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Introduction

Beginning in 2018, Seattle started taxing sugary drinks distributed within the city. Seattle's Sweetened Beverage Tax (SBT) was designed to improve the health of Seattle residents by reducing the sales and consumption of sugary drinks and to raise revenue for important programs that increase healthy food access and support child health and early learning. The ordinance that established the SBT ([Ordinance 125324](#)) states the beverage tax shall be used for

- 1) expanding access to healthy and affordable food, closing the food security gap, and promoting healthy food choices and
- 2) programs that improve the social, emotional, educational, physical, and mental health for children to prepare children for a strong and fair start in kindergarten.

The ordinance also created a Sweetened Beverage Tax Community Advisory Board (CAB). The role of the CAB is to make recommendations to the Mayor and City Council on how and to what extent the City should establish and/or fund programs and activities consistent with the intent of the ordinance, which is to benefit Seattle's populations who experience the greatest education and health inequities.

The CAB also views its role to include community and stakeholder engagement with residents, subject matter experts, and community-based organizations to identify and understand resident and stakeholder interests and priorities and obtain feedback to inform the CAB's annual budget recommendations.

2019 Community and Stakeholder Engagement

Goals

In the 2019 budget, in response to the CAB's recommendations, the City allocated \$100,000 to support the CAB's community and stakeholder engagement efforts. In January and February 2019, the CAB developed the following goals for its 2019 engagement activities:

1. Consult with Seattle communities and stakeholder on the [CAB's 2019 Budget Recommendations](#) to obtain feedback to inform the CAB's 2020 Budget Recommendations. *Did we get it right? What's missing? How well did we represent your interests and priorities when it comes to healthy food access and birth-to-three services? How can we do better in our 2020 budget recommendations?*
2. Gather information to inform implementation of the current SBT programs/activities. *How are these programs functioning? What needs to be avoided or encouraged in how these programs are implemented?*
3. Inform the public of the tax and how revenues are being used as a way to build support for the tax and address any misperceptions or misinformation.
4. Start building a coalition of organizations and individuals who want to stay engaged in the CAB's work, the budget process, and/or spread information about the tax

One of the [core values of the CAB](#) is to raise up the voices of communities most impacted by health and education inequities, make space for them to speak their concerns and solutions, and center their aspirations and priorities in our budget recommendations. Our engagement efforts ultimately aim to

reach communities of color, immigrants, refugees, people with low income, and English language learners. Youth from these communities and organizations that serve these communities are also a priority to reach.

Approach

Each year, the CAB aims to issue its budget recommendations no later than early July. This timeline coincides with the City's annual budget process and gives the Mayor time to consider the CAB's recommendations when developing the proposed budget that is presented to City Council at the end of September. In 2019, this budget timeline challenged the CAB's desire to do meaningful and equitable community engagement. We recognized that subjecting community partners to our tight timeline pressures would make it difficult to achieve inclusive engagement and hear from communities most impacted by health and education inequities. Thus, in consultation with experts in community engagement and racial equity, we developed the following phased approach.

Phase 1 (March-May 2019) - To inform the CAB's 2020 Budget Recommendations

The CAB will host several interactive stakeholder engagement workshops designed to gather input from nonprofit organizations and stakeholders who focus on food access, healthy eating, food justice, and health equity. Participants will provide feedback on the CAB's [2019 Budget Recommendations](#) related to food access programming and give input on how to strengthen the CAB's upcoming *2020 Budget Recommendations* related to food access programming. Due to time and resource constraints, Phase 1 will not include engagement activities with stakeholders who focus on early learning and the birth-to-three population. This a major limitation and the CAB intends to address this in Phase 2 and in our 2020 engagement activities.

Phase 2 (June-December 2019) - To inform the CAB's 2021 Budget Recommendations

With staff support from the City of Seattle's Office of Sustainability & Environment, the CAB will contract with up to eight (8) community-based organizations (CBOs) that serve priority communities and are led by people from these communities. Partnering CBOs will lead their own engagement events in culturally and linguistically relevant ways to gather input from residents on their food access and early learning priorities. Residents who access and use SBT-funded programs and services may also be a focus participant group in Phase 2 to gather information on how the programs and services are working from the client perspective.

