

Chelsea, Massachusetts Montgomery, Alabama San Pablo, California Whittier, California
Brush!, Colorado Marquette, Michigan Fort Lauderdale, Florida Tarpon Springs, Florida
Cedar Rapids, Iowa Marshalltown, Iowa Columbus, Indiana Chelsea, Massachusetts Dedham, Massachusetts
Fitchburg, Massachusetts Kenmore, New York
Canton, New York Independence, Missouri Rhode Island Knoxville, Tennessee
Brownsville, Texas Marshall, Texas Hampton, Virginia Portsmouth, Virginia Marquette, Michigan
Eau Claire, Wisconsin Montgomery, Alabama San Pablo, California Whittier, California
Brush!, Colorado Fort Lauderdale, Florida Cedar Rapids, Iowa
Marshalltown, Iowa Columbus, Indiana Chelsea, Massachusetts Dedham, Massachusetts
Fitchburg, Massachusetts Somerville, Massachusetts Marquette, Michigan Kenmore, New York
Canton, New York Independence, Missouri Providence, Rhode Island Knoxville, Tennessee
Marquette, Michigan Marshall, Texas Hampton, Virginia Portsmouth, Virginia
Yakima, Washington Eau Claire, Wisconsin Montgomery, Alabama San Pablo, California Whittier, California
California Brush!, Colorado Fort Lauderdale, Florida Tarpon Springs, Florida Cedar Rapids, Iowa
Columbus, Indiana



A program of the National Civic League

Denver, Colorado / June 13-15, 2014



HEALTH EQUITY *Creates* HEALTHY COMMUNITIES



*At The Colorado Trust, **WE BELIEVE** race, ethnicity, income or where we live shouldn't keep anyone from achieving good health.*

That's why our grantmaking work engages and supports a diverse array of organizations and individuals in communities across Colorado. In doing so, we help to assure all Coloradans have fair and equal opportunities to lead healthy, productive lives.



**THE
COLORADO
TRUST**

A Health Equity Foundation

www.coloradotrust.org

Michael B. Hancock
Mayor



City and County of Denver

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CITY AND COUNTY BUILDING
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June 13, 2014



All-America City Award Participants
Grand Hyatt Hotel
1750 Welton Street
Denver, Colorado 80202

Greetings:

As Chairman of the Board of the National Civic League, it is my pleasure and honor to welcome the 2014 All-America City Award participants to the Mile High City. This year's focus spotlights healthy community initiatives from across the country that promotes livable and innovative work to strengthen towns, cities and counties. We are all impressed with your work!

The All-America City Award – now in its 85th year – is the National Civic League's flagship program. I congratulate you for living in and representing a community that has demonstrated collaboration, innovation, inclusiveness and a can-do spirit. In the eyes of the National Civic League Board, staff and All-America City volunteers, every community here is a winner. We urge you to take full advantage of this unique opportunity to tell your story, bond with your community's participants and learn from others. I encourage you to continue to share the American story of people working together to make things better for all.

Take the time to reflect and celebrate the great things that have been accomplished, as well as recommit to the challenges that are ahead.

On behalf of the City and County of Denver and the National Civic League Board, please accept my gratitude for your dedication to helping all in your community lead healthy lives. I wish all of you a successful and productive event!

Respectfully,

A handwritten signature in black ink, appearing to read "Michael B. Hancock".

Michael B. Hancock
Mayor



All-America City Award

A Program of National Civic League



National Civic League was founded in 1894 (as the National Municipal League) by civic reformers such as Theodore Roosevelt, Louis Brandeis, Marshall Field and Charles Evans Hughes. Its mission was to address the corruption and ineffectiveness of local government. NCL played a key role in promoting professional city management and created the ever popular Model City Charter (now in its 8th edition and in continuous use for 85 years). For more than 60 years, NCL has connected people to each other and people to their government. NCL coined the phrase “civic infrastructure” and created the original Civic Index more than 20 years ago. Now, NCL is a community coach and trainer helping people build their capacity to work toward win-win solutions in fiscal sustainability, comprehensive community development, environmental stewardship, racial equity, immigrant integration, and transportation oriented development.

The All-America City Award started in 1949. Gideon Seymour, managing editor of the Minneapolis Star Tribune, appointed reporter Jean James to cover NCL’s National Conference on Governance in St. Paul. In addition to covering the event, James was assigned to ask NCL (then called the National Municipal League) to support an award to recognize the best-governed cities in America.

Instead, NCL suggested recognizing cities where citizen action had succeeded in making these communities a better place to live. Thus, the All-America City Award was born. It is called All-America City Award, rather than All-American City Award, because it recognizes the whole community and not an individual. George Gallup, Sr., the renowned public opinion pollster, served as president of the National Municipal League Board and Chairman of the All-America City Award jury that selected the winning cities. Gallup described the award as “...a Nobel prize for constructive citizenship.”

Winning the All-America City Award reinvigorates a community’s sense of civic pride. All-America City winners and finalists also experience heightened national attention – a proven boost for the recruitment of industry, jobs, and investment. Perhaps as important as the tangible benefits of being named an All-America City are the benefits a community derives from completing the application and making its presentation to the jury. The application process presents a unique opportunity for people to evaluate their community and foster new partnerships. At the jury presentation, the delegation bonds with each other and networks with the other finalists. Most importantly, All-America Cities teach and inspire others throughout the nation that are struggling with similar issues how to meet their challenges in innovative and collaborative ways. It is common to find previous All-America Cities or prospective applicants attending the jury presentations to hear the pearls of wisdom from the finalists.

All-America Cities have been neighborhoods, towns, cities, counties, and regions. The communities honored each year are models of civic excellence. They demonstrate they are problem solvers. They provide examples of how they have been collaborative, innovative, impactful, and promoted civic engagement. Since its inception, over 600 communities have won the All-America City Award designation and more than 2,000 others have been finalists. Some communities have won the award five or six times.



STATE OF COLORADO

EXECUTIVE CHAMBERS

138 State Capitol
Denver, CO 80203 - 1792
Phone (303) 866-2471



John W. Hickenlooper
Governor



June 13, 2014

Dear All-America City Participants:

On behalf of the State of Colorado, it is our pleasure to welcome you to the 2014 All-America City Awards. We are proud to be able to host this event on its 65th anniversary.

Thank you for your commitment to public service and the hard work you have done for the world around you. As we come together for this celebration, it is important to remember that in order to create significant change in our communities, we must collaborate. In the past year, our administration has worked with leaders in the private, public and nonprofit sectors to help Colorado work toward becoming the healthiest state in the nation and strengthen our early literacy program, *Colorado Reads*. We will continue to look for ways to collaborate in order to create innovative solutions to address the most pressing needs of our communities.

Once again, we are privileged to be able to host community leaders from towns, cities and counties across our great nation. We are confident the 2014 All-America City Awards will be a rewarding experience to inspire you as you head home to address important and complex issues.

You have our best wishes for a successful and memorable event!

Sincerely,

Handwritten signature of John W. Hickenlooper in black ink.

John W. Hickenlooper
Governor

Handwritten signature of Joseph A. Garcia in black ink.

Joseph A. Garcia
Lieutenant Governor





The Colorado Health Foundation™

Your zip code is more important than your DNA code when it comes to health. Designing our communities to encourage physical activity and healthy eating is critical to improving health outcomes.



We applaud the 2014 All-America City Award finalists and recipients with the foresight to make health a priority.

Together, we will make Colorado the healthiest state in the nation.

www.ColoradoHealth.org



Better communities. Better health.

WE BELIEVE GOOD HEALTH BELONGS TO ALL OF COLORADO.

When people are surrounded by healthy food, safe neighborhoods, fresh water, and clean air, good health is highly possible. We recognize that healthy communities and a healthy environment are critical to the wellness of every person. That is why in 2013 we invested \$96 million to Colorado health initiatives.

CONGRATULATIONS to the All-America award honorees; we salute you for making a healthy difference.

kp.org/communitybenefit



KAISER PERMANENTE.

2014 All-America City Award Finalists

Montgomery, Alabama
San Pablo, California
Whittier, California
Brush!, Colorado
Fort Lauderdale, Florida
Tarpon Springs, Florida
Cedar Rapids, Iowa
Marshalltown, Iowa
Columbus, Indiana
Chelsea, Massachusetts
Dedham, Massachusetts
Fitchburg, Massachusetts
Somerville, Massachusetts
Marquette, Michigan
Canton, New York
Kenmore, New York
Independence, Oregon
Brownsville, Texas
Marshall, Texas
Hampton, Virginia
Portsmouth, Virginia
Yakima, Washington
Eau Claire, Wisconsin



Event Timeline

65th ALL-AMERICA CITY AWARDS in 2014

Spotlight on Healthy Communities

www.allamericacityaward.com

The flagship program of the National Civic League

At Grand Hyatt Hotel, 1750 Welton, Denver, Colorado

June 12-15, 2014

Thursday, June 12, 2014

6:00pm – 8:00pm Early Registration, *Imperial Foyer, Second Floor*

Friday, June 13, 2014

7:00am – 7:30am Delegation “Captain” Briefing, *Maroon Peak*

8:00am – 3:30pm Registration, *Second Floor*

8:00am – 9:35am Finalist Presentation Rehearsals, *Imperial Ballroom*

9:45 a.m.-1:30pm Site Visit: Be Well Center, Anschutz Medical Center, Aurora, CO (pre-registration required, limited availability)

10:00am-11:15am How Communities Educate Dialogue-*Torrey’s Peak*

10:00am-11:15am What Works to Build Healthy Communities? Building on the Colorado Legacy: Sponsored by The Colorado Trust
Maroon Peak

10:00 am-11:15am Growing Healthy Readers: Supporting the Health Determinants of Early School Success, sponsored by the Campaign for Grade-Level Reading, *Mt. Columbia*

10:00 am-2:00 pm Site Visit: Belmar Shopping Center & Red Rocks Amphitheater, Lakewood, CO, Sponsored by Alameda Gateway Community Association (pre-registration required, limited availability)

1:00pm- 2:35 pm Finalist Presentation Rehearsals, *Imperial Ballroom*

3:00pm – 4:00pm All-America City Awards Opening Plenary, *Imperial Ballroom*
Welcome by Mayor Michael B. Hancock and Colorado Lt. Gov. Joseph Garcia
Remarks by Anne Warhover, President and CEO, The Colorado Health Foundation
Reflections by Kathy Hodgson, City Manager, All-America City of Lakewood, Colorado

4:00pm – 5:15pm Welcome Reception (and dancing), *Grand Ballroom*, Sponsored by the Campaign for Grade-Level Reading

5:15pm – 9:45pm Finalist Presentation Rehearsals, *Imperial Ballroom*

Saturday, June 14, 2014

7:00am – 7:30am Delegation “Captain” Briefing, *Maroon Peak*

8:00am – 5:00pm Registration, *Second Floor*

8:00am – 4:45pm Jury Presentations, *Imperial Ballroom*

5:30pm – 6:30pm AAC Civic Action Fair
Imperial Foyer/Maroon Peak

6:30pm -- 7:15pm Cultural Entertainment Showcase
Imperial Stage

7:30pm – 9:05pm Finalist Presentation Rehearsals, *Imperial Ballroom*

Sunday, June 15, 2014

7:00am – 7:30am Delegation “Captain” Briefing, *Maroon Peak*

8:30am – 11:30am Jury Presentations, *Imperial Ballroom*

1:00pm – 2:00pm AAC Festival of Ideas:
(Finalist communities’ informal discussions of their projects)

- Peer-Learning Workshops
1. Creating Healthier Communities
Mt. Sopris A
 2. Collaborating to Improve Health
Mt. Sopris B
 3. Youth-related and Education initiatives
Mt. Columbia

2:15pm-3:15pm Peer-Learning Workshops

1. Civic Engagement and Partnerships
Mt. Sopris A
2. Revitalization and Sustainability
Mt. Sopris B

2:15pm-3:45 pm Chief Elected and Appointed Officials Dialogue
Mt. Columbia

6:00pm – 7:00m Pre-Awards Reception (light hors d’oeuvres), *Grand Ballroom*

7:00pm – 8:30pm Awards Ceremony Plenary, *Imperial Ballroom*
Remarks by Jandel Allen-Davis, MD Vice President of Government and External Relations for Kaiser Permanente Colorado

8:30pm – 10:30pm Post-Awards Celebration (dancing & light snacks), *Grand Ballroom*



Workshop Descriptions

Friday, June 13th from 10:00 am - 11:15 am

How Communities Educate

Conducted in collaboration with The Kettering Foundation

Your unique insights are needed in a learning/discussion/research project exploring different ways communities are succeeding in educating young people. The All-America City award is based on the recognition that civic engagement and crosscutting (public, private and nonprofit) partnerships are critical to community improvement efforts of all kinds. Education is no exception. We want to know more about innovations intended to encourage people to recognize the resources they have in their communities, and to put them to more effective use in educating youth and dealing with the problems of education. The emphasis will be on experiments and initiatives that are changing how we approach education, moving away from a purely "school-centered" approach to one that recognizes the role of diverse stakeholders and citizens within the community. You will be asked to briefly present your experiences working to improve education in your community, and to participate in a group discussion of questions posed by NCL. The results will be recorded, transcribed and featured in an upcoming issue of the *National Civic Review*.

