



# Mobilizing the Dottes for Better Health Through Design

The Health Care Foundation (HCF) of Greater Kansas City awarded funding to Dotte Agency for a series of projects and studies that extend and enable several programs that we have initiated with community partners. It builds upon the HCF's "Connecting the Dottes" grant that we received and completed between 2015-2017. This Mobilizing the Dottes grant is matched by the Community Health Council of Wyandotte County, the Menorah Heritage Foundation, a Mid-America Regional Council grant, a Communities Creating Opportunity grant, and a 202020 Movement grant; matched with in-kind research dedication from Professors Nils Gore and Shannon Criss. With this grant that we continue to work with the Unified Government of Wyandotte County / Kansas City, Kansas Public Works, Parks & Recreation, the Planning Department and their Neighborhood Revitalization Programs. We have also established a Mobile Market with partners such as Nourish KC, El Torito, the Wyandotte County WIC Program, Humana, and Advent Health, along with numerous other collaborative partners.

## Target Population

The "Mobilizing the Dottes" Project addresses social determinants of health by improving access to healthy food and promoting physical activity through a coalition of active partners. These efforts expand the community-wide *Healthy Communities Corridor* concept that we initiated in the previous 2015-2017 HCF sponsored grant. This project focuses on a historic minority neighborhood (largely made up of Hispanic, African American and

Refugee citizens) with over 85,000 residents, ½ of the county's population that ranks 101 out of 101 Kansas counties in health outcomes. This is a community with limited healthcare resources, underemployment, a large number of under-utilized parks, open spaces, neglected public ways and many abandoned buildings and lots. (*Figs. 00 & 00a*) The area has limited access to healthy food and is disconnected by broken or no sidewalks. The goal of this

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Fig. 00



Fig. 00a | Land bank properties in the Strugglers Hill Neighborhood.

Fig. 00b | Historic Wyandotte Highschool, circa 1937.

project is to continue to connect these programs and align future initiatives around the intersection between healthy food, walkable neighborhoods and increased safety and activities in parks. By connecting this population to parks and improving food access in proximity to neighborhoods we *address health inequity* at its core.

We continue to focus on the part of Wyandotte County generally bounded by I-635 on the west, the Johnson county line on the south, The Kansas River to the east and the Missouri River to the north. This region has been defined as the “*Healthy Communities Corridor.*” Within that boundary are approximately 29 parks and 21 recreational facilities. The aim of the Healthy Communities Corridor is to *promote physical activity, improve access to parks, and improve food quality and access* through design of programs and innovations in food systems.

Our work has evolved through active participation with our well-established NBR partners and in association with neighborhood leadership, schools, (*Fig 00b*) churches and businesses. Through this collaborative effort we have engaged residents directly to understand the local idiosyncrasies of the built environment, the policies that shape them, and the impact on access to healthy food, safe, walkable routes and safe spaces for active lifestyles. These efforts have expanded the capacity of the residents to take initiative and articulate their needs, connecting across multi-sectoral partners and some capacity to be more self-directed, lifting their voices (*Fig 1*) and honoring the assets that exist there, in further identifying specific needs for expanded access to healthy food, articulating specific needs and ‘hotspots’ in neighborhood walk-ability and how to extend programming and expressed needs in parks.

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Fig. 01



Fig. 02

### Partners

We have collaborated with various Wyandotte County partners in implementing the “Connecting the Dottes” Project that provides innovative, participatory delivery models. (*Fig. 02*) Partnerships include residents, non-profit organizations, local neighborhood business revitalization leadership, neighborhood association leadership, civic leaders and policy makers that jointly developed a Healthy Communities Corridor vision that represents over 85,000 under-served residents. Dotte Agency continues to work closely with its existing partnering organizations: The Unified Government (UG) of WyCo/KCK; Four Neighborhood Business Revitalization (NBR) groups: Historic Northeast Midtown Association (HNMA), Downtown Shareholders (DTS), Central Avenue Betterment Association (CABA) and Rosedale Development Association (RDA). The Community Health Council of Wyandotte County (CHCWC); the KU Work Group for Community Health & Development and its alignment with the Latino Health for All Coalition (LHFA); Community Housing of Wyandotte County (CHWC); and Healthy Communities Wyandotte (HCW) and 2020 Movement, housed within the UG Wyandotte County Public Health Department; UG Parks and Recreation Department; UG Public Works

