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DIVISION OF AGRICULTURE

R E S E A R C H   &   E X T E N S I O N

University of Arkansas System

Pathways to Connectivity
Building Strong and Connected Communities

Places for Physical Activity

Parks and Trails

UofA DIVISION OF AGRICULTURE RESEARCH & EXTENSION *University of Arkansas System*

Pragmatic evaluation using the RE-AIM framework allows you to choose an evaluation feasible for you and the coalition. After you evaluate, it's time to communicate your findings. Communication may be as simple as sharing photos on social media or as in-depth as an impact statement.

Evaluate & Communicate

Plan and implement your strategies using SMART goals. SMART goals provide detailed, step-by-step approaches to ensure all aspects of implementing a project are addressed before beginning the work.

Plan & Implement

Downtown

Workplace

After the needs assessment, it is time to identify strategies to improve the physical activity environment. The Pathways to Connectivity Toolkit has examples to choose from.

Schools

Select Strategies

A needs assessment is the first step in program planning. It is used to identify areas of improvement to meet the physical activity needs of your target population.

Faith-based

Assess Needs

A great way to generate community awareness and project sustainability is through a coalition. The goal of a coalition is to identify and assess community needs, devise a strategic plan of action, and carry out projects that will lead to sustainable change.

Connect with a Coalition

Neighborhoods

About this Toolkit

This toolkit details the process of implementing "Places for Physical Activity" changes to increase physical activity levels in your community across the life span. It will guide you through building a strong community health coalition; assessing community needs; and selecting, implementing, and evaluating recommended strategies.

This toolkit provides examples and serves as a guide to implementing strategies centered around Activity Friendly Routes and Access to Places for Physical Activity. These strategies are recommended by the Centers for Disease Control and Prevention (CDC) as part of their Active People, Healthy NationSM campaign.

The toolkit also has tips on how to:
- **conduct successful pop-up events to test Places for Physical Activity changes**
- **leverage funding**
- **evaluate and report on success.**

Every community is different, and this process is meant to be fluid and adaptive to your community's needs.

Connect with a Coalition

Assess needs

Select strategies

Plan & Implement

Evaluate & Communicate
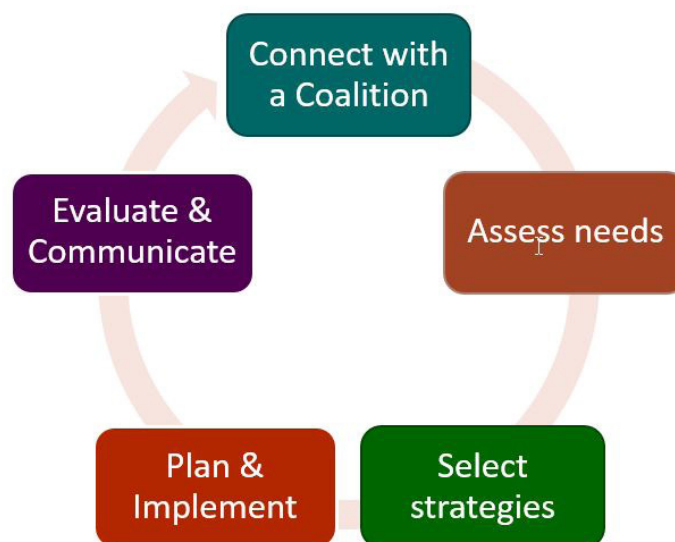
Introduction to Places for Physical Activity

Places for Physical Activity are strategies are recommended by the Task Force for Community Preventive Services and promoted by the CDC. These strategies enhance opportunities for both active transportation and leisure-time physical activity.

Active transportation strategies make physical activity the default, easy option.

They increase and improve:
• Street connectivity
• Sidewalk and trail infrastructure
• Bicycle infrastructure
• Public transit infrastructure and access
• Safe routes to school

The SNAP-Ed Program also supports PSE work. If you think the strategy you choose might count as part of your SNAP-Ed programming, please contact the SNAP-Ed team at the state office.

Places for Physical Activity strategies also create and enhance:
• Mixed land use
• Proximity to community or neighborhood destinations
• Access to parks and recreational facilities

Places for Physical Activity are considered Policy, Systems, and Environment (PSE) changes. These changes can be written and published through policies, be evident through processes and the way an organization or institution functions, be visible through temporary or permanent changes to the built environment (such as signage and walkways), or all of the above.
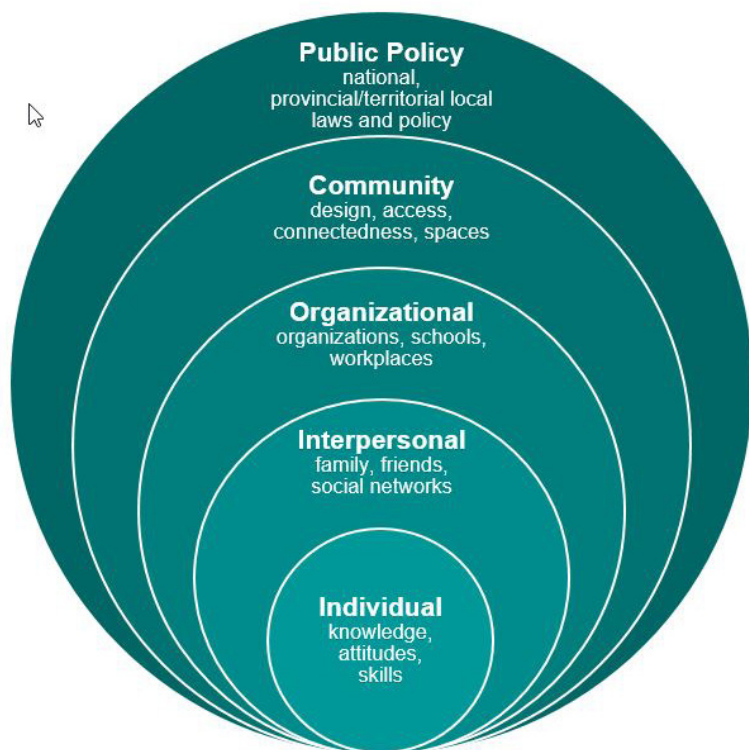
Most of the recommended strategies in this toolkit are considered environmental changes, while some are considered policy changes.

