

# CAMBRIDGE FOOD AND FITNESS POLICY COUNCIL EVALUATION AND RECOMMENDATIONS



2011-2014

A Report to the City Manager

Submitted by the Cambridge Food and Fitness Policy Council

# Cambridge Food and Fitness Policy Council Evaluation and Recommendations

## MEMBERSHIP

The Cambridge Food and Fitness Policy Council (FFPC) consists of 18 representatives from the Cambridge Public Health Department, the Community Development Department, the Department of Human Services Programs, the Cambridge Health Alliance, the Cambridge Public Schools, the Cambridge Conservation Commission, the Cambridge Economic Opportunity Committee, community organizations and community members.

### 2011-2014 Members

<b>Chris Aufiero</b> Director of Health and Physical Education Cambridge Public Schools	<b>Jennifer Lawrence</b> Sustainability Planner, Environment and Transportation Planning Division Community Development Department
<b>Chris Basler</b> Project Planner, Economic Development Division Community Development Department	<b>Jennifer Wright Letourneau</b> Director Cambridge Conservation Commission
<b>Jeff Cole</b> Executive Director Mass Farmers Markets	<b>Woanyih Lin</b> Director, Cambridge/Somerville WIC Program Cambridge Health Alliance
<b>Leroy Craigwell</b> Community Member	<b>Sasha Purpura</b> Executive Director Food For Free
<b>Stuart Dash</b> Director, Community Planning Division Community Development Department	<b>Dawn Olcott</b> School & Community Nutritionist Cambridge Public Health Department
<b>Elaine DeRosa</b> Executive Director Cambridge Economic Opportunity Committee (CEOC)	<b>Mellissa Honeywood</b> Director of Food and Nutrition Services Cambridge Public Schools
<b>Sandra Fairbank</b> Architect, Community Member	<b>Stacy Rodriguez-Rennard, LMHC</b> Executive Director Title IX Girls
<b>David Gibbs</b> Director Cambridge Community Center	<b>Paul Ryder</b> Division Head, Recreation Division Department of Human Service Programs
<b>Geoff Kotowski</b> Senior Food Pantry Coordinator Cambridge Citywide Senior Center	<b>Josefine Wendel</b> Manager, Nutrition Programs Cambridge Public Health Department
<b>Special thanks to: Emily Bhargava</b> , Connection Lab LLC; <b>Virginia Chomitz</b> , Professor of Public Health, Tufts University; <b>Molly Lawrence</b> , MPH Student Intern, Boston University School of Public Health.	

## PREFACE

Initiated by a 2008 City Council order, the City of Cambridge established a Food Policy Task Force, tasked with exploration of potential benefits and feasibility of establishing a citywide food policy council. The next step was the creation of an ad hoc Food and Fitness Policy Council, which developed the overarching goal, objectives, and recommended actions to improve the city's food and fitness environments for residents of all ages. Subsequently, a standing Food and Fitness Policy Council, an 18-member body appointed by the city manager, was tasked with implementing these recommendations over a three-year period, and with assessing the council's overall progress and efficacy, including recommendations for moving forward.



Since its 2011 inception, the Food and Fitness Policy Council has explored and launched multiple actions to help improve access to culturally appropriate physical activity and healthy food for all Cambridge residents. This evaluation report summarizes accomplishments and makes recommendations for next steps.

## BACKGROUND

Over the past several years, Cambridge has been recognized as an exemplar city in its support and encouragement of healthy eating and active living among people who live, work, and play in the city. Cambridge has been recognized as a top city for walking and bicycling. There are many options to purchase healthy food, including supermarkets, farmers markets and the convenience stores participating in the Healthy Markets program.

*In 2013, RWJF selected Cambridge as one of six cities for the inaugural Robert Wood Johnson Foundation's Culture of Health Prize, which honors outstanding community efforts and partnerships that are helping people live healthier lives.*

*Childhood overweight and obesity in Cambridge has decreased from 39% in 2004 to 30% of K-8 students in 2014.*

*Despite universal prevention efforts, black students continue to be more than twice as likely to be obese (21%) compared with white students (9%), and the same is true for students eligible for free school meals (23%) compared to students not eligible (9%).*

Through school-based and community efforts, obesity rates have decreased among public school children. This obesity prevention work has been the result of pockets of excellence across Cambridge, largely funded by grants and in-kind contributions from dedicated individuals and organizations. While childhood overweight and obesity has decreased, disparities persist. These differences put students on a trajectory of inequity that will impact their health and wellbeing over a lifetime. In 2009, the Healthy Eating and Living Project (HELP), a coalition of researchers, professionals and community members, explored weight disparities among black Cambridge youth and recommended a systems

approach to promoting healthy weight for families. Primary prevention will be needed to address inequities for very young children of color as well as secondary prevention for youth already overweight or obese.

Public health experts are increasingly aware that environmental factors beyond the control of the individual, such as access to healthy foods or safe places to play and exercise, play a significant role in preventing chronic disease and obesity. The Cambridge community has embraced the concepts of equity and social justice, and these principles are evident in many of the city's programs and policies. City and community stakeholders convened recently to help create the Community Health Improvement Plan included "Health Equity, Disparities, Discrimination, and Social Justice" as one of the seven priority areas, in addition to Healthy Eating & Active Living.

*In the 2013 Cambridge Community Health Assessment, 39% of survey respondents identified being overweight or obese as a top concern for themselves, their families, or their close social circle, and 17% identified the lack of healthy and affordable food choices as a top social or economic concern. Diabetes was found to be one of the top concerns among African-American and Asian respondents.*

*"Cambridge generally feels like a very active city, but I do think that more could always be done in this area, particularly for those of lower socioeconomic status such as around affordability of healthy foods and exercise options." Cambridge Community Health Assessment, 2013*

## 2011-2014 GOAL, OBJECTIVES AND RECOMMENDED ACTIONS

### Goal

The overarching goal of the Cambridge Food and Fitness Policy Council is to promote health through improving access for all residents to healthy and culturally appropriate food and physical activity.

### Objectives

For all residents:

1. Improve access to healthy, culturally appropriate, fresh foods, including locally grown food, with a focus on residents who have less access and limited financial resources.
2. Facilitate access to food and fitness through coordination and networking among city and school departments, organizations, and businesses.
3. Improve access to food and fitness by facilitating education through city and school programs, organizations, business and the public.

### Recommended Actions

1. Develop a citywide strategic approach for healthy eating and physical activity
2. Create a consistent food environment for children throughout the day
3. Develop coordinated communication and marketing strategies for promoting healthy eating and fitness opportunities
4. Expand access to Cambridge farmers' markets
5. Support food and fitness-related businesses in Cambridge
6. Create a healthier neighborhood food and fitness environment
7. Expand urban agriculture
8. Support and enhance existing successful programs

## COUNCIL STRUCTURE

The Food and Fitness Policy Council operates under the guidance of the Cambridge Public Health Department, with assistance from members. The Cambridge Community Center is the fiscal agent for the Food and Fitness Policy Council.

### Meeting Schedule and Structure

The Council meets five or six times per year. Work groups are formed and disbanded on an as-needed basis to explore specific topics and may include community members and topic experts.

