

Partnership for Active Communities (PAC)

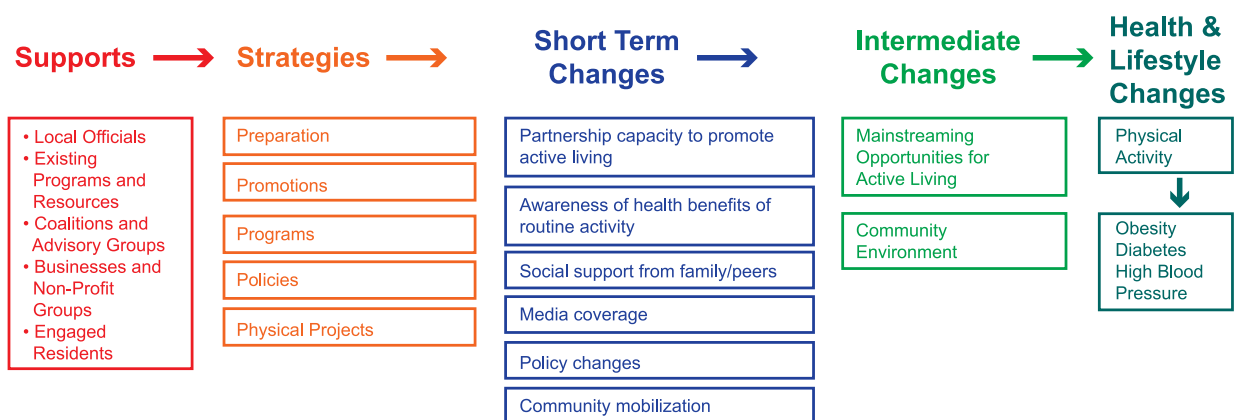
Evaluation of Active Living by Design | Sacramento, California | 2003-2008

In fall 2008, the general manager of a transit agency in Sacramento, California, said that she could no longer think about transit without also thinking about pedestrian access. That same year, a Sacramento-area congresswoman introduced the Safe and Complete Streets Act, which was signed into law by the governor of California and required all cities and counties to include Complete Streets provisions in their general plans. The California Department of Transportation drafted “Complete Streets, Integrating the Transportation System,” as a state highway policy. The California Air Resources Board included Complete Streets as a strategy in its Climate Change Scoping Report. The Sacramento Area Council of Governments created a Complete Streets category for its Community Design funding program and awarded more than \$19 million for infrastructure projects. In 2008, it became abundantly clear that the Partnership for Active Communities’ efforts to increase physical activity through street design changes had strengthened the community’s awareness of the importance active living-friendly environments.

“Active living” is a way of life that integrates physical activity into daily routines in order to accumulate at least 30 minutes of activity each day. In November 2003, WALKSacramento received a five-year, \$200,000 grant as part of the Active Living by Design national program (www.activelivingbydesign.org) funded by the Robert Wood Johnson Foundation. By advocating for changes in community design, specifically land use, transportation, parks, trails, and greenways, the Active Living by Design initiative intended to make it easier for people to be active in their daily routines.¹

The Active Living by Design Community Action Model provided five active living strategies to influence community change: Preparation, Promotions, Programs, Policies, and Physical Projects. The 5Ps represent a comprehensive approach to increasing physical activity through short-term, intermediate, and long-term community changes. This inclusive model provided WALKSacramento and the Partnership for Active Communities with an opportunity to make collaborative efforts to strengthen support for active living behaviors in schools, land-use development, and transportation infrastructure.

Active Living by Design Community Action Model



The Active Living by Design (ALbD) grant created an opportunity for a multitude of organizations, agencies, and individuals to come together to address active living issues in Sacramento. The partners pooled their expertise in individual sectors to create a powerful network and community presence for physical activity and healthy lifestyles. Partners engaged in extensive efforts to improve pedestrian and bicycle access and safety, including infrastructure improvements to sidewalks, bicycle paths, and parks. The ALbD grant left a lasting impression on partnership members, as many began to include active living principles as standard elements of funding requests.

¹ The Active Living by Design (ALbD) initiative was established by the Robert Wood Johnson Foundation (RWJF) in 2001, and its National Program Office (NPO) is part of the University of North Carolina Gillings School of Global Public Health in Chapel Hill, North Carolina. Twenty-five interdisciplinary community partnerships were selected across the country to demonstrate how changing community design can impact physical activity. Transtria was funded by RWJF to work with the NPO to conduct ALbD evaluation and dissemination activities. This case report draws from Transtria’s evaluation efforts.

“I think we’ve helped to change the process so that things get done and are more apt to get done correctly.” -Staff

Sacramento, California

The City of Sacramento, California, has over 450,000 residents, and the County of Sacramento has a population of over 1.3 million. The Partnership for Active Communities focused much of its work in the North and South Natomas areas of Sacramento, home to approximately 50,000 residents. In 1999, a construction moratorium related to flooding protection was lifted, making North Natomas ripe for development and population growth.

Sacramento County is one of California’s most diverse areas. In August 2002, Time Magazine dubbed Sacramento as “America’s Most Integrated City.” The city showed substantial variations in income level, age, and ethnicity. In Natomas, one of the partnership’s focus areas, the students were 20% Caucasian, 29% African-American, 27% Latino, and 13% Punjabi. There were over 42 different languages from over 100 different nations spoken by the students and their families. Approximately 50% of the district’s students lived in poverty and used the free and reduced lunch program.

In 2001, nearly 25% of Sacramento children under the age of 18 were overweight. Fewer than 20% of adolescents reported meeting the standard recommendation of being active for thirty minutes a day five or more days a week. In the early 2000s, Sacramento was named one of the twelve worst cities in the nation for air pollution and smog, mostly due to motor-vehicle emissions. Sacramento County has high rates of asthma, diabetes, and heart disease, with African Americans disproportionately affected.

As Sacramento, and specifically the Natomas community, opened itself up to development, the barriers for active living became more apparent. Street lanes were expanded to accommodate increased traffic. Sporting arenas altered traffic patterns and inhibited pedestrian and bicycle mobility. Residents lacked walking-distance access to greenspace, retail, and schools. Older neighborhoods lacked basic amenities, such as sidewalks.

Prior to the ALbD grant, a number of future members of the Partnership for Active Communities were already working to address some of the area’s problems. Parent groups worked with their children’s schools to make it easier for students to walk to school. Elected officials and government staff were beginning to think about pedestrian concerns, transportation issues, and pollution.

“The thing about this work in Sacramento is that there is enough of a need. It’s a growing area. There are enough policymakers here to give us a push. It’s not like throwing seed into a hard ground.” -Staff

Through the leadership of the lead agency, WALKSacramento, the Partnership for Active Communities combined policy influences and physical projects with promotional and programmatic efforts to expand walk and bike-to-school efforts, encourage community walking and cycling, and influence development plans and policies.