PSEs target the policy, community, and organizational levels of the social ecological model.

Connect with a Coalition

Coalition Development

A great way to generate community awareness and project sustainability is through the development of a coalition. This should be the first step in the process of implementing physical activity environment changes. The goal of a community coalition is to identify and assess community needs, devise a strategic plan of action to address those needs, and carry out projects that will lead to sustainable change. The community coalition should take ownership and oversee implementing the Places for Physical Activity strategies. Creating ownership within a coalition allows members to feel essential and involved in the decision-making, connecting them personally to the process. Without ownership, the coalition will likely establish a plan on paper that will never be fulfilled. Resources to address the effectiveness of your coalition are located here.

Need more help? Submit a request for Coalition Coaching!

The role of the county Agent is to guide the community coalition through this process and provide information and resources.

Coalition Purpose

A coalition serves several purposes.
1. It can be instrumental in reaching diverse groups and gaining support for the collective goal of the group
2. It can serve as the driving force and primary mover behind selected interventions
3. It can open the community up to additional funding sources they may otherwise not be eligible for

Coalition Members

Try to develop a coalition of 10 to 12 members to start. If you have an existing coalition you would like to work with (e.g., Hometown Health Improvement Coalitions), consider adding these members:

*   Mayor and/or county judge
*   Police chief, fire chief, and other first responders
*   School superintendent, principal, or teachers
*   Transportation or city street department personnel
*   Medical leaders
*   Private businesses
*   Non-profit organization leaders (e.g. community center, senior center)
*   Faith community leaders
*   Community members who will be affected directly by the strategies
*   Extension partners:
    *   Extension Homemaker Clubs
    *   4-H clubs or council
    *   Master Gardeners

Coalition Meetings

When meetings take place, they should have a clear purpose agenda. Holding meetings that are conducive to the implementation process and short in duration (one to two hours at most) will help prevent burnout and attrition of coalition members. It is recommended to meet with your coalition throughout each step of this process. Suggested meetings are highlighted throughout the toolkit:

1 Set the Stage

2 Assess Your Community

3 Identify Strategies

4 Arrange Priorities

5 Establish SMART Goals

6 Determine Funding

Need help adapting to virtual meetings? Check out our Considerations for Virtual Meetings handout.

Set the Stage

Introduce Places for Physical Activity and PSE changes to your coalition. This will assist getting the group on the same page and helping them understand the broader impact changes can make for community members. A "Set the Stage" PowerPoint is available for you here; just add your county information. An introductory handout for coalition members on Places for Physical Activity and the process detailed in this handout is also available.

Assess Needs

Assessing Your Community

The goal of this meeting is to assess the needs of community. A needs assessment is the first step in program planning and is used to select the best evidence-based strategy to meet the needs of your target population. By the end of the meeting you will have assessed your community needs for physical activity strategies.

There are many methods of assessing factors related to physical activity levels. To address factors related to active transportation and leisure time physical activity, we recommend using specific assessments to review the environment.

First, your coalition needs to reach consensus on areas of the community that need to be assessed. This is where having diverse-sector engagement is a must, as each individual will likely bring unique information to the table regarding areas of concern in the community. It's also important to include or be mindful of those with physical limitations, as they will bring a very different perspective to walkability and active transportation concerns.

Next, the coalition will need to decide on a date to conduct the assessment. Be flexible with you plans and reschedule if needed due to inclement weather. Once a date has been tentatively set, be sure to communicate with local officials and first responders who were not involved in the planning process.

The assessments are completed by multiple coalition members to compile different perspectives. It is important to understand and emphasize that each participant's assessment is an individual interpretation on how he/she perceives a structure or situation.

There are not right or wrong answers. Once assessments are completed, the coalition will score each one and average the scores together to determine where the assessed site falls on the scoring rubric.

Walkability Assessment

Walkability assessments, otherwise known as walkability audits, are a review of a community's roadway infrastructure and its surroundings, specifically as it relates to pedestrian and bicycle traffic. Walkability assessments are a beneficial tool for communities to use, because they give you an on-the-ground perspective of pedestrian and cyclist concerns that you may not notice while driving.

Physical Activity Resource Assessment

To address factors related to leisure time physical activity and determine potential improvement to resources like parks or green spaces, we recommend using the Physical Activity Resource Assessment.

The ArDROP Walkability Assessment addresses five key components of a community: sidewalks, crosswalks, accessibility, personal safety, and appearance.

Select Strategies

Now that you have completed the needs assessment and analyzed the results, it is time to use that information to start choosing and planning your strategies.

Identifying Strategies

The purpose of this meeting is to go over the community assessments and identify strategies that will improve the physical activity environment. In this meeting, each coalition member has the opportunity to voice their desire for the community.

Ask the coalition, "Based on the assessments we conducted, what changes would you like to see that would improve access to physical activity?" Use the selection grid on the following pages to review and connect the coalition's goals with potential strategies.

