Active Living Partnership of Greater Stapleton

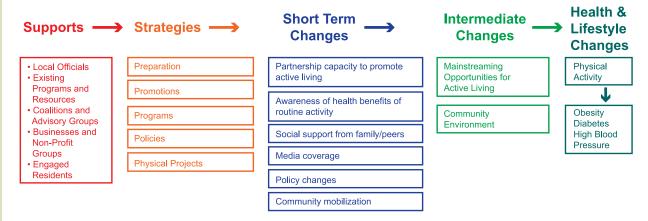
Evaluation of Active Living by Design | Denver, Colorado | 2003-2008

When the Stapleton Airport closed in the early 1990s, concern was raised about the future use and development of the area. The Stapleton Foundation was formed to guide the development of the area around the airport in a positive and sustainable way. Experts in land use, environment, transportation, and clean-up worked with Stapleton Foundation staff in 1995 to create the Stapleton Master Development Plan, more commonly known as the Green Book. The vision for the Stapleton community was based on building a sustainable community, and centered on five initiatives: lifelong learning; neighborhood connections; sustainable development; parks and open space; and health and wellness. The common thread tying all of these ideas together is active living.

"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, the University of Colorado Center for Human Nutrition, in partnership with the Stapleton Foundation, received \$200,000 over five years 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 the Active Living Partnership of Greater Stapleton (ALPS) an integrated approach to implement the Master Development Plan, in order to provide resources for disadvantaged members of the community and engage the community through advocacy, programmatic, and promotional efforts.

Active Living by Design Community Action Model



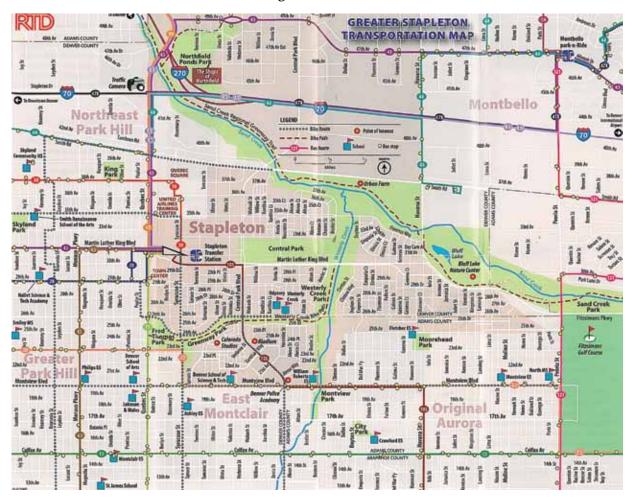
Through the leadership of the Stapleton Foundation, ALPS combined policy influences and physical projects with promotional and programmatic efforts to foster an increase in active transportation and recreation and create an environment supportive of healthy lifestyles. ALbD funding jumpstarted collaboration between the Stapleton Foundation and other established organizations and broadened efforts around active living. The concept of active living became a standard focus for future activities and was incorporated into funding requests for projects and programs. The attitude and vision of the surrounding neighborhoods and residents was significantly influenced by the Active Living Partnership of Greater Stapleton's focus on active living. The term active living was commonly used in the project area, and ALPS activities brought unity to neighboring communities.

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.

"People recognize the importance [of health], and it's really interesting to see how health has taken on a much bigger focus within the greater Stapleton area." -Staff

Denver, Colorado

While Colorado ranks as one of the healthiest states in the United States, its racial and ethnic sub-populations face the same disparities in health seen across the nation. Because of this, Active Living Partnership of Greater Stapleton focused much of its work in the neighborhoods surrounding the former Stapleton Airport in East Denver, including Stapleton, Northeast Park Hill, North Park Hill, East Montclair of Denver, Colorado and Original Aurora of Aurora, Colorado.



The Stapleton neighborhood is a new development that aspires to attract residents of all ages, cultures, races, ethnicities, socio-economic backgrounds, and languages. The neighborhoods surrounding Stapleton are older and more established. Northeast Park Hill is a diverse, 117-year-old urban neighborhood with 7,824 residents, primarily African American and Hispanic. North Park Hill is an almost entirely residential area with 10,057 residents (56% African American, 28% Caucasian, and 11% Hispanic) and a large older adult population. East Montclair is a diverse neighborhood of 9,736 with a high concentration of commercial business. Formally a predominately African American and Caucasian neighborhood, Original Aurora (population 24,399) is now one of the largest Hispanic neighborhoods in the Denver metropolitan area.

