
From Partnership to Policy

The Evolution of Active Living by Design in Portland, Oregon

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Background: Portland's Active Living by Design focused on two communities facing different active living challenges: Lents is an urban, lower-income community with poor bicycle/pedestrian and park infrastructure, and Damascus is a semirural community expected to see extensive urban growth in the next 30 years.

Intervention: Pilot projects were implemented in a semirural community with considerable growth potential, and a lower-income, ethnically diverse urban neighborhood. The partners' primary active-living goals included: prepare and sustain a network of public health, planning, community, and policymaking partners; affect urban planning and policy decisions to influence built-environment changes in Portland neighborhoods; and support active-living program and promotion partners.

Results: Partners have focused on building capacity for cross-disciplinary collaboration and leading strategic efforts toward policy, environmental, and social change. Partners have been engaged in policy advocacy and strategic campaign initiatives, as well as community program efforts that bring active living opportunities to underserved neighborhoods.

Lessons learned: The ALbD community-action model served as a valuable tool for organizing intervention activities and bringing diverse partners together under a shared vision. Public health professionals engaged in land-use and transportation collaborations must strike a balance between becoming experts in technical aspects of new disciplines and addressing a wide range of active living determinants. Embracing a healthy community agenda can create fruitful new partnerships and increase the impact on systemic change.

Conclusions: Many of the partnerships' collaborative efforts to encourage healthy communities through policy, environmental, and social change have been largely successful and can serve as a model for other communities.

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Introduction

Portland's Active Living by Design (ALbD) Partnership was built on the foundation of two closely linked networks: Oregon Coalition for Promoting Physical Activity and Oregon Active Community Environments. These groups had been active for a few years and were well poised to expand on their efforts with the Robert Wood Johnson Foundation's (RWJF) ALbD opportunity. As a result, the partnerships' many collaborative efforts to encourage healthy communities through policy, environmental, and social change have been largely successful and can serve as a model for other communities. This article seeks to inform national audiences about the goals, activities, and outcomes of the Portland ALbD project. It also

aims to demonstrate the impact of the ALbD project on Portland communities, policies, and partner networks.

Research and emerging practice at both the national and local levels provided the evidence, direction, and momentum for the framework of the Portland ALbD project. In 2002, emerging evidence at the national level that the built environment affects active-living opportunities, and ultimately many public health outcomes, informed statewide partners as they developed the Oregon Physical Activity Plan (2003) and Physical Activity and Nutrition Plan (2006) and policy report, Promoting Physical Activity and Healthy Eating Among Oregon's Children.^{1–4} These reports included goals and strategies that created a clear direction for active-living stakeholders in the region, such as goals to increase the number of state and local jurisdictions with land-use planning, community design, and transportation policies that support environments to encourage physical activity and healthy eating by 2012.³

When the partners collaborated in 2003, they identified four broad goals based on the ALbD 5P model⁵ (www.activelivingbydesign.org/our-approach/community-

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action-model; preparation, promotion, programs, policy, and physical projects):

- prepare and sustain a network of traditional and nontraditional partners that could influence active living policy and environmental change in the Portland region;
- effect urban planning and policy decisions at the city, county, and tri-county regional metropolitan levels that would establish long-term, systemic support for active community environments;
- effect built-environment changes in community settings that would improve community infrastructure for active living, and increase access to active living opportunities for underserved populations;
- recruit and support program and promotion partners whose locally based activities would complement policy and environmental change strategies.

Methods

Setting and Population

The majority of Portland ALbD activities were implemented within two pilot projects in two different Portland Metro communities: Lents and Damascus. Funding from ALbD primarily supported a project manager and project director at the lead agency, Community Health Partnership: Oregon's Public Health Institute. Community Health Partnership's mission is to improve the health of Oregonians through advocacy and support of effective public health policy. The organization has had a strategic focus on preventing childhood obesity since 2002. The American Heart Association served as lead agency for the first 2 years of the ALbD grant, but because the project was so strongly aligned with Community Health Partnership's mission and strategic focus, Community Health Partnership transitioned to the lead agency in 2006.

The first ALbD pilot occurred in the Lents neighborhood of outer southeast Portland. Unlike many Portland neighborhoods that are highly regarded for their well-planned and well-utilized biking and walking infrastructure, Lents is representative of many low-income, multi-ethnic Portland neighborhoods at the edge of the central city that do not have safe and complete active transportation networks. This is in part because the neighborhood was developed after the 1950s with large, irregular block sizes and a nongrid transportation network designed for automobiles. And, like many low-income communities, years of disinvestment in Lents has resulted in limited built-environment features and social supports that facilitate active living (e.g., walkable destinations, mix of uses to support daily needs, safe parks and open space, healthy retail food outlets).

