Policy, Systems and Environmental (PSE) Change Briefing Book
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How to Use This Book

About this Book

The Policy, Systems and Environmental (PSE) Change Briefing Book contains descriptions of initiatives eligible for funding under the Model Communities Request for Proposals (RFP). All applicants for these funds must choose one or more initiatives from this menu to serve as the foundation for their proposal. Award recipients will have the opportunity to utilize the technical assistance listed.

Working with technical assistance agencies, the Public Health Institute of Metropolitan Chicago (PHIMC), in collaboration with the Cook County Department of Public Health, assembled this menu of ‘pre-approved’ initiatives to improve the quality of proposals and increase the likelihood of project success. Some initiatives imply specific project goals and implementation plans, while others offer more flexibility in adapting and targeting an intervention to the specific needs of the community. However, all initiatives give applicants the opportunity to submit a proposal that puts their own mark on an intervention and take ownership over an initiative for their community.

Applicants are invited to choose more than one option for which they are best qualified and may submit proposals that mix and match options across sectors and communities as appropriate.

Menu of Strategies

On the following pages, you will find each PSE change strategy described in greater detail, including:

- A description of the initiative
- How the strategy works
- What applicants can request funding to do
- What benefits successful initiatives can yield
- Who should be involved
- Available resources
- What technical assistance is available from technical assistance agencies

Evidence-Based Interventions

Each initiative listed comes from evidence-based research and practice. The corresponding entries in this book provide some of this background for your preparation, as well as links to models, toolkits, and best practices where available. We recommend you use this background material when writing your proposal, and encourage you to dig deeper into the evidence base as needed.

Note that some of the resources come from subscription-only journals. In many cases, accessing those resources from a university library, hospital library, or public library will allow you to view subscription-restricted content.

Technical Assistance

A group of technical assistance agencies has been assembled to provide award recipients with specialized expertise to successfully implement their respective PSE change strategies. As you are preparing your proposal, please note that the technical assistance outlined in this book is provided at no cost to award recipients. Therefore, you do not need to include costs for these services in your proposed budget. When available, each initiative lists the primary technical assistance agency responsible for that option, and includes information about the specific help they can provide.

Disclaimer

The contents of this book are provided for informational purposes only, and may be subject to change. Please visit the Model Communities web site for the latest information: http://www.cookcountypublichealth.org/healthy-initiatives/model-communities
Questions and Technical Assistance

In addition to the two RFP information sessions (detailed in the RFP guidance), you may also ask questions or request technical assistance via phone at 708-524-5156 or email at cppw@phimc.org. Responses will be added to a list of Frequently Asked questions (FAQs), posted on the CCDPH website. All questions or requests for technical assistance must be received by 5 p.m. CST on December 3, 2010.
# Overview of Strategies

This at-a-glance table offers a quick view of each type of initiative detailed in this book, including guidance about the types of applicants eligible for funding.

