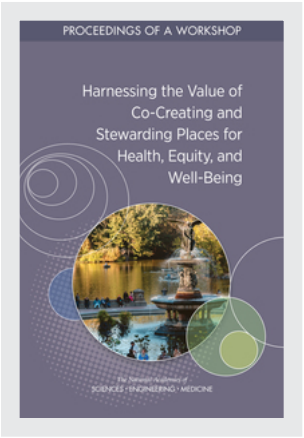

Harnessing the Value of Co-Creating and Stewarding Places for Health, Equity, and Well-Being: Proceedings of a Workshop (2021)

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Harnessing the Value of Co-Creating and Stewarding Places for Health, Equity, and Well-Being

PROCEEDINGS OF A WORKSHOP

Lauren Savaglio and Alina Baciu, *Rapporteurs*

Roundtable on Population Health Improvement

Board on Population Health and Public Health Practice

Health and Medicine Division

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We thank the following individuals for their review of this proceedings:

ELIZABETH COHN, Hunter College
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Although the reviewers listed above provided many constructive comments and suggestions, they were not asked to endorse the content of the proceedings nor did they see the final draft before its release. The review of this proceedings was overseen by **MARTÍN-J. SEPÚLVEDA,** IBM Corporation, Claraluz, LLC. He was responsible for making certain that an independent examination of this proceedings was carried out in accordance with standards of the National Academies and that all review comments were carefully considered. Responsibility for the final content rests entirely with the rapporteurs and the National Academies.

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BOXES

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Acronyms and Abbreviations

CCHH	Community-Centered Health Home
CDC	community development corporation
CDFI	Community Development Financial Institution
RCC	Reimagining the Civic Commons

1

Introduction[1]

On February 6, 2020, the Roundtable on Population Health Improvement of the National Academies of Sciences, Engineering, and Medicine convened a 1-day workshop at Hunter College in New York City, New York, to explore the value of co-creating and keeping inclusive healthy spaces. This workshop was organized by an independent planning committee composed of members from the Roundtable on Population Health Improvement.

WORKSHOP OBJECTIVES

The workshop objectives were drawn from the Statement of Task for the workshop (see Box 1-1):

1. Examine the economics of inclusive placemaking and placekeeping;
2. Describe how inclusive placemakers gather resources to do their work; and
3. Explore the social and economic value that can be generated when places are designed with health, equity, and well-being in mind.

[1] This workshop was organized by an independent planning committee whose role was limited to the identification of topics and speakers. This Proceedings of a Workshop was prepared by the rapporteurs as a factual summary of the presentations and discussions that took place at the workshop. Statements, recommendations, and opinions expressed are those of individual presenters and participants and are not necessarily endorsed or verified by the National Academies of Sciences, Engineering, and Medicine; the Health and Medicine Division; or the roundtable, and they should not be construed as reflecting any group consensus.

BOX 1-1
Workshop Statement of Task

A planning committee of the National Academies of Sciences, Engineering, and Medicine will organize a workshop designed to understand and highlight the economics of inclusive placemaking and to explore its value in improving health, equity, and well-being. Placemaking—that is, the work of creating livable, vibrant, or quality places, especially public places—draws on various traditions of community development, arts and culture, regional planning, and civic engagement, combining different disciplinary perspectives into a creative way of shaping public spaces, land use, commerce, transportation, housing, and social fabric. With attention to avoiding the unintended negative consequences of placemaking (such as gentrification and displacement, racial and socioeconomic exclusion, and lack of resident leadership), the workshop will (1) examine the economics of this work, (2) describe how inclusive placemakers gather resources to do their work, and (3) explore the social and economic value they are able to generate when places are designed with health, equity, and well-being in mind. A proceedings summarizing the presentations and discussions at the workshop will be prepared by a designated rapporteur in accordance with institutional guidelines.

Placemaking refers to the work of creating livable, vibrant, or quality places, especially public places, and draws on community development, arts and culture, regional planning, and civic engagement, combining different disciplinary perspectives into a creative way of shaping public spaces, land use, commerce, transportation, housing, and social fabric. Harmful consequences of placemaking include gentrification and displacement, racial and socioeconomic exclusion, and lack of resident leadership. The term placemaking itself may be critiqued for denoting that a place where people live and create their lives requires others to come and "make" or "remake" it into something of value (Gehl Institute, 2018[2]). An important insight is that "Placemaking is a tool that connects community members to physical changes within their neighborhood, as well as to each other; it can help tackle the divisive, top-down neighborhood change that is often associated with gentrification" (Kahne, 2015[3]). In recognition of these considerations, the workshop design primarily focused on the term placekeeping and stewarding to acknowledge the importance of partnership between residents of communities and architects, planners, and developers.

[2] See https://gehlinstitute.org/wp-content/uploads/2018/07/Inclusive-Healthy-Places_Gehl-Institute.pdf (accessed April 8, 2021)

[3] See https://www.pps.org/article/gentrification (accessed April 8, 2021)

CONTEXT

Jennifer Raab, president of Hunter College, opened the workshop by describing Hunter College's initiative, completed eight years ago, to build a new complex in East Harlem to house its social work program along with other health-related programs. She stated that when an academic institution inserts itself into a neighborhood, it should "not impose a difference, but make a difference." The neighborhood was facing various challenges relating to health and education, and social aspects, and Raab said Hunter College had the opportunity to help the community address these challenges. The campus, she noted, is open to the community, includes an art gallery, and offers students opportunities to conduct their internships locally, and the faculty are encouraged to apply their grants in the local community. Current projects include the School of Education's work on literacy in the community, the School of Social Work experimenting with having students share housing with older residents, and the School of Urban Planning working to address local planning needs. She concluded her remarks by underscoring the shared vision of all assembled to "think about place in a way that leads to a more just and equitable society" and also highlighting the college's efforts to promote collaboration between sectors. Raab then introduced Lourdes Rodriguez, who provided an overview of the day and the objectives of the planning committee.

Rodriguez, director of community-driven initiatives at the Dell Medical School at The University of Texas at Austin, began with an acknowledgment and expression of gratitude and respect to the Lenape[4] people, elders, and ancestors—the "original placemakers and placekeepers of the place where we gather today." From 2013, Rodriguez explained, the Roundtable on Population Health Improvement has provided a trusted forum for leaders from various sectors to meet and discuss opportunities for achieving better population health, including increasing life expectancy, improving quality of life, and reducing health disparities. Rodriguez shared that the roundtable's vision of a healthy and productive society that cultivates human capital and equal opportunity rests on a recognition that the positive outcomes in such a society are "shaped by interdependent social, economic, environmental, genetic, behavioral, and health care factors and will require robust national and community-level policy change and dependable resources to achieve it."

Rodriguez said roundtable events have featured the relationships between the well-being of places and that of communities. Rodriguez

[4] The Lenape tribe inhabited New Jersey, Delaware, southern New York, and eastern Pennsylvania (https://nanticoke-lenape.info/history.htm [accessed April 8, 2021]).

gave examples described in two past publications based on workshops of the roundtable: Pittsburgh's Hill District,[5] discussed in *Framing the Dialogue on Race and Ethnicity to Advance Health Equity: Workshop Summary* (2017), and Detroit Future City[6] and Hope San Francisco,[7] featured in *Applying a Health Lens to Business Practices, Policies, and Investments: Workshop Summary* (2016). She described inclusive public spaces as providing an opportunity for those able to participate to fully realize health and well-being. She said that there is increasing evidence relating to placemaking and placekeeping, and the relationships between place, health, and well-being. She defined placemaking as the "work of creating livable, vibrant, or quality places, especially public places," and she notes that it "draws upon community development, arts and culture, regional planning, civic engagement, and combining different disciplinary perspectives in a creative way." Placekeeping, she said, is the "work of stewardship that is fueled by the sweat equity of people that care for, use, and program in the most extensive use of the term programming, public spaces." Rodriguez concluded by giving an overview of the workshop agenda.

ORGANIZATION OF THE WORKSHOP AND PROCEEDINGS

This Proceedings of a Workshop summarizes the presentations and discussions that took place during the public workshop. Laura Torchio from the Project for Public Spaces conducted an audience poll and visual immersion exercise (Chapter 2). Immediately following was the first presentation and discussion on how placemakers and placekeepers have contextualized inclusion (Chapter 2). Three stories from Houston, Detroit, and Richmond, California, about intentional inclusion followed (Chapter 3). A panel comprised of leaders from various organizations then discussed their experiences on equity and inclusion (Chapter 4). Next, a small-group exercise was conducted on recognizing and expanding inclusive spaces (Chapter 5). The workshop concluded with reflections from roundtable members and participants on key takeaways from the day's presentations and discussions (Chapter 6).

[5] Hill District in Pittsburgh, Pennsylvania, was predominantly African American and was slated for redevelopment in the 1950s. This caused about 8,000 people to be displaced and the area's economic decline (National Trust for Historic Preservation, 2017).

[6] Detroit Future City is a think tank aimed at promoting inclusion, community, and development using data-driven strategies (Detroit Future City, 2020).

[7] Hope San Francisco is a large-scale initiative aimed at creating communities that are inclusive and with mixed income without displacing its original residents (Hope SF, 2019).

2

Dialogue About Inclusion[1]

The first morning session focused on ways to characterize inclusion of spaces and places and how to approach such inclusion. It was prefaced by audience polling led by Laura Torchio from the Project for Public Spaces, followed by session moderation by Carol Naughton from Purpose Built Communities. The session featured a presentation by The Honorable Shirley Franklin, former mayor of Atlanta, Georgia, and a discussion with Othello Meadows III from the Seventy Five North Revitalization Corporation and David Erickson from the Federal Reserve Bank of New York.

AUDIENCE POLLING AND VISUAL IMMERSION AND DIALOGUE[2]

Laura Torchio from the Project for Public Spaces began by asking the audience to think about a place that they love and what makes it meaningful; she asked that everyone respond using Poll Everywhere, an online polling platform (see Box 2-1). Responses began pouring in and included places from around the country and the world, including the Detroit Children's Zoo, Liberty State Park, Bryant Park, Meadowlark Gardens in Vienna, and

[1] This section summarizes information presented by panel session speakers. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

[2] This section summarizes information presented by Laura Torchio from the Project for Public Spaces. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

BOX 2-1
Polling Questions for Audience Engagement and Sharing

1. Think about a place you love and name a public space that makes it special.
2. To what extent is the place you named enjoyed by all people? (Consider differences by race, gender, sexual orientation, age, class, ability, language, and so forth; choose one answer.)
   A. Extremely inclusive
   B. Somewhat inclusive
   C. Neutral
   D. Somewhat exclusive
   E. Extremely exclusive

NOTE: The questions were developed by Laura Torchio and Bobby Milstein and the Poll Everywhere platform was used for anonymous and informal audience polling.

New York City's Central Park. Torchio followed by asking what makes these places meaningful and what types of activities people engaged in within these places. Answers included "people watching," listening to music, public art, food, and even getting married. Continuing, Torchio asked the audience to consider to what extent the places they have enjoyed can be accessed and "enjoyed by all." Considering factors including "race, gender, age, class, ability, and language," audience members indicated that many places were "extremely inclusive" because the spaces were free, included access to those with differing abilities, and had access to transportation. Other responses were "somewhat inclusive" due to poor maintenance and lack of transportation, but inclusive due to being multilingual.

Following these questions, Torchio spoke about the difference between a space and a place. She defined a space as "a description of a land, building, or street," whereas a place is something you can associate a space with "an experience you had or if it has some kind of meaning or memory there." A short video was shown depicting various images of spaces. Torchio returned to the audience and asked their impressions of the video. Sharon Roerty from the Robert Wood Johnson Foundation stated that the video "put people first" and that while the scenes were nice, the focus was on the people. Audience member Ysaura Toribio noted the open spaces, parks, and families shown, adding that the places shown seemed accessible and free. Franklin said the images were surprising since they showed communities and people coming together, whereas she typically enjoys places of solitude. This comment led Torchio to highlight her earlier point

that people experience spaces differently. Dora Hughes from The George Washington University pointed out the racial and ethnic diversity noticeable among the images, as well as variation in socioeconomic statuses that could be inferred from the images.

Torchio then asked the audience how places support equitable health and well-being and how they can be more supportive of health. Doug Jutte from the Build Healthy Places Network in California named Dolores Park as one of the images shown in the video and explained its design. He said that it was designed with the intent of encouraging various uses for the space by including playing fields and playgrounds. He said designers wanted it to appeal to "people of different abilities and different interests." Hanh Cao Yu from The California Endowment added that the images suggested a "sense of belonging" and community ownership. Gabino Arredondo from the City of Richmond, California, said that when community members are helping to design, build, and operate spaces, they become invested in that space.

Torchio posed the question, "What makes a place inclusive?" Nina Burke from ReThink Health said prohibitive signage (e.g., "No walking on the grass") makes spaces exclusionary. Meg Guerin-Calvert from FTI Consulting said that consistency of the activity offerings throughout the years helps to make a place inclusive. She gave the example of the Takoma Park Farmers Market, which has been operating for about 50 years every Sunday, and even though there are different vendors and visitors, its reliability welcomes the community, even newcomers. Phyllis Meadows from The Kresge Foundation discussed health equity and inclusion, stating that a space should promote the well-being of physical and mental health, and that location matters. Roerty said that a space that has a sense of belonging and is equitable should be adaptable in both mindset and design. Yu spoke about the intergenerational aspects of some spaces, that may speak of history and belonging. For example, if a space is designed to be utilized one way, it could showcase its adaptability and flexibility by allowing other uses. Joseph (Joe) Griffin from Pogo Park in Richmond, California, shared how places that promote health equity do so in part by being responsive to community needs. He said that the first park that was redeveloped, Elm Playlot is a certified provider of school lunches and this need was identified after talking to parents in the community. It was the act of being responsive to the community's needs that made the place inclusive and equitable.

