
Active Seattle

Achieving Walkability in Diverse Neighborhoods

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Background: The Active Living by Design project based in Seattle (Active Seattle) advocated for policies and projects in diverse communities supporting a more walkable city, while using social marketing and education to get more people walking more often.

Intervention: Walking audits were carried out in select diverse neighborhoods, resulting in recommendations for policy change and built-environment improvements. Advocacy for city-scale policies also occurred. Walking maps and other social-marketing products promoted behavior change. Major Safe Routes to School activities occurred and were made possible by separate funding sources.

Results: Positive results of Active Seattle included an increase in funding for pedestrian infrastructure, a pedestrian master plan, a Complete Streets policy, substantial increase in Safe Routes to School activity, and institutionalization of active living and active transportation within partner agencies. Challenges included institutional prioritization for improving pedestrian infrastructure, funding inequity, and a community need that was greater than could be fulfilled.

Lessons learned: Efforts to overcome funding inequities or other resistance to pedestrian-oriented physical projects will benefit from high-visibility campaigns that have a lasting impact on public perception and decision makers' political will. To reach vulnerable populations that have substantial barriers to increasing walking frequency, extensive staff time for outreach is needed. Changing the built environment to encourage walking may be a long-term solution in communities with diverse populations.

Conclusions: Influencing and educating local government officials to make active living projects and policies a high budgetary priority is essential for large-scale impact and long-term change.

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Introduction

Physical inactivity increases the risk of coronary heart disease, hypertension, obesity, diabetes, and many other health conditions.¹ The 2000–2004 average proportion of sedentary lifestyle (i.e., no leisure time physical activity during the previous 30 days) among King County adults was 13.9%.² Adults with lower household income were more likely to be sedentary, and levels across Health Planning Areas within Seattle (e.g., geographic areas defined by Public Health/Seattle and King County) varied markedly.² Twenty-one percent of adults living in Beacon Hill and Southeast Seattle and 15% of adults in North Seattle, West Seattle, and Delridge reported getting no physical activity.² Minority populations were considerably more likely to be physically inactive than whites.² During the

same time period, 23.6% of Hispanic/Latinos and 21.3% of African Americans reported no physical activity compared to 12.3% of whites.² The Active Seattle project was an effort to address these mounting health issues. While infrastructure and behavioral changes may take years to have an impact on physical inactivity rates, it was clear that a long-term solution to this trend was needed.

Before Active Living by Design (ALbD) began in Seattle, advocacy for built-environment changes specifically supporting health goals was only a peripheral concern of other citywide or regional organizations. Feet First, an all-volunteer organization focusing on building walkable communities, with a mission complementary to ALbD, was alone in its focus to increasing walkability and walking on a citywide scale (www.feet-first.info). When the ALbD grant was announced, Feet First saw an opportunity that, if successful, would fill a very specific need within Seattle. Feet First had previously worked with Public Health - Seattle & King County (PHSKC) as well as the Seattle Department of Transportation (SDOT) on several projects. The three

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organizations were active members of the King County and Washington State Coalitions for the Promotion of Physical Activity and the King County Traffic Safety Coalition, and collaborated on the Way-to-Go, Seattle program, the City of Seattle's coordinated effort to increase walking, biking, transit use, and carpooling. The Active Seattle partnership was formed by these three organizations.

The Active Seattle partnership used the ALbD 5P model³ to create a work plan that encouraged a "more people walking more often" local culture and institutionalized active living principles (www.activelivingbydesign.org/our-approach/community-action-model; preparation, promotion, programs, policy, and physical projects). Overall, the Active Seattle partnership aimed to (1) advocate for policies and projects supporting a more walkable city and (2) use social marketing and education to get more people walking more often. See Figure 1 for a schematic created during the preparation stages of Active Seattle.

