# Healthy Neighborhoods Initiative





Years 1-5:  2019-2023

Building Community

Adopted: March 12, 2019

THE CITY OF
**Fitchburg**

Prepared by: Healthy Neighborhoods Initiative Staff Workgroup

**THIS PAGE LEFT INTENTIONALLY BLANK.**

# City of Fitchburg Healthy Neighborhoods Initiative Staff Workgroup

Economic Development Department – *Joyce Frey*, Economic Development Specialist

Library – *Liz Zimdars*, Outreach Librarian

Parks, Recreation, and Forestry Department – *Scott Endl*, Director

Planning and Zoning Department – *Ellen Geisler*, Sustainability Specialist and *Wade Thompson*, Community Development Planner

Senior Center – *David Hill*, Assistant Director

**THIS PAGE LEFT INTENTIONALLY BLANK.**

Mayor Gonzalez
Introduced by

Planning
Prepared by

Plan Commission, Community and Economic
Development Authority, Parks Commission,
and Finance Committee
Referred to

February 12, 2019
Date

## RESOLUTION R-29-19

## A RESOLUTION ADOPTING THE CITY OF FITCHBURG
## HEALTHY NEIGHBORHOODS INITIATIVE STRATEGIC PLAN

**WHEREAS**, the City of Fitchburg has three neighborhoods in its northern tier, identified herein as Verona Road West, Belmar/Renaissance on the Park, and North Fish Hatchery Road, that have a disproportionate amount of issues related to equitable access to opportunities; and,

**WHEREAS**, City staff developed a concept in 2016 entitled the *Healthy Neighborhoods Initiative* (hereafter "HNI") to formulate and implement a strategic, collaborative, and holistic approach to address these issues in the aforementioned neighborhoods, in conjunction with community/neighborhood partners and residents; and,

**WHEREAS**, the City entered in to the Legacy Community Alliance - Health In All Policies Partnership with University of Wisconsin – Madison partners, and formed a City workgroup composed of staff from the Economic Development, Parks, Recreation, and Forestry, and Planning and Zoning Departments, and Library and Senior Center, in 2017, to create and oversee formation and implementation of the HNI; and,

**WHEREAS**, the aforementioned workgroup presented an HNI "Prospectus" to the Fitchburg Common Council in August 2017, with the Council providing staff with further direction to create a HNI strategic plan (hereafter "Plan") to provide a framework for HNI formation and implementation; and,

**WHEREAS**, the aforementioned partnership and workgroup created a draft Plan that was presented to the Council in September 2018, with Plan development premised on previous and new neighborhood and partner engagement efforts; and,
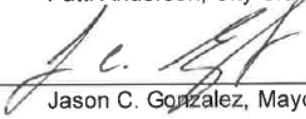
**WHEREAS**, said implementation of the HNI, via the Plan, will be data-driven, partner-reliant, proactive, and outcome-based; and,

**WHEREAS**, the Plan may be updated and/or modified in 2023 or in successive years, subject to Council review and approval; and,

**NOW BE IT HEREBY RESOLVED**, by the Fitchburg Common Council that it approves the City of Fitchburg Healthy Neighborhoods Initiative strategic plan, entitled "Healthy Neighborhoods Initiative – Years 1 – 5, Building Community".

Adopted this 12<sup>th</sup> day of March, 2019.

_Patti Anderson_
Patti Anderson, City Clerk

_Jason C. Gonzalez_
Jason C. Gonzalez, Mayor

## Summary

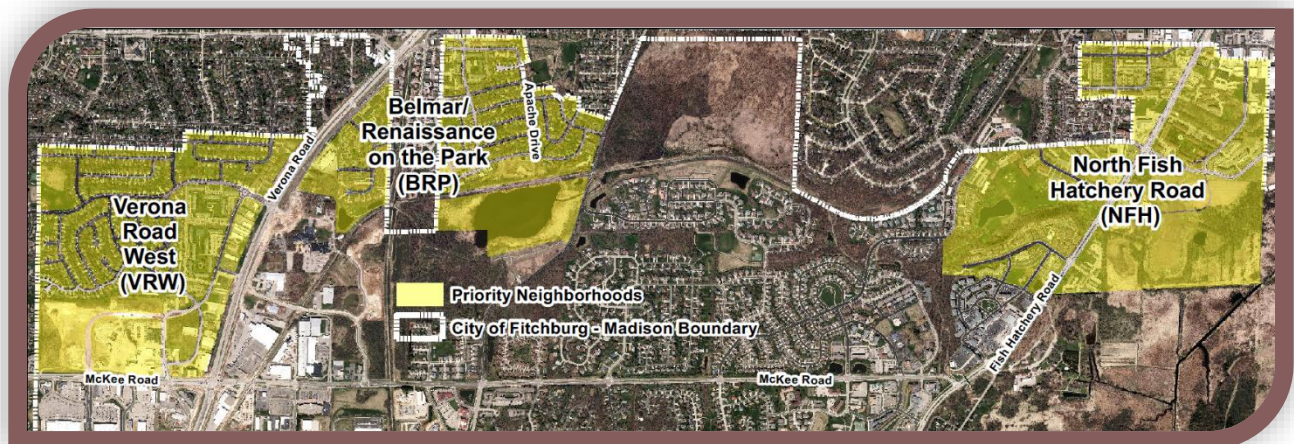The City of Fitchburg *Healthy Neighborhoods Initiative* (hereafter "HNI") is a 5-year pilot program* designed to formulate and implement a strategic, collaborative, and holistic approach to address specific issues in three northern City neighborhoods (see below map, Priority Neighborhoods), in conjunction with community/neighborhood partners and residents.

Healthy neighborhoods are equitable, diverse, stable and sustainable, and provide social, economic, and environmental benefits to residents that live, work, and play in them, and the cities and regions in which they are located. Approximately 40% of the City's residents live in one of the aforementioned Priority Neighborhoods.

This document creates a strategic framework to move Priority Neighborhoods towards healthy neighborhoods and consists primarily of the following:

1.  Background information and context on HNI rationale;

2.  Identification of initial HNI data-gathering efforts;

3.  HNI strategic framework, including pillars, pillar principles, indicators, and action items to begin and evaluate HNI implementation (The HNI's pillars and pillar principles are identified on the following page);
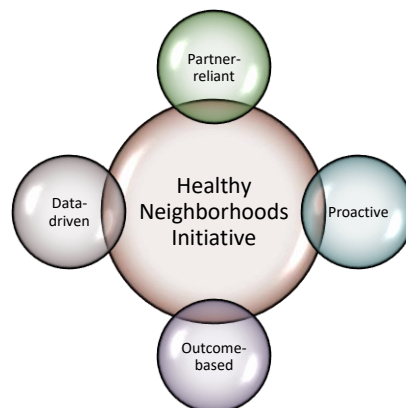
* *The Initiative is the project focus of the City's Legacy Community Alliance - Health In All Policies Partnership with University of Wisconsin – Madison partners, including the Center on Wisconsin Strategy, University of Wisconsin Population Health Institute, and 1000 Friends of Wisconsin. See Appendix A for further detail.*

HNI pillars and associated pillar principles are designed to encourage movement of Priority Neighborhoods towards healthy neighborhoods, with pillars serving as HNI "goal categories" and pillar principles serving as "goals". Pillar and pillar principles also serve as a means to inventory and organize existing and potential HNI activities, programs, and services. HNI pillars and pillar principles are as follows:

| Pillar | Pillar Principle |
| --- | --- |
| EDUCATION | Work to build and maintain neighborhoods in which residents have an adequate foundational education |
| LIFE SKILLS | Work to build and maintain neighborhoods in which residents are engaged in civic affairs and have the opportunity to garner adequate employment |
| CARE | Work to build and maintain neighborhoods in which adequate care is available and accessible to residents |
| MOBILITY | Work to build and maintain neighborhoods in which adequate means to travel to areas of everyday importance is available to residents |
| HEALTHY LIFESTYLES | Work to build and maintain safe neighborhoods that have a diverse, healthy resident demographic and opportunities for adequate social interaction |
| HEALTHY LANDSCAPES | Work to build and maintain walkable neighborhoods that have diverse land uses, high-quality and diverse housing stock, and adequate gathering places |

Movement from Priority Neighborhoods towards healthy neighborhoods is premised largely on indicators an action items. Action items offer specific opportunities for initial HNI implementation, whereas indicators offer the opportunity to evaluate HNI implementation.

Successive documents, or amendments to this document, may be developed throughout the course of the Initiative's life span.

# Contents

_____

_____

Abbreviations:

BRP - Belmar/Renaissance on the Park Neighborhood
CARPC - Capital Area Regional Planning Commission
COWS - Center on Wisconsin Strategy
HIAP - Health In All Policies
HNI - Healthy Neighborhoods Initiative
NFH - North Fish Hatchery Road Neighborhood
PBC - Purpose Built Communities
VRW - Verona Road West Neighborhood

**THIS PAGE LEFT INTENTIONALLY BLANK.**

# What are healthy neighborhoods and why are they important?

Healthy neighborhoods can be defined in many different ways. For the purpose of this document, defining features of healthy neighborhoods are as follows:

1. Equity….in access to opportunities.

2. Diversity….in land uses, housing stock, and people.
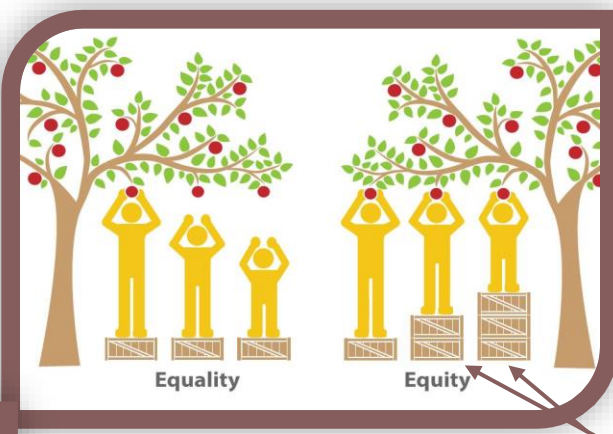


3. Components that are integrated, stable, and sustainable…..education, employment, housing, recreation, public safety, environment, etc.