Department; Episcopal Community Services (ECS); NBC Community Development Corporation; and the UG Mayor’s Office. This collaborative effort has afforded us to engage residents that live within walking distance of five key parks and where we have designed, built and installed exercise elements, bike racks, benches, signage (*Fig. 03*) and mile-markers and initiated walking clubs (an average of 50-80 walkers/week; (*Fig. 04*) 4 miles of public trails); we have initiated resident efforts to inventory and identify needed sidewalk improvements to support a Safe Routes to Parks concept; we have assisted partners with public engagement efforts in the parks and Levee Trail (1.3 miles) (*Fig. 05*) through 12 events that have included over 2000 participants; we have built a garden shed to support an urban farm (providing fresh food and neighborhood activities) and healthy-food demonstration cart; and assisted three food-outlets in improving WIC capacity with shelving and refrigeration installations. We have learned that through engagement processes we create cross-generational and cross-cultural connections that increase knowledge of issues affecting community health and can build on already established strong partnerships.

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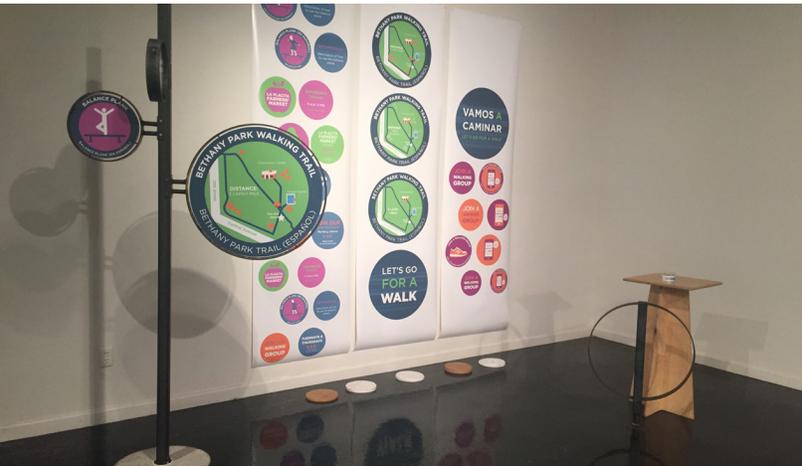


Fig. 03 | Signage graphics package exhibited in a gallery.



Fig. 04 | walkWYCO graphics package includes postcards, fliers and door hangers.



Fig. 05 | Levee Trail signage made by Nils Gore's students and displayed at a Levee Fest.



Fig. 06 | Engagement event to gain resident interests and input for the Mobile Market.

## Engagement

Dotte Agency's unique approach has established an engagement process (Fig. 06) that has strengthened the network capacity of partners, focusing on specific projects that employ design thinking to design, test, fabricate, and install public elements (fixtures, furniture, signage, programs, activity counters) promoting healthy activity, affordable food, and programming. We have learned that an iterative, community engagement strategy best insures community buy-in and builds future sustainability. Comprehensive maps, (Fig. 07a) strategies and "best practices" lessons learned, are being documented and will

be shared with other HCFGKC communities. Expected outcomes include action-based, tangible elements installed in the built environment, customized to suit various user groups. Participants learn through the engaged design process how to improve health. Installations promote new programming and uses that support local initiatives and contribute to a changed built environment that promote new social relationships and continued mobilization. These changes impact lives and increase resident connections with leadership to prioritize local goals.

## Indicators

Wyandotte County is in the worst quartile when compared to both KS counties and US counties. This measure is important because, “a lack of access to healthy foods is often a significant barrier to healthy eating habits.”<sup>1</sup> Low-income and underserved areas often have limited numbers of stores that sell healthy foods. People living farther away from grocery stores are less likely to access healthy food options on a regular basis and thus more likely to consume foods that are readily available at convenience stores and fast food outlets. Food insecurity, defined as limited availability or uncertain ability to access nutritionally adequate foods, is associated with chronic health problems including diabetes, heart disease, high blood pressure, hyperlipidemia, obesity, and mental health issues including major depression.<sup>2</sup>

*Healthy Food Indicators:* According to the U.S. Department of Agriculture, 18,062 people living in 13 census tracts in Wyandotte County have low access

to food and are thus living in “food deserts.”<sup>3</sup> Beyond distance, other impediments include the perceived high price of healthy food, social practices that limit healthy food intake, cultural norms that do not incorporate foods typically grown in Kansas, and a shortage of perceived or actual time that encourages the consumption of unhealthy food. Lack of nutritional knowledge contributes, in turn, to low motivation to eat fresh fruits and vegetables.