Preparation

Partnership

The Sacramento Safe Routes Partnership partnered with the California Bicycle Coalition to submit an ALbD application. However, organization and leadership changes within the Coalition led the partnership to approach WALKSacramento to take over as lead agency. Congruent with this change in leadership, the scope of the ALbD work plan broadened to include infrastructure-focused efforts. The partnership was eventually renamed the Partnership for Active Communities.

The partnership underwent several changes in structure over the course of the grant period. At first, the partnership was led by a steering committee with sub-committees focused on specific projects, such as schools, media promotions, and design review. By the second year, the partnership was led by a chairperson. The committee involvement changed over the course of the grant with some committees, like the steering and media promotions committees, becoming inactive and others, such as complete streets, becoming active. The Design Review committee met less often as development stalled during a period of economic downturn. Other committees, like the Safe Routes to School and Complete Streets committees, continued to meet regularly.

During the grant period, the partners came together formally when required but also maintained a less structured relationship. The partnership began meeting monthly to brainstorm and network. Specifically, the partners began by sharing individual organizational efforts related to physical activity and worked together to strengthen the projects and to support the partnership's common goals. Later the partnership transitioned to quarterly meetings and finally met as needed in the final years of the grant. Most of the partnership activities occurred within the various committees. Staff stated that the partnership was utilized mostly as a forum for developing ideas, while individual partners advocated for specific changes.

“It is really a fabulous opportunity for just a wide variety of different agencies to come together and share common needs and find common solutions or ways to address those needs to support one another and to learn from one another. And it’s a broad spectrum of agencies that are represented by it. And we just learn a lot from each other.” -Partner

The partnership membership continuously expanded or retracted depending on its latest efforts and focus. While some partners were involved for the duration of the grant, others joined the partnership to contribute to a specific effort. Because of the ebb and flow of the partners, staff described the partnership as a “set of working relationships.”

“What makes this partnership different from other partnerships is what it isn’t. A lot of them are very programmed, very strict. They have quarterly meetings with strict agendas, plans of action to come out of, all that kind of stuff. And at first I thought, man we’re nothing like that. But then I thought we actually get a lot done because it’s really more of a working relationship. We can call up the country transportation engineering folk, and they will answer our phone calls because we’ve worked with them. It’s really a set of working relationships.” -Staff

“That’s the sort of way it goes, we sort of are a clearing house of problem solvers... I don’t know if that’s how to put it...It’s a hub...where you go to, to make the connections to make it easier.” -Staff

Staff considered the partnership members as falling within three categories based on participation and commitment. Core members had a strong interest in active living and were involved in committee work. Resource partners provided information and assistance when called upon by the partnership. The remaining partners supported active living but were not actively involved in the partnership. Because of political considerations, some organizations and individuals were considered background partners, or allies. They received information and provided support and assistance when asked or needed, but were not considered official partners. Some examples of allies or background partners included city planners, city engineers, and elected officials.

Many of the partners and allies had similar missions and goals but addressed them from slightly different perspectives. Each organization had a strong background in its respective areas and helped emphasize active living benefits that the lead agency did not have the capacity or knowledge to do alone. A number of members took on projects that fit into the partnership's mission but did not fall under the guidance and direction of the partnership.

Partner organizations were supportive, often providing in-kind resources to the partnership and to each other. For example, Breathe California supported the lead agency by providing staff assistance and office space. In addition, the Sacramento County Department of Health and Human Services had limited resources for involvement with the partnership. Nonetheless, participation was granted to a staff member.

The partnership staff found that they rarely promoted only the health benefits of active living to build support and engage partners. Rather, staff tailored their communications to match the mission and goals of potential partners. For instance, the staff focused on cutting edge active living design to attract architects and the profitability of active living amenities for developers.

“I mean, everybody has their thing and once you figure it out...you can’t use the same message on everybody, there are different personalities.” -Staff

“You’ve got to get into their head and figure out what moves them.” -Staff

Partners, staff, and community members identified several beneficial characteristics of the Partnership for Active Communities:

- Partnership staff stated that encouraging members to take ownership of specific efforts and enabling them to provide feedback and input were important to maintaining the partnership.
- The partnership provided an opportunity for organizations that had worked together in the past to unite in a new way with a common goal. The partnership members and allies were able to learn each other’s systems of operation, creating more efficient change processes.
- Partnership leaders made a point of speaking with aides rather than directors and elected officials.
- The diverse nature of the partnership members provided a more comprehensive approach to active living and created an environment in which partners learned from one another. The far-reaching and varied membership of the partnership allowed it to be involved in a wide variety of projects and have its message spread throughout the community.
- The partnership’s loose and informal network encouraged action at multiple levels.
- The partnership gained recognition and respect by raising awareness of active living among multiple audiences, including community members, developers, and consultants.
- The partnership leaders served the community by addressing residents’ concerns and needs with elected officials and government staff.
- Having a widespread membership, lent credibility to the design review process. Developers and city officials saw a broad interest and approach to the issues rather than a limited group of people interested in only their small geographical area or community.
- Because of their commitment to the partnership mission and goals and their determination to make an impact, the partners earned respect among the organizations they were trying to impact.
- The partnership strove to employ positive rather than negative messaging about the need for the inclusion of active living principles in the built environment.
- The partnership filled in the gaps where city officials and government staff did not have the time or expertise to fully address active living design elements.
- The partnership was able to make strong statements and comments on policy and projects because of its independence. It was able to be a voice for other organizations that may not have had the freedom to speak candidly on such issues.
- The partnership acted as an intermediary between the community and government officials, a role that allowed it to get to the root of the concern or issue while minimizing anger and tension.

