Active Living by Design
An RWJF national program

In *Active Living by Design*—a national program of the Robert Wood Johnson Foundation (RWJF) that ran from 2001 to 2009—25 communities implemented projects designed to revamp the built environment, change public policies, and expand programs to make physical activity part of everyday life. The RWJF Board of Trustees authorized the program for up to $15.5 million.

**CONTEXT**

In 1996, the U.S. surgeon general established the health benefits of regular physical activity,¹ noting that it reduced the risk of heart disease, diabetes, high blood pressure, colon cancer, arthritis, depression, and anxiety, and that inactivity increased the risk of contracting these conditions.

That same year, the Centers for Disease Control and Prevention (CDC) recommended that adults get 30 minutes of moderate physical activity, such as brisk walking, at least five days a week. Yet in the years that followed, national statistics showed that:

- Only 54.6 percent of American adults met the CDC’s recommendation in 2001.²
- Between 1999 and 2001, nearly six in 10 adults (57.1 percent) were overweight, and about 22 percent were obese.³

“In the years in which physical activity had been promoted as an important part of health behavior, you had a flat line in terms of the percentage of people who did it. Nothing seemed to work,” said RWJF’s Kraft.

“We needed a whole new paradigm…a social culture that valued physical activity, and an environment that supported it through various policies and

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programs and its actual physical structure,” noted Killingsworth, the original director of Active Living by Design.

The Built Environment

Research also showed that accumulating 30 minutes of physical activity 10 or 15 minutes at a time—such as by walking or biking to school or work, or playing in a park—is as effective as 30 minutes of continuous exercise. However, opportunities for routine physical activity had been engineered out of most people’s lives. Communities often lacked sidewalks, bikeways, and trails that provided ready access to schools, shops and workplaces.

Research was also beginning to show the importance of the built environment in encouraging active living. For example:

- People walked more in densely populated neighborhoods with sidewalks and interconnected streets, and with homes, work, schools, and shopping in close proximity.  
- Ready access to parks, playgrounds, trails, and recreation facilities spurred physical activity.

RWJF’s Interest in This Area

In 2001, RWJF chose promoting healthy communities and lifestyles as a key goal. When Risa Lavizzo-Mourey, MD, MPH, became Foundation president in 2003, the focus of the active living work began to shift to preventing childhood obesity.

The Active Living Programs

RWJF’s portfolio of active living programs launched in 2001 aimed primarily to change the built environment by supporting environmental and policy approaches that were most likely to spur physical activity. “We wanted to reengineer activity back into people’s lives,” said former RWJF Program Officer Karen Gerlach Joyce, PhD, who worked with Kraft to design the programs.

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4 According to U.S. Department of Health and Human Services data.
6 Ibid.
RWJF staff members who had worked on programs that focused on tobacco control had learned from that work that policy and environmental changes were essential to promoting health and changing behavior on a large scale.

The other active living programs were:

- **Active Living Network** built a national coalition of leaders and organizations committed to designing healthy, active communities (2002 to 2007). See Program Results Report.

- **Active Living Research** aims to build the evidence base for active living by supporting research on how environments and policies influence physical activity among children and their families (2002 through November 2012). Also, see Program Results Report.

- **Leadership for Healthy Communities** (formerly Leadership for Active Living) engages policy-makers to build political will, leadership, and advocacy for active living policies and programs (2002 to 2012).

- **Active Living Resource Center** provided communities and public health advocates with tools and resources to make walking and biking part of healthy communities (2002 to 2010). See Program Results Report.

- Active for Life: Increasing Physical Activity Levels in Adults Age 50 and Older studied how to deliver and sustain research-based physical activity programs in real-world settings so that large numbers of older Americans could benefit from them. See Program Results Report.

**THE PROGRAM**

During **Active Living by Design**, 25 communities implemented projects to change the built environment and public policies to make physical activity part of everyday life. To pursue the projects, the communities relied on interdisciplinary partnerships that integrated the fields of public health, land use, transportation, parks and recreation, health care, and others.

Each partnership focused on:

- Providing diverse opportunities for active living and expanding residents’ access to them

- Eliminating design and policy barriers that reduce opportunities for active living

- Developing programs that expanded public awareness and understanding of the benefits of active living
The communities followed the Community Action Model, developed by the national program office, which relies on five strategies—dubbed the 5P approach—to address the many influences on physical activity:

- Preparation
- Promotions
- Programs
- Policies
- Physical projects

**Active Living by Design Community Action Model**

For more information on these strategies, see Appendix 1.

**The Active Living by Design Partnerships**

RWJF received 966 brief proposals from communities interested in participating in *Active Living by Design*—a record-breaking number of responses. “It was a perfect storm of the data and a growing understanding of connections between design and environment and physical activity,” said Jamie Bussel, program officer for *Active Living by Design* since 2007.

“It was the right message at the right time,” said Killingsworth, former national program director. “The concept resonated in terms of, how do we make our communities better? But also, it was this collaboration. People were stretched on resources and they were looking for ways to collaborate.”

RWJF, the national program office, and a national advisory committee selected 25 partnerships from a diverse set of communities nationwide—ranging from cities such as Albuquerque, N.M., and Honolulu; to the college town of Columbia, Mo., and the
Winnebago Tribe in Walthill, Neb.; and neighborhoods in Seattle, Louisville, Ky, and the South Bronx, N.Y.

Most partnerships included elected and appointed officials or members of tribal councils, residents, and representatives from:

- Advocacy organizations and other nonprofits
- The business community
- Community and faith-based organizations, such as neighborhood associations and walking or bicycling clubs
- Health care organizations
- Media
- Parks and recreation departments
- Schools
- Urban design, planning and transportation departments
- Other government agencies, such as housing authorities, community or economic development, social services, public works, and law enforcement.

For a list of the partnerships and their lead partners, see Appendix 2.

**Activities of the Partnerships**

The partnerships used many tactics to promote active living. Common tactics included:

- Expanding parks, trails, and community gardens
- Promoting opportunities for walking and bicycling
- Changing local zoning laws to require sidewalks in new developments and redesigning street standards
- Developing walking clubs and programs such as Safe Routes to School
- Encouraging employers to provide bicycle lockers, showers, and gym memberships for employees
- Engaging local elected officials and the media in the problems and solutions
- Raising public awareness about the relationship between physical inactivity and the built environment
A “High-Touch, Low-Dollar” Approach

In November 2003, RWJF awarded each partnership a five-year grant of $200,000. RWJF used a “high-touch, low-dollar” approach: providing fairly modest financial support but considerable hands-on technical assistance from the national program office.

The idea, said Kraft, was to provide “small catalytic grants” that would pay for some staff time to coordinate active living efforts and “cultivate community partnerships that could keep issues of health and the built environment front and center.” RWJF also knew that communities were more likely to sustain their active living work if the partnerships had to raise other funds to support it, using the RWJF grants as a launching pad.9

The national program office offered technical assistance through a multidisciplinary team that provided ongoing support, such as coaching, grantee meetings, teleconferences, training sessions, site visits, a website, and an interactive extranet. To maximize their catalytic grants, RWJF and national program office staff also expected partnerships to work collaboratively with the national program office and their fellow grantees through a learning network, and encouraged them to build the active living field by presenting at conferences and serving on advisory committees.

Additional RWJF Funding

In 2005, RWJF awarded the partnerships two-year Special Opportunities grants to expand the reach and impact of their initiatives. Communities used the grants—ranging from $15,000 to $55,000, and averaging $37,000—to expand their partnerships advocacy or media activity.

Also in 2005, RWJF launched Healthy Eating by Design, a pilot program that supported 12 of the partnerships in combating childhood obesity by expanding access to healthy foods among children and families in low-income communities and schools. See Program Results Report on this effort.

In 2008, RWJF awarded 12- to 18-month Transition Supplement grants to 23 of the partnerships (all that applied), to help them replicate, disseminate or sustain their Active Living by Design work.

9 RWJF’s Local Funding Partnerships program, in which grantees must raise matching dollars from local funders, has shown a high sustainability rate after RWJF funding ends. Some 86 percent of all projects funded from the program’s inception through 2001 lasted at least one year after their RWJF grant ended, and 75 percent were continuing to operate when surveyed in summer 2002, according to a study by Mathematica Policy Research.
Program Management

The national program office relied on two national advisory committees. The first committee, launched at the beginning of the initiative, provided guidance on overall program direction, strategies to attract communities, and grantee selection.

In 2005, RWJF and program office staff created a new national advisory committee composed of some original members as well as experts in childhood obesity and working in low-income communities. This committee helped select grantees for the Healthy Eating by Design program, Special Opportunities grants, and Transition Supplement grants to select initiatives. For a list of members when the committee’s role ended in 2007, see Appendix 3.

Program Evaluations

Initially, there was no RWJF budget for evaluation of the program, so RWJF worked with the National Institute of Environmental Health and Safety (NIEHS), which committed resources to evaluate the program. However, several delays in implementing the NIEHS plan made it unworkable, and all parties agreed to cancel the plan fairly early in the history of the program.

RWJF then funded an overall evaluation of the program, two community-based evaluations of sites with strong relationships with local researchers who were funded by the Foundation’s Active Living Research program, and policy case studies of some of the sites. See The Evaluations section for findings and methodology.

OVERALL PROGRAM RESULTS

The national program office reported the following results to RWJF:

Fostering Local Changes That Support Active Living

- The partnerships spearheaded or contributed to 218 projects in neighborhoods, downtowns, workplaces, schools and parks designed to create a built environment that fosters physical activity. The most common projects were street improvements to make pedestrian and bicycle travel safer, including new crosswalks, sidewalks, bike lanes, and parking.

