

Healthy Land Use for All

Elevating Innovation in Los Angeles and Beyond

A Summit of the Healthy, Equitable, Active Land Use Network

Monday, June 29, 2015
Japanese American Cultural and Community Center
Los Angeles, CA



#HEALU4ALL

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Overview

The Healthy, Equitable, Active Land Use (HEALU) Network convened practitioners, policymakers, and community advocates for a summit on Healthy Land Use for All: Elevating Innovation in Los Angeles and Beyond. Over 80 participants engaged in a lively discussion on innovative efforts to promote health equity through land use in Los Angeles and learned from Seattle/King County's nationally-recognized work to promote equity in all policies. The purpose of the HEALU Network Innovation Summits is to lift up promising, innovative strategies across the country on issues that are integrating health into planning and land use.

This inaugural Innovation Summit aimed to raise awareness, foster networking, highlight innovative practices and stimulate collective action regarding health and land use. Keynote speaker Beatriz Solís touched on how we got to where we are today, where we are now, and where we need to go now to achieve a more equitable Los Angeles. In her address, Dr. Solís emphasized the need for meaningful community engagement and for thoughtful and strategic use of data to advance health equity. Guest speaker Carrie Cihak, from King County, WA, followed with an informative presentation about implementation of King County's Equity and Social Justice Initiative. Ms. Cihak shared highlights and challenges, underscoring that an inter-departmental commitment to health equity has been critical to their countywide efforts to improve health and quality of life for residents in the region's most impacted areas.

In closing, a panel of local experts addressed opportunities, challenges and/or barriers to addressing equity in Los Angeles. The inaugural Innovation Summit served as a launching pad for future events. The next summit will focus on *Healthy Development Without Displacement*, a relevant and timely issue in Los Angeles. The goal of the HEALU network is to amplify best practices that will spark and inspire leaders in Los Angeles to continue to incorporate health into every day and long range land use and planning decisions in effective and innovative ways.

Change happens at the speed of trust.

- Carrie Cihak,

Office of King County Executive Dow Constantine

Featured Speakers

Beatriz M. Solís



Director, Healthy Communities (South Region)

The California Endowment

Dr. Beatriz Maria Solís is the Director of Healthy Communities, South Region, for The California Endowment's 10-year strategic program, Building Healthy Communities. In this role, Dr. Solís is responsible for advancing the vision and strategic direction of the initiative. Her vast professional experience includes service as the Director of Cultural and Linguistic Services for L.A. Care Health Plan, research associate for the UCLA Center for Health Policy Research, and an adjunct faculty member of California State University Northridge, and California State University, Long Beach. Dr. Solís has co-authored numerous articles, books, technical reports, and policy briefs on a variety of health and health-related issues, and is a lecturer/trainer to health care providers on a variety of topics including racial and ethnic health disparities, and culturally and linguistically responsive health care, among others. Dr. Solís currently serves as a board member of Southern California Grantmakers and Hispanics in Philanthropy. She was formerly on the board of the California Family Health Council, and was elected-president of the UCLA School of Public Health Alumni Association. Dr. Solís received her Master's and Doctorate in Public Health from UCLA's School of Public Health.

Carrie S. Cihak



Chief of Policy

Office of King County (WA) Executive Dow Constantine

Carrie S. Cihak is Chief of Policy for the Office of King County Executive Dow Constantine. As Chief of Policy for the highest-ranking elected official of the 14th largest county in the United States, Ms. Cihak is responsible for developing and launching innovative solutions to issues that are complex, controversial and cross-sectoral. Ms. Cihak leads the Executive's team of policy advisors, who are subject matter experts in economic development, law and justice, environmental sustainability, built environment, health and human potential, and transportation. She serves as a member of the Executive's leadership team and Cabinet, and is the Executive's sponsor for the County's nationally-recognized work on equity and social justice. Prior to her work in Executive Constantine's administration, Ms. Cihak served for eight years as a senior-level policy and budget analyst for the King County Council and as lead staff for the King County Board of Health. She is trained as a Ph.D.-level economist specializing in Japan and served as staff

economist on international trade and finance for President Clinton’s Council of Economic Advisers.

