



Healthy RC Strategic Plan



ROAD MAP FOR A HEALTHY FUTURE IN RANCHO CUCAMONGA

Our Community's Plan

The *Road Map for a Healthy Future in Rancho Cucamonga* is our guide for making our community as healthy as it can be—for residents, neighborhoods, businesses, community organizations, and public entities. It is the **community's** plan in every sense of the word. Hundreds of you dedicated thousands of hours to design the planning process, share your ideas and priorities, analyze and interpret the data, and review, revise, and produce this report. We thank you for all your valuable contributions and hope you will use the results of your efforts—this *Road Map*—to continue to create a culture of health in Rancho Cucamonga.



Where We've Been

Healthy RC has been a successful City-community partnership since 2008, receiving national recognition for our work to improve community health. The program is known for its leadership, innovation, and best practices, and we are often featured presenters at regional, state, and national conferences. We have been invited to the White House twice. The first time, our libraries received the National Medal for Museum and Library Service. The second time, the First Lady recognized Rancho Cucamonga as a #1 city in her *Let's Move!* campaign. The Urban Land Institute gave us their "Best of the Best" award for sustainable community development. Our complete streets policy was named one of the top ten in the United States in 2013. And the list of accomplishments goes on...

We have taken a comprehensive approach to creating healthy minds, bodies, and a clean, sustainable earth. From policies that make the healthy choice the easy choice, to programs that provide knowledge and skills for a healthy lifestyle, Healthy RC is empowering our community to be the healthiest it can be. These are a few examples of Healthy RC's efforts:

Programs

- ❖ **Bringing Health Home** - supports families with children ages 0-5, pregnant women, and low income families to purchase healthy food at farmers markets
- ❖ **Campeones para la Comunidad (Community Champions)** - provides leadership training and fosters civic engagement among Latino residents
- ❖ **CASA (Cocinando Amigos Saludables y Alegres)** - provides nutrition education and healthy meal preparation for Southwest Cucamonga residents
- ❖ **Green Business Recognition** - encourages green business practices and highlights sustainability efforts of Rancho businesses
- ❖ **Healthy RC Dining** - encourages healthy eating out by working with restaurants to identify and promote healthy menu options and establishments offering healthy items
- ❖ **Healthy RC Kids** - implements changes in the environment that increase access to healthy food and physical activity to reduce childhood obesity
- ❖ **Healthy RC Youth Leaders** - provides youth leadership training and empowerment to promote health policies
- ❖ **Play & Learn Islands** - helps young children at Rancho's libraries build a variety of lifelong learning and literacy skills through play, including developing their understanding of the importance of a healthy lifestyle
- ❖ **Safe Routes to School** - provides education and infrastructure improvements (sidewalks, bike lanes, etc.) for students to safely and conveniently walk or bike to school
- ❖ **Wellness Pass** - encourages older adults to remain fit and active through an affordable gym membership and personal trainer services



reach of organizations
participating in stakeholder
meetings = **32,660**



**1 in every 5
RC residents!**



Voices of Rancho Cucamonga

The process of developing the *Road Map for a Healthy Future in Rancho Cucamonga* was multi-faceted, community-driven, and designed to solicit input from all the diverse voices of our community. It included four elements:

- ❖ **Stakeholder Meetings** – Mini strategic planning sessions were conducted with 31 diverse community groups (347 individual participants) to identify their priority issues and target groups for health improvement efforts. The total membership of the groups who participated in stakeholder meetings was a staggering 32,660, which is almost one in every five residents of Rancho Cucamonga!
- ❖ **Key Partner Interviews** – In-depth discussions were held with 37 current and potential future Healthy RC partners, to discuss their organizations' health priorities, explore how to strengthen the partnerships, and provide mutual support for our cooperative and individual health improvement efforts.
- ❖ **Healthy RC Survey** – A 10-question survey was completed by 684 individuals giving their opinions about the health of their community and identifying priority health issues and groups to target for health improvement efforts. The survey was available in English and Spanish, in an online format (English only), and a paper version (both languages) at multiple sites throughout Rancho Cucamonga.
- ❖ **Community Forum & City Council Workshop** – Over 200 residents attended a community forum on October 10, 2013, where they participated in an audience poll and small group discussions to help establish priorities and strategic directions for Healthy RC's future.

Given the numbers (over 1,275 individuals and 51 community organizations and businesses), diversity (from residents of a senior housing complex to school superintendents), and reach (over 32,600 individuals

represented by the groups involved in the stakeholder meetings), we achieved our objective of engaging as many people and sectors of our community as possible in the planning process.

