

2002-2012



**ACTIVE LIVING
BY DESIGN**

Celebrating 10 Years of Active Living By Design



Active Living By Design

10th Anniversary



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Active Living By Design is celebrating 10 years! We have commemorated this milestone through photos, reflections and resources that helped shape Active Living By Design (ALBD) and the movement to create healthier communities across the US.

While we owe our success to many individuals, we would especially like to thank a few who were instrumental to our launch: Rich Killingsworth, MPH, founding director of ALBD; Kate Kraft, PhD, former senior program officer at the Robert Wood Johnson Foundation; Bill Roper, MD, MPH, former dean at the UNC Gillings School of Global Public Health; and Ernie Schoenfeld, DrPhD, former senior associate dean at the UNC Gillings School of Global Public Health. Without your vision, dedication and support, we would not be where we are today!

Reflections from the Director



Sarah Strunk, M.H.A.
Director
Active Living By Design



Ten years ago, Active Living By Design opened its doors - and a grand opening it was! We held six different events over a 12-hour period: a breakfast open house at our new office; a community meeting with presentations from elected officials and other leaders at the theater across the street; walking tours of Southern Village, the new mixed-use development in which our office was located; a lunch meeting at a local church replete with healthy, delicious food; a panel presentation with some of the nation's best scholars and practitioners addressing active community environments; and dinner with an array of mission partners to celebrate a successful day and the promise of what we hoped would be great things to come.

In retrospect, the grand opening laid an important foundation by modeling so many of our core values: Learning, networking and celebrating. Debating and inquiring. Engaging with the community. Collaborating across professional disciplines and sectors. Setting and meeting stretch goals. Walking the talk with respect to our own active living and healthy eating behaviors. Ten years ago, it was simply a vision. Ten years later, it is a movement.



“Active Living By Design (ALBD) has been at the forefront of the movement to reverse the childhood obesity epidemic. Through Healthy Kids, Healthy Communities, ALBD is rallying the leadership and community engagement we need to build a healthier future for kids and their families.”

Risa Lavizzo-Mourey,
M.D., M.B.A.
President and CEO
Robert Wood Johnson
Foundation

GETTING STARTED

Active Living By Design (ALBD), part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health, was launched in 2002 as a five-year, \$15.5 million national program of the Robert Wood Johnson Foundation (RWJF). The focus was on increasing physical activity through changes in policy and the built environment - a significant departure from the more traditional focus on education and awareness as primary influencers of behavior change. The premise was relatively simple: To see what could be accomplished by 1) engaging 25 multidisciplinary partnerships representing a diverse array of communities across the country, and 2) offering small amounts of grant funding combined with technical assistance and consultation from an experienced group of project officers and a peer learning network. The execution of that vision, however, was a bit more complex.

BUILDING IT WHILE FLYING IT

We soon learned that we were part of something big when a record-breaking 966 partnerships responded to our initial call for proposals...nearly 1000 coalitions, each comprised of five to 50 (or more) partners who were interested in engaging in this work - some with significant experience already, and some who were just getting started. The results of Active Living by Design, our first grant-funded initiative, are well documented in the December 2009 special issue of the American Journal of Preventive Medicine.

Yet as I reflect now on our first few years, when I was deputy director and later, when I became director, I am grateful for so many things that were left on the editing floor: deputy directors of other RWJF national programs and mission partners who fielded my late-night calls and requests for advice; experts in the field who patiently explained the nuances of zoning and land use, and who helped me understand the connections between the familiar (public health) and the unfamiliar (city planning, transportation, local food systems and more); the most collegial, transparent and supportive funding partners imaginable; dedicated and passionate National Advisory Committee members who made us even better with their probing questions and recommendations; applicants and grantees who were on the receiving end of sometimes painful but always valuable lessons learned and who trusted us anyway; and a stellar and truly inspiring group of colleagues at ALBD who were willing to take a leap of faith and who have poured their hearts into this work every single day.

At the time, there was no playbook. There were few models. There was limited evidence. We got really good at building from scratch, adjusting on the fly and dealing with ambiguity. These attributes serve us well even today.

EXPANDING OUR FOCUS

As we gained experience, other funders took note, and soon we were approached with new opportunities to engage in this work. Partnerships with the North Carolina Health and Wellness Trust Fund and the Blue Cross and Blue Shield of North Carolina Foundation, for instance, allowed us to deepen our focus in our home state, develop a designation program recognizing healthy communities in North Carolina, and serve and learn from the special assets and challenges of working in rural areas. Engagements with Blue Cross and Blue Shield of Minnesota helped us hone our community planning and assessment skills and, more recently, pilot new work in the area of sustainability planning. Collaborating with the WK Kellogg Foundation as part of the Food and Fitness initiative expanded our national focus and gave us a forum to focus on complex systems issues with a cadre of talented technical assistance providers. And the list goes on.

In addition to engaging directly with community partnerships and their leaders, participating in task forces and advisory committees, advising on the development of new funding portfolios, reviewing grant applications, publishing papers, participating in conferences and training programs, and engaging in healthy communities initiatives in our own counties, towns and neighborhoods are complementary activities that have contributed tremendously to our learning. As a result, while ALBD's initial focus was on the relationship between physical activity and the built environment, our lens has expanded over time to include healthy eating, childhood obesity prevention, community engagement, health equity, systems change and sustainability planning. While we experienced growing pains at times, we planned for this expansion in a very intentional way to ensure that new areas of focus were simply more than "appendages" to our existing work but rather a vital part of our mission, culture and values.

WALKING THE TALK

Through it all, I'm proud to say that ALBD has maintained its commitment to walking the talk. We work hard and play hard. It's not unusual to find most of us outside for an hour or so on Friday afternoons playing basketball, ultimate Frisbee or four square. We celebrate birthdays by honoring individuals in fun and creative ways with limericks, Mad Libs and challenges rather than with cakes and candles. We were among the first of our peers to develop (and actually implement) organizational policies related to healthy eating and active living. All of our staff are engaged in local and national volunteer work focused on community gardens, dog parks, planning commissions, parks and recreation advisory boards, school wellness policies, safe routes initiatives and more, where we struggle with many of the same challenges our grantees face: Limited resources. Philosophical differences. Translating among disciplines and various professional practices. Working with the community, not doing to the community. Addressing change from both the grass roots and the grass tops. Focusing on systems and social norms, not just temporary solutions that make us feel good in the short term. Quite simply, we lead by example.

LOOKING BACK AND LOOKING AHEAD

As ALBD has grown, so have we. We are, as a team, healthier than we were 10 years ago. Smarter about our limitations as well as the wisdom that resides in communities. More committed than ever to ensuring EVERYONE has the ability to live in healthy, vibrant neighborhoods. Deeply appreciative for the privilege of doing this work. We acknowledge that this movement has roots that formed long before we got involved, and we're thrilled with the exponential expansion that has occurred since then. There are now thousands of funders, non-profit organizations, government agencies, coalitions and individual advocates who understand that where we live, work and play truly impacts our ability to lead healthy lives. They understand that the outcome of this work extends far beyond healthy people to include a stronger economy, safer cities and a more equitable future for all. And they - we - are taking action.

Within this document, we'll be taking a look back at the last decade - at some of the people, leaders, stories, successes, lessons learned that have been so instrumental to this work. We'll also share some of our thoughts about the future. We look forward to continuing to collaborate with you in this journey.

Stories from Community Partners

This is a collection of brief stories from grantees that Active Living By Design has worked with over the years. These stories show how grassroots efforts in communities across the country can make healthier choices the easier choices for their residents.



Black Mountain, NC: What happened when Dr. John Wilson opened his backyard garden to others who wanted space? He noticed a growing demand for gardening opportunities from his neighbors and then petitioned the town for public space.

Buffalo, NY: In 2003, Buffalo residents engaged for the first time with City leaders and those at the Buffalo Niagara Medical Campus to develop a shared vision for their hometown. And almost a decade later, they're making that vision a reality.

Columbia, MO: The PedNet Coalition began by emphasizing fun to build community enthusiasm and commitment over 12 years ago. With over 7,000 members today, they have collaborated to bring about many healthy changes in Columbia.

Honolulu, HI: Measurable health improvements have been made through gardening, exercise and a sense of community in the Kalihi Valley.

Louisville, KY: From the neighborhoods to the Mayor's office, Louisville is making a variety of changes to expand their health and wellness initiatives.

Pitt County, NC: Accessibility of safe spaces for physical activity has long been a priority in Pitt County, a goal that has buy-in and collaboration from a diverse range of partners.

BLACK MOUNTAIN, NC

A significant change in the concept of community and school gardens was made possible by a grant to Eat Smart Black Mountain (ESBM), a program of the Town of Black Mountain, NC's Recreation and Parks Department. The community garden had a small beginning, spearheaded by Dr John Wilson, a retired local pediatrician who never let retirement stop him from guiding children and their families to good health. In fact, because of Dr. Wilson and a group of dedicated leaders and volunteers, children are eating and loving spinach, kale, beets and other fresh produce. And this, they hope, will give all residents a healthier future.

It all started when Dr. Wilson opened his backyard garden to others who wanted space and noticed a growing demand for gardening opportunities. He petitioned the town for public space. The town had recently purchased land which extended to the river through a flood plain, useless for permanent structures. Permission was granted to build a garden there and Dr. Wilson asked the town's Health Initiative for help. Michael Mayer, Chair of the Health Initiative, said they were seeking ways to improve health and reduce obesity, so they incorporated community and school gardening into a Fit Community grant proposal. Fit Community was a North Carolina Health and Wellness Trust Fund grant program designed for North Carolina communities with the goal of increasing routine physical activity and healthy eating through diverse partnerships, promotions, programs, policies, and physical projects. Gardening provides opportunities for both physical activity and healthy eating, making their proposal successful.

That was July 2007 and they had 13 gardeners in the community garden and interest in creating school gardens by the principals of both local schools. The grant provided approximately \$58,000 over two years plus technical support from Active Living By Design. Since then, partners have leveraged this money with other smaller grants and lots of volunteer efforts into a thriving gardening culture.

An early highlight in the first year of the grant involved a group of volunteers from another state. The plan was to build raised bed gardens at the Primary School. "I remember waking up to steady rain," Michael said. "We were uncertain whether the volunteers would show up." But like a foreshadowing of the tenacity of this project, volunteers arrived on time and built four garden beds despite the rain. This group has returned annually to provide work and services.

From that simple beginning, a new culture of growing food and eating fresh produce developed. "This year we have 73 families participating in the community garden and have 24 beds dedicated to the community" said Diana McCall, the garden supervisor. In addition to supervising garden activities, Diana also conducts nutritional programs and cooking demonstrations widely in the community and schools.

Produce from the garden helps feed those who are food insecure. Families who rent garden beds donate produce from the first five feet (10%) of their plot to feed those in need. Gardeners also offer surplus harvest and donate produce that ripens when they are out of town. Hundreds of volunteers from partner organizations like Warren Wilson College, The Welcome Table, Swannanoa Valley Montessori School, Ridgecrest Conference Center, and Buncombe County Master Gardeners help throughout the year to prepare and care for the gardens, especially the 24 community donation beds. In 2011, more than 1,100 volunteer hours were logged and 4,089 pounds of produce were donated to those in need.

In addition to donated garden produce, ESBM partners with the MANNA Food Bank, a private, non-profit that collects, stores, warehouses and distributes food to other non-profits throughout 16 counties in Western North Carolina. In this partnership, MANNA provides food for a school backpack program (providing food on the weekends to children in need)

Produce from the garden helps feed those who are food insecure. Families who rent garden beds donate produce from the first five feet of their plot to feed those in need.

and also donates food to the community's other efforts to reduce hunger, including a lunch program serving an average of 200 weekly. A local non-profit, The Welcome Table, orchestrates the lunches and a weekly produce distribution (replacing a monthly distribution by ESBM), with the help of hundreds of volunteers.

Gardening and nutrition is now integrated into the curriculum at Black Mountain's Primary and Elementary Schools. Both schools have gardens on site supported by volunteers, parents, and teachers. A strong partnership between the schools and the Community Garden allows for regular field trips. Master Gardeners and the Community Garden Supervisor support the school staff in teaching gardening and nutrition lessons. The Fit Community grant enabled a portable demonstration kitchen and a resource library, available to the community and the schools. Nutrition classes during and after school, garden clubs and tasting events increase students' exposure to fresh food. This is making gardening and healthy eating a permanent part of the educational experience.

Finally, strong support is provided by the town and many partners to sustain the work. The Health Service Program Administrator, a permanent full-time position in the Recreation Department, provides administrative support to the garden programs while the Community Garden Supervisor, now a permanent part-time position, handles direct oversight of the garden. The town has included the community garden in its Master Plan for space utilization and the Public Services Department provides support for major garden projects.

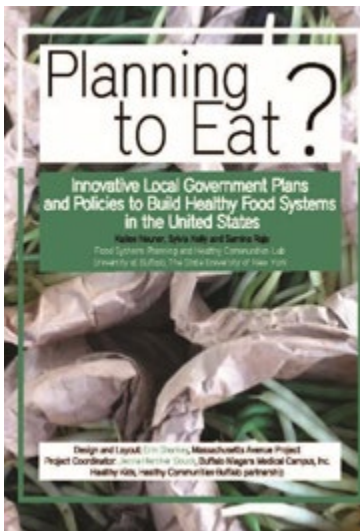
Clearly, Eat Smart Black Mountain's efforts are strongly rooted and expanding. The established policy and environmental supports are just the beginning. Future dreams include a commercial greenhouse at the Community Garden which would provide space to grow vegetable starts for the garden's donation program, rentable space for private gardeners and area farmers, and job training opportunities. Such a facility would further expand on Dr. Wilson's original vision for the community garden, which now bears his name.

BUFFALO, NY

With 12,000 employees across nine different institutions, the 120-acre Buffalo Niagara Medical Campus (BNMC) is the size of a small community. To be globally competitive and ensure they are a growth catalyst for the region, a non-profit by the same name Buffalo Niagara Medical Campus, Inc. was developed. Some would say their mission is ambitious enough. However, two neighborhoods, Allentown and the Fruit Belt, border the campus with a majority minority population of 7,000. Furthermore, the campus and these two neighborhoods are located in Buffalo, NY, the third poorest city in America with an overweight rate three times the national average and two times higher than the state average. Wisely, leaders at BNMC realized the importance of working towards a healthy city, not just a successful campus.

"It's our responsibility as a medical community to lead by example," said Michael Ball, Director of Planning and the Healthy Communities Initiative for the Campus, "therefore we created the Healthy Communities Initiative as a way of engaging the Campus and its surrounding neighborhoods in a conversation around active living and healthy eating."

So in 2003, BNMC applied for and was selected to receive an Active Living by Design grant. This launched the Healthy Communities Initiative, a community partnership promoting active living. Some 30 organizations and individuals joined, including employees of institutions located on campus, residents of adjacent Allentown and the Fruit Belt, and representatives from local non-profits, city and state government agencies and universities. They began growing the dialogue and trust between all groups.



The partnership also played a key role in securing a \$14 million dollar grant from the US Department of Transportation for street and sidewalk improvements.

Residents engaged for the first time with City and campus leaders to develop a shared vision for their hometown. Given that Buffalo is flat and more than 31% of households do not own a car they focused on improving and increasing active transportation options and transportation infrastructure. Overtime, various agencies incorporated the work into their missions and/or increased their leadership around the issue, and many have stayed with the work long-term. The Wellness Institute of Greater Buffalo, for example, led intra partnership dialogues with the City to facilitate policy change. A new non-profit emerged called Green Options Buffalo with a mission to create healthy, environmentally sustainable and community-friendly transportation. In addition to advocating for good policy, Green Options Buffalo increased demand for bicycling through Buffalo Blue Bicycles (a city-wide bike-sharing program) and Recycle a Bicycle (a youth bike education program) and has continued to be a key partner.