The following document provides a summary of the CAB's Phase 1 stakeholder engagement activities. A report on Phase 2 will be released in early 2020.

Food Access Stakeholder Engagement (Phase 1)

In the spring of 2019, the CAB hosted two high engagement, interactive workshops to gather input from nonprofit organizations and stakeholders who focus on food access, healthy eating, food justice, and health equity. The workshops were facilitated by [Maketa Wilborn](#) and were designed to have participants:

1. Review and provide feedback on the [CAB's 2019 Budget Recommendations](#) related to food access programming
2. Provide input on how to strengthen the CAB's upcoming *2020 Budget Recommendations* related to food access programming

The workshops were held on April 30, 2019 and May 2, 2019 at the following locations.

Date	Time	Location
April 30, 2019	10am-12pm	Youngstown Cultural Arts Center in North Delridge (West Seattle)
May 2, 2019	1pm-3pm	Northwest African American Museum in the Central District

More than 80 individuals representing over 50 organizations participated in the two workshops, as outlined in the table below. The majority of organizations currently receive SBT funding to support their food access programming.

Summary of Participation	
Number of individuals who participated	81
# of individuals who partner with Fresh Bucks	18
# of individuals representing organizations that run meal programs	10
# of individuals representing food banks	9
Number of organizations represented	57
# of organizations that receive SBT funding	36
# of OSE ¹ Fresh Bucks partnering organizations	11
# of HSD ² meal programming partners	7
# of HSD ² Food Bank partners	6
# of organizations that focus on youth programming	2

1. OSE = Office of Sustainability & Environment at the City of Seattle

2. HSD = Human Services Department at the City of Seattle

The follow page lists the organizations that participated in the events.

Participating Organizations (in alphabetical order)	
Aging and Disability Services*	Neighborhood Farmers Markets*^
Alma Villegas Consulting	North Helpline*
American Heart Association	Odessa Brown Children's Clinic^ (Seattle Children's)
Arcora Foundation	OSL (Operation Sack Lunch)*^
Backpack Brigade	Pike Market Senior Center & Food Bank*
Bellwether Housing	Pike Place Market Foundation*
Central Area Collaborative	Public Health - Seattle & King County*^
Childhood Obesity Prevention Coalition	Puget Sound Labor Agency
Children's Home Society of WA North Seattle Family Resource Center*	Rainier Beach Action Coalition
City Fruit	Roots of All Roads (ROAR) Mobile Farm Stand*
Community Alliance for Global Justice	Safeway*
Human Services Department, City of Seattle*	School's Out Washington
Delridge Neighborhoods Development Association	Seattle Children's Hospital
Department of Licensing	Seattle Farmers Market Association*
El Centro de la Raza*	Seattle Housing Authority
Evergreen Health	Seattle Jobs Initiative
FamilyWorks*	Seattle Parks and Recreation*
FEEST*^	SOAR
Food Lifeline*^	Solid Ground*
Got Green*	Soul Work: Lifestyle Management^
Harborview Medical Center	Sound Generations*
Jewish Family Service*^	South Park Senior Center*^
Just Health Action	Tilth Alliance*^
Kaiser Permanente^	University of Washington*^
Kale Love	Washington State Coalition for African Leaders
Latino Community Fund of Washington State*^	West Seattle Food Bank*
Lifelong - Chicken Soup Brigade	WithinReach^
Living Well Kent	WSU King County Extension
Mercy Housing Northwest	
<i>*Organization currently receives SBT funding</i>	
<i>^More than two representatives from this organization participated in the events</i>	

Approaches and Methods

Each workshop lasted two hours. The time was used in the following ways.