Examples of such projects are:

- The Cleveland Metroparks Department and the Ohio Department of Transportation developed and maintained the Morgana Run Trail, which connects two Metropark facilities with a broader network. Residents can use the trail to commute to work and school and run errands, and for recreational walking and bicycling.
— **Among the three participating cities in Isanti County, Minn.:**

- Isanti installed a trail along a country road to provide a safe route for children to walk to a middle school.
- Cambridge added sidewalks to many streets and built trails to connect neighborhoods.
- Braham built a skateboard park for kids.

— **Bike, Walk and Wheel, the Active Living partnership in Columbia, Mo., improved crosswalks near elementary schools, repaired sidewalks, and added pedestrian flags and lights activated by push-buttons.**

- The partnerships led or contributed to education and advocacy that produced 129 new or enhanced policies that support active living near schools, in workplaces and in public spaces. These included:
  - Municipal or county ordinances, policies, or guidelines that promote pedestrian and bike movement, such as new design standards for local streets
  - Funding for pedestrian and bike enhancements
  - Creation of municipal or county boards to advise policy-makers on active living

Examples of such policy changes are:

— **The town council of Chapel Hill, N.C. (the location of the national program office) made GO! Chapel Hill, the Active Living partnership, an official board, charged with recommending capital improvements and reviewing policies related to active living.**

— **Seattle passed a Complete Streets policy, which requires street designers to consider pedestrians, bicyclists, and transit users as well as drivers.**

— **Somerville, Mass., passed a bicycle parking ordinance and a bicycle lane policy to make biking and bike parking more visible, accessible, safe, and convenient.**

The partnerships also helped spearhead 45 planning documents guiding local decision-making related to active living. Although these are not policy changes, they are “an important milestone in a community change process,” said Strunk.

For example:

— **The City of Buffalo, N.Y., the Buffalo Niagara Medical Campus (the Active Living partnership’s lead agency) and two neighborhoods created a master plan for the campus and surrounding neighborhoods that incorporated active living principles.**
The partnerships developed 128 new or expanded programs to engage people in physical activity, such as walking clubs and programs to encourage children to walk or bicycle to school. Other projects, such as bicycle recycling and education, supported active living indirectly.

Examples include:

— The Square Partnership in Chicago started a 16-week Junior Bike Ambassador program at Kelvyn Park High School. Students met three times a week to learn about bicycle mechanics and riding safety.

— Active Louisville started “Get Up, Get Out, Get Moving About” at the Presbyterian Community Center. Fitness programs included Hip-Hop-ercise, a dance exercise class for women and youth; the Pacesetters walking club for adults; and Golden Gliders, a 15-minute conditioning program for seniors.

— Active Living in Santa Ana, Calif., started the Downtown Walking Club, which met twice a week to walk from the courthouse to the farmer’s market.

Building Active Living Capacity in Communities

The partnerships helped leverage more than an additional $275 million in grants, direct contributions, funded government policies, and in-kind contributions for active living programs—beyond the RWJF funding. Some 252 grants yielded about $82 million; direct contributions totaled about $33 million; funded government policies totaled $160 million; and in-kind contributions were $492,000.

“The communities leveraged their concentrated efforts and their relationship to RWJF to really reach out and bring in other funders,” said Kraft.

Examples of funds raised:

— Columbia, Mo., used a $22 million federal grant for nonmotorized transportation to build 125 miles of networked bikeways, pedways, and sidewalks. Columbia was one of four cities nationwide selected for these funds.

  “The federal grant is completely changing the physical and social environment in Columbia,” said Ian Thomas, project director for Bike, Walk and Wheel. “It will address obesity and overweight at a significant level.”

— Seattle passed a transportation levy in 2006 that will provide about $7.3 million annually for nine years for pedestrian and bicycle infrastructure “Our voice was essential,” said David Levinger, the original project director for Active Seattle. “As people talked about this levy, more money was added for pedestrian improvement at every step in the process.”
— Get Active Orlando used a grant from the Blue Foundation for a Healthy Florida (an affiliate of BlueCross BlueShield of Florida) to reduce childhood obesity. Grant activities include installing mile markers, repairing sidewalks, and crosswalks and offering programs on buying and cooking healthy food.

Read more about such fund-raising in Community Partnerships Use RWJF Funding as a Launching Pad for Active Living.

The national program office also secured an additional $2.32 million by providing technical assistance to active living initiatives started by other organizations, including the W.K. Kellogg Foundation, North Carolina Health and Wellness Trust Fund, Blue Cross and Blue Shield of North Carolina Foundation, and the Blue Cross/Blue Shield of Minnesota Center for Prevention.

- **Active Living by Design nurtured local partners and volunteers as well as national program staff to become leaders of an active living movement.** The program provided training in advocacy and communications, and opportunities to gain exposure for active living work and to expand its scope.

Examples of such leaders are:

— **Diana Straughan,** mother of two schoolchildren, helped develop a Safe Routes to School program at six schools in Chapel Hill, N.C. She began her work at the school her children attended and then joined the GO! Chapel Hill partnership advisory committee, an official town board. Read more in a profile about Straughan.

— **Lucy Gomez-Feliciano,** health organizer for the Logan Square Neighborhood Association in Chicago, led efforts to create “walking school bus” programs and install bike racks at schools, and to build the Bloomingdale Trail and several parks. Read more in a profile about Gomez-Feliciano.

— **Samina Raja,** PhD, associate professor of urban and regional planning and health behavior at the University of Buffalo, helped planners understand how to design communities to provide better access to healthy foods. A partner in the Active Living by Design and Healthy Eating by Design initiative in Buffalo, Raja wrote Transforming Food Environments, Building Healthy Communities (American Planning Association). Read more in a profile about Raja.

- **The partnerships engaged neighborhoods and community members in planning, advocating for and participating in active living.** Examples include:

— **In Honolulu,** thousands of residents from schoolchildren to senior citizens are getting exercise as a result of their work transforming an unused, overgrown state park 10 minutes from downtown into the Ho’oulu ’Aina Nature Preserve.

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10 Available for purchase from the American Planning Association. Order online.
“It’s a spectacularly beautiful place, and there’s a real hunger to be engaged in something like this,” said David D. Derauf, MD, MPH, project director.

The nature preserve includes a community farm for raising healthy food, hiking trails and a renovated caretaker’s cottage, which is being used for programs on active living, healthy eating, and the environment.

— **Active Living Lents helped residents of the Portland, Ore., neighborhood—which had few sidewalks and bike lanes, and an eight-lane freeway splitting it in two—advocate for infrastructure funds to support active living.** Results included new parks, a more walkable town center, and miles of new bike lanes and sidewalks.

— **The Isanti County Active Living by Design partnership created and promoted an environment that encouraged people in the Minnesota county's three primary cities—Cambridge, Isanti, and Braham—to walk, run and bike.**

The partnership created Walk the Town maps for each city and special bicycling and running/walking events, and even added a walk to Braham’s annual pie day. “We were trying to show people how easy it is to use their own community to get physical activity every day,” said Lisa Perlick, project coordinator.

Read more about engaging residents and neighborhoods in Community Partnerships Engage People in Active Living.

### Expanding the Reach of Active Living

- **Active living has become a key component of planning for land use, transportation, and parks in some communities.** Examples of such institutionalization efforts:

  — **The Orlando City Council approved an updated downtown transportation plan that included chapters on pedestrian improvements, bicycle transportation, and public transit.** Get Active Orlando led efforts to collect data and mapped conditions for walking and bicycling.

  — **The Santa Ana Parks, Recreation and Community Services Agency, a key member of the partnership, changed its mission statement to incorporate fitness and active living.**

  — **Somerville, Mass., funded a permanent bicycle/pedestrian coordinator in the Office of Strategic Planning and Community Development.** Shape Up Somerville introduced the position by funding it for a year.

- **Partnerships in low-income communities helped residents become more active; in some communities, this included helping them overcome challenges such as staying safe.** Examples of work in low-income communities:
— **The South Bronx (NY) Active Living Campaign helped leverage funding that led to the development of the Hunts Point Riverside Park and Barretto Point Park.** The parks became part of the South Bronx Greenway linking Hunts Point, Port Morris, and the waterfront, giving residents of the dense and heavily industrial neighborhoods safe places to walk, bicycle and play.

The partnership encouraged residents to use the new parks through "Now Playing in the South Bronx," a campaign that included ads on buses and billboards, postcards mailed to homes, and community-building events such as block parties.

— **Active Louisville in Kentucky created a rap video to persuade young people to ride their bikes and posted it on YouTube.** Mr. Theo, a bus mechanic by day and a musician by night, leads the rap, which teaches viewers how to use the bike racks on city buses. Dancers in the video are bus drivers. Use of the bicycle racks spiked with the launch of the video, and ridership reached all-time highs. The video appears on YouTube and had close to 74,000 views as of August 2011.

— **In Oakland, Calif., concerns about gangs and adults drinking, smoking, and gambling kept people away from the few open spaces, so the partnership focused on making schoolyards safe places for kids to be active outdoors.**

Improvements at Garfield Elementary School, for example, included resurfacing the schoolyard and installing new basketball and tetherball courts. The city also installed new “countdown” lights at two intersections near the school and added a crossing guard.

Read more about engaging people in low-income neighborhoods in [Community Partnerships to Mobilize Low-Income Communities Around Active Living](#).