Milton Little from the United Way of Greater Atlanta reflected on his experience as a child growing up in New York City when streets would close and fire hydrants would be opened for summer play. As a child, he took for granted the public will to acquiesce to inconvenience (e.g., street closures) for a communal purpose, but as an adult, he recognized

that there was a shared willingness to create spaces and access. Torchio summarized this point by saying that flexibility needs to be built into the design of spaces to allow for different uses at different times.

HOW ARE PLACEMAKERS AND PLACEKEEPERS THINKING ABOUT INCLUSION?[3]

Carol Naughton, president of Purpose Built Communities, a national nonprofit that "guides neighborhood revitalization by creating pathways out of poverty for the lowest-income residents, and building strong, economically diverse communities" (Purpose Built Communities, 2020). Naughton described her organization's approach to combating racial and economic inequities created by governmental policies. The first step is to acknowledge the malintended and racist policies that have disproportionally harmed persons of color. The next step is to approach a neighborhood as the way in which "people experience their cities." She explained that a neighborhood should serve its residents' needs rather than the other way around. She then paraphrased Bryan Stevenson, a lawyer, social justice activist, professor, and founder and executive director of the Equal Justice Initiative (who called on members of society "to get proximate to people who are suffering, to get closer to people who are excluded, to go into the parts of the community that other people say you shouldn't go to"[4]). Naughton said that people need to change the narratives of hopelessness, but that this calls on people (practitioners in the field) to allow themselves to be uncomfortable and inconvenienced, and to have challenging conversations. Because serendipity does not happen by accident, she added, quoting a speaker on the Project for Public Spaces website, people need to be intentional in creating the conditions for serendipity, and for neighborhoods that are great, healthy places that facilitate joyful experiences.

FIRESIDE CHAT WITH AUDIENCE DIALOGUE[5]

Naughton continued by introducing the panel members. The first panel member was The Honorable Shirley Franklin, former mayor of

[3] This section summarizes information presented by Carol Naughton from Purpose Built Communities and The Honorable Shirley Franklin, former mayor of Atlanta. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

[4] See https://hub.jhu.edu/2018/05/24/commencement-2018-stevenson (accessed April 8, 2021).

[5] This section summarizes information presented by Othello Meadows III, the Honorable Shirley Franklin, and David Erickson. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

Atlanta and executive chair of Purpose Built Communities. The next panel member was Othello Meadows III, who directs the Seventy Five North Revitalization Corporation in Omaha, Nebraska, which is an engine for community change. The last panel member was David Erickson, senior vice president at the Federal Reserve Bank of New York. Highlights from the panel are provided in Box 2-2.

Franklin noted that she was considered the "water and sewer mayor" of Atlanta for her interest in the durability and function of places, infrastructure, and materials. Franklin explained that infrastructure, materials, durability, and flexibility are important, as is thinking about spaces beyond just [ensuring availability of] "green spaces" and taking into consideration who is utilizing the spaces. Residents clearly need to be asked for their input on design elements but, she added, so do visitors or tourists and investors, and that may be more challenging. She said the most effective strategy for facilitating those dialogues is to include faith leaders, for their moral leadership, and business leaders, for their contributions to public coffers, at the table in early discussions, although not driving the discussions. Franklin used the case example of the Atlanta Olympics, for which new physical infrastructure was built that would be privately and publicly owned after the Olympics. She said it was necessary to determine who would be impacted by this, who would fund it, and who would be given authority. Those who were identified as key actors—business, faith community, government—were included in the discussions and planning. Consensus was difficult, Franklin stated, as such planning takes a signifi-

BOX 2-2
Highlights

- Elements such as accessibility, inclusivity, and equity are essential to meaningful community spaces that are connected to the community and support equitable health and well-being. (Torchio)
- Consulting different groups such as residents, faith-based and business leaders, and children and youth is necessary to creating effective and inclusive community spaces. (Franklin)
- It is challenging, but essential, to ensure that the benefits of community revitalization efforts accrue to everyone involved—do not benefit some people at the expense of others. (Meadows)
- Investing in neighborhoods is fundamental to promoting community health and decreasing health care costs. (Erickson)

NOTE: These points were made by the individual workshop speakers identified above. They are not intended to reflect a consensus among workshop participants.

cant amount of time and designing such spaces should have a long-term view of 50–100 years in order to ensure the creation of spaces that are accessible and still utilized in the future. She concluded by suggesting that children and youth should be included in discussions as well since they are able to visualize long-term goals.

Meadows began his remarks by contrasting challenges that Omaha faces with those of larger and more metropolitan cities. His organization is consistently working to attract investors into the neighborhoods, and it has been a challenge to ensure that the benefits of increased investment accrue to all who live in a community. His organization has three focus areas for revitalizing Omaha. The first area is a mixed-income housing model, which he identified as being more challenging than he had expected. The second area is working to support infants and children from cradle to post-secondary education. The third area is community health and wellness, which includes all aspects of health including economic mobility, financial literacy, physical health, and housing. The site they first chose to implement revitalization efforts was a public housing project known as Pleasant View; however, its historical name was Highlander. He stated that the site and discussions surrounding it had been synonymous with "the projects" and changing that narrative was important to reframing how people saw the area, and to bringing "energy" to the neighborhood. Pleasant View consists of 23 acres of continuous land located one mile from downtown Omaha. Reflecting on an observation on early planning discussions by Franklin, Meadows recalled that coming to a consensus and making decisions took work because neighborhoods are not monolithic and must not be stereotyped—they include a range of viewpoints.

Naughton then asked Meadows to describe the Accelerator, which is a part of the Pleasant View revitalization project. When the public housing was demolished, this displaced about 2,000 people, Meadows stated, and to rebuild, his organization worked with the community to create a communal space located in the middle of the new housing development. He explained that this space included a community college satellite campus for Creighton University, a "food-based hub for entrepreneurs" and a coffee shop, an event space (created in response to the community's request), and office space. He said the idea was to bring the neighborhood together, serve the people, and be welcoming to people from outside the neighborhood.

Naughton then turned the discussion to Erickson by asking why the Federal Reserve (a part of the U.S. banking system) cares about health equity and public spaces. Erickson acknowledged that that juxtaposition may surprise some, such as the registration desk at a maternal and child health conference he once attended and where he was told he was the first person from the Federal Reserve to ever attend the conference.

Erickson gave a quick introduction to the two mandates of the Federal Reserve, which are to control inflation rates and maintain employment as high as possible. The Federal Reserve is a bank regulator and enforces the Community Reinvestment Act of 1977, which in part means an annual investment of approximately $400 billion in communities, including responsibility for promoting a positive environment to ensure the money is spent appropriately with the goal to improve communities.

Erickson discussed the first implementation of the Purpose Built Communities model, which was in East Lake, New York, and includes a public charter school education component that graduates more students with low socioeconomic status than have graduated from the Harlem Children's Zone.[6] He stated that this is a "model that is working."

Erickson stressed the importance of geographical location as an indicator of health as documented decades ago by Michael Marmot, the well-known British epidemiologist who conducted research at the University of California (UC), Berkeley (Marmot et al., 1975). Erickson explained that Marmot found that there were significant differences in stress-related diseases between Japanese American populations in California and Japanese populations, with Japanese populations not experiencing any of those diseases. To further his research, Erickson said, Marmot looked at Japanese populations in Hawaii and the prevalence of stress-related diseases was half the rate of the California population. This helped illustrate the powerful connections between place and health.

The Federal Reserve has been conducting conferences to bring community developers together with people focused on health to address the overlapping nature of development issues such as overcrowding, unemployment, and poverty and health conditions such as diabetes and asthma. This has been highlighted again and again in "heat" maps highlighting development and health metrics. The last conference, Erickson noted, was at the Federal Reserve Bank of New York in December 2019, which was focused on how "neighborhoods are creating health." So often, he added, these two sectors work side by side, but as UC Berkeley epidemiologist Leonard Symes has observed, the people who design, build, and finance cities are among the most important health workers. Erickson closed by asking the question, "How does one harness and capture the value?" He answered this by explaining that investing in and creating neighborhoods that promote health lowers health care costs, but it is difficult to measure the monetary value of this kind of work. He referenced a speech delivered by the president of the Federal Reserve, John

[6] Harlem Children's Zone is a nonprofit organization with the aim of reducing generational poverty in Central Harlem by giving students support to go to and complete college (Harlem Children's Zone, 2020).

Williams, a speech that took place immediately next to a talk given by the then president and CEO of the Robert Wood Johnson Foundation, Risa Lavizzo-Mourey, who spoke about community development. Williams said $3.5 trillion is spent on medical care and 85 percent of that is on chronic diseases. Erickson said, "most chronic disease that is avoidable is a by-product of living in low income, poverty, [and] low-opportunity places." Erickson inferred that by investing in neighborhoods, this money could be saved. He questioned whether another business model could capture this value more accurately, and shared how a colleague, Maggie Super Church, has mused about the need to find ways to invest in health-promoting places in the same way in which we invest in the development of new blood pressure medications.

DISCUSSION

Following Erickson's talk, Naughton turned to the audience for questions. Lourdes Rodriguez from the Dell Medical School at The University of Texas at Austin initiated the discussion by describing a Federal Reserve meeting over 6 years ago that was attended by public health and clinical practitioners with developers. She said that while developers had the opportunity to build health, it was not the vision of people working on the health side since it did not include public spaces. She said the developers did not know how to monetize that as opposed to building clinics for which services could be billed. Rodriguez asked what the cost-benefit analysis is on creating spaces and inquired how it would be possible to convince investors when they are likely not to see a clear return. Erickson responded by saying that he used to think "medical care" when people said "health." He suggested talking to those who own the downstream medical care cost risks. He gave the example of Kaiser Permanente in Maui, Hawaii. He said about half of Hawaii's population are insured by Kaiser, and Kaiser operates all of the hospitals, so they have high risk. To help reduce the risk of medical costs later on, Erickson explained, Kaiser began to invest in preschools. Franklin also responded by saying that the question is whether the public sector is willing to be a financial partner. She shared the case of the Atlanta Beltline, which was a 30-year, tax-funded project, which goes to investing in physical infrastructure to attract private investment and promote health. She said that attention should be on how the public sector can invest with existing dollars. Meadows added that partnerships can be developed to help alleviate some of the monetary risk. Moreover, he said that solutions to health problems may come from surprising areas and that by being too "rigid" or "prescriptive," might mean "miss[ing] the opportunity or the understanding of how the built environment affects people's health."

Jason Purnell from Washington University in St. Louis asked the panel how current and historical residential segregation and race perceptions affects planned spaces. Meadows responded said when thinking about systematic segregation, he looks for ways to return racial equity to people in those communities, and to do so, equity should be discussed and incorporated in the early stages of planning. Franklin built on that by reiterating the need to have multiple groups, including residents and businesses, involved in the planning and development stages. She maintained that while this will help to address the issue of discrimination, it will not be an easy or fast fix. Additionally, she said that gentrification is a "quick answer" to this problem; however, an essential discussion is needed about the direction in which the community wants to take the neighborhood. Erickson also mentioned including artists because they are able to help harness the creativity of a community.

Pamela Russo from the Robert Wood Johnson Foundation asked about gentrification and residential displacement and how to manage those challenges. Meadows responded by saying that each of the Purpose Built Communities is different. In his organization's case in Omaha, the public housing had been demolished and there were no people there for years prior to the first phase of rebuilding. Meadows explained that some communities have small parcels of land within existing neighborhoods and there is a great effort involved in revitalizing without losing unity. His organization purchased all vacant, condemned, and abandoned properties in the Pleasant View neighborhood to be the "voice of the community" to protect against unaffordable housing moving forward. A problem he identified is homeowners in Omaha being given cash offers for their homes, which drives up home prices. He said his organization works to empower and educate residents on the economic value of the neighborhood to combat this problem. Naughton said that "gentrification can … be an agent of displacement," and by being aware of this in the early stages of planning, it can be addressed. She also said that poverty is a driving force behind displacement, and it is important to give people incentives to stay in a community. Franklin also said that at the community meetings for the Olympics, members of the community said they did not want "any more poor people in their neighborhood" and "they wanted middle-class families … [and] single-family households." She said it was necessary to respond to what the community wanted in order to be sustainable in the future.

3

Stories of Intentional Inclusion[1]

The next session began with an introduction by moderator Lynn Ross, the founder and the principal of Spirit for Change Consulting in Miami Beach, Florida. She stated, "Equity does not happen by accident." She explained that to achieve equity at various levels, it must be approached with intention. This session explored three specific cases and how inclusive placemaking and placekeeping was put into practice in these communities. The first presenters were Representative Armando Walle from the Texas House of Representatives and Jo Carcedo from the Episcopal Health Foundation. The second set of presenters were Ceara O'Leary from the University of Detroit Mercy and the Detroit Collaborative Design Center and Alexa Bush from the City of Detroit. The last set of presenters were Joe Griffin from Pogo Park and Gabino Arredondo from Richmond, California. Highlights from the panel are provided in Box 3-1.

STORY #1: HOUSTON[2]

Representative Armando Walle from the Texas House of Representatives (participating via video conference) described Houston and Harris

[1] This section summarizes information presented by panel session speakers. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

[2] This section summarizes information presented by Representative Armando Walle from the Texas House of Representatives and Jo Carcedo from the Episcopal Health Foundation. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

BOX 3-1
Highlights

- Working toward equity requires intention. (Carcedo, Ross)
- Partnerships among residents, governmental agencies, and other stakeholders are essential and promote increased financial and community investment. (Carcedo, O'Leary)
- Community engagement and involvement are needed to establish inclusive spaces that work for the people of the community. (Bush, O'Leary)

NOTE: These points were made by the individual workshop speakers identified above. They are not intended to reflect a consensus among workshop participants.