Strong collaborative efforts resulted in significant gains. They established a citizen-based Bicycle and Pedestrian Advisory Board (BPAB) which assesses environments, reviews development plans and makes recommendations to city officials. With heavy involvement from residents, a number of plans have been developed or updated to include active living components, including a bike plan which identifies 128 miles of future bike lanes (10 miles are already complete). The city has adopted a Complete Streets and Bike Parking Ordinance along with a Commercial District Bicycle Parking Program under which 300 permanent bike racks have been installed around the city. Bike racks are now required for all new and rehabilitated buildings. The partnership also played a key role in securing a \$14 million dollar grant from the US Department of Transportation for street and sidewalk improvements, many of which have been completed.

Over time, the Healthy Communities Initiative expanded their work to include access to healthy food, especially since most supermarkets and grocery stores were located in more affluent sections of the city and suburbs. A Healthy Eating by Design grant (HEbD) helped initiate their work. Key partners included Massachusetts Avenue Project (MAP), the University at Buffalo School of Architecture and Planning and the Buffalo School District. Together they provided a youth mentoring program around healthy foods and improved school lunch and demand for healthy foods at a school in an economically disadvantaged neighborhood. That HEbD pilot influenced the Buffalo School District to offer a weekly salad bar at all their schools and continue workshops related to healthy food choices during after-school programs.

Since then, and through their current Healthy Kids, Healthy Communities (HKHC) grant, they've significantly expanded their work. They've reviewed existing physical, regulatory, and stakeholder environments pertaining to healthy eating opportunities in the City. They've created maps showing food environment conditions and conducted a Food Policy Summit with more than 230 participants for the two-day event, including 50 policymakers. The Summit catalyzed local action. Afterward, the City adopted recommendations developed by the HKHC partnership as an addendum to their comprehensive plan. Significant changes include the ongoing development of a County-City Food Policy Council and recognition of urban agriculture as a beneficial use in the zoning code. In addition, the City has developed a Queen City Garden's Plan and received a \$2 million federal grant for community engagement in food systems planning.

And it doesn't stop there. Leadership on the issue is expanding. Youth are now heavily involved. As the City sought resident input on the process to update their 60-year-old land use and zoning regulations (Buffalo Green Code), youth advocates from MAP led training about land use issues. They recruited peers and neighbors to attend meetings and provided testimony in support of including health considerations in the updates. Youth now also have a seat on the BPAB and have led additional neighborhood assessments regarding food availability and walking and biking conditions.

Furthermore, Buffalo's work is spreading. The partnership is partnering with ChangeLab Solutions (formerly known as PHLP) to develop a healthy zoning code checklist and a health retail ordinance for use by communities nationwide. In addition, Dr. Samina Raja, a key and long-term partner who is a well-respected national leader in food security, food distribution and access and community health, has produced and published several evidence-based documents, including a Planners Guide to Community and Regional Food Planning which was distributed to 8,000 professional planners. Clearly, their seeds are now deeply rooted and feeding the nation.



COLUMBIA, MO

Twelve years ago when Chip Cooper, long-time resident of Columbia, MO, shared his vision of a connected network for walking and bicycling in his Midwestern college town, he found ready allies. Then Mayor Darwin Hindman had previously led the effort to save the M.K.T. trail easement for further development and helped establish the rail banking law. Resident Ian Thomas told Chip about the historic and protected footpath network in England where Ian grew up. And others began to ask how they could help. So, with nothing more than a good idea and passionate people, the PedNet Coalition was founded on Earth Day 2000, symbolic of their deep commitment to respect the environment, strengthen community and increase healthy behaviors among all. Within two months, they had 1,000 members who supported their vision. Core supporters included the health department and the mayor's office along with a broad-based partnership including the public works, planning, parks and recreation and police departments, the public-access television station, the public schools, various schools within the University of Missouri, local business leaders, a local hospital and nonprofit organizations.

They began by emphasizing fun to build community enthusiasm and commitment. Under Hindman's leadership, PedNet launched a Mayor's Challenge: Bike, Walk & Wheel Week, which drew more than 750 people at their first event and exceeded 6,000 within six years. Over time, they added other programs and events, including Walk to School Day, their Walking School Bus program (where children walk a daily route under the supervision of trained adult volunteers), a Passport to Fitness program, a Cycle-Recycle bike donation program for low-income kids, and organized walks and bike rides. They've supported programs with a citywide social marketing campaign led by the health department and eventually funded by a local health foundation, pedestrian and bike safety classes for children and adults, and public recognition and rewards programs, such as "Way to Go to Work!" for commuters.

PedNet's theory is that programs encourage behavior change while building enthusiasm and demand for more and better facilities that support these activities. "We have always thought of our work as two mutually reinforcing components," Ian said. "Community outreach and programs, such as the Walking School Bus, engage people in active transportation. As a result, many become advocates for the policy, environment, and public funding changes that need to take place to institutionalize opportunities for physical activity." It seems to be working well.

Coalition membership steadily climbed and exceeds 7,000 today, generating energy and resources for significant change. Columbia's street design standards were improved, increasing the amount of pedestrian and bicycle facilities in the City. Their various walk-to-school efforts built community-wide support for a \$3.5 million sales tax initiative to build sidewalks near specific schools, and it focused more attention on travel-to-school policies within the district. Combining resident advocacy with political will was the key. "Having a strong, grassroots, community organization vocally supporting trails and multimodal street standards provided the political backing I needed to push hard for these changes with my city council colleagues," said Hindman.

At first [the program] wasn't popular since biking wasn't seen as cool. But by connecting with bike clubs and college students, the cool factor has risen dramatically.



The success and growth of programs and the resulting recognition also motivated new local and state funders and helped Columbia win a \$22 million federal grant from the Federal Highway Administration to plan, build and promote use of a network of active transportation paths throughout the city. As momentum grew, the city established a ped/bike coordinator position in its public works department, the University of Missouri updated and strengthened its ped/bike master plan and, most recently, the new mayor and council are supporting a campaign to triple public transit service, better serving all residents.

The Coalition itself mirrors this growth. Exclusively volunteer-driven for the first three years, Ian was hired as their first paid director after the PedNet Coalition was selected as an Active Living by Design grantee in 2003. Ian and other support staff worked out of their homes in different parts of Columbia for four years, piecing together a budget with various grants and donations. Finally, after winning a large subcontract to work on promotions and education, they were able to move into a downtown office space shared with GetAbout Columbia, which addresses infrastructure-related issues, like designing bike routes, while the Coalition remains focused on advocacy, education, support and encouragement. Even moving offices was a bold rally for active transportation. Coalition staff, board members, and supporters rode bicycles pulling trailers and carrying backpacks to move five staff members, office furniture, boxes of t-shirts and books and a four-drawer filing cabinet an average of three miles to their new space...all in the rain.

And what started as a cool idea for those who were already excited about biking has become a city-wide movement. In 2008, Columbia was selected for a Healthy Kids, Healthy Communities grant and expanded their energies into additional neighborhoods, deepened community engagement and with new partners widened their vision to include increasing affordable, nutritious food for children and families and making area streets and parks more conducive to walking, bicycling and safe play. They are creating food asset maps, expanding community gardens and helping expand EBT/SNAP access to farmers' markets for low-income residents. They are working to strengthen leadership through neighborhood associations to revitalize grassroots engagement on multiple issues. And they are continuing to win battles to expand alternative transportation options. Recently, community advocates helped prevent drastic service cuts and fare increases for Columbia Transit. Their goal now is to triple ridership in three years, which may very well be another Earth Day celebration soon.

HONOLULU, HI

Kalihi Valley, a neighborhood community of Honolulu, has been the first home for new immigrants coming to Hawaii for the last 150 years, according to David Derauf, Executive Director for Kokua Kalihi Valley Comprehensive Family Services (KKV). And KKV has been greeting them for many decades. "We're a federally qualified health center," David said. "But we're a community health center first and foremost, and we've been discovering that we are, even more importantly, a center for community health."

KKV was founded 40 years ago by a group of clergy from different faiths who saw a tremendous need for the immigrant population. They crafted a mission "to be an agent for healing and reconciliation" and, as David said, "that was prophetic." The first four staff were women who knocked on doors, getting to know their neighbors in order to hear and respond to their concerns. Medical and dental services were highly expressed needs, so KKV began providing them within the first several years. Over time, KKV, like most other health centers, became increasingly focused on medical services to provide affordable access to health care.

They began to circle back to their roots, however, in 2003 when KKV was selected to serve as a lead agency for an Active Living by Design grant, a Robert Wood Johnson Foundation initiative that supported comprehensive approaches to increase physical activity in 25 diverse communities throughout the nation. "This grant was a catalyst for us to begin to



revisit the other roles a community health center plays,” David said. It took some trial and error to find the way. In the early stages of the grant, leaders talked with a group of Micronesian women in a diabetes support group about the need to exercise. That approach gained no traction at all and it was later learned that the concept and word for “exercise” didn’t even exist in their culture. Timing was such that KKV had just gained a long term lease for 100 acres of state land to develop a nature park in the back of Kalihi Valley. Seizing this opportunity, the group leader asked the women if they’d be interested in gardening, and hands shot up. They understood this word perfectly; it was what they did in their homeland. “Within days, women had machetes and were clearing invasive bamboo by hand in order to plant their first gardens on the land.”

“We were able to study the changes that took place with their diabetes and showed measurable health improvements,” David said. “Yes, they burned more calories, but at least as important was their pride in putting food on their table and how much they, themselves, had grown.”

The program is named Ho`oulu `Aina, which in Hawaiian means “to grow the land” or “to be grown by the land”. Both meanings are evident there today as the number of gardens, gardeners and volunteers has increased. Today, there are at least 50 active collaboratives. More than 11,000 volunteers have been involved over time in working on reforestation efforts, restoration of traditional Hawaiian archaeological sites (including living agricultural sites), and engaging in large scale composting to restore the soil, stripped by a couple of nurseries over 30 or 40 years of use. They are truly growing the land through work grounded in native Hawaiian values, building upon generations of wisdom, and moving toward a healthier tomorrow.

And they are being grown by the land as individuals, families and a community. Every Wednesday morning, women meet for cultural sharing and gardening. Nursing students from the University of Hawaii, women just out of prison for substance abuse issues, mothers and children from nearby public housing work side-by-side in the garden and build friendships. “It’s a very nice organic mixture of people who are discovering each other’s capacities and rediscovering the power of community in the process,” David said. And stories emerge that verify the strength of this work. During a recent exchange, one woman talked about having suffered terrible depression over the last 20 years, often unable to leave her home. After gardening at Ho`oulu `Aina for a while, she said she has entire days when she isn’t lost in herself, realizes what she has to give to others and experiences moments of joy for the first time in her life.

In addition to the gardens, KKV’s Active Living by Design program established the Kalihi Valley Instructional Bike Exchange (K-VIBE), a nonprofit bicycle education program that promotes bicycle-related activities for the youth of Kalihi Valley. People donate bikes, and youth learn how to repair and rehab bicycles and can earn a bike for themselves. At first, it wasn’t popular since biking wasn’t seen as cool. But by connecting with bike clubs and college students, drawing in bike couriers, racers and trick bike riders, the cool factor has risen dramatically. Since 2005, K-VIBE has provided nearly 3000 youth with transportation and recreation through an earned bicycle. Some youth were ready to drop out of high school when they showed up at K-VIBE, but have gone on to take jobs in the bike industry or other venues and come back to volunteer. Youth also advocate for better bike facilities, infrastructure and government policy, and successfully advocated for an amendment to the City Charter that prioritized efforts for Honolulu to become a pedestrian- and bicycle-friendly city.

Clearly, recent immigrants and those who arrived decades ago are finding a new sense of place in Kalihi Valley as this work evolves. And the transformation has also touched KKV. “This grant put us on a path to grow our voice as an organization as well,” David said. “To unplug our ears and really listen to the stories of the community like we did at the incep-

tion of our organization. Collaboration has become more than a word on paper. To CO-llab-
orate...to gather, get dirty, sweat and share food together, that's the essence of the word.
And that's what's happening here now."

LOUISVILLE, KY

Some see rejection as a sign of failure. Not in Louisville. After being turned down for Steps to a Healthier U.S., a grant from the Centers for Disease Control and Prevention, partners rallied, strengthened their ideas and submitted a proposal to the Robert Wood Johnson Foundation for an Active Living by Design (ALbD) grant. They were one of only 25 communities (out of 966 who applied) to be selected. Talk about a great come-from-behind story!

Since 2003, they've leveraged the power of committed elected officials, outspoken and influential health directors, and a strong and diverse partnership to intensify their work around healthy eating and active living. Not that it's been easy. Louisville has high obesity rates (64.9% of adults are overweight or obese according to 2009 BRFSS), and bourbon and fast food are economic engines for the state. In fact, Yum! Brands Inc, which owns and franchises KFC, Pizza Hut and Taco Bell, is headquartered in Louisville. Their presence is undeniable. Besides the proliferation of drive-thrus, they bought naming rights to the arena where the University of Louisville's men's and women's basketball teams play. Drive down Main Street and you'll see a big sign: "KFC Yum! Center."

However, the commitment to form a healthier Louisville is strong. Through the years they've obtained grant funding from a variety of public and private sources, including Healthy Kids, Healthy Communities (HKHC). Their diverse partnership has included the Louisville Metro Housing Authority, the Transit Authority of River City, the Mayor's office, Louisville Metro Departments of Public Health & Wellness, Planning & Design Services and Parks, the Presbyterian Community Center, Shawnee Neighborhood Association, the YMCA of Greater Louisville, Jefferson County Public Schools and others.

Marigny Bostock, Community Health Supervisor for the Louisville Metro Department of Public Health & Wellness and Project Director for Louisville's HKHC grant, has seen tremendous collaboration among these partners. "Departments that used to work separately are now in the practice of coordinating efforts and leveraging resources." And it's not just agencies making changes. "What I like about working on HKHC is the emphasis on grassroots community engagement," Marigny said. "We still have a ways to go to engage residents at the deepest level, but more neighborhood residents are involved than ever before and that's exciting."

And so are their accomplishments. They expanded the city's bicycle lanes, created an Active Living committee, and produced an educational rap about how to put your bike on the bus that went viral. "We felt it was important to promote public transit since most transit users walk an average of 19 minutes a day and cities with great transit systems have less of an issue with obesity," said Nina Walfoort one of the early project directors for ACTIVE Louisville.

During the development of Liberty Green, a HUD HOPE VI project, partners ensured added pocket parks and a walkable streetscape. They've expanded from three neighborhoods to twelve and are very focused on pedestrian safety. They have a formal pedestrian safety action plan and a neighborhood planning process that involves citizens in walking audits to determine priority fixes or changes. Furthermore, they created a safety awareness campaign called StreetSense, a play off the name of the horse who won the 2007 Kentucky Derby.

The Mayor's Healthy Hometown Movement (MHHM) was started with former Mayor Jerry Abramson and focused on active living through walking and biking. In addition to the above changes, there are 20 Mayor's Miles (signed walking paths that connect to key desti-

*Informal
encouragement led
to an official healthy
option policy for all
food offered at county-
sponsored activities.
Since the policy's
passage, more healthy
options continue to
appear.*





nations) throughout the city. They have also helped establish connections from their 12 target neighborhoods to the Louisville Loop, a 25-mile shared-use path that will eventually become a 100-mile loop around the city.