- **Partnerships received 2,710 media hits in newspapers and on television and radio, and many partnerships became sources for local and national media.**
  - **Examples of such coverage:**
    - **In Isanti County, Minn., KBEK radio interviewed the active living project director six times on the value of physical activity and on community events.** Newspaper articles also publicized the events.
    - **Honolulu’s weekly newsletter named the active living partnership’s bicycle repair program “The Best Place to Learn How to Fix Your Bike Yourself” and published a short article on it, spurring more donations to the partnership.**

**THE EVALUATIONS**

**The Main Evaluation**

RWJF-funded an evaluation of *Active Living by Design*, conducted primarily by Transtria LLC in St. Louis, Mo. Laura K. Brennan, PhD, MPH, was the lead evaluator. Brennan is
chief executive officer of Transtria and an assistant professor of behavioral science and health education at Saint Louis University’s School of Public Health.

Brennan, Ross Brownson, PhD, a professor at Washington University’s Institute for Public Health, and Transtria staff and advisers worked closely with a national advisory group, RWJF staff, and the Active Living by Design national program office to conduct the evaluation. It had three primary aims:

- To assess the impact of physical projects and policy changes on community environments
- To document intervention strategies implemented, and their intended and unintended consequences
- To identify strengths and challenges in planning, developing, and implementing interventions.

Evaluators used various methods to meet these aims, including a survey of the capacity of the partnerships, “concept mapping,” a progress reporting system, key informant interviews, focus groups, photos and videos, environmental (community) audits, and direct observation. For more on these methods, see Appendix 4.

Challenges to the mixed-methods evaluation approach included a lack of data on the communities before they began their projects, the insufficient time and resources for individual communities to contribute to evaluation, and the need for a longer-term assessment. Despite these challenges, the evaluators believe that this evaluation advances efforts to assess community-based work to promote active living.

Key findings were published in a November 2012 supplement to the American Journal of Preventive Medicine,11 which included contributions from evaluators, other researchers, NPO staff, grantees and their community partners and National Advisory Committee members, among others. They also developed case reports on each partnership’s work and its integration of the 5Ps (see Appendix 1). They are available on Transtria’s website.

**Evaluation of Two Active Living by Design Sites**

In addition, grants from RWJF’s Active Living Research program provided funding for deeper evaluation efforts in two Active Living by Design sites, Columbia, Mo., and Somerville, Mass.12 Stephen P. Sayers, PhD, led the evaluation of Columbia, Mo., which relied on:

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11 43(5) November 2012: S267–S414
12 Grant ID# 59452 from January 2007 to December 2008 for $205,504 to evaluate Columbia; and Grant ID# 59453 from January 2007 to December 2008 for $205,474 to evaluate Somerville.
• Seasonal pedestrian and bicyclist counts to study the extent to which the program’s work was associated with more active living among children and adults.

• Accelerometers to measure the share of time 38 children in a walking school bus program and 39 children in a comparison group spent in moderate to vigorous exercise over seven days.

Virginia R. Chomitz, PhD, led the evaluation of Somerville; part of the evaluation surveyed middle- and high school students and adults in that city and a comparison community in Massachusetts. The survey assessed differences in attainment of recommended levels of moderate or vigorous physical activity between residents of the two cities. Survey participants were:

• In Somerville:
  — About 2,000 youth in 2003–04 (baseline), and again in 2007–08 (follow-up), after the city had implemented changes designed to promote active living
  — 1,081 adults in 2002 (baseline), and 644 in 2008 (follow-up)

• In the comparison community, Everett:
  — About 2,000 youth in 2007–08, half in high school and half in middle school
  — 608 adults in 2008

**Evaluation Findings: The Main Evaluation by Transtria**

All findings are from a November 2012 supplement to the *American Journal of Preventive Medicine*.13 (The abstracts to all the articles are available on the program’s website; most of them are available online through the RWJF website—see the Bibliography and the hyperlinks below for each source article.)

**Implementation Patterns Across Communities**

(Source: “Evaluation of Active Living by Design: Implementation Patterns Across Communities”)

• **Partnerships that prepared more for their work**, such as by completing local assessments, implemented more programs, policy changes, physical projects, and promotions, attesting to the effectiveness of the *Active Living by Design* model.

• **Partnerships that worked in communities where more than 40 percent of residents are non-White or impoverished** implemented fewer programs, policy changes, physical projects, and promotions.

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• Conclusion: The varying contexts, resources, and strategies across participating communities provide more questions than answers about the most effective approaches to fostering active living. The authors outline practical areas for further inquiry for those working to improve such interventions.

**Physical Projects and Policies**

(Source: “Evaluation of Physical Projects and Policies from the Active Living by Design Partnerships”)

• The 25 partnerships documented physical projects and policy changes in these sectors:
  - Active transportation: 23 partnerships
  - Trails, parks, recreation, and open space: 22 partnerships
  - Community-wide: 22 partnerships
  - Schools: 18 partnerships
  - Urban planning: 16 partnerships

• Challenges included securing and sustaining political will, community support, technical expertise, and resources for promoting active living.

• Creating blueprints for action and building relationships with local officials and residents were critical to changing policies and implementing projects.

• Conclusion: Although the findings warrant more research on how the changes affect physical activity and health across populations and settings, and how social, cultural, and psychosocial factors influence local responses, they provide a foundation for further work in the field.

**Community Partnerships and Change**

(Source: “Identifying the Role of Community Partnerships in Creating Change to Support Active Living”)

• The varied types of lead agencies, partners, and partnership structures (with some more hierarchical and others more collaborative, for example) suggest that there is no one best way to bring participants together.

• Most partnerships reported challenges with engaging community members and ensuring equitable distribution of resources across different groups of residents.
The Role of Assessment

(Source: “Assessment for Active Living: Harnessing the Power of Data-Driven Planning and Action”)

- The partnerships used a range of strategies to assess the needs of their communities. Qualitative methods included focus groups, individual and group interviews, and public meetings. Quantitative methods included surveys, observations, and analysis of existing data. The most common method was an environmental audit.
  
  — The partnerships relied on both professional staff and volunteers to perform these assessments.

- Conclusion: Assessments were essential in identifying local barriers and assets related to active living, which helped partnerships prioritize and refine their strategies. The process of completing an assessment also helped partnerships build relationships with new partners, community members, and local officials.

Findings From the Evaluation of Columbia and Somerville

Columbia, Mo.

(Source: “Bike, Walk, and Wheel: A Way of Life in Columbia, Missouri, Revisited”)

- “Pedestrian counts increased significantly during July 2009 and October 2009 compared to 2007 and 2008, whereas cyclist counts increased significantly during only July 2009 compared to 2007 and 2008.”

- Conclusion: The work of the program was associated with modest increases in active living, and continued evaluation is warranted. The use of multiple strategies, such as social marketing, local programming, and infrastructure changes, may be critical to promoting active living.


- Children in a walking school bus program showed no differences in the share of time spent in moderate to vigorous exercise compared with non-participating children.

- However, the negative association between the age of the children and their level of physical activity was less pronounced among those who participated in the program.
**Somerville, Mass.**

(Source: “Evaluation Results from an Active Living Intervention in Somerville, Massachusetts”)

- Somerville middle- and high-school students and adults were more likely to attain recommended levels of physical activity after the city implemented changes to promote active living.

- Somerville adults were significantly more likely than adults in the comparison community to fulfill recommended levels of physical activity.

The evaluators concluded that public health data can identify personal and environmental factors that predict whether residents will reach recommended levels of physical activity, which can be used to inform city policy and planning.

**COMMUNICATIONS RESULTS**

National program staff:

- Created a [website](#) with resources, tools, and links to support the partnerships and others engaged in active living work nationwide. The website also includes profiles, case studies, and other information on each partnership.

- Worked with Transtria, the main evaluator of *Active Living by Design*, on two journal supplements to the *American Journal of Preventive Medicine*:
  - A 2009 supplement on best practices from the program
  - A 2012 supplement with evaluation results.

- Published 22 articles in other journals, such as the *American Journal of Health Promotion, Journal of the American Dietetic Association, Journal of Health Policy Analysis and Debate*, and *Journal of the American Medical Association*.

- Made nearly 200 presentations at local, regional, and national meetings. Examples include the annual meetings of the American Public Health Association, the Society for Behavioral Medicine, and the U.S. Conference of Mayors; conferences on childhood obesity sponsored by the National Institute of Environmental Health; and a health promotion conference sponsored by the CDC.

See the Bibliography for more information.

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SIGNIFICANCE OF THE PROGRAM

*Active Living by Design* helped spearhead a movement promoting the importance of community design in improving public health, according to Strunk, national program director.

“Ten years ago if you had said “active living,” people would have looked at you, and said, ‘What are you talking about’? A true movement has taken over and will change generations to come,” agreed RWJF’s Bussel.

**Designing Communities That Support Active Living**

*Active Living by Design* made discussions of the link between health and the built environment mainstream, and brought the right people—including mayors, legislators, city planners, residents, and advocates—together. The program showed the impact on the health of the public of zoning, transportation and land use, and launched a cadre of leaders collaborating across disciplines.

“You’d see people in their ties and their biking shorts sitting at the same table. *Active Living by Design* broke down the barriers for people to feel like they had common ground and equal opportunity to voice a solution,” said Killingsworth.

**Training a New Field of Urban Planners**

The program had a profound impact on city planners, according to Killingsworth. In 2003, the University of North Carolina established a master’s program in health behavior and city planning, and demand for graduates among state agencies and large municipalities has been strong. By 2010, more than a dozen universities offered similar programs.

**Providing Models of Active Living**

Participating communities with multidisciplinary partnerships showed that those partnerships can make policy and environmental changes to support active living in a reasonable amount of time. *Active Living by Design* has provided “a set of communities that see physical activity and health as an important community issue rather than an individual issue,” said Kraft. “Active living as a concept has been widely successful.”

