ended. These included multi-year funding; multidisciplinary partnerships; interventions focusing at the municipal, county and/or regional level; healthy eating and active living policy, systems and environmental change strategies; and technical assistance and coaching augmented by a robust peer-learning network. HKHC retained and enhanced program elements that were successful under ALbD and HEbD, and it added new strategies to deepen and sustain community change and impact.

4

ADDRESSING EQUITY IS IMPORTANT FOR IMPACT:

Make equity a driving force of community investments and initiatives

5

SET THE BAR AND SUPPORT IT:

Invest in evolution and sustainability, understanding that they take time

For example, since ALbD grantees successfully demonstrated the ability to leverage resources and enhance local buy-in, HKHC grantees were required to secure an annual match equal to at least 50 percent of their RWJF funding through a combination of cash and in-kind resources. Although HKHC began at the height of the economic downturn in 2008, grantees were extremely resourceful, collectively generating nearly \$141 million in additional funding and/or in-kind support. **Expectations about assessment, evaluation and sustainability were also more formal under HKHC.**^{Lesson 5} Community partnerships spent the first six months of the grant period conducting local assessment activities in order to refine their project strategies. Grantees were required to budget for a designated evaluation liaison to serve as the main point of contact for the HKHC evaluation team. Grantees built sustainability strategies into annual work plans during initial years of the four-year initiatives, and ALBD, as the NPO, provided tailored consultation to support the HKHC community partnerships.

8

WALK THE TALK:

Step up as advocates and field builders of the healthy communities movement and seek ways to build internal capacity

Documenting the change process was also a critical component of the HKHC investment. In the earliest stages of planning for HKHC, RWJF engaged *Transtria, LLC*, to collaborate with ALBD in designing a comprehensive evaluation of the grant initiative. Transtria employed a collaborative, community-based approach to the HKHC evaluation, designed around multiple data-collection methods. The evaluation included community-specific assessment strategies and cross-site evaluation components. Evaluators tracked grantees' plans, processes, strategies and results. In addition to assessing active living and healthy eating policies, systems and environmental changes, Transtria evaluated partnerships, community capacity and social determinants of health. Transtria, ALBD and Pyramid Communications co-designed a web-based grantee interface, the HKHC Community Dashboard. Evaluation officers (EOs) monitored, coded and analyzed grantees' activities and accomplishments, which grantees regularly documented in the Dashboard. EOs conducted individual and group interviews and led environmental audits and direct observations.

Transtria staff also developed productive training and technical assistance relationships with grantees, interacting through regular phone calls, emails, grantee meetings and periodic evaluation site visits. *Transtria's formal evaluation of the HKHC initiative* provides detailed information about program outcomes, which will be fully documented in a 2015 supplement to the *Journal of Public Health Management and Practice*.

7

RELATIONSHIPS WITH FUNDERS MATTER:

Be authentic partners with members of the community you support

The HKHC peer-learning network retained and enhanced the major components from ALBD and HEbD. Nine Leading Sites grantees, selected from a pool of 43 candidates nominated by national organizations familiar with local healthy eating and active living initiatives, started their grants one year before the rest of the grantees. Leading Sites served as mentors and ambassadors based on their experience and leadership in implementing active living and healthy eating strategies. In addition to Leading Sites, RWJF and ALBD connected HKHC partners with experts to provide deep assistance in focused areas, including strategic communications (Burness Communications and Spitfire Strategies), mapping and assessment using the Childhood Obesity Geographic Information System (University of Missouri CARES), and equity and justice (Colectivo Flatlander).

The growth of the healthy communities field and a larger HKHC peer network amplified opportunities to build capacity and leadership within and among the community partnerships, and for RWJF and ALBD. Lesson 8

Experience gained while directing the collective efforts of HKHC partnerships enabled many former project directors and coordinators to assume new, expanded positions of leadership. For example, many former HKHC partners moved into higher-level roles as local elected officials, congressional staff, members of key advisory boards, directors of state and national programs, or leaders of various community-based organizations.

The intentional focus on health equity from the inception of HKHC resulted in early and authentic resident engagement and capacity building in the communities. Mutually beneficial partnerships emerged among community residents, government agencies and professional organizations. HKHC partnerships supported community- capacity-building activities, including leadership and advocacy training for residents. They also used engagement methods to make advocacy, meetings and decision-making processes more accessible for residents.