“Health should be #1 for the City and community in everything we do.”

–Sunrise Rotary Club Member,
Stakeholder Meeting



Vision • Mission • Values

As part of the planning process, residents, community agency representatives and City staff, who have been heavily involved with Healthy RC over the past five years, developed vision and mission statements and a list of values to help guide our work over the next five years.

Vision: Healthy Rancho Cucamonga – a community where all generations lead vibrant, healthy, happy lives.

Mission: Healthy RC embraces the comprehensive, interrelated nature of health and works in partnership with all sectors to create a healthy and sustainable community.

Values: Healthy RC exemplifies these values in all it does:

- ❖ **Communication** – We foster community conversations that promote meaningful engagement in improving health.
- ❖ **Comprehensive** – Our work creating healthy minds, bodies, and a sustainable earth reflects the holistic and interrelated nature of health.
- ❖ **Empowering** – We empower those we work with and on behalf of to be the best they can be.
- ❖ **Follow Through** – We do what we say we are going to do. You can count on us.
- ❖ **Fun** – We enjoy working together to improve our own, our families', and our community's health.
- ❖ **Inclusive** – We are inclusive of all people and perspectives. We value the importance of each one's contribution to the greatest good.
- ❖ **Innovative** – We seek creative solutions and are eager to try new strategies. We are leaders in our community, region, state, and nation.
- ❖ **Passionate** – We love what we do and it shows!
- ❖ **Team Work** – We trust and respect each other's skills and contributions. We truly believe the whole is greater than the sum of its parts.



Overarching Themes & Goals

Four themes were consistently identified by participants in the community planning process:

- ❖ Interrelated nature of health issues
- ❖ Importance of creating a “culture of health”
- ❖ Lowering costs increases access to a healthy lifestyle
- ❖ Importance of family-oriented activities

We have set the following three goals to address the themes community participants felt were important for guiding Healthy RC's work:

- ❖ **Access** - Healthy RC is inclusive and accessible to all community members.
- ❖ **Culture of Health** - Public and private organizations develop and implement policies, practices, and programs, and prioritize funding to create and sustain a culture of health in Rancho Cucamonga.
- ❖ **Approach** - Healthy RC strategies are applied, practical, and relevant for community members, families, and organizations.

Our Community's Health Priorities

Health priorities differed among those who completed the survey, participated in stakeholder meetings, or attended the community forum. Those priorities are displayed in the following chart in their order of importance (top to bottom) for each community assessment process.

Survey Questions		Stakeholder Meetings
Factors for a Healthy Rancho	Health Issues to Address	Major Issues to Address
Strong Economy	Open Space Conservation	Healthy Eating & Active Living
Good Mental Health	Housing	Education & Family Support
Healthy Eating & Active Lifestyles	Education	Community Connections & Safety
Violence-free Neighborhoods & Families	Nutrition	Healthy Aging
Healthy Aging	Healthy Aging	
Environmental Sustainability	Disaster Resilience	
Outdoor Recreation	Obesity	
		Sub-Issues to Address
		Healthy Food
		Outdoor Recreation
		Active Transportation
		Physical Activity
		Older Adult Issues (esp. programs & transportation)
		Youth Programs
		Culture of Health (communication/ awareness)
Community Forum		
Health Issues Poll	Health Issues Discussion	
Healthy Eating & Active Living	Healthy Eating & Active Living	
Education & Family Support	Mental Health	
Economic Development	Education & Family Support	
Healthy Aging	Economic Development	









- Legend:**
- Clean Environment
 - Community Connections & Safety
 - Disaster Resiliency
 - Economic Development
 - Education & Family Support
 - Healthy Eating & Active Living
 - Healthy Aging
 - Mental Health



“In order for the whole city to thrive there should be equal amenities for all.”
 –Survey Respondent

Our Community's Health Priorities

The table shows the health issues and related sub-topics community members identified as the most important for Healthy RC to address over the next five years. In addition, the goals we established through the planning process to address those priority health issues are listed.