1 Have coalition members write their answers down and place them in a pile in a collective area

2 Display the answers where all of the members can see

3 Guide the coalition to group similar intervention strategies together

4 Advise coalition members you will prepare priority grids for the following meeting (Appendix A). Each member will be allowed to vote individually on the strategies he/she feels are most important

Examples of what may be provided by coalition members are:

- Improve sidewalks along N. 1st street to the school
- Add crosswalks at four-way stop on Main Street
- Develop bike lanes around downtown corridor

Priority Setting

The goal of this meeting is to allow coalition members to vote on proposed strategies for implementation. Follow the priority voting grids instruction sheet included in the appendix.

Coalitions should stay fluid in their work and not tie themselves to rigid strategic plans. If an opportunity presents itself to complete a lower-ranked strategy, take advantage of that opportunity.

See the chart on the following page(s) and the list of evidenced-based Places for Physical Activity strategies starting on page 19.

Places for Physical Activity Strategies

Use the blue boxes below to find the strategies that will help you reach your goal

Goals page no.	Sidewalks 31	Road diets 29	Bike friendly areas 20	Crosswalks and mid-block crossings 23	Painted intersections 27	Neighborhood greenways 26	Benches 19	Parking 28	
Make it safer to cross the street	■	■		■	■				
Make it safer to walk or bike	■	■	■		■	■			
Connect everyday destinations	■	■	■	■	■				
Promote active transportation by walking and biking	■	■	■	■	■		■	■	
Promote recreational walking and biking	■	■	■	■	■		■	■	
Slow down traffic to create a safer environment		■	■	■	■				
Engage with schools and students to increase active transportation	■	■	■	■	■	■			
Create or enhance places for physical activity									

	Lighting	Signage and wayfinding signs	Complete streets policies	Beautification Projects	Green Space	Walking school bus	Safe corridors	Bike parking	Bike and walk there campaigns	Joint use agreement	Workplace facilities and policies
	25	32	22	18	24	33	30	21	22	34	35
	■	■	■			■	■				
	■	■	■			■	■				
	■	■	■			■	■		■		
	■	■	■	■	■	■	■	■	■		
	■	■	■	■	■		■	■	■		
		■	■				■				
		■	■			■	■	■			
										■	■

Test with a Pop-up

Before permanently implementing a chosen strategy, you may want to test it for feasibility and to gather community feedback. This can be done through a pop-up. A pop-up is a one-day, short-duration event used to test a strategy you'd like the community to experience and provide feedback on.

Funding a Pop-up

Your coalition members may have surplus resources to donate to the pop-up event. These resources can be anything from actual monetary donations and sponsorship from the community to donated time, labor, and supplies. "Sweat equity" is a necessary service to leverage, as the act of planning, setting up, conducting, and breaking down the pop-up event can be time intensive. If leveraged resources are not enough to cover the costs of the pop-up event, you'll need to seek additional funding.

Community Communication

Once the pop-up is planned, it's time to start getting the word out. This should generally take place a few weeks prior to the event to give the community adequate time to receive communication. Working with your local mayor and city council to push the information through their public communication channels.

Examples include:

- Running an article in the local newsaper or with the local news station
- Sending home flyers with students (if occurring near a school)
- Conducting public service announcements with the local radio station,
- Door-to-door visits of residents within the pop-up corridor

Evaluating a Pop-up

A pop-up is an opportunity to get feedback from the community, so you'll want to include an evaluation to gather their input. The results of this evaluation can tell you if the community supports long term changes, and if the changes would help them be more physically active.

You could collect this information through surveys, interviews, or focus groups. For example, after a traffic calming pop-up event near a school, you could send a survey through the school asking parents about their perceptions of the pop-up event (see sample

questions on next page) and whether permanent changes would increase the likelihood of their children walking or biking to school. Or, you could hold a focus group with residents of the neighborhood to find out whether they'd accept and approve of changes to the streets they live on.

Stakeholder Communication

Compile and disseminate the data you collected through your evaluation into a presentable manner for stakeholders. The type of feedback received from the pop-up could be highly sought information by local officials, businesses, schools, and community members, so it's important to compose all information into a professional, easy to read document for your stakeholders to use.

Sample Pop-up Evaluation

We conducted a pop-up [traffic calming] event in your neighborhood on [date]. The [community coalition] is considering making this a permanent change through [creating bike lanes].

1. The pop-up event made the area safer for walking and biking.
2. If the temporary changes were made permanent, [I would be more likely to walk or bike in this area / I would be more likely to let my child walk or bike in this area].
3. Creating [bike lanes] meets my approval.
4. I have no objection to [bike lanes] in my neighborhood.
5. I welcome the use of [bike lanes].
6. [Bike lanes] seem reasonable.
7. [Bike lanes] seem fitting.

Response Options:
• Strongly Agree
• Agree
• Neither Agree nor Disagree
• Disagree
• Strongly Disagree

Plan and Implement

Now it is time to take the information you learned from the pop-up and generate SMART goals. These goals will help you write your grant application.

Setting SMART Goals

The goal for the SMART Goals meeting is to plan the steps toward applying for funding and implementing the selected priority strategy. An effective method for conducting this process is to use SMART goals. SMART, which stands for specific, measurable, achievable, relevant or realistic, and time bound, provides a detailed, step-by-step approach to ensure all aspects of implementing a project are addressed prior to beginning work. A sample SMART goals table can be found in Appendix B.

Funding a Permanent Strategy

There are numerous resources available to help fund planned community projects. At times, local support from businesses and various non-profit partnerships can be an additional source of funding. If you know of organizations or local businesses that often support local community projects, gather a few members of the coalition and approach them with your proposed community project and pop-up plan. Additionally, local, state, and federal grants are a way to increase your financial capacity. Be aware certain grants may require you to have money to match the amount awarded. If this is the case, local donations may be a way to quickly gather monetary resources for that match.