What Works to Build Healthy Communities? Building on the Colorado Legacy

Sponsored by The Colorado Trust

Understanding what needs to be in place to create a lasting Healthy Community is important information for new community members. The Colorado Trust initiated a Healthy Communities Initiative 25 years ago. Looking back on that work, we have identified what needs to be in place now, to ensure your Health Community still is thriving 25 years from now. Come and learn about what works and what doesn't - and how to overcome challenges - with folks who were on the ground from the beginning.

Speakers: Nancy Csuti, PhD, Director of Research, Evaluation and Strategic Learning at The Colorado Trust

Doug Easterling, PhD, Professor and Chair, Dept. of Social Sciences and Health Policy, Division of Public Health Sciences, Wake Forest University School of Medicine

Growing Healthy Readers: Supporting the Health Determinants of Early School Success

Sponsored by Campaign for Grade-Level Reading

The Campaign for Grade-Level Reading is a collaborative effort by foundations, nonprofit partners, states and communities across the nation to ensure that more children in low-income families succeed in school and graduate prepared for college, a career, and active citizenship. The Campaign focuses on an important predictor of school success and high school graduation—grade-level reading by the end of third grade.

Healthy development beginning at birth greatly affects children's ability to learn: Children who are on track in their physical, social and emotional development are more successful learners from their earliest years, and are more likely to become proficient readers. The "health determinants of early school success," all contribute to a child's readiness for learning.

The workshop will present examples of how communities are working across sectors to ensure children are healthy and reading on grade level by 3rd grade.

Sunday, June 15th

AAC Festival of Ideas

Finalist communities' informal discussions of their projects

1:00pm - 2:00pm Peer-Learning Workshops

1. Creating Healthier Communities
 - a. Montgomery, AL - E.A.T. South
 - b. Whittier, CA - Activate Whittier
 - c. Brush!, CO - Healthy Collaboration
 - d. Cedar Rapids, IA - Creating a Culture of Health and Well-Being
 - e. Marshalltown, IA - Pioneering a Diabetes Prevention Program
2. Collaborating to Improve Health
 - a. Fitchburg, MA- Montachusett Public Health Network
 - b. Somerville, MA - Shape Up Somerville
 - c. Marquette, MI - Healthy Living Through Food
 - d. Canton, NY - Healthy Community Partnerships
 - e. Brownsville, TX - Coordinated Approach to Children's Health
3. Youth-related and Education initiatives
 - a. Tarpon Springs, FL - Engaged Youth
 - b. Chelsea, MA - Roca's Intervention Model
 - c. Dedham, MA - College Bound Program
 - d. Independence, OR - Central School District Healthy Meals
 - e. Yakima, WA - Pacific Northwest University of Health Sciences College of Osteopathic Medicine

2:15pm-3:15pm Peer-Learning Workshops

1. Civic Engagement and Partnerships
 - a. San Pablo, CA - San Pablo Police Department Community Partnership Programs
 - b. Kenmore, NY - Cleaning Kenmore's Air
 - c. Marshall, TX - Mission Marshall: Community Outreach for Health and Helping
 - d. Hampton, VA - "I Value" City Budget Input Campaign
2. Revitalization and Sustainability
 - a. Fort Lauderdale, FL - FAT Village
 - b. Columbus, IN - Downtown Arts District Development
 - c. Portsmouth, Virginia - Returning to Paradise: Public/Private Partnerships to Create Paradise Creek Nature Park
 - d. Eau Claire, WI - Phoenix Park



Thank You!

Honorary Co-Chairs

Colorado Governor John Hickenlooper
Colorado Lieutenant Governor Joseph Garcia
Aurora CO Mayor Steve Hogan
Denver CO Mayor Michael B. Hancock
Lakewood CO Mayor Bob Murphy
Ned Calonge, MD, President & CEO, the Colorado Trust
Tyler Norris, MDiv, Vice President, Total Health Partnerships, Kaiser Permanente

Members of the AAC Host Committee

Christine Benero, Mile High United Way
David L. Berezin, Grant Thornton LLP
Kathy Hodgson, Lakewood City Manager
Jane McAtee, Southwest Airlines
Bennie Milliner, Denver's Road Home
Terry Minger, National Civic League Board member
Derek Okubo, City and County of Denver
Charles Ozaki, Broomfield City/County Manager
David Palmer, Esq., Greenberg Traurig
George Valuck, Alameda Gateway Community Association

NCL Board

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Volunteers

Thank you to the volunteers from the Denver region and those who traveled from across the country to assist including: the delegations from the All-America Cities of Barnstable, Massachusetts; Gladstone, Missouri; Garner, North Carolina; Statesville, North Carolina; Colorado Springs, Colorado; Aurora, Colorado; and Lakewood, Colorado.

In-Kind

Special thank you to the Alameda Gateway Community Association, Denver's Road Home, Kaiser Permanente, St. Anthony's Hospital, Southwest Airlines, Greenberg Traurig, and others for providing in-kind assistance.

Partners

Kettering Foundation is an NCL Research Partner.





DENVER
THE MILE HIGH CITY



WELCOME TO DENVER!

**BEST WISHES & GOOD LUCK
TO ALL OUR AAC FINALISTS!**

LakewoodCOusa.com

BEST OF THE NEW WEST

GUESTS WELCOME 24.7.365!

**Alameda Gateway Partners Welcome
All-America City 2014 Finalists
To The New West**

Lakewood



2011

Rehearsal Schedule

All Rehearsals will take place in the Imperial Ballroom

Friday, June 13, 2014

8:00 am – 8:20 am	Montgomery, Alabama
8:25 am – 8:45 am	San Pablo, California
8:50 am – 9:10 am	Whittier, California
9:15 am – 9:35 am	Brush!, Colorado
9:45 am – 1:30 pm	Site Visit to Anschutz Medical Campus, University of Colorado at Denver, and the Fitzsimmons Redevelopment Agency in Aurora (2008 AAC), Advanced sign up required, limited availability.
10:00 am – 11:15 am	Workshops
10:00 am – 2 pm	Site Visit to Lakewood (2011 AAC): Belmar Shopping Center and Red Rocks – Sponsored by Alameda Gateway Community Association Advanced sign up required, limited availability.
1:00 pm – 1:20 pm	Fort Lauderdale, Florida
1:25 pm – 1:45 pm	Tarpon Springs, Florida
1:50 pm – 2:10 pm	Cedar Rapids, Iowa
2:15 pm – 2:35 pm	Marshalltown, Iowa
3:00 pm – 4:00 pm	<i>Opening Plenary: Orientation & Celebration</i>
4:00 pm – 5:15 pm	<i>Welcome Reception – Sponsored by the Campaign for Grade-Level Reading</i>
5:15 pm – 5:35 pm	Columbus, Indiana
5:40 pm – 6:00 pm	Chelsea, Massachusetts
6:05 pm – 6:25 pm	Dedham, Massachusetts
6:30 pm – 6:50 pm	Fitchburg, Massachusetts
6:55 pm – 7:15 pm	Somerville, Massachusetts
7:20 pm – 7:40 pm	Marquette, Michigan
7:45 pm – 8:05 pm	Canton, New York
8:10 pm – 8:30 pm	Kenmore, New York
8:35 pm – 8:55 pm	Independence, Oregon
9:00 pm – 9:20 pm	Brownsville, Texas
9:25 pm – 9:45 pm	Marshall, Texas

Saturday, June 14, 2014

7:30 pm – 7:50 pm	Hampton, Virginia
7:55 pm – 8:15 pm	Portsmouth, Virginia
8:20 pm – 8:40 pm	Yakima, Washington
8:45 pm – 9:05 pm	Eau Claire, Wisconsin



Presentation Schedule

All Jury Presentations will take place in the Imperial Ballroom

Saturday, June 14, 2014

8:00 am – 8:20 am	Jury Introductions
8:25 am – 8:45 am	Montgomery, Alabama
8:50 am – 9:10 am	San Pablo, California
9:15 am – 9:35 am	Whittier, California
9:40 am – 10:00 am	Brush!, Colorado

Break

10:15 am – 10:35 am	Fort Lauderdale, Florida
10:40 am – 11:00 am	Tarpon Springs, Florida
11:05 am – 11:25 am	Cedar Rapids, Iowa
11:30 am – 11:50 am	Marshalltown, Iowa

Lunch Break

1:15 pm – 1:35 pm	Columbus, Indiana
1:40 pm – 2:00 pm	Chelsea, Massachusetts
2:05 pm – 2:25 pm	Dedham, Massachusetts
2:30 pm – 2:50 pm	Fitchburg, Massachusetts

Break

3:10 pm – 3:30 pm	Somerville, Massachusetts
3:35 pm – 3:55pm	Marquette, Michigan
4:00 pm – 4:20 pm	Canton, New York
4:25 pm – 4:45 pm	Kenmore, New York

Sunday, June 15, 2014

8:30 am – 8:50 am	Independence, Oregon
8:55 am -- 9:15 am	Brownsville, Texas
9:20 am -- 9:40 am	Marshall, Texas
9:45 am – 10:05 am	Hampton, Virginia

Break

10:20 am – 10:40 am	Portsmouth, Virginia
10:45 am – 11:05 am	Yakima, Washington
11:10 am – 11:30 am	Eau Claire, Wisconsin



FirstBank is Proud to Support the 2014 All-America City Awards

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1750 ATTORNEYS | 16 LOCATIONS WORLDWIDE*

A large graphic of an American flag, with the stars and stripes, is arranged to form a heart shape. The heart is centered on the page.

We Give
Where We Live

Greenberg Traurig is proud to partner with the **National Civic League for the All-America City Awards**, and its mission to strengthen America through healthier communities.

At Greenberg Traurig, we not only help clients navigate change, we also help our neighborhoods stay strong in changing times. With 29 offices in the United States, we extend the rich history of community investment for which Greenberg Traurig is known and join forces with nonprofit organizations throughout the country.

GREENBERG TRAURIG, LLP
1200 17TH STREET | SUITE 2400 | DENVER, CO 80202 | 303.572.6500

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The Colorado Health Foundation



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CONSTRUCTION

St. Anthony Hospital
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Lakewood



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IS YOUR COMMUNITY PART OF THE CAMPAIGN FOR GRADE-LEVEL READING?

