



Summary Progress Report Active Living by Design Grant Program

November 1, 2003 – October 31, 2008

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Executive Summary

In 2003, 25 community partnerships (CPs) from across the country were selected to receive funding for the Robert Wood Johnson Foundation's (RWJF) Active Living by Design (ALbD) initiative. Having been chosen from a pool of nearly 1,000 applicants, ALbD grantees demonstrated palpable excitement to create change and put routine physical activity within reach of more citizens. The ALbD national program office administered the program while providing technical assistance to grantees. Five years later, RWJF's initial investment has shown impressive and measurable results, which are summarized in this report.

Results from the funded communities are presented in the context of the "5P" Community Action Model, which served as the ALbD framework. The 5Ps are preparation, promotion, programs, policy, and physical projects. When integrated, they represent a multi-layered community initiative for increasing physical activity. ALbD strived to change behavior and ultimately improve health by raising awareness, providing supportive programs, influencing policies and creating tangible physical changes in the grantee communities. Each of these efforts was coordinated and executed by a multidisciplinary partnership.

Overall, the ALbD CPs' accomplishments during the five-year grant period were substantial. They were successful fund raisers and proved adept at influencing decision makers to enhance built environments to support active living, yet they were challenged to find stable and dedicated funding for partnership staffing, coordination and program development. A summary of key results includes:

- **Preparation** - The CPs successfully leveraged significant funding and other support for their communities as a result of their ALbD grants and partnerships' efforts. Resources were generated from in-kind and direct contributions, grant awards, and funding from government officials' policy decisions. The CPs leveraged a remarkable \$256 million – more than a 16-fold increase above and beyond RWJF's \$15.5 million investment in the national program.

The assessment of individuals, groups, social environments, policies, and physical environments was a key preparation strategy. A majority of CPs conducted built environment audits to determine suitability for safe physical activities, such as walking and bicycling. Also common were community surveys, public forums, and focus groups to gather perceptions of community supports for active living. Less often, CPs used internal partnership surveys, policy analyses, and direct observations of physical activity.

- **Promotions** - Mass media coverage was the primary result of the CPs' promotion tactics, totaling 2,656 media hits. Newspaper coverage was generated by nearly all CPs for a range of active living issues. A majority of grantees also received television and radio air time through evening news features and public service announcements. Several CPs used audience-centered assessment techniques to develop active living messages and social marketing campaigns. Some CPs also collaborated intentionally with media outlets as partners. Over time, many CPs became authorities and information resources on active living topics for local and national media organizations.
- **Programs** - CPs also created 115 newly-organized or expanded programs to engage people in physical activity. The most common programs were implemented in neighborhoods, including

walking clubs, and those encouraging children to walk or bicycle to school, such as walking school buses. New and expanded programs in worksites included walking clubs and pedometer incentive programs. Other changes included before/after school physical activity programs and safety training for pedestrians and bicyclists.

- **Policy** - A significant number and variety of policies (115) were developed or enhanced because of the CPs' advocacy work. A common policy change was a council vote approving funding for capital improvements supporting active living. Some CPs successfully advocated for municipal ordinances and departmental policies, such as new design standards for local streets, which will impact active living for years to come. CPs also led and contributed to the completion and approval of 45 influential community planning products, which are public planning documents that result from community input. These community planning products are typically adopted by elected officials and ultimately shape future transportation and community design decisions. Examples included countywide comprehensive land use plans with enhanced pedestrian and bicycle language, neighborhood scale plans, and roadway corridor plans.
- **Physical Projects** - CPs reported 188 improvements to their local built environments as physical projects. The most common physical projects were street improvements for safer pedestrian and bicycle travel, including new crosswalks, bicycle facilities, and sidewalks. Other physical projects included trail maintenance and construction, improved signage, park improvements, community gardens, and new walkable residential developments.

The data for this report reflect results from all 25 CPs, as collected by ALbD's web-based Progress Reporting System (PRS), a database of program "diary" entries made by local project staff and partners. ALbD national program staff helped ensure timely and consistent reporting. In terms of limitations, CPs were likely to under-report their actions and results in the system due to other implementation, partnership, and administrative priorities.

The ALbD community partnerships' development, operations, and maintenance, while not explicitly documented in the PRS, were cornerstones for 25 successful "5P" initiatives. The collaborative model forced individuals and organizations with varied interests to join forces and transcend traditional silos. The partnerships prompted by the ALbD grant continue to expand as local grant staff and community partners continue their work with stronger advocacy skills and greater sophistication. Additionally, CPs actively collaborated as peer communities by exchanging tactical advice, tools, sample policies, and other ideas.

The ALbD CPs' accomplishments and challenges contribute to knowledge and best practices in the active living field as the work evolves. Their stories and lessons learned will continue to inspire the active living movement.

Introduction

This report highlights the accomplishments of the Active Living by Design (ALbD) community partnerships during the five-year grant period. The information provided in this report was collected and tracked and reported utilizing the Progress Reporting System, a system developed by ALbD to document the progress made by the CPs during the grant program.

Active Living by Design Community Partnerships

Active Living by Design, a national program office (NPO) of the Robert Wood Johnson Foundation (RWJF), supported communities to increase routine physical activity through community design. In November 2003, RWJF awarded five-year grants of \$200,000 each to 25 community partnerships (CPs) to enhance community supports for active living. **(Figure 1)** Each CP also received technical assistance from the ALbD national program and opportunities for shared learning with the other funded communities. In 2005, each grantee was awarded a supplementary Special Opportunities grant to support their on-going ALbD interventions; these one-time grants ranged from \$15,000 to \$55,000 and averaged \$37,000 per site.

Figure 1



Collective action was common to all local ALbD initiatives. Each lead agency was responsible for developing and maintaining a multidisciplinary partnership to plan and implement their active living intervention. ALbD community partnerships typically included advocates, citizen volunteers, government officials, and professionals from public health, public education, urban planning, parks and recreation, and other disciplines. The partnership model was important to increase the potential impact beyond a single funded agency. Furthermore, it was essential for implementing complex initiatives with communications, programs, policy and environmental change strategies. Active living partnerships enabled collaborators with varied interests – such as health promotion, air quality, congestion mitigation, active transportation, smart growth, and recreation – to converge around a comprehensive initiative and ultimately improve quality of life.

Progress Reporting System

One of the ways ALbD monitored progress of the five-year grant program was through an electronic “diary” documentation system. ALbD created the Progress Reporting System (PRS) to document community partnership activities and accomplishments. The system is password-protected and allowed grantees to generate personalized summary tables/charts with the information reported into the

system.¹ The PRS also enabled ALbD staff to follow the progress of individual community partnerships and compile data for the entire portfolio of initiatives. After an initial training on the system, CPs entered relevant activities and accomplishments into the PRS as often as desired, but at least annually. ALbD project officers checked and approved each entry.

The following questions guided the progress evaluation of the ALbD community partnerships:

- What assessment activities did community partnerships use to plan interventions and advocate for policy and environmental changes?
- To what degree did community partnerships generate additional funding and other support for active living?
- To what degree did community partnerships earn media coverage and other promotional support for active living issues and events?
- To what degree did community partnerships implement and/or increase programmatic opportunities for active living?
- To what degree did community partnerships enhance policy and planning supports for active living?
- To what degree did community partnerships help create built environment changes that facilitate active living?

Logic of the PRS

The PRS was designed to reflect the ALbD Community Action Model's "5P" Strategies,² which each community partnership was expected to implement. **Figure 2** graphically depicts the logic of the PRS. In the PRS, CPs documented the *actions* to enhance active living in their project areas and the *results* of those actions when they occurred. In this regard, the PRS was a "real-time" evaluation tool. Actions included CPs efforts and activities to create positive change within their project areas. Examples were assessments, grant proposal submissions, presentations to policy boards, press releases, charrettes, and meetings with community members.