Health Priorities	Priority Sub-Topics	Goals
Healthy Eating & Active Living 	<ul style="list-style-type: none"> • Healthy Food^{1,2} • Outdoor Recreation^{1,2} 	Rancho Cucamonga residents of all ages and income levels have knowledge, motivation, and easy access to eat healthy and be physically active.
Community Connections & Safety 	<ul style="list-style-type: none"> • Housing¹ • Violence-free neighborhoods and families¹ • Culture of health & community/awareness² 	Rancho neighborhoods, schools, families, businesses, community organizations, and government agencies have a strong sense of community and shared responsibility for the health and safety of their city.
Education & Family Support 	<ul style="list-style-type: none"> • Education¹ • Youth programs² • Healthcare access² 	Youth, families, and adults in Rancho Cucamonga receive high quality education, healthcare, and support services to realize their full potential and contribute to their community.
Mental Health 	<ul style="list-style-type: none"> • Anxiety/stress³ • Depression³ • Substance abuse (including smoking and exposure to secondhand smoke)^{1,3} 	Mental health support services are easily accessible, culturally appropriate, and free of stigma for all residents of Rancho Cucamonga.
Economic Development 	<ul style="list-style-type: none"> • Good jobs^{3,2} • Strong local businesses^{3,2} 	The City of Rancho Cucamonga has a strong, growing economy that provides employment opportunities for local residents, attracts investments, supports local businesses, and generates public revenue.
Clean Environment 	<ul style="list-style-type: none"> • Open space conservation¹ • Environmental sustainability – including recycling and solar energy^{1,2} 	Residents of Rancho Cucamonga live in a clean, healthy environment and actively contribute to sustaining and protecting the natural resources of their city and region.
Healthy Aging 	<ul style="list-style-type: none"> • Planning for the needs of an increasing older population¹ • Older adult programs² • Senior transportation² 	Older adults in Rancho Cucamonga are healthy, active, engaged members of the community and the City is positioned to respond effectively to the needs of an increasing older population.
Disaster Resiliency 	<ul style="list-style-type: none"> • No sub-topics identified 	Rancho Cucamonga residents, businesses, community organizations, and government agencies are well prepared to survive, respond to, and recover from disasters and emergencies.

¹ indicates sub-topic was identified as a priority in the survey

² indicates sub-topic was identified as a priority in the community stakeholder meetings

³ indicates the sub-topic was identified as a priority at the forum



Healthy RC Partnership

The Healthy RC partnership is comprised of dedicated residents, community organizations, and public and private entities working together to make Rancho Cucamonga the healthiest it can be. The partnership has evolved from a small group of agencies to a broad community partnership with over 75 members. It is our partners' innovation, teamwork, and commitment to improving community health that is the heart and soul of Healthy RC.



Key Partner Interviews

A total of 37 Healthy RC partners and other key community leaders participated in semi-structured interviews asking for general feedback about Healthy RC, their individual and organizational priority health issues, what Healthy RC should focus on over the next five years, and their thoughts about population groups and/or geographic regions that should be served. The priorities of these leaders were very similar to those of other community members. They identified healthy eating and active living as the most important health issue for Healthy RC to address and youth, seniors, and those affected by obesity as the populations for Healthy RC efforts over the next five years.



Roles and Needs of Healthy RC Partners

Many Healthy RC partners expressed interest in expanding their role in the initiative in a variety of ways, including evaluation, programming, and community events. The partner interviews generated excellent discussion about the City's role in Healthy RC. Several partners suggested that the City continue as the overall coordinator of the initiative, but look to the Healthy RC partners for more program development and implementation. These are all topics for the Healthy RC partnership to further discuss and develop as they begin to implement the priorities of the *Road Map*.

Enhancing the Healthy RC Partnership

It is the strength of the Healthy RC partnership that will continue to be the critical determinant of the program's success, just as it was in the first six years of the initiative. The following goal and target groups will help guide ongoing partnership development:

Goal

The healthy RC partnership is a vibrant, collaborative, mutually supportive group of individuals and organizations that represent the diversity of Rancho Cucamonga and are committed to improving community health.

Enhanced Partnerships

- Local Businesses
- Faith/Worship Groups
- Youth

A special thanks goes to Claremont Graduate University, especially Kari-lyn Sakuma, Ph.D., MPH, Assistant Professor of Research and Maggie Hawkins, MPH, CHES, Program Manager, School of Community & Global Health for their invaluable assistance in designing a community-based assessment to accurately capture community priorities, analyzing the varied, complex data that such a community process produces, drawing reasonable conclusions, and interpreting the data.



