



## Cities of Opportunity:

Healthy People, Thriving Communities  
Highlights and Summary from 12-City Pilot

July 2019

## About the National League of Cities

The National League of Cities (NLC) is the voice of America's cities, towns and villages, representing more than 200 million people. NLC works to strengthen local leadership, influence federal policy and drive innovative solutions.

NLC's Institute for Youth, Education, and Families (YEF Institute) helps municipal leaders take action on behalf of the children, youth, and families in their communities. NLC launched the YEF Institute in January 2000 in recognition of the unique and influential roles that mayors, city council members and other local leaders play in strengthening families and improving outcomes for children and youth.

## Acknowledgements

Support for this report was provided by the Robert Wood Johnson Foundation. The views expressed here do not necessarily reflect the views of the Foundation.

We are deeply grateful to Monica Hobbs Vinluan, Senior Program Officer; Amy Gillman, Senior Program Officer; and Giridhar Mallya, Senior Policy Officer for their insights throughout the pilot.

We want to acknowledge key staff at the National League of Cities including Kitty Hsu Dana, Senior Policy Advisor, Sue Pechilio Polis, Director of Health & Wellness, and Anne Li, Health & Wellness Fellow, Institute for Youth, Education, and Families (IYEF); with contributions from Clifford M. Johnson, Executive Director of IYEF, Anthony Santiago, Senior Fellow of IYEF, Denise Belser, Manager of Economic Opportunity & Financial Empowerment of IYEF, Jim Brooks, Director of City Solutions and Michael Wallace, Director of Federal Affairs.

With special thanks to Traci Sampson, Managing Principal of Consilience Group, LLC. As strategic partner for NLC's Cities of Opportunity, Consilience consulted on systems change with all pilot teams and contributed to the content of this report.

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# BIRMINGHAM



# Executive Summary

City leaders are uniquely positioned to advance cross-cutting approaches that address underlying factors affecting the health of their residents and the vibrancy of their city. The National League of Cities (NLC) launched Cities of Opportunity in October 2018 to strengthen the capacity of city leaders to work in a more holistic way to address social determinants of health. NLC recruited 12 cities in a pilot to “try on” the initiative, designed to meet cities where they are with a flexible set of resources and city-centered, context-specific technical assistance.

## Cross-City Takeaways

The pilot affirmed key elements of the initiative and pointed to ways to improve the next stage of Cities of Opportunity.

### Design of the pilot cohort:

- City-centered, context-specific technical assistance met cities where they were, built needed capacities and produced results.
- Connecting equity, social determinants and health resonated with cities and helped them accelerate shifts in mindset, practices and policies. Alignment across city-departments strengthened cities’ capacity for action.
- Thought partnerships with peer cities and subject matter experts, and strategic use of data, helped cities tackle challenges, identify solutions and guide policies and practices.

### Work in other national initiatives:

- Pilot cities accelerated their work in other initiatives to improve health and equity, such as Invest Health and Bloomberg Harvard City Leadership.

### Improvements for the future:

The pilot occurred over a highly constrained time period (six months) with limited resources. Cities made notable progress and they need more time to build further traction in their work. Expanding the duration of the cohort will increase opportunities for exchange with experts and peer cities. And increasing resources will support strategic partnering for more robust policy and systems change.

### Strength of the NLC Brand:

NLC was the catalyst pilot cities needed to dive into health equity work, amplify efforts and acknowledge the interplay of factors across issues that come together in cities every day. The effort helped to inspire collaboration across city agencies and bring in a broader set of champions. By bringing gravitas, credibility and executive-level connections with cities, NLC opened the door for city leaders to apply the resources they do have to operate at a higher level.





## Pilot Cities' Accomplishments

The 12 cities brought different contexts and challenges, and they moved in different ways and speeds; but they all advanced in “distance traveled” toward a more holistic way to address social determinants and the intersectionality of their work across city departments. *These accomplishments are essential early steps; many future steps are to come.*

### Changes in Policies, Practices and Programs:

- Equity in city plans and development requirements – codifying equity policies and practices into the city’s master plans/plan elements and agreements with developers
  - Atlanta built hyper-local hiring requirements into their solicitation for Environmental Impact Bonds for innovative green infrastructure projects.
  - Grand Rapids developed a new objective for health equity and Health in All Policies in the city’s new Strategic Plan.
  - Charlotte is building equity into Charlotte 2040, the city’s first comprehensive plan update in 45 years, by advancing its practices of engaging city residents.
  - Hopewell designed and launched the Community Enhancement Initiative to operationalize the city’s comprehensive plan by cross-linking city and community resources to improve quality of life for city residents, to be guided by a new city dashboard.
  - Rancho Cucamonga developed a Community Engagement Policy with a Health Equity Framework that is being implemented across all levels and departments of the city.
- Strategic investments by anchor institutions – intentionally align investments by anchors and other partners with the city to improve the health of residents and the strength of the city
  - Huntington recently secured funding from a major hospital to invest in community and neighborhood economic development in targeted neighborhoods.
  - Roanoke has deepened relationships with their top health system and university anchors and catalyzed conversations for creating an integrated “strategic endowment fund” for sustained investments in the health and vibrancy of the city.

### Improvements in Governance Structures and Processes:

- Structures to work across silos and sustain systemic change – accountability across city departments to align actions and support residents
  - Birmingham is operationalizing the Mayor’s Comprehensive Community Initiative with a model of governance, accountability and staffing structures for a “no wrong door” service model for all city neighborhoods.



- New Orleans has kicked off a structure to support people in low-barrier homeless shelters by aligning three departments: Health, Housing & Community Development and Workforce Development.
- Structures to connect plans with resources and data-driven dashboards – data support to track progress and use of resources, and to drive continuous improvement
  - Lansing is building a citywide data infrastructure for aligned policies and practices, encompassing their program-based budgeting system.
  - Rancho Cucamonga developed a data framework for guiding the planning of future programs, policies and strategies.
- Leverage equity and other social determinants in city development – creative approaches to advance equity through city priorities and decisions
  - East Point’s City Council unanimously adopted the Cities of Opportunity Resolution to guide equity considerations in all development decisions that come before the Council.
  - Fort Collins is connecting childcare expansion with incentives for development as a cross-cutting lever for economic growth and enhanced housing developments.

## What’s Next

The next stage of Cities of Opportunity will engage more cities to drive change in policies, programs and practices. NLC will build a pipeline of cities through learning networks and communities of practice and support new cohorts of cities advancing action to improve social determinants of health.



# Cities of Opportunity: Context and Pilot

Cities of Opportunity are places where all residents can reach their full potential and live productive, fulfilling and healthy lives as part of a thriving community. Yet in cities across America, the life expectancies of residents who live a few miles apart, and sometimes even blocks apart, vary by as much as five, ten or even 20 years. Multiple social determinants of health – income, education, housing, transit, family and social supports, and community safety – all play a role in how long we live and how well we live.

City leaders are uniquely positioned to improve these local conditions, advancing cross-cutting approaches for policies and practices that address issues that converge in their cities. This requires intentionally addressing equity, especially race equity, by taking into account the systems, policies and practices that advantage or disadvantage one group of people over another. Based on consultations with city leaders, the National League of Cities (NLC), Institute for Youth, Education, and Families (YEF Institute) designed **Cities of Opportunity** (CoO) to harness the power of city leaders to develop a more holistic, equitable approach to address multiple factors that affect the health and wellbeing of their residents. The pilot focused on:

- Three issue areas that emerged from key informant interviews with city leaders, with relations to health: **Economic Opportunity, Housing (Affordable, Healthy), City Planning and Design;** and
- Six core capacities that undergird city actions to make sustainable change: **Civic Engagement, Data, Equity, Financing, Multi-Sector Collaboration, Sustainability.**

Twelve cities were selected through a competitive process from 25 applicants, and announced in a joint blog by the NLC's CEO and Executive Director of NLC's Institute for Youth, Education and Families: **Atlanta, Georgia; Birmingham, Alabama; Charlotte, North Carolina; East Point, Georgia; Fort Collins, Colorado; Grand Rapids, Michigan; Hopewell, Virginia; Huntington, West Virginia; Lansing, Michigan; New Orleans, Louisiana; Rancho Cucamonga, California; and Roanoke, Virginia.** The cities represented a spectrum of population sizes, variability in the make-up of city residents (e.g. racial/ethnic composition, percent in poverty), regions of the country, and differing legacies of growth and/or decline.