Methods

Setting and Populations

Active Seattle focused on five neighborhoods in Seattle that had concentrations of vulnerable populations historically under-represented in city processes such as community councils or public meetings. When selecting these focus communities, Active Seattle took into account several factors: demographic information (age, income, ethnicity, and health information); the trip mode split detailing walking, biking, transit, and vehicle use; pedestrian-vehicle collision data;

current land-use patterns; location of community health clinics; and a survey of transportation projects, both current and future. Using this information, the partnership selected five neighborhoods in Southwest, Southeast, Central, Northeast, and Northwest Seattle (Table 1). The boundaries of each area are pre-existing neighborhood boundaries for the Delridge, Beacon Hill, Central District, Lake City, and North Aurora neighborhoods. Three of the neighborhoods (Delridge, Beacon Hill, and North Aurora) are sites of major transit projects (e.g., Sound Transit Link light rail and Metro Bus Rapid Transit [BRT] service improvements). Major planning efforts citywide were slated to occur in the form of a bicycle master plan and a pedestrian master plan. By initially concentrating available resources in five neighborhoods, the partnership was able to focus on strategies for active living within populations with a diversity of age, socioeconomic, and health characteristics.

Active Living by Design Community Action Model

Preparation. Active Seattle provided a unique opportunity for Feet First, PHSKC and SDOT to collaborate on incorporating active living principles into City of Seattle policies and processes. Feet First provided expertise in community engagement, advocacy, walking map production, walking audits, and knowledge of pedestrian-friendly community design. The Health Department had a long history of working in low-income and underserved communities through community coalitions, collaborative grant projects, and community-based programs. The SDOT, as the agency responsible for improving infrastructure, had expertise on pedestrian and bicycle planning. Having long-established relationships made the process of recruiting partners to help with both project planning and implementation much easier. Feet First quickly became an expert at connecting to the network of organizations and residents working