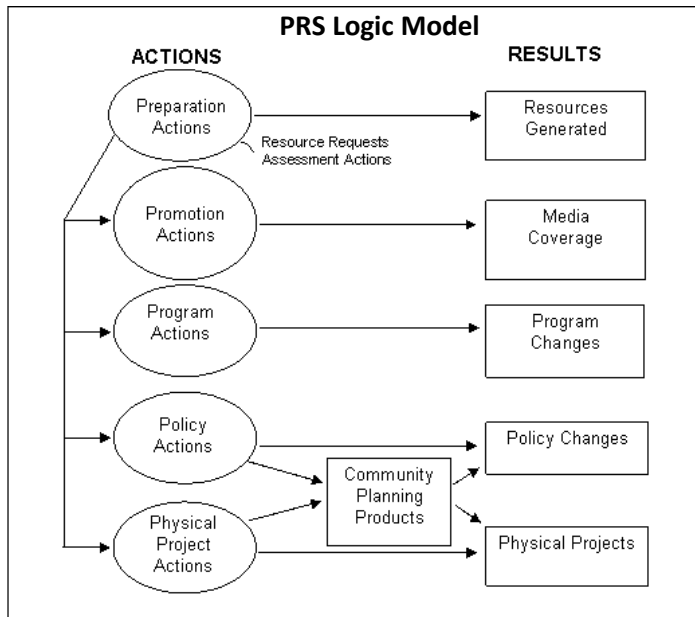
Preparation actions were defined as efforts to lay the groundwork for a sustainable initiative, and included *assessment actions* (e.g., surveys) and *resources generated* (e.g., grant awards). It is worth noting that partnership development was also a tactic considered to be an ALbD preparation strategy. However, partnership development and maintenance activities were not explicitly captured in the PRS or in this report.

Promotion actions (e.g., press releases) included efforts to increase awareness of existing opportunities in the project area, publicize the benefits of physical activity, or highlight the importance of policy and environmental supports for physical activity. Promotion actions often resulted in *media coverage* (e.g., newspaper articles).

¹ ALbD's Progress Reporting System extranet and website was supported with funding from the Robert Wood Johnson Foundation and was created by the ALbD national program office in collaboration with Blast Internet Services, Inc., in Pittsboro, NC.

² ALbD 5P strategies include preparation, promotion, programs, policy, and physical projects.
<http://www.activelivingbydesign.org/our-approach/community-action-model>

Figure 2



Program actions were attempts to increase active living programming, while the eventual creation and expansion of programs were classified as *program changes* (e.g., new walking school bus programs).

Policy actions were attempts to advocate to decision makers, which often led to *policy changes* (e.g., new ordinances adopted) or in some cases resulted in *community planning products* (e.g., pedestrian master plans). Finally, direct attempts to enhance the built environment were called *physical project actions* and, when successful, eventually led to *physical projects* (e.g., new trails).

Note: The PRS was not a means for documenting the impact of ALbD activities on individual behavior change.

Five-Year Results

While the PRS was designed to capture actions and results of CPs, this report primarily features the CPs' *results* from their five years of funding, from November 1, 2003 to October 31, 2008. The narrative below includes summary data and examples of assessment activities, resources generated, media coverage, program changes, policy changes, community planning products, and physical projects. The community examples that follow were selected to illustrate the variety of accomplishments resulting from the ALbD partnerships rather than the greatest successes of each funded community. The companion appendix document provides a complete listing of all results and resources generated for each funded community.

Preparation

Evaluation Question: What assessment activities did community partnerships use to plan interventions and advocate for policy and environmental changes?

Assessment

Throughout the five-year grant period, community partnerships conducted **assessment actions** to determine individuals' awareness, perceptions, and physical activity behaviors. They also observed and appraised their local environments, policies, and other community active living supports. The primary purposes for these efforts were to prepare CPs for the most appropriate interventions and to adjust their actions as community conditions changed over time. Assessment methods included surveys, focus groups, stakeholder interviews, policy analyses, and observations of the built and natural environment.

Observational audits of streets or other physical environments were the most commonly reported type of assessment. The majority of these actions were walkability audits, in which professionals, advocates, citizens, and occasionally elected officials evaluated the community environment or specific neighborhoods for the presence of pedestrian safety features. These safety features generally included sidewalks, crosswalks, traffic speed/volume, and amenities such as benches and street lighting. In some cases, parents and students participated in street assessments of nearby school environments. These audits yielded information for planning future efforts. In addition, audit results were sometimes used to advocate directly for specific capital improvement priorities of local governments. **(Table 1)** The table below summarizes entries made by CPs, who in most case these documented individual assessment activities, such as a focus group or walking audit. Planning meetings, training, and other preparatory activities for assessment methods were not reported in the PRS as assessment actions.

Table 1: Assessment Actions Summary - November 1, 2003 – October 31, 2008

Assessment Types	Assessment Actions	# of CPs
Observational audit	72	20
Survey	55	20
Community forum/meeting	36	12
Focus group	35	12
Other	12	7
Stakeholder interviews/analysis	9	9
Direct behavior observation	7	5
Partnership assessment	7	5
Policy analysis	5	5
Total	238	

Surveys of individuals were also a common assessment method. In most cases, citizens, students, and parents were surveyed about their physical activity patterns and barriers to active living. Several CPs administered large scale community surveys with the assistance of academic partners, while others utilized community events and intercept interviews to better understand personal motivators for physical activity and perceptions of the environment. Some surveys were specifically focused on physical activity programs in a particular organization or setting, such as a school. Other surveys collected feedback from citizens on potential active living messages. Like surveys, CPs conducted focus groups to identify community members’ barriers and opportunities for active living. Frequently, the information ultimately led to improved programs, policies, and environments for physical activity.

Other and less frequent assessment techniques included community forums, stakeholder interviews, internal partnership assessments, policy analyses, and direct observations of physical activity behaviors.

All CPs conducted some type of assessment activity, but the type, extent, and purpose of their assessment efforts varied across the 25 sites. For example, some conducted extensive walking audits for the purpose of broad planning, community engagement, and citizen education but may have been less focused on identifying specific capital improvement requests based on assessment findings. In other instances, CPs used audit results in neighborhoods to prioritize specific requests for street improvements to public works, transportation, and elected officials. The ALbD national program office encouraged - but did not explicitly require - all CPs to conduct additional assessment beyond data they had gathered during the proposal process. Furthermore, grant funding was not specifically dedicated to

assessment, and CPs' investment in data collection varied. CPs recognized that comprehensive data collection and analysis can be costly and time consuming.

Resources Generated

Evaluation Question: To what degree did community partnerships generate additional funding and other support for active living?

CPs generated a variety of new resources for active living, including in-kind contributions, direct contributions, grant awards, and policy-project dollars. All 25 CPs leveraged outside support during the five-year grant period, totaling 437 reported resources generated. Local ALbD staff and partners reported playing a lead, contributing, or indirect role in securing a total of \$256 million for active living programs and environmental supports. **(Table 2)** The median amount across all resource types was \$10,000.

Table 2: Resource Generated Summary - November 1, 2003 – October 31, 2008

Resource Type	# of CPs	Resources Generated	CP Median Amount*	Dollar Amount
In-Kind	17	80	\$2,400	\$429,546
Grant Awards	25	222	\$17,500	\$64,119,944
Direct Contributions	22	97	\$5,000	\$31,971,001
Policy-Project Dollars	18	38	\$200,000	\$159,768,111
Total	25	437	\$10,000	\$256,288,602

* Represents median from among CPs that reported greater than zero for this resource type. Median amounts are provided in this table because of the very high dollar amount associated with a small number of resource generated entries. Using dollar averages would otherwise skew the typical resource amounts generated by CPs.