By 2003, Lents was designated a Portland Urban Renewal District that created considerable public investment and increased civic engagement. Urban renewal is a state-authorized redevelopment and finance program designed to help communities improve and redevelop areas that are physically deteriorated, suffering from economic stagnation, are unsafe, or are poorly planned. The Portland Development Commission, the city's urban renewal agency, uses urban renewal as a tool

to help districts of the city realize capital projects that would not happen on their own. Because of this urban-renewal opportunity, Lents partners reached out to health stakeholders developing the ALbD proposal to request that Lents be an ALbD pilot site. The Healthy Active Lents initiative has been a strong focus throughout the 5-year ALbD project.

The second ALbD pilot was in Damascus, a rural community to the southeast of Portland in Clackamas County. Because of limited and spread-out development in the area, residents were dependent on automobiles for almost all transportation and recreation needs and felt unsafe trying to walk or bike along busy rural roads. In 2003, regional governments and local stakeholders began a long-range conceptual plan for Damascus, where 12,000 acres had recently been annexed to the metropolitan Urban Growth Boundary.^a Because of the large geographic area and limited existing development in Damascus, this planning process presented a unique opportunity for ALbD partners to help conceptualize a complete community from the ground up and set future policy direction for the area that would support active living and healthy communities for decades to come. Two case studies on ALbD's Damascus pilot were published in 2007.^{6,7}

Active Living by Design Community Action Model

Preparation. Portland's ALbD Partnership met as a large group regularly for the first 18 months of the grant, then transitioned away from broader partnership meetings to pilot-specific collaboration by Year 2. Although this diffused the sense of ALbD partners as one big coalition, this allowed for more focused planning within each project and helped retain partners' involvement by making meetings most relevant to each organization's interests. Involved partners included advocates for redevelopment, equity, and affordable housing; representatives from transportation, parks, land use, and urban agriculture; local schools; health systems; local foundations; local and state health departments; local and regional planning agencies; higher education; and public decision makers. The ALbD project did not set or pursue goals related specifically to community organizing or developing leadership among residents to advocate for active living changes. The project activities were primarily conducted by professional community-based organizations and public agencies. For a complete list of partners, see [Table 1](#). Partnership staff supported this network of partner organizations by chairing collaborative workgroups, securing resources for partner initiatives, leading campaigns on specific policy and environmental change objectives, and managing the Healthy Active Lents project. Technical assistance services to partner organizations included grant writing, strategic planning, and evaluation, both as in-kind services and grant subcontracts. During the 5 years of the ALbD grant, partnership staff helped secure more than \$1 million for community-based

^aUnder Oregon law, each city or metropolitan area in the state has an urban growth boundary that separates urban land from rural land. The boundary controls urban expansion onto farm and forest lands. Land inside the urban growth boundary supports urban services such as roads, water and sewer systems, parks, schools, and fire and police protection that create thriving places to live, work, and play. The urban growth boundary is one of the tools used to protect farms and forests from urban sprawl and to promote the efficient use of land, public facilities, and services inside the boundary.