*Walkability Indicators:* Because of two public workshops in 2012, and through the UG Sidewalk and Trail Master Plan Study<sup>4</sup>, useful data on existing sidewalks and trails was collected, open dialogues with participants through surveys were conducted, and action steps were identified. Just over 55% of county respondents indicated they did not have access to sidewalks or trails in their neighborhood. Many factors have been proposed to explain neighborhood health effects, and it has been proven that “collaboration between community

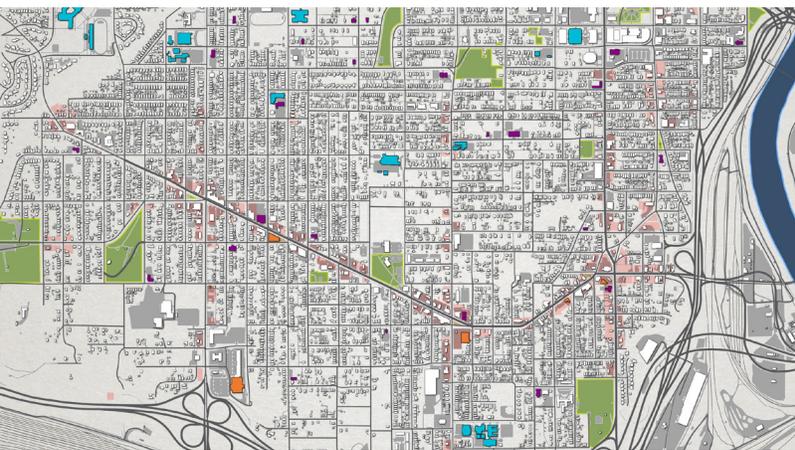


Fig. 07a | Central Avenue engagement maps.

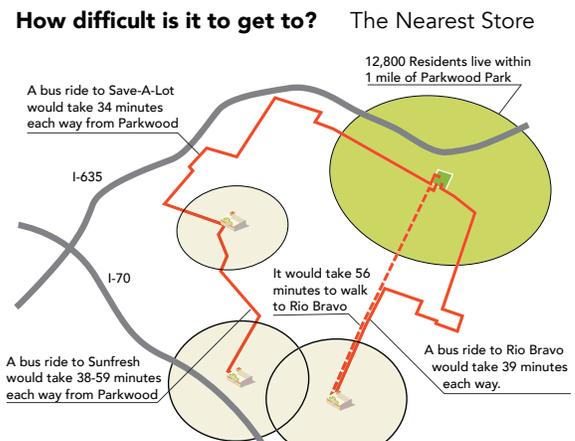


Fig. 07b | Map describes the distance between grocery stores and nearby residents and parks.

<sup>1</sup>Walker RE, Kean CR, Burke JG. Disparities and access to healthy food in the United States: A review of food deserts literature. *Health & Place.* 9//2010; 16(5): 876-884.

<sup>2</sup>Raja S, Changxing Ma, Yadav P. Beyond Food Deserts: Measuring and Mapping Racial Disparities in Neighborhood food Environments. *Journal of Planning Education and Research.* Summer 2008; 27(4):469-482.

<sup>3</sup>Agricultural Marketing Service - Creating Access to Healthy, Affordable Food. [apps.ams.usda.gov. http://apps.ams.usda.gov/fooddeserts/fooddeserts.aspx](http://apps.ams.usda.gov/fooddeserts/fooddeserts.aspx)

<sup>4</sup>Sidewalk and Trail Master Plan for Unified Government/Kansas City, Kansas. July 26, 2012

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organizations, economic development planners, and public health researchers will be key in moving this agenda forward.”<sup>5</sup> In a study of the relationship between neighborhood environments and the risk of obesity, it was documented that “low-income individuals are more likely to rely on public transportation and/or walking/biking for groceries. This finding represents a case where access to a healthy food option within one’s neighborhood may provide the greatest benefits to the most vulnerable.”<sup>6</sup> Living in a neighborhood where one can shop for fresh fruits and vegetables within walking distance makes one likely to consume those foods regularly.<sup>7</sup> (Fig 07b)

While these helpful studies have been done and initiatives are being taken within different

organizations--clear visibility of the study outcomes is lacking for the average citizen. Likewise, new ideas on the creation of healthy communities are emerging, but the means to engage citizens in revealing the internal knowledge of those who reside there is still lacking. Community-based participatory research (CBPR)<sup>8,9</sup> in public health is a partnership approach (Fig 08) to evaluation that equitably involves community members, organizational representatives, and investigators/partners in all aspects of the evaluation process. Thus, it is methodology like CBPR that is required to both enhance the understanding of a given phenomenon and integrate the knowledge gained with specific actions to improve the health and well-being of the community members involved.<sup>10 11</sup>