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<tr>
<th>Strategy</th>
<th>Description &amp; Examples (where possible)</th>
<th>Eligible Applicant</th>
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<tr>
<td>1. Comprehensive Plan</td>
<td>Develop or update local comprehensive plans with chapters on non-motorized transportation and sustainable food systems. Develop a non-motorized transportation chapter with strategies to improve the walking and biking environment in local communities.</td>
<td>Local Gov’ts</td>
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<tr>
<td>2. Complete Streets</td>
<td>Commit to accommodating pedestrian and bicycle traffic in new transportation projects where appropriate. Examples: Build sidewalks, stripe bike lanes, and design streets for safer, slower vehicle speeds.</td>
<td>Local Gov’ts</td>
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<tr>
<td>3. Zoning, Development, &amp; Land Use Regulations</td>
<td>Require new developments to be more accessible by foot, by bike and by transit. Examples: Install pedestrian routes through parking lots and prove bike parking facilities.</td>
<td>Local Gov’ts</td>
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<td>4. Safe Park Zones</td>
<td>Set higher fines for speeding and disobeying traffic signals when children are present in parks. Revenue from fines can fund pedestrian safety projects at the local park district.</td>
<td>Local Gov’ts</td>
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<tr>
<td>5. Bicycle Route Signs</td>
<td>Make street signage more functional for cyclists by establishing a local network of way-finding signs. These signs are a guide to local destinations on streets preferred for cycling.</td>
<td>Local Gov’ts</td>
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<td>6. Sustainable Food Systems</td>
<td>Support small format grocery stores; farmers markets; co-ops; local buying clubs for corner stores.</td>
<td>Local Gov’ts; Community Organizations</td>
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<td>7. Vending Machine Nutritional Standards &amp; Contracts</td>
<td>Change policies, nutritional standards, procurement practices or contracts to increase availability of healthy foods and beverages and decrease availability of unhealthy foods and beverages. Example: Revise nutritional standards for vending machines and change policies and procurement practices to enforce the standards</td>
<td>Local Gov’ts; Community Organization</td>
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<td>8. Breastfeeding-Supportive Environments</td>
<td>Develop and implement a plan to integrate some or all of the 10 steps to become a baby friendly hospital and ensure babies get a healthy start to life. Develop policies and environments that promote breastfeeding at workplaces and locations throughout the community.</td>
<td>Hospitals/Hospital Systems; Local Gov’ts; Community Organizations</td>
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<tr>
<td>9. Chronic Disease Self-Management Program (CDSMP)</td>
<td>Implement systems supporting evidence-based CDSMP to increase accessibility of resources for residents in suburban Cook County who have a chronic disease or may be at-risk.</td>
<td>Local Gov’ts; Community Organizations</td>
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<td>10. Worksite Wellness</td>
<td>Provides accessible indoor or outdoor exercise facilities and programming supporting the adoption of a physically active lifestyle. Examples include an indoor walking path with a mile distance marked off; lighted, attractive stairwells; provision of maps for safe and convenient walking outside the office; and free or markedly reduced access to exercise clubs.</td>
<td>Local Gov’ts, Community Organizations</td>
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<td>11. Adopt a Healthy Schools Program</td>
<td><strong>School Wellness Policies:</strong> Require schools to develop quality wellness promoting infrastructures. The district will promote Healthy Schools Program six-step process in order to build sustainable wellness promoting environments at the school level. Example: Revise wellness policies to promote healthy, active transportation, acknowledging and promoting walking and biking as a way to increase physical activity and improve students’ overall health. <strong>School Improvement Plan Enhancement:</strong> Incorporate wellness goals into their School Improvement Plan requirements. The district will require schools to include goals aligned with PSE change strategies in annual improvement plans, will monitor progress toward meeting goals, and will report on progress annually. <strong>Before and After School Environment:</strong> Adopt policies relating to increasing physical activity and improving nutrition in their before and after school environments. Schools will collaborate with before and after school providing organizations to enhance programming and assess environments to maximize physical activity and access to healthy foods and beverages and decrease access to unhealthy foods and beverages. <strong>School Competitive Foods:</strong> Improve competitive food policies and policy implementation to increase access to healthy foods and decrease access to unhealthy foods and beverages. <strong>School Meals Program:</strong> Enhance or improve school lunch, school breakfast, or after school food programs to increase access to and consumption of healthy foods and decrease access to unhealthy foods. <strong>Physical Education (PE):</strong> Offer quality physical education for all grade levels. Physical education will be based on a written and sequential curriculum that is aligned to the national/state standards for physical education. The district will reduce or eliminates waiver policies for students in all grade levels and increase participation in quality PE.</td>
<td>School Systems</td>
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<td>11. Adopt a Healthy Schools Program (cont’d)</td>
<td>Physical Activity: Adopt comprehensive physical activity policy grounded in quality Physical Education and inclusive of quality activity opportunities before, during, and after the school day. The comprehensive environment will include but is not limited to institutionalized physical activity breaks, quality recess development, and before and after school programming.</td>
<td>School Systems</td>
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<td>12. School Siting Policies</td>
<td>School districts and municipalities ensure that new schools are centrally located within the communities they serve, and are therefore more accessible on foot or by bike.</td>
<td>Local Gov’t; School Systems; Community Organizations</td>
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<td>13. Land/Cash Ordinances</td>
<td>Land cash ordinances are impact fees paid by developers, related to the burden that new development places on municipalities. Instead of paying cash, developers may donate land intended for building new schools. By ordinance, school districts and municipalities ensure that new school lands contributed by developers meet healthy school siting standards.</td>
<td>Local Gov’t; School Systems; Community Organizations</td>
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<td>14. School Travel Plans</td>
<td>Schools adopt plans to address students’ mode of travel to and from school, including strategies to improve infrastructure and safety programming. Any school applying for federal Safe Routes to School funding is required to complete a school travel plan approved by their school district and their local municipality.</td>
<td>School Systems</td>
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<td>15. School Transportation Department Reform</td>
<td>Establish school policies that encourage walking and biking to school. Expand the scope of school transportation directors’ roles to address the needs of students walking and biking to school, as well as those riding school buses.</td>
<td>School Systems</td>
</tr>
<tr>
<td>16. Joint Use Agreements</td>
<td>Create formal agreements between school districts and non-school organizations to share use of facilities. Example: allowing a school gym to be used for a park district class in exchange for using a park district athletic field for school baseball games. This promotes value of the school as a community center and can reduce needed school site acreage, increasing walkability and preventing school sprawl.</td>
<td>Local Gov’ts, School Systems, or Community Organizations</td>
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#1: Comprehensive Plan

Technical Assistance Agencies: Chicagoland Metropolitan Agency for Planning, Active Transportation Alliance

**What is it?**

The essential role of the comprehensive plan is as a guide for the management of change through which we anticipate and solve problems, and seize opportunities to make or improve our communities. Communities change, as do families, businesses, institutions and natural systems. The act of planning reflects a decision not to accept “the inevitable,” but rather to influence and guide the kind of community we want to live in.

A comprehensive plan is a statement of goals and objectives that establishes a community’s vision for the future. While it is not a legal document, a comprehensive plan is meant to outline a vision to be realized over time (usually a 5-10-year period) via planning policy and regulatory tools.

A comprehensive plan contains policy goals for every aspect of the community; some examples of areas that the plan may cover include:

- Land use
- Transportation
- Housing
- Park and open space
- Infrastructure
- Economic development

**How does it work?**

A comprehensive plan recognizes that the motivation in planning must be to respond to citizens’ aspirations for a desirable quality of life, economic prosperity, and community character that values local assets, retains identity, and creates a sense of connectedness. The plan will consider strategies and define technically correct answers to technical questions such as: What aspects of our life today do we value and wish to retain and enhance? What are our aspirations for the future of our community?

The process of preparing the comprehensive plan must raise public awareness of the measures of growth the community is facing and the measures of quality of life that may be affected. The planning process must guide public opinion toward a consensus on what approach is best for the common good of the community.

**Who should be involved?**

- Mayors and City Managers
- Planning and Zoning Commissioners
- Municipal Planning and Community Development Officers
- Business community
- Community members

**What are the benefits?**

The planning process and the development of a comprehensive plan allow communities to develop a continuum from vision to goals, objectives, policies and strategies, to a timeline of short-term, intermediate and long-term actions.

Outcomes identified in the plan can become the community’s “to do” list. Plans must be feasible and must have:

- An action program identifying short, mid-term and long-term actions, delegated responsibilities and identified resources.
- A protocol for plan administration with recommendations for updates and amendments.
- An annual “report card” that identifies outstanding actions and any associated revisions.
What can I request funding to do?

- Update existing comprehensive plans.
- Revise and develop zoning ordinances to promote and support public health and physical activity.
- Develop a non-motorized transportation chapter with strategies to improve the walking and biking environment in local communities.
- Develop a public health chapter to include how local communities can implement sustainable food systems.
- Develop ordinances to support new initiatives.

