



COMMUNITIES WIN

a community guide
for dialogue+action

Prepared by Community Initiatives and
Institute for People, Place and Possibility for
Well Being in the Nation (WIN) Network,
with support from Well Being Trust.

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Module 1

Introduction— Communities WIN

Introduction

WIN Network

The [WIN Network](#) launched in October 2019 to advance intergenerational well-being for all, building on the core principles of the place-based movement. Founding partners of the WIN Network include:

- [100 Million Healthier Lives](#)
- [Community Initiatives](#)
- [Institute for People, Place, and Possibility](#)
- [PolicyLink](#)
- [ReThink Health](#)
- [Well Being Trust](#)

The [Well Being In the Nation \(WIN\) Network](#) is a learning and action network of organizations and communities advancing well-being and equity by expanding the vital conditions everyone needs to thrive. WIN Network partners believe that, together, we can secure intergenerational well-being for all.

- WIN begins with a recognition that the legacies of the past have shaped our present—and the decisions we make today will shape the legacies inherited by generations in the future.
- WIN expands vital conditions, the properties of places and institutions that we all need all the time to reach our full potential.
- WIN looks to stewards, leaders working together across differences, in places around the country to confront challenges and enrich well-being in ways that are inclusive of everyone.

Why now?

Despite decades of investment by nonprofits, philanthropy, and others, we continue to face challenges to our collective well-being—and are losing ground as more people feel they are struggling or suffering, not thriving.

We find ourselves at a pivotal moment. Life expectancy in the U.S has recently decreased and there is a real, and once unthinkable, chance kids born today will live shorter lives than their parents. Americans are sicker than people in other rich countries. High rates of alcoholism, drugs use, and deaths by suicide, combined with obesity, poverty, and social isolation, lead to complex, interconnected health challenges.

We have the opportunity to make bold changes. There is growing recognition that we need to try different approaches and experiment with new models—and we know communities are confronting these challenges in innovative and inspiring ways.

Together, WIN Network partners are advancing intergenerational well-being for all across the country.

Using This Guide

We know we need to make bold changes to advance intergenerational well-being for all, but it can be hard to know where to start. Communities WIN is designed to help local leaders, as stewards, translate the ideas and values of WIN into collective action.

Who should use this guide?

This guide supports stewards at the local, regional, or state levels. Any person or organization can be a steward—as long as they are willing to share responsibility for working together with others to change the system we inhabit today and expand opportunities for all people to thrive tomorrow.

What's in this guide?

This guide moves through three modules:

Module 2: Understanding Legacies introduces the WIN theory of change. The three core mechanisms for advancing intergenerational well-being for all include: legacies, vital conditions, and stewards.

Module 3: Expanding Vital Conditions applies the WIN theory of change to our communities. Moving from abstract concepts to the legacies that shape our daily lives helps highlight opportunities to create change in our own backyards.

Module 4: Acting as Stewards showcases how WIN pacesetters have implemented the WIN theory of change to advance intergenerational well-being for all. These stories from diverse communities demonstrate how stewards are taking action together.

► Dialogue worksheets

This guide is designed to support dialogue, an important strategy for advancing well-being. In Modules 2 and 3, side one of each page describes a specific WIN concept, defining key terms and core ideas, and side two gives stewards a chance to put the concept into practice using dialogue.

Dialogue strengthens our sense of belonging and connection by building relationships and can shift our understanding about who we are, how we got here, and how we might create well-being and equity.

When we listen, share, and discover, we are able to create meaning together—and are better positioned to act as stewards in our organizations, communities, and regions.

Facilitation Tips

The accompanying [PowerPoint presentation template](#) offers stewards another tool for sharing WIN with coalitions, partners, and friends. The presentation template is a starting point for discussions, with talking points and facilitation tips in the notes section of each slide.

►► [Check out Communities WIN resources for facilitation tips and more](#)

Learn more...

When WIN Network partners launched the initiative, we discussed our own definitions of well-being and equity to build relationships and create shared meaning. Check out an [excerpt](#) from one of the first WIN Network dialogues.

The dialogue uses tools from [Cortico](#), a nonprofit organization that aims to foster constructive public conversation, leverages technology to capture dialogues—and then to connect dialogues across communities, cities, and states.

Understanding and advancing dialogue

WIN Network partners engage in dialogue to facilitate collective action. In this guide, dialogue grounds the work of advancing intergenerational well-being for all. The dialogue worksheets in this guide help local leaders, as stewards, take immediate action at the local, regional, and state levels.

While this guide is helpful for personal reflection or one-on-one conversations, the dialogue worksheets also support group discussions or workshops.

► Questions

The key to a strong dialogue is starting with the right questions. It's important to introduce terms and topics in a way that inspires discovery and brings people together. The questions offered in this guide are meant to connect personal experiences with WIN concepts before moving to community conversations. They are designed to make the concepts digestible and give opportunities for personal and group reflection. (Learn more about components of dialogue questions [here](#).)

Most questions in this guide have an additional prompt or two to help focus the dialogue or to move the conversation, if things get stuck. It is not necessary to respond to every prompt, but it's helpful to remember that sharing stories is an important tool for building relationships and trust. When people feel understood and safe, it's easier to brainstorm solutions and create strategies together.

► Process

Dialogue is also about how people respond to the right questions. No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

► Logistics

Each worksheet in this guide is designed to support a 20-minute dialogue with five or six people. Of course, that doesn't mean that you need to work through each session in 20-minute increments—or that you need to ask and answer all the questions.

As a dialogue facilitator, you can work with your team and with community members to plan out your time together. Would it be helpful to combine the WIN theory of change module into one longer dialogue session? Does it make sense to have a weekly series of dialogue to discuss the vital conditions in your community?

There's no right answer when it comes to structuring time with your team. And remember: you know your community best.

Well-Being and Equity

Well-being is an increasingly popular way to describe all aspects of our health, giving us a term that simply and easily encompasses physical, mental, emotional, financial, and spiritual health.

The WIN Network defines well-being in two, related ways. Well-being is both personal—changing over time as we live our lives—and dependent on a system designed long before we were born:

- **Personal Experiences:** Individual perspectives and experiences that affect how we think, feel, and function, as well as how we evaluate our lives as a whole.
- **Vital Conditions:** Properties of places and institutions that we all need to reach our potential.

Our best measure of well-being asks people to rate their self-perceived well-being on a scale from 0 (worst possible life) to 10 (best possible life), both now and in the future. When combined, those ratings reveal who feels they are thriving, struggling, or suffering.

The WIN Measures Framework shows connections between social conditions, health, community, and well-being, allowing us to track and understand our two definitions of well-being. This framework is divided into three elements: core measures, leading indicators, and a full flexible set of measures.

Equitable well-being

WIN is committed to intergenerational well-being for all—no exceptions.

All people could be thriving, however millions across America are struggling and suffering. As we implement bold ideas and shape our communities for generations to come, we must ensure that all people and places are able to reach their full potential. This is known as equitable well-being.

“[Equity is] just and fair inclusion into a society in which all can participate, prosper, and reach their full potential. Unlocking the promise of the nation by unleashing the promise in us all.” -Policy Link

Learn more...