## Pilot Priorities and Program Activities

The pilot cities “signed on” to co-learn and co-create – with each other and with NLC. Each city team completed a pre-assessment about their work in the above three issue areas and six core capacities. The pre-assessments informed NLC’s early efforts associated with the pilot and helped each city identify its Strategy Priority for their Cities of Opportunity (CoO) work. NLC designed components of the pilot to help cities accomplish their action priorities: monthly technical assistance (TA) calls with individual city teams and five group virtual events on top topics for the cities. These activities helped CoO teams reflect on their own context, partners and strategies; connect with each other and national subject matter experts; and strategize solutions and next steps. Activities were sequenced to meet cities where they were, and to support developmental progress for greater impact.

The cities’ priorities had significant overlap and fell under four focus areas.

- Apply an equity lens to policies and practices for Community Engagement, Economic Development and City Planning: Atlanta, Birmingham, Charlotte, East Point, Grand Rapids, Rancho Cucamonga
- Strengthen cross-departmental alignment and collaboration to identify and advance systems-level improvements: Birmingham, Hopewell, Lansing, New Orleans
- Enhance policies, programs and practices for Equitable Development: Charlotte, East Point, Fort Collins, Grand Rapids
- Deepen anchor relationships and strategies for implementing city plan: Charlotte, Huntington, Roanoke

Pilot cities also completed post-pilot assessments that underscored areas that worked well and where there is room to improve for future cohorts.

**“Cities of Opportunity has the support of our Mayor, Council, City Manager and Department Heads to review every policy that touches land use, economic development, and community planning through an equitable development and social justice lens. So excited to be working with everyone at NLC. We want to change the world!”**

### **Kimberly Smith**

*Director of Community Development  
City of East Point*

The [Cities of Opportunity](#) website with an introductory video graphic, was launched to provide resources to support cities. [The Cities of Opportunity Video](#) presents a user-friendly overview of social determinants, their connection to health, the role of cities and the purpose of the initiative. (A full description of pilot program components is in Appendix A.)

# Cross-City Takeaways

The pilot affirmed key elements of the initiative and pointed to ways to improve the next stage of Cities of Opportunity.

## Design of the pilot cohort:

- City-centered, context-specific technical assistance met cities where they were, built needed capacities and produced results.
  - NLC recognized that cities were working in different contexts at different stages of development and provided a flexible set of resources and responsive technical assistance to address specific needs of the city.
  - NLC partnered with integrated systems planning and design firm Consilience Group to provide individual consultations, methodologies and coaching to help cities “make order” across the landscape of their initiatives, identify gaps, connect to subject matter experts and identify solutions.

**“You made our ecosystem expand. You gave us exactly what we didn’t even know we needed until we talked it through with you. Our ecosystem had trees, underbrush and places where we had nothing. You helped us fill in where we had nothing!”**

**Becky Jo Glover**

*Chief Customer Service and Innovation Officer  
City of Grand Rapids*



- Connecting equity, social determinants and health resonated with cities and helped them accelerate shifts in mindset, practices and policies.
  - Participation in Cities of Opportunity validated city leaders' initial mindset around the importance of addressing social determinants and emboldened them to lift up the impact on health to other elected officials and leaders in their cities.
  - Many cities do not have health departments and their health and social determinants work is primarily driven at the county level through county health departments. The pilot helped them identify opportunities for developing data connections to stakeholders including the county government, and advanced analysis for data-driven decision-making.
- Alignment across city-departments strengthened cities' capacity for action.
  - Several pilot teams had authority from mayors to work in an aligned way across the city government, e.g., Birmingham with their Comprehensive Community Initiative; Atlanta with One Atlanta, the Mayor's Office for Equity, Diversity and Inclusion; and Lansing with its move to program-based budgeting.
  - Operationalizing the above, however, was a heavy lift. The intersectionality of issues that converge in cities meant the city offices and departments must work with each other differently, in a more intentionally aligned way.

**“We kept saying how advanced Grand Rapids is, but we weren’t advanced at all in health. Cities of Opportunity opened the door to intentionally infuse health equity in all we do. It served as a platform for us to develop and deepen relationships with stakeholders already organized and working in the health equity field. Our relationship with Invest Health went to the next level in a way it never would have without participation in the pilot.”**

**Becky Jo Glover**

*Chief Customer Service and Innovation Officer  
City of Grand Rapids*

**“Just getting different department heads together to see how CDBG is allocated was eye-opening! One thing we took from the Atlanta convening: funding may be assigned to different departments – what are the long-term costs of that, and how could that be better deployed for greater benefit to the city? What are strategies for breaking down department-level walls? How can we get our biggest returns from limited dollars?”**

**Brian McGrain**

*Director of Economic Development & Planning  
City of Lansing*





- Thought partnerships with peer cities and subject matter experts helped cities tackle challenges, identify solutions and improve strategies.
- Through the initial convening, on-going monthly calls and especially the virtual learning events, cities benefited from sharing with each other and subject matter experts. The conversations often helped the cities identify ways to address challenges and enhance their strategies to advance policy and practice priorities.

**“These ideas have helped spark imagination and creativity within our own City. Thanks to Cities of Opportunity, we now have contacts in other Cities across the nation who have showcased best practices.”**

**Hope Velarde**

*Management Analyst I and*

**Erica Lewis-Huntley**

*Management Analyst III*

*City of Rancho Cucamonga*

- Strategic use of data helped cities guide policies and practices.
- Several cities had the benefit of individual consultations with experts from NYU’s City Health Dashboard. A larger city like Rancho Cucamonga may have a plethora of data, but they needed guidance to fill gaps in localized data and gain a better way to utilize the data. A smaller city like Hopewell wanted to present data within a social determinants framework to help its city council understand the connectedness between policies and investments for health, economic development, housing and

the built environment.

- Access to targeted research assistance provided cities with actionable information on key topics when they needed it.
- Along with access to subject matter experts, cities identified specific topic areas where they needed examples from other cities. For example, the research on policies for hyper-local hiring requirements was especially helpful for Atlanta, and came at an opportune time for the Department of Watershed Management’s equity work.
- In another case, the virtual event and research of case studies on comprehensive plan implementation provided valuable information to the Charlotte team as they tackle their first comprehensive plan in 45 years. And the benefit of these resources is ongoing for them well beyond the pilot.

**“We used your research on hyper-local hiring requirements to draft language for solicitation for our Environmental Impact Bonds for innovative green infrastructure projects to address flooding and water quality issues.”**

**Elesia Glover**

*Public Policy Manager*

*Department of Watershed Management*

*City of Atlanta*

### Strength of the NLC Brand!

- In many cases, the pilot city teams leveraged their work with NLC to broaden and solidify support for emerging initiatives that needed a wider range of champions. NLC was the catalyst pilot cities needed to dive into social determinants of health work, to amplify efforts, to acknowledge the interplay of policies and factors across issues that come together in the cities every day, and to inspire collaboration across city agencies.
- By bringing gravitas, credibility and executive-level connections with cities, NLC opened the door for city leaders to apply the resources they do have to operate at a higher level. As advocate and guide for a holistic approach, the pilot helped cities leverage resources to connect across discrete pieces of work/ initiatives to yield larger structures and policies for systems change.