### Staffing

The FFPC is facilitated by Cambridge Public Health Department staff members, who guide the work of the council in coordination with member city departments and community organizations.

### Membership

The FFPC consists of 18 people representing city departments, community organizations, and individual community members. Council members are familiar with their respective department or organizations' food and fitness-related policies and programs, and have the authority and/or expertise to make practical assessments regarding strategic planning, policy, and recommendation or implementation of new initiatives. Other stakeholders are invited to share their expertise on specific issues with the council.

### Decision-Making

Decision-making occurs by consensus.

### Funding

The Cambridge Public Health Department has been responsible for in-kind support in the form of facilitating the Food and Fitness Policy Council. Council members' time is valued as an in-kind contribution, including attendance at five or six meetings annually.

Grant funding from the Mount Auburn Hospital through the Community Health Network Area 17, the Community Transformation Grant and Mass in Motion supported the work of the council during the 2011-2014 period.

### Council Evaluation

Progress toward meeting the goal and objectives of the FFPC will be assessed regularly. After three years, the council will assess the overall progress and efficacy of the group, including further recommendations for moving forward.

## EVALUATION 2011-2014

A comprehensive evaluation of the Cambridge Food and Fitness Policy Council, with an emphasis on quality improvement, was undertaken by Molly Lawrence, an MPH student at the Boston University School of Public Health, under the guidance of Cambridge Public Health Department staff. The evaluation took place during summer-fall 2014.

### Methods

The evaluation examined process, partnership and outcomes. Impact assessment was not pursued due to the timeline and limited resources allotted for the evaluation process. Process evaluation examined member attitudes and satisfaction, council structure and leadership, and internal and external communications. Partnership evaluation measured the value of building relational capacity. Outcome evaluation examined successful program outcomes, activities, policy proposals and actions of the FFPC. A summary of the evaluation is included here.

### Process and Partnership

Process-oriented aspects of participating in the council—meeting structure, leadership, member satisfaction, communications, and relationship and capacity building—were assessed through key informant interviews, a member survey, and a member focus group. See Appendix 1 for a listing of evaluation methods and measures, Appendix 2 for the summary of actions and outcomes, Appendix 3 for a list of workgroup and project participants, and Appendix 4 for a copy of the complete survey results.

#### MEMBERSHIP ENGAGEMENT AND SATISFACTION

- The response rate for the member survey was a strong indicator of engagement with 15 surveys returned out of 18 (83%).
- 87% of respondents cited that they feel engaged with the FFPC, indicating a high level of engagement.
- 11 out of 14 respondents reported being actively involved in one or more work groups of the FFPC.

*"I have enjoyed this more than other councils I am a part of and believe it is a unique and important commitment."  
Council Member 2014*

#### COMMUNICATIONS

- 79% of survey respondents feel that the FFPC has successfully engaged a broad range of stakeholders from varying organizations, city departments and backgrounds.
- 71% of respondents cited that their organization or department had the opportunity to work with the Community Engagement Team (CET) in Cambridge.
- 40% of respondents said that a relationship with CET formed out of their participation in the FFPC. Collaboration with the Community Engagement Team helps promote cultural competency and inclusion.

#### RELATIONSHIPS AND CAPACITY BUILDING

- Members cited the benefits of collaboration as a most important accomplishment, and said that it has supported members' work in various ways, though partnerships, knowledge-sharing, networking and resource building.
- Members expressed that the FFPC promotes a more food and fitness oriented environment, helps provide leverage for other food and fitness related initiatives, and supports cultural learning and engagement of diverse groups.

## Outcomes

During its first three years as a standing council, the FFPC served to bring together City departments and non-profit organizations across Cambridge to address obesity and chronic disease at the municipal level. In addition to the work on the specific actions, the existence of a city-endorsed council that provides an infrastructure for collaboration and policy development and a demonstrated commitment to healthy eating and active living has led to (previous and current) grants from Mass in Motion and Mount Auburn Hospital through the Community Health Network Area 17 (CHNA 17).

The FFPC met six times per calendar year and formed workgroups to carry out the recommended actions. In the process, the FFPC engaged over 75 community members and/or experts. Work groups were formed and disbanded on an as-needed basis.

The FFPC and partners have made great progress toward the eight recommended actions proposed in 2011, as evidenced by the fulfillment, all or in part, of 17 out of 22 specific activities related to the actions. City departments have adopted some of the FFPC initiatives, for example the bicycle workshops for multicultural families, demonstrating the FFPC ability to enhance and catalyze actions. This sentiment of achievement is echoed by FFPC members who responded to the survey, 86% of whom thought the work accomplished by the FFPC was “very significant” or “significant.” This sentiment was echoed in the individual comments from members, for example, one member said that the FFPC helped “change the way the city thinks about food and fitness – a different city from five years ago.”

### KEY ACHIEVEMENTS

- Developed a shared vision and roadmap for a citywide strategic approach to an equitable environment of access to food and physical activity. See Appendix 5.
- In partnership with the Community Engagement Team , engaged immigrant communities around the topics of food and physical activity, resulting in the inclusion of authentic ethnic dishes on school menus, the creation of special bicycling workshops targeting diverse families, and an increased partner capacity to engage immigrant communities. The bicycle workshops have been incorporated into the work of the Community Development Department.
- A FFPC partnership launched the Healthy Markets program, which is now part of Cambridge in Motion and Mass in Motion, and is a collaboration between the City’s Community Development Department, Economic Development Division, Public Health Department and Inspectional Services.
- Created food and activity guidelines with and for out-of-school-time programs and supported implementation at pilot program sites. See Appendix 6 for the guidelines.
- Shared information about ways to find healthy food choices and opportunities to be physically active through the creation of six public service announcements, two Cambridge Community Television (CCTV) studio shows, and two educational videos, which were aired regularly for up to a three-year period.
- Helped connect food insecure individuals and families with local food resources by developing and disseminating a Cambridge-specific Food Resource Guide.
- Advised regarding the City Council proposal for restaurants to limit the size of soda portions and recommended exploring alternative measures. The Cambridge Public Health Subcommittee accepted the FFPC recommendation.

*“There is real impact on the community planning process.”*  
Council Member 2014

## Challenges

While the FFPC has made great progress, the survey also identified a number of challenges.

- A lack of visibility and legitimacy of the council within the city.
- The scope of work is very broad and needs to be refined.
- The council lacks necessary resources, such as funding and staff time.
- Diversity; accountability; and keeping members energized.

## Conclusion

The Food and Fitness Policy Council has enhanced members' collaborative capacity and the work accomplished has been significant. The FFPC and partners have achieved a majority of specific activities that it set out to do in its initial three years, and some are now initiatives of city departments, extending the vision of the FFPC. However, aside from a small amount of grant funding, these accomplishments have been largely unfunded, and the FFPC has relied on in-kind support from city departments and community organizations, especially Cambridge Public Health Department staff.

In addition, much of the FFPC's collaborative work is happening "behind the scenes" through improving infrastructure, collaboration, and capacity – important work that has been largely invisible to the public and even to many city and community partners who are not directly involved.