What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- Goto2040: http://www.GOTO2040.org/
- Growing Sensibly: http://www.growingsensibly.org/

Background Literature


What technical assistance can I request from Technical Assistance Agencies?

The Chicagoland Metropolitan Agency for Planning can provide:

- An array of services using technical assistance tools to assist communities with developing local consensus and visions and goals for the community.
- A template to prepare a plan linked with objectives outlined in the GOTO2040 plan.
- Relevant data on regional and local trends.
- Resources on best practice.
- Assistance with ordinance development.

The Active Transportation Alliance can provide:

- Create or revise a non-motorized plan or chapter on non-motorized travel within a comprehensive plan.
- Develop implementation strategies for non-motorized transportation improvements.
- Provide training for municipal planners and engineers as needed.
- Conduct community outreach workshops and facilitate charrettes (design exercises).
#2: Complete Streets

Primary Technical Assistance Agency: Active Transportation Alliance

**What is it?**

“Complete Streets” describes a planning philosophy and policy orientation geared towards making community streets safe for active transportation (biking and walking) to co-exist with motorized traffic, and to accommodate public transportation and its riders of all ages and abilities.

Municipalities adopting Complete Streets under Model Communities commit to accommodating pedestrian and bicycle traffic in all new or substantially rehabbed transportation projects whenever appropriate. Examples include:

- Building sidewalks
- Striping bike lanes
- Introducing traffic calming measures on streets to encourage slower, safer vehicle speeds
- Adding benches to existing walkways or public transportation corridors to accommodate pedestrians who need to rest

**How does it work?**

Municipalities may adopt Complete Streets policies by executive order or by ordinance, and those policies may be flexible or strict depending on the needs of the community, but setting a high bar for exceptions is recommended.

But however municipalities adopt these policies, they must implement and enforce them in ways that ensure their adoption on a procedural level. Tangible changes to the built environment must take place over time. The guiding step for implementing a Complete Streets policy is the creation or revision of a local non-motorized transportation plan. The planning process will identify appropriate improvements to the local transportation network addressing accessibility and connectivity to key destinations based on land use, transportation data and community input.

**Effective implementation will also include:**

- Training planners and engineers in the principles of Complete Streets design.
- Formal adoption of the non-motorized plan by the municipality.

**Who should be involved?**

- Mayor or City Manager
- Council members
- Municipal transportation planners and engineers

**What are the benefits?**

**For communities:**

- Creating a safer environment to encourage and enable active transportation for residents and visitors.
- Reducing congestion and motorized traffic, which may yield additional environmental and public safety benefits.
- Improving street connectivity and the multi-modal transportation infrastructure in the community overall.
- Attracting new residents and businesses.

**What can I request funding to do?**

- Activities and staffing related to initiating, developing, and advocating for the adoption of Complete Streets policies.
- Activities and staffing related to implementing and maintaining Complete Streets policies, including the creation of a non-motorized plan or updating an existing plan based on Complete Streets principles.
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits


Background Literature

- Jackson, MI case study: http://www.ncbi.nlm.nih.gov/pubmed/19944932

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Develop and draft policy appropriate to your specific community.
- Develop procedures for implementation.
- Create or revise a non-motorized plan.
- Provide training for planners and engineers as needed.
- Conduct community outreach workshops and facilitate charrettes (design exercises).
#3: Zoning, Development, and Land Use Policies

**Primary Technical Assistance Agency: Active Transportation Alliance**

### What is it?

While policies such as Complete Streets cover public development, municipalities can also exert influence over non-public projects through zoning, development, and land use policies.

Municipalities choosing this initiative commit to employing policy changes to ensure that new property developments make it easy for tenants and visitors to choose active transportation options by ensuring access to walking, biking, and transit. Example regulations include:

- Requiring new housing developments to provide safe, secure parking for bicycles, much the way existing regulations typically require automobile parking.
- Requiring new retail developments to include pedestrian facilities (like sidewalks) connecting storefronts to each other and to the public right of way so that visitors can access them on foot.
- Requiring new industrial developments to include locker and shower facilities as a way to encourage active transportation.

### Who should be involved?

- Mayor or City Manager
- Council members
- Business community representatives
- Other interested community agencies

### What are the benefits?

**For communities:**
- Encouraging and enabling active transportation for residents, visitors, and commuters.
- Reducing congestion and motorized traffic, which may yield additional environmental and public safety benefits.
- Attracting new residents and businesses.

**For developers:**
- Attracting new employees and customers with active transportation options.
- Potential for reduced healthcare costs through improved health status of workers.

### How does it work?

Municipalities may adopt new zoning, development, and land use policies by executive order or by ordinance, and those policies may be flexible or strict depending on the needs of the community, but should include an appropriate combination of compliance incentives and/or penalties.

### What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for adopting of changes to zoning, development, and land use regulations.
- Activities and staffing related to implementing and maintaining zoning, development, and land use regulations.
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits
- PHLP’s toolkit on land use and health: http://www.phlpnet.org/healthy-planning/products/general-plans-and-zoning

Background Literature
- Jackson, MI case study: http://www.ncbi.nlm.nih.gov/pubmed/19944932

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:
- Analyze existing policies.
- Identify improvements and draft appropriate language changes.
- Conduct community outreach workshops and charrettes (design exercises).
- Develop procedures for implementation.
- Provide training for enforcement staff.
- Provide consultation on bike parking and pedestrian amenities.
- Provide additional resources on national best practices.
#4: Safe Park Zones

Primary Technical Assistance Agency: Active Transportation Alliance

**What is it?**

In 2006, the Illinois Legislature authorized municipalities to establish Safe Park Zones (similar to school speed zones) by setting higher fines for speeding and disobeying traffic signals when children are present in parks or other recreational facilities. Creating safer, more accessible public parks promotes physical activity among residents both by encouraging the use of facilities for recreation and by encouraging residents to travel there on foot and by bike.