Panelists

Alina Bokde

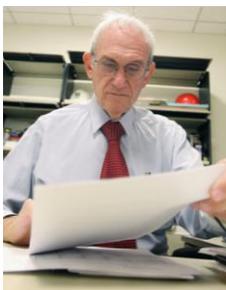


Executive Director

Los Angeles Neighborhood Land Trust

Alina Bokde is Executive Director of Los Angeles Neighborhood Land Trust (LANLT). She has worked for several years in public service and has a commitment to parks and park equity, to revitalize underserved neighborhoods and improve quality of life in low-income communities. Her work demonstrates a very powerful intersection of people and community building, policy work and also place-based transformational work. Prior to joining LANLT, Ms. Bokde served as deputy executive director for the River and Mountains Conservancy and managed complex conservation-focused real estate transactions for Trust for Public Land. She is a former board member of Communities for a Better Environment, a past president of the Los Angeles Environmental Affairs Commission and a member of several community and civic organizations.

Donald Spivack



Consultant

Clean Up Green Up Initiative

Don is an independent consultant with over 40 years of experience in transportation, land use and urban redevelopment. Just before retiring he was deputy chief administrative officer for the Community Redevelopment Agency (CRA) in the City of Los Angeles. Prior to the CRA, he was also Chief of Community Planning in the Montgomery County Planning Department of the Maryland-National Capital Park and Planning Commission in Silver Spring, MD, for close to ten years and also served as Transportation Coordinator for one year. Before that he was Director of Physical Planning at the Southeastern Michigan Transportation Authority in Detroit, MI, for two years and Assistant Professor of Architecture and Planning at Ohio

University, in Athens, OH. Mr. Spivack has a deep inner working knowledge of the system in which we are operating. Currently he works with Clean Up Green Up and Quimby policy helping illuminate the technical aspects of these two projects.

Elva Yañez



Director

Prevention Institute

Elva Yañez has experience in policy advocacy, strategic planning, civic engagement and communications for non-profit organizations, government agencies, and foundations in the areas of public policy, urban parks, public health, land-use and the built environment. She has a long history of involvement in community-driven policy initiatives in both the public health and environmental arenas. She has served as director of the Center for Health and Parks at the Trust for Public Land; grant liaison officer at the Robert Wood Johnson Foundation's (RWJF) SmokeLess States national initiative; deputy director of the RWJF Policy Advocacy on Tobacco and Health (PATH) initiative; and senior associate director at Americans for Nonsmokers' Rights (ANR). She has been active in numerous local and statewide efforts to enhance access to parks and open space. Ms. Yañez was appointed to the California State Parks and Recreation Commission in 2011 by Governor Jerry Brown.

Malcolm Harris



Director of Programs & Organizing

T.R.U.S.T. South LA

Malcolm Harris is Director of Programs and Organizing at T.R.U.S.T. South LA. He spent 10 years organizing with the Service Employee's International Union (SEIU) and ran strategic union organizing campaigns throughout the US and Canada, bringing thousands of new members into the Union. Before SEIU, Mr. Harris was Program Coordinator for the AMASSI Center of South Los Angeles, a health and wellness agency whose primary focus is creating wellness programs for youth and adults of African descent in South LA. In 1997, as Education Coordinator with the Community Coalition's (CoCo) South Central Youth Empowered thru Action (SCYEA), he and the SCYEA high school youth were able to shift more than \$250 million to South LA schools. An Oakland native, and Santa Monica High School graduate, Mr. Harris' organizing teeth were cut growing up watching his grandparents as community leaders/organizers in the city that became East Palo Alto, mainly due to their and other leaders' work. While studying at UCLA, Mr. Harris worked with Community Programs, serving as the co-director of the African

Education Project. Mr. Harris recognizes that power in poor and working class Black and Spanish speaking communities can only be built through solidarity, recognition/understanding of community issues and needs, and strategic planning that involves the community itself as the primary leader.