Healthy neighborhoods are important because:

1. "Unhealthy" neighborhoods require a disproportionate amount of resources, and may create a perception that impedes future growth opportunities in those neighborhoods.

2. Healthy neighborhoods provide social, economic, and environmental benefits to residents that live, work, and play in them, and the cities and regions in which they are located.

3. Healthy neighborhoods build "community"…..a feeling of fellowship with others resulting from shared
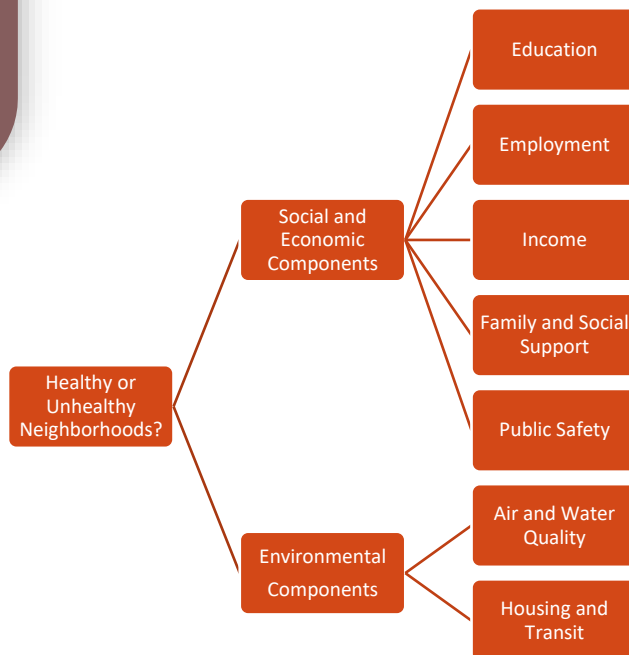


**The City of Fitchburg has an interest and a role to play in planning, building, and maintaining healthy neighborhoods within its borders.**

# Are Fitchburg's neighborhoods healthy?

The Capital Area Regional Planning Commission, as a component of the Capital Region Sustainable Communities Initiative of which the City of Fitchburg was a participant, created a document entitled *Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region* (2015). The following italicized text offers an excerpt from that document:

> *Regions can work to live up to the principle of access to opportunity for all, but often fall short of the ideal. Historical patterns and current realities result in disparities in access to opportunity. Characteristics including race, ethnicity, income, and geographic location become determining factors of access to opportunity…..A range of barriers can prevent people from good access to opportunities. Many of these barriers disproportionally confront people of color.*

The document examined 10 socio-economic characteristics that reflect people's chances of accessing opportunities. U.S. Census block groups were utilized as the unit of analysis, with all 310 Census block groups in Dane County analyzed. Table 1 below lists the characteristics and associated variables used to measure barriers to opportunities, average variable values for all County Census block groups, and a variable barrier threshold. A Census block group exceeding the barrier threshold for a variable was considered to be a concern for that characteristic.

For each Census block group, the number of barrier thresholds exceeded was totaled. **29 Census block groups in Dane County exceeded 4 or more barrier thresholds. 8 (28%) of those block groups are located in the City of Fitchburg, or lands in the Town of Madison that are currently planned to become part of Fitchburg.** Of those 8 block groups, 5 exceeded 5 or more barrier thresholds.

### Table 1:  CARPC "Barriers to Opportunities"* – Dane County

| Characteristic | Variable | Census Block Group Average | Barrier Threshold |
|---|---|---|---|
| Segregation | % Non-White Persons | 18% | 33% |
| Poverty | % Persons below Poverty | 13% | 30% |
| Language | % Limited English Proficiency | **12%** | 5% |
| Mobility | % Household with no Vehicle | 8% | 20% |
| Family | % Single-Parent Households | 13% | 25% |
| Housing | % Households Paying More than 50% of Income for Rent | 21% | 40% |
| Education | % Adults with less than High School Degree | 6% | 12% |
| Youth | % Children under 18 Years | 21% | 29% |
| Employment | % Unemployed | 6% | 10% |
| Food Stamps | % Households Receiving Food Stamps | 8% | 16% |

*Source:  CARPC – Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region and U.S. Census 2010 (race, age) and American Community Survey (ACS) 5-year 2007-2011 (all other variables).*

Map 1 on the following page identifies these 8 block groups. City of Fitchburg staff categorized these block groups in to four generalized neighborhoods, **Verona Road West**, **Belmar/Renaissance on the Park**, **North Fish Hatchery Road**, and **Southdale** (Southdale is currently in the Town of Madison but is to become a part of the City by 2022, at the latest).

**On a County-wide scale, the City of Fitchburg has a disproportionate number of neighborhoods that have multiple barriers to opportunities.**

*\*CARPC did not include physical health characteristics in their Barriers to Opportunities analysis, but the Priority Neighborhoods identified on page 4 herein do show higher rates of adult diabetes, asthma, and childhood obesity, relative to the rest of Dane County. See Appendix B for further detail.*

**Map 1: City of Fitchburg and Town of Madison – CARPC Barriers to Opportunities Neighborhoods**
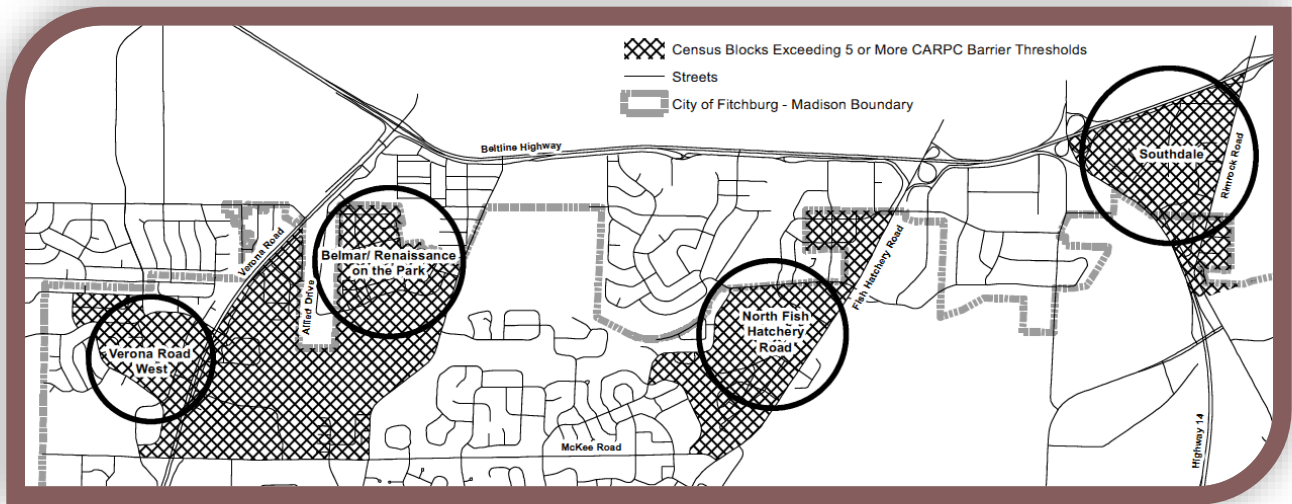


In response to the CARPC data and per City of Fitchburg Common Council direction, City staff refined neighborhood boundaries and collected additional "hard data" (secondary, quantitative data) and "soft data" (primary, qualitative data) from various sources and stakeholders, to get a better understanding of issues and opportunities, deficiencies and assets, in these neighborhoods. Defining neighborhoods and data-gathering are further detailed in the following.

## DEFINING NEIGHBORHOODS

City staff undertook additional analysis of the neighborhoods on Map 1, resulting in identification of Priority Neighborhoods* as identified on Map 2 below.

