



WhatWorks for WalkWorks

A Guide to Implementing a Walking Program to Increase Opportunities for Physical Activity

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For copies of templates of individual forms contained within this document please contact: pawalkworks@pitt.edu

Overview

The purpose of this guide is to share the methods and experiences of WalkWorks – a program that is being implemented in Pennsylvania to increase opportunities for and to encourage physical activity through the creation of a network of walking routes within the built environment. The guide is intended to assist communities interested in adopting or customizing features of WalkWorks, based on the environment in which they seek to implement a like program.

WalkWorks consists of three main components: the development and designation of walking routes, the promotion and support of walking groups and the adoption of policies related to active transportation in the built environment. Each component is addressed within the guide. While the guide addresses successes and challenges encountered by WalkWorks partners, such are not intended to be all-inclusive as we acknowledge the unique characteristics and environments of different communities. We hope that users of the guide will gain from the methods that have been employed and the resources that can be found in the appendices, accompanying this document.

Background

WalkWorks is a collaboration of the Pennsylvania Department of Health Bureau of Health Promotion and Risk Reduction (PA DOH) and the University of Pittsburgh Graduate School of Public Health Center for Public Health Practice (hereinafter referred to as “the University”) with funding from the Centers for Disease Control and Prevention (CDC). WalkWorks was originally created under the American Recovery and Reinvestment Act in 2009-10. Funding for the current program began in July 2014.

With the ultimate goal of improving the health status of the population, WalkWorks aims to increase opportunities for physical activity by implementing evidence-based strategies that yield walking in the community as a safe and accessible pursuit. Briefly, this is being accomplished through the creation of a network of fun, fact-filled community-based walking routes of 1-2 miles and providing social support through free group-led walks. The geographic areas in which WalkWorks is implemented have been selected by relying on multiple data sources (school BMI, low income and school performance profile). In general, the populations of these areas experience high rates of obesity and related chronic diseases such as diabetes, heart disease, cerebrovascular disease and some cancers.

Additionally, WalkWorks aims to promote policy change through case studies and policy briefs. The research and development of such documents will help to lay the foundation for and to promote ongoing policy discussion regarding the benefits of physical activity and active transportation options in Pennsylvania. In the end, WalkWorks shall work to amend existing policies, as well as to develop new policies and plans to ensure that active transportation – human-powered transport (e.g., walking, bicycling, using a wheelchair) – receives equal attention as that of motorized vehicles. The efforts of WalkWorks to influence policy are addressed, later in this document.

To achieve the objective of increasing opportunities for physical activity, the University has sub-contracted with community-based partners in each designated geographic area – providing them with financial support, promotional materials, guidance documents and ongoing technical assistance. It is the community-based partners that implement the walking routes and corresponding walking groups in their respective communities. A new tier of “affiliates” has recently been created. These affiliates will develop walking routes and be afforded promotional materials and technical assistance as well, however, they do not receive financial support. This document will detail the process by

which CBPs and affiliates are engaged and work to achieve the objectives of WalkWorks – a methodology that could be replicated in or adapted by any community aiming to improve population health.

“WhatWorks” for WalkWorks

This section of the guide presents the essentials for developing WalkWorks followed by steps to implement the program. While it defines “whatworks” for WalkWorks, notes of distinction and suggestions to the reader are italicized. As illustrated in the logic model on the following page, the conduits of WalkWorks are the CDC, PA DOH, the University and community-based partners and affiliates. The activities and intended outcomes, listed on this model, are discussed in this section of the guide. For purposes of this guide, partners and affiliates are considered equivalent – unless otherwise noted.

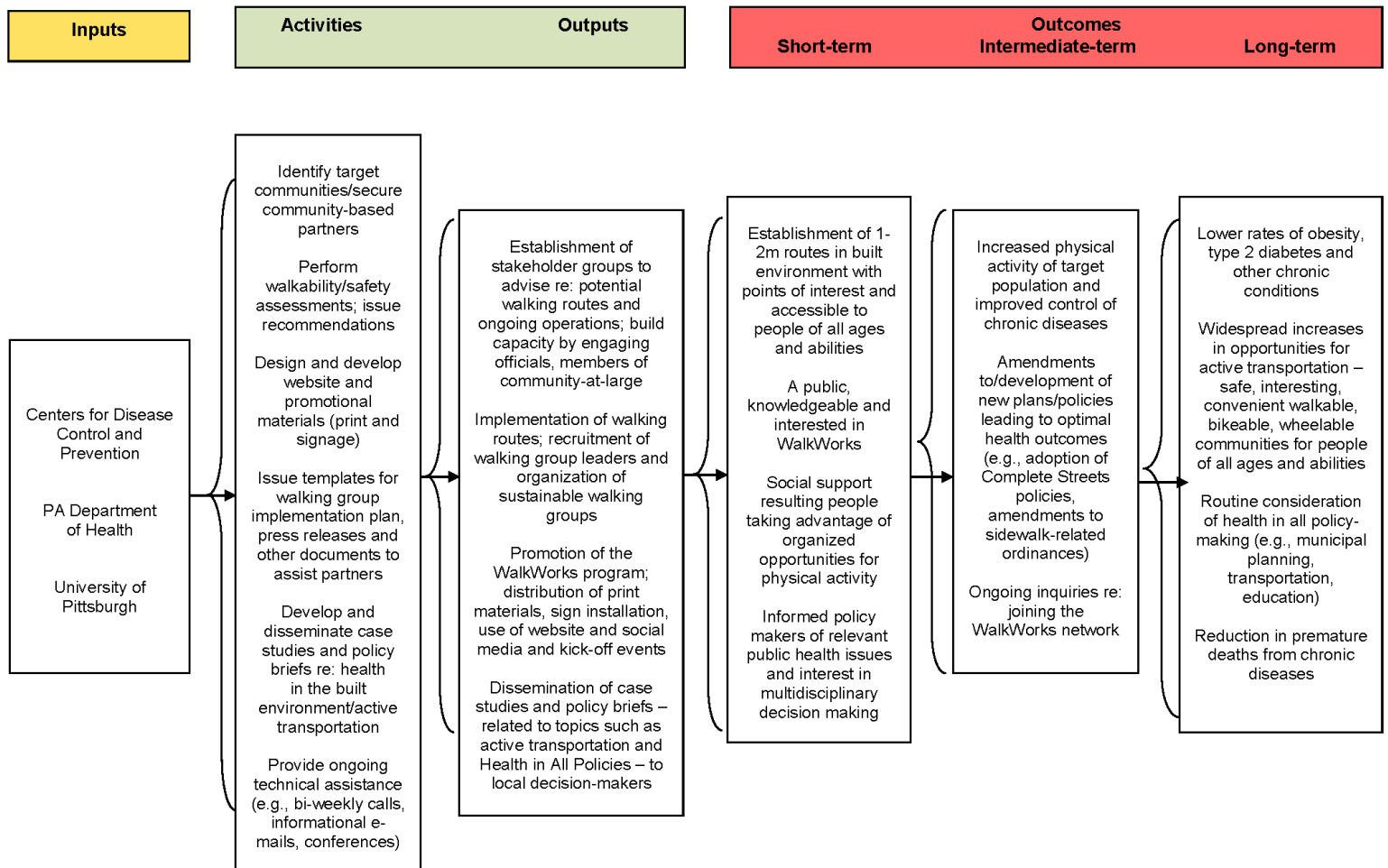
● Development

- PA DOH receives funding through the Preventive Health and Health Services Block Grant from CDC and contracts with the University to manage the day-to-day operations of WalkWorks. In addition to the salaries of the state-level program coordinator and staff of the University, annual sub-awards of \$12,500 are provided to the CBPs to carry-out their responsibilities. To-date, the grant has facilitated the engagement of partners for two-year periods. The average partner uses its funds for personnel (and assumes approximately five hours per week for the lead staff person, if there is more than one), travel (mainly, to visit the communities in which its routes are located – often significant distances from one another – and conferences) and supplies. Based on policy, funds may not be used for promotional items (e.g., pedometers, water bottles).

At a minimum, you will want to obtain funding to compensate a program coordinator; the amount would be dependent on your objectives with regard to the number of partners you plan to engage and routes you plan to implement. Having an individual who is paid to focus on and oversee the program will ensure greater success than recruiting a volunteer. That said, some partners of WalkWorks budgeted and, later, decided against compensating walking group leaders. At the present time, no partner had elected to pay group leaders.

As previously mentioned, affiliate members of WalkWorks do not receive funding. In fact, it is the affiliate tier for which this guide was originally conceptualized. Affiliates are organizational entities interested in implementing the program, though are willing and able to do so on a smaller scale with fewer deliverables. For example, while encouraged, affiliates are not required to establish stakeholder groups; they are asked to create 1-2 walking routes, rather than the three required of CBPs during their first year in the program. The University supplies affiliates with promotional materials – print and signs – as well as technical assistance. There is an application process to become an affiliate; see Appendix A for the notice used for “round one.” Since that time (November 2015), WalkWorks has become increasingly known and has been approached by numerous communities wanting to become part of the network. Thus, the procedure to solicit interest and select affiliates may be modified as the program prepares to add affiliates in the fall of 2016.

Illustrating the Process of WalkWorks



- Selection criteria for community participation have been established and applied by PA DOH. The criteria include epidemiologic-related data, as well as the interest to ensure synergy with another state-funded project pertaining to physical activity and healthy nutrition environments in the school setting. In the case of WalkWorks, the areas in which the program is implemented correspond to school districts; note that these are geographic designations and are not intended to define the actual partner.

Based upon the designated geographic areas, the University seeks partners it determines to have the interest and capacity to carry out the program tasks. The University initially explores the presence of a “community health partnership” (former state-funded entities); two of the current partners fall into this category. Other partners include: county planning departments; a county health department; a hospital network; an educational institution; and a borough. Each has unique attributes. While county planning departments are positioned to bring more resources to the program than some other partners, health-related organizations often have, as part of their missions – especially those which have developed or been involved with the development of community health needs assessments – a goal to reduce obesity and/or chronic diseases and, thus, are actually charged with implementing activities similar to WalkWorks to accomplish its goals. What is essential is that the partner knows and understands the needs of its county and is willing and able to effectively engage members of its communities.

If your funder does not establish criteria for selecting communities in which to implement your program, you will want to do so with the endorsement of your stakeholders or a steering committee. Data that you might want to consider include, though are not limited to: County Health Rankings, which reflect health status indicators and health behaviors, the Behavioral Risk Factor Surveillance Survey and US Census Data.

- Critical to the success of WalkWorks is the open communication between the PA DOH project officer and program director at the University. Scheduled telephone conferences recur every two weeks with intermittent calls and email. Just as essential is the communication between the University and CBPs. Again, bi-weekly telephone conferences are held with each partner and the program director for the University.

Depending on your funding and the aspects of WalkWorks that you wish to replicate, the level of communication should be commensurate with the expectations of partners or affiliates. For example, monthly – rather than bi-weekly calls – are held with affiliates since they are not funded and the expectations are fewer than those of the partners. Note, however, affiliates receive and have access to all general correspondence and documents offered to CBPs and are in contact with the program director as frequently as they choose.

● Implementation

WalkWorks; Major Roles and Responsibilities of the Coordinating Entity and Partners/Affiliates

Note: In the case of WalkWorks, the University has the benefit of funding and oversight by the Pennsylvania Department of Health, which includes an evaluation component that helps to ensure accomplishments and compliance with the grant award.

| Coordinating Entity* | Community-Based Partner/Affiliate |
|--|---|
| Identify and engage community based partners to implement WalkWorks at local level | Submit letter of interest to and identify individual to be main contact with the University for duration of program; develop stakeholder group |
| Provide guidelines for selection of potential walking routes; perform walkability assessments of routes suggested by partners/affiliates and issue report, including recommendations** | Identify potential routes** with, at a minimum, support of stakeholder group; consider involvement of community members, planners, representatives of the metropolitan or rural planning organization and others who may not be on stakeholder group***; present report with recommendations to local officials |
| Design, produce and provide all promotional materials, including participant packets (maps and points of interest for all routes within a county) and signage****; provide branding to ensure consistent use of logo and colors on materials developed at local level; update and maintain WalkWorks website | Comply with branding; promote walking routes and group by utilize print materials (brochures, posters, participant packets) and installing signs; use and/or develop accessible website and social media to host and maintain walking route and group content |
| Promote policy changes that support active transportation — with a focus on the health benefits of walking — by recommending amendments to comprehensive plans and through the development and dissemination of policy briefs, case studies and a pedestrian master plan | Assist with dissemination of case studies and policy briefs by arranging for presentations to or holding on-on-one meetings with county and municipal planning commissions and other key decision-makers |
| On an ongoing basis, provide technical assistance in the form of documents (e.g., guidelines and a template for creating a plan for sustainable walking groups, Group Leader Guide, etc.), bi-weekly calls, in person and online conferences, press release, etc. | Participate in all calls and conferences |
| | Develop and sustain walking groups for each route; conduct kick-off events |

*In the case of WalkWorks, the University of Pittsburgh served as the coordinating entity.

**See Appendices E and F, Guidance for Selection of Potential Routes and Performing Walkability/Safety Assessments -- respectively.

***Page 8 of this guide addresses engaging the community and types of tools that may be utilized to obtain input during the selection of routes.

****Sample print materials and signage can be found in Appendix N.

(Note: The table, above, illustrates the division of tasks as WalkWorks is structured; the details of each follow below.)

- Community- Based Partners – As previously mentioned, an initial step for WalkWorks is to identify and secure CBPs. In all cases, to-date, the program director has visited with organizational representatives of the potential partners and physically explored the designated areas in which walking routes are to be established. Assuming there is agreement, subsequent to the visit, a letter is sent by the organization to the University, documenting its interest in participation. Letters are submitted by both partners and affiliates. The letter outlines the expectations of the partners or affiliates and the University; see Appendices B and C for sample letters and tables of deliverables, respectively.
- Stakeholder Groups – CBPs are expected to establish stakeholder groups for the purpose of receiving advice on potential routes, help with identifying walking group leaders, assistance with local decision makers (e.g., obtaining access to and support of elected officials of a borough in which a route is proposed, dissemination of policy-related documents) and other decisions to be made throughout the duration of the partnership. The stakeholders should be aware of and represent the values and aspirations of the communities they represent. It is suggested that stakeholder groups include representatives of, though not be limited to: business, education, local government, healthcare, health insurers, non-profit organizations, municipal and/or county planning, public health and transportation. See Appendix D for the stakeholder group template provided to the CBPs.

Additionally, you might want to reference the “How To’s” at the end of the appendix to this guide; included are suggestions on maximizing the potential of stakeholders, administering a doodle poll and conducting effective meetings.

- Potential Walking Routes – The partners are responsible for selecting potential walking routes, based on guidelines provided to them; see Appendix E. Briefly, criteria for identifying potential walking routes include, though not necessarily be limited to, the following parameters:
 - Located in the built environment;
 - Between one and two miles, accessible to all ages and abilities;
 - Circular in that the start and finish are the same;
 - Accessibility of parking;
 - Presence of sidewalks;
 - Safe street crossings;
 - Speed limits of 35 miles per hour or less; and
 - Points of interest along the way.

Again, each of the above parameters is described in more detail in the Guidance for Selecting Potential Walking Routes, Appendix E.

Essential to the sustainability and success of your route(s) is community involvement. Invite key decision-makers, such as locally elected officials and county planners, representatives of your metropolitan or rural planning organization, pedestrian/bicycle coordinators and/or district managers of the department of transportation, and members of the community to suggest potential routes and/or join you on a walk of the route(s) that you (with input from your stakeholder group, if you have one) are considering. Invite those accompanying you to provide input with regard to their perceptions of the walkability – i.e., the safety and security of routes. See examples of checklists to use to obtain input: <http://www.walkableamerica.org/checklist-walkability.pdf> and <http://www.cdc.gov/nccdphp/dch/built-environment-assessment/pdfs/builtenvironment-appendix-d.pdf>.