Table 1. Active Living by Design partnership profile

Partner	Expertise	Project role(s)
American Heart Association	Public health	Lead agency (2003–2006)
Bicycle Transportation Alliance	Bike/pedestrian programming and advocacy	Kelly GROW Lents WALKS Portland Platinum Bicycle Master Plan
Coalition for a Livable Future	Equity advocacy	Regional equity advocacy
Community Cycling Center	Bike/pedestrian/park programming and advocacy	Kelly GROW Portland Platinum Bicycle Master Plan
Community Health Partnership: Oregon's Public Health Institute	Public health advocacy	Lead agency (2006–2008)
Friends of Zenger Farm	Urban farm and education center	Youth gardening Lents International Farmers' Market
Growing Gardens	Low-income home and school gardens	Food access policy Home gardens for Lents families
Kaiser Permanente	Public health	Kelly GROW Strategic partners on Lents and regional healthy community policy activities
Kelly Elementary (Lents)	Elementary school education	Funder Safe Routes to School
Lents Food Group	Community organizing	Kelly GROW Lents International Farmers' Market
Lents Neighborhood Association	Community organizing	Food access initiatives Supported healthy eating and active living advocacy and programmatic efforts
Marshall High School (Lents)	High school education	Helped prioritize urban redevelopment projects Habitat restoration projects
Metro Regional Government	Elected government and planning agency	Active living curriculum activities Damascus/Boring Concept Plan
1000 Friends of Oregon	Land use and transportation advocacy	Regional Transportation Plan Damascus/Boring Concept Plan
Portland Department of Transportation	Transportation public agency	Regional Transportation Plan Regional HEAL efforts
Portland Development Commission	Urban redevelopment public agency	Funded and built infrastructure in Lents Lents WALKS mentor
Portland Parks and Recreation	Parks and natural resources public agency	Manages the Lents Town Center Urban Renewal Area
Portland State University (Capstone and Masters of Urban and Regional Planning students)	Higher education	SCT trailhead site assessment and restoration Funded and built infrastructure in Lents
Revitalizing Outer Southeast Community Development Corporation	Affordable housing and community development	Conducted research and developed recommendations for increasing active living in Lents
Springwater Habitat Restoration Project	Trail restoration advocacy	Lents urban redevelopment efforts Lents Homeownership Initiative Lents International Farmers' Market HEAL programming for residents
		Lead partner on SCT habitat restoration projects

HEAL, Healthy Eating and Active Living; SCT, Springwater Corridor Trail

partners to address youth bike and pedestrian safety, navigation, gardening, and habitat restoration in Lents (Table 2).

As newcomers to Lents' efforts in 2003, the partnership staff earned local credibility by being actively engaged in local programs and redevelopment activities rather than creating stand-alone events. Staff and partners participated in multiple community events hosted by partners, attended neighborhood meetings, and, by Year 2, began sitting on citizen advisory councils and committee working groups for local redevelopment projects. Although most local partners understood at least some connection between their work and active living, they welcomed a public health partner to emphasize and strengthen the relationship between their own efforts and public health outcomes.

Implementation. Policy. Throughout the grant period, staff and partners advocated for active-living policies at the local and regional level. Staff contributed research and model language for multiple transportation, urban planning, and parks plans and policies. For example, in Years 1–2, staff participated on several Damascus/Boring Concept Plan⁸ technical and advisory committees. These committees developed goals, standards, and design concepts for future Damascus development, including complete neighborhood mapping and locating the town center in close proximity to residential areas with safe transportation access. On multiple occasions, staff and partners provided verbal and written testimony on major public infrastructure projects and plans including Lents Town Center

Table 2. Funding secured during ALbD grant period

Funder	Project description	Funds generated (\$)
Oregon State Parks Recreational Trails	Resurfaced a section of SCT running through Lents neighborhood	61,000
Robert Wood Johnson Foundation: Active Living Research	Developed case study on advocating for active living in the Damascus/Boring conceptual planning process	30,000
Lents/Brentwood–Darlington Weed and Seed	Purchased pedometers and bus tickets for Lents residents to participate in Healthy Active Lents activities	1,340
Tri-Met	Donated bus passes to lead agency for Healthy Active Lents incentives	75
Robert Wood Johnson Foundation: Active Living by Design Special Opportunities	Funded Lents WALKS 2006 walking program, SCT trailhead site assessment, and three trail habitat restoration projects	41,867
City of Portland	VisionPDX grant to conduct outreach generating input on the future of Portland's food system	13,000
Metro Regional Government	SCT restoration project to remove concrete and plant native species	17,235
Northwest Health Foundation	Four-year grant to pursue policy and environmental change related to healthy eating and active living in Portland and Metro region	100,000
Robert Wood Johnson Foundation: Healthy Eating by Design	Funded three pilot farmers' markets, installation of ten home gardens to Lents families, and ten scholarships to summer youth gardening camp	49,968
Kaiser Permanente Community Fund	Three-year funding for Lents International Farmers' Market	145,189
Northwest Health Foundation	Three-year funding for Kelly GROW after-school program combining active living and healthy eating	134,000
Kaiser Permanente Community Fund	Healthy Community Planning project with 1000 Friends	190,000
Robert Wood Johnson Foundation: Active Living by Design	Funds policy advocacy to integrate healthy eating and active living into Portland's Comprehensive Plan update	45,000
Kaiser Permanente Community Fund	Regional Health Equity Collaborative project to improve social and built determinants of health that contribute to health disparities in Portland region	220,000
Kaiser Permanente Community Fund	Funds Portland Bureau of Planning and Sustainability to integrate health perspective and tools into ongoing city planning efforts	40,000

SCT, Springwater Corridor Trail

development, a regional parks bond, a regional trail plan, and system development charges for park infrastructure.