### Improvements for the future:

- Expand duration of pilot cohort.
  - The pilot occurred over a highly constrained time period with limited resources. Cities need more time to build further traction in their work and offer more opportunities for sharing and exchange with peer cities.
  - The short timeframe of the pilot (October 2018 through April 2019) and limited resources for the pilot did not allow NLC to bring participating cities back together in person towards the end of the pilot. A second convening could have addressed (in part) the cities' desire for more engagement with their peers, underscore accomplishments and synthesize learnings as a group.

**“We would have enjoyed more interaction with other cities in the cohort working to address similar issues and opportunities. The joint phone conferences were a good start.”**

**Bob Cowell**  
*City Manager*  
City of Roanoke

- Increase resources to support systems change and strategic partnering.
  - Just as the timeframe of the pilot limited city engagement with each other, financial resource constraints limited the extent of technical expertise NLC could offer with subject matter experts.
  - NLC could be of further value to pilot cities by providing additional support to build city capacity for systems change. This includes in-person workshops by Consilience Group on design for stakeholder engagement and structural change for better integration across city systems and agencies, and other change management support.
  - More cities could benefit from onsite consultations and deep-dive TA on building strategic relationships with anchor institutions (especially health system anchors with support from national experts).

- Leverage the recruitment process for a more efficient start to cohort work and better define the best mix of players for each city's team.
- NLC may want to consider structuring the application process to better ascertain each City's starting point and readiness for this type of work. This could include mapping out stakeholder barriers, opportunities and internal politics in advance of the convening. Each city could incorporate in their proposal more detailed descriptors of existing activities that could accelerate the definition of the cities' goals, thus allowing better use of the time at the convening with peer cities and subject matter experts.
- Related to the above, clearer understanding of the cities' goals and objectives early on could help NLC advise cities on the composition of their team members -- be they from specific city departments, anchor institutions, local foundations or other partners.

**“For the limited timeframe of the cohort, each city should demonstrate focus on one uniting goal that achieves a healthy city for all, and that falls in one key category that will be addressed by experts. This clarity will help inform the selection of the core team members to get the right working team and commitment levels.”**

**Rachel Stark**

*Senior Principal Planner and Charlotte Future 2040 Assistant Program Manager*  
Charlotte Planning, Design & Development  
City of Charlotte







## City Snapshot: Birmingham, Alabama

**CoO Action Strategy Priority:** Launching the Comprehensive Community Initiative and community engagement across city departments as the foundation for equitable neighborhood services

**Challenge and Opportunity:** Mayor Randall Woodfin has prioritized his new Comprehensive Community Initiative (CCI) to drive sustained alignment across historically siloed city departments, target essential city resources to disadvantaged areas and ensure residents equitable access to coordinated city services at the neighborhood level. A key emphasis is changing city culture, policies and practice for authentic partnership with citizens to improve quality of life in their neighborhoods and bi-directional “grassroots to grass tops” communication channels between citizens and government.

**CoO Action and Impact:** The Birmingham team accessed extensive consulting and project development support from CoO TA partner, Consilience Group, to engage city staff in designing conceptual and operational models for the CCI, including governance, accountability and staffing structures; neighborhood level ‘no wrong door’ service model; asset inventory and partnership design; and citizen engagement strategy. New CCI structures will redeploy existing city resources for sustained service coordination and empowered citizen partnership.

# City Progress and Accomplishments

**P**ilot cities brought different contexts and challenges, and they moved in different ways and speeds; but they all advanced in “distance traveled” toward a more holistic way to address social determinants and the intersectionality of their work across city departments. By providing the space for cities to reflect, the very process of talking through developments with NLC helped cities connect the dots across issues and define their own solutions.

The cities had a great deal in play when they joined CoO. *The following accomplishments did not happen **because** of their participation in CoO, but they could not have been achieved, nor achieved as quickly, **without** CoO.* CoO served as a catalyst for the city’s initiative (East Point); as an accelerant to work already underway (Grand Rapids); and/or provided an organizing framework to align across city functions (Birmingham). *These accomplishments are essential early steps; many future steps are to come.*

Individual city snapshots provide more context on challenges, opportunities and the progress each city made during the pilot. (See Appendix B.)

## Changes in Policies, Practices and Programs

Equity in city plans and development requirements – codifying equity policies and practices into the city’s master plan/ plan elements and the city’s agreements with developers

- Atlanta built hyper-local hiring requirements into their solicitation for Environmental Impact Bonds for innovative green infrastructure projects.
- Grand Rapids developed a new objective for health equity and Health in All Policies in the city’s new Strategic Plan.
- Charlotte is building equity into Charlotte 2040, the city’s first comprehensive plan update in 45 years, by advancing its practices of engaging city residents.
- Hopewell designed and launched the Community Enhancement Initiative to cross-link comprehensive city and community resources to improve quality of life for city residents, to be guided by a new city dashboard.

- Rancho Cucamonga developed a Community Engagement Policy with a Health Equity Framework that is being implemented across all levels and departments of the city.

**“There is great work being done across our city, but until now we haven’t had a way to make sure we are leveraging all our assets. The CoO initiative has been a catalyst and accelerator for an entirely new approach to city services and partnerships - we now have a structure to work across silos with a shared focus on equity and data-driven policies and practices across our community. This includes customized help from the City Health Dashboard to jumpstart our own dashboard.”**

**Mayor Jasmine Gore**  
City of Hopewell

**“It was an honor to be a part of the first cohort of NLC’s Cities of Opportunity. That was clear by the universal support of our leadership. This support to pursue the CoO work paved the way to shed light on some very important equity**

**work being done in the City and paved the way for additional important work to advance equity in our policies and practice.”**

**Rachel Stark**

*Senior Principal Planner and Charlotte Future 2040 Assistant Program Manager*  
Charlotte Planning, Design & Development  
City of Charlotte

- Strategic investments by anchor institutions – intentionally align investments by anchors and other major partners to improve the health of residents and the strength of the city
  - Huntington recently secured funding from a major hospital to invest in community and neighborhood economic development in targeted neighborhoods.
- Roanoke has deepened relationships with their top health system and university anchors for consideration of an integrated “strategic endowment fund” for sustained investments in the health of the city.

**“This effort has helped refine our thinking, provided valuable technical support and has moved us considerably in this vital area in our community.”**

**Bob Cowell**

*City Manager*  
City of Roanoke

**“The most value provided by the CoO pilot is on how to leverage our major medical stakeholders; how to work with them on broader issues like employment and housing. And participation in Cities of Opportunity required our city leadership to step away from the daily routine of our jobs and plan for the future.”**

**Cathy Burns**

*City Manager*  
City of Huntington

**Improvements in Governance Structures and Processes**

- Structures to work across silos and sustain systemic change – accountability across city departments to align actions and support residents
  - While some cities came to the initiative with mature infrastructure to support cross-departmental, cross-sector work, many needed support to develop such structures. Consilience Group provided targeted TA, ranging from developing policy resolutions and governance charters, to facilitating on-site design workshops for aligning multiple stakeholders around data-driven work.
  - Birmingham is operationalizing the Mayor’s Comprehensive Community Initiative with a model of governance, accountability and staffing structures for a “no wrong door” service model for all city neighborhoods.
  - New Orleans has a structure to support people in low-barrier homeless shelters by aligning three departments: Health, Housing & Community Development and Workforce Development.





## City Snapshot: Roanoke, Virginia

**CoO Action Strategy Priority:** Leverage an anchor strategy that ties together numerous existing and emerging strategies within the context of city's comprehensive plan.

**Challenge and Opportunity:** The City of Roanoke has a deep relationship with the largest health provider in their community, having participated in an extensive Community Health Needs Assessment and Community Health Improvement Plan (CHIP). They joined Cities of Opportunity during the launch of their comprehensive plan. At an inflection point, with multiple existing and emerging plans in place, the city team and coalition partners were faced with leading implementation.