**Map 2: Priority Neighborhoods**
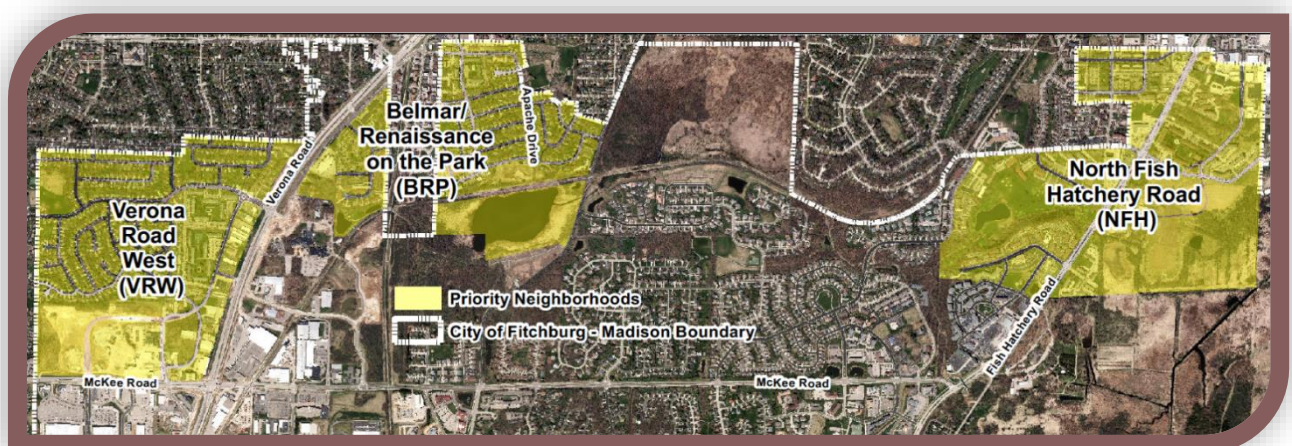


Maps 3, 4, and 5 on the following pages identify the three Priority Neighborhoods in further detail.

*It is envisioned that if/when the Southdale Neighborhood is incorporated in to the City, this Neighborhood will be designated as a HNI Priority Neighborhood.

Neighborhood Characteristics:

- Size: 0.4 square miles
- Distance North to South: 0.8 miles
- Distance East to West: 0.8 miles
- Residential Units: 1,423
- School District: Verona Area
- Isolating Barriers:

Madison-Fitchburg border to the West and North,
Quarry and McKee Road to the South, and Verona Road to the East

**Legend**

City of Fitchburg - Madison Boundary
City of Fitchburg Anton Drive Redevelopment Area
CARPC Barrier to Opportunity Block Group
Neighborhood Association: Jamestown
Neighborhood Association: Western Hills

**Existing Land Use**

Developed - Residential apartment "blocks": 45 acres (17%), 861 units** (61%)
Developed - Residential duplex: 23 acres (8%), 133 units (9%)
Developed - Residential condo: 7 acres (3%), 66 units (5%)
Developed - Residential single-family: 86 acres (32%), 363 units (25%)
Developed - Commercial (Predominately "Non-Neighborhood"): 30 acres (11%), 23 parcels
Developed - Other: 6 acres (2%), 7 parcels
Undeveloped: 63 acres (23%), 6 parcels
Parks and Open Space: 12 acres (4%), 3 parcels

**81% of Residential apartment "blocks"

1 - New Fountains Apartments: 601 units
2 - Anton Drive Apartments: 40 units
3 - King James Court Apartments: 60 units

All "count" numbers contained herein are approximate.

0        0.125        0.25
Miles

N

# Map 4: Belmar/Renaissance on the Park (BRP) Neighborhood

Neighborhood Characteristics:

- Size: 0.3 square miles

- Distance North to South: 0.7 miles

- Distance East to West: 0.9 miles

- Residential Units: 1,206

- School District: Verona Area

- Isolating Barriers:

Verona Road to the West and North,
Large-Scale Industrial and Dunn's Marsh to the South,
UW Arboretum to the East,
and Fitchburg-Madison border to the North

WEST

EAST

## Legend

| City of Fitchburg - Madison Boundary |
| City of Fitchburg Arrowhead Redevelopment Area |
| CARPC Barrier to Opportunity Block Group |
| Neighborhood Association: Belmar |

**57% of Residential apartment "blocks"

1 - Belmar Apartments: 102 units
2 - Ripple Ownership: 156 units
3 - Nakoma Heights Apartments: 168 units
4 - Chalet Gardens Apartments: 99 units

## Existing Land Use

Developed - Residential apartment "blocks": 56 acres (29%), 925 units** (77%)

Developed - Residential duplex: 5 acres (3%), 33 units (3%)

Developed - Residential condo: 2 acres (1%), 20 units (1%)

Developed - Residential single-family: 46 acres (24%), 228 units (19%)

Developed - Commercial: 8 acres (4%), 3 parcels

Undeveloped: 3 acres (1%), 19 parcels

Parks and Open Space: 74 acres (38%), 8 parcels

**All "count" numbers contained herein are approximate.**

0       0.125       0.25
Miles

N

Neighborhood Characteristics

- Size: 0.6 square miles

- Distance North to South: 0.8 mile

- Distance East to West: 1 mile

- Residential Units: 2,025

- School District: Madison Metropolitan

- Isolating Barriers:

Fitchburg-Madison border to the West, North, and East, and Capital Springs State Recreation Area to the East and South

NORTH

SOUTH

**Legend**

⬛ City of Fitchburg - Madison Boundary

🟥 CARPC Barrier to Opportunity Block Group

▨ Potential Infill Sites (Per Dane County Bus Rapid Transit Study)

**Existing Land Use**

🟦 Developed - Residential apartment "blocks": 118 acres (32%), 2,025 units** (100%)

🟥 Developed - Commercial (Predominately "Neighborhood"): 49 acres (13%), 39 parcels

🟪 Developed - Other: 9 acres (3%), 2 parcels

🟩 Undeveloped or Underdeveloped: 144 acres (40%), 6 parcels

🟢 Parks and Open Space: 44 acres (12%), 4 parcels

**72% of Residential apartment "blocks"
1 - Valley View Apartments: 317 units
2 - The Vue Apartments: 292 units
3 - Sun Valley Apartments: 205 units
4 - The Pines Apartments: 305 units
5 - Fairways Apartments: 333 units

All "count" numbers contained herein are approximate.

0     0.25     0.5
Miles

N

As a result of defining Priority Neighborhoods, City staff identified common landscape/environmental characteristics of all neighborhoods, as follows:

1. **WALKABLE SCALE**

   o   Neighborhoods ranging between 0.3 to 0.6 square miles

2. **MEDIUM TO HIGH-DENSITY RESIDENTIAL LAND USES**

   o   Neighborhoods ranging between 1,200 to 2,000 residential units (approximately 40% of total City population)

3. **SEPARATED AND DISTINCT RESIDENTIAL LAND USE TYPES**

   o   Multi-family residences separated from single-family residences

4. **LARGE-SCALE, SPRAWLING MULTI-FAMILY RESIDENTIAL "BLOCKS", WITH A FEW OF THESE BLOCKS CONTAINING LARGE PERCENTAGES OF NEIGHBORHOOD RESIDENTS**

> **HNI Priority Neighborhoods all share various common landscape/environmental characteristics related to scale, residential building type and density, land uses, boundaries, and park spaces.**
>
> **Priority Neighborhoods hold approximately 12,000 residents or 40% of the City's population.**

5. **LARGE SWATHS OF UNDEVELOPED OR UNDERDEVELOPED LAND**

6. **BOUNDARIES THAT ENTAIL ISOLATING BARRIERS**

   o   Boundaries/barriers include municipal borders (Fitchburg-Madison), 4+ lane roadways, or industrial or large greenspace land uses

7. **CITY PRESENCE LIMITED TO UNDERUTILIZED PARK SPACES**

> **BMR – This neighborhood is divided east to west by a "finger" of City of Madison land, Allied Drive.**

> **NFH – This neighborhood's Fish Hatchery Road gets approximately 48,000 cars per day. By comparison, East Washington Avenue in the City of Madison gets 52,000 cars per day.**

> **VRW – This neighborhood has a large undeveloped site at its southern end.**

After defining Priority Neighborhoods, City staff collected hard data on these neighborhoods from the following sources:



After a thorough analysis of this data, City staff identified the following prominent themes* in Priority Neighborhoods:

**Table 3: Hard Data – Prominent Themes**

Public safety
- ➢ Rates and types of incidents

Public health
- ➢ High asthma rates
- ➢ High adult diabetes rates
- ➢ High childhood obesity rates

Barriers/access to opportunities
- ➢ Racial homogeneity
- ➢ High poverty rates
- ➢ High number of residents with limited English language proficiency
- ➢ High number of single-parent households
- ➢ High number of households paying more than 50% of income for rent
- ➢ High number of adults with less than a high school degree
- ➢ High number of residents under 18 years of age
- ➢ High unemployment rates
- ➢ High number of households receiving food stamps

*Prominent themes identified in the above and following tables are not intended to be an exhaustive compilation of all data gathered, but rather representative of major Priority Neighborhood issues/opportunities and assets/deficiencies identified though the data-gathering process.*

City staff collected soft data on Priority Neighborhoods as well, from the following stakeholders:

1. Priority Neighborhood residents
2. Priority Neighborhood program/service providers
3. City of Fitchburg Common Council
4. City of Fitchburg staff

## PRIORITY NEIGHBORHOOD RESIDENTS

Data collected from Priority Neighborhood residents was by far the most important data collected, because a neighborhood's issues and opportunities, assets and deficiencies, are best known by the people that live in them. Initial and future HNI engagement efforts with neighborhood residents were/will be driven by the following principles:

1. Recognizing Priority Neighborhood residents **TIME COMMITMENTS** and **WILLINGNESS** to engage;

2. Avoiding resident engagement **FATIGUE** and **DUPLICATION** of other recent past or present engagement efforts;

> **Of all the data that was collected in preparation of this document, data from Priority Neighborhood residents was the most important.**

3. Utilizing a **TIERED** engagement approach and engaging through **EXISTING** Priority Neighborhood program/service providers and specific residents that have **NAME RECOGNITION**, **RESPECT**, and **TRUST** in the neighborhoods;