Regina Freer



Professor of Politics Occidental College

Dr. Regina Freer is a professor of politics at Occidental College and serves on the advisory committee of Urban and Environmental Policy Institute (UEPI). Her research and teaching interests include race and politics, demographic change, urban politics, and the intersection of all three in Los Angeles in particular. She has a number of affiliations in addition to being a co-author of the book *The Next LA: The Struggle for a Livable City*. She is also a former member of the LA City Planning Commission. The Plan for a Healthy LA was adopted during her tenure with the commission. Her current project is a political biography of Charlotta Bass, a LA-based African-American newspaper editor and activist who ran for vice president of the United States in 1952. Dr. Freer also serves on the board of the Southern California Library for Social Studies and Research and the Center for Juvenile Law and Policy at Loyola Law School. She is a former member of the funding board for Liberty Hill Foundation's Seed Fund.

Facilitated By

Manal J. Aboelata



Managing Director Prevention Institute

As part of Prevention Institute's (PI) senior leadership team, Ms. Aboelata contributes to overall management, direction setting and fundraising for the organization. In her role she oversees the organization's California strategy, a multi-pronged program area, designed to strengthen prevention practice by drawing upon PI's work in Health System Transformation, Mental Health, Injury and Trauma Prevention, and Healthy Food and Activity Environments to create a more systematic approach to prevention. Ms. Aboelata's work emphasizes policy and community-based approaches to achieve equitable health outcomes, with a particular focus on comprehensive strategies that improve access to healthy foods, prevent injuries and increase opportunities

for safe physical activity. Her commitment to collaboration is exemplified by her many years chairing the statewide Strategic Alliance for Healthy Food and Activity Environments, founding of the Joint Use Statewide Taskforce and more recently, her work to establish a Healthy, Equitable and Active Land Use Network in Los Angeles. Ms. Aboelata led PI's core project team in the development of *A Practitioners Guide to Advancing Health Equity* (2013), in partnership with the Centers for Disease Control and Prevention. She is principle author of *The Built Environment and Health: 11 Profiles of Neighborhood Transformation*, and authored the chapter *Community Engagement in Design and Planning* in the text *Making Healthy Places*. Ms. Aboelata obtained her Master's in Public Health in Epidemiology from the School of Public Health at the University of California, Los Angeles. In 2009 she was inducted into UCLA's School of Public Health Hall of Fame and was named a "Shero" of the 26th Senate District in 2012. In 2015, Ms. Aboelata located PI's California offices in Los Angeles' historic Leimert Park Village.

Keynote Address

Elevating Health Equity and Land Use in Los Angeles

Beatriz Solís, PhD, MPH, Director, Healthy Communities, South Region, The California Endowment

In Beatriz Solís' keynote address, she touched on the history and evolution of health equity and land use in Los Angeles; the role that funders play; and where we need to go as a call to action.

How did we get to where we are today?

It is by no accident that we currently live in a society where many families live in unhealthy housing, fast food is the most accessible form of nutrition, parks are few and far between, and some residents live 10-12 years less than people in other zip codes. Historically institutionalized practices such as redlining and disinvestment based on race and income have produced serious inequities in our communities that translate into disparate health outcomes by race and income today. While public health and urban planning worked historically in conjunction to achieve social betterment in poor communities, the intersection of these fields was overlooked for much of the last century. It wasn't until the mid-2000's that practitioners once again widely recognized that health is determined by where we live, work, and play.

Where we are now?