One WalkWorks partner elected to send letters to all boroughs and townships within the county describing the purpose of the program and soliciting interest in participation. To assess capacity and commitment, responding boroughs and townships were asked to address their interests in walking and improving health, to describe how they would engage their communities, whether they would be able to identify strong walking group leaders, the likelihood that WalkWorks signs would be permitted to be installed along the route(s) and other matters reflecting their ability to implement the program. Based on initial analyses of the responses, telephone interviews were conducted and, subsequently, in-person discussions were held. This method yielded early and substantial “buy-in” and is expected to result in concrete sustainability. Note: This method has been employed by a county planning office having the benefit of resources to complement those it is afforded through WalkWorks.

- Walkability/Safety Assessments – Subsequent to potential routes being suggested, using the above-referenced criteria, WalkWorks employs a three-prong approach to assessing the walkability or safety of routes: a preliminary field view; the actual physical assessment; and reporting on the recommendations. The reviewer

should be advised of the location of each route so that he or she can look at it using Google Earth, prior to an actual visit. Based on preliminary working maps, field views of the potential routes are scheduled with the WalkWorks representatives and local partners so that each option can be evaluated. Safety is the most important consideration. Once a final route is selected a more detailed safety assessment is conducted. See Appendix F for a document, entitled, Performing Walkability/Safety Assessments and Appendix G for a sample report of recommendations.

Ideally, a transportation engineer, professional transportation planner or other qualified individual should be engaged to conduct the safety assessment. These individuals may be found at a school of engineering, if one exists in your area, or a local engineering firm. Another possibility is the Local Transportation Assistance Program (LTAP) – administered, in Pennsylvania, by the PA Department of Transportation. WalkWorks has been fortunate in its ability to subcontract for services through the School of Engineering – Center for Sustainable Transportation Infrastructure at the University of Pittsburgh, the Institute for Rural Health and Safety at Indiana University of Pennsylvania as well as be afforded the services of LTAP to conduct several of the assessments at no charge.

- Walking Groups – Guided walking groups are a key component to the WalkWorks program. Research provides strong evidence of the effectiveness of community-level programs that build, strengthen or maintain social support. According to the CDC, social support has increased the time spent in physical activity by approximately 44 percent and the frequency of physical activity by approximately 20 percent. Some of the ways walking groups can help members are by:
 - Providing a set time and place to walk;
 - Providing accountability – knowing that someone is expecting them to walk helps with self-motivation;
 - Providing companionship and making the time spent walking go faster;
 - Giving and receiving encouragement from other walkers and the group leader;
 - Promoting the fact that walking is a low-risk activity; and
 - Offering security – walking with a group can reduce safety concerns.

Each partner is expected to develop a plan to implement walking groups. To assist, WalkWorks has developed a step-by-step guide to creating community-based, sustainable walking groups (largely based on “An Action Guide” of the Partnership for Prevention and Centers for Disease Control and Prevention: [Establishing a Community-Based Walking Group Program to Increase Physical Activity among Youth and Adults](#)) as well as a template for the plan; see Appendices H and I.

As indicated in the guidance, upon confirmation of their routes, it is important that the CBPs seek, appoint and train walking group leaders – individuals who will help to build and sustain successful walking groups. Characteristics to look for in someone to serve as a walking group leader include, though are not limited to reliability, motivating, fun, inclusive, knowledgeable about the benefits of walking and an interest in one’s community. In essence, the group leader serves as an ambassador of the program. Guidelines and resources

to assist individuals in their roles as walking group leaders can be found in the [WalkWorks Group Leader Guide](#).

In addition to leading group walks, WalkWorks depends on the leader to recruit walking group members, distribute Participant Packets (described in the following bullet), and ensure that new members complete registration forms. In most cases, the leader transfers the forms to the CBP who, then, submits the forms and completes and sends quarterly activity reports to the University. In some communities, these partners ask that the group leaders complete and submit the reports. See Appendices J and K for the registration form and quarterly report template utilized by WalkWorks. Note that the registration form, which is available in Spanish, includes a liability waiver. It is the group leader's responsibility to ensure that members are aware when walks are scheduled. If routine walks are rescheduled, the group leader is expected to post changes to social media or utilize the group's agreed upon method of communicating such information. See the "How To" section of the Appendix for suggestions on motivating a walking group as well as how to utilize social media for your program.

In some cases, recruiting walking group leaders has been a challenge. As suggested elsewhere in this guide, stakeholders and other community leaders should be relied upon to suggest individuals. Involving them and others early in the process, such as when you are beginning to identify potential routes, can generate ideas regarding who might be qualified group leaders. One WalkWorks partner has elected to "advertise" for leaders by placing flyers in businesses and various workout locations. Depending on your community, funding and availability and interest of individuals willing and able to serve, you might consider a small stipend for your group leader(s). In the case of WalkWorks, one CBP did budget for such and, later, found that it was not necessary; sufficient numbers of individuals volunteered.

The frequencies with which the groups walk vary. In the case of one route, two group leaders rotate morning walks – five mornings per week – and the same route has a group, led by a third person, that walks five evenings per week. The latter group often has dinner together at a locally owned restaurant, on the route, one evening per week.

While the formation and, in particular, the sustainability of walking groups has been challenging in some of the communities, partners have met with success when engaging with "intact" groups – such as knitters, garden clubs, senior housing and afterschool programs (which include both parents and their children). There are infinite themes that group leaders can elect to use to keep the walks interesting to members, such as fitness walks whereby walkers walk with wrist or ankle weights, "New Year Resolutions" walks and sibling challenges. See Appendix L for a list of other possibilities.

○ Promotion of Program – One of the expectations of the WalkWorks CBPs is to promote the program. They are provided signs and a variety of print materials by the University to inform their communities about the walking routes and walking groups. Print materials consist of:

- Brochures;
- Participant Packets (which contain maps and points of interest for each route, a personal activity log and tips and benefits of walking);
- Posters; and
- Family Flyer (specifically for distribution at area schools).

Appendix M presents the print and signage options. The partners have the opportunity to request the numbers of each option they deem are warranted for their communities and corresponding routes. It is the partner's responsibility to receive permission for and the physical installation of the signs. Thus, partners are encouraged to address the matter with local officials, prior to ordering signs.

In addition to the above, the partners are requested to promote the program on a countywide accessible website, which could be that of their own organization or one with whom they partner, as well as utilize social media. Facebook is an extremely valuable tool for the walking group leaders to post information, such as cancellation of a walk due to weather or communications (as long as the walking group members are aware to look at the site). *See the "How To" section of the appendix for suggestions with regard to using social media to promote your program.*

Partners are provided with templates for press releases at the time of walkability assessments, as well as at the time of kick-off events. They have the flexibility to amend and disseminate the releases to the media outlets they deem appropriate for their communities.

WalkWorks partners have shown significant creativity with regard to engaging or partnering with other organizations, which help to promote the program. A few examples include: being present or having brochures at healthy cooking demonstrations, speaking at garden clubs and collaborating with Y's and hospitals to hold kick-off events. In addition to helping to promote WalkWorks by offering T-shirts or other promotional items, which helps to promote a hospital's image, there is another reason to reach out to hospitals. Most non-profit hospitals have developed community health needs assessments (CHNAs) and, to maintain their tax exempt status, are responsible for implementing activities that address those needs deemed to be of high priority. Almost every CHNA has an objective to reduce the prevalence or rates of obesity and/or chronic diseases; WalkWorks is a perfect "activity" to incorporate into their plans.

- Policy – An essential component of WalkWorks is policy. Throughout the grant period, it is expected that the University will provide education to support the amendment or development of policies supportive of physical activity in the built environment as well as of enhancing opportunities for pedestrian transportation. Among the initial means to accomplish such, a number of case studies and policy briefs have been and will be developed. For example, given research has shown that residents of walkable communities often have better health outcomes, an increasing number of communities are incorporating health elements into their policy decisions. "Health in all policies" is a concerted approach used by decision-makers from various sectors to ensure public policy positively impacts the health of constituents. In the case of WalkWorks, the focus of our policy brief is the importance and value of institutionalizing health considerations into decision-making with specific focus on physical activity, emphasizing the need to adopt a paradigm whereby individuals of multiple disciplines contribute their expertise; see Appendix N.

While the case studies and policy briefs are developed by the University, it is incumbent upon the CBP's to assist with dissemination in their respective communities – either by addressing the topic and the document with local decision makers or arranging for the University to do so. In the case of health in all policies, the brief has been presented to county planning commissioners, an active transportation forum that consists of planners from 14 counties as well as decision makers within all of the counties in which WalkWorks is located. It has also been posted by organizations such as the Pennsylvania Chapter of American Planning Association, the Southwest Planning Commission and other related organizations.

In an effort to achieve the overall goal of improving the health status of the population, in addition to the case studies and policy briefs, there are other opportunities to influence policy. For example, many subdivision and land use ordinances include sidewalk requirements; they, also, include circumstances under which developers are able to apply for waivers. WalkWorks is working with counties and municipalities to modify the allowances for waivers so that more sidewalks are put in place. Another opportunity is the development of “complete streets” policies. Such policies call for streets to be designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and riders of public transit of all ages and abilities. Complete streets make it easier to cross the street, walk to shop and bicycle to work. WalkWorks and several of its partners are preparing to introduce such to local decision makers. Note that the policies are only effective if there is a corresponding plan to implement them.

- Technical Assistance – Because WalkWorks is in the fortunate position to receive funding, resources are available to provide ongoing technical assistance. Such support is offered through, though not limited to: design, development and provision of print materials and signage; relevant templates; holding conferences to which all partners are encouraged to attend; substance for posting to websites; and bi-weekly calls.

Closing

Finally, it is acknowledged that most readers will not necessarily have the advantage of funds to implement as widespread and comprehensive program as WalkWorks. However, it is our hope that this document is of assistance to those who wish to implement any or all of its components. If you have any questions pertaining to the WalkWorks program and/or the contents of this document, please do not hesitate to contact us at pawalkworks@pitt.edu. Additionally, there is a plethora of resources from which to gather ideas and information, such as:

- America Walks, a national organization leading the way in making America a great place to walk by providing a voice for walking and walkable communities with federal agencies; offering strategy support, training and technical assistance to statewide, regional and local organizations; and serving as a convener of numerous organizations: <http://americawalks.org/>;
- Every Body Walk! Collaborative, a partnership of national, state and local organizations, federal agencies, businesses and professional associations committed to developing and implementing collective approaches that can return walking to a valued, cultural norm for all Americans: <http://everybodywalk.org/> ; and
- MapMyWalk , a site on which you may track your activity, log your meals: <http://www.mapmywalk.com/>.

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STEP IT UP! The U.S. Surgeon General's recent Call to Action to Promote Walking and Walkable Communities stresses the importance of physical activity for people of all ages and abilities. It calls on Americans to be more physically active through walking. It also calls on all of us to support walking and walkability as a strategy to promote optimal health before disease occurs, as well as to improve the health of people of all ages and stages of life. To learn more about the Surgeon General's Call to Action and the benefits of physical activity:

<http://www.surgeongeneral.gov/library/calls/walking-and-walkable-communities/exec-summary.html>.



Steps to a Healthier You!

Are you interested in helping your community to respond to the U.S. Surgeon General's Call to Action by:



- Improving its overall health status?
- Creating safe and easily accessible walking routes that serve as connectors to places within your community?
- Building social supports that encourage and help increase time spent walking?
- Promoting policies that support local changes to increase pedestrian and bicycle transportation?

If so, **WalkWorks** might be the right step for your community to take!

A collaboration between the Pennsylvania Department of Health and the University of Pittsburgh is entering its second year of answering the surgeon general's Call to Action – prior to it even being announced! This initiative, **WalkWorks**, aims to increase physical activity through the development of fun, fact-filled walking routes and sustainable walking groups in communities across Pennsylvania.

WalkWorks is excited to engage a limited number of communities interested in joining its network. **Among the benefits of participation, as an “affiliate” of the program, are:**



- The experience and 18 months of technical assistance from those who have been part of the program to-date;
- An implementation guide;
- Promotional materials, including signage for the route(s); and
- Relevant templates for walking group leaders and others to utilize.

If interested in responding to the Surgeon General's Call to Action, participating communities will be asked to:



- Identify one to two walking routes, including points of interests that would appeal to walkers;
- Establish a stakeholder group to ensure each route is consistent with residents' interests;
- Collaborate with community organizations to optimize longevity, including sustainable walking group(s);
- Organize a kick-off celebration for each walking route; and
- Support local changes to and/or development of policy and plans pertaining to active transportation.

To become part of the **WalkWorks** network, complete the questionnaire attached to this email. Based on the responses received, a small number of interested parties will be contacted to further explore capacity for engagement.

We hope to hear from you. Thank you, in advance, for your interest.

Partner Letter of Participation

[Date]

Carol Reichbaum, MSPA, MSL
University of Pittsburgh
Center for Public Health Practice
A-726 Crabtree Hall
130 DeSoto Street
Pittsburgh, PA 15261

Dear Carol:

This letter will confirm the intent of the XXX Partnership for Community Health to serve as a partner to you on the WalkWorks Initiative. We understand that this initiative is facilitated by the University of Pittsburgh, Center for Public Health Practice, with direction and funding from the Pennsylvania Department of Health.

The XXX Partnership for Community Health will focus on communities within the YYY School District. In doing so, we agree to complete the following activities in collaboration with community partners/stakeholders from multiple sectors:

- Identify, develop and map six walking routes – three within the communities served by each of the named School Districts – that are accessible to individuals of all ages and abilities;
- Develop and facilitate six sustainable walking groups – to utilize the identified walking routes;
- Promote the walking routes and walking groups;
- Identify an appropriate county-based website to host and maintain walking route and walking group content;
- Help to promote policy change within the county and/or communities leading to local policies that include language supportive of modifications to enhance opportunities for pedestrian transportation in the built environment;
- Distribute policy briefs to elected officials and community-based stakeholders; and
- Sustain the routes and groups beyond the funding period.

The XXX Partnership for Community Health understands that the University of Pittsburgh will provide technical assistance, promotional materials, signage for the walking routes, web page content, policy briefs, and funds in the amount of \$12,500 for a part-time project coordinator and associated costs via a sub-award. There is the expectation that we will make a commitment of two years and that, during year 2, the xxx Partnership for Community Health shall continue; the amount of the sub-award would be the same.

Thank you for this exciting opportunity! We appreciate the opportunity to partner with the University of Pittsburgh and look forward to working with you and your team.

Sincerely,

Affiliate Letter of Participation

[Date]

Carol Reichbaum
University of Pittsburgh
Center for Public Health Practice
130 DeSoto Street, A-726
Pittsburgh, PA 15261

Dear Carol:

This letter will confirm the intent of xyz Affiliate to participate in the WalkWorks Initiative. We understand that WalkWorks will be facilitated by the University of Pittsburgh, Center for Public Health Practice, with direction and funding from the Pennsylvania Department of Health.

Through its affiliation with WalkWorks, xyz affiliate agrees to:

- Develop at least one (1) walking route of 1-2 miles in (location) that will be accessible to individuals of all ages and abilities;
- Develop and facilitate a minimum of one (1) sustainable walking group – to utilize the newly identified walking route;
- Participate in conference calls, scheduled by WalkWorks – minimally, once a month and not more than twice a month;
- Promote the walking route(s) and walking group(s), utilizing signage and dissemination of print materials provided by the WalkWorks program;
- Use an area-wide website and social media to host and maintain walking route and walking group content;
- Within six months of being approved as a WalkWorks Affiliate, apply to the Department of Conservation and Natural Resources Peer-to-Peer Grant Program to help cover the cost of a walkability assessment. If xyz Affiliate wishes to receive an exemption from the walkability assessment, approval from the Department of Health will be requested through the University of Pittsburgh;
- Promote policy change within the county and/or communities leading to local policies that include language supportive of health and physical activity as well as to enhance opportunities for pedestrian transportation in the built environment;
- Facilitate meetings with and help to distribute policy briefs to elected officials and community-based stakeholders; and
- Sustain the route(s) and group(s).

xyz Affiliate understands that the University of Pittsburgh will provide technical assistance, promotional materials, signage, web page content, and policy briefs.