The spread of active living beyond the RWJF-funded program is one measure of its accomplishments. Hundreds of communities are now engaged in active living initiatives.
supported by the funders in the examples below as well as the CDC, Kaiser Permanente and other private and government sources. For example:

- Through W.K. Kellogg Foundation’s Food & Fitness initiative, collaboratives in nine communities are expanding access to affordable, healthy, locally grown food and creating safe and inviting places for physical activity and play.

- The North Carolina Health and Wellness Trust Fund’s Fit Community program has supported efforts to promote physical activity and healthy eating and to prevent tobacco use in 38 communities.\footnote{The Health and Wellness Trust Fund was abolished by the NC General Assembly as of July 1, 2011, owing to budgetary constraints.}

- Through Blue Cross/Blue Shield of Minnesota’s Active Living Minnesota, eight communities are implementing a comprehensive approach to support active living, including environmental and policy change.

Overall, “Active Living by Design has quickly grown into a broader movement and a philosophy that millions of people believe can contribute to improved health, better quality of life and safer, more vibrant communities,” Strunk said.

**SELECTED LESSONS LEARNED**

For a full collection of lessons, visit the program’s website. Several of these lessons are informed by the evaluation of the program as well as the published “best practices” volume.

**Building Capacity, Communication, and Leadership**

1. **Strengthen a partnership’s capacity by distributing resources among participants.** Lead agencies of Active Living by Design initiatives often retained a significant portion of the grant funds, and dedicated them to a staff position to help coordinate a partnership. That put pressure on partners expected to contribute significant in-kind support without much financial support. Lead agencies should carefully assess their partners’ needs early on, and ensure that they have the capacity to meet a project’s demands. (National Program Office)

2. **Effective communication between lead agencies and partners is critical.** Lead active living agencies sometimes believed that partners did not communicate their ideas, needs or progress clearly. Partners, in turn, sometimes felt that lead agencies did not invite ideas, feedback or involvement, or did not respond well to input. Leaders of partnerships need to make effective communication a consistent expectation, and model it. (National Program Office)
3. **The most productive partnerships had leaders or key staff with strong project management skills who were empowered to follow through on a complex work plan.** The leaders of the most effective partnerships:

   — Developed a consensus vision and goals to generate broad-based ownership and fair distribution of responsibilities and benefits
   
   — Made efficient use of partners’ assets and sought to institutionalize their contributions
   
   — Understood the need to be flexible and plan for changing conditions and members
   
   — Remained personally open to feedback and midcourse corrections
   
   — Energized the partnership by recognizing and rewarding contributions and celebrating success
   
   — Nurtured effective leadership throughout the partnership by establishing a culture of mutual accountability

   (National Program Office)

4. **Successful policy advocacy efforts, even when they begin at the grassroots level, almost always require a strong elected or appointed local official, school principal or business leader to act as a champion.** Emerging coalitions and potential champions should seek each other out and keep each other on task.

   (National Program Office)

5. **Use learning networks to help partnerships succeed.** Local leaders emphasized the importance of:

   — Training and technical assistance
   
   — Opportunities to discuss the work openly with their colleagues, experts and partners
   
   — Opportunities to learn about new tools, resources, opportunities and best practices

   (National Program Office)

**Building Local Ownership and Commitment**

6. **Engage residents as strategic partners before investing in long-term environmental and policy solutions.** Successful change requires eliciting residents’ perceptions and preferences, and pilot-testing initiatives. Partnerships that did not engage residents or seek their feedback sometimes missed the mark.

   (National Program Office)

7. **To secure broad-based buy-in for an active living agenda, promote shared ownership by developing grassroots leaders and organizing residents.**
Communities with strong existing coalitions and organizing efforts had an advantage in sustaining improvements and outlasting resistance to change. (National Program Office)

8. **Changing the social milieu along with the physical environment is essential to spurring active living.** Some active living partnerships found it difficult to engage partners and raise money when crime and safety, economic development, affordable housing, public education, environmental justice, and access to health care were urgent priorities. Leaders need to link active living tactics to such critical concerns in low-income communities, such as by providing safe places for children to play. (National Program Office)

9. **Risks to personal security have a major impact on residents’ willingness to engage in outdoor physical activity.** Improving opportunities for walking and bicycling may fall short if the threat of violent crime deters people from using them. For example, a redesigned and mapped route for children to travel to school will not work if gang members begin to hang out along the route and parents are fearful or unavailable to escort their children.

Most distressed communities began to overcome this barrier by engaging with gangs, working with law enforcement, activating citizen leaders, and improving the built environment. Leaders in distressed communities should test perceptions of crime early, work with partners who can help address public safety and develop and implement strategies for preventing crime. (National Program Office)

10. **Use good stories—not just data—to make a persuasive argument.** Stories helped decision-makers, especially elected officials, understand the impact on their constituents of challenges to active living or opportunities to foster it. (National Program Office)

**Building Sustainability**

11. **Although an active living program can be expensive and difficult to sustain, it is possible to do so.** Partnerships achieved sustainability by:

   — Institutionalizing new programs and practices within partner agencies, worksites and schools, such as sports, recreation or public health programs

   — Completing targeted, small-scale infrastructure projects

   — Changing policies governing future development patterns to make them more conducive to routine physical activity

   — Educating and inspiring existing leaders and decision-makers

   — Establishing self-sustaining promotional events

   — Finding a permanent home within a stable institution
12. **School facilities and grounds are important active living assets, especially in resource-poor communities.** In communities with severe shortages of open space, recreational facilities or civic space, school playgrounds, fields, gyms, and parking lots served as important locations for physical activity.

Agreements that permit public use of school facilities, or that allow schools to use adjacent public facilities, enabled communities to make the most efficient use of existing assets. Schools and local governments should look for opportunities to share facilities and cut overall costs. (National Program Office)

**AFTERWARD**

Many *Active Living by Design* partnerships are still in place; some have expanded or modified their focus, according to Strunk. In communities where the partnership has disbanded, new policies, infrastructure, and social norms continue to foster physical activity. The national program office also maintains the *Active Living by Design* website.

**Healthy Kids, Healthy Communities**

In 2008, RWJF launched *Healthy Kids, Healthy Communities*, a $33.4 million initiative to expand local opportunities for physical activity and access to healthy, affordable foods for children and families. The program focuses on children who are at highest risk of obesity based on race/ethnicity, income or geographic location.

*Active Living by Design* inspired *Healthy Kids, Healthy Communities*, which similarly relies on local multidisciplinary partnerships, strong technical assistance and a robust learning network, according to RWJF Program Officer Bussel. The program began with nine communities, which served as leading sites for the 41 communities selected to receive grants in 2009. Six of the lead sites also participated in *Active Living by Design*:

- Chicago
- Columbia, Mo.
- Louisville, Ky.
- Seattle
- Somerville, Mass.
- Oakland, Calif.

The leading sites received grants of $400,000 for up to four years, ending in December 2012. The other sites received grants of up to $360,000 for up to four years, ending in December 2013. (For a list of all sites, see the communities page of the *Healthy Kids*,
Healthy Communities website.) Strunk and her team are managing the program. Their experience with Active Living by Design gave the team the capacity to launch Healthy Kids, Healthy Communities, which was one of the largest roll-outs of individual, highly selected sites in a national program that RWJF ever did. The program is described in a Progress Report.

Healthy Kids, Healthy Communities is part of RWJF’s $500 million commitment to reverse the childhood obesity epidemic in the United States by 2015.

“Healthy Kids, Healthy Communities will be a cornerstone of our work into the next decade,” said Risa Lavizzo-Mourey, MD, MBA, RWJF president and CEO. “This is one of the largest community-action programs ever supported by the Foundation, and one that holds great potential for changing many people’s lives.”

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RWJF funded 49 sites within a single year, and 40 of those within a single round of funding.
COMMUNITY PARTNERSHIPS USE RWJF FUNDING AS A LAUNCHING PAD FOR ACTIVE LIVING

The problem. Active living was supposed to become a new way of life for the communities that participated in Robert Wood Johnson Foundation's (RWJF's) Active Living by Design program. RWJF purposefully made modest grants to the communities ($200,000 over five years) to encourage them to be creative in seeking other financial support to continue their active living activities. The 25 partnerships secured $269 million during their Active Living by Design grant periods, and more since RWJF grants ended.

Columbia, Mo., Seattle, Santa Ana, Calif., and Orlando are good examples of this fundraising. Through their RWJF grants, they leveraged federal grants, new taxes and grants from local foundations. These communities are building infrastructure for pedestrians and cyclists, bringing physical education back to elementary schools and working to reduce childhood obesity. The descriptions below show what they had done with this additional funding as of the fall of 2009:

Columbia builds bicycle and pedestrian network with federal funds. With a $22 million federal non-motorized transportation grant awarded in 2005, Columbia, Mo., is building an extensive bicycle and pedestrian network that has already enticed more people to bike and walk. Between late 2007 and late 2008, for example, the average number of pedestrians during weekday peak hours rose 33 percent, while the average number of bicyclers rose 71 percent, according to an evaluation conducted for the initiative by Alta Planning + Design.

"It's just palpable how many more bicyc...
- 23 miles of streets with marked bike routes
- 19 miles of multi-use paths and trails
- 900 new bicycle parking spots downtown

The city fitted nine intersections with pedestrian crossing lights, and it also redesigned three major intersections to accommodate bicycle lanes, improve pedestrian safety and calm traffic. About half of the infrastructure work has been completed (as of September 2009). The PedNet Coalition helped advise the city on projects to fund with the grant.