Physical projects. The initial physical project objective of ALbD partnership was to increase physical accessibility to Lents' Springwater Corridor Trail by developing a Lents Interpretive Trailhead. Although the trail is a well-used 40-mile trail that runs from downtown Portland east to the base of Mt. Hood, the section running through Lents was under-utilized as a local community asset in part because the asphalt trail was in disrepair; there was a lack of convenient access points from within the community; and there was a strong perception that the trail was unsafe due to a large homeless population near the trail. Prior to the ALbD grant, the vision and plans for the trailhead were stalled in large part because funding was not available for the next planning stage to assess trailhead locations and develop conceptual designs. In Year 2, Portland Parks and Recreation received statewide trail funding to repave most of the Lents trail segments. The trailhead station has not remained a priority for Healthy Active Lents and Lents redevelopment partners because of higher priorities driven by community interest, including development of a walkable, mixed-use town center and bicycle infrastructure improvements. However,

the completed site assessment does position Parks and Recreation to apply for grant funding for the trailhead as the project moves up the agency's infrastructure project list. In Year 3, partnership staff secured funds for Portland Parks and Recreation and ALTA Planning and Design to assess three potential locations, develop site space and funding specifications, and develop conceptual sketches.

Programs and promotions. In Years 1–3 of the project, ALbD funds were used to implement two major programming events: Lents WALKS and Springwater Corridor Trail restoration projects. In 2006, Lents WALKS conducted 20 guided walks throughout Lents that followed themes such as Neighborhood History, Safe and Sound, and Garden Walks. This program was modeled after the Portland Department of Transportation's successful Ten Toe Express walking campaign that was concurrently implemented in more central parts of the city. The agency provided in-kind mentorship and technical assistance for this project. Building on the model, the partnership added a strong component of engaging local stakeholders through designing routes, gathering local history, and hiring local walking guides. Funds from ALbD also supported three Springwater Corridor Trail habitat restoration and service learning programs, in which local elemen-

tary, high school, and parks and recreation partners removed acres of invasive species and planted more than 5000 native trees and shrubs.

Results

Impact on Policy and Advocacy

The partnership has had a marked impact on multiple regional and statewide policies. After more than 2 years of long-range planning efforts, Metro Regional Government and other decision-making bodies approved a Damascus/Boring Concept Plan that highlighted the need for active community environments and identified goals, objectives, and implementation strategies for creating walkable, bikeable, transit-oriented neighborhoods and town centers; using schools and parks to promote active living; and maintaining adequate natural resources and recreation areas for the community and the region. Examples of specific active-living language in plans and policies are listed in [Table 3](#). Partnership staff also built the advocacy capacity of partners in specific ways. Through workgroups, individual meetings, and email networks, staff developed and disseminated talking points and sample testimony; alerted diverse partners of opportunities for active living advocacy; and established a local health-impact assessment network, a combination of procedures, methods, and tools by which a policy, program, or project may be judged as to its potential effects on the health of a population, and the distribution of those effects within the population.

In addition to these specific policy and plan outcomes, the process and experience of pursuing policy change has influenced partners and systems in multiple ways that are rather difficult to measure. The process of land-use, transportation, and urban planning has been demystified for partners and as a result partners have begun to regularly reach out to non-traditional partners and integrate cross-disciplinary efforts into their workplans. Likewise, because of the consistent and credible presence of public health stakeholders in nontraditional settings, planning and policymaking partners better understand how to use public health expertise and energy to inform their work. This has helped partners, including elected officials themselves, understand how a holistic approach influences future policy and planning decisions (e.g., by including health stakeholders on technical advisory groups for specific redevelopment projects). These activities have raised the profile of health advocates and important partners, and highlighted the importance of considering health impacts in future local and regional decision making. Because of this groundwork, local agencies are beginning to integrate a health agenda into their planning projects and scopes of work (e.g., including Health and Human Safety as a Key Element in the revision of Portland's Comprehensive Plan, devoting city planning

staff time to work with health stakeholders on the issue).