**CoO Action and Impact:** With a deeply engaged senior executive at the largest health system in Roanoke Valley, the pilot team focused on advancing a more strategic partnership with healthcare and higher education anchors to support aligned priorities. NLC brokered city-specific consultation by an expert on health system anchors, who helped them develop strategies to deepen engagement with anchors to explore investment in an integrated "strategic endowment fund" to sustain investment in the health and wellbeing of the city.

**“The emphasis on breaking down silos, both inter-departmental and with external agencies, was of great value to our work on social determinants of health.”**

**Chris Hatcher**

*Director, Department of Community Development  
City of Birmingham*

**“The CoO process is producing quick wins by facilitating better coordination of our workforce and healthcare resources with our housing resources. We are now exploring a city-led structure for comprehensive services to better align resources for the homeless that could help guide how we align our resources for special populations throughout our Master Planning implementation.”**

**Ellen Lee**

*Director, Community and Economic Development  
City of New Orleans*

- Structures to connect plans with resources and data-driven dashboards – data support to track progress and use of resources, and to drive continuous improvement
  - Lansing is building a city-wide data infrastructure for aligned policies and practices, encompassing their program-based budgeting system.
  - Rancho Cucamonga developed a data framework for guiding the planning of future programs, policies and strategies.
- Leverage equity and other social determinants in city development – creative approaches to advance equity through city priorities and decisions
  - East Point’s City Council unanimously adopted the Cities of Opportunity Resolution to guide equity considerations in development decisions that come before the Council.
  - Fort Collins is connecting childcare with incentives for development as a cross-cutting lever for economic growth and enhanced housing developments.

**“Our diversity is our strength! As we continue to grow it is critically important that we continue to think outside the box to maintain a multi-cultural community through systemic and holistic equity that ensures equitable revitalization and development that provides housing for all and leaves no East Pointer behind.”**

**Mayor Deana Holiday Ingraham**

*City of East Point*

**“The structure of the technical assistance helped us internally examine the City’s direct sphere of influence in the childcare area and prioritize work that might have been on the back burner. We found this to be helpful and opened our thinking beyond where we started in terms of what are equity issues and how can the City best address them. Thank you for helping us continue to look for innovative ways to work across issues with health and equity front of mind.”**

**Sue Beck-Ferkiss**

*Social Policy and Housing Programs Manager  
City of Fort Collins*

- Leverage work with other national initiatives
  - The pilot served as an accelerant to cities’ work in other national initiatives to improve health and equity, e.g., Invest Health and Bloomberg Harvard City Leadership. Conversely, those initiatives augmented the cities’ work under Cities of Opportunity.

**“Lansing is now part of the What Works Cities Economic Mobility project and our selection was aided by our participation in the Cities of Opportunity work.”**

**Andi Crawford**

*Director of Neighborhoods and Citizen Engagement  
Lansing MI*



# Cities of Opportunity: Looking Ahead

The partnership of the pilot cities has brought us to this moment of building the next stage of this work: to engage more cities to improve social determinants of health and strengthen the capacity of cities, especially small and mid-size cities, to drive systemic change. NLC will work to apply these lessons learned to formulate the further spread and scale of Cities of Opportunity, which includes;

- Building two new Cities of Opportunity cohorts of six cities each over the next 30 months, through robust technical assistance, aligned with key partners and with a modest consulting pool to support city needs. Over time, NLC will add to the issue areas and/or expand focus on select issues, with continued commitment to the six core capacity areas. Cohort cities will build sustainable, institutionalized structures and processes to drive aligned, coordinated strategies across multiple social determinants to ultimately advance policies and practices to improve community health.
- Coalescing two Communities of Practice for key groups of cities to work on specific topics together. Based on the pilot, two areas under strong consideration include Anchor Strategies and Civic Engagement. By helping cities work together, this will help them strengthen specific capacities to improve policies and deliver aligned systems change across social determinants.
- Launching and supporting a Learning Network of a larger number of cities to build a pipeline of cities engaged in the CoO effort. Learning network cities will make a pledge to start on a journey to deepen their work to more comprehensively address social determinants of health.
- Supporting all cities in CoO, develop infrastructure to support city policies, practices and programs by identifying model city approaches across social determinant areas to limit duplication of effort and greater awareness of lessons learned, city context, etc.

The Cities of Opportunity website will be expanded to include all materials developed during the pilot to strengthen and amplify engagement across cities, with features to support the Learning Networks and Communities of Practice.

NLC will reach out to attract both new cities as well as those who have long engaged in NLC programs. NLC will continue to meet cities where they are and help them make progress, with specific emphasis on small and mid-size cities across all parts of the country.

Building off the momentum of the pilot and the exciting progress pilot cities made, NLC will also focus on telling the stories of cities to ensure greater spread and scale of promising approaches and practices. Cities of Opportunity will continue to guide and serve cities through building their knowledge, resources and connections to ensure Healthy People and Thriving Communities.





## City Snapshot: East Point, Georgia

**CoO Strategy Priority:** Strengthening cross-departmental and sector partnerships for infusing equity throughout the city's comprehensive plan and zoning code ordinances.

**Challenge and Opportunity:** As this city experiences unprecedented population growth, East Point is now attracting robust developer interest. The city has an average household income of approximately \$39,131, 25 percent of the population are experiencing poverty, and over 90 percent of the population are people of color. While Mayor Holiday Ingraham embraces her city's emerging economic opportunities, she and the City Council are fully committed to ensuring benefit for all East Pointers through a proactive, structural and strategic approach to equitable city development and policies.

**CoO Action and Impact:** CoO provided the East Point team with a framework to operationalize their commitment to equitable development that does not displace residents and leave people behind. NLC-provided research briefs on community benefit agreements for equitable land use and community development guided city resolution on equity in all policies. The TA team worked with the city team to design a CoO cross-sector structure and project purpose, which was included in the Cities of Opportunity Resolution unanimously passed by the City Council in February. (See Appendix C - CoO Dropbox, Item 4)

# Appendix A

## Course of Pilot Program: Process and Components

A competitive application process was launched late June of 2018, with an [Invitation for Expressions of Interest: A Call for Pilot Cities](#). The response showed substantial, untapped demand from municipalities to address intersecting issues that come together in their cities in a more holistic way. Thirty cities noted interest with 25 completed applications submitted within the deadline. The 12 cities selected to join the inaugural cohort were announced late August 2018: **Atlanta, Georgia; Birmingham, Alabama; Charlotte, North Carolina; East Point, Georgia; Fort Collins, Colorado; Grand Rapids, Michigan; Hopewell, Virginia; Huntington, West Virginia; Lansing, Michigan; New Orleans, Louisiana; Rancho Cucamonga, California; and Roanoke, Virginia.**

### About Cities in the Pilot

The pilot cities reflected a diversity of population sizes, geographic regions and demographics of residents. Of the 12 cities selected to join the Cities of Opportunity Pilot Cohort:

- Three have population under 50,000; five from 50,000 to 200,000 population, and four cities have more than 200,000 population (of which one is above 800,000).
- Six cities are in Southeast U.S., two South Central, two Midwest, one Mountain and one Pacific.
- All but one city has a poverty rate above the national average of 12 percent. Ten cities have poverty rates above 20 percent, and five have more than 25 percent.
- Ten cities have a greater proportion of people of color than the U.S. average; four are “minority majority” cities; and two cities are at just 50 percent white.
- Five are legacy cities who experienced sharp declines in the engines of their original industry and significant wealth gaps in recovery.

The cohort has a balance of cities who have participated in many NLC programs and cities with limited exposure to NLC’s technical assistance work. Eight of 12 cities participated in Let’s Move Cities, Towns & Counties. Five cities were part of NLC’s Race, Equity and Leadership program.