Join the 142 cities, counties and towns in 39 states, D.C., Puerto Rico and the U.S. Virgin Islands that are working to ensure that more children from low-income families learn to read proficiently by the end of third grade. The GLR Campaign supports the good work that schools are doing by mobilizing communities to take on three challenges:

THE READINESS GAP

Too many children from low-income families begin school already far behind.

THE ATTENDANCE GAP

Too many children from low-income families miss too many days of school.

THE SUMMER SLIDE

Too many children from low-income families lose ground over the summer.

*Join us for our workshop: Friday, June 13 from 10–11:15 a.m.
Healthy Readers: Supporting the Health Determinants of Early School Success*



THIRD-GRADE READING SUCCESS MATTERS
GRADELEVELREADING.NET

CONGRATULATIONS

2014 ALL-AMERICA CITY FINALISTS

Seeking to earn the most prestigious civic award in the country



Hickory



All-America City



1967 1987
2007



Hickory, NC



A well-crafted community. Learn more by going to www.HickoryWellCrafted.com

TOGETHER

We are creating **strong, confident** and **healthy communities.**



Congratulations and **thank you** to the finalists of the 2014 All-America City Awards.

**United
Way**



Mile High United Way



Lakewood
Colorado



Today is your day,
celebrate the journey!

Lakewood



2011

2014 All-America City Finalist Program Summaries

Montgomery, Alabama

River Region Obesity Task Force

Dissatisfied with a 2010 ranking that designated the Montgomery metropolitan area as having the highest obesity rate in the nation (tied with Stockton, California), Mayor Todd Strange took action. He appointed a health and fitness “czar” to address the issue, which led to the formation of the River Region Obesity Task Force. Working with the Central Alabama Regional Planning and Development Commission (CARPDC), the task force implemented Safe Routes to School programs across the metro area; heightened awareness of fitness and nutrition issues through “Fitness First Fridays” segments on a local newscast; and developed public fitness events such as the Montgomery Half-Marathon and Dragonboat Races on the Alabama River. Additionally, the task force completed the Community Health Assessment and Group Evaluation, which helped members understand perceptions in each of the region’s counties and develop a community action plan to promote strategies to reduce obesity. The area’s obesity rate has declined each year since 2009, from 34.6 percent that year to 27.1 percent in 2012, which translates to 30,000 fewer obese residents. Further, the percentage of people who exercise frequently has increased by more than 8 percent, and the percentage of those who eat produce regularly has increased from 52.7 percent to 58.6 percent.

Health Services, Inc.

In 2007, Montgomery faced a health care crisis as its two hospital systems were suffering huge financial losses. Also, Health Services, Inc., a not-for-profit community health center and one of the older health centers in the nation, was in need of replacement. The need for a new health center was evident, but the task was daunting as the projected construction cost was \$15 million. Envision 2020, a community-driven strategic planning group that includes citizens, elected leaders and businesspeople, helped to coordinate local support and pursue grant funding through the Department of Health and Human Services, Health Resources and Services Administration (HRSA). The strategic approach included contributions of \$2.5 million from the city and \$1

million from the County Commission, along with a donation of property valued at more than \$1 million from Jackson Hospital, whose campus would be adjacent to the designated location of the new facility. In 2010, Montgomery learned that HRSA would provide \$11 million in grant funding, making their dream a reality. Construction of the River Regional Health Center was completed in 2012, adding 28,000 square feet to facility capacity, including six additional waiting areas and 32 patient exam rooms. Additionally, two new wellness centers were opened in early 2014, providing exercise equipment and classes, along with wellness and health education services.

E.A.T. South

EAT South (Educate, Act and Transform) was initially developed as a full-scale urban farm to address the area’s high obesity rate and urban food deserts. Its programs now ensure thousands of Montgomery residents are introduced to fresh produce. The “education” component includes Good Food Day, a hands-on field trip designed for children to experience the seed-to-plate process, and a program that offers a grant to elementary schools to have a garden built on their grounds. The “act” component features the Community Supported Agriculture (CSA) program, as well as a summer youth employment/intern program that teaches youth between the ages of 15 and 19 about sustainable agriculture, health and nutrition, and how to prepare and cook healthy, local food. EAT South’s “transformational” activities include the formation of Food Policy Councils to address the underlying challenges of creating a healthy food system, and Veg Out Montgomery, a monthly gathering where community members each contribute a dish and share a plant-based meal at the farm. In 2013, \$50,000 of sustainably produced food was sold to the local community, 50 families participated in the CSA program, and 30 schools participated in the Good Food Day educational program, impacting 2,500 students. With the area’s obesity rate decreasing and the percentage of residents who eat produce regularly increasing, EAT South is on track to make a sustainable difference in the community.



San Pablo, California

Health Element

Faced with a childhood obesity crisis and the highest cancer rate in Contra Costa County, San Pablo embraced a collective vision to address health disparities, becoming the first city in California to add an optional health-conscious planning element—Health Element—to its General Plan. Representatives from all sectors of the community participated in the development of the Health Element, which was adopted in 2011 and focuses on a variety of factors affecting health, including access to health services, nutrition and the quality of physical environments. Residents, nonprofit organizations and government entities formed the Childhood Obesity Prevention Task Force, which collaborates with stakeholders to develop strategies that encourage the community to “Eat Smart, Get Moving.” To increase access to healthier foods and provide a safe gathering place on the weekends, the city established the San Pablo Farmer’s Market. In recognition of the need for healthy activity and mobility for residents of all ages, the city conducted the San Pablo Avenue Complete Streets Study, funded by a Caltrans Environmental Justice Transportation Planning Grant for \$6.2 million, which seeks to improve multimodal access and safety along a busy regional corridor. Additional outcomes of the Health Element include the construction of the West County Health Clinic, which led to increased access to health care services and the creation of about 200 new jobs, and the development of recreational spaces to reduce crime and provide opportunities for physical activity.

San Pablo Economic Development Corporation

In response to challenging economic circumstances, the city established and funded the San Pablo Economic Development Corporation (SPEDC) to create jobs while shifting the needle toward workforce and business development. Their efforts have contributed to a significant decrease in unemployment—from 22 percent in 2009 to 13.1 percent in 2013—and helped people move away from underemployment through skills-building certification programs. The SPEDC manages partner job training programs with Contra Costa Community College, RichmondBUILD, the Stride Center and Moler Barber College, focusing on areas of the economy that are either stable or growing and pay a living wage or provide a pathway to better earnings. Training includes both hard and soft skills. In 2013, the SPEDC partnered with the city and New Skin Adult Tattoo Removal to launch an innovative program, Removing Barriers, a multi-purpose job readiness and adult tattoo removal program that removes visible and skills-related barriers to

employment. On the business development front, the SPEDC works to stabilize, diversify and develop the local economy through the education and training of its business and workforce, with partners offering a broad range of services to help businesses achieve revenue targets and increase in size, adding local jobs as a result.

San Pablo Police Department Community Partnership Programs

The San Pablo Police Department engages in a variety of community partnership programs to reduce crime and strengthen the community’s perception of safety, with a majority of the programs focused on youth, many of whom otherwise would fall victim to gang violence. The Youth and Education Services Unit provides classes to elementary school students to create positive experiences with police and teach ways of avoiding drugs and gangs. The unit also includes the Gang Resistance Education and Training Program for sixth-grade students, with top graduates being recognized at the police department’s annual community awards dinner. In addition to youth outreach programs, the police department strives to engage the public through other programs—many offered in English and Spanish to better serve the community—that focus on emergency and disaster response skills, among other areas. To further strengthen the bonds between the community and the San Pablo Police Department while also reducing crime, bike and foot patrols have been implemented. The success of these public partnership programs is reflected by the city’s 2013 crime statistics, which reveal that, for the first time since 1986, the city had zero homicides, and experienced significant crime reduction in every category of reportable crime compared to 2012.

Whittier, California

Historic Uptown Whittier

In 2008, the city developed the Uptown Whittier Specific Plan to revitalize the area and create a vibrant town center that balances growth and preservation. Through a four-phase approach that included community workshops and participation from a variety of stakeholders, the plan establishes development criteria that preserve and draw inspiration from the area’s many historic buildings. Additionally, it outlines projects that enhance Uptown Whittier’s highly walkable nature, and establishes visual and physical connections with surrounding assets such as Whittier College and





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WHITTIER, CALIFORNIA

Today, Tomorrow, Together.



Whittier Boulevard through tree-lined streets with wide sidewalks, mid-block signaled pedestrian crossings and traffic-calming at key intersections. Improved lighting, renovations of storefront windows and displays, frequent cleaning of sidewalks and the introduction of national-brand retail stores along the major retail streets are planned to strengthen existing local retail. As a result of the city's commitment to public participation, community collaboration and a consensus-oriented process, a plan that encourages sensible redevelopment and sustainable revitalization will shape this community's future.

Activate Whittier

The goal of Activate Whittier, a multi-level collaborative effort and partnership with the city, is to encourage exercise, play and healthy nutrition. Partners such as the Whittier Community Foundation, Whittier YMCA, the Los Angeles County Department of Health, and Whittier Boys and Girls Club work together to provide direction and inspiration, and Kaiser Permanente recently provided "HEAL Zone" grant funding for partner efforts. A HEAL Zone is a small community with high obesity rates and includes a coalition of partners committed to fighting obesity and preventing diseases. The vision of the HEAL Zone is to transform communities so that healthy behaviors such as buying affordable fruits and vegetables become a part of the daily lives of residents. Other efforts of Activate Whittier include a 5K Run/Walk; joint-use partnerships with three local school districts that include recreational activities, after-school youth programs and youth sports; Volunteens, a mentorship and leadership training program; and a collaboration with KaBoom/PlayCity USA, which selected Whittier in 2012 and 2013 for its outstanding dedication to play. Activate Whittier's inclusion of community leaders, health providers, educators, policymakers and targeted neighborhood families and youth has helped to focus this community's mindset on health.

Whittier Greenway Trail

In 2001, Whittier acted upon a unique opportunity to add a greenway trail to the city's infrastructure by purchasing an abandoned Union Pacific Railroad right-of-way. The result blossomed into the Whittier Greenway Trail, a 4.5-mile recreational and commuter bikeway and pedestrian path formally dedicated in 2009, after eight years of fundraising, public input, planning and construction. The trail features public art and interpretive exhibits, including stations that are themed to different tree species—Citrus, Laurel, Oak, Palm, Sycamore and Walnut—and highlight a facet of Whittier's history, growth and development. Continued development of the trail has increased its fitness potential with the installation of four outdoor exercise stations donated by the Whittier Community Foundation. These stations offer walkers and runners

equipment that provides strength, agility, endurance, and cardiovascular exercises to improve health. The trail also connects to the local and regional bus systems, making it a safe option for those who wish to bike or walk to their destinations, and it has alleviated traffic congestion and improved air quality in the city. Residents have embraced the Whittier Greenway Trail, using it for recreation, transportation, exercise or simply to enjoy the outdoors.

Brush!, Colorado

Healthy Collaboration

When Colorado Mission of Mercy approached Brush! to be a site for a two-day free dental clinic, this thriving rural community quickly rose to the occasion. Brush! was the smallest town ever considered for this type of event, and there were no venues large enough to host the clinic. Led by the mayor of Brush!, who has a local dental practice, and his wife, a dental hygienist, the community's enthusiasm was demonstrated during the planning and execution of the event, with the Brush School District lending support by rescheduling activities to accommodate the dental clinic and volunteer appreciation dinner. Donors and volunteers, including several hundred dental professionals throughout the state who were joined by local retired dentists, converged in October 2011 to provide much-needed dental services to 1,375 patients (548 from Brush!). The patients who were treated expressed satisfaction, with 98 percent indicating they were happy with their clinic experience. Area businesses and organizations provided funding for supplies, food and services, and the event increased awareness of the need for accessible dental care.

