



## Healthy Parks Healthy People US

### DRAFT Strategic Action Plan - May 2011



A Recommendations Report for Director Jon Jarvis

Prepared by the NPS Health and Wellness Executive Steering Committee

## HEALTHY PARKS HEALTHY PEOPLE US

DRAFT Strategic Action Plan - May 2011

### Foreword

This Healthy Parks Healthy People US Strategic Action Plan is intended as a blueprint for illuminating and magnifying the power of the national park system to promote health and well being.

In September 2010, National Park Service Director Jon Jarvis established a National Park Service Health and Wellness Executive Steering Committee, with leadership from the National Park Service Office of Public Health. The charge of the committee was two-fold:

- 1) Explore the role of the National Park Service in promoting health and well-being of the nation
- 2) Recommend an institutional home and strategy to support a Health and Wellness Initiative.

We took time to seek the advice of individuals and organizations representing a diverse array of sectors and interests in meeting both of these charges. On April 5-6, 2011, the Director hosted a Healthy Parks Healthy People US meeting in San Francisco, to provide an opportunity for deep dialogue and discussion with a group of innovators, visionaries and leaders, with an interest in exploring how to strengthen the nexus of public lands and public health.

In this process, the steering committee discovered we are in the midst of a movement that has profound potential. We recognize this effort is not about the National Park Service, but rather how we can be a catalyst and lead by example to serve a broader cultural shift. Just as it took the wisdom and expertise of many people to inspire a Healthy Parks Healthy People movement, it will require collective resources and expertise to mobilize support to bring these ideas into fruition. At its heart, this plan is based on a foundation of collaboration, innovation and partnership.

We wish to acknowledge that we can't begin to centrally conduct or manage all of the activities that must occur to keep the Healthy Parks Healthy People movement alive, nor is that the most effective approach. However, we can release the creativity and energy of individuals and help to encourage, nurture, and illuminate new ideas. These ideas will come from individuals, and connecting fonts of innovation to each other will give those ideas power.

Presented herein is an ethos of public lands and public health, guiding principles, a vision and a strategic framework in support of a five-year action plan to promote the health and well-being of all species and the planet we share. We see this as the beginning of a new era for parks to be rightfully recognized for their contributions to our nation's health. Together, we can strengthen a common well-being and change the world.

Sincerely,

Charles Higgins  
Director, NPS Office of Public Health

## Table of Contents

**Acknowledgements..... page 3**

**Background ..... page 4**

Public Health and Public Lands

Health and Sustainability

Healthy Parks Healthy People US Meeting 2011

National Park Service Mission Statement

**Strategic Framework ..... page 6**

Our Vision

Guiding Principles

Action Plan Strategy

**5-Year Action Plan ..... page 7**

**4 Catalyzing Elements ..... page 7**

**4 Focus Areas ..... page 8**

Demonstration Projects – Nodes of Innovation

Research and Evaluation

Communications and Education

Alignment and Synergy

**Special Thanks ..... page 12**



## Acknowledgements

This strategic action plan was prepared by the National Park Service Health and Wellness Executive Steering Committee members, who are listed below:

CAPT Chuck Higgins, Director, Office of Public Health (Chair)

Peggy O'Dell, Deputy Director of Operations (Charter member, Honorary Chair)

Chris Lehnertz, Pacific West Regional Director

Jerry Simpson, Associate Director, Workforce Management

Celinda Pena, Assistant Director, Communications

Dr. Gary Machlis, Science Advisor to the Director

Ali Kelley, Special Assistant to the Director

Dr. David Wong, Chief, Epidemiology and Health Promotion Branch, Office of Public Health

Diana Allen, Deputy Chief, Healthy Promotion Branch, Office of Public Health

Howard Levitt, Director Communications and Partnerships, Golden Gate National Recreation Area

Dr. Margaret Wild, Chief Wildlife Veterinarian, Wildlife Health Program

We wish to thank the following individuals who have provided input and advice on this plan:

Kurt Rausch, Contract Management Team Lead, NPS Commercial Services Program

Kirsten Talken-Spaulding, NPS Bevinetto Fellow

## Background

*"Who will gainsay that the parks contain the highest potentialities of national pride, national contentment and national health?"*  
Stephen T. Mather, National Park Service Director, 1917-1929.