To raise awareness of opportunities to ride and walk, the city developed a brand name for the initiative (GetAbout Columbia) and a marketing campaign. The GetAbout Columbia website promotes the initiative and its programs, which include Way to Go to Work; Bike, Walk and Wheel Week; and Neighbors on the Go. The PedNet Coalition runs these programs for GetAbout Columbia.

Columbia's reputation as a hotbed of bike and pedestrian activism and its national recognition as an Active Living by Design site were key factors in its selection for the Non-Motorized Transportation Pilot Project. The city also had support from Columbia Mayor Darwin Hindman, U.S. Senator Kit Bond and others. Key partners involved in the initiative through the PedNet Coalition include the City of Columbia, Columbia/Boone County Health Department, the University of Missouri, local schools and Boone Hospital.

"The federal non-motorized grant is completely changing the physical and social environment in Columbia," said Thomas. "It will address obesity and overweight at a significant level."

**Seattle builds infrastructure for pedestrians and cyclists with tax funds.** The Active Seattle partnership also focused on infrastructure improvements for pedestrians and cyclists. When the city was considering a tax levy for transportation maintenance and improvements, Active Seattle was at the table. David Levinger, project director for most of the RWJF-funded initiative, persuaded officials and staff to include funds for pedestrian and bicycle infrastructure projects.

"Our voice was essential," said Levinger. "As people talked about this levy, at every step in the process, more money was added for pedestrian improvement."

The result was the 2006 passage of Bridging the Gap, a transportation levy that will raise $365 million over nine years. The city must spend at least 18 percent of the funds—about $7.3 million per year—on pedestrian and bicycle infrastructure. As of September 2009, the city was building new sidewalks and developing a pedestrian master plan.
Active Seattle's earlier work—creating a visible pedestrian constituency and building relationships with elected officials—positioned Levinger to be part of talks on the transportation levy. Through events and meetings, and development of the coalition, Active Seattle raised interest in active living and gave pedestrians a strong voice.

"Active Living by Design gave people more legitimacy to ask for things they had been wanting for a long time," said Levinger.

**Santa Ana brings physical education to schools with federal funds.** Active Living in Santa Ana, Calif., (ALISA) brought physical education back to elementary schools through a federal Carol M. White Physical Education Program grant. The program supports work to initiate, expand or enhance physical education programs for students in kindergarten through 12th grade.

The $900,000 federal grant ($300,000 per year from 2005 to 2007) enabled ALISA—through a partnership with the YMCA of Orange County—to train elementary teachers to teach physical education (PE). When the grant started, elementary schools in Santa Ana did not offer PE classes. The YMCA trained teachers in using the evidence-based Coordinated Approach To Child Health (CATCH) curriculum.

"It's a how-to curriculum for the kind of activities that you can be doing with children that are fun and not so basic as calisthenics. It's structured play and unstructured play," said Jeannie Kim-Han, director of the Center for Internships and Service Learning at California State University, part of the Santa Ana partnership. Kim-Han helped write the grant proposal and served as a consultant to the initiative.

The elementary schools began offering PE three days a week. ALISA also provided $6,500 for equipment to complement the enhanced programming. And ALISA used a grant from the Orange County AmeriCorps Alliance to train after-school providers in using the CATCH curriculum.

Kim-Han and other ALISA partners understood the importance of raising funds to continue active living work in Santa Ana. "In designing anything for long-term sustainability, you have to have a strategy and plan for external funding to keep the engine going," she said.

In 2005, the California Endowment selected Santa Ana as one of six participants in its Healthy Eating, Active Communities Initiative. During the six-year program, ALISA, through its partner Latino Health Access, will receive $2.72 million to promote healthy eating and physical activity in local schools, after-school programs, neighborhoods and health care settings.

For Santa Ana, the RWJF funding provided seed money to create the collaborations needed to foster active living. "It was the impetus for people to get together and say that
inactive living and childhood obesity were issues, and we needed to take some active steps toward removing the barriers that created these conditions," said Kim-Han. "We got all the right kinds of partners involved and were able to make very good headway."

**Orlando works to reduce childhood obesity with local funding.** Get Active Orlando is building on the work it started during its *Active Living by Design* initiative with a grant to reduce childhood obesity from the Blue Foundation for a Healthy Florida (a nonprofit affiliate of BlueCross BlueShield of Florida).

Working in the low-income, African-American Parramore Heritage neighborhood—the focus of the *Active Living by Design* initiative—Get Active Orlando created a community garden, an after-school double-dutch program and a walking program. The City of Orlando, the lead partner, put up mile markers and signs, planted trees in three parks, and repaired sidewalk and crosswalks. The partnership also is offering programs on buying and cooking healthy food, and conducting a social marketing campaign to engage the community.

These efforts are part of Embrace a Healthy Florida, a statewide initiative funded by the Blue Foundation that goes beyond traditional nutrition and fitness programs to address childhood obesity. Before launching the grant program, Blue Foundation staff met with Get Active Orlando staff and partners to get input on what they had learned.

After launching Embrace a Healthy Florida, foundation staff invited select communities, including Get Active Orlando, to apply. "The partnership was already established and we knew how to make change happen in a community," said Jill Leslie, project coordinator for Get Active Orlando. "When we identify ourselves as one of the 25 *Active Living by Design* communities, it immediately gives us some credibility."

In August 2009, another Get Active Orlando partner, the University of Central Florida, received a two-year, $1.3 million grant from the National Institutes of Health to evaluate the fitness programs of Get Active Orlando.

Researchers will study whether the initiative's walking, bicycling and community gardening programs are helping low-income, minority families and older adults become more physically active. The researchers hope to identify effective strategies for encouraging physically active lifestyles through sustainable, community-based programs, and to help develop a national model for other cities.
COMMUNITY PARTNERSHIPS ENGAGE PEOPLE IN ACTIVE LIVING

Integrating physical activity into daily living

The problem. Getting people to integrate physical activity into their daily routines is a challenge. The key for *Active Living by Design* partnerships in four locales—Honolulu, Santa Ana, Calif., Portland, Ore. and Isanti County, Minn.—was finding a unique hook to engage local residents. Their strategies ranged from tapping strong cultural connections to the land to naming walking routes after pies.

Building a nature park in Kalihi Valley. In Hawaii and other Polynesian islands, people have an intimate connection with the land. The Kalihi Valley Active Living Program, based in Honolulu, used that connection to get people moving.

Thousands of community members, ranging from schoolchildren to senior citizens, are transforming a 100-acre parcel of land into the Ho'oulu 'Aina Nature Preserve. In the process, they are getting lots of exercise.

Kalihi Valley is a densely populated community that includes Hawaii's two largest public housing developments. Nearly one-quarter of the residents have incomes below the federal poverty level, and 35 percent are immigrants, mostly from the Philippines, Samoa and Micronesia. Most live in cramped quarters with no access to green space or parks.

An unused, overgrown state park 10 minutes from downtown Honolulu provided the perfect setting for active living. The Kalihi Valley Active Living Program worked with the State of Hawai'i, Division of State Parks, one of its partners, to secure a 20-year lease on the land. The partnership raised funds for infrastructure, equipment and programming. Through the health center, schools and community organizations, the partnership organized volunteers to co-create the Ho'oulu 'Aina Nature Preserve.

For example, a diabetes group of 50- to 70-year-old Micronesian women at the health center helped create the community farm. The word exercise didn't exist in the Micronesian language and attempts to organize walking groups were not well-received. But when the women learned of an opportunity to work the land, which in turn would help them help their health, they were eager to get involved.

"The next week we had about 20 women with machetes clearing the land for our first garden. They were excited to get back to the land and grow food for their families," said David D. Derauf, MD, MPH, executive director of Kokua Kalihi Valley Comprehensive Family Services, a federally qualified health center that was the lead agency for the program. "It's a spectacularly beautiful place, and there's a real hunger to be engaged in something like this."
The Kalihi Valley Active Living Program brought together groups ranging from the Kalihi Neighborhood Board to the Pig Hunters Association. Students from Honolulu Community College renovated the dilapidated caretaker's quarters into a facility to support programs on active living, healthy eating and the environment. Key partners also include Farrington High School and Kamehameha School (kindergarten through 12th grade), which participate in Ho'oulu 'Aina programs.

With 100 acres of land, there's plenty of physical activity to go around. Volunteers are clearing the overgrown land, removing non-native plants, replacing them with native plants, and creating 20 acres of community food production.

**Using neighborhood associations and parks to get Santa Ana moving.** Parks were also an important part of Active Living in Santa Ana (ALISA), in Orange County, Calif. The mostly Latino community is one of the nation's most densely populated cities. The residents were eager to get outside. However, parks and fields were not well maintained, and residents considered them dangerous.

The Santa Ana Parks, Recreation and Community Services Agency, a key partner in ALISA, worked with neighborhood associations to improve local parks—in exchange for a commitment by the groups to engage residents in active living.

The program, called Safe and Active Living United Districts (SALUD), began after the Madison Park Neighborhood Association sent the mayor a list of concerns about the park. Gerardo Mouet, executive director of parks and recreation, and Jeannie Juredo, recreation supervisor, met with the association's board. Mouet committed to removing graffiti faster, making repairs promptly and ensuring that rangers patrol the park more often, if the association would champion active living.

"We removed graffiti or did repairs, whatever they brought to our attention, right away because we wanted them motivated to do their part," said Mouet.

