HEALTHY KIDS, HEALTHY COMMUNITIES BUFFALO PARTNERSHIP CASE REPORT

Buffalo, New York

Evaluation of the Healthy Kids, Healthy Communities National Program

December 2009 to December 2013



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BACKGROUND

Healthy Kids, Healthy Communities National Program

With the goal of preventing childhood obesity, the Healthy Kids, Healthy Communities (HKHC) national program, funded by the Robert Wood Johnson Foundation (RWJF), provided grants to 49 community partnerships across the United States (Figure 1). Healthy eating and active living policy, system, and environmental changes were implemented to support healthier communities for children and families. The program placed special emphasis on reaching children at highest risk for obesity on the basis of race, ethnicity, income, or geographic location.¹

Project Officers from the HKHC National Program Office assisted community partnerships in creating and implementing annual workplans organized by goals, tactics, activities, and benchmarks. Through site visits and monthly conference calls, community partnerships also received guidance on developing and maintaining local partnerships, conducting assessments, implementing strategies, and disseminating and sustaining their local initiatives. Additional opportunities supplemented the one-on-one guidance from Project Officers, including peer engagement through annual conferences and a program website, communications training and support, and specialized technical assistance (e.g., health law and policy).

For more about the national program and grantees, visit www.healthykidshealthycommunities.org.

Healthy Kids, Healthy Communities (49 Grantees)

**Multinomah County/Portland, OR
Benton County, OR

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**Washington, BC

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Figure 1: Map of Healthy Kids, Healthy Communities Partnerships

Evaluation of Healthy Kids, Healthy Communities

Transtria LLC and Washington University Institute for Public Health received funding from the Robert Wood Johnson Foundation to evaluate the HKHC national program. They tracked plans, processes, strategies, and results related to active living and healthy eating policy, system, and environmental changes as well as influences associated with partnership and community capacity and broader social determinants of health. Reported "actions," or steps taken by community partnerships to advance their goals, tactics, activities, or benchmarks from their workplans, formed community progress reports tracked through the HKHC Community

BACKGROUND 4

Dashboard program website. This website included various functions, such as social networking, progress reporting, and tools and resources to maintain a steady flow of users over time and increase peer engagement across communities.

In addition to action reporting, evaluators collaborated with community partners to conduct individual and group interviews with partners and community representatives, environmental audits and direct observations in specific project areas (where applicable), and group model building sessions. Data from an online survey, photos, community annual reports, and existing surveillance systems (e.g., U.S. census) supplemented information collected alongside the community partnerships.

For more about the evaluation, visit www.transtria.com/hkhc.

Healthy Kids, Healthy Communities—Buffalo Partnership

In December 2009, *Healthy Kids Healthy Communities (HKHC)*– *Buffalo Partnership* received a four-year, \$360,000 grant as part of the HKHC national program. The HKHC-Buffalo partnership focused on the City of Buffalo, with a population of 261,310 in 2010.² The ultimate goal of this partnership was to empower low-income children and families to make the leap from understanding the importance of healthy eating and an active lifestyle to actually living these principles.

The Buffalo-Niagara Medical Campus (BNMC) was the lead agency for the HKHC-Buffalo partnership. The partnership and capacity-building strategies of the partnership included:

- Youth Involvement: The Youth Advisory Council (YAC) was created to give a voice to Buffalo's youth and their concerns over issues of health. The YAC took on issues such as land use planning, public transportation, school meals, and school wellness plans.
- City Official Involvement: Much effort was placed on educating and connecting with city officials (e.g., council members, council staff, mayor, mayoral staff, cabinet staff, and departmental staff) using multiple strategies (e.g., taking staff to education events, bringing in experts for local events).
- Food Policy Council: In May 2013, the Food Policy Council of Buffalo and Erie County was created as a
 sub-commission of the Erie County Board of Health to provide local governments (e.g., legislative bodies
 and executive agencies) with an advisory body that would be able to provide expert information on
 policies that could improve the local food system.

See Appendix A: Healthy Kids, Healthy Communities-Buffalo Partnership Evaluation Logic Model and Appendix B: Partnership and Community Capacity Survey Results for additional information.

Along with partnership and capacity building strategies, the HKHC-Buffalo partnership incorporated assessment and community engagement activities to support the partnership and the healthy eating and active living strategies. The healthy eating and active living strategies of the HKHC-Buffalo partnership included:

- Buffalo Green Code: The City of Buffalo was in the process of overhauling its zoning ordinance and
 crafting a land use plan to support the new zoning code (called the Buffalo Green Code). HKHC-Buffalo
 partners educated and engaged the public and decision-makers in this process and made
 recommendations to include language promoting a healthy community.
- Complete Streets: Go Bike Buffalo, Buffalo's lead partner in its Complete Streets initiatives, was
 instrumental in making Buffalo a more walkable and bikeable city. Go Bike Buffalo also established a
 Complete Streets Coalition.
- *Corner Stores*: Partners used evidence and engagement of city officials and store owners to develop draft policies that will increase access to healthy foods and minimize junk foods/beverages in corner stores.
- Community Gardens: Partners linked community and school gardens, implemented new gardens, and developed policies to support community gardens and urban agriculture in Buffalo.
- School Wellness: Partners worked with the Buffalo Public School District to make comprehensive changes
 to the school wellness policy that included provisions for health and safety measures for active commuting
 to and from school, and for community engagement around school and neighborhood health.

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COMMUNITY DEMOGRAPHICS

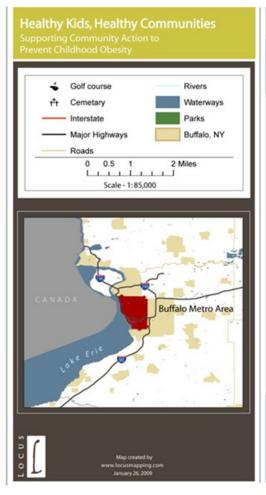
At its peak, Buffalo, New York was a city with a population of over 500,000. Now the population is less than 300,000. The eastern part of Buffalo is primarily African-American. The western part has a more diverse, predominately white population with a growing proportion of Hispanic and Middle-Eastern residents. The southern part is historically and currently Irish, while the north is mostly Italian and Jewish.

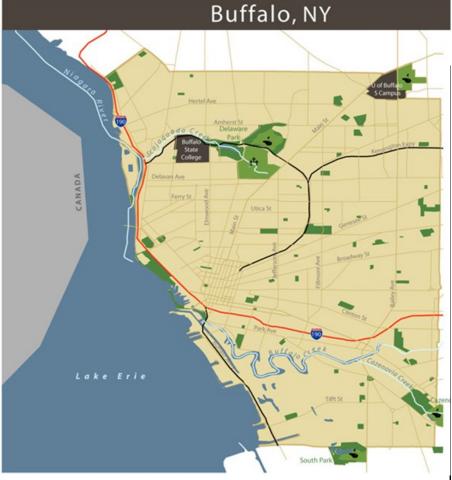
According to CDC's Behavioral Risk Factor Surveillance System, 62.2% of adults in the Buffalo-Cheektowaga -Tonawanda, NY metro area are overweight or obese.³ In 2011, 32% of 9-12 graders in Buffalo public schools were overweight or obese according to the Buffalo Public Schools Youth Risk Behavioral Survey,⁴ compared to 25.7% in New York State.⁵

Table 1: City of Buffalo Demographics

Tota Pop	ulation	African American	Asian/ Pacific Islander	Hispanic/ Latino (of any race)	White	Poverty rate	Per capita income	Median house- hold income
261.	310	39%	3%	11%	50%	30%	\$20,072	\$30,230

Figure 2: Map of the City of Buffalo Target Area





INFLUENCE OF SOCIAL DETERMINANTS

Disparities

Buffalo faces serious challenges when it comes to poverty and disparities in access to healthy foods and places to exercise. Buffalo was recently ranked the third poorest major city in the country, with poverty rates over 30%. In general, according to the partnership, low-income children in the City of Buffalo have less access to parks, fresh produce, and healthy eating than their peers in higher-income neighborhoods. For example, a study of food deserts in Erie County showed that neighborhoods of color have poorer access to healthful food stores compared to predominantly white neighborhoods. In particular, predominantly black neighborhoods, some of which lie in close proximity to the Buffalo Niagara Medical Campus, have about 40% the number of supermarkets as predominantly white neighborhoods. Vacant lots and safety concerns have created additional barriers to healthy living in Buffalo's low-income neighborhoods. Details about local socioeconomic disparities are featured in many of the policy briefs produced by the HKHC-Buffalo partnership which can be found at http://foodsystemsplanning.ap.buffalo.edu/index.php/research/publications/books-and-monographs/.

School Choice

Buffalo has a policy called the School Choice Plan, whereby students can choose to attend schools outside their neighborhood. This has resulted in students having to be bussed throughout the city, making it virtually impossible to use active transportation to school. In addition, parents must be proactive in getting their children into desirable schools, which can be an intimidating process and result in some families moving to the suburbs where school decisions are perceived as easier.

"...even though Buffalo has fallen on some hard times, it's still a city of great stable neighborhoods ... we've had our exodus to the suburbs, but the city itself still offers a lot of opportunity for people to have a family and to buy a great home for relatively low cost of living." -Staff

Community Assets

Although Buffalo has its challenges, it is frequently named among the best places to live and work, as the quality of life is high and the cost of living is low. Branded the "City of Good Neighbors," Buffalo has a diverse ethnic population and neighborhoods rich in history, culture, architecture, art, and recreation, including buildings and parks designed by Frank Lloyd Wright, Louis Sullivan, Frederick Law Olmsted, and H.H. Richardson. Buffalo also benefits from great natural assets such as an extended waterfront, close proximity to Allegany and Letchworth State Parks, and a host of other opportunities to enjoy year-round outdoor physical activities. Although the area has been in economic distress since the decline of the steel industry, parts of the urban core, including the Buffalo Niagara Medical Campus, are seeing considerable public and private investment and development leading to increased economic activity and job growth.



Source: Transtria LLC

Lead Agency and Leadership Teams

The Buffalo Niagara Medical Campus, Inc. (BNMC) served as the lead agency for the HKHC-Buffalo partnership. As a non-profit organization founded in 2001, the BNMC functions as an organizational structure for a consortium of nine science and healthcare institutions, including the University at Buffalo, Roswell Park Cancer Institute, Olmsted Center for Sight, Kaleida Health, Hauptman-Woodward Medical Research Institute, Buffalo Medical Group, Buffalo Hearing and Speech Center, Upstate New York Transplant Services, and the Center for Hospice and Palliative Care. Created to be a convening and facilitating organization to work on behalf of the institutions to pursue their joint-development agenda, the BNMC has evolved into a forum by which institutions, local government, and surrounding neighborhoods collaborate and communicate on a range of issues. Representation from these member institutions comprise the Board of Directors, as well as the Mayor of Buffalo, the County Executive, and the President of the city's Common Council . There is also representation from neighborhoods to the east and west of the Buffalo Niagara Medical Campus. In total, there are fewer than 20 full- and part-time employees at the BNMC.

The partnership in Buffalo had worked closely and successfully together for more than five years prior to the launch of HKHC, as a grantee of the Active Living by Design (ALbD) and Healthy Eating by Design (HEbD) initiatives funded by the RWJF, as well as other initiatives. In addition to the BNMC as lead agency, the partnership included the University at Buffalo, the Wellness Institute of Greater Buffalo and Western New York, the Massachusetts Avenue Project, and Green Options (GO) Buffalo. There was not a formal leadership structure. These

"It really does function like a partnership of people bringing different issues up around the table and determining how those around the table can work together on that particular strategy and then we go off and work on it. ... it doesn't function like a board where there's a chair or technically defined leadership." -Staff

organizations formed the Steering Committee and received sub-contracts to carry out specific activities within the partnership, such as youth engagement, active transportation strategies, visioning and communications, and assessment. Other organizations and individuals became members of the larger partnership (listed in Appendix C). In addition, various sub-committees emerged that focused on specific issues, including Visioning and Communications, Safety, and Complete Streets sub-committees. Throughout the HKHC initiative, BNMC staff assisted on projects and goals specifically related to finances, government relations, transportation-related planning, and community engagement.

Political support was mainly focused through the partnership seats occupied by the Commissioner of Public Works and the Director of the Office of Strategic Planning. Through these two offices, communication about partnership issues was filtered through the Mayor's office. City Council members were involved in the Buffalo partnership in a non-official process to avoid specific political alignment by the partnership. The BNMC Board of Directors includes elected officials and policy makers, which gave another route to political support for the HKHC-Buffalo partnership.