Improve the Downtown Core

To revitalize downtown Brush!, city officials joined forces with residents and Brush Area Chamber of Commerce members to plan and execute a four-year, \$4.35 million project, which was funded through \$1.85 million in grants combined with \$2.5 million from the city. Brush! created an improvement district wherein 70 percent of local businesses agreed to pay a one-time fee to implement upgrades and a small monthly fee for ongoing sidewalk maintenance. Improve the Downtown Core features strategies for a healthier community, not just for safer streets, but for a walkable, attractive area. The addition of easy-to-use ramps, large stone planter boxes, benches, bike racks and new lighting has increased the safety and attractiveness of downtown Brush!, and six new businesses have opened in the area. Sales tax figures have increased 20 percent from 2009 to 2013, and businesses demonstrate their community pride by



maintaining their planters and decorating for the holidays. As a result of effective collaboration among a variety of stakeholders, the challenges of achieving consensus and identifying funding were overcome, and local shoppers and tourists alike will be welcomed to this vibrant downtown area.

Healthy Community

Brush! is working hard to ensure residents have access to a healthy environment and exceptional health care. A \$20 million expansion of the local hospital is slated for completion in late 2014, and the project includes a new labor and delivery suite, enhanced technology, new medical equipment, updated patient care areas, outreach programs and classes on diabetes, healthy cooking and infection prevention, among other topics. In April 2013, the city adopted the HEAL (Health, Environment, Agriculture, Learning) Project, which provides training and support for local officials, and the city council then recommends policies that will inspire community members to increase their physical activity and learn about healthy eating. Most recently, in January 2014, Brush! became the first town in northeastern Colorado with a Weigh and Win kiosk installed, and more than 300 residents have enrolled in the program, which provides weight-loss and motivational tools, along with monetary incentives to meet quarterly weight-loss goals. Strong partnerships among city officials, the local hospital, other local health professionals and residents have contributed to meeting the demand for a health-oriented environment, with affordable and accessible health services and education.

Fort Lauderdale, Florida

Dillard Innovation Zone

The Dillard Innovation Zone Promise Neighborhood was created to cultivate community collaborations, support school improvement efforts, health service interventions and business opportunities in one of the city's most distressed communities. Dillard Elementary has a long history dating back to the early development of the city. About 80 percent of the school's students are African-American. A partnership with Paradise Bank and Ranger Technological Resources led to the development of an on-line portal for fundraising, recruiting mentors, marketing and promoting investment in the school and its students. Another project sought to improve student literacy by focusing on parental reading and language skills. Major accomplishments of the school and partnerships range from increased parental involvement, afterschool and in school mentoring programs, as well as strengthened community and

business involvement. One outcome of the partnership is that Dillard Elementary has been removed from the list of 100 lowest performing schools in the State of Florida.

FAT Village

The story of Flagler Arts and Technology (FAT) Village is about the reinvention of a desolate, crime-ridden area into a four block-long arts community in downtown Fort Lauderdale. The vision began with Doug McGraw who saw the potential for transforming a rundown warehouse area and began purchasing property. He recruited a master puppeteer, a local photography and media company, an event planning and marketing business, an advertising agency, a local theater company and an architecture firm. A grassroots group of artists and merchants worked to clean up the area, which had been a haven for drug dealers. The area has been reinvented through events such as the monthly Art Walk, which provided the opportunity for visitors to stroll through art galleries, artist studios, and a prop warehouse and see theater performances and puppet shows. The art district has helped make Fort Lauderdale a magnet for members of what author Richard Florida calls "the creative class" by providing an attractive, livable urban environment.

Northwest Gardens Healthy Places

Like many other communities, Fort Lauderdale's streets were designed for automobiles with vehicles traveling at high speeds along multi-lane roadways, limited numbers of crosswalks and no bicycle lanes. This development pattern created an environment unsafe for pedestrians and cyclists. In 2012, the city completed a community-wide visioning process. One challenge identified in the process was the need to make Fort Lauderdale more walkable. Broward County and the Broward County Metropolitan Organization worked with the city to transform roadways into "complete streets" and to foster a more connected community. This new policy recently earned Fort Lauderdale recognition from the nonprofit Smart Growth America. Another initiative, the Northwest Gardens Development is turning a once distressed neighborhood into a showcase for sustainable development with spaces for walking, biking, community gardens, fruit trees, energy efficient housing, solar streetlights, job training and cultural activities. Neighborhood residents participated in the design of interactive walking paths, garden areas and other amenities. The project incorporated the "Safe Paths to Safe Places" concept, providing desirable walkways to schools, commercial services, transit stops, health services and jobs. Three community gardens provide access to nutritious food in a part of the city that was once considered a "food desert."





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Tarpon Springs, Florida

Livable-Walkable Tarpon Springs

Tarpon Springs is experiencing a renewal of its central business district thanks to an extensive public stakeholder process that began in 2009 and led to dramatic improvements in the city's economic health. With the valuable input of a Planning and Redevelopment Focus Group that brought together residents, property owners and business owners, the city implemented several major initiatives, including a plan to provide a future framework for redevelopment, incentivize mixed-use development and correct an imbalance in the jobs-to-housing ratio. The city also adopted a plan that requires adherence to urban design standards, reduces/eliminates parking requirements and emphasizes creating a sense of place to encourage residents to walk and cycle. Improvements to the central business district's transportation network include a signage and way-finding program, trail improvements such as a connected fitness park and new safety measures, and the addition of a dog park. Since the completion of these projects, 25 new businesses have opened within the area, and property values are beginning to increase again. Both locals and tourists are enjoying these new amenities that are making Tarpon Springs one of the most walkable, livable cities in the Tampa Bay region.

Engaged Youth

With more than one-fifth of the city's population younger than age 19, city leaders decided to take a multi-faceted approach to addressing issues facing young people by building on their strengths and helping them to cultivate their talents, increase their feelings of self-worth and use their skills to make positive, healthy decisions. Peace4Tarpon seeks to help young people overcome trauma such as violence, crime, poverty, bullying and past physical or emotional abuse, and program services are bolstered by the efforts of churches, educators, nonprofit organizations, associations and local medical facilities. The Tarpon Springs Leadership Conservatory integrates leadership skills, performing arts, rigorous academics and technology into a seamless curriculum that prepares students for the future. Young people are encouraged to explore career options through the Veterinary Science Academy and the Jacobson Culinary Arts Academy, and Stop Hunger Now and the Boys and Girls Club provide nutritious meals to those in need. Through these programs and others, Tarpon Springs is preparing young residents to grow into the leaders who will make the city thrive in the future.

Heart for Health

Helen Ellis Memorial Hospital, a major provider of

advanced cardiovascular services and nationally recognized for high-quality patient care, faced significant financial challenges in 2011, when it joined the Florida Hospital network and transitioned from a community hospital to a regional health center. Since that time the Florida Hospital North Pinellas (FHNP) has invested more than \$46 million, increasing services and adding new equipment such as the da Vinci Robot, a high-tech, robotic surgical system that helps surgeons perform cutting-edge and minimally invasive procedures. It partnered with the University of South Florida to bring state-of-the-art cancer services to Tarpon Springs and implemented a community outreach program that reached more than 15,000 people in 2013. Through collaboration with sponsors and local charities, FHNP hosts and supports fundraising events such as the 34th Annual Beach to Bayou Run/Walk and the annual Rotary Triathlon. In 2013, the hospital improved its financial results by \$3.7 million, and, together, the Tarpon Springs community and the Adventist Hospital group have created a Twenty-First Century hospital that will meet the needs of the current residents and future generations.

Cedar Rapids, Iowa

Neighborhood Revitalization

Cedar Rapids experienced a devastating flood in 2008 that affected 5,390 homes and 943 commercial properties. Housing became the city's top priority. A partnership with the Affordable Housing Network provided \$31 million to 1,203 flood-affected homeowners. Rebuilding Ownership Opportunities Together was created with the Iowa Economic Development Authority which has developed 524 new units since the flood. To address the large population of renters the Multi-Family New Construction program developed 145 units of rental housing. Another program, Block by Block, required 60 percent of residents on a block to participate in the reinvestment effort, resulting in 214 rehabilitations. Reviving commerce was the second step in flood recovery. A week after the flood a collaborative was formed known as the Small Business Recovery Group. This collaboration implemented various programs that focused on disaster and long-term recovery and successfully saved over 5,000 jobs. The third step was to revive the community. This was accomplished through TotalChild, which works to improve long-term opportunities for children in the community. Food production issues were addressed by the Ellis Urban Village project to ensure sustainability. The New Bo City Market was created to provide a hub for resident activity and includes a business incubator space and performance areas; culinary teaching facility; seasonal outdoor market yard and play areas for children.



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Commitment to our Arts and Culture Community

Building on the strong collaborative foundation the arts community had established in Cedar Rapids before the flood, six arts organizations came together to present "Moving Home," which commemorated the flood experience and raised \$18,000 for flood recovery. Theatre Cedar Rapids was the first major arts and cultural facility to reopen post flood and was able to complete pre-flood building improvements with state and FEMA funding, which resulted in a 40,000 increase in attendance. The theater's success helped inspire other groups to do the same including the National Czech and Slovak Museum and Library which increased membership by 2,000 through completed renovations and additions. With extensive community input, the Paramount Theatre was re-envisioned and reopened in 2012. Orchestra Iowa also experienced tremendous growth after the flood with increased outreach programming to local students and a growing audience. Following the flood, the community reimagined the library and what it could offer through focus groups and other means of public input. The new library opened in 2013 with more than 300,000 visitors taking advantage of the new collection and the new meeting and special event spaces.

Creating a Culture of Health and Well-being

Along with its flood recovery efforts, Cedar Rapids has worked to make healthy choices easier through permanent changes to environment, policy and social networks. As part of a statewide "Blue Zone Project," Cedar Rapids focuses on moving naturally, eating wisely, "right outlook" and belonging as the foundations of a healthy community. In the past five years 20.4 miles of bike trail have been added, including a regional bike trail that connects to the neighboring community. A local nonprofit, Matthew 25, developed an urban farm education center with two acres of blighted property after the flood. In 2007, the Vision Cedar Rapids Downtown Framework Plan identified the need for a Medical District, MedQuarter. It has become a nationally recognized medical destination and a hub for well-being with a holistic approach. The Creative Corridor connects, celebrates and supports all those who dream big, push boundaries, and create. The Linn Area Long Term Recovery Coalition also contributes to the community's sense of belonging. About 70 organizations have come together to coordinate more than 664,756 hours of volunteer service and bring more than \$20.5 million dollars in resources and services.

Marshalltown, Iowa

Lead Hazard Control Program

In 1992, about 25 percent of the children in Marshall County tested positively for lead poisoning. In response to this concern, the East Central Iowa Childhood Lead Poisoning Prevention Program (ECICLPPP) was formed. Work completed under the Lead Hazard Control Program often includes items such as window replacement, siding installation, paint stabilization and soil coverage. In 2012 the city also began offering Healthy Home education. Families who completed a healthy home survey received a toolkit full of items such as smoke detectors, carbon monoxide detectors, fire extinguishers, night lights, anti-slip bathtub mats, cleaning supplies and education materials. Three counties and 18 cities joined the program to make it a regional effort. The Friends of the Marshalltown Public Library provided two houses for families to use while their home is being renovated. Over the years the rate of lead poisoned children under the age of six has been reduced by almost half.

Pioneering a Diabetes Prevention Program

Marshalltown's Healthier Communities Coalition in partnership with Primary Health conducted a Clinic-to-Community Assessment and found high diabetes incidence rates (as well as manifestations at young ages). Marshalltown was poorly equipped to provide preventative interventions, especially for the Latino population. To address this issue the local YMCA-YWCA won a bid in 2010 to pilot a new evidence-based diabetes prevention program. The 12-month long program commits participants to 16 weekly group meetings initially and then monthly follow-up group meetings for the remainder of the year. Program participants maintain dietary-intake journals and physical activity logs. In 2012, a language appropriate and culturally relevant Spanish version of the program was made available to demonstration sites. With funding from a Community Transformation Grant, the Healthier Communities Coalition offered the Spanish-language program free to pre-diabetics of Latino heritage in the Marshalltown area. Although the first Latino group dwindled to two participants, their success was contagious and 36 participants were recruited for the second class. Total weight loss for all participants in the program has been 4.91 percent thus far, and physical activity time has increased.