The following identifies various Priority Neighborhood events and gatherings, or neighborhood planning initiatives, from which data was gathered directly from Priority Neighborhood residents:

1. Neighborhood Association Meetings – 2018
2. First Tee Back to School Event – 2018
3. Fitchburg Public Library Community Conversations – 2018
4. Leopold Early Childhood Zone Initiative – 2018
5. Aldo Leopold Elementary School Safe Routes to School Program – 2018
6. Fitchburg Library Summer Programming – 2018 and 2017
7. Aldo Leopold Community School Needs Assessment – 2017
8. Anton Drive Redevelopment Plan – 2017
9. North Fish Hatchery Road Neighborhood Center Concept Analysis – 2016
10. City of Fitchburg Nine Springs Golf Course Park Master Plan and Health Impact Assessment – 2014
11. City of Madison Leopold-Arbor Hills Neighborhood Plan – 2013

The following table lists prominent themes identified through the aforementioned channels:

**Table 4: Priority Neighborhood Residents – Prominent Themes**

| |
|---|
| Neighborhood resource and social-gathering places |
| Trust-building between City and neighborhood residents |
| City investment in neighborhoods |
| Volunteer coordination |
| After-school activities and evening childcare options |
| Culturally-relevant programs/services |
| Food access and security |
| Violence/crime prevention |
| Re-development opportunities without displacing current residents |

"I've lived in this community for 19 years…and we've never had anything like this before. I love bringing my 5-year old out, she gets to have fun, eat some good food…it's awesome. We'd like to see more of these types of events."

- **Fitchburg Library Summer Programming Attendee**



*Source:*
*Liz Zimdars, City of Fitchburg*

Often, in neighborhood planning initiatives, neighborhood engagement is a "means" to an "end". The HNI views neighborhood engagement as an end in itself. That is, preparation of this document is not the end of the neighborhood engagement process…..it's the beginning.

The following identifies various Priority Neighborhood program and service providers, and specific events and gatherings, from which data was gathered regarding Priority Neighborhoods:

1. Faith and City Leaders Group – 2018
2. HNI Program and Service Provider Focus Group – 2018

The following table lists prominent themes identified through the aforementioned channels:

**Table 5: Priority Neighborhood Program/Service Providers – Prominent Themes**

| |
|---|
| Child care and early childhood development/learning |
| Food access and security |
| Education and job-training |
| Building neighborhood bonds and social fabric |
| Transportation |
| Living wage employment opportunities in neighborhoods |
| Affordable housing and condition of housing stock |

Data on Priority Neighborhoods was also gathered from the City of Fitchburg Common Council, with the following table listing prominent themes:

**Table 6:  City of Fitchburg Common Council – Prominent Themes**

| |
|---|
| Inter-generational poverty |
| Public safety |
| Revitalizing north Fish Hatchery Road corridor and perceptions of neighborhoods limiting new development opportunities |
| Neighborhood beautification |
| Neighborhood geographic isolation and lack of mixed land uses |
| Affordable and mixed-income housing |
| Prudent use of City resources and producing results |

Data on Priority Neighborhoods was also gathered from City of Fitchburg staff, with the following table listing prominent themes:

**Table 7:  City of Fitchburg Staff – Prominent Themes**

| |
|---|
| Public safety and security |
| Non-traditional neighborhood engagement as a continual, on-going process, and identifying and enabling neighborhood leaders |
| Neighborhood resident turnover rate and apartment management |
| Collaboration with City of Madison |
| Coordinated growth opportunities in NFH neighborhood |
| City presence in Priority Neighborhoods |
| CARPC barriers/access to opportunities |

Based on the defining features of healthy neighborhoods as identified herein, socio-economic and landscape/environmental characteristics of the City's Priority Neighborhoods, as well as prominent themes as gathered from stakeholders, these neighborhoods would benefit from a strategic framework to move them towards healthy neighborhoods.

# How do cities move towards healthy neighborhoods?

Numerous cities, large and small, have neighborhoods that exhibit many of the same socio-economic and landscape/environmental characteristics, and prominent themes, of Fitchburg's Priority Neighborhoods. Various creative approaches have been developed and implemented in some of these cities to encourage these neighborhoods movement towards healthy neighborhoods. The following offers two case studies that examine these approaches and their outcomes in further detail.

_____

<div align="right">CASE STUDY I:  PURPOSE BUILT COMMUNITIES</div>

Purpose Built Communities (PBC) is a non-profit consulting firm that works to break the cycle of intergenerational poverty by helping local leaders transform struggling neighborhoods and bringing together the vital components necessary for holistic community revitalization – high quality mixed-income housing, an effective cradle-to-college education pipeline, and comprehensive community wellness resources, organized and driven by a single purpose non-profit "community quarterback." PBC has completed or is working on neighborhood revitalization in 17 different metropolitan areas throughout the United States. The following further identifies PBC's approach and outcomes:

1. **DEFINED NEIGHBORHOOD**

   Focus on defined neighborhoods – by changing the place, outcomes for the people who live there are changed as well.

2. **COMMUNITY QUARTERBACK**

   Utilize an existing or newly-created nonprofit to lead the effort by engaging community members, building partnerships, securing funding, and ensuring implementation of housing, education, and wellness components.

3. **MIXED-INCOME HOUSING**

   Utilize high-quality construction and practical amenities surrounded by safe walkways and streets, transforming the way residents view themselves and their neighborhood.

4. **CRADLE-TO-COLLEGE EDUCATION**

   Provide an arena for student growth, learning, and achievement at every level starting at birth, and implement a rigorous and relevant curriculum to help ensure successful futures through college and beyond.



*Source: https://purposebuiltcommunities.org/our-approach/ - 2018*

## 5. COMMUNITY WELLNESS

Provide a community-specific mix of facilities, programs, and services that honor local history, reflect the priorities of residents, promote healthy lifestyles, create jobs, and reduce crime.

## OUTCOMES AND SUCCESSES

The redevelopment of the East Lake neighborhood, in Atlanta, Georgia, served as a blueprint in formulating the PCB approach. The East Lake Foundation was established in 1995 to initiate and coordinate redevelopment of a former public housing project, by engaging neighborhood residents and public/private partners. 20 years in to the redevelopment, success is evident as follows:



Mixed-Income Housing

- o 1,500 diverse residents living in 542 best-in-class mixed-income apartments, half market-rate, half government subsidized affordable housing



Cradle-to-College Education Pipeline

- o 100% of 12th graders at The Charles R. Drew Charter School were expected to graduate in 2017, the first-ever graduating class in Drew's history (the school was founded in 2000 as a K-5 school)



Community Wellness

- o 650+ students, ages 5-17, served by the First Tee program, a mentorship vehicle developed around the East Lake area's history with golf

_____

### CASE STUDY II: CITY OF MILWAUKEE HEALTHY NEIGHBORHOODS INITIATIVE

The City of Milwaukee Healthy Neighborhoods Initiative is a public-private partnership, coordinated by the Greater Milwaukee Foundation and the City of Milwaukee, that focuses on a neighborhood's positive attributes and works to engage residents and property owners to invest in their neighborhoods and position them as good places to live. The following further identifies the Initiative's approach and outcomes:

## 1. LEAD AGENCIES IN DEFINED NEIGHBORHOODS

Utilize faith-based organizations, community centers, or other interested parties to design their own program to promote their neighborhood, engage residents around positive actions, and improve neighborhood appearance.

2. **REVITALIZE COMMUNITY SPACES**

   Fill up existing park spaces with uses determined by neighborhood residents, and use arts and culture, including art installations, events, and performances, that allow for residents to better engage with their neighbors, and spaces and places within their neighborhood.

3. **SUPPORT RESIDENT LEADERS**

   A Neighborhood Leadership Institute and Building Capacity Program offers neighborhood residents the opportunity to develop leadership abilities and broaden social networks to make positive changes in their neighborhoods.

4. **IMPROVE HOUSING**

   A grant program offers qualified neighborhood homeowners funds for exterior home improvements.

**OUTCOMES AND SUCCESSES**

- o   900 block activities and community events
- o   1,300 properties improved
- o   50,000 residents engaged
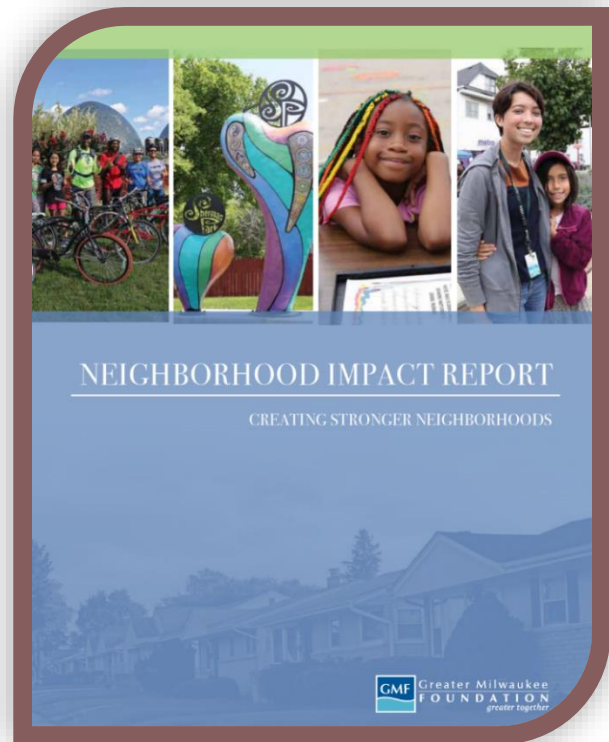
*Source:*
*Neighborhood Impact Report: Creating Stronger Neighborhoods, Greater Milwaukee Foundation – 2016*