In recent years, the City of Denver made a strong push to focus on health and wellness metro-wide. A Metro-Denver Health and Wellness Commission was created to address these needs and concerns as a whole. In addition, the Denver Mayor's Office created Greenprint Denver to push Denver towards environmental sustainability. Therefore, the Active Living by Design grant was a natural fit for Stapleton and the surrounding areas.

Preparation

Partnership

Prior to the ALbD grant, a loose health-focused network existed in the Greater Stapleton area, but the movement lacked momentum and community involvement. The funding provided by ALbD allowed a multitude of organizations, agencies, and individuals to come together to address active living issues in the Greater Stapleton area and surrounding neighborhoods. In 2003, Friends of the Center for Human Nutrition, in partnership with the Stapleton Foundation, created the Active Living Partnership of Greater Stapleton (ALPS), an informal network of organizations and individuals committed to improving the health and environment in the area. The creation of ALPS united the existing organizations into a strong network and engaged new organizations in active living efforts by establishing lines of communication and developing common goals and projects.

At the beginning of the grant period, partnership meetings involved a large number of organizations and individuals attracted to the partnership because of their interest in active living. ALPS was originally led by an advisory board. As the partnership's goals became more focused, active partners were engaged in committees focused on specific efforts. The Partners for Healthy Living group included all interested health and health-related service providers, including local businesses, medical practices, health initiatives, and universities. The Healthy Neighborhood Council was a resident advisory board that provided oversight and guidance for programming, research, advocacy, and outreach. The Policy Committee and the Transportation Management Association Advisory Board focused on policy for active living. Partners chose meetings that best matched their capabilities and desires to assist with active living in the Greater Stapleton area.

"When we first started out we had just lots and lots people from lots and lots of areas that were involved because we didn't really know who all we needed, and that's gradually pared down to the people who are really engaged and involved." -Staff

"So we work with the communities, we work with businesses, we work with whoever will lead our calls for the communities. We never step out in front of the communities; we let the residents tell us what they want to see in their neighborhoods. We try to empower them with resources and with knowledge about how systems are working, and when they need to speak up on different things... and that's kind of been the core of the success of our work is really engaging the residents, keeping them engaged and involved... and that's really what's made us successful." -Staff

Staff members worked continuously to build and cultivate relationships, so that when they needed to work with a particular organization, department, or neighborhood, those relationships were already established. As new organizations and individuals became involved, they were encouraged to bring their contacts and partners to the table. In addition, staff members sat on various committees and initiatives for partners to show support and build collaboration. This cross involvement helped the partnership achieve its goals by building important relationships.

Over the course of the ALbD grant period, ALPS was absorbed into the Be Well Health & Wellness Initiative of the Stapleton Foundation. This initiative was a direct result of the Active Living by Design grant and was intended to continue and expand the efforts initiated by ALPS.

Various qualities of ALPS have led to its success, but membership relationships and investment, along with resident involvement were among the most unique and essential components. Partners, staff, and community members identified several beneficial characteristics of the Active Living Partnership of Greater Stapleton:

- The partnership operated with the understanding that the residents were the experts.
- Ensuring resident involvement at all levels of the partnership created buy-in and sustainability for active living projects and policies.
- · Having resident input provided valuable insight to resources, passions, and capabilities.
- · ALPS connected many different groups and organizations around a common cause.
- The partnership developed relationships with other partnerships and networks, increasing its reach, pool of resources, and expertise.
- The partnership challenged its partners to expand and improve their existing programs.
- Many partnership members had a high-level of expertise and were involved because of their passion for active living and health.
- Partners' roles were clearly defined, but roles were flexible to allow modifications.
- Great care was taken to ensure the scope of efforts were within the means of the partnership.
- The partnership made sure to celebrate successes along the way.