In response, Madison Park Neighborhood Association started a walking club and an annual walkathon. The association also partnered with parks and recreation in an annual adopt-a-park event, where neighbors work with Mouet and his staff to remove graffiti, clean the landscape and plant trees. "The word got out. Other neighborhood associations wanted a SALUD too," said Mouet.

By the end of the *Active Living by Design* grant, SALUD was operating in five parks: Madison Park, Santa Anita Park, El Salvador Park, Jerome Park and Angeles Community Park. Each neighborhood had a walking club, with a map created by parks and recreation. Other activities, such as mountain biking for kids, programs for seniors and exercise classes for moms, varied with each neighborhood's needs and interests.
"People realize that the city, in this case the parks and recreation department, feels it's very important for us to put our heads together to combat obesity, eat the right stuff and get healthy," said Mouet.

**Focusing on relationships in Portland, Ore.** Engaging people in active living in Portland’s Lents neighborhood wasn’t as easy as in Kalihi Valley or Santa Ana. Residents of Lents were leery of outsiders—tired of being studied or ignored, and of seeing promises by "do-gooders" and the government go unfulfilled.

Active Living Lents had to build credibility. "We worked to become familiar with the community, to partner with efforts that community-led groups were doing," said Noelle Dobson, project coordinator and later director of Active Living Lents.

The *Active Living by Design* initiative began with the realization that Lents was different from most Portland neighborhoods. It is one of the city's few ethnically diverse communities, with many residents from Eastern Europe and Southeast Asia. The community has more crime than most neighborhoods and its residents have less income. Lents also had few sidewalks and bike lanes, and an eight-lane freeway splits the neighborhood.

To build relationships with local residents and groups, Active Living Lents participated in events such as the Lents Community Fair and Founders' Day. The partnership sponsored part of an event, or set up booths with bike maps, pedometers and information on active living.

The partnership also organized guided walks to highlight the community's strengths and get people moving. Active Living Lents paid residents to identify walking routes focusing on local history or community gardens, write scripts about the routes and lead the walks. For 10 weeks in the summer of 2006, residents walked their neighborhoods every Tuesday night and Saturday morning using maps created by Active Living Lents.

The partnership—which grew to include schools, neighborhood development associations and the Oregon Coalition for Promoting Physical Activity, among others—also helped residents advocate for their share of infrastructure funds. For example, coalition members sat on committees that allocated park funding and supported residents at meetings with government agencies.

Results included the creation of local parks, such as Earl Boyle Park, a more walkable town center, and miles of new bike lanes and sidewalks. Earl Boyle Park has all the features the community wanted: a community garden, benches, a walking path and a sprayground (a water playground).

**Walking the town in Isanti County.** The rural setting and cold climate of Isanti County, Minn., make it hard to engage people in active living. The Isanti County *Active Living by*
Design partnership worked to create and promote an environment that encouraged people in Cambridge, Isanti and Braham—the county's three primary cities—to be more active.

To find out what would motivate county residents to become more active and what prevented them from doing so, Isanti County Active Living partnered with the Minnesota Department of Health and the Isanti County Public Health Department to survey nearly 3,000 people and hold two focus groups.

Findings in 2005 led to a partnership with the Cambridge Lutheran Church to create Prime Time Walkers, a walking program for seniors. Project Director Bill Carlson and Project Coordinator Lisa Perlick created walking logs and incentives for participating (gold stars and pins), wrote a newsletter to highlight the activities and participated themselves.

To encourage more people to walk, Isanti County Active Living also created Walk the Town maps for Cambridge, Isanti and Braham, which provide walking routes, the distance, steps and time for each route, and tips for walking.

"These things are helping to get more people out walking," said Carlson.

Isanti County Active Living even managed to add a walk to Braham's annual pie day. Initially, the Braham Pie Day Committee—the "pie ladies"—didn't want to change their traditional event. After Perlick suggested ways to integrate a walk with pies—such as using signs shaped like a piece of pie saying "walk pie calories off" and naming walking routes after pies—the pie ladies changed their minds. Now, Braham Pie Day includes a 5k walk. And the city has walking routes with names like Blueberry Pie Loop and All American Apple Pie Route.

Isanti County Active Living also brought back the annual Rum River Bicycle Classic and sponsored the Isanti Jubilee Run/Walk, and worked with the local chamber of commerce to put bike routes on its county map. "We were trying to show people how easy it is to use their own community to get physical activity every day, that the shoulders are safe to ride your bike on, and there are great trails and sidewalks to run and walk on," said Perlick.

These changes have made a difference between 2005 and 2008:

- Moderate exercise three or more times per week has increased.
- More Isanti County residents perceive their neighborhood as conducive to physical activity.
- Cost, which is often an element outside the control of project directors, has moved to third in the top barriers to physical activity. The top barriers are now ones people can
address with a little motivation: lack of time due to work or school obligations, lack of time due to family obligations, cost, and lack of self-discipline/willpower.

COMMUNITY PARTNERSHIPS TO MOBILIZE LOW-INCOME COMMUNITIES AROUND ACTIVE LIVING

Social marketing campaign to encourage multigenerational use of the South Bronx Greenway

The problem. People living in low-income communities focus on putting food on the table, paying the rent and staying safe. Going for a walk or a bike ride, or taking the kids outside to play, is not something residents think much about. Lack of green space, scenic trails and other routes set aside for recreational activities also hampers active living. So does heavy traffic and fear of crime.

The Active Living by Design partnerships in the South Bronx, N.Y., Oakland, Calif., Louisville, Ky., and Cleveland made great strides in overcoming the challenges entailed in mobilizing residents in low-income communities to become more active. RWJF's grant to each community helped leverage other funding to help improve decaying infrastructure.

Expanding green space in New York's South Bronx. The dense Hunts Point and Port Morris neighborhoods, the focus of the South Bronx Active Living Campaign, are home to more than 360,000 Latino and African-American residents. Some 44 percent live in poverty.

The South Bronx is also home to the world's second-largest food distribution center, making heavy truck traffic and poor air quality a constant. Lack of green space—and safe ways to get to existing green space, given the numerous trucks—were major barriers to active living.

"There's a culture to encourage people not to go outside because it doesn't feel safe, largely due to the built environment," said Miquela Craytor, executive director of Sustainable South Bronx, the lead agency for the Active Living by Design initiative.

Adding green space—including two waterfront parks and a lengthy greenway—was the focus of the South Bronx Active Living Campaign. The Active Living by Design initiative helped leverage funding that led to the development and completion of two parks—the Hunts Point Riverside Park and Barretto Park—which will become part of the South Bronx Greenway. It will link together Hunts Point and Port Morris and the waterfront. It will include 1.5 acres of waterfront greenway, 8.5 miles of green streets and
12 acres of waterfront park space. Construction is planned to begin in 2010 (as of September 2009).

The Hunts Point Riverside Park was formerly a vacant lot full of tires and trash. Partners in the South Bronx Active Living Campaign cleaned the lot and advocated successfully with the City of New York to build the park. It has a sprinkler area, a small area for walking and running, a boat launch, an amphitheater, picnic tables and barbecues. Barretto Park, formerly an unused commercial building, has basketball courts, a volleyball court and fields.

But in a low-income neighborhood, it was not enough just to build the parks. To encourage residents to use them, the partnership launched a social marketing campaign called "Now Playing in the South Bronx." Through ads on buses and billboards, and postcards mailed to homes, the campaign informed people about the parks, upcoming events and plans for the greenway.

The South Bronx Active Living Campaign also "packaged" active living as fun. "Events such as the Healthy Living Block Parties and Hunts Point Hustle were community-building events that promoted active lifestyles but did not require participants to think overtly about issues like obesity and heart disease," said Craytor.

The annual Healthy Living Block Parties raise awareness of healthy living, while the Hunts Point Hustle is a 5K race. Both events provide an opportunity to inform residents about active living and activities to improve green space.

Using schools to facilitate active living in Oakland. Lower San Antonio in Oakland, Calif., is another dense urban area, with many immigrants and refugees from Asia and Latin America. The poverty rate at the beginning of the Active Living by Design grant was 24 percent.

Although the climate is mild and conducive to outdoor activities, there were few places for kids to be active outdoors—the focus of Oakland's active living initiative.

"There's not a lot of green space in our neighborhood. Schoolyards represented the most open space," said David Kakishiba, executive director of the East Bay Asian Youth Center, the lead agency for Oakland's active living initiative.

But overcrowding in the schools meant that portable classrooms had replaced jungle gyms, basketball courts and open space for playing. Concerns about gangs and adults drinking, smoking and gambling also kept people away from the remaining courtyards and other open spaces.

Working with the Oakland Unified School District, the City of Oakland, parents, teachers, custodians and students, the partnership catalyzed improvements to Garfield and
Franklin elementary schools and Roosevelt Middle School. Through a series of workshops at each school, participants assessed the physical environment and developed schoolyard improvement plans.

At Garfield, for example, school officials resurfaced the schoolyard, installed new basketball and tetherball courts, built a new school garden, planted trees, and installed new benches, tables, a tile mural and an entrance gate. The City of Oakland also completed pedestrian safety improvements such as installing new "countdown" lights at two intersections and adding a crossing guard.

The active living partnership also helped improve San Antonio Park, the neighborhood's only park. Sitting next to Roosevelt Middle School, the park used to be a "dust-bowl." Today it has a soccer field with artificial turf, a half basketball court, a renovated children's play area and more. The park "is used all the time, from morning to night, seven days a week," said Kakishiba.