Project Leadership

The HKHC-Buffalo partnership experienced turn-over in leadership; yet, all of the leaders were strong, and the transition was reported as smooth. The original Project Director served as Project Director of the previous ALbD grant and of the first three years of the HKHC grant. He was Director of Planning for the BNMC with responsibilities related to master planning, land use planning, transportation to work, and similar issues. He provided general oversight, supervision, and participation. When he left in late 2012, the original Project Coordinator assumed the role of Project Director through May 2013, after which a new Project Director was hired who had been involved in HKHC since its inception in a communications advisory role.

The original Project Coordinator, trained as a planner with an emphasis in public health, was hired at the beginning of the HKHC grant period and coordinated the partnership, implemented its policies and infrastructure goals, and addressed day-to-day administrative tasks. A new Project Coordinator was hired in May 2013. She had been involved in HKHC since 2011 with the University of Buffalo. As Project Coordinator she supported the Food Policy Council, fulfilled objectives of the workplan, and ensured sustainability of HKHC efforts.

PARTNERSHIP FUNDING

Over the four-year grant period, the HKHC-Buffalo partnership secured \$409,821 in cash and in-kind matching support. Grants were received from several organizations, as well as private and public foundations (see Appendix D for more on sources and amounts of funding leveraged). For example, funds were provided for HKHC programs and initiatives from Safe Routes to School, farm partners, youth development organizations, Complete Streets advocates, and food policy organizations. As part of HKHC, grantees were expected to secure a cash and/or in-kind match equal to at least 50% of the RWJF funds over the entire grant period. Key sources of funds and resources are highlighted below:

The HKHC-Buffalo partnership received significant funding, more than \$88,000, from the Community Foundation for Greater Buffalo to support the following efforts:

- Green Code initiatives to support youth training on engagement, as well as promotional postcards (\$2,809)
- Food Policy Summits (\$31,320)
- Complete Streets Summit (\$54,500)

The Buffalo Niagara Medical Campus was the largest source of outside funding and in-kind resources by:

- Providing all resources for the operation of the HKHC activities including space, computers, and space specific to youth programming.
- Creating incentive programs for employees to embrace active living practices into their personal habits.

"BNMC matches a significant amount of our other staff time in terms of bringing other expertise to the table...because they really see their time investment in working on our Healthy Kids, Healthy Communities priorities as helping them with their everyday programming and running of their own organizations because it's not anything that they can focus on given their own organizational constraints."--Staff

- Securing \$2.4 million through a combination of cost-shared research agreements from the New York
 State Energy Research and Development Authority and the New York State Department of
 Transportation, and two separate grants from the Federal Transit Authority Job Access-Reverse Commute
 program to support active living and advance alternative transportation efforts on the BNMC and
 surrounding neighborhoods.
- Securing \$900,000 from the Heron Foundation, an organization committed to helping raise \$5 million more in philanthropic equity to expand the work currently being done on the BNMC to have a bigger impact throughout the City of Buffalo and eventually become a national model.

HKHC-Buffalo partners also contributed in-kind resources (time and space) and secured outside funding for programs that complemented HKHC efforts. The following are examples:

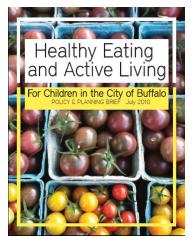
- The Massachusetts Avenue Project donated use of its community center to HKHC programs.
- Buffalo Public Schools and WNED donated space for community advisory meetings.
- Go Bike Buffalo received \$50,000 in Play Streets funding to continue its work in creating places to be active for youth and families.

See Appendix D: Sources and Amounts of Funding Leveraged for more information.

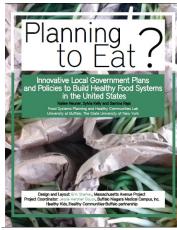
COMMUNITY ASSESSMENT

A large component of the HKHC-Buffalo project involved a comprehensive assessment of active living and healthy eating environments. These assessments produced eight policy briefs providing current conditions, national best practices, and recommendations for policy and infrastructure action and changes. They are available at http://foodsystemsplanning.ap.buffalo.edu/index.php/research/publications/books-and-monographs/. In addition to the policy briefs, information from the assessments were disseminated at three summits (two Food Policy Summits and one Complete Streets Summit). These summits included policy-maker summits, public forums, research roundtables, and site tours.

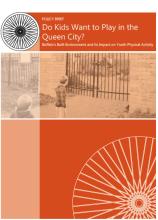
The University of Buffalo's Food Systems Planning and Healthy Communities Lab led most of the assessment activities. Results from the assessments are featured in the policy briefs. Go Bike Buffalo led environmental audits of streets around two schools undergoing pedestrian and bicycle infrastructure improvements. See Appendix E for results.





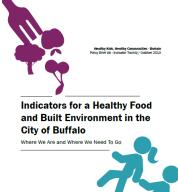














Source: HKHC-Buffalo partnerhsip

"The partnership's strategy for employing an evidence-based approach was to engage and empower community members. Specifically, the partnership met with community members, conducted Complete Streets assessments with community groups, and educated and supported community members in advocacy efforts." -Partner

Table 2: Summary of Community Assessments

Method	Year	Topics	Data collectors	Units of data collection	Dissemination*
Healthy Eating					
Environmental audit	2010	Types and price of food, food at front of store, refrigeration	Youth trained by UB assessment team	Stores in two neighbor- hoods (Riverside and Congress)	Policy brief Food policy summit Letters to City Coun- cil members
Interviews (in- person, tele- phone, e- question- naires)	2011- 2012	Policy barriers to healthy eating, ideas for future policy, best practices	UB assessment team	19 stakeholders representing food system stakeholders, residents and advocacy organizations, municipal planning, department of health, school district	Policy brief Food policy summit
Policy analysis	2012	Survey of legislation, plans, and regulations pertaining to healthy eating	UB assessment team	Legislation, plans, and regulations in City of Buffalo, Erie County, and New York State	Policy brief Food policy summit
Environmental audit	2013	Types and price of food, food at front of store, refrigeration	Youth	Stores in Erie and Niagara Counties	
Active Living					
Environmental audit	2011	Land use/ destinations, walking and bicycling envi- ronment, safety, attractive- ness	High school students from YAC and Massachusetts Ave Project (n=16) trained by UB assessment team	Street segments in two neighborhoods (East Side and West Side)	Policy brief Complete Streets summit Blog Websites
Interviews	2012	Policy best practices	UB assessment team	City planner, Commissioner, group of youth, 15 interviews with representatives from national case study communities	Policy brief Complete streets summit Blog Websites
Environmental audit	2012 (pre), 2013 (post)	Land use/ destinations, walking and bicycling envi- ronment, public transporta- tion, street characteristics, quality of the environment	Go Bike Buffalo staff trained by Transtria	Street segments near two schools undergoing street improvements (Hamlin Park School, Bennett Park Montessori School)	Report
Healthy Eating	& Active	Living			
Maps	2010- 2013	Food destinations, school food environments, green space, housing density, land use mix, vacant parcels, traffic, sidewalks, bicycle network, public transportation network, tree coverage, pedestrian/ bicycle accidents, crime, gardens, overweight/obese rates	UB assessment team	30 maps mostly of City of Buffalo. 2 maps show audited neighborhoods	Policy briefs Blog Sent to partners
Visioning	2010	Visioning for healthier Buffalo	HKHC-Buffalo partnership	125 people, including 40+ youth	Displayed in City Hall Presentations to community groups
Development of indicators	2013	16 indicators covering a range of issues related to active living and healthy eating, with emphasis on youth	UB assessment team with BNMC and HKHC Steering Com- mittees	Seven HKHC-Buffalo policy briefs and other readily available local data sources were reviewed and culled for appropriate and accessible indicators	Policy brief Report Presentations Mailings to selected state elected officials Food Policy Summit

^{*} May be incomplete; products were reported in the HKHC Dashboard and narrative reports as of 12/31/2013.

PLANNING AND ADVOCACY EFFORTS

The HKHC-Buffalo partnership established both grassroots buy-in from the target populations and top-level political support to reach environmental and policy goals.

Community Outreach and Engagement

In reaching out to community members and groups, the HKHC-Buffalo partners invested much time into face-to-face meetings, facilitating community engagement activities, and various forms of media and educational materials. They visited with churches, schools, community groups, block clubs, and non-profit groups to

advocate for their active participation in reducing childhood obesity through policy and infrastructure change. HKHC-Buffalo partners continuously reached out to different sectors of the community to emphasize the connections between health and prevalent concerns about socioeconomic problems (e.g., public safety/crime, job market, poverty, education/school system). These meetings helped the partnership build relationships, mutual trust and respect, and credibility throughout the community. In addition, the partnership's work and efforts were featured on local TV news, cable shows, local radio, blogs and the Buffalo News newspaper.

City Official Engagement

The HKHC-Buffalo partnership worked diligently on educating and connecting with City Hall officials (council members, council staff, mayor, mayoral staff, cabinet staff, and departmental staff) in many ways, and many staff members are now active participants on the Complete Streets Coalition and the Food Policy Council. The HKHC-Buffalo partnership worked to

"...our work showed us that municipal champions do not only come in the form of department leadership or elected leaders. We found the best results when we focused on departmental staff (in the City departments of planning and public works)... We worked hard to become invaluable to the staffers, and took every opportunity to provide learning, capacity building, and professional development opportunities. This strategy has been significantly successful for us, especially because these are not political positions. This strategy takes significantly more time (than if there was one elected champion) but it has been slowly and steadily paying dividends..." -Final narrative report

address concerns by taking staff to education events, bringing in experts for local events, holding regular meetings, and providing support at municipal events to share information. In 2011, the HKHC-Buffalo partnership invited and supported the following:

- A Common Councilman attended the Leadership for Healthy Communities Childhood Obesity Summit in Washington, DC.
- A City of Buffalo Senior Planner attended the Community Food Security Coalition's Food Policy Conference in Portland, OR.
- American Planning Association Certification Management credits were provided at the Buffalo Food Policy Summit for practicing municipal and county planners to encourage participation.



Food Policy Summit; Source: HKHC-Buffalo Partnership

Specific Events and Decision-Making Bodies

Youth Advisory Council

The Youth Advisory Council (YAC) was created to give a voice to Buffalo's youth and their concerns over issues of health. The YAC took on issues such as land use planning, public transportation (specifically youth bus passes), school meals, and school wellness plans. The YAC began with four high school students and expanded to include partners from the Massachusetts Avenue Project, Tapestry School, the Buffalo Niagara Medical Campus, Inc., Cornell Cooperative Extension's Urban 4-H program, Buffalo Public Schools, the Community

"Participating on the HKHC Partnership Committee makes me feel like my opinion matters and that's important because I feel like I don't really have a say in so many things. It's important that young people are involved in making change in Buffalo because young people are the future. They'll stay around longer than the adults."—Youth, age 18

Health Workers Network, and the Partnership for Public Good. Through this expanded partnership the YAC has since acquired representatives from nine Buffalo schools and works on a variety of issues.

Notable successes included:

- Creating youth seats on the Food Policy Council of Buffalo and Erie County, the Buffalo City Bicycle and Pedestrian Advisory Board, and the Buffalo Public Schools Wellness Committee.
- Hosting a youth land use training session to educate high school students about land use planning, and how to participate effectively in the public meetings being held on the proposed changes.
- Contributing to a policy for the planned removal of the old, unhealthy vending machines throughout the Buffalo Public School District.

Food Policy Summits and Council

Two Food Policy Summits were organized by the HKHC-Buffalo partnership. The first, held in September 2011, was intended to engage policy-makers in food systems planning and economic development and helped to push forward the creation of the Food Policy Council. It was a two-day event that included a policy-maker summit, a public forum, a food systems bus tour, and a research roundtable. The event had over 230 participants, including 50 at a policy-maker summit. The summit led to local Common Council members requesting assistance in forming a local Food Policy Council, and one council member committed to a healthy communities platform in 2012. The second Food Policy Summit, held in October 2013, was framed as an economic development opportunity, served to improve/build relationships with policy-makers engaged in economic development, and helped kick off the Food Policy Council by introducing it publicly to stakeholders, including policy-makers. More than 250 people attended the events of the 2nd summit.

In May 2013, the Food Policy Council was created as a sub-commission of the Erie County Board of Health. It was created in order to provide local governments (e.g., legislative bodies and executive agencies) with an advisory body that would be able to provide expert information on policies that could improve the local food system. The initiation of the Food Policy Council was a major accomplishment of the partnership.