Lastly, while there is continued success in chipping away at disparities in access to healthy foods and physical activity across the city, there are still inequities and gaps that present as health disparities among Cambridge residents. The Cambridge community has embraced the concepts of equity and social justice, and these principles are evident in many of the city's programs and policies. The group of city and community stakeholders that convened recently to help create the Community Health Improvement Plan included Health Equity/Social Justice as a cross-cutting topic, in addition to identifying Healthy Eating & Active Living as one of the four health priority areas for the city.

## RECOMMENDATIONS 2015-2018

The members of the 2011-2014 Cambridge Food and Fitness Policy Council, endorsed by the Cambridge Public Health Department, recommend that the City of Cambridge continue the standing Food and Fitness Policy Council for another three-year cycle so that it can continue its current work, as well as elevate the work to the next level by increasing the council's capacity, visibility and resources.

The following sections describe the FFPC overarching recommendations, as well as recommendations on structure, strategies and activities for the next three-year period.

### Overarching Recommendations

- Reappoint a standing FFPC for another three-year period, as a convening and coordinating body for cross-Cambridge efforts in providing equitable access to healthy food and physical activity.
- The City and its departments continue to consult with the FFPC on matters impacting access to healthy eating and physical activity in Cambridge, as happened with the proposed soda serving size regulation.
- Elevate healthy eating and active living goals by increasing the capacity and reach of the FFPC.
- Explore the potential for the establishment of a collaborative brand (for example Cambridge in Motion) for the work of the FFPC and community and city partners promoting healthy eating and active living, and increase opportunities for groups to sign on to this brand and campaign.
- Identify resources available to support the work, coordination and visibility of the FFPC beyond the current in-kind and small grant support.
- Work with the city manager to gain his support to more publicly embrace and promote current and future efforts in Cambridge to promote healthy eating and physical activity, similar to what is happening in other metro Boston communities, and to what the city is doing for other topics, for example domestic violence. The city manager's public support and endorsement will help draw attention to healthy living and social justice issues in a city that, despite its image as a city of affluence, is increasingly a city of both the rich and the poor.
- Further involve the FFPC in planning, such as the Citywide Plan, to ensure that healthy eating and active living goals are included in City strategic plans, as was done in the Community Health Improvement Plan.

### Structure

The FFPC members propose largely continuing the current structure, including meeting frequency, membership, workgroups, and consensus decision-making model. The council is considering forming a steering committee to provide strategic direction and oversee the work. The Cambridge Community Center will continue as the fiscal agent for the council, and manage current grant funding.

### Scope

The FFPC will explore how to refine the work and narrow the scope in the next cycle of the FFPC, to allow members to best contribute valuable skills, knowledge, time and other resources in the four key areas identified in the strategic roadmap created in 2012: Communication, Community Engagement, Policy Development, and Infrastructure Development.

## Goals

The overarching goal and objectives will remain the same. (p.4)

## Strategies and Activities

Over the next three years, in addition to the overarching recommendations above, the FFPC proposes to build on the success of the last three years through the following strategies and activities outlined below, including those already underway, such as grant funded projects and those as part of the FFPC response to the proposed soda size regulation. These strategies are aligned with the Cambridge Public Health

Department's Community Health Improvement Plan objectives (which focus on increasing access to healthy and affordable food and beverages, tap water, and active and safe transportation), and will be carried out by the FFPC depending on current and emerging needs and resources.



### POLICY AND INFRASTRUCTURE DEVELOPMENT

- Using models from the federal government and/or other cities like Boston and New York City as examples, the FFPC proposes to develop municipal policies around healthy eating (e.g., vending machine standards; nutritional standards for food and beverages served by city-operated departments and programs), in a systematic and stepwise process and in collaboration with city departments. By adopting these policies the city will serve as a model for the community.
- The FFPC will continue to develop an Urban Agriculture Ordinance, in collaboration with city departments and with input from the community, in order to expand urban agriculture opportunities for all Cambridge residents. The city will adopt the ordinance.
- The FFPC and the city will continue to support efforts to offer healthy food and beverages in restaurants and retail stores (Healthy Markets) in a way that is sustainable.
- The FFPC and the city will work to sustain and increase SNAP matching at Cambridge farmers markets, and other venues, as feasible, in collaboration with the SNAP Match Coalition.
- The FFPC will continue to promote best practices/evidence-based policies and guidelines for serving healthy foods and beverages, and promoting activity, in schools and out-of-school time programs, including exploring purchasing infrastructure to enable the purchase of more fresh and healthy food.
- As opportunities arise, the FFPC will support efforts for regulatory or tax measures at the state or federal level designed to reduce sugar consumption from beverages and other sources.

### COMMUNICATION AND COMMUNITY ENGAGEMENT

The FFPC will continue its current outreach efforts.

- Engage the restaurant and retail sector in promoting healthy food and beverage choices. This could lead to regulatory and/or voluntary actions through a participatory process. One example would be the provision and promotion of local tap water.
- Continue to engage and include immigrant families in the areas of physical activity (bicycle workshops/outreach) and food (authentic ethnic recipes included in school meals).

- To improve the visibility of the council, the FFPC proposes to identify resources to improve communication with other city departments and the wider community.
- Develop a communications strategy and dedicate a communications work group to manage social media and generate updates that could be disseminated to partner organizations and city departments.
- Further build on diverse member networks and mobilize community partners to continue to tailor interventions and programs to diverse populations in order to better understand and address language and cross-cultural barriers when designing food and fitness interventions

## Summary

The first three years of the FFPC has launched a successful collaborative effort to improve access for all residents to healthy and culturally appropriate physical activity and food. Over the next three years, through further catalyzing action on citywide infrastructure and practices, the FFPC hopes to see the creation of food and fitness access that allows the community to be informed, educated and empowered, resulting in increased health equity across all city populations.

Appendix 1. Evaluation Table: Methods of measure, completed and on-going activities

Recommendations/ Recommended Activities	Methods of measure for activities completed and on-going				Not accomplished
	Interview	Survey	Focus group	Table of Actions/ Outcomes*	
<b>1. Develop a Citywide strategic approach</b> a. shared vision/strategic map. b. City collaboration to implement state and federal policies.		a		a	b
<b>2. Create a consistent food environment for children throughout the day</b> a. DHSP and CPHD collaborate on the creation of food guidelines. b. DHSP will collaborate with other groups to create a food policy for athletic events. c. DHSP and CPHD collaborate to expand purchasing options for healthy foods.	a	a		a, b, c	
<b>3. Develop coordinated communication and marketing strategies</b> a. Partner with and train CET outreach workers to promote healthy eating and physical activity. b. City departments collaborate to expand electronics. communications portals c. Collaborate with business and community organizations to develop outreach to residents.	a, c	a, c		a, c	b
<b>4. Expand access to Cambridge Farmers Markets</b> a. Endorse Federation of FM to expand access to SNAP in the City markets. b. Assign a city staff member to serve as a FM liaison to market managers. c. City departments work together to promote FMs, signage, SNAP, WIC and elder coupons, and raise awareness.	c	a		a, b, c	