Teach Them to Swim Program

During the summer of 2012, Marshalltown residents were united in an effort to help immigrant families following two separate tragedies of children drowning in the Iowa River. The Marshalltown city administrator and police chief convened a group of



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community leaders to explore solutions, which included a community campaign to educate residents about the dangers of recreation, including swimming, in the Iowa River. Another solution was the installation of water sprinkler cooling stations near a few of the elementary schools. This group of community leaders also supported the partnership of the school with the YMCA-YWCA to offer free swim classes to families who could not otherwise afford it. The classes were taught by Y staff and teachers whom had already built a strong relationship with many of the immigrant and refugee families. The program, Teach Them to Swim, was open to all 5th grade students who had no prior swimming instruction and met the guidelines for the free and reduced school lunch program. About 270 students have taken swimming lessons, learned about water safety in a variety of settings and received a life jacket since the program's inception.

Columbus, Indiana

Obesity Prevention

Since 1993, Columbus has been a part of a regional Healthy Communities initiative with Bartholomew County. By focusing on policy, systems and environmental changes that render it easier to make healthy choices Columbus has been able to bring about measureable results in the schools, workplaces, day care centers and the larger community. The two school districts updated their wellness policies. A Farm to School program led to a 25 percent increase in fruit and vegetable consumption, and a safe route to school policy was implemented. Workplace wellness programs were initiated or strengthened in over 100 workplaces including Healthy Meeting Guidelines that addressed when and if food should be served at work meetings, a walking challenge with 84 percent of the 7,015 participants meeting their goals and the Columbus Regional Hospital cafeteria serving a "healthy meal option" at a lower price than other meal options leading to a 57 percent increase in healthy meal sales. In the community at large 12 gardens were created, a campaign to establish consensus about children's health was developed, and The City of Columbus was the first municipality in Indiana to pass a Thoroughfare Policy that meets complete streets criteria.

Economic Opportunities through Education by 2015 (EcO15) Workforce Development

Economic Opportunities through Education by 2015 (EcO15) is a workforce development system led by the Community Education Coalition of Columbus, Indiana and Heritage Fund. EcO15 was created to help each person in Southeast Indiana move up at least one

level in their education, training or job placement within the region's three strongest economic clusters: advanced manufacturing, health care and hospitality/tourism. EcO15 phase one invested \$38 million in infrastructure and common support services, the region now has 13 post-secondary and learning center labs, 19 gateway to technology middle school programs, 27 Manufacturing Skill Standards Council/High School Project Lead the Way programs, and one Advanced Manufacturing Center of Excellence. Also, local post-secondary institutions have partnered to increase the number of graduates of nursing programs to meet regional needs. To support the hospitality and tourism sector the community college has created a certificate program and an 18 week course was created to expose students to 12 career pathways in the industry. Through the networks created over the past six years with EcO15, three strategies will guide the next phase to ensure improved academic performance: a seamless high school/post-secondary framework, community learning centers as catalyst for educating adults and common support to expand and enhance the region's learning system.

Downtown Arts District Development

To achieve their vision of the Columbus Arts District to be widely-considered the cultural and creative capital of the Midwest, the community began investing significantly in the downtown's infrastructure in 2005. Public and private partnerships were an integral part in development. For every \$1 of public funds invested, the private sector has invested an additional \$5. Projects completed include the Commons, a community gathering space featuring an indoor playground, performance hall, meeting spaces and public art; an entertainment corridor featuring an improved and pedestrian friendly street and a diverse collection of restaurants and bars; and an increase in residential living units, commercial space and art galleries. Building off this success revitalization continued in January 2012 with the mayor's appointment of a planning committee to further develop a formal arts district with its own strategic plan. The committee consisted of 24 individuals representing arts and culture in Columbus. Feedback from the public was gathered from open houses, town hall meetings, online surveys, stakeholder conversations, workshops and priority-setting forums over the course of a year. Impacts include an increase of 2,000 in employment within the district in the last five years and being ranked 1st overall as the Leading Location in the Nation by Area Development Magazine.





Chelsea, Massachusetts

Healthy Chelsea Coalition

The Healthy Chelsea Coalition is a citywide, inclusive effort that grew out of Chelsea's long-term collaboration with Massachusetts General Hospital and its local community health center, which has been in Chelsea since 1969. A bottom-up approach became the strategy with 60 people and 30 organizations/groups participating regularly. The goal is to shape the external environment of Chelsea so that healthy eating and active living become a part of everyday life. In the schools the superintendent has supported initiatives creating healthy choices for lunch and incorporating more physical activity. In the community a walking map is available for all residents; Healthy Chelsea Corner Store Connection was created to motivate and educate small, neighborhood store owners to sell a wider variety of affordably priced fruits and vegetables and a fitness station was installed in the city's busiest playgrounds. Policy advocacy is an important activity of the Healthy Chelsea Coalition which worked to reduce the use of artificial trans-fats in Chelsea's food establishments and to lessen the burden on restaurants Healthy Chelsea worked with a local wholesaler and a national purveyor to make trans-fat free alternatives easily available.

North Bellingham Hill Action Plan

The Neighborhood Developers, a community development organization overseen by local residents, partnered with the city to initiate the North Bellingham Hill Action Plan in 2009 to rebuild the entire Shurtleff-Bellingham neighborhood and create social and financial capital for its residents. Ideas and initiatives were generated by residents and community leaders at a series of four participatory "charrettes," conducted in multiple languages, which provided an engaging process for residents to share their opinions and to hear the concerns of others. The North Bellingham Hill Action Plan secured resources which led to improvements of the streets, sewer and water, lighting and trees, a neighborhood park, traffic calming, cleaner streets, recycling, housing quality and civic engagement in North Bellingham Hill. It also had a spill-over impact in the adjacent sub-neighborhood, fostered two programs (CET & CONNECT) for expansion and secured a competitive grant to extend the work. CET has organized and implemented the community cleanliness campaign which included community organizing, community education and outreach, and local advocacy to change trash and recycling procedures and outcomes in Chelsea. Six community organizations co-located to form CONNECT, a financial opportunity center to provide services for neighborhood residents to



increase their financial stability and economic security. Results are high for participants when financial coaching plus two other services is accessed, 76 percent see increases in at least one key financial milestone.

Roca's Intervention Model

The nonprofit organization Roca has received international acclaim for its success in achieving behavioral change in very high-risk young men. Its model combines intensive street outreach, case management and stage-based programming in education and employment while working with the criminal justice system and a myriad of public institutions engaged in the lives of those young men. In FY13, of the young men in the final phase of Roca's model, 89 percent had no new arrests, 95 percent had no new technical violations of probation or parole and 69 percent retained unsubsidized employment. In a Harvard study, Roca was shown to reduce recidivism by 65 percent and increase employment by 100 percent among the targeted population versus their peers not receiving Roca services. The model's success has led to statewide initiatives and Roca became the sole service provider for the world's largest Social Impact Bond project, the MA Juvenile Justice Pay-for-Success pilot. Vital to Roca's success is its partnership with the police department which took time to build, but has allowed both groups to maximize resources for results and has led to systematic changes leading to a strong Chelsea.

Dedham, Massachusetts

College Bound Program

Dedham Youth Commission in collaboration with various civic leaders, local businesses, school administrators, and New England college representatives established the College Bound program in 2012 in response to the needs of lower income and first generation students in the area. This is truly a community sponsored program as the local bank and individual residents are responsible for the funding. The goal of College Bound is to excite students about college, expose them to various careers and encourage them to lead healthy lives. During the first week of the program, students lived at Regis College and experienced the life of a college student. Students learned how to live with a roommate, participated in science and critical thinking courses, wrote essays, shared ideas during class debates, played basketball, went swimming and attended career panel discussions. Students also ate three nutritious meals a day in the cafeteria. The program was able to expand to 40 students the second summer and added a third week of programming

that allowed students to visit and shadow local professionals on site. To provide support into the school year the program now includes weekly after-school activities, workshops and homework help sessions for enrolled students.

Dedham Veteran Services

The Dedham Veteran Services is a town agency serving veterans, widows and their families within the Dedham community. Over the last several years the town veterans service officer has worked with the Combined Veterans council (American Legion, AMVETS, Disabled American Veterans and the Veterans of Foreign Wars) in planning community events. Barbecues, ceremonies and other events keep the veterans coming together to raise awareness of needs. The veterans service officer along with the other veterans groups also created The Fallen Hero project, which dedicated new street signs for fallen veterans. By law, Massachusetts and the Town of Dedham provide a financial stipend to help veterans and their families who have fallen on tough times. The benefits are paid by the Town of Dedham and are reimbursed 75 percent by the state. The veterans service officer also helped establish the RSVP program in Dedham, which assists veterans with transportation through an all-volunteer group that donates time and assistance to get veterans to their scheduled appointments and help with other needs.

Dedham 50 Days of Fitness Fun

The "Dedham 50 Days of Fitness Fun" initiative was inspired by the passion and mission of the Student Health Advisory Council (SHAC), a core group of Dedham parents, youth, educators, and others that are dedicated to promoting healthy habits for Dedham residents. To capitalize on New Year resolutions, the 50 days began January 1, 2014. More than two dozen organizations, businesses and health facilities offered activities or workshops to more than 500 Dedham residents, ranging from kids to senior citizens. Activities included heart-healthy cooking classes for middle school students, CrossFit trainings, police training at the local community center, and an international dance party sponsored by the English Language Learners Club and Dedham Youth Commission. Also, during the month of February a team of 35 residents took part in "Downsizing Dedham" and collectively lost over 150 pounds. The collaborative built during this successful initiative plans to continue the program and add a "30 Days of Fitness Fun" initiative for this spring.



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Fitchburg, Massachusetts

Fun 'n FITchburg

According to 2009 school data, Fitchburg's youth had the second highest body mass index (BMI) in Massachusetts. Fitchburg responded, with funding from the MADPH and the Robert Wood Johnson Foundation, and over 85 partners across diverse community sectors merged to make healthy living a community priority via *Fun 'n FITchburg*. Using a collective impact approach, this initiative seeks to reduce youth obesity through policy, system and environmental changes that increase opportunities for healthy eating and active living. All interventions use a healthy equity lens and are place-based focusing on three neighborhoods where there is a high concentration of youth and families with compromised social determinants of health. Results include 15 parks deemed "safe zones" through the Adopt-a-Park program; 37 community garden plots with an emphasis on public housing; implementing a policy to ensure WIC, SNAP and senior farmer's market coupons are accepted at farmer's markets; and a policy to require park vendors and community groups to offer at least one healthy food option. A Pedestrian Generator Checklist and Complete Streets policy supports safer walking and biking options. Ultimately the results can be seen from a recent report showing from 2009-2011 Fitchburg's BMI has dropped from 46.2 to 40.9.

Montachusett Public Health Network

After a successful collaboration of three city health departments in 2008 to administer H1N1 vaccines, these communities realized more could continue to be accomplished working together, leading to the creation of the Montachusett Public Health Network (MPHN), which now includes 11 municipalities. In 2011 the group received a District Incentive Grant, allowing the group to share a part-time sanitary inspector and a part-time public health nurse to offer health and wellness promotional activities and communicable disease surveillance and tracking. In 2012, the Massachusetts Health Department banned residents from disposing sharp needles and lancets in household trash. This unfunded mandate left many communities without a solution for residents. MPHN has provided collection kiosks in six communities so far, and just received a grant to place kiosks in all 11 communities. From the research for kiosk placement, MPHN came across the staggering number of diabetics in their communities, about 10,000 residents. Concerned about other health issues that had not been identified yet, MPHN in collaboration with the Joint Coalition on Health launched Community Health Assessments. Information gathered from the assessments so far has led to kiosks and medication take back stations to help reduce opioid

misuse/abuse overdoses and fatalities and a commitment to infrastructure that promotes active living.