In addition, municipalities can use revenue from these fines to fund pedestrian safety infrastructure and programming.

**How does it work?**

Municipalities adopt an ordinance defining Safe Park Zones on specific streets adjacent to parks, and posts permanent warning signage. Municipalities also establish a violation code linked to the higher fines in the zones, and train local police to prioritize and enforce these violations.

To direct collected fines to relevant programs: municipalities establish a funds transfer process to ensure proper allocation of funds.

**Who should be involved?**

- Mayor or City Manager
- Council members
- Park district leadership
- Law enforcement
- Other interested community groups

**What are the benefits?**

**For communities:**

- Encouraging physical activity and recreation by increasing safety around the park.
- Encouraging active transportation to and from park facilities by increasing safety around the park.
- Potential for higher revenue to fund related programs.

**What can I request funding to do?**

- Activities and staffing related to initiating, developing, and advocating for adopting safe park zones.
- Activities and staffing related to implementing and maintaining safe park zones.
- Manufacturing and installation of safe park zone signage.

**What other information is out there to help me learn more and prepare to apply?**

**Background Literature**

- UCLA research brief: http://www.healthpolicy.ucla.edu/pubs/Publication.aspx?pubID=159
What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Identify appropriate locations to designate as Safe Park Zones.
- Draft ordinance.
- Develop procedures for implementation.
- Provide training for municipal, park district, and enforcement staff.
- Conduct community outreach workshops and charrettes (design exercises).
- Provide funding through CPPW for production and installation of signage (subject to availability).
#5: Bicycle Route Signs

Primary Technical Assistance Agency: Active Transportation Alliance

What is it?

Municipalities committing to this initiative establish a network of streets and key community destinations for incorporation into a preferred network, and then promote this network with appropriate signage.

Clearly established route signs promoting the bicycle transportation network encourage new and visiting cyclists and promote physical activity through cycling.

How does it work?

Municipal planners work with the community to develop and adopt a preferred bicycle network, which the municipality then marks with route signs. Route signs serve as a way-finding resource, and include destinations, directions and distance.

Who should be involved?

- Mayor or City Manager
- Council members
- Municipal planners
- Other interested community groups

What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for bicycle route signage.
- Activities and staffing related to creating a network of signed bicycle routes, implementing and maintaining signage.
- Manufacturing and installation of bicycle route signage.

What other information is out there to help me learn more and prepare to apply?

Models & Toolkits


Background Literature


What are the benefits?

For communities:

- Encouraging physical activity through the establishment of known, marked bicycle routes.
- Attracting new residents and visitors.
- Potential for increased public safety through greater awareness of cycling.
What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Develop plans for networks based on community needs.
- Conduct community outreach workshops and charrettes (design exercises).
- Identify appropriate routes and sign locations.
- Provide funding through CPPW for production and installation of signage (subject to availability).
#6: Sustainable Food Systems

Primary Technical Assistance Agency: To Be Determined

What is it?

Sustainable food systems help improve the health of communities by increasing access to fresh, nutritious foods through a variety of public-private models. Examples include:

- Updating zoning regulations to enable and encourage the creation of farmers markets, community gardens, and urban agriculture projects.
- Designating and developing vacant lots as community gardening space, or creating school gardens.
- Providing subsidies, marketing, and distribution assistance to small format grocery stores to support the sale of fresh fruits and vegetables.
- Creation and support of buying clubs and cooperatives to leverage the buying power of groups, whether individuals or small grocery stores.
- Implementing Farm to School policies – school districts contract with regional farms for fruit and vegetables.

Who should be involved?

- Mayor or City Manager
- Council members
- Municipal departments related to planning and zoning, retail licensing, and health
- Other interested community groups
- Local business associations

What are the benefits?

For communities:

- Increasing community access to nutritious, fresh foods and elimination of “food deserts.”
- Encouraging economic development.
- Linking business development to community health.

For businesses:

- Access to new markets.
- Potential assistance for equipment improvement and business development.

What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for sustainable food systems, including efforts related to changing municipal zoning or codes.
- Activities and staffing related to implementing and maintaining sustainable food systems, including training, development of marketing to increase demand for new resources, etc.
- Purchasing equipment or supplies supporting systems established through policy change (e.g. refrigeration equipment, signage for municipal farmers markets, etc.)
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

Background Literature
- Farm to hospital case studies: http://www.ecocenter.org/healthyfood/pdf/HealthyStuff.pdf
- Farmers markets in low-income areas case studies: http://www.foodsecurity.org/HotPeppersPeaches.pdf

What technical assistance can I request from Technical Assistance Agencies?
- The United States Environmental Protection Agency Region 5 Brownfields Program can provide targeted soil assessments for community gardening projects provided applicants meet eligibility criteria.
- CDPH anticipates the availability of additional technical assistance from a partner to be named at a later date.
#7: Healthy Food and Beverage Options

Primary Technical Assistance Agency: To Be Determined

**What is it? Vending Machine Nutritional Standards and Contracts: An Example**

Municipalities, park systems, and other government and quasi-government agencies often provide vending machines for the comfort and convenience of their employees, customers, and visitors, but traditionally, vending machines mostly offer unhealthy food and beverage choices.

By implementing vending machine nutritional standards, and using those standards when reviewing and renewing contracts, these agencies can increase access to healthier choices for vending customers while retaining the revenue streams that vending machines provide.

**How does it work?**

As policies that improve sustainable food systems in The agency or group of agencies craft a healthy vending machine policy that addresses the mix of foods and beverages offered. For example, the policy may include criteria on:

- Appropriate mixes of healthy options.
- Specifying requirements for fresh food options.
- Maximum calorie content for selected categories of snacks and beverages.
- Maximum fat or sodium content for snacks and beverages.
- Specified ratios for different types of offerings (e.g. beverage selection including 20% low or non-fat milk, 20% real juice products, 20% low calorie sport drinks, and 40% low calorie sodas).