"I think that's a really strong piece of the partnership is that people come together for the right reasons to do the right thing for the community." -Staff

"I think the biggest thing is to make sure you have residents involved at every level, it's not your community, it's theirs, and they know what's best, and even though that takes a lot of time and commitment, it really pays off in the end to have the residents supportive of the things that you're presenting, these ideas to improve the health of their neighborhoods." -Staff

"Without our residents, our partnership would not exist. We would not be successful... the residents know their communities more than any professional will ever know the communities, so they help to guide us and use us where our expertise can benefit them most." -Staff

Partners, staff, and community members also noted many challenges to creating and maintaining the Active Living Partnership of Greater Stapleton:

- · The biggest challenge faced by ALPS was dealing with multiple jurisdictions and levels of government.
- · Identifying the strengths and abilities of all partners was challenging to the partnership.
- Some surrounding neighborhoods and communities were hesitant to work with the partnership because of concerns that some organizations were motivated by funding rather than the common goal of creating healthier communities.
- It was challenging to keep partnership members focused and working together.
- The scope of the project was very large and the partnership did not have the resources (staff or financial) to fully address all of the issues that were brought forth by residents, businesses, and community agencies.

The partnership benefited from the support and knowledge of a variety of organizations. Partners provided in-kind administrative support, project support, grant funding, advocacy, and policy development. A list of partners follows.

Members of the Active Living Partnership of Greater Stapleton		
Health	 America on the Move Colorado Health Outcomes Friends of the Center for Human Nutrition Local Medical Practices Metro Denver Health and Wellness Commission Stapleton Foundation* Healthy Neighborhoods Council Partners for Healthy Living Tri County Health Department/Thriving Communities University of Colorado Center for Human Nutrition* Centers for Healthy Living Department of Family Medicine 	
Schools	Denver Public Schools Johnson and Wales University	
Parks & Recreation	City of Denver Parks and RecreationCity of Aurora Sand Creek Regional Greenway	
Urban Design, Planning & Transportation	 Aurora Transportation Department City of Denver Planning Department Denver Transportation Department Regional Transportation District Stapleton Area Transportation Management Agency Stapleton Foundation* Policy Committee Transportation Management Association Committee 	
Community Leaders, Policy- & Decision-makers	City of Denver City Council Members Commerce City City Council	
Other Government	City of Denver Public Works	
Advocacy	Northeast Park Hill Coalition	
Business	 Bike Depot Forest City Enterprises Local businesses (karate, yoga) Physical therapists Stapleton Business Association 	
Community & Faith-based	 Civic Results - Livable Community Support Center East Montclair Neighborhood Organization Greater Park Hill Neighborhood Organization Local churches Metro Denver Black Church Initiative North Aurora Neighborhood Organization Stapleton Development Corporation Stapleton United Neighbors 	

^{*}Organizations that served as lead agency during the ALbD grant period

Leadership and Champions

The role of lead agency was divided between the University of Colorado's Center for Human Nutrition, the Stapleton Foundation, and Friends of the Center for Human Nutrition.

The Center for Human Nutrition is a multi-disciplinary center under the University of Colorado's School of Medicine. The ALPS Project Director was an employee of the Center for Human Nutrition and the director of their America on the Move program, a national initiative promoting healthier lifestyles and weight gain prevention. Friends of the Center for Human Nutrition is a 501(c)3 organization that supports the Center for Human Nutrition in its health and wellness outreach to the community. Because of its 501(c)3 status, it operated as the fiscal agent.

While the Project Director's role consisted mainly of managing the fiscal and reporting side of the ALbD grant, a Project Coordinator and other staff members from the Stapleton Foundation oversaw the day-to-day operations of the partnership. As ALPS moved towards sustainability, the role of lead agency shifted to the Stapleton Foundation. The Stapleton Foundation absorbed the committees founded by the partnership into its Be Well initiative.

By the end of the ALbD grant, the Stapleton Foundation's Director of Healthy Neighborhoods Initiative acted as the Project Director for ALPS, responsible for directing the implementation and evaluation of projects. The director also served as the liaison between all of the advisory groups and committees operating under the Active Living Partnership.

The Stapleton Foundation's Director of Transportation Management Association served as the coordinator for addressing policy issues in the surrounding neighborhoods, in relation to the built environment, and was actively involved in a number of ALPS sub-committees and other community boards and associations. Staff members worked to connect the internal and external groups, keep all partners informed of ongoing activities, and encourage support and interconnection, without the added constraints of additional meetings.