In-kind contributions included project supports by partner organizations and individuals in the form of office space, staff time, pro bono services, materials, ad space, or other contributions that complemented ALbD grant funds. While virtually all CPs generated in-kind contributions, particularly from their active partner organizations, just 17 of the 25 actually quantified and reported these as PRS entries. Documented in-kind contributions totaled \$429,546 during the grant period, with a median in-kind amount of \$2,400.

CPs were likely to under-report the actual in-kind contributions by partners and other organizations in the ALbD initiative. PRS users were not asked to track or tally hours of donated partner time spent in meetings or on partnership activities and events, nor did they calculate portions of staff positions donated to the partnership coordination. For example, many project directors devoted significant time or more to the grant, absorbing this cost within their organization or out of their own personal time. Likewise, community partners donated significant time and administrative resources from their own organizations in service of the larger goals of the partnership. In other instances, PRS users were unable to easily estimate the dollar amount of donated items.

A few examples of in-kind resource contributions included:

- In **Cleveland**, design, surveying, and engineering services were provided by Cleveland Metroparks to develop public green space and for a trail project in collaboration with the ALbD partnership. (\$20,000)

- In **Honolulu**, a local bike shop donated bicycle parts and equipment for a bicycle recycling program implemented by the ALbD partnership. (\$10,000)
- In **Omaha**, Blue Cross and Blue Shield of Nebraska committed to co-branding and donated ad space on billboards and a website containing physical activity messages in collaboration with Activate Omaha. (\$20,000)

Grant awards were the most commonly reported type of resources generated and were documented by all 25 CPs. These awards were typically the result of proposals dedicated to the lead agency or partnership for its activities, or as parts of larger proposals involving many agencies. Grant funding organizations included governments, foundations, and private businesses operating at national, state, and local levels. Awards totaled \$64,119,944 during the ALbD project, with a median amount of \$17,500.

The following examples of grant awards include:

- In **Buffalo**, Western New York Wellness Works awarded funding to the Buffalo Niagara Medical Campus for the Healthy Worksite Program. (\$50,000)
- In **Seattle**, the Washington Department of Transportation funded safe routes to school programs at two schools, implemented by the **Seattle** ALbD partnership. (\$125,000)
- In **Charleston**, the U.S. Environmental Protection Agency awarded the Lowcountry Partnership with grant funding for the Age-Friendly Community Project to demonstrate how smart growth principles can be incorporated into older adult communities. (\$25,000)
- In **Santa Ana**, the U.S. Department of Education awarded a grant for implementing the Coordinated Approach to Children’s Health (CATCH) physical education curriculum and new equipment in Santa Ana schools. The Active Living In Santa Ana partners wrote and submitted the proposal. (\$1,600,000)

Direct contributions were financial commitments to the partnership or for active living supports within the ALbD project area. Direct contributions included matching funds for related grants, organizational commitments to fund physical activity programming, and capital investments to improve physical infrastructure, such as parks, greenways, or sidewalks. Direct contributions totaled \$31,971,001 during the grant period, with a median amount of \$5,000.

The following examples of direct contributions included:

- In **South Bronx**, the New York City Parks Department committed capital improvement funding for the Concrete Plant Park resulting from efforts of the ALbD partnership. (\$2,506,470)
- The **Wilkes-Barre** partnership received funding for “Take a Walk” bus boards from STEPS to a Healthier PA-Luzerne County. (\$1,800)
- In **Chicago**, the Logan Square Neighborhood Association Education Team donated match funding for an AmeriCorps volunteer position to coordinate the walking school bus program for the ALbD partnership. (\$6,000)

Policy-Project Dollars were resources resulting from a specific council vote or decision of a political body or board with control over financial resources. These are distinguished from direct contributions in that an elected or other official body must approve of the specific enhancement for active living. Direct voter approvals in ballot or bond initiatives were also considered policy-project dollars. Policy-project dollars were also listed concurrently as policy changes or physical projects (discussed in the Policy Change and Physical Projects section below); they are presented in this section because they also represent new

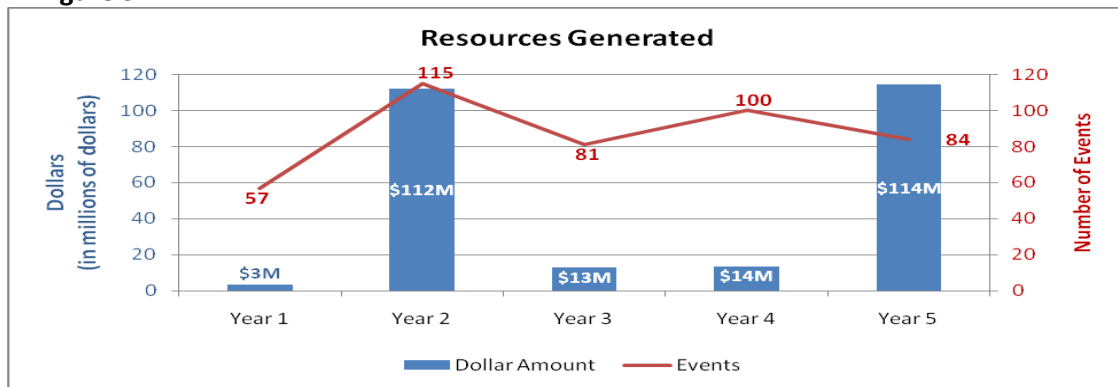
active living resources. Policy-project dollars totaled \$159,768,111 during the grant period, with a median amount of \$200,000.

The following examples of policy-project dollars include:

- In **Winnebago**, the tribal council approved a request for trail construction and agreed to fund portion of the trail using Bureau of Indian Affairs funding. (\$30,000)
- In **Albuquerque**, voters approved a \$3.2 million bond measure for “Great Streets” to fund pedestrian and bicycle physical improvements. (\$3,200,000)
- In **Upper Valley**, residents at a Norwich, VT council meeting approved annual financial support for the Trails for Life initiative for the Upper Valley Trails Alliance. (\$2,500 annually)

Perhaps the ALbD initiative’s most notable accomplishment was the CPs’ success in generating additional supports for active living from partner organizations, grant programs, and through the actions of elected officials. Grant awards were clearly the most common type of additional resources, primarily from state or federal agencies. Direct contributions and policy-project dollars were also quite significant, representing the largest single contributions, e.g. \$93 million for infrastructure in Sacramento. In their proposals for outside funding, CPs often utilized existing networks and newly developed collaborations resulting from the ALbD grant. Local staff and partners reported that their association with RWJF, the ALbD national office, and the nationwide network of grantees often helped CPs secure external support.

Figure 3



For each year, CPs were clearly successful leveraging non-RWJF support for active living. In fact, RWJF’s \$3 million average annual investment was multiplied many times over during the grant. As expected, CPs generated fewer resources during Year 1, as partnerships were establishing their presence locally. **(Figure 3)**

In terms of overall dollars leveraged, CPs clearly had the greatest success during Years 2 and 5 in leveraging funds for active living supports in their project areas (\$112 million and \$114 million, respectively); the number of resource generated events (115) was also highest in Year 2. The significant difference between these and other years can be attributed to a handful of large grants and other investments during Years 2 and 5. The following examples resulted from significant advocacy and involvement of the ALbD community partnerships:

- In July 2005 (Year 2), **Columbia**, MO was awarded \$25 million as part of the Non-Motorized Transportation Pilot Program in the SAFETEA-LU federal transportation reauthorization.
- In March 2005 (Year 2), NYC Mayor Bloomberg announced the city’s allocation of \$10 million for the **South Bronx** Greenway as part of the Hunts Point Vision Plan.