Policies can also use pricing to incentivize healthier choices when the product mix continues to include unhealthy options.

Because most agencies provide vending machines through contracts with third-party vendors, in most cases, new policies will begin implementation at the time of contract renewal.

**Who should be involved?**

- Agency contract management staff and legal department
- Agency leadership and health staff
- Vendors
- Other interested community groups

**What are the benefits?**

For communities:

- Increasing availability of healthy food choices in public facilities.

**What can I request funding to do?**

- Activities and staffing related to initiating, developing, and advocating for new vending machine policies and contracts, including identification and review of model standards, taste testing of potential products.
- Activities and staffing related to implementing and maintaining new vending machine policies and contracts, including development of an education campaign for staff and users to support vending machine product changes.
- Purchasing equipment or supplies supporting systems established through policy change (e.g. vending machines capable of storing and dispensing fresh foods).
- Subsidizing increased costs during transitional periods.
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits
- Sample policy and fact sheet from San Diego, CA: http://www.publichealthadvocacy.org/PDFs/01_San%20Diego%20Parks%20and%20Rec%20Vending%20Fact%20Sheet_FINAL.pdf
- Sample policy from Los Angeles Co., CA: http://publichealth.lacounty.gov/nut/Los%20Angeles%20County%20Food%20Policy_Dec09.pdf

Background Literature
- Research on vending in healthcare facilities: http://pediatrics.aappublications.org/cgi/content/full/123/Supplement_5/5287

What technical assistance can I request from Technical Assistance Agencies?
- The American Heart Association can provide some resources to help organizations revise nutritional guidelines.
- CCDPH anticipates the availability of additional technical assistance from a partner to be named at a later date.
#8: Chronic Disease Self-Management Program

**Primary Technical Assistance Agency:** AgeOptions

**What is it?**

Chronic Disease Self-Management Program (CDSMP) is an evidence-based program known in Illinois as Take Charge of Your Health: Live Well, Be Well. CDSMP is built on the understanding that people with chronic conditions must deal not only with their disease(s), but also with the impact on their lives and emotions.

In practical terms, CDSMP is a participant education program led by trained peers (lay leaders) who facilitate six weekly 2.5-hour sessions per group. Participation is open to any adult with a chronic health condition such as:

- Hypertension
- Arthritis
- Heart disease
- Stroke
- Diabetes

Family members, friends and caregivers can also participate.

The program provides participants the information and practical skills to help them improve their ability to manage their chronic health problems. Training includes teaching participants coping strategies such as: action planning, behavior modeling, problem-solving and decision-making. These skills are applied to areas such as healthy eating, exercise and communication with health providers.

**How does it work?**

Applicant organizations or coalitions develop the infrastructure to offer CDSMP in their communities, including securing classroom space, training trainers, developing registration systems, etc.

In parallel, organizations or coalitions also develop targeting strategies and referral networks to connect patients to training and broaden awareness of CDSMP programs within the community.

**Who should be involved?**

- Organization/coalition leadership
- Health care agencies
- Park district and recreational facilities
- Municipal government agencies
- Local employers
- Senior centers and other senior citizen service agencies
- Other interested community groups

**What are the benefits?**

**For communities:**

- Improvements to population health.
- Building coalitions around chronic disease self-management and related outreach.

**For participants:**

- Improved health outcomes related to chronic disease conditions.
- Improved self-efficacy.

**For others:**

- Lowered healthcare utilization and health care costs.
What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for a CDSMP.
- Activities and staffing related to implementing and maintaining a CDSMP.
- Train community class leaders.
- Outreach activities related to development of referral networks.

Note: Applicants are asked to indicate if they prefer to implement a Spanish-language version of the program. Applicants may receive funding and assistance to implement English- or Spanish-language programs, but not both.

What technical assistance can I request from Technical Assistance Agencies?

AgeOptions can provide you with program toolkits and other materials, and assist you with the following activities:

- Program planning
- Program licensing (for a three-year term)
- Training of class leaders
- Master-class training for two class leaders at the end of the grant year
- Other assistance and consulting related to developing community collaborations

What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- Available from AgeOptions.

Background Literature

- NCOA on the impact of chronic care: http://www.healthyagingprograms.org/content.asp?sectionid=68&ElementID=874
- Effect of a self-management program on patients with chronic disease: http://www.acponline.org/clinical_information/journals_publications/ecp/novdec01/lorig.htm
#9: Breastfeeding-Supportive Environments

Primary Technical Assistance Agencies: Illinois Chapter of American Academy of Pediatrics (ICAAP) and HealthConnect One

What is it?

Recent research supports a strong connection between breastfeeding in infancy and lower rates of obesity later in life. In fact, a 2007 CDC study found rates of obesity to be 22% lower among children who were breastfed. But access to breastfeeding goes beyond the choices made by individual mothers; the decision to breastfeed is often affected by the environments in the hospital immediately after birth, and by access to breastfeeding-supportive environments later on.

Applicants selecting this initiative commit to developing customized policy, systems, and environmental policies within their organization to create a breastfeeding-supportive environment.

How does it work?

- For hospitals, the UN/WHO developed a ten-step list called Baby Friendly Hospitals, which outlines specific steps and policies to comply with the initiative. Applicant hospitals will establish goals and work on an action plan for increasing that number of Baby Friendly steps.
- For workplaces and other environments, a more customized approach to creating a breastfeeding-supportive environment may be required that takes a number of elements into account, such as: site use (e.g. private business, retail, faith center, etc.)

What are the benefits?

For communities:

- Encouraging higher rates of breastfeeding, with the potential for correspondent drops in childhood obesity.

For worksites

- Attracting and retaining valuable employees.
- Potential for reduction in maternal sick time due to healthier infants.
- Potential for reduced healthcare costs through improved health status of workers.