Impact on Lents Community Environment

Largely because of urban renewal investment over the past several years, Lents residents have witnessed many built-environment changes that support active living and healthy eating in their neighborhood. The Healthy Active Lents initiative was strongly bolstered by substantial investment for physical infrastructure improvements in the Lents community. The Portland Development Commission, Portland Department of Transportation, Portland Parks and Recreation, and other public agencies funded these improvements. For example, a \$1.45-million project to install sidewalks, bike lanes, curb/drainage, lighting, and landscaping improved pedestrian connectivity to the Lents Town Center.⁹ A sample of redevelopment projects in the Lents Town Center can be found in [Table 4](#). Partnership staff influenced these transportation, parks, commercial, and residential projects in many ways, including sitting on urban renewal park and trail committees and advocating that funding be prioritized for projects with the highest active-living impact. These committees also shaped the design of bike and pedestrian infrastructure and park improvements to improve access and safety. Most recently, partnership staff helped develop zoning code changes and design standards for 3.5 acres of undeveloped land in the Lents Town Center near a future light-rail stop that opens up possibilities for the site to become mixed-use residential and commercial development.

After engaging more than 100 people in the successful Lents WALKS 2006 summer program, neighborhood association leaders began discussing a regular walking club. Although the walking club did not ensue, maps and guides of the ten routes continue to be distributed and used through community networks. One innovative program that grew out of earlier ALbD efforts and continues today is Kelly GROW, an after-school and community program that seeks to improve healthy eating and active-living opportunities of elementary students and families in Lents through an integrated program including a school garden, Safe Routes to School improvements, and family incentives including free bicycles and home gardens.

Many of the physical and program changes in Lents have been welcomed by organizations and residents, and, to some degree, are evident by media documentation of the changing image of Lents. High crime rates and blight have previously portrayed the Lents community as an undesirable place to live¹⁰; however, redevelopment efforts are transforming Lents into a destination and Portland's "diamond in the rough."¹¹ Despite progress, many Lents residents have not yet benefited from improvements. They are, by necessity, more con-

Table 3. Healthy eating active living policies developed by partners

Policy	Level	Time period
DAMASCUS/BORING CONCEPT PLAN	County	2006
Description Conceptual plan for development of 12,000 acres of the Damascus and Boring communities that were brought into the region's urban growth boundary in 2002		
Excerpt of policy language Recommended implementation strategies for walkable, bikeable, and transit-oriented neighborhoods and centers: Design for safety of pedestrians and bicyclists; implement pedestrian-oriented block size; provide a multi-use trail system to serve as important off-street bicycle and pedestrian connections to schools, parks, commercial areas, and neighborhoods, particularly in areas where streams limit street connectivity; work with school and park districts and transit service providers to identify and develop safe walking and biking routes to schools, parks, and transit stops. Recommended implementation strategies for schools and parks: Work with school and park districts to locate facilities in order to maximize direct pedestrian and bicycle access and safety from residential neighborhoods to schools and parks; provide opportunities for co-location between schools and parks and other public facilities where possible; consider a network of neighborhood parks, community parks, urban plazas, and other parks that are equitably distributed and sized to meet demands; neighborhood parks should be located within walking distance of all homes.		
ALbD contribution ALbD staff and partners sat on land-use, transportation, natural resources, and public facilities committees; Technical Advisory Committee, and Damascus/Boring Advisory Council (decision-making body)		
A HEALTHY ACTIVE ORGEON: STATEWIDE PHYSICAL ACTIVITY AND NUTRITION PLAN	State	2007
Description Strategic plan for public, private, and community stakeholders to promote healthy eating and active living in community, school, workplace, and home settings		
Excerpt of policy language Objectives and strategies: State and local comprehensive plans and transportation policies and funding support walking, biking, and transit infrastructure; school districts shall retain neighborhood schools and site new schools that support walking and biking to school; Land Conservation Development Commission will require local municipalities to include health impact assessment in their comprehensive plans		
ALbD contribution ALbD staff and multiple partners served on committee that drafted plan		
PORTLAND COMPREHENSIVE PLAN	City	2007–2010
Description Citywide effort to update Portland 1980 Comprehensive Plan and 1988 Central City Plan that will guide the physical, economic, social, cultural, and environmental development of Portland over the next 30 years		
Excerpt of policy language Health and Human Safety: How can Portland design a city that enhances human health and safety? What can Portland do to promote active lifestyles, healthy eating, and safe routes to school? (health and human safety identified as critical framing issue in 2008). Human health and safety existing conditions report currently under development.		
ALbD contribution ALbD staff convenes ongoing Healthy Portland Plan Workgroup that advocates for integrating health and equity goals, outcomes, and measures into the comprehensive plan update		
REGIONAL TRANSPORTATION PLAN	Metro region	2007–2008
Description Portland Metropolitan region's federal and state required policy to guide investment and development in the region's transportation system and implement the 2040 Growth Concept		
Excerpt of policy language Goal 7: Enhance Human Health: Objective 7.1 Active Living: Provide safe, comfortable, and convenient transportation options that support active living and physical activity to meet daily needs and access services. Potential Action 7.1.4: Remove barriers and reinforce compact development patterns to encourage walking and bicycling to basic services and nearby activities as a way to integrate exercise into daily activity. Potential Action 7.1.5: Coordinate with public health professionals to conduct health assessments to judge potential impact of transportation's infrastructure on human health.		
ALbD contribution ALbD staff and partners worked directly with Metro Planning staff and elected officials to draft language for health and equity; provided written and verbal testimony supporting the adoption of health and equity policy goals, objectives, actions, and performance measures		
PORTLAND PLATINUM BICYCLE MASTER PLAN	Metro region	2007–2009
Description Component of Transportation System Plan that provides direction for public, private, and community partners for making bicycling and walking an integral part of daily life in Portland		
Excerpt of policy language Pending		