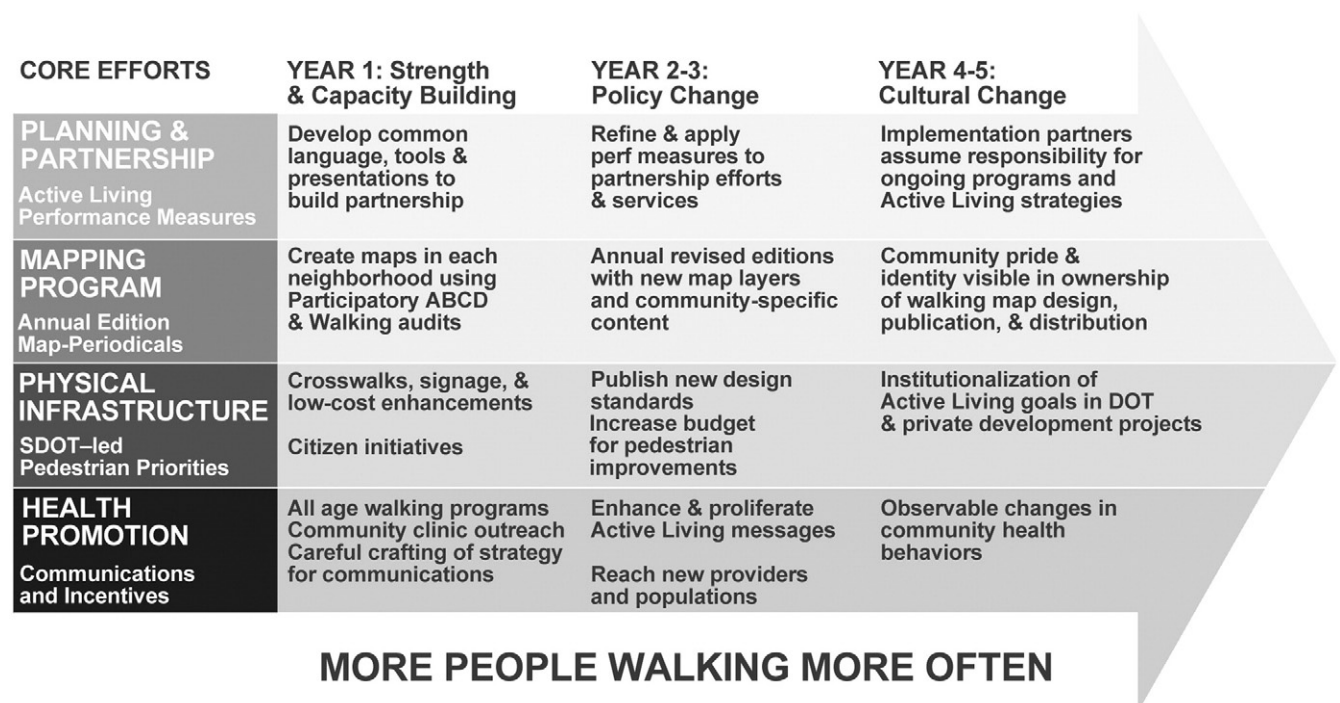


Figure 1. Original schematic model for Active Seattle

Table 1. Demographic breakdown of King County, Seattle, and Active Seattle neighborhoods, 2003^a (% unless noted otherwise)

	King County	Seattle	Beacon and Southeast Seattle	Downtown and Central	North Seattle and Shoreline	West Seattle and Delridge
Total population	1,779,300	541,187	66,775	86,756	133,400	78,717
Aged 0–17 years	21.8	15.1	24.2	12.3	18.7	19.8
Aged ≥65 years	10.5	11.8	12.1	12.6	15.1	12.6
Employed full or part time, aged ≥16 years	88.6	87.4	64.1	61.6	81.0	71.3
Less than a high school education, aged ≥25 years	6.5	7.0	16.7	12.5	5.5	7.4
White	80.0	73.8	33.5	57.3	79.8	77.1
Black	6.3	9.7	24.3	22.1	4.5	7.7
American-Indian/Alaska Native	1.0	1.1	1.3	1.7	1.0	1.4
Asian/Pacific Islander	12.7	15.4	40.9	18.9	14.7	13.7
Hispanic	6.0	5.9	9.7	8.0	5.0	7.1

^a1990–2003 population estimates for Public Health Assessment, Washington State Department of Health, Vista Partnership, and Krupski Consulting, December 2004.

toward changes in their individual neighborhoods, and strengthened connections with citywide organizations (Table 2).

In the early stages the partnership also devoted time to generating resources, which allowed for an increase in staff at Feet First and for complementary project work to occur. The total resources generated came to nearly \$850,000 (Table 3).

Feet First also conducted walking audits to inform the planning process, get residents involved, and to seek recommendations from residents. Many community members and organizations recruited for the audits became partners in developing and implementing concepts of Active Seattle activities. Walking audit reports provided key observations and acted as a work plan for policy and built-environment efforts. For example, a top recommendation of a North Beacon Hill audit—and the focus of a Health Impact Assessment completed through a Steps to Health, Active Seattle, and Environmental Health Services Division of PHSKC partnership—was to convert a street adjacent to the new Link Light Rail transit station into a community gathering space. Beacon Hill Pedestrians, a group composed of neighbors and activists, was instrumental in this campaign and added the key neighborhood voice that rounded out this partnership.

Implementation. Policy. Policy work undertaken ranged in scale of effort and impact. The partnership focused on projects and policies that (1) elevated walking to equal status as a transportation mode, (2) modified school environments, and (3) provided better design standards for pedestrian environments. Advocacy strategies included education of elected officials, work with agency representatives, organization and education of community members on pedestrian issues, provision of leadership to stakeholder and advisory groups, media outreach, and events.

Physical projects. Projects undertaken by the City of Seattle ranged from single crosswalk improvements to multi-year planning projects. Active Seattle prioritized projects with (1) a community concern at a specific location, (2) an opportunity created by a political or funding situation, or (3) a high priority due to the current pedestrian environment. As a result, there was variation in work accomplished within the five neighbor-

hoods. The West Seattle Trails project is an example of a community, rather than governmental, planning process. The project, which occurred over more than 3 years, focused on publishing a trail network and building a wayfinding system of kiosks and signs. Steps in the process included a series of community walks, data collection to identify the trail network, 2 years of gathering community feedback, and publishing and distribution of a walking map.

Promotions. The Spitfire Advanced Communications training, provided to Feet First and PHSKC staff through the ALbD grant, increased the capacity of Active Seattle to develop and implement effective and innovative strategic communications plans. Staff learned how to develop an effective communications plan, craft targeted and effective messages, engage policymakers as champions, and work effectively with the media.