### Public Health and Public Lands

The National Park Service has a long-standing tradition of addressing conservation needs and environmental concerns and yet we are just now, as a society, beginning to renew our understanding that open space and the natural world are critical to our health as a species.

Historically, the impetus and justification for the creation of park land in the United States have roots in public health. Our nation's first parks (Hot Springs National Reserve, Central Park, and Yellowstone), were all established in the 1800's, during the City Beautiful Movement and the Conservation Movement, in response to the ill effects of the Industrial Revolution and overexploitation of natural resources. These parks were seen as a means of protecting resources while democratizing clean air, clean water and outdoor enjoyment for the health and inspiration of all people.

Today, in the wake of the Information Technology Age, we are suffering from associated unhealthy lifestyle behaviors including physical inactivity and poor diet. Eighteen percent of the U.S. Gross Domestic Product goes to health care costs.<sup>i</sup> Forty-nine percent of American adults report that they do not engage in the Surgeon General's recommended 30 minutes of physical activity, most days of the week; and 24% report having not engaged in any physical activity within the last 30 days.<sup>ii,iii,iv,v</sup> According to the USDA's Healthy Eating Index, only 12% of American households have good diets that emphasize fruits, vegetables, lean meats, whole grains and low-fat dairy foods.<sup>vi,vii</sup>

### Health and Sustainability

Even in the face of these statistics, the advent of the Healthy Parks Healthy People movement over the past decade has spurred a renewed appreciation of the health benefits of parks to society, within a deeper context of sustainability. As a society, we are just beginning to focus on the fact that the health of the environment, the health of our parks, and human health are interconnected; each cannot thrive without the others. A Healthy Parks Healthy People global summit, convened in Australia in 2010, brought together 1,200 participants from 37 nations and promulgated a holistic approach to the value of parks and protected areas in promoting health and well-being across four major themes: 1) Healthy Communities/social connections, cultural connections, building neighborhoods, economic development and tourism; 2) Healthy Parks/caring for the environment, sustainability, effective management of parks, designing and creating healthy parks for people; 3) Healthy Participation/encouraging participation by people of diverse backgrounds, different demographics, facilities, programs and services, education and life-long learning; 4) Healthy People/mental health, physical health, wellness.<sup>viii</sup>

There is a growing body of evidence to assert that individual and societal health are inextricably linked to the health of people and the environment. Studies are increasingly suggesting that there are unique benefits to getting outside and being active. When outside, people tend to exercise longer and in a freer, more vigorous way. Natural light is known for its therapeutic effects, and research suggests that being





outdoors can have positive effects on everything from stress to attention disorders to rates of healing to social cohesion and lower crime rates.<sup>ix,x</sup>

### Healthy Parks Healthy People US Meeting, 2011

On April 5-6, 2011, National Park Service Director Jon Jarvis hosted a Healthy Parks Healthy People US meeting at the Golden Gate National Recreation Area in San Francisco. The purpose of the meeting was to advise the National Park Service on its unique role in promoting health and to foster new partnerships.

Approximately 90 people representing an array of diverse sectors and interests met over the course of 1 ½ days, to address these questions:

- How can national, state, and local parks combine forces with business innovators, healthcare leaders, scientists and advocacy organizations to promote wellness and reduce healthcare costs?
- How can we influence a cultural shift to value parks for health? What can community leaders and managers learn from experts and visionaries in order to make this a sustainable idea that affects behavior at its core?
- How is human health dependent on the health of all species and the planet we share, and in what ways can parks and open spaces strengthen these connections?

The advice and input received was compelling and inspirational. A wealth of insights, strategies and suggestions to strengthen the nexus of public lands and public health were shared, and an inspirational message was presented, which has subsequently been revised and adapted as an “Ethos of Public Lands and Public Health” (see sidebar).

A full meeting summary, agenda and list of attendees can be found at the NPS Healthy Parks Healthy People US website at [http://www.nps.gov/public\\_health/hp/welcome.htm](http://www.nps.gov/public_health/hp/welcome.htm).