After generating the SMART goals, the coalition should meet to discuss all requirements for the grant and to choose a funding source. This can include determining if the group is eligible to apply, what the funding can be used for, specific documents that are required in the application, word count and font style/size requirements, reporting requirements, etc. This meeting should also be the time when coalition members are assigned specific tasks or sections of the grant proposal, keeping one or two people from doing all the work. Once all sections of the proposal have been completed and reviewed by the coalition, you may submit the request for funding to the funding organization or agency.

Resources to help with your grant search are located here and post-award logistics are in Appendix C.

Implement Your Project

Once you have secured a funding stream, you have finally reached the long-awaited, and often most excited part of the process: project implementation. It is time to put all of your hard work and planning into action. Successful implementation will require a continued commitment, ownership, and coordination from all who have been involved. To make implementation easier, it is suggested you hold a coalition meeting to work out all of the details, responsibilities, and timeline.

Throughout the implementation process, be sure to document how things are being executed, both successes and challenges. All information gathered and observations made during implementation will strengthen future efforts. This is part of assessing the "Implementation" dimension of your evaluation (see the RE-AIM evaluation planning table for details).

Consider your Target Audience

As you're setting goals and planning your project, think about the priority audience or subgroups who would benefit most from exposure to the selected strategy. Consider health disparities and how you can increase physical activity levels in those who experience higher burdens of illness.

Plan for Evaluation

Before you implement your strategy, plan ahead to decide how you will evaluate it. This will ensure you have the evaluation tools you need and give you time to make pre-project observations. **See page 16** for more information on evaluation.

Evaluate and Communicate

Below are suggestions for pragmatic evaluation using the RE-AIM (Reach, Effectiveness, Adoption, Implementation, and Maintenance) framework. RE-AIM is designed to bridge research to practice. It is useful for determining what works in the "real world" through assessing multiple factors at the individual and organizational levels.

To use RE-AIM, select one or more of the dimensions below to include in your evaluation. Choose evaluation measures that:
- Are feasible for you, the coalition, and the community
- Provide useful information to stakeholders

Sample evaluation tools by RE-AIM dimension can be found here.

Dimension	Example
Reach Count the number and proportion of individuals exposed to the intervention.	• Gather city or county level data to estimate the number of people who will use the green space, safe corridor, or bike lane. • Ask an organization for estimated daily traffic who will be exposed to the bench, sign, or artwork.
Effectiveness Determine how effective the intervention is through measuring physical activity levels pre and post implementation.	• Count the number of pedestrians (walkers, cyclists) before and after changes are made. • Count the number of bikes in bike parking before and after. • Use opportunistic interviews to assess behavior after wayfinding signs are implemented. • Note that before and after counts should be conducted during the same time of year, at the same time, and during similar weather to get an accurate comparison.
Adoption Count the number and proportion of settings who adopt the intervention.	• Count the number of schools who participate in walking school buses, or the number of organizations that participate in Bike and Walk There campaigns.
Implementation Determine the degree to which the intervention was delivered as intended.	• Count the completed improvements (e.g., number of crosswalks, sidewalks, benches, art installations, or painted intersections). • Calculate the length of streets enhanced or promoted as a safe corridor for biking and walking. • Document costs (time and resources), barriers, and facilitators throughout the process.
Maintenance – individual level Determine how effective the intervention is long-term through measuring physical activity levels six months or more post implementation.	• Repeat the same count you used in the effectiveness measurement six months or more after implementing the intervention.
Maintenance – organizational level Determine if the intervention is sustained over time (6+ months).	• Check that benches, signs, or artwork are still in place six months or more after installing them.

Communicate Your Achievements

Once the coalition has implemented and evaluated the intervention, it is time to disseminate your findings. For many grant awardees, dissemination of findings is a requirement to funding. Dissemination may be as simple as sharing photos of the completed intervention on social media, or as in-depth as an impact statement or report. This section will cover some of the most common ways to share your findings with your community and funders.

Impact Statements

An impact statement is a short report that documents the findings of your work. It should include the economic, environmental, and social impact of your efforts. It should be concise and readable, generally one page or less. Make sure to use lay terms instead of getting caught up in jargon. Include the target audience, what happened (what changes to the environment were made), and what the impact was on the target audience and/or the community. Also, share why your work is important. Based on your evaluation, what changes are you seeing because of your intervention? An impact statement is a great report to share with your funders to highlight the success of your work.

Newsletters

If your coalition chooses to distribute a newsletter, or if you want to include your success in an organizational newsletter, you'll want to write something that is in-between an impact statement and a press release. Share important information early in the article, like who, what, when, where, why, and how. Provide any research findings in an easy to digest way.

Include photographs, when possible, and keep the article concise.

Newspaper Articles/Press Releases

A press release is a good way to notify local media about your work. Think of a press release as a short, catchy news story that is used to pique the interest of a journalist or news professional. Share details about your project, with the most important information at the top of your press release. If you have a personal relationship with a local reporter, make sure to invite them to your pop-up, or call them and share details about your chosen intervention. You can share any newspaper or online news articles with your coalition and funders to show the impact of your work.

Social Media

Social media is an informal news channel, but it is a great way to share with the community. Social media can be used before you implement your intervention, to gather community input and notify the public about the intervention, during the intervention implementation, and after implementation, to share what changes were made in the community.
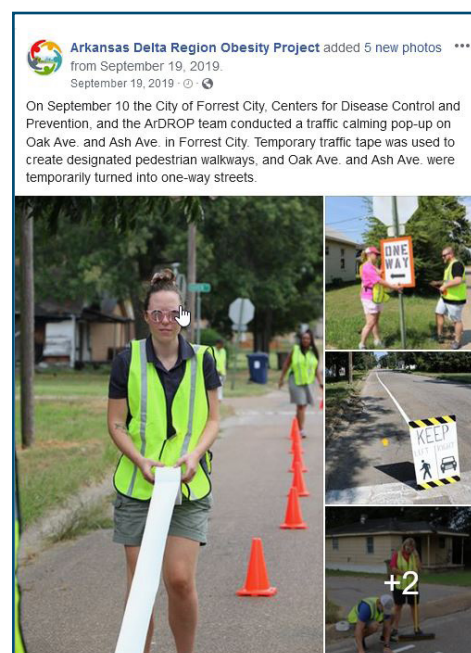
Places for Physical Activity Strategies

Median bautification photo credit: pedbikeimages.org/Dan_Burden

Who to work with: City councils, chamber of commerce groups, and Master Gardeners could help with beautification projects.