---

**For Soledad, a Milwaukee neighborhood resident, the community gardens in her neighborhood are a metaphor for community.**

**"Community is nourishment...you maintain them and watch them grow. It is nice to be able to have good, nourishing relationships in the neighborhood."**

*Source:*
*Neighborhood Impact Report: Creating Stronger Neighborhoods, Greater Milwaukee Foundation – 2016*

# What is Fitchburg doing to move towards healthy neighborhoods?
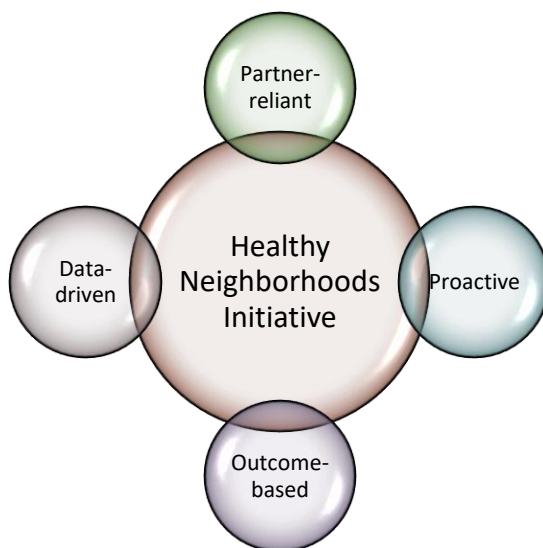
The City of Fitchburg *Healthy Neighborhoods Initiative* (hereafter "HNI") is a 5-year pilot program designed to formulate and implement a strategic, collaborative, and holistic approach to address specific issues in the previously identified Priority Neighborhoods, in conjunction with community/neighborhood partners and residents. The Initiative is the project focus of the City's *Legacy Community Alliance - Health In All Policies Partnership\** with University of Wisconsin – Madison partners, including the Center on Wisconsin Strategy, University of Wisconsin Population Health Institute, and 1000 Friends of Wisconsin.

The Initiative is **data-driven**, **partner-reliant**, **proactive**, and **outcome-based**, with general desired outcomes as follows:

1. Advancing the missions and goals of the City and its various departments;

2. Increasing communication, collaboration, and identification of common goals among City departments, other governmental units, and neighborhood partners and residents;

3. Increasing efficiency and economy in delivering City services;

4. Enhancing quality of life for those living, working, and recreating in the City;



"Over a long period of time, we've simply paid more for downstream rescue work than for upstream preventive work."
— Rishi Manchanda

*\*See Appendix A for further detail.*



Fitchburg's Healthy Neighborhoods Initiative takes a strategic, collaborative, and holistic approach to address specific issues in three northern City neighborhoods.

Defining neighborhoods, collecting and analyzing data, and learning from relevant case studies has provided the City the opportunity to make significant initial HNI progress, as well as develop a HNI strategic framework. This framework consists of **PILLARS, INDICATORS, AND ACTION ITEMS** that will provide the foundation for HNI next steps. HNI progress and the strategic framework are further detailed in the following.
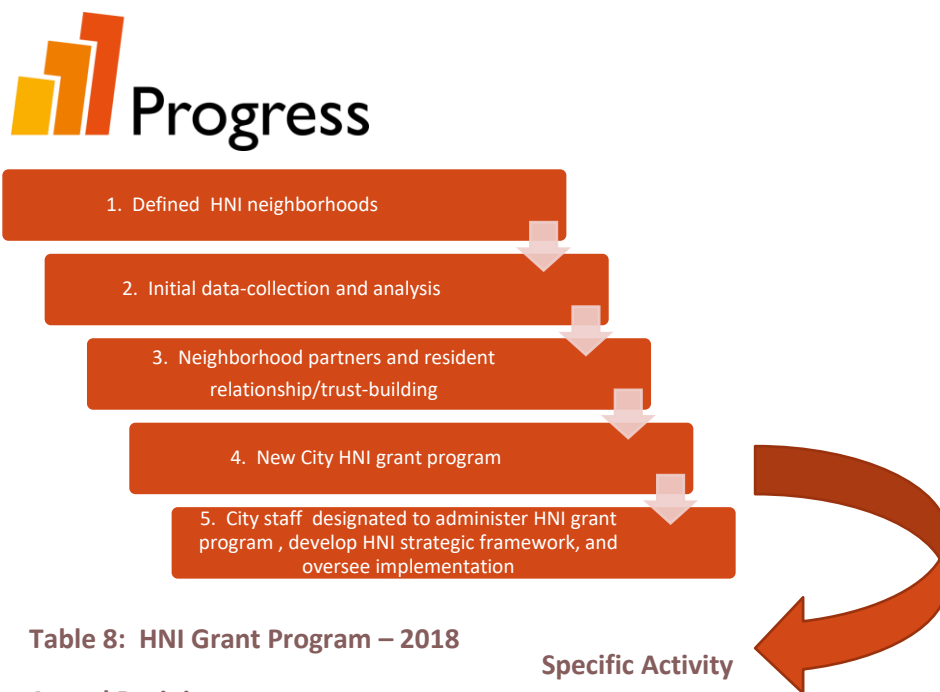
Progress

1. Defined HNI neighborhoods

2. Initial data-collection and analysis

3. Neighborhood partners and resident relationship/trust-building

4. New City HNI grant program

5. City staff designated to administer HNI grant program, develop HNI strategic framework, and oversee implementation

**Table 8: HNI Grant Program – 2018**

Specific Activity

**Award Recipients**

| | |
|---|---|
| Latino Academy of Workforce Development | Form Latino neighborhood resident panels to increase civic engagement |
| Trails to Success | Increase capacity for after-school education program and neighborhood engagement planning |
| Community Groundworks | Support gardener-in-residence to oversee community garden and formation of garden committee for neighborhood engagement planning |
| Badger Prairie Needs Network | Undertake food pantry outreach, identify partners, and offer food-related education |
| Unidos | Support culturally-relevant domestic/sexual violence helpline (telephone) |

March 2019

HNI pillars and associated pillar principles were developed to begin to address prominent themes and ultimately move Priority Neighborhoods towards healthy neighborhoods, with pillars serving as HNI "goal categories" and pillar principles serving as "goals". Pillar and pillar principles also serve as a means to inventory and organize existing and potential HNI activities, programs, and services. HNI pillars and pillar principles are as follows:
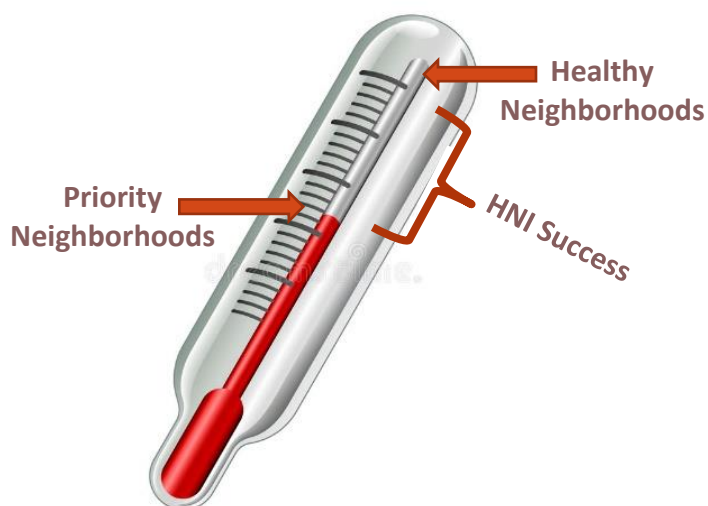
**Table 9: HNI Pillars and Pillar Principles**

| Pillar | Pillar Principle |
|---|---|
| EDUCATION | Work to build and maintain neighborhoods in which residents have an adequate foundational education |
| LIFE SKILLS | Work to build and maintain neighborhoods in which residents are engaged in civic affairs and have the opportunity to garner adequate employment |
| CARE | Work to build and maintain neighborhoods in which adequate care is available and accessible to residents |
| MOBILITY | Work to build and maintain neighborhoods in which adequate means to travel to areas of everyday importance is available to residents |
| HEALTHY LIFESTYLES | Work to build and maintain safe neighborhoods that have a diverse, healthy resident demographic and opportunities for adequate social interaction |
| HEALTHY LANDSCAPES | Work to build and maintain walkable neighborhoods that have diverse land uses, high-quality and diverse housing stock, and adequate gathering places |



Healthy Neighborhoods Initiative

**The HNI's six pillars and pillar principles offer a framework to move towards Healthy Neighborhoods by providing general "goal categories", specific "goals", and a means to organize existing and potential HNI activities, programs, and services.**

Evaluation of HNI success, and movement towards Healthy Neighborhoods and pillar principles, is premised largely on the concept of **INDICATORS**. These indicators are organized around pillars/pillar principles and identify socio-economic and landscape/environmental characteristics for Priority Neighborhoods that provide an indication of movement of these neighborhoods towards Healthy Neighborhoods. 19 indicators have been developed with multiple indicators identified for each pillar/pillar principle.