Residential Curbside Trash and Recycling Program

In June of 2012, the City of Fitchburg Health Department implemented a new citywide curbside trash and recycling program. Goals for the program included reducing residential trash tonnage, reducing costs to dispose of trash, incentivizing recycling and implementing methods to clean the city on trash and recycling collection days. The city received a \$100,000 grant from the state Department of Environmental Protection to implement a trash and recycling cart system that would limit residents' household trash production to 64 gallons total. Residents would have to pay if they go beyond trash limits, in turn incentivizing recycling. 27,000 trash and recycling carts were issued to residential buildings containing no more than eight units in the city. The Health Department also provided educational mailings, calendars, and numerous media outlets to summarize the new program. Since the implementation of the program, trash was reduced from nearly 15,000 tons annually in 2009-2011, to 10,000 tons in 2013. This reduction saved the city over \$170,000 annually in trash disposal costs. Also, the city recycling rate increased from 9 percent to nearly 30 percent in 2013. Not only was this a huge savings for the city, recycling extends the life of the city landfill as more material is reused.

Somerville, Massachusetts

Shape Up Somerville

Beginning in 2002 Somerville took part in an innovative study aimed at decreasing weight gain and BMI over time; the city, local organizations and Somerville Public School (SUS) system partnered for the project. Chosen as the intervention group, Somerville showed great initial results, with 1 pound less per child compared to the control communities, and continued the program after the study was completed. SUS has shifted from a childhood obesity prevention initiative to a strategy for building and sustaining a healthy community at all levels and served as a building block for the First Lady's Let's Move! Initiative. After the study was complete, SUS refocused attention on school neighborhoods, making streets and sidewalks safer and easier for walking and biking; created a healthy dining program citywide that has since grown to include more than 40 local restaurants; improved school food and nutrition services; and continued to collect BMI data for Somerville students to inform future work.





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With funding in jeopardy during the recession, Somerville residents stepped up to fund some of the initiative's programs such as the Mobile Farmers Market and the city has shown their commitment with full time fundraising staff. In the last decade, SUS has sustained and grown partnerships with academia, government entities, healthcare and other organizations to sustain a healthy community, and data continues to show improvements.

Prioritizing Youth

Beginning in the late 1990s and extending through the early 21st century, Somerville saw significant increases in drug and alcohol use among youth, as well as an increase in youth suicide which, in many cases, corresponded with drug abuse. In response, the city's Somerville Cares About Prevention (SCAP) program has worked with the Cambridge Health Alliance and various other community partners on these difficult issues. Since then more than 600 successful anti-drug and alcohol campaigns have been conducted in and outside of Somerville. In 2007, SCAP youth members took its mission further into their peer demographic, creating a leadership group for high-school-age youth, Somerville Positive Forces 100% (SPF100). SPF100's ten members represent a cross-section of the 52 ethnicities represented within Somerville Public Schools. In 2010, SPF100 expanded to include a post-high school alumni group as well as SPF Jr., open to middle school students. Results include significant reductions in the reported use of alcohol, marijuana and Oxycontin in the past eight to ten years.

The Evolving Environment of Civic Engagement

Ensuring civic engagement is at the center of all decisions is a priority in Somerville, even with the unique challenge of 52 different primary languages among residents. SomerViva! was created for outreach efforts to non-English speakers and shaped by extensive input from the immigrant community itself. Sustaining meaningful dialogue is a key strategy in Somerville; combined with Somerville's SomerStat model for data-driven management and 311 Constituent Service Center, feedback from meetings is tracked in real-time, reported back to constituents via multiple media channels to ensure a continuous feedback loop that also holds municipal government accountable to residents. Community budgeting is another civic engagement principal in Somerville; residents receive information on the city budget and the budgeting process and participate in brainstorming sessions for programs and services via the SomerVision Comprehensive Planning process. The comprehensive planning process was a three year investment to engage the whole community to create more than 40 strategic goals for Somerville's future.

Not only does the planning process engage residents, but also the implementation process through Somerville by Design which brings the plan to neighborhood scale. The schools also take a community solving approach by gaining input from parents and students on curriculum and school services. Creating access to leadership also helps Somerville gain input from all residents; three targeted free leadership trainings are offered by the city.

Marquette, Michigan

Healthy Living Through Food

Under new leadership in 2009 the Marquette Food Co-op set out to facilitate the creation of a local and effective agricultural community. The Co-op's Outreach and Education Department began an awareness campaign called "Think Local First"; highlighted local farms and local products; expanded local farm tours; offered cooking classes and provided opportunities for residents to connect with experts in gardening, beekeeping and meditation. A group of local gardeners that first formed a city community garden in 2003 expanded their reach in 2009 and repurposed an old shuffleboard court. The group now has 70 community plots in the city and donates fresh food to local food pantries. Another group, Marquette's ACHIEVE Team, came together to promote healthy living after attending a conference. ACHIEVE is promoting healthy living through the installations of hoop houses in three local schools and promoting a walkable Marquette with complete streets policies to focus on safe walking and biking opportunities. Downtown Marquette Farmers Market, has grown from 855 daily customers in 2010 to more than 1,900 in 2013. The market accepts SNAP and WIC payments, and boasts other additional assistance programs, such as Double Up Food Bucks, which doubles SNAP payments up to a total of \$40; Senior Project Fresh, a program that provides low income seniors with access to the market; and Project Fresh, a WIC program that aims to make fresh produce available through farmers markets to low-income, nutritionally at-risk consumers.

Reclaiming and Supporting the Natural Environment

Marquette was home to a furnace site, tank yard, rail yard and ore dock that had devastating environmental impacts over time. As the industry began to move out of Marquette, the city wanted to improve a central waterfront portion of town, provide public access to the reclaimed shoreline and spur private development in the area. In 1977, shortly after Lower Harbor Dock ceased operations, the city



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acquired a section of the harbor, which was developed into a water front park in 1989 by a local resident. The city then purchased 77-acres of land, formerly the Cliffs-Dow site, the old tank farm and the rail yard property, eventually spending an estimated \$4 million to reclaim and remediate the lakefront property that became known as Founders Landing. With funding from the state, the newest city recreational holding will be named Clark Park, in honor of the resident, and the family has committed to utilizing the profits from the sale to construct the park infrastructure. Expanding public access to the lakefront brings safety concerns to the forefront. In 2010 a group of community members, The Marquette Waterfront Safety Task Force, recommended increased education and awareness activities, installation of rescue stations and improved signage and instituted a flag-based warning system that would alert swimmers to hazardous water conditions.

Building a Cultural and Educational Hub

Marquette hosts a network of organizations and events that provide education and cultural opportunities for residents and visitors. The Peter White Public Library has held 564 separate programs, from book group meetings and film viewings to Lego Club, teen programs, toddler story time and sessions focused on Arab-Islamic history. More than 22,000 people attended these various sessions. In 2009 the library hosted a broad series of programs called Your Mind Matters that focused on mental health issues and were designed to raise awareness, reduce associated stigmas, highlight community resources and promote the importance of mental health and wellness. The Marquette Food Co-op offers various events for residents including movie nights and cooking classes, lessons on composting and building your own hoop house, urban animal husbandry and the philosophical history of the local food movement. The YMCA of Marquette County recently began reaching out to a locally underserved population, Alzheimer's patients and their families, and spearheaded a program, LIVEWISE. Program participants, patients and caregivers, come to the YMCA, where they are guided through a four- to five-month program focusing on how to best handle the disease, physically, mentally and emotionally. Community cultural and entrainment events include Art on the Rocks each summer with about 175 artists and 10,000 visitors and the city hosts the U.P. 200 Sled Dog Race every February.

Canton, New York

Main Street Development

Concluding that Canton's downtown area needed a

makeover, a group of residents created the Grasse River Area Heritage Development Corporation. Working in partnership with a local nonprofit arts organization and the village and town government, they set out to reclaim blighted properties and develop a vision for the river's future use and promotion. This public-private partnership was joined by the administrations of both St. Lawrence University and the State University of New York at Canton. The universities provide funds and loan guarantees and staff the partnership and its various committees. The partnership created a Waterfront Advisory Committee in 2007 that led to the adoption of a Waterfront Revitalization Plan in 2010. Since then the town has received a state "Main Street" grant to renovate store fronts and another grant to develop a world class whitewater park for kayaking. Plans are also underway to improve the flow of traffic to make Main Street more accessible and to build a trail-way from the Adirondacks to the St. Lawrence River.

Healthy Community Partnerships

Canton is home to a number of health service providers working together to create a continuum of high-quality health care services. Chronic disease self-management courses are provided to consumers, family members and health care providers to address issues such as diabetes, arthritis, hypertension, heart disease, chronic pain, anxiety or other chronic conditions. Aspects of the training include mutual support and encouragement for the consumer, education about good nutrition and food choices, exercise and strength training where appropriate, use of appropriate medications, and support techniques to help cope with these chronic health issues. The St. Lawrence Health Initiative provides a web site that gives residents information about various health concerns, such as diabetes or cancer-awareness programs. Their innovative approach to healthier communities and healthier life-styles includes information on Canton area activities and projects that promote improved quality of life for the community. In 2010, the town updated its Canton Community Action Plan to enhance healthcare options to older residents and childcare and child development options for parents.

Recreational Opportunities

Canton is blessed with a valuable recreational resource flowing through the heart of the community, an inland waterway known as the Grasse River that has captured the interest of artists and sports enthusiasts alike. The Canton Office of Economic Development has played an integral role in the development of recreational programs and strategies to promote a healthier lifestyle for Canton's residents. In 2010 the ED Department submitted a



grant to the state Department of Transportation as part of the Village of Canton's Safe Routes to Schools Program. Included in this program were training workshops to teach bicycle safety and weekly walking and cycling promotions to encourage parents to park their vehicles and walk or cycle with their children to school. The economic development office, working in cooperation with the Town and Village Boards, enlisted the aid of local volunteers to develop the Canton Community Action Plan (CCAP) with the Canton Economic Development Steering Committee. Goal number one of the CCAP is to make Canton an "attractive, convenient, healthy place to live."

Kenmore, New York

Ken-Ton Closet

The primary mission of the Ken-Ton Closet is to improve the quality of life for needy children living in the Village of Kenmore/Town of Tonawanda by providing them with items such as clothing, school supplies, toiletries and other materials at no cost. Service to families began in March of 2013 with about one family per week benefiting and has grown to approximately one dozen families per week. The program is completely run by about three dozen volunteers who work directly with the Closet and several dozen more donors, both businesses and individuals. The Closet shares space in a building owned by the Town of Tonawanda and is positioned in a neighborhood where a majority of residents live in poverty. The building also houses Meals On Wheels, an afterschool program, Head Start, Literacy Empowerment, a Police Sub Station, Grant Development Office and the performance group Town Players. The Closet is allowed to use the space at no charge. The Closet has also become a sign up location for the Arts Services Initiative of WNY which allows individuals who receive public assistance to be eligible for free tickets to local cultural events.

Kenmore Village Improvement Society

The Kenmore Village Improvement Society (KVIS) was established in 2008 and aims to improve the quality of Village life through consistent communication, engaging education, and thoughtful action. The first meeting was attended by over 100 people and unfortunately began with neighbor conflict. To address this issue the "Good Neighbor Guide" with ideas about how to be a good neighbor was written and a "Good Neighbor Award" was established to recognize the positives, and hold them up as examples. KVIS consists of several committees that are responsible for initiatives and events, the committees include Block Club, Businesses & Commercial Properties, Events, Get Fit Kenmore,

Historic Kenmore, Kenmore Creative, Publicity & Marketing, Public Properties and Welcoming. Events include a summer concert series for children. Local businesses sponsor and promote the series. A local school allowed the grounds and electricity to be used, and a church provided bathrooms and an alternative space in case of rain. Another notable event lead by KVIS is Broker Days, an annual event bringing commercial real estate agents and brokers to the village to tour vacant properties. Since that first event vacancies have declined about 35 percent. KVIS was also responsible for the campaign to bring a Trader Joes to Western New York after two years of work.