Time	Topic
30 minutes	CAB presentation on the intent of the SBT revenue and overview of the CAB's 2019 budget recommendations and process for developing them. See Appendix A for the handout provided.
90 minutes	Facilitated discussion and small group activities

For the bulk of the time, participants worked in small groups of six to 10 people to discuss the following key questions. The focus of the discussion and activities was the CAB's 2019 Budget Recommendations, which were provided in a handout (see [Appendix A](#)).

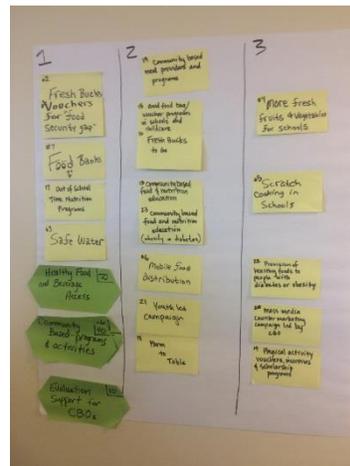
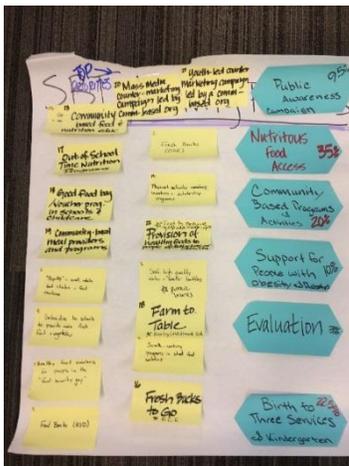
Key Questions	Approach
<p><i>Did the CAB get it right? Are these the right recommendations to support healthy food access? Is there anything the CAB missed?</i></p>	<p>Small group discussion (10 min) and report out (10 min).</p> <p>The facilitator graphically captured key insights on a large whiteboard to provide a visual transcript of the discussion as it happened. City staff took detailed notes on a computer for later use.</p>
<p><i>How would your table/group strengthen these recommendations?</i></p> <ul style="list-style-type: none"> <i>Are these the right priorities? How would your table prioritize the 2019 food access activities recommended by the CAB?</i> <i>Do these feel like the correct focus areas and budget allocations? What adjustments might you make or suggestions for improvement.</i> 	<p>"Bubble prioritization" activity and discussion in small groups (40 min).</p> <p>Groups recorded all 18 food access activities on individual sticky notes. The task for each group was to rank all activities against one another, with the most important activities rising to the top of the list. Groups were instructed to start by discussing any two activities and deciding on which one was a higher priority to advance equity in healthy food access. The sticky note with the higher priority activity was placed on top. Then a third activity was compared to these activities, starting from the bottom of list. If the group determined an activity should have greater priority over the other, the sticky note position was swapped. Groups continued with this process until they had prioritized all 18 activities. The result was a list of ranked activities (see photos below for example flip chart output).</p> <p>Groups reported the results of their prioritization (10 min).</p> <p>After ranking the activities, groups were invited to discuss the focus areas and budget allocations (10 min).</p> <p>Report out (10 min).</p>



[Graphic facilitation and recording by Maketa Wilborn]

The photos below show three examples of flip chart output generated by small groups. Twelve flip charts were generated in total, one for each group. To compile and analyze the results across all the groups, flip chart notes were manually entered into Survey Monkey, using the Ranking Question type. Each activity received a score based on the average ranking. The activity with the largest average ranking (score) is the highest priority activity.

See [Appendix B](#) for an explanation of how Survey Monkey calculates scores (weighted averages) for ranked activities.