County, along with the surrounding areas, as vast and being comprised of about 6 million people with a high immigrant and Hispanic population. His district is located between downtown Houston and the George Bush Intercontinental Airport, and he noted that it is neither "inner city" nor suburban. Additionally, he noted that the 4–5 million people in his district live in unincorporated parts of the city and county. These areas also are a food desert, lacking a national grocery store chain.

Walle continued by discussing his years-long partnership with BakerRipley,[3] an organization that serves the community where he attended high school, characterized by low socioeconomic status, high unemployment, and low educational attainment. East Aldine Management District is the region's quasi-governmental entity that assesses a 1 cent sales tax with resources dedicated to infrastructure improvements, including wastewater services, law enforcement, and purchasing of land parcels. The agency purchased a 60-acre parcel of land with the goal of developing Aldine Town Center, and Walle brokered a partnership with BakerRipley. Following a capital campaign that raised $20 million to build three community center buildings, the BakerRipley expansion to Aldine yielded senior center programming, a maker space and youth fabrication laboratory, and a federally qualified health center. Walle said this partnership, and more specifically the community center, has been a catalyst for additional community investment. He noted that Lone Star College built a satellite campus on the land, along with the Harris County 911 Center and

[3] BakerRipley Community Developers provides a wide range of community-based programs benefiting youth, families, and seniors in Houston (BakerRipley Community Developers, 2019).

the Rose Avalos P-Tech[4] High School. Walle said that they are working on grocery store investment in light of the other community developments.

Walle concluded by mentioning that the U.S. Department of Commerce donated approximately $1 million to the BakerRipley community center, to which Walle plans on adding various aspects such as a city park and a hiking and biking trail system.

Jo Carcedo from the Episcopal Health Foundation followed Walle's presentation. Carcedo was previously in the leadership of Neighborhood Centers, which is now BakerRipley. She said that Neighborhood Centers had its foundation in the resettlement and child care movements, which helped shape its vision. Carcedo then described the Episcopal Health Foundation as "a public charity and supporting organization of the Episcopal Diocese that owned a hospital system at the time and sold it" (the foundation has no relationship with the hospital). Carcedo described the foundation as being a "health conversion philanthropy," valued at about $1.2 billion, of which $40 million goes to grant making to healthy places. She said they aim to be a catalyst for innovation and sustainability for healthy communities and one of the ways they do so is by supporting the Community-Centered Health Home (CCHH) organization.[5] Carcedo explained that the Episcopal Health Foundation funded 12 clinics in east Texas, an area with some of the poorest health outcomes in the nation. Community clinics are uniquely positioned to "build healthy communities" (see Figure 3-1), and the goal is to look beyond the clinical setting to determine why patients are not healthy—causes linked to politics, policies, and systemic racism.

Carcedo continued by describing parts of the CCHH logic model (see Figure 3-2). In inquiry and analysis, she explained, this refers to the use and sharing of data. Part of the data collection includes determining what the community assets are outside of the clinical setting. To solve health problems and further equity, she said, they must be approached using all information available in a community, along with involving community members (see Figure 3-2).

Carcedo explained that policies and environmental changes should be made early in the planning process and done with intent and through an equitable lens. She also said that success depends on the strength of the partnerships, and that requires infrastructure and financial support, capacity building, and "a health institution as an anchor." For example, the BakerRipley community center, she noted, includes a clinic to work in collaboration with aspects of health outside of clinical care.

[4] P-Tech is the Pathways in Technology Early College.

[5] CCHH is a health care organization that actively engages and supports community prevention to promote health in addition to providing clinical services (Prevention Institute, n.d.).

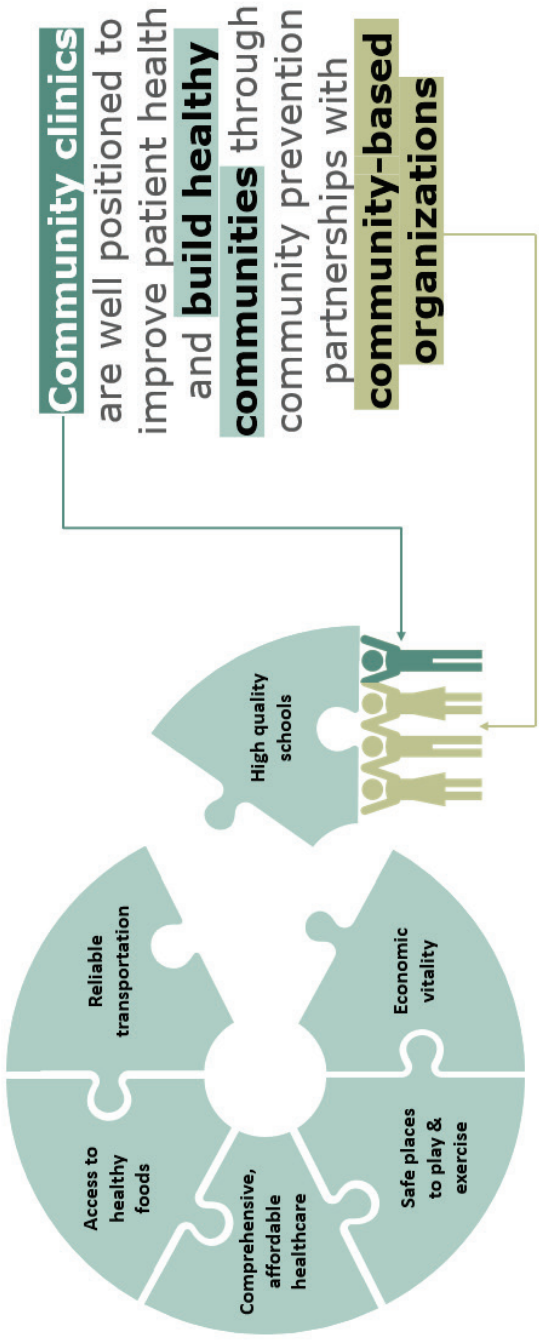

FIGURE 3-1 Theory of change.
SOURCE: Carcedo presentation, February 6, 2020.

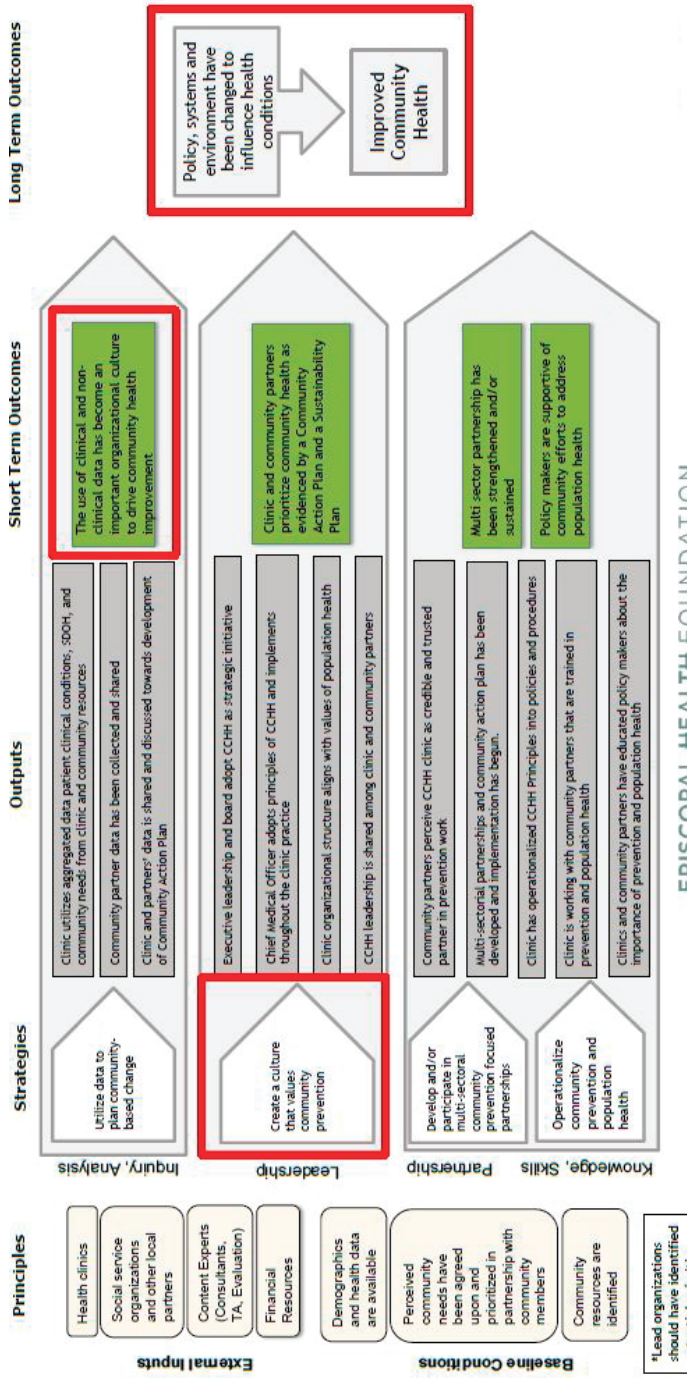

FIGURE 3-2 Logic model for the Community-Centered Health Home.
NOTE: CCHH = community-centered health home; SDOH = social determinants of health; TA = teaching assistant.
SOURCE: Carcedo presentation, February 6, 2020.

Carcedo said that the built environment is a social determinant of health, and communities can leverage money and resources that are legally designated to be invested in communities for improvements. She shared that communities can hold government entities accountable to provide them with services already guaranteed to them, and such a systems approach leads to more sustainable change. A community can use its built environment to tackle health problems, such as diabetes, by ensuring the availability of spaces to exercise and walk. She said her organization was able to reclaim areas and make them more welcoming to the community to encourage participation in various activities. With increased community participation, she added, trust was built between health care providers, law enforcement, and community members to support a sustainable and healthy place.

Ross asked Walle and Carcedo to elaborate on the notion of building trust with intention. Walle responded by saying that in his experience with BakerRipley, the organization already had leaders in place in the community. For example, the Aldine Management District has a board of directors, many of whom live in the community and the local school district, and it also employs staff who had previous relationships with the community. During multiple planning meetings and gatherings with various community leaders, the district also listened to what people wanted to see in their community.

Ross asked how responding to a crisis, such as flooding (commonplace in Houston), informs the panelists' "thinking about the necessity for inclusive placemaking." Walle recalled Tropical Storm Allison,[6] along with numerous storms since then. He explained that the city held a community meeting with various agencies, and community members demanded responsive action to address flooding issues and concerns. He said it was important for the agencies and community members to have a platform to work through their needs and hold accountable those responsible. He concluded by saying that while they have the largest medical center in the world, only a couple of miles away, there is stark poverty and no access to health care. He said he is proud of the work being conducting with the BakerRipley partnership.

Carcedo added that the numerous severe weather storms created an environment that required "communities, people, stakeholders, [and] institutions [to start to work] tougher in ways that cut across race and structural considerations around governance." The Episcopal Health Foundation does not implement programs but rather, Carcedo stated,

[6] Tropical Storm Allison was a tropical storm that was part of the 2001 Atlantic hurricane season (NOAA, 2019).

it looks at what it can do to support and build infrastructure for solving community health problems.

STORY #2: DETROIT[7]

Ross introduced Alexa Bush from the City of Detroit and Ceara O'Leary from the University of Detroit Mercy, the Detroit Collaborative Design Center, and Reimagining the Civic Commons (RCC).[8] RCC, Ross explained, is a national demonstration that seeks to reimagine and reconnect public spaces with "people of all backgrounds, cultivate trust, and counter the trends of social and economic fragmentation" (RCC, 2017). RCC has programs in Akron, Chicago, Detroit, Memphis, and Philadelphia. Each is resident-led and authentic to the place where it is unfolding. Ross said that "public spaces" was defined "broadly" and included green spaces, sidewalks, streets, and libraries and other "third" places. Bush said reimagining efforts share the following outcome areas: "civic engagement, socioeconomic mixing, value creation, and environmental sustainability." Ross turned to Bush to discuss the Fitzgerald Revitalization Project.[9]

Bush defined the Fitzgerald Project Area as a predominantly African American neighborhood occupying a 6-square-mile district in northwest Detroit, a city with household incomes as low as $13,000 and as high as $100,000. She said that this project requires a framework that works across sectors, departments, and outside organizations along with community members and leaders. She highlighted three aspects that she found to be most important. The first aspect is to determine how to best use public space to get "at the heart" of the reinvestment—having noted earlier that there are more than 400 parcels publicly owned by the City of Detroit land bank—and to be intentional with creating well-maintained public spaces and rehabilitating salvageable structures. The second aspect is to develop a robust and engaged infrastructure to address inclusivity. The third important factor is to provide creative transportation options throughout the city, to meet the community need to move freely in the area, particularly for children and seniors. Designing walking and biking

[7] This section summarizes information presented by Alexa Bush from the City of Detroit and Ceara O'Leary from the University of Detroit Mercy and the Detroit Collaborative Design Center. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

[8] See https://civiccommons.us (accessed January 25, 2021).

[9] The Fitzgerald Revitalization Project has the goal of revitalizing a quarter-square-mile area and its three parts are to create a neighborhood park and greenway, develop economically self-sustaining landscapes, and rehabilitate salvageable publicly-owned structures (Fitzgerald Revitalization Project, n.d.).

paths were intentional in order to change the grid of the neighborhood to make it "be more walkable and promote health."

Bush said the project acquired 26 vacant lots and used them to create a park at the center of the neighborhood in July 2018. She shared that an artist was hired to make a large ceramic tile mural depicting the community story, which was built together with the residents. Using public dollars in creative and intentional ways helps build an inclusive space that works for both people and businesses, Bush added.

O'Leary continued by adding that additional work is set to begin on several vacant properties at the northern boundary of the Fitzgerald Project Area, along with streetscaping work. The redevelopment area has made a physical space for cross-sector collaboration, which is known as the Neighborhood Home Base, including office and meeting space and a community shared space for "block club meetings, for community association gatherings, [and] for other nonprofit workshop events." The Neighborhood Home Base is staffed by residents within the Fitzgerald Area Project and provides a welcoming environment.