“And it made them realize, they were sitting at a table with a group of interests like he said. Not just three neighbors from one block. It was...they were talking to the community and that makes a difference in the way they’re going to listen and perceive your message. It’s not just a single message but a chorus of very similar messages.” -Staff

“...but the power of partnerships is just incredible. I mean the connections and serendipitous, seemingly serendipitous, when people come together that you get more than each individual would get separately; you get something new that takes it up a notch. So it’s very powerful. I think that’s been just amazing. And I think that we have brought that spark to a lot of people, that they have seen it too.” -Staff

“I’d suggest that the [partnership] has done a couple of things. One, it has enabled some people who’ve known each other for awhile to formalize some of these relationships and take all these good ideas that people have and it’s forced them, these people, to distill them a little bit and crystallize them and focus.” -Partner

Partners, staff, and community members also noted many challenges to creating and maintaining the Partnership for Active Communities:

- Having a loose partnership made it difficult to maintain a constant energy and made it hard to have follow-through on stated goals. The loose networks allowed for a lot of work to be done, but the efforts sometimes lacked cohesion.
- Keeping track of all of the partners’ projects and programs was a challenge.
- The partnership found that educating the community was not enough; it also had to inspire passion and action.
- Tailoring messages to each group in the process was time consuming and challenging.
- Community members and partners were sometimes unaware of the amount of work needed to create healthy environments.
- Because many of the core members of the partnership came from the transportation field, maintaining a focus on the connection between active living and health was challenging.
- Occasionally, organizations viewed the partnership’s mission and goals as competition rather than opportunities for collaboration.
- Because the partnership lacked broad goals initially, it took a lot to build momentum for the partnership and active living.
- Because of the limited funding available, leaders found it difficult to balance partnership building and the need to achieve concrete results.
- Partners found it challenging to balance their work on individual efforts with the overall goal to change local policies.
- While each of the partnership’s efforts appealed to individual partners, the leaders struggled to maintain momentum for the partnership’s mission as a whole.

“Over the last few years I’ve been doing stuff but not necessarily thinking about how that all fits into the partnership or the overall goal of the partnership.” -Partner

“Our initial communication plan it was based on, coming out of the Spitfire training was based on an idea of doing education first and policy afterwards. What happened is, the policy kind of jumped ahead of that. So now we’re at the point where you, they have to feed off each other. You get the policy because you get the support and because of the support will lead to more policy. So I think that our challenge is figuring out how to do both of those at the same time and level. To be able to focus on the policy but still be able to do enough community education and outreach.” -Staff

The table below lists the partners involved in the Partnership for Active Communities.

Members of the Partnership for Active Communities	
Health	<ul style="list-style-type: none"> • 50+ Wellness Program • American Cancer Society • Breathe California of Sacramento Emigrant Trails • California Department of Health Services -California Center for Physical Activity • Sacramento County Department of Health & Human Services • U.C. Davis Health System Center for Injury
Schools	<ul style="list-style-type: none"> • Bannon Creek Traffic Tamers • Natomas Park Walk to School Committee • Natomas Unified School District Superintendent and Board Members
Urban Design, Planning & Transportation	<ul style="list-style-type: none"> • North Natomas Transportation Management Association • Sacramento Area Council of Governments • Sacramento Regional Transit District • City of Sacramento <ul style="list-style-type: none"> - Alternative Modes - Streets and Planning Division • South Natomas Transportation Management Association • Surface Transportation Policy Project
Community Leaders, Policy & Decision-makers	<ul style="list-style-type: none"> • City of Sacramento City Councilmembers • Mayor of the City of Sacramento
Other Government	<ul style="list-style-type: none"> • Local Government Commission • Sacramento County Adult and Aging Commission • Sacramento Metropolitan Air Quality Management District • State of California <ul style="list-style-type: none"> - Air Resources Board - Integrated Waste Management Board
Advocacy	<ul style="list-style-type: none"> • California Bicycle Coalition • Sacramento Area Bicycle Advocates • WALKSacramento*
Business	<ul style="list-style-type: none"> • CH2MHill • Egoscue, Inc. • Sacramento Pipeworks Climbing and Fitness
Media	<ul style="list-style-type: none"> • KVIE (PBS) • N-Magazine
Community & Faith-based	<ul style="list-style-type: none"> • American Association of Retired Persons of California • California Center for Civic Participation and Youth Development • Creative Communities International • Natomas Community Association • Odyssey • Sacramento ENRICHES • Sacramento Tree Foundation • Sacramento Walking Sticks • Snell Safety Education Center

*Organization that served as lead agency during the ALbD grant period

Leadership and Champions

The partnership's lead agency, WALKSacramento, was formed in 1998 to create safe, walkable environments for all citizens. WALKSacramento was staffed primarily by volunteers until 2001, when the president, a volunteer, retired from her state job to become the organization's Executive Director. As lead agency, WALKSacramento offered extensive and long-standing relationships with key community partners as well as passionate and committed leaders and volunteers. The organization utilized a wide range of expertise to take a broad approach to enhancing the environment.

ALbD funds were used to support a Project Director (a position filled by the Executive Director) and several part-time staff who worked extensively on projects related to the Partnership for Active Communities, including land-use development review and Walk to School programs at local schools and, later on, Complete Streets efforts. The staff added tremendously to the capacity of the partnership because of their diverse backgrounds and plentiful connections in the community. Staff experiences ranged from electronic engineering and environmental research/planning to advocacy, media/communication, and grant writing.

WALKSacramento staff acknowledged that, as a relatively new organization, much work was needed to build the capacity of the staff in terms of basic skills, such as membership development and money management. Staff often felt the organization's small size made it difficult to focus on the mission and main goals of the partnership, as they were often caught up in the day-to-day organizational operations.

"I think we've got some stuff worth expanding. It's just a matter of having the people power to be able to do it."
-Partner

While a number of staff members and residents were integral in the creation and success of the Partnership for Active Communities, the Executive Director of WALKSacramento (Project Director for the ALbD grant) was continuously referred to as the driving force behind the success of the partnership. Her extensive network of connections from previous advocacy work provided a rich resource for the partnership. Staff, partners, and community members praised this champion for her willingness to stand up to established individuals and entities to promote the partnership's agenda and for her ability to effectively engage political leaders and top-level staffers. In addition, her great charisma, energy, and personality attracted passionate staff and partners.

The partnership benefited from a number of community resident leaders. The school district superintendent and partnership chairperson was also praised for his enthusiasm, support, and credibility. As the Safe Routes to School parent groups at the schools became more self-sufficient, parent leaders took the lead for programming and promotion, and the partnership served as a resource and support system to the parent groups. Many parents started out with a lead role in the walk to school programs, became energized and then went on to contribute to the partnership through the expansion of school programs or involvement with other committees, like design review and complete streets.

Funding and Resources

In addition to the ALbD grant received from the Robert Wood Johnson Foundation, the partnership reached out to a number of local, state, and national organizations to expand the financial and in-kind resources available to support active living efforts:

- Breathe California
- California Department of Health
- California Department of Transportation Safe Routes to School: Community Planning Grant
- California Endowment: Walkable Communities grant
- City of Sacramento Redevelopment Agency
- First 5 Sacramento
- Kaiser Foundation Health Plan
- Measure D Natomas Unified School District Bond Measure
- Natomas Unified School District
- North and South Natomas Transportation Management Associations
- Robert Wood Johnson Foundation: Special Opportunities grant, Sustainability grant
- Sacramento County Department of Health
- Sacramento ENRICHES
- Sacramento Housing and Redevelopment Agency
- Sacramento Metropolitan Air Quality Management District

The partnership's efforts were further supported by the funding received by partner organizations for their individual efforts. As partners networked, they became aware of additional sources of funding and new opportunities to work together to meet common goals. These individual, outside efforts complemented and supported the work of the ALbD partnership.