Thank you for this exciting opportunity! We appreciate the opportunity to partner with the University of Pittsburgh and look forward to working with you and your team.

Sincerely,



Deliverables of WalkWorks Partners; July 1, 2016 - June 30, 2017

The following are the major deliverables and corresponding due dates expected of the WalkWorks community-based partners, only, working with the University. * This table, which does **NOT** apply to affiliates of WalkWorks, is included in this guide to provide perspective on what is required within the designated timeframe.

| Activity/Deliverable | Due Date | Notes |
|--|-----------|---|
| Submit Letter of Intent to the University of Pittsburgh. | Completed | |
| Organize stakeholders group(s). | 1-Aug-16 | See template for recommended representation. |
| Identify a minimum of three (3) communities, within the designated school district, in which walking routes will be proposed for development.** | 15-Sep-16 | |
| In consultation with the University, map at least 3 walking routes within the school district.** | 31-Oct-16 | |
| With technical assistance from the University, create a plan for walking group implementation. | 15-Dec-16 | Guidelines and a template will be provided by the University. |
| Identify an appropriate county-based website to host and maintain walking route and walking group content; establish a presence via social media. | 15-Mar-16 | |
| Disseminate materials (e.g., a press release, brochures, banners, registration and participant support kits), provided by the University, to promote the walking routes and sustainable walking groups. | 31-Mar-17 | |
| Promote policy change, development and implementation to support the built environment and encourage physical activity via distribution of case study(ies) and policy brief(s) authored by the University. | 31-Mar-17 | |
| In collaboration with the University, identify appropriate locations for and ensure installation of walking route signage (designed and provided by the University). | 15-Apr-17 | |
| Implement at least one (1) sustainable walking group to promote physical activity for each of the three (3) walking routes. | 15-Apr-17 | |
| Identify experienced community groups to promote the sustainable walking groups for participants, such as: senior citizens, youth groups, and social service organizations. | ongoing | |
| Organize/hold kick-off events to launch sustainable walking groups. | 30-Apr-17 | |
| In collaboration with the University, identify, build and strengthen social supports to sustain physical activity within the designated school district. | 31-May-17 | |
| Submit a narrative report, quarterly or with invoices, and data on template provided by the University. | ongoing | |

*The tasks and timetable reflect initial activities; this document may be modified.

**With the approval of the Department of Health and the University, there may be routes that fall outside of the boundaries of the designated school district.

Jul-16



Deliverables of Affiliates of WalkWorks

The following are the deliverables and corresponding due dates expected of the affiliates of WalkWorks working with the University. *

| Activity/Deliverable | Due Date | Notes |
|--|----------|-------|
| Submit Letter of Intent to the University of Pittsburgh. | 1-Mar-16 | |
| Identify a minimum of one walking route of 1-2 miles. | 1-May-16 | |
| In consultation with the University, map at least one walking route. | 1-Jul-16 | |
| Develop and facilitate at least one sustainable walking group to utilize the route. | 1-Aug-16 | |
| Promote the walking route(s) and walking groups by disseminating materials (e.g., brochures, banners and participant support kits) and installing signs offered/provided by the University. | 1-Aug-16 | |
| Utilize an appropriate county-based website to host and maintain walking route and walking group content; establish a presence via social media. | 1-Aug-16 | |
| Promote policy change, development and implementation to support the built environment and encourage physical activity via distribution of case study(ies) and policy brief(s) authored by the University. | ongoing | |
| Participate in technical assistance calls and online conferences with the University. | ongoing | |

*These due dates are hypothetical .

**With the approval of the Department of Health and the University, there may be routes that fall outside of the boundaries of the designated school district.

Jul-16

Community-Based Partner

(The following has been prepared to assist you in the development and future progress reports of your WalkWorks project. While the information will be required, the format is only a proposed one and you should feel free to modify so that it works for you.)

[illegible]

Note: It is strongly encouraged that the local government representative(s) include county or municipal planning or that an additional category -- i.e., planning -- be considered. Other organizational representation for consideration, though not intended to be all inclusive, might consist of the following: faith-based organizations; library systems; parks and recreation; senior-serving providers; tourism; and YMCAs.

WhatWorks for WalkWorks – Appendix D

GUIDANCE FOR THE SELECTION OF POTENTIAL WALKING ROUTES

Upon a decision to implement WalkWorks in a specific municipality, consideration is given to several potential routes. Criteria for selection of such routes should include, though not necessarily be limited to, the following general parameters:

- Built Environment – The ideal route should be located so that it is accessible to as many users as possible and include infrastructure, such as sidewalks.
- Route Distance – A route of 1-2 miles is desirable as it is neither too long or too short and, thus, amenable to walkers with a range of mobility and stamina. Those who wish to walk a further distance may elect to walk the route multiple times or, perhaps, there will be a reasonable extension that they choose to walk.
- Circular Route – A route that begins and ends in the same location allows for persons who walk in groups to congregate and complete the route in a common location.
- Accessible Parking – Parking should be close to the beginning/end point of the route for walkers who may drive to use the route. These facilities should be public parking lots such as libraries, municipal buildings or other public buildings. When a route is selected for a walkability (sometimes referred to as a “safety” assessment), permission to use such parking facilities should be requested.
- Presence of Sidewalks – As indicated above, it is much preferred to have sidewalks along the entire route. In the case of a short distance without a sidewalk, it is important that there be a safe alternative for pedestrians to walk, such as a wide shoulder of a road or a flat area adjacent to the street (e.g., an unpaved path).
- Safe Street Crossing Locations – One of the most critical safety considerations is where the route will cross streets. Intersections with traffic signals are the safest type of traffic control for pedestrians to cross. The most desirable crossing location is at an intersection of a two-lane roadway. The crossing of a four-lane road should only be considered if there is a traffic signal. Crossing streets between intersections should be avoided and only considered as a last resort. The safety of a crossing can be evaluated during initial screenings of the potential route(s).
- Speed Limits – Selected routes should have speed limits of 35 miles per hour or lower. Higher speeds might be acceptable for crossings of roadways or short sections of the route.
- Points of Interest – Interesting destinations along the route will make the walking experience more desirable. Historical buildings, public art displays, parks and libraries are just a few examples. It may be that the destinations are not directly on the route, although just a few minutes further on the road. Signage along the route may indicate the distance to destinations, thereby providing walkers with the information, should they elect to visit – during or after a walk.

The selection process of potential routes is an opportunity to engage the community – elected officials, planners, representatives of neighborhood associations, and other individuals or organizations. In addition to learning their perceptions of the routes, it is an opportunity to establish interest and support in the program, receive suggestions for walking group leaders and get a commitment to assist with placement of signs. See Appendix G, Walkability/Safety Assessments, for more discussion.

PERFORMING WALKABILITY/SAFETY ASSESSMENTS

In an effort to ensure safety, an assessment of the proposed walking route(s) should be performed before being selected and established. A transportation engineer, professional transportation planner, or other qualified individual should be engaged to conduct the assessment. Qualified individuals may be found at a school of engineering, if one exists in the area, or a local engineering firm. Another possibility is the Local Transportation Assistance Program (LTAP) – typically administered by a state’s Department of Transportation. WalkWorks has subcontracted for these services through the School of Engineering – Center for Sustainable Transportation Infrastructure at the University of Pittsburgh and the Institute for Rural Health and Safety at Indiana University of Pennsylvania as well as been afforded the services of LTAP to conduct several of the assessments at no charge.

○ Preliminary Field View of Potential Routes

The initial step of the assessment is a “field view,” which is often done on more than one potential route. The reviewer should be advised of the location of each route so that he or she can look at it using Google Earth, prior to an actual visit. The reviewer’s field view of each potential route should include the following considerations:

- Walk the Route – Each potential route should be walked by the reviewer to determine whether there are any outstanding safety issues as well as whether there is a preferred direction to the route. If not done when identifying potential routes, this is an excellent time to engage the community. Consider inviting elected officials, municipal planners, and the public-at-large to walk with the reviewer and encourage them to provide input; you might want to do this, especially, if there are multiple routes under consideration. Invite them to share their perceptions of the walkability – e.g., the safety and security of a route, the presence of points of interest:
 - Do they consider the route to be safe? For example: Is there too much traffic; do they believe they could be seen by drivers?
 - Is it a comfortable route? For example: Is the sidewalk wide enough to walk 2-3 abreast; do bushes block one’s vision when looking left and right when crossing the street?
 - How interesting is the route? Are their locations of historic interest along the route or within reasonable proximity?

To make it easy for everyone, provide participants with a checklist on which to document their input. For examples: <http://www.walkableamerica.org/checklist-walkability.pdf> and http://www.cdc.gov/nccdphp/dnpao/hwi/downloads/walkability_audit_tool.pdf.

- Photographs – The reviewer should capture photographs during the walk to reflect each segment and crossing of the proposed routes. Particular consideration should be given to the pedestrians’ sight distance at each crossing.
- Condition of Sidewalks and Crossings – The general condition of sidewalks, crossings at intersections and locations of traffic signals should be noted.
- Parking – The review should take into consideration the accessibility and adequacy of parking that would serve the walkers of the route; 5-10 parking spaces will suffice for most routes as some people will car pool or walk to the start of the route. Traffic activity of the parking area is an important factor; if options exist, you will want to avoid a heavily trafficked parking area.

- Points of Interest – The field view should take into account and compare (if considering multiple routes) the presence of points of interest along potential routes. If all other things are equal, you might elect a route with more interesting destinations than one without any at all.

Request the reviewer to provide you with a brief summary (perhaps, 1 page) of the field view, highlighting safety issues and/or the attributes of the route(s). Such shall assist you with determining the feasibility of each route and, if contemplating more than one, the merits of one route over another. In the interest of safety, it is possible that the field view will yield suggested modifications to the proposed route(s) or find that a route is not acceptable. After this initial field view, a final safety assessment will be performed for the selected route(s).

- Conducting the Safety Assessment

The purpose of the assessment is to ensure the safety of pedestrians. It should result in a report that includes recommendations, if needed, to improve safety along the route. While the report should be shared with municipal officials and/or planners in draft form, it is best to keep such individuals informed throughout the process.

Enhancement recommendations can be categorized as *minimum* improvements and *recommended* improvements. Minimum improvements are measures that are determined to be needed to establish each route; these recommendations are generally signing and pavement markings, which can be implemented relatively easily with minimal expense and within a short timeframe.

Recommended improvements are measures that will further improve the safety and convenience of the route. The recommended improvements will require more extensive infrastructure changes, such as traffic signal upgrades. Ideally, a review will be exclusive of recommended improvements. Whether minimum or recommended improvements, it is important to be sensitive to the circumstances of smaller communities as the recommendations can be perceived as burdensome beyond what a municipality has planned to do and/or has budgeted to do.

Prior to conducting the on-site assessment, the following information should be obtained:

- Map – A more detailed map of the route, than the one prepared for the preliminary field view, should note the location of critical points such as speed limits, crosswalks and other traffic control and warning devices. Evaluating the route through a GPS street view is one method to help prepare the map and consider those features that need to be examined in more detail during the assessment.
- Roadway Ownership and Volume – Ownership of each roadway along the route is critical information needed so that you know, in advance, from whom you should share the results of the assessment as well as to whom you might be requesting approval in the event that recommendations are made. This information will, also, be important if/when requesting permission to put signage along the route. Note that it is possible for the roads of one route to be owned by different entities (e.g., the municipality v. the state). In Pennsylvania, road ownership information can be obtained from the most current Pennsylvania Department of Transportation (PennDOT) type 10 maps. Average Daily Traffic (ADT) information can also be obtained from PennDOT maps.

- Future Transportation Projects – Plans for future projects should be obtained as such can impact the route’s safety features. In Pennsylvania, this information can be obtained by contacting PennDOT’s district bicycle/pedestrian coordinators.
- Condition Diagrams – If the proposed route crosses a signalized intersection, the traffic signal condition diagram should be obtained from PennDOT. This will allow the reviewer to verify the operations of the traffic signal in relation to pedestrian safety features. The pedestrian crossing times at the signal should be verified by field timings and compared to the timings on the diagram.

During the on-site assessment, the following should be observed and noted for inclusion in the report:

- Presence of sidewalks, including their dimensions and conditions;
- Buffers between sidewalks and streets;
- Roadway widths, especially shoulder widths if an on-road walking route is being considered;
- Speed limits;
- Traffic control at each intersection;
- Sight distance at crossings;
- Presence of crosswalks;
- Pavement markings at crossing locations; and
- Current pedestrian warning or regulatory signage.

The above is not an all-inclusive list, though is intended to provide an overview of data to be collected. Upon completion, a report should be prepared detailing the route, the results of the assessment and recommendations. In order to prepare the recommendations, the following types of analyses are recommended if applicable to the route:

- Pedestrian Crossing Times at Signals – If the route crosses at a signalized intersection, the minimum time for a pedestrian to cross should be observed and compared to the time allowed by the signal. If an adjustment is needed, it should be recommended.
- Sight Distance Evaluation – The minimum required sight distance should be calculated and compared to the field measured available sight distance. If it is not acceptable, an alternative route should be considered.
- Mid-Block Crossing Evaluation – If a mid-block crossing is being considered, criteria for such a crossing should be considered; in the case of Pennsylvania, PennDOT has established criteria. The criteria consider volume of the roadway, number of lanes, and sight distance. As suggested in the selection criteria (Appendix E), mid-block crossings should be avoided, whenever possible.
- Minor Street Stop Sign Installation – If a crosswalk is recommended, consideration should also be given to installation of a stop sign on the approach. A study must be conducted, prior to installing all way or multi-way stop signs on a major street.
- Multi Way Stop Sign Analysis – If it is determined that an all-way stop control is needed to enhance safety, a warrant analysis must be performed to determine whether the intersection meets the criteria. This may involve the collection of crash data, traffic volumes and sight distance evaluations.

Note: If the on-site assessment identifies serious safety issues, even before the report is prepared, you may want to alter the route.

○ Preparing the Report

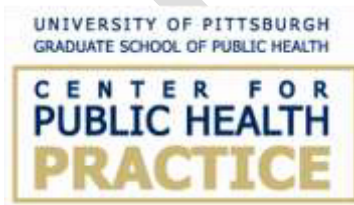
After the on-site assessment is completed and the supporting analysis has been performed, the reviewer should provide you with a report. It is important that the report be labeled as “Draft” until such time as you have reviewed and shared it with those you deem appropriate. Among those you should consider sharing the report are your stakeholders and/or advisory committee and municipal officials. You want the support of your stakeholders, as well as any community members who participated in the initial walk/preliminary assessment and, thus, it is important that they are aware of the recommendations being made in the report. It is highly recommended that you meet with municipal officials, planners and/or representatives of the DOT (depending on ownership of the roadways) – i.e., those most likely responsible for addressing any recommendations to address the report. Even if enhancements to the route are not necessary, if you plan to place signs along the route, the same individuals are in positions to either approve or deny installation of the signs. Generally, the assessment reports for WalkWorks have been organized to include the following:

- Introduction
- Background of the WalkWorks Program
- Evaluation of Potential Walking Routes
- Field View of Potential Walking Routes
- Selected Route for Assessment
- Walking Route Assessment
 - Current Transportation Conditions
 - Recommended Route Enhancements
- Summary and Conclusion
- Analysis and Details for Recommendations

Note: Maps and photographs (e.g., illustrations of locations where a crosswalk is recommended) are included in the report. See Appendix F for a sample assessment report.



Walking Route Assessments for Hollidaysburg Borough Blair County, Pennsylvania



Prepared by:



The University of Pittsburgh

Dr. Mark J. Magalotti P.E Co-Director

Funding is provided by the Pennsylvania Department of Health through the Preventive Health and Health Services Block Grant from the Centers for Disease Control and Prevention.