Sustainability

Governance

At the core of Healthy RC's success is the strength of the City-community partnership that has been developed over the last six years. As we move into the action phase of the *Road Map*, Healthy RC will maintain this balance of community and City governance and participation, bringing different strengths, resources, and perspectives to guide program efforts and ensure success. Healthy RC's current governance structure includes six standing committees (listed on pg 11). These existing groups, as well as new work teams to be developed, will take the lead in implementation of the *Road Map*. The City Manager's office will continue to provide coordination across all the various Healthy RC teams to facilitate and enhance the effectiveness of the initiative. The governance structure will continue to foster meaningful participation by all segments of the community.

Financial Sustainability

At the core of Healthy RC's financial sustainability strategy is garnering outside resources through continual identification of opportunities and proposal development. In addition, the Healthy RC partners will continue to use their existing resources (staff time, work plans, budgets) to support various programmatic and policy strategies of the *Road Map*. The City of Rancho Cucamonga will continue to dedicate staff time and resources to specific health improvement activities and overall administration of the Healthy RC initiative, through the City Manager's Office.



Next Steps: Into Action

The community planning process generated tremendous enthusiasm for, and engagement in, creating a Healthy RC, which will be channeled into action. From the beginning, there was a commitment that this would not be a plan to sit on a shelf and gather dust. **It's time to ACT...**



Implementation Approach

The following four principles will guide the implementation of the *Road Map for a Healthy Future in Rancho Cucamonga*:

1. Strategic

By monitoring what is happening at the local, regional, state, and national levels, Healthy RC will anticipate and position itself to take advantage of new resources and other opportunities to address the priorities of the *Road Map*.

2. First Things First

The implementation process will start with addressing the priorities identified in the planning process – healthy eating and active living, children/teens, those with lower incomes/education levels, those affected by obesity, and the Southwest area of the city.

3. Policy and Programmatic Orientation

The implementation of the *Road Map* will employ both policy and programmatic strategies to achieve the identified goals.

4. Applied, Practical & Relevant

Community members expressed the need for simple ideas they can easily incorporate in their busy lives that will make a difference in their health.

A Role for Everyone

There is a role for everyone in the action phase of the *Healthy RC Road Map*. The implementation of the *Road Map* will begin with the existing Healthy RC committees and expand to new work teams as they are developed.



Executive Committee

- ❖ Identify strategic opportunities over the next 24 months to achieve the goals of the *Road Map*.
- ❖ Examine current organizational policies, identify opportunities, and develop/implement community-wide policies to create a culture of health in Rancho Cucamonga.



Steering Committee

- ❖ Examine community suggestions in the five health priority areas the committee will lead (healthy eating and active living, education and family support, mental health, community connections and safety, and healthy aging), research best practices and evidence-based strategies, develop action plans, and organize work teams to address selected health priority issues.
- ❖ Incorporate community priorities for population groups and neighborhoods in implementation plans, including children/teens, those with lower incomes and education levels, individuals affected by obesity, and Southwest Cucamonga.
- ❖ Consider other community health priorities and develop/implement action plans and work teams as opportunities present themselves and community interest determines.

Core Team

- ❖ Identify the community suggestions that fall under the City's purview and work with the departments to determine how to incorporate selected priorities into their regular work schedules and budgets.

Campeones para la Comunidad (Community Champions)

- ❖ Examine the community data related to healthy and active lifestyles for Latino residents and Southwest Cucamonga and develop/implement action plans to address the selected issues.

Healthy RC Youth Leaders

- ❖ Examine suggested strategies relating to youth, research best practices, develop action plans, and move forward to improve health among young people in Rancho Cucamonga.

Green Team and Economic Development Advisory Committee

- ❖ Use the Healthy RC community input related to a clean sustainable environment and a strong economy to inform the development of their respective plans and strategies.

New Work Teams - Defined by You

- ❖ Organize new committees to address health priorities and population groups. In addition to the Steering Committee work teams, this is a place for residents, businesses, service groups, and public and private community organizations to bring your creative ideas, roll up your sleeves, and go to work addressing **your priorities** for a healthier Rancho Cucamonga.

Get Involved- Get Healthy!

Please contribute your creative ideas and valuable expertise to improving the health of Rancho Cucamonga. We are forming work teams to address our community's health priorities. To find out more and/or sign-up:

Contact:

City Manager's Office
City of Rancho Cucamonga
909.477.2700
HealthyRC@CityofRC.us

Log on:

Healthy RC website
www.HealthyRC.info

“Now that the youth have a voice through Healthy RC, we want to help shape healthy policies and really improve our well-being.”

—Natalia Reynoso, Healthy RC Youth Leaders



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www.HealthyRC.info • www.CityofRC.us
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