[PolicyLink](#), a national leader in advancing equity and economic justice, lives the values of [The Equity Manifesto](#) across its action portfolio. PolicyLink’s definition of equity is foundational to the WIN theory of change.





Dialogue Questions

Dialogue strengthens our sense of belonging and connection by building relationships. When we listen, share, and discover, we are able to create meaning together—and are better positioned to act as stewards in our organizations, communities, and regions.

Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The first module of the guide introduces the WIN Network, how WIN defines well-being, and what we mean when we say well-being for all. *Let's take time to reflect on what these concepts mean to us.*

► What comes to mind when you hear the term well-being?

- What is a story or example that captures what well-being means to you?
- How would you characterize our community's well-being?
- Who's thriving and who's not thriving in our community?

► Do you believe young people in your community are more or less likely to experience a high level of well-being as they become adults?

►► [Check out Communities WIN resources for facilitation tips and more](#)

Capturing Stories

The WIN Network is about sharing experiences and amplifying voices. To share a story or insight from your dialogue, email the WIN Story and Dialogue Cooperative at hello@communityinitiatives.com.



Module 2

Understanding Legacies

Overview

The bold ideas of WIN are rooted in three core concepts that capture how our community system works and how we can take collective action to shape our choices, opportunities, and sense of well-being.

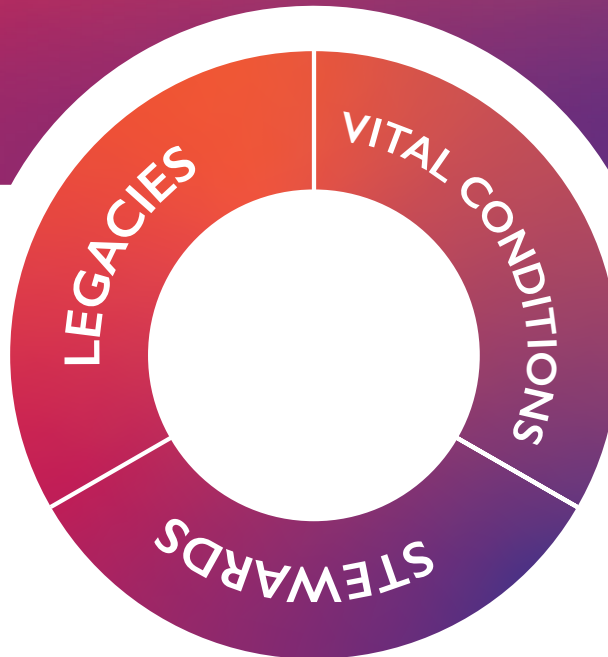
This graphic represents our complex community system through the WIN lens

Legacies for Living Together either affirm dignity and inclusion, or inflict trauma and exclusion. Each of us can create legacies of inclusion that we would be proud to pass along

Learn more...

Systems thinking is at the core of the WIN theory of change. In order to redirect resources to create a community system of well-being, we must first understand the legacies we have inherited that shape our lives.

The [WIN Theory of Change and Action Plan: What Does it Take to Secure Legacies of Intergenerational Well-being for All?](#) is a working document that articulates how our community system is shaped by forces that advance well-being or increase adversity



Vital Conditions are things we all need to reach our full potential. They persist over generations and their presence or absence affect who is thriving, struggling, or suffering

Stewards are people and organizations who share responsibility for working together across differences to expand the vital conditions that all people and places need to thrive

Our **Legacies for Living Together** articulate both what we have inherited and what we will create.

Intergenerational well-being means that we need to understand how the decisions of previous generations shape our lives--and we must embrace the opportunity to develop legacies that we would be proud to pass along for generations to come.

Intergenerational well-being also operates in the present: we are living together right now. From grandparents and grandchildren to neighbors, colleagues, and friends, we all have the chance to create thriving communities today.

Vital Conditions offer us the levers we need to move toward thriving people and places. Vital conditions, community conditions or social determinants of health, shape our choices, opportunities, and adversities. When we expand access to the vital conditions listed below, we increase well-being:

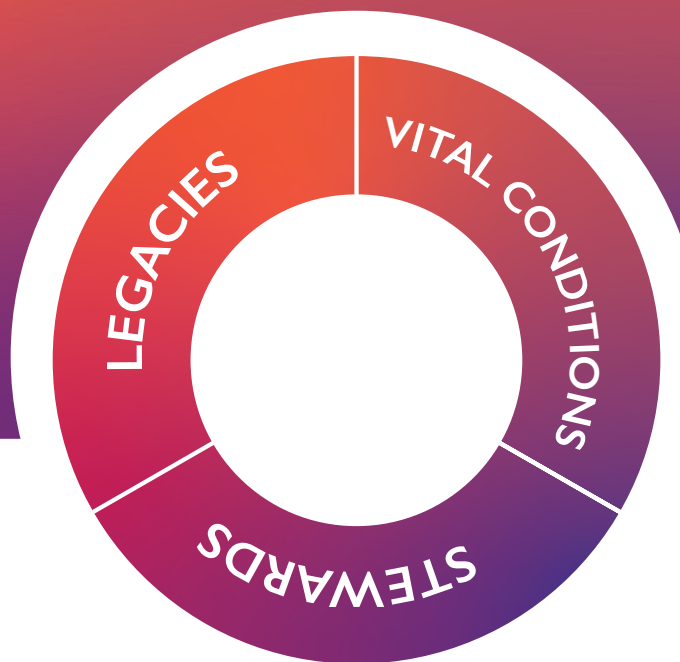
- Basic Needs for Health and Safety
- Lifelong Learning
- Meaningful Work and Wealth
- Humane Housing
- Thriving Natural World
- Reliable Transportation
- Belonging and Civic Muscle

Stewards take action to advance intergenerational well-being for all. We can all be stewards, if we are willing to work together across boundaries to expand vital conditions and to create legacies for living together.

Change will only happen through shared stewardship, our collective action in solidarity with those we are struggling and suffering.

Legacies for Living Together

Legacies for Living Together describe our community system, what vital conditions are available, who is thriving, and how we live, learn, work, and play together. Legacies for Living Together capture our past and the shared responsibility of stewards to create new legacies for today and tomorrow.



Defining Legacies for Living Together

We each inherit—and can reinvent—legacies for living together.

We recognize that the legacies of the past have shaped our present, and the decisions we make today will shape the legacies inherited by future generations. We have enormous capacities to transform current and future conditions, and build new legacies of dignity and inclusion.

This means we have the opportunity, and responsibility, to create conditions in every community that meet the needs of all now and leave legacies that we are proud to pass along to generations to come.

Creating Our Own Legacies

When deciding which policies, practices, and investments to continue, and which to leave in the past, a basic question to consider is whether these legacies affirm dignity and inclusion for all or inflict trauma and exclusion.

Legacies that honor dignity and inclusion strengthen a mutual sense of belonging, an important part of how we strengthen well-being. Belonging expands the circle of those who feel that they are connected with each other and can contribute to the community. Each step toward full and fair inclusion brings us closer to co-creating thriving places.

Legacies that inflict trauma and exclusion do the opposite. These legacies amplify adversity by dehumanizing each other, adding to the number of people and places that are struggling and suffering. When we harm each other, we descend into a self-defeating trap that threatens to pull everyone down.

For all people and places to thrive, our legacies for living together must affirm dignity and inclusion—without exceptions.