The type of comprehensive, flexible and supportive investment made by RWJF is not lost on their grantees. **In addition to the tangible benefits, HKHC grantees noted that their relationship with the Foundation gave them more cachet with leaders and decision makers, and influenced funding and investments at the local level.** ^{Lesson 7}

ADDITIONAL RESOURCES

This case example provides a summary about the approaches, lessons learned and successes of the ALbD, HEbD and HKHC initiatives. We encourage you to view the following resources for more details and information:

ACTIVE LIVING BY DESIGN

Active Living by Design Community Profiles:

http://www.activelivingbydesign.org/wp-content/uploads/2014/07/ALbD_Community_Profiles_2009_web.pdf

American Journal of Preventive Medicine supplements devoted to the Active Living by Design program:

Volume 37, Issue 6, Supplement 2 - December 2009
(focuses on community partnerships and lessons learned)

<http://www.activelivingbydesign.org/resources/the-american-journal-of-preventive-medicine-december-2009-supplement/>

Volume 43, Issue 5, Supplement 4 - November 2012
(focuses on program evaluation)

<http://www.activelivingbydesign.org/resources/the-american-journal-of-preventive-medicine-november-2012-supplement-3/>

Robert Wood Johnson Foundation's
Active Living by Design Executive Summary:

<http://www.rwjf.org/en/research-publications/find-rwjf-research/2011/10/active-living-by-design.html>

HEALTHY KIDS, HEALTHY COMMUNITIES

Healthy Kids, Healthy Communities:

<http://www.healthykidshealthycommunities.org/>

HEALTHY EATING BY DESIGN

Lessons from the Field:

Promoting Healthy Eating in Communities:

<http://www.activelivingbydesign.org/resources/lessons-from-the-field-promoting-healthy-eating-in-communities/>

Lessons from the Field:

Promoting Healthy Eating in Schools:

<http://www.activelivingbydesign.org/resources/lessons-from-the-field-promoting-healthy-eating-in-schools/>

Healthy Eating by Design Community Spotlights:

Buffalo, NY:

<http://www.activelivingbydesign.org/hebd-buffalo-growing-healthy-students-and-communities/>

Louisville, KY (1):

<http://www.activelivingbydesign.org/hebd-louisville-chef-nancy-cooks-up-healthy-fun-foods-in-louisville/>

Louisville, KY (2):

<http://www.activelivingbydesign.org/hebd-louisville-students-working-and-playing-in-the-school-garden/>

Seattle, WA:

<http://www.activelivingbydesign.org/flavors-of-diversity-seattles-hebd-community-partnership-introduces-healthy-ethnic-cuisine-in-elementary-schools/>



FINAL WORDS

The types of community changes we have seen are only possible through collaboration at all levels and ongoing dialogue to share experiences, lessons learned and successful strategies.

As we reflect on Active Living By Design's experiences working in collaboration with funders and community partnerships, we are impressed by the degree to which the healthy communities movement has expanded and evolved. The types of community changes we have seen are only possible through collaboration at all levels and ongoing dialogue to share experiences, lessons learned and successful strategies. We are extremely grateful to the Robert Wood Johnson Foundation, and other *funders, partner organizations and community partnerships* with whom we have had the privilege of working from the middle.

Please contact us to discuss how we can support you in our collective efforts to build healthier communities:

Active Living By Design
400 Market Street, Suite 205
Chapel Hill, NC 27516
www.activelivingbydesign.org
919.843.ALBD (2523)

GLOSSARY

The following definitions are tailored for the purposes of this document. They are adapted from multiple definitions used in the field to support the specific context and content in which the terms appear.

Charrette:

A collaborative process utilized in planning and other disciplines in which a group or groups of people consider a problem or issue and identify a design or graphic solution. A successful charrette integrates joint ownership of solutions across diverse groups of people.

Community Capacity:

The collective ability of people and community organizations to define and achieve their goals. Communities with capacity have a combination of knowledge and skills, cohesion and commitment, structures and networks, and access to resources that support effective decision making and action over time.

Community Engagement:

The process or practice of building and maintaining strong relationships with members in a community across boundaries (e.g., sectors, disciplines, socio-demographic, etc.) in order to further a collective vision or benefit for the community.

Equity:

Fair inclusion and opportunity for all to reach their full potential. This means learning what people need in order to be included or seize opportunity and then providing what they need. While it does not mean equality, equity as a directive strategy decreases gaps in outcomes between different social groups.

Framework:

A model or paradigm that can be used to apply a principle or frame. A frame is a shared and durable cultural principle that people use to organize new information and make sense of their world. Framing is a quality of communication that leads others to accept one meaning over another and act accordingly.

Health Equity:

The state in which all people have the opportunity to attain their full health potential and no one is disadvantaged from achieving this potential because of their social position or other socially determined circumstance. It is the absence of unjust, unnatural, avoidable, systemic and sustained differences in health status, in the distribution of disease and illness and in mortality rates across population groups.

Learning Network:

A group of people who share a commitment and are actively engaged in learning together and from each other, using a variety of communications methods, for the betterment of their common work. Learning networks, in this context, are frequently supported by funders as part of their efforts to provide technical assistance to healthy community partnerships.

Place-Based Strategy:

An effort focused in a defined geographic area or community based on clearly identified considerations such as need, disparities, etc. Place-based strategies aim to identify gaps in funding, avoid duplicating efforts, and improve coordination and collaboration in order to increase impact of a strategy.

Population Health:

The health outcomes of a group of individuals, including the distribution of such outcomes within the group.