Complete Streets Summit and Coalition

In 2012, the HKHC-Buffalo partnership planned and executed the Buffalo Complete Streets Summit, which included a public education event as well as an exclusive policy-maker event that had over 250 attendees. The summit included speakers from various backgrounds including elected officials, agency leads and industry experts. As a result of the summit, a Complete Streets Coalition was established with direct participation from city officials. Representatives from the green infrastructure community, public health, and the public serve on the coalition. The Complete Streets coalition currently operates primarily as an information networking body.

THE BUFFALO GREEN CODE

The City of Buffalo is currently undergoing an overhaul of its zoning ordinance, as well as crafting a land use plan to support the new zoning code. The Green Code is the name for the process of rewriting the land use plan and zoning code. The code is a unified development ordinance that will help create an environment in the city that integrates many aspects of development all focused on enhancing opportunities for walking, biking, and using public transit. The code will require the use of a zoning method, form-based code, that encourages Complete Streets and streets-based land use. Regional and state land use frameworks suggest implementing smart growth and sustainability initiatives, which comprise the main points of the new Green Code.

The Green Code is the first new land use plan for Buffalo in 30 years, and the first comprehensive zoning update in 60 years. Work on this project started in 2010. The Green Code stemmed from activist groups, environmental alliances, and the biking communities voicing their opinions on changes that they believed were needed in the community. Also, businesses voiced interest in a simpler, more transparent code for development.

Policy, Practice, and Environmental Changes

The following adoptions institutionalized the need for long-term planning for community health in the City of Buffalo:

- The HKHC-Buffalo partnership presented *Healthy City on the Great Lakes* report and recommendations to the City's Bicycle and Pedestrian Advisory Board; the Board adopted the addendum recommendations and submitted a resolution to the Common Council recommending that the City adopt the report and recommendations as an addendum to the city's comprehensive plan.
- In November 2010, the Common Council unanimously voted to adopt the Healthy City on the Great Lakes
 addendum recommendations and "authorizes all future steps to amend the city's comprehensive plan to
 improve the health and quality of life for Buffalo's residents."
- Language regarding urban agriculture, community and market gardens, and corner stores has been incorporated into the draft of the Green Code.

Complementary Programs/Promotions

The HKHC-Buffalo partnership collaborated with the City of Buffalo to recruit and involve parents and children in conversations around land use at the City's Green Code public meetings. The Partners carried out the following activities to maximize participation:

- Visited over 50 community groups to encourage their participation and successfully recruited many families and community members to attend these public meetings, a task the city was not able to do alone.
- Held (in conjunction with the City) seven youth and family sessions at the citywide planning meetings to
 ensure there was a way for everyone to actively engage in the process.
- Created posters and flyers to target high school students and worked with youth leaders to disseminate them and rally support.
- Held a land use planning training for high school students who wished to get involved in the multi-year project. The training helped over 20 Buffalo youth learn the basics of land use planning and understand the current initiative in Buffalo, and provided ideas for how to participate in the process.

Implementation

A draft of this plan is complete and currently awaiting approval by the city's legal department. Next, the plan will be made available for public commentary for six months. The plan will most likely be adopted in mid– to late-2014.

The role of the HKHC-Buffalo partnership included:

- Serving on various advisory committees.
- Developing flyers and policy briefs about health and land use to introduce the community to the connection between land use planning and community health needs.
- Working with various partners (e.g., the transit system operator, Department of Transportation, schools) to make sure that those creating the new plan had a good idea of what the community wanted.
- Actively engaging citizens of all ages to attend Green Code workshops. At two events, 10% of participants were under 19 years old.

 Using best practices and technical assistance from RWJF partners to make recommendations for language to the new zoning code. Partners provided draft language for the land use plan, and it was included in a section on public health within the draft.

Population Reach

The City of Buffalo's current residents make up the population affected by the Green Code. Future residents will also be affected.

Population Impact

Some unintended benefits of the partnership and this work included:

- Youth are now active in policy processes involving planning and public health in Buffalo.
- The workshops led government officials working on the project to understand the values of the different neighborhoods in Buffalo.
- "...We didn't advocate for anything specifically because we just wanted people to get there and say what mattered to them. From our understanding and based on the feedback we've received from the city and the other consultants, our message was about looking for a more walkable city, that is, friendly to urban growing and a healthy vibrant place to grow up and grow old. We didn't actually have to work that hard to get that message out as much as we had to get the people in the seats. Then, when they were asked [what mattered to them], they answered it completely on their own." -Staff
- Through engagement in the Green Code process, the HKHC-Buffalo partnership established a strong working relationship with the City of Buffalo's Office of Strategic Planning.

Challenges

Two challenges were specifically noted during the course of the HKHC project.

- "Planning fatigue" was presented as a challenge in engaging the community. Buffalo had a history of
 creating proposals and plans throughout the City that were not implemented, making community members
 leery of giving their time and resources to yet another plan. The HKHC-Buffalo partnership's success in
 engaging citizens in the Green Code process demonstrated that this challenge was not insurmountable.
- Many community members felt that there were bigger problems at play (e.g., public safety/crime, job
 market, poverty, education/school system) than land use plans and codes. The HKHC-Buffalo partners
 noted that they always tried to make connections between health (and health policy changes) to these
 socioeconomic problems, but making these connections remained a constant barrier.

Sustainability

To sustain the Green Code efforts, HKHC-Buffalo partners will continue to be on working teams (e.g., Green Code and Department of Housing and Urban Development Sustainability Plan's food access and justice teams). In addition, partner organizations will continue advocating for their positions.

COMPLETE STREETS

While much of the Complete Streets efforts overlapped with the Green Code process described previously, the HKHC-Buffalo partnership achieved much success in implementing environmental changes to improve walkability and bikability in Buffalo. Go Bike Buffalo led the partnership efforts related to active transportation. Other involved groups included:

- The Complete Streets Coalition, initiated as a result of the Complete Streets Summit.
- Pedestrian and Bicyclist Advisory Board that was part of the city charter, albeit without paid staff. This
 board was formulated with the Active Living by Design grant. Because of HKHC-Buffalo efforts, the board
 now includes seats for youth, seniors, and green infrastructure.
- Traffic engineers within the Buffalo Department of Public Works.
- New Yorkers for Active Transport.

Policy, Practice, and Environmental Changes

The following policy and environmental changes occurred as a result of HKHC-Buffalo's efforts:

- The Complete Streets Act for the State of New York was passed and signed by Governor Cuomo on August 15, 2011. This law requires state, county, and local agencies to consider convenience and mobility of all users when developing transportation projects that receive state and federal funding.
- Between 2012 and 2013, the partnership was instrumental in the addition of 21.3 miles of bicycle lanes/ sharrows, the funding of 18.5 additional miles, and the proposal of 45.2 additional miles.
- In conjunction with the partnership's Safe Routes to School work, the following improvements occurred around:
 - Hamlin Park School Three major intersections were improved for pedestrian use, all streets were repaired, trees were planted, vacant lots were improved, a new pedestrian bridge was built with ADA accessibility, sidewalks were enhanced, and bike racks were improved.
 - Bennett Park Montessori School Crosswalks, ramps, and countdown timers were added/ improved at one intersection, and beacons were installed.

Complementary Programs/Promotions

As a result of HKHC-Buffalo partners' efforts, particularly with the addition of new bikeways, two recognitions were given:

- Go Bike Buffalo was certified as a Silver level Bicycle Friendly Business.
- The League of American Bicyclists was awarded Buffalo a Bronze-level Bicycle Friendly Community.

Other complementary programs to the HKHC-Buffalo partnership included:

- Bike to Work days.
- A \$50K Playstreets Grant awarded to Go Bike Buffalo to create spaces for recreation and physical activity in the City of Buffalo.
- Programs that encouraged students to use public transportation and active transportation to commute to school.
- An Integrated Mobility HUB, a program that allowed low
 -income people access to jobs on the BNMC, promoted
 policies and recommendations to change commuter
 behavior from single occupancy vehicle use to
 alternatives, and featured bike repair, information, showers, and secure parking.



Source: Go Bike Buffalo

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Implementation

Determining which streets received bike lanes/sharrows involved community members submitting bicycle request forms provided by the HKHC-Buffalo partnership. This process allowed the HKHC-Buffalo partnership to pass on information to the city regarding neighborhoods interested in receiving bicycle improvements. The City used this information to determine the streets that received bike lanes.

For Complete Streets initiatives, funding was funneled from the federal government through the state. Therefore, some of HKHC-Buffalo's Complete Streets efforts involved influencing the state's allocation of funding to prioritize funding for improvements to city streets.

Population Reach

The entire State of New York will benefit from passage of the Complete Streets Act.

Bicyclists in the City of Buffalo will benefit from the new bike lanes that have been installed throughout the city.

The schools targeted by the Safe Routes to School initiative serve a predominantly African-American population.

Challenges

A couple of challenges were identified as related to the HKHC-Buffalo Complete Streets work:

- Although new seats were created for the Bicycle/ Pedestrian Board, new members have yet to be appointed, including a youth member and a senior.
- Legislation failed to adequately direct the implementation process for Complete Streets policies. Partners hope that the Green Code will help drive the implementation phase and make future steps clearer.

Sustainability

Many factors within the HKHC-Buffalo and Go Bike
Buffalo's partnership structure and complementary
initiatives in Buffalo will sustain Complete Streets work, for example:

Legend
Streets
Bike Facilities
Off Street Path
Shared Lane Marking
Dedicated Bike Lane
New Facilities Funded
Proposed New Facilities

City of Buffalo

Bicycle Infrastructure

Source: GO Buffalo Website

- In 2013, Go Bike Buffalo was awarded \$105,000 to redo Buffalo's bicycle master plan.
- On Bike to Work Day in 2013, Mayor Byron Brown publicly committed to the installation of a minimum of ten miles of bicycle lanes per year throughout the city of Buffalo.
- Buffalo's revised zoning code and land use plan, expected to be approved in 2014, will support the implementation of Complete Streets policies for both public and private land.
- The Go Bike Buffalo Board includes members that are very interested in not only sustaining the Complete Street efforts initiated by the Buffalo-HKHC partnership, but also in making Buffalo a more bicycle-friendly city.

See Figure 3: Active Transportation Infographic for more information.

COMPLETE STREETS 17

Figure 3: Active Transportation Infographic

ACTIVETRANSPORTATION

BUFFALO, NY



Community Residents

Local Advocacy Groups

Local Organizations

City Government



Environmental Audit

Interviews

Mapping







Complete Streets Summit and Coalition

Bike to Work Days

Integrated Mobility HUB



Go Bike Buffalo Silver-Level Bicycle Friendly Business

League of American Bicylists

Bronze-Level Bicycle Friendly Community

POLICY&PRACTICE>

COMPLETE STREETS ACT of NEW YORK ADOPTED in 2011

21.3 MILES Bicycle Lanes Sharrows

SAFE ROUTES TO SCHOOL

4 intersection improvements

street repairs pedestrian bridge sidewalk repairs bike racks crosswalks ramps countdown timers beacons

22.75 miles impacted

ENVIRONMENT

261,310 residents reached

COMPLETE STREETS 18

CORNER STORES

The HKHC partnership's approach to instituting a healthy corner store initiative was an evidence-based approach, which included conducting a rigorous evaluation of the existing food environment, identifying specific problems, then developing best practices for implementation. The partnership worked with the University of Buffalo and local youth to conduct assessments on healthy retail environments. The HKHC-Buffalo assessment revealed that areas served primarily by corner stores had more limited access to healthy food options than in other areas. Moreover, the east side of Buffalo had fewer grocery stores, and the ones that did exist had lower quality produce. This produce was then bought and resold in the corner stores.

Examples of political support for the corner store initiative included:

- The partnership worked with three City Councilmen to improve healthy eating options in Buffalo; these Councilmen, their staff, and the partnership met with 40 convenience store owners to discuss how the owners could make healthy food available in their stores.
- One City Councilman tasked the City Law Department to look at ways to amend the City's Business Licenses to require healthy foods as a condition of the permit.
- Best practices for corner store development were featured in both Food Policy Summits, which helped to build the idea about improving corner stores.
- Some legislators considered corner stores as avenues for community-building and strengthening neighborhoods.
- Some legislators in Buffalo had concerns about public safety in and around corner stores (e.g., hubs for
 criminal activity, sale of loose items such as cigarettes and diapers, unregulated prepared food, and
 expired items). Other concerns about corner stores came from past experience in the city where these
 stores were operating as another business. At present, the permits for operating a corner store are very
 loose. There is not much regulation, nor a standardized review process.