This Healthy Parks Healthy People US Strategic Action Plan draws a vision and blueprint for the National Park Service to join in the Healthy Parks Healthy People movement. This vision and action plan support our mission.

### *An Ethos of Public Lands and Public Health*

As champions of people’s health and of our local, state, and national park system, we’ve come together to affirm our shared belief in the power of nature to improve the lives and well-being of Americans.

We believe, as fellow humans, that people have a right, a duty, and a responsibility to interact with the world. We believe that doing so makes us all healthier, happier, and better custodians of our planet.

We believe, as Americans, that it’s time to look critically at the health of our nation—and bring back the simple, fun, and absolutely vital practice of spending time outdoors to encourage personal health, forge community, and sustain humanity.

We see a future in which government, private, and not-for-profit leaders partner to create new value for our parks, for a new era in American history.

...A future in which our country is stronger for being led, inhabited, and loved by strong, healthy Americans.

## National Park Service Mission Statement

*The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.*

*NPS Director Stanton and the National Leadership Council, 1997.*

## Strategic Framework

*"We, who promote the outdoors as an indispensable element of our well-being, also must stress that the outdoors must be healthy as well." - Jon Jarvis, April 6, 2011.*

### OUR VISION

The National Park Service vision for the next century is for park lands to take their rightful place in creating a healthful and civil society. Toward that end, Healthy Parks Healthy People US will contribute to a sustainable world that is founded on promoting health and well-being of all species and the planet we share.

### GUIDING PRINCIPLES

As we seek to define our role in the nexus of public health and the outdoors, the National Park Service Healthy Parks Healthy People US approach relies on the World Health Organization's definition of health as "the complete state of physical, mental and social well-being, not just the mere absence of disease."

We subscribe to the following seven guiding principles:

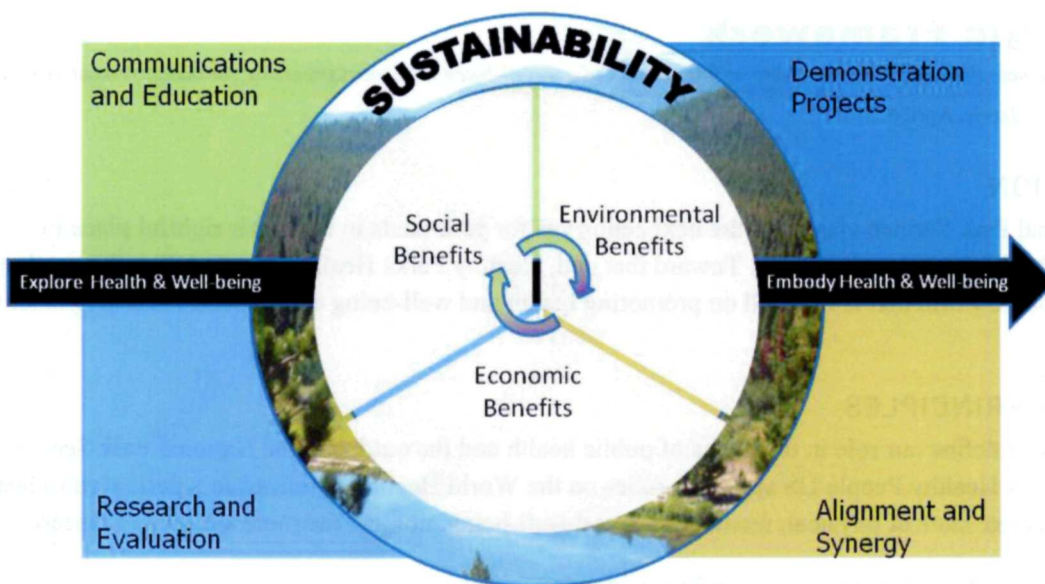
- We promote health and well-being as an interrelated system linking human health to natural landscapes and all species;
- We seek expertise and resources from a wide range of partners in the public and private sectors;
- Our aim includes activities that contribute to physical, mental and spiritual health, and social well being;
- Our work takes place both within and beyond park boundaries;
- We encourage uses that promote the health of all species while avoiding those that impair resources;
- We seek to provide equitable access to open spaces and natural places;
- Our commitment to improving public health will be mirrored in internal programs for our workforce.