Fig. 08

<sup>5</sup>Associations of Neighborhood Characteristics With the Location and Type of Food Stores, *Am J Public Health*. 2006 February 96 (2): 325-331. Latetia V. Moore, MSPH and Ana V. Diez Roux, MD, PhD

<sup>6</sup>Zick, Cathleen et al. “Running to the Store? The Relationship Between Neighborhood Environments and the Risk of Obesity.” *Social science & medicine* (1982) 69.10 (2009): 1493–1500. PMC. Web.

<sup>7</sup>Auchincloss, A. H., Mujahid, M. S., Shen, M., Michos, E. D., Whitt-Glover, M. C. and Diez Roux, A. V. (2013), Neighborhood health-promoting resources and obesity risk (the multi-ethnic study of atherosclerosis). *Obesity*, 21: 621–628.

<sup>8</sup>Wallerstein NB, Duran B. Using Community-Based Participatory Research to Address Health Disparities. *Health Promotion Practice*. July 1, 2006; 7(3):312-323.

<sup>9</sup>Minkler, Meredith. *Community-Based Participatory Research for Health: From Process to Outcomes*, Chapter 3 “Critical Issues in Developing and Following Community-Based Participatory Research Principles”

<sup>10</sup>Stories of Impact. 2002. Print. <[http://www.kellogghealthscholars.org/about/ctrack\\_impact\\_scholars\\_book.pdf](http://www.kellogghealthscholars.org/about/ctrack_impact_scholars_book.pdf)>

<sup>11</sup>Mabachi, N. and Kimminau, K. *Leveraging Community-Academic Partnerships to Improve Food Access in an Urban, Kansas City, Kansas Community*. March, 2012.

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### Process

The studio setting fosters an integrated and creative process focused on developing problem-solving skills through design thinking, visualization, physical prototyping and graphic design to maximize effective implementation. When applicable, undergraduate and graduate students in the Architecture courses will focus their course work from Fall 2017-Spring 2019 semesters on the

mapping, modeling, policy, engagement events, design schemes, visualizations, prototyping and supporting community mobilization. Following, the actions and materials created through these courses will hourly students to further develop, process, edit and make “toolkits” to disseminate through community partners and to support sustainable community mobilization.

### Previous “Connecting the Dottes” Outcomes

These past couple of years, the city has made some advancement in increasing access to active lifestyles, and Dotte Agency has helped to bring public attention to them through public engagement events with visual displays that have created spaces of dialogue through coordination with our partners and bi-lingual community mobilizers. We have also designed and built elements that have assisted the city in improving the assets they have made—to educate and increase public awareness. We have contributed to: 1) the first phase of the Levee Trail (1.3 miles) has been made available—we assisted with a Levee Fest that involved over 250 participants and multiple partners, and have designed and built signage that will be installed in Spring 2017, and more levee trails have opened with some paving; 2) UG Parks & Rec has resurfaced the Bethany Park trail and we coordinated engagement events and layout design for infrastructure improvements to the park trail (1/3 mile loop)-in collaboration with UG Parks & Recreation and REACH funding through LHFA; 3) the city resurfaced Central Avenue from 5th to 18th Streets with a bike sharrow lane—we improved public awareness about this project through the La Placita events and the Central Avenue Parade (*Fig. 09*) involving over 500 people; 4) we have piloted 5 Walking Clubs through Community Mobilizers that involves an average of 50 walkers/week;

5) we have designed and built 7 park signs that have been installed; 6) we created the WalkWYCO and BikeWYCO texting program that reminds walkers about the walking and biking clubs; 7) we have increased public awareness of programming and park improvement through two Health Fairs (*Fig. 10*) in Jersey Creek Trails in association with NBC (400 participants) and participatory event at the DASH KCK Event (200 participants); 8) we designed, built and installed 5 exercise elements and a set of mile markers in Jersey Creek Trails; 9) we designed and built 10 bicycle racks to be installed in Downtown KCK in Spring 2017; 10) we designed, built and installed a toolshed for CHWC Splitlog Farm involving over 60 students from M.E. Pearson Elementary School and producing over 1500 pounds of food and serving local residents with fresh food; 11) we collaborated with two Latino- and one African American-corner stores to assist them towards being WIC eligible and provided them with shelving and refrigeration to support new inventory of fresh food (in collaboration with CHC); 12) We led a Healthy Community Corridor study that ultimately was awarded recognition and funding to improve parks through the national program called Healthiest Cities and County Challenge with UG Parks & Rec and other partners.