For hospitals:

- Recognition as a Baby Friendly Hospital.
- Increasing attraction to patients.

What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for breastfeeding-supportive policy changes.
- Activities and staffing related to implementing and maintaining breastfeeding-supportive policy changes.
- Creating a private space for lactation.
- Providing education and training for employees.

Who should be involved?

For hospitals:

- Maternal health staff, including nurses, case managers, lactation consultants, and others
- Hospital leadership
- Other key staff

For other organizations:

- Human resources and wellness staff
- Organizational leadership
- Facilities management
- Employees and employee organizations
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- Baby Friendly USA: http://www.babyfriendlyusa.org/eng/10steps.html

Background Literature

- CDC research review on breastfeeding and pediatric overweight: http://www.cdc.gov/nccdphp/dnpa/nutrition/pdf/breastfeeding_r2p.pdf
- General CDC breastfeeding data: http://www.cdc.gov/breastfeeding/
- CDC community strategies to prevent obesity (category 3): http://www.cdc.gov/mmwr/preview/mmwrhtml/rr5807a1.htm

What technical assistance can I request from Technical Assistance Agencies?

HealthConnect One can assist you with the following activities:

- For hospitals, provide specialized technical assistance and training to nurses, certified nursing assistants, case managers, lactation consultants, breastfeeding peer counselors, and community health workers to support practice and policy change in hospitals, clinics, and case management systems. This may include a focus on exclusive breastfeeding as part of maternity care practices, in addition to strategy development and action planning for hospital and workplace teams.
- For other organizations, provide specialized technical assistance in workplaces, faith-based centers and organizational projects to build sustainability for policy, systems and environmental changes for breastfeeding. This may include creation of a lactation room as part of the Business Case for Breastfeeding implementation.

ICAAP can assist you with the following activities:

- For hospitals, assist in: identifying barriers and opportunities; developing interventions and materials; engaging key decision-makers, and securing hospital policy change towards achieving the designation of Baby Friendly Hospital.
What is it?

Worksite wellness makes the places we work healthier. An ideal healthy worksite has opportunities for employees to be physically active, eat healthy foods, and live tobacco free.

How does it work?

Programs encompass a variety of policies that focus on improving work settings to promote healthy living. These may include both education and activities that change the physical and social environments at work, with the goal of promoting healthy eating and active lifestyles. Comprehensive programs in the past have focused on: nutrition, physical activity, smoking cessation, and weight and disease management.

Programs may vary depending on the type of workplace and resources available.

Who should be involved?

• Employers: workplace managers and Human Resources
• Work wellness teams
• Other employees

What are the benefits?

Both companies and employees benefit from worksite wellness programs. A few examples of benefits are:

• Lower rates of absenteeism
• Improved productivity and performance measures
• Potential for decreased health care costs and improved healthcare utilization
• Potential for improved quality of life and reduced prevalence of chronic disease

What can I request funding to do?

• Activities and staffing related to initiating, developing, and advocating for worksite wellness policies such as:
  • Increasing healthy food and beverage options (see option 7)
  • Securing and promoting free or reduced price access to exercise facilities
  • Ensuring the workplace is free from occupational hazards
  • Institutionalizing and setting aside resources to implement the chronic disease self-management program (see option 8);
  • Creating a breastfeeding-friendly environment for employees (see option 9).
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- AHA Start! Program: [http://startwalkingnow.org/mystart_tracker.jsp](http://startwalkingnow.org/mystart_tracker.jsp)

Background Literature


What technical assistance can I request from Technical Assistance Agencies?

- To be determined
#11: Adopt Healthy Schools Program

Primary Technical Assistance Agency: Alliance for a Healthier Generation

**What is it?**

The Healthy Schools Framework is a comprehensive set of policies and standards promoting improved nutrition and increased physical activity in schools. Key elements include:

- Limiting unhealthy food/drink availability, particularly through competitive foods
- Ensuring healthy food/drink availability
- Requiring daily quality physical education
- Requiring daily physical activity in afterschool settings
- Ensuring access to safe facilities for physical activity
- Implementing Safe Routes to School
- Integrating biking and walking into school wellness plans

**How does it work?**

The Healthy Schools Framework is a highly flexible package of policy changes that can be implemented as quickly or as gradually as appropriate for a given school or school district. The individual implementation steps will depend on the elements chosen for initial deployment, although the process of choosing itself may be a collaborative activity across a coalition of agencies.

**What are the benefits?**

**For communities:**

- Providing an orientation towards nutrition and health that cuts across all aspects of school life.
- Potential for greater health among students, with possible related decreases in absenteeism and improvements in student performance.

**What can I request funding to do?**

- Activities and staffing related to initiating, developing, and advocating for Healthy Schools Framework policies.
- Activities and staffing related to implementing and maintaining Healthy Schools Framework policies.
- Purchase equipment in support of revised school policies (e.g. equipment that supports healthier food offerings).

**Who should be involved?**

- School principals and school wellness staff
- School district leadership
- School councils/PTAs
- Other interested community organizations
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- Many other tools and resources available through the Alliance for Healthier Schools

Background Literature

- Policy and environmental approaches to creating healthy food and eating environments: http://www.ncbi.nlm.nih.gov/pubmed/18031223

What technical assistance can I request from Technical Assistance Agencies?

The Alliance for a Healthier Generation can assist you with the following activities:

- Providing a wide variety of toolkits, training resources, and implementation guides for various Healthy Schools Framework initiatives.
- Providing assistance with policy/systems evaluation and development.
- Note that some Active Transportation Alliance can provide additional technical assistance for some healthy schools initiatives.
#12: School Siting Policies

Primary Technical Assistance Agency: Active Transportation Alliance

What is it?

While individual decisions about school facilities can affect the pedestrian- and bicycle-friendly nature of schools, few factors have as large an impact as the question of school siting: ensuring that schools are centrally located within the communities they serve.