Policy, Practice, and Environmental Changes

Much of the HKHC-Buffalo partnership's corner store work began in 2012; therefore, to date, its policy success has only partially been realized. The project contributed to policy work in the service of expanding healthy retail, and this work will be carried on in the post-grant period by the partnership.

Policy successes included:

- In 2012, the Common Council passed a resolution promoting the inclusion of fresh, healthy, affordable and culturally appropriate food in the City of Buffalo's food retail landscape.
- The draft of the Green Code includes language and restrictions for corner stores, pertaining to aesthetic issues and advertising and signage for junk food and beer.
- In 2012, a resolution was drafted for City Council to amend the business license ordinance to require healthy foods in all food stores.



Source: Transtria LLC

CORNER STORES 19

Complementary Programs/Promotions

Farmers' markets and mobile markets currently provide some options for healthy foods in low-income communities. A food terminal and farmers' market are located on the east side. It is hoped that the terminal will eventually be used to create a food hub where local produce can be distributed to corner stores and restaurants. In addition, there is a downtown market and one on the medical campus, but these are only open during lunch time. In general, there are currently limited markets in low-income neighborhoods (e.g., none are present on Buffalo's west side).

In addition, there is currently a mobile market, run by the Massachusetts Avenue Project, which is a refrigerated mobile box truck that sells healthy food to partner sites (community hospitals, community service organizations, and places that serve refugees). The mobile market accepts Supplemental Nutrition Assistance Program (SNAP) and has a mobile Electronic Benefits Transfer (EBT) machine. The current Governor of New York is supportive of mobile markets; thus, increasing the capacity of mobile markets could be an effective way to combat the food retail issue.

Challenges

Corner store owners must be invested in changes that occur, and many have been noncommittal in improving healthy options. One reason for their lack of commitment includes limited demand for produce by the community. The partnership believes that more conversations are needed with both corner store owners and the community to determine next steps for this initiative.

Sustainability

Addressing food retail will be one of the priorities for the post-HKHC grant period.

- The Food Policy Council will continue the work of the HKHC partnership and is particularly interested in healthy retail.
- The HKHC-Buffalo leadership is confident that the Green Code provided an important foundation upon which the corner store initiative was built. The partnership will be able to enhance its efforts for the initiative with the future adoption of the Green Code.



Source: Massachusetts Avenue Project (MAP) Growing Green

CORNER STORES 20

COMMUNITY GARDENS

Community garden efforts were led by Grassroots Gardens and the Massachusetts Avenue Project—two organizations that had been in existence for many years in Buffalo.

- Grassroots Gardens currently supports nearly 80 community gardens in Buffalo. This organization holds
 the ground lease for the city-owned property sanctioned for community gardens. By having all of the
 lease, insurance, and liability paperwork, Grassroots Gardens makes it easier for community members
 and organizations (block clubs, neighborhood groups, schools, and churches) to get approval for new
 spaces to become community gardens.
- The Massachusetts Avenue Project focuses mainly on training. It has a large farm located in the Massachusetts Avenue neighborhood that started under a Grassroots Gardens lease with the city over ten years ago.

The City of Buffalo is very particular about what can be zoned/called a farm or a garden due to the fact that most garden lots are on city-owned property, which has certain legislation that does not allow individuals to sell, grow, or harvest from it. Using land as a community garden is not explicitly permitted in the city's current zoning code. This situation elicited partners to strive for the following as part of the HKHC initiative:

- Acknowledgement from the City of Buffalo that community gardens are a viable long-term use of land;
- A new policy with a provision for gardeners to sell the produce they grow in the gardens; and
- Clear definitions of community gardens, urban farms, and what is allowed on community garden land.

Another major effort by the HKHC-Buffalo partnership was to link community and school gardens together in order to create a shared resource, and to help reconnect schools and their neighbors. As a result, Grassroots Gardens was instrumental in developing the School Garden Application and Toolkit for Buffalo Public Schools' school communities.

Policy, Practice, and Environmental Changes

The following policy and environmental changes occurred as a result of HKHC-Buffalo's efforts:

- In 2010, the Buffalo Common Council passed a resolution to "recognize, support, and facilitate community gardens and urban agriculture in the City of Buffalo."
- In 2011, the Common Council approved 34 additional city-owned lots to Grassroots Gardens' lease for community gardens.
- The Green Code draft made explicit reference to urban agriculture and market gardens as permitted land use based on suggestions from Grassroots Gardens, the HKHC-Buffalo partnership, and the Western New York Environmental Alliance.
- During the project, Buffalo added 26 new community gardens.
- With the help of the new school garden toolkit, four new school/community gardens were started, and five gardens are slated to break ground in Spring 2014.



Source: Massachusetts Avenue Project (MAP) Growing Green

Complementary Programs/Promotions

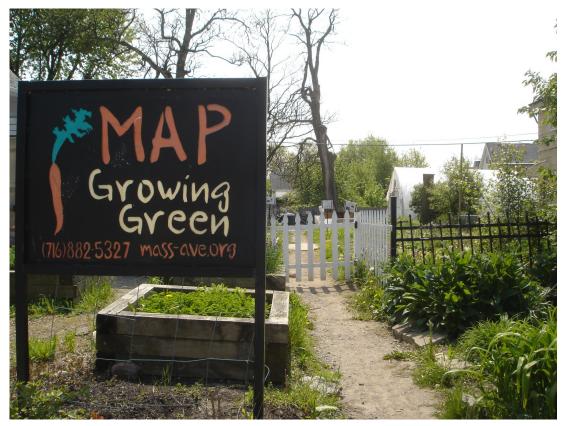
GO Buffalo and the Massachusetts Avenue Project sponsored Tour de Farms, a bicycle tour of local, urban, and rural farms. It was designed to celebrate and highlight sustainable transportation and connections to the local food system. Three hundred people attended the event in 2013.

Sustainability

In April 2013, Grassroots Gardens Board of Directors and staff had a two-day training session with a consultant focused on various land tenure models for community gardens. The organization began

developing land acquisition policies and procedures and land stewardship plans. Grassroots Gardens will continue the development of these procedures in 2014, with plans for pilot projects in 1-2 years.

"...We've got gardeners who can talk about incredible reduction in crime. They can talk about housing values going up, that these gardens...play just as an important role as a well maintained home does in a neighborhood... that they're really assets in their neighborhood. And so that's something that we think is important and that the community thinks is important. To have the recognition and the protection from the policy perspective is what we would like to see." – Partner



Source: Massachusetts Avenue Project (MAP) Growing Green

SCHOOL WELLNESS

One of the goals of the HKHC-Buffalo initiative was to create opportunities for students (K-12) in the City of Buffalo for active commuting to school and healthy in and out-of-school activities.

Policy, Practice, and Environmental Changes

In 2012, Buffalo Public Schools Board of Education approved a new wellness policy, including family/ community involvement; health promotion for staff; healthy school environment; counseling, psychological, social, nutrition, and health services; and physical and health education. HKHC-Buffalo partners were instrumental in drafting the policy.

Complementary Programs/Promotions

The following HKHC-Buffalo programs and promotions complemented the wellness policy:

- HKHC-Buffalo leaders met with the Sabres, Buffalo's professional hockey team, to present an outline of
 ideas for their involvement in Buffalo's "Let's Move" campaign, aimed at getting kids more active. In
 January 2012, the Sabres committed their participation.
- In August 2013, Growing Green Youth Enterprise Initiative held cooking classes.
- The Massachusetts Avenue Project's Growing Green Program provided food systems jobs for youth.

Implementation

The YAC will be helping to implement the Wellness Policy, as its policy priority for 2013-2014 includes improving school meals. In addition, the YAC will be helping to implement the committee structure of the new wellness teams stated in the school policy. On November 21, 2013, 15 of the 16 high schools came together to learn about creating a wellness team. Most teams consisted of a faculty member, a parent, and two students.

Population Reach

The Wellness Policy will benefit the 34,000 students across the nearly 60 facilities served by the Buffalo Public School District.^{8,9}

Sustainability

School wellness efforts will be sustained through HKHC-Buffalo partners, specifically YAC and Massachusetts Avenue Project.



SCHOOL WELLNESS 23

LESSONS LEARNED

The HKHC-Buffalo partnership documented many lessons learned during the course of the initiative:

- Building relationships took time. Some relationships have been in the works for over ten years, and they
 are still in their infancy. Even with strong relationships in place, the partnership found that significant policy
 shifts take 8-10 years.
- Engaging decision-makers required more than providing information, sharing best practices, and offering educational opportunities. The HKHC-Buffalo partnership found that one has to put in the time to meet with and continually provide learning opportunities (e.g., professional development, site visits, and bringing in experts from similar communities).
- Municipal champions did not only come in the form of department leadership or elected leaders. HKHC-Buffalo partners found the best results when they focused on departmental staff, specifically in the City departments of Planning and Public Works.
- Timing and perseverance were crucial. The HKHC-Buffalo partners have learned that years of work need
 to be put on hold to wait for the appropriate timing. In addition, all of the required support needed to be
 developed, along with patience and perseverance, before sustained, long-term changes could be made in
 the City.
- Face-to-face meetings that included listening to people's fears and concerns and building mutual respect
 and trust were found to be the most effective ways to get targeted messages across in communicating
 with community members and groups.
- Multiple strategies were needed to engage political leaders depending on the issue at hand and the leader's personality and priorities.
- It was important to engage the local philanthropic community at the beginning of the partnership rather than at other levels or times.
- Developing a multidisciplinary partnership was critical to cover expertise in many interest areas and sectors of the city. This increased awareness of the project and limited challenges.
- Messages had to be formulated carefully and target the appropriate audiences. This involved being
 inclusive, while keeping political alignment in mind; being conscious of existing relationships and projects;
 using strategies that have already been proven to work in the community; and being ready to adapt and
 know one's audience when addressing issues of community health.

"...It takes a lot of additional time and coordination to be able to rebrand our message for many different audiences, given that childhood obesity and public health in general does not set off a wave of support just on its own. So that has been a challenge for us here locally to find ways that we can connect health to issues that really do resonate to elected leaders, which really are economic development and jobs here in Buffalo, business creation and things like that." —Staff

LESSONS LEARNED 24

SUSTAINABILITY OF THE PARTNERSHIP AND INITIATIVE

The following achievements of the HKHC-Buffalo partnership will aid in sustaining its child obesity efforts:

- A larger and more engaged partnership is now committed to reducing childhood obesity in the City of Buffalo. The HKHC funding provided for an opportunity to include more stakeholders in goal setting and the partnership work. The partnership is very strong, and all partners are committed to continuing the work beyond the life of the grant funding.
- The HKHC funding had a significant impact on the lead agency, BNMC, and the way it functions as an organization. For example, BNMC added community-wide health initiatives to its overall organizational goals, as well as two new staff positions to realize these goals.

"BNMC is now poised as a regional leader in areas of public health specifically linked to healthy eating and active living – all of which grew out the ALbD and HKHC funding seeds." - Final Narrative Report

• Food systems policy is moving from local (Buffalo) to state, and the HKHC-Buffalo partnership played a major role in this effort. A recent report from the Western New York Regional Economic Development Council established by Governor Cuomo explicitly discussed the need to strengthen food systems in Buffalo and in surrounding counties, with explicit reference to the HKHC-Buffalo partnership. 10

As for future funding, the Heron Foundation, in partnership with the Community Foundation of Greater Buffalo, has provided the BNMC with seed money to sustain the partnership through April 2015. The funds will enable the BNMC to hire a Project Coordinator who will continue the work done by the partnership over the past ten years by:

- Leading a collaborative process to coordinate activities of the partnership including convening partnership meetings, establishing priorities for the partnership, and ensuring forward movement on reaching these priorities.
- Creating and executing a collaborative strategic planning process for the sustainability of the partnership beyond 2014.
- Providing technical assistance and research support to partners and stakeholders to identify, advocate for, and implement policy changes related to active living and healthy eating.
- Supporting the HKHC Youth Advisory Council.