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Introduction

The purpose of this report is to provide a walking route assessment for routes in the Hollidaysburg Borough located in Blair County. The following sections of this report provide background on the WalkWorks program, which funded this evaluation, and the investigation conducted by the Center for Sustainable Transportation Infrastructure at the University of Pittsburgh. Specific recommendations are provided to improve walkability in the selected study areas to promote active transportation and improve safety.

Background on the WalkWorks Program

To increase opportunities for physical activity, the Pennsylvania Department of Health partnered with the University of Pittsburgh Graduate School Of Public Health Center for Public Health Practice to create a network of fun, fact-filled community-based walking routes and walking groups. This network, a program called WalkWorks, is implemented in school districts that were selected by comparing multiple data sources (school BMI, low income and school performance profile) and measuring capacities of the community to sustain the program. WalkWorks encourages sustainable physical activity through the built environment, social supports, and healthy lifestyle behaviors. Walking groups promote physical activity via the walking routes in each county.

In addition to social supports and physical activity, WalkWorks promotes policy change via policy briefs, which consolidate national and state recommended and evidence-based policy, and environmental approaches. These strategies lay the foundation in Pennsylvania to promote ongoing policy discussion around the benefits of physical activity and provision of walking facilities in communities to facilitate such activity and enhance transportation options.

Selected Route for Assessment

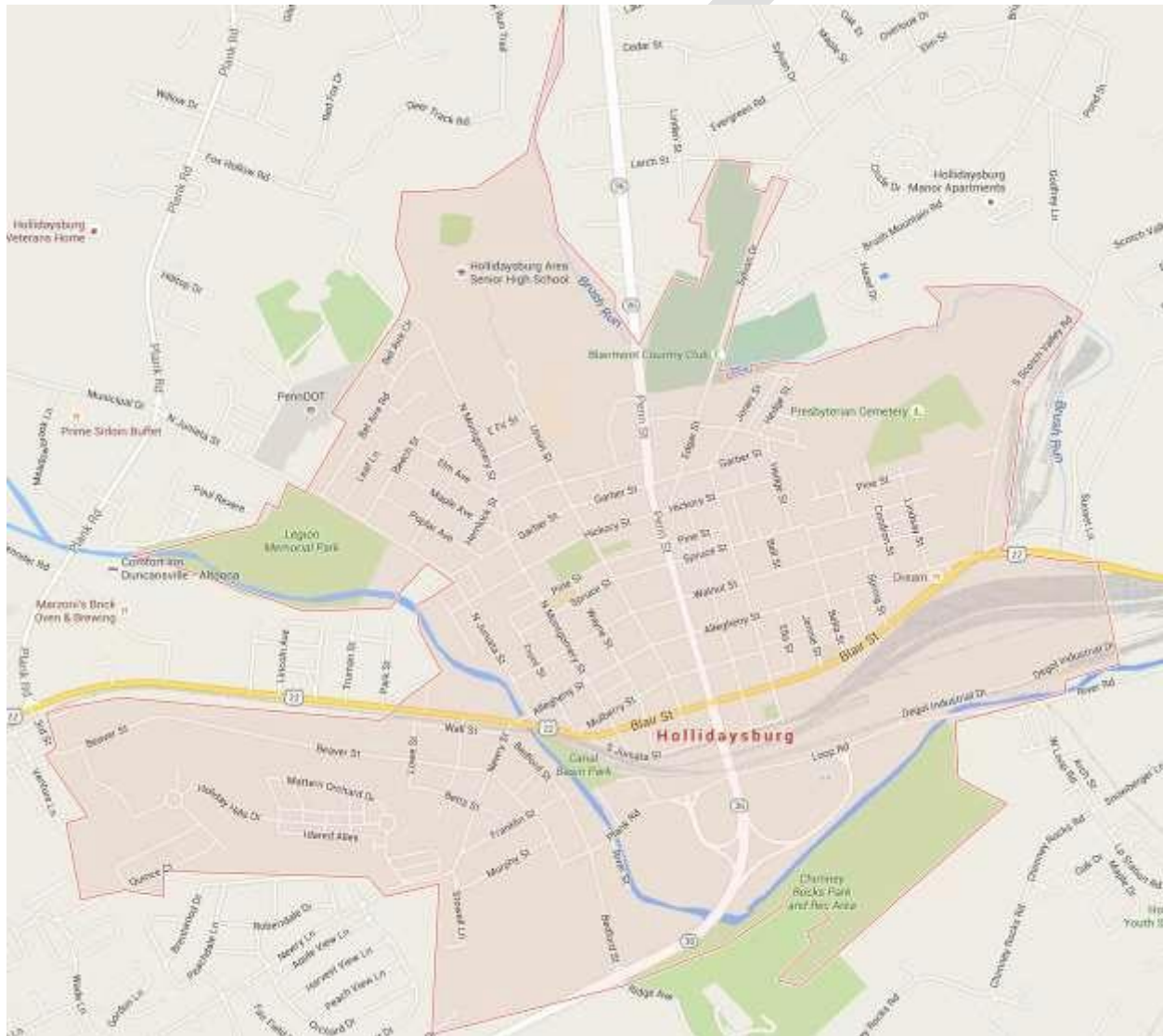
Detailed assessments of two routes were conducted by a field visit to Hollidaysburg Borough on November 17, 2015. The field visit involved walking the proposed routes with the community partner and assessing potential safety issues associated with designating the route for walking groups. Two routes, one with a length of 1.63 miles and the other with a length of 1.11 miles, were selected that were located in the built environment. Another criterion for the selection of the routes was a public parking location for users at the beginning of the route. After the field visits, recommended improvements to address safety issues were developed. The following provides a description of the walking routes that were selected for the assessment.

Hollidaysburg Borough

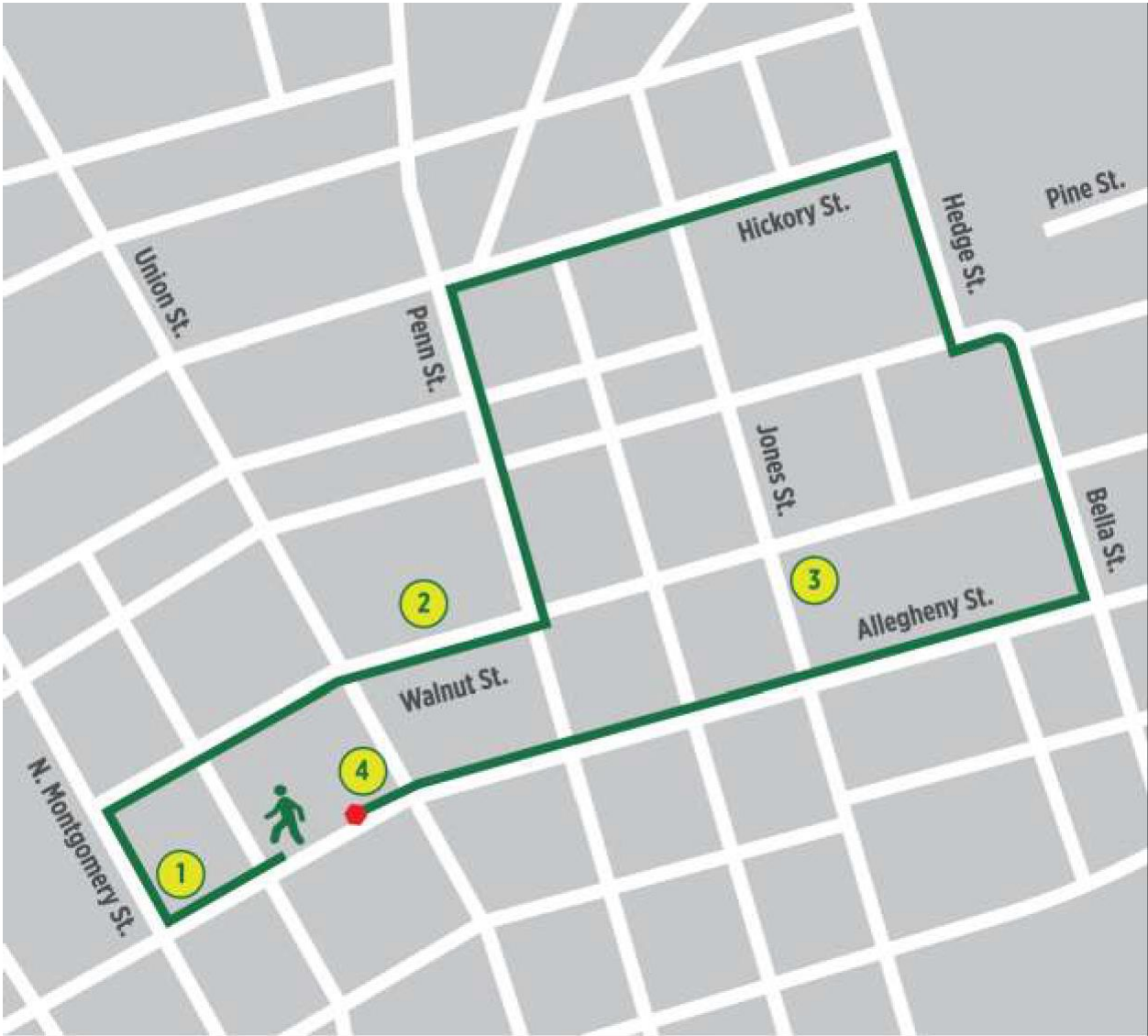
Hollidaysburg is a borough in Blair County, Pennsylvania. The population was 5,791 at the time of the 2010 census. The borough is served by the Hollidaysburg School District. Walking route A for Hollidaysburg, starts from Allegheny Street adjacent to the Blair County Court House, runs west along Allegheny Street to North Montgomery Street turns right, runs north along North Montgomery Street to Walnut Street turns right again, runs east along Walnut Street to Penn Street then turns left, runs north along Penn Street to Hickory Street turns right, runs east along Hickory Street to Hedge Street and makes the return journey. The return journey runs south along Hedge Street to Spruce Street turns left, runs east along Spruce Street to Bella Street turns right, runs south along Bella Street to Allegheny street turns right, and runs west along Allegheny Street back to starting point. Walking route A (or the Historic Hollidaysburg Route) is a counterclockwise loop and is 1.63 miles in length.

Walking route B (the Gaysport Route) starts from the parking lot of the Canal Basin Park, runs east through the Canal Basin Park, continues along Canal Street to Plank Road turns right, runs west along Plank Road to Bedford Street turns right, runs north along Bedford Street to Franklin Street turns left, runs west along Franklin Street to Betts Street turns right, runs west along Betts Street to Newry Street and makes a return journey. The return journey runs north along Newry Street to Bedford Street turns right, runs east along Bedford Street to Franklin Street turns left back to the parking lot. Walking route B consists of two counterclockwise loops and is 1.11 miles in length.

Landmarks of interest along both routes include the Blair County Court House and the Canal Basin Park. The following map shows Hollidaysburg Borough.



The Historic Hollidaysburg Route, shown in the following map, begins and ends at Allegheny Street adjacent to the Blair County Court House located in the center of the Hollidaysburg Borough. The route utilizes sidewalks along the entire length.



The Gaysport Route begins and ends in a Parking lot of the Canal Basin Park located in the south of the Hollidaysburg Borough. The route utilizes sidewalks and the park trail along most of the length; only a small section along Plank Road utilizes the roadway. The length of the walking route is 1.11 miles. The route is shown on the following map:



Historic Hollidaysburg Walking Route Assessment

Data was acquired from PennDOT, the field visit and the eco-counters for pedestrian volumes to determine current transportation conditions along the route. The types of information that were gathered were: roadway ownership, Average Daily Traffic (ADT), physical features of roadways including the speed limit, sidewalk presence and condition, pedestrian crash locations, Average Daily Pedestrian Volume the sidewalk on the north side of Allegheny Street and Average Daily Pedestrian Volume the sidewalk on the west side of Bedford Street.

Allegheny Street, North Montgomery Street, Walnut Street, Hickory Street, Hedge Street, Bella Street, Canal Street, Plank Road, Bedford Street, Franklin Street, and Newry Street are local streets owned by Hollidaysburg Borough. State Route 36 (Penn Street) is a highway owned by PennDOT. All local roadways and Route 36 (Penn Street) have a speed limit of 25 mph. According to the data source for both travel directions on Route 36, it has an ADT of 12,645. According to the count for both travel directions the sidewalk on the north side of Allegheny Street it has an average

daily pedestrian volume of 542 and for both travel directions the sidewalk on the west side of Bedford Street it has an average daily pedestrian volume of 56.

The pedestrian walking distance on Penn Street and Allegheny Street intersection and Penn Street and Walnut Street intersection are 40 feet. According to PennDOT Publication 46, the calculation of total duration of walk interval and pedestrian clearance time is 13 seconds. The existing total duration of walk interval and pedestrian clearance time is 17 seconds for both intersections. The traffic signals timing for both intersections are sufficient.

Recommended Route Enhancements

Based on the field view, the current walkability of Hollidaysburg Borough is very good. There are sidewalks at most locations along the routes and crosswalks and appropriate warning signs at most crossing locations. Along the walking routes, some recommendations to improve safety and utility of the walking route are presented, as described below.

Recommended Enhancements for Historic Hollidaysburg Route

1. Mark a crosswalk crossing Church Alley. Also add a stop sign on the small road exit, facing the outbound approach. This is the location where the walking route runs along the sidewalk on the east side of Penn Street.



2. Mark a crosswalk at the south leg of Hickory Street and Clark Street intersection. This is the location where the walking route runs along the sidewalk on the south side of Hickory Street.



3. Mark a crosswalk at the south leg of Hickory Street and Jones Street intersection. This is the location where the walking route runs along the sidewalk on the south side of Hickory Street.



4. Mark a crosswalk at the west leg of Walnut Street and Bella Street intersection. This is the location where the walking route runs along the sidewalk on the west side of Bella Street.



Recommended Enhancements for Gaysport Route

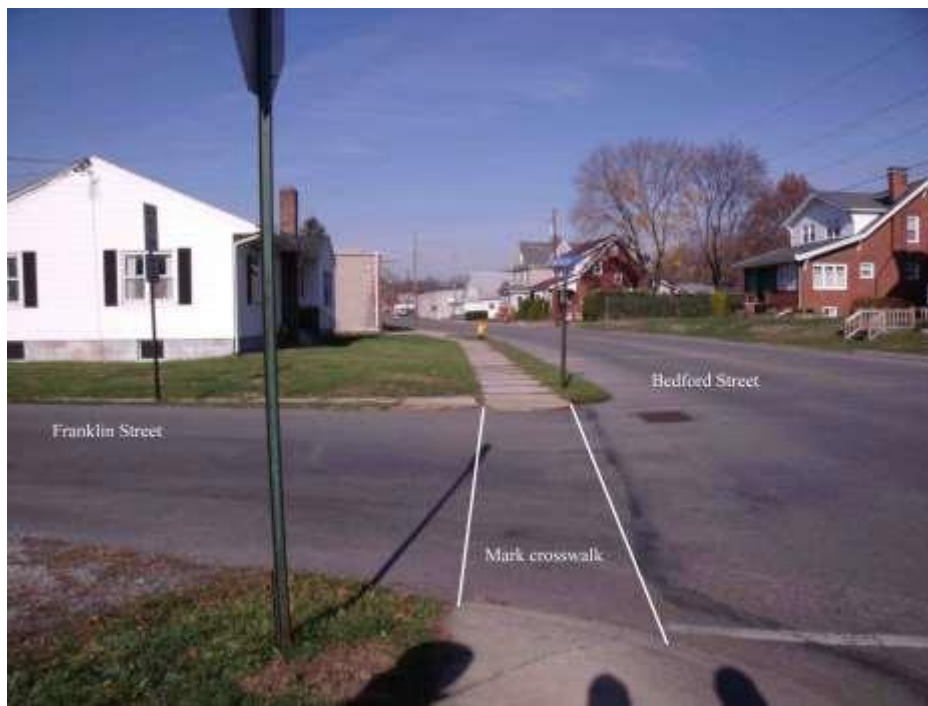
1. Mark a shoulder area, four feet in width, along Canal Street from the current sidewalk where it ends to Plank Road. This is the location where the walking route runs along the east side of Canal Street.