“The reason we got those grants was because of this [ALbD] grant and because of the partnership. We made partners. We made friends. We made connections. Then, somebody would say, did you know there’s a grant flowing over here, or what do you think about partnering on this project?” -Staff

Community Supports and Challenges

The original ALbD grant had a strong focus on Safe Routes to Schools with just cause. While California law attempted to equalize funding to all schools, individual districts had the ability to tax themselves to increase revenue for schools. State budget cuts further amplified the disparity between school districts. In the Natomas Unified School District, budget cuts challenged efforts to improve infrastructure and programming while maintaining staff. Because the district believed its schools were important neighborhood resources, keeping them open outside of traditional school hours and available to community members was a priority.

“We think our schools are a really important part of the community. The community built them. In essence, they belong to the community... We’re a definite part of the community and want to be and, when people want to use us, we’ll find a way to make it happen.” -Partner

While many students in the district lived close enough to schools to walk, they were often unable to because of high-traffic, high-speed streets. Parents opted to drive their children to school, further congesting streets and parking lots. Leap-frog development also presented a problem in creating walkable communities, as school sites meant to be neighborhood-focused were often surrounded by undeveloped land, requiring more busing than originally intended.

There was strong community support for and parental involvement in the Walk to School and street design components of the partnership's Safe Routes to Schools effort. The school district superintendent, principals, teachers, and support staff became very involved, namely by bringing a sense of community involvement through encouragement, promotions, and incentives for students and parents. The support of the school staff made the programs very successful and helped to expand Safe Routes to School efforts within individual schools and throughout the school district.

The general population also faced a number of barriers to active living. Residents' perceptions about the environment were often much different from realities. Natomas residents perceived crime and safety to be a barrier to using public transit and alternative methods of transportation (e.g., child abductions, theft, robberies). However, crime rates in Natomas were low. Likewise, surveys showed that parents often misjudged their proximity to schools, over or underestimating walking distance.

“People had no actual perception of how close or how far they lived away from the school. We knew what neighborhoods people lived in, and there were people that lived almost three miles away and they put down they were within a quarter mile of the school. And there were people that within a quarter mile that were saying they lived a mile and a half away. I mean, it was just insane. And it was en masse, it wasn't just one or two...” -Staff

While Sacramento residents faced many challenges for active living, they were not starting from scratch. Sacramento's mild and consistent climate, level topography, and basic pedestrian and bicycle infrastructure made the area more conducive to active living than many similar cities.

“On the flip side there are some inherent characteristics that do give Sacramento the potential to be that model community. One is, despite the fact is that we have twenty, thirty, or forty really hot days and we have twenty or thirty rainy days, we've got almost three hundred pretty good days of walking or biking weather in this community. Overall it's pretty nice weather here. And the biggest hill within 20 miles of my house is a freeway over-crossing. It's flat here so biking is very possible. And even today, you've got almost enough walking and biking infrastructure in place where the fairly intrepid pedestrian or bicyclist stands a fighting chance out there. So we're not starting from scratch.” -Staff

The partnership also worked extensively with those in the political arena because of the focus on infrastructure development projects and policies. Its success and credibility eventually made the partnership a constant and official part of the political process in the region. Elected officials and government staff sought out the partnership to comment on development plans and to testify in support of specific projects.

“We've got extensive political support at all levels of elected official: city councils, county, state legislatures, federal legislatures. We've got no real significant opposition. I mean, even the most ardent sort of business, conservative entities aren't really opposed. They don't embrace it yet per se but they're not going to put up a roadblock towards this. There are progressive planners throughout local governments that are kind of just glad to have us around as a coalition who promotes this because they believe in it as well. They just kind of look to community groups to provide cover for them as they reform their agencies from within...” -Partner

Staff and partners offered a number of tips for working with elected officials and staff:

- Be open, honest, and upfront with elected officials to build credibility and to seek support or action.
- Keep a consistent message when talking with elected officials.
- Keep requests in line with the mission of your organization to ensure credibility.
- Do the background research about specific projects or policies; be prepared and have specific suggestions for how the project could be improved.
- Allow the politician to take credit for the project.
- Work behind the scenes to get things accomplished but have the ability to come in front of the public to contest political actions if needed.
- Provide politicians with opportunities for good press.
- Work at a lower level politically, and when necessary, be prepared to go to the top levels to get action.
- Be persistent but reasonable and not demanding.
- Be proactive rather than reactive.
- Maintain a good attitude and recognize the viewpoints of others and the challenges they face.
- Discover the interests and issues that are important to elected officials and develop messages centered on that topic.
- Rather than opposing policies and project, work to make proposed plans better.

“So I think it’s important for, if you want to influence elected, to be credible always. And not go against your mission, to make sure and do a reality check to make sure that your policies absolutely reflect your mission.” -Partner

“I think for policy changes, it’s bringing a consistent message to the council and even to departments and just keeping at it.” -Staff

“Try to show what the benefits will be to them and the city and their constituents.” -Staff

“And do the footwork for them. Have the work done and proved, so all they have to say is that’s a good idea... help them in the right direction.” -Staff

Community Assessment

The success of the Partnership for Active Communities is largely related to the various assessments conducted by partnership staff and members, including surveys, charrettes, walking audits, and neighborhood mapping, to help identify community supports and barriers for physical activity.

In the first year of the grant, the Local Government Commission, together with WALKSacramento and other partnership members, utilized a Caltrans grant to develop and conduct charrettes at six elementary schools to facilitate the development of walkable and bikeable school sites. The charrettes, attended by employees of the city, community members, and partnership organizations, were conducted in both English and Spanish and included a walkability audit component to actively involve participants.

The success of the school charrettes led WALKSacramento to partner with the Los Rios Community College District and the Sacramento County Department of Transportation on a Caltrans Community Planning Grant. WALKSacramento, with involvement of several partners, conducted walk audits and surveys at American River College, Consumnes River College, Folsom Lake College, and Sacramento City College. The planning grant included funds for Sacramento Area Bicycle Advocates to do a bicycle analysis around the colleges and to complete a bicycle and pedestrian access study to the local community colleges.

“They got the city engineers to go sit out there and count cars... And so they went back out and they studied it again and realized, yes, this is a problem. We had so many vehicles in this amount of a time frame. And so they actually implemented changes.” -Community Member

As part of Safe Routes to School efforts, teacher, student, and parent surveys were conducted to assess transportation behaviors, preferences, and barriers. Through analysis, five key barriers emerged: 1) place of residence, 2) distance of over one-half mile from school, 3) perceived safety of neighborhood, 4) route that included a major arterial, and 5) grade level. The surveys also revealed that schools with higher walking or biking rates had improved physical fitness rates and that the closer students lived to their school, the more likely they were to walk to school. The partnership used the survey data to advocate for combining an elementary and middle school to keep students in close proximity to the school.