**The HNI's indicators and associated targets offer an opportunity to "take the temperature" of Priority Neighborhoods at various time intervals, gauging their progress towards Healthy Neighborhoods and pillar principles, and prompting modification of HNI activities, programs, and services as needed.**

Healthy Neighborhoods

Priority Neighborhoods

HNI Success

The tables on the following pages identify the following:

1. Pillars;

2. Pillar principles;

3. Example HNI activities, programs, and services;

4. Indicators;

5. Why the indicators are important;

**The indicators on the following pages are a first attempt at developing a HNI evaluation framework. These indicators may be modified or discarded, or new indicators may be developed, as the HNI is implemented. Factors that may influence the aforementioned include but are not limited to, ease of indicator data collection/analysis, indicator usefulness, and changing HNI priorities. Additional work related to indicators will also potentially include identification of current indicator conditions as well as future desired indicator targets.**

March 2019

| Pillar | Pillar Principle | Example Activities, Programs, and Services | Indicator | Why is this Indicator important? |
|---|---|---|---|---|
| Education | Work to build and maintain neighborhoods in which residents have an adequate foundational education | After-school homework clubs, and GED and English as a Second Language programs | | |
| | | | *Growth and Proficiency* – Number of out-of-school educational-based activities, programs, and services, per Priority Neighborhood | Out-of-school educational-based activities, programs, and services offer flexible, creative, and individualized learning opportunities, and can lead to increased student growth and proficiency. |
| | | | *Achievement* – Percent of residents with high school degree, per Priority Neighborhood | The majority of employment opportunities in today's economy require a high school degree as a minimum educational requirement. |
| | | | *Language* – Percent of residents proficient in English, per Priority Neighborhood | Common language is a "unifier", serving as a fundamental component to efficient and effective communication. |
| Life Skills | Work to build and maintain neighborhoods in which residents are engaged in civic affairs and have the opportunity to garner adequate employment | Financial literacy, mentoring, and employment programs/classes, and civic engagement/ leadership courses | | |
| | | | *Employment* – Employment rates, per Priority Neighborhood | Low unemployment rates are vital to a stable economy. |
| | | | *Income* – Percent of households paying 50% or more of income for rent, per Priority Neighborhood | Households spending 30% or more of income on housing costs are considered "housing-cost burden", indicating potential difficulty affording basic necessities. "Severely housing-cost burden" indicates households spending 50% or more of income on housing costs. |
| | | | *Civic Engagement* – General election voter participation rate, per Priority Neighborhood | The City of Fitchburg operates to serve its residents. High voter participation ensures better representation of resident needs. |

March 2019

| Pillar | Pillar Principle | Example Activities, Programs, and Services | Indicator | Why is this Indicator important? |
|---|---|---|---|---|
| Care | Work to build and maintain neighborhoods in which adequate care is available and accessible to residents | Child care, senior/invalid meal programs, and mobile health care | | |
| | | | *Healthcare* – Access to and use of community health centers, or similar care options | Community health centers are federally-designated and provide comprehensive health care services to patients, regardless of income status. These centers also provide interpreter services, community resources and financial counselors. |
| | | | *Child care* – Ratio of children under age 5 to cumulative care capacity, per Priority Neighborhood | Access to child care is essential to a parent's ability to participate in the workforce or pursue educational opportunities. |
| Mobility | Work to build and maintain neighborhoods in which adequate means to travel to areas of everyday importance is available to residents | Car-sharing programs and volunteer ride services | | |
| | | | *Mobility* – Cumulative transit, car-sharing, and ride service options, per Priority Neighborhood | In neighborhoods where auto ownership isn't prominent, access to transit, car-sharing, and ride services is essential to an individual's ability to participate in the workforce, pursue educational opportunities, fulfil basic "everyday" functions, and recreate. |

| Pillar | Pillar Principle | Example Activities, Programs, and Services | Indicator | Why is this Indicator important? |
|---|---|---|---|---|
| Healthy Lifestyles | Work to build and maintain safe neighborhoods that have a diverse, healthy resident demographic and opportunities for adequate social interaction | Outdoor recreational programs, cultural festivals, block parties, and senior citizen outings | | |
| | | | *Safety* – Police calls by specific categories, per Priority Neighborhood | The City of Fitchburg strives to protect its residents and visitors, and create a safe environment to live, work, and play. |
| | | | *Childhood physical health* – Obesity rates, per Priority Neighborhood | Obese children have high risk of cardiovascular diseases, high blood pressure, and increased cholesterol levels. Childhood obesity also increases the risk of type 2 diabetes and may increase the risk of respiratory problems such as asthma. |
| | | | *Adult physical health* – Diabetes rates, per Priority Neighborhood | Diabetes is the 7th-leading cause of death in the United States, with an estimated cost of $245 billion in 2012. |
| | | | *Social interaction* – Number of annual community or neighborhood-building events, per Priority Neighborhood | Social interaction can strengthen social fabric and build neighborhood bonds. Increased social relationships have also been shown to benefit physical and mental health. |
| | | | *Diversity* – Percent of households earning 50% or less, 50% to 100%, and 100% or more of area median income, per Priority Neighborhood | Resident diversity can encourage empathy and understanding, potentially leading to increased collaboration and cooperation to achieve shared interests and common goals. |

| Pillar | Pillar Principle | Example Activities, Programs, and Services | Indicator | Why is this Indicator important? |
|---|---|---|---|---|
| Healthy Landscapes | Work to build walkable neighborhoods that have diverse land uses, high-quality and diverse housing stock, and adequate gathering places | Human-scaled/mixed land use developments, mixed-income residential developments, housing maintenance/ improvement programs, neighborhood beautification programs, and community gardens | | |
| | | | *Food access* - Distance from any Priority Neighborhood residence to a food distribution outlet to include supermarket, hypermarket, or food pantry, via roads, trails, or paths | Adequate access to fresh, healthy foods can contribute to better diets and lower levels of obesity and other diet-related diseases. |
| | | | *Housing maintenance and improvements* - Number of complaints in specific "hotspots", per Priority Neighborhood | Maintaining and improving housing stock can increase property values and create a more visually appealing neighborhood. |
| | | | *Gathering/"Third" places* - Number of neighborhood hubs, per Priority Neighborhood | First places are residences and second places are schools/workplaces. Gathering or "third" places can be viewed as "anchors" of community life, facilitating and fostering broader and more creative social interaction. |
| | | | *Mixed land use* - Number of buildings containing a mix of residential and commercial uses, per Priority Neighborhood (NFH and VRW neighborhoods only) | Mixed land uses reduce distances between housing, employment, commerce, and recreation, offering easier access between these uses and using less land for development. |
| | | | *Mixed income housing* - Ratio of market-rate and workforce housing in new development, per Priority Neighborhood | Mixed income housing offers an opportunity for a more diverse neighborhood resident demographic. |

Action items offer opportunities for initial HNI implementation, to begin to address prominent themes and ultimately move Priority Neighborhoods towards healthy neighborhoods and pillar principles. HNI action items are organized in to the following categories:

1. **PROMOTION**: Marketing the Initiative to stakeholders and identifying sustaining financial resources;

2. **PEOPLE**: Human resources to undertake Initiative work;

3. **PLACES**: Physical locations in which to implement Initiative work;

**It is envisioned that programmatic pieces of the HNI, that is specific activities, programs, and services guided by pillars, pillar principles, and indicators, will be developed as the Promotion, People, and Places action items are formulated.**

**The following pages contains 16 initial HNI action items organized in to the aforementioned categories.**

**Staff from the City's Planning and Zoning Department will be primarily responsible for implementing said action items, with staff from other applicable departments involved in implementation of those action items that advance the mission and goals of their departments.**

**It is envisioned that the majority of action items will be implemented during the course of the 5-year HNI pilot.**

The following identifies three major themes of HNI action items:

**Identifying potential sources for long-term City and non-City funding**

**Identifying, engaging, coordinating, and enabling neighborhood human resources, primarily residents and program/service providers**

**Creating and improving neighborhood gathering places or "hubs"… and filling them up with people, activities, programs, and services**

1. Modify and continue to fund the HNI Grant Program

2. Complete formation of United Way Fitchburg Fund in conjunction with United Way and other interested partners

3. Develop a fee in lieu of parkland/parkland improvement fee/park fees study to examine the potential to utilize these funds to support the HNI

**HNI Grant Program Modification Ideas:**

1. Develop a coordinated marketing campaign
2. Improve outcome/evaluation mechanisms
3. Support new applicants but also continue to foster partner relationships with past applicants
4. Prioritize collaborative partnerships
5. Refine program focus areas based on data and neighborhood feedback

**United Way Fitchburg Fund – A community-giving campaign, topically focused on education, income, and health, and geographically focused on one or more Priority Neighborhood.**

4. Develop a process to submit relevant HNI applications to the Dane County Community Development Block Grant Program

5. Explore development of long-term, stable non-City HNI funding via a community foundation model in conjunction with interested partners

**Although the HNI strategic framework is premised on the assumption that the City will provide annual financial resources, its long-term viability will be dependent on identifying and utilizing other financial resources, including grants and community-giving.**

1. Develop a pilot program, in conjunction with Dane County Department of Human Services, to identify and hire "neighborhood navigators" in one Priority Neighborhood

> **Neighborhood Navigator – A qualified Priority Neighborhood resident "leader" that works to facilitate communication and collaboration among neighborhood residents, groups/organizations, program/service providers, and the City/Dane County.**