"I just think it's all about relationships. Over the years you build relationships with people, and you get to know them and who they know...you create the network." -Staff

Stapleton Foundation staff members contributed tremendously to the capacity of the partnership through their extensive background in non-profit work and community organizing, knowledge of government, relationships with key players in the Denver area, ability to engage residents and promote community involvement.

Funding and Resources

In addition to the Active Living by Design grant received from the Robert Wood Johnson Foundation, ALPS reached out to a number of local, state, and national funding sources to expand the resources available to support and nourish its active living efforts. More than \$1.5 million in financial and inkind support came from the following sources:

- · America On the Move
- · Colorado Department of Public Health and Environment Active Community Environments
- · Colorado Health Foundation
- First Bank
- · Kaiser Permanente, Colorado
- Stapleton Foundation
- · National Institutes of Health
- · University of Colorado Denver
- · University of Colorado Hospital

The work of the partnership has assisted member organizations in obtaining additional funding for their individual organizations as well. While ALPS was successful in leveraging ALbD funds to grow and sustain the partnership, staff noted several challenges:

- Support from certain entities gave the false perception that funding was not needed.
- · National funders were hesitant to provide funding to initiatives in Colorado due to its high health ranking.

Community Supports and Challenges

The development plan for the 4,700-acre Stapleton development included several specific features. The street grid was designed to create a sense of community, which meant there were no cul-de-sacs, houses faced the sidewalks, garages were in the rear of the houses, sidewalks were lined with trees, and bike trails and parks were readily available. All houses were built to be environmentally sustainable. Thirty percent of the land was devoted to greenspace, and land and funding were committed to alternative transportation. In addition, the community was designed for up to 30,000 residents, with properties ranging from \$100,000 to \$1 million.

While Stapleton was being built from the ground up to be supportive of active living, such amenities were sorely lacking in the surrounding neighborhoods. Staff, partners, and community members reported that the surrounding communities were challenged by unsafe sidewalks, poor bicycle/pedestrian conditions, and a lack of open space and parks. In addition, residents in both the Stapleton and surrounding neighborhoods were concerned about crime and safety for themselves and their children.

"Safety is a huge issue, and all of our neighborhoods, not just from the surrounding communities, but also in Stapleton; we've had a lot of crime occur at Stapleton as well." -Staff

Residents were instrumental and vital to ALPS programs and policy development. The Stapleton Foundation and ALPS focused on resident involvement to build ownership of the initiative and create sustainability. Residents of Stapleton and the surrounding neighborhoods served on committees and advisory boards, led programs and promotions, received training, and advocated for change in their neighborhoods. As a result, residents had a direct impact on physical projects in the area as well as the direction of programs offered by ALPS and the Stapleton Foundation.

"I would say that without our residents, our partnership would not exist. We would not be successful, it, I think the residents know their communities more than any professional will ever know the communities, so they help to guide us and use us where our expertise can benefit them most, and I think that that has been a huge strength of our partnership, and again, our residents have been the ones, like strengthening our residents to actually voice and lobby for the things that they want in their neighborhoods." -Staff



In addition to residents, a number of other organizations in the community showed their support. The Stapleton Business Association worked with a number of local businesses to provide services and incentives related to active living. Area churches were key partners in organizing community residents and hosting community events. Denver Public Schools worked with the partnership and The Stapleton Foundation to support healthy living and Safe Routes to School programs.

In general, Denver's commitment to improving both environmental sustainability and residents' health provided a basis for political support and collaboration opportunities. ALPS staff members sat on many regional boards and committees to build relationships. Eventually, successes by ALPS in policy development and implementation encouraged several city planning offices to utilize the partnership for input regarding design and policy issues.

The community still faced challenges related to working with governments and political entities. While elected officials were generally supportive of collaboration between communities, there were occasional disagreements over funding allocation. This issue was further complicated by staff turnover in city departments. Despite the growing recognition of the importance of active living from the City of Denver, many of the efforts led by ALPS lacked funding support needed.