The popular Neighborhoods on Foot walking map series became a community organizing tool (www.feetfirst.info/mapping). Input-gathering activities included contact with neighborhood experts and organizations and outreach through email or blogs. Maps encouraged walking by including walk times to popular destinations and by identifying locations of staircases, signalized crossings, elevation changes, bike routes, bus routes, and walking routes. Because outreach and training for healthcare providers has been shown to increase physical activity promotion to patients,⁴ PHSKC trained community clinic healthcare providers on effective physical activity promotion and distributed maps to clinic patients as part of its physical activity prescription program. Approximately 180,000 maps had been distributed by the end of 2008.

The Cart Project was funded by a special opportunities grant made available by the Robert Wood Johnson Foundation to ALbD grantees. This social-marketing effort made personal shopping carts available for participants who made a commitment to walk for short trips in the Delridge neighborhood, which was already an Active Seattle neighborhood and included a shopping center, Seattle Housing Authority buildings, and two grocery stores. The Feet First Chicken, a mascot who “crossed the road” at events, was a popular and unexpected promotional tool that gained both national and local attention from nonprofit marketing experts and media.

Table 2. Active Seattle partnership members and roles

Partner	Expertise	Role
Core partners		
Feet First	Pedestrian-friendly design, walking encouragement	Lead agency, advocacy lead, partnership-building, promotion, and social marketing
Seattle Department of Transportation	Design and construction of pedestrian facilities	Increasing the number of pedestrian-oriented environments and policies
Public Health - Seattle & King County	Achieving and sustaining healthy people and healthy communities	Public education, increasing agency input into built-environment issues
Agencies/institutions		
Seattle Public Schools	School environments and policies	Partner in Safe Routes to School programs
National Park Service	Trail planning, outreach	Partner in trail planning and wayfinding projects
Seattle City Council	Legislation	Partner in passing pedestrian-related legislation and securing funding for pedestrian infrastructure
Mayor's office	Launching initiatives, setting goals for the city	Partner in initiatives and securing funding for pedestrian infrastructure
University of Washington	Research on health, planning	Carries out research on built-environment and health issues, acts as resource for advocacy
Harborview Medical Center	Injury prevention	Partner for Safe Routes to School, acts as resource for advocacy
Seattle Department of Parks and Recreation	Recreation facilities and activities within Seattle	Partner in walking programs, map distribution, promotion of parks
Seattle Department of Planning and Development	Land-use planning and policies	Increasing the number of pedestrian-oriented land use policies
Seattle Police Department	Enforcement	Increasing enforcement of behaviors that put pedestrians at risk
Seattle Department of Neighborhoods	Community-building	Funding partner in small-scale improvements, outreach to community organizations
Washington State Department of Transportation	Transportation	Funder for Safe Routes to School, resource for pedestrian design at the state level
Neighborcare Health	Providing health and dental care to low-income individuals	Partner in walking-map distribution, distribution of other information
Nonprofits		
Bicycle Alliance of Washington	Advocacy for bicycling-related legislation, increasing bicycling	Partner in Safe Routes to School, active transportation advocacy
Cascade Bicycle Club	Advocacy for bicycling-related legislation, increasing bicycling	Partner in Safe Routes to School, active transportation advocacy
Seattle Great City Initiative ^a	Advocacy for urban issues (such as community design)	Partner in advocacy, campaigns
Injury Free Coalition for Kids in Seattle	Injury prevention for children	Partner for Safe Routes to School
Seattle Parks Foundation	Advocacy for parks-related issues	Partner in advocacy for open space
Transportation Choices Coalition	Transportation advocacy	Partner in advocacy for transportation issues
Community organizations		
Community councils	Community-scale issues	Advocates for pedestrian issues at the local level
Greater Greenwood Bi-Ped Safety Coalition ^a	Bicycle/pedestrian advocacy in the Greenwood neighborhood	Advocates for pedestrian issues at the local level
Delridge Neighborhoods Development Association	Community development in the Delridge neighborhood	Partners in trail planning and wayfinding project
Safe Walks ^a	Community coalition-building for pedestrian issues	Partner in advocacy for sidewalks and other pedestrian infrastructure
High Point Neighborhood Association Committee on Pedestrian Safety ^a	Pedestrian issues in the High Point neighborhood	Partner in advocacy for pedestrian infrastructure and traffic calming
Neighborhood House	Support and advocacy for health of diverse populations	Partner in advocacy for pedestrian infrastructure in Delridge, connection to diverse populations
Parent Teacher Associations	Organizing around school issues	Partner in Safe Routes to School
Greenwood-Aurora Involved Neighbors ^a	Reducing crime along the Aurora corridor	Partner in Aurora corridor advocacy
Healthy and Active Rainier Valley ^a	Increasing healthy eating and active living in the Rainier Valley	Partner in healthy eating and active living initiatives in the Rainier Valley
Beacon Hill Pedestrians ^a	Increasing pedestrian safety and walkability in Beacon Hill	Partner in advocacy for the Beacon Hill neighborhood
Private companies		
SvR Design	Pedestrian-oriented design	Resource for pedestrian design expertise