Source: HKHC-Buffalo Partnership

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APPENDIX A: HKHC-BUFFALO PARTNERSHIP EVALUATION LOGIC MODEL

In the first year of the grant, this evaluation logic model identified short-term, intermediate, and long-term community and system changes for a comprehensive evaluation to demonstrate the impact of the strategies to be implemented in the community. This model provided a basis for the evaluation team to collaborate with the HKHC-Buffalo partnership to understand and prioritize opportunities for the evaluation. Because the logic model was created at the outset, it does not necessarily reflect the four years of activities implemented by the partnership (i.e., the workplans were revised on at least an annual basis).

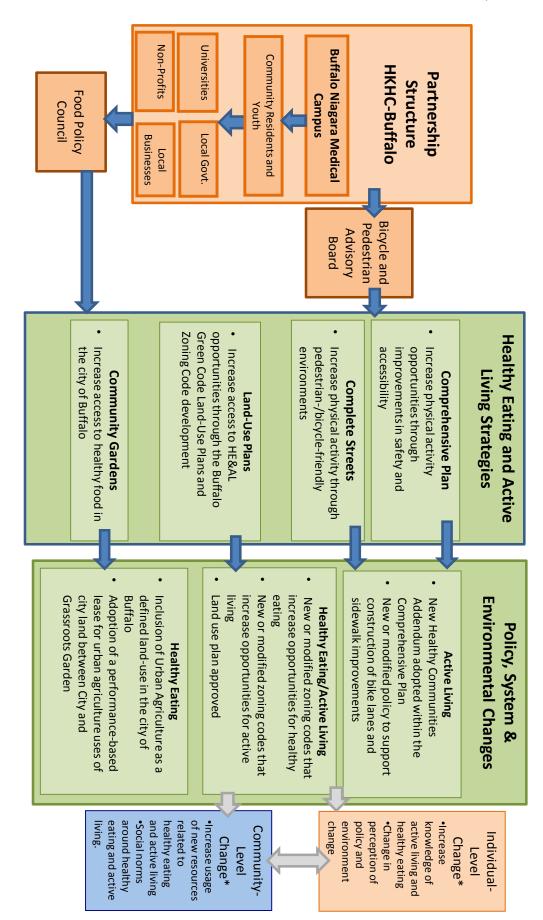
As noted previously, the healthy eating and active living strategies of the HKHC-Buffalo partnership were:

- Buffalo Green Code: The City of Buffalo is in the process of overhauling its zoning ordinance and crafting
 a land use plan to support the new zoning code (called the Buffalo Green Code). HKHC-Buffalo partners
 educated and engaged the public and decision-makers in this process and made recommendations to
 include language promoting a healthy community.
- Complete Streets: Go Bike Buffalo, Buffalo's lead partner in its Complete Streets initiatives, was
 instrumental in making Buffalo a more walkable and bikeable city. Go Bike Buffalo also established a
 Complete Streets Coalition.
- Corner Stores: Partners used evidence and engagement of city officials and store owners to develop draft policies that will increase access to healthy foods and minimize junk foods/beverages in corner stores.
- *Community Gardens*: Partners linked community and school gardens, implemented new gardens, and developed policies to support community gardens and urban agriculture in Buffalo.
- School Wellness: Partners worked with the Buffalo City School District to make comprehensive changes
 to the school wellness policy that included provisions for health and safety measures for active commuting
 to and from school, and for community engagement around school and neighborhood health.

APPENDIX A: HKHC -BUFFALO PARTNERSHIP EVALUATION LOGIC MODEL, cont.

Buffalo, NY HKHC Logic Model Buffalo Niagara Medical Campus, Inc.

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^{*}Not responsibility of Community Partner to measure

APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey Results

To enhance understanding of the capacity of each community partnership, an online survey was conducted with project staff and key partners involved with Healthy Kids, Healthy Communities- Buffalo Partnership during the final year of the grant. Partnership capacity involves the ability of communities to identify, mobilize, and address social and public health problems.¹⁻³

Methods

Modeled after earlier work from the Prevention Research Centers and the Evaluation of Active Living by Design⁴, an 82-item partnership capacity survey solicited perspectives of the members of the Healthy Kids, Healthy Communities- Buffalo Partnership on the structure and function of the partnership. The survey questions assisted evaluators in identifying characteristics of the partnership, its leadership, and its relationship to the broader community.

Questions addressed respondents' understanding of Healthy Kids, Healthy Communities-Buffalo Partnership in the following areas: partnership capacity and functioning, purpose of partnership, leadership, partnership structure, relationship with partners, partner capacity, political influence of partnership, and perceptions of community members. Participants completed the survey online and rated each item using a 4-point Likert-type scale (strongly agree to strongly disagree). Responses were used to reflect partnership structure (e.g., new partners, committees) and function (e.g., processes for decision making, leadership in the community). The partnership survey topics included the following: the partnership's goals are clearly defined, partners have input into decisions made by the partnership, the leadership thinks it is important to involve the community, the partnership has access to enough space to conduct daily tasks, and the partnership faces opposition in the community it serves. The survey was open between September 2013 and December 2013 and was translated into Spanish to increase respondent participation in predominantly Hispanic/Latino communities.

To assess validity of the survey, evaluators used SPSS to perform factor analysis, using principal component analysis with Varimax with Kaiser Normalization (Eigenvalue >1). Evaluators identified 15 components or factors with a range of 1-11 items loading onto each factor, using a value of 0.4 as a minimum threshold for factor loadings for each latent construct (i.e., component or factor) in the rotated component matrix.

Survey data were imported into a database, where items were queried and grouped into the constructs identified through factor analysis. Responses to statements within each construct were summarized using weighted averages. Evaluators excluded sites with ten or fewer respondents from individual site analyses but included them in the final cross-site analysis.

Findings

Eight of the project staff and key partners involved with Healthy Kids, Healthy Communities-Buffalo Partnership completed the survey. See Partnership and Community Capacity Survey Results tables starting on page 29.

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No response

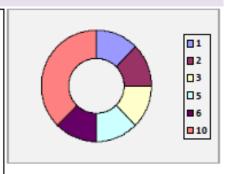
APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS

Partnership and Community Capacity Survey Respondent Summary

Community P	artners	hip					
Buffalo						Respondents (n= 8)
			Resp	ondent Characte	ristics		
Gender Female Male No response Age Rang 18-25 26-45 46-65	6 2 0	American Indian or Alaskan Native Asian White African American/ Black Pacific Islander/ Native Hawaiian	1 0 8 1	Race/Ethnicity Hispanic or Latino Not Hispanic or Latino Don't know/ Unsure ethnicity Refused to identify ethnicity Other ethnicity	0 0 0 0	Identified Role Community Partnership Lead Community Partnership Partner Community Leader Community Member Public Official Other role	4 5 2 2 0 0
66+	0						

Type of Affiliated Organization

Faith- or Community Based Organization	1	12.5%	(1)
School (district, elementary, middle, high)	1	12.5%	(2)
Local Government Agency (city, county)	1	12.5%	(3)
University or Research/Evaluation Organization	0	0.0%	(4)
Neighborhood Organization	1	12.5%	(5)
Advocacy Organization	1	12.5%	(6)
Health Care Organization	0	0.0%	(7)
Child Care or Afterschool Organization	0	0.0%	(8)
Other	3	37.5%	(10)
No response	0	0.0%	(999)



Partnership and Community Capacity Data

Provision of required space and equipment

Participants provided level of agreement to statements indicating the community partnership provided adequate space, equipment, and supplies to conduct business and meetings.

Strongly agree	36.11%	Strongly disagree	0.00%
Agree	16.67%	I don't know	41.67%
Disagree	1.39%	No response	4.17%

Partner skills and communication

Participants provided level of agreement to statements supporting partner skills and ability to communicate with and engage multiple types of people (e.g., public officials, community leaders).

	, , , , , , , , , , , , , , , , , , , ,		
Strongly agree	45.45%	Strongly disagree	0.00%
Agree	53.41%	I don't know	1.14%
Disagree	0.00%	No response	0.00%

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

Community and community members	Community	v and	community	members
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Participants provided level of agreement to statements suggesting the communities are good places to live, and that community members are helpful, can be trusted, and share the same goals or values.

Strongly agree	47.73%	Strongly disagree	0.00%
Agree	43.18%	I don't know	7.95%
Disagree	0.00%	No response	1.14%

Partner and community involvement

Participants provided level of agreement to statements indicating partners and the community were actively involved in partnership activities, meetings, and decisions.

Strongly agree	57.50%	Strongly disagree	0.00%
Agree	40.00%	I don't know	0.00%
Disagree	2.50%	No response	0.00%

Partner and partnership development

Participants provided level of agreement to statements suggesting the partnership and its partners seek ways learn, develop, and enhance sustainability.

Strongly agree	15.00%	Strongly disagree	5.00%
Agree	37.50%	I don't know	25.00%
Disagree	15.00%	No response	2.50%

Partnership structure, organization, and goals

Participants provided level of agreement to statements suggesting partnership has processes in place related to structure, meeting organization, and goals.

, ,			
Strongly agree	41.67%	Strongly disagree	0.00%
Agree	29.17%	I don't know	22.92%
Disagree	4.17%	No response	2.08%

Relationship between partners and leadership

Participants provided level of agreement to statements indicating the leadership and partners trust and support each other.

Strongly agree	59.38%	Strongly disagree	0.00%
Agree	31.25%	I don't know	6.25%
Disagree	3.13%	No response	0.00%

Community members intervene

Participants provided level of agreement to statements indicating that community members can be counted on intervene in instances where someone is disrespectful, disruptive, or harmful to another community member.

Strongly agree	20.83%	Strongly disagree	8.33%
Agree	25.00%	I don't know	16.67%
Disagree	29.17%	No response	0.00%

Leadership motivation

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

Participants provided level of agreement to statements suggesting the leadership is motivated to help others, work with diverse groups, shows compassion, and follows through.

Strongly agree	71.88%	Strongly disagree	0.00%
Agree	21.88%	I don't know	6.25%
Disagree	0.00%	No response	0.00%

Community member and partner participation

Participants provided level of agreement to statements indicating that community members and partners have opportunities to serve in leadership roles and participate in group decision-making.

Strongly agree	54.17%	Strongly disagree	0.00%
Agree	25.00%	I don't know	8.33%
Disagree	12.50%	No response	0.00%

Involvement in other communities

Participants provided level of agreement to statements suggesting leadership and partners are involved in other communities and various community groups, and help communities work together.

Strongly agree	37.50%	Strongly disagree	0.00%
Agree	46.88%	l don't know	12.50%
Disagree	3.13%	No response	0.00%

Community member willingness to assist

Participants provided level of agreement to statements suggesting most community members help neighbors and solve community problems. It also suggested some community members may take advantage of others.

Strongly agree	56.25%	Strongly disagree	0.00%
Agree	18.75%	I don't know	18.75%
Disagree	3.13%	No response	3.13%

Core leadership and leadership skills

Participants provided level of agreement to statements suggesting the community partnership has a core leadership group organizing efforts, and that leaders have the skills to help the partnership achieve its goals.

Strongly agree	56.25%	Strongly disagree	0.00%
Agree	43.75%	l don't know	0.00%
Disagree	0.00%	No response	0.00%

Partner motivation

Participants provided level of agreement to statements indicating that partners won't give up in their efforts to create change and increase sense of community through the partnership.

Strongly agree	37.50%	Strongly disagree	0.00%
Agree	54.17%	I don't know	4.17%
Disagree	4.17%	No response	0.00%

Visibility of leadership

Participants provided level of agreement to statements suggesting the leadership is known in the community and works with public officials.

Strongly agree	37.50%	Strongly disagree	0.00%
Agree	37.50%	I don't know	18.75%
Disagree	6.25%	No response	0.00%

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APPENDIX B: PARTNERSHIP AND COMMUNITY CAPACITY SURVEY RESULTS, cont.

Community Partnership

Leadership I	ives in t	the co	mmur	nity
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Participants provided level of agreement to a statement indicating that at least one member of the leadership resides within the community.

Strongly agree	87.50%	Strongly disagree	0.00%
Agree	0.00%	I don't know	12.50%
Disagree	0.00%	No response	0.00%

Leadership has a respected role in the community

Participants provided level of agreement to a statement that suggests at least one member of the leadership team has a respected role in the community.

Strongly agree	75.00%	Strongly disagree	0.00%
Agree	12.50%	I don't know	12.50%
Disagree	0.00%	No response	0.00%

Community partnership initiatives are known

Participants provided level of agreement to a statement suggesting that community members are aware of the partnership's initiatives and activities.