Key Themes Summary

The following section provides a summary of key themes that emerged from the meetings:

- **Recommendations may spread the funds too thin:** Participants noted that the CAB's 2019 recommendations included so many "priority" activities—often with overlapping or vague descriptions—that it could be spreading the revenue too thin to achieve meaningful impact. Related to this, some participants advised the CAB focus on re-investing and expanding support for existing programs and infrastructure, not creating or establishing new programs.
- **More information is needed to assess program effectiveness:** Participants said the task of prioritizing the activities was difficult without more information to assess how well the programs are executed and if they are effectively reaching communities most impacted by health and nutrition-related inequities. Participants were interested in seeing more investment in program evaluation, including evaluation to gauge the cultural relevancy of the programming.
- **Look for the right mix of upstream and downstream interventions:** Participants noted the CAB recommendations included a mix of upstream activities, focused on systemic interventions to increase access to healthy food, and downstream activities, aimed at providing direct services and food to mitigate the negative impact of inequities. Some participants advocated for giving priority to upstream solutions, arguing that downstream activities do not address root causes. Others stressed the importance of providing basic food and services to address immediate needs.
- **Outreach and education:** The need for more outreach and education was raised at both events, although it wasn't always clear if participants were referring to outreach and education aimed at promoting the funded activities (e.g. Fresh Bucks promotion) or outreach and education to promote nutritious foods and beverages (e.g. nutrition education). Presumably, both were important topics. What was clear is that participants emphasized that any outreach and education must be culturally and linguistically relevant to the focus audiences.
- **Education vs. Access:** There were opposing opinions on which was a higher priority – increasing nutrition education or increasing access to nutritious food and beverages. Most groups reasoned that increasing access was paramount since people cannot act on the nutrition education they receive if they lack basic access to nutritious options. When it comes to increasing access, one group emphasized the need to increase choice as well. For example, food banks should use a client choice model that resembles a grocery store and Fresh Bucks should add more retailers.
- **Countermarketing campaign to curb consumption of sugary drinks:** There were mixed opinions on this activity. On average, a mass media public awareness and countermarketing campaign was ranked low priority by participants (see chart below), but the topic did generate a fair amount of discussion and consideration at both events. Some groups seemed especially uncertain by the inclusion of "mass media" in the activity description and emphasized this activity should be a grassroots effort led by community-based organizations. A table of self-described Latinx participants said any countermarketing efforts would need to carefully consider the messenger,

noting that it was particularly important that the messages resonant with men in order to be effective in the Latinx community. Another table noted that media campaigns can be stigmatizing and make people feel guilty. This group also said it was not convinced countermarking campaigns were effective, citing persistent smoking rates among young adults and people of color, despite ample anti-tobacco campaigns.

➤ **New activities for the CAB to consider:** While a predominant theme was that the CAB recommendations might spread revenue too thin, some groups wanted the CAB to consider new activities or strategies they felt the CAB did not feature in the 2019 budget recommendations. These new activities and strategies included, in alphabetical order:

- Congregate meal programs in strategic locations where the target clientele would go to eat food
- Food access for seniors, especially home delivery options
- Food rescue and redistribution
- Food subsidies and food programs for school-aged children, including food bags, food vouchers, and food programs that serve children on weekends or during school breaks
- Food waste
- Place-based food access strategies, including food hubs, “pop-up” or mobile farmers market and food pantry, or other promising alternatives identified by a specific community
- Reduce consumption of sugary beverages by removing vending machines from schools
- Transparent pricing of sugary drinks in retail settings