<p><b>5. Support food and fitness related business in Cambridge</b></p> <p>a. Promote food and fitness resources (also see 3.c.)</p> <p>b. Provide technical assistance and support to new and existing businesses.</p> <p>c. Support activities and events that promote food and fitness in the City.</p> <p>d. Explore strategies for locally grown food in schools, restaurants, retail markets, etc.</p>	a, b, c	a		a, b	d
<p><b>6. Create a healthier neighborhood food and fitness environment.</b></p> <p>a. Assess the emergency food assistance system and neighborhood environment, including food that is affordable and culturally appropriate.</p> <p>b. Develop outdoor “fitness signage”.</p> <p>c. Development of outdoor fitness station upon park redesign.</p> <p>d. Organize neighborhood fitness events.</p>	a, d	a		a, d	b c
<p><b>7. Expand Urban Agriculture</b></p> <p>a. The Conservation Commission will collaborate with other departments and community organizations to create capacity for Urban Agriculture.</p>	a	a		a	
<p><b>8. The City support and enhance existing programs (like school food Tasty Choices, Let’s move, Walk/Ride) .</b></p> <p>a. Continue to recognize, support, and enhance current successful program that align with goals in the strategic map.</p> <p>b. Programs continue to support the goals of the Let’s Move campaign through existing and new activities.</p>	a	a	a	b	

\*Table of Actions and Outcomes, Appendix 2.

Appendix 2.

**Food and Fitness Policy Council**  
**Table of Actions and Outcomes 2011-2014**

<p style="text-align: center;"><b>Recommendation</b></p>	<p style="text-align: center;"><b>Actions by FFPC*</b></p>	<p style="text-align: center;"><b>Actions by City Departments and Community Organizations*</b></p>	<p style="text-align: center;"><b>Outcomes</b> (Short and long term)</p>
<p>1. Develop a citywide strategic approach for healthy eating and physical activity</p> <p><i>Recommended Activities</i></p> <p>a. Shared vision/strategic map</p> <p>b. City Departments work together to implement state and federal policies</p>	<ul style="list-style-type: none"> <li>• Development of Cambridge Food and Fitness Policy “Roadmap”</li> <li>• FFPC shared Roadmap:                             <ul style="list-style-type: none"> <li>– with the City for use in municipal plans,</li> <li>– with other municipalities and interested organizations.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Roadmap used as guidance by city and community organizations, for example:                             <ul style="list-style-type: none"> <li>– Public Health Department, Community Health Assessment</li> <li>– Community Development Department, guiding framework for implementation and policy<sup>1</sup></li> <li>– Cambridge Transit Strategic Plan 2014 Interim Report, community policy link<sup>2</sup></li> <li>– Cambridge Community Center, a roadmap to achieve common goals<sup>3</sup></li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• To be determined</li> </ul>

<sup>1</sup> <http://www.cambridgema.gov/cdd/news/2013/09/cambridgefoodandfitnesspolicyroadmap.aspx>  
<sup>2</sup> [http://www2.cambridgema.gov/CityOfCambridge\\_Content/documents/TransitInterReportJan2014.pdf](http://www2.cambridgema.gov/CityOfCambridge_Content/documents/TransitInterReportJan2014.pdf)  
<sup>3</sup> <http://www.cambridgecc.org/cambridge-food-and-fitness-policy-council.html>

<p><b>Recommendation</b></p>	<p><b>Actions by FFPC*</b></p>	<p><b>Actions by City Departments and Community Organizations*</b></p>	<p><b>Outcomes</b> (Short and long term)</p>
<p>2. Create a consistent food environment for children throughout the day</p> <p><i>Recommended Activities</i></p> <p>a. DHSP and CPHD collaborate on the creation of food guidelines</p> <p>b. DHSP will collaborate with other groups to create a food policy for athletic events</p> <p>c. DHSP and CPHD collaborate to expand purchasing options for healthy foods</p>	<ul style="list-style-type: none"> <li>• Development of Cambridge Out of School Time Food and Activity Guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• CPHD offered technical assistance in guidelines use in development of snack menus and purchasing; healthier grant-funded snack menus were created in 2 pilot programs.</li> <li>• DHSP Russell Field concession stand and Cambridge Athletics adopted a no soda and no candy policy.</li> <li>• CPHD technical assistance in guidelines use in development of snack menus and purchasing is ongoing.</li> </ul>	<ul style="list-style-type: none"> <li>• Cambridge Community Center added fruits and vegetables to snack menus including “Fresh Fridays” with a week fresh fruit or vegetable.</li> <li>• The Youth Centers implement a food committee and strive to add a fresh fruit or vegetable to snack menus once a week.</li> </ul>
<p>3. Develop coordinated communication and marketing strategies for promoting healthy eating and fitness opportunities</p> <p><i>Recommended Activities</i></p> <p>a. Partner with and train CET outreach workers to promote</p>	<ul style="list-style-type: none"> <li>• Focus Groups (5) conducted in partnership with the Community Engagement Team (CET) to inform inclusion of multicultural fitness opportunities and food access on:                             <ul style="list-style-type: none"> <li>– School food/ food retail (2 focus groups).</li> <li>– Physical activity/sustainable transportation (3 focus</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• CPS Food and Nutrition Service created International Flavors series in the public elementary, middle school and high school lunch program.</li> <li>• School chefs adapted recipes submitted by the community.</li> <li>• CPHD conducted taste tests with ethnic dishes in elementary and middle schools. (26 taste tests with 4 dishes in 12 schools)</li> </ul>	<ul style="list-style-type: none"> <li>• 2 International dishes added to elementary/middle school lunch menu cycle. (Doro Wat, Tomato and Scallion Tofu)</li> <li>• 4 International dishes served at high school cafeteria (Doro Wat, Chicken Biryani, Legumes, Roasted Tofu)</li> <li>• CDD bike workshops for diverse families selected as the focus of bike workshops through 2015</li> </ul>

<p><b>Recommendation</b></p>	<p><b>Actions by FFPC*</b></p>	<p><b>Actions by City Departments and Community Organizations*</b></p>	<p><b>Outcomes</b> (Short and long term)</p>
<p>healthy eating and physical activity.</p> <p>b. City departments collaborate to expand electronics communications portals.</p> <p>c. Collaborate with business and community organizations to develop outreach to residents.</p>	<p>groups).</p> <ul style="list-style-type: none"> <li>• CET outreach workers were coached in focus group coordination and facilitation.</li> <li>• Two trainings for CET outreach workers on healthy eating and physical activity for families.</li> <li>• Training in cultural considerations for bicycle workshop trainers and Title IX Girls running coaches.</li> <li>• Created reports on “Cultural Considerations in Physical Activity” and on “Cultural Considerations in School Food”.</li> <li>• In partnership with CCTV created outreach materials on access to food and physical activity. Materials were shown on CCTV, posted on websites, shared through social media:                             <ul style="list-style-type: none"> <li>– 6 PSA’s by members,</li> <li>– 2, 30 minute TV studio shows on 6 roundtable discussions including city staff and community members,</li> <li>– 2 educational videos on food and activity, Eat Smart and Keep Moving.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Training from CPHD allowed CET outreach workers to develop parent workshops on healthy eating and physical activity and created capacity for education on these topics.</li> <li>• MassBike trainers and Title IX girls running coaches increased capacity to work with diverse audiences.</li> <li>• Bicycle Workshop series for diverse families implemented by CDD.</li> </ul>	<ul style="list-style-type: none"> <li>• CCTV presented CPHD the Organization of the Year Award from CCTV for producing informational programming to raise awareness of public health issues, which included the FFPC’s materials.</li> </ul>