### Strategic Action Plan

The Strategic Action Plan for NPS Healthy Parks, Healthy People US is designed with an aim to intentionally provide for creative exploration of health and well-being, within the context of sustainability, across four priority focus areas: 1) Demonstration Projects – Nodes of Innovation; 2) Research and Evaluation; 3) Communications and Education, and; 4) Alignment and Synergy (see figure 2, below).



This strategic framework recognizes that our parks and public lands are a major untapped source of health and well-being. As a community, we need to promote and market parks and public lands for their deeper societal values, which can be expressed as social, environmental and economic benefits.



Healthy Parks Healthy People US – Strategic Framework

## 5-Year Action Plan

*Together, we can strengthen a common well-being.*

- National Park Service Health and Wellness Executive Steering Committee, 2011.

The National Park Service will officially encourage, nurture, and support new approaches and innovations that promote the connection between public lands and public health.

Our strategic plan will be fueled by four catalytic elements, organized around four priority focus areas (The 4 x 4 5-Year Action Plan).

## 4 Catalyzing Elements

1. Empowering staff to explore new ideas and approaches
2. Connecting innovators with each other and with potential partners
3. Supporting projects in priority focus areas through seed grants and technical assistance
4. Recognizing and illuminating successful ideas, innovations, and innovators



## 4 Priority Focus Areas

### 1. Demonstration Projects—Nodes of Innovation

The Committee recommends that the National Park Service focus on specific nodes of innovation in the short-term. If success can be demonstrated in these areas, the movement will have a solid foundation upon which future growth can be expanded and sustained.

• **Establish a Nodes of Innovation Network**- Commit 2% of entrance fee receipts to encourage innovation. New ideas will be generated by individual park units to expand the depth and reach of health promotion programs and projects nationally. Much of the National Park Service health promotion activities to date have focused on physical activity (e.g. Park Prescriptions, building new trails, interpretive walks with rangers). The Committee recognizes that the contribution of parks to health is much broader than just physical activity, and early efforts should explore these other areas, including healthy foods, mental and spiritual health, the built environment, employee wellness, and One Health—an initiative that recognizes that animal, human, and ecosystem health are inextricably linked and should be addressed as one.<sup>xi</sup>

Making this commitment to fund new innovations in health promotion provides official permission and emboldens staff to be creative and try something new. Priority will be given to new ideas that are aligned with our guiding principles (see page 6), have commitment from partners in the medical or public health community, and are measurable.

• **Improve access to Parks**— Parks are ideal living laboratories to demonstrate how open spaces can contribute to health on an ongoing and routine basis and how access to parks can be optimized for local residents.

A common misperception is that national parks are destinations where people vacation and visit occasionally. Although this is true for some national parks, many National Park Service units are located in or near urban areas and large population centers. All National Park Service units—urban or wildland—can be cornerstones of health for employees and neighboring communities. Additionally, access to parks can be enhanced and improved at the local, state, regional and national level, through ongoing National Park Service funded programs such as Land and Water Conservation Funds, Rivers Trails and Conservation Assistance Program, and intermodal transportation projects that connect parks to communities.

An emphasis will be placed on improving access to public lands for populations that use parks infrequently (e.g. minorities) and other priority populations (e.g. youth, seniors). Education and outreach programs will be developed that improve social cohesion and foster community.