- In September 2008 (Year 5), the **Sacramento** County Board of Supervisors passed a measure to use \$93 million in development fees to improve sidewalks, transit oriented development, and bike lanes.

Without the limited number of “high dollar” awards and investments, years two and five would most likely have resembled the resources generated totals from Years 1, 3 and 4, which ranged between \$3 million and \$14 million.

Promotion

Evaluation Question: To what degree did community partnerships earn media coverage and other promotional support for active living issues and events?

Promotion referred to the CPs’ actions to raise awareness for routine physical activity and the importance of safe and activity-friendly community environments and policies.

CPs tracked results of their promotion actions in the form of **media coverage** and media hits. Articles, stories, and other features were documented in the PRS if they mentioned the partnership directly, originated from the partnership, or otherwise addressed active living issues that were closely aligned with the partnerships’ goals. Media coverage highlights in this document are limited to mass media, such as newspaper, television, and radio. For every occurrence of print coverage or air time, CPs reported one “media hit” to estimate the quantity of these over time. Maps, resource guides, newsletters, and other forms of media were also tracked but not included in this report. CPs also quantified billboard space by tallying the numbers of days each ad was displayed. There were 2,656 documented mass media hits during the grant period, with newspaper coverage being the most commonly reported type of mass media. **(Table 3)** Radio media hits were particularly high relative to the instances of radio media coverage because the same announcements or stories were often aired throughout the day and/or during a period of weeks.

Table 3: Mass Media Coverage Summary - November 1, 2003 – October 31, 2008

Media Type	# of CPs	Instances of Mass Media Coverage	Mass Media Hits	CP Median Media Hits*
Newspaper	25	403	891	17
Radio	21	62	1352	71
Television	25	147	413	21
Total	25	612	2656	93

*Median amounts are provided in this table because of the high number of media hits associated with a certain media coverage entries. Using averages would otherwise skew the typical number of media hits generated by CPs

Examples of media coverage included:

- In **Isanti County**, the ALbD project director was interviewed on KBEK radio on six different occasions to discuss active living, the value of physical activity, and to promote community events, such as “Walk the Town,” the “Rum River Bicycle Classic,” and the “Rum River Ramble.” For each of these public events, radio interviews complemented newspaper articles publicizing the events.
- In **Albuquerque**, the ALbD lead agency, 1,000 Friends of New Mexico, had a commentary published in the Albuquerque Tribune. The commentary supported a public education effort

promoting better streets for pedestrians and bicyclists. Ultimately, Albuquerque citizens approved a “Great Streets” bond, which will create safer places for walking and bicycling.

- In **Columbia**, the ALbD partnership received extensive and continual media coverage for its ongoing “Bike, Walk, and Wheel” campaign to promote active transportation options, including the Columbia Tribune and the Missourian newspapers; features are aired on KOMU, KRCG, and KMIZ television stations; and coverage is received on KFRU and other area radio stations.
- In **Honolulu**, the Honolulu Weekly newspaper named the KVICE bicycle repair program "The Best Place to Learn How to Fix Your Bike Yourself" and published a short article on the program, resulting in increased donations.
- In **Wilkes-Barre**, the Times-Leader published a newspaper article featuring the Keystone Active Zone program entitled, “Calling all couch potatoes: explore the outdoors. “
- In **Jackson**, the ALbD partnership, Walkable Communities Task Force, and Smart Commute Day were featured in Newsweek’s October 3, 2005 issue on "Heart Healthy Communities."
- In **Upper Valley**, the Connecticut Valley Spectator published an article on the feasibility study of the railroad bridge as possible future rail-with-trail.
- In **Denver**, the Front Porch newspaper and Greater Park Hill News covered the Passport to Active Living incentive program, featuring the passport itself and the calendar of events in its entirety. The Greater Park Hill News also ran the passport in color once a month during the summer.

All 25 CPs obtained and documented media coverage. Many partnerships began their relationships with local media organizations when they announced their initial grant awards from RWJF. Receiving such a highly competitive national grant was newsworthy, and several CPs were able to build a regular media presence for active living issues and initiatives over time. Some CPs were more active in reaching out to newspaper, TV, and radio organizations to address planning, policy issues, physical activity, active transportation, trail use, and other topics. Public events, such as walk-to-school days, were a common method for attracting media attention. CPs also promoted active living issues, initiatives, and events through other forms of media, including email, websites, newsletters, maps, and billboards. Organizational communication channels, such as listservs and school newsletters, enabled CPs to work through existing networks of advocates, residents, parents, and professionals.

CPs relied on traditional media coverage for their partnership and events, but many turned to social marketing to connect with their target audience and promote behavior change.³ ALbD CPs used a combination of data-gathering methods, such as focus groups and surveys utilizing staff, partners, and professional marketing firms. At least one-third of the CPs utilized these audience-centered techniques to develop behavioral messages and advocacy promoting active living and healthy environments.

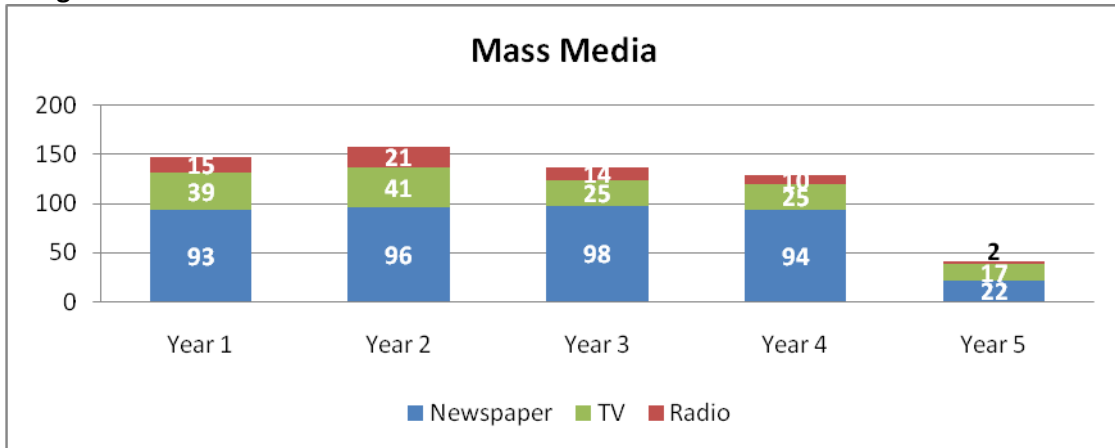
With the exception of Year 5, significant mass media coverage was documented early in the grant period and was sustained throughout the initiative. **(Figure 4)**

“The term ‘active living’ is now commonly used in the five neighborhoods in our project area. Now, every newsletter/newspaper in the area regularly includes at least one and often several articles about active living and healthy lifestyles.”

- Denver ALbD

³ Social marketing approaches borrow strategies from product marketers, researching the values and motivators of an audience to determine the most appropriate and persuasive messages, images, and methods for reaching a targeted population.

Figure 4



Many CPs established a media presence soon after receiving funding by RWJF, which was coordinated and encouraged by the national program office. Local leaders and project staff capitalized on the ALbD grant award early as an opportunity to create an identity for the new partnerships as community resources for active living. For most CPs, this was important groundwork to establish relationships with media organizations and promote their developing programs and advocacy efforts. Media coverage peaked in Year 2 and remained relatively stable through Year 4. However, media coverage clearly declined in final grant year, which may be attributable to CPs' increased attention to sustainability over mass media communications strategies.