### Goals for the Pilot

The cities articulated eight-month goals for the pilot period in their applications. Common priorities across cities included: a collaborative framework for equity across city departments, infusing equity in the city’s plans and public accountability in the planning process, equitable and inclusive community engagement, strategic data-driven decision making, expanding collaborations (especially with health system anchors) and boosting financing. These were reconfirmed and further refined through the cities’ self-assessment process.

### City Teams

Each city has three to five individuals on the core pilot team. The composition of team members reflects the key issues emphasized in the pilot: Economic Opportunity, Housing, City Planning & Design. There is a large contingent of city planners. Most team members are in the mayors’ cabinets (department heads of Planning, Economic Development, Community

Development, Community Engagement). Staff tasked with working across city departments also participated: City Managers, Mayors' office staff, as well as Offices of Innovation, Equity and Inclusion. Four mayors joined their pilot teams; two were involved extensively, another two had more limited engagement in pilot activities but had delegated authority to team leads on CoO priorities.

### Assessments Pre- and Post-Pilot

All pilot cities completed an assessment at the beginning of the initiative, determining the level of the cities' capacity across a range of questions related to the four issues and six capacity areas. (The capacity areas are applicable to all issues and reflected in various national initiatives to build capacity for sustainable change: BUILD, Invest Health, Community Transformation Grants, etc.) The instrument helped cities think through where they were in their own developmental pathway, as well as helped NLC design the in-person convening and subsequent virtual learning events. (See Appendix C - CoO Dropbox, Item 1)

- **Pre-Assessments** - Since these are the cities' self-assessments, the ratings reflect where the cities thought they were relative to where they may aspire to be; hence the intent is not to compare across the cities. This provided finer insights on the city's capacities and needs and reinforced the broader strands noted in the cities' applications.
  - In the Issue areas (Economic Opportunity, Housing, City Planning & Design, and Health) - Cities are interested in the intersectionality across the issue areas with varying levels of emphasis. All expressed a desire to work in a more integrated, aligned way across city functions. They are also less advanced in working with anchor institutions; and where relationships exist, to leverage that connection in a strategic way for larger community change.

- In the Core Capacity areas, cities especially focused on advancing Civic Engagement, Data, Equity and Financing, and again noted the need to work in a more integrated way across city departments and agencies.
- **Post-Pilot Assessments** - The cities completed the same assessment at the conclusion of the pilot phase. To facilitate comparison, they completed the same assessment form with specific questions in the four issues and six capacity areas. Cities commented on areas of change and progress - via ratings of their capacity as well as text descriptions  
In addition, four open-ended questions were added:

1. As you reflect on your participation in the Cities of Opportunity Pilot, where was it of value to your city's work on social determinants of health?
2. Where did we miss the boat on supporting your needs?
3. Are there key components of your pilot work that are outside the initial CoO issues framework and the core capacity areas? If so, please describe why you zeroed in on that.
4. How would you like to be involved with Cities of Opportunity in the future?

The key findings from the post-assessments, captured in the Lessons Learned section of the report, encompass the following:

### NLC's Value-Add:

- By providing the space for cities to reflect, the very process of talking through developments with NLC helped cities define their own solutions.
- City leaders are able to connect more dots and to generalize beyond one issue.

- The initiative emboldened cities to new ideas and frameworks to advance equity.
- Three cities received additional consultations and developed sustainable structures for systemic change, including consistent ways to infuse equity, authentic community engagement and cross-functional accountability.
- Cities are more knowledgeable about ways to deepen relationships with major medical anchors to invest in the city they call home.
- The pilot also served as an accelerant to cities' work in other national initiatives to improve health and equity, e.g., Invest Health and Bloomberg Harvard City Leadership.

#### **Lessons Learned for the Future:**

- Build in more opportunities for sharing and exchange with peer cities.
- Better define the types of players necessary for each city's team, ensuring the best mix of team members to drive change.
- Leverage the recruitment process for a more efficient start to cohort work, and provide more defined program offerings at the start of the pilot.

#### **In-Person Convening**

Pilot cities gathered in Atlanta in October 2018. The cities began to identify their strategy priorities and where they need support in. Subject Matter Experts in the four issue areas shared best practices in their respective areas - Health, Economic Opportunity, Housing, and City Planning and Design. City teams then discussed these issues and where there were the most energy in their city. Similarly, Subject Matter Experts in the capacity areas had conversations about the priorities that emerged from the cities' self-assessments: Civic Engagement, Data, Equity and Financing. City teams followed with hands-on exercises to document their specific

assets, challenges and support needs related to each particular lever. Finally, the cities engaged in Action Planning to identify strategy priorities to focus on for the upcoming months of the pilot; with the charge to bring it back to socialize and refine with other city stakeholders and decision makers.

#### **Modest Web Presence: Access to Expert Resources**

Launched just before the Atlanta convening, the Cities of Opportunity website provides resources to support cities and a Cities of Opportunity Video presents a user-friendly overview of social determinants, their connections to health, the city's role and the purpose of the initiative. The website provides evidence-informed Policies, Programs and Practices that impact health in Economic Opportunity, Housing (Affordable, Healthy), and City Planning and Design. As well, it provides information on the six core capacity areas of Civic Engagement, Data, Equity, Financing, Multi-Sector Collaboration and Sustainability. Resources are provided for each of the above areas, e.g., blogs, reports, web forums from NLC as well as external partner organizations. It has served as a convenient and easily accessible resource for pilot cities.

#### **Technical Assistance Meetings: Support Progress and Accountability**

NLC's staff lead and Consilience principal held monthly technical assistance meetings with each city's team, focusing on action items on the cities' finalized strategy priorities. The conversations further teased out the cities' context and helped them better define challenges and consider solutions. Four major areas applied across pilot cities:

- Infusing equity and equitable economic development through city plans and planning process
- Applying an equity lens in strengthening



community engagement

- Building city capacity and structures for cross-departmental collaboration within city government – applied to place-based work for specific neighborhoods and/or specific sub-populations (e.g., the homeless, chronically unemployed)
- Leveraging Anchor strategy in the context of the city’s comprehensive plan as well as place-based initiatives

A combination of deep listening, reflecting back, testing understanding, coaching and consultations, the standing meetings facilitated updates on the cities’ progress on their action priorities and served as an ongoing forum to ascertain the usefulness of NLC’s offerings. Pilot cities noted these meetings were effective in keeping them on track and accountable, and the very process of talking out developments helped them zero in on solutions. NLC identified new and better ways of serving the cities, by offering group virtual events that brought pilot cities together, and research briefs on specific topics of relevance or following up with deep-dive coaching workshops.

### **Targeted Virtual Events and Online Peer Conversations**

NLC facilitated five virtual events for cross-city conversations over the brief pilot period. Each event focused on a topic of top interest for pilot cities, headlining “Featured Cities” and faculty/subject matter experts in conversation with all city participations.

In accordance with the cities’ priorities that surfaced from their self-assessments and the in-person convening at the front end of the pilot, the events focused on these topics:

- Cross-Departmental Alignment in City Government
- Anchor Strategies

- Civic Engagement
- Financing Strategies
- Equitable Economic Development

NLC’s Ring Central platform allowed visual and voice connections, facilitating participation by cities. The events were well-attended – ranging from nine to 12 cities with multiple participants for most cities. The featured cities gained the most from deeper preparation in advance and the conversation with faculty during the events. Other cities had limited airtime in the conversation due to the one-hour duration of most of these events.

Highlights of these events with accompanying slides and recordings are compiled for city reference. (See Appendix C - CoO Dropbox, Item 3)

### **Research Briefs on Topics of Direct Relevance**

NLC developed customized research briefs upon city request, often on issues that surfaced during the standing meetings. The briefs consisted of literature reviews in response to a specific city question, examples of what other cities have done, and a compilation of resources designed for local leaders in a given field. While each brief was designed to support a specific area of work in a cohort city, they were also shared with other cohort cities active in that topic area.