#### Examples of Demonstration Projects – Nodes of Innovation, 5-year action items and deliverables:

- ✓ Establish partnership platforms and opportunities for the National Park Service, healthcare providers and health insurers to promote parks and outdoor spaces as a vital component to healthy living;
- ✓ Develop and Implement the National Park Service Healthy Foods Strategy;
- ✓ Conduct a Stealth Health X-Prize Design Competition integrated with National Park Service *Designing the Parks* Program;

- ✓ Collaborate with the National Environmental Education Foundation to support and participate in their Children and Nature Initiative;
- ✓ Expand on *tu parquet tu salude* pilot programs with the American Heart Association to promote healthy living in diverse, urban populations;
- ✓ Develop a Let's Move Outside Junior Ranger tool-kit with a menu of program ideas and suggestions for application in the field;
- ✓ Establish a Healthy Parks Healthy People US micro-grants program;
- ✓ Implement RTCA led healthy communities programs in urban portals across the country in partnership with the National Association of Community Health Centers and in collaboration with Let's Move Outside and Let's Move Cities and Towns;
- ✓ Expand Safe Adventures programs and health messaging in parks for visitors;
- ✓ Issue a Healthy Parks Healthy People US call for proposals as a means to identify new ideas and approaches for health promotion, and a basis for supporting philanthropic donations of money, time, expertise and services;
- ✓ Pursue new pioneering efforts, not yet even imagined, with partners.

## 2. Research and Evaluation

As the Healthy Parks Healthy People movement progresses, it is critical that programs and interventions are accompanied with a solid research base that demonstrates that these activities have a measurable and positive impact on health. Although there is a growing body of evidence showing the benefits of parks and nature on health, few studies have been conducted in national parks or other state/federal public lands.

- **Establish Baselines**—As an initial step, the Committee recommends that the National Park Service commission baseline studies to understand how National Park Service units are currently being used for health promotion activities. These studies may include observational assessments of urban parks and their users, an inventory of existing National Park Service programs, and an evaluation of the built and natural environment in national parks and how structural factors encourage or discourage use by visitors and employees to improve health. In addition, the development of appropriate evaluation metrics and tools to monitor progress and program effectiveness is essential. These baseline assessments will objectively describe the current State-of-the-National Park Service and can also be used to track and measure future progress.
- **Publish and Implement a NPS Healthy Parks Healthy People Research Plan**—The Committee recommends that the National Park Service convene a meeting of 20-30 leading researchers in health, nutrition, parks, and mental health to develop a short- and long-term Healthy Parks Healthy People research plan. This plan will be developed with a consortium of partners representing universities, prevention research centers, foundations, industry, and appropriate federal partners such as the Centers for Disease Control and Prevention (CDC).

### Examples of Research and Evaluation, 5-year action items and deliverables:

- ✓ Incorporate Healthy Parks Healthy People into the National Park Service Science Agenda
- ✓ Establish baseline data and evaluation metrics and tools to monitor progress in promoting healthy foods, healthy recreation and healthy park environments.
- ✓ Publish and implement a Research Plan.



- ✓ Develop a business case for health promotion in parks.
- ✓ Launch a Healthy Parks Healthy People research community.
- ✓ Disseminate research findings broadly, including the George Wright Society Biennial Conference in 2013.

### 3. Communications and Education

The vision, guiding principles, and action plan for Healthy Parks Healthy People US must be effectively communicated to visitors and employees, partners, and other interested agencies and organizations.

• ***Develop and launch the NPS Healthy Parks Healthy People US Web Portal***— Communication efforts are critical for both internal and external audiences. Internal communications will encourage all National Park Service employees to be ambassadors for healthy living and will emphasize that the link between public health and the outdoors has always been a part of the National Park Service mission. For visitors, the initiative will provide a myriad of opportunities to educate the public on how parks play central roles in preserving and improving the health—not just of humans—but of all species and our environment. A communications plan and activities will be developed for diverse educational formats, including web pages, social networking sites, brochures, and ranger-led programs.

• ***Use fun and creative messaging***—The committee recommends that messaging related to Healthy Parks Healthy Parks emphasize the fun aspects of health promotion and parks. Public lands will never be the sole source of health information for the public, but parks can reinforce messages on healthy living in fun and unique environments for learning. Effective communication, particularly for youth, can also enhance the relevancy of national parks for America's next generations.