Learn more...

[100 Million Healthier Lives](#) is committed to creating legacies of equitable well-being. Dr. Somava Saha, a founding member of the WIN Network and 100 Million Healthier Lives, has led place-based work to create healthy, vibrant places for many years.

Listen to the [Commons Good podcast episode](#) with Dr. Saha to learn more about her vision for advancing intergenerational well-being.



Dialogue Questions

Dialogue strengthens our sense of belonging and connection by building relationships. When we listen, share, and discover, we are able to create meaning together—and are better positioned to act as stewards in our organizations, communities, and regions.

Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The second module of this guide introduces WIN's approach to transforming community systems. *Let's take time to reflect on what these concepts mean to us.*

► **What's an example of a legacy you've inherited that helped support the well-being of your community?**

- How does this legacy honor dignity and inclusion?
- Are people excluded from experiencing the benefits of this legacy?
- When do you remember realizing that resources and opportunities weren't distributed equitably in your community?

► **What are we doing to create the conditions for all community members to participate, prosper and reach their full potential?**

- What can we do to ensure we create legacies we are proud to pass on to future generations?

►► **Check out [Communities WIN resources](#) for facilitation tips and more**

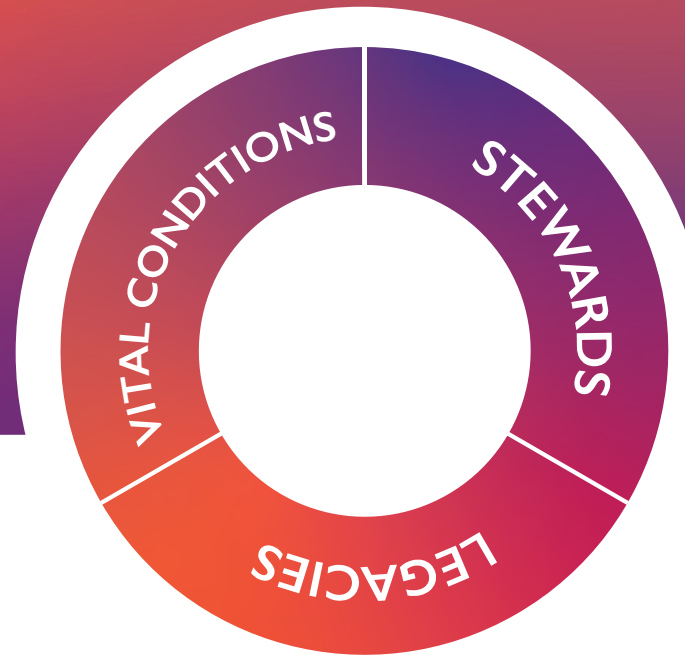
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Vital Conditions

Vital signs, like heart rate, temperature, and weight, tell us what is going in our body. Vital conditions tell us what is going on in our community and in the world around us. We inherit legacies that determine how much of our community's resources are invested in vital conditions and who has access to these conditions. Stewards work to expand vital conditions, creating legacies for living together that affirm dignity and inclusion.



Defining Vital Conditions

Vital conditions are properties of places and institutions that we all need to reach our full potential. We encounter vital conditions on day one, and we depend on them to survive and thrive everyday of our lives.

When vital conditions are widely shared, more people thrive. Those same conditions also safeguard the entire community from avoidable adversity and urgent needs. Over time, a thriving spiral could take hold as vital conditions expand and adversity declines for more and more people.

If, however, we neglect—or deny—any vital condition for any of us, serious adversity can accumulate. Well-being erodes when individuals, families, and entire groups must endure intertwined, yet largely avoidable threats such as illness, injury, poverty, addiction, homelessness, crime, pollution, and natural disasters. Left unchecked, entrenched adversity can spark a suffering spiral that spreads across neighborhoods and eclipses opportunities for new generations.



BASIC NEEDS FOR HEALTH AND SAFETY

Basic requirements for health and safety. Adequate air and water; nutritious food; routine physical activity; sufficient sleep; safe, satisfying sexuality and reproduction; freedom from crime, injury, violence, traumatic stress, and addiction; and routine care for physical and mental health



LIFELONG LEARNING

Continuous learning, education, and literacy. Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education



MEANINGFUL WORK AND WEALTH

Rewarding work, careers, and standards of living. Job training/retraining; good-paying, fulfilling jobs; family and community wealth; savings and limited debt



HUMANE HOUSING

Humane, consistent housing. Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation/nature



THRIVING NATURAL WORLD

Sustainable resources, contact with nature, freedom from hazards. Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from extreme heat, flooding, wind, radiation, earthquakes



RELIABLE TRANSPORTATION

Reliable, safe, and accessible transportation. Close to work, school, food, leisure; safe transport; active transport; efficient energy use; few environmental hazards



BELONGING AND CIVIC MUSCLE

Sense of belonging and power to shape a common world. Social support; civic associations; freedom from stigma, discrimination, oppression; support for civil rights, human rights; civic agency; collective efficacy; vibrant arts, culture, and spiritual life; equitable access to information; many opportunities for civic engagement (voting, volunteer, public work)



Dialogue Questions

The second module of this guide introduces WIN's approach to transforming community systems. *Let's take time to reflect on what these concepts mean to us.*

► **What does our community do well when it comes to making sure people have access to vital conditions?**

- Is there a story or example that illustrates your perspective?
- How do you see the ways vital conditions are connected?

► **What is a typical way that someone in your community may experience multiple crises at once?**

- How does your community care for people in crisis?

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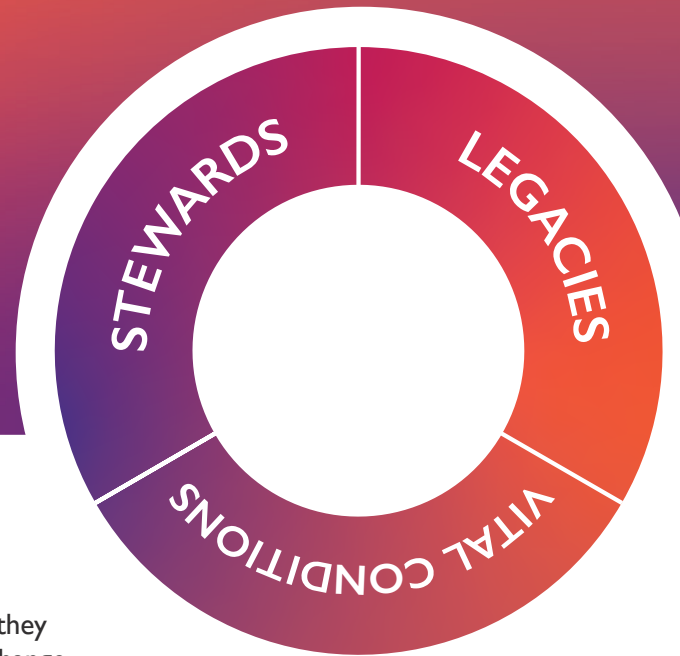
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Stewards

Stewards are the people and organizations who share responsibility for working together across differences to ensure all people and places have the opportunity to thrive. Stewards expand vital conditions to create legacies for living together, legacies that honor dignity and inclusion.