(continued on next page)

Table 3. Healthy eating active living policies developed by partners (*continued*)

Policy	Level	Time period
ALbD contribution		
ALbD partners serve on advisory committee and chair health equity subgroup		
PROMOTING PHYSICAL ACTIVITY AND HEALTHY EATING AMONG OREGON'S CHILDREN	State	2006–2007
Description		
A report to the Oregon Health Policy Commission to present a set of recommendations that can be translated into policy or legislative action to prevent childhood obesity		
Excerpt of policy language		
Recommendations: State and local comprehensive plans, transportation policies, and funding support walking, biking, and transit infrastructure; school districts shall retain neighborhood schools and site new schools that support walking and biking to school; Land Conservation Development Commission will require local municipalities to include health impact assessment in their comprehensive plans; allow inclusion of school costs in system development charges paid by developers		
ALbD contribution		
Partners served on policy workgroup that drafted plan language		
ALbD, Active Living by Design		

cerned about issues of personal safety and economic security than about active community environments and using a new bike path. Much work remains to be done in Lents and throughout the region to create economic and social environments that support health for all residents.

Discussion

Active Living by Design 5P Model

Applying the ALbD 5P model has benefited the partnership in multiple ways. It has both provided an inclusive framework to allow diverse partners to fully engage with ALbD efforts and helped to strategically guide the lead agency to a strong focus on policy and environmental change as partners move into the future. Because by Year 3 the partnership had many

strong programmatic and Lents community partners, the lead agency could increasingly direct more energy to policy, planning, and sustainability objectives.

Both the 5P model and an overall socioecologic framework resonated with many cross-discipline partners who felt that active community environments were integral to the overall health of a community. Although some partners focused on a specific P, such as programming or planning, the ALbD project created an important opportunity to emphasize and strengthen how these efforts interrelate and can support each other. It is not always possible or desirable to integrate all P's in one intervention, but the framework as a whole can be useful for ensuring that interventions with multiple partners are all contributing to a comprehensive set of solutions. Working among partners from different disciplines and areas of expertise can certainly present

Table 4. Select Lents Town Center (LTC) urban renewal projects (2008)

Type of urban renewal project	Number of projects	Example project
Economic and business	7	Assurety Northwest, Inc.: A 77,000 square foot property for commercial and retail uses with ground floor retail and commercial space accessible to pedestrian traffic. First major commercial project acquired in Lents Town Center, located near affordable housing projects and the Lents International Farmers Market.
Streetscape improvements	11	92nd Avenue Streetscape Project: Public infrastructure project to improve pedestrian/bike connectivity to Lents Town Center from surrounding neighborhoods. Major infrastructure construction included sidewalks, bike lanes, curb extensions, landscape, and lighting on major arterial road (92nd Avenue).
Park and trail improvements	8	Earl Boyles Park: A 7.85-acre recreation park with community garden, walking pathways, playground, pedestrian-scale lighting, curbs and sidewalks, benches, and picnic tables. Located at SE 112th and Boise Street. Springwater Corridor Trail: Improvements include resurfacing sections of the multi-use trail, habitat restoration, and industrial cleanup.
Affordable housing projects	6	Reedway Place: A 24-unit multi-family affordable housing complex developed by ROSE Community Development Corp in the Lents Town Center near public transportation, Lents International Farmers' Market, and the Assurety Northwest mixed-use development.

some challenges, particularly when a potential partner may not immediately recognize the impact their work has on active living. In Portland's ALbD experience, it was important to have a lead agency from public health that could engage partners under a shared vision of a healthy community. Many partners have indicated that ALbD support has been important for raising the profile of health and active living in their work and to better understand how their unique disciplines affect health in multiple ways.