In conjunction with the Local Government Commission, the partnership conducted and assisted with several walkability audits in neighborhoods and the greater community, including Bannon Creek Parkway, Oak Park, Lincoln Village, and Hurley Way. Results from the audits were used to inform design policy and plans.

The partnership hoped to do additional walkability audits and surveys in the future because of the benefits the assessments brought to the partnership, including building relationships among participants, increasing community awareness of the partnership, and making residents aware of the challenges faced by pedestrians and cyclists.

Policies and Physical Projects

To create more opportunities for active living in Sacramento, the Partnership for Active Communities combined policy changes and physical projects with promotional and programmatic efforts. The Partnership for Active Communities achieved some of its greatest successes in policy changes through its active involvement in the transportation and land use development process and influenced many physical projects through its active involvement in project review. WALKSacramento staff members provided regular written recommendations for proposed projects in Natomas and other parts of Sacramento, including over 150 project reviews forwarded to city planners, architects, and developers, to increase pedestrian and bicycle safety, convenience, and accessibility. A significant portion of the recommendations were accepted, resulting in improvements in the pedestrian/bicycle environment. Policy influences and physical projects; related partner, staff and community implementation activities; and associated challenges are described as follows:

► Design Review Committee

- The partnership had opportunities to be heavily involved, commenting on new development projects, because of the large amount of development in the region. Prior to the ALbD grant, WALKSacramento occasionally commented on land use but was unable to do so consistently because of a lack of staff and resources.
- The ALbD funding provided support for staff and partners to expand the Natomas Community Association’s existing review system to include background research and formal commentary for pending development projects to help create environments conducive to active living.
- In the early years of the grant, the partnership provided written comments to developers and city staff. Later in the grant, as the partnership gained recognition and credibility, the partnership provided informal verbal and email comments with formal written review for larger projects. Oral testimony was provided to the Planning Commission and City Council when required.

- As part of the California Environmental Quality Act, developers are required to complete an Air Quality Mitigation Plan for each proposal, which includes analyzing a project’s environmental impact and incorporating amenities (e.g., marked crosswalks, pedestrian refuge islands, widened and separated sidewalks, speed reduction measures, marked bike lanes, ADA upgrades) to reduce the identified impacts. The partnership coordinated with the Air District, the body responsible for overseeing air quality mitigation plans, to identifying potential offsets for the mitigation plans.
- The partnership reviewed and submitted written and verbal recommendations for over 150 development proposals, including residential, commercial, shopping, and mixed-use plans, to support increased walking and bicycling.
- As a result of the partnership’s reviews and on-going communication with planners and developers, new development plans included many pedestrian- and bicycle-related amenities, including separated sidewalks, connections to bicycle-pedestrian paths and parks, elimination or minimization of sound walls, orientation of houses to face parks and shopping areas to maximize “eyes on the street,” pedestrian access, bike lanes, bicycle paths, and showers and lockers at commercial employment sites. Specific project examples of the impact of the partnership’s project review included:
 - Over 30,000 linear feet of sidewalk and 8,400 linear feet of bike/pedestrian trail were either added to or improved in designers’ original plans.
 - The Riverside North plan included houses facing the roadway with separated sidewalks, the addition of a park, a bike path with benches, footing for a bridge to Riverdale South, and footing for a pedestrian/bike bridge to North and South Natomas.
 - The Creek Side development plans included crosswalks and signs at certain intersections and bike lanes, although not the width that was recommended by the partnership.
- In the third year of the grant, the partnership received a Special Opportunities grant from RWJF to replicate the design review process in Rancho Cordova, a rapidly-urbanizing suburban city.





“Because of [the partnership], there’s miles of sidewalk and bike lanes in Natomas that wouldn’t have been there. There’s houses that have been turned around and oriented to the street. There are connected sidewalks that don’t just end somewhere. And the list goes on and on. There are tangible improvements in the built environment in Natomas, that’s huge.” -Partner

► **Complete Streets**

- One of the main policy foci of the partnership was improving Sacramento's design policy to make streets more pedestrian- and bicycle-friendly.
- In order to encourage planners and developers to consider active living principles, the partnership reviewed and commented on master plans and design guidelines for a number of municipalities and communities, including the City of Sacramento, the County of Sacramento, Elk Grove, and Rancho Cordova. The partnership's involvement aimed to keep the progress of the master plans moving forward and centered on policies that would work for all groups involved.
- In 2005, the partnership developed the Complete Streets committee to formally review and comment on a number of policies, including the Sacramento Area Council of Government's Metropolitan Transportation Plan, the City of Sacramento's draft General Plan (Mobility Element), and Sacramento County's draft Circulation Plan (a portion of the General Plan), Pedestrian Plan, and Pedestrian Design Guidelines.
- As a result of partnership involvement, Complete Streets policies were integrated with ongoing transportation design standards. For example, Complete Streets policies were included in the Sacramento Regional Transit District's master plan, and pedestrian and bicycle amenities were anticipated to be included as key amenities in the next regional tax measure.
- Sacramento Area Council of Governments, with partnership assistance and input, developed a Complete Streets Toolkit, a how-to guide with examples for city and county staff in a six county region, and a Smart Street Overlay Plan, a Complete Streets guideline for the city and county general plans.
- The partnership was involved in a collaborative effort between numerous jurisdictions to develop a regional blueprint to ensure that all transportation projects contributed to more attractive neighborhoods and communities and that designs were compatible with Complete Street policies.

“Our mantra is streets that are safe for all users at all times throughout Sacramento County within our generation.” -Staff

► **School District Policies and Projects**

- Natomas Unified School District worked to make the entire district a healthier place with multiple policies and physical projects supportive of active living.
- The school district and City of Sacramento made joint use agreements for playground and park sites as well as the district swimming pools. The joint use agreements included a formal communication structure set up to address concerns when they arose.
- The partnership successfully encouraged the Natomas Unified School District to create combined K-8 schools to avoid satellite schools out of walking distance and to have the older students assist and encourage the younger kids to walk to school. Parent survey results supported the school district's decision to consolidate elementary and middle schools to reduce walking distances.
- The Local Government Commission, WALKSacramento, and the partnership co-hosted several school charrettes focused on improving the walkability and bikability of six schools in Sacramento. The success of the original charrettes led to the expansion of Safe Routes to Schools efforts in Rancho Cordova as well as several other elementary and high schools in the Natomas Unified School District.
- Findings from the Safe Routes to School charrettes were used to help guide funds towards delineation in the street, to limit turning movements, and to narrow the roadway through physical barriers such as big cones in the middle of the road to slow people down. The charrettes also helped the partnership and Safe Routes to School program receive a Safe Routes to School grant to fund full-time Safe Routes to School staff in the Natomas Unified School District, the first such staff in the region.