"I mean a lot of it is tied to money and when that money's released, and you know that's something that we don't have any control over, but all that we can do is just continue to be a voice for residents and community members, and you know push programs and policies that we're hearing from residents are important, try to carry that message for the people that make the decision where the money goes." -Partner

Community Assessment

The success of ALPS was due in large part to the various assessments done by the partnership members and community members, most notably Taking Neighborhood Health to Heart assessment. In addition, residents and area businesses also participated in surveys, focus groups, walking audits, and neighborhood mapping in order to identify issues and solutions to their physical environments.

The Stapleton Foundation partnered with University of Colorado's Department of Family Medicine to form 2040, a research organization, to conduct long-term studies on health in the area. Funded by a National Institutes of Health grant, the Taking Neighborhood Health to Heart program included a baseline study on the health status in the area related to cardiovascular disease. The group conducted nearly 1,000 interviews in addition to focus groups and neighborhood audits. Community members helped develop the tools and collect and analyze the data. To effectively disseminate the results of the survey, a community review board was created to discuss how to share the data without stigmatizing specific neighborhoods.

A number of other assessments were conducted to help shape the partnership's efforts. Surveys included a 24-hour diet recall with children and parents and a bicycle rack usage survey. Walkability/bikeability surveys were completed by Park Hill parents and students to identify the need for improvements to sidewalks, bike paths, and general accessibility in the neighborhood. Local businesses were recruited to participate in focus groups to understand the role small businesses could play in promoting healthy eating and active living. The partnership also conducted and assisted with several walking audits in neighborhoods with the general community. For example, a physical survey of the ALPS neighborhood area aided in the development of design recommendations for walkability and bikeability. A photovoice project by local elementary students documented, in pictures, the barriers getting to and from school safely. The partnership also received funding from the United States Department of Interior's Alternative Transportation Program to conduct a shuttle feasibility study at Stapleton.

Policies and Physical Projects

The development of the Stapleton neighborhood was, in essence, one large physical project. The basis for all policies and physical projects was in the Stapleton Foundation's Green Book. Therefore, the partnership's efforts in policy and physical projects centered on working with residents, community organizations, and government agencies to ensure that plans were implemented fully and equitably. ALPS achieved most of its successes in policy changes through its active involvement in the transportation and land use development process. Policy influences and physical projects, related partner, staff, and community implementation activities, and associated outcomes include the following:

▶ Community Advocacy

- Staff worked closely with residents to generate feedback, buy-in, and advocate for proposed street design changes, such as crossing lights, painted lanes for pedestrians, and speed detectors.
- The partnership educated residents to empower them with regard to land use planning, specifically development and re-zoning proposals.
- The partnership advocated for improvements related to bicycle and pedestrian crossings, regional bicycle and pedestrian safety plans, and I-70 accessibility, safety, and connectivity.
- Advocacy efforts included personal appeals, demonstrations of hazards, community organizing, collaboration, and participation on various boards and committees.

"We work with our residents to identify different challenges. Then, we work to address those challenges through some of our policy efforts. A lot of our work has been successful because we had our residents. You know, sometimes government or city officials, they tend to do more if they hear from the people that are voting for them." -Staff

"We're trying to really work with our communities to empower them to say, 'You know what, we're not going to support you re-zoning to build another liquor store here.'" -Staff

▶ Policy Committee

- A policy committee under the guidance of the Stapleton Transportation Management Association met regularly to address policy and environmental issues.
- This committee consisted of community members, local elected officials, business owners, city agency representatives and department leaders, and transportation experts.
- · Through the work of this committee during the grant period, a number of accomplishments were achieved:
 - The installation of traffic calming signals, a turn lane and bike lanes along a major thoroughfare and the offering of more classes at city recreation centers.
 - The committee generated political support for a policy allowing Denver children to participate at any recreation center activity throughout the summer without paying the normal fee.
 - The government approved a shuttle that would transport residents across I-70 from the new Stapleton development and also approved a new bus line that would begin operation several years ahead of schedule.
 - The I-70 feasibility study was upgraded to include a pedestrian access component.
 - Policy-makers acknowledged and addressed issues of connectivity between Stapleton and surrounding neighborhoods.
 - Neighborhood associations adopted a policy to incorporate at least one healthy living activity into their yearly calendar and worked toward providing healthier food at meetings.
 - The committee led an advocacy campaign to gain approval for the Aurora Bike/Pedestrian Master Plan.
- Other Sidewalks near schools and heavy traffic areas were replaced and widened.
- · Bike racks and lockers were installed at shopping and business centers.