Equitable well-being is only possible through shared stewardship, our collective action in solidarity with those who are struggling and suffering.



Defining Stewards

Any person or organization can be a steward of well-being – as long as they are willing to share responsibility for working together with others to change the system we inhabit today and expand opportunities for all people to thrive tomorrow.

Stewards believe in the power of working across differences, always in solidarity with those who are struggling and suffering. We lean on the wisdom of cultures that have survived over generations. And, we unite around shared visions and values, ready to work as hard as we can for the people and places we love.

Changing systems for the better is difficult. As a network of stewards, WIN partners can gain the courage to move beyond business as usual, dispelling illusions of separateness and deepening experiences of interdependence.

Stewards in Action

Stewards exert influence from their positions at an organization or in the community. Stewards share values and actions but must respond to the unique attributes of their environments. Stewards, and collective action of shared stewardship, are as diverse as the communities they serve.

Proviso Partners for Health (Proviso, Illinois) demonstrates shared stewardship through the Community Leadership Academy. Stewards respond to challenges identified by residents and offer peer-led trainings to build capacity to make systems change. The training is an expression of solidarity: sharing power, knowledge, and resources to strengthen collective action.

“The academy is popular because it gives the community tools to be their own voice and remove barriers to policy, systems and environmental success. Organizations and individuals are tapping into unprecedented potential.”

►► [Read the full WIN Pacesetter Story on Community Commons](#)

Learn more...

[ReThink Health](#) is committed to advancing stewardship at the regional level, defining stewards as:

Stewards are leaders (people and organizations) who take responsibility for working with others to drive transformative change in regions. Stewards have (or are interested in developing) an equity orientation in regard to purpose, power, and wealth.

Check out ReThink Health's [stewards' pathway](#) and [stewards' resources](#).

Read more about [systems stewards](#) in Yes Magazine.



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The second module of this guide introduces WIN's approach to transforming community systems. *Let's take time to reflect on what these concepts mean to us.*

► Who comes to mind when you think of a community steward?

- How do you know a person is a steward? What actions do they take?

► How would you characterize stewardship?

- How is stewardship different from other forms of leadership?
- Where do you see examples of shared stewardship today?
- Where do you see examples of shared stewardship that we have inherited?

►► [Check out Communities WIN resources for facilitation tips and more](#)

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Module 3

Expanding Vital Conditions

Overview

Learn more...

[ReThink Health's Negotiating a Well-Being Portfolio Toolkit](#) describes how stewards can make community investments visible—and then work together to create portfolios that include resources for vital conditions and urgent services.

Legacies, vital conditions, and stewards define the WIN approach for advancing intergenerational well-being for all.

In order to ensure all people and places are thriving, we know that, as stewards, we need to work together to expand the vital conditions and create legacies rooted in dignity and inclusion. We also know that our community members are struggling and suffering now—and that we must care for people in crisis today.

Stewards in communities across the country must continually balance a combined portfolio of efforts to: (1) expand vital conditions and unlock trapped human potential; and (2) deliver urgent services to care for people in crisis. These objectives are connected and strongly affect each other.

If any vital condition is not fulfilled, demand for urgent services will grow. Anyone under adversity might need help temporarily to get back on track. The most common—and costly—urgent services are listed here:

- Acute care for illness or injury
- Addiction treatment
- Criminal justice
- Environmental cleanup
- Homeless services
- Unemployment
- Food assistance

Investments in urgent services may alleviate adversity in the short term. However, temporary efforts to help people in crisis cannot produce well-being. Investments in urgent services cannot counter a suffering spiral fueled by inadequate vital conditions and ongoing legacies of exclusion.

For all people to thrive, we must create legacies for living together that are rooted in dignity and inclusion—and balance the expansion of vital conditions with the immediate needs of our family, friends, and neighbors.

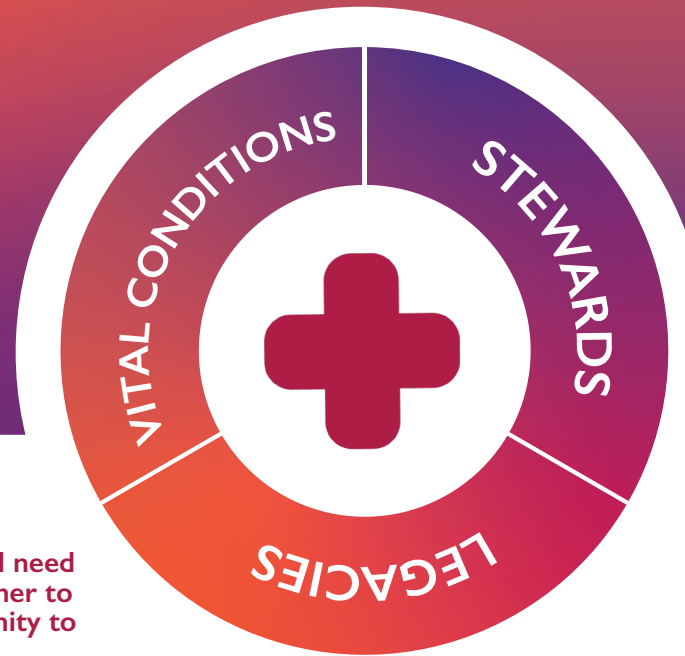
This module describes each vital condition and links to resources that help us understand the conditions we have inherited, identify strategies for expanding vital conditions, and introduce ways to track our progress.

The accompanying dialogue questions for this module focus on the current conditions in our own communities: What have we inherited? Who is thriving or not thriving because of these conditions?

As stewards, we start to apply the WIN theory of change in this module. We are working to understand our own legacies as we reflect the status of vital conditions in our communities.

Basic Needs for Health and Safety

Adequate air and water; nutritious food; routine physical activity; sufficient sleep; safe, satisfying sexuality and reproduction; freedom from crime, injury, violence, traumatic stress, and addiction; and routine care for physical and mental health



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Basic Needs for Health and Safety

Basic Needs for Health and Safety is about our most practical requirements for physical and mental survival. To reach our full potential, we all must have enough air, water, and nutritious food. We need a balance between physical activity and sleep. We need healthy relationships, with freedom to express our gender and sexuality. We need reproductive choice, including the opportunity to nurture healthy babies. We need to feel safe from violence, crime, and injury in our homes, schools, workplaces, and communities. And, we need to be free from addiction, trauma, and toxic stress.

Meeting these basic needs means we are healthier today by avoiding hunger, exhaustion, or injury. It also means we are more likely to thrive tomorrow by supporting our ability to withstand adversity and fight infection.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions shaping our health and safety are the result of legacies we have inherited. From the rise of mass incarceration to challenges in our healthcare system, the decisions of previous generations are part of our community today.

The major forces that continue to influence our health and safety—forces like our aging population and the opioid epidemic—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

▶▶ [Explore the Vital Conditions on Community Commons](#)

▶▶ [Explore Basic Needs for Health and Safety on Community Commons](#)



Dialogue Questions

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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
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The third module of the guide introduces vital conditions. *Let's take time to explore Basic Needs for Health and Safety.*

We have inherited legacies that shape our health and safety—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to health and safety? Is there a story or example that best illustrates your perspective or experience?