#### Examples of Communications and Education, 5-year action items and deliverables:

- ✓ Issue a message to all National Park Service employees from the Director encouraging ideas, projects and exploration;
- ✓ Develop and launch National Park Service Healthy Parks Healthy People US web portal;
- ✓ Develop a Healthy Parks Healthy People US unigrid brochure;
- ✓ Encourage and support all National Park Service employees to be ambassadors for healthy living;
- ✓ Establish National Park Service National Health Council;
- ✓ Provide adaptable health promotion templates, tools, resources and support for partners and staff;
- ✓ Develop unified health communications and branding with a theme and evidence-based messaging.

### 4. Alignment and Synergy

The Committee recognizes that Healthy Parks Healthy People US is not a new initiative *per se*, but rather a global movement that is founded on the convergence of actions and responsiveness of this generation to create a sustainable world. A quiet, powerful convergence of pioneering efforts has been gaining strength over the last 7-10 years, and it is time for National Park Service to recognize and illuminate the role of parks and public lands in contributing to the health of people and the environment in a concerted way.

Healthy Parks Healthy People US's contributions can best be realized by combining forces across a broad array of sectors and interests, both within and outside the organization.

• **Build partnerships and leverage resources**—As demonstrated by the participants who attended the Healthy Parks Healthy People US summit in April 2011, the breadth of potential partners interested in Healthy Parks Healthy People US is limitless, and must include national, state, regional and local public lands. The committee encourages partnerships that build on the synergistic effect of ongoing health promotion initiatives, including Let's Move!, America's Great Outdoors, the National Prevention Strategy, and the National Physical Activity Plan.

The Committee also recommends that the National Park Service actively pursue all possible Healthy Parks Healthy People US partnerships with federal agencies, corporations, healthcare providers and insurers, community-based organizations, health foundations, and others. These partners are important sources for potential funding and resources, but also for enthusiasm, inspiration, and imagination.

• **Foster Organizational Alignment** - The committee recommends a set of decisive actions to empower staff to work across institutional boundaries and divisions in support of the Healthy Parks Healthy People US collaborative approach. These actions will include structural changes and the policy changes, in order to fully recognize and illuminate the role of the National Park Service in contributing to the health of people and the environment.

#### **Examples of Alignment and Synergy, 5-year action items and deliverables:**

- ✓ Join and contribute to national plans and strategies including:
  - Healthy People 2020
  - National Physical Activity Plan
  - National Prevention Strategy
  - National Collaborative on Childhood Obesity Research
  - Bipartisan Policy Center's Healthy Living Initiative
  - Let's Move!
  - One Health
  - America's Great Outdoors
- ✓ Adopt the Ethos of Public Lands and Public Health as an inspiration to National Park Service Healthy Parks Healthy People US actions, and provide a registry for agencies and organizations to adopt it as a basis for future collaborative actions;
- ✓ Coordinate health promotion cross-marketing and communications with federal agencies;
- ✓ Host a Healthy Parks Healthy People Global Summit in early 2014;
- ✓ Review, promulgate and align National Park Service policies to encourage and empower staff to readily assimilate a Healthy Parks Healthy People US approach into day-to-day operations;
- ✓ Provide a permanent home for Healthy Parks Healthy People US within the National Park Service Office of Public Health;
- ✓ Create an National Park Service Office of One Health by merging the Office of Public Health and the Wildlife Health Program;
- ✓ Support temporary assignments for employees to work on Healthy Parks Healthy People US activities that facilitate interdisciplinary collaborations across parks, programs and communities;



- ✓ Reward staff for pursuing collaborative approaches to meeting Healthy Parks Healthy People US goals through staff recognition and awards.

## Special Thanks

The National Park Service wishes to express our appreciation to the organizations who participated in the NPS Healthy Parks Healthy People US 2011 meeting, which helped to inspire and inform the preparation of this strategic action plan.