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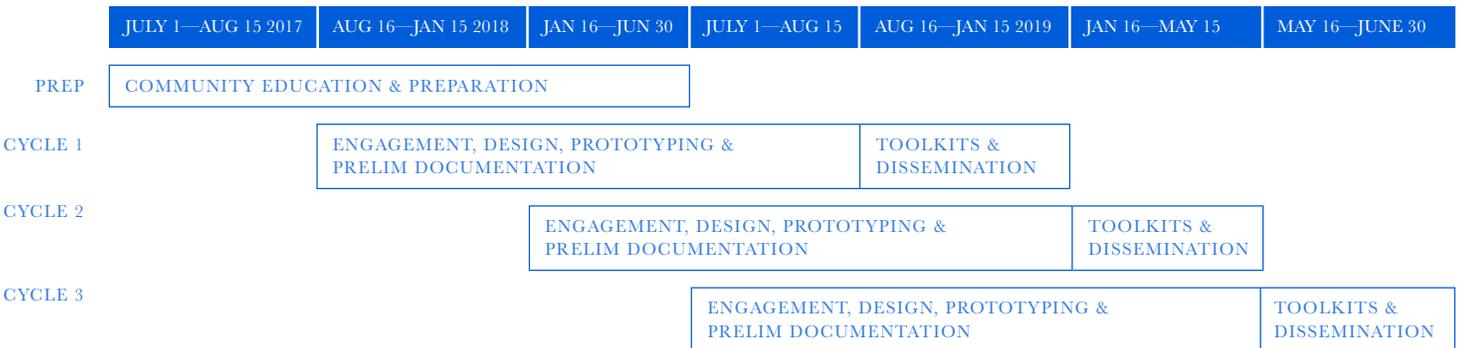
Fig. 09 | Central Avenue Parade drew a great number of musicians together.

Fig. 10

### Goals

Dotte Agency continues to leverage design thinking, faculty expertise, student creativity and generative capacity to partner with community intelligence in an equitable way to advance the work. Through such partnerships, we work to galvanize existing resources and community talents with an innovative “outside the box” approach. We generate new insight to make ideas and possibilities visible. We want every community member to know what is possible, the steps on how to best communicate and move forward, and to be engaged and mobilized

through a network of action-oriented leadership. (Fig 11) In support of these goals, our project continues to 1) empower community members to be active change-makers in the process; and 2) increase access to and affordability of healthy and safe environments through design innovation. Through a design thinking process that uses an equity lens to improve community health, our work addresses prevention, environmental contexts and policy decisions that support an upstream approach that is vital for long-term community health.



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Fig. 11

### PHASE ONE: ENGAGED UNDERSTANDING & STAKEHOLDER MOBILIZATION

By working with four specific NBR groups in the Healthy Communities Corridor (HNMA, DTS, CABA, and RDNA) we will use mapping and informational graphic design to expand in-depth knowledge of existing food, transportation and activity systems and to establish critical health-related environmental objectives and goals for future development. (Example: mapping food sources, documenting sidewalk conditions, understanding safety and usability issues in parks, and more importantly, correlations between these types of things to understand mutually reinforcing conditions). This documentation will help communicate critical issues and influence policy-makers and stakeholders to affect positive change. In prior work at Dotte Agency we have learned that community mobilization through evidence-based design representation is an iterative design thinking process where these methods are rehearsed and become familiar to all

participants, in various community venues (from grassroots to policy makers). The community-based participatory model (best practices) will ensure that residents and their guiding organizations collaborate to best represent public will and enact change. In all cases, community priorities, values and needs will shape the process and will be determined through active, participatory engagement in all phases. Dotte Agency's role is to interpret and enact community priorities throughout the process, then re-present back to the community before final interventions are designed and enacted (innovative practice). To achieve these goals, we will be addressing the problem by design thinking: prototyping processes, toolkits and site installations to support the specific needs of community partners and design them so that they network to other programs available to them through signage, social media, text-programs with the following projects in place:

#### HEALTH FOOD ACCESS: MOBILE MARKET

(Fig. 12) Graphics package, signage, counters (of number of users) social media development with newly established Mobile Market Community Council (MMCC); explore what materials/elements can be installed at Mobile

Market stop-locations (housing towers, churches, schools, parks, bus stops, etc.).