People matter and *the importance of place* are now at the forefront of the discourse and are the next biggest social justice movement in the country. Funders, such as The California Endowment (TCE), are integrating social justice and health equity to support community change in place. Place-based investments are about becoming more inclusive and aligning funding, resources, and jobs in communities. None of this work can be done in isolation without community and without people power. Lessons learned through [TCE's Building Healthy Communities \(BHC\) initiative](#) have informed the foundation's systems change work to be cross sectoral and have helped 'move the needle' to focus on class and race in a thoughtful and intentional manner. As Dr. Solís highlighted, "People know the solutions in their own communities; we just need to make sure to listen." Taking this approach, TCE has experienced a wealth of health equity successes through their BHC communities: implementing a new bus route in Eastern Coachella Valley; securing \$2.5 million in public funds for more skate parks in City Heights; passing a wellness resolution that acknowledges the vibrant Latino community in Santa Ana; allocating half a million dollars to improving language access in Long Beach; UNIDAD securing \$15-20 million for affordable housing in South Los Angeles; ensuring the voice of the community is heard for the Mariachi Plaza project in Boyle Heights; the adoption of the Plan for a Healthy LA now in its implementation phase; and the recent win in California affording healthcare for undocumented populations. All of this is health equity and it couldn't have happened without people power and collaboration.

Where do we need to go?

The work needs to intentionally include and create a system for meaningful community engagement and voices. There are several opportunities to do so with the upcoming Measure R2 transit funds, transit oriented development sites, organizing at the ports of Los Angeles and Long Beach, and the 710 freeway expansion. The strategy also needs to include a “sunshine ordinance” to track where the money is going and to keep people accountable. We cannot put low-income communities of color on the back burner any longer and we must begin the task of integrating equity into our work now in order to shift the equation of equity. This is the challenge for all of us.

People know the solutions in their own communities; we just need to make sure to listen.
- Beatriz Solís,
The California Endowment

Q & A Summary Points

Q: We have to talk about race instead of hiding behind the word “equity.” Sometimes, when you say the word race, people shut down. What have you learned about how to tackle race head on?

The work of Local Control Funding Formula (LCFF) advocates at the Los Angeles Unified School District (LAUSD) provides a good example on how to lead with equity. They advocated for an equity tool to help determine how to allocate and operationalize LCFF funding. They succeeded in adopting and implementing the tool. However, while the overall truancy data has shown improvements, they took a laser sharp focus on the data and demonstrated that this was not the case for African American young men. This shifted the conversation to talk about why it wasn’t improving; to talk specifically about race.

Police departments also paid attention and started to look at what types of strategies they needed to implement to tackle implicit bias and incorporate a language of inclusion. One resource is the writings on implicit bias from John A. Powell. Another example is the work of a group called ISAIHAH in Minnesota that is advocating for a racial governance lens.

Q: Which built environment metrics should we be looking at as key determinants of health equity?

Advocates and community residents from Fresno provide an example of a successful use of data as indicators. There is great data available for California parks by zip code. They used mapping and data to visually show the disparity between east and west Fresno in the distribution of parks and open space. The result was the allocation of more money to build more parks and open space in east Fresno.

There is also a docket of indicators. UCLA's Fielding School of Public Health, Luskin School of Public Affairs, and Environmental Health Office have documented heat impacts by temperature change. By layering these maps, you can see a pattern emerging. Divested communities with inadequate access to fruits and vegetables, clean water in schools and high rates of obesity become hotter over time. The State Office of Education has data on health indicators of kids in California schools. There is enough data to look at the layering effects and ultimately the impacts of investments. The Advancement Project compiles multiple sources of public data to put together a picture of the impact in communities. Other resources include the Health Disparities Index, which was developed by the health department, and Cal Enviro Screen, which demonstrates the cumulative impacts of pollutants in place. There is no shortage of data; rather there is a need to use the tools already available more effectively.