- Who experiences health and safety? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Basic Needs for Health and Safety in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

►► [Check out Communities WIN resources for facilitation tips and more](#)

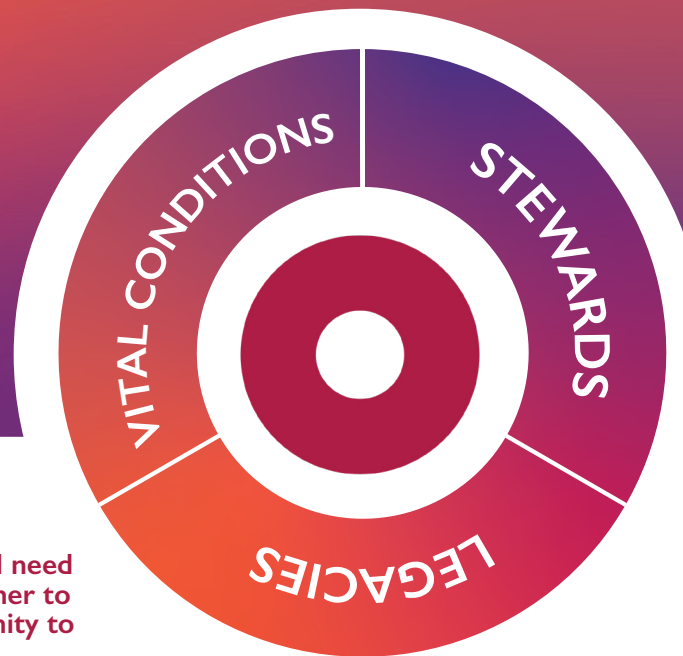
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Meaningful Work and Wealth

Job training/retraining; good-paying, fulfilling jobs; family and community wealth; savings and limited debt



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Meaningful Work and Wealth

Meaningful Work and Wealth is about personal, family, and community wealth that provides the means for healthy, secure lives. It is about good-paying, fulfilling jobs and careers, and financial security that extends across the lifespan.

People are happy when their work is productive and rewarding. Beyond the importance of earning a paycheck, meaningful work lifts up entire families and communities. Wealth shapes living standards not only for people today, but also for future generations. Being able to afford assets, like a home or a computer, allows people to participate more fully in work, school, and community life.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions shaping meaningful work and wealth are the result of legacies we have inherited. From workplace protections to stagnant wages, the decisions of previous generations are part of our community today.

The major forces that continue to influence our economic landscape—forces like the rise of the gig economy and globalization—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

►► [Explore the Vital Conditions on Community Commons](#)

►► [Explore Meaningful Work and Wealth on Community Commons](#)



Dialogue Questions

Dialogue strengthens our sense of belonging and connection by building relationships. When we listen, share, and discover, we are able to create meaning together—and are better positioned to act as stewards in our organizations, communities, and regions.

Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The third module of the guide introduces vital conditions. *Let's take time to explore Meaningful Work and Wealth.*

We have inherited legacies that shape meaningful work and wealth—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to meaningful work and wealth? Is there a story or example that best illustrates your perspective or experience?

- Who experiences meaningful work and wealth? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Meaningful Work and Wealth in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

►► [Check out Communities WIN resources for facilitation tips and more](#)

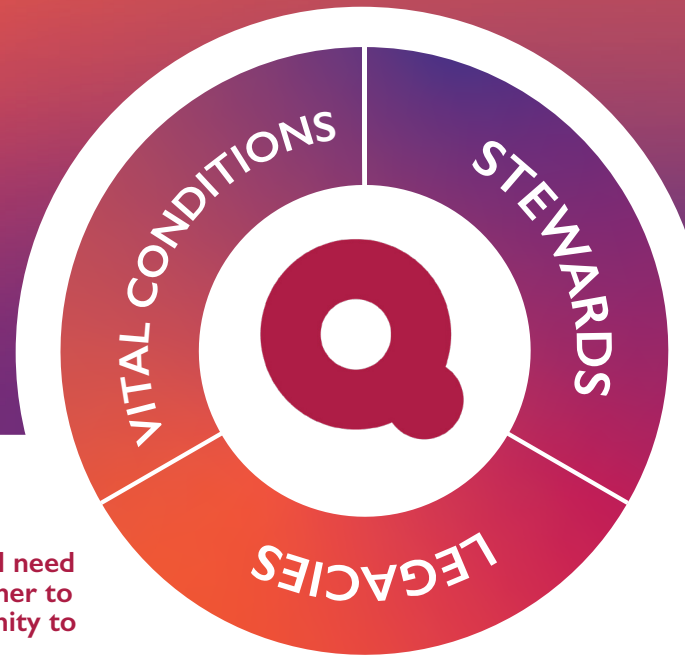
Capturing Stories

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Lifelong Learning

Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Lifelong Learning

Lifelong Learning is about providing a good education for all: an education that ensures young people are set up for success and can reach their full potential. Education starts at birth and continues into meaningful careers, with ongoing opportunities to learn and grow.

Supportive learning environments maximize student learning and positively shape social and behavioral development. Education is also an engine of social mobility. Higher levels of education are linked with more income, better health, and increased opportunities.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions shaping our access to lifelong learning are the result of legacies we have inherited. From the history of segregation in public schools to the growing recognition that early childhood education is vital to life success, the decisions of previous generations are part of our community today.

The major forces that continue to influence learning throughout the lifecourse—forces like the rising cost of higher education and the impact of technology—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

►► [Explore the Vital Conditions on Community Commons](#)

►► [Explore Lifelong Learning on Community Commons](#)



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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

Dialogue Questions

The third module of the guide introduces vital conditions. *Let's take time to explore Lifelong Learning.*

We have inherited legacies that shape lifelong learning—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to lifelong learning? Is there a story or example that best illustrates your perspective or experience?

- Who experiences lifelong learning? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Lifelong Learning in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

►► [Check out Communities WIN resources for facilitation tips and more](#)

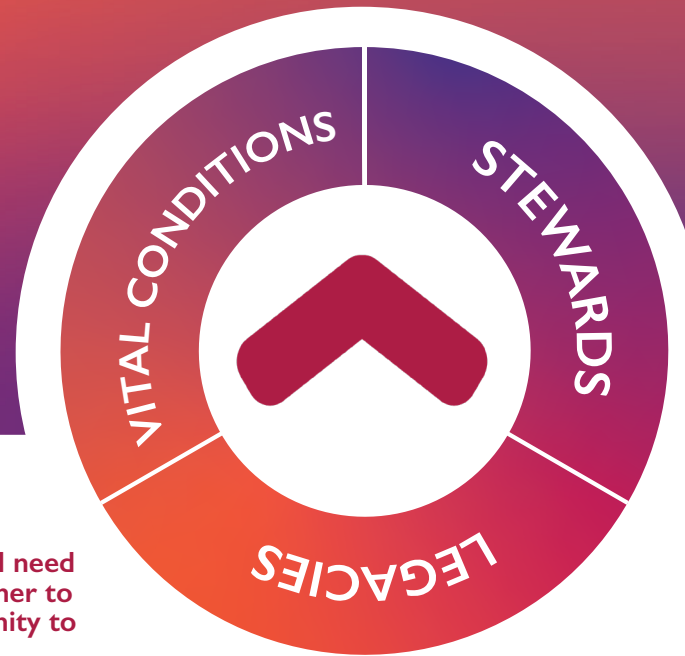
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Humane Housing

Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation/nature



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Humane Housing

Humane Housing is about stable, safe places to live. We are able to thrive when we feel secure, when our homes and neighborhoods are free from hazards, and when our communities provide us what we need.