**IN ADDITION:** Downtown Farmers Market (Bloomberg) Public Arts Challenge Competition Entry/ Ideas development.

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Fig. 12 | Preliminary drawing of the Mobile Market in a public place.

### ACTIVE LIVING IN PARKS: walkWYCO

Graphics package, social media development, volunteer 'tool kit' (HNMA administering over community mobilizers) (Fig. 13)

IN ADDITION: Gehl Institute Active Living Trails toolkit elements: update in Heathwood and Parkwood Parks and applicable in other parks?

—KCK Connect: watershed, CPTED education and mural/arts project to activate the park with youth support  
Levee Trail signage, sensors and lighting to extend Sunflower Grant trails development

—Douglass Sumner pocket park development

### MOBILITY: HNMA WALK AUDIT

Toolkit' development, graphics package, social media development (Fig. 14)

IN ADDITION: Safe Routes to Parks 'toolkit' with 2020 Movement: maps, graphics package and social media development



Fig. 13 | Sporting KC renovated under-utilized, tennis courts into fusol courts



Fig. 14 | Northwest Middle School Students were trained to develop the walk audits.

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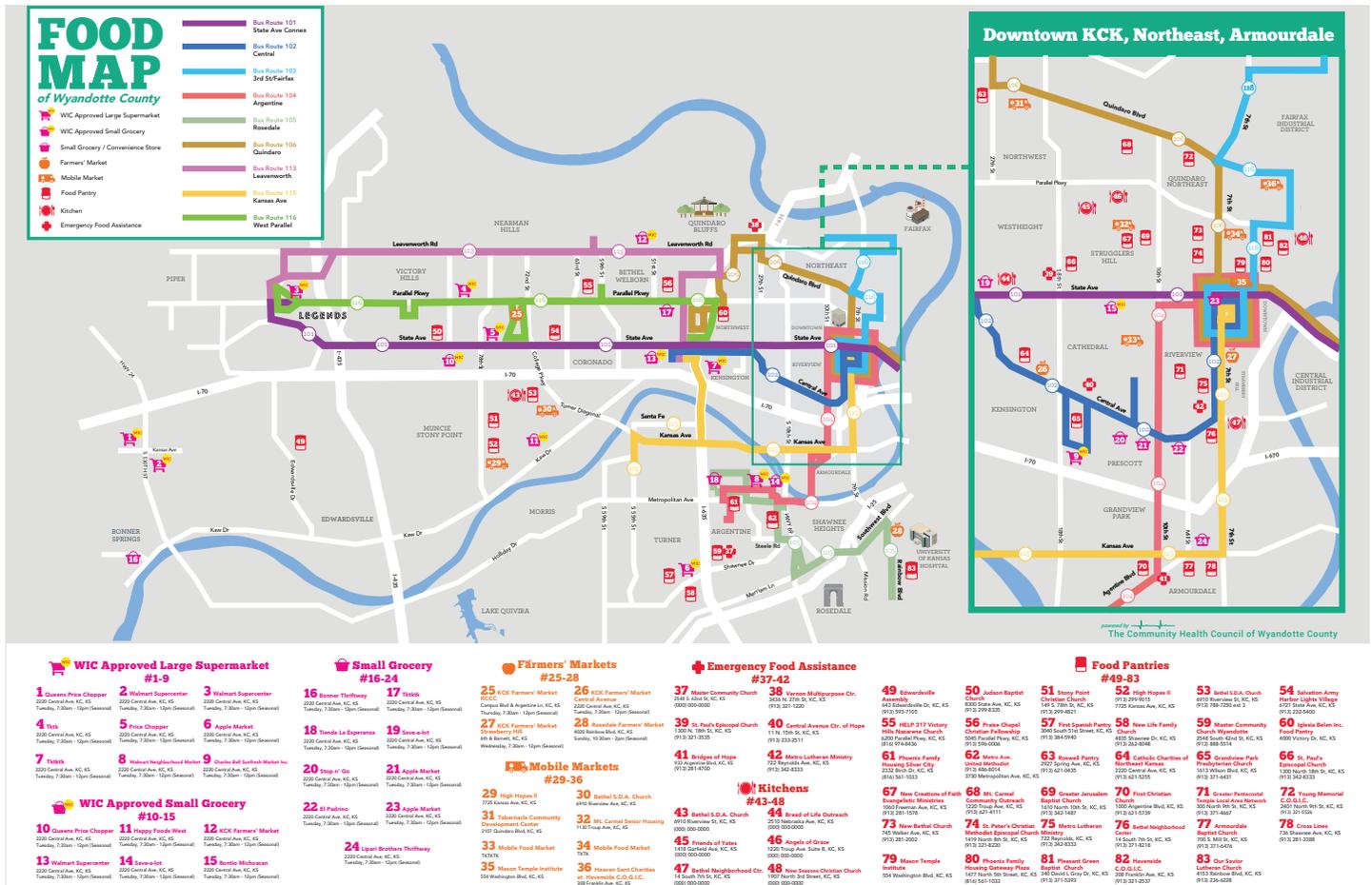
## PHASE TWO: DESIGNED INTERVENTIONS & PROTOTYPES FOR TESTING