O'Leary reiterated Bush's point about the need for community engagement and involvement. She said the City of Detroit held cookouts in vacant lots to talk to residents who happened to be passing by in order to open dialogue about the neighborhood and the various initiatives. She described that residents themselves created test programs similar to "pop-ups" to see what activities would be supported by the neighborhood. As a result, resident leaders have emerged, even as young as 12 years old. She said this has shown community ownership and has been a sustainable part of engagement, and the various collaborative efforts across sectors and across the neighborhood have contributed to success.

Ross asked O'Leary and Bush how they were able to prioritize art design and beauty—which, she noted, is a basic right that should not be reserved only for some—in development and how they were able to use it as a way to promote engagement. O'Leary responded by saying that there was some hesitation to invest in making public spaces more aesthetically pleasing because it could lead to displacement of current residents. Her organization made plans to prevent gentrification or displacement through policy, community participation and ownership, and land acquisition. They ensured that residents were part of the engagement process, including decision-making and responding to resident input. Bush added, echoing Ross's remarks, that there is too little beauty, and having beautiful and well-designed public spaces should not be only for the elite. The Detroit Planning Department has been trying to improve the design of public spaces and buildings. Bush also said that the park's name, Ella Fitzgerald Park, was selected by residents and references a former community school at the site, to preserve the identity of the neigh-

borhood. The park's ceramic tile mosaic was created by Hubert Massey, a Detroit-based artist, and the residents,[10] and Bush said the "tile by number" installation allowed the community to take part in its creation. She said it was important to have residents say, "I literally built this piece of the park" because it "[changed] the relationship between the people and park."

Ross asked about partnerships and coalition building, noting that when the work on the Fitzgerald Revitalization Project began, Detroit was rebuilding after filing for bankruptcy. Bush said they began work on the project in 2015, as the city planning department itself was just being rebuilt. While this upheaval has been a challenge, it has also provided an opportunity to build the department using the Fitzgerald neighborhood as a model to promote collaboration, channel investment, and design aspects of the neighborhood. Bush said that she had to find partners that were able to establish structures that promoted residential involvement, such as hiring local residents. O'Leary continued by saying that the collaboration between city departments and the Community Development Financial Institutions Funds[11] has given a "holistic approach to neighborhood investment." Relationship building should also be cultivated even if there are not any active projects, she said. Part of this is creating working groups that are representative of the all stakeholders, which provides the foundation for future projects. She said having two educational institutions, including the University of Detroit Mercy and the new Cradle to Career campus, has been important for that holistic approach.

Ross then asked about money and how funding is managed with so many partners. Bush said that most of their funds come from the U.S. Department of Housing and Urban Development to promote affordable housing. She said they had a sales tax revenue bond for streetscape improvements. Additional funding has come from philanthropic organizations, such as an additional $1.6 million for affordable housing. This funding is more flexible compared to governmental funds. Since they had a goal of engaging the community, they gave small grants for residents to become neighborhood leaders and ambassadors. She said that there were investment discussions at the meetings to align ideas and projects. O'Leary added that hiring residents to take on various projects has given them more flexibility and allowed them to invest both in the community

[10] For a news article about the park, see https://www.detroitnews.com/story/news/local/detroit-city/2018/07/28/grand-opening-ella-fitzgerald-park/855589002 (accessed January 25, 2021).

[11] Community Development Financial Institutions aims to expand economic opportunities in low-income communities and provide financial products to residents and businesses (USDT, 2020).

and its members. She explained that the success of the project is measured using metrics that showed engagement and trust building as outcomes.

Ross asked about the pop-up projects and their links to long-term investment, and what advice O'Leary and Bush would give to other communities about a long-term investment approach. O'Leary responded by describing the types of pop-up events, including testing out new initiatives, to "activate vacant spaces that then became the park." She explained that those operating the popups build relationships with others in the neighborhood and identify assets. She said it was important to hold pop-up events on a regular basis as they have been doing for about 5 years. This reliability, she explained, built more infrastructure and partnerships compared to if they had only held one pop-up total. Another pop-up event that they conducted, O'Leary shared, was with Better Block, a Texas-based nonprofit organization aimed at educating, equipping, and empowering communities for healthy neighborhoods (Better Block, 2019). She explained that this included three temporary installations of streetscape improvements, along with events that drew residents and visitors to the area to discuss their projects. She believed that they would not have been able to have these conversations in a traditional meeting setting and that this alternative setting allowed people to "dive into the issue and see what it could be like."

Colby Dailey from the Build Health Places Network asked the presenters what would be the most critical advice to organizations looking to do similar work in smaller mid-sized cities. O'Leary said the most critical thing was to ensure that residents have a role in the planning and decision-making process. She suggested that this role be designed so that the engagement can reflect the neighborhood and its people. Bush added that having a clear mission with outcomes is the most critical thing because it will ensure that funding is being allocated in innovative and appropriate ways. Ross added that, in her experience in Akron, Ohio, project success is based on how quickly trust is built between residents and partners. Carcedo commented that it is easier to build on existing partnerships and relationships than from starting anew.

To conclude this session, an unnamed audience member commented that she was able to visit the Fitzgerald neighborhood and felt it "[personified] inclusive healthy places." She referred to the earlier visualization exercise lead by Torchio. The audience member said parks are typically what comes to mind as examples of healthy places, but added that inclusive healthy places connect parks to streets and places throughout a neighborhood. She noted that this transforms places into healthy and inclusive spaces.

STORY #3: RICHMOND, CALIFORNIA[12]

Joseph Griffin, executive director of Pogo Park, the organization responsible for the two Pogo Parks—the physical places—including the original park, Elm Playlot. Griffin said he was originally a community volunteer conducting a community PhotoVoice project[13] with Pogo Park. For parks that have the designation of being a Pogo Park, community members must be "involved in the design, build, and evaluation of the park," and the work must be responsive to needs and changes in the community. The social environment for this work includes the existing social connections and expertise in Richmond.

Gabino Arredondo from Richmond, California, provided context to the local circumstances in the early days of Pogo Park. Arredondo said that Richmond was not an attraction to those living outside of the community due to concerns about violence and because it is home to a Chevron refinery, one of the largest greenhouse gas emitters in California. However, Richmond has a positive history of environmental justice movements, resistance, and organizing. At the time the work of Pogo Park began, the city's General Plan, a document for local land-use decisions, was being updated. Arredondo said that the Richmond General Plan was one of the first in the state to include an element on community health and wellness, and had a 30-year time horizon. For this plan, he said, the city and its community partners piloted programs in the Iron Triangle and Belding Woods neighborhoods. Cities face fiscal constraints, and Richmond has had to reducing staffing, even though there is additional work. They had funding from The California Endowment's Building Healthy Communities program and other philanthropic sources, which helped fill the gaps.

The city of Richmond, Arredondo stated, has a population of 100,000 and 32 miles of coastline. It is led by a city manager and city council, which he noted is important to know for navigating change. In Richmond's case, he said they needed the support from the full community and four votes on the city council for anything to be successful. He then described the Iron Triangle (see Figure 3-3) as having physical borders created by the Pacific Rail Lines.

Arredondo said that as part of the city's general plan implementation, these rail lines are part of the Richmond Greenway, "a 3-mile community bicycle and pedestrian rail–trail bordered by 32 acres of community-

[12] This section summarizes information presented by Joseph Griffin from Pogo Park and Elm Playlot and Gabino Arredondo from Richmond, California. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

[13] Pogo Park PhotoVoice was a 2008 project that asked community members to take photos and record videos about things they liked and disliked about their neighborhoods and parks. As a result, Elm Playlot was restored by the neighborhood residents (Pogo Park, 2013).

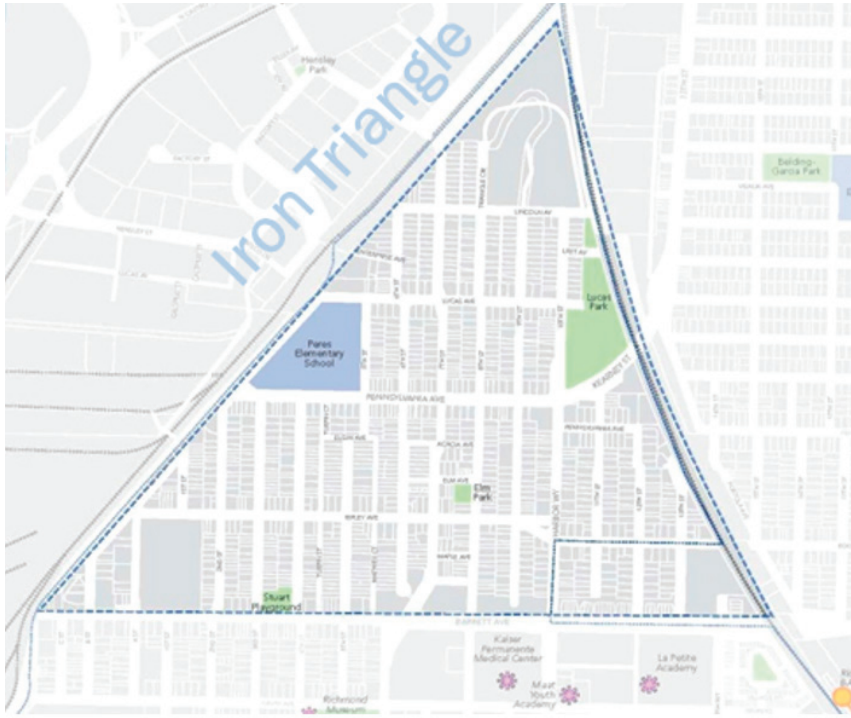

FIGURE 3-3 Map of the Iron Triangle.
SOURCE: Arredondo presentation, February 6, 2020

designed artwork, urban agriculture, and recreational space" supported by more than $2 million for planning and construction from Rails-to-Trails Conservancy, a nonprofit organization that works to create trails from former rail lines (Rails-to-Trails Conservancy, n.d.). The Elm Playlot is located in the Iron Triangle, along with Perry Elementary School, Lucas Park, and the Nevin Community Center.

Arredondo said that as the city began implementing the General Plan's community health and wellness element, his team was assigned to collaborate with the school district, which he noted, was significant because the city of Richmond had been operating in silos. He shared that this brought the various sectors to meet together at the same time. Some of the foundation money, he said, was used for capacity building and system organization, reinforcing their collaboration. He said another benefit to meeting at a school was that it brought city employees into the community to see and experience the neighborhood that they were trying to change. Furthermore, Arredondo said it was important to use

language that would encourage support during meetings. For example, he said they would not say the term "institutionalized racism." Instead, they used "health" because it would be difficult for others to be opposed to it. Lastly, Arredondo said that it was important for people who were investing time and money into revitalization to have tangible and short-term measures of success. Many aspects of health, he said, take years to see significant change, which can be discouraging. Instead, for example, he questioned how many bike lanes can easily be quantified. Arredondo closed by saying that they have been documenting nontraditional successes with the Robert Wood Johnson Foundation to capture the "feeling" that has changed around the community.

Ross continued the discussion by bringing up the importance of play and that it is an equity issue because "not all kids have access to play regularly, to play freely, to play safely." She asked Griffin and Arredondo if they could elaborate on how they engaged youth in the development of the Elm Playlot and Pogo Park model. Griffin responded by saying the process to develop Elm Playlot was completed in 2014; however, they continue to change it to respond to community wants and needs. He stressed the importance of "designing with the community, not for the community." To convey messages and ideas, he said they approached it in many ways such as 3-D modeling, pop-up parks, temporary structures, and prefabricated models. When designing the playground, he said they did so with the intention for inclusivity and accessibility to children of differing abilities. He gave the example of a disc swing that can accommodate up to four children, thus encouraging group play, and a design that makes it accessible for children with disabilities. Another example he gave of designing with intention was omitting a traditional slide structure and instead having a structure that can be removed and replaced in pieces. This allowed the park to be flexible to suit the community's needs. Lastly, Griffin discussed the importance of the park being staffed by residents. He told the story about one of his colleagues who had some children go to her home to ask her for help in the park on her day off. He reflected that she felt happy to know that she was someone they could go to for help. Arredondo added that having residents staff the park helped to maintain the park itself. If there were issues such as dumping or graffiti, he said they would be able to identify who was creating the problem and would work across sectors, including law enforcement, to support the park and its staff. Arredondo also said that by having community members be actively involved and engaged in the process alongside governmental and nongovernmental agencies, they were able to accomplish unlikely initiatives, such as adding a zip line to the park.

Ross observed that there are things that a city is able to accomplish and things they are not, which is a reason to have partnerships; however,

partners may not see that cities would like to be more involved in the process. She asked if they had advice for partners on how to effectively work with cities that wish to be actively involved in building capacity and advancing development. Arredondo responded, saying that the city of Richmond brought an outside person to complete training alongside city staff, and city leadership promoted the idea that all staff, from maintenance workers to city managers, were health providers and clinicians. This helped to change the working environment and perceptions. Additionally, he said having clear priorities, supported by leadership paired with funding, "goes a long way."

Ross asked about the role of securing buy-in for policy makers. Griffin, a native of Richmond, highlighted the benefit of it being a smaller city. He remarked on its city pride and its ability to make connections quickly. He felt a sense of stewardship and ownership for the health of the residents in Richmond. As such, he relayed that relationships are cultivated and there has been an effort to understand others' assets and challenges. Additionally, he said that promoting healthy spaces is not controversial, so they have not experienced much political opposition to their initiatives. Arredondo continued by explaining that the health in all-policies approach became institutionalized when the General Plan—including the health and wellness element—was approved by the city council. This achievement opened funding opportunities to them, such as through California's Proposition 84, which gives grants for parks, job training, and housing. Paired with an engaged community, he felt they were positioned well for additional funding and support. He explained that cities can apply for certain funding for which community-based organizations would not be eligible. Arredondo said he believes this is a valuable role for cities to play.