2. Develop a pilot program to identify and formalize a relationship with a "lead partner" in one Priority Neighborhood

> **Lead Partner – A qualified organization or group of individuals, working in partnership with the City, that coordinates activities, programs, services, and people in a Priority Neighborhood.**

3. Develop a pilot program to identify and formalize a relationship with a partner to address a "priority issue" in one Priority Neighborhood

> **Priority Issue – A prominent deficiency or need in a Priority Neighborhood, as identified through data collection, that the City and a community/neighborhood partnership is capable of and interested in addressing. Example priority issues include public safety, food security/access, or employment.**

4. Develop a Priority Neighborhood program/service provider inventory, City and neighborhood/community partners volunteer system, and marketing/distribution scenario

5. Develop a Housing Strategy Committee, as identified in the Fitchburg Housing Plan, to examine various housing issues and opportunities in Priority Neighborhoods

6. Explore development of various other committee frameworks composed of neighborhood residents, property owners/managers, employers, program/service providers, and City staff to oversee HNI implementation



*Source: Liz Zimdars, City of Fitchburg*



Other Partners (Program/Service Providers) · City Staff · Neighborhod Residents · Committee(s) · *Neighborhood Navigators · *Lead Partners · Volunteers
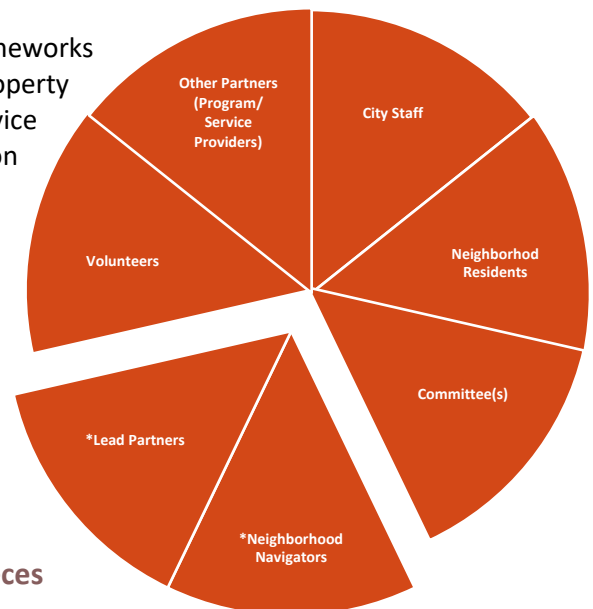
**HNI People Pieces**

1. Develop a neighborhood hub feasibility study and site plan at the Nine Springs Golf Course, in the North Fish Hatchery Road Neighborhood, in conjunction with interested partners

2. Work in conjunction with interested partners to identify other potential neighborhood hubs in other Priority Neighborhoods

**Neighborhood Hub – A public or private place, open and easily accessible to all Priority Neighborhood and other City residents, that houses HNI people, activities, programs, and services.**

3. Develop a pilot Priority Neighborhood Streetscape and Public Lighting Plan in one Priority Neighborhood

4. Develop an inventory of undeveloped or underdeveloped land sites within Priority Neighborhoods, as identified in the City's Housing Plan, that the City could potentially acquire to initiate and/or guide new or re-development opportunities

5. Update the North Fish Hatchery Road Opportunities Analysis or develop a new North Fish Hatchery Road Corridor/Redevelopment Plan



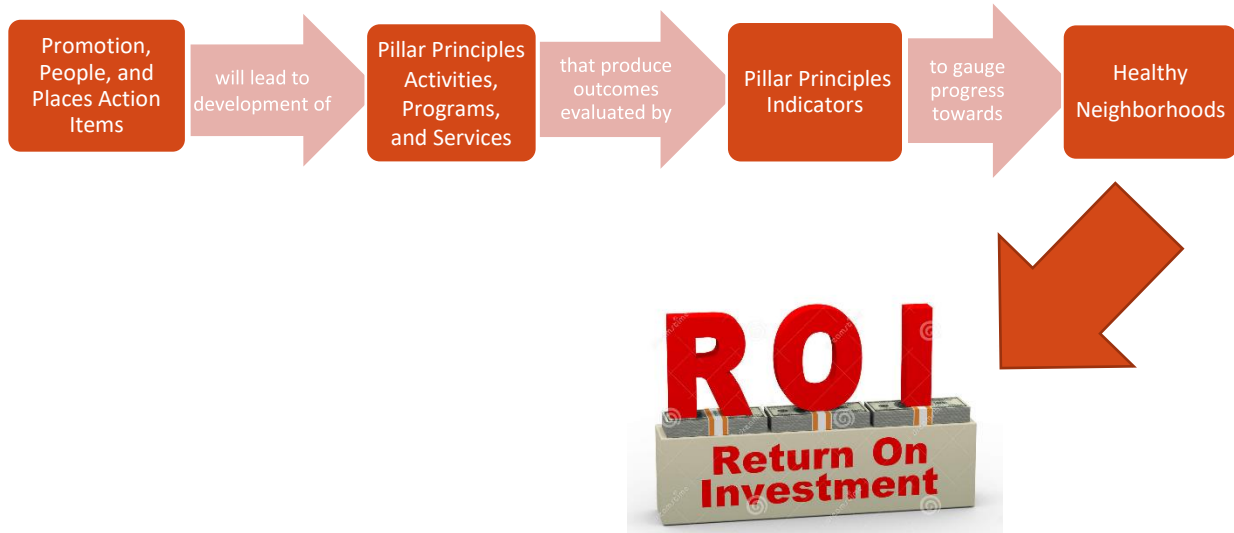*Potential Neighborhood Streetscape Kiosk – NFH Neighborhood*
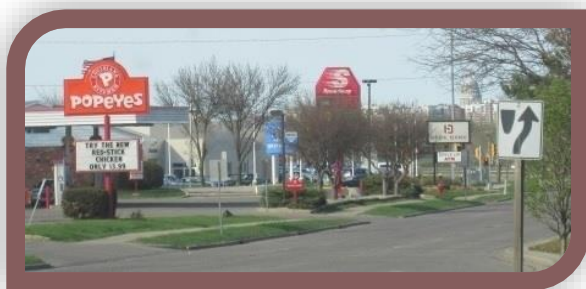


*North Fish Hatchery Road Corridor – NFH Neighborhood*

March 2019

The following graphic summarizes the City of Fitchburg's Healthy Neighborhoods Initiative strategic framework:

Promotion, People, and Places Action Items → will lead to development of → Pillar Principles Activities, Programs, and Services → that produce outcomes evaluated by → Pillar Principles Indicators → to gauge progress towards → Healthy Neighborhoods

ROI
Return On Investment

# Legacy Community Alliance for Health

## Frequently Asked Questions

## What is it?

The Legacy Community Alliance for Health project is a collaboration between the Green Tier Legacy Communities and a handful of University of Wisconsin Academic partners like COWS and the Population Health Institute. It is funded for five years, starting in January 2017 and ending in December 2021.

## But what is it really?

The purpose of this project is to enable local governments to work on improving health and equity in their communities in a data-driven, evidence-based way. To that end, the "partners" (see below) will work together to assemble data that will enable community leaders to identify a health issue they want to work on. We'll identify policies and programs known to impact that health issue, work to implement the policy or program you choose, and evaluate the results.

## Who are the "partners"?

The partners in this project refers to Legacy Communities, Legacy NGOs (Wisconsin Counties Association, League of Wisconsin Municipalities, WECC, 1000 Friends, COWS, Wisconsin DNR) and UW Academic partners (COWS, Population Health Institute, UW Extension, and others).

## Who can participate?

The program is open to any Green Tier Legacy Community member.

## Why should my community be involved?

As a member of Green Tier Legacy Communities, we know that you're interested in a broad view of sustainability and committed to working towards sustainable solutions. The Legacy Community network has expanded its view of sustainability to include health and healthy community planning, the result of work by a Health Task Force in 2015. The "Strategy Options" that each Legacy Community completes at the end of each year now lists health-specific strategies. Participating in this project would help your community identify and make progress on one or more of those metrics, with the ultimate goal of improving the health of individuals in your community.

## What do I get out of it?

1. Access to a team of allies in health – data analysts, program evaluators, health and equity experts, and local government policy experts – that you can use to further your health goals.

2. Paid training to ensure all those involved have a basic knowledge of Health in All Policies, health equity, the social determinants of health, and effective community engagement.

3. Training along with approximately four others in your community, so that you have a local support system as you work through this project.

*"Health in All Policies is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas. The goal of Health in All Policies is to ensure that all decision-makers are informed about the health consequences of various policy options during the policy development process."*

– Public Health Institute

## Why use this framework?

Using a Health in All Policies framework helps to change the DNA of local government – changing the decision-making and policy-making process beyond any single elected official or program term. It is data-driven and been shown to be effective in cities around the world. We think it can help make a difference here in Wisconsin.

## Can you offer some examples?

Good public policy can impact the health of people in a community. Complete streets and Safe Routes to Schools policies are great examples shown to have a multitude of health benefits, from reducing obesity to decreasing automotive injuries and fatalities. In the area of housing, policies that target home inspections and enforcement can impact indoor air quality, which can impact chronic disease and asthma. In the area of food, financial and zoning incentives can be used to attract healthy food providers to low-income and food-insecure areas.

## What's the first step?

The first step is to make a commitment to participate and/or set up a meeting with the project team, comprised primarily of Legacy Community NGOs like COWS and 1000 Friends along with academic partners. We would then work with you to assemble a team of about five people in your community that would be actively engaged in this project going forward. Not sure if you're ready to commit or need more information? Contact Katya at the information below – we want to know what you need to get excited about this opportunity!