In this phase, through engagements with our multi-sector partners, we will mobilize insight around the development of various initiatives throughout the Healthy Communities Corridor, and will evolve the body of knowledge developed in phase 1 through design of elements (fixtures, furniture, signage, programs, activity counters and sensors) to promote healthy activity, affordable food; walk-able routes and programming; installed in parks and public spaces to make them safer, more enjoyable and supportive to active lifestyles.

This project proposes building upon these initial investments to **EXTEND** their capacity to communicate and share insight to 1) other geographical locations and 2) networking across focus group needs: connecting food with walkability and park activities. (Fig. 15) Incorporating the means to do this work effectively requires

transparency, cultural sensitivity, inclusion and engagement methods. Through ‘on-site community mobilizers’, we propose developing means of awareness, communication, knowledge and opportunity through new designed, built and installed **PROTOTYPES** of **INSTALLATIONS** and **TOOLS** in place and that are mobile. By bringing focus to specific places and users that reside in places, we can build installations and tools that support their specific needs to be connected into a network of healthy community activities and opportunities. We will build in user polling, counters and feedback mechanisms to build in cyclical feedback loops that allow us to evolve and change the capacity of our tools to adapt to the specific insights and needs of the place-based users to improve the network (connecting food to walkability to safe and active parks).

Fig. 15 | Food Map shows all of the locations for food access.



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### PHASE THREE: DOCUMENTING CHANGE TO SHARE SUCCESS

Throughout the project, we will record the stories about the progress and outcomes of the work through the users' and partners' perspectives, and develop them into shareable toolkits for sustainable mobilization. This means of re-telling the stories will bring detailed insight of what has worked (and what has not). This feedback loop will not only improve the outcomes of the design, development and implementation of the installations and toolkits, but also provide ways to document the work and draw conclusions about its effectiveness. By embedding counters into elements in the built environment and on our mobile tools we can evaluate the numbers of people engaged and

impacted by the installations. By incorporating survey instruments and interviewing through videos, we will gain insight about the usefulness and effectiveness of the installations and tools. This phase will provide sequential stages to test, critique, revise and implement toolkits and engagement processes in iterative ways. In the second year of this project, the collected stories and videos will be shared with other leadership in the HCF six-county region. We will share the work through established community workshops, websites and through opportunities provided through the HCF Leadership Academy.

### Mobilization for Action

It has been proven that the best results to making change when healthy activities are embedded into daily life. Integral to the implementation of the project described above is mobilizing community leadership with tools that help them inventory, analyze, understand policies, and articulate their community's various needs. This project implements solutions through citizen involvement (*Fig 16*) and local public and private investments, including volunteerism and in-kind contributions. By an integrated process it is possible to increase awareness and skills of

residents through local leadership through culturally relevant education. Throughout the process, we will organize, train and equip individuals (*Fig 17*) and organizations to take action through our joint prototype projects and toolkits (walkability assessments through neighborhood block leadership; connections to nutrition and exercise programs through on-site installations, signage, texting programs and paper fliers/postcards, etc.) Information will be translated through bi-lingual community mobilizers and through our partners' capacities to assist in



Fig. 16 | Two park community mobilizers at Huron Park.



Fig. 17 | Community members at the Community Film Workshop.

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language translation and other culturally-relevant needs. Throughout the process, engagement activities, working process and stories will be recorded and improved upon as we develop each iteration. The material will be collected, edited and compiled into videos and brochures that can be used by the residents to demonstrate their engagement process, their vision and the results of their efforts. By building local and broader networks, ideas and experiences are shared that help to strengthen the project in incremental ways. We will assist community leaders to

1) continue to make changes within their own neighborhood/institutional organization, 2) learn about best practices that can be applied through the Unified Government decision makers through shared events that communicate and educate, 3) meet with city officials to transform policy, 4) seek grants to further support identified needs, 5) learn how to adapt ideas that evolve the installations and tool-kits to meet particular needs discovered in the process—incorporating the design thinking process that is reflective and assists the community leaders to be self-directed.