Scaling:

A process to extend community-level change through an increase in the number of changes or the number of communities experiencing a given change. For this document, scaling does not address issues such as depth, sustainability or ownership of change. It seeks, but does not guarantee, an increase in impact.

Strategic Communication:

The carefully planned synchronization of images, actions and deliberate messages to get the right people to take the right action at the right time to achieve a desired effect. In this context, strategic communication is multi-directional and requires listening and learning to reach both internal and external audiences.

Sustainability:

The ability to continue and maintain over time. The Active Living By Design Sustainability Framework includes social (partnerships, leadership), environmental (built environment), policy and systems (standards, practices), and economic (resources) components to consider and integrate strategically and proactively for long-term sustainability of healthy communities outcomes.

Systems Approach:

Plans and strategies that emphasize the interdependence and interactive nature of internal and external components and factors that affect an organization or community. Systems approaches have bearing in healthy communities work when a policy change influences an entire system, such as a wellness policy in a school district.

Technical Assistance:

The provision of tailored and timely information, resources, coaching and training from a qualified provider that meet the needs of an organization or community partnership. Effective technical assistance is based on collaborative communication and trust. It can be provided through a variety of methods, including in-person, phone, or e-mail.

ENDNOTES

For those who are reading this in printed form, the following is a list of the hyperlinks embedded throughout the document. They are listed in alphabetical order, rather than sequentially as they appear in the text.

- 4 Rivers Fresh Foods:
www.4rivers.deliverybizpro.com
- Active Living By Design:
www.activelivingbydesign.org
- ALBD's Community Action Model:
<http://www.activelivingbydesign.org/about/community-action-model/>
- Active Living By Design's Projects and Initiatives:
<http://www.activelivingbydesign.org/projects/>
- Blue Cross and Blue Shield of Minnesota:
Active Living Minnesota:
<http://www.activelivingbydesign.org/project/blue-cross-and-blue-shield-of-minnesota-active-living-minnesota/>
- Blue Cross and Blue Shield of Minnesota's Center for Prevention:
www.centerforpreventionmn.com
- Blue Cross and Blue Shield of North Carolina Foundation:
Fit Together:
<http://www.activelivingbydesign.org/project/blue-cross-and-blue-shield-of-north-carolina-foundation-fit-together/>
- Blue Cross and Blue Shield of North Carolina Foundation:
<http://www.bcbsncfoundation.org/>
- Common Health Action:
<http://www.commonhealthaction.org/>
- Community Foundation of Northwest Mississippi:
<http://cfnm.org/>
- Communities on the Move:
Improving Active Living in Rural North Carolina:
http://www.activelivingbydesign.org/wp-content/uploads/2014/08/FitTogether_Report.pdf
- Convergence Partnership: Healthy People, Healthy Places:
http://www.kintera.org/site/c.fhLOK6PELmF/b.3917533/k.F45E/Whats_New.htm
- Fit Community: Creating Healthy Places to Live,
Work and Play Across North Carolina:
http://www.activelivingbydesign.org/wp-content/uploads/2014/07/ALBD_FitComm_Webonly_0.pdf
- Kaiser Permanente:
<http://share.kaiserpermanente.org/category/about-community-benefit/>
- Kaiser Permanente:
Port Towns Community Health Initiative:
<http://www.activelivingbydesign.org/project/kaiser-permanente-port-towns-community-health-initiative/>
- Los Angeles County Department of Public Health: Policies for
Livable Active Communities and Environments Program:
<http://www.activelivingbydesign.org/project/los-angeles-county-department-of-public-health-place-program/>
- Making the Case and Getting Underway:
A Funder Toolkit to Support Healthy People in Healthy Places:
<http://bit.ly/1sFwMFm>
- North Carolina Health and Wellness Trust Fund and North
Carolina Division of Public Health: Fit Community:
<http://www.activelivingbydesign.org/project/north-carolina-health-and-wellness-trust-fund-and-north-carolina-division-of-public-health-fit-community/>
- Port Towns Community Health Partnership:
<http://placematterspgc.org/>
- Streetsblog LA:
<http://la.streetsblog.org/the-complete-annenberg-fellowship-on-the-l-a-county-public-health-place-grants/>
- Transtria, LLC:
<http://www.transtria.com/>
- Transtria's formal evaluation of the HKHC initiative:
<http://www.transtria.com/hkhc.php>
- W.K. Kellogg Foundation: Food & Fitness:
<http://www.activelivingbydesign.org/project/w-k-kellogg-foundation-food-fitness/>
- W.K. Kellogg Foundation:
<http://www.wkkf.org/>
- Y-USA:
<http://www.ymca.net/>
- Y-USA's Healthier Communities Initiatives:
<http://www.ymca.net/healthier-communities/>

SHARE YOUR THOUGHTS

We would love to hear your feedback on this document.
If you have suggestions, ideas or stories to share, please let us know by visiting
<https://www.surveymonkey.com/s/ALBDfeedback>

Thank You

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