Strongly agree	37.50%	Strongly disagree	0.00%
Agree	50.00%	I don't know	12.50%
Disagree	0.00%	No response	0.00%

Division of resources

Participants provided level of agreement to a statements suggesting that resources are equally divided among different community groups (e.g., racial/ethnic, lower income).

Strongly agree	25.00%	Strongly disagree	0.00%
Agree	50.00%	I don't know	25.00%
Disagree	0.00%	No response	0.00%

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APPENDIX C: HEALTHY KIDS, HEALTHY COMMUNITIES-BUFFALO PARTNER LIST

Organization/Institution	Partner	
Civic Organization	Buffalo Niagara Medical Campus, Inc.*	
	Wellness Institute for Greater Buffalo and Western New York	
College/University	University of Buffalo School of Architecture and Planning	
Community-Based Organizations	Grassroots Gardens	
	Massachusetts Avenue Project	
Policy/Advocacy Organization	Go Bike Buffalo	
	Bert's Bikes and Fitness	
Schools	Buffalo Public School District	
	Charter Schools	
Municipal Planning	New York State Department of Transportation	
	Empire State Development	
	Office of Strategic Planning, City of Buffalo	
	Department of Public Works, Parks, and Streets, City of Buffalo	
	Erie County Department of Health	
Youth	Local high school students	

^{*} Denotes the Lead Agency for the partnership

APPENDIX D: SOURCES AND AMOUNT OF FUNDING LEVERAGED

Sources of Revenue			
Community Partnership Buffalo			
Resource source		Amount	Status
Business	Year		
Matching funds			
	2010		Annual total \$1,500.00
		\$1,500.00	Accrued
	2011		Annual total \$1,800.00
		\$1,800.00	Accrued
Sum of revenue generated by resour	rce source	\$3,300.00	
State government	Year		
Other			
	2011		Annual total \$54,600.00
		\$54,600.00	Accrued
	2013		Annual total \$105,000.00
		\$105,000.00	Accrued
Sum of revenue generated by resour	rce source	\$159,600.00	
National government	Year		
Other			
	2013		Annual total \$300,000.00
		\$300,000.00	Accrued
Sum of revenue generated by resour	rce source	\$300,000.00	
Foundation	Year		
HKHC funds			
	2010		Annual total \$105,812.00
		\$500.00	Accrued
		\$2,565.00	Accrued
		\$514.00	Accrued
		\$56,778.00	Accrued
		\$45,455.00	Accrued
	2011		Annual total \$112,006.00
		\$3,911.00	Accrued
		\$162.00	Accrued
		\$412.00	Accrued

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APPENDIX D: SOURCES AND AMOUNT OF FUNDING LEVERAGED, cont.

Community Partnership Buffalo	0		
Resource source		Amount	Status
		\$500.00	Accrued
		\$55,906.00	Accrued
		\$51,115.00	Accrued
	2012		Annual total \$64,082.00
		\$51,843.00	Accrued
		\$500.00	Accrued
		\$1,238.00	Accrued
		\$497.00	Accrued
		\$10,004.00	Accrued
	2013		Annual total \$77,069.00
		\$6,000.00	Accrued
		\$8,000.00	Accrued
		\$1,000.00	Accrued
		\$7,700.00	Accrued
		\$730.00	Accrued
		\$4,229.00	Accrued
		\$500.00	Accrued
			Accrued
		\$4,000.00	
	1	\$44,910.00	Accrued
Matching funds	2010		Annual total \$10,000.00
	2010	£10,000,00	
		\$10,000.00	Accrued
	2011		Annual total \$32,129.00
		\$2,809.00	Accrued
		\$29,320.00	Accrued
	2012		Annual total \$54,500.00
		\$54,500.00	Accrued
Other			
	2012		Annual total \$50,000.00
		\$50,000.00	Accrued
Sum of revenue generated by resor	urce source	\$505,598.00	
Non-profit organization	Year		

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APPENDIX D: SOURCES AND AMOUNT OF FUNDING LEVERAGED. cont.

Community Partnership	Buffalo		
Resource source		Amount	Status
Matching fu			
	2010		Annual total \$71,545.00
		\$175.00	Accrued
		\$3,000.00	Accrued
		\$3,120.00	Accrued
		\$4,750.00	Accrued
		\$5,000.00	Accrued
		\$10,000.00	Accrued
		\$1,500.00	Accrued
		\$6,000.00	Accrued
		\$4,000.00	Accrued
		\$20,000.00	Accrued
		\$4,000.00	Accrued
		\$4,500.00	Accrued
		\$5,500.00	Accrued
	2011		Annual total \$144,870.00
		\$4,000.00	Accrued
		\$20,000.00	Accrued
		\$5,500.00	Accrued
		\$10,000.00	Accrued
		\$5,000.00	Accrued
		\$6,000.00	Accrued
		\$3,000.00	Accrued
		\$3,120.00	Accrued
		\$4,750.00	Accrued
		\$75,000.00	Accrued
		\$4,500.00	Accrued
		\$4,000.00	Accrued
	2012		Annual total \$69,870.00
		\$10,000.00	Accrued
		\$4,750.00	Accrued
		\$3,000.00	Accrued

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APPENDIX D: SOURCES AND AMOUNT OF FUNDING LEVERAGED, cont.

Community Partnership	Buffalo			
Resource source	22.1010		Christian	
Nesource source		Amount \$5,000.00	Status Accrued	
		\$3,120.00	Accrued	
		\$20,000.00	Accrued	
		\$4,000.00	Accrued	
		\$4,000.00	Accrued	
		\$4,500.00	Accrued	
		\$5,500.00	Accrued	
		\$6,000.00	Accrued	
	2013		Annual total	\$69,870.00
		\$4,000.00	Accrued	
		\$10,000.00	Accrued	
		\$5,500.00	Accrued	
		\$4,750.00	Accrued	
		\$3,120.00	Accrued	
		\$3,000.00	Accrued	
		\$6,000.00	Accrued	
		\$20,000.00	Accrued	
		\$4,000.00	Accrued	
		\$4,500.00	Accrued	
		\$5,000.00	Accrued	
Sum of revenue generated b	v resource source	\$356,155.00		
School	Year	\$330,133.00		
Other				
	2011		Annual total	\$3,000.00
		\$3,000.00	Accrued	
Sum of revenue generated b	y resource source	\$3,000.00		
and Total			\$1,327	653.00

APPENDIX E: STREET DESIGN ENVIRONMENTAL AUDIT SUMMARY REPORT

APPENDICES 39

Healthy Kids, Healthy Communities-Buffalo Street Design Environmental Audit

Summary Report

Prepared by Transtria LLC



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BACKGROUND

Healthy Kids, Healthy Communities (HKHC) is a national program of the Robert Wood Johnson Foundation (RWJF) whose primary goal is to implement healthy eating and active living policy, system, and environmental change initiatives that can support healthier communities for children and families across the United States. Healthy Kids, Healthy Communities places special emphasis on reaching children who are at highest risk for obesity on the basis of race/ethnicity, income, and/or geographic location.

Buffalo, New York was selected as one of 49 communities to participate in HKHC, and the Buffalo Niagara Medical Campus, Inc. is the lead agency for their community partnership, Healthy Kids, Healthy Communities- Buffalo. Buffalo has chosen to focus its work on bicycle and pedestrian issues, physical and environmental landscape changes to support healthy eating and active living, creating a food policy council, influencing land use and zoning in the city of Buffalo, enhancing Complete Streets work, expanding access to healthy foods through community gardens and a healthy retail initiative, creating opportunities for children to actively commute to school and have healthy after-school activities, and working with local city administration to include principles of health in municipal policy. Transtria LLC, a public health evaluation and research consulting firm located in St. Louis, Missouri, is funded by the Robert Wood Johnson Foundation to lead the evaluation and dissemination activities from April 2010 to March 2014. For more information about the evaluation, please visit www.transtria.com.

In order to better understand the impact of their work in street design, Healthy Kids, Healthy Communities-Buffalo representatives chose to participate in the enhanced evaluation data collection activities. This supplementary evaluation focused on the six cross-site HKHC strategies, including: parks and play spaces, active transportation, farmers' markets, corner stores, physical activity standards in childcare settings, and nutrition standards in childcare settings. Communities used two main methods as part of the enhanced evaluation, direct observation and environmental audits. Buffalo chose to collect data on street design using the environmental audit method.

METHODS

Street Design Environmental Audit

Environmental auditing is a method used to assess the presence or absence of different features as well as the quality or condition of the physical environment. In this case, the audits were developed to assess the supports and barriers for active transportation (e.g., walking, biking) as part of an active lifestyle on ten different street segments in Buffalo. More specifically, the Buffalo environmental audits were used to assess street, sidewalk, and intersection improvements around two schools: Wholers Avenue near Hamlin Park School (School 74) and Clinton Street near Bennett Park Montessori School (School 32). Construction on Wholers Avenue was completed by post-assessment, but construction was still underway on Clinton Street during post-data collection.

The street design environmental audit tool was modified from the Active Neighborhood Checklist, an evidence-based tool designed to assess characteristics facilitating or inhibiting active transportation within a community or specified geographic area. The tool captures land use (e.g., residential, retail, public, and recreational), street and intersection characteristics (e.g., traffic speed, traffic calming measures), public transportation (e.g., transit stops and amenities), places to walk (e.g., sidewalk presence and quality), places to bicycle (e.g., bike lanes and quality), and the quality of the environment (e.g., public art, litter).

Each audit tool was completed for a street "segment." Segments are short lengths of a street – usually a block long from one cross street to the next. The pre-assessment audits began on July 12, 2012 on Wholers Avenue between Glenwood and Ferry. Wholers Avenue segments Hamlin to Northland, Brunswick to Hamlin, Butler to Brunswick, Goulding to Butler, and Ferry to Goulding were conducted on July 24, 2012. Clinton Street pre-assessment audits were conducted on July 24, 2012 for segments Michigan to Pine and Pine to Essex, and on October 15, 2012 for segments Essex to Hickory and Hickory to Jefferson. Wholers Avenue post-assessment audits began on June 25, 2013 for segments Ferry to Goulding, Goulding to Butler, Butler to Brunswick, Brunswick to Hamlin, and Hamlin to Northland. The audit for Glenwood to Ferry was conducted on June 26, 2013. Clinton post-assessment audits began on June 13, 2013 with the Pine to Essex segment. This segment was finished on June 25, 2013, when the other Clinton segments were also audited, including Michigan to Pine, Essex to Hickory, and Hickory to Jefferson. One staff person from the Buffalo partnership conducted all audits.

Transtria staff performed data entry and validation. For several street segments, data were collected separately for different sides of each street. In order to establish continuity of the data, Transtria staff combined segments with separate audits for each side onto a single form per segment and then checked for accuracy. Double data entry was performed to ensure accuracy of data; percent agreement was 98.6% for pre-assessment data, and 98.6% for post-assessment data, and all errors were fixed. Data from these new combined forms were used for analysis.

RESULTS BY STREET

Frequencies of the audited features are presented in Appendix A. Below describes the pre-assessment data and highlights changes that were recorded at post-assessment.

Wholers Avenue near Hamlin Park School (School 74)

Six segments were audited on Wholers Avenue. Construction was occurring at three of the six segments during pre-assessment (Glenwood to Ferry, Ferry to Goulding, and Hamlin to Northland). During post-assessment, there was no construction along Wholers Avenue.

Land Uses

Half of the segments were characterized as having no residential uses present, while the others had only residential uses (n=1) or a mixture of non-residential and residential land uses (n=2). The predominant land uses on this street were residential buildings (namely multi-unit homes), schools, and parking lots. Schools were recorded along the segments of Glenwood to Ferry and Hamlin to Northland. No public recreation facilities, community gardens or open green space was observed. All but one segment had on-street parking.

Differences observed post-assessment (either real or error):

- Changes to general land uses were recorded (one segment changed from mix of residential and non-residential land uses to only non-residential land uses)
- 1 segment was observed to have a single-family home
- 1 small parking lot was added
- 1 playground was added for the segment from Glenwood to Ferry

Public Transportation

There were transit stops present on one side of Wholers Avenue for five of the six segments, all but Butler to Brunswick. There were no amenities recorded at any of these stops.

Differences observed post-assessment (either real or error):

None

Street and Intersection Characteristics

Wholers Avenue was a two-lane road with no marked lanes. No speed limit signs were recorded. Three segments had a stop sign or light for crossing the segment, with one stop light lacking a walk signal. Crosswalks were observed on only one segment.