^aOrganization did not exist when Active Seattle was formed

Programs. Based on emerging evidence of the success of Safe Routes to School in increasing physical activity in children, Active Seattle applied for and received additional resources in the early stages of the Active Living by Design grant. Because of these resources and the potential for success of programs to increase physical activity (more recently substantiated by

Davison et al.⁵⁾, Safe Routes to School was cemented as a core program and continues today. This program effectively integrated many strategies in the 5P model through Walking School Buses, incentives, enforcement of speed limits, educational materials, and events. Programs at Seattle elementary schools supported by a variety of

Table 3. Resources generated

Name of project	Purpose	Amount/year(\$)
Funder: King County Steps to Health		
Active Community Environments	To create an “active living task force” and a walking map for the West Hill neighborhood in unincorporated King County	33,632 (in 2005–2006)
Promoting Healthy Built Environments	To increase awareness of the health/built-environment connection and to support the creation of a Health Impact Assessment (joint project between Feet First and PHSKC)	99,705 (in 2005–2008)
Funder: Group Health Community Foundation		
“Start Strong” project	To fund a project focusing on nutrition and physical activity at four elementary schools in Southeast Seattle	64,000 (in 2006–2007)
Funder: Washington State Department of Transportation		
Bailey Gatzert Pilot Safe Routes to School	To fund a Safe Routes to School pilot project at one elementary school	20,000 (2005–2006)
Go! project	To fund a Safe Routes to School project at three schools in the Delridge neighborhood	48,652 (2006–2008)
Center for Safe Routes to School in Washington State	To create a Safe Routes to School clearinghouse for Washington State	396,000 ^a (2006–2008)
Funder: City of Seattle Department of Neighborhoods		
Large Project Fund	To fund the creation of a wayfinding system in West Seattle and the cost of community outreach to design it	98,956 (in 2008)
Funder: Robert Wood Johnson Foundation		
The Cart Project	To create a social marketing plan and encourage walking for short trips in Delridge	42,500 (2006–2008)
Active Living by Design Sustainability Award	To continue work similar to Active Living by Design	45,000 (2008–2010)

^aThis amount includes partnering organization funds, of which at least \$80,000 is used for staff time at the Bicycle Alliance of Washington.

funders were supplemented by and integrated into Active Seattle efforts and were sometimes paired with nutrition education.

Results

Funding Active Living Improvements

In 2006, Seattle voters passed Bridging the Gap, a transportation funding initiative that will provide an estimated \$544 million for transportation improvements and maintenance through a levy and taxes. Approximately \$98 million will be spent on pedestrian and bicycle improvements. Active Seattle partners were members of the Bridging the Gap Steering Committee; endorsed and advocated for the initiative; and currently oversee program implementation through participation on the Oversight Committee.

In addition, Feet First has successfully advocated for pedestrian infrastructure and safety budget items for the City of Seattle budget cycle. In 2007, the city council named pedestrian safety its number one priority for the year and allocated an additional \$3 million to pedestrian safety efforts. This was accomplished through advocacy efforts but was also catalyzed by high-profile pedestrian collisions.