MHHM continues under current Mayor Greg Fischer, who is adding a stronger focus on food systems. New community and school gardens are in place and thriving because of resident leadership. By leveraging other grant funding, they've partnered with seven corner store owners and the YMCA of Greater Louisville to install Healthy in a Hurry sections of fresh produce in areas without or with few full-service grocery stores. And Mayor Fischer recently initiated a Food Policy Advisory Council to develop policies in support of a just, sustainable food system to improve public health, spur economic development in urban and rural neighborhoods, and increase access to healthy food for all Louisville Metro citizens.

Just like StreetSense (the horse), Louisville is determined. The derby winner was an epic underdog. He came from nearly last position to win by more than two lengths in an unexpected victory. Louisville, too, has struggled. Not many were betting on their success at first. However, Louisville's strong pace, determined leaders and involved residents have propelled them to a position of national leadership.

PITT COUNTY, NC

The Alice F. Keene Park – and a diverse, dedicated community partnership that translated this vision to reality in 2008 – is just one of many reasons why Pitt County has been awarded three Fit Community designation awards since 2006. The centrally-located park offers residents of this rural county in eastern North Carolina a range of opportunities for physical activity, including athletic fields, a 1.2-mile paved walking trail, community garden and playground. Intentionally situated near other key destinations, the park further establishes the area as a hub of activity, with the farmers' market, two schools, senior center, animal shelter, recycling center, Pitt Community College Greenhouse and Village of Yesteryear all in close proximity. A strong sense of pride and ownership surround the park because citizens were involved in its vision, planning, advocacy, funding and building. Moreover, collaboration with the city of Greenville made it possible to guarantee future connectivity through the city's greenway master plan. Alice Keene, Pitt County's community schools and recreation director for over three decades and the park's namesake, stated, "The connectivity to the park will have to be part of any plan for development, so that's the beauty. If it's a part of the policy, it happens."

Accessibility of safe spaces for physical activity has long been a priority in Pitt County, a goal that has buy-in and collaboration from a diverse range of partners, such as the health department, county and municipal planning and recreation departments, the regional hospital and university communities, schools, businesses and faith organizations. The county maximizes its reach by locating many recreational facilities in shared spaces, having worked with stakeholders in places such as schools, flood buy-out land, church properties and malls to create community joint-use agreements. In place for several years is a shared facility policy, implemented and staffed by the Pitt County Community Schools and Recreation Department, which enables all school sites to be open and available to the public after school hours. Such practices and partnerships increase recreational resources across the entire county.

Pitt County partners have created broad support for healthy eating, as well. The county's largest employer, Pitt County Memorial Hospital, implemented the NC Prevention Partners' Healthy Hospital Initiative, training food services staff on preparation and portion control, providing point-of-selection nutrition information and using a pricing structure to incentivize purchase of healthier items. The staff of 7,000 also benefits from an incentive program

to encourage their own healthy eating habits. All schools, meanwhile, have implemented state nutrition standards, which has a positive impact on vending, after-school programs, school events, school meals and a la carte options. Finally, the farmers' market offers nutrition education, featuring weekly demonstrations to encourage fruit and vegetable consumption among patrons.

In addition to collaboration, leaders cite persistence and incremental change as keys to success. For example, informal encouragement led to an official healthy option policy for all food offered at county-sponsored activities. Since the policy's passage, more healthy options continue to appear. "We start with small 'have to's' and when we get used to that, we take another step," said Jo Morgan, Pitt County's health education director. Efforts to integrate health considerations into local policy decisions also represent a gradual but important shift that has paid dividends. Pitt County received a \$1.6 million federal Communities Putting Prevention to Work (CPPW) grant that helped them establish a new comprehensive plan integrating land use and health. Many successful local and state funded initiatives led to that new funding, including those through the Parks and Recreation Trust Fund, Blue Cross and Blue Shield of North Carolina Foundation, Eat Smart, Move More North Carolina, Fit Community and others – all contributing to the County's ability to leverage additional resources.

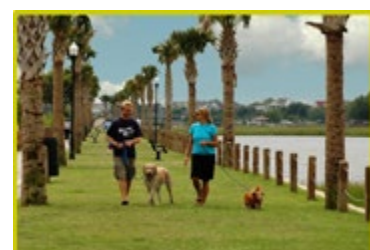
CPPW funds will also help Pitt County address another important challenge – ensuring that the most vulnerable residents, especially the 25 percent living in poverty, benefit from healthier community environments. The funds will support a corner store initiative to make fresh fruits and vegetables more available in low-income areas that lack grocery stores. The county has also collaborated with municipal planners to address access to greenways and grocery stores in low-income communities and supported smaller municipalities and farmers in efforts to expand availability of new markets and produce stands.

Consistent promotional messaging and affordable programs reinforce Pitt County's policy and environmental change efforts to create a healthier community for all residents. The Eat Smart, Move More NC campaign, developed by the Physical Activity and Nutrition Branch at the North Carolina Division of Public Health, has been utilized for years through local outlets, from television and radio to newsletters and banners. Interactive tools allow citizens to manage their own physical activity and healthy eating activities, and several local partners offer a variety of regular programs to help sustain active lifestyles. As a result, the Eat Smart, Move More NC message is widely recognized across the community.

Partners in Pitt County state that the Fit Community designation award has bolstered their continued efforts to make health and healthy lifestyles accessible to more citizens across the county. As County Commission Chair, Beth Ward, said, "This designation is one the most important accomplishments for this community, as it promotes health and well-being for all our children and adults. It also serves as a reminder that while we have been recognized, there is still much work to be done. It really motivates us to keep working toward our vision for a healthy, active community." If past accomplishments are any indication, we can expect to see much more from Pitt County for years to come.

Ten Years of Images

Ten years of active living and healthy eating initiatives offer many opportunities for capturing stories through photos. Below are just a few from some of our initiatives over the years, including Active Living by Design (2002-2008), Healthy Eating by Design (2005-2007), Fit Community (2006-2012), and Healthy Kids, Healthy Communities (2008-present).



Ten Years of Staff and Students

As we celebrate Active Living By Design's 10th Anniversary, we want to thank those who serve and have served on our team. Their contributions helped our organization develop into what it is today. To help us commemorate this milestone, many staff – past and present – took time to share their reflections about ALBD, and the impact it has had on their current work. It has been an incredible 10 years, and we look forward to many more as we collectively work to create a legacy of healthier communities across the country.

PHIL BORS

Project Officer, Active Living By Design
ALBD: 2002 - Present

One thing is clear from my experience at ALBD: small investments in and support for communities can lead to incredible impacts on people, relationships, government officials and neighborhoods. The exact “recipes” differ, but healthy community change initiatives succeed because of the heart, vision and persistence of a handful of servant-leaders. Committed partners and community leaders are critical ingredients in broadening and amplifying healthy eating and active living work, and ultimately making real changes happen.



CARA CRISLER

Consultant, Crisler Coaching and Consulting
ALBD: 2005 - 2010

Having spent five remarkable years working with ALBD, and being away for the past two, I have the following insights:

- Never have I, and I doubt will I, work with such dedicated, thoughtful, smart and supportive colleagues.
- Never will I witness such a democratic, fair approach to decision making and overall organizational development.
- Never will I feel so supported in my own professional development.
- Never will I witness such a devotion to “walking the talk.”
- Never will I feel so very sad to leave.

I realize this all sounds a bit negative for my future work life, but it is mostly because I decided to move far away and work for myself. How, after all, could I ever find a workplace that could live up to ALBD? I was quite sure that I could not, and the thought did not sit well with me. So, I carry what I have learned with



“The opportunity to assist and support communities in identifying and responding to various structural, political and social determinants that limit access to physical activity and healthy eating continues to inspire me...”

Fay Gibson
ALBD

me throughout my career and share it with others, hoping to inspire and improve workplaces and others' personal work-life balance. I have been so inspired by practically everything about ALBD and thank you sincerely for allowing me to be a part of it. Happy 10th anniversary, I see a very impressive past and super bright future ahead for you.

MARK DESSAUER

Director of Communications,
Blue Cross Blue Shield of North Carolina Foundation
ALBD: 2002 - 2012



Mondays often provoke a dreaded gloom in many folks as they head back to work or school. I always headed to work with joy because I was doing what I believed in. I worked among tireless, passionate friends who believe in their work and share a common ethos to help each community. It is very humbling to have worked with organizations, researchers, funders and community leaders as they joined together a decade to lift up the issue of the built environment. What may be common sense now was a novel approach, and the inclusion of so many different partners along the way has made this journey memorable and successful. Each person I met or worked with provided an opportunity to learn about their expertise or experience.

From Jackson, Mississippi's Washington Addition to the Iron Range in northern Minnesota, barriers to physical activity and healthy eating may be similar but solutions have to be rooted in the communities' own history and voice. I also was very fortunate to work with amazing people, partner organizations, communication consultants, staff and graduate students at UNC and grantees across North Carolina and the United States. Every interaction has been enriching and inspiring. Looking back on a decade of Active Living By Design left me with strong feelings about this country and our collective resourcefulness. Despite the larger trends and seemingly immovable systems, I have great hope. We may not be a country that is making as many things as we used to, but our community spirit and ingenuity is strong in fixing things like our food systems, our school lunches, our playgrounds, and our walks and bikes to school. Step by step, row by row and mile by mile, people are coming together and changing a world that currently prioritizes speed, convenience and fast food. The end result is more than just good health but a reverence for each other and the places we live. I see this fire even stronger in the youth of today who care about city policies in the fifth grade. The future looks very bright indeed.

FAY GIBSON

Project Officer, Active Living By Design
ALBD: 2008 - Present



Becoming a member of the ALBD team has enabled me to participate in a movement dedicated to advancing the health of urban and rural communities across the United States. The opportunity to assist and support communities in identifying and responding to various structural, political and social determinants that limit access to physical activity and healthy eating continues to inspire me and reaffirm my belief that all communities deserve environments that make healthy choices the easy choices. Among its many operating principles and values, ALBD works tirelessly to promote field building and customized, equitable grassroots capacity building to support leadership development opportunities that can help sustain this important work. Working with the ALBD team continues to be an honor and a privilege.

“The leaders and partnerships in the communities with whom I have had the privilege of working, and who face the realities and challenges every day with perseverance and passion, have been sources of inspiration.”

Joanne Lee
ALBD

JENNIFER JOHNSTON

Florida Relationship Manager, Alliance for a Healthier Generation
ALBD: 2002 - 2003

Rich Killingsworth, former Director of ALBD (2002-2005), hired me as an intern in 2002. I loved working on the special issue of the American Journal of Health Promotion: Health Promoting Community Design, and helping review the first round of ALBD grant proposals. I lived the mission by walking to work and recruiting other Health Behavior and Health Education [MPH] students to ALBD. Interning at ALBD for two years set me on a path to a rewarding career in public health. After receiving my MPH, I worked at the National Institutes of Health in Maryland and have spent the last six years in Florida at the Alliance for a Healthier Generation promoting healthy eating and active living in schools across the country. Here's to the next 10 successful years, ALBD! Thank you!



JOANNE LEE

Project Officer, Active Living By Design
ALBD: 2005 - Present

Inspired, hopeful and excited have been strong and consistent themes throughout my tenure with ALBD. The leaders and partnerships in the communities with whom I have had the privilege of working, and who face the realities and challenges every day with perseverance and passion, have been sources of inspiration. Our partners in communities, organizations and coalitions have been open and eager to explore what was once new or different ways of affecting and investing in community change. They have led efforts to broaden the conversation and field beyond health to community development and equity, and have infused more hope in the future of the field. My ALBD colleagues, who genuinely care about the people and communities with whom we work, who “walk the talk” with regards to active living and healthy eating, who are always supportive, have and continue to make me excited and appreciative to be part of the team.



ABBY LOWE

Social Research Specialist, UNC-CH Center for Health Promotion and Disease Prevention
ALBD: 2010 - 2011

I only worked at ALBD for a year [as a graduate assistant], but I have much appreciation for that time and a list of fond memories. I often think back on what might seem like mundane parts of working there: Monday meetings and temperature checks, the “Weaver Train,” Friday physical activity and annotated agendas. I also frequently think about the values that ALBD embodies, including strong leadership and an appreciation for reflection, group process, team problem-solving, and group decision-making. Beyond that, I found everyone’s passion for and dedication to the work palpable and infectious. I count my year with ALBD as one of my most formative professional experiences – it will continue to shape my life in significant ways. I’m grateful to have been a part of it!



MENAKA MOHAN

Program Coordinator, Prevention Institute
ALBD: 2008 - 2011

“I not only became well versed in active living terminology, I became an advocate for the field.”

Menaka Mohan
Prevention Institute

I met Sarah Strunk on my first day of work at Sustainable South Bronx (SSB) in 2005. I was attending a communications training in Maryland and I was nervous, scared, and had no idea what active living meant. How was I going to coordinate an effort in the South Bronx when I knew nothing about public health? My concerns quickly dissipated from the moment that I met Sarah and the ALBD staff because everyone was supportive and excited that I would be joining the ALBD movement. I not only became well versed in active living terminology, I became an advocate for the field. Working with ALBD made me realize that behavior is about changing environments and working with individuals. I received guidance from my project officer, Rich Bell, on what the 5P model could look like in the South Bronx, which included the first ever Hunts Point Hustle, a 5k run through the Hunts Point community, which complemented our policy efforts. I'm proud to say that the Hunts Point Hustle has run for five consecutive years and has continued to showcase the new parks and streetscape plans in the neighborhood.



My ALBD journey did not end with the project in the Bronx. At the 2006 ProWalk ProBike conference in Madison, WI, I was invited by ALBD to present on SSB's active living work. Afterward, Sarah approached me about my future plans and asked if I had thought about graduate school. That conversation led me to pursue dual masters' degrees in Transportation Planning and Health Behavior at UNC and where I became a graduate assistant ALBD. During my three years at ALBD, I gained a national perspective on what active living and healthy eating look like in different communities. I cannot thank ALBD or Sarah enough for all you have given me, in terms of professional development and growth, I only hope that I can pass on the lessons that I have learned to others. Congratulations on the anniversary I can't wait to celebrate future milestones!

MARY BETH POWELL

Deputy Director, Active Living By Design
ALBD: 2007 - Present

I remember when Active Living By Design first began in 2002, because I was working for an applied research center on campus engaged in similar work. I watched with amazement and admiration as ALBD grew in size and stature and made its mark in the healthy communities world. When the opportunity arose for me to become a part of this team and I was hired, I was ecstatic. Only later would I realize how carefully ALBD works to make sure each hire is a good fit. In the five years that I've been a member of this team and integrally involved in this work, I have grown in ways I never would have dreamed. The passion that each staff member has for this work and for his/her co-workers is palpable, and the collective energy of this team and those with whom we are privileged to work seems to have no limit. I am grateful for this opportunity and, at the end of each day, feel proud that our collective efforts may have contributed to people leading healthier, happier lives.



TIM SCHWANTES

Project Manager, Active Living By Design
ALBD: 2008 - Present

In my experience at ALBD, I have learned so much! The learning starts with the smart people I am surrounded by day in and day out, but also with the colleagues across the country. This includes grantees working in communities every day to other national leaders who we partner with. From the top-down poli-

“[ALBD] is about all the dedication, critical thinking and engagement necessary to support change based on research findings.”

Danielle Spurlock
UNC-Chapel Hill

cies that are often delivered from the federal level to the grassroots groups wanting to make their neighborhood healthier, there is something to learn from each. I feel so privileged to work on issues that are near and dear to me, but also to work with people who share that passion and are interested in taking leaps of faith to make their community a better place to live.