Beautification Projects[1]

There are many ways you can enhance visual appeal of a location or destination. For example, improvements can include cleanup projects, planting trees or flowers, adding art and streetscapes, and installing decorative items (e.g., lights) to the area.

These enhancements can increase pedestrian traffic and the attractiveness of the area, as people are more likely to walk and spend time in environments that are clean and feel safe. This can lead to an increase economic development. Cities are more likely to undertake beautification projects if they are tied to increased commerce and tourism, so make sure to discuss this benefit and connect with the city's priorities.

Try a Pop-up

Beautification projects are usually an inexpensive pop-up option for your coalition. The pop-up enhancements can increase walking and biking traffic and increase the attractiveness of the area. Your coalition can identify an area of your community that you want to beautify. The coalition can clean up; plant trees, flowers, and shrubs; add lighting or even add art to the area with temporary paint during the pop-up event. Traffic may need to be diverted to work safely at your pop-up location. Many of the efforts done during a beautification project can be a permanent addition to the area.

Top: A beautification project like this can be done as a pop-up using portable garden beds. Photo credit: www.geograph.ie/photo/2599781
Bottom: Beautification project using temporary/portable planters. Photo credit: pedbikeimages.org/Dan_Burden

Bench along The TRACE in Camden, Arkansas Photo credit: Camden Connections Foundation

Benches[2]

Sometimes, all an area needs to promote physical activity is a nice place to sit and rest. Amenities like benches can encourage pedestrian traffic at local parks and in downtown areas. They offer pedestrians a place to stop and rest, enjoy downtown, and interact with others. Benches may be especially helpful for older adults or those with mobility limitations.

Who to work with: The mayor, city council, city planner, and parks and recreation departments can help identify where and how benches can be installed.

Try a Pop-up

Your coalition can identify locations that may be a good place to temporarily add a bench or seating. Once installed, your coalition can study if it is useful in that area and consider permanent options.

Seating placed in an empty downtown lot in Lake Village, AR provides pedestrians a place to gather and/or rest. Photo credit: Caitlin Palenske

Sharrow photo credit: pedbikeimages.org/heather_bowden

Bike friendly areas[3]

If your community wants to promote cycling, finding ways to make cyclists feel safe is a great place to start. Simple changes, like adding sharrows, protected bike lanes, and bike trails can make a big impact on the community.

Who to work with: For city or county roads, your coalition should work with the city and county road departments. For state roads and highways, your coalition will need to work with the Arkansas Department of Transportation.

A "sharrow" is a lane shared by both cyclists and motor vehicles. It is usually labeled with a double-chevron marking.

Try a Pop-up

To conduct a bike facility pop-up, use road-grade traffic tape to mark the bike lane, and use temporary road paint and a sharrow stencil to bring motorist attention to the new bike lane. Using temporary road barriers, traffic cones,

Pop-up bike lane photo credit: Palm Beach Post

or even hay bales can also help draw attention to the bike lane and can provide a sense of safety to potential cyclists. Temporary "share the road" signage should be used. Police support will also be required during set up and the pop-up event to ensure motorists and cyclists are safely using the road.

Bike Parking[4]

Bike parking photo credit: pedbikeimages.org
Above: Brandon Whyte
Below: Greg Griffin

Bike racks at every destination will encourage people to bike as a means of active transportation by providing safe and convenient locations to park their bikes. Biking can also be tied to economic development and revitalization by creating more vibrant and inviting areas.

Who to work with: Your coalition should work with institutions and businesses where bike racks need to be installed, such as schools and area shops. If the locations are located within the city limits or on city-owned property, your coalition should work with the city zoning commission.

Try a Pop-up

There are many options for pop-up bike parking depending on the funding available. If funds allow, renting or purchasing already fabricated bike racks is the best option, and will require little manpower to implement. If funding is scarce, consider purchasing lumber, screws, and brackets to build your own wooden bike racks for the event. However, this method is labor and time intensive, and requires in-depth planning for the design of the bike racks. The third – and cheapest – option is to use road-grade traffic paint to create on or off-street designated parking areas for bicycles.

Pop-up bike parking made out of a pallet. Photo credit: diynetwork.com

Bike/Walk There Campaigns[5]

Citizens can be encouraged to walk or bike through a campaign that provides specific examples on incorporating walking or biking into daily life. This can involve using existing stories of current cyclists or showing a map of locations within a five or ten-minute walk/bike from major destinations. The main goal is to emphasize how easy it is to walk or bike to everyday destinations in your community.

Who to work with: Your coalition can work with marketing professionals and the Chamber of Commerce to identify target audiences. Coordinate the campaign with your local police department, city council, and local businesses.

Complete Streets Policies[6]

Complete streets policies support the routine design and operation of streets and communities that are safe for all pedestrians, regardless of age, ability, or transportation mode. Key features found on complete streets include sidewalks, protected bike lanes, special bus lanes, comfortable and accessible transit stops, frequent crossing opportunities, median islands, accessible pedestrian signals, and curb extensions.

Who to work with: Your coalition should work with city leadership to develop a complete streets policy.