Programs

Evaluation Question: To what degree did community partnerships implement and/or increase programmatic opportunities for active living?

Program changes were defined as organized, scheduled opportunities to engage in physical activity, which were either new or expansions of existing programs. These opportunities may have directly involved individuals in physical activity, such as walking clubs, or indirectly enabled active living behaviors, such as bicycle recycling and education programs. CPs also classified ongoing group and student education efforts as programs in the PRS. Programs were distinguished from policy and physical project efforts in that they focused directly on physical activity behavior change among individuals and groups. CPs reported 115 new or expanded programs, to which they contributed directly or implemented themselves. **(Table 4)**

Table 4: Program Changes Summary - November 1, 2003 – October 31, 2008

Program Change Type	Program Changes	# of CPs
Community programs supporting physical activity (e.g., walking or biking clubs, pedometer programs)	31	14
Safe Routes to School (e.g., Walk-to-School, walking school bus, traffic enforcement, safety education, signage)	24	9
Employer program to engage employees in physical activity (e.g., walking club, fitness classes)	19	7
Before and after school physical activity programs (e.g., school-based, YMCA, YWCA)	14	7
Bicycle and/or pedestrian safety training for youth or adults	13	5
Program to encourage use of alternative transportation other than to/from school (e.g., walk to shop, bike to work)	6	4
Other program change to promote physical activity	3	3
School-based physical activity curriculum, other than standard PE (e.g., Take 10, energy balance)	3	2
Tailored physical activity promotion programs promote physical activity among youth, older adults, people with disabilities	1	1
Neighborhood beautification program (e.g., tree planting, clean up events)	1	1
Total	115	

Examples of programs included the following:

- In **Nashville**, the Music City Moves partnership started the Sisters Together Program walking club. Organizers recruited 50 women from churches, community groups, and mothers at East Nashville schools. The program culminated with participation in the Music City Marathon and the Tour de Nash.
- In **Louisville**, Active Louisville began the “Get Up, Get Out, Get Moving About” fitness programs at the Presbyterian Community Center for Smoketown and Shelby Park residents. The programs included sessions for various ages, including “Hip-Hop-ercise” for youth, “Pacesetters” walking club for adults, and “Golden Gliders” for seniors.
- In **Jackson**, walking school bus programs began at Northeast Elementary and Frost Elementary. Northeast offered two “bus routes” each Wednesday for seven weeks and Frost ran four routes each Wednesday for six weeks.
- In **Denver**, the Passport to Active Living physical activity incentive program began, promoting active living in the community.
- In **Omaha**, Activate Omaha kicked off its 12-week Bicycle Commuter Challenge. The Challenge was an annual competitive program among employers to increase the number of bicycle commuters and miles pedaled to and from work.
- In **Chicago**, ALbD partners implemented a 16-week Junior Bike Ambassador program at Kelvyn Park High School. The program met three times per week and taught students bicycle mechanics and riding safety.
- In **Santa Ana**, the Downtown Walking Club began, which was a regular walk started by Councilmember Michelle Martinez in collaboration with Active Living in Santa Ana partnership. The club met twice a week, beginning at the Old Orange County Courthouse Santa Ana Blvd. and ending at the Santa Ana Farmer's Market.

“Safe Routes to School programs are now in place in eight area schools; four of those within the city limits. Walk to School Day has increased from 600 students in 2003 to 1,200 students in 2007. Each year the Fitness Council receives new inquiries from area schools interested in starting a program.”

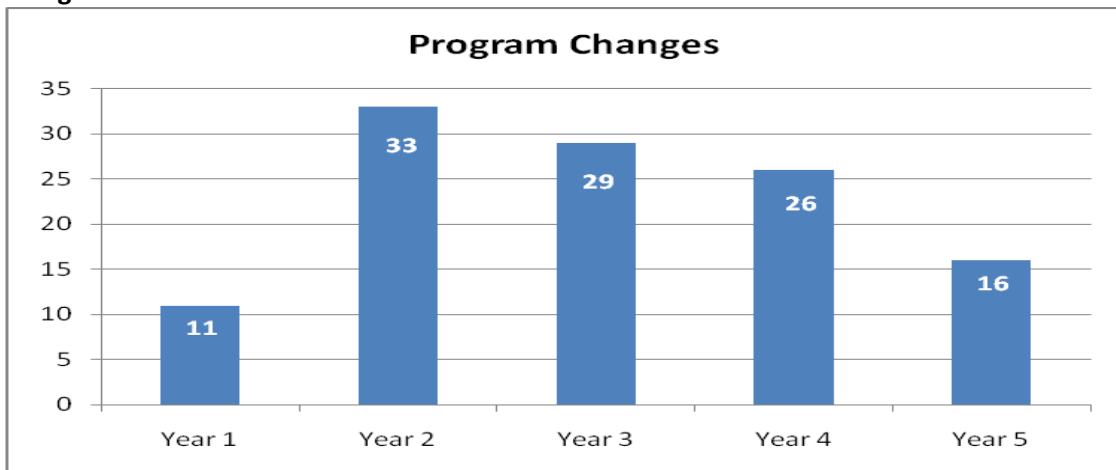
- Jackson ALbD

The most common types of programs that CPs helped influence, or implement directly, were physical activity opportunities in the community setting. Programs focused on youth were also common. Not surprisingly, youth program changes typically centered around schools, with walking school buses either to or from school or after-school programs focusing on children’s fitness. Several new programs for youth were based in community organizations, as were bicycle recycling/education programs and multi-generational fitness programs. Other programs focused solely on adults or older adults, and several CPs successfully

created new physical activity opportunities within worksites. These new programs were created using ALbD grant funding, funding from partners, or through other grant programs. One example of sustained programming occurred in Louisville, in which staff and partners initiated a pilot neighborhood exercise/dance program that was subsequently continued through local health department. While organized physical activity opportunities are often a high priority of residents, programs generally require significant resources to develop, coordinate and maintain, and have the potential to drain resources and attention away from lasting policy and physical projects. For this reason, CPs were encouraged to look for outside funding to maintain and institutionalize pilot programs over time.

Program changes were most commonly reported during Years 2 through 4 when CPs were most active creating these supports for physical activity. **(Figure 5)**

Figure 5



It is likely that it took the majority of CPs until the second year to fully develop, implement, and influence other agencies to create new programming opportunities for active living. The decline in programming in Year 5 may reflect a shift in focus on other strategies and sustainability. It is also possible that creating new program changes became more difficult as funding declined for many CPs during the final year.

Policy and Community Planning

Evaluation Question: To what degree did community partnerships enhance policy and planning supports for active living?