The briefs covered these requested topics: (See Appendix C - CoO Dropbox, Item 2) for link to full set of briefs)

- City Role in Developer Community Benefit Agreements
- Standing Community Benefit Agreements
- Hyperlocal Hiring and Targeted Procurement
- Economic Costs of Inadequate Childcare
- Health in All Policies
- Comprehensive Plan Implementation

# Appendix B

## City Snapshots



### Atlanta, Georgia

**CoO Action Strategy Priority:** Applying an equity lens through strengthening community engagement in comprehensive efforts.

**Challenge and Opportunity:** In order for Atlanta to truly be a healthy city, its leadership must address the structural inequities plaguing local housing, financial and educational systems. Mayor Keisha Lance Bottoms fully understands that, which is why one of her first acts as Mayor was to establish the City's first-ever, fully staffed Office of Equity, Diversity and Inclusion. Also known as One Atlanta, this Cabinet-level office works to ensure equitable, open and inclusive practices across all City departments and functions. The One Atlanta team is committed to delivering on Mayor Bottoms' commitment to continue Atlanta's progress, leaving no resident behind.

**CoO Action and Impact:** The Atlanta convening presented an opportunity for the One Atlanta team to perform a high-level deep dive with the assistance of NLC consultants. As a result of that work, One Atlanta invited the city's Department of Watershed Management (DWM) to partner with them on the CoO Pilot. The program aligned with DWM's work with the Water Equity Taskforce of the U.S Water Alliance and Environment Impact Bond (EIB). Members of the taskforce are able to exchange knowledge and support on the development and adoption of equitable workforce development and affordability policies and practices. DWM has a four-pronged approach to operationalize equity in its infrastructure projects - authentic community engagement, workforce development to prepare residents for project jobs, affordability strategy that balances need to invest in infrastructure with economic impact to customers, and climate resilience. DWM used NLC's targeted research briefs on hyper-local hiring requirements to draft language for solicitation for their Environmental Impact Bonds for innovative green infrastructure projects to address flooding and water quality issues.



## Birmingham, Alabama

**CoO Action Strategy Priority:** Launching the *Comprehensive Community Initiative* and community engagement across city departments as the foundation for equitable neighborhood services

**Challenge and Opportunity:** Mayor Randall Woodfin has prioritized his new Comprehensive Community Initiative (CCI) to drive sustained alignment across historically siloed city departments, target essential city resources to disadvantaged areas and ensure residents equitable access to coordinated city services at the neighborhood level. A key emphasis is changing city culture, policy and practice for authentic partnership with citizens to improve quality of life in their neighborhoods and bi-directional “grassroots to grass tops” communication channels between citizens and government.

**CoO Action and Impact:** The Birmingham team accessed extensive consulting and project development support from CoO TA partner, Consilience Group, to engage city staff in designing conceptual and operational models for the CCI, including governance, accountability and staffing structures; neighborhood level ‘no wrong door’ service model; asset inventory and partnership design; and citizen engagement strategy. New CCI structures will redeploy existing city resources for sustained service coordination and empowered citizen partnership.



## Charlotte, North Carolina

**CoO Action Strategy Priority:** Applying an equity lens and infusing equitable economic development in comprehensive plan development

**Challenge and Opportunity:** As they began CoO, the city's team was already immersed in starting Charlotte Future 2040, the city's first comprehensive plan update in 45 years. With a strong commitment to infusing equity throughout its plan, the team prioritized its CoO work on exploring how to leverage its NLC's Equitable Economic Development fellowship across plan initiatives as well as recent Government Alliance for Race & Equity (GARE) work to shift programs; investigating ways to strengthen housing, including leveraging anchor institutions; and focusing on equitable community engagement where racial and economic diversity was proactively pursued, resident voices equitably shaped the vision and values that will guide the growth scenarios and plan, and critical dialog sparked around political pressures overruling community voice.

**CoO Action and Impact:** The city team tapped CoO TA to think through leveraging current and emerging development initiatives within its comprehensive plan framework. They also gained strategic and tactical guidance from multiple webinars on various aspects of engagement and strategies around housing and economic development as well targeted insights on their comprehensive planning implementation from a customized research brief prepared by NLC.





## East Point, Georgia

**CoO Strategy Priority:** Strengthening cross-departmental and sector partnerships for infusing equity throughout the city’s comprehensive plan and zoning code ordinances.

**Challenge and Opportunity:** As this city experiences unprecedented population growth, East Point is now attracting robust developer interest. The city has an average household income of approximately \$39,131, 25 percent of the population are experiencing poverty, and over 90 percent of the population are people of color. While Mayor Holiday Ingraham embraces her city’s emerging economic opportunities, she and City Council are fully committed to ensuring benefit for all East Pointers through a proactive, structural and strategic approach to equitable city development and policies.

**CoO Action and Impact:** CoO provided the East Point team with a framework to operationalize their commitment to development that does not displace residents and leave people behind. NLC-provided research briefs on community benefit agreements for equitable land use and community development guided a city resolution on equity in all policies. The TA team worked with the city team to design a CoO cross-sector structure and project purpose, which was included in the Cities of Opportunity Resolution unanimously passed by the City Council in February. (See Appendix C - CoO Dropbox, Item 4)



## Fort Collins, Colorado

**CoO Action Strategy Priority:** Enhancing work supports aligned with economic development by expanding access to high quality childcare through development incentives

**Challenge and Opportunity:** As the city team analyzed opportunities and obstacles for strengthening work across CoO issue areas of economic and workforce development, housing and city planning, they identified a common thread – an insufficient supply of affordable childcare. While not originally identified as a CoO issue area, the team decided to focus on how the city might leverage its resources in partnership with community stakeholders to increase affordable childcare as a cross-cutting lever for economic growth and enhanced housing developments.

**CoO Action and Impact:** The city team accessed the CoO TA team as thought partners to proactively analyze this issue and vet potential roles the city might use to build capacity in the community childcare landscape. NLC’s targeted research brief on childcare as an economic driver was foundational as the city builds the case for development incentives for childcare and serves as an example for how city leaders can view cross-cutting equity issues across domains.



## Grand Rapids, Michigan

**CoO Action Strategy Priority:** Strengthening strategies for equitable economic development and leveraging data-driven approach

**Challenge and Opportunity:** Grand Rapids entered the CoO initiative with many building blocks in place to drive system alignment for health equity. With mechanisms for integration across city departments as the foundation of its customer service structure, the city also had a robust, mature comprehensive place-based approach with successful programmatic initiatives. The opportunity was to mobilize these, and other assets, for systems change through enhanced policy and partnerships.

**CoO Action and Impact:** Participation in CoO served as a platform to deepen the city's relationships with stakeholders already organized for health equity. This included expanding opportunities for data connections with key stakeholders, including the county health department. Most significantly, the pilot prompted a paradigm shift in how the city addressed health equity at a systems level, leading to a new objective for health equity and Health in All Policies in the city's new strategic plan.



## Hopewell, Virginia

**CoO Action Strategy Priority:** Launch a cross-departmental structure to implement a pilot project that can serve as a prototype for coordinating various components of comprehensive city plan.

**Challenge and Opportunity:** The City of Hopewell has a comprehensive plan and numerous different current and emerging grant-funded initiatives with specialized resources for segments of the city's population facing health and social disparities. However, the city lacked a unifying structure to provide equitable access to comprehensive, coordinated services to neighborhoods and people who need them.

**CoO Action and Impact:** The city has accessed on-site CoO facilitation and technical assistance to design and launch the Community Enhancement Initiative (CEI) to cross-link comprehensive city and community resources to improve quality of life for all Hopewell residents, with a focus on those facing social and economic disadvantage. The CEI, engaging both policy and implementation leaders across the city departments and community, will be guided by a new city dashboard informed by NLC partner City Health Dashboard.