<u>Differences observed post-assessment (either real or error):</u>

 An additional stop sign or light and an additional crosswalk were recorded on the Hamlin to Northland segment, however, the pre-assessment data for street characteristics on Hamlin to Northland was left blank, so it could not be determined if this was a change between collection of pre and post audits.

Sidewalk Characteristics

Five of the six segments possessed positive sidewalks qualities: sidewalks on both sides of the street, a grassy or other buffer, trees in the buffer, continuous sidewalks and width ≥ 3 feet for most of the segment. One segment, namely Glenwood to Ferry, had these qualities on only one side of the street. Negative sidewalks qualities were observed on 1-2 segments: width < 3 feet for any part of the segment (n=1 segment, Butler to Brunswick on both sides), missing curb cuts at intersections or driveways (n=2 segments, Glenwood to Ferry and Hamlin to Northland on both sides of the street), major bumps, cracks, holes or weeds (n=1, Ferry to Goulding segment on one side of the street). No permanent obstructions were observed.

<u>Differences observed post-assessment (either real or error):</u>

- Positive sidewalk qualities:
 - The positive sidewalk qualities noted above were observed on both sides of the street on Glenwood to Ferry (versus just one side at pre-assessment).
- Negative sidewalk qualities:
 - The width of the sidewalk was < 3 feet on one side of street on Glenwood to Ferry but no longer on Butler to Brunswick.
 - Missing curb cuts and major bumps, cracks, holes or weeds were no longer present on the segment from Ferry to Goulding.

Places to Bicycle

With the exception of bike parking on one segment (Hamlin to Northland), no bike lanes, shoulders, or bike-related signs were observed. The observer did not perceive the street to be a safe place to ride for any segment along Wholers Ave.

Differences observed post-assessment (either real or error):

 Bike parking was no longer recorded between Hamlin and Northland, but instead it was recorded on the segment from Glenwood to Ferry.

Quality of the Environment

Qualities of the pedestrian environment that were assessed included amenities, public art, shading, lighting, slope and physical disorder. No pedestrian amenities (e.g., bench, drinking fountain) or public art was observed. Tree shade varied from none/little (n=2 segments), some (n=2 segments), and a lot (n=2 segments). Some street lighting was recorded on 4 of the 6 segments; with 1 segment having

none or a little street lighting. The slope was flat/gentle for all segments. One segment had buildings with broken or boarded windows present, and five segments had litter or broken glass.

<u>Differences observed post-construction (either real or error):</u>

- A pedestrian bench was recorded.
- An additional building with broken/boarded windows was observed.
- Fewer segments possessed litter or broken glass (from 5 to 3 segments).

Key Takeaways: Wholers Avenue

- Some changes were observed between pre- and post-assessment - some of which were real changes and others may be the result of measurement error.
- Access to bus stops was good.
- Improvements in sidewalks were recorded on Glenwood to Ferry.
- Bike facilities were lacking.

Clinton Street near Bennett Park Montessori School (School 32)

Four segments were audited on Clinton Street. Although no construction on a building or section of roadway was recorded on the audit tool, the observer noted through email correspondence that construction was still underway during post-assessments.

Land Uses

Along these four segments, one was listed as only residential and three were listed as a mixture as both residential and non-residential land uses. Residential building/yards and parking lots were the predominant land use on three of four segments with other uses observed on fewer segments. Residential uses were present on two segments, including multi-unit homes and apartments/condominiums. Two segments had public recreation facilities or equipment present. The segment from Essex to Hickory had an indoor fitness facility, sports or playing field and court, playground, and pool facility. An open green space was observed on three segments. All four segments had non-residential land uses present including faith-based organizations (n=2 segments), social services (n=1 segment), medical facility (n=1 segment), other retail space (n=1 segment), school (n=1 segment), or a high-rise office building (n=1 segment). All four segments had parking facilities present, including on-street parking (n=1 segment), a small lot or garage (n=1 segment), and medium to large lot or garage (n=3 segments).

Differences observed post-construction (either real or error):

- Butler to Brunswick was observed as only non-residential (originally recorded as only residential at pre-assessment).
- A community garden or greenhouse was observed on one segment (vs. none at preassessment)
- A green space was dropped from one segment

Public Transportation

All four street segments had transit stops present on one side of the street.

Differences observed post-assessment (either real or error):

None

Street and Intersection Characteristics

Clinton Street was a two-lane road with marked lanes and speed limit of 15 MPH. All segments had a stop sign or light for crossing the street—none were recorded to have walk signals. Two segments had a crosswalk.

Differences observed post-assessment (either real or error):

• Two segments (Pine to Essex segment and the Essex to Hickory segment) no longer had stop lights without a walk signal.

Sidewalk Characteristics

Sidewalks were present on one side of the street for two segments (Pine to Essex and Essex to Hickory) and on both sides of the street for the other segments. As for positive sidewalk qualities, grassy or other buffers were observed on one side of the street for three segments and both sides of the street for one segment. Half of the segments had trees in the buffer. Sidewalks were continuous and ≥ 3 feet for all segments (and sides of segments) with sidewalks. Negative sidewalk qualities varied across the segments. No sidewalks were observed as being <3 feet. Missing curb cuts were observed on one side of the street for one segment (Hickory to Jefferson) and both sides for another segment (Essex to Hickory). Major bumps, cracks, holes or weeds were observed on one side of the street for two segments (Hickory to Jefferson and Pine to Essex) and both sides for another segment (Essex to Hickory). Permanent obstructions were recorded on one side of the street for one segment (Pine to Essex) and both sides of the street for two segments (Essex to Hickory and Hickory to Jefferson).

Differences observed post-assessment (either real or error):

- All segments had sidewalks on both sides of the street (versus only two segments at preassessment).
- Positive sidewalk qualities:
 - A grassy or other buffer and trees were added to one side of the street on one segment (Essex to Hickory). Trees were now in the buffer on both sides of the street on this segment.
 - As a result of adding sidewalks, sidewalks were recorded as continuous on both sides of the street for all segments.
- Negative sidewalk qualities:
 - Sidewalk width < 3 feet was observed on one side of an additional segment (Essex to Hickory)
 - Missing curb cuts were observed on two additional segments (Michigan to Pine on one side and Pine to Essex on both sides)
 - Permanent obstructions were no longer recorded on one side of the street for one segment (Hickory to Jefferson), but continued to be observed on both sides of the street for two segments (Pine to Essex and Essex to Hickory).

Places to Bike

With the exception of bike parking on two segments, no bike lanes, shoulders, or bike-related signs were recorded. However, the observer perceived the wide outside lane on Clinton Street to be a safe place to ride a bike. A permanent obstruction blocking the biking area was recorded on one segment (Michigan to Pine)

Differences observed post-assessment (either real or error):

- No bike parking was recorded (originally recorded on two segments).
- Permanent obstructions blocking the biking area were no longer present on any segment.

Quality of the Environment

Qualities of the pedestrian environment that were assessed included amenities, public art, shading,

lighting, slope and physical disorder. Amenities, namely a bench, were recorded on one segment (Pine to Essex). No public art was observed. Tree shade varied between none/little (n=1 segment), some (n=1 segment), and a lot (n=2 segments). Three of the four segments had a lot of street lighting, and one segment had some street lighting. The slope was recorded as flat/gentle for three segments and moderate for one segment. No segments possessed buildings with broken/boarded windows; however all had visible litter or broken glass on the ground.

<u>Differences observed post-assessment (either real</u> or error):

 An additional segment was recorded as having none/little tree shade (previously coded as "some").

Key Takeaways: Clinton Street

- Some changes were observed between pre- and post-assessment - some of which were real changes and others may be the result of measurement error.
- Access to bus stops was good.
- Walk signals were added to two segments with stop signs/lights.
- Improvements in sidewalks were recorded. Sidewalks were added to one side of two segments, and buffers and trees were added to one segment (Pine to Essex).
- Although specified bike facilities were lacking, the road was perceived as safe to bike on, suggesting an opportunity to add bike facilities in the future.
- The three segments originally coded as having "a lot" of street lighting were coded to now have "some" street lighting.
- The one segment with a moderate slope was now recorded as having a flat/gentle slope.

Appendix A

Characteristics	Wholers	Wholers	Clinton	Clinton
	Ave/Pre	Ave/Post	St/Pre	St/Post
Ruilding or section of the sidewell/readway	n=6	n=6	n=4	n=4
Building or section of the sidewalk/roadway under construction or being replaced	3	0		0
Land uses:				
General land uses present	1	1	1	0
Only residential Both residential and non-residential	2	1 1	3	3
	3	4	0	1
Only non-residential	3	4	U	I
Predominant land use	-		0	2
Residential building/yards	5 2	5	3	3
Schools/schoolyards		2	1	1
Parking lots or garages	2	2	3	3
Park with exercise/sports facilities or equipment	0	0	2	2
Designated green space	0	0	1	1
Other non-residential	1	0	2	2
Residential land uses present	3	4	2	2
Single-family homes	0	1	0	0
Multi-unit homes	3	3	1	1
Apartments or condominiums	0	0	2	2
Parking facilities present	5	6	4	4
On-street, including angled parking	5	4	1	1
Small lot or garage	1	2	1	1
Medium to large lot or garage	1	1	3	3
Public recreation/facilities present				
Public recreation facilities/equipment	0	1	2	2
present				
Park with exercise/sport or playground	0	0	2	2
Indoor fitness facility	0	0	1	1
Sports/playing field	0	0	1	1
Sports/playing court	0	0	1	1
Playground	0	1	1	1
Pool facility	0	0	1	1
Natural features or gardens visible in this	1	1	3	3
segment				
Community gardens or greenhouses	0	0	0	1
Residential gardens or greenhouses	1	1	0	0
Open green space	0	0	3	2
Non-residential land uses present	2	2	4	4
Faith-based organization	0	0	2	2
Social services	0	0	1	1
Medical facility	0	0	1	1
Other retail	0	0	1	1
School	2	2	1	1

Characteristics	Wholers Ave/Pre	Wholers Ave/Post	Clinton St/Pre	Clinton St/Post
Public transportation:				
Transit stop	1	1	0	0
None	5	5	4	4
One side of street				
Street and intersection characteristics:				
Posted speed limit:	N/A	N/A	15 MPH	15 MPH
Special speed zone:	N/A	N/A	15 MPH	15 MPH
Number of lanes on street:	2	2	2	2
Marked lanes	0	0	4	4
Stop sign or light for crossing this segment	3	4	4	4
Stop lights without a walk signal	1	0	4	2
Crosswalk for crossing this segment	1	2	2	2
Street lighting				
None/a little	1	2	0	0
Some	4	4	1	4
A lot	0	0	3	0
Sidewalk characteristics:				
Sidewalk				
One side of street	1	0	2	0
Both sides of street	5	6	2	4
Grassy/other type of buffer between the curb and sidewalk				
One side of street	1	0	3	2
Both sides of street	5	6	1	2
Trees in buffer				
None	0	0	2	2
One side of street	1	0	2	1
Both sides of street	5	6	0	1
Sidewalk continuous within segment				
One side of street	1	0	2	0
Both sides of street	5	6	2	4
Sidewalk continuous between segments				
One side of street	1	0	2	0
Both sides of street	5	6	2	4
Width of the sidewalk ≥ 3 feet for most of				
segment				
One side of street	1	0	2	1
Both sides of street	5	6	2	3
Width of the sidewalk < 3 feet for any part of				
segment				
None	5	5	4	3
One side of street	0	1	0	1
Both sides of street	1	0	0	0
Missing curb cuts at intersections or driveways				
None	4	6	2	0
One side of street	0	0	1	2
Both sides of street	2	0	1	2

Characteristics	Wholers Ave/Pre	Wholers Ave/Post	Clinton St/Pre	Clinton St/Post
Major bumps, cracks, holes, or weeds in the sidewalk				
None	5	6	1	2
One side of street	1	0	2	1
Both sides of street	0	0	1	0
Permanent obstructions in walk area				
None	6	6	1	2
One side of street	0	0	1	0
Both sides of street	0	0	2	2
Places to bicycle:				
"Designated bike route" or "Share the Road" sign	0	0	0	0
Bike lane	0	0	0	0
On-street, paved, and marked shoulder	0	0	0	0
Shoulder ≥ 4 feet present	0	0	0	0
Shoulder that continues to the next segment at both ends	0	0	0	0
Permanent obstructions blocking biking area on one or more sides of street	0	0	1	0
Not safe to ride on street	6	6	0	0
Perceived as safe to ride on:				
Street	0	0	4	4
Wide outside lane (≥ 15 feet)	0	0	4	4
Bike parking present on one or more sides of the	1	1	2	0
street				
Quality of the environment:				
Any pedestrian amenities (e.g., bench, drinking fountain, pedestrian-scale lighting) present	0	1	1	1
Pedestrian bench	0	1	1	1
Public art	0	0	0	0
Tree shade				
None/little	2	1	1	2
Some	2	3	1	0
A lot	2	2	2	2
Street lighting				
None/a little	1	2	0	0
Some	4	4	1	4
A lot	0	0	3	0
Slope				
Flat/gentle	6	6	3	4
Moderate	0	0	1	0
Steep	0	0	0	0
Buildings with broken/boarded windows present	1	2	0	0
Litter or broken glass on the ground present	5	3	4	2