## Multi-Sector Collaboration

This project includes non-traditional partners to create alignment and a stronger unified voice, and aligns strategically with local and regional coalitions and networks. As a participatory formulated project, these collaborators are always consulted and included in the planning process—we are all working together to imagine our projects related with distinctive strengths and mutually supportive interests. Through such partnerships, we are able to galvanize

existing resources with community talents. Through a distributed model of representation, Dotte Agency will serve to mediate between the general public, residents and institutional representation through open channel communications (i.e., map distribution, exhibits, (Fig. 18) planned events in the Dotte Agency space, moCOLAB, the website and other venues established within the community).



Fig. 18 | Exhibit of Dotte Agency's work at Chalmer's Gallery.

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Fig. 19 | Residents participate in the Jersey Creek Trails 5K Run.

## Sustainability

This project has sustainable practices infused in every phase of its design and is outlined specifically to achieve sustainability — 1) from the engagement process whereby residents are educated about policy and trained to develop capacity to identify areas of greatest need in their residential sidewalks and its relationship to the local park; 2) whereby local neighborhood leaders from churches and after-school programs are given tools to generate discussions and action steps to create active living program that aligns with their built environment assets; 3) where the youth and active leaders are provided tools to make small, incremental aesthetic changes together through block leadership toolkits—these cycles are built within the network of the community and through a two-year cycle, it is intended that this methodology will become normalized.

From other work conducted by LHFA, CHWC and HCW on community revitalization, it is clear that when the community identifies a local source “as theirs” they value, use and protect it. For example, with the exercise elements installed in the parks, the bicycle racks installed on public streets and local gardens created within the last couple of years – the community thought the elements would be defaced by graffiti and gardens destroyed—but by engaging the youth through a participatory method, the efforts have not only been preserved but have flourished into other incentives that are emerging now. The plan for sustainability shares the same premise – by working through the network of relationships that exist there and with the residents directly in a variety of activities, the community will establish “ownership” and a body of skills that can be practiced through this iterative project. (Fig 19)

### Outcomes & Evaluation

**SHORT TERM OUTCOMES:** Through engagement processes involving governing leadership (city representatives, park leadership, local coalitions), neighborhood association leadership and residents, local church leaders, after-school programs/YMCA and local businesses, we will have involved many in the process of creating collective visions and establishing conceptual frameworks to proceed. Through the process, we will help generate cross-generational, cross-cultural and cross-community-capacity connections to increase knowledge and awareness of issues affecting community health. Through action-based, tangible elements that are designed specifically for a user group, those who participate learn through the design process about how to identify assets, address

**LONG TERM OUTCOMES:** Combining large, network visions, such as the Healthy Communities Corridor plan, with ‘small bet’ place-based projects leads to long-term outcomes—because both scales of change are working together. As more individuals are engaged in healthy, daily practices of walking in their neighborhoods and parks (that they are connected and mutually supportive) and where healthy, affordable food is more readily available in the local neighborhood stores and farmers markets, communities can experience improved long-term healthy outcomes as part of their daily lives. (Fig 21) When neighborhood leadership is given the education and capacity to connect with their

barriers and develop creative solutions together. (Fig 20) This increased engagement improves outcomes for individuals and also provides improved outcomes for organizations and the neighborhoods they influence and participate with. This strengthened collaborative network increases awareness of and support for healthy communities. Installing elements that promote new programming and uses to support local initiatives contributes to not only a changed built environment but a new set of relationships made in the process of making the changed environment. As we have witnessed in our past work, we have seen through these sorts of networks, collaborative efforts lead to increased public resources and investment in infrastructure for healthy living.

city representatives and provided the ability to effectively identify the priorities they believe relevant to their people and place, it is possible for healthy environments to be maintained and utilized by a mobilized community—collectively working in purposeful ways. The designed/built/installed elements and educational toolkits will be developed through participatory processes so that they are meaningful and connected to those who will use and maintain them. Through education and visible signs of progress, neighborhoods can participate in the reasoning behind policy-making that supports healthy communities, sustained by ongoing, collaborative, multi-sector efforts.



Fig. 20 | Learn to Earn students designing park mural ideas



Fig. 21 | Northwest Middle School students ready to do a walk audit of the Community Organization of Preservation area.