Guest Speaker

King County's Equity and Social Justice Initiative Sharing Lessons & Innovations in Equity from King County, WA

Carrie Cihak, Chief of Policy, King County Executive Dow Constantine

Carrie Cihak described the trajectory of building [King County's Equity and Social Justice Initiative](#). Moving from concept to implementation, she shared lessons learned, including the framing and approach King County used to elevate equity as a top countywide priority. Carrie ended with specific examples of how advocates in Los Angeles can advance equity citywide and countywide.

The State of King County, WA

King County is geographically large in size—it includes Seattle and 38 other cities and encompasses a large rural area. It is home to 2 million people and is the 13th largest county in the country. Residents generally enjoy a high quality of life, which includes high income, and an unemployment rate below 3.5 percent. However, it is a very diverse county and the benefits enjoyed by some are not enjoyed by all. Low-income communities of color disproportionately face challenges that lead to poorer than average economic, social and health outcomes.

The Vision for Equity

King County Executive Dow Constantine wanted a strong policy and action agenda, and he had these basic goals in mind: building equity and opportunity, confronting climate change, and making King County the best-run government. Ms. Cihak added, stating the importance of building a national movement of metropolitan regions to address the issue of equity. To get to where they are today, King County has undergone a number of phases of the equity framework, which are outlined below.

Equity and Social Justice 1.0: Awareness and Mapping (2007 – 2008)

The Public Health Department's initial charge to map and analyze data resulted in a heavy focus on health equity as its key goal and issue. Over time, in an effort to be more inclusive of non-health sectors, the county reframed its efforts to target equity and social justice, including a specific focus on race and place. In 2008, King County launched the [Equity and Social Justice Initiative](#). Again, the language evolved and became more explicit when talking about race. Data and mapping, which depicted how disparities were correlated with place and race, were critical to launching King County's equity work.

Equity and Social Justice 2.0: Policy Development (2009 – 2010)

Under the new Executive, Dow Constantine, the county passed an [ordinance](#) directing staff to integrate equity into the entirety of its strategic plan, the first of its kind. During this period the county also developed its [Determinants of Equity](#) graphic, which depicts the conditions necessary for people to thrive and reach their full potential. These resources allowed all agencies to think about how they relate to equity in a manner that best fits their work. In addition, the county created a [suite of tools](#) such as the Equity Impact Review tool, multi-lingual written translations of their policies and tools, a community engagement guide, and several trainings on topics such as basic equity, social justice, and microaggressions.

Equity and Social Justice 3.0: Agency Implementation (2011 – 2012)

King County staff solidified the difference between equality and equity. This allowed them to allocate funding for transportation and parks based on park use, social equity, and geographic value. The benefits of this model yielded rewards in the form of a 17 percent decrease in youth obesity when the Public Health Department received funds to prioritize nutrition interventions in low-income school districts.

Equity and Social Justice 4.0: Cross-Sector Collective Action (2013 – 2015)

An interagency team was created to analyze areas where a greater collective impact could be made. Their strategy to increase awareness through every interaction with any agency or avenue of government was met with resounding success. Through their efforts, they enrolled 200,000 residents into a health insurance plan, which effectively cut the proportion of people without insurance in half. Through similar efforts, an interagency team engaged representatives from every sector beyond transportation to successfully enroll 10,000 low-income residents in a reduced fare transit ridership program.

Equity and Social Justice 5.0: Transformative Change (2015 – 2020)

Currently, King County is exploring ways to impact equity and focus on prevention in their work across sectors. Their most recent initiative, [Best Start for Kids](#), will make strategic investments on the community level for children ages 0-5. The county believes these types of early investments will result in critical benefits in a person's life as they age. In addition the county is launching a place-based initiative in three King County communities that exhibit the greatest disparities. Finally they are continuing their efforts for Workplace Equity. Their goal is to institutionalize equity principles such as diversity, equity, social justice, and inclusion so that the work continues beyond any one person in King County for years to come. Ms. Cihak shared that, "We are truly all better off when all of us are better off. I ask you to please fail forward. We know we don't have all the answers. In many cases we do know what to do, and we know what the status quo produces. So let's just do something different."