What I appreciate most and what makes ALBD stand out is the humble attitude and culture at ALBD which sets it apart: coaching and supporting people on the ground to work within their social, cultural and political climates to make change is where we learn the most, and without the local leaders, we'd have nothing to share. It's exciting to know there is momentum building, and in another 10 years people across the country will have the supports, experience and tools to make change, both from the top-down and bottom-up.



CHAD SPOON

Research Coordinator, Active Living Research
ALBD: 2004 - 2005

I was only at ALBD for a year, but the time turned out to be an opportunity that really directed me in life. I came to ALBD the summer before my second year of graduate school at the UNC Department of City and Regional Planning, and was one of a few graduate student assistants. I had previously only been interested in transportation planning because of my distaste for sitting in traffic. ALBD opened my eyes to the built environment and to the connection to health and physical activity. It is great to see that the program has been working in the active living field for 10 years, and I am sure the staff has positively impacted many other students like me. I'm proud to say that the entire group served as my impromptu career advisors. My favorite and most well remembered part of ALBD was Friday physical activity sessions. Thankfully, I still have the privilege of working in the built environment and public health field and with ALBD staff in my current role at Active Living Research, another RWJF-supported program. And while I am now in San Diego, nothing will ever be quite like Chapel Hill.



DANIELLE SPURLOCK

Research Assistant, UNC - Chapel Hill
ALBD: 2007 - 2008

For me, ALBD is an embodiment of data to action. It is about all the dedication, critical thinking and engagement necessary to support change based on research findings. The “evidence-based program” has become such a buzzword in the policy arena, but there are not enough examples of how to scale a program up outside of its initial conception. It is rare to have such a diverse set of examples with such successful outcomes that truly capture community-driven action. My time at ALBD will continue to shape how I undertake research for the rest of my career.

JESSICA HUGHES WAGNER

Health Education Coordinator II, University of Texas at Austin
ALBD: 2003 - 2004, 2006 - 2008

I first came to ALBD as an undergrad almost a decade ago. I was studying advertising and medical anthropology at UNC, and was thrilled to find an internship doing communication work in the health and wellness arena. I grew up in a small town in North Carolina, where the idea of walking or biking anywhere on a country



*“I was always treated
as a future leader
in the active living
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movement, just as
ALBD treats all staff,
students and visiting
colleagues.”*

Jennifer Gilchrist Walker
Transform Wisconsin

never crossed my mind. As I began to work with Mark Dessauer and the ALBD team to tell the grantees' stories, I found myself undoing the lifelong connections in my brain about what it means to be healthy, as an individual or as a community. I was challenged to think and communicate about how prevention and community change looks from town to town across the United States. All while making time for Friday afternoon physical activity with the ALBD team.

I moved to Washington, DC after graduation but found myself answering Chapel Hill's siren call a few years later when I returned to UNC for an MPH program. I rejoined the ALBD crew for my second tour as a graduate assistant, armed with a now more clearly defined focus on health communication and social marketing. Currently, I lead health promotion programs and environmental change strategies at the University of Texas at Austin. From small town 19-year-old to proud ALBD alumna, I can confidently say the experiences and mentors afforded to me at ALBD have paved my path as a person who “walks the talk.”

JENNIFER GILCHRIST WALKER

Program Advisor, Transform Wisconsin
ALBD: 2004 - 2011



When I started at Active Living By Design as a public health graduate research assistant in 2004, I came with a love for promoting routine exercise but, ironically, was relatively unconscious of the beauties of actual active living. I hadn't actively commuted anywhere since high school, and that was only because I had no car and was lucky enough to grow up in a town where I could walk to school. Riding a bike to work on purpose? Too scary, too sweaty, too inconvenient. If the thought had ever crossed my mind, it was quickly dismissed. Well, that changed about one year later. How could I resist with a bicycle at the office to borrow, a shower on the premises and a number of colleagues who proved it was both possible and fun?

My time at ALBD was marked by a parallel journey of bravery and curiosity born of an environment that nurtured it, and an inner desire to make a positive difference in the world. I was always treated as a future leader in the active living and healthy eating movement, just as ALBD treats all staff, students and visiting colleagues. I loved the work of impacting health at the community level and was able to stay on for a second graduate degree and beyond that as the Fit Community project manager. I learned from ALBD's example innumerable tangible and intangible skills essential for building partnerships around complex work, taking time for internal reflection, being organized and intentional, always seeking ways to improve, the list could go on. I feel lucky on a daily basis to have been a part of such a remarkable organization and to have been shaped personally and professionally by the tremendous people who I consider my colleagues, mentors and friends. It's a journey that is still taking me to new places, currently as a Program Advisor for the Transform Wisconsin grant initiative to create healthier communities across the state, and for that I am grateful. So, congratulations ALBD on celebrating 10 years!

RISA WILKERSON

Project Officer, Active Living By Design
ALBD: 2008 - Present



I've noticed several encouraging trends over the last 10 years. I believe the work has deepened. When our Active Living by Design grant began, programs and promotions more often trumped work in policy and environmental change. No longer. Rather, they seem now to be most often used as intentional levers to help influence policy and environmental change. Partnerships are more deeply connected with resident leaders and are committed to more meaningful forms of community engagement. Equity is now a prominent part of the conversation and a promising focus of the work. Clearly, there's still a lot to learn and a long way to go. However, I am confident that the demand for more livable places has reached a tipping point. The momentum is carrying forward a new generation of leaders who will accept nothing less than equitable, healthy places to live, work and play.

Ten Years of Partnerships

As Active Living By Design has evolved over the last 10 years, we have worked on a variety of major, multi-year initiatives in collaboration with an array of funding partners, both within North Carolina and across the country. With a commitment to continuous improvement, lessons learned from each initiative inform our subsequent engagements. We are privileged to have the opportunity to do this work, and we are grateful to our funding partners for believing in the power of community change. We are particularly indebted to the Robert Wood Johnson Foundation, without whom Active Living By Design would not exist.



Reflections from Partners

*“We couldn’t have
done it (and cannot
continue to do it)
without the
ALBD team.”*

Katie Adamson
YMCA of the USA

Great advances in the healthy communities arena have been made over the past 10 years. It takes many partners and organizations to keep the momentum going. Some of the key leaders in the field are highlighted below. Many have helped guide Active Living By Design, directly and indirectly, over the years. Read about how they view healthy communities work and reflect on our work together.

KATIE ADAMSON

Director of Health Partnerships and Policy, YMCA of the USA

It was almost 9 years ago that Audrey Haynes, my former boss and Chief Government Affairs Officer (and now Secretary of Health and Human Services in Kentucky) and I came to Active Living By Design and begged for help. The Y was about to embark on a Healthier Communities Initiative to engage our Movement in the very work you had begun pioneering and we didn’t know what we were doing. You threw open your doors; you let us look in your closets; and you told us everything you knew and offered your staff and yourself in partnership for the long haul. I feel like we have been locked arm-in-arm in this work since then, although I regret that I don’t see you near enough! There has not been a time that I have heard you say “no” to an offer for guidance, direction or a chance to just pause and say wow this work is hard, but the rewards are so worth it. And then you gave me the opportunity to get to know you and your out-of-this-world team more deeply by serving to assist in your Healthy Kids and Healthy Communities initiative. And then I got to meet all the amazing people in Active Living By Design’s partner world.



I feel blessed to have connected with the Active Living By Design team. I know our world is better for your personal commitment and time to this cause, and I thank you deeply for your friendship and assistance over the years. Your team has helped teach so many communities how to fish; how to own and take charge of their destiny; how to bring together people who speak so many different languages and get them to shout loudly with one voice for change. I am honored to know all of you, and I celebrate the Big Hairy Audacious Thing you have created across the country. We couldn’t have done it (and cannot continue to do it) without the ALBD team. Hooray for Active Living By Design—a trailblazer for so many of us!

PANCHO ARGÜELLES

Co-Director, Colectivo Flatlander

What impresses me of the way Active Living By Design works is the commitment to create learning opportunities for the groups and organizations they support and the openness to learn themselves in the process. To me this shows a central value



of the persons that form this organization; they are passionate about the issues they work on, but they are even more passionate about the groups and people they work with. This is something to be celebrated. Happy 10th anniversary!

JEAN ARMBRUSTER

Director, PLACE Program, Division of Chronic Disease
and Injury Prevention
LA County Department of Public Health

The active living movement in the United States has grown by leaps and bounds in the last 10 years. If there's one organization that has done more than anyone to nurture this growth it's Active Living By Design. You all have guided, inspired, and supported incipient efforts across the country, generously sharing your experience and expertise along the way. Thank you for your leadership, vision and friendship, and best wishes for another fabulous decade of transforming the world we live in!



MARICE ASHE AND MANEL KAPPAGODA

ChangeLab Solutions

It has been our pleasure to partner with Active Living By Design as part of the Robert Wood Johnson Foundation's Childhood Obesity Prevention Initiative. Over the past five years, we've participated in their annual convenings which build the national knowledge base on both healthy eating and active living strategies at the community level. It is always inspiring to see the leadership, experience, and commitment ALBD brings to all of these endeavors! We've also partnered with ALBD staff members to provide technical assistance to many of their dedicated grantee communities across the country, such as Chicago, New Orleans, Buffalo and Houston to name a few. As the Childhood Obesity Prevention Initiative has worked to establish this national social change movement, ALBD and its childhood obesity prevention program, Healthy Kids, Healthy Communities, have been instrumental in every regard. We congratulate them on this milestone and hope for 10 more great years!



ADAM BECKER

Executive Director, Consortium to Lower Obesity in
Chicago Children (CLOCC)

At the first meeting of the Leading Sites for Healthy Kids, Healthy Communities (HKHC), Active Living By Design staff led a discussion that I truly believe helped to kick off the movement in which we are all now engaged to combat childhood obesity at the local level using policy, systems, and environmental approaches to make active living (and healthy eating!) easier for children, families, and Americans across the nation. We discussed whether there was a potential for a national movement. What would we need? Who would be engaged? Would we need a single spokesperson? Would the movement be centralized or decentralized? First Lady Michelle Obama had just planted a vegetable garden on the White House lawn and we thought she might be an excellent champion! Four years later, our movement has accelerated and matured. Childhood obesity is clearly an issue on the national radar. Billions of prevention dollars are supporting communities across the country to improve environments to make healthy eating and active living easier. Active Living By Design has been a critical part of keeping the movement connected to the local community level.



The Consortium to Lower Obesity in Chicago Children (CLOCC) sends congratulations to the staff at ALBD and thanks you for all of the support, advice, tools, and resources you make available to those of us working on the front lines in neighborhoods, towns, cities and counties across the country. We have experienced firsthand how the support you provide keeps local communities in touch with the national movement and helps the national movement stay grounded in the lived realities of people across the U.S. Congratulations on 10 exciting years, and best wishes for the next 10!

LAURA BRENNAN

President and CEO, Transtria LLC

What an amazing adventure it has been to witness this incredible movement! With limited understanding in the field related to the implementation of comprehensive community-level interventions to increase active living, this initiative forged into the unknown with 25 ALbD community partnerships and shaped the way we now think about community demonstration projects and national models of technical assistance to support communities. The evaluation of ALbD launched new areas of inquiry for further investigation by the field, including (1) how to measure partnership and community capacity, community assessment, resources generated, sustainability, and implementation of promotions, programs, policies, and physical projects; (2) how to standardize methods for ongoing data collection and tracking at the community level, such as online progress reporting, interviews, and focus groups; (3) how to implement systematic data reduction procedures to condense complex, highly contextualized qualitative and quantitative data; and (4) how to extract common themes across communities using inclusive analytic techniques to build the evidence base. This body of work has helped decision makers, practitioners, community residents, and researchers working in various disciplines throughout the U.S. to gain insights into promising active living intervention strategies and to build on the collective experience of community representatives implementing ALbD initiatives.



“Active Living By Design has changed the conversation about the built environment...”

Andy Clarke
League of American
Bicyclists

Personally, this has been a life-changing experience for me. I had the privilege of traveling to all 25 communities to meet with some of the most passionate people I have met in my career and to see the vibrant and expansive fruits of their labor firsthand. I have had the fortune of working directly with the ALbD National Program Office team and I cherish the lifelong friendships I have made with these extraordinary individuals. The ALbD evaluation transformed community evaluation inquiry, practices, and processes for me, and, as a result, my heart is forever connected to the principles of learning with communities.

ANDY CLARKE

President, League of American Bicyclists

Active Living By Design has changed the conversation about the built environment in the dozens of communities where it has worked directly, and many more by virtue of the great stories you have generated and leadership you have shown. The League's Bicycle Friendly Community program is also celebrating its 10th year and in that time we've reviewed applications from almost 600 communities across the country. I can say without fear of contradiction that we can absolutely tell when there is an ALbD program in a community - the level of energy, enthusiasm, professionalism, knowledge, and constructive collaboration across disciplines is clearly evident, and clearly makes a difference. Congratulations on reaching this milestone and "thank you" for making our job easier in community after community.



“ALBD’s research and expertise support our efforts to promote policies, organizational practices and partnerships that will result in safe and equitable communities.”

Larry Cohen
Prevention Institute

LARRY COHEN

Executive Director, Prevention Institute

Congratulations on 10 years, Active Living By Design (ALBD)! Thank you for all of the leadership and energy you have poured in to the fields of public health, community development and planning. Your contributions over the past decade have expanded the evidence base for active communities everywhere, providing data and concrete examples of what it takes to create safe and healthy neighborhoods for everyone. Prevention Institute works to prevent illness and injury, in the first place, and ALBD’s research and expertise support our efforts to promote policies, organizational practices and partnerships that will result in safe and equitable communities. Your work brings to light cutting-edge examples of how small towns and big cities are making transformations through corner store initiatives, shared use of public spaces, bike paths and greenways, and farmers markets. These examples are critical to making the case that community environments have a powerful influence on health outcomes and community wellbeing. We are proud of all of your accomplishments and look forward to more collaboration in the decades to come.



MARK FENTON

Transportation, Planning and Public Health Consultant

Active Living By Design has done nothing less than entirely redefine the approach to chronic disease prevention in the United States. Well beyond simply treating cardiovascular disease and the complications associated with obesity, and even more than merely encouraging and educating around diet and exercise, ALBD researched, innovated, tested, and refined the approach now being utilized by every substantive population-level approach to physical activity and healthy nutrition in the country. Every initiative from Pioneering Healthier Communities and ACHIEVE, to the CPPW and CTG grants, to regional and local health promotion efforts nationwide are now utilizing the policy, systems, and environmental approach pioneered by ALBD. Not least of all, ALBD demonstrated the power of convening interdisciplinary coalitions, of creating community level leadership teams, and of focusing on utilizing policies to systematically create healthier environments for all residents of all ages, incomes, backgrounds, and abilities. Thank you for truly being the game changers in this movement!



CAMERON GRAHAM

Principal, Cameron Graham Consulting

Throughout the past 10 years, Active Living By Design has led our nation in demonstrating how to live and lead by example when it comes to helping shape healthy communities, workplaces, schools and neighborhoods. Their team has passionately embraced a comprehensive model of health and community change that has many different levels- from policy to the individual level- and offers a true roadmap and clear guidance for organizations looking at how to move beyond over-simplified solutions that only get them so far.



North Carolina is truly blessed to have them in our backyard, not only as a partner organization to many across the state but as a leader for the rest of the country as well.