- Recommendations from the Natomas charrettes were adopted by the Natomas Unified School District and incorporated into the proposed capital infrastructure improvements of the “Measure D” Bond issue that passed in June 2006. This provided approximately \$1.5 million to support infrastructure improvements.
- In the second year of the grant, the Natomas School District Superintendent, also serving as partnership chairperson, formed the Safety and Security Task Force to develop policies to assure safety for students walking and biking to school.
- Several partners worked with City Traffic Engineering to develop an improved design for a pedestrian intersection improvement at Millcreek Drive and West El Camino Boulevard, a key intersection for students crossing from apartment houses on their way to Bannon Creek School. The new intersection included a traffic light with pedestrian countdown, narrower crossings with bulb-outs, a traffic activated turn lane, and bicycle detection. The projects were funded by a Safe Routes to School grant.
- The Partnership provided recommendations to enhance walkability and bikability for two proposed schools: Heron and Creekside.
- The revised Natomas Unified School District Wellness Policy required a Safe Routes to School program at each elementary school in the district.

“It’s hard getting a school district to change their ways, everybody here knows that. But they did, they changed their policies.” -Staff

▶ **Advocacy to minimize speed limit increases**

- When efforts to change speed limits arose, partnership members and staff provided testimony to local decision makers to support reduced speed limits congruent with safe pedestrian and bicyclist environments.
- As a result of the partnership’s efforts, no speed limits were increased, and some were actually decreased. The City also made a commitment to involve the partnership in future discussions to change speed limits.
- The City of Sacramento agreed to work with the partnership to re-evaluate the configuration of wide, high-speed roads in Natomas to consider potential changes that could result in lower speeds.

▶ **County Development Fees and Sales Tax Initiatives**

- In September 2008, Sacramento County passed a measure to use a portion of the estimated future \$93 million in development fees to improve sidewalks, transit-oriented development, and bike lanes in the proposed County Transportation Development Fee project list.
- The 25 to 30 year transportation sales tax for Sacramento County included a provision for routine accommodation of pedestrians and bicycles on all projects funded with the new tax.

“It’s one of the most powerful legal mandates in the country in terms of walking and biking provisions and is an enormous lever for us. We’ve begun to figure out how to use it, but that’s something we’re not having quite done. We’ve put every jurisdiction in the county on notice that this provision exists, and we provided them a guide as to how, at least as a matter of policy, that tells them how we think they ought to apply that provision to every aspect of that transportation sale measure.” -Partner

► **Street re-design projects**

- In addition to new developments, the partnership's efforts included advocating for change to existing environments, including older suburbs in Sacramento County.
- Example successes from street re-design projects included:
 - The construction of sidewalks to connect the newly opened Inderkum High School to nearby residential and commercial areas was accelerated.
 - The partnership influenced the Railyard redevelopment by advocating for a grid design rather than a cul-de-sac layout.
 - As a result of a walk audit at Sacramento City College, a pedestrian route was striped in a parking area and a new drop-off area was put in.
 - After residents spoke to the engineering department about not being able to cross the street safely, crosswalk improvements were made at Terrasena Gold Apartments and Del Paso Boulevard.



“They’re trying to improve infrastructure and you’re trying to get infrastructure put in that’s been missing from the beginning.” -Staff

► **Trails and Parks**

- The partnership educated developers and planners about the benefits of designing with access to parks and trails in mind, including access as a selling point for potential buyers.
- In the Natomas area, development policy required that 80% of the houses be within 800 feet of a park. The partnership worked with developers and planners to ensure parks and trails stayed within the plans and were actually built. Frequently amenities left out of initial plans and build out can take years to construct.
- The partnership also advocated for the inclusion of numerous smaller parks rather than large parks, a “string of pearls” concept where parks were within walking distance of each other across a widespread area, bike paths networks to connect parks, and increased pedestrian circulation routes at Natomas Community Park for safer routes to school for Bannon Creek Elementary students.



“It’s so crucial to get the parks in, bike-paths, everything as soon as you can because you get people in the habit right away... If the bike path is there from the day you move in you’re much more likely to use it then if they happen to install it 13 years later.” -Staff

Successes and Challenges

The partnership’s success in the street design and development design policy review processes have had positive impacts on the built environment and policies of the city and county of Sacramento. The planning commission and city council now take into account the impact of development plans on walking and biking. Staff, partners, and community members noted the following successes related to developing and implementing policy and physical project strategies:

- The partnership found most success in advocating for change at the beginning of development projects.
- When providing comments to design plans, the partnership prioritized a few but included many for potential negotiation. The review committee provided comments in a timely manner, so as not to disrupt construction timelines.
- By identifying specific concerns and offering realistic recommendations in a professional manner, the partnership won the respect of the planning and development community.
- The widespread organizational involvement gave the partnership credibility and laid the groundwork for continued success in policy development.
- It was helpful to understand the agendas of involved organizations in order to suggest appropriate changes.
- As the community became more aware of the partnership and its efforts to enhance active living opportunities, the demand for pedestrian and bicycle-friendly amenities increased. Developers began to include active living amenities in their plans prior to review by the partnership.

“And by the time I was leaving, some of the developers had already adapted and adopted better policies so we weren’t having to comment so much on the new ones. That was the whole point, teach them so you don’t have to tell them.” -Staff

“[The partnership’s project review committee] had a lot of viewpoints together pretty much pushing the same message, and that is we need more potential for activity in the communities, the way they’re designed. And I think that helps the city in getting towards its goals of making more active communities, and walking and biking, and help the developers accept the message. [The committee] wasn’t just a bunch of people who were up in arms about a project or had a specific, a narrow viewpoint. We were more broad.” -Staff

Staff, partners, and community members noted the following challenges to developing and implementing policy and physical project strategies:

- Once enacted, policies were difficult to enforce.
- Even with active living policies in place, many development projects were granted waivers and exceptions.
- It was difficult to generate adequate funding to raise the profile of active living policy among competing policies.
- Because the Complete Streets vision and terminology were vague, the partnership had to develop explicit language and guidelines.
- The project review committee did not always get all of the changes requested.
- Residents were occasionally opposed to smart growth. For example, those on the outer limits of the county wanted to maintain the rural nature of their communities.
- It was difficult to gain momentum and support for projects and policies when the community did not recognize the need for change.