Currently, Illinois’s Capital Development Board (CDB) and the Illinois State Board of Education provide little guidance on how school districts make siting decisions. The Illinois Capital Development Board funds a limited number of school construction projects through the School Construction Program based on a list of priorities, but does little to encourage renovation of existing, community-centered schools or to encourage new construction in areas that are walkable and bikeable. (To read more about the School Construction Program, go to http://www.cdb.state.il.us/schools.shtml.)

At the local level, many school construction and renovation projects are funded through referendums. Each municipality enacts ordinances, which dictate school site guidelines. Many follow out-dated Council of Educational Facility Planners (CEFPI) standards from the 1970s that call for large acreages per students. This limits a school district’s ability to build a school on a smaller parcel centered in a residential area. CEFPI guidelines were updated in the 2004 to allow for more flexibility in site design and acreages per student.

Schools and municipalities selecting this option make a commitment to ensure that new schools are centrally located within the communities they serve, and are therefore more accessible on foot or by bike. This may mean rehabbing older school buildings instead of building new ones.

How does it work?

Schools and municipalities collaborate to adopt new policies for school siting such as:

- Setting maximum acreage standards for schools.
- Preserving and renovating existing community-centered schools.
- Requiring health impact assessments to be performed and create school travel plans in conjunction with feasibility studies on all new school construction projects.
- Developing joint use agreements with non-school entities to offset the need to build new facilities (see school policy menu item #5).
- Addressing transportation impacts of districting strategies, such as grade centers.

Who should be involved?

- Mayor or village president
- Council members
- School principals
- School councils/PTAs
- Other community organizations

What are the benefits?

For communities:

- Increase the walkability and bikeability of local schools.
- Preserve land and reducing sprawl.
- Mitigate traffic and air quality problems resulting from students being driven to school.
- Economic savings.
- Strengthen the ties between school and community.
What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for new or revised school siting policies.
- Activities and staffing related to implementing and maintaining new school siting policies.

What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- Information on Illinois school construction bond referendums: www.elections.state.il.us.electioninformation/electioresultsref.aspx

Background Literature


What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Draft initial policy, or revise existing policy.
- Develop procedures for implementation.
- Conduct public outreach.
- Train municipal planners and school officials.
#13: Land/Cash Ordinances

**Primary Technical Assistance Agency:** Active Transportation Alliance

### What is it?

Land/cash ordinances are impact fees developers pay to compensate for the burden new development places on municipalities. Instead of paying cash, developers can donate land intended for building new schools. Typically, the land/cash ordinance will have a formula and chart that states the minimum usable acres for each school classification (Elementary, Jr. High, High School, etc.) and the minimum number of students for each school classification, which is used to calculate the land/cash requirement of a developer.

The guidelines are usually based on out-dated Council of Educational Facility Planners International (CEFPI) standards and the ordinances usually vary from one municipality to the next. This causes a hardship for school districts, which often span multiple jurisdictions.

Under this school policy option, municipalities commit to implementing new land/cash standards and then enforce these new standards when negotiating with developers. Municipalities linked together through school districts may wish to pursue common ordinance language to ensure that new school lands contributed by developers meet healthy school siting standards and reflect current thinking on school acreages. (See also: School Policy Menu #12: School Siting Policies.

### How does it work?

Municipalities undertake ordinances to implement revised land/cash standards and then enforce these new standards when negotiating with developers. Municipalities linked together through school districts may wish to pursue common ordinance language to ensure that all local schools are subject to the new standards. Schools and municipalities collaborate to adopt new policies for school siting such as:

- Setting maximum acreage standards for schools.
- Preserving and renovating existing community-centered schools.
- Requiring health impact assessments to be performed and create school travel plans in conjunction with feasibility studies on all new school construction projects.
- Developing joint use agreements with non-school entities to offset the need to build new facilities (see school policy menu item #5).
- Addressing transportation impacts of districting strategies, such as grade centers.

### Who should be involved?

- Mayor or village president
- Council members
- School principals
- School councils/PTAs
- Other community organizations

### What are the benefits?

For communities:

- Increase the walkability and bikeability of local schools.
- Preserve land and reducing sprawl.
- Mitigate traffic and air quality problems resulting from students being driven to school.
- Economic savings.
- Strengthen the ties between school and community.
What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for new or revised land/cash ordinances.
- Activities and staffing related to implementing and maintaining new or revised land/cash ordinances.

What other information is out there to help me learn more and prepare to apply?

Background Literature

- Champaign, IL Park District survey (parkland focused, but relevant): http://www.champaignparkdistrict.com/parks/Mandatory_Land_Dedic_Ord_Survey.pdf

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Draft initial policy, or revise existing policy.
- Develop procedures for implementation.
- Conduct public outreach.
- Train municipal planners and school officials
#14: School Travel Plans

**Primary Technical Assistance Agency:** Active Transportation Alliance

## What is it?

School travel plans outline strategies to reduce or eliminate barriers to walking or bicycling and to encourage active transportation. Resulting infrastructure and systems improvements can include elements such as:

- Sidewalks
- Crosswalks
- Safety programming and events
- Student pedestrian and bicycle safety education

School travel plans also open up additional sources of funding for schools by fulfilling a key requirement when applying for Safe Routes to School (SRTS) projects through the Illinois Department of Transportation (IDOT). In order for schools to get SRTS funding, municipalities must weigh in and approve the school travel plan, thereby creating collaborative forum on local active transportation issues.

No less important than the resulting plan, the planning process itself provides a great opportunity for schools and communities to analyze barriers to active transportation and raise awareness of those barriers.

## Who should be involved?

- School district leadership
- School principals
- School transportation directors
- School councils/PTAs
- Municipal leadership
- Law enforcement officials
- Other community organizations

## What are the benefits?

**For communities:**

- Improving access and walkability of schools.
- Reduced traffic congestion and potential for resulting improvements in safety and environmental health.
- Creates opportunities for future funding through SRTS and other federal highway programs.