In response to a question from Ross about the Yellow Brick Road, Arredondo explained that "the Yellow Brick Road is a Safe Passages project" with the intent of linking two Pogo Parks together. It was developed by community youth who were concerned about having a safe way to get across the community due to traffic. The street is "a literal yellow street" and along it there are houses, churches, and the only hospital in Richmond. Arredondo added that the Yellow Brick Road intentionally connects to the Marina Way, where there is more development occurring.

DISCUSSION

A brief discussion and question-and-answer session with the audience followed the panel's presentations. Dora Hughes from The George Washington University asked about how to balance being direct and confronting race, racism, and discrimination when talking about health and

health equity. Arredondo said he will sometimes be "explicit, sometimes implicit." At the beginning of the work, he felt that it was more subtle, but as relationships have been built and outreach has occurred, it has become more explicit. He gave the example of a community exercise they conducted, which asked residents to explore their greatest sources of stress in Richmond, and the predominant responses were racial profiling, issues with police, and issues with violence. So, he noted, residents were more explicit, which gave permission for the city to also be explicit. He said, "tension brings up change," which can be positive. In response to that exercise, he noted that they implemented implicit bias training with the local police and had community members complete the training as well. An underlying issue related to racial profiling was the lack of identification among residents, so they created a system that linked the municipal identification with the banking system to prevent the use of check-cashing businesses where customers would be charged high fees. He reiterated the importance of the city staff being part of the community and reflective of its people. Griffin added that when they talked about solutions to such stressors, it was important to use similar terminology and encourage open communication. After a follow-up question from Hughes about potential considerations of private funding sources, Arredondo then pointed out that Pogo Park is a nonprofit organization and that securing funding has been and will continue to be a concern. Pogo Park has 15 full-time staff members who all have equal say in what funding or resources will be accepted.

Russo and Arredondo discussed the various parks in Richmond. Arredondo estimated that there are approximately 30 parks, with about 10 that are community led and community driven. However, there are many that have varying levels of community engagement. He described Groundwork Richmond.[14] They have trained youth, called Air Rangers, who conduct regional air monitoring throughout Richmond. He stated that the data collected are and will be used to reduce air contaminants and improve the health of residents.

Russo asked whether they have found a network of organizations of similar interest and activities around parks. Griffin answered in the affirmative and said they often host other organizations. He referenced the Global Learning Exchange through the Institute of Urban and Regional Development at the University of California, Berkeley, through which he, Arredondo, and others from Richmond traveled to Nairobi to learn strategies to engage with community members and how to promote investment in areas without existing strong financial support. Another example he

[14] Groundwork Richmond is an organization that aims to restore urban forests in Richmond, California, by using youth to replant trees (Groundwork Richmond, 2020).

gave was a representative from the National Forestry Services, who gave talks about urban green spaces. Ross added that she has seen a rethinking of public spaces globally. She referred to a workshop with the Salzburg Global Seminar that focused on urban parks, children, and health, which included participants from around the world.

Doug Jutte from the Build Healthy Places Network in San Francisco noted that Pogo Park is a community development corporation (CDC), which is what he is involved in at the Build Healthy Places Network. He asked Griffin and Arredondo whether they have utilized CDC networks. Griffin had not but mentioned that his executive director, Toody Maher, likely had since she understood the importance of discovering assets and expertise within communities.

Naughton asked for opinions on what makes good public and private partnerships and aspects of problem-solving processes. Arredondo said the aspect that was paramount was "to get to know the community." As someone from outside of Richmond, he noted that there was distrust because of broken promises made by various agencies. While he acknowledged connections and relationships, he said that "it is very fragile." A way to combat this is to continue the relationship even when there is no longer funding or a project. He states that this shows the community that you are committed to them. Griffin continued saying that "you show up when you don't want something [to show] that you actually care about people." Additionally, paying people for their time and services has been valuable, he mentioned.

Meadows commented that there can be momentum loss during projects due to things such as governmental changes and loss of community leaders. He asked how the panelists would suggest keeping the momentum going, beyond paying people for their time and services. The second part of the question asked how to measure whether a community is becoming healthier in a nonclinical sense. Griffin first responded to measures. In 2007, he noted, that they started a mixed-methods study on "the health impacts of the redevelopment of Elm Playlot," which looks at publicly available data on health indicators and a community survey on social cohesion and perceptions. In addition, they are using the PhotoVoice project to capture qualitative data. He said that partnering with academia has helped to capture such measures. Griffin then spoke to the question about momentum. He advocated for identifying community leaders that may not be part of an organization to promote networks within the community. Arredondo reiterated that continuity had been reassured due to the institutionalization of their work. Regarding measures to capture health improvement, he noted that there is a self-rated health question as part of the National Clearinghouse for Cities, which they have used.

4

Perspectives from Leaders on the Frontiers[1]

Moderator Colby Dailey from the Build Healthy Places Network started the panel discussion by sharing a story about the 2020 Super Bowl halftime show, which featured performances by artists Jennifer Lopez and Shakira. Dailey spoke to two female colleagues the following day; one felt empowered to see Latina performers who celebrated Latino culture and language, and the other was a leader in the #MeToo movement, who expressed concern about the portrayal of women. Dailey said she herself brought the perspective of being a mother to a young child. The three together explored their perspectives, each being quite different. This anecdote, Dailey added, of how different people bring different perspectives to something as common as television entertainment, illustrates how the work being done to improve health and advance health equity brings even more parties and positions to the table.

The Build Healthy Places Network is a national organization based in San Francisco, Dailey said, and it aims to reduce poverty and improve health and equity in low-income communities through collaborations across development, finance, and health organizations. Such organizations include Community Development Financial Institutions (CDFIs),

[1] This section summarizes information presented by panel session speakers Nicole Payne from the American Planning Association–New York Metro, Nupur Chaudhury from the New York State Health Foundation, followed by Justin Garrett Moore from the New York City Public Design Commission and Columbia University, and Jennifer Allen from ioby. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

nonprofit banks that address social determinants of health through investment in low-income communities and community development corporations (CDCs) and nonprofits that are the "brick and mortar," building quality affordable housing, community centers, and charter schools. These organizations work together.

Dailey identified health and how CDFIs and CDCs invest in health. She said that there will be positive changes to health outcomes if investment can be made in areas of prevention and social determinants of health. Rather than blazing new trails, Dailey said, "everything old is new again," in that people are building new collaborations with organizations that have existed rather than operating in silos. This led her to question "What can bring us together?" Dailey said they conducted an audit on various sectors and organizations, all relating to building healthy and equitable communities, to establish a set of common principles and values. The principles and values established by Dailey's organization include (1) collaborate with the community, (2) embed equity, (3) mobilize across sectors, (4) increase prosperity to improve health, and (5) commit over the long term (Build Health Places Network, 2020).

Dailey introduced Nicole Payne from the American Planning Association–New York Metro, Nupur Chaudhury from the New York State Health Foundation, followed by Justin Garrett Moore from the New York City Public Design Commission and Columbia University, and Jennifer Allen from ioby. Highlights from the panel are provided in Box 4-1.

BOX 4-1
Highlights

- The field of transportation is shifting away from solely focusing on infrastructure to examining how people interact with physical spaces and how design and policy impacts health and well-being. (Payne)
- Residents should be informed about the initiatives at work within their communities. The lack of transparency surrounding the ownership, goals, and failures of community initiatives creates a level of disconnect between the city and its residents. (Moore)
- Acting in solidarity with other people creates an opportunity to use one's power and privilege to open doors for others. (Chaudhury)
- City leaders and staff should seek out partnerships and relationships with residents to get to know the people and the needs of the community. (Allen, Payne)

NOTE: These points were made by the individual workshop speakers identified above. They are not intended to reflect a consensus among workshop participants.

Payne shared her love of transportation, including motor vehicles and transit, and noted that transportation has not had a role in the health, wellness, and placemaking fields, but she also felt confident that this is changing. Traditionally, she said, "transportation planning has been used to define the value of neighborhoods." She referred to Arredondo's presentation as an example in which he illustrated the Iron Triangle as being defined by the use of rail lines (see Figure 3-1). She described the negative aspect to this as its historical use as a way to discriminate against persons of color, such as the absence of sidewalks, "stop and frisk," and building major roadways through neighborhoods.

Payne noted the need for extensive work to correct the impacts of these harmful strategies and policies. To start this process, she said transportation as a field is looking deeper into how people interact with their physical spaces and infrastructure and how design and policy impacts social well-being. She gave the example of Complete Streets[2] and its philosophical approach to ensure safe and accessible travel for all users, which emphasizes how people use the infrastructure rather than the infrastructure alone. A second example is the Vision Zero Network.[3] She said that while they aim to reduce traffic fatalities, cities are embracing the idea of streets being a place for social interaction. She put forth the idea of designing designated areas that are culturally appropriate and accepted for such activities. She gave the example of the Scraper Bike Team in Oakland, California, which encourages youth to engage in physical activity and to avoid crime and violence (Scraper Bike Team, 2020). This is not the stereotypical white, able-bodied, wealthy bike rider, she said, and designing bike lanes for these users will fit the needs of Oakland's community.

Lastly, Payne saw an opportunity to use data from redlined neighborhoods to show the need for reinvestment. She noted that other "nontraditional metrics" include "share of nonwhite population [and] share of household that speaks English as a second language." While this may create pushback politically, she said advocating to government leaders and being present for these conversations will help to promote positive change.

Chaudhury continued the panel by seeking to "[ground] us in the time that we are in." She recalled that Trayvon Martin would have been 25 years old on February 5, 2020, the day prior to this workshop. She was at the Active Living Research Conference earlier in her career just after

[2] Complete Streets are ones that are designed and operated for safe use and support movement for all users (DOT, 2020).

[3] The Vision Zero Network aims to help communities eliminate traffic-related mortalities and severe morbidities while promoting health and equity (Vision Zero Network, 2018).

Trayvon Martin was killed. Shavon Arline-Bradley, a previous health director of the National Association for the Advancement of Colored People, gave her a broader understanding of why transportation and walkability were so important to health and to children like Martin.

Chaudhury listed some questions that she uses to guide her work. These include, "What are the spaces and places that we belong [to] and who gets to decide that?" and, "What are the restrictive cues that communicate messages to us?"

Later in her career, she worked in Brownsville, a neighborhood in Brooklyn, New York. Brownsville had and still has the highest concentration of public housing and evictions from public housing, and a high violent crime rate. She said its residents knew that the city did not care about them or their neighborhood. She paraphrased lines in Michelle Obama's book *Becoming* about growing up in Chicago knowing the city did not care about her [South Side] neighborhood when they discontinued investments in the area. Returning to her work in Brownsville, Chaudhury focused on using her "power and privilege" to gain advantages on others' behalf, but she understood when she needed to "step back" and empower its residents. She closed by imploring those in the audience to consider how they can leverage their own "power and privilege" to remodel the system "so that communities are leading us and we are following in that work."

Justin Garrett Moore described hearing a man in Harlem, New York, watching the planting of trees and saying "they are not planting … those trees for us." This gave Moore a sense of how residents viewed changes in areas undergoing gentrification. Moore explained that trees were being planted in the name of environmental justice as well. He said that this illustrates how there can be more than one narrative for the changes seen. Moore said this is why there should be more transparency about various initiatives. He noted that residents should be informed of why initiatives are being made, for whom they are being made, and who has ownership over them in order to build trust. Part of the transparency should include open and frank discussions about the failures, he said, which does not occur often due to reasons such as politics and leadership. He emphasized the need for leadership to talk about failures and take responsibility. He gave two examples on this. The first is Betsy Head Park, an initiative in Brownsville. After community promotion, the city designed plans for the park after holding community meetings. In his position, he reviewed the plans, but saw that they were not right. The park design did not have features that would interest youth, which is something the community identified as a need. Moore said his position gave him the power to have the plans redesigned. He explained that it is necessary to have those in leadership and with power ensure community representation, although

that may not always happen. The second example was Urban Patch, an initiative that he and his family created in Indianapolis, Indiana. Its first project was creating a permaculture/urban garden in a previously vacant lot—a different use and type of power. He built relationships with the community and raised a small amount of money, leading to small but impactful change. He concluded by saying that the ability to increase and "scale up" work, while having positive impact, shows that "power can … come directly from people."

The last speaker of the session was Allen, who wanted to talk about the financial side of inclusive placekeeping (i.e., work of communities leading the work of stewarding and enhancing the place where they live, learn, and play). She said she gets frustrated and impatient because people in the field have been "talking about the same things" for decades and change has been slow because "we are not dismantling the systems that are continuing to oppress people." She acknowledged that governments should provide certain services, but that that work does not always get expressed in practice equitably or in ways that follow the lead of what community members need. Allen said that at ioby, a nonprofit crowdfunding platform aimed at building support for change within communities, they provide resources to residents to change aspects of their communities to meet their needs. This connects people to resources online and in real life, and projects range from linking people to the know-how for creating a community garden, to resources for purchasing a vacant property and turning it into a space for art and healing. She asked, "How do we work in this current system while dismantling it?"

She concluded by giving the example of Carmen Lane, who lives in the Buckeye neighborhood in Cleveland, Ohio, that is mostly African American and in a lower socioeconomic status. Lane saw a vacant home and, wanting to repurpose it as a place for "healing," secured a grant from the local land bank. There was a gap in funding, so they turned to ioby to raise funds. In two campaigns, they raised a combined $15,000, closing the gap. Lane was able to work within a system with limited resources and numerous barriers.