Once committed, participating communities will be asked to select up to five members of their staff (and/or local community members/organization leaders, as desired) to attend a first round of training in applying Health in All Policies. Trainings will be offered regionally and travel support and stipends for participation will be available.

To request more information or set up a time to talk about this opportunity, please contact Katya Szabados, at COWS, at (608) 262-5831 or **knszabados@cows.org**

## AN INTRODUCTION TO
# HEALTH IN ALL POLICIES

### A Guide for State and Local Governments



*Health in All Policies: A Guide for State and Local Governments* was created by the Public Health Institute, the California Department of Public Health, and the American Public Health Association in response to growing interest in using collaborative approaches to improve population health by embedding health considerations into decision-making processes across a broad array of sectors. The Guide draws heavily on the experiences of the California Health in All Policies Task Force and incorporates information from the published and gray literature and interviews with people across the country.

## WHY DO WE NEED HEALTH IN ALL POLICIES?

Health in All Policies is based on the recognition that our greatest health challenges—for example, chronic illness, health inequities, climate change, and spiraling health care costs—are highly complex and often linked. Promoting healthy communities requires that we address the social determinants of health, such as transportation, education, access to healthy food, economic opportunities, and more. This requires innovative solutions, a new policy paradigm, and structures that break down the siloed nature of government to advance collaboration.

### A MESSAGE FROM THE AMERICAN PUBLIC HEALTH ASSOCIATION

The environments in which people live, work, learn, and play have a tremendous impact on their health. Responsibility for the social determinants of health falls to many non-traditional health partners, such as housing, transportation, education, air quality, parks, criminal justice, energy, and employment agencies. Public health agencies and organizations will need to work with those who are best positioned to create policies and practices that promote healthy communities and environments and secure the many co-benefits that can be attained through healthy public policy.

This guide follows in that tradition: We believe it will be of great value as the implementation of Health in All Policies expands and evolves to transform the practice of public health for the benefit of all.

**Adewale Troutman, MD, MPH, MA, CPH**
*President*

**Georges C. Benjamin, MD**
*Executive Director*

## WHAT IS HEALTH IN ALL POLICIES?

**Health in All Policies is a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas.** The goal of Health in All Policies is to ensure that decision-makers are informed about the health, equity, and sustainability consequences of various policy options during the policy development process. A Health in All Policies approach identifies the ways in which decisions in multiple sectors affect health, and how better health can support the goals of these multiple sectors. It engages diverse governmental partners and stakeholders to work together to promote health, equity, and sustainability, and simultaneously advance other goals such as promoting job creation and economic stability, transportation access and mobility, a strong agricultural system, and educational attainment. There is no one "right" way to implement a Health in All Policies approach, and there is substantial flexibility in process, structure, scope, and membership.

## FIVE KEY ELEMENTS OF HEALTH IN ALL POLICIES

**Promote health, equity, and sustainability.** Health in All Policies promotes health, equity, and sustainability through two avenues: (1) incorporating health, equity, and sustainability into specific policies, programs, and processes, and (2) embedding health, equity, and sustainability considerations into government decision-making processes so that healthy public policy becomes the normal way of doing business.

**Support intersectoral collaboration.** Health in All Policies brings together partners from the many sectors that play a major role in shaping the economic, physical, and social environments in which people live, and therefore have an important role to play in promoting health, equity, and sustainability. A Health in All Policies approach focuses on deep and ongoing collaboration.

**Benefit multiple partners.** Health in All Policies values co-benefits and win-wins. Health in All Polices initiatives endeavor to simultaneously address the policy and programmatic goals of both public health and other agencies by finding and implementing strategies that benefit multiple partners.

**Engage stakeholders.** Health in All Policies engages many stakeholders, including community members, policy experts, advocates, the private sector, and funders, to ensure that work is responsive to community needs and to identify policy and systems changes necessary to create meaningful and impactful health improvements.

**Create structural or process change.** Over time, Health in All Policies work leads to institutionalizing a Health in All Policies approach throughout the whole of government. This involves permanent changes in how agencies relate to each other and how government decisions are made, structures for intersectoral collaboration, and mechanisms to ensure a health lens in decision-making processes.

The Healthy Community Framework was developed by the California Health in All Policies Task Force, based upon discussion with community, government, and public health leaders in response to the question, "What is a healthy community?"

## A Healthy Community provides for the following through all stages of life:

**HEALTHY COMMUNITY FRAMEWORK**

### Meets basic needs of all
- Safe, sustainable, accessible, and affordable transportation options
- Affordable, accessible and nutritious foods, and safe drinkable water
- Affordable, high quality, socially integrated, and location-efficient housing
- Affordable, accessible and high quality health care
- Complete and livable communities including quality schools, parks and recreational facilities, child care, libraries, financial services and other daily needs
- Access to affordable and safe opportunities for physical activity
- Able to adapt to changing environments, resilient, and prepared for emergencies
- Opportunities for engagement with arts, music and culture

### Quality and sustainability of environment
- Clean air, soil and water, and environments free of excessive noise
- Tobacco- and smoke-free
- Green and open spaces, including healthy tree canopy and agricultural lands
- Minimized toxics, greenhouse gas emissions, and waste
- Affordable and sustainable energy use
- Aesthetically pleasing

### Adequate levels of economic and social development
- Living wage, safe and healthy job opportunities for all, and a thriving economy
- Support for healthy development of children and adolescents
- Opportunities for high quality and accessible education

### Health and social equity

### Social relationships that are supportive and respectful
- Robust social and civic engagement
- Socially cohesive and supportive relationships, families, homes and neighborhoods
- Safe communities, free of crime and violence

# Appendix B: Priority Neighborhoods – CARPC Barriers to Opportunities and Associated Data

| Characteristic | Variable | Dane County Census Block Group Average | Barrier Threshold* | VRW | BMR-West | BMR-East | NFR-South | NFR-North |
|---|---|---|---|---|---|---|---|---|
| Segregation | % Non-White Persons | 18% | 33% | **41%** | **44%** | **60%** | **45%** | **54%** |
| Poverty | % Persons below Poverty | 13% | 30% | **29%** | **31%** | **37%** | 19% | 24% |
| Language | % Limited English Proficiency | 2% | 5% | **18%** | **7%** | **14%** | **10%** | **11%** |
| Mobility | % Household with no Vehicle | 8% | 20% | 10% | 4% | 16% | 8% | 1% |
| Family | % Single-Parent Households | 13% | 25% | 20% | 11% | **38%** | **26%** | **36%** |
| Housing | % Households Paying More than 50% of Income for Rent | 21% | 40% | 22% | **41%** | **40%** | 26% | 26% |
| Education | % Adults with less than High School Degree | 6% | 12% | **26%** | **14%** | TBD% | TBD% | TBD% |
| Youth | % Children under 18 Years | 21% | 29% | 24% | **31%** | **35%** | **29%** | 27% |
| Employment | % Unemployed | 6% | 10% | 5% | 5% | **8%** | **19%** | **8%** |
| Food Stamps | % Households Receiving Food Stamps | 8% | 16% | 13%# | **38%##** | **38%##** | 12%### | **34%####** |
| Physical Health | | | | | | | | |
| | % Adult Diabetes | 7% | 10% | 7% | **8%** | **14%** | **9%** | **11%** |
| | % Asthma | 12% | 14% | **15%** | 11% | **15%** | **14%** | **17%** |
| | % Childhood Obesity | 11% | 17% | **15%** | **18%** | **22%** | **25%** | **19%** |
| **Total HNI Priority Neighborhoods Population = 11,743** | | | | 2,678^ | 1,512^^ | 2,578^^^ | 2,569 | 2,175^^^^ |
| | **White** | | | 56% | 36% | 22% | 38% | 36% |
| | **Black** | | | 18% | 13% | 24% | 22% | 25% |
| | **Hispanic** | | | 18% | 43% | 45% | 37% | 32% |
| | **Asian** | | | 7% | 6% | 8% | 2% | 5% |

*Source: CARPC – Geography of Opportunity: A Fair Housing Equity Assessment for Wisconsin's Capital Region and U.S. Census 2010 (race, age) and American Community Survey (ACS) 5-year 2007-2011 (all other variables). Please see the following page for the various notations identified in the above table.*

\*At CARPC "Barrier to Opportunity" boundaries, corresponding to Census Block Group level, unless otherwise noted below. **Bold text indicates Barrier Threshold exceeded, or within 3 percentage points of exceeding.**

#At Census Tract 5.03 level (i.e. including areas outside Neighborhood boundary in City of Fitchburg and City of Madison)

##At Census Tract 6 level (i.e. including areas outside Neighborhood boundary in City of Fitchburg and City of Madison)

###At Census Tract 14.03 level (i.e. including areas outside Neighborhood boundary in City of Fitchburg)

####At Census Tract 14.02 level (i.e. including areas outside Neighborhood boundary in City of Madison)

\*\*Barrier thresholds were calculated by adding the standard deviation of all block groups to the mean average for all block groups.

^Does not include Census Tract 5.01, Block Group 2, within Neighborhood boundary

^^At Census Tract 6, Block Group 3 level (i.e. including areas outside Neighborhood boundary in City of Fitchburg)

^^^At Census Tract 6, Block Group 2 level (i.e. including areas outside Neighborhood boundary in City of Madison)