## What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for school travel planning.
- Activities and staffing related to implementing and maintaining school travel plans and ongoing school travel planning activities.
- Activities and staffing related to applying for federal Safe Routes to School Funding through the Illinois Department of Transportation.
- Manufacture and deployment of Safe Routes to School signage.
What other information is out there to help me learn more and prepare to apply?

Models and Toolkits
- IDOT Safe Routes to Schools School Travel Plan Guidelines: http://www.dot.state.il.us/saferoutes/SafeRoutesSchoolTravelPlanContent.aspx
- IDOT Safe Routes to Schools information: http://www.dot.il.gov/saferoutes/saferouteshome.aspx

Background Literature
- Marin County, CA case study: http://www.saferoutestoschools.org/Pressroom/American%20journal%20of%20public%20health.pdf
- California’ Safe Routes to School program evaluation: http://www.informaworld.com/smpp/content~db=all~content=a787370027

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:
- Creating travel plans for schools and/or districts.
- Facilitating involvement from local municipality.
- Conducting community outreach workshops, charrettes (design exercises), and walking audits.
- Preparing Safe Routes to School grant funding applications.
#15: School Transportation Department Reform

**Primary Technical Assistance Agency:** Active Transportation Alliance

### What is it?

School Transportation Department Reform is a process by which administrative policies within a school or district can be redirected to encourage more active transportation among students.

Traditionally, school transportation directors limit their role to ensuring safe travel to and from school on school buses. Other modes of travel — walking, bicycling, carpooling, public transportation, and private vehicles — do not fall under the School Transportation Director’s purview. As a result, most school districts have detailed policies regarding proper busing procedures, but at best have no policy regarding walking and bicycling, and at worst, have a policy that bans students from walking and bicycling to school.

The key component of school transportation department reform is to expand the school transportation directors’ roles to include the needs of students walking and biking to school, as well as those taking buses.

### How does it work?

Instituting school transportation department reform can occur at a school or district-wide level, and includes a series of steps:

- Redefine the role of the school transportation director(s) to encompass walking and biking.
- Educate school transportation director and other staff on active transportation-friendly policies.
- Support the school transportation department in analysis and planning to develop and implement walking and biking transportation plans.
- Provide outreach and education to school population.

### Who should be involved?

- School principals and school transportation directors
- School district leadership
- School councils/PTAs
- Other community organizations

### What are the benefits?

**For communities:**

- Increasing the walkability and bikeability of schools to encourage students to use active transportation option.
- Enhanced safety and facilities for students already using active transportation.
- Reduced traffic with potential for improved safety and environmental health.
- Potential for reduced busing costs.

### What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for school transportation department reform.
- Activities and staffing related to implementing and maintaining school transportation department reform.
- Conduct training and outreach programs.
What other information is out there to help me learn more and prepare to apply?

Models & Toolkits

- New Jersey Safe Routes to School Resource Center: http://policy.rutgers.edu/vtc/srts/

Background Literature

- Marin County, CA case study: http://www.saferoutestoschools.org/Pressroom/American%20journal%20of%20public%20health.pdf
- California’ Safe Routes to School program evaluation: http://www.informaworld.com/smpp/content~db=all~content=a787370027

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Analyzing existing policies
- Identifying improvements and develop policy changes
- Developing procedures for implementation
- Providing staff training
- Providing consultation on bicycle parking and pedestrian amenities
#16: Joint Use Agreements

Primary Technical Assistance Agency: Active Transportation Alliance

What is it?

Under a Joint Use Agreement, schools and non-school organizations collaborate to share facilities as common resources for the local community, reducing costs and promoting walkable community centers. This can include expanding the use of school facilities to provide space and service to citizens beyond student use during the school day. In turn, these agreements can allow students to use non-school facilities for activities that the schools’ existing amenities could not support.

How does it work?

Joint Use Agreements can take different forms depending on the needs of the school and other entities as well as the needs of the communities they serve. They can be formal or informal, but schools are strongly encouraged to explicitly spell out terms of use and liability. Schools should begin by conducting a thorough needs assessment and identifying potential partners. Some examples of joint use agreements include:

- Use of school athletic grounds by community sports leagues on evenings and weekends.
- Allowing a school swim team to train at a park district pool.
- Opening school assembly halls for services by religious groups on weekends.
- Providing classroom and recreation space to after-school programs run by third-party organizations.
- Opening playgrounds for local day-care providers during periods when they are not in use by students.

Who should be involved?

- School principals
- School councils/PTAs
- Other community organizations

What are the benefits?

For schools:
- Providing students with a wider range of activities without having to build new facilities to support them.
- Potential for revenue if the school can charge for the use of its space.
- Increased visibility and potential for greater community involvement.

For communities:
- Increasing the value of schools as community center sites.
- Saving money by reducing the need to develop redundant facilities.
- Preservation of land and reducing sprawl.
- Improving access and walkability of community assets.

For other community organizations:
- Expanding services and programs without creating new facilities.
- Saving money by using existing community assets.
- Broadening partnerships to include schools.
What can I request funding to do?

- Activities and staffing related to initiating, developing, and advocating for Joint Use Agreement policies within schools and school systems.
- Activities and staffing related to implementing and maintaining Joint Use Agreement policies within schools and school systems.

What other information is out there to help me learn more and prepare to apply?

Background Literature


Background Literature

- Honolulu, HI Case Study: http://www.ncbi.nlm.nih.gov/pmc/articles/PMC2483555/?tool=pubmed

What technical assistance can I request from Technical Assistance Agencies?

The Active Transportation Alliance can assist you with the following activities:

- Conduct a community needs analysis
- Identify potential partners
- Draft initial policy
- Develop procedures for implementation
- Conduct public outreach
- Train municipal planners and school officials
A partnership project led by the Cook County Department of Public Health and the Public Health Institute of Metropolitan Chicago.