***“Their knowledge,
professionalism,
and expertise is
unparalleled.”***

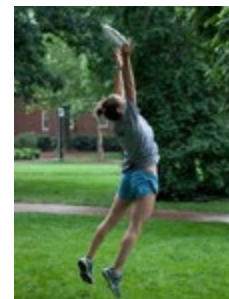
Kathy Higgins
Blue Cross and Blue
Shield of North Carolina
Foundation

ERIN HAGAN

Senior Associate, PolicyLink

I came to know ALbD and the incredible staff there in 2008 through my role as the Technical Assistance Team Lead for the Robert Wood Johnson Foundation Center to Prevent Childhood Obesity. I worked closely with the team during the time the RWJF Center was active to provide technical assistance to the Healthy Kids Healthy Communities grantees, and I continue share the stories of their successes with others engaged in similar efforts across the country. The staff at ALBD is dedicated, driven, creative, and passionate. Not only are they exceptional people to work with, but they're pretty fun to hang out with too! I look forward to reuniting with the staff and grantees each year at the annual meetings, which have become almost like family reunions (but without the dysfunction of most real families)!

Congratulations, ALBD, on 10 years of amazing accomplishments – and to countless more to come!



MAXINE HAYES

Washington State Health Officer, Department of Health

I had the privilege of working on the Active Living by Design National Advisory Committee at the program's inception and have watched this work evolve into a dynamic movement across the country. The movement was timely. The vision of "healthy communities where routine physical activity and healthy eating are accessible, easy and affordable to everyone" was woven into many aspects of the Affordable Care Act (ACA) legislation, which became federal law.

Washington State is now busy implementing the Affordable Care Act and is using many lessons learned from Active Living By Design to build a healthier state. Our partners in local and tribal communities all across our state are busy changing policies, systems, and environments using methods and concepts first tested by Active Living by Design grantees 10 years ago. Communities are truly being transformed into healthier places for everyone.

Happy 10th Anniversary, Active Living By Design and "thank you" Robert Wood Johnson Foundation for your investment in this work, which will continue to reap benefits for decades to come.



KATHY HIGGINS

President, Blue Cross and Blue Shield of North Carolina Foundation

The Blue Cross and Blue Shield of North Carolina Foundation is proud to have the opportunity to partner with Active Living By Design. Having esteemed national expertise in our own backyard has been an incredible resource to help make us better grantmakers – investing in aspects of partnerships, promotion, programs, policy, and physical changes to help improve the health and well-being of North Carolinians. Active Living By Design led the technical assistance on our Fit Together grant program to increase physical activity in rural communities and is now leading our learning network of food system grantees to help increase access to healthy food. Their knowledge, professionalism, and expertise is unparalleled.



DEB HUBSMITH

Director, Safe Routes to School National Partnership

Congratulations to Active Living By Design for 10 years of stunning service and success! Through their approach of supporting community-led projects, Active Living By Design has developed dozens of examples through sites across the country demonstrating how policy change and improvements to the built environment engage local residents in more physical activity and healthy eating. Through their leadership by example, Active Living By Design has enabled communities to fulfill their dreams, while also advancing the body of scientific evidence. Active Living By Design has also always participated in national partnerships to help advance the overall movement in our collective efforts to focus on policy, prevention, partnerships and system-based approaches. Their sites and their staff began working on Safe Routes to School early-on, and Active Living By Design has served on the Steering Committee of the Safe Routes to School National Partnership since our inception. Active Living By Design – thank you! Please take a bow!



KATHERINE KRAFT

Consultant

Can it really be 10 years? That means it has been at least a dozen years since the Trustees at Robert Wood Johnson Foundation charged us, the staff, with increasing physical activity levels. They understood that behavior had a major influence on health outcomes and the evidence on the health benefits of physical activity was indisputable. So, my colleagues, Marla Hollander and Karen Gerlach, and I began the research and program planning for a new physical activity initiative. We reviewed the important work done in Canada and Australia that coined the active living concept. We were envious and realized we had a lot of work to do to get people to think of environmental approaches to increasing physical activity in the US. We were introduced to smart growth, transportation planning, land use advocates and bike/ped professionals. Who knew! We visited programs, we talked to experts, we convened thought leaders. We funded pilot projects, such as Durham Central Park, that linked safety, economic development and health in the revitalization of an urban park. We funded a cardiac rehab project in rural Wray, Colorado that created a community wide walking program that led to the building of a new trail and cultivated a town of trail advocates. We funded a signage project in Providence, Rhode Island that turned city sidewalks into walking paths and engaged businesses to reward those that walked or biked. With each pilot, we saw how community action could build and improve active living environments. Could that have really been 12 years ago?



With this new understanding and our best ideas, we asked the RWJF board for funds to support 25 community projects to create learning laboratories for more research and develop models for community actions that supported active living. We did not have a lot of evidence, but we had passion and promise. The board gave their blessing, commenting, "We do not know if this will work, but it is worth a try." That set in motion what we now know as Active Living by Design (ALbD), so aptly named by Mike McGinnis, the RWJF VP for Health, at that time. You know what they say, be careful what you wish for....well, now we had money and ideas that had to be turned into program offices, staff, advisors and community grants. What a great problem to have -- and the rest is history.

I do believe that the work of ALbD changed the debate about physical activity and the trajectory of many communities. Through the years hundreds of individuals and communities have told me stories about how applying for an ALbD award (even when they did not get it) helped create new partnerships and developed new active living resources in their neighborhoods. Planners and transportation engineers have told me how working on active living has given them a concrete way to focus on improving the health and welfare

of their communities. ALbD helped to re-energize connections between planning, health, architecture and other sectors of community life. Active Living is now part of everyday conversation and every solution to the obesity epidemic includes some aspect of active living. Those initial pilot projects and those 25 pioneering ALbD communities have made quite a mark on public health in a very short time. So, happy anniversary ALbD.

JAMES KRIEGER

Chief, Chronic Disease and Injury Prevention Section Public Health - Seattle and King County

I am a public health practitioner. Knowing what strategies are most likely to have an impact on community health is essential for the work I do in obesity prevention at the community level. We are always short on resources, so we want to make sure we spend them wisely to produce the greatest impact. When I need to know what works for promoting physical activity, I always check out ALbD. The body of work produced by ALbD-funded sites, the tools it offers on its website, the webinars, the case studies, and the friendly and supportive advice available from its staff are all incredible assets for the obesity prevention movement. And of course, I appreciate the funding support ALbD has provided to our local Active Seattle project.



The movement has come a long way in the past 10 years. In our county, planners are now incorporating healthy elements into comp plans, cities have passed completer streets ordinances and adopted bike and ped master plans, safe routes to school programs are spreading, schools are adopting PE programs that increase activity, public housing sites are increasing access to PA opportunities for their residents...a lot of progress. I look forward to the next 10 years. Way to go, ALbD!

AVIA MAINOR

Center of Excellence for Training and Research Translation UNC Center for Health Promotion and Disease Prevention

We look to Active Living By Design as a true leader in the obesity prevention field of policy and environmental change. Leadership and staff do not just talk the talk, but walk the walk as fantastic collaborators and supporters of community-led change. Our center greatly appreciates the continued opportunity to partner with ALbD to provide intensive training to public health practitioners across the country. We applaud ALbD's success over the past 10 years and thank you for all you have taught us by sharing your experiences along the way. Hats off to you!!



LESLIE MIKKELSEN

Managing Director, Prevention Institute

It's hard to believe it's only been 10 years -- Active Living By Design is such a core part of the landscape. Early and ongoing grantmaking by Active Living By Design helped seed a network of communities that are at the forefront of healthy community design. These communities demonstrate how concepts about the impact of the built environment on health are translated into concrete actions and policies to transform communities. Their stories and voices are an important part of the national movement. At each step of the way, the ALbD staff has played a pivotal



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nation.”*

Tyler Norris
Kaiser Permanente

role in nurturing this community success, and you are an important repository for learnings in the field. I so value your counsel and comradeship over the past decade. Congratulations to you all!

MEG MOLLOY

President and CEO, NC Prevention Partners

You know you have been wildly successful when your work is integrated into communities, organizations, and partnerships, and is making a difference in the lives of so many people. ALbD has gone beyond the original and very ambitious vision, targets and reach. You are now inspiring funders, policymakers, think tanks, national, state and local leaders and other change-makers with whom you have never even had a conversation.



Celebrate the successes of the last 10 years, including the striking finding that a grassroots approach has had a greater influence on grassstops than many processes designed to directly influence grassstops. Whether accidental or by design, it is another legacy to cheer.

TYLER NORRIS

Vice President, Total Health Partnerships, Kaiser Permanente

A decade of directly aiding scores of communities in improving the health of people and places; setting the pace across the nation in demonstrating what works; and shaping the entire field in the process.

We are all grateful, as the good work you and colleagues inspired long ago continues to evolve in venues across the nation, to meet the opportunities of the present and future.



MICHAEL O'DONNELL

Editor in Chief, American Journal of Health Promotion

Active Living By Design has been a transformative force in our nation. The work of this team has resulted in terms like “active living”, “the built environment” and “complete streets” becoming part of the lexicon, graduate programs in city planning at most major universities building active living concepts into their curriculum, and legislation that resulted in more than a decade of federal transportation funding for safe routes to school programs and other active living concepts, not to mention their core focus....helping dozens of communities integrate active living concepts into new neighborhoods and revitalize existing neighborhoods.



JIM SALLIS

Director, Active Living Research

Active Living By Design has been at the center of an historic shift in the public health approach to physical activity promotion and obesity prevention. Ten years ago, public health interventions for physical activity were mainly educational programs, poorly funded communication campaigns, and at worst, brochures

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Jim Sallis
Active Living Research

about the benefits of being active. ALBD was based on the radically different concept that public health needs to partner with planning, transport, parks, and education sectors to create fundamental change in communities. Obviously there was great enthusiasm for this new idea, since about 1000 communities applied to participate. Though ALBD has achieved wonderful results, the beginning was a tragedy of sorts. Of those 1000 applicants, only 25 could be funded. ALBD pioneered methods of helping community coalitions' work and discovered ways of effectively communicating with non-health partners and decision makers.



What has changed over these 10 years is that a wild idea about working with “strange” partners has become the consensus approach in physical activity, nutrition, and obesity. CDC, IOM, and even the World Health Organization have adopted the environment and policy approach. In my mind the biggest validation of ALBD's work, as part of the Robert Wood Johnson Foundation's multi-faceted active living and childhood obesity prevention initiatives, is that huge federal funding through Communities Putting Prevention to Work and Community Transformation Grants have enabled many communities to implement the strategies pioneered by ALBD. Long live the 5 P's.

TISH SINGLETARY

Lead Project Consultant, Regions 5 and 7 Community Transformation Grant Project
Division of Public Health, DHHS Chronic Disease and Injury Section

It is indeed my pleasure to celebrate and congratulate Active Living By Design's 10th anniversary. I was honored to work with the ALBD team during a time of huge transition throughout the final year of the Fit Community project funded by the former North Carolina Health and Wellness Trust Fund and the NC Division of Public Health. The ALBD team remained stalwart, professional, gracious, and dedicated to their mission of improving lives across the state. While my time working with ALBD staff was brief, they left an indelible impression about what it means to work with the community to bring about change.

I recently visited one of the communities featured in the Fit Community Case Studies document which represents the culmination of the various towns, cities, and municipalities that were impacted by ALBD's Fit Community work. In this low income area, a park with a community garden thrives, but most impressive is the community center's dance classroom that is open to youngsters interested in learning dance techniques. The gentleman showing me around was proud to share the story of how successful the program has been. The demand has been so great that the center and the dance instructor have had to adjust classes to allow more and different children to be able to participate. This wouldn't have happened without the important partnerships developed and nurtured by ALBD and the Fit Community grantee. Thanks for continuing to make a difference! I wish you many more years of success!

AMY STRINGER HESSEL

Program Officer, Missouri Foundation for Health

My first real life experience with Active Living By Design was attending a grantee meeting in Chapel Hill. I was invited as a representative of a health foundation in Missouri trying to figure out how to invest in “obesity prevention.” I didn't fully understand at the time why I was invited, but now I get it. Exposing funders, big and small, to this work helped bring us into the movement and push us to see investment possibilities in farmers markets, playgrounds, and even a skate park in rural Missouri. The work of ALBD gave legitimacy and support for these ideas that might have seemed out of scope for my foundation previously and deemed too high-risk. The relationship with ALBD has continued well past this initial exposure, and I have been grateful to have

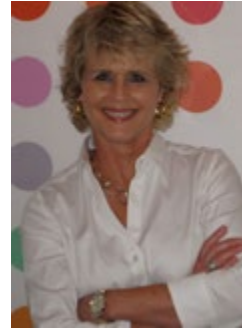


ALBD staff as an initiative advisor and grant reviewer over many years and to spend time with them when they visit Missouri and lend their voice and message to our local movements. Thanks to the entire team for being so willing to support those outside your grantee portfolio as we collectively engage in this work to create an awareness, demand, and opportunity for healthy communities to flourish.

CATHY THOMAS

Head, Physical Activity and Nutrition Branch NC Division of Public Health

ALBD has been and will continue to be a key partner for the North Carolina Division of Public Health. The staff of ALBD has changed through the years; however, the transition is always seamless and their willingness to partner, their talent and their innovation for expanding built environment work has remained constant. We value the relationships we have built with all staff past and present. We have shared resources, rewards, vision and successes with the confidence that together we making a difference in helping people eat smart and move more. We celebrate the ALBD Team!



MILDRED THOMPSON

Director, PolicyLink Center for Health Equity and Place

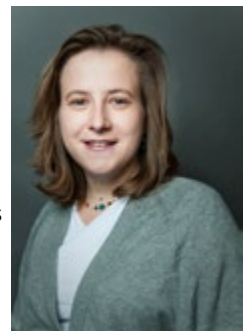
What I am most proud of is the range of really important Healthy Kids, Healthy Communities (HKHC) interventions underway across the country. Having all of these amazing local success stories be able to see themselves, not as just a singular entity trying to make local changes, but viewing themselves as part of a national movement working to meaningfully change environments, is a significant accomplishment. Knowing that HKHC was informed by the rich and solid foundation created through your earlier work with Active Living By Design, only strengthened the infrastructure of HKHC. Another wonderful accomplishment was your ability to assemble such a smart and likable staff, who values hard work but believes also in a balanced life (as evidenced by the great partying after a full day's work)! All the best as you gracefully move into the next phase of work.



MONICA VINLUAN

Project Director, Healthier Communities Initiatives, YMCA of the USA

The entire healthy communities movement has Active Living By Design to thank. Without their vision, their amazing talent, and the commitment of the communities the program has engaged, we would not be where we are today. ALBD has been a pioneer in helping community leaders engage non-traditional partners, coaching them to make big changes, and guiding them to demonstrate their impact and success. The decade of community change work and the success of the program has set the bar for other programs and communities to follow. In addition to the impact that their work has had in communities around the country, the ALBD team has also had a tremendous impact on other national organizations striving to do similar things in other communities. The ALBD staff have helped to design and frame technical assistance, communications, and evaluation of this work not just for their own sites, but for dozens of other organizations.



Reflections from Grantees



So much of our inspiration at Active Living By Design comes from relationships and mutual learning with community leaders. These champions, with help from their partners, know what it takes to create a healthier community in the social, political and geographic landscape where they live. Many have helped ALBD refine our coaching, technical assistance and understanding of the community perspective on this work. Read about their experiences in the healthy communities arena.