Crosswalk photo credit: pedbikeimages.org/ Dan_Burden

Crosswalks[7] & Mid-block Crossings[8]

Crosswalks are used at intersections to mark where pedestrians cross the road. Mid-block crossings are crosswalks that are not located at an intersection. They are both visual reminders to motorists to slow down, be cautious, and watch for pedestrians. Most crosswalks and mid-block crossings are designated with paint, but other crosswalks may use enhancements including signage, flashing beacons, reflective paint, or artwork. Additionally, crosswalks and mid-block crossings can be elevated and act as a speed table or be made to look like brick.

Who to work with: Your coalition should work with state, county, or local road departments to identify specific crosswalk and mid-block crossing features and regulations.

Try a Pop-up

To conduct a pop-up crosswalk or mid-block crossing, use road-grade traffic tape to mark the rectangular crossing area, traffic tape or temporary road paint to decorate the crossing and draw motorists' attention, and traffic delineators and/or plants to mark the center of the crossing, thus providing another visual cue for motorists to watch for pedestrians. Pedestrian signage will also be needed for this type of pop-up. Temporary pedestrian signage can be made using cardboard, paint, and dowel rods or stakes. If the ground is soft, signage can be placed directly into the ground, otherwise, orange traffic cones serves as a good base to place the rods in to hold the signs up.

ArDROP team members put down a temporary crosswalk with pavement grade reflective tape in Forrest City, Arkansas. Photo credit: Caitlin Palenske

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Green Space[9]

Neighborhood greenspace. Photo credit: pedbikeimages.org/Dan_Burden

A green space is an area of grass or trees that can be intended for aesthetic or recreational purposes in a community. Green spaces can be a way to beautify your community and give a safe place for people to enjoy being outside and increase physical activity.

Who to work with: Working with city council or parks and recreation departments can be a way to address the feasibility of creating green spaces. Typically, green spaces are managed and operated by such departments.

Try a Pop-up

A pop-up may be implemented at an existing greenspace that may need some additions, modifications, or updates. Creating a pop-up park is another option if your community doesn't have an existing greenspace. Identify your desired location for the pop-up park. For example, try a parking lot in a central location of a popular area

Pop-up greenspace. Photo credit: https://www.flickr.com/photos/ryanlafemme/5827968897

of your community. You can add temporary landscaping, chairs, benches, sidewalks, or even artificial turf during your pop-up. Promote the event and encourage your community to come test out the temporary pop-up park.

Lighted pedestrian path. Photo credit: pedbikeimages.org/Dan_Burden

Lighting[10]

Adding lighting to areas with traditionally poor lighting can help promote safe travel by pedestrians and cyclists. Lighting helps make active transportation users more visible at night and can help reduce crime. Lighting improvements are ideal for downtown areas, parks, and important corridors that connect everyday destinations. Lights can be added to existing electric poles by adding solar lighting or by adding lamp poles.

Who to work with: Your coalition should work with city and county road departments. For state roads and highways, your coalition will need to work with the Arkansas Department of Transportation.

Try a Pop-up

To determine what type of portable lighting is permissible, consider the size of the area requiring lighting, city codes, and electrical access. A generator or self-contained lighting unit may be necessary. These pictures show a portable telescoping outdoor grade light, as well as a ground level solar light. Both are available from multiple retailers.

Neighborhood Greenways[11]

Neighborhood greenways are streets that are identified as safe spaces for walking and cycling and are marked with signs identifying them. Greenways often parallel major roadways but are safer routes to accessing everyday destinations. Often, traffic calming measures have been installed and bike facilities are present.

Who to work with: Work with your state, county, or local roads department to identify specific traffic calming measures and construct features.

Try a Pop-up

Your coalition can conduct a neighborhood greenway pop-up by installing temporary traffic calming measures, signs, and temporarily marked bike and walking lanes to roads that are identified as potential greenways.

Painted Intersections[12]

Painted intersections are a unique and attention-grabbing implement to slow traffic and promote walkable neighborhoods. They may appeal to the creative sides of your coalition members, and are a fun way to get the community involved. Local artists can provide the design, and community members can come together to pain the intersection with road grade paint.

Who to work with: Your coalition should work with city and county road departments, local police, and volunteers.

Try a Pop-up

To conduct a painted intersection pop-up, you'll need temporary road-grade paint or chalk, paint rollers and paint trays (if using temporary paint), road-grade traffic tape (if needing outlines before painting), and optional traffic delineators for use as motorists approach the intersection.

Back-in parking photo credit: pedbikeimages.org/Carl_Sundstrom

Parking[13]

Having safer parking opportunities can help improve safey of pedestrians and cyclists. Parallel parking can replace traditional pull-in parking to reduce instances where drivers are reversing into traffic. Additionally, back-in parking can be implemented. This parking requires restriping existing street parking with lines shifted 45 degrees.

Who to work with: Your coaltion should work with city and county road departments. For state roads and highways, your coaltion will need to work with the Arkansas Department of Transportation.

Try a Pop-up

To conduct a safer parking popup, temporary traffic tape or paint and signs can be used to mark parking spots. Back-in parking is a safer parking option for pedestrians, and it is easy to temporarily change parking directions to require back-in parking. Marketing efforts should be used to notify motorists of the parking change in advance.

Back-in photos credit: pedbikeimages.org/Dan_Burden

Road Diets[14]

Roundabout photo credit: pedbikeimages.org/Heather_Bowden

A road diet is a transportation planning technique that alters an existing road layout. When an area is dangerous to pedestrian and bicycle safety, a road diet can change the road layout to better meet the needs of all community members using the road. Road diets can reduce the number of vehicle traffic lanes, revise the width of lanes, add turn lanes, and add medians. A road diet typically involves converting an existing four-lane roadway to a three-lane roadway consisting of two through lanes, a center, two-way left-turn lane – and bike lanes on each side. The goal of a road diet is to make existing roadways more accessible for active transportation without negatively impacting vehicular traffic.