2. Mark a crosswalk at the north leg of Canal Street and Plank Road intersection. Also mark the edge of road along north side of Plank Road, this should provide a four foot shoulder area. This is the location where the walking route runs along the north side of Plank Road.



3. Mark a crosswalk at the west leg of Franklin Street and Bedford Street intersection. This is the location where the walking route runs along the sidewalk on the west side of Bedford Street.



4. Mark a crosswalk crossing the unnamed alley between Franklin Street and Bedford Street intersection and Franklin Street and Beaver Street intersection. Also add a stop sign on the small road exit, facing to the outbound approach. This is the location where the walking route runs along the sidewalk on the north side of Franklin Street.



5. Mark a crosswalk crossing the unnamed alley between Franklin Street and Beaver Street intersection and Franklin Street and Betts Street intersection. Also add a stop sign on the small road exit, facing to the outbound approach. This is the location where the walking route runs along the sidewalk on the north side of Franklin Street.



6. Mark a crosswalk crossing the driveway from the parking lot between Franklin Street and Betts Street intersection and Betts Street and Newry Street intersection. This is the location where the walking route runs along the sidewalk on the east side of Betts Street. The driveway serves the apartment located on 221 Newry Street.



7. Mark a crosswalk crossing the small road between Newry Street and Beaver Street intersection and Newry Street and Bedford Street intersection. This is the location where the walking route runs along the sidewalk on the east side of Newry Street.



8. Mark a crosswalk at the west leg of Basin Street and Bedford Street intersection. This is the location where the walking route runs along the sidewalk on the west side of Bedford Street.



Summary and Conclusion

The purpose of this report was to develop specific recommendations for Hollidaysburg Borough walking routes, to consider safety measures that enhance walkability within the municipality. This report has recommended measures to be considered for installation, including pedestrian facilities such as crosswalks, and traffic control devices such as stop signs. Installation of all or some of these enhancements will promote walkability for each specific area and contribute to improve health conditions for residents.

WalkWorks – A Plan for Creating Community-Based, Sustainable Walking Groups

This document is largely based on “An Action Guide” of the Partnership for Prevention and Centers for Disease Control and Prevention: Establishing a Community-Based Walking Group Program to Increase Physical Activity among Youth and Adults.

Overview

The following has been prepared to lend guidance to you, our community-based partners, in the development of your respective plans to implement walking groups. It offers general steps and suggestions and should be modified in consideration of the unique characteristics and resources of the communities in which walking groups will be established. Again, while this is written in general terms, you might elect to add or alter sections for those groups that will be organized for walking routes in the downtown area versus the perimeter of a school campus. Note that your Plan should be based on the implementation of sustainable groups and kick-off events by April 15, 20__.

The walking group should be considered a social support intervention – one that builds, strengthens and maintains social networks that help to increase physical activity. Thus, the focus of this guide is to assist you with your efforts to increase physical activity among persons of all ages and abilities through the establishment of a community-based walking program. By establishing walking group programs, your communities should see:

- Companionship, support and encouragement offered to participants that will, ultimately, lead to increased knowledge about the value of physical activity and confidence in the ability to participate; and
- An increase in the length and frequency of physical activity and improvement in overall fitness and health among members of your communities.

Implementation

The steps, as listed, are recommendations for successfully establishing a walking group program. They are not necessarily mandated. It is possible that some will be more relevant to one community than another. Further, the sequence of actions is only a suggestion. In practice, there is no right or wrong order; many steps may occur simultaneously. Your plan should reflect dates by which you project taking or accomplishing each step; see template for assistance.

Step One: Canvass the community to determine the “fit” of your planned program as it relates to current activities.

Determine whether there are existing walking programs in the community and, if any, what types of activities there have been/are planned, how many people attend which activities and how frequently, and participant demographics. Ask what they would like to see done, in the community, with regard to walking groups that has not yet occurred. Are there large scale events coming up with which you might collaborate (e.g., Breast Cancer Walk)? If there are hospitals or other large employers in the area,

explore whether your walking program might complement any in which their employees participate. By doing this activity, you may discover potential partners.

Step Two: Organize the resources that you will need for establishing a walking group program.

Most of our community-based partners have elected to assign a project coordinator to WalkWorks; some have, also, budgeted for walking guides or leaders to facilitate walking groups. If you do engage such individuals, whether paid or volunteer, consider whether they need training and, if so, what resources will be required.

Step Three: Engage existing partners/key stakeholders by informing them about your plans to develop a walking group program and educating them about its benefits.

You may have this covered through membership on your stakeholder group/steering committee. If not, you are encouraged to develop good relationships with stakeholders who are invested in walking groups and social support for physical activity. Certain partners and stakeholders may be key decision makers whose influence within and understanding of the community are essential throughout program planning, implementation, and evaluation. Some communities may have many stakeholders and others may have only a few. Determine the best way to inform/educate your stakeholders.

As previously suggested, representation from the following organizational entities is recommended (though, by no means is this list intended to be all inclusive): Area Agency on Aging (or other “senior” associations), business, county commission/local government, Department of Conservation and Natural Resources, health insurers, media, public health and school districts.

Step Four: Identify a few of your partners/stakeholders who are willing and able to form a team to oversee the walking group program and begin planning for the evaluation component.

This might be a sub-committee or an ad hoc task force of your stakeholder group/steering committee. The team would make decisions relating to the scope and design of the community-based walking group program and, thereby, provide support to the project coordinator. To the extent that you wish to measure walking group participation or collect other related data, you might develop survey instruments (with which the University will be available to assist). For your consideration:

- Ensure that team members reach consensus on program goals and understand how walking groups can improve participation in physical activity and, ultimately, improve the health of participants.
- Identify people with experience in program planning, implementation, and evaluation who may be able to serve on your core team.
- Draft an evaluation plan with the core team for assessing your program and the outcomes of using the community-based walking group approach to increase participants’ physical activity. To assess whether the program was implemented as intended, you might want to collect data on the quality and effectiveness of your activities. Simple data to be included might include, though not be limited to: How many participants were engaging in physical activity prior to the launch of the program?;

How many minutes per week were registrants engaging in physical activity and, how has this changed over time?; Do participants use the walking log?; and Has the walkability (i.e., the extent to which walking is deemed to be a safe, accessible, and pleasant means of transportation) of your community improved as a result of the program?

- Schedule/convene core team meetings to plan upcoming activities (e.g., launch of walking routes, a schedule of routine walks, etc.) as well as securing sponsorship from the business community.

Step Five: Recruit individuals to serve as walking leaders.

- Develop a walking leader position description to post on community bulletin boards and to submit to local newspapers, regardless of whether your leaders will be paid or volunteers. Consider recruiting leaders from local fitness centers or other exercise venues. Look to your stakeholders for leads on potential walking leaders.
- Walking leaders should enjoy walking and physical activity, in general, and they should be attentive, punctual, able to motivate others and willing to commit to the ideals and objectives of your program. The best walking leaders are likely to be residents of the community in which the routes are located, given their familiarity with the walking area.
- Encourage walking leaders to commit to their position for a specific period of time. Recognize that other leaders may emerge naturally in walking groups over time. Walking leaders should understand that their role is one that can be shared; they may want to identify other natural leaders within their groups.

Step Six: Work with your core team to establish goals for participation and the total number of walking groups.

- Set a realistic goal for participation. Use this goal and characteristics of your community to make decisions about the number of walking groups.
- Consider linking your walking group program with existing organizations to enhance community awareness and yield greater participation. For example, faith-based institutions and other community-based groups can recruit individuals and also offer their facilities as a base for participants to meet before and after each walk. Community-based health (e.g., diabetes, tobacco use/cessation, cardiac rehabilitation) and physical activity programs may be interested in promoting your walking group program to their participants.

Step Seven: Train walking leaders.

- Provide information to leaders on the benefits of physical activity and the rationale for your program by presenting how it can improve participation in physical activity.
- Offer leaders basic information on physical activity fundamentals (e.g., checking pulse rate, selecting proper active attire, monitoring fluid intake).

- Alert leaders to safety techniques and communications (e.g., whistles to get attention when participants are crossing busy streets). Take all necessary safety precautions and share tips, such as the following: obey traffic signals and cross streets carefully, wear brightly colored clothing, carry “in case of emergency” phone numbers with them and get to know the route.
- Instruct leaders on warm-up and cool-down routines.
- Encourage leaders to walk the routes and time their walks. They should be aware of potential meeting places near each route as well as the location of parking and restroom facilities.

| Checklist of Items to Cover When Training Walking Leaders | |
|---|---|
| <input type="checkbox"/> | Walking leader roles and responsibilities (e.g., recording attendance) |
| <input type="checkbox"/> | Effective leadership (e.g., motivating others) |
| <input type="checkbox"/> | Walking techniques (e.g., fitness walking, walking with weights) |
| <input type="checkbox"/> | Team-building strategies (e.g., establishing a team name for the walking group) |
| <input type="checkbox"/> | Tips for minimizing participant turnover (e.g., offering incentives) |
| <input type="checkbox"/> | Issues for individuals with disabilities (e.g., using accessible walking routes) |
| <input type="checkbox"/> | Tips for minimizing participant turnover (e.g., offering incentives) |
| <input type="checkbox"/> | Emergency response |
| <input type="checkbox"/> | Risk management (developing strategies to reduce the risk of potentially harmful incidents) |
| <input type="checkbox"/> | First aid, including CPR |

Step Eight: Select, map, and measure potential walking routes in your community.

The University will work with its partners and affiliates to select routes and will provide the corresponding maps.

Step Nine: Collaborate with your core team and walking leaders to review and refine your program evaluation activities.

Complete the development of your evaluation plan that was begun in Action Step 4, even though you may need to continue to refine certain aspects as the program progresses.

Step Ten: Create a registration/welcome kit for walkers.

The University will design, produce and supply walking group registration forms, participant support kits, interactive maps, walking logs and other related materials for your use/distribution.

Step Eleven: Publicize the walking group program throughout the community to raise awareness and attract participants.

The University will develop promotional materials such as posters and flyers for distribution throughout the community (e.g., at faith-based institutions, schools, community centers, ethnic centers, senior centers, supermarkets, libraries, PTA meetings, healthcare centers, fitness centers, residences along walking routes and pharmacies). It is incumbent upon you to inform the University if/which materials

should be tailored in a way to ensure that males and females of all ages, cultural backgrounds and fitness levels; different groups may access different venues and may respond to different advertising methods. The projected date by which materials will be produced is February; promotion of walking groups should be initiated by March. Note, when considering your schedule, the above-referenced materials should include a link for related information (see below), including online registration.

- Identify a county-based website to host and maintain walking route and walking group content as well as contact information. The site should be ready for content by March.
- Arrange for registration forms to be placed in multiple locations – including sites along your selected route, during the registration period; collect, periodically. There may be a central location along each route where forms can be safely deposited and stored. The University shall produce walking group registration and participant support kits for your dissemination by March.
- Consider involving healthcare providers. Ask physicians and other health professionals to recommend your walking group program to patients interested in or in need of physical activity opportunities. Also, they may be able to donate walking supplies (e.g., heart rate monitors, pedometers).
- Enlist local media (i.e., television, newspaper, radio and Internet sources) to help with program promotion.

Step Twelve: Organize kick-off event and walk to launch the program.

The University will supply you with a range of promotional material, including though not limited to: posters for advertising the kick-off event, participant kits, and route maps highlighting points of interest. Again, note that the kick-off event should be held by April.

Step Thirteen: After walking groups begin meeting, encourage walking leaders to focus on maximizing support for physical activity among participants and sustainability of the group.

Walking leaders should be prepared to do the following:

- Welcome new participants at each walking session.
- Provide sign-in sheets at each walking session to record attendance. Attendance records over time will be useful when evaluating the effectiveness of the program.
- Create a team name to help establish a common group identity. Corporate sponsorship may help with the production and distribution of t-shirts or other attire emblazoned with the team name.
- Distribute contact lists and set up walking group phone trees to facilitate networking among participants in instances of sudden route change or cancellation due to inclement weather.
- Make weekly or biweekly phone calls, if possible, to each participant to check in, share walking session scheduling information, encourage attendance, and address any potential concerns that may limit involvement or lead to program drop-out.
- Send reminder emails notifying participants of upcoming meeting times and selected routes to help encourage attendance.

- Offer incentives (e.g., water bottles, hats) to participants for bringing one or more friends to walking group sessions.
- Work with participants to set goals for distance and time.
- Emphasize, to the participants, that it is their walk and that they have ownership in the group.
- Allow participants to set guidelines with regard to a ban/use of headphones, bringing dogs, etc.
- Arrange mileage challenges between different walking groups in which participants keep an accurate record of miles walked over a designated period of time; award prizes and give recognition to the groups that reach certain markers first.

Step Fourteen: Maintain an active link between walking groups and other activities in your community to increase program visibility.

- Collaborate with community-based organizations, the health department, and medical facilities within your community to offer diabetes and blood pressure screenings, workshops on fitness and healthy eating, and small health fairs to your participants.
- Engage the media to publish human interest stories about the walking group program and its participants in local newspapers—publicity that may result in increased participation and help to recruit additional walking leaders.

Step Fifteen: Provide ongoing support to walking leaders and continue working with them to improve program performance.

- Convene regular meetings with walking leaders as a forum for problem solving and sharing of information about routes, attendance, participant progress, etc.
- Recognize walking leaders for their hard work and valuable contributions in aiding the program. If possible, offer incentives (e.g., gift cards) for continued motivation among walking leaders.

Step Sixteen: Applying walking group program experience to overall community development and improvement activities.

- Provide feedback to local government departments concerned with parks, recreation and transportation on the walkability of routes throughout the community. Identify problems that are related to sidewalks, crosswalks, timing of streetlights and safety.
- Consider mass dissemination of neighborhood or community maps detailing walking routes for all residents. In doing this, you may expand the range of physical activity opportunities for all members of your community. Rely on support from local businesses, community-based organizations and local government offices.

WhatWorks for WalkWorks – Appendix I

Walking Program Registration Form



Route _____ Date _____

Name _____
First name Last name

Address _____
City State Zip

County _____ Gender (Select one) ☐ Male ☐ Female

Email address _____

Preferred phone _____ Preferred time (Select one) ☐ Afternoon ☐ Evening

Emergency contact _____ Emergency phone _____

Age group: (Select one)

☐ Under 20 yrs. ☐ 21-39 yrs. ☐ 40-59 yrs. ☐ Over 60 yrs.

How often do you participate in physical activity for 15 or more consecutive minutes? (Select one)

☐ 3 or more times/week ☐ 1-2 times/week ☐ 1-4 times/month ☐ Less than once/month

In general, describe your health. (Select one)

☐ Excellent ☐ Very good ☐ Good ☐ Fair ☐ Poor

The information collected will be used for the purpose of WalkWorks related materials and events, only. It will be treated in confidence and not be disclosed to any other party. I understand that a WalkWorks representative will use this information to help better my WalkWorks experience.

This document is to release the Pennsylvania Department of Health, the University of Pittsburgh and all contracted organizations, including _____, from any liability resulting from your participation in the activities described below, and to waive all claims for damages or losses against these organizations which may arise from such activities. (WalkWorks Partner)

It is not possible to identify all potential risks of walking. By signing this, I acknowledge that I know that walking is a potentially hazardous activity; I should not enter a beginning walking program unless I am medically able and have consulted with my physician either in person or via telephone. I acknowledge that falls, contact with other participants, the effects of weather and the condition of the track, trail or street are all risks known and appreciated by me.

As a participant in WalkWorks, I voluntarily give my consent and agree to this release form of responsibility, assumption of risk and waiver.

Signature _____ Date _____

To register for any of the WalkWorks routes, please complete this form and e-mail it to: pawalkworks@pitt.edu. Upon receipt, your form will be forwarded to our community-based partner responsible for the route that you designate. To view the route options, visit www.pawalkworks.com.