Results from the prioritization activities

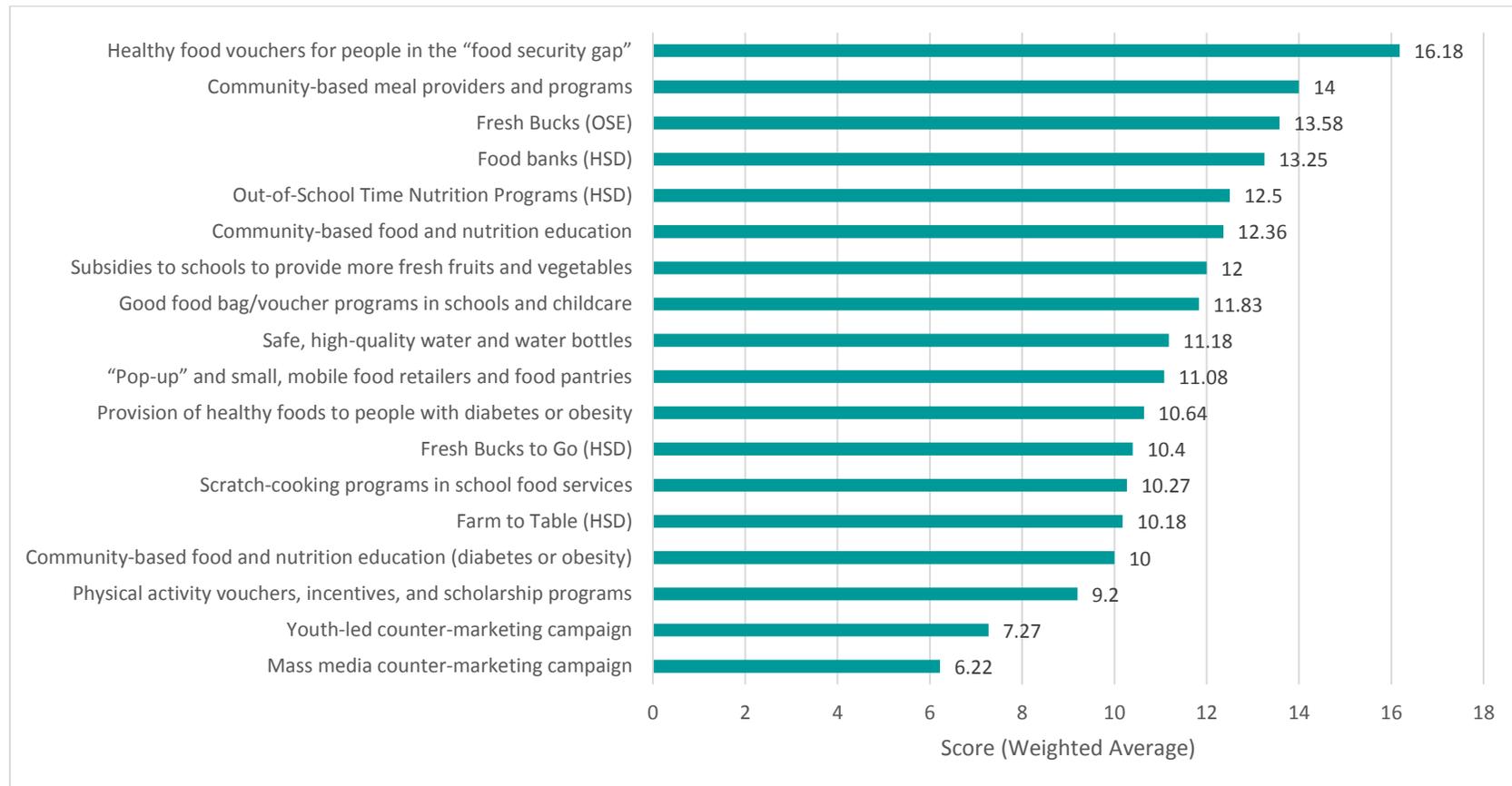
Results from the prioritization activities are included on the following pages.

The top five highest-ranked activities all focus on providing direct food benefits to residents. These activities were, in order of priority: *Healthy food vouchers for people in the “food security gap”*; *Community-based meal providers and programs*; *Fresh Bucks*; *Food banks*; and *Out-of-School Time Nutrition Programs*. Physical activity vouchers and the public awareness and countermarking campaign activities were the lowest-ranked activities.

On average, *Farm to Table* was ranked fairly low by participants, even though this program supports otherwise highly ranked activities—scratch cooking, food subsidies, and nutrition education—in preschool and child care settings. One explanation for *Farm to Table*’s low ranking is that participants did not understand what the program does, underscoring the need for more information about the programs and activities funded by SBT. Another explanation is that several groups explicitly deprioritized any food access activities implemented in early childhood settings, reasoning that these programs should be supported by the “birth-to-three and kindergarten readiness” funds.