DISCUSSION

A brief discussion and question-and-answer session with the audience followed the panel's presentations. Maureen McGuigan from the Arts and Culture Department in Lackawanna County, Ohio, asked how to create spaces that are welcoming and inclusive of all races and income levels. She referenced something she heard on National Public Radio, that most people's friends are of the same race as themselves. Chaudhury responded by underscoring the importance of standing and acting in

solidarity with others. She explained that the 1619 Project[4] asks people to examine their role and situate themselves in relation to slavery—for example, she felt called to acknowledge the solidarity work between South Asians and African Americans. When she worked in Brownsville, there was only one other family that was also South Asian, and she felt a connection with them due to this commonality. She said she found other ways to connect and build relationships with other members of the community, driven by "the belief that we are in this together, that my liberation is bound with their, and vice versa."

Allen added that establishing partnerships should come prior to discussions of what is needed for a community or neighborhood. It is important to get to know each other and see each other as people, she said. Moore said it is important to acknowledge that some may "need space and time to heal" from painful and sometimes traumatic events and situations, and this should be respected. Payne said that it is necessary for those with power within the city to tell other city staff that it is "their actual job" to go into a community and get to know people. Elizabeth Cohn from Hunter College shared that Hunter College holds monthly public conversations with people across the city.[5] These conversations have the purpose of bringing people with different perspectives together. Dailey added that having "a learning mindset" is needed, and that to embrace the fact that race conversations can be difficult, and some may be fearful of saying the wrong thing. Being open to learning from mistakes is important, she said.

Hanh Cao Yu remarked on recent public dialogue surrounding racism and exploitive capitalism and asked the panel about their thoughts on economic forces and inclusive development. Moore answered that New York has been trying different strategies to promote long-term economic sustainability to combat racism, such as land-lease development deals. One example was the Peninsula, formally known as Spofford, in which the city maintained ownership of the land, which gives it control over its future development. This was unusual, he noted. There is progress being made, he said, but "capital is capital." Payne commented on the larger debate about transportation as a public good. She questioned whether, in a city with areas of poverty, people should be charged to use public buses, for example. She said there are some programs that have been exploring affordability and transportation, but she believed these programs do not incorporate social impact enough. Chaudhury gave the

[4] In 2019, *The New York Times Magazine* started The 1619 Project, whose goal is to place the consequences of slavery prominently in the national narrative (*The New York Times*, 2019).

[5] Information about this initiative, called ConversationsNewYork is available at https://conversationsnewyork.com (accessed January 26, 2021).

example of Rebuilt by Design, a project after Hurricane Sandy. Community development block grants were made available for disaster recovery and relief. She explained that one of the funders held a competition and a requirement was that any plans had to be co-created with the community it intended to serve. This is what she called "the carrot." By making this a requirement for the competition, she explained, plans were developed using these parameters, even if there were no city regulations or policies dictating this.

5

Recognizing and Expanding Inclusive Places[1]

Bobby Milstein from ReThink Health led the audience in an exercise intended to give participants a chance to reflect on and discuss intentional inclusive placemaking and placekeeping, including how to build relationships to promote inclusive spaces.

The exercise had three parts, beginning with one that was personal or referring to the participants' own preferences and ideas. Milstein asked the audience to first take 5 minutes to focus on a place they knew well and question what made it special and valuable to them, as well as "how well kept and cared for" it is, and then to consider how inclusive the place is and what the cues indicate that. Next, Milstein instructed the audience to discuss their responses in groups of four to five. Finally, he guided the audience to be change agents, and to think about who the stakeholders are, how they would bring others into conversation, and how they facilitate greater engagement.

In the plenary session, Milstein asked the audience about the cues of inclusion or exclusion for the various places (see Box 5-1 for highlights).

Lourdes Rodriguez facilitated the online discussion and shared participants' responses. Online participants included Ron Gross and Mike Dannemiller. After the first reflection, Gross shared his place as Bryant Park. He described it as being exclusive 40 years ago because it was

[1] This section summarizes information presented by Bobby Milstein from ReThink Health. The statements made are not endorsed or verified by the National Academies of Sciences, Engineering, and Medicine.

BOX 5-1
Highlights

- Our favorite public spaces possess certain elements that make them special or valuable to us and those that experience them. (Milstein)
- Public spaces provide clear cues to inclusion or exclusion. (Toribio)
- There is a direct relationship between community health and economic prosperity. (Jutte)

NOTE: These points were made by the individual workshop speakers identified above. They are not intended to reflect a consensus among workshop participants.

only used by "drug dealers." After the Project for Public Spaces, it was completely redesigned, and he considers it a model for rejuvenation of spaces. He said they hold an annual conversation day in the park in June of each year and it has a welcoming environment. He said anyone is able to and does walk in and thus he found it to be accessible and inclusive. His favorite aspect is the French café chairs because they allow people to redesign the space.

Dannemiller described his place, which is the Cape May Pedestrian Mall in Massachusetts. His family would go there to spend time outdoors because there was still some protection from the weather. He said it was an inviting place for people to "mull around," "people watch," and was a popular and active place.

Rodriguez spoke about her experience in Bryant Park. She recalled a seeing a person who was experiencing homelessness sitting next to a couple who appeared to be on their lunch break. Nearby was a group of tourists and a lady with a stroller. She said this was "meeting people where they [were] at." She considered using a harm-reduction model approach and applying it to spaces. Rather than pushing the person experiencing homelessness out, this approach would make room for others as well.

Rodriguez then asked Gross and Dannemiller to tell a story about the places they mentioned and to analyze how the places compared with each other. Gross observed that they both mentioned seating and that having moveable seating was empowering. Dannemiller said that while there was seating at Cape May, it was fixed and not particularly inviting.

Rodriguez mentioned various walking paths within Bryant Park and how its design provided for imagination and creativity. Gross said there are two types of park designs: the British design allows for surprises by turning corners without giving clear views, and the French design allows you to see long distances. The British design may not be appropriate for

areas with a concern about crime. He said at the Champs-Élysées, there is a mixture of these designs.

Rodriguez asked how planners could connect to a broad range of residents for the goal of inclusivity. Dannemiller responded with his example at Cape May. The majority who visit are tourists, he claimed. While it is an artificial environment, he said, it is the most vibrant spot in the area, even off season. This one spot does not close up when tourists leave, he said. Economically, there is vitality. Gross said he selected Bryant Park for the annual conversation day for its beauty, which attracts people who happen to be passing by, including foreign visitors. He considered that there are some limitations to Bryant Park, such as the "high tone of the Upper East side."

Ysaura Toribio reported for her group, saying they viewed the presence of diverse people as a sign of inclusion. That is, if they see only one group of people, others who are not part of that group would assume they are not welcome or it is not for them. An unnamed audience member added that diversity related to businesses as well. Rodriguez reported that the online discussion said agency and that being able to have moveable fixtures encouraged inclusivity. Roerty mentioned the history of the place and the remnants of that history. Another unnamed audience member added to that by saying that it is important for individuals to ask themselves if they can see themselves in that space and history. How or if people feel represented in a place's history is important and can be either a negative or positive feeling. Another unnamed participant said the flexibility of the space for multigenerational communities was needed in order to be welcoming to newcomers as the demand on the space changes over time. A physical barrier mentioned by another participant was a fence, as well as having transportation to get to and move within a space.

Milstein then asked the audience who they identified as potential partners and how they would engage them. Rodriguez responded by mentioning a strategy that she used in Manhattan parks, which was to have walking meetings. She said three questions need to be asked during these meetings. The first is how the space compares to what they had anticipated prior to experiencing it. The second question is how can they had come to use the space, and the last question is how programs could be used to promote a sense of well-being. This was an effective strategy in Washington Heights, she reported.

Mylynn Tufte from the state of North Dakota said her group discussed having financial institutions as part of the process to better understand their aims. She said they also wanted to bring community members together to compile a list of all assets within a community that might not otherwise be known. Moore added that technology can have impacts across sectors, and it can create opportunities to remove potential barri-

ers. Bonnie Kirker said that inclusivity can be set by policies and, with the right policies in place, create inclusive environments. Russo added that an office of aging may require programming that is inclusive for seniors, for example. Griffin said that there should be consideration as to when and for how long to bring in community members for input. Arredondo added that when Pogo Park creates its spaces, it visits other spaces for inspiration.

Jutte said he and Milstein were working on a report on community health and economic prosperity, with a focus on the roles and responsibilities of private businesses. He said they found that unhealthy communities were actually costing businesses money. He posed the question of what businesses should be doing in response to this. Naughton viewed this issue in terms of competition. That is, whether neighborhoods are able to compete for resources, skilled workers, and investment. Milstein supposed that strong incentives may be attracting workers who are only committed to the paycheck and not the community. He questioned how newcomers are able to feel rooted to a community. Franklin answered by saying this could be possible with an investment in higher education. Arredondo said Richmond utilizes graduate students in public health and planning to help supplement needed expertise. Hughes stated that there have not been clear parameters between "inclusive healthy places and social determinants of health, and health and health equity relating to health and health care." She said that there are implications for downstream versus upstream interventions.

Ross closed the panel by stating that there is a need for better narratives and more effective communication. She said that media can be a "partner" in telling stories of how various aspects of spaces, such as transportation, can impact health outcomes and racial equity. An unnamed audience member was struck by Erickson's earlier comment about owning medical risk and how to communicate effectively to encourage business responsibility.

6

Reflections on the Day and Closing Remarks

Before opening the floor for reflections from roundtable members and the audience, Bobby Milstein said the design principle established by the planning committee for this workshop was that of "immense value for this work." The value has two foundations—first, the wide-reaching benefits that cut across sectors and aspects of health, equity, environment, and economics. The examples shared during the workshop illustrate the "different kinds of resources … [and] intentionality" to this and benefits are becoming evident, so value is starting to be defined more clearly, he said. Another foundational aspect was the belief that the value for the work is significant and the roundtable wanted to highlight those who have been doing successful programs that other communities would be able to replicate. He referred the audience to the roundtable webpage[1] for resources relating to this work.

In his thanks to the speakers, Milstein noted that they "humanized" the work and efforts and he said that this workshop was unique since it featured those who were not health care practitioners in the traditional sense. He made distinctions about the various individual and institutional approaches and power aspects to change. Milstein made some final observations. He noted that a common theme among many of the day's presentations was "a sense of pride that then converts into a passion for either preserving what should be cherished, maybe being willing to

[1] Information on the Roundtable on Population Health Improvement is available at http://nas.edu/pophealthrt (accessed June 29, 2021).

leave behind in the past those things that are harmful, and being conscious about preservation and improvement." Another observation Milstein noted was the economic aspect of the work and the ways in which billions of dollars can be leveraged on a large scale. Lastly, he referred to The Honorable Shirley Franklin's presentation about "short-termism." He said that designing with intention and inclusivity transcends decades, if not centuries, and that it is a myth that everyone is working under this short-term vision. With that, he turned to the audience for comments and input. Highlights are provided in Box 6-1.

An unnamed audience member said his key takeaways were the importance of "communityowned processes" in building inclusive communities and thinking in the long term. Rodriguez commented that there should be the understanding that not all people experience public spaces in the same way. Another audience member added her appreciation for the work in the Fitzgerald and Brownsville neighborhoods, as well as in Pogo Park, because they embodied the idea that inclusion is an asset and that equity is part of a process, not just an ending point. Another participant referred to Chaudhury's presentation and point about a community being a dynamic entity rather than a static commodity. She also asserted that "conduits" should be developed to promote "real agency" to empower all members in the process. Another person spoke of "the imagination of diverse funders and county agencies" and how to be a catalyst for investment. Moore underscored the importance of evaluat-

BOX 6-1
Highlights

- Stakeholders, including community members, should be actively involved in the planning and design processes, and community-owned processes should be incorporated into inclusive public spaces. (Milstein)
- Inclusivity is an asset to communities and relationship building promotes this. (Milstein, Tufte)
- There is an opportunity for health care to provide a valuable role in addressing social determinants of health within a community. (Jutte)
- Inclusively is a movement that requires the creation of space for input from diverse stakeholders and requires a long-term vision. (Arredondo, Moore, Rodriguez)
- Systems change is necessary for creating opportunities for promoting inclusivity in public spaces. (Hughes, Lundi)

NOTE: These points were made by the individual workshop speakers identified above. They are not intended to reflect a consensus among workshop participants.

ing the perspectives and needs of various stakeholders, which would lead to an alignment of goals and objectives. He also commented on the need for both creation and maintenance, including discussions about who is responsible for maintenance and who has the power of maintaining spaces and projects for the long term.

Another person pointed out that equity should not be conflated with mere community engagement, and that systems need to be dismantled to give rise to equitable and inclusive opportunities. Tufte shared her understanding that trust and relationship building is part of this work and that designs need to consider differences between urban and rural areas.

Jutte shared a key insight, which is that health care can and should play a valuable role and responsibility in addressing the social determinants of health, such as places. He said the health care sector's role in the community gives them an advantage but, ideally, they will catalyze and support the placemaking work of those who already do it well. Arredondo said his takeaway was that inclusiveness in public spaces "is part of a movement … that is organizing." He said that there is a responsibility to make "space for other people and connecting residents and colleagues across this movement."

Hughes said that she heard the theme of systems change in all of the panels presented today. Such changes included "who was at the table," decision-making processes, and funding distribution, and she noted that changes at the varying levels can be accomplished through "place-based initiatives."

Naughton thanked the panel and other participants for creating the opportunity to learn from each other in this workshop. She said she was inspired by the stories and perspectives from voices of young leaders in the field. A final audience observation came from Daphne Lundi from the Office of Resilience in New York City, who spoke about regulatory mandates and policies that shape placemaking and placekeeping, and what it would mean if agencies in charge of housing or open spaces also thought about health effects, if health considerations were built into all city policies.

Milstein concluded the event with words of appreciation to Hunter College for hosting and exhorted participants to "go forth and make better places."