Pedestrian Master Plan

Seattle’s Pedestrian Master Plan (www.seattle.gov/mostwalkablecity), which defines strategies to make Seattle the “most walkable city in the nation,” was adopted in September of 2009. It includes short- and long-term actions that cover the 5Es (i.e., engineering, enforcement, education, encouragement, and evaluation) and are in service of four goals: safety, equity, vibrancy, and health. Feet First and PHSKC served on the plan’s advisory group and interagency team. The plan presented an opportunity to incorporate policies that specifically address health and equity issues within a large-scale transportation planning process, and, as a direct result of advocacy by Feet First and Active Seattle partners, the plan includes measures related to health and equity. For example, a notable aspect of the plan is a data-driven prioritization process that uses metrics from a host of resources (including health and socioeconomic factors) to produce infrastructure project lists. This should result in a project selection process that is equitable and less susceptible to prioritization of neighborhoods where residents have more time and resources to lobby the city and apply for funding.

Complete Streets Policy

Feet First, bicycle advocates, and many others worked successfully with elected officials to pass a Complete Streets policy in May of 2007. This policy requires the design of a street to consider all users, including pedestrians, bicyclists, transit users, vehicles, and freight.

Reach into Neighborhoods

Physical projects of all scales occurred in each focus neighborhood and are the most visible evidence of Active Seattle's reach (Figure 2). Policy work such as a revision to school zones (i.e., adding signage that reduces the speed limit) and a change in sidewalk requirements (i.e., requiring sidewalks to be built in more instances) had an impact that will be seen in neighborhoods over the years as development continues.

On a promotional level, the Neighborhoods on Foot Map Series changed the way Feet First engages communities. While working on these projects, Feet First's visibility increased markedly, neighborhood connections strengthened over time, and the active-living/active-transportation messages were disseminated. Members of the public request hard copies of the maps several times a month, and the maps are available online.

The West Seattle Trails project was a success on many levels. It spurred community advocacy for specific trails, created a project list and work plan that the community can continue to develop and use over a long period, and resulted in wayfinding kiosks in the places where residents walk and gather. The project is replicable, specifying the process by which trail planning and wayfinding can be designed and communities can be engaged. The collaborative pro-

Active Seattle and Physical Projects Influenced

D - Direct role: was a key stakeholder/advocate, or was directly responsible for design/engineering

C - Contributing role: advocated for improvement but was not the highest priority

P - Peripheral role: project was not a major focus of work, or other stakeholders were responsible for leadership