Policy Changes

CPs documented new and modified policies across a variety of settings. Policy changes occurred as a result of votes of elected bodies, decisions from department heads within government departments, or within organizations such as worksites. Policies were defined as new or modified ordinances, codes, guidelines, and procedures believed to directly encourage physical activity or positively influence the built environment. In 115 instances, CPs successfully led or contributed to advocacy efforts for improved policies to support physical activity or activity-friendly environments. **(Table 5)**

Table 5: Policy Changes Summary - November 1, 2003 – October 31, 2008

Policy Change Type	Policy Changes	# of CPs
Municipal or county ordinance, policy or guidelines to promote ped/bike movement (e.g., roadway design guidelines for ped/bike)	28	14
Funding for ped/bike enhancements (e.g., municipal, state, federal enhancement funds, local bond measures)	24	15
Other policy, practice, or public incentive to promote physical activity	12	10
Creation of official municipal or county board or committee to advise policy-makers on active living issues	9	6
Capital improvement project approval by elected or other officials	9	6
Traffic calming policy (e.g., design guidelines to slow neighborhood traffic, reduce speed limits)	6	4
Policies requiring physical activity in schools and afterschool programs guidelines for preschools, physical education, afterschool care	4	4
School site selection, design, and construction standards (e.g., require less acreage, maintenance and rehab, limit vehicular access)	4	3
Funding for new staff position related to active living, (e.g., parks staff, certified physical education teachers)	3	2
Policy to dedicate a portion of locally controlled funds for ped/bike facilities regularly municipal funds, transportation/highway funds	3	3
Policy requiring or accommodating bicycles (e.g., at employments centers, commercial development, on mass transit)	2	2
Transit incentive program (e.g., commuter choice, fare free transit policy, discount passes, van pools, park and ride lots)	2	2
Private agreement to construct or allow construction of active living facility or feature	2	2
Employer policies encouraging physical activity (e.g., flex time, reduced health club fees)	1	1
Building code changes (e.g., rehab-friendly, easily accessible and attractive stairways)	1	1
Ongoing media commitment to cover physical activity (e.g., monthly column, permanently dedicated air time)	1	1
Pedestrian and/or bicycle impact statement assessments, requirement for building permit	1	1
Ped/bike advocate appointed to advisory or policy-making board (e.g., planning board, transportation advisory committee)	1	1
Policy providing community access to school facilities (e.g. joint use agreement for gyms, playgrounds, fields)	1	1
Policy requiring community involvement in transportation planning (e.g., charrettes, forums)	1	1
Total	115	

Policy change examples included:

- In **Chapel Hill**, the town council created an official active living advisory board to provide recommendations for capital improvements and review and provide input on policies and other council actions that relate to active living.
- In **Winnebago**, the tribal council approved a new 25 MPH speed limit through Winnebago Village in order to calm traffic for pedestrians and bicyclists.
- In **Somerville**, a review of the Lincoln Park School traffic study and site layout for bike and pedestrian access issues resulted in a prohibition of private vehicles from the school's bus drop-off circle.
- In **Sacramento**, the city council adopted a Pedestrian-Friendly Street Standards amendment to the General Plan for streets citywide.
- In **Oakland**, the city council approved \$150,000 in redevelopment funds to construct a comprehensive streetscape and pedestrian safety design for 23rd Avenue.
- In **Orlando**, a new active living design standards checklist was implemented by the city planning department for all development proposals. The checklist was developed by Get Active Orlando partners and requested by other communities during the grant period.
- In **Portland**, voters approved the Natural Areas Bond Measure in the general election, increasing funding for local parks in "park deficient" urban neighborhoods.

"Get Active Orlando has incorporated significant changes into the city planning process, such as the 'Active Living Design Standards Checklist' and updating the Growth Management Plan to include active living principles. These policy and planning documents compel the city to create comfortable, convenient, safe, welcoming environments."

- Orlando ALbD

CPs documented a significant number of large and small policy changes in a relatively short time period. Most common were municipal and county ordinances, policies, or guidelines to promote pedestrian or bicycle movement, such as street design guidelines, zoning ordinances, and specifications for commercial and residential development. Decisions by elected boards to approve funding for pedestrian and bicycle enhancements were the second most common type of policy change. CPs' advocacy and persistence persuaded elected officials and other decision makers to invest in capital projects and, in some cases, human resources. In addition, several communities created

active living related advisory boards to guide elected officials towards future policy priorities and public investments. Other changes included traffic calming policies, physical activity guidelines in schools and afterschool programs, creation of new staff positions, and policies related to school site selection.

Community Planning Products

A number of CPs coordinated and/or participated in public planning processes with important results, which were documented as **community planning products**. Community planning products were documents and reports approved by elected bodies and advisory groups that resulted from intensive planning efforts with the purpose of guiding future decision making related to active living policies and environments. These documents themselves did not represent actual policy or environmental changes, but should be seen as important milestones in a community change process. The CPs' work led to the creation or improvement of 45 community planning products. **(Table 6)**

Table 6: Community Planning Products Summary - November 1, 2003 – October 31, 2008

Community Planning Product Type	Community Planning Products	# of CPs
Comprehensive plan incorporating pedestrian or bicycle provisions (e.g., land use, greenway, transportation, thoroughfare)	13	7
Neighborhood or small area plan incorporating pedestrian or bicycle provisions	11	7
Other community planning product to promote physical activity	6	6
Trails and greenways plan	4	4
Design and/or engineering study	3	2
Pedestrian or sidewalk plan (i.e., document identifying gaps in service for pedestrians)	3	2
Feasibility study for physical projects	3	2
Ped/bike-friendly small area plan (e.g., corridor plan)	1	1
Bicycle plan (i.e., document identifying gaps in service for bicyclists)	1	1
Total	45	

Examples of community planning products were:

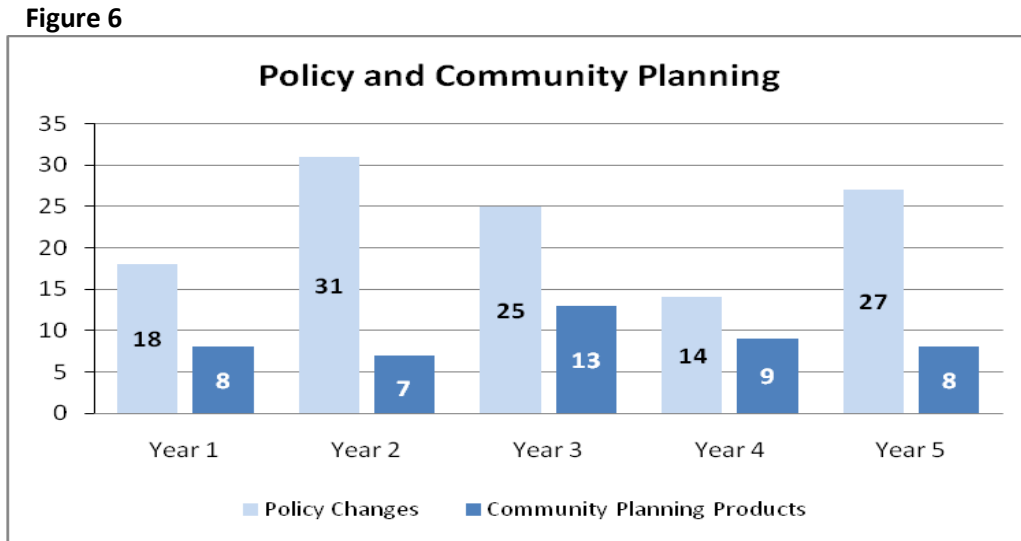
- In **Nashville**, the Metropolitan Planning Commission adopted the Southeast Community Plan: 2004 Update, which covers a large area in southeast Davidson County. This plan was influenced by the partnership and includes greenways, bikeways, open spaces, and compact, walkable neighborhoods, many of which will include mixed-use neighborhood centers within walking distance of most homes.
- The **Orlando**, the city council approved an updated Downtown Transportation Plan, including chapters on pedestrian improvements, bicycle transportation, public transit, and specifications for creating defensible space. Get Active Orlando led the initial data collection and mapping of conditions for walking and bicycling.
- In **Seattle**, the Active Seattle partnership collaborated with UW Landscape Architecture class and Delridge Neighborhood Development Association to complete the Visualize Delridge Design Plan.
- In **Charleston**, as a result of the Lowcountry Partnership, the Town of Lincolville updated its comprehensive plan with commitments to compact, mixed use development, active transportation, an updated land use element, and motor vehicle access management.
- In **Isanti**, county commissioners approved the county’s new Master Plan for Active Living, making part of the county comprehensive plan.
- In **Buffalo**, the city, Buffalo Niagara Medical Campus, Fruit Belt neighborhood, and Allentown neighborhood created “Four Neighborhoods One Community,” a joint master planning effort with a holistic approach to creating plans and policies for the medical campus and adjoining neighborhoods.