Housing is the biggest expense in most family budgets, making housing affordability a significant factor in financial well-being. Homeownership has long been at the center of the American Dream, offering a way to build family wealth and stable, diverse communities.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions shaping humane housing are the result of legacies we have inherited. From the passage of the Fair Housing Act to the continued impact of redlining, the decisions of previous generations are part of our community today.

The major forces that continue to influence our housing landscape—forces like the housing affordability crisis and natural disasters that decimate entire neighborhoods—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

►► [Explore the Vital Conditions on Community Commons](#)

►► [Explore Humane Housing on Community Commons](#)



Dialogue Questions

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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The third module of the guide introduces vital conditions. *Let's take time to explore Humane Housing.*

We have inherited legacies that shape humane housing—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to humane housing? Is there a story or example that best illustrates your perspective or experience?

- Who experiences humane housing? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Humane Housing in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

►► [Check out Communities WIN resources for facilitation tips and more](#)

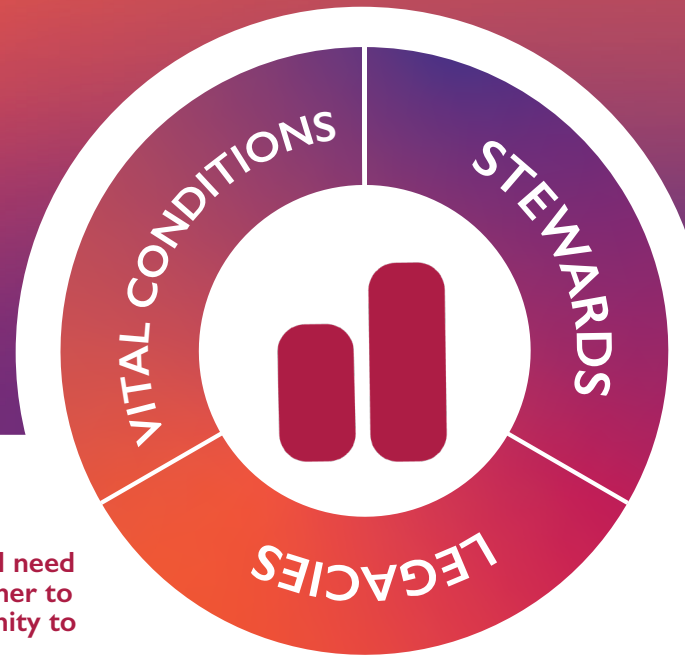
Capturing Stories

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Thriving Natural World

Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from extreme heat, flooding, wind, radiation, earthquakes



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Thriving Natural World

Thriving natural world is about having a clean, healthy environment for all. It's about an environment that is free from environmental hazards, is resilient to future changes, and fulfills our need to connect with nature.

Healthy environments provide clean air, clean water, clean land, and well-functioning ecosystems. Individuals need thriving natural places to feel healthy today—and communities rely on natural systems to support health now and in the future.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions in our natural world are the result of legacies we have inherited. From the rise of intensive development to increased environmental protection legislation, the decisions of previous generations are part of our community today.

The major forces that continue to shape our natural world—forces like environmental justice and climate change—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

►► [Explore the Vital Conditions on Community Commons](#)

►► [Explore Thriving Natural World on Community Commons](#)



Dialogue Questions

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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The third module of the guide introduces vital conditions. *Let's take time to explore Thriving Natural World.*

We have inherited legacies that shape our natural world—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to our natural world? Is there a story or example that best illustrates your perspective or experience?

- Who experiences a thriving natural world? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Thriving Natural World in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

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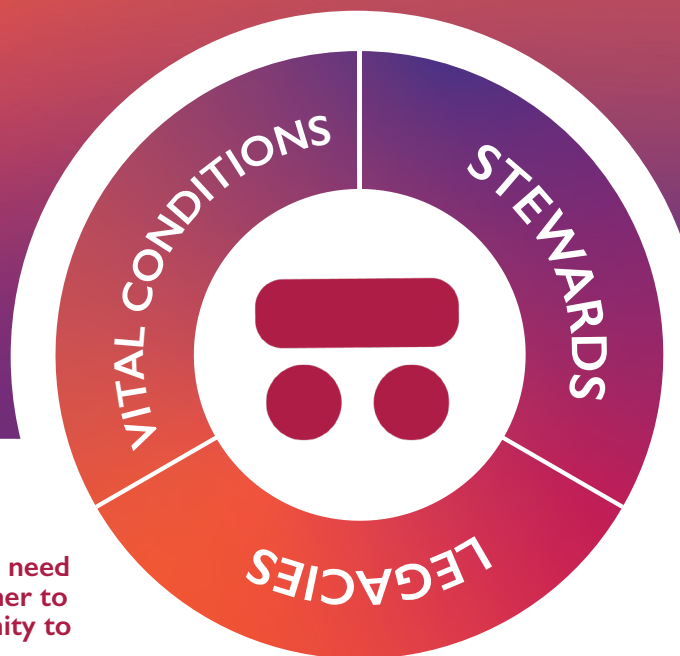
Capturing Stories

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Reliable Transportation

Close to work, school, food, leisure; safe transport; active transport. efficient energy use; few environmental hazards



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Reliable Transportation

Reliable Transportation is about designing compact, accessible communities, where it's easy and safe for people to walk, bike, roll, or use buses and trains. Everyone moves between home, work, school, stores—and more—in daily life. Reliable, sustainable transportation systems ensure people are able to get where they need to go.

Transportation options influence access to jobs, social mobility, and our health. Active transportation, walking, biking and transit use, helps us incorporate physical activity into our daily lives.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions related to transportation in our communities are the result of legacies we have inherited. From the dominance of the automobile industry to the popularity of suburban-style land use, the decisions of previous generations are part of our community today.

The major forces that continue to shape our transportation landscape—forces like our aging infrastructure and smart-city technologies—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

▶▶ [Explore the Vital Conditions on Community Commons](#)

▶▶ [Explore Reliable Transportation on Community Commons](#)



Dialogue Questions

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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

The third module of the guide introduces vital conditions. *Let's take time to explore Reliable Transportation.*

We have inherited legacies that shape reliable transportation—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to transportation? Is there a story or example that best illustrates your perspective or experience?