Cleaning Kenmore's Air

Jackie James Creedon, a Kenmore resident, had lived for many years in a neighborhood close to the Tonawanda Coke Corporation. In the year 2001, she was diagnosed with fibromyalgia and she recalled the foul smelling air around her neighborhood when she was a child and began to ask current and former neighbors about their health. Together with neighbors and other concerned citizens, they formed the Clean Air Coalition in 2005. Membership grew to over 300 members. Coalition members wrote to, met with and received the support of many elected officials, held a protest at the gates of the company and flooded the phone lines of a government agency that provided public subsidies to the Tonawanda Coke Corporation. The media coverage and public pressure generated by coalition members resulted in action. In 2010 the EPA ordered the company to bring its environmental practices in line with existing regulations. A lawsuit followed and at the trial in March 2013 the company was found guilty of 14 criminal charges, and its environmental controls manager was found guilty of 15. This landmark victory was only the second time in US history that a company has been found guilty under the Clean Air Act and sets a precedent for other environmental cases.

Independence, Oregon

Willamette River Greenway Development

Back in the late 1990s, the city's Parks and Open Space Master Plan laid out a plan for a mile's worth of greenway development running north from the city's Riverview Park near the downtown area. One "dream" project was construction of an amphitheater in Riverview Park. This 20-acre park had a natural bowl shape and included a block of frontage onto Main Street. When the city was working to begin construction, a significant amount of earth moving was required. Rather than pay for a contractor, the city called in the National Guard. Oregon's



engineering battalions regularly do service projects in order to better train their forces. Over the years, new projects have been added to the open space development—ballparks, a soft jogging trail and a dog park. The payoff for this greenway development can be seen downtown with the large numbers of people out and about. Parking is scarce downtown after 5 pm, and one can usually find a dozen or more people at the dog park on any given day. Even in poor weather, residents are walking or jogging on the Willamette River Trail, getting their exercise and enjoying what feels like a wilderness experience only a few blocks from their homes.

Central School District Healthy Meals

In 2007, the school free lunch program in Independence, Oregon, was a money loser that provided only the most basic foods in the most affordable fashion possible. Food director Mike Vetter was hired by the local school district to turn around the program. By adopting group purchasing agreements with other schools, planning meals around the amount that could be reimbursed by the federal government and pinching pennies, Vetter took a program that was losing \$75,000 per year to a \$200,000 surplus. And this he did at a time when the economy was in a deep recession and government cutbacks and teacher layoffs were the norm. But the turnaround did not come at the expense of nutrition. After seeing how much ranch dressing kids were using, Vetter pulled it from the menu and replaced it with low calorie alternatives. He began to work with farmers to get fruits and vegetables locally. His pizza is made up the road in Gladstone and veggies come from a variety of farmers in the area. During the fall kids can now get apples and pears from an orchard that they can practically see from the windows of the school.

Community-built Parks

In 2006, an Independence resident approached the city about purchasing a playground for a local park. The man had been a friend of the park's namesake and said he would raise \$10,000 for the playground if the city would match it. Not wanting to pass up an opportunity to get the community involved in a project the city agreed. The money was raised, but the most interesting thing the resident contributed was a new idea known as "community build." Certain playground manufacturers allow citizens to install their playground equipment under the supervision of an experienced installer. Working with the Parks Commission and park neighbors, the city identified a design and scheduled a date for construction. When the time came to build the playground, there was an overwhelming response from the community. Fifty people turned out for the first day of work, including neighbors, university students, grandparents, and –

thanks to the bilingual fliers distributed – two men and their children who didn't speak any English but wanted to help build the new playground for their kids. This was the first of several local parks projects completed with direct citizen participation.

Brownsville, Texas

Living and Being Well: Community Advisory Board

The University of Texas School of Public Health (UTSPH) Brownsville Regional Campus spearheaded a Community Advisory Board (CAB) comprising city government, business, education, healthcare and social service and non-profit organizations working together to reach underserved, lower-income marginalized neighborhoods. The purpose of the CAB is to: (1) work with UTSPH researchers to ensure that health information and research is more accessible and more fully understood by Rio Grande Valley residents, (2) share information, collaborate and participate in forming networks and potential funding opportunities, (3) provide feedback on outreach and recruitment strategies, and (4) lead policy and environmental change interventions in partnership with local government and community entities. CAB has been instrumental in fostering partnerships and implementing healthy community-initiatives to underserved, lower-income marginalized neighborhoods in Brownsville. CAB began in 2003, with thirty-five members from various organizations from educational institutions to health care organizations. Today, CAB's membership has grown to 210 members including a much broader membership base and has become one of the most significantly influential organizations within Brownsville and Cameron County.

Coordinated Approach to Children's Health

Over thirty percent of Brownsville youth attending fourth grade are considered obese. In order to improve the general well-being of its youth, the Brownsville Independent School District (BISD) implemented the Coordinated Approach to Children's Health (CATCH) at numerous campuses across the district. Several BISD teachers and staff members have been named as CATCH state champions. Brownsville took CATCH to a new level and differentiated itself by incorporating it in all 55 campuses, by developing CATCH champions and creating the "CATCH Binder" a chronological instrument which outlines the activities for each academic year within BISD. The BISD's CATCH program is based on the Centers for Disease Control and Prevention (CDC) coordinated school health model (as it relates to physical activity, diet, and tobacco prevention) in which eight components work



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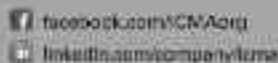
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interactively to educate young people about and provide support for a healthful lifestyle. The eight components are: health education, physical education, health services, child nutrition services, counseling and psychological services, healthy school environment, health promotion for staff and family/community involvement.

Imagine Brownsville

The Imagine Brownsville Comprehensive Plan helped define a new economic vision for the region. Prosperous vision themes were defined through intensive community engagement, describing a community with low poverty rates based on targeted industrial clusters that offer good jobs paying livable wages and sustainable employment opportunities for future generations. Winner of the American Planning Association's 2009 Comprehensive Planning Award, the plan had two primary goals: first, to establish the community's vision objectives for a ten-year planning horizon; and second, to develop an implementable strategy to help reach these targeted objectives by leveraging the community's natural, institutional, human, economic, and infrastructure resources in an effective, competitive and sustainable way. In 2011, eight public entities from Brownsville came together to form the United Brownsville Coordinating Board to implement the Imagine Brownsville Comprehensive Plan. Another eight private sector (nonvoting members) joined the board. Among the projects that have been implemented or are underway: an expansion of the city's anti-smoking ordinance, an ordinance regulating the use of plastic bags by retail stores, an expansion of hiking and biking trails and an effort to restore the city's historic "resacas" (dry or marshy river channels).

Marshall, Texas

Get Healthy Marshall

You wouldn't expect to run across many vegans deep in the "barbecue belt" of East Texas, but Mayor Ed Smith's challenge to eat healthier has made impressive inroads since its inception in 2011. Mayor Smith discovered the health benefits of a plant-based diet while battling cancer and issued a community-wide "Get Healthy Marshall" challenge. One of the early converts was Reggie Cooper, a former assistant fire chief, who lost 50 pounds and was able get off his diabetes medicine. Local chefs and restaurant-owners are doing their part by offering vegan options on their menu along with their more traditional fare. Marshall has regularly-scheduled community Plant-Strong Potluck Dinners, free grocery store tours, and an annual "New Year, New You" health festival. These and other events and resources are touted on

the user-friendly gethealthymarshall.com website, which also provides links to nutritional information, research and tasty vegan recipes. Get Healthy Marshall's Facebook page now has 990 "likes," and the *New York Times* recently published a feature on Get Healthy Marshall.

Dream Big: Revitalization of Marshall's Historic Downtown and Neighborhood

In 2003, the eight-story Hotel Marshall was a dark, hulking shell of a building in the center of downtown, with broken windows, marred bricks, and an unlit neon sign on top. It had been in this blighted state for thirty years. In 2003, to assist the economic revitalization and historic preservation of downtown, two Marshall couples partnered on the renovation of the hotel building. Initially, they worked, along with other community members, to save the historic landmark from demolition. The next step was to structure a workable plan to remedy the blighted condition of the building. The hotel restoration was part of an ongoing campaign to upgrade historic downtown Marshall engaging the city, the Marshall Economic Development Corporation, the local chamber of commerce and hundreds of contributors to the non-profit Marshall Downtown Development Corporation. The Main Street program has also developed a Buard History Trail, with accompanying map and brochure that takes visitors on a journey through sites connected to historical African-American leaders in Marshall, a center of civil rights activity in Texas during the 1950s and 1960s.

Mission Marshall: Community Outreach for Health and Helping

Looking for ways to address poverty, food insecurity and the need for healthcare, nonprofit groups and faith based programs decided to coalesce under one roof. After carrying out research on similar non-profits around the state and working together to refine logistics, goals, and funding, Mission Marshall was born. By bringing together successful, time-tested service entities into one location, Mission Marshall provides guidance about job preparedness, financial literacy, as well as assistance for families that need food, health care, and housing. The aim of Mission Marshall was not simply to provide assistance to people at a time of emergency but rather to focus on the holistic health—mind, body, and soul—of the person and/or family. The aim is to provide the ongoing guidance, support, and training people need to help them improve their lives and the health and hopes of their families.



Hampton, Virginia

"I Value" City Budget Input Campaign

In 2010, new Hampton City Manager Mary Bunting went to the public for input in an incredibly difficult budget year. It was called "I Value" because it wasn't just about cuts or budgets. It sought to base a spending plan on the values of residents. The public process needed to be flipped, with input gathered on the front end, so that she and her staff could use it to craft the budget. This approach to participation required new methods. Citizens would not come to City Hall; City Hall would go to them. An aggressive outreach campaign ensued: Social media, e-newsletters, partner organizations, and neighborhood groups, local cable interviews, paid ads, fliers and word-of-mouth. Innovation drew free publicity: media coverage from both print and TV. The broad participation in shaping the budget helped educate and inform citizens about their tax dollars and what they buy. It created a model for building future budgets as the recession dragged on and housing values continued to decline. Ultimately, in year four of the process, residents overwhelmingly said they couldn't support more cuts and supported a 20-percent increase in the tax rate to maintain services – and to invest in their city's future.

Mayor's Book Club

The Mayor's Book Club was launched in October of 2008. Volunteers read a book each month to students in preschool, demonstrating that reading is fun and important as they serve as role models. Preschool students are given copies of that month's book to keep. That's a key component, because studies have shown that book ownership is directly related to reading level. By the end of the preschool year, each child would have a personal home library of 10 books, with a nameplate and the child's name inside. Before the school year was out, the program was so successful volunteer readers were added to kindergarten and first-grade classrooms, donating books to the class and school library. The Mayor's Book Club goes to more than public schools – also faith-based, private and military pre-schools, as well as community literacy programs. The five-year total value of books given to the students, classrooms and school libraries has already surpassed \$800,000. Those books have enriched lives beyond their dollar value. Reading scores of Hampton students in kindergarten and first-grade have shown steady improvements since the program began.