## Huntington, West Virginia

**CoO Action Strategy Priority:** Leveraging an anchor strategy within multiple initiatives focused on the Fairfield neighborhood revitalization

**Challenge and Opportunity:** The city began its CoO participation intending to focus on implementing a just-completed holistic neighborhood revitalization plan for its Fairfield neighborhood, an under-resourced area in which one of their two large hospital systems are located. Instead, the city was awarded a HUD Choice Neighborhood planning grant for this neighborhood, so local stakeholders would be occupied during the same time period as the CoO pilot. The city had the opportunity to leverage CoO resources in synergy with its HUD planning grant.

**CoO Action and Impact:** The city tapped CoO subject matter expertise and tailored consultation to expand its anchor strategies in the Fairfield neighborhood. Building on some success in engaging two major anchor institutions to prioritize community and neighborhood economic development, along with recently secured funding from a major hospital, the city is applying CoO guidance to strengthen its capacity to foster effective anchor partnerships with its local health systems.



## Lansing, Michigan

**CoO Action Strategy Priority:** Strengthening cross-departmental and cross-sector efforts for coordinated place-based work and establishing a data-driven cross-functional team for aligning resources.

**Challenge and Opportunity:** As it began its CoO work, the city team had already launched efforts for cross-departmental structures including a process of program-based budgeting to drive resource coordination. The administration was also participating in a national initiative to build a Data and Evidence Team and city-wide data infrastructure for aligned policies and practices. However, these efforts were not yet connected to health equity and holistic place-based work.

**CoO Action and Impact:** The city team accessed CoO for thought partnership in how to strategically sequence and leverage initiatives, including assistance from the Bloomberg Harvard City Leadership initiative to develop cross-departmental structures that leverage health equity as a unifying framework. Guidance from CoO webinars and TA has helped the team define how to build on its foundational work to develop structures for maximum impact in neighborhoods and city-wide.



## New Orleans, Louisiana

**CoO Action Strategy Priority:** Launch a cross-departmental structure to implement a pilot project focused on the homeless population that can serve as a prototype for coordinating multiple components across the city’s comprehensive plan.

**Challenge and Opportunity:** The City of New Orleans (NOLA) is guided by its Plan for the 21st Century: New Orleans 2030, which shapes the city’s physical, social, environmental and economic future. The plan contains many cross-departmental initiatives for comprehensive resources to sub-populations facing health disparities, yet the city does not have processes for aligning internal and external stakeholders across the social determinants for people-centered solutions to address health equity.

**CoO Action and Impact:** The NOLA team accessed CoO on-site facilitation and design services to engage city staff from its departments of Health, Housing and Community Development, and Workforce Development, along with external partners, to develop a “no-wrong-door” model to provide access to healthcare, housing, job training, and supportive services to guests at its city low barrier homeless shelter. This project, a priority of Mayor LaToya Cantrell, is a prototype for how different city agencies and external partners can work across silos to coordinate services.





## Rancho Cucamonga, California

**CoO Action Strategy Priority:** Enhancing and formalizing equitable community engagement practices to ensure all diverse voices are part of the decision-making process.

**Challenge and Opportunity:** With the support of Mayor Dennis Michael and City Manager John Gillison, the city is committed to improving the health of its community through meaningful community engagement. However, to institutionalize these best practices, a multi-departmental team participated in comprehensive community engagement trainings and piloted these practices with the city's Los Amigos Park Project. The city is looking to formalize these practices into a Community Engagement policy and toolkit that will be implemented during the city's General Plan Update. This replicable prototype for equitable community engagement will provide a framework for departments to meaningfully engage the community and reduce health disparities.

**CoO Action and Impact:** The city team tapped CoO subject matter experts and TA partners to inform implementation of citizen-led planning for a neighborhood park. These efforts have spearheaded the development of a "Community Engagement Policy with a Health Equity Framework" to be implemented across the city. The team has also accessed customized consulting from CoO faculty City Health Dashboard to develop a data framework for guiding the planning of future programs, policies and strategies to make Rancho Cucamonga the healthiest it can be.





## Roanoke, Virginia

**CoO Action Strategy Priority:** Leverage an anchor strategy that ties together numerous existing and emerging strategies within the context of city's comprehensive plan

**Challenge and Opportunity:** The City of Roanoke has a deep relationship with the largest health provider in their community, having participated in an extensive Community Health Needs Assessment and Community Health Improvement Plan (CHIP). They joined Cities of Opportunity during the launch of their comprehensive plan. At an inflection point, with multiple existing and emerging plans in place, the city team and coalition partners were faced with leading implementation.

**CoO Action and Impact:** With a deeply engaged senior executive at the largest health system in Roanoke Valley, the pilot team focused on advancing a more strategic partnership with healthcare and higher education anchors to support aligned priorities. NLC brokered city-specific consultation by an expert on health system anchors, who helped them develop strategies to deepen engagement with anchors to explore investment in an integrated "strategic endowment fund" to sustain investment in the health and wellbeing of the city.

# Appendix C

## Additional Resources

### [Cities of Opportunity Report Drop Box:](#)

#### **Item 1 – Pilot Cities Self-Assessment**

(Only the Post-Assessment instrument is included, as it is exactly the same as the Pre-Assessment with the addition of the three questions on the first page.)

#### **Item 2 – Research Briefs for CoO Pilot Cities (following topics all in one PDF):**

- City Role in Developer Community Benefits Agreements
- Standing Community Benefits Agreements
- Hyperlocal Hiring and Targeted Procurement
- Economic Costs of Inadequate Childcare
- Health in All Policies
- Comprehensive Plan Implementation

#### **Item 3 – Virtual Event Highlights (PDF for each event – includes links to recording and Ppt. deck):**

- 3a. Anchor Strategies
- 3b. Civic Engagement
- 3c. Cross-Departmental Alignment
- 3d. Equitable Economic Development
- 3e. Financing Strategies

#### **Item 4 – East Point Cities of Opportunity Resolution**

[Cities of Opportunity Video presents a user-friendly overview of social determinants, their connections to health, the city's role and the purpose of the initiative.](#)

[Cities of Opportunity Website provides information and resources from NLC and external partner organizations on:](#)

- Key Issue areas with impact on Health: Economic Opportunity, Housing (Affordable, Healthy), and City Planning & Design.
- Six core capacity areas of Civic Engagement, Data, Equity, Financing, Multi-Sector Collaboration and Sustainability.

#### **[Health Affairs – Headline Blogs by CoO City Leaders:](#)**

- [Bob Cowell – How Roanoke, Virginia, is Addressing Income Disparities And Their Impact On Health Outcomes \(5/15/2019\)](#)
- [Mayor Rosalyn Bliss - How Grand Rapids, Michigan is Using Data to Advance Equity and Economic Opportunity \(4/16/2019\)](#)

#### **[Why Housing Matters - Urban Institute:](#)**

- [Andi Crawford – Q&A with Andi Crawford, Director of Neighborhoods and Citizen Engagement for the City of Lansing, Michigan \(4/17/2019\)](#)

# Acknowledgments:

## City Team Participants

NLC gratefully acknowledges the following city team members for their generous participation in the Cities of Opportunity pilot. NLC has learned much from their openness, ideas, reflections and advice and share the insights thus gained with other city leaders across the country.