- Who experiences reliable transportation? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Reliable Transportation in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
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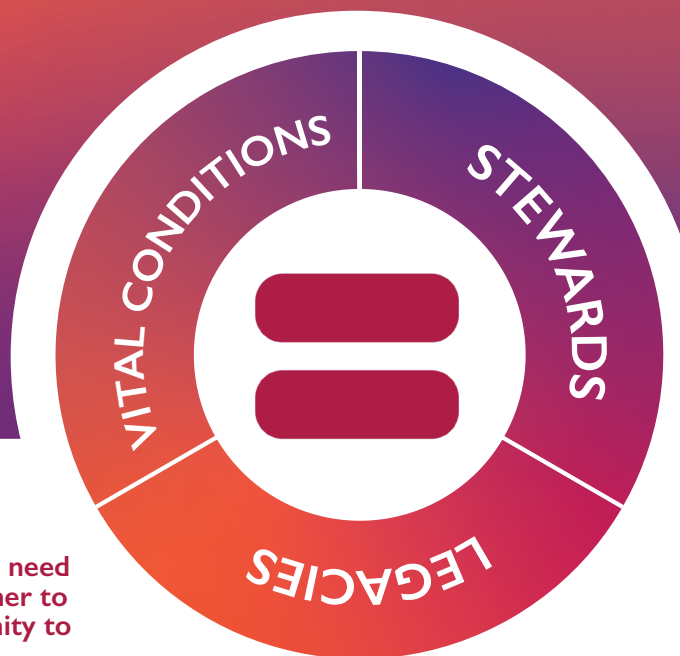
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Belonging and Civic Muscle

Social support; civic associations; freedom from stigma, discrimination, oppression; support for civil rights, human rights; civic agency; collective efficacy; vibrant arts, culture, and spiritual life; equitable access to information; many opportunities for civic engagement (voting, volunteer, public work)



Vital conditions are properties of places and institutions that we all need all the time to reach our full potential. When stewards work together to expand vital conditions, more people and places have the opportunity to thrive.

Defining Belonging and Civic Muscle

Belonging and Civic Muscle is about having the fulfilling relationships and social supports people need to thrive. It's about being part of a community, contributing to its vibrancy, and developing the power to co-create a common world. Social support from friends, family, and other networks helps us navigate challenges and reinforces healthy behaviors. People who feel connected tend to live healthier, happier lives.

At the community level, Belonging and Civic Muscle strengthens social ties, increasing trust and cooperation—making it easier to work together. This connection builds a virtuous cycle: when people feel valued and cared for within the community, they are more likely to contribute and participate in creating healthy, equitable places.

Stewards in Action

When stewards work together to expand vital conditions, they are creating legacies for living together rooted in dignity and inclusion. Legacies that we are proud to pass along to future generations require us to recognize and reconcile the past, understand the major forces of the present, and track the impact of our collective decisions.

We know that the current conditions shaping our sense of belonging are the result of legacies we have inherited. From the rise of concentrated poverty to the polarization of national discourse, the decisions of previous generations are part of our community today.

The major forces that continue to shape our social world—forces like disconnected young people and increased isolation—inform how stewards use data, resources and their civic muscle to take action and to track progress together.

Learn more...

Explore stories, resources, and data visualizations on Community Commons to get inspired and take action.

►► [Explore the Vital Conditions on Community Commons](#)

►► [Explore Belonging and Civic Muscle on Community Commons](#)



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Dialogue helps connect people in places across the county and shifts understanding about who we are, how we got here, and how we might create well-being and equity.

No matter the topic, dialogue partners need to enter the conversation with intention by:

- Listening for what's true for others
- Sharing what's true for you
- Discovering what we share in common

Dialogue Questions

The third module of the guide introduces vital conditions. *Let's take time to explore Belonging and Civic Muscle.*

We have inherited legacies that shape our sense of belonging and civic muscle—and experience major forces that continue to impact the current conditions of our community.

How would you characterize our community today as it relates to belonging? Is there a story or example that best illustrates your perspective or experience?

- Who experiences belonging and civic muscle? Who has access? Who doesn't?
- What's the legacy or story behind the people and places that are thriving?
- How big of an impact is this vital condition having on our community's well-being?

ACTIVITY Use the Institute for People, Place, and Possibility's [Assess application](#) to examine Belonging and Civic Muscle in your community and how this vital condition is connected to strengths and assets across your community system.

Take a moment to look at your community's data profile and continue the dialogue:

- What surprised you when you looked at the data?
- What else do we want to know? What's missing?
- How could we learn more together?

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Module 4

Acting as Stewards

Overview

Pacesetters are communities leading the way when it comes to advancing intergenerational well-being for all. Stewards work together in these communities to steer systems and shift mindsets, expanding vital conditions to create legacies for living together.

We have defined the WIN theory of change, thought through ways legacies shape current conditions in our communities--and named shared stewardship as a pathway for creating legacies of dignity and inclusion.

The final module of this guide showcases ways that WIN pacesetters are moving toward their vision of intergenerational well-being for all.

Defining Pacesetters

Pacesetters are communities leading the way when it comes to creating legacies for intergenerational well-being. Stewards are working together in these communities to steer systems and shift mindsets. By meeting shared needs today, stewards are transforming communities for generations to come.

- Pacesetters are places where stewards are coming together to unlock trapped potential by expanding vital conditions and to meet urgent needs by caring for people in crisis.
- Pacesetters are leading innovative, transformative work rooted in belonging and civic muscle.
- Pacesetters are always learning, willing to share what's worked and what hasn't.

The WIN Network identifies pacesetters, elevating and amplifying examples of what it looks like to implement strategies that advance intergenerational well-being.

Each community is unique. We all have assets, strengths, and opportunities that will shape our roadmap for change.

The three pacesetter stories offered in this module demonstrate how communities are coming together to advance intergenerational well-being for all, and how stewards are working together in these communities to steer systems and shift mindsets, expanding vital conditions to create legacies for living together.



Algoma, Wisconsin

Live Algoma is a nationally and internationally recognized coalition advancing intergenerational well-being in Algoma, Wisconsin. Launched by the Algoma School District, students and residents work together to make it easier for people and places to be vibrant and healthy.

“Live Algoma isn’t any one thing. It’s a mindset. It’s relationships and social connection,” Teal VanLanen, Director of Improvement and Community Engagement with the Algoma School District and Live Algoma member states.

“We know that when people feel isolated and disconnected, they aren’t living to their full potential. Our work isn’t about the things that we achieve. It’s about the way we work and how we approach challenges. No matter what we do, it’s from a place of strength, celebrating our assets and looking for ways to lead and learn together.”

And, the stewards of the Live Algoma mindset aren’t all typical organizational leaders, like a city mayor or a local

executive. Students are an integral part of the Live Algoma coalition, designing and implementing innovative strategies.

“Live Algoma has transformed in the last five years. Students weren’t initially at the table and now students lead 90% of our work. Students are sustaining the impact,” states Nick Cochart, Algoma School District Superintendent and Live Algoma member.

“When we think about well-being, we know it means a holistic approach to health. It means taking into consideration our mental health, emotional health, physical health, and financial health. It also means making sure people are well enough to take advantage of opportunities that come their way—to even see opportunities as opportunities. And, our students are going beyond that to create opportunities to increase their own well-being and the well-being of others.”

►► [Read the full WIN Pacesetter Story on Community Commons](#)

“Live Algoma isn’t any one thing. It’s a mindset. It’s relationships and social connection.”

**—Teal VanLanen,
Live Algoma**



Proviso, Illinois

Proviso Partners for Health (PP4H) is a cross-sector coalition transforming the township of Proviso, Illinois. More than 50 community members meet each month to co-design and implement policy, systems, and environmental change strategies through PP4H hubs. Since co-founders Dr. Lena Hatchett and Loretta Brown launched the coalition in 2015, PP4H has made impactful strides.