Steps to a Healthier You

pawalkworks.com

WalkWorks at: (Insert County and Route)

| Indicator | Month | | | Additional Details to Responses (if appropriate) | Guidance |
|--|----------|---------|----------|--|---|
| | July '16 | Aug '16 | Sept '16 | | |
| # of new registrants* | | | | | New registrants, only |
| # of new walking groups created | | | | | New groups, only |
| # of times groups walk the route | | | | | Total # of times all groups -- combined -- walked |
| # of walking group participants | | | | | Total # of walkers of all groups |
| # of events held | ----- | ----- | ----- | | For "other," specify type of event. Ex: collaboration w/ Arthritis Foundation; Fall Foliage Walk |
| - Kick Off | | | | | |
| - Other | | | | | |
| # of participants at Kick-Off event(s) | | | | | |
| # of participants at other events | | | | | This can be an aggregate of all "other" events |
| # and types of promotional materials distributed: | ----- | ----- | ----- | | Excluding materials distributed to schools, indicate the number, by type, of materials distributed; indicate where or to whom materials were distributed. If entering a # for "other," please define. |
| - Brochures | | | | | |
| - Posters | | | | | |
| - Family Flyers | | | | | |
| - Participants Packets | | | | | |
| - Signs (installed) | | | | | |
| - Other | | | | | |
| # of materials distributed to schools | | | | | # of schools and types of materials distributed to each |
| # of new joint use agreements or other agreements w/ schools or other organizations | | | | | Describe agreements |
| # and types of new social supports | | | | | # of new community partners that support efforts of WalkWorks; specify type of organization (e.g., AARP, senior center) |
| # of outlets to which press release was sent** | | | | | Name the newspaper, website, etc.** |
| Please share any barriers/challenges as well as successes that were encountered during the reporting period. | | | | | |

*Please submit (scan and email) all registration forms at the time that you submit this Report -- quarterly (Sept. 30, Dec. 31, March 31, and June 30) -- to the University of Pittsburgh office (email: PAWalkWorks@pitt.edu) ; the data on the registration forms will be aggregated by the University of Pittsburgh.

**From time to time (e.g., upon a walkability assessment being conducted, planned kick-off events, etc.), press releases will be provided to you for dissemination. You will always have the option of advising us that you prefer to have the Media Relations Office of the University disseminate the releases -- rather than you. If that is your choice, you may indicate the outlets to which you want the releases sent; otherwise, Media Relations will send it to them to all known outlets in your respective areas. Please forward all published articles to Carol Reichbaum, reflecting the publication name; links are acceptable, if the publication allows access.

If additional space is required, please feel free to extend this form or add an additional page -- whatever works for you.

THANK YOU!

Rev. 100416



Suggested Walking Group/Event Themes

Walking Group/Event Themes

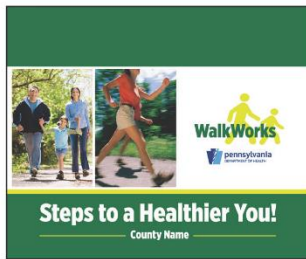
- o Walking school bus
- o Walk with a Doc
- o Family Day
- o Fitness Walk (with hand, wrist, and/or ankle weights)
- o Mothers' Day Out
- o New Year's Resolution Walk
- o Seniors
- o Moms with strollers
- o Dog walking
- o Nordic walking
- o Walking to Disneyworld or anywhere else (with individuals adding up their miles until they "get" there)
- o Challenges
 - Businesses v. businesses (or lawyers v. medical doctors)
 - Firefighters v. police department
 - Sisters v. brothers
 - Schools v. schools
 - Teachers v. students

Walking Group Sponsors/Collaborators

- o Businesses
- o Churches
- o PTOs
- o YMCA /YWCA
- o Social service agencies
- o Senior centers
- o Day care centers
- o Parks and Recreation departments
- o Neighborhood Crime Watch
- o Hospitals
- o Libraries
- o Firefighters
- o Police departments

August 2015

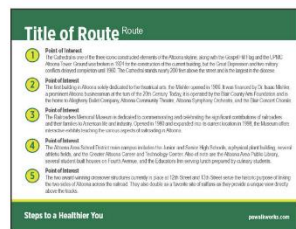
Participant Packet



Card Insert



Side 1: Map

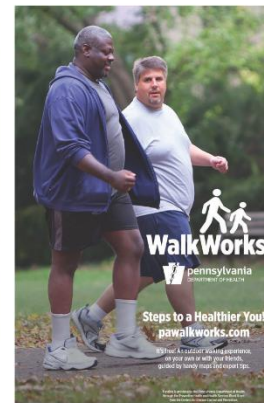


Side 2: POI's

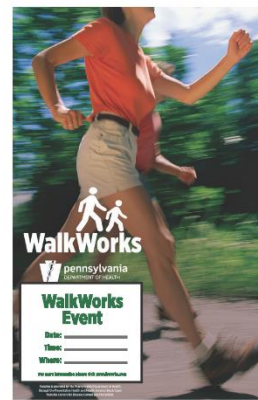
2-Sided Posters 11" x 17"



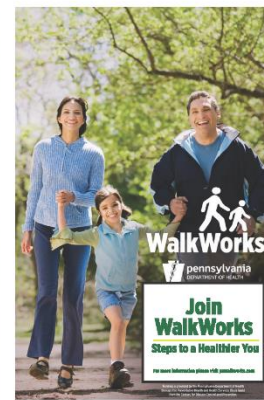
Poster 1: Side 1



Poster 1: Side 2



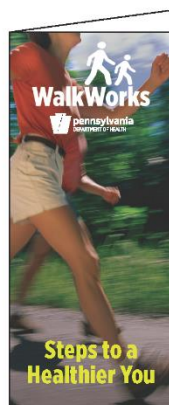
Poster 2: Side 1



Poster 2: Side 2

*Posters will have diecuts in which informational cards can be inserted as shown on Poster 2.

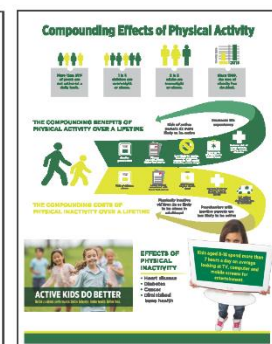
Trifold Brochure



Family Flyer



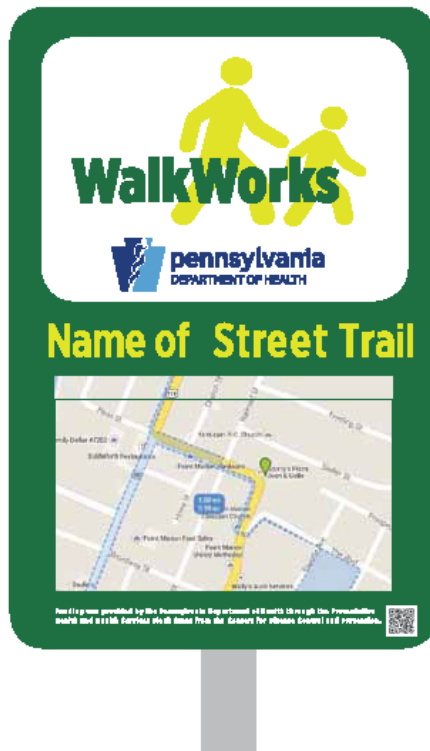
Side 1



Side 2

See attachment C for a sample of the Family Flyer

12" x 18" Aluminum Sign



12" x 24" Pole Banner



6" x 9" Mile Marker Sign



4.5" Directional Arrow



Steps to a Healthier You!

Moving Toward Shared Responsibility for Population Health; Incorporating Health in All Policies

Policy Brief No. 1 | 2015 - 16

Summary of Recommendations

- Adopt a paradigm whereby individuals of multiple disciplines contribute their respective expertise.
- Collaborate across sectors – education, health, municipal planning, transportation, and others – in the development of land use and transportation plans and policies.
- Integrate health-related priorities and criteria into plans so that progress can be measured.
- Educate each other about creating healthier communities – planners and public health professionals alike.
- Support public policy to enhance the built environment and in support of active – “ped/bike” – transportation.

pawalkworks.com

“ If there’s one thing we’ve learned about catalyzing changes that prevent illness in the first place, it’s that passage of a single policy can be like lighting a match — illuminating the way towards strategies with greater impact and igniting the energy of leaders. ”

– Larry Cohen and Juliet Sims (Prevention Institute, 2015)

The focus of this policy brief is on the importance and value of institutionalizing health considerations into decision-making with specific focus on physical activity.

- Integrating health into transportation and land-use policies and plans and, thereby, expanding the availability of, safety for, and access to a variety of transportation options has the potential to save lives by preventing chronic diseases, reducing and preventing motor-vehicle-related injuries and deaths, and improving environmental health – all while stimulating economic development and ensuring access for all people.
- Regular physical activity is one of the most important things one can do to maintain or enhance one’s health. It can help control weight, reduce risk of cardiovascular disease as well as type 2 diabetes and some cancers, and improve mental health.
- Less than one-half of all Americans meet the physical activity guidelines of 150 minutes per week of moderate physical activity for adults and 420 minutes per week for children and adolescents.¹
- In 2013, the most recent year for which data are available, Pennsylvania was one of 18 states that had a prevalence of obesity between 30 percent and 35 percent; only two states – Mississippi and West Virginia – had a prevalence of greater than 35 percent.²
- For each six-tenths of a mile that an individual walks per day, his/her risk of obesity is decreased by 5 percent.³
- One hour of brisk walking, every day, can cut a woman’s risk of developing type 2 diabetes in half.⁴
- A daily 20-minute walk can cut the risk of dementia by 40 percent.⁵



What is Health in All Policies?

Health in All Policies (HiAP) is a response to a variety of complex and inextricably linked issues including, though not necessarily limited to: chronic diseases – many for which obesity is an indicator; increasing health inequities; health care costs; an aging population; and threats to natural resources, coupled with the lack of efficient strategies for achieving goals with shrinking means to do so. It is a collaborative approach that integrates and articulates health considerations into policy-making across sectors, at all levels, to improve the health of all communities and people. Further, it engages diverse governmental partners and stakeholders to work together to improve health and simultaneously advance other goals, such as promoting economic stability, transportation access and mobility, a strong agricultural system, environmental sustainability, and educational attainment.⁶

What does HiAP aim to accomplish?

It is not enough to add years to our lives. We must, also, add healthy life to our years. The goal of HiAP is to ensure that decision-makers are informed about the health, equity, and sustainability of consequences or enhancements during policy development processes. A wide range of policies can help to influence health – ranging from transportation and land use to the food we eat and how much we walk rather than drive. While the health sector has gradually increased its cooperation with other government sectors, other sectors are increasingly taking health and the well-being of citizens into account in their policies. The key factor enabling such a development has been that health and well-being are shared values across the societal sectors.

What is the issue that requires attention?

A healthy population is a key requirement for the achievement of society's goals. Good health enhances quality of life, improves workforce productivity, increases the capacity for learning, strengthens families and communities, supports sustainable environments, and contributes to security, poverty reduction, and social inclusion. The increased prevalence of sedentary lifestyles, which contributes to rising obesity rates, is related to changes in patterns of land use and transportation, increased distances from homes to schools and work, parental fears about children's safety, shifts in the nature of work, and cultural changes. The Task Force on Community Preventive Services recommends using community and street-scale design and land use policies to promote physical activity as local governments have the ability to use their zoning and sub-division authority to facilitate walking, bicycling, and other opportunities for physical activity.⁷ Walking and bicycling, as modes of transportation (or "active" transportation), are low cost, low-polluting, calorie-burning, health improvement alternatives to driving, that warrant attention.

HiAP in Action

The vision statement of the Boston Region Metropolitan Planning Organization (MPO) calls for sustaining a "healthy and pleasant environment"; further, its short-term Transportation Improvement Plan aligns its transportation planning activities with other planning activities, including the Massachusetts Healthy Transportation Compact, which aims to "achieve positive health outcomes through the coordination of land use, transportation, and public health policy." Additionally, in 2013, in partnership with the Boston Society of Architects, the Boston Public Health Commission launched the Fit City Boston initiative, which brings together planners, architects, developers, public officials, academics, and residents to explore how physical activity can be supported by the design of our streets and buildings.

After Tennessee ranked fourth highest in the nation for obesity, the Nashville Area MPO took steps to develop active environments – including walking and bicycling. They formed policy, directed funding, and conducted research that facilitates positive health outcomes for their residents by developing a transportation plan that incentivized active living by prioritizing constituent health and developed criteria measures for their 2035 Regional Transportation Plan. Under their Active Transportation Program, which targets 15 percent of available Urban Surface Transportation Program resources for walking, bicycling, or transit-supportive projects, the Nashville Area MPO funded projects that promote public health by awarding \$2.5 million in 2012.

In 2012, staff at the Oregon Health Authority, Public Health Division (OHA-PHD) reached out to peers at the Oregon Department of Transportation (ODOT) to identify prospects for partnership as a part of their health in all policies approach. Also, emerging in part from interest in the Oregon Governor's office in having non-traditional representatives serve on the Oregon Transportation Commission, a Memorandum of Understanding (MOU) was drafted in 2013. Both the transportation and public health leaders at these organizations were seeking opportunities to connect; the timing was serendipitous, as both were aligned in their thinking. The leader-to-leader discussions coupled with receptive audiences among the staff at both agencies drove the success of the MOU. Further, the ODOT has been active in including health in planning processes and safety projects, while OHA-PHD has been encouraging statewide pedestrian safety for children and leveraging a health impact assessment as a tool to help apply public health considerations to transportation planning and design.

What is the evidence that makes this an issue?

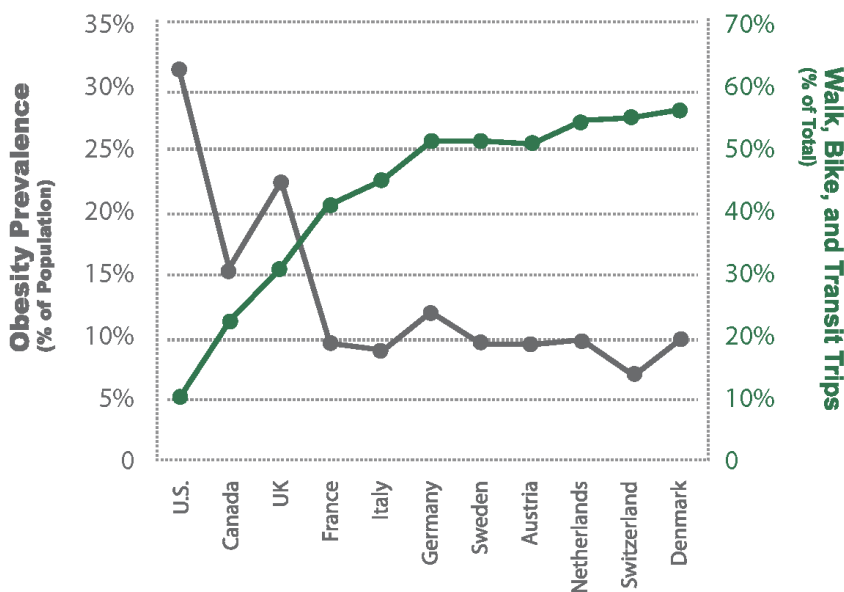
[There is consistent epidemiological evidence that demonstrates that physical activity is a major modifiable risk factor in the reduction of mortality and morbidity from many chronic diseases. "Obesity contributes to over 300,000 deaths per year, principally through its association with cardiovascular disease, type 2 diabetes, and several cancers... obesity currently is the second leading cause of preventable deaths and will soon surpass cigarette smoking, the leading cause.] Health economists estimate that obesity costs our nation approximately \$100 billion a year. And these figures say nothing about the personal suffering of those affected by obesity."⁸

Research indicates that physical activity interventions of regular moderate-intensity activity—including using walking or cycling for transportation—can provide similar benefits as vigorous activity. Physical activity guidelines recommend 30 minutes per day, five days per week, of moderate-intensity physical activity (such as brisk walking) for adults and 60 minutes per week for children.⁹ Despite the well-established health benefits of regular physical activity, only one in five adults in the United States meet the 2008 Physical Activity Guidelines for Americans.^{10,11} In response to those low levels, promotion of physical activity has expanded from individual-based approaches to promoting policies and environments that support active living. Approximately, two-thirds of Americans are overweight.¹² Countries in which walking and cycling are most common have the lowest obesity rates, whereas countries with the highest rates of car use for travel have the highest rates of obesity; see table below.