<b>Recommendation</b>	<b>Actions by FFPC*</b>	<b>Actions by City Departments and Community Organizations*</b>	<b>Outcomes</b> (Short and long term)
<p>4. Expand access to Cambridge Farmers Markets</p> <p><i>Recommended Activities</i></p> <p>a. Endorse Federation of FM to expand access to SNAP in the City markets.</p> <p>b. Assign a city staff member to serve as a FM liaison to market managers.</p> <p>c. City departments work together to promote FMs, signage, SNAP, WIC and elder coupons, and raise awareness.</p>	<ul style="list-style-type: none"> <li>• The formation of the Cambridge in Motion SNAP Match Coalition.</li> </ul>	<ul style="list-style-type: none"> <li>• A CDD staff member was assigned by city to serve as the Farmers Market liaison.</li> <li>• Farmers Markets were included in Cambridge in Motion for outreach and signage.</li> <li>• The SNAP Match Coalition:                             <ul style="list-style-type: none"> <li>– initiated successful fundraising for SNAP matching for 3 city markets,</li> <li>– engaged in collaborative messaging and community outreach.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• A CHNA 17 grant for \$7000 for SNAP matching for Farmer’s Markets was received spring 2014 (through fall 2015)</li> <li>• City of Cambridge provided funds to reimburse Farmer’s Markets for SNAP matching.</li> </ul>
<p>5. Support food and fitness related business in Cambridge.</p> <p><i>Recommended Activities</i></p> <p>a. Promote food and fitness</p>	<ul style="list-style-type: none"> <li>• Establishment of the Cambridge in Motion Healthy Markets (corner store) program in partnership with CTG/Mass in Motion.</li> <li>• Best Retail Practices fall 2014 workshops include new material on healthy foods merchandising.</li> </ul>	<ul style="list-style-type: none"> <li>• CPHD and ED partnered to support the Cambridge in Motion Healthy Markets (corner store) program:                             <ul style="list-style-type: none"> <li>– offered technical assistance with setting up and merchandising a “healthy” section,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• 4 stores are designated Healthy Markets</li> <li>• Stores report increased sales of products on the “healthy” shelves.</li> </ul>

<b>Recommendation</b>	<b>Actions by FFPC*</b>	<b>Actions by City Departments and Community Organizations*</b>	<b>Outcomes</b> (Short and long term)
<p>resources (also see 3.c.)</p> <p>b. Provide technical assistance and support to new and existing businesses.</p> <p>c. Support activities and events that promote food and fitness in the City.</p> <p>d. Explore strategies for locally grown food in schools, restaurants, retail markets, etc.</p>		<ul style="list-style-type: none"> <li>- marketing and outreach,</li> <li>- stores participating in the Best Retail Practices workshop offered façade and design grant services,</li> <li>- technical assistance in produce handling and culturally appropriate options through Cambridge in Motion.</li> </ul> <ul style="list-style-type: none"> <li>• Also see 7.a. - the intent of the Urban Ag ordinance is to include commercial production/sales to make more local food available.</li> </ul>	
<p>6. Create a healthier neighborhood food and fitness environment.</p> <p><i>Recommended Activities</i></p> <p>a. Assess the emergency food assistance system and neighborhood environment, including food that is affordable and culturally appropriate.</p> <p>b. Develop outdoor “fitness signage”.</p>	<ul style="list-style-type: none"> <li>• Student Internships to assess food access:                             <ul style="list-style-type: none"> <li>- GIS map of food resources in Cambridge within a ½ mile of residents and public housing,</li> <li>- food needs assessment of Area 4 neighborhood.</li> </ul> </li> <li>• Advised on City Council proposal for restaurants to limit soda size cups and recommended exploring alternative measures.</li> <li>• Provided input on the CPHD Community Health Improvement Plan.</li> </ul>	<ul style="list-style-type: none"> <li>• The Food Resource Guide (food pantry brochure), creation and dissemination.</li> <li>• The Cambridge in Motion Fitness Guide (PA resources for children), printing and dissemination.</li> <li>• Cambridge in Motion Healthy Markets (corner store) program, store selection:                             <ul style="list-style-type: none"> <li>- informed by food resource map, focus groups, and food needs assessment,</li> <li>- assisted by CET outreach worker.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

<b>Recommendation</b>	<b>Actions by FFPC*</b>	<b>Actions by City Departments and Community Organizations*</b>	<b>Outcomes</b> (Short and long term)
c. Development of outdoor fitness station upon park redesign.  d. Organize neighborhood fitness events.	<ul style="list-style-type: none"> <li>• Participated in Let’s Move and Cambridge in Motion Mini-grants awardee selection process for healthy eating and activities and events, such as children’s gardens and Salsa in the Park.</li> <li>• Supported a neighborhood Bollywood dance class and picnic.</li> <li>• Supported the adoption of an annual cultural dance exchange evening by Pathways for Families.</li> </ul>	<ul style="list-style-type: none"> <li>• The Cambridge Public Health Subcommittee accepted the FFPC recommendation on soda size portions.</li> <li>• Draft CPHD Community Health Improvement Plan incorporated FFPC feedback.</li> </ul>	
<b>7. Expand Urban Agriculture</b>  a. The Conservation Commission will collaborate with other departments and community organizations to create capacity for Urban Agriculture	<ul style="list-style-type: none"> <li>• Formation of an Urban Agriculture workgroup in 2012 to develop outreach on what farming and gardening is allowable in Cambridge.</li> <li>• Work group became the City task force in 2013.</li> </ul>	<ul style="list-style-type: none"> <li>• Community Development department designated the FFPC Urban Agriculture workgroup as the official city task force on the topic in response to a City Council order, July 2013.</li> <li>• City approval (and grant funding received) for the development of a draft Urban Agriculture ordinance proposal.</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>
<b>8. Support and enhance existing successful programs that support healthy eating and physical activity.</b>		<ul style="list-style-type: none"> <li>• Cambridge continues to support Cambridge Schools in providing healthier meals, physical education in testing fitness and measuring BMI, summer meals</li> </ul>	<ul style="list-style-type: none"> <li>• TBD</li> </ul>

Recommendation	Actions by FFPC*	Actions by City Departments and Community Organizations*	Outcomes (Short and long term)
<p>a. Continue to recognize, support, and enhance current successful programs that align with goals in the strategic map.</p> <p>b. Programs continue to support the goals of the Let's Move campaign through existing and new activities.</p>		<p>programs and participation in Let's Move and other related programs.</p> <ul style="list-style-type: none"> <li>• Collaborations and partnerships to support healthy food and activity, such as the Healthy Children Task Force, the Agenda for Children, the Men's Health League, etc.</li> </ul>	

\*Grant funding for projects from CTG/Mass in Motion and Mount Auburn Hospital through Community Health Network Area 17.