The work at Garfield Elementary School led to the Oakland Schoolyard Initiative, which seeks to open schoolyards for public use outside of school time. With the school district's support, the East Bay Asian Youth Center and the Unity Council—a community organization in an adjacent neighborhood—launched a pilot program at four schools: Garfield and Manzanita elementary schools, and Urban Promise Academy and Roosevelt middle schools.

These schoolyards are now open during nonschool hours for organized group activities, such as soccer, softball and basketball games. As of September 2009, the Oakland Schoolyards Initiative planned to expand to 10 schools.

**Increasing physical activity through YouTube and exercise classes in Louisville.**

Active Louisville combined new and traditional strategies to encourage residents of several neighborhoods to be more active. To persuade young people to ride their bikes, the partnership created a rap video and posted it on YouTube. In the video, Mr. Theo, a bus mechanic by day and a musician by night, sings the rap, which teaches viewers how to use the bike racks on city buses. The dancers in the video are also bus drivers.

The video created a sensation on YouTube and drew lots of attention from local media. "It was fun and energetic and it had music," said Nina Walfoort, director of marketing at the Transit Authority of River City, one of the partners in Active Louisville and creator of the video.

Use of the bike racks spiked when the video was launched, and ridership records reached all-time highs. The video received the 2008 Landmark Award of Excellence from the Bluegrass Chapter of the Public Relations Society of America.
The Smoketown, Phoenix Hill and Shelby Park neighborhoods, the focus of Active Louisville, are near downtown Louisville. Residents, mostly middle- and low-income African Americans, struggle with crime, dilapidated buildings, vacant properties and other barriers to active living.

In Smoketown, Active Louisville partnered with the Presbyterian Community Center—the "heartbeat" of the neighborhood, says Walfoort. The center offers health programs, health care, job training and more. Although center staff focused on meeting people's basic health needs, they welcomed the walking club and fitness classes that Active Louisville brought in, including tai chi, line dancing and exercise for seniors.

Soon, staff was embracing wellness and active living as part of their work. When Active Louisville ended, the center continued the fitness classes, with funding from the Louisville Metro Department of Public Health and Wellness. The center has also received grants for other work on active living. "We gave them a lot of capability and exposure to active living, and put them in a better position to do some of this work," said Walfoort.

Making a Cleveland neighborhood a great place to be active. Cleveland's Broadway/Slavic Village is becoming "a vibrant family-friendly neighborhood that promotes active living"—the community's new slogan—thanks to work begun during the Active Living by Design grant. The steel mill neighborhood had high crime and poverty rates (nearly 22 percent) when the initiative started. The Czechs and Poles who had lived there for years, and the African-Americans and Latinos who were moving in, didn't think much about active living.

Broadway: A Community on the Move, Cleveland's active living initiative, worked to rebrand the neighborhood as a great place to be active. To support the new image, the partners worked on developing new trails, parks and other green space, repaving problem streets and adding bike lanes and expanding opportunities to be active.

Results included the Morgana Run Trail, neighborhood maps, a walking club and exercise classes. The trail connects people to the Union K–8 School, a health care center and a grocery store, and provides a safe, pleasant place to walk or bike. Project partners created a map of the trail, a comprehensive bike/pedestrian/active living map of the entire community, and eight pocket maps of cultural and historical walks through the neighborhood.

The active living partnership worked closely with residents, engaging them through block clubs (residents who work together to improve their neighborhood). The partnership also hired teenagers to audit how walkable and bikable each street is, and helped residents form two groups—Morgan Trailblazers and Friends of the Morgana Run Trail—to promote use of the trail.
Organized activities to get people moving included the Slavic Village Walking Club, line dancing and yoga classes. "We provided a safe space to be physically active and have fun," said Emily Miller, project manager at Slavic Village Development, the nonprofit community development corporation that was the lead agency for Cleveland's active living initiative.

Slavic Village Development has changed the way it does business as a result of the Active Living by Design initiative. "Physical activity pulls residents out of their houses, brings people together and builds community strength through resident interaction," said Miller. "Encouraging physical activity will continue to be a theme in what we do."
APPENDIX 1

The 5P Strategies of the Community Action Model

**Preparation (P1)**
Preparation is the deliberate process of getting ready for action, including:

- Developing and maintaining a community partnership to work collectively
- Collecting relevant data to inform program planning
- Pursuing financial and other resources

**Promotions (P2)**
The project connects with the public through communications. Messages include the benefits of active living and the importance of community environments in promoting healthy living. Promotions should help ensure the success of other policy, programmatic, and infrastructure goals. They should be evaluated to see whether they reach the intended audiences.

**Programs (P3)**
Programs consist of organized ongoing activities that engage individuals in physical activity, directly or indirectly. Active living programs:

- Provide direct access to physical activity opportunities, such as through walking clubs and bicycle recycle initiatives.
- Reward individuals for adopting more active habits through incentives or other encouragements, such as benefits for employees or students who walk or bicycle to work or school

**Policies (P4)**
Policy development is the key to institutionalizing environments that support active living. Partnerships should identify and attempt to influence changes in public policies and standards as well as organizational practices. Efforts include:

- Advocacy
- Relationship building with policy-makers
- Presentations to policy boards
- Influencing employer or school policies
Educating citizens, professionals, and advocates as well as policy-makers about the need for local environments that support active living is an essential part of this strategy. In general, policy tactics end with a policy change (e.g., pedestrian-friendly street design guidelines).

**Physical Projects (P5)**

Physical projects directly affect built environments, removing barriers to physical activity and enhancing safety (e.g., trails and pedestrian improvements at intersections). Partnerships should look for opportunities to improve physical spaces that do not rely on a policy decision. Physical projects range from community trails to sidewalks to signs about taking the stairs.

**APPENDIX 2**

**Active Living by Design Community Partnerships**

**East Bay Asian Youth Center (Oakland, Calif.)**  
Healthy Eating and Active Living Initiative  
ID# 49731 (November 2003–October 2008) $200,000  
ID# 55568 (November 2005–October 2007) $30,000  
ID# 65282 (November 2008–December 2009) $30,000  

**Project Director**  
David Kakishiba  
(510) 533-1092 x 25  
junji@ebayc.org

**WalkSacramento (Sacramento, Calif.)**  
Partnership for Active Communities  
ID# 49748 (November 2003–November 2008) $200,000  
ID# 55573 (November 2005–June 2007) $32,500  
ID# 65356 (November 2008–October 2009) $45,000  

**Project Director**  
Anne B. Geraghty (no longer with the organization)  
(916)-446-9255

**Young Men's Christian Association of Orange County (YMCA) (Tustin, Calif.)**  
Active Living in Santa Ana  
ID# 49759 (November 2003–November 2008) $180,202
Friends of the Colorado Center for Human Nutrition (Lakewood, Co.)
Active Living Partnership of Greater Stapleton
ID# 49759 04973 (November 2003–October 2008) $200,000
ID# 55561 (November 2005–October 2007) $45,600
ID# 65275 (November 2008–April 2010) $42,123

Project Director
Helen C. Thompson (retired)
(303) 315-9045

City of Orlando (Orlando, Fla.)
Get Active Orlando
ID# 49734 (November 2003–October 2008) $200,000
ID# 55571 (November 2005–October 2007) $35,000
ID# 65342 (November 2008–April 2010) $45,000

Project Director
Dean Grandin, MA
(407) 246-2120
dean.grandin@cityoforlando.net

Kokua Kalihi Valley Comprehensive Family Services (Honolulu, Hawaii)
Kalihi Valley Active Living Program
ID# 49745 (November 2003–October 2008) $200,000
ID# 55564 (November 2005–October 2007) $27,250
ID# 64849 (November 2008–November 2009) $39,173

Project Director
Cynthia Sturdevant
(808) 791-9413
csturdevant@kkv.net
Illinois Health Education Consortium (Chicago)
Active Living Logan Square
ID# 49762 (November 2003–October 2008) $200,000
ID# 55556 (November 2005–October 2007) $20,000
ID# 65281 (November 2008–April 2010) $45,000

Project Director
Virginia Warren (no longer with the organization)
(312) 996-6927

Louisville Metro Housing Authority (Louisville, Ky.)
ACTIVE Louisville
ID# 49752 (November 2003–October 2008) $200,000
ID# 65286 (November 2008–April 2010) $44,335
ID# 55567 (November 2005–October 2007) $43,300

Project Director
Jennifer Clark (no longer with the organization)
(502) 819-7881

City of Somerville Health Department (Somerville, Mass.)
Shape-up Somerville
ID# 49742 (November 2003–October 2008) $200,000
ID# 55554 (January 2006–October 2007) $45,700
ID# 65357 (November 2008–October 2009) $45,000

Project Director
Noreen Burke (no longer with the organization)
(617) 625-6600

Michigan Physical Fitness, Health and Sports Foundation dba Michigan Fitness Foundation (Lansing, Mich.)
Walkable Communities Task Force
ID# 49746 (November 2003–October 2008) $200,000
ID# 55566 (November 2005–October 2007) $48,600

Project Director
Risa Wilkerson, MA (no longer with the organization)
(919) 843-3519
Isanti County (Cambridge, Minn.)
Isanti County Active Living
ID# 49761 (November 2003–November 2008) $199,938
ID# 55565 (November 2005–October 2007) $20,000
ID# 65230 (November 2008–February 2010) $45,000

Project Director
William A. Carlson
(763) 689-1442
wcarlson33@izoom.net

PedNet Coalition, Inc. (Columbia, Mo.)
Bike, Walk and Wheel
ID# 49753 (November 2003–November 2008) $199,903
ID# 55560 (November 2005–October 2007) $56,700
ID# 65269 (November 2008–April 2010) $45,000