Activity Prioritization

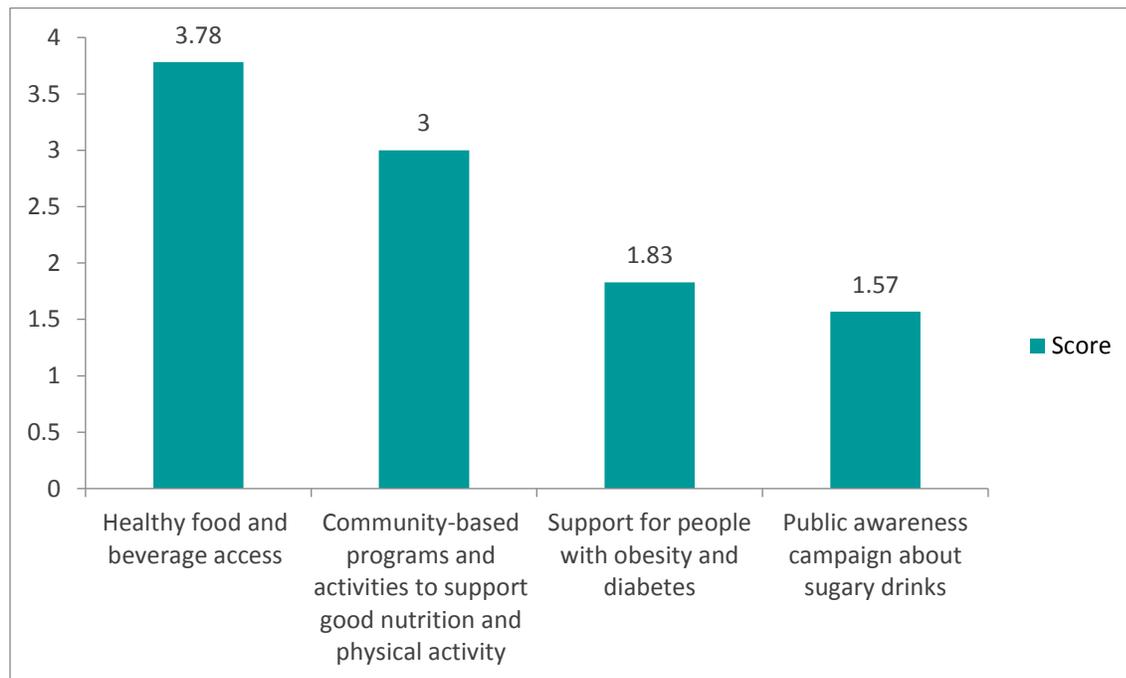
The following chart shows the summary results from 12 out of 12 groups that prioritized the 2019 food access **activities** recommended by the CAB. Each activity received a score based on the average ranking. Scores are a weighted average. The activity with the largest average ranking (score) was the highest priority activity. For more information on weighted averages and how they were calculated, see [Appendix B](#).



Focus Area Prioritization

The following chart shows the summary results from 10 out of 12 groups that prioritized the 2019 food access **focus areas** recommended by the CAB. Each activity received a score based on the average ranking. Scores are a weighted average. The activity with the largest average ranking (score) was the highest priority activity. For more information on weighted averages and how they were calculated, see [Appendix B](#).

As would be expected, the results from the focus area prioritization closely coincided with the results from the activity prioritization. *Healthy food and beverage access* was the highest-ranked focus area, followed by *Community-based programs and activities to support good nutrition and physical activity*; *Support for people with obesity and diabetes*; and *Public awareness campaign about sugary drinks*.



In addition to ranking the focus areas, participants also provided feedback on the CAB’s focus areas during discussion. Many groups reported to collapse the focused areas so there were fewer of them. For example:

- Three groups recommended collapsing the CAB’s 2019 focus area into the following two or three categories: (1) *Healthy food and beverage access*, (2) *Community-based programs and activities*, and (3) *Evaluation support*.
- Most groups folded the CAB focus area for *Support for people with diabetes and obesity* into the *Healthy food