MICHAEL BALL

Former Director of Campus Planning
Buffalo Niagara Medical Campus, Inc., Buffalo, NY

Buffalo, NY isn't what comes to mind when people think of healthy places, so we certainly had our work cut out for us. The Active Living by Design grant program opened our door to a wealth of national expertise, a network of amazing partners, and gave us a platform for telling our story to the world. Since our relationship with ALBD began, we've grown from a small partnership to a regional movement that is leading the way towards making our communities healthy for everyone. The 5P Community Action Model has become the gold standard for positive change and has empowered us to make measurable improvements to public policies and our physical environment. Buffalo is closer to becoming not only a model for great chicken wings but a place where the healthy choice is the easy choice -- and it all started with our first grant with ALBD. Thank you!



NED BARRETT

Partnership Coordinator Partners for Active Living, Spartanburg, SC

Spartanburg's position as an healthy living leader in South Carolina is manifest in our being named the first Bicycle Friendly Community in the state by the League of American Bicyclists, and by our leading the state with 40 schools participating in International Walk to School Day. We have seen built environment improvements, policy initiatives including Complete Streets resolutions in the City and County, and the launch of the first bike-sharing program in the southeast. Our progress has been spurred by working with Active Living By Design on the Healthy Kids Healthy Communities grant program of the Robert Wood Johnson Foundation, launching the Hub City Farmers Market Mobile Market (first in the state), leveraging funding for intersection improvements and other changes to the built environment, and bringing attention to the obesity epidemic in Spartanburg County and the nation. The support we have gotten from ALBD has allowed us to make strides well beyond what many cities and counties our size have been able to make.



MARIGNY BOSTOCK

Community Health Supervisor Louisville Metro Department of Public Health and Wellness, Louisville, KY

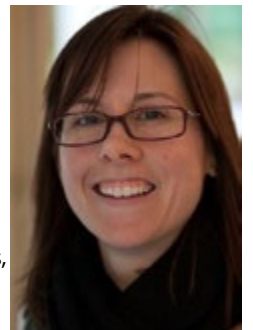
In thinking through what to say about my experience working with you, the ALBD staff, and other communities around the country, it boils down to the word inspiration. I'm inspired each and every day by folks who believe in what they do to make our communities livable, healthier places. I can't wait to see what another decade of collaborative healthy communities work will bring, and I have been extremely lucky to work with some of the best people in this movement. Thanks to the ALBD team for all of the support, technical assistance, and fun along the way!



JAIME CORLISS

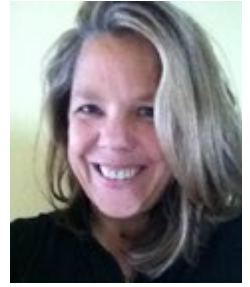
Former Director, Shape Up Somerville Somerville, MA

ALBD has been a funder, supporter and friend of Somerville, MA since 2004. During the last eight years we've accomplished a great deal together. Bike and pedestrian activity grows every day thanks to constantly evolving infrastructure improvements, our newly renovated parks are filled with activity and people of all ages, we have more options for fresh, local produce than ever before, we have a dedicated group of City and community stakeholders that engages our community in the work, and we've charted a path through our recently updated comprehensive plan that keeps healthy eating/active living at the forefront of community design for the next 20 years. Somerville is healthier than it has ever been. We are truly thankful to have had the honor and privilege to partner with ALBD for almost a decade. A smarter, more passionate, more gracious and more service oriented team can't be found. Thanks, ALBD, and congratulations on 10 years of success!



KRISTEN FRANDBSEN

Physical Activity and Nutrition Coordinator
Tacoma-Pierce County Health Department, Tacoma, WA



As a former Active Living/Healthy Eating by Design grantee, I would like to congratulate and thank the Active Living By Design staff for their contributions to the healthy communities' movement.

Ten years ago, those of us working in the nutrition and physical activity realm were introduced to a new concept - the use of a policy, systems and environmental change framework to decrease obesity. One of the trademarks of this spectacular new project was its "low funding, high touch" grant making approach. ALBD operated under the belief that throwing money at the problem without a thoughtful plan was not going to solve the obesity problem. Instead, they provided modest funding but high levels of support through top notch technical assistance and learning opportunities. Through a competitive vetting process, they identified passionate grantees who worked with communities in need. Graciously and seamlessly, ALBD guided us in making connections and facilitated national networking opportunities. They inspired us through role modeling of their "work hard, play hard" philosophy and cheered us on throughout the way. Together, we rolled up our sleeves and learned how to do this "thing" called policy, systems and environmental change.

Through these years we learned the fundamentals which have now become the foundation of the Healthy Communities movement. We learned that programs and policies could be deeply interwoven to create lasting change, that we could modify the physical environment to promote physical activity and healthy eating and the importance of leveraging resources and partnerships in achieving our outcomes.

I will be forever grateful for the opportunities that ALBD provided to me and the communities that I serve. Thank you for your passion, contributions and ongoing commitment to the cause. Congratulations to a decade of success!

LUCY GOMEZ-FELICIANO

Health Outreach Director
Logan Square Neighborhood Association, Chicago, IL



Thank you for believing and investing in me. This has truly been an education and a mission. You have been instrumental in who I am today, a darn good bridge engineer, my confidence has never been better, I am grounded. You have been a teacher, friend, cheerleader, and forever a part of our family, GRACIAS! When we get together, it is you, my co-padres and co-madres who encourage me, inspire me and keep me charged. You have all moved me!

LAUREEN HUSBAND

Director
Healthy Jacksonville, Jacksonville, FL



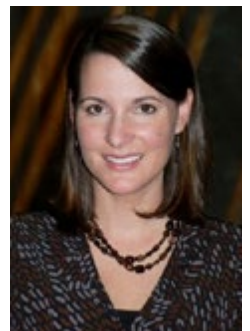
Being part of Active Living By Design/Healthy Kids, Healthy Communities' family has provided Jacksonville the "nudge" it needed to start aligning program development with long range policy implications. The team at ALBD and the rest of the HKHC community nationwide has provided a community of like-minded folks working on the same trajectory to change our nation and the dire health outcomes predicted in reports such as F as in FAT 2012. Through the team and their ability to link communi-

ties with what we need, when we need it, we are transforming our communities and daring what others might think “un-doable” to indelible actions for our children as well as adults making health the easy choice! In Jacksonville, we have seen the growth of school gardens, community gardens, farmers markets and a community of citizens interested in making changes to the food system who have come together under the Duval County Food Policy Council, which currently has 350 members. We have seen all vending machines being removed from all community centers for the vendors’ non-compliance to have healthy food options. We have seen the passage of the Mobility plan and have subsequently mounted a broad and successful advocacy initiative to oppose a moratorium imposed by city council to encourage development. We have seen the formation of a special subcommittee by city council to review context-sensitive streets, which has led to public works explaining the rationale for non-compliance related to missed opportunities to comply with mandates. Through ALBD, we have had conversations with numerous national experts such as Pancho Arguelles to engage our diverse Hispanic constituency on issues regarding identity and true community engagement to affect health outcomes. We feel empowered through this partnership to know that help is simply a phone call or an email away! Furthermore, we can dream big knowing that ALBD will be there to help us actualize our dreams because what we are all doing REALLY MATTERS!

JULIE JACKMAN

Working Toward Wellness Program Coordinator Mecklenburg County Health Department, Charlotte, NC

Active Living By Design was instrumental in helping to develop our community worksite wellness program, Working Toward Wellness. The knowledge of the staff and expertise in the design of sustainable programs helped guide us through the process of developing a program structure that has stood the test of time. Through challenging economic circumstances and leadership changes the Working Toward Wellness program has continued to provide resources, guidance and networking opportunities to the business community in Mecklenburg County. Thanks to the foundations laid in those developmental years, we have experienced continued growth in our program and look forward to many more years creating healthier work environments in our community.



JEANNIE JURADO

Community Services Supervisor Parks, Recreation and Community Services Agency, Santa Ana, CA

Santa Ana was able to accomplish so much during and since its Active Living by Design grant. For example, Parks, Recreation and Community Services Agency created a Fitness Map for each of the 5 SALUD sites in Santa Ana. Thousands of each map were printed and distributed to the community. The SALUD program and the Walk-A-Thon help inform Santa Ana residents of the meaning and importance of active-living. The SALUD program continues to offer walking clubs and fitness activities at various parks in Santa Ana.

Hundreds of Santa Ana residents who experienced active-living for 5 weeks received a Santa Ana Fitness Award. Three joint-use sites were created in Santa Ana, and brought the total to 7 sites – a collaboration between the City of Santa Ana and the Santa Ana Unified School District. Santa Ana also recently dedicated three new parks along the Santa Ana River, along with our first exercise park, adjacent to the Pacific Electric bike trail.



ALICE KEENE

Special Projects Coordinator
Pitt County Government, Greenville, NC

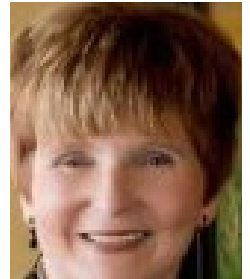
The citizens of Pitt County have been blessed by the vision and hard work of collaborative partners that are determined to make physical activity and healthy eating more accessible to all. Active Living By Design continues to be one of those partners that has provided guidance and support ranging from our Fit Community Designation and Grant to our Fit Together Grant. Your staff has taken the time to get to know us not just as a “grantee”, but as a community fiercely determined to find the resources to move us toward our shared vision for a healthier community, state and nation. With excellence and strategically planned precision ... your workshops, resources and technical assistance have provided guidance, recognition and very importantly an arena through which we can network and learn from each other. We join you in celebrating the real difference you have made in communities across the country in the first 10 years and look forward to our continuing journey as there is much work to be done!



PEGGY LINTON

Community Development Director
Community Foundation of Northwest Mississippi, Hernando, MS

Healthy Kids, Healthy Communities of DeSoto, Tate and Marshall Counties has assisted the Community Foundation of Northwest Mississippi (CFNM) in “moving the needle” closer to becoming a healthy state. Our HKHC grant and the resources provided through Active Living By Design were (are) the key to making those permanent, life-changing policies and environmental changes that will sustain our work. CFNM began its childhood obesity prevention work in 2005, but the catalyst for making permanent change came with the HKHC grant and our relationship with ALBD. From the grantee meetings to our one-on-ones with our project officer, ALBD has answered every question, provided requested resources and made networking with others doing this type of work easy and accessible. Kudos to ALBD for being such a great program manager for this national program!



MALISA MCCREEDY

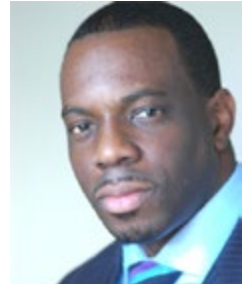
Former Pedestrian Program Manager
Charlotte Department of Transportation, Charlotte, NC

I first became involved with Active Living By Design in 2004 when there was nary a whisper about the relationship between transportation, land use and public health. Due to the ALBD movement, today there is an impressive list of successful efforts across the nation correlating the health of a community to its built environment. I am honored to have chaired the Get Active Orlando (GAO) initiative in Orlando, Florida. Our work impacted the community at all levels from a child learning to ride a bike safely in his neighborhood to writing health considerations into citywide policies. My favorite memories happened during walks with seniors, harvesting collard greens from the community garden, and creating mosaic mile markers for several parks with neighborhood kids. GAO not only impacted the community, it has had profound effect on my personal journey. Congratulations on a decade of inspiration!



ADETOKUNBO OMISHAKIN

Assistant Commissioner/Chief Bureau of Environment & Planning
Tennessee Department of Transportation, Nashville, TN

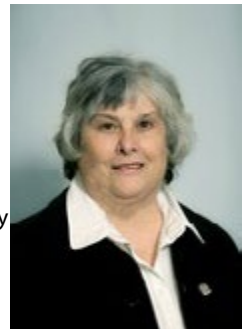


Wow...I can't believe it's been 10 years already! Congratulations indeed! It is amazing to look back and see that ALBD pioneered a movement that not only helped build better streets, parks, schools, and neighborhoods, but also helped establish policy and funding for more livable environments, healthy living for all ages, and even economic development. You trail blazed this movement in a new century before these issues were really the thing to do. In Nashville (and even Tennessee), I can report back that you definitely left a mark -- from funding the first ever Safe Routes to School project in the state, to creating the Tour de Nash, and to improved policies on Subdivision regulations. Now in Nashville and many communities around the state, Complete Streets and creating livable communities are the things to do. It's expected now!

I think part of the goal for every progressive non-governmental organization should be to work itself out of existence. That they become so successful, that the very issue they advocate for on a daily basis and brought about their existence becomes the norm. There is undoubtedly more work to do. I am honored to have been a part of it all. Thank you so much for all that you do!

KAYE REYNOLDS

Communications and Resource Director
City of Lenoir, NC



Without Active Living By Design, our Fit Community partnership would not have had the training opportunities or the resources to develop our vision for community gardening into a sustainable source of pride for our community. In fact, when our partnership first conducted our community assessment in preparation for applying for a Fit Community grant, it seemed doubtful that any physical project could make a significant difference in the poor health outcomes in Caldwell County. Thanks to Active Living By Design, we were provided technical assistance to develop skills in preparation, programming, and policy making that enabled our physical project, Unity Park and Community Gardens, to become a reality. We were provided opportunities to network with and to learn from other communities who share our passion for providing access to more healthy food choices to more of our citizens. We learned the importance of telling our story in order to build support for the work we are doing now and the work we hope to do in the future.

Finally, Active Living By Design helped us to identify resources, strategies, and the confidence in our partnership, to tell the story of our community gardens to the millions of people who read Parade magazine each week. When the announcement of a new manufacturing company's decision to locate in Lenoir was made last week, the local newspaper quoted one of the executives at the company who said that the story about the gardens had helped convince his company to locate in Lenoir.

IAN THOMAS

Former Executive Director
PedNet Coalition, Inc., Columbia, MO



PedNet was an all-volunteer, grassroots community group with a vision for an active transportation network in Columbia, when I received a call in 2002 from a nursing student I did not know. Libby Erkmann told me she had stopped at a cafe while

biking on the MKT Trail, picked up a “new urbanism” magazine, and seen an announcement about an “Active Living by Design” grant opportunity - and could she write a draft of PedNet’s proposal for this grant for her class project? Libby’s offer was too good to refuse and - amazingly - the final draft of her proposal was one of just twenty-five selected from a field of almost 1,000 to receive funding. It was the start of an amazing nine-year partnership with ALBD, which has channeled the friendship, encouragement, technical assistance, strategic advice, and funding PedNet needed to lead a transformation of Columbia’s street system and the ways Columbia residents think about transportation. Thank you for all you have done during this incredible relationship - none of the positive changes in Columbia would have been possible without it.

MELISSA WATFORD

Health Education Specialist
FirstHealth Community Health Services, Pinehurst, NC

FirstHealth of the Carolinas, has benefited significantly from the technical expertise and support of the ALBD staff as both a Fit Community and as a HKHC grantee. Staff members have provided us with invaluable technical assistance that has put us on a path to addressing community health needs in innovative ways that we may not have otherwise have considered as a health system. The ALBD team has also helped us connect with communities across the nation that our undertaking similar work to share stories, successes and lessons learned. Because of our relationship with ALBD, FirstHealth has also strengthened partnerships with the planning community and opened our eyes to new approaches to improving the health of our community through policy, systems and environmental change.