The two most common community planning product types were (1) updates to neighborhood plans incorporating pedestrian or bicycle provisions, and (2) approval of an updated comprehensive plan that accommodates pedestrians and bicyclists. CPs also documented new trail master plans and special studies that focused on infrastructure design, engineering and/or feasibility.

The PRS Model (**Figure 1**) depicts community planning products resulting from policy and physical project actions. In reality, ALbD community partners were engaged in months-long or years-long planning processes to develop long range plans for large areas as well as smaller neighborhood districts

or distinct commuting corridors. Community planning products such as trail plans, design studies, and improvements to official land use plans will potentially impact policies and physical projects for years to come.

For each year, CPs documented success from their advocacy efforts and achieved various changes in policies and community planning documents. **(Figure 6)**



While most policy changes were reported in Year 2, with a slight decline in Year 4, community planning products remained relatively stable across the five years.

Physical Projects

Evaluation Question: To what degree did community partnerships help create built environment changes that facilitate active living?

A wide range of **physical projects** were documented as a result of the CPs' efforts to create conducive environments for active living. Like policy changes, physical projects occurred in different settings: at workplaces, near schools, and in public spaces such as parks, streets, downtowns, and neighborhoods. In 188 instances, CPs documented physical changes and improved activity-friendly environments. **(Table 7)**

Table 7: Physical Projects Summary - November 1, 2003 – October 31, 2008

Physical Project Types	Physical Projects	# of CPs
Pedestrian safety support (e.g., pedestrian signal, crosswalk)	40	10
Bicycle facility (e.g., bike lane, wide shoulder, outside lane, bike racks, bike lockers, bike racks on buses and train)	27	14
Greenway/trail construction, maintenance, improvement, paving, Rails to Trails	25	11
Sidewalk maintenance, improvement, expansion	25	5
Signage promoting facility for users (e.g., trail markings, point of decision prompts, mile markers)	13	6
Community garden	9	6
Park facility maintenance, improvement, expansion	9	7
New development/subdivision with ped/bike friendly design elements	8	3
Playground facility maintenance, improvement, expansion	5	5
Traffic calming device/technique (e.g., speed humps, crossing islands, on-street parking)	5	3
Other facility, environmental, or physical support for physical activity	4	3
Streetscape/outdoor aesthetic feature (e.g., artwork, planter, landscaping)	4	3
Farmers market	3	3
Equipment for physical activity exercise equipment, walking track	2	1
Streetscape/outdoor utilitarian feature (e.g., bench, transit stop shelter, trash can)	2	2
Streetscape/outdoor lighting decorative, safety provision	2	2
Employer physical supports (e.g., showers, gym, lockers, walking track, equipment)	2	2
Swimming pool facility	2	2
Bicycle signage for motorists (e.g., share the road)	1	1
Total	188	

Physical project examples included:

- In **Portland**, the partnership helped coordinate and participated in a service project on Springwater Corridor Trail, in which Marshall High School juniors spent two days landscaping and doing maintenance on the greenway.
- In **Chapel Hill**, a sidewalk on Mitchell Avenue is completed in the Northside neighborhood, which now connects sidewalks around the community recreation center as well as streets north and south of Mitchell Avenue.
- In **Oakland**, ALbD partners constructed two community gardens at Garfield Elementary School as part of the implementation of the Garfield Schoolyard Improvement Plan.
- In **Somerville**, 80 new bike racks were installed throughout the city concentrated in high traffic areas, city squares, and businesses that promote Shape Up Somerville, which featured walking maps, healthy foods, and staff wellness benefits.
- In **Cleveland**, the city constructed the new Morgana Run Trail in the Slavic Village Neighborhood following significant involvement of the ALbD partnership.
- In **Louisville**, a new bike lane is striped on Jackson St. in Phoenix Hill neighborhood, connecting downtown thoroughfares - Broadway and Main Street.

Changing the built environment is an expensive, decades-long process, yet CPs were successful advocating for many physical projects. Common physical projects influenced by the CPs included

pedestrian and bicycle facilities, such as crossings, signals, signage, striped bike lanes, bike racks, improved sidewalks and curb ramps. Several CPs also reported improvements to public spaces other than streets, such as swimming pools, park enhancements, new trails, trail repaving, and landscaping. Some CPs documented physical changes within organizations, including new physical education equipment in schools, and improvements within a workplace. CPs also contributed to investment in a handful of larger projects, including new walkable subdivisions.

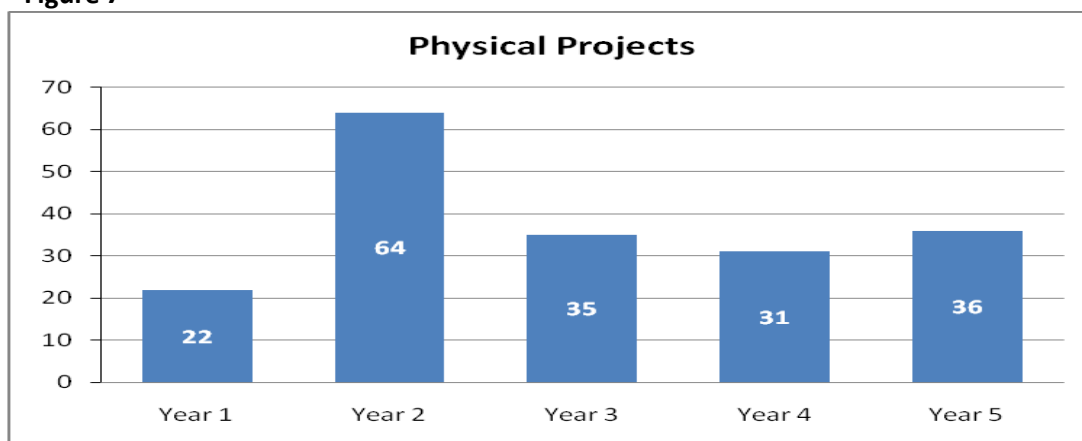
“Trail partners have built 15+ miles of trail throughout the Wyoming Valley, and are poised to build more. Trail counters have shown consistent use of the trail throughout the day. These are unlike parks, which often have periods of strong use and periods of limited use. Current open legs of trail will eventually connect in a network that will provide mobility options for people throughout the Valley, and especially connect to our great outdoor places.”

- Wilkes-Barre ALbD

Like policy changes, and unlike promotions and programs, new physical projects relied heavily on the responsiveness of decision makers and government staff. Leaders were also likely to have been influenced by recent attention on community health concerns such as childhood obesity. Other leaders responded more to appeals for economic or quality of life benefits of safer, more walkable streets, and ample trails and parks.

Even though a considerable lag time might be anticipated before seeing built environment changes, several ALbD-funded communities contributed to physical infrastructure changes as early as Year 1. **(Figure 7)** Year 2 appeared to be the most successful year for reported physical project changes. Physical projects were also sustained throughout subsequent years of the grant period.