Who to work with: Your coalition should work with city and county road departments. For state roads and highways, coalitions will need to work with the Arkansas Department of Transportation.

Try a Pop-up

Implementing a temporary road diet can allow your community to test out an intervention before it is permanently in place. Cones, hay bales, temporary signage, and temporary road grade tape can all be used to pop-up a road diet. Police support will also be needed to help direct traffic and monitor motorist behavior during the pop-up.

Safe Corridors[15]

Pedestrian safe corridor in Seattle, WA. Photo credit: https://www.flickr.com/photos/sdot_photos/20493918843

Safe corridors provide pedestrians a safe and well-marked area for active transportation. Safe corridors can be in addition to or in place of sidewalks. You may already have these in your community, and they might be underused due to lack of public knowledge of their existence. Identifying these safe walking and biking routes can increase public usage. Identifying established safe areas is an important step toward increasing active transportation.

People need to feel safe; otherwise they will choose to drive if given the opportunity. Implementing wayfinding signage can promote the usage of safe corridors.

Identify safe corridors in your community and ways to include enhancements to further increase usage. Discuss any commonly used routes or paths that could benefit from enhancing the safety of walking and biking. Connecting everyday destinations would boost the rate of usage of these routes.

Try a Pop-up

A pop-up to promote or create a safer walking and biking corridor can be done in a few ways. Your coalition can use hazard cones or hay bales to block off a portion of the road to be temporarily dedicated to walking and biking traffic only. Temporary paint can also be applied to the street to mark the temporary corridor. Temporary caution signage for cyclists, pedestrians, and car traffic can be created and placed in areas surrounding the safe corridor. Police and city officials will need to work with you to approve and help facilitate your pop-up due to the temporary changes to car traffic and roadways.

Temporary fencing provides a pop-up pedestrian corridor. Photo credit: Montreal Gazette

Sidewalk Improvements[16]

Having sidewalks that are accessible to all pedestrians, including the elderly, children, and those with physical limitations, can increase opportunities for community members to walk and travel to everyday destinations. Sidewalks can be improved by smoothing out cracks or uneven surfaces, removing dirt and debris, and ensuring there are ramps and truncated domes at intersections.

Accessible sidewalk photo credit: pedbikeimages.org/Dan Burden

Try a Pop-up

Pop-up sidewalk accessibility improvements can be created with temporary ramps and truncated domes at intersections to make sidewalks usable for wheelchairs and strollers. Temporary ramps can be purchased online, and are portable, so the community can use them in multiple places. Informational signage would be beneficial to teach your community why sidewalk accessibility is important.
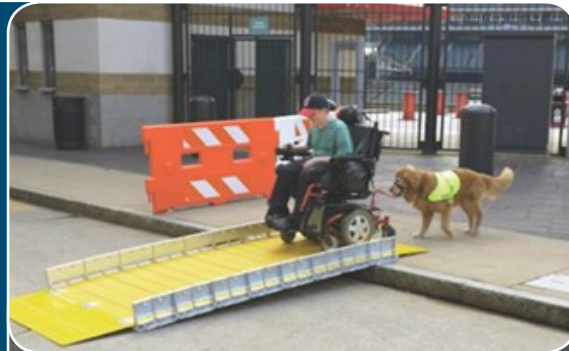
Signage & Wayfinding Signs[17]

Wayfinding signage photo credit: pedbikeimages.org/Laura_Sandt

Sometimes all it takes to promote pedestrian traffic is the installation of signs, maps, and directional arrows that help community members and visitors navigate to everyday destinations without needing their car.

Who to work with: Depending on the location, your coalition should work with city and county leadership to gain approval and design the appropriate signage.

Try a Pop-up

Signage and wayfinding signs are a great pop-up option. Your coalition can test out signage designs and locations before ordering expensive, permanent signage. Signage options include vinyl banners attached to light poles, coroplast (heavy duty yard-sign material) signs that can be staked into the ground or attached to poles, or movable A-frame signage with poster boards. Signage should indicate distances to locations of interest and can also include a map.

Wayfinding signage in Jonesboro, Arkansas. Photo credit: Tyler Brown

Walking School Bus[18]

A walking school bus is a group of adults leading children on a walk to or from school from a designated pickup point. It can be informal, with families taking turns walking their children, or more structured with leaders keeping children in form. Walking school buses provide a safe opportunity to increase physical activity rates, which have been shown to improve school performance.

Start small to demonstrate how the walking school bus can increase physical activity. Successful implementation of a small walking school bus program can generate evidence and enthusiasm for implementing the program more broadly into the community.

Try a Pop-up

A Walking School Bus is an easily implemented pop-up. Your coalition can schedule a walking school bus day and plan to get kids from a designated pickup point to the school. Gather volunteers such as parents, teachers, or PTO members to walk with the children. Create and place walking school bus signage to show the temporary walking school bus route. Temporary crosswalks and hazard cones may need to be installed during the pop-up to help keep the children safe on their walk, especially if the area is not typically used to walk to and from school.

Walking school bus pop-up photo credit: pedbikeimages.org/Dan_Burden

Joint Use Agreement[19]

One method of increasing access to physical activity – especially in communities lacking public parks or greenspaces – is to establish a formal Joint Use Agreement between the city and local school district. A formal agreement sets conditions by which a school district (or other government entity) allows the public to use their facilities (e.g., the gymnasium, ball field, or playground) when not in use for official events or during normal operating hours. The conditions for allowing public use of facilities is up to the school district, but must be mutually agreed upon and signed by both the city and school district. One such condition might be that the school district cannot be held liable for any injury or death that may occur while public use is in effect. The school district may also designate the condition that any damage which occurs to their facility during public use will be the responsibility of the city to repair at their own cost.