### City of Atlanta, Georgia:

**Carol Anderson**

*Special Projects Manager*  
One Atlanta – Mayor’s Office of Equity, diversity and Inclusion  
(team co-lead)

**Cristi Bickham**

*Chief Administrative Officer*  
Department of Watershed Management

**Elesia Glover**

*Public Policy Manager*  
Department of Watershed Management  
(team co-lead)

**Yeou-Rong Jih**

*former Project Manager*  
Mayor’s Office of Resilience,  
One Atlanta

**Reese McCranie**

*Deputy Chief Equity Officer*  
One Atlanta

**Megan Sparks**

*Senior Director*  
One Atlanta

### City of Birmingham, Alabama:

**Christopher Hatcher**

*Director*  
Department of Community Development  
(team lead)

**Rachel Harmon**

*Deputy Director*  
Talent and Workforce Development

**Edwin Revell**

*Director*  
Department of Planning, Engineering and Permits

**Nigel Roberts**

*former Director*  
Department of Community Development

**Gregory Townsend**

*Health Services Administrator*  
Quality Improvement and Decision Support Division,  
Jefferson County Department of Health

### City of Charlotte, North Carolina:

**Councilmember Greg Phipps****Kevin Dick**

*Deputy Director*  
Economic Development

**Alberto Gonzalez**

*Planning Coordinator*  
Charlotte Planning, Design and Development Department

**Garet Johnson**

*Assistant Director*  
Charlotte Planning, Design and Development

**Rachel Stark**

*Senior Principal Planner*  
Urban Designer Center,  
Charlotte Planning, Design and Development  
(team lead)

**Miles Vaughn**

*Manager of Housing Services*  
Housing and Neighborhood Services

### City of East Point, Georgia:

**The Honorable Deana Holiday Ingraham**

*Mayor (team lead)*

**Councilmember Joshua Butler****Councilmember Thomas Calloway****Channon Brooks**

*Chief of Staff*

**Frederick Gardiner**

*City Manager*

**Jonathon Penn**

*Director*  
Parks and Recreation

**Lacie Pierre**

*East Point Resident and Cultural Enrichment Commission Member*

**Maceo Rogers**

*Director*  
Economic Development

**Kimberly Smith**

*Director*  
City Planning and Community  
Development

**City of Ft. Collins, Colorado:**

**Sue Beck-Ferkiss**

*Social Policy and Housing  
Programs Manager*  
Social Sustainability Department  
(team lead)

**Sean Carpenter**

*Climate Economy Advisor*  
Economic Health Department

**Clay Frickey**

*City Planner*  
Planning Department

**Jeff Mihelich**

*Deputy City Manager*

**Meaghan Overton**

*City Planner*

**Katie Ricketts**

*Policy and Program Evaluation  
Analyst*  
Finance Department

**City of Grand Rapids, Michigan:**

**Becky Jo Glover**

*Chief Customer Service and  
Innovation Officer*

**Alex Melton**

*Community Liaison*  
(team lead)

**Jon Oeverman**

*Assistant Project Manager*  
Engineering Department

**Julio Cano Villalobos**

*Community Health Programs  
Specialist*  
Spectrum Health

**City of Hopewell, Virginia:**

**The Honorable Jasmine Gore**

*Mayor*  
(team lead)

**Charles Dane**

*Assistant City Manager*  
Economic Development Director

**Tevya Griffin**

*Director*  
Department of Development

**Aaron Reidmiller**

*Director*  
Department of Recreation and  
Parks

**City of Huntington, West  
Virginia:**

**Cathy Burns**

*City Manager*  
(team lead)

**Scott Lemley**

*Executive Director*  
Department of Development  
and Planning

**Breanna Shell**

*Planning Director*

**Christal Perry**

*Huntington Urban Renewal  
Authority*

**City of Lansing, Michigan:**

**Andrea Crawford**

*Director*  
Neighborhoods and Civic  
Engagement  
(co-lead)

**Martha Fedorowicz**

*former Special Projects  
Administrator*  
Department of Neighborhoods  
& Citizen Engagement

**Brian McGrain**

*Director*  
Economic Development and  
Planning  
(co-lead)

**City of New Orleans, Louisiana:**

**Jennifer Avegno**

*Director*  
City of New Orleans Health  
Department

**Ellen Lee**

*Director*  
Community and Economic  
Development  
(team lead)

**Frances Lawless**

*Deputy Director*  
City of New Orleans Health  
Department

**Tara Richard**

*Intergovernmental Relations*



**City of Rancho Cucamonga, California:**

**The Honorable L. Dennis Michael**  
*Mayor*

**Matt Burris**  
*Deputy City Manager*

**Justine Garcia**  
*Management Analyst II*

**Erika Lewis-Huntley**  
*Management Analyst III*

**Hope Velarde**  
*Management Analyst I*  
(team lead)

**Art Yero**  
*GIS Analyst*

**City of Roanoke, Virginia:**

**Chris Chittum**  
*Planning Director*

**Bob Cowell**  
*City Manager*  
(team lead)

**Shirley Holland**  
*Vice President of Planning and Community Development*  
Carilion Clinic

**Participating Expert Faculty and Partners**

National League of Cities would like to extend our deepest gratitude to the following partners for their contributions made to the Cities of Opportunity Pilot:

**Strategic Partner:**  
**Traci Sampson**  
*Managing Principal and*  
**Cheryl Dickson**  
*Strategic Advisor*  
Consilience Group, LLC

**Manal Aboelata**  
*Managing Director*  
Prevention Institute

**Lindsey Alexander**  
*Senior Project Consultant*  
ReThink Health

**Kevin Barnett**  
*Senior Investigator*  
Public Health Institute

**Peter Eckart**  
*Co-Director, DASH*  
Illinois Public Health Institute

**Jeanne Fekade-Sellassie**  
*Project Director*  
Fundors for Housing Opportunity

**Kristin Giantris**  
*Managing Director, Advisory Services*  
Nonprofit Finance Fund

**Sallie Glickman**  
*Principal*  
SJM Consulting

**Sara Hammerschmidt**  
*Senior Director, Content*  
Urban Land Institute

**Fred Karnas**  
*Senior Fellow*  
Kresge Foundation

**Amanda Latimore**  
*Systems Scientist*  
Bloomberg American Health Initiative  
Johns Hopkins Bloomberg School of Public Health

**Karen Minyard**  
*Director*  
Georgia Health Policy Center

**Tazra Mitchell**  
*Policy Analyst, Family Income Support*  
Center for Budget & Policy Priorities

**Sarah Norman**  
*Director, Healthy Homes and Communities*  
NeighborWorks America

**Don Phoenix**  
*Regional Vice President, Southern Region*  
NeighborWorks America

**Laura Sankey**  
*VP of Product Strategy*  
Centene

**Eva Stahl**  
*Project Director*  
Children's Health Initiative  
Community Catalyst

**Susan Thomas**  
*Senior Program Officer*  
Melville Charitable Trust

**Monica Hobbs Vinluan**  
*Senior Program Officer*  
Robert Wood Johnson Foundation

## NLC Staff

Special Thanks to the following National League of Cities staff for their contributions:

### **Clifford Johnson**

*Executive Director*  
Institute for Youth, Education,  
and Families

### **Sue Polis**

*Director, Health & Wellness*  
Institute for Youth, Education,  
and Families

### **Kitty Hsu Dana**

*Senior Health Policy Advisor,  
Health & Wellness*  
Institute for Youth, Education,  
and Families

### **Anne Li**

*Fellow, Health & Wellness*  
Institute for Youth, Education,  
and Families

### **Denise Belser**

*Manager*  
Economic Opportunity &  
Financial Empowerment  
Institute for Youth, Education,  
and Families

### **Gideon Berger**

*former Director*  
Daniel Rose Fellowship  
Center for City Solutions

### **Jim Brooks**

*Director*  
Center for City Solutions

### **Carlos Delgado**

*former Senior Associate*  
Equitable Economic  
Development Fellowship  
Center for City Solutions

### **Leah Ettman**

*former Senior Associate, Health  
& Wellness*  
Institute for Youth, Education,  
and Families

### **Anthony Santiago**

*Senior Fellow*  
Institute for Youth, Education,  
and Families

### **Mike Wallace**

*Director*  
Community and Economic  
Development  
Federal Affairs

### **Sharie Wood**

*Senior Meeting and Event  
Planner*  
Institute for Youth, Education,  
and Families



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