PP4H is a successful coalition by any measure. But, PP4H is more than a coalition. PP4H is a movement, a new way of investing in residents to create change for today and tomorrow, a community living its values and commitments together—on its own terms.

Living on their own terms means that PP4H community leaders, as stewards, move beyond politeness to talk honestly and authentically about what needs to change. Community members have the freedom to bring their whole selves to the table.

Residents don't shy away from sharing their experiences, naming racism and "whiteness." And, youth and adults work across generations to implement a shared vision for Proviso Township: A thriving, safe, healthy, and inclusive community built on love.

Love became part of PP4H's vision statement, as a foundational value and change strategy. "We need to see the potential in each other, to see our community as an extended family where our individual actions impact ourselves and everyone around us," Dr. Hatchett states.

"We need to work across boundaries—and those boundaries aren't just bringing together public health and food systems. Crossing boundaries also means working outside of ourselves. We need to recognize that we are all connected, and we all belong to each other and to this place."

►► [Read the full WIN Pacesetter Story on Community Commons](#)

"We need to work across boundaries—and those boundaries aren't just bringing together public health and food systems. Crossing boundaries also means working outside of ourselves. We need to recognize that we are all connected, and we all belong to each other and to this place."

**—Dr. Lena Hatchett,
Proviso Partners for Health**



Fox Cities, Wisconsin

Fox Cities, Wisconsin isn't a single city. It's a collection of towns and villages. It's Fox River and High Cliff State Park. It's the Fox Cities Performing Arts Center and the University of Wisconsin-Oshkosh, Fox Cities Campus.

The places of Fox Cities are diverse, bridging natural beauty and local industry, connecting a patchwork of communities to create home for nearly 400,000 regional residents.

In 2017, 32 of these residents launched Imagine Fox Cities to celebrate all that Fox Cities has to offer—and to imagine the future of Fox Cities not just for tomorrow, but for generations to come.

"It's important to think about the impact of our decisions, to understand the consequences of a 50-year decision. We reflected on how decisions were made in the past and realized it was a small group of

local leaders. We needed to create a platform to help us make decisions about the future that kept that generational perspective in mind—and to help us include the community in these decisions," Walt Rugland, Imagine Fox Cities Co-Founder states.

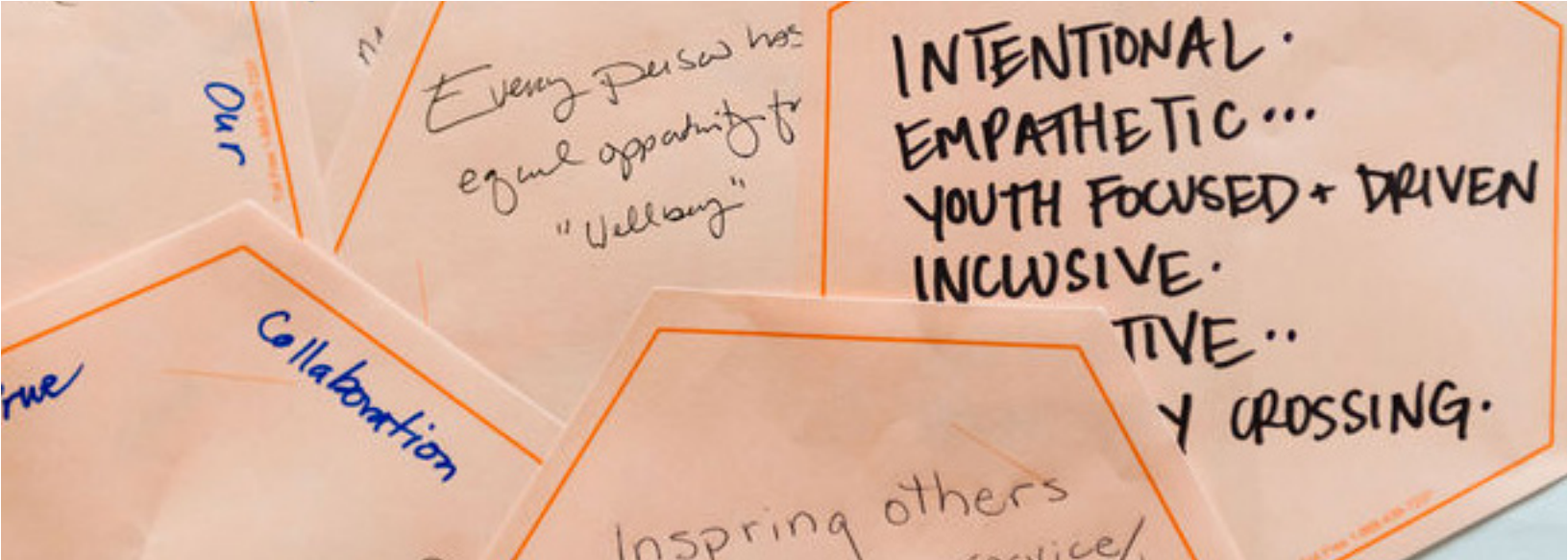
The Imagine Fox Cities team recognized that just as Fox Cities is a connected collection of unique places, the people of Fox Cities have both common goals and diverse perspectives. From Appleton and Kaukauna to Greenville and Little Chute, all residents need to have a say in their shared future, need an opportunity to tell their stories, and need the chance to create healthy, vibrant places for their children and grandchildren.

The Imagine Fox Cities team launched a six-month discovery process to do just that: listen and learn together.

►► [Read the full WIN Pacesetter Story on Community Commons](#)

"We needed to create a platform to help us make decisions about the future that kept that generational perspective in mind—and to help us include the community in these decisions."

**—Walt Rugland,
Imagine Fox Cities**



Characteristics of Pacesetter Communities

While there is no single way to advance intergenerational well-being for all, there are leading practices that are helpful for all communities to consider.

► Center Belonging and Civic Muscle

Throughout this guide, we have used dialogue to build relationships and increase our sense of belonging. Belonging—connections around mutual interests and shared values—are essential for transforming our community system. We need to foster trust in each other. We need to name the strengths and assets of our colleagues, friends, and neighbors. We need to leverage our collective power not for a single initiative but to build a movement.

We know that Belonging and Civic Muscle are foundational for expanding the vital conditions we all need all the time to live to our full potential. Stewards in pacesetter communities, weave people, goals, ideas, and intentions together by strengthening relationships and increasing a sense of belonging.

► Blend Change Strategies

When stewards in pacesetter communities expand vital conditions and care for people in crisis, they are balancing a range of change strategies. Meeting the immediate needs of community members may involve opening after school programs or launching permanent supportive housing interventions. Expanding the vital conditions to unlock trapped potential may mean policy changes or legislative actions.

Creating legacies for living together requires shifting mindset and transforming systems—and no single approach will be enough to achieve intergenerational well-being for all.

► Combine Numbers and Stories

We know we need to track our impact and measure our progress. We also know that data comes in many forms. In addition to capturing the number of people engaged in an initiative or the return on investment for a particular program, we need to hear from the people most impacted by our collective decisions, from people who are struggling and suffering. Stories give us powerful data—and tell us what's working and what's not working.

Stewards in pacesetter communities listen, learn, and discover together, making time and space for all voices to be heard.

►► Read more [Pacesetter stories on Community Commons](#)