## Appendix 3.

### Participant List

#### Cambridge Food and Fitness Policy Council

#### Members, workgroups and projects

December 2011 through December 31, 2014

##### CPHD Staff facilitators/members

- **Dawn Olcott**, School Nutritionist, Cambridge Public Health Department
- **José Wendel**, School Nutrition Coordinator, Cambridge Public Health Department

##### Members

- **Chris Auferio**, Director of Health and Physical Education, Cambridge Public Schools
- **Chris Basler**, Project Planner, Economic Development Division, Community Development Department
- **Jeff Cole**, Executive Director, Mass Farmers' Markets
- **Leroy Cragwell**, Community Member
- **Stuart Dash**, Director, Community Planning Division, Community Development Department
- **Elaine DeRosa**, Executive Director, Cambridge Economic Opportunity Committee (CEOC)
- **Sandra Fairbank**, Architect and Community Planner, Community Member
- **David Gibbs**, Director, Cambridge Community Center
- **Mellissa Honeywood**, Director of Food Services, Cambridge Public Schools
- **Geoff Kotowski**, Senior Food Pantry Manager, Cambridge Citywide Senior Center
- **Jennifer Lawrence**, Planner, Environment & Transportation Planning Division, Community Development Department
- **Jennifer Wright Letourneau**, Director, Cambridge Conservation Commission
- **Woanyih Lin**, Director, Cambridge/Somerville WIC Program, Cambridge Health Alliance
- **Sasha Purpura**, Executive Director, Food For Free
- **Stacy Rodriguez-Rennard, LMHC**, Executive Director, Title 1X Girls
- **Paul Ryder**, Division Head, Department of Human Service Programs, Recreation Division

##### Regular Participant Designees

- **Astrid Harmer**, Nutritionist, Cambridge/Somerville WIC Cambridge Health Alliance,
- **Peter Ward**, Farmers Market Manager, Central Square Market, Mass Farmers Markets
- **Amelia Joselow**, Director of Marketing and Outreach, Cambridge Community Center

##### Members, Retired 2011-2014

- **Rosalie Anders**, Associate Planner, Community Development Department
- **David Leslie**, Director, Food for Free
- **Jack Mingle**, Director of Food Service, Cambridge Public Schools
- **Jackie Neel**, Deputy Director, Department of Human Service

##### Special Meeting Facilitation

- **Emily Bhargava**, Connection Lab
- **Virginia R. Chomitz**, Assistant Professor, Tufts University School of Medicine, Department of Public Health and Community Medicine

**Workgroup Members and Project Participants**

(not including focus group community participants),

- **Claude-Alix Jacob**, Chief Public Health Officer, Cambridge Public Health Department
- **Rabeya Akther**, Outreach Worker, Community Engagement Team
- **Derek Arledge**, Men's Health League, Cambridge Public Health Department
- **Magaly Ayala**, Outreach Worker, Community Engagement Team
- **Carrine Bury**, Outreach Worker, Community Engagement Team
- **Joel Burke**, Lead PE Teacher for K-8 in the Cambridge Public Schools
- **Lawrence Barriner II**, MIT Urban Design Alum, Urban Agriculture Consultant
- **Mary Ellen Breen**, Linnaen Community Schools
- **Meghan, Castillo**, Director of Operations, City of Cambridge Youth Centers
- **Maria Chavez**, Outreach Worker, Community Engagement Team
- **Sue Clippinger**, Director, Traffic, Parking and Transportation, City of Cambridge
- **Vincent Connelly**, Chef/Manager, Cambridge Public Schools
- **Vyonni De Mel**, Director, Afterworks program
- **Kebrewosen Densamo**, Staff Assistant, Cambridge Public Health Department
- **Clodagh Drummy**, CCTV
- **Sean Eiffel**, CCTV
- **JJ Gonson**, Cambridge Parent and Chef, Cuisine en Locale
- **Lina Harp, Worker**, Community Engagement Team
- **Kafia Hassan**, Outreach Worker, Community Engagement Team
- **Chris Hope**, Outreach Worker, Community Engagement Team
- **Jane Hirschi**, Director CitySprouts School Garden Program
- **Amany Hyte**, Outreach Worker, Community Engagement Team
- **Camara Kadete**, Fitness Trainer, YMCA
- **Seble Kidane**, Outreach Worker, Community Engagement Team
- **Ionabe Klais**, Outreach Worker, Community Engagement Team
- **Darren Korte**, Director of Out of School Time programs, Cambridge Community Center
- **Molly Lawrence**, BU MPH Student Intern
- **Liz Lewis**, Director, Tobin Community School
- **Josh Levin**, Cambridge in Motion Project Assistant, Cambridge Public Health Dept
- **Robert Lightbody**, Cambridge Youth Centers
- **Beth McGinn**, Pathways Coordinator, Cambridge Public Health Department
- **Barb Maceachern**, Agenda for Children
- **Alanna Mallon**, School Backpack program
- **Christa Martin**, Acting Manager, Harvard Yard Farmers Market, Harvard University Dining Services
- **Steve Miller**, Board Member, Livable Streets Alliance
- **Kim Motylewski**, Farmers' Market Manager, Cambridge Community Center
- **Irene O'Bannon**, Community Member
- **Bucky O'Hare**, Director, King Open Extended Day After School Program
- **Kenya Pavon**, Director, Middle School Partnership, Youth Center
- **Albert Pless, Jr.**, Manager, Men's Health League, Cambridge Public Health Department
- **Latasha Poge**, Director of Programming, Cambridge Community Center
- **Susan Richards**, Coordinator, Agenda for Children
- **Tara Rose**, former Project Assistant, Community Transformation Grant, Cambridge Public Health Department
- **Chloe Schweinshaut**, Out of School Time workgroup Intern, CPHD

- **Carole Sousa**, Community Learning Center, Supervisor, Community Engagement Team
- **Ellen Thompson**, Director, Community Schools, Department of Human Services
- **Tegesech Wabeto**, Outreach Worker, Community Engagement Team
- **Michele Walsh**, Chef, Cambridge Public Schools
- **Kathy Watkins**, Supervising Engineer, Dept of Public Works, City of Cambridge
- **Meghan White**, After School Program Manager, Childcare & Family Support Services

Appendix 4.

Cambridge Food and Fitness Policy Council Survey 2014

1. The following process-oriented questions were designed to evaluate your satisfaction with the overall structure and leadership of the council. Please select the answer that best represents the way you feel.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Total
I feel engaged with the FFPC.	40% (6)	46.67% (7)	13.33% (2)	0% (0)	0% (0)	15
I feel that the FFPC is effectively coordinated.	50% (7)	35.71% (5)	14.29% (2)	0% (0)	0% (0)	14
I feel that meetings result in tangible progress.	13.33% (2)	73.33% (11)	13.33% (2)	0% (0)	0% (0)	15
I feel that the FFPC overarching goals and objectives are clearly stated and obtainable.	26.67% (4)	60% (9)	13.33% (2)	0% (0)	0% (0)	15
Total Respondents						15

2. Do you feel that the FFPC has successfully engaged a broad range of stakeholders from varying organizations, city departments, and backgrounds?

	Response Total	Response Percent
Yes	11	79%
No	3	21%
Please feel free to expand upon your answer. <input type="button" value="view"/>	4	29%
1. [No Answer Entered]		
2. [No Answer Entered]		
3. We could use more non-city employees, and more people of color.		
4. and we should continue to do so		
5. [No Answer Entered]		
6. Maybe more input from License Commission and ISD.		