▶ Physical Projects



- Because the master development plan of Stapleton was a pedestrian-friendly plan, the partnership focused its efforts on extending active living principles to the surrounding communities.
- The Sand Creek Regional Greenway Trail received improvements and will be upgraded to include both a paved and crusher fine (finely crushed compacted rock) paths.
- Traffic lights with pedestrian signals and bike lanes were installed.
- · A new bike shop was opened in Park Hill.
- · Bike racks were installed throughout the project area.
- A new community health research enterprise office opened in Stapleton.
- Sidewalks near Philips Elementary School and along a major thoroughfare were replaced.
- The connectivity and configuration of Westerly Creek bike path and Sand Creek Regional Greenway Trail were improved.
- The partnership collaborated with Commerce City to develop enhanced connectivity between the Prairie Gateway development, Rocky Mountain Arsenal perimeter trails, and Stapleton trails.
- · ALPS worked with Thriving Communities and Park Hill to build a park, trail, and track.



Denver Parks and Recreation Youth Access Policy

- As part of the Denver Mayor's push for healthy activity in the region, youth aged 17 and under were provided free access to Denver Recreation Centers for an entire summer.
- This policy dramatically increased youth participation at area recreation centers.
- Staff noted several challenges related to this specific strategy, including lack of funding to support increased attendance, inadequate programming, and supervision concerns.

▶ Transportation-related Efforts

- The partnership worked with the Stapleton Transportation Management Association to increase and improve bus stops and shuttles.
- The partnership and Stapleton Transportation Management Association collaborated with the Fitzsimon development to help develop Transportation Management Association, alternative transportation plans, Fast Tracks light rail plans, additional bus routes, carpooling programs, and bicycling and pedestrian routes.
- The partnership and Stapleton Transportation Management Association worked closely with the Commerce City development on transportation connectivity and shuttle routes.

▶ Other Policies and Physical Projects

• The partnership supported the development of a bike rental station at Stapleton Central Park.

Challenges and Successes

Staff, partners, and communities members noted a number of challenges to developing and implementing policies and physical projects:

- The partnership found transportation policy efforts difficult to achieve because of the complex network of involved agencies and individuals, which made it difficult to know who to engage.
- Economic downturn slowed development in Stapleton, and changes to the development timetables were not always compatible with transportation planning timelines.

Staff members noted that the collaborative nature of the partnership's planning process facilitated the development and implementation of policies and physical projects.

"In policy work, everybody has their own style: Colorado Department of Transportation has theirs, the Federal Highway Administration has theirs, the city has theirs, Regional Transportation District has theirs, and one set of engineers doesn't talk to another set of engineers. So we've been able to bring them all together and be a catalyst... we bring everybody together to discuss the issues, and that has been huge in terms of policy." -Staff

Programs and Promotions

Programmatic and promotional efforts, related partner, staff, and community implementation activities, and associated outcomes are described as follows.

▶ Passport to Healthy Living

- In the first year of the grant, a failed ALPS Fest event led the partnership to brainstorm alternative ways to promote health in the neighborhoods, resulting in the Passport to Healthy Living program, the signature effort of the partnership.
- The Passport program offered a three-month free pass for fitness classes at local parks, recreation facilities, and elementary schools in the project area.
- The program was designed to familiarize residents with various fitness classes and recreation facilities with the hope that participants would continue a fitness routine after the program.
- The program was modified over the course of the ALbD grant to reflect participant feedback and evaluation results.
- In the third year of the grant, the Passport program instituted a neighborhood coaches network in which local residents received a small stipend to attend Passport classes and to spread information about Passport to family, friends, churches, and businesses.
- Recreation centers hosting the classes facilitated the growth and sustainability of the program and benefited from the residents' increased awareness.
- The Passport program brought neighborhood groups together, which not only promoted community unity but also helps to sustain the program.
- The program grew to 1,500 participants by the fifth, and final, year of the ALbD grant.
- The success of Passport led local health care providers to use the classes as a place to disseminate materials, and many surrounding communities attempted to create their own Passport programs.
- Because of its success, ALPS used the program to tie in other neighborhood events and promotions, such as the Know Your Numbers Health Fair (health screenings and referrals), Passport Coupon book, bike tours, swim parties, walking groups, and kickball tournaments.