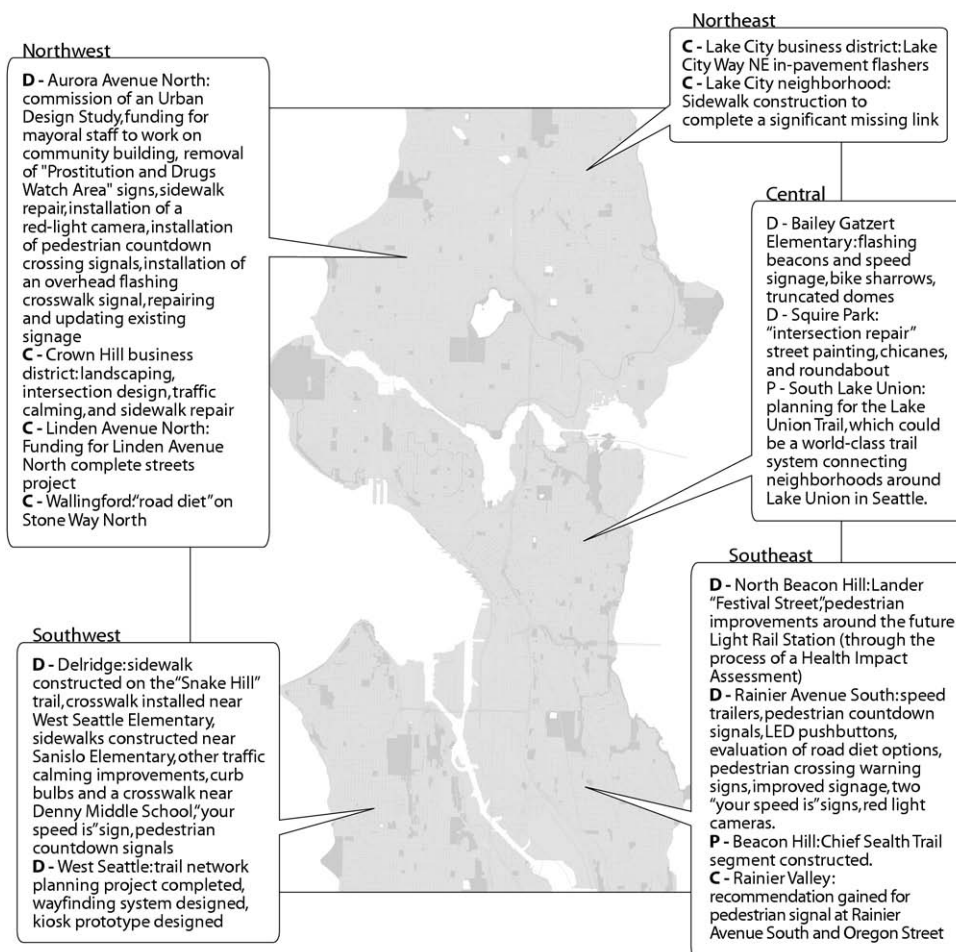


Figure 2. Physical projects influenced by Active Seattle

cess that developed with SDOT will be useful city-wide, not just in individual neighborhood projects.

Work on a Northeast Trails Project (the NEST Project) began in late 2008. Its aim is to increase walking by increasing knowledge of the local environment, developing a trail network, identifying and prioritizing infrastructure needs in the trail network, and installing wayfinding kiosks along walking routes.

In an informal survey following the activities of the Cart Project in the Delridge neighborhood, 35% of participants stated that they got more physical activity after the project than before. Over 50% of participants walked to the grocery store more frequently. One could presume that this project was made successful by providing residents with a better means to shop on foot (i.e., a personal shopping cart) and by stipulating that they can receive the cart for a small fee if they agree to go shopping on foot once a week.

Building the Safe Routes to School Movement

Active Seattle had success working with both neighborhoods and school communities. At Bailey Gatzert Elementary in the Central District neighborhood, the 2005–2007 pilot program yielded a 24% increase in the number of students who walked to school and facilitated a policy change to improve and expand the city's definition of school zone boundaries. The pilot program led to the receipt of outside funding to continue direct programming in seven other schools from 2006 to 2009 and to establish the Center for Safe Routes to School in Washington State (www.saferoutes-wa.org), a partnership with the Bicycle Alliance of Washington. Safe Routes to School programs in Seattle and beyond became part of the network of parents, teachers, and others sharing resources.

Institutionalizing Active Living and Active Transportation

In addition to the five selected neighborhoods, Active Seattle also sought to have impact on a larger scale and worked to change agencies and institutions. Two positions (i.e., the built environment and land use manager and the healthy eating and active living manager) were created with Local Capacity Development Funds, which are intended for focused efforts within local health jurisdictions. The positions continue to enhance agency efforts to connect the built environment to health and to promote active living. Resources for complementary programs have been gained because of the existence of program work and partnerships in place as a result of Active Seattle's work. At SDOT, health and equity concepts have been integrated into plans, projects, and outreach, and progressive policies have been adopted (e.g., Complete Streets). Presentations to the public on projects such as the Pedestrian

Master Plan now include health and equity principles. The number of pedestrian-focused staff has increased, and there is a full-time Safe Routes to School staff person funded by SDOT's general fund. Through the Bicycle and Pedestrian Master Plans, many agency practices affecting nonmotorized transportation have been addressed internally.

Public Dialogue

Feet First, along with other partners, has been part of the greater public dialogue in the local media. Press coverage on obesity, physical inactivity, the built environment, Safe Routes to School, transportation choices, climate change, and pedestrian safety has increased over the last several years. Public officials frequently use the concept of walkability to describe their goals and are more likely to cite the health impacts of transportation policies and projects.