According to The Surgeon General's Vision for a Healthy and Fit Nation, the social, cultural, physical, and economic foundations of a community support a healthy lifestyle for its citizens. For example, stairwells, bicycle paths, walking paths, exercise facilities, and swimming pools that are available, accessible, attractive,

and safe, may play a role in how much and the type of physical activity people engage in.¹⁴ The physical layout of communities can promote or limit opportunities for physical activity. There is growing research and policy interest in active living, defined as "a way of life that integrates physical activity into daily routines." Under this principle, by establishing communities that support an active lifestyle, neighborhood design can promote physical activity patterns that are sustainable and important to health. Building new communities that are less car dependent and increasing the density of existing communities are strategies that can make it easier for people to walk to their destinations of daily life. Higher land-use mix encourages more utilitarian trips among residents and increases their ability to reach their destinations on foot rather than by automobile. Proximity of neighborhood shops to residences promotes trips on foot or by bicycle. In addition to mixed-land use, other measures, such as higher residential density, smaller street blocks, and access to sidewalks have been reported to translate to an increase in walking for adults. Increased urban sprawl, by which farther distance between destinations decreases walkability, has been associated with less physical activity and with more obesity in adults, as well as higher automobile passenger and pedestrian fatality rates.¹⁵

Transportation and Obesity Rates¹³



Steps to a Healthier You!



What can policy-makers do?

Rather than modify the individual behavior of one person at a time, public policy to enhance the built environment and in support of active transportation is an obvious strategy that can have profound impact on improving population health. Although the process is complex, it is clear that a more effective means of modifying individual behavior is an approach that requires the commitment of diverse sectors and organizations such as, though not necessarily limited to: public health; municipal planning; schools; parks and recreation; transportation; the business community; residents of respective communities; and the media.

Issue: Governments, at all levels, are challenged by declining revenues and shrinking budgets.

Response: Collaboration across sectors – utilizing Health in All Policies – can promote efficiency by identifying issues being addressed by multiple organizational entities and fostering discussion of ways in which agencies can work collaboratively to improve outcomes.

Issue: Developers of comprehensive or master transportation plans cannot be expected to know or conduct research or collect data on the health-related issues.

Response: Develop and implement bicycle and pedestrian master plans, which aim to increase opportunities for active transportation. Such plans should outline policies, street classifications, design guidelines, and projects. They should include a long-range vision for active travel infrastructure and policies. They should identify and support evidence-based policy changes that improve health outcomes and address related environmental and equity issues, such as increased physical activity, reduced obesity, improved air quality, and lower rates of roadway-related death and injury. Complete Street policies, which define how transportation planning, design, construction, and maintenance will serve all users, should also be included in bicycle and pedestrian master plans. While often produced at the regional level, bicycle and pedestrian master plans may also be produced at the state, county, or municipal level.

Issue: While the relationship between urban environments and health is well-recognized in the public health field, this is not necessarily the case in the wider community, the mass media, other sectors of government, and private industry. These sectors and others need to be involved in the wide-ranging efforts required to ensure a healthier population. For example, creating awareness of the environmental determinants of health is a particular challenge for obesity prevention, which until recently has been framed as a problem caused by the unhealthy food and activity choices of individuals.

Response: HiAP is about institutionalizing health considerations into decision-making – proactively embedding health considerations into programs and policy development – rather than considering health and equity after decisions are made. It is about adopting a new paradigm whereby individuals of multiple disciplines – intra- and inter-organization – contribute their expertise/respective knowledge to possible solutions. While a radical shift in how government functions, collaboration across sectors – health, municipal planning, transportation, education, parks, criminal justice and others – will be critical in an effort to achieve long-term, sustainable impact. See table on page five, for potential cross-collaborations between health and other sectors.



Options for Cross-Sector Collaboration ¹⁶

| Sectors / Issues | Interrelationships with Health |
|--|--|
| Economy and employment | <ul style="list-style-type: none"> • Economic resilience and growth is stimulated by a healthy population. Healthier people can increase their household savings, are more productive at work, can adapt more easily to work changes, and can remain working for longer. • Work and stable employment opportunities improve health for all people across different social groups. |
| Education | <ul style="list-style-type: none"> • Poor health of children or family members impedes educational attainment, reducing educational potential and abilities to solve life challenges and pursue opportunities in life. • Educational attainment for both women and men directly contributes to better health and the ability to participate fully in a productive society; it also creates engaged citizens. |
| Infrastructure, planning and transport | <ul style="list-style-type: none"> • Optimal planning for roads, transport, and housing requires the consideration of health impacts, as this can reduce environmentally costly emissions and improve the capacity of transport networks and their efficiency with moving people, goods, and services. • Better transport opportunities, including walking and cycling opportunities, build safer and more livable communities and reduce environmental degradation, enhancing health. |

Providing people with options for getting around is really an investment in health.

- Trails for runners, bike lanes for commuters, and sidewalks for a stroll to the store all provide opportunities to incorporate exercise into everyday life, combating obesity while cutting air pollution
- And a healthy community saves money – it makes good business sense to consider issues like obesity, diabetes, safety, and air quality when we make transportation decisions





Recommendations for Decision Makers

Transportation policies and plans, shaped without consideration of health and equity outcomes, cost taxpayers hundreds of billions of dollars. In a recent letter, signed by numerous formidable and well-respected national organizations (May 13, 2015), Secretary Foxx of the U.S. Department of Transportation was urged to integrate health into transportation planning by:

- Developing performance measures relating to the impact of transportation infrastructure on public health – especially, physical activity. Such measures include, though are not necessarily limited to: miles of active transportation facilities; percent of commuters relying on foot or bicycles at least once a week for even part of their trip; and percent of trips by foot or bike.
- Enabling planners to better measure progress and facilitate healthier outcomes by requiring state, metropolitan, and regional transportation planning organizations to collect and aggregate data about the presence and use of active transportation infrastructure.
- Calling for programmatic mitigation plans to include an active transportation plan. Many communities are beginning to enact bicycle and pedestrian plans, in part, as a means to reduce carbon emissions by increasing walking and bicycle routes.

The World Health Organization's Adelaide Statement on Health in All Policies calls for the engagement of leaders and policy-makers at all levels of government — local, regional, national, and international. It emphasizes that government objectives are best achieved when all sectors include health and well-being as a key component of policy development. This is because the means to health and well-being lie outside the health sector and are socially and economically formed. Although many sectors already contribute to better health, significant gaps still exist. The Adelaide Statement outlines the need for a new social contract between all sectors to advance human development, sustainability, and equity, as well as to improve health outcomes. This requires governance whereby leaders, across all sectors and between levels of government, join together. All must contribute to resolve complex issues across governmental agencies. Taking account of health means more effective government; more effective government means a healthier population.¹⁷

Decision makers are encouraged to:

- Adopt a “Health in All Policies philosophy” by systematically identifying and seizing opportunities to incorporate health in plans and policies resulting in a lasting legacy of increasing physical activity and reducing related chronic diseases.
- Integrate health-related priorities, as identified in community health needs assessments – specific to your community, into your comprehensive and transportation plans. Include measurable objectives so that progress can be measured.
- Collaborate across sectors – education, health, municipal planning, transportation, and others – in the development of land use and transportation plans and policies.
- Consider policies that require enhanced connectivity in all future developments. Support active transportation, including ease of pedestrian and bicycle movement, and enrich the quality of the public realm by increasing connections; require sidewalks and implement a walkable grid in all new communities.



This policy brief presents the basis for “why” HiAP. A future brief will address “How to introduce HiAP” and answer “How do we know it works?,” citing examples in which HiAP has been implemented. It will cite successful examples and provide suggestions pertaining to possible structures, processes, participants, and cost effectiveness of introducing health into policies as well as in plans that address transportation matters.

End Notes:

¹ US Department of Health and Human Services. Physical Activity Guidelines for Americans. Fact Sheet for Professionals. <http://health.gov/paguidelines/factsheetprof.aspx>

² Behavioral Risk Factor Surveillance Systems, Centers for Disease Control and Prevention, 2013

³ American Heart Association. Start Walking Now. "The benefits of walking." www.startwalkingnow.org/whystart_benefits_walking.jsp.

⁴ Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion

⁵ Mayo Clinic

⁶ Ruddph, L., Caplan, J., Ben-Moshe, K., & Dillon, L. (2013). Health in All Policies: A Guide for State and Local Governments. Washington, DC and Oakland, CA: American Public Health Association and Public Health Institute)

⁷ <http://www.thecommunityguide.org/pa/index.html>

⁸ Thomas A. Wadden Ph.D. Testimony Of The North American Association For The Study Of Obesity (NAAO) Before The U.S. House Of Representatives Committee On Government Reform Subcommittee On Human Rights And Wellness The North American Association for The Study Of Obesity September 15, 2004

⁹ U.S. Department of Health and Human Services. Physical activity and health: A report of the Surgeon General. Atlanta, GA: US Department of Health and Human Services, Centers for Disease Control and Prevention, National Center for Chronic Disease Prevention and Health Promotion; 1996.

¹⁰ Harris CD, Watson KB, Carlson SA, Fulton JE, Dorn JM, Elam-Evans L. Adult participation in aerobic and muscle-strengthening physical activities – United States, 2011. MMWR 2013; 62(17): 326-330

¹¹ U.S. Department of health and Human Services. 2008 Physical Activity Guidelines for Americans.

¹² Impact of the Built Environment, Centers for Disease Control and Prevention – National Center for Environmental Health, 2011

¹³ Vision for a Healthy and Fit Nation 2010 (PDF - 840 KB)

¹⁴ American Journal of Pediatrics Vol. 123 No. 6 June 1, 2009 pp. 1591 -1598

¹⁵ Promoting Safe Walking and Cycling to Improve Public Health: Lessons from the Netherlands and Germany, 2003. http://hsph.harvard.edu/healthdesign/ppt-pdf/pucher_revised.pdf

¹⁶ Adelaide Statement on Health in All Policies, WHO 2010

¹⁷ http://www.who.int/social_determinants/hiap_statement_who_sa_final.pdf (Adelaide Statement on Health in All Policies, WHO, Government of South Australia, 2010)

Defining the Terms:

Active Transportation: any form of human-powered transportation – walking, cycling, using a wheelchair, in-line skating or skateboarding

Built environment: all of the physical parts of where we live and work (e.g., homes, buildings, streets, open spaces, and infrastructure) that are deliberately constructed, as well as outdoor spaces that are altered in some way by human activity. The built environment influences a person's level of physical activity

Epidemiology: the incidence, distribution, and possible control of diseases and other factors relating to health

Equity/health equity: a key strategy for addressing major population health issues rooted in socioeconomic inequalities facing the United States

Health in All Policies: a collaborative approach to improving the health of all people by incorporating health considerations into decision-making across sectors and policy areas

Healthy community: a community that embodies economic, physical, social, and service environments that are known to promote health

Public policy: the sum of government activities that have an influence on residents and communities

Sustainability: the need of society to create and maintain conditions so that the population can fulfill social, economic, and other requirements of the present without compromising the ability of future generations to meet their own needs

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Steps to a Healthier You!



Steps to a Healthier You!

Principal writing and research of this policy brief was performed by Carol Reichbaum of the University of Pittsburgh Graduate School of Public Health.

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University of Pittsburgh
Graduate School of Public Health
Center for Public Health Practice

How To: Conduct Effective Meetings



Conducting an Effective Meeting – Administrator

Meetings are a means to share information, develop ideas, facilitate discussions, and deliver news to members of an organization or team. The following guide presents suggestions for conducting an effective meeting with stakeholders, advisory committees, or other community sessions.

Preparation

Clearly defining the purpose of the meeting is a key component to ensuring its effectiveness. A meeting might be called for the purposes of brainstorming, delivering or gathering information, getting direction, and making decisions. Once you have determined the purpose of the meeting, you can begin to define its goals and objectives. The development of clear goals and desired outcomes will aid in ensuring the meeting is useful and effective for the participants. The outcomes should be concise and unambiguous. A good way to arrive at an outcome is to ask yourself, “What do I want the group to have accomplished by the end of the meeting?” With the end result clearly defined, you can plan the contents of the meeting and determine who needs to be present.

Creating the Agenda

A well-written agenda should communicate the important aspects of the meeting. It will provide an outline of the meeting and serve as a checklist to ensure that all topics are covered within specified time parameters. The following are things to consider when developing the agenda:

1. Include items to be discussed. For each item, specify the person leading the discussion, the desired outcome, and the allotted time to address the item.
2. Limit the number of items to a reasonable amount for the time allotted for the meeting.
3. Be realistic about the timeframe for each item.
4. Schedule breaks periodically for meetings lasting longer than 2 hours.
5. Provide meeting evaluation time and documentation (if applicable).

Inviting Participants

It is important that the administrator identify and invite only the necessary and appropriate people for the meeting. Make sure that all potential attendees will be able to contribute to the discussion in some way. The purpose of the meeting and desired outcomes should be communicated to all those invited. Prior to the meeting, if possible, distribute the proposed agenda to participants and ask for their input on other items that they would like to see addressed during the meeting. By allowing for input, in advance, the administrator can be better prepared to keep the meeting “on-topic.”

Role of the Meeting Administrator

As the administrator of the meeting, it is your responsibility to ensure that certain rules or norms are followed during the meeting by all participants. The most important aspect of creating an effective flow is to use the time wisely. Beginning and ending on time, regardless of whether some attendees arrive after the meeting has begun, will ensure that the agenda is followed as closely as possible. This also shows respect for the participants’ time.

As the administrator, you should remain aware of the time being spent on each item on the agenda and have a clear understanding of how to maintain focus with the participants. If you feel that the

How To: Conduct Effective Meetings



discussion has gone off track, find a way to steer the group back to the topic at hand. Encouraging open communication is essential to an effective meeting and ensures that all participants are offered the opportunity to engage with the group. While encouraging the open discussion, topics may arise that are not listed on the agenda. To be respectful of the time allotted for the meeting, topics that are not in direct relation to the agenda should be tabled. Recognizing the importance of these items and determining the need for discussion at another time shows the participants that their open communication is respected and worthwhile, while also maintaining the scheduled agenda.

A note-taker should be designated at the beginning of the meeting. Keeping detailed minutes of the meeting is important for record-keeping and to assist with planning future meetings. This is also where a note should be made to follow-up on issues that were mentioned during the meeting that were considered to be outside of the agenda. Additionally, keeping accurate minutes of your meeting can help the administrator see where the most time is being spent in an effort to adjust future agendas.

Follow Up

Disseminating the relevant information to the participants is essential to ensuring the effectiveness of your meeting. The minutes should be converted into a readable document and distributed to all attendees within 24-48 hours. Encourage feedback from participants which can be useful for future meetings.

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How To: Doodle



Doodle – Administrator

Recommendations for Use

Doodle is a useful scheduling tool recommended when a meeting or an event is being planned for 3 or more people. Doodle provides the administrator the ability to offer optional meeting times, reducing the need for multiple emails and rescheduling. It invites participants to participate in a poll – indicating their availability, given the proposed dates and times. The administrator is then able to view the most convenient time for the majority of participants and proceed with scheduling.