Project Director
Ian M. Thomas, PhD, MEd, MSc
(573) 239-7916
ian@pednet.org

Town of Chapel Hill (Chapel Hill, N.C.)
GO! Chapel Hill
ID# 49757 (November 2003–October 2008) $200,000
ID# 55584 (November 2005–October 2007) $15,000
ID# 65274 (November 2008–April 2010) $39,290

Project Director
David C. Bonk
(919) 969-5064
dbonk@townofchapelhill.org

Our Healthy Community Partnership (Omaha, Neb.)
Act!vate Omaha
ID# 49754 (November 2003–October 2008) $200,000
ID# 55569 (November 2005–April 2007) $53,700
ID# 65273 (November 2008–April 2010) $45,000
Project Director
Kerri R. Peterson, MS
(402) 934-5886
kpeterson@livewellomaha.org

Ho-Chunk Development Corp. (Walthill, Neb.)
Winnebago Active Living by Design
ID# 49732 (November 2003–October 2008) $200,000
ID# 55595 (November 2005–April 2007) $15,000

Project Director
Joy Johnson
(402) 846-5353
jjohnson@hochunkcdc.org

1000 Friends of New Mexico (Albuquerque, N.M.)
Albuquerque Alliance for Active Living
ID# 49740 (November 2003–October 2008) $199,910
ID# 55576 (December 2005–May 2008) $39,250
ID# 65527 (December 2008–March 2010) $45,000

Project Director
Joanne McEntire (no longer with the organization)
(505) 400-1645

Sustainable South Bronx (Bronx, N.Y.)
South Bronx Active Living Campaign
ID# 49747 (November 2003–October 2008) $200,000
ID# 55581 (November 2005–October 2007) $35,000

Project Director
Majora J. Carter (no longer with the organization)
(718) 617-4668

Buffalo Niagara Medical Campus, Inc. (Buffalo, NY)
Healthy Communities Initiative
ID# 49736 (November 2003–October 2008) $200,000
ID# 55582 (November 2005–October 2007) $50,000
ID# 65284 (November 2008–April 2010) $45,000
Project Director
Michael J. Ball, A.I.C.P.
(716) 881-8922
mball@bnmc.org

Slavic Village Development (Cleveland, Ohio)
The Broadway: a community on the move
ID# 49751 (November 2003–October 2008) $200,000
ID# 55559 (November 2005–October 2008) $51,400
ID# 65280 (November 2008–October 2009) $45,000

Project Director
Emily K. Miller
216-429-1182 x121
emilym@slavicvillage.org

Oregon Public Health Institute (formerly called the Community Health Partnership) (Portland, Ore.)
Healthy Active Lents
ID# 59270 (December 2006–November 2008) $47,590
ID# 65271 (November 2008–April 2010) $45,000

Project Director
Noelle G. Dobson, MPH
(503) 227-5502 x224
noelle@communityhealthpartnership.org

American Heart Association Inc., Pacific Mountain Affiliate (Seattle, Wash.)
ID# 49744 (November 2003–November 2008)

Project Director
Minot Cleveland, MD (Oregon Coalition for Promotion of Physical Activity)
(530) 806-2007
minot.cleveland@worldnet.att.net

Feet First (Seattle, Wash.)
Active Seattle
ID# 49756 (November 2003–October 2008) $200,000
ID# 55583 ((November 2005–September 2008) $41,500
ID# 65272 (November 2008–April) 2010 $45,000
Project Director
Rebecca C. Deehr (no longer with the organization)
(206) 652-2310

Maternal and Family Health Services, Inc. (Wilkes-Barre, Pa.)
Wyoming Valley Wellness Trails Partnership
ID# 49760 (November 2003–October 2008) $200,000
ID# 55553 (November 2005–July 2008) $20,000
ID# 65227 (November 2008–April 2010) $18,340

Project Director
Cynthia A. Lombard (no longer with the organization)
(570) 759-9465

Berkeley Charleston Dorchester Council of Governments (North Charleston, S.C.)
Lowcountry Connections Partnership
ID# 49741 (November 2003–January 2009) $192,115
ID# 55585 (November 2005–January 2009) $47,000

Project Director
Yvonne A. Gilreath
(843) 529-0400
vonieg@bcdcog.com

Metropolitan Government of Nashville and Davidson County (Nashville, Tenn.)
Music City Moves! Partnership
ID# 49758 (December 2003–November 2008) $200,000
ID# 55550 (November 2005–October 2007) $35,500
ID# 65343 (November 2008–November 2009) $12,618

Project Director
Adetokunbo A. Omishakin
(615) 862-7147
adetokunbo.omishakin@nashville.gov

Upper Valley Trails Alliance, Inc. (Norwich, Vt.)
Upper Valley Trails for Life
ID# 49750 (November 2003–October 2008) $200,000
ID# 55552 (November 2005–October 2007) $42,200
ID# 65228 (November 2008–April 2010) $45,000
APPENDIX 3

Active Living by Design National Advisory Committee
(as of December 2007, when the committee’s role ended)

Tyler Norris (Chair)
Founding President and CEO
Community Initiatives, Inc.
Boulder, Colo.

Tim Blumenthal
President
Bikes Belong Coalition
Boulder, Colo.

Susan Handy, PhD
Professor of Environmental Science and Policy
Department of Environmental Science and Policy
University of California, Davis
Davis, Calif.

Maxine Hayes, MD, MPH
State Health Officer
Washington State Department of Health
Seattle, Wash.

James H. Johnson, PhD
William R. Kenan Jr. Distinguished Professor of Strategy and Entrepreneurship

Kenan-Flagler Business School
University of North Carolina-Chapel Hill
Chapel Hill, NC

Michael O’Donnell, PhD, MBA
Director of Health and Wellness
Cleveland Clinic
Editor in Chief and President
American Journal of Health Promotion
Cleveland, Ohio

Daniel Rodriguez, PhD
Associate Professor
Department of City and Regional Planning
Adjunct Associate Professor
Department of Epidemiology
University of North Carolina-Chapel Hill
Chapel Hill, N.C.

Howell Weschler, EdD, MPH
Director
Division of School and Adolescent Health Centers for Disease Control and Prevention
Atlanta, Ga.

APPENDIX 4

Evaluation Methods

Partnership Capacity Survey

The 25 partnerships completed a 38-item survey of their structure and function.

Concept Mapping

This technique integrates qualitative and quantitative information to provide a visual representation of the relationships among ideas. The evaluators used it to determine the
most important and successful strategies used by the 25 communities. The method includes six steps:

- Selecting a group of participants and determining the focus
- Group brainstorming to generate statements
- Structuring statements through a sorting process to create clusters
- Representing the statements/clusters using a map
- Interpreting the maps
- Using the maps

**Progress Reporting System**

Key personnel from all partnerships documented specific project activities using the web-based Progress Reporting System. National program office staff monitored the entries and created progress reports. Evaluators used the data to examine partnership activities and accomplishments.

**Key Informant Interviews**

Evaluators interviewed lead project staff and partners.

**Focus Groups**

Evaluators conducted multiple focus groups with project staff, partners, and community members during site visits to all 25 partnerships.

**Photos and Videos**

Evaluators took photos and videos of planned and completed physical projects and people’s behavior in the communities, to confirm other information.

**Environmental Audits**

Evaluators used a neighborhood audit tool to assess whether environmental conditions for physical activity changed as a result of the projects in each community.

**Direct Observation**

The evaluators observed residents in each community using facilities (such as trails and playgrounds) and environments (such as parks and streets) scheduled to be developed or redeveloped during the program.
BIBLIOGRAPHY

(Current as of date of the report; as provided by the grantees organization; not verified by RWJF; items not available from RWJF.)

Articles


**Supplements**

*American Journal of Preventive Medicine*, 43(5, Suppl. 4) 2012, S267–S414. Abstracts are available online as noted below.

- “Assessment for Active Living Harnessing the Power of Data-Driven Planning and Action.” Bors PA, Brownson RC and Brennan LK, S300–S308. Abstract available online.
“Programs and Promotions Approaches by 25 Active Living by Design Partnerships.” Claus JM, Mark Dessauer M and Brennan LK, S320–S328. Abstract available online.


“Creating a Movement for Active Living via a Media Campaign.” Huberty J, Dodge T, Peterson KP and Balluff M, S390–S391 Abstract available online.


American Journal of Preventive Medicine, 37(6, Suppl. 2): 2009.


• “Implications of Active Living by Design for Broad Adoption, Successful Implementation, and Long-Term Sustainability” (commentary). Glasgow R and King DK, S450–S452. Abstract available online.

• “Active Living by Design as a Political Project: Challenges at Three Levels” (commentary). Kraft MK and Brown LD, S453–S454. Abstract available online.

• “Active Living by Design: Implications for State and Local Officials” (commentary). Rockeymoore M, S455–S456.

• “Active Living by Design: Building and Sustaining a National Program” (commentary). Strunk S, S457–S460. Abstract available online.

Non-Journal Articles


**Books & Chapters**


**Reports**


**Meetings & Conferences**


Communications & Advocacy

Community Profiles are available on the Active Living by Design website. Just click on the location on the map to get to each Community Profile. Each profile includes the following sections: “About,” “Our Story,” “Opportunities” and “Accomplishments.”

www.activelivingbydesign.org. Includes resources, tools and links to support community partnerships and others engaged in active living work nationwide, and profiles and other information on each partnership. Chapel Hill, NC: University of North Carolina.

PROFILE LIST

- Diana Straughan, Chapel Hill, N.C.
- Lucy Gomez-Feliciano, Chicago, Ill.
- Samina Raja, PhD, Buffalo, N.Y.