Discussion

The successes of the Active Seattle project reflect considerable citywide change that, if continued over time, will secure active living as a common goal on many levels: institutional, community, and individual. At the same time, there are considerable barriers and challenges to achieving the goal of "more people walking more often."

Funding Inequity and Capital Projects

In order to change the physical environment on a larger scale, adoption of the active transportation mission needs to happen at the highest levels of decision making (e.g., the city council and mayor's offices, and at the state and federal levels), not just within agencies. This degree of institutionalization would make obtaining large sums of money from agencies or governments for capital projects less difficult. In turn, it would be easier for transportation funding needs to reflect proactive thinking that creates healthy communities in support of activities like walking, biking, and transit. Planning efforts are a very good tactic to enact policy change and increase the likelihood that better design choices are made as funding becomes available. While progress has been made in Seattle, it is still common to see reactive responses to increasing traffic congestion (e.g., adding more traffic lanes, prioritizing signal timing for vehicles). As changes in the economy force public and private entities to narrow priorities, it will become even more important to link walkable/bikeable neighborhoods with economic vitality, sustainable communities, and reduced levels of preventable and costly chronic illness.

Active Seattle and Vulnerable Populations

Equity and social justice are key values when carrying out Active Seattle's work. Working with low-income, vulnerable populations to change individual behaviors can be especially challenging due to substantial barriers (e.g., language, safety, isolation, time). In social marketing, it is a common approach to focus first on populations that might be early adopters of behavior changes like increased walking; however, the barriers that exist for many residents of Active Seattle's target neighborhoods prevent them from being in this category. To help address these challenges, focus groups were conducted with non-English speakers to better understand barriers to walking and to help develop culturally appropriate health promotion materials. In addition, outreach materials were translated in multiple languages, partnerships were made with trusted community-based organizations, and child care and meals were provided in after-hours community meetings. These efforts alone are not enough to produce behavior change. Advocacy efforts for built-environment changes focused in diverse neighborhoods may have more long-term effect on behavior, as presence of infrastructure such as sidewalks has been shown to increase physical activity.⁶

Pedestrian Advocacy: Campaign Strategy, Need, and Funding

Countless residents across Seattle have contacted Feet First to ask for assistance in advocating for safer and more walkable pedestrian infrastructure in their neighborhoods. While focused attention to select local issues often resulted in desired change and sense of community accomplishment, the staff time needed to address all of these concerns individually was simply not available. If small-scale efforts are to be pursued (e.g., improvements to single intersections or sidewalks), one recommendation would be to set up a program whereby requests from neighborhoods are collected systematically and given directly to transportation agency officials. An advocacy organization can be the conduit for this information; promote neighborhood-to-neighborhood discussion and resource utilization around the city; monitor requests given to the transportation department; and provide updates to neighborhoods from the transportation department. Although this model was not followed in Active Seattle, it is recommended here because of its possibility to be more effective than Active Seattle's approach of working on isolated smaller campaigns.

Overarching, large-scale and strategic initiatives, such as Seattle's Pedestrian Master Plan, can be more fruitful and important than a small-scale approach because broad initiatives have higher visibility among both elected officials and the public, which helps maintain momentum and political will for change,

and because they will have a larger effect on policy and physical projects. Concentrated advocacy efforts for specific changes in neighborhoods, however, are valuable because they provide communities with considerable satisfaction and pride. These successes should always be acknowledged, documented, and celebrated.

Funding to promote walkability and walking is also a challenge. Feet First is vulnerable as a small organization reliant on less stable funding sources. As with any project with a limited time span, activities shift and change after funding has ended. Currently, work continues through an ALbD sustainability award to continue trail planning and the creation of a wayfinding system in Northeast Seattle. Funding for walking audits, walking maps, and social marketing has been successfully secured. However, support to continue grassroots advocacy work is not at its former levels, and substantial staff changes have occurred as a result.

The knowledge and the capacity gained over 5 years of work have been substantial. The Active Seattle partnership has made connections and changes that will remain strong and continue indefinitely. The ALbD grant helped ensure a place for active living principles among the goals sought for by community members and city officials alike.

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