Getting Started

Doodle makes creating a poll simple with easy to follow, step-by-step, directions. View the link below for an in-depth look at creating an event on Doodle:

<http://support.doodle.com/customer/portal/articles/761313-what-is-doodle-and-how-does-it-work-an-introduction>

Creating an Event

1. Visit the Doodle website at www.doodle.com. Doodle does not require the user to register an account, though registration does allow the user to sync and view all event requests more easily.
2. Click on “Schedule an Event.”
3. Doodle requires a “Title” for your event. Location and description of the event are optional.
4. You will enter name and email address for reference.
5. Doodle allows you to select several dates and times for your event.
6. Once the dates have been selected, you can select specific times within those dates.

Distributing and Reading Your Poll

There are two ways to distribute your Doodle Poll:

1. A link to your doodle poll can be sent via email; or
2. You can invite individuals to the doodle website by entering their email addresses directly on the site; this can be done easily by registering your account and syncing your contacts and calendar.

As the administrator of the poll, you will receive a notification each time the poll is completed by a participant. Once all participants have completed the poll, you will be able to view the results by accessing the poll through your administrator settings. The poll will indicate the date and time that are convenient for the participants.

Finalizing the Date and Time

Once the date and time are determined based on the poll results, Doodle allows you to inform participants in the following ways:

1. Send an email through Doodle that informs participants of the chosen date and time;

How To: Doodle



2. Send a calendar invitation through the administrator's preferred method; or
3. Create your own email informing participants of the event date and time.

Doodle – Participant

Recommendations for Use

Doodle is a useful tool that allows participants of a large group to view the availability of all those that are invited to the same event. Participants can adjust their schedules to accommodate the scheduling needs of other participants or view the best date and time for the group-at-large.

Participating in a Poll

Once a poll has been created by the administrator, you (the participant) will receive an email with either a link to the poll or personal invitation from the administrator to participate in the poll. By clicking on the link, you will be directed to the poll where you can view the available dates and times, as well as those who have already participated in the poll.

To participate in the poll:

1. Enter your name.
2. Review the available dates and times.
3. Select your preferred dates and times.
 - a. If you are the first person to complete the poll, indicate the times that you are available.
 - b. If others have completed the poll before you, try to select times that at least 50 percent of the participants have indicated they are available.
4. You will have the option to indicate whether you require special accommodations and/or want to inform the administrator of anything (e.g., Will be 10 minutes late if 3/18 at 10:00am is chosen).

Scheduling your event

The administrator will notify all participants of the selected date and time (typically, those that accommodate most of the invitees/participants). This can be done via a calendar request or email.

Be sure to place the event on your calendar as a reminder to attend.



How To: Engage Stakeholders

Engaging Stakeholders

Purpose of Stakeholder Groups

A stakeholder group can determine the degree of success of a program. In the case of WalkWorks, the functions of stakeholder groups include, though are not limited to: ensuring the interests and values of the community, including a wide range of constituencies, are taken into account during the identification of potential routes and selection of the final routes; identifying and recommending individuals who might serve as effective walking group leaders; assisting with promotion of policies and plans or helping staff gain access to local officials for the purpose of presenting policy-related matters; and to offer general guidance. The Group will be most effective when it is utilized – not to obtain “buy-in”, but rather to solicit input! Ultimately, you will want an authentic two-way dialogue.

The identification and engagement of stakeholders is one of the first steps when organizing to implement WalkWorks. While there is no “right” or “wrong” way or structure your group, this “how to” has been developed to share ways you might elect to identify stakeholders and how to optimize their participation.

Getting Started/ Identifying Key Stakeholders

Every community is unique and should employ strategies that will be most acceptable and effective for its characteristics when it begins to form a stakeholders group. With regard to WalkWorks, the stakeholders who will yield the most potential for a successful collaboration are those who have an investment in the community and, further, have interest in improving the health of the population. Your stakeholders should bring a range of strengths to the program. Assessment of their attributes will aid in determining the categories of stakeholders that will be of most value to your walking program. For purposes of WalkWorks, partners are encouraged to recruit individuals or organizations to represent the following categories : community residents; local government; business; voluntary organizations; education; faith-based organizations; media; healthcare providers; public health; health insurers; planning; and transportation. Others you might also want to consider are representatives of parks and recreation, pedestrian and bicycle advocacy groups, libraries, and YMCAs. The number of stakeholders should reflect the unique capacity and needs of your community.

Making Connections

After you identify key stakeholders in your community, you will want to orient them to your program. It is important to clearly articulate the goals of the WalkWorks, why you believe their input will be important to success of the program, your vision of the role of the group – including its time commitment, and the timeframe of the program.

Stakeholder Group Meetings

See the “How To” regarding meetings. Be certain to conduct meetings, only when necessary. Ideally, send your agenda in advance so that your stakeholders can be prepared for the discussion and know what decisions are likely to come before them. Keep lines of communication open to foster an inclusive environment. Always remember to invite your stakeholders to offer input. While the structure of an agenda is appreciated, your meetings should be driven by the stakeholders’ aspirations for the future of their communities.



How To: Motivate A Walking Group

Motivating a Walking Group

As a walking group leader, you have already taken the first step to sustaining a healthier lifestyle! Often times, there is much enthusiasm in the first weeks of a new fitness program. Sustainability is a key element to reaping the benefits of walking. Keeping your walking group motivated is essential to a successful group and fitness program. This guide has been developed to provide walking group leaders with tips on creating and sustaining a walking group and the tools to encourage and motivate members.

Connecting Members

Those that join a group are often seeking the social support that comes with its membership. A walking group is no different. As the group leader, you will want to encourage and support the social network that is being built. There are several ways to do so. Building connections among group members can start by simply distributing a contact list. A phone tree is an excellent communication tool to keep members in the loop regarding changing dates and times. Alternatively, you can connect with your group via text or social media. You can even create Facebook or Instagram account for your group to keep members up to date with events, share stories and photos, and engage others who may be interested in joining your walking group.

Creating a Supportive Environment and Setting Goals

As the group leader, it is important to recognize that each member's capabilities are different. One member of your group may find that a one mile walk is an effortless stroll while another member may find it more challenging. Encouraging all members of your group to walk at paces with which they are comfortable will encourage inclusiveness and help to avoid anyone feeling they are not able to keep up with other group members. Goal-setting can be a great motivator for your group. Individual and group goals can be discussed within the group and can be used to hold each member accountable for achieving personal and team goals. Recognition for reaching group and individual goals will support motivation efforts. Acknowledging members of the group is a great way to give recognition. Start with introducing anyone new joining the group and be sure to thank everyone for coming at the close of the walk.

Get Creative and Add Variety

Consider a variety of places to walk, varying routes, and points of interest. Themed walks can be stimulating to the group such as a St. Patrick's Day green walk or "Walk with Your Dog Day." Charity walks are also a great way to add variety while also motivating your group to walk for a cause. Training for a charity 5K or 10K can be a useful tool for motivating your group while also providing gratification by helping an individual or organization in need.

Building Relationships

While many people are aware that walking more is beneficial for their health, not all people actually start a walking program and sustain it. Even with the tips listed above, there are bound to be resistance, struggles, and hardships with starting and sustaining a walking program. Walking groups offer more

How To: Motivate A Walking Group



than just physical and health benefits; there is also an emotional benefit. As a group leader, emphasizing the human connection that a walking group provides can be a key motivator for some individuals. Walking with a group can be ideal time to catch up with friends or talk to your children about their day at school. Rather than make the walk all about the physical benefits, create an emotional tie that will motivate groups to come back for quality time with friends and family.

When All Else Fails

The use of incentives and prizes is a proven motivator to encourage individuals to adopt healthier behaviors such as walking. As a group leader, you may think to ask local businesses to donate products, services, or gift cards that can be used as prizes to encourage individuals to achieve their goals. Keep in mind that health and physical fitness should remain a priority so get creative with the prizes. Brightly colored t-shirts, eco-friendly water bottles, shoelaces, or pedometers can be given to members of your group to encourage walkers to keep walking.

How To: Social Media



A How-to Guide to help you make the most out of your social media experience.

What is social media?

Social media is a term that describes any website or mobile phone app that allows a person to connect with another person or business and allows them to share content and ideas over the same platform.

What are the most popular social media services and what they are used for?

The effectiveness of social media relies primarily on popularity. Listed below are some of the most popular social media sites, according to [Social Media Today](#).



Facebook

Facebook is a tool that people use on a personal and professional level to connect and share information online. Facebook allows its users to post information, and show and share interests by “liking” content that can be seen publically throughout the internet.



Twitter

Twitter is a form of social media that allows its users to broadcast short messages over a centralized platform that are viewable to everyone who has a Twitter account. Known as microblogging, Twitter allows its users to follow others and stay up to date with real-time news straight from anyone, including worldwide corporations and celebrities.



Instagram

Instagram is a form of social media that enables its users to share photos, video, and content online. Instagram also integrates with other social media platforms and is shareable through Facebook, Flickr, and Twitter.



Pinterest

Pinterest is an online bookmarking site that allows users to “pin” or post content to their personal “pin-boards” or pages. Users of Pinterest browse the member community to find common themes and interests and share publically with others.



Flickr

Flickr is a popular photo-sharing and hosting service. It supports an active and engaged community where people share and explore each other's photos.



YouTube

YouTube is a video-sharing site that allows users to share videos across the internet. People can connect and view virtually any type of video they wish, simply by typing keywords into a search box. Users also have the ability to upload their own videos and share them with others.

Frequently asked questions about social media



What should I post to social media?

The quality of content is important to your post. It is recommended that you offer something relevant, valuable and interesting to your audience. Average users will only devote about 5



How To: Social Media

seconds of their time to read your post, before deciding whether or not they want to read or view more. Also, keep in mind which social media platform is the best for the content you post.

Is the length of my posts important?



Keep the pace of the internet in mind. Social media is a platform where people can connect, chat with other individuals, and search and receive information within a matter of a few minutes. Due to the speed of how quickly content is distributed, it is recommended that your posts be informative in material and short in length.

For example, here is a social media post with ideal information and length:

Downtown Route Kickoff Event this Saturday!

This Saturday, June 4th we will host our Downtown Route Kickoff Event! Starting at 12 pm, we will gather at the park on Main St. and walk our newly designed WalkWorks route. Join us for a fun, healthy start to the weekend and be sure to like our Facebook page for upcoming WalkWorks events and information.

Does the timing of my post matter?



Yes, absolutely. More often than not, people are connected to social media through a series of devices. This allows the audience to be view content at their own discretion. Therefore, it is a good practice to develop a system of posting content. Analytics show that peak hours for the internet are between the hours of 8am and 6pm. If you are planning to post information twice a day, then try to choose two times within that time frame to post new content. Consistency will help you to control your content and avoid “over-posts” and/or duplication of posts. Please see the best and worst times to post below. Weekends were excluded, as any time during the weekend is considered to be ineffective.

Best times to post (based on the highest traffic times, Monday through Friday)

Facebook: 1pm – 4pm

Twitter: 12pm – 5pm

Instagram: 3pm – 4pm

Pinterest: 2pm – 4pm | 8pm – 1am

Flickr: 11am – 4pm

YouTube: 2pm – 6pm



Worst times to post (based on the lowest traffic times, Monday through Friday)

Facebook: 5pm – 9pm

Twitter: 8am – 11am

Instagram: 7pm – 12am

Pinterest: 8am – 12pm

Flickr: 5pm – 12am

YouTube: 7pm – 11pm



How do I post to social media?



Posting to social media has become a standard marketing practice over the course of the past few years. While each social media outlet is different, there are some common themes to follow in order to maximize your social media presence. Please remember that all social media accounts require users to sign up and create a profile before utilizing their services.

How To: Social Media



Facebook

Facebook allows you to post on your page as well as on another user's page. As a user, you can have your own page, often called a "wall," that is visible to your pool of friends. When anything is posted to a Facebook wall, it also appears in what is called the Newsfeed. The Newsfeed is a common area that is also publically visible to you and your friends. Once the post is submitted it will appear instantly on Facebook. There is no character limit for posts, however be aware of the length of your post and be sensitive to peoples time.



Twitter

To create a "tweet," or message on Twitter, you must sign in to your own account. After sign in, the user can type your tweet into the box at the top of your home timeline, or click the tweet button in the top navigation bar. Please remember that with Twitter, you are limited to 140 characters per post. Also, using the pound sign or "hashtag" enables your post or conversation to be easily followed on specific topics.

For example, if you are posting about a walk that will commence later that afternoon, you post could look like this: *Today we are walking the Downtown Route in Shenandoah Valley @ 1pm today. #WalkWorksShenandoah.*



Instagram

To upload photos to Instagram, you must first download the Instagram app, which can be found on the itunes store for iPhones or the Google Playstore for Android phones. Next, launch the app and tap the little blue square in the center of the bottom menu bar on your smartphone. You can either take a new photo right at this moment, or choose a photo from your image library on your phone. If you chose to upload a previously-taken photo, tap on the picture you wish to share and click the upload button.



Pinterest

To post to Pinterest, the user must click Add+ on the menu bar. Next, click Upload a Pin in the Add panel. Once selected, click the Browse or Choose File button. Navigate to and select the image file you want to upload and then click the Open button.



Flickr

After sign in, you will need to set your permissions settings for those you want to be able to view your photos and/or videos. You can choose to make them public for everyone to view or you can make them private. If you choose to make the photos and/or videos private you will have two choices. You can choose "Visible to Friends" or "Visible to Family" under the private radio button. You can also choose to click on both options under the private setting.

Once you are finished setting permissions and uploading photos you can click on the "Upload Photos and Videos" button at the bottom of the screen. Flickr will now upload the photos to the website. Depending on the number of photos and/or videos you have chosen as well as the size of the files this may take some time. Once they are uploaded, you are able to add a description to each photo.

How To: Social Media



Youtube

Once your video is created, you have the ability to post it to Youtube. First, you must sign into your YouTube account. After sign in, click on **Upload** at the top of the page. Before you start uploading the video you can choose and review the video privacy settings. Next, select the video you would like to upload from your computer. You can also create a video slideshow or import a video from Google Photos. As the video is uploading you can edit both the basic information and the advanced settings of the video, and decide if you want to notify subscribers (if you uncheck this option no communication will be shared with your subscribers).

Once uploaded, click **Publish** to finish uploading a public video to YouTube. If you set the video privacy setting to Private or Unlisted, just click **Done** to finish the upload or click **Share** to privately share your video. If you haven't clicked **Publish**, your video won't be viewable by other people. You can always publish your video at a later time in your Video Manager. Once the upload is completed you will receive an email notifying you that your video is done uploading and processing. You can then forward that email to friends or family for easy sharing. If you prefer not to receive notification, you can opt out by visiting your email settings.

Tips for all social media

Below is a list of tips to help you with your social media experience.



Keep your comment brief and to the point – Users have very little patience when on the web. Therefore posts should be no longer than three sentences and only contain effective, important information. The average read-time online is under 5 seconds before the user decides if they want to read further.



Proofread your content – Nothing can be more ineffective, not to mention embarrassing, than typos or incorrect information included in your post. Understanding that mistakes do and will happen, it is always recommended to proofread your post multiple times before posting live to your account. Also, having additional proofreaders is good practice, if possible. If mistakes are made a post can be retracted, though the social media world moves so quickly, it is guaranteed that someone will see it. While each social media platform is different, there is usually a small menu in the top right corner of the posting box that once selected, it will give a user the **option to delete the post**.



Be sensitive to all parties – Always be aware of what you are posting. If you have to think about whether or not the post is appropriate, then the odds are it isn't. This is not to deter you from being creative, though think about all parties before posting any content live.



Visuals help popularity – Any type of photo or informational graphic is a great way to enhance your post. When doing do, please remember that creative copyright exists and proper credit must be given if the photo is used from an outside source. If the photo or graphic is taken or created by you, then you already own the rights. If the image or informational graphic is taken from Google or the internet in general, then credit must be given to the original photographer and publisher. This can be as simple as adding this to your post: *Source: photographer/article name - publishing*.



Post content that is positive, creative, and inspiring. Anything happening in your area that can be relatable to health, wellness, fitness, and WalkWorks can be considered.

If you have any questions, please email Joe Shadwick: jos180@pitt.edu.

Last update: July 2016. New documentation shall be added as it is identified.