Reducing the Dropout Rate

Seven years ago, more than 10 percent of students in the Hampton City Schools were dropping out of school, which was not an unusually high statistic, but

the community was unwilling to accept it. Hampton City Schools convened a stakeholder group in 2007 to redesign the secondary schools to meet the changing needs of students and the community. The high school redesign positively impacted graduation rates and decreased dropout rates by holding high expectations for students. "Career academies" were designed to help students discover and explore a career interest, and to keep education relevant to their future plans. Each of the city's four high schools developed a special focus area. For example, Bethel High School implemented the Governor's Health Sciences Academy for students interested in pursuing plans of study in diagnostic services, therapeutic services, biotechnology research and development, support services and health informatics. In addition to the academies, the school system implemented programs to help ninth graders transition to high school; selected graduation specialists who develop individual graduation plans for off-track students and promote home to school connections; and implemented a virtual online program to assist students with credit recovery. The results were dramatic. Between 2008 and 2013, the Hampton City Schools dropout rate decreased from 10.1 percent to 3.8 percent.

Portsmouth, Virginia

Healthy Portsmouth Initiative

In 2010, Portsmouth was selected for a grant from the National Association of Chronic Disease Directors, as part of a program funded by the Centers for Disease Control and Prevention. The grant provided the funds to launch the Healthy Portsmouth Initiative. The initiative conducted a comprehensive needs assessment using the CDC's ACHIEVE tool. A Community Action Plan was developed and implemented. The initiative increased the city's walkable areas and bike lanes, increase the number of tobacco free areas, engaged civic groups in neighborhood revitalization and launched a city-wide fitness and nutrition program. Together with the Portsmouth Fire, Rescue and Emergency Services, the initiative launched a Community Health Emergency Care Knowledge and Understanding Program (CHECK UP) to educate individuals with chronic medical problems how to access appropriate health care services and avoid unnecessary emergency room visits.

Keeping Portsmouth Beautiful

Since 1997, when the city council declared a "war on ugly," Portsmouth has been engaged in a variety of partnerships and campaigns to keep the city clean and beautiful. In 2007, the city reorganized its clean-up efforts under the Parks and Recreation



Department and launched a number of new initiatives. The city partnered with the Rotary Club to support the Paint Your Heart Out program which helped homeowners do exterior painting and repairs. In 2008, as part of the Keep America Beautiful Campaign, the city launched Operation Cleanup Portsmouth focused on collecting bulk waste from neighborhoods. Neighborhoods competed to collect the largest amount of debris. In 2012, Department of General Services and Waste Management Division partnered with the Paint Your Heart Out organization to conduct a Pretty Up Portsmouth event. About 450 volunteers, business owners, members of the military and school aged children and city staff picked up litter and participated in beautification and landscaping projects in the downtown area and at major thoroughfares. To keep up the momentum, the city started a curbside recycling program in 2013.

Returning to Paradise: Public/Private Partnerships to Create Paradise Creek Nature Park

As part of the Elizabeth River, James River, Chesapeake Bay estuarine eco-system, Portsmouth boasts over 80 miles of shoreline, supporting port facilities and other water-dependent industries. In 2006, the city partnered with the Elizabeth River Project and the Virginia Port Authority to create the city's third largest public park, the Paradise Creek Nature Park. Paradise Creek was once considered among the worst pollution sites in the country. Now it is becoming a "teaching park" to show how to restore industrialized wetlands areas. The 11 acres of restored wetlands, 29 acres of revitalized forest and 2.3 miles of teaching trails were opened to the public in December of 2012. The Elizabeth River Project has raised more than 90 percent of the additional \$1.3 million required for part two of the project, which will include a nature playground, handicapped accessible kayak/canoe launch, new parking and an outdoor pavilion designed by the University of Virginia's School of Architecture.

Yakima, Washington

Pacific Northwest University of Health Sciences College of Osteopathic Medicine

Pacific Northwest University of Health Sciences College of Osteopathic Medicine (PNWU) is a four-year postgraduate institution with 43 acres currently being developed for complementary programs. The first students entered the university in the fall of 2008. By 2020, PNWU will have graduated over 1,000 new physicians. With its founding, the university became the Pacific Northwest's first new medical school in 60 years. It will substantially increase the

number of new practicing physicians each year and prepare a new generation of doctors to serve the five million at-risk people in the area's rural and underserved communities. Students perform the first two years of medical education and training in Yakima. The third and fourth year are completed as a "rotation" at one of the core sites in Alaska, Idaho, Montana, Oregon and Washington. PNWU's commitment to bridging the gap in health care shortages is indicated by a hopeful statistic: In the class of 2012, 66 percent of the graduates chose primary care (Pediatrics, Internal Medicine and Family Medicine), which is important when considering access to care in rural communities such as Yakima. For the class of 2013, 61 percent chose primary care as their specialty. The national average of medical graduates committing to primary care is about 32 percent.

Gang-Free Yakima

In response to public concern over unacceptable levels of violent crime, the Yakima City Council authorized development and implementation of a Gang Free Initiative (GFI) in 2009. This initiative was meant to create a safe, peaceful, gang-free community by engaging the public to develop suppression, prevention and intervention strategies that support and promote positive youth development. As a first step, a steering committee was formed with the participation of local government officials, social services, education and business leaders, as well as other community representatives. The composition of the committee was diverse and representative of the Yakima's citizenry. Since inception, the City of Yakima has also engaged partner organizations including the Yakima School District, Yakima Truancy Project, Yakima County Juvenile Court, Gang Court, Yakima Truancy Project, Yakima County Gang Commission, Town Square Media, and Idea Marketing to name a few. Among the proactive measures coming directly from the initiative were the reinstatement of a downtown Bike Patrol Unit; the expansion of the police department's Gang Unit; and the significant presence of police in the task force to address crime and code issues along the North First Street corridor, one of the main Yakima avenues affected by gang and other illicit activities.

Education Advancements

Yakima has developed a far reaching system of educational programs to ensure students have ample opportunities and are prepared to compete in the global market. These efforts include comprehensive pre-school and head start programs, advanced primary education, innovative approaches to middle, junior and high school programs, and numerous options for post-secondary education in the Yakima



Valley. The Kindergarten Transition Program helps students start the school year confident and ready to learn. Entering kindergartners meet their teachers, learn routines, and become comfortable in the school environment before the bustle of the new school year. In addition, teachers typically make home visits and establish relationships with the children's families. As a result, kindergartners start school on their first day feeling secure and knowing their teacher. The district's dropout retrieval program gives personal attention from a caring adult. Staff search-out students who have dropped out, make a personal connection, and let students know that adults in the school community are supportive and care about them. A variety of school-based and volunteer community programs have resulted in lower dropout rates and higher test scores in recent years.

Eau Claire, Wisconsin

Phoenix Park: The Dirty Past

When the City of Eau Claire took ownership of the tax-delinquent Phoenix Steel site, investigations revealed lead contamination at levels well above acceptable state standards. The city joined forces with Wisconsin's Remediation and Redevelopment Program to clean up the site and revive the land, both aesthetically and environmentally, to serve as a community and recreational hub. The city used citizen participation concepts developed by the Institute for Participatory Management and Planning and suggestions from the Project for Public Spaces as guiding principles. This working group of city, business and community members crafted a vision and mission statement for the Phoenix Park project. Today Phoenix Park features 9 acres of green space, strolling paths, a fishing wall, two plazas and a clock tower. A paved labyrinth serves as focal point for play, live performance, and dancing, with more than 60 performances and celebrations energizing the space in 2013. The Wisconsin Bike Trail System, which was built on top of abandoned Milwaukee Road rail lines, now connects to more than 70 miles of trails in the city, along the banks of the Eau Claire and Chippewa rivers, providing park users with interesting, safe and scenic routes. The trailhead is a focal point of Phoenix Park and has proved to promote tourism and economic development downtown as well as served as a vital resource for commuting and recreation.

Clear Vision

In March 2007, an informal meeting of city, county and non-profit organization leaders was convened to discuss the city's pressing challenges, which included Eau Claire's need for enhanced community services and additional facilities. This group identified more than 500 stakeholders. People were recruited into an ad-hoc coalition committed to implementing an

inclusive, problem-solving approach to community planning. Additional members were recruited so that the group better reflected the ethnic, geographic, age, gender, and occupational diversity of the greater community. The people involved represented business groups, education groups, environmental groups, faith-based organizations, healthcare providers, housing groups, neighborhood groups, nonprofits, retirees, students, and government entities. The coalition secured \$40,000 in funding from the City of Eau Claire, Eau Claire County, Chamber of Commerce, United Way, Eau Claire Area Foundation, University of Wisconsin-Eau Claire, and the Chippewa Valley Technical College. The goal was to strengthen Eau Claire's civic capacity for effective collaboration by providing an integrated and coherent pathway that connected the community's priorities, purpose, and actions across city, county, and school governance bodies. The group contracted with the National Civic League to facilitate a planning process that combined large community planning meetings and small focused work groups. Through this process, they developed a set of community values and implementation strategies with measurable outcomes. With the Clear Vision community framework, change is happening. Rather than having multiple agencies duplicating efforts, now the city, the public, and the business communities collaborate to make Eau Claire's priorities its future.

Health Chapter

The City of Eau Claire has developed a section of its Comprehensive Plan to promote public health in the built environment. The sections of the Comprehensive Plan are called Chapters, and the Health Chapter has become a model of success recognized by the American Planning Association for excellence. The city encourages fitness and outdoor activity, holding a marathon each May. As part of the National Bike Challenge, residents have logged almost 23,000 miles and have burned more than 247,000 calories—ranking number 11 among 359 registered Wisconsin groups. The City of Eau Claire also encourages healthy nutrition through events such as the Summer Youth Gardens program where kids are given hands-on experience to observe growth, maintain plants and participate in harvest, craft and cooking activities. Participants were surveyed before and after the program on their willingness to eat specific vegetables. Willingness to eat red bell peppers rose from 39 percent to 81 percent, broccoli from 52 percent to 90 percent, and spinach from 56 percent to 90 percent. Collaborative work among community members, businesses, government agencies, and non-profit organizations has allowed Eau Claire and the Chippewa Valley to become an area primed for economic growth, recreational activities, and increased community health, wellness and civic engagement.

Thank you to Sarah Lipscomb, Mike McGrath and



The **Town of Garner, NC,** congratulates all of the 2014 All-America City finalists. Best of luck in Denver!



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25 Years of Healthy Communities:

Two special issues on the *National Civic Review*



Congratulations to the 2014 All-America City Award finalists for your groundbreaking efforts to promote healthy community change!

You are part of a national movement to "make the healthy choice the easy choice" by eliminating "food deserts," organizing citywide fitness campaigns, combatting chronic illness, improving health education and removing the environmental barriers to community health. Find out what other communities are doing by reading the *National Civic Review* (NCR) special issue on the Healthy Communities movement in the U.S.

NCR 103: 1 (spring 2014), the second of two special issue of the journal, offers a broad array of voices, including researchers, advocates, organizers and experts. Leading thinkers and doers weigh in on issues such as health equity, the effectiveness of

community-level anti-obesity initiatives, changes in place-based practice, new uses of online tools and social media, the role of federal officials and the value of "community-centered health homes," to name a few. NCL thanks Kaiser Permanente for support in publishing these two special issues of NCR.

To find out how to access free online articles, visit www.allamericacityaward.com/ncr2/ or contact Mike McGrath at 303-571-4343. Also visit the Community Commons website at <http://www.community-commons.org/ncr/> to share your experiences and interact with other healthy community change-makers.

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RANCHO CORDOVA

Rancho Cordova is a young city built on an old heritage of military service to our community and our country. That foundation led to our 2010 designation as an All-America City. We honor the accomplishments of each of the 2014 All-America City nominees and recipients.



A photograph of construction workers on a site. In the foreground, a man wearing a white hard hat, safety glasses, and a grey t-shirt is smiling and looking upwards. He is wearing a brown tool belt. Behind him, another worker in a white hard hat and safety glasses is visible, also looking upwards. They appear to be working together on a structure. The background shows some wooden framing and a bright, sunny sky. A large yellow triangle is overlaid on the left side of the image, containing the text.

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