Try a Pop-up

Offer a "test run" of a Joint Use Agreement. This might include the school and city mutually agreeing to one month's worth of weekends opening the track complex or playground to the public. The city and school should negotiate temporary terms just as they would for a formal, permanent agreement, and sign the agreement with a predetermined date the agreement will expire.

Workplace Facilities and Policies[20]

Employers may have conference rooms or open spaces that can be used for physical activity. Employees can also effectively influence their employees' health by adopting workplace policies specific to physical activity. These policies might include providing an additional fifteen-minute break per day designated specifically for physical activity. Before deciding what's best for an employer, consider the following preliminary steps: assess the workplace, and try a popup.

Assess a Workplace

With your committee, complete the CDC Worksite Health ScoreCard. This tool is designed to help employers assess whether they have implemented evidence-based health promotion interventions or strategies in their worksites to improve the health and well-being of their employees.

Try a Pop-up

Work with employers to temporarily create a space for physical activity (e.g., providing fitness equipment in an unused conference room). Offer towels, water, and refreshments (e.g., oranges and granola bars) to generate interest in the pop-up event. Or, ask employers to test a temporary policy allowing physical activity breaks.

Appendices

Step 1: Have voting grids printed or written on poster board, allowing enough room to encompass all coalition member votes.

Step 2: Designate overarching goal at the top of the grid, e.g., slowing down traffic to create a safer environment.

Step 3: Place each pre-selected strategy into its own "strategy" row, with estimated costs in the "funding" column for each.

Step 4: Using sticker dots, provide each coalition member five dots each. Instruct members they can use their five dots on one strategy, or multiple, but they only have five total votes. Allow each member to make their votes in private.

Step 5: Tally all votes and provide priority level designation for each strategy.

Slowing Down Traffic						
Strategy	**Funding**					

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Appendix B
SMART Goals Table

SMART Actions - (Specific, Measurable, Achievable, Relevant, Time bound)

How will you measure success? - Think about metrics or numbers that could be easily tracked

Time frame for completion - When will this step take place?

Lead role - Who will lead the role and take primary responsibility?

Support - Who else will help?

What is needed - Think about human resources, materials, financial, and time.

What do you already have? - What do you already have in place to accomplish the action?

Goal:						
SMART Actions	How will you measure success?	Time frame for completion	Lead role	Support	What is needed?	What do you already have?
Example: **Increase safety of route by city park by adding pedestrian signage**	RE-AIM Implementation: Number of signs added	September 30, 2020	Mayor, Streets Department, Park & Rec Director	Public Works	•Human capital •Road grade signage •Street sign posts •Post hole digger •Concrete	•Human capital •Street sign posts •Post hole digger •Concrete
Example: **Increase safety of trail by adding crosswalks at busy intersections**	RE-AIM Implementation: Number of crosswalks added	September 30, 2020	Mayor and Streets Department Director	Public Works	•Human capital •Road grade paint •ARDOT compliant stencil •Paint brush roller •Push broom	•Human capital •Paint brush roll •Push broom
Action:						
Action:						
Action:						
Action:						

Appendix C
Post-award Funding Logistics

MOA Approval

If funding is awarded by the grantor, there's a chance they will require a signed MOA, or memorandum of agreement. The MOA basically describes the relationship and requirements between the funder and funded organization. MOAs are generally used in cooperative agreements, such as those often used in Extension, but other organizations may also require approval. If required, the MOA must be signed by appropriate parties and returned prior to beginning purchasing approved items. Extension MOA Guidelines can be found here.

Acquisition of material

Somewhere in the NOFO – notice of funding opportunity – will likely be stipulations regarding the acquisition of materials should a project be funded. This can entail many restrictions, so it's important to read through the requirements carefully, especially before making a budget to send to the funding organization. Such stipulations may include the company purchases can be made from, who is allowed to make the purchases (funding or funded organization), maximum single line item cost, whether labor and delivery are tied to the cost of the product, etc. Once these stipulations have been addressed, a project is funded, and you are ready to receive purchased materials, it's important to provide a physical address where purchased products can be shipped to, as well as a phone number in case there are any issues with the delivery. When deciding the physical address to have purchased items shipped to, it's important to provide an address where someone is consistently available to take receipt of materials, as shipments occur at all hours of the day, and some without notice of specific deliver date and time. If you are making in-person purchases locally, be sure to retain all receipts for reporting purposes. Both online and in-person purchases should be reviewed carefully, as it is likely product costs have changed since having first created your project budget and gaining approval. Adhere to the approved budget amount per approved products, even if it means purchasing fewer units per line item than originally requested.

Ensure purchases are received

This section can go without saying, but for the sake of covering your bases, be certain to track and confirm all purchases are received. It is not the funding organization's responsibility – in most cases – to ensure all items approved are received. This is your project, and it's your group's responsibility to make sure all funded items are received and implemented in adherence with the funding organization's requirements. It is suggested to use a product tracking form, such as a Microsoft Excel document, to track and notate when purchases are received. If purchases are being made by or shipped to different members of the group, an online document which updates in live time may be best, giving each individual member the ability to confirm which purchases have been received.

Document project completion and successes

More often than not, your funding organization is going to require documentation of the completion of your project. The type of documentation requested will differ greatly between grantors. Such documentation may include photos of the project, completed surveys and evaluation, success stories, fiscal reports, etc. The type of documentation required will be specified in the NOFO – notice of funding opportunity. It's imperative the group addresses this before beginning the project application to determine if they have the capacity to provide required reporting documentation to the funder should they be awarded the grant.

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