Appendix A

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Appendix B

Workshop Agenda

MONDAY, SEPTEMBER 21

11:00 a.m.–12:30 p.m. EDT

Academic Public Health and Population Health Session

Sandro Galea, Boston University
Marc Gourevitch, NYU Langone Health
Dora Hughes, The George Washington University
Sheri Johnson, University of Wisconsin–Madison
Shreya Kangovi, University of Pennsylvania
Ziad Obermeyer, University of California, Berkeley
Joshua Sharfstein, Johns Hopkins University (moderator)

1:30 p.m.–3:00 p.m. EDT

Social Sector Session

Cathy Baase, Michigan Health Improvement Alliance
Susan Dreyfus, Alliance for Strong Families and Communities
Gary Gunderson, Wake Forest Baptist Health and Wake Forest University
Milton Little, United Way of Greater Atlanta (moderator)
Jason Purnell, BJC Healthcare and Washington University in St. Louis

TUESDAY, SEPTEMBER 22

11:00 a.m.–12:30 p.m. EDT **Health Care Session**

Philip Alberti, Association of American Medical Colleges
Dawn Alley, U.S. Department of Health and Human Services
Kirsten Bibbins-Domingo, University of California, San Francisco
Sanne Magnan, HealthPartners Institute (moderator)
Von Nguyen, Blue Cross and Blue Shield of North Carolina
Stella Whitney-West, NorthPoint Health & Wellness Center

3:30 p.m.–5:00 p.m. EDT **Public Health Session**

John Auerbach, Trust for America's Health (moderator)
Oxiris Barbot, formerly New York City Department of Health and Mental Hygiene
Joneigh Khaldun, Michigan Department of Health and Human Services
José Montero, Centers for Disease Control and Prevention
Umair Shah, Harris County Public Health
Monica Valdes Lupi, The Kresge Foundation

WEDNESDAY, SEPTEMBER 23

1:30 p.m.–3:00 p.m. EDT **Cross-Sector Session**

Alison Omens, JUST Capital
Chris Parker, Georgia Health Policy Center
Mary Pittman, Public Health Institute (moderator)
Soma Saha, WIN Network

THURSDAY, SEPTEMBER 24

11:00 a.m.–12:30 p.m. EDT **Philanthropy Session**

William Buster, St. David's Foundation
Rose Green, Colorado Health Foundation
Michelle Larkin, Robert Wood Johnson Foundation
Jacqueline Martinez Garcel, Latino Community Foundation
Phyllis Meadows, The Kresge Foundation (moderator)
Marion Standish, The California Endowment

Appendix C

Speaker Biosketches

Jennifer Allen, M.A., is a city strategist manager at ioby. She leads the City Action Strategist Team—ioby's on-the-ground staff in Cleveland, Detroit, Memphis, and Pittsburgh—and helps lead its work sharing ioby's powerful resources to support local leaders working for neighborhood change. Prior to joining ioby, Ms. Allen was the director of strategic initiatives at Trailnet in St. Louis, Missouri, where she oversaw the Calm Streets Project, built strategic partnerships, and assisted with advocacy campaigns. In Los Angeles, Ms. Allen was a policy associate at Livable Places advocating for affordable housing, transportation options, and quality public spaces for Angelenos. Ms. Allen holds an M.A. in urban planning from the University of California, Los Angeles. Ms. Allen is committed to making the world a better place and volunteers as part of that practice, including volunteering with BlackSpace, serving as a planning commissioner for the city of St. Louis, and co-leading a campaign to break the schools-to-prison pipeline in St. Louis County.

Gabino Arredondo, M.A., works for the city of Richmond, California, in the City Manager's Office. As a project manager, he leads the coordination of the successful implementation of Richmond's Health in All Policies (HiAP) Strategy and Ordinance. Richmond's HiAP implementation is a collaborative effort with city staff, institutional partners, community-based organizations, and Richmond residents to achieve health equity within the city. In addition to his work in the Health Initiatives division, Mr. Arredondo supports the implementation of new public policy initiatives as directed by the Richmond City Council. Recent examples include

serving as the acting executive director of the Richmond Housing Authority, launching the Richmond Rent Program (Rent Control and Just Cause for Eviction Ordinance), and launching the Richmond Promise Scholarship. Mr. Arredondo supports these initiatives in large part through thoughtful planning and execution of inclusive community engagement strategies.

Prior to working in the City Manager's Office, Mr. Arredondo assisted with implementation and community engagement efforts surrounding the city's adoption of the Richmond General Plan 2030 and, more specifically, the Community Health and Wellness Element. He has a B.A. in history and Chicana/o studies with a minor in education from the University of California (UC), Los Angeles, and an M.A. in language and literacy and society and culture from UC Berkeley. He is originally from the Boyle Heights neighborhood in Los Angeles and has always been interested in equity and access work with historically disenfranchised communities.

Alexa Bush, M.L.A., is passionate about creating equitable and resilient cities. She is the urban design director of the East Region in the city of Detroit Planning Department. She manages a team responsible for planning and implementing neighborhood development and open space projects in Council Districts 3 and 4. She is also the lead for the Livernois/McNichols Planning Initiative, which includes the Fitzgerald Revitalization Project and the Reimagining the Civic Commons Initiative. Ms. Bush received her bachelor's degree in visual and environmental studies with a focus on filmmaking from Harvard University and her M.L.A. from the University of Virginia.

Jo Z. Carcedo, M.B.A., M.P.A., is the vice president for grants for the Episcopal Health Foundation (EHF). In this role, she developed the foundation's grants management system, oversees all operational aspects of the organization's grantmaking portfolios, supervises the grants management team, and directs all organization-wide grantmaking policies, processes, and systems to ensure EHF's grantmaking is aligned with its core values and strategic goals. Ms. Carcedo has more than 25 years of experience in the health and human services arena engineering grants management systems that help leadership teams think more creatively about the use of public- and private-sector investments to develop sustainable business strategies. She has raised more than $300 million in public grants and contracts from the U.S. Department of Health and Human Services, including from the Administration for Children and Families, the Health Resources and Services Administration (HRSA), the Substance Abuse and Mental Health Services Administration, the Texas Education Agency, and several private philanthropies. Ms. Carcedo has an M.B.A.

from Texas Woman's University, an M.P.A. from The University of Texas at Austin, and a B.A. from Vanderbilt University. She is a board member of Philanthropy Southwest, a grant reviewer for HRSA and served on the Grants Committee for the Hurricane Harvey Relief Fund established by the Mayor of the City of Houston and the Harris County Judge in the wake of Hurricane Harvey.

Nupur Chaudhury, M.P.H., is a bridge builder and translator in the fields of urban planning and public health. Throughout her career, she has developed and implemented strategies to support residents, communities, and neighborhoods in challenging power structures to build just, strong, and equitable cities. She has led coalition building efforts after Superstorm Sandy through her work with the Rebuild by Design competition, has redeveloped power structures in villages in India through the Indicorps fellowship, and has developed a citizen planning institute for public housing residents in Brownsville, Brooklyn. Her work has been featured in the *American Journal of Public Health*, CityLab, and on National Public Radio. Ms. Chaudhury is also a program officer at the New York State Health Foundation, where she is responsible for identifying and nurturing opportunities for effecting positive systemic change within communities across the state. She is a member of the American Planning Association, an Urban Design Forum's *Forefront* Fellow, a Salzburg Global Seminar Fellow, a board member of University of Orange, Center for the Living City, and is the past board chair of Made in Brownsville. She is a founding director of the Center for Health Equity, housed at the New York City Department of Health and Mental Hygiene and she has an M.P.H. from Columbia University, a master's degree in urban planning from New York University, and a B.A. in growth and structure of cities from Bryn Mawr College.

Colby Dailey, M.P.P., is the managing director of the Build Healthy Places Network, where she oversees organizational strategy and growth, business operations, and program implementation. She brings more than a decade of experience spearheading global and national networks spanning the impact investing, community development finance, and philanthropy fields. Prior to joining the Network, Ms. Dailey was a policy director at Pacific Community Ventures (PCV), where she led a number of large-scale impact investing policy initiatives, including with the UK Cabinet Office and World Economic Forum, among others. Before working with PCV, she was a program director at Capital Impact Partners, a national community development financial institution, where she launched what is now the national Grounded Solutions Network for affordable homeownership. Ms. Dailey serves on the Robert Wood Johnson Foundation's Culture of Health

Prize National Advisory Group, the Best Babies Zone National Advisory Council, and the Northern California Community Loan Fund Board of Directors. She earned her M.P.P. at the University of California, Berkeley.

David J. Erickson, Ph.D., M.P.P., is the senior vice president and the head of outreach and education at the Federal Reserve Bank of New York. His areas of research include community development finance, affordable housing, economic development, and institutional changes that benefit low-income communities. Dr. Erickson has a Ph.D. in history from the University of California (UC), Berkeley, with a focus on economic history and public policy. He also holds an M.P.P. from UC Berkeley and an undergraduate degree from Dartmouth College. Dr. Erickson has been a leader in the collaboration between the Federal Reserve and the Robert Wood Johnson Foundation in bringing the health sector together with community development. To date, this collaboration has resulted in 52 conferences and numerous publications, including a cluster of articles in *Health Affairs* in November 2011. His book on the history of community development, *The Housing Policy Revolution: Networks and Neighborhoods*, was published in 2009 by the Urban Institute Press. He also co-edited *Investing in What Works for America's Communities: Essays on People, Place, and Purpose* (2012); *What Counts: Harnessing Data for America's Communities* (2014); *What It's Worth: Strengthening the Financial Futures of Families, Communities and the Nation* (2015); and *What Matters: Investing in Results to Build Strong, Vibrant Communities* (2017).

The Honorable Shirley C. Franklin is currently the executive chair of the board of directors of Purpose Built Communities and the former Barbara Jordan Visiting Professor in Ethics and Political Values at the LBJ School of Public Affairs at The University of Texas at Austin. She was elected the first African American woman mayor of a major southern city in 2002 and served two terms as mayor of Atlanta, Georgia, until 2009. The mayor is term limited in Atlanta. Upon leaving office, she was appointed to an Endowed Chair at Spelman College and served until June 2011. During her 8 years, the city experienced unprecedented growth and afforded Ms. Franklin the opportunity to partner and collaborate with many local and regional leaders in addressing policy challenges, which included urban planning, economic development, and infrastructure. She is best known for advocating for and tackling major government operations and ethics reform, launching the Atlanta Beltline, planning and executing more than $5 billion in airport and water infrastructure improvements, leading the acquisition of the Morehouse College Collection of Martin Luther King Jr. Papers, launching the Regional Commission on Homelessness, and developing successful business and public-sector partnerships and alliances.

Aside from her role as a public official, her community service spans nearly 40 years in Atlanta and includes her active participation in the arts, homelessness, and higher education. She currently serves on the board of directors of Mueller Water Products and her civic engagement includes her service as chair of the board of the National Center for Civil and Human Rights and as a board member of the Volcker Alliance and the CDC (Centers for Disease Control and Prevention) Foundation. She is a former member of the Delta Airlines board of directors. Ms. Franklin co-chaired the Democratic National Convention (DNC) in 2008 and the DNC Platform Committee for the 2016 convention. During her mayoral term, she was an active member of the U.S. Conference of Mayors. Ms. Franklin is a frequent speaker and subject-matter expert on leadership, public policy, and community engagement having served more than three decades as an executive in government and business. She counts Ambassador Andrew Young and former mayor Maynard Jackson among her most important professional mentors, having served as an executive in their mayoral administrations. Born and reared in Philadelphia, educated at Howard University and the University of Pennsylvania, Ms. Franklin has lived with her family in Atlanta since 1972.

Joseph Griffin is the director of research at Pogo Park and a doctor of public health candidate at the University of California, Berkeley. Pogo Park is a community-led community development nonprofit organization in Richmond, California. Mr. Griffin's work focuses on community healing from toxic stress, particularly the trauma associated with urban gun violence. He is inspired and motivated to address this topic by his personal experiences growing up in a violent neighborhood and by his professional experiences in violence prevention. Mr. Griffin takes a community-based participatory approach to research, partnering with community members in his hometown of Richmond, California. Together, they explore issues that are important to both the field of public health and that can lead to tangible improvements in their community. He hopes to leverage the expertise found in both the community and academia to help communities like his own heal from trauma. Additionally, Mr. Griffin explores how his work can contribute to a culture of health as a Robert Wood Johnson Foundation Health Policy Research Scholar.

Othello H. Meadows III, J.D., is a native of Omaha, Nebraska, and currently serves as the executive director of the Seventy Five North Revitalization Corporation, a community revitalization and development organization. Prior to this position, Mr. Meadows was the executive director of the Omaha Workforce Collaborative, a nonprofit housed at the Omaha Chamber of Commerce designed to restructure the workforce develop-

ment efforts of the Omaha metropolitan area. Mr. Meadows returned home after nearly 15 years in order to run a nonpartisan voter registration drive that registered more than 10,000 new voters in eastern Omaha prior to the 2008 presidential election. Before returning to Omaha, Mr. Meadows operated his own law firm, Othello H. Meadows, P.C., in Atlanta, Georgia, where his practice focused on criminal defense, family law, and general civil litigation. Mr. Meadows attended East Carolina University in Greenville, North Carolina, on a basketball scholarship and earned his B.A. in psychology in 1997. He later received his J.D. from the North Carolina Central University School of Law in 2004. Mr. Meadows is a board member at the Creighton Preparatory School, The Jesuit Academy, and Nebraska Appleseed. He also currently chairs the Omaha Community Foundation's African-American Unity Fund Grants Committee.

Bobby Milstein, Ph.D., M.P.H., is a director at ReThink Health for the Fannie E. Rippel Foundation. He directs Rippel's work on system strategy, a member of Rippel's strategy and management team, and a visiting scientist at the Massachusetts Institute of Technology Sloan School of Management. Dr. Milstein is a principal contributor to the ReThink Health initiative's projects Portfolio Design for Healthier Regions and Amplifying Stewardship Together. He also leads a suite of nationwide influence activities and coordinates ongoing development of the ReThink Health Dynamics Model, the Well-Being Portfolio Design Calculator, and other simulation tools that let leaders play out the consequences of their scenarios for change. In 2018, Dr. Milstein and four co-authors wrote the official brief that defines "health and well-being" as the central focus for the Healthy People 2030 Framework for the United States.