Q & A Summary Points

Q: How have voters responded to this agenda over the years, particularly those in higher-income areas who may feel that this initiative doesn't provide equal benefits in their neighborhoods?

Focusing on fundamental American values, such as opportunity, allowed them to unite their residents on the issue of equity. Although King County has a fairly progressive political climate, these conversations are not always easy. Employing these types of universal strategies, such as the goal that every parent wants their child to succeed, rallies public support to seek ways to make this happen. Other examples include high tech firms in the area that are having trouble filling positions when kids in South King County are dropping out of high school. It's about making these connections, and realizing that benefits for some have greater repercussions for all.

Q: How would you change the political system to embrace equity?

Carrie stressed the importance of using data and mapping to influence leaders in government as well as involving residents in the political process. King County used a double pronged approach, working top-down with natural champions, and bottom-up with residents that are affected the most by inequities.

Q: When changing the budget, some communities are going to get less. How did you handle that politically?

County staff began by shifting the conversation to talk about places where they were adding funds, and about places where there was opportunity to add more to improve equity. Secondly, they aimed to create system-wide change. Their transit structure operated on a system of geographic inequity, therein their proposed changes sought to benefit low-income riders. A diverse task force, which included equity advocates, transportation experts, transit advocates and elected leaders, focused on data and how to efficiently use tax payer dollars and create a well-functioning and highly efficient transit system. In the end, equity played a critical role in leading this change.

Panel Discussion

A diverse panel of subject matter experts, with expertise in planning, land use, community organizing and engagement, gentrification, parks, effective roles of government, and philanthropy closed out the Innovation Summit with reflections and practical recommendations for moving forward health equity through land use planning and built environment improvements in LA.

The Challenges

- Resting on zoning codes and community plans that uplifted the ideals of suburbanization has made LA's response to the rapid urbanization of the area less agile and much more complex. In fact, a history of fragmented decision making, the City's primary role as a regulator rather than a promoter, and a regional approach to planning have all compounded the issue.
- Underserved communities that are experiencing inequity receive very little attention, which creates an environment where any investment is considered good investment. This curtails the public process and hinders community based organizations' ability to anticipate and plan for development in alignment with the vision of the community.
- These and other structural barriers in the planning system make it difficult for any individual organization or public agency to significantly 'move the needle' on health and equity, no matter how effectively they work.
- Social agendas may have competing priorities, which can create competitive environments for scarce resources when the best work can be done in collaboration. Constantly grasping for few resources inhibits long-range planning that would ultimately benefit a progressive and equitable agenda.

The Opportunities

- Opportunities have arisen in the form of the newly adopted [Plan for a Healthy Los Angeles](#) (the city's first-ever general plan health and wellness element), a serious commitment to update the community plans, the Mayor's [Sustainability PLAN](#), investment in transit oriented development, and more. All of these are tools that can be leveraged to promote healthy, equitable land use practices.
- Community based organizations can continue to grow their capacity to advocate for more accountable public investment in order to implement a healthy, equitable land use agenda.
- Natural champions can be cultivated from the leadership to help elevate equity and focus on addressing the root causes of disparities.
- Building sustained leadership can assist with engaging communities and building a proactive movement, even amongst different social agendas.
- Implementing best practices to build community capacity can alleviate the issue of scale in Los Angeles. Focused investments to build a strong community infrastructure can increase capacity to improve equity.

- LA's recent passage of the \$15/hour minimum wage is a huge health equity success. It is the tip of the iceberg of what is possible.