KRISTEN WILSON

Healthy Kingston for Kids Project Director
Cornell Cooperative Extension of Ulster County, Kingston, NY

As Healthy Kingston for Kids (HKK) Project Director at Cornell Cooperative Extension of Ulster County (CCEUC) in Kingston, NY, I began partnering with Active Living By Design in 2009 when we became part of the Healthy Kids, Healthy Communities (HKHC) National Program. The partnership brought our local partners into the national active living and healthy eating networks, giving us access to tools, resources, and long-lasting personal and professional connections. Several of our local partners have attended the annual HKHC grantee meetings, and they always come back saying that it was one of most informative, top-notch, and well-coordinated conferences they have ever attended. The work planning process that HKHC has designed helps to keep our local partnership on target with our goals and hopes for our community when there are so many opportunities or challenges that could derail us.

I have especially appreciated the authentic conversations with ALBD staff about the challenges we face as a local partnership to take on this work. ALBD staff have helped to improve our local communications and outreach plan, navigate partnership difficulties, and connect us to other people around the nation who are taking on similar projects. I’ll never forget the suggestion from an ALBD staff member to investigate a chicken in Seattle who teaches pedestrian skills. That suggestion led me to riding my bike in a chicken suit to attend events and greet children on their way to school in Kingston on our first Walk, Bike, and Roll to School Day event, not something that I ever would have thought of doing! The simple suggestions and connections from ALBD bring tremendous value to our community’s work.

I often feel we are working against the tide in the fight against childhood obesity, inactive lifestyles, and processed food. Partnering with ALBD has strengthened our local partnership and has helped me to feel part of a national movement that will bring us to a tipping point when, finally, one day, active living and healthy eating will become second nature for families and children again.



Ten Years of Lessons Learned



Over the past 10 years, ALBD has had the great privilege of working closely with a variety of initiatives, funders, multidisciplinary partnerships and partners across a wide variety of communities and types of settings — all focused on advancing healthy eating and/or active living at the community level through policy, systems and environmental change.

Each new project has had its own unique context, approach, priorities, challenges and outcomes. Each of them envisioned and planned, assessed and evaluated, innovated and tested, failed and adapted, networked and learned, succeeded and shared stories. Collectively, they have offered us a rich learning laboratory about “the work” and what it needs to flourish. Here are 10 “lessons” we believe are important for our movement.

LEADERSHIP COUNTS

Leaders can come from anywhere, and should be distributed and cultivated.

The most successful partnerships often combine some elected leadership, strong community leadership and strong staff level leadership and project management. Since our experience has proven that organizational and individual leadership can come from a wide variety of fields and settings, it is important for partnerships to recognize and develop the leadership potential that exists, even in less formal and non-traditional places within a community, and learn how it can



Openness to other priorities and framing issues with a broader health or equity lens creates opportunities for engaging new partners, building consensus and setting common agendas.

best be put to use. Since elected, partner and staff turnover are common, partnerships should be careful to ensure that leadership, labor and institutional memory are well distributed and well supported so they can be resilient and sustain both their effort and the change. Of course, people/organizations have to care about what they're doing, enjoy it and each other, and see their own growth in it in order to exercise reliable leadership over time. Facilitative, reliable organizers who pay close attention to partnership dynamics, internal communication, shared resources and structures of accountability, is very strongly associated with partnership productivity over time.

BE OPEN TO OTHER OUTCOMES

Healthy community change initiatives can and should be about more than obesity.

Approaching communities inflexibly with only weight status as the outcome of interest is not always an effective approach. Partners and residents often have other more urgent priorities reflected from their lived experiences. Fortunately, comprehensive approaches to community change like those in healthy eating and active living initiatives can support much larger change than just obesity prevention (e.g., social and health equity, educational success, economic development, air quality, safety, community revitalization, environmental justice, responses to climate change, etc.). Openness to other priorities and framing issues with a broader health or equity lens creates opportunities for engaging new partners, building consensus and setting common agendas. It also broadens the potential impact while moving closer to upstream or root causes of health inequities. The partnerships formed today offer the kind of leadership and structures that will help communities address a variety of health and equity challenges.

PROGRESS MEANS SHIFTING POWER

Authentic community engagement is an intentional, ongoing process that should create pathways for leadership development, full participation in decision-making processes and ultimately shift the balance of initiative, control and power toward the community.

Community residents know the difference between engagement and window dressing, and can rise to the occasion when sincere efforts address their most urgent and important needs. In low-income communities of color that have long been held back by poverty, structural racism and other deep forms of institutionalized inequity, the number and strength of community organizations are often low, and individual leaders may have difficulty gaining the attention and confidence of funders. Progress will require great care and time to build trust, patience and reciprocity between communities, institutions and funders to achieve authentic resident engagement, networking and decision making. When the process of putting change in the community's hands is successful, it can help to translate policy and environmental success into behavior change, improved health outcomes and greater community capacity to address other social determinants of health in the future.

SUSTAIN AND DEFEND POLICIES

Policy victories are great accomplishments, but the work is not nearly over when a policy is adopted.

During implementation, the implications of a policy become clearer. Disappointments and conflicts can arise that need to be addressed to improve the operation and impact of the policy and sustain support for it. Any disconnect between the intention of a policy and its actual consequences can be larger when advocates and decision makers are distant from the environment and people the policy affects. As a result, it can be wise to invest in pilot efforts, monitoring and

adjustment efforts, and greater grassroots participation and informed community engagement – especially when policy advocacy occurs at higher levels. A solid, broad and organized constituency is also needed to defend policy change from strong efforts to reverse it. Sophisticated partnerships use policy as a powerful lever to create the kind of deep and lasting change to institutions and systems that improves population health behavior and reduces health disparities. Partnerships that are able to claim this deeper form of success are very often those that have been able to sustain their efforts over several years or longer.

NO SHORTCUTS TO HEALTH EQUITY

While scaling policy change initiatives can be appealing, it can also be fraught with tempting shortcuts and challenges to health equity.

While “scaling” offers an opportunity to increase the reach of a given approach, the intensity, context sensitivity and efficacy are not guaranteed. The further removed a policy change is, both bureaucratically and geographically, from the population it is intended to serve, the more complex becomes the implementation challenge and the more monitoring, adjustment, resource reallocation and community engagement are required down the line. Scaling efforts tend to be more successful in environments where the population’s choices are more easily controlled (e.g., schools and after-school programs) and where the healthy choice being offered is the only or primary choice (e.g., school menu, physical education curriculum). Especially where the environment, choices and influences on a given population are more complex, there is no shortcut around community level action if a health equity policy is going to produce results.

UTILIZE LEARNING NETWORKS

Learning networks can be powerful at various levels.

Effective learning networks provide venues for the sharing and testing approaches across settings. In some cases, they offer leaders a broader vision of what is possible based on successes from other communities. In other cases, they can influence the content of action plans, policy and program decisions, partnership composition, staff development, partner performance, and/or resource development. Collaborative, multi-disciplinary, multi-strategy approaches to behavior change are complex, burdensome and new to many people. Professionals and advocates at all levels of experience need opportunities to learn, build skills and supportive relationships, access new resources, recharge their motivation and remind themselves that they are part of something larger than their daily experience. It is especially valuable to integrate learning networks into community grant initiatives and provide material resources and other support to grantees to enhance their active participation.

CULTIVATE READINESS

Readiness is a strong predictor of success in achieving community-level policy, systems and environmental changes.

Community capacity, strong networks and momentum make a big difference for achieving short- and medium term successes. They help community partnerships to identify and compete successfully for grants and secure government funding, to distribute responsibility and meet the rigorous requirements of the work, to offer funders potential results within short grant periods, to leverage current resources, to follow through on policy efforts and address institutional barriers, to support and utilize assessment and evaluation, to navigate and learn from setbacks, and to develop strong constituencies and partners. Many communities with the highest rates of obesity and health disparities (e.g. rural communities, neighborhoods isolated by segrega-



For health equity movements to yield true, lasting change, what the community change is may be less important than who drives the change agenda.



tion) are less “ready” and less well situated to pursue policy, systems and environmental change approaches. For these communities, short-term philanthropic investment and a focus on ambitious or “scaled” changes miss the mark by overlooking their context, potential and the ground-work that needs to be laid.

STAY FLEXIBLE

Flexibility is a key success indicator.

The ability and commitment to be flexible among those who are invested in community-based healthy eating and active living efforts is a key success indicator. A leader that is open to an indirect path can seize opportunities and conserve resources. Being relevant sometimes involves linking to more urgent opportunities in the community. Likewise, flexibility allowed by funders (i.e., multi-year grants, extended periods of engagement for assessment or leadership development, willingness to adapt objectives, etc.) helps communities build capacity and ownership, and allows them to take risks, learn from mistakes and make necessary adjustments.

REMEMBER THE SOCIAL ENVIRONMENTS

Supporting and sustaining behavior change requires that we change both the physical and social environments.

Public health has emphasized addressing policy, systems and the built environment because fundamental changes in practice are needed to supplement traditional health promotion. Our work shows that efforts to improve the built environment are rarely, if ever, sufficient if social factors work against them, as in cases where high crime, family traditions, cultural mores, or social isolation discourage people from adopting healthier behaviors. It is important to honor social motivation, provide social support to individuals, and work toward social change in order to deliver fully on the promise of physical environmental change for physical activity and healthy eating.

BUILD FROM THE GROUND UP

Equity movements and culture change are more likely to succeed if they’re built from the ground up, not top down.

It is possible for a well-positioned partnership to secure significant change in policies and the built environment and NOT substantially improve the health behavior or outcomes of target populations. Without significant influence from residents and legitimate community leaders, new recreational facilities can remain under utilized, farmers’ markets can make low-income families feel unwelcome, displaced residents can fail to enjoy the benefits of their neighborhood’s gentrification, urban agriculture ordinances can fail to serve the population most in need of fresh food, complete streets can take years to come, and shared-use fields can be dominated by groups from outside the neighborhood. For health equity movements to yield true, lasting change, what the community change is may be less important than who drives the change agenda (and in whose interest it is led). For all of its challenges and seemingly slow pace of progress, grassroots action is the best way to create new structures and ultimately generate healthier behavior and more equitable health outcomes for large and growing populations who are currently experiencing or at risk for health disparities.

Ten Innovative Tools from the Field

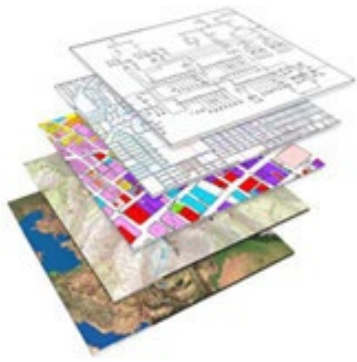


One of the most common requests ALBD receives is for practical tools and methods for community change. The list below presents only a small handful of the high-quality tools that are available for assessment, collaboration and intervention planning. In recent years, mapping resources have helped health advocates visually display how healthy food and physical activity barriers and opportunities are arranged in their communities. ALBD's partners have also developed and disseminated various tools for assessing food and physical activity environments. The resources listed below, all available free of charge, can be very useful as you plan for and implement collaborations and strategic communications.

DO-IT-YOURSELF MAPPING

Community Commons
www.communitycommons.org

Community Commons is a networking site for those in the healthy communities movement who want to connect and collaborate with healthy community advocates working on similar issues. This free online resource has an interactive mapping feature, as well as tutorials for using geographic information systems (GIS) maps.



County Health Rankings www.countyhealthrankings.org

County Health Rankings provides information on health factors and outcomes for nearly every county in the United States. This is especially important for lower capacity communities that do not have these datasets readily available. The Roadmaps program also includes resources for action and provides grants to improve health at all levels.

USDA Food Atlas www.ers.usda.gov/data-products/food-environment-atlas.aspx

The Food Atlas compiles data on food environment indicators and provides a spatial overview of a community's ability to access healthy food. This tool can help advance understanding of the relationship between food access (price, proximity and choice) and health status in communities.

SPITFIRE STRATEGIES

Smart Chart www.smartchart.org

Spitfire Smart Chart is an interactive tool for developing, evaluating and reviewing strategic communications plans. It presents a straight-forward process and is particularly well-equipped for nonprofit organizations that want to link communications efforts to their goals.

YMCA OF THE USA

Community Healthy Living Index (CHLI) www.ymca.net/chli-about

The Community Healthy Living Index (CHLI) tool is a compilation of assessment tools that measure opportunities for physical activity and healthy eating within a given community. The tools focus on six areas where children and families spend a majority of their time, including schools, worksites and the community at large.

PHOTOVOICE AND VIDEO STORYTELLING FOR ADVOCACY

Community Toolbox ctb.ku.edu/en/tablecontents/chapter3_section20_main.aspx

Photovoice is a process by which people use photography and/or video to tell the story of their experiences to the public and policymakers to create change. There are many websites that offer guidance on conducting a photovoice project. The Community Toolbox provides a how-to guide for implementing a photovoice project.

NUTRITION ENVIRONMENT MEASURES SURVEY

www.med.upenn.edu/nems/measures.shtml

The Nutrition Environment Measures Survey (NEMS) tools help healthy food advocates assess the availability, price and quality of food options in restaurants, corner and grocery stores and other food venues. The tool can be used by professionals, advocates or community volunteers to inform assets and gaps in the nutrition environment.



NUTRITION AND PHYSICAL ACTIVITY SELF ASSESSMENT FOR CHILD CARE

www.napsacc.org

Nutrition and Physical Activity Self Assessment for Children (NAP SACC) is a process aimed at improving the nutrition and physical activity environment at child care centers through self-assessment. Practitioners have used NAP SACC to improve nutritional quality of food served, increase the amount and quality of physical activity, and improve staff-child interactions.

PREVENTION INSTITUTE

Collaboration Multiplier

www.preventioninstitute.org/index.php?option=com_jlibrary&view=article&id=44&Itemid=127

The Collaboration Multiplier is a tool for analyzing collaborative health efforts across disciplines. It helps individuals working in partnerships – both formal and informal – to better understand their partners' strengths, motivations and desired outcomes. It is designed to help organizations identify potential new collaborators and how to best engage them.

ACTIVE LIVING RESEARCH

Collection of Tools and Measures

www.activelivingresearch.org/toolsandresources/toolsandmeasures

Active Living Research's Collection of Tools and Measures includes observational tools for assessing physical activity environments in community settings, including parks, schools and streets, supports physical activity. The extensive collection of tools and measures can be used to help practitioners and evaluators assess a setting's potential for promoting physical activity.

POLICYLINK

Access to Healthy Food tool

www.policylink.org/site/c.lkIXLbMNJrE/b.7634003/k.519E/Access_to_Healthy_Food.htm

The Access to Healthy Food tool is one of 37 tools in PolicyLink's Equitable Development Toolkit. This tool provides an overview of healthy food access issues, ways to use research and maps to analyze a community's food access, tips for initial steps to address this issue and other helpful resources.

PEDESTRIAN AND BICYCLE INFORMATION CENTER

Walkability and Bikeability Checklists

www.walkinginfo.org/library/details.cfm?id=12

The Walkability and Bikeability Checklists help assess a community's walkability and bikeability. The checklists also include ideas and resources for potential immediate and long-term solutions to improve walkability and bikeability.



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Ten of our Favorite Publications

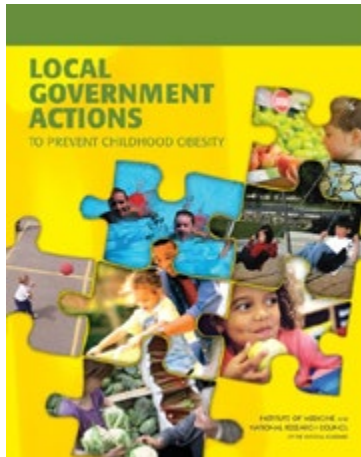


Many of the most impactful publications that influence our work are those that use evidence-based research and/or innovative thinking to inform the field. While there were many works published in the last 10 years that are important and monumental, these are just some of the ones that have helped us lift up what works. The following 10 publications (and don't forget to check out the honorable mentions) were not intended only for researchers, but also to help practitioners and community advocates "move the needle" toward creating healthier and equitable communities.