Before joining Rippel, Dr. Milstein spent 20 years planning and evaluating system-oriented initiatives at the Centers for Disease Control and Prevention (CDC), where he was the principal architect of CDC's framework for program evaluation. He received CDC's Honor Award for Excellence in Innovation, the Applications Award from the System Dynamics Society, and Article of the Year awards for papers published in *Health Affairs* and *Health Promotion Practice*. Dr. Milstein once was a documentary filmmaker whose work was used by PBS to spotlight the challenges of racism on college campuses. He also contributed storylines for *The West Wing* on how to get beyond zero-sum thinking when setting health priorities. He attended Union Institute and University (Ph.D.), Emory University (M.P.H.), and the University of Michigan (B.A.).

Justin Garrett Moore, M.S., M.Arch., is an urban designer and the executive director of the New York City Public Design Commission. He has extensive experience in urban planning and design—from large-scale

urban systems, policies, and projects to grassroots and community-based planning, design, and arts initiatives. At the Public Design Commission, his work focuses on prioritizing quality and excellence for the public realm and fostering accessibility, diversity, and inclusion in New York's public buildings, landscapes, and art. He is a member of the American Planning Association's American Institute of Certified Planners Commission, the Urban Design Forum, and BlackSpace. He is also an adjunct faculty member at Columbia University and the co-founder of Urban Patch.

Carol Redmond Naughton, J.D., is the president of Purpose Built Communities, a nonprofit organization dedicated to improving racial equity, economic mobility, and health outcomes in communities across the country. Purpose Built Communities works to improve neighborhoods so that they become platforms that support families working to improve their lives. Building on the framework developed during the revitalization of Atlanta's East Lake neighborhood, Purpose Built Communities works with local leaders to help them plan, implement, and sustain holistic neighborhood revitalization initiatives that create healthy neighborhoods that include broad, deep, and permanent pathways to prosperity for low-income families.

For 7 years leading up to the creation of Purpose Built Communities, she served as the executive director of the East Lake Foundation, the innovative nonprofit organization that serves as the "community quarterback organization" for the East Lake neighborhood. Prior to joining the East Lake Foundation, Ms. Naughton was the general counsel for the Atlanta Housing Authority (AHA), where she played an instrumental role in the revitalization of traditional public housing communities into economically viable, self-sustaining, mixed-income communities, and she was a key member of the leadership team that transformed AHA from a failing bureaucracy to a national leader in community development. Prior to joining AHA, Ms. Naughton was engaged in the private practice of law with Sutherland, Asbill and Brennan's real estate group, where she primarily represented real estate developers, lenders, and asset managers.

She is a graduate of the Emory University School of Law and Colgate University. Ms. Naughton serves as the chair of the board of directors of the Low-Income Investment Fund, a national community development financial institution with more than $1 billion invested in low-income communities across the country. She is a long-time member of the board of directors of the Charles R. Drew Charter School and currently serves as its vice chair. She serves on the national advisory board of the Build Healthy Places Network and is currently serving as an expert advisor to the Fannie Mae Sustainable Communities Challenge.

Ceara O'Leary, M.Arch., M.C.P., is a co-executive director at the Detroit Collaborative Design Center (DCDC), where she leads collaborative community design and planning projects citywide. She is also a professor of practice at the University of Detroit Mercy School of Architecture, teaching public interest design and community development courses. Ms. O'Leary joined DCDC in 2012 as an Enterprise Rose Architectural Fellow and speaks nationally on DCDC's work and community design and development. She was the 2019 chair of the AIA Housing and Community Development Knowledge Community Advisory Group, was named a "Top Urban Innovator" by Next City Vanguard in 2015, and completed a fellowship with the Urban Land Institute's Larson Center for Leadership. Previously, Ms. O'Leary worked as a community designer with bcWORKSHOP and as a public design intern at the Gulf Coast Community Design Studio in Biloxi, Mississippi. Ms. O'Leary graduated from the University of California, Berkeley, with master's degrees in architecture and city and regional planning and earned her undergraduate degree from Brown University.

Nicole Payne, M.U.P., is the program manager at the National Association of City Transportation Officials (NACTO), supporting Cities for Cycling and the Better Bike Share Partnership. Prior to joining NACTO, Ms. Payne worked with the Lower Manhattan Development Corporation managing grant-funded community development projects, the New York City Taxi and Limousine Commission on wheelchair accessibility initiatives, and MTA Bridges and Tunnels, where she worked on the implementation of citywide cashless tolling. Ms. Payne holds a master's degree in urban policy analysis and management from The New School and a B.S. in urban and regional planning from East Carolina University. Ms. Payne is passionate about the role of community engagement in the development of public resources and the use of transportation programming and policy as a tool for social equity.

Jennifer Raab, M.P.A., J.D., is the 13th president of Hunter College, the largest college of the City University of New York (CUNY). Since her tenure began in 2001, Ms. Raab has been responsible for raising more than $400 million in philanthropic support for Hunter College. Her major accomplishments include the renovation and reopening of the historic Franklin and Eleanor Roosevelt House, which is now the Roosevelt House Public Policy Institute at Hunter College, and the construction of a $131 million home in East Harlem for Hunter College's renowned School of Social Work. The *Princeton Review* ranks Hunter College among the best in the nation and has hailed it as the "crown jewel of the CUNY system." Hunter College has also risen steadily in *U.S. News & World*

Report's annual rankings, now standing at sixth among top public regional universities in the north.

As a leader in public higher education, Ms. Raab continues her long career in public service from lawyer to political campaign adviser to government official. She previously served as a litigator at two of the nation's most prestigious law firms—Cravath, Swaine & Moore and Paul, Weiss, Rifkind, Wharton & Garrison. Quickly earning a reputation as a strong but fair advocate, she was appointed chair of the New York City Landmarks Preservation Commission, where she was known for her effective and innovative leadership of the agency that protects and preserves the city's historic structures and architectural heritage. *Crain's New York Business* named her one of New York's "100 Most Influential Women in Business" in 2007 and one of the "50 Most Powerful Women in New York" in 2009 and 2011. In 2018, Ms. Raab was honored as a champion of educational opportunity by the Harlem Educational Activities Fund. That same year, she was inducted into the Manhattan Jewish Hall of Fame and named by *City & State* to its "Women Power 100" and "Manhattan Power 50" lists. In 2019, she joined the advisory board for Women.nyc, a mayoral initiative to make New York City "the best place in the world for women to succeed." A graduate of Hunter College High School, Ms. Raab received a B.A. with distinction in all subjects from Cornell University, an M.P.A. from the Woodrow Wilson School of Public and International Affairs at Princeton University and a J.D. cum laude from Harvard Law School.

Lourdes Rodriguez, Dr.P.H., M.P.H., serves as the director of community-driven initiatives at the Dell Medical School at The University of Texas at Austin. She works on community-engaged research and practice projects that build on ideas elicited from community colleagues. Previously, she served as a program officer at the New York State Health Foundation. From 2004 to 2012, she was a faculty member of the Columbia University Mailman School of Public Health. Currently, Dr. Rodriguez is a member of the National Academies of Sciences, Engineering, and Medicine's Roundtable on Population Health Improvement. She received a B.S. in industrial biotechnology from the University of Puerto Rico at Mayagüez, an M.P.H. from the University of Connecticut, and a Dr.P.H. from Columbia University.

Lynn M. Ross, M.R.P., is the founder and the principal of Spirit for Change Consulting, LLC, where she works nationally and across sectors with organizations on a mission to create and sustain equitable policies, practices, and places. The work of Spirit for Change takes many forms, including serving as the lead consultant to the Knight Foundation on the national Reimagining the Civic Commons demonstration and Public

Spaces Forum as well as partnering with the city of Akron, Ohio, to create a strategic framework for its new Office of Integrated Development. Dedicated to serving mission-driven organizations, Ms. Ross has more than 18 years of multi-sector experience, including past senior leadership roles as the vice president of community and national initiatives at the Knight Foundation; the deputy assistant secretary for policy development in the Office of Policy Development and Research at the U.S. Department of Housing and Urban Development; the executive director of the Urban Land Institute's Terwilliger Center for Housing; the chief operating officer for the National Housing Conference and the Center for Housing Policy; and the manager of the planning advisory service at the American Planning Association (APA).

Ms. Ross holds a master's degree of regional planning from Cornell University and a B.S. in community and regional planning from Iowa State University. She serves on the board of KaBOOM! and the advisory committee for the National Initiative on Mixed-Income Communities. From 2017 to 2019, she served as the co-chair of the national working group developing APA's historic Planning for Equity Policy Guide. In 2017, Ms. Ross became a Fellow of the Salzburg Global Seminar at Session 574, The Child in the City: Health, Parks and Play. In 2019, she was named one of 50 "Women of Influence" by the Royal Town Planning Institute's *The Planner* magazine.

Laura Torchio brings more than 30 years of experience from the public, private, advocacy, health, and tourism sectors. She is a seasoned facilitator with a forte to inspire thoughtful, creative civic engagement. In her current role at the Project for Public Spaces (PPS), she manages and advises training, projects, and program development related to transportation, health, and community engagement. Since joining PPS in 2016, Ms. Torchio has brought her expertise in leadership, active transportation, and public involvement to guide her team at PPS. She has coordinated the creation of tools and web resources for Streets as Places and Main Streets, and orchestrated the final production and promotion of peer-reviewed research in *The Case for Healthy Places: Improving Health Outcomes Through Placemaking*. She has facilitated workshops in a diverse range of communities—reaching rural towns like Salmon, Idaho, with her work on the Citizens' Institute on Rural Design, and engaging cities like Durham, North Carolina, in her community placemaking training sessions. She puts people first in all that she does, while connecting health and equity to policy, programs, and the built environment.

Ms. Torchio's rich career has included civil service, consulting, advocacy, health, tourism, and volunteering. She got her start in New Jersey Counties and Metropolitan Planning Organizations, where she grew to

co-create New Jersey's Complete Streets and Safe Routes to School (SRTS) programs. She advanced that work as state advocacy organizer with the SRTS National Partnership; she went on to pilot regional healthy eating and active living initiatives with Montclair State University, and on weekends, she led inn-to-inn bicycle tours with Bike Vermont. She continues to apply her creativity, zeal, and expertise implementing intersection murals, artful crosswalks, parklets, and pop-up protected bike lanes as a volunteer board member of Bike & Walk Montclair.

The Honorable Armando Walle is serving his sixth term in the Texas House of Representatives. First elected in 2008, Representative Walle represents Texas House District 140, which consists of portions of north Houston and unincorporated portions of north Harris county, including parts of the Northside and Aldine communities, where he grew up, graduated from MacArthur High School, and still resides. During his time in the Texas Legislature, Representative Walle has worked on many issues important to him and his constituents, with a particular focus on improving the health, safety, and economic well-being of working families. Representative Walle, raised by a single mother and the oldest of five children, was the first in his family to attend and graduate from college. The experiences and lessons of his humble upbringing have informed his legislative priorities. He has authored a variety of bills toward those priorities, from providing water utility customers recourse for nonexistent water service, to helping nursing mothers return to work, to establishing Texas's Maternal Mortality and Morbidity Task Force. His efforts as an elected official have been instrumental in bringing new clinics to medically underserved areas in House District 140 and building the East Aldine Town Center, which includes the BakerRipley campus, the Harris County 911 Call Center, and eventually a campus of Lone Star College–North Harris.

Representative Walle is currently a member of the House Committee on Appropriations, serving as the vice-chair of the Appropriations Subcommittee on Article III (public and higher education) and as a member of the Appropriations Subcommittee on State Infrastructure, Resiliency, and Investment. In his work on the House Appropriations committee he has sought to broaden access to health care by providing more resources to and protecting the state's women's health programs while fighting perennial efforts to erode safety net programs crucial to so many children and families across the state. He also serves as a member of the House Committees on Higher Education, Redistricting, and Local and Consent Calendars. Representative Walle previously also served on the House Committees on Energy Resources, Human Services, Business & Industry, and Insurance, as well as the Appropriations Subcommittees on Article

II (health and human services agencies) and Articles VI, VII, and VIII (natural resources, business and industry, and regulatory entities), and others. He is a member of a number of legislative caucuses, including the Mexican-American Legislative Caucus, for which he serves on the board as treasurer. He is also a member of the House Democratic Caucus, Women's Health Caucus, and LGBTQ Caucus.

Before Representative Walle was elected to the Texas House, he served on the staffs of multiple elected officials, including Congressman Gene Green and Congresswoman Sheila Jackson Lee, where he led different community projects, including Immunization Day, Paying for College workshops, and senior citizen issue forums. Now a practicing attorney, he earned bachelor's and law degrees from the University of Houston.

Appendix D

Exercise for Virtual Participants

CROWDSOURCING CRITERIA AND CONNECTIONS

In groups of 4-5 each…

1) THINK ABOUT a place you know well **Notes**
(5 mins)

a) What do you value about this place?
   - Are those special characteristics well-protected, or perhaps vulnerable in some way?

b) How inclusive is this place?
   - For whom?
   - Perhaps some, but not others?
   - How do you know? What signals inclusion/exclusion?

c) What criteria would be on your version of an "*equitable place assessment*"?

2) SHARE stories and COMPARE criteria **Notes**
(15 mins)

a) What similarities and differences stand out?

3) DISCUSS how to connect with others to expand opportunities for wider inclusion ***(10 mins)***

Notes

- Nearby residents?
- Community-based organizations?
- Banks?
- Schools?
- Hospitals, universities?
- Corporations, small businesses?
- Transportation agencies?
- Community development, economic development agencies?
- Elected officials?
- Media?
- Others

Return to Share Insights and Dialogue ***(25 mins)***