Other Highlights

- Change can come in several forms, small and large. Some immediate structural/systems change to increase community engagement include: coordinating when community meetings are held and what it means to create public access.
- Communities are rejecting improvements in their neighborhoods because of the very real fear of gentrification and displacement. Many of these communities are vulnerable because of the historic instability perpetuated by high unemployment, rapid rate of business turnover, and other issues. Gentrification and displacement are crises in our city today, and have huge health implications. Because of the fiscalization of land use, there is a push for as much investment as possible in areas that have historically been disinvested without consideration of unintended, negative consequences like forced displacement.
- Special attention needs to be focused on how plans like the health and wellness element are implemented so that they truly are serving communities that are experiencing the highest levels of inequity, as well as how public investments come into communities and who they benefit.
- Change is always happening in communities, so the question is how to address that. Part of the work requires the time and effort to build resources and infrastructure of the community ahead of time.
- Community born and cultivated assets are integral to mediating issues of trust and change. Change happens at the speed of trust.

Closing

Healthy Land Use for All concluded with final thoughts from the panelists and questions from the audience, connecting the issue of equity to the work happening on the ground in Los Angeles. There are ways to strategically leverage Los Angeles' current focus on sustainability and healthy planning to advance and implement policies as well as accelerate collaborative action for a collective vision. Future HEALU Network summits will explore other relevant and pressing areas for action, such as the next topic, *Healthy Development Without Displacement*, in order to continue the conversation and accelerate the pace of progress and innovation. Working together, we can build a healthy, equitable future for all Angelenos.

*We are truly all better off when all of us are better off.
I ask you to please fail forward. We know we don't have all
the answers. In many cases, we do know what to do,
and we know what the status quo produces.
So let's just do something different.
- Carrie Cihak,
Office of King County Executive Dow Constantine*

Background

Advancing Healthy, Equitable, Active Land Use in Los Angeles

Community Health as a Goal of Smart Development and Good Design

Health is gaining momentum as an important touchstone in land use planning, policy, and project implementation nationally and in Los Angeles. The breadth, variety, and creativity of initiatives currently underway demonstrate a groundswell of energy to make LA a great city for residents, businesses, and visitors alike. Improving health and safety for all is a critical aspect of realizing this vision and has the potential to drive further innovations in LA.

Recent efforts suggest that the intersection of health, equity and land use is gaining traction. For example, the publication of the [Health Atlas for the City of Los Angeles](#) revealed significant health and economic disparities by zip code and helped galvanize citywide advocates and public officials to promote health equity by enhancing parks and open space, safe routes to school, bikeable streets, affordable housing, and more. Likewise, Los Angeles recently undertook a citywide policy effort to embed health and wellness in the Department of City Planning's General Plan by creating the [Plan for a Healthy Los Angeles](#). This process demonstrated a wealth of expertise and assets among local government and community based organizations.

The Healthy, Equitable, Active Land Use (HEALU) Network

This is a time of transformation in Los Angeles. While research and momentum is growing, a strong voice for health, safety, and equity can help to shape the direction of land use decisions and investments. For example, the Plan for a Healthy Los Angeles can only be fully realized "on the ground" through collaboration between diverse implementing departments across the city and in partnership with community-based organizations, residents and advocates. The Healthy, Equitable, Active Land Use (HEALU) Network has the opportunity to augment the role of health in the land use sphere even further and help accelerate innovations across LA.

The HEALU Network is a four-tiered structure: The Network is administered by a dedicated staff and it includes 15 core partner organizations representing geographic and topical diversity, a small high-level advisory group, and a broader network of individuals and organizational affiliates. By bringing together leaders and experts from across sectors, the HEALU Network aims to strengthen connections among advocates across the land use, transportation planning, and health fields, and to facilitate and accelerate systemic change in Los Angeles. In particular, the HEALU Network aims to:

- Increase investment of public dollars in land use policies and projects in high-need communities first;
- Build capacity in all sectors for robust public engagement in land use planning, policy, and implementation;
- Accelerate land use innovations and demonstration projects in low-income communities; and
- Increase inter-departmental collaboration to embed health and equity in all land use decisions citywide.

HEALU Core Partners