Appendix B – Street Design Environmental Audit Tool

Evaluation of Healthy Kids, Healthy Communities

Street Design E	:nvironmentai Audit	1001			Street ID (Transtria use only):		_
Street name:					Community partnership:		
					Date:		_
							_
					Start Time: : : O AM O PM		
					End Time: : O AM O PM		
	land uses are present						
	and non-residential land		ent? (Circle	5.a. Park with exercise/sport or playground		
one.)	T=T				facilities	No	Yes
All residential	Both residential and non-residential	All non-res	sident	tial	5.b. Indoor fitness facility (e.g., YMCA, Bally's, community center)	No No	Yes
2. What is the pred	dominant land use? (Se	lect one or two			5.c. Golf course	No I	Yes
2.a. Residential	buildings/yards		No I	Yes	5.d. Off-road walking/biking trail	No	Yes
2.b. Commercia	l or public/government t	buildings	□ so	☐ Yes	5.e. Sports/playing field	□ No	Yes
	noolyards (elementary, r	middle,					
high school)			No	Yes	5.f. Sports/playing court	No	Yes
2.d. Parking lots	or garages		□ No	Yes	5.g. Playground	□ No	Yes
	xercise/sports facilities	or			o.g. r rayground		
playground equipr	•		No	Yes	5.h. Pool facility	No	Yes
2.f. Abandoned	building/home/vacant le	ot					
(uninhabited and ι	unmaintained)		No	Yes	5.i. Other, specify:	No	Yes
2.g. Undevelope	ed land (maintained)		□ No	Yes	6. Are any features visible in this segment? (If no, skip to Question 7)	□ No	Yes
2.h. Designated green space (included park with							
no exercise/play facilities)		No	Yes	6.a. Community gardens or greenhouses	No	Yes	
2.i. Other non-residential, specify:		□ so	Yes	6.b. School gardens or greenhouses	□ No	Yes	
3. Are residential (uses present? (If no, skip	to Question 4)	□ No	☐ Yes	6.c. Residential gardens or greenhouses	□ No	☐ Yes
3.a. Single famil	y homes		□ No	Yes	6.d. Small body of water (e.g., pond, stream)	□ No	Yes
	<u>-</u>				6.e. Open green space (e.g., wooded area,		
3.b. Multi-unit ho	omes (2-4 units)		No	Yes	swamp, meadow)	No	Yes
3.c. Apartments stories)	or condominiums (> 4 t	units, 1-4	□ No	☐ Yes	7. Is any building or section of the sidewalk/roadway under construction or being replaced? (If no, skip to Question 8)	□ No	Yes
3.d. Mixed-use (residential over comme	ercial)	□ No	Yes	7.a. Specify:		
3.e. Other (e.g.,	retirement home, mobil	le home)	□ No	☐ Yes	8. Are non-residential uses present? (If no, skip to Question 9)	□ No	Yes
4. Are parking faci	ilities present? (not inclu	uding					
residence parking	(If no, skip to Question 5)		No	Yes	8.a. Faith-based organization	No	Yes
4.a. On-street, ir	ncluding angled parking	I	□ No	Yes	8.b. Farmers' market	□ No	Yes
					8.c. Small grocery/convenience store (including		
4.b. Small lot or	garage (< 30 spaces)		No	Yes	in a gas station) or pharmacy	No	Yes
	arge lot or garage		□ No	Yes	8.d. Supermarket	□ No	Yes
•	eational facilities/equipm	nent			8.e. Food establishment (restaurant, bakery,		
present? (If no skin	to Question 6)		No	Yes	café coffee shop bar)	No	Yes

Comments?

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Evaluation of Healthy Kids, Healthy Communities

Section A: What land uses are present? (con	4 \			Section B: Is public transportation available?	1000	4 \		
Section A: What land uses are present? (con	τ.)			Section B: is public transportation available?	(COII	-		
					∐ No	Yes	Yes	
		No	Yes		NO	one	both	
8.f. Entertainment (e.g., movie theatre, arcade)			10.b. Covered shelter		side	sides	
			-					
					No	Yes	Yes	
8.g. Library		No	Yes	10.c. Other		one side	both sides	
o.g. Elorary						oido	GIGGG	
8.h. Post office		No	Yes	Section C: What street characteristics are vis	ible?	•		
8.i. Bank		No	Yes	11. Enter posted speed limit (99 if none):				
				(0.5)				
8.j. Social services		No	Yes	12. Enter special speed zone (99 if none):				
8.k. Police or fire station				13. Enter total # of lanes on street:				
o.k. Police of file station		No	Yes	13. Effet total # of laries off street.				
8.l. Laundry/dry cleaner		□ Na	Vas	14. Marked lanes?		□ Na	U Vaa	
on Edding your oleaner		No 🗆	Yes	14. Warked laries:		No 🗆	Yes	
8.m. Hair or nail shop		□ No	Yes	15. Median or pedestrian island?		No	Yes	
8.n. Medical facility		No	Yes	16. Turn lane?		No	Yes	
•				17. Stop sign or light for crossing this segment?	(If no.			
8.o. Vacant/for rent retail space		No		skip to Question 18)	, -,	No	Yes	
·				,				
8.p. Other retail (e.g., street vendor)		No	Yes	17.a. Any stop lights without a walk signal?		No	Yes	
8.q. School (elementary, middle, high school)		No	Yes	18. Crosswalk for crossing this segment?		No	Yes	
				19. Traffic calming device (e.g., roundabout, spe	ed			
8.r. Childcare center		No	Yes	bump) (If no, skip to Question 20)		No	Yes	
8.s. College, technical school, or university		No	Yes	, , , ,				
				20. Cul-de-sac (dead end street)? (If no, skip to Que	estion			
8.t. Big box store (e.g., Wal-Mart, Office Depor	t)	No	Yes	21)		No	Yes	
O Mall				20 - Cidemally an ent there were in end do a co				
8.u. Mall		No	Yes	20.a. Sidewalk or cut-through in cul-de-sac?		No	Yes	
8.v. Strip mall				Section D: Do you have a place to walk?				
6.v. Strip mail		No	Yes	Section B. Do you have a place to walk:				
					∐ No	∐ Yes	∐ Yes	
		No	Yes		140	one	both	
8.w. High-rise office building (> 5 stories)				21. Sidewalk present? (If no, skip to Question 31.)		side	sides	
			\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	22. Any commercial buildings adjacent to the	No	Yes	Yes	
8.x. Low-rise office building		No	Yes	sidewalk?		one side	both sides	
5				22. Any grands or other buffer between auch				
				23. Any grassy or other buffer between curb	No	Yes	Yes	
Section B: Is public transportation available?	•			and sidewalk along most of the segment? (If no,		one	both	
Section B. is public transportation available:				skip to Question 24)	_	side	sides	
	□ I	☐ Vaa	Vas		□ Na	Vac	U Vaa	
9. Are there any transit stops (bus, train, or	No	Yes one	Yes both		No	Yes one	Yes both	
other)? (If no, skip to Question 11)		side	sides	23.a. Trees in the buffer?		side	sides	
10. Are amenities present at any transit stop?	No	Yes	Yes		No	Yes	Yes	
(If no, skip to Question 11)		one	both	24. Sidewalk continuous within segment?		one	both	
(in no, only to successful 11)		side	sides	_ :: 5.45 Hall Soliding William Sognification		side	sides	
	□ No	⊔ Yes	Yes	OF Cidewalls configure to the	∐ No	Yes	Yes	
	INO	one	hoth	25. Sidewalk continuous <i>between</i> segments at	INU	one	both	
10.a. Bench		side	sides	both ends?		side	sides	

Comments?

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Evaluation of Healthy Kids, Healthy Communities

Section D. Do you h	ave a place to walk? (co	Section E. Do you have a place to bicycle?							
Description D. Do you in	iave a place to walk: (ct				Doditori E. Do you na	re a place to bicycle:			
		No	Yes	Yes	05 "Ob 11 - D 1" -	"D ' t - ' t - "	⊔ No	⊔ Yes	Ц Yes
		110	one	both		r "Designated bike route"	110	one	both
26. Width ≥ 3 ft. for n	nost of the sidewalk?		side		sign?			side	sides
		No	Yes one	Yes both			No	Yes one	Yes both
27. Width < 3 ft. for a	ny part of the sidewalk?		side	sides	36. Sharrow?			side	sides
28. Any missing curb	cuts or ramps at	No	Yes	Yes	37. Bike lane present (r	marked lanes on the	No	Yes	Yes
intersection or drivew	•		one side	both sides	street specifically for bi			one side	both sides
	,				1 7	,			
29 Any maior humns	s, cracks, holes, or weeds	No	Yes	Yes	20 On atract mayod a	on disease de la colde actività de la colonia de la coloni	No	Yes	Yes
in the sidewalk?	s, cracks, rioles, or weeds		one	both		nd marked shoulder? (If		one	both
in the sidewark?			side	sides	no, skip to Question 41.)			side	sides
		No	Yes	Yes			□ No	Yes	Yes
	bstructions (trees, signs,	140	one	both			140	one	both
tables) blocking the 3	ft. walk area?		side	sides	38.a. Shoulder ≥ 4 ft.	?		side	sides
31. Is there another s	safe place to walk? (If no,	No	Yes	Yes both	38.b. Shoulder contin	uous between segments	No	Yes	Yes
skip to Question 32.)	nano piaco to trainti (ii iio,		one side	sides	at both ends?	_		one side	both sides
/									
		No	Yes	Yes	38.c. Any permanent	obstructions (e.g.	No	Yes	Yes
31.a. Street/should	lor?		one	both	drainage grates, parket	, -		one	both
31.a. Street/stroutd	161 :		side	sides	drainage grates, partica ears):			side	sides
		No	Yes	Yes			□ No	Yes	Yes
		INO	one	both	39. Is it safe to ride on	the street (e.g., little	NO	one	both
31.b. Unpaved pat	hway?		side	sides	traffic)?			side	sides
		No	Yes	Yes			No	Yes	Yes
31.c. Other, specify	y:		one side	both sides	40. Is there a wide outs	side lane (≥ 15 ft.)?		one side	both sides
	-								
20 Any madaatrian ar	maniting? (15	No	Yes	Yes	41. Is there another safe place to bicycle on the			Yes	Yes
32. Any pedestrian ar	menities? (If no, skip to		one	both	street? (If no, skip to Quesi	· · · · · · · · · · · · · · · · · · ·		one	both
Question 33)			side	sides	Street: (II no, skip to Quest	11011 42.)		side	sides
		No	Yes	Yes					
		110	one	both					
32.a. Bench			side	sides	41.a. Specify:				
		No	Yes one	Yes both	42. Anv bicvclist ameni	ties? (If no, skip to Question	No	Yes	Yes both
32.b. Drinking fount	tain		side	sides	43.)	(ii iii) cinp ii daecaiii		one side	sides
					42.a. Street lighting (Circle one)			
		No	Yes	Yes	42.a. Otroot lighting (I			
32 c Pedestrian-sc	ale lighting		one	both	None/a little	Some	Α	lot	
32.c. Pedestrian-scale lighting		-	side	sides					
		No	Yes	Yes			∐ No	∐ Yes	∐ Yes
		140	one	both				one	both
		side	sides	42.b. Bike parking (e.g., racks, lockers)			side	sides	
33. Tree shade on the	e walking area? (Circle one	.)			Section F: What is the	e quality of the environm	ent?		
None/a little	Some	I	\ lot						
					43. Buildings with broke	en/boarded windows?		No	Yes
34. Steepest slope al	ong walking area? (Circle	one.)			44. Litter or broken glass on the ground?			No	Yes
Flat/gentle Moderate		S	teep		45. Public art (e.g., statues, sculptures)?			□ No	☐ Yes

Comments?

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