Integrating Public Health into Cross-Disciplinary Collaboration

As public health professionals, partnership staff often found themselves in unfamiliar, nontraditional settings. This can present challenges when a public health representative wants to fully engage in a transportation or land-use planning process but comes up against limitations in technical knowledge and expertise. For example, after successfully advocating for health and active-living goals and strategies in the Metro Regional Transportation Plan,¹² partners were recruited to participate in technical discussions to develop performance measures and health-outcome modeling tools. While this invitation was an exciting next step in active-living advocacy, the challenge was having the capacity to gain advanced knowledge of technical transportation-planning activities. To address this challenge, public health professionals must develop strong alliances and working relationships with technical partners they can call upon when needed, as well as be aware of technical resources that they can quickly consult when necessary.

Another challenge is that, even though active living is affected by multiple systems in a variety of settings, it can be unrealistic to expect a public health advocate to become an expert on transportation, land use, natural resources, schools, and natural resources in a short-term planning and community input process. Unless there are an unlimited number of public health stakeholders who can develop expertise and engage in all of these areas, public health stakeholders must strike the right balance between addressing a wide range of active living determinants and delving deep into technical knowledge in one particular area. As more financial resources and staff work plans are devoted to active living and healthy-community planning, the number of educated public health stakeholders will continue to grow to address this unmet need. It is also important for public health professionals to recognize that, in many cases, it is their public health expertise that makes them valuable to a process, and their efforts can be effective without in-depth knowledge on every topic.

Leveraging Local Experience to Create Systems Change

Staff and partners were intentional about how community-based interventions such as Healthy Active Lents and broad-scale policy decisions can and should inform each other. By leveraging community-based experiences and relationships, partners' capacity to be effective advocates for active living at the broader policy and systems level increased. Many decision makers are eager for community data to help inform their decisions, and a role of partnership staff has been to help make those community-policy connections. Highlighting local efforts in broader policy advocacy is important because it reveals actual community experiences and helps inform decision makers on the effect of intended policies. It also gives local residents more political will in decision making and an increased understanding of how planning influences their lives.

One way partners will be leveraging the Healthy Active Lents experience to inform broader policy change is through the upcoming revision of the Portland Comprehensive Plan, a citywide effort to update Portland's 1980 Comprehensive Plan and 1988 Central City Plan, which will guide the physical, economic, social, cultural, and environmental development of Portland over the next 30 years. Partners feel strongly that documenting and communicating the impact of the work in Lents will be an important tool in this broader citywide policy update. In addition, by highlighting this diverse, low-income community, ALbD partners have the opportunity to emphasize the important role of citywide policy in equitably distributing Portland resources to underserved areas.

Broadening the Active Living Lens

Since receiving RWJF Healthy Eating by Design (HEbD) funds in 2004, Portland's active living initiatives have been well integrated with healthy-eating initiatives. For example, ALbD and Lents partners have been active in efforts to start and sustain a farmers' market; install home, school and community gardens; bring retail grocery to Lents; and influence citywide food systems policy. After developing strong expertise and experiences on healthy-eating and active living issues, partner efforts have now expanded to other environmental and social determinants that affect health, including air quality, housing, and job access. Regardless of whether partners work on an urban farm, advocate for affordable housing, or design commercial redevelopment, they have learned that these are all determinants of equitable opportunity to create health and well-being. As partners have embraced a broad healthy-community agenda, they are also integrating a strong health equity framework to help focus resources and momentum on efforts that have the greatest impact to address health disparities. This broadening

of the active-living lens to include multiple health determinants and health-equity has not only greatly increased the number of fruitful collaborations but also has deepened the impact partners are having on systemic policy and environmental change. As efforts move forward, the partnership will continue to strengthen how active-living advocacy connects to broader efforts to create health equity for all of the region's residents.

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