America Outdoors Association	National Coalition for Promoting Physical Activity
American Academy of Family Physicians	National Environmental Education Foundation
American Academy of Pediatrics	National Recreation and Park Association
American Heart Association	National Wildlife Federation
American Recreation Coalition	Nature Valley General Mills Inc.
American Veterinary Medical Association	NatureBridge/Sutter Health
Aramark	North Carolina State University
Bon Appetit Management Company	Parks Victoria
California State Parks	Physicians for Healthier Americans Through Fun Outdoors
California State Parks Foundation	Public Health Law & Policy
Centers for Disease Control and Prevention	RAND Corp.
Chez Panisse Restaurant	Regional Institute for Health & Environmental Leadership
City Parks Alliance	Revolution Foods
Clemson University	San Diego State University/RWJ Active Living Research
Coca-Cola North America	SeeChange Health
Delaware North Companies Parks & Resorts, Inc.	Sierra Club
East Bay Regional Park District	Slow Food
Food For the Parks	SYPartners
Gallup	The 11th Hour Project
Glacier Park, Inc.	The City Project
Golden Gate National Parks Conservancy	The National Park Foundation
Golden Gate National Recreation Area	The North Face
GREEN Community Schools	The Trust for Public Land
Harvard School of Public Health	UnitedHealth Group
Igloo Products Corp	University of California, Davis
Institute at the Golden Gate	University of California, San Francisco
Kaiser Permanente	US Department of Health & Human Services
League of United Latin American Citizens	US Fish and Wildlife Service
Let's Move!	US Forest Service
Majora Carter Group, LLC	Washington University in St. Louis
MGR Foundation	White House Council on Environmental Quality

MIT Center for Policy Technology and Industrial  
Development  
NAACP

YMCA of the USA

<sup>i</sup> Health and Human Services, Centers for Medicare and Medicaid Services, Office of the Actuary, National Health Statistics Group, January, 2010, available from <http://www.cms.gov/nationalhealthexpenddata>, accessed May, 2011.

<sup>ii</sup> *Physical Activity and Health: A Report of the Surgeon General* (1996), Profiles in Science, National Library of Medicine, found at <http://profiles.nlm.nih.gov/NN/ListByDate.html>.

<sup>iii</sup> *The Surgeon General's Call To Action To Prevent and Decrease Overweight and Obesity (2001)*, Profiles in Science, National Library of Medicine, found at <http://profiles.nlm.nih.gov/NN/ListByDate.html>.

<sup>iv</sup> CDC, Office of Surveillance, Epidemiology and Laboratory Services, Behavioral Risk Factor Surveillance System, Physical Activity, 2009, available from <http://apps.nccd.cdc.gov/BRFSS/list.asp?cat=PA&yr=2009&qkey=4418&state=All>, accessed May 2011.

<sup>v</sup> CDC, Office of Surveillance, Epidemiology and Laboratory Services, Behavioral Risk Factor Surveillance System, Exercise, 2009, available <http://apps.nccd.cdc.gov/BRFSS/list.asp?cat=EX&yr=2009&qkey=4347&state=All>, accessed May 2011.

<sup>vi</sup> CDC, Office of Surveillance, Epidemiology and Laboratory Services, Behavioral Risk Factor Surveillance System, Fruits and Vegetables, 2009, available from <http://apps.nccd.cdc.gov/BRFSS/list.asp?cat=FV&yr=2009&qkey=4415&state=All>, accessed May 2011.

<sup>vii</sup> Lance Armstrong Foundation, "Livestrong" Website, available from <http://www.livestrong.com/article/276691-american-diet-nutrition/>, accessed May 2011.

<sup>viii</sup> Healthy Parks Healthy People International Congress, 2010, Proceedings, available from <http://www.healthyparkshealthypeoplecongress.org/>

<sup>ix</sup> Maller, C., Townsend, M., St. Leger L., et al. Healthy parks, healthy people: The Health benefits of contact with nature in a park context, Deakin University and Parks Victoria, available from <http://www.parkweb.vic.gov.au/resources/mhphp/pv1.pdf>.

<sup>x</sup> McCurdy LE, Winterbottom KE, Mehta SS, Roberts JR. Using nature and outdoor activity to improve children's health. *Curr Probl Pediatr Adolesc Health Care*. 2010; 40:102-17.



---

<sup>xi</sup> American Veterinary Medical Association. One Health: A new professional imperative. Available from [http://www.avma.org/onehealth/onehealth\\_final.pdf](http://www.avma.org/onehealth/onehealth_final.pdf).