"I think Passport to Healthy Living is a great start to get people who really do want to exercise the opportunity to exercise, because sometimes you don't have the budget, and because it was free, I think it really made a difference." -Staff

"I think its bringing our communities closer. I've met some wonderful, wonderful people, and I enjoy the program." -Community member

▶ Be Well Connect

- Be Well Connect was a website created by the Stapleton Foundation to provide a centralized location for residents in the project neighborhood to access health-related resources and programs (www.bewellconnect.org).
- The website included active living, recreation, and healthy eating resources, message boards, health recipes, and other information.
- A Be Well Block Captain Network, similar to the Passport Neighborhood Coaches Network, was used to promote the website and connect those who did not have internet access to publicly accessible computers.



▶ Safe Routes to School Efforts

- ALPS was involved with Safe Routes to Schools program through a partnership with local schools and the Stapleton Transportation Management Association.
- Efforts to promote Safe Routes to School, including Walk to School Days and a Bike, Walk and Roll program at three local schools, encouraged students and parents to use alternate transportation.
- · A Safe Routes to School map was distributed at local schools.
- ALPS attempted to implement a Walking School Bus program in project area schools, but a lack of parental and school administration support prevented the program from coming to fruition.

Local Media

- As awareness of active living increased in the area, the partnership found it less difficult to get coverage for activities and healthy living articles in the newsletters and local newspapers.
- The partnership's efforts were regularly featured in a number of publications, including Stapleton's Front Porch, Greater Park Hill News, East Montclair Neighborhood Association newsletter, Northwest Aurora Neighborhood Organization newsletter, and Rocky Mountain News.
- ALPS and the Stapleton Foundation purchased and used donated space in neighborhood newsletters and newspapers to announce program schedules and upcoming events.

▶ Other Promotional Efforts

- Project staff presented to local groups and organizations to increase awareness and advocate for community involvement in programs and committees.
- ALPS participated in many neighborhood events by operating a booth or hosting activities to increase community recognition and participation in the partnership.
- To promote alternative transportation and safe routes, the partnership created online and paper maps with carpooling locations, bicycle routes, and a Stapleton walking map (in conjunction with the Stapleton Business Association and America On the Move).
- ALPS used incentives to promote partnership activities (e.g., bike helmets and locks at a school bike fair, free passes for recreation centers for participation in programs).
- After a survey revealed that residents perceived bike racks as art that should not be touched, the partnership developed an educational campaign to alter these perceptions.
- After conducting focus groups with business owners, a guide to promoting healthy eating and active living was developed to assist local businesses in determining their roles in health.
- A mini-grant program encouraged neighborhood groups to create recreational and active living events, such as an annual kickball tournament, a senior walk, neighborhood walks, garden tours, and bike tours.

▶ Other Programmatic Efforts

- The Stapleton Foundation and other area organizations introduced after-school and school day programs to area schools.
- A competitive walking program for local organizations and businesses raised money for area schools.
- ALPS sponsored and partnered to bring the following programs to the Greater Stapleton area: Take 10! (integrates 10 minute physical activities into regular classroom instruction), Balance First (teaches students about energy balance), Prodigal Son, Inc. (active living and healthy eating program for at-risk youth), The Drive Program (encourage high school students to use alternative modes of transportation), EcoPass (a transportation pass offered to employees), and America on the Move (a national movement to increase physical activity).

Challenges and Successes

Staff, partners, and community members identified a number of facilitators to implementing programs and promotions:

- · Resident leadership was the key to success for the Passport program.
- The partnership was able to offer classes and materials in Spanish.
- · Outstanding instructors kept residents involved.
- The partnership was able to be flexible with programming to reflect residents' needs and concerns. Staff, partners, and community members identified a number of challenges to implementing programs and promotions:
- In contrast to the success of the Passport program, ALPS had difficulties implementing and maintaining other programs, due to lack of interest, limited funding, and time constraints.
- · It was difficult to manage equipment and space needs for the Passport program.
- The Passport program could not operate year-round due to budget shortfalls.
- Passport program participants had difficulty maintaining fitness activities after completing the program.
- Some neighborhoods did not have an established communication source, causing the partnership to rely on flyers and word-of-mouth to promote events.