“I worked on sort of the policy level and so while it looks good on paper to have X number of sidewalks per feet or making sure that all these things happen, did they really happen. And as we found out in our review, they didn’t always happen like they you think they’re going happen....” -Partner

“There’s an awareness, everyone knows that it’s best to build and plan compact communities with clean transportation to and from. I think the enforcement is very difficult. I don’t think there’s a mechanism in place that I know of right now, that goes back to the projects reviewed and says, “hey you said you were going to have a four foot bike lane and its one foot.” -Partner

“So one of the challenges that we’ve been talking about, is the developer who’s got his agenda and wants to get his project through, and has got like tunnel vision and sometimes a lot of influence. Another challenge is the municipality you work with and how open they are to dealing with advocacy groups like the air district or like Walk Sac or a public health person, or whatever. And some municipalities are much more closed than others.” -Partner

Programs and Promotions

Much of the partnership's promotional and programmatic efforts focused on Safe Routes to School, which was initiated about two years prior to the ALbD grant. While the original ALbD grant focused on Safe Routes, the partnership's focus shifted when WALKSacramento became lead agency. Because of this shift, parent groups were the primary leaders of Safe Routes to School efforts, with the partnership providing resource support. The partnership believed that the majority of the community's awareness came from its policy and planning efforts rather than direct promotional activities. Programmatic and promotional efforts; related partner, staff, and community implementation activities; and associated successes and challenges are described as follows:

► **Safe Routes to School Promotions and Programs**

- Through the Safe Routes to School efforts, the partnership encouraged school-aged children to walk or bike to school daily.
- A number of promotional events and programs were held by Natomas Park and Bannon Creek elementary schools, including regular Walk to School Days, International Walk to School Day, Walking Wednesdays, Walking School Bus, Traffic Tamers student club, Spring into Fitness carnival, Walk to School Week, Back to School nights, and a month-long WALKtober challenge. These efforts intended to increase awareness of Safe Routes to School efforts, engage new participants, and build support for active living.
- The Walking Wednesdays program was initiated at Natomas Park Elementary School by the Natomas Walk to School Committee and then at Bannon Creek Elementary School by the Bannon Creek Traffic Tamers Club. Walking Wednesdays formalized the walk to school program and created momentum for walking to school.
- Because parents were often hesitant to allow their children to walk to school alone, the schools established Walking School Bus stops at various locations in the community where parents dropped their children off to join an adult-supervised walking group. The program operates year-round because of school staff support and involvement, incentives, and promotional events. The number of weekly walkers reached nearly 200 at each school, and motor vehicle traffic declined substantially.
- Bannon Creek Elementary's Traffic Tamers club enlisted parents and students to support walking and biking to school. The Group organized three annual Spring Into Fitness carnivals featuring student-led activities that promoted active living and healthy eating among parents and students. Bannon Creek Elementary Traffic Tamers Club also distributed a Safe Routes to School newsletter, "Curbside," and had a website to keep students and parents informed of activities and events and to promote safe routes to school.
- Back to School Nights at the elementary schools included a discussion about the walk to school programs available and the need for Safe Routes to School. One Back to School Night featured skits where students acted out the traffic danger around the schools. The skits encouraged leadership among the students and brought humor to the serious situation.
- On special walking and biking days, the Safe Routes to School leaders wore yellow shirts and carried a waving hand for safety and awareness. The Safe Routes to School committee also created banners to hang in front of the schools to promote the walking programs.
- The Safe Routes to School parent committees developed incentives for student participation. Students who walked or biked to school received tickets that could be traded in for prizes, such as gift certificates to restaurants. A special awards program held during various promotional events awarded prizes to classrooms that reached their walking and biking goals.



“There was a lot of trial and error. We tried a lot of different models on different projects. I think we hit upon this... Walking Wednesday model, where we have something that’s regular and every week saying kids can go up to it and, it’s supported and supervised. That’s been probably the most successful model that we’ve had in terms of getting kids to walk on a regular basis and getting something that people actually think about that actually has a brand and something people identify with.” -Partner

► **Workshops and Symposiums**

- Workshops and symposiums were held on a variety of topics with the goal of educating professionals on the latest research and thinking regarding active living related topics with the intention of bringing awareness and action to the professional community. Many were free and held during the workday to attract professional participants.



- The Pedestrian Crossing Symposium provided nearly 90 participants with up-to-date information on the latest research and ideas about crossings. As a result of attending the symposium, city staff committed to addressing specific problem crossings and strengthen overall implementation of the City's Pedestrian Safety Plan.
- The Where We Live workshop educated health professionals about the connection between the built environment and health.
- The Walkable Neighborhoods for Seniors Symposium presented information about WALKSacramento's senior citizen walking groups.
- In the third year of the grant, a countywide Sidewalk Symposium brought representatives from multiple jurisdictions to discuss policy actions and progress on sidewalk improvements.
- In the second year of the grant, the partnership participated in a one day, RWJF sponsored communications training with Spitfire Communications. The partnership developed two communications strategies, one aimed at parents highlighting the health benefits of walking to school and one designed to ensure implementation of the County's draft pedestrian master plan. In the third year of the grant, the Project Director and another partner attended two three day communications trainings with Spitfire Communications to draft a Complete Streets communications strategy.

► **Conferences and Presentations**

- The partnership regularly presented on active living to elected officials and government staff.
- Findings from the design project review committee were presented at three major conferences in the second year of the grant, including ProWalk/ProBike, Great Valley, and Neighborhoods USA.

► **Walking and Biking Programs**

- WALKSacramento attempted to create walking groups in several neighborhoods, such as Oak Park and Del Paso Heights, in hopes of creating advocates for walkable neighborhoods. While the walking groups did increase awareness of active living and the partnership, they were not sustainable.
- Several partner organizations maintained walking groups in the Sacramento region including the Fruitridge Pocket Walkers, Walking Sticks, and the 50+ Wellness Program.
- Several partner organizations sponsored bike programs, including Pipeworks Climbing and Fitness's Quinnworks, a program that provides transitional housing along with refurbished bikes to residents.

► **Media**

- The local media was very interested in the work the Partnership for Active Communities was doing in the Sacramento area. Over the past five years the partnership was mentioned in over 106 newspaper and magazine articles, 24 television segments, and 4 radio broadcasts.
- The Natomas Walk to School Day and Bannon Creek Walk to School events were covered extensively by local television, radio stations, and the Sacramento Bee newspaper. The Walk to School program and the partnership also received national attention with articles in Better Homes and Gardens.
- The Sacramento Bee wrote articles about the partnership survey results and walk to school programs as well as an article entitled “Walkability Expert Helps School Districts Nudge Students Heading to Class Out of Cars and Onto the Sidewalks.”
- In 2006, the Sacramento Bee published the first Complete Streets article by a major media outlet. The newspaper later editorialized in favor of Complete Streets and provided photographs of complete and incomplete streets. One member organization created a magazine, entitled N-Magazine, that highlighted many of the partnership’s activities. This magazine was distributed to over 24,000 homes in the Sacramento area.
- The partnership also created a website to highlight partnership activities and updates.