7.	[No Answer Entered]		
8.	[No Answer Entered]		
9.	[No Answer Entered]		
10.	i think the ethnic diversity of the group that is engaged could be improved		
11.	[No Answer Entered]		
12.	[No Answer Entered]		
13.	[No Answer Entered]		
14.	[No Answer Entered]		
Total Respondents		14	
(skipped this question)			1

3. Have you or your department or organization had the opportunity to collaborate with the Community Engagement Team (Department of Human Services)?

		Response Total	Response Percent
Yes		10	71%
No		4	29%
If you answered yes, what has your experience been? <input type="button" value="view"/>		5	36%
1.	[No Answer Entered]		
2.	[No Answer Entered]		
3.	[No Answer Entered]		
4.	Very positive		
5.	[No Answer Entered]		
6.	I have not worked with them directly but somebody in CDD has.		

7.	[No Answer Entered]		
8.	[No Answer Entered]		
9.	They have been excellent partners outreaching to thier community effectively with school food and with bicycling and other activities.		
10.	excellent!		
11.	[No Answer Entered]		
12.	[No Answer Entered]		
13.	I have but I would like more face time with the CET.		
14.	[No Answer Entered]		
		Total Respondents	14
		(skipped this question)	1

4. If you answered yes to the previous question, has this partnership developed due to your involvement with the FFPC?

		Response Total	Response Percent
Yes		4	40%
No		6	60%
		Total Respondents	10
		(skipped this question)	5

5. Do you feel that the work accomplished by the FFPC has been significant?

		Response Total	Response Percent
Very significant		4	29%
Significant		8	57%
Neutral		2	14%
Insignificant		0	0%

Very Insignificant		0	0%
In your opinion, what was the most significant work accomplished? <input type="button" value="view"/>		8	57%
1. [No Answer Entered]			
2. Advancing the initiatives of the FFPC throughout the various city departments.			
3. Working with the Community Engagement Team and with the Council on Aging on specific, concrete projects.			
4. Uniting a broad range of City departments in the work of the F&FPC			
5. [No Answer Entered]			
6. Steering the FFPC and spearheading the Healthy Market Program.			
7. We are on a path to a more food and fitness orientated environment.			
8. Changing the way the city thinks about food and fitness. With respect to food and fitness, we are a different city compared to five years ago.			
9. Partnerships in cultural learning and engagement of diverse groups			
10. [No Answer Entered]			
11. [No Answer Entered]			
12. Opening the discuss about food security and urban agriculture in Cambridge. Working on expanding use of snap benefits at Farmer's markets. Also the FFPC has emerged as a collaborative work space around food and fitness for city agencies, local non profits, and citizen activists.			
13. [No Answer Entered]			
14. [No Answer Entered]			
Total Respondents		14	

(skipped this question)	1
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6. Are you actively involved in a workgroup?

	Response Total	Response Percent
Urban Agriculture	4	29%
Out of School Time	2	14%
SNAP matching	3	21%
Other, please specify <input type="button" value="view"/>	2	14%
1. [No Answer Entered]		
2. [No Answer Entered]		
3. [No Answer Entered]		
4. [No Answer Entered]		
5. [No Answer Entered]		
6. Healthy Market Program		
7. [No Answer Entered]		
8. various projects such as grant work and local outreach with other members		
9. [No Answer Entered]		
10. [No Answer Entered]		
11. [No Answer Entered]		
12. [No Answer Entered]		
13. [No Answer Entered]		
14. [No Answer Entered]		
Total Respondents	14	
(skipped this question)		1

7. If you have been involved in a work group of the FFPC, please choose an answer to the following process-oriented questions that best fits your experience.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Response Total
Meetings have a clear agenda.	28.57% (2)	57.14% (4)	14.29% (1)	0% (0)	0% (0)	7
Meetings remain focused.	14.29% (1)	42.86% (3)	42.86% (3)	0% (0)	0% (0)	7
Meetings consistently result in tangible decision-making.	28.57% (2)	28.57% (2)	28.57% (2)	14.29% (1)	0% (0)	7
Participation is a worthwhile use of my time.	71.43% (5)	28.57% (2)	0% (0)	0% (0)	0% (0)	7
Total Respondents						7
(skipped this question)						8

8. Please list what you feel are the \*3\* most important accomplishments of the FFPC (list follows)

	Response Total	Response Percent
<a href="#">view</a> 1 	10	83%
<a href="#">view</a> 2 	9	75%
<a href="#">view</a> 3 	8	67%
<p>1 : Creating collaborations outside of meeting time                      2: building a network                      3: working groups</p> <p>1 : Bringing the set of F&amp;FPC goals to other City Departments                      2: Establishing a standing officially recognized committee                      3: Increasing the visibility of the issues of the F&amp;FPC to the public</p> <p>1 : Establishing the goals of the FFPC                      2: Producing PSA's</p> <p>1 : Creation of the FFPC as an advisory council for the City.                      2: Healthy Market Program                      3: Pushing ideas generated in meetings and public forums to address healthy living. There is real impact on the community planning process.</p> <p>1 : We</p>		

<p>1 : Creating a framework for a healthy city                  2: Bringing various departments together                  3: The corner store initiative</p> <p>1 : Partnerships and collaboration on healthy eating and activity                  2: Building the platform for the Healthy Markets program under Cambridge in Motion                  3: Urban Agriculture task force</p> <p>1 : Creating the mission, vision and roadmap                  2: Creating food and activity guidelines for out of school time programs                  3: Providing input to proposed soda size regulation</p> <p>1 : Working with focus on interesting projects                  2: Getting an urban agriculture ordinance started                  3: Getting healthy food into corner stores</p> <p>1 : collaborative model of working                  2: the SNAP match program                  3: ability to examine nutrition and physical activity with mental health</p>	
Total Respondents	10
(skipped this question)	5

9. Please list what you feel are the \*3\* top challenges faced by the FFPC (list follows)

	Response Total	Response Percent
<p><a href="#">view</a> 1</p> <p>[Redacted]</p>	8	80%
<p><a href="#">view</a> 2</p> <p>[Redacted]</p>	8	80%
<p><a href="#">view</a> 3</p> <p>[Redacted]</p>	5	50%
<p>1 : teeth in city policy-making                  2: confusion as to what is being accomplished at meetings                  3: diversity</p> <p>1 : Continuing to work effectively                  2: Continuing to focus on key issues</p> <p>1 : Creating greater visibility around hunger as an issue in Cambridge                  2: Broaden the community response to the issue of hunger beyond those who impacted by hunger</p> <p>1 : Scope of work is too broad. It seems to cover a lot of areas that might be better divided into smaller working groups and then 1 or 2 council mtgs.                  2: Council members don't consistently attend, including me.</p> <p>1 : Bringing what we do in the FFPC to our respective departments                  2: Gaining legitimacy</p>		