Sustainability

Because the ALbD grant funding was limited, immediate attention was given to sustaining the partnership and its activities. The Stapleton Foundation supported and ultimately sustained ALPS through in-kind donation of staff time, engagement and involvement of area residents, relationships with area governments and organizations, and the ability and willingness to incorporate partnership programs and committees into its daily operations. The Stapleton Foundation created the Be Well Health and Wellness Initiative and referred to the target area as the Be Well Zone. The initiative absorbed the Active Living Partnership of Greater Stapleton and expanded upon its efforts to establish an organization for ongoing support and funding.

"[Active Living Partnership of Greater Stapleton is] permanent now. It's ingrained within our foundation, and we're helping to create other programs that will spin off and be sustainable in their own right." -Staff

Involvement in Active Living by Design made a lasting impact on both the Stapleton Foundation and the community as a whole. Because of their involvement with the partnership, many groups became involved in active living projects of their own, including data collection and programming. 2040 Partners for Health, a new 501(c)(3) community-based participatory research enterprise was formed to provide data that would inform and evaluate projects.

"We've created almost a culture in and around Stapleton that promotes active living, so that no one's really relying so much on Active Living by Design, or ALPS as we call it, to do that because many other groups have picked up that banner and are running with it now." -Staff

"This [active living] bus got rolling and you couldn't stop it if you wanted to. Because there's so many different people involved, heading the same direction." -Staff

The key to the Stapleton Foundation's success in all of its initiatives was resident involvement and advocacy. To further improve the resident component, the Stapleton Foundation received an ALbD sustainability grant that supported the development of a permanent organizational infrastructure for residents to mobilize and advocate for policy and environmental change for the benefit of their neighborhoods.

Acknowledgements

This evaluation and report were developed under the leadership of Laura Brennan, PhD, MPH, Principal Investigator, Transtria LLC, and Ross Brownson, PhD, Co-Principal Investigator, Washington University Institute for Public Health. Support for this evaluation was provided by a grant from The Robert Wood Johnson Foundation (#57649). Transtria LLC led the evaluation and dissemination activities from November 2006 to December 2009. For more information about the evaluation and dissemination methods, activities or results, please contact Laura Brennan (laura@transtria.com).

Our team is grateful for the collaboration and support from the staff at the Stapleton Foundation and the Active Living Partnership of Greater Stapleton of Denver, Colorado.

With special thanks to the many individuals who have contributed to these efforts from Transtria LLC (Anna Alexandrov; Joanna Bender; Shruthi Bhatt; Yolanda Campbell; Julie Claus, MPH; Kathryn Coniglio, MPH; Kate Dickman; Kate Donaldson, MPH; Melissa Hall, MPH; Courtney Jones, MPH; Shannon Keating; Allison Kemner, MPH; Benjamin Krause; Amy Krieg; Lisa Meng; Lauren Middendorff; Luke Odom; Regina Quadir, MPH; Laura Runnels, MPH; Elsa Taricone, MPH; Cindy Thomas, MPH; Sarah Weiner), Saint Louis University School of Public Health (Elizabeth Baker, PhD, MPH), Active Living By Design (Rich Bell, MCP; Phil Bors, MPH; Mark Dessauer, MA; Joanne Lee, LDN, RD, MPH; Mary Beth Powell, MPH; Sarah Strunk, MHA; Risa Wilkerson, MA), National Park Service (Helen Mahan), Robert Wood Johnson Foundation (Laura Leviton, PhD; Jamie Bussel, MPH), University of North Carolina Gillings School of Global Public Health (Kelly Evenson, PhD), University of California at Davis (Susan Handy, PhD), Wholonomy Consulting (Katherine Kraft, PhD), San Diego State University and Active Living Research (James Sallis, PhD), and Innovative Graphic Services (Joseph Karolczak).