STRATEGIES TO PROMOTE ACTIVE LIVING, HEALTHY EATING AND PREVENT OBESITY

The Community Guide - CDC
www.thecommunityguide.org

The Guide to Community Preventive Services is a free resource to help you choose programs and policies to improve health and prevent disease in your community. Systematic reviews are used to answer these questions: Which program and policy interventions have been proven effective? Are there effective interventions that are right for my community? What might effective interventions cost; what is the likely return on investment?



Local Government Actions to Prevent Childhood Obesity - Institute of Medicine
iom.edu/Reports/2009/Local-Government-Actions-to-Prevent-Childhood-Obesity.aspx

The Institute of Medicine's Committee on Childhood Obesity Prevention Actions for Local Governments was convened to identify promising actions that local governments can take to curb obesity among children.

Recommended Community Strategies and Measurements to Prevent Obesity in the United States - CDC

www.cdc.gov/mmwr/preview/mmwrhtml/rr5807a1.htm

The objective of the Measures Project was to identify and recommend a set of strategies and associated measurements that communities and local governments can use to plan and monitor environmental and policy-level changes for obesity prevention. This report describes the expert panel process that was used to identify 24 recommended strategies for obesity prevention and a suggested measurement for each strategy that communities can use to assess performance and track progress over time.

Action Strategies Toolkit - Leadership for Healthy Communities

www.leadershipforhealthycommunities.org/index.php?option=com_content&task=view&id=352&Itemid=154

The policy options and resources within the Leadership for Healthy Communities Action Strategies Toolkit represent a collection of current best approaches that have been identified, evaluated and selected by Leadership for Healthy Communities and the policy-maker organizations that have participated in the program.

ACTIVE LIVING RESEARCH (ALR) AND HEALTHY EATING RESEARCH (HER)

Research Briefs - Active Living Research

[www.activelivingresearch.org/search/site/?f\[0\]=bundle%3Aresearch_briefs_syntheses](http://www.activelivingresearch.org/search/site/?f[0]=bundle%3Aresearch_briefs_syntheses)

Summarizes peer-reviewed research about active living and activity-friendly environments.

Research Results - Healthy Eating Research

www.healthyeatingresearch.org/research-results-mainmenu-35

Research Result briefs from Healthy Eating Research. Topics include agriculture policy, childcare/preschool, food access, marketing and promotion, menu labeling, other policy and environmental strategies, pricing and economics, school/afterschool.

AMERICAN JOURNAL OF PREVENTIVE MEDICINE

Active Living by Design: Best Practices from the Field, December 2009 Supplement

www.activelivingbydesign.org/events-resources/resources/american-journal-preventive-medicine-december-2009-supplement

The American Journal of Preventive Medicine (AJPM) just published a supplement to their December 2009 issue that is devoted to the Active Living by Design grant program and community partnerships. Volume 37, Issue 6, Supplement 2 (December 2009) This issue focuses on the ALbD national program and community action model as well as the lessons learned from 15 ALbD grantee communities.



activelivingbydesign.org



Evaluation of Active Living by Design, November 2012 Supplement www.activelivingbydesign.org/events-resources/resources/american-journal-preventive-medicine-november-2012-supplement

The Active Living by Design grant program, funded by the Robert Wood Johnson Foundation from 2003-2009, is featured in a new supplement to the American Journal of Preventive Medicine (Volume 43, Issue 5, Supplement 4 - November 2012). Developed in partnership with Transtria LLC, the AJPM supplement focuses on evaluation of the five-year grant program and features a variety of commentaries, an in-depth assessment of the 5P Community Action Model, cross-site analysis and results from a number of grantee communities.

MODEL POLICY LANGUAGE DOCUMENTS

ChangeLab Solutions

changelabsolutions.org/childhood-obesity/search-tools?tid=All&tid_2=All&keys=&=Search

ChangeLab Solutions provides community-based solutions for America's most common and preventable diseases like cancer, heart disease, diabetes, obesity, and asthma. Our solutions toolkit promotes the common good by making healthier choices easier for everyone.

F AS IN FAT

Trust for America's Health

healthyamericans.org/report/100/

F as in Fat is an annual report that contains major findings on projected state obesity rates, new disease cases and projected health care costs. It also provides policy recommendations—based on a comprehensive analysis—on how to address the obesity epidemic in the United States.

COLLECTIVE IMPACT

Stanford Social Innovation Review

www.ssireview.org/articles/entry/collective_impact

This essay demonstrates how large-scale social change requires broad cross-sector coordination, despite the fact that the social sector remains focused on the isolated intervention of individual organizations.

EQUITY AS THE SUPERIOR GROWTH MODEL

PolicyLink

www.policylink.org/site/c.lkIXLbMNJrE/b.7843037/k.B35B/Equity_Summit_2011.htm

The face of America is changing, and the fate of America hinges on how we react to – and invest in – those changes. Written with our partner, the University of Southern California's Program for Environmental and Regional Equity, America's Tomorrow makes the case that racial and economic inclusion is critical to succeeding in the global economy.

WHY JOHNNY CAN'T WALK TO SCHOOL

The National Trust for Historic Preservation

www.saferoutespartnership.org/sites/default/files/pdf/Lib_of_Res/SS_NAT_Why_Johnny_Cant_Walk_to%20School_10_2002.pdf

This report examines public policy effects on historic neighborhood school expansion, renovation, and replacement needs.

COMPLETE STREETS POLICY ANALYSIS 2011

National Complete Streets Coalition

www.smartgrowthamerica.org/documents/cs/cs-policyanalysis.pdf

This report documents the growth of the diverse “Complete Streets” movement and its strengths by analyzing the more than 350 existing written policies adopted by states, regions, counties, and communities before January 1, 2012.

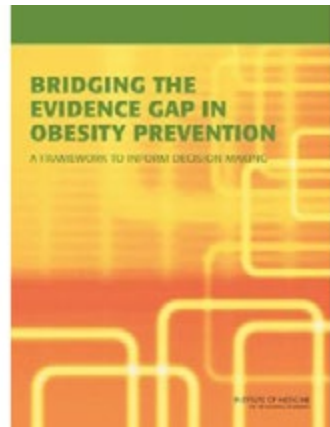
BRIDGING THE EVIDENCE GAP IN OBESITY PREVENTION

The Prevention Institute

www.iom.edu/Reports/2010/Bridging-the-Evidence-Gap-in-Obesity-Prevention-A-Framework-to-Inform-Decision-Making.aspx

In 2008, Kaiser Permanente asked the IOM to develop a practical, action-oriented framework to guide the use of evidence in decision making about obesity prevention policies and programs and to guide the generation of new and relevant evidence. With these questions in mind, the IOM developed the L.E.A.D. framework, short for Locate evidence, Evaluate it, Assemble it, and Inform Decisions. Decision makers, their intermediaries, and researchers can apply the L.E.A.D. framework and its innovative process for generating, identifying, evaluating, and assembling evidence to inform the decisions that must be made about obesity prevention. If they are able to collect and use the best available evidence and work with researchers to generate additional useful evidence, decision makers will be armed with the most appropriate and relevant knowledge to help turn around this overwhelming national health crisis.

For a list of the honorable mentions, or those that are seminal works that just barely miss the “top 10,” please visit www.activelivingbydesign.org/10_10a



Ten Reasons to be Hopeful



As a special bonus, we have included a look ahead a number of key trends, changing dynamics and what we might expect for the future as reasons be hopeful. Below, we identify 10 important issues that deserve special attention if we want healthier places for all people.

Philanthropy Increasingly Is Embracing Healthy Eating/Active Living Practices

Local and regional funders are one of the fastest growing sectors of philanthropy in the United States today. They are making significant investments in collaborative community efforts that help propel an agenda for policy and environmental changes for healthy eating and active living initiatives. As neutral conveners, foundations provide supportive spaces that can enable coalitions to create shared visions that are diverse and inclusive, and that help partnerships leverage community resources to meet critical needs. With so many competing priorities, local and regional funders appreciate collaborative efforts among partners that facilitate investments that can become catalysts for community improvement. Continued partnerships with local and regional funders can be an effective strategy for sustaining the movement.

Non-Traditional Partnerships and Multidisciplinary Cooperation Yield Results

While public health has typically been at the forefront of promoting healthy lifestyles, the greatest strides have been made when public health advocates extend their reach beyond traditional allies and engage local planning, community development and economic development agencies, and other “non-traditional” partners such as local

business leaders, chambers of commerce and non-profit organizations to weigh in on community actions and priorities. All of these entities share a common goal of promoting environments and amenities that make living in that city or community highly desirable and profitable. To be most effective, this will require reframing health more broadly in order to promote the economic and social benefits of a vibrant community rather than just “selling” the health impacts of walkable/bikable neighborhoods and downtowns. It will also require interdisciplinary communication and collaboration as well the ability to work in a multidisciplinary environment. Having multiple perspectives at the table that are effectively coordinated can also promote better use of scarce resources, meet numerous objectives simultaneously and ultimately improve a community’s health.

Affordable Care Act Promotes Prevention and Better Health Outcomes

The transformation of the United States health care delivery system under the Affordable Care Act (ACA) presents many opportunities for agencies and organizations to adjust to the needs of the increased number of people that will now have access to affordable care. As defined in a 1988 report by the Institute of Medicine (IOM), public health agencies have three core functions: 1) to assess the health of the community; 2) to lead and promote evidence-based policies that are in the public’s interest; and 3) to assure the availability of community and personal health services that are viewed by their constituents as appropriate and necessary. As new healthcare models emerge, experienced advocates will have the opportunity to assess and solve health problems by working through coalitions to craft and implement community solutions. Advocating for policy and system changes that support healthy eating and active living has the potential to broadly protect health and ensure safety of all community residents.

Healthy Communities Can Become A Job Creator

The United States has just weathered the worse economic decline since the Great Depression. At an estimated \$1.1 trillion dollars, our country is facing the largest national deficit in history. In an effort to provide an immediate boost to the economy, part of the federal stimulus package included funding to support active living and healthy initiatives, such as Communities Putting Prevention to Work (CPPW) and Community Transformation Grants (CTG). While both may provide an immediate short-term boost, tough economic times often spark creativity and yield unexpected results in generating new sources of funding for healthy communities. For example, farm-to-school initiatives provide new markets for local produce and support local farmers while increasing access to healthy foods in schools. Similarly, healthy food financing to create new grocery stores contributes to the local economy while addressing residents’ access to healthy food. While the economy is starting to improve, continued innovation and creativity will be required to confirm that healthy communities also make excellent economic sense.

Changing Demographics Will Require New Strategies

By 2050, the demographics of the United States will have changed dramatically with approximately 100 million more Americans increasing the population to nearly 400 million. By 2042, communities of color will be the majority (55%), not the minority, with Latinos (31%) comprising the predominant ethnic group. We will also experience a “graying” of America with the number of adults over the age of 65 doubling (to 40% of total population) during the same period. These changes will present challenges, and will also be beneficial.

With younger adults, in particular, a greater sense of inclusivity and racial equality is a positive shift. Baby Boomers will have exited the workforce, and the population as a

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whole will continue to live longer lives. For older adults, there will need to be greater emphasis on active aging initiatives to accommodate this shift. Maintaining an active lifestyle and developing supportive environments that enable residents to stay healthy will help contain rising healthcare costs. This could also be a boon to local communities when able, experienced and now retired adults have time to volunteer their time and expertise.

Advances in Technology Will Support Effective Advocacy

The recent advances in technology will continue to play a huge role in how Americans live their lives. “Digital Natives,” individuals who have grown up in a world in which they have always been digitally connected, have the ability to transform society in ways which will be hard to predict due to how quickly technology changes. Social media in particular (Facebook, LinkedIn, Twitter, YouTube, Pinterest, etc.), enable our world to be better connected, better informed, and in touch with current events around the clock. Advances in technology also provide a tremendous opportunity to reach populations who previously were disconnected due to the digital divide, but who are now able to be in touch via inexpensive and widely-available mobile devices, even in low-income communities. This will have great impact upon our work, particularly if communication is used to engage local citizens who can advocate for positive changes in their communities.

A New Generation of Professionals Will Demand Livable Communities

As the workforce transitions from Baby Boomers to Generation Y (“Millennials”) and eventually to Generation Z, huge shifts will be occurring in the way we live, work and play. Many speculate that Generation Z will change careers more frequently and will live in denser areas with greater connectivity and access to social amenities such as the arts, entertainment, and other cultural opportunities. Studies also show that tomorrow’s youth will prefer to live in communities with better public transportation systems and decreased commuting times, which will result in a lower dependence on automobiles altogether. Accommodating the needs/desires of young adults, particularly those who begin families but reject the suburban lifestyle of their parents, the youth of the future will significantly increase the demand for communities that are designed in ways that foster work/life balance.

Demand Will Grow For Walkable Communities

With approximately 80 percent of the population residing in urban areas, the relationship between urbanization and public health is a pressing concern throughout the United States. Health risks associated with increased urbanization are numerous, including overcrowding; poor air quality; lack of green spaces for recreational activities; and safety issues for pedestrians, cyclists and users of public transportation. As a result, interest in and the need for Complete Streets, Safe Routes to School initiatives, trail development, public transit systems, and improved parks and playgrounds are gaining momentum. Community partnerships are working collaboratively with local planning departments and participating in the development of comprehensive plans to achieve safety, livability, community health, economic growth and social vitality. As a result, the number of ordinances and resolutions, rewrites of design manuals, inclusion in comprehensive plans, internal memos from directors of transportation agencies, policies adopted by city and county councils, and executive orders from elected officials that promote walkability, are growing.

Local Food Movement Gains Traction

The local food movement has blossomed in the last twenty years, and it is likely to continue to grow exponentially. Due to lack of access to healthy foods, a greater need exists for fresh, affordable produce than ever before. This demand has resulted in an influx in farmers markets, community gardens and farm-to-school efforts as well as a dramatic increase in the number of commercial providers of local foods (grocery stores, corner markets and big box retail). The number of community supported agriculture (CSA) organizations has also dramatically increased. Similarly, urban agriculture has gained traction as more cities are changing policies to accommodate such efforts, allowing residents to raise their own food within city limits. We have already begun to see innovative ways of growing foods in smaller spaces and/or unusual locations (e.g., rooftop gardens, vertical gardens and hydroponic systems). In rural areas, more young adults are turning to farming, venturing into self-sustaining lifestyles through the Slow Foods movement and contributing to their local economy in a more sustainable way.

Equity and Building Social Capital

Sustaining any movement cannot occur without leadership at the grassroots level, particularly among those most affected by policies and built environments in the community. Community partnerships understand the importance of gaining trust and providing the time and resources necessary to build capacity for true community engagement, investment and the sharing of power. Partnerships are making significant investments in building social capital and are seeing the results as new leaders and advocates for healthy living emerge. Policymaking bodies at all levels are being infiltrated by local, state and national leaders who support and advocate for healthy living programs, policies and initiatives. True systems change is being seen as former advocates rise into positions of influence and decision making, spearhead progressive policies, and advocate for increased resource allocation to support and sustain this work.

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For over 10 years, Active Living By Design (ALBD) has created community-led change by working with local and national partners to build a culture of active living and healthy eating. Established by the Robert Wood Johnson Foundation, ALBD is part of the North Carolina Institute for Public Health at the UNC Gillings School of Global Public Health in Chapel Hill, North Carolina. For more information, please visit www.activelivingbydesign.org.

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