► **Other Programmatic and Promotional Efforts**

- In June 2004, the partnership held “Hear the Talk, Walk the Walk”, its first community-wide walking event (organized by the California Integrated Waste Management Board). Over 50 community members participated in a walking tour of two flood detention ponds in Natomas that focused on the need to reduce non-point water pollution (e.g., toxic runoff from landscaping). The partnership distributed flyers to area households.
- Partnership member Sacramento Metro Air Quality District started an employee wellness program that included incentives for those tracking physical activity.
- During May Bicycle Month, partnership member Sacramento Area Bicycle Advocates played a role in the region’s successful “Million Mile Month,” which encouraged bicycling to commute to work and run errands. Sacramento Area Bicycle Advocates also conducted a “Share the Road” educational outreach for the community and distributed its monthly newsletter entitled “Squeaky Wheel.”
- Sacramento County Health and Human Services presented frequently on Health in Built Environments for the community members and health professionals.
- The Natomas Unified School District hosted a weekly Farmers’ Market at Natomas High School and offered an employee wellness program, staffed by a wellness coordinator that featured weight loss competitions and walking lunch groups.
- In addition, local university students created 58 walking maps and brochures of various walking routes in the Sacramento region.

Successes and Challenges

Staff, partners, and community members noted the following successes related to developing and implementing programmatic and promotional strategies:

- Teacher involvement helped propel the school-based programs to success.
- Because student populations change each year, strong school staff support helped sustain school-based efforts.
- As residents became more aware of walk to school efforts, they began to drive more carefully.
- Promotional events and incentives helped sustain momentum and increase participation by providing a consistent presence and reminder of the partnership and its mission.
- The partnership’s Complete Streets communication plan provided a framework for combining many issues into one focused message.

Staff, partners, and community members noted the following challenges to developing and implementing programmatic and promotional strategies:

- The biggest obstacle for the partnership and the lead agency was creating and sustaining community-based programming.
- Many of the partner organizations, including the lead agency WALKSAcramento, did not include the provision of direct programs and services in their mission or lacked long-term support for programming (e.g., staff, time, resources).
- WALKSAcramento perceived residents' busy schedules to have prevented participation in programs and elected to focus on creating environments supportive of walking and biking instead.
- It was difficult to identify a parent or community member champion to lead school-based efforts because of the time, energy, and effort required for maintenance and support.
- School-based efforts suffered from parent and children turnover as children aged and families relocated.
- Parents often prevented children from walking or biking to school because they mistakenly believed schools were further from home than they actually were or because they were concerned about safety.
- Parents contributed to safety concerns related to walking to school because they tended to be rushed and inattentive when dropping off their own children.
- It was challenging to communicate to all of the parents at each school because of the range of languages spoken.
- It was difficult to find a good balance between formalizing school-based efforts to make parents and children aware of the ALbD initiative and keeping the efforts informal enough to encourage students to walk or bike to school any day of the week.

“But in terms of the larger student and parent population, it did take a while for people to sort of catch on, particularly in terms like I said the Walking Wednesday program and the WALKtober program. Kids have been, I think the kids more so than the parents, the kids get excited about it then that gets the parents on board...” -Partner

“I think a couple of the challenges... just sort of the dynamic in terms of volunteer-led programs is that people tend to look to... [staff member] and myself as the people who do it all. And they'll take on specific assignments if we say show up at this time and hand out fliers... but I think the biggest challenge is trying to get more people to buy into a leadership role, something that will carry this project forward... it would be really desirable to be able to build more of the leadership structure to keep this project going beyond the time that [staff member] and I will have kids there.” -Partner

Sustainability

Sacramento residents who saw the positive changes in Natomas expressed an interest in similar improvements in their neighborhoods. The Partnership for Active Communities actively sought out new areas for improvements and new organizations to partner with in order to continually expand their reach and work in making Sacramento more conducive to active living.

The Partnership for Active Communities faced a number of challenges in its efforts to sustain its active living work. First, it was difficult to sustain momentum because the concrete results of the policies and physical projects were not always immediate. Policies to improve walkability often took years to put in place, and physical improvements also took time. Second, the lead agency staff often had to choose between devoting time and energy to operational tasks and project/partnership efforts. Ideally, WALKSacramento wished to expand its staff to include a communications director, a policy director, and staff for funding and budget tasks to allow the current staff to focus on Complete Streets and Safe Routes to School. Because WALKSacramento did not have the staff capacity to lead all partnership efforts, it had to cultivate leadership from partner organizations, a daunting task in itself.

At the end of the five-year ALbD grant, the member organizations of the Partnership for Active Communities acknowledged the value of collaborating with and gaining support from other agencies and planned to continue their involvement with the partnership.

“We brought together a lot of people and we’ve had some successes and we have gained the realization that together we are more powerful than we are alone, through the successes, so that I think while we may not be the same partnership, you know that it’s evolving organically. I think that we’ll never go back to trying to do things by ourselves.” -Staff

The Partnership for Active Communities was awarded an Active Living by Design Sustainability Grant along with several other grants to continue their work in the Sacramento area. The partnership planned to shift its primary focus to Complete Streets but to continue to meet partner and community requests for collaboration and networking as requests were made. The partnership also planned to be heavily involved in the Safe Routes to School program by doing street audits around schools and working to improve street safety in accordance with Complete Streets policy around schools.

The partnership developed the following goals to address Complete Streets needs and other issues during its sustainability grant period:

- Expand partner membership and update the Complete Streets Communication Plan to address new goals related to retro-fitting and new development.
- Co-host a Complete Streets Symposium to bring greater focus to both progress and challenges in achieving a Complete Streets system.
- Work with jurisdictions to gain an estimate of the percentage of Complete Streets as well as the potential costs.
- Organize Complete Streets walkability/bikability audits in each of the cities and the County of Sacramento.
- Assist when possible when residents and organizations come to the partnership with project ideas or needs.

By the end of the ALbD grant period, WALKSacramento and a number of members of the Partnership for Active Communities had received additional funding to support future active living efforts, including design charrettes, walkability/bikeability audits, Safe Routes to School conferences, and infrastructure improvements. Partners remained committed to continuing Complete Streets efforts until such policies and their assured implementation would be fully integrated with local governmental processes. The Design Review Committee expanded its scope to address projects beyond the ALbD project areas. The partnership also agreed to provide support for the County’s Safe Routes to School efforts.

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