Figure 7



Community Partnership Role

For every result, PRS users were prompted to indicate their role in creating positive change. Lead role results were the most easily attributable to the presence of the ALbD grant and/or the direct work of the CP. In many cases, these were due to careful long range planning and actions led by the CP. In other instances, the CP may have taken a lead role opportunistically (i.e. without having declared it as an objective in their yearly work plan). A contributing role was assigned to result if the CP was part of a larger effort to create community change but did not lead the charge or provide overall coordination. By indicating a contributing role, CPs were still confident that they influenced a result in some way, or conversely, that their lack of involvement in the process would have led to a different result. The PRS

also enabled CPs to report results, indicated as indirect role, which were difficult to directly attribute to the partnership but related closely to the projects' goals. **Table 8** summarizes the roles played by CPs during the ALbD grant period.

Table 8: Community Partnership Role Summary - November 1, 2003 – October 31, 2008

Action/Result Type	Lead Role	Contributing Role	Indirect Role	Total
Resources Generated*	66.5%	24.3%	9.2%	399
Program Changes	74.1%	22.4%	3.4%	115
Policy Changes	40.0%	50.0%	10.0%	115
Community Planning Products	28.9%	63.2%	7.9%	45
Physical Projects	32.2%	57.4%	10.4%	188
Total	54.9%	36.4%	8.7%	862

*This count does not include Policy-Project Dollars, which are already counted as Policy Changes or Physical Projects (38 changes).

CPs played the lead role in the majority (67%) of reported resources generated. Roughly three out of four new and enhanced active living programs (74%) relied on the CPs to play a lead role, which declined in later grant years. The CPs' tended to play relatively less dominant roles for policy and environmental changes. In roughly half these instances, CPs were more likely to play a contributing role: 50% for policy changes, 63% for community planning products, and 57% for physical projects. This may be due to the fact that policy change, comprehensive planning, and environmental change are complex processes that involve many organizations and stakeholders with the expertise, relationships and capacity to influence change.

Discussion

The PRS for Evaluation and Its Limitations

The PRS was developed to document the accomplishments of the 25 funded communities using the ALbD 5P strategies. Unlike more traditional evaluation methods that utilize baseline and follow-up surveys, the system functioned more like a diary. This enabled the ALbD national program office and CPs to use the PRS as a "real-time" evaluation system. The PRS facilitated sharing of program updates to the ALbD national program office, who were better informed when providing technical assistance. Likewise, some CPs used the system as their own tracking mechanism for reporting back to their organizations, partners, funders, and other stakeholders.

While the PRS proved to be a useful tool for collecting information on the CPs' activities and accomplishments, the system was not without limitations. Quality and completeness of the PRS data were influenced by the "human factor." Since the PRS operates like a diary, the information collected depended on the diligence, accuracy, and objectivity of staff and partners. Users of the system provided succinct yet descriptive summaries of actual events in their community. CPs varied in the effort they devoted to documenting their activities and results. ALbD project officers could only view what was documented, and it is likely that activities and results were omitted. This is to be expected, since so much was asked of the project directors, coordinators, and partners simply to maintain their partnerships and implement the work plans. For some, making PRS entries was challenging given the time burden of project implementation and other professional commitments.

This report attempts to quantify the accomplishments of the grant program whose focus was creating community changes during a five-year period. The PRS methodology was primarily limited to counting

results such as new programs, policies and physical projects. While it was practical to categorize and tally results that are common to all CPs, as represented in Tables 4-7, this approach simplified complex community changes. For example, when tallied in summary tables, a single small employer flex-time policy had the same value as a new city-wide complete streets ordinance. The PRS system could not rate each policy change for its potential impact on community form and ultimately the population. In addition, the PRS system did not easily measure the degree to which promotions, programs, policies and physical projects were integrated and complemented each other.

Attributing community changes to the partnership's work and the ALbD grant was challenging at times. As mentioned previously, the PRS required users to indicate the partnership's role for any given result. In many cases, attributing change to the partnership's involvement is obvious; for example, when partners submitted a successful proposal for grant funding that grew directly out of their previous ALbD activities. But other instances were not so clear. At the end of a complicated public policy process, it was sometimes difficult to gauge the precise impact of the CP or its individual partners in passing a new ordinance.

Finally, the PRS was structured to document actions and results. CPs were not explicitly encouraged to document failures or barriers to creating change. Consequently, while CPs and the ALbD project team learned from experience, the PRS did not systematically catalog these false starts and missteps. It is worth noting that the ALbD national program office also gathered information on CPs' experiences through one-on-one monthly calls, annual narrative reports to RWJF, site visits, and other communications.

Summary Reflections

During a five-year period, ALbD CPs made remarkable accomplishments, particularly given the relatively modest funding awarded for their initiatives by RWJF. Collaborative action, through the community partnership model, was a central component of these 25 successful local active living movements. Project coordinators and directors were most often responsible for building, facilitating, and maintaining the partnerships.

The resources that were generated leveraged RWJF's investment many times over, bringing new initiatives and infrastructure improvements to the funded communities. Since each grant averaged only \$40,000 annually, funding even one full-time coordinator position for five years presented a challenge. It is encouraging that the CPs, as a group, were proficient fund raisers for specific programs and projects for their communities even though they had more limited success generating resources for partnership development and administration. Several CPs successfully accessed "big ticket" federal transportation funds and earmarks, particularly in 2005 (Year 2), which coincided with the federal SAFETEA-LU transportation reauthorization.

The partnership model enabled the lead agencies to extend their influence in changing policy and creating improvements in the built environment. The CPs' early success in attracting new funding and capital commitments for active living - and their positioning as community change agents - helped each partnership focus its efforts on institutionalizing these promising local active living movements through their existing partners and other organizations. Sustainability was a priority for each partnership during the final years of the grant period. Many CPs did this by (1) by raising funds for partnership capacity, such as continued salary support for project directors and coordinators; (2) identifying funding sources and organizational homes for physical activity programs; (3) advocating for public investments for built

“Lents community organizations and residents have embraced the goals of Healthy Active Lents and our impact can be seen through the work of community-based organizations implementing affordable housing, community redevelopment, youth education, bike and pedestrian safety, safer routes to school, and school and home gardening projects.”

- Portland ALbD

environment changes; and (4) encouraging policy changes that institutionalize conducive built environments, such as street design standards and development codes.

It is clear that, as a group, the 25 CPs established themselves quickly and created sustained advocacy efforts leading to new programs, enhanced policies, and more activity-friendly environments. As expected, CPs tended to document the fewest accomplishments in Year 1. Most lead agencies were busy developing project budgets and work plans, administrative supports, hiring staff, conducting assessments, and forming a new collaborative effort. It is

also clear that the CPs were very successful early in the grant period during Year 2, which documented the highest totals of any year for resources generated, media hits, programs, policy changes, and physical projects. During this stage of the initiative, which followed initial planning and collaborative actions in Year 1, CPs’ energy and momentum were high and many partnerships were still in a “honeymoon” phase. Cooperation within partnerships was high as well the CP’s compliance with national program office’s encouragement to document their accomplishments in the PRS.

While each CP developed an action plan that was contextually appropriate and unique to their community, their programmatic and advocacy efforts tended to coincide with and reflect key strategies of the active living field in general. The ALbD national program office made an effort to connect CPs’ local efforts to tools, examples, and evolving practices from around the nation. For example, the Safe Routes to School (SRTS) program developed a national presence during the ALbD grant period, including a federally funded clearinghouse and the SRTS National Partnership. In addition, the Federal Highway Administration, under Congress’ authorization, funded and required all 50 states to develop Safe Routes to School entities within state departments of transportation. Other examples of key national policy strategies that were implemented by the ALbD CPs included Smart Growth land use principles, Complete Streets ordinances, and comprehensive plans for pedestrians and bicyclists. Common promotions and programmatic strategies included walking clubs, pedometer programs, passport incentive programs, physician prescriptions for physical activity, and walking school buses.

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