3: Obtaining funding	
1 : people are busy, it is hard to get focus and time 2: money and resources for projects 3: the lack of highly visible support from city leadership in all departments	
1 : How to effectively reach out to city departments and the community about what the FFPC does 2: How does the FFPC interface with Cambridge in Motion? 3: Continue to keep members engaged and interested.	
1 : Keeping the energy going 2: Finding new exciting projects 3: Getting more active citizen members	
Total Respondents	8
(skipped this question)	7

10. Would you like to continue your membership with the FFPC?

		Response Total	Response Percent
Yes		10	77%
No		0	0%
If you answered no, could you please offer a name of a colleague in your department or organization that you would recommend? <input type="button" value="view"/>		1	8%
Total Respondents		13	
(skipped this question)			2

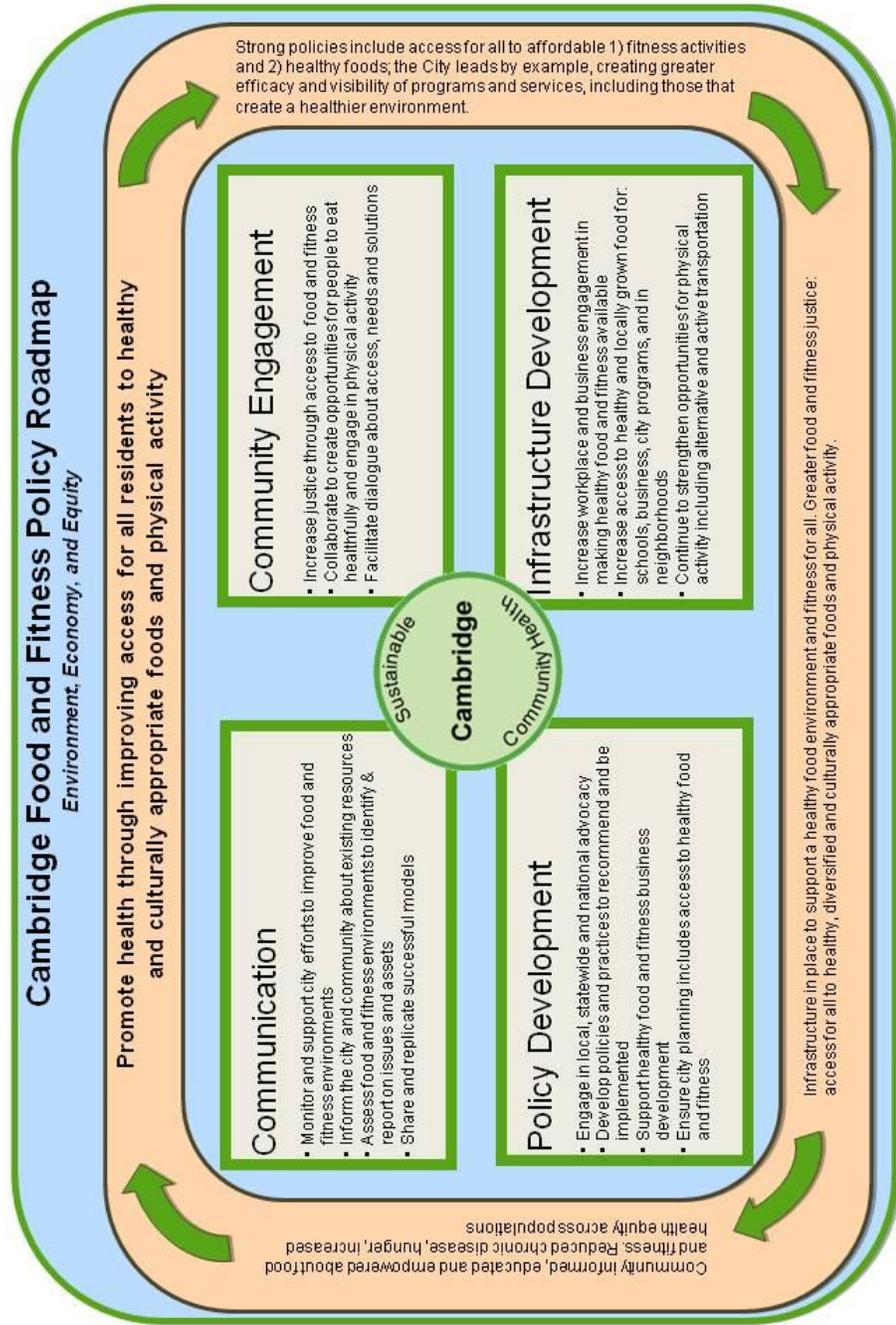
11. Can you recommend anyone else for FFPC membership?

Total Respondents	4
(skipped this question)	11

12. Please feel free to provide any additional feedback pertaining to your experience with the Cambridge Food and Fitness Policy Council. Thank you for taking the time to complete this survey!

<p>It is a valuable resource to the City and should be continued. It can function as leverage for other plans, programs and initiatives that involve access to healthy food and fitness.</p> <p>2. I truly enjoy this council. I feel valued and appreciate the collaborative spirit and the expertise of my council peers. I'm looking forward to the next year.</p>	
	<p>Total Respondents 2</p>
	<p>(skipped this question) 13</p>

Appendix 5.



## Appendix 6.

# Cambridge Out of School Time Food and Activity Guidelines

### Guiding Principles

- Snack Smart: Fuel up on fruits and vegetables
- Move More: Boost movement and physical activity in all programs
- Drink Right: Choose water instead of sugar sweetened beverages or juice
- Cultivate Diverse Tastes: Encourage a variety of healthy international foods

### Guidelines for Healthy Eating and Physical Activity

#### Food

- Serve at least one fruit or vegetable with every snack and meal (fresh/canned/frozen - with no added sweetener or salt)
- Do not serve sugar sweetened beverages
- If you serve juice, choose 100% fruit juice and limit to 6 oz per day
- Serve water with all meals and snacks
- Do not serve foods with artificial trans fat (this is already banned in city-regulated food establishments and federally funded programs)
- When serving grains (like bread, crackers, muffins, and cereals) serve primarily whole grains – the word “whole” next to a grain should be first on the ingredients list.
- Limit baked goods, candy, and sweetened snacks to occasional small treats (for example, cookies, cakes, doughnuts, brownies, candy, etc)

#### Fitness

- Schedule and lead short physical activity breaks when kids have been sitting for an hour or more.
- Provide all children with at least 30 minutes of moderate physical activity every day. Offer 20 minutes of vigorous physical activity at least 3 days per week.

#### Minimize Sedentary Behavior

- Limit passive behavior like broadcast and cable TV or movies, except for special occasions.
- Limit computer time for a maximum of 2 hours/week (including homework) for no more than 45 minutes at a time.

### Why These Guidelines?

*Kids spend most of their day both in school and out-of-school-time programs. Schools have a Wellness Policy but out-of-school-time programs don't have a unifying guide to promote good health for kids. These voluntary guidelines will help programs offer the best in good health practices. The guidelines were created by the Food and Fitness Policy Council in partnership with the Agenda for Children and City program staff, based on practices from Harvard School of Public Health and Tufts University. Please try them out, we welcome your feedback!*

**For resources visit:** <http://www.healthykidshub.org/>

**For more information contact:** [dolcott@challiance.org](mailto:dolcott@challiance.org) or [jwendel@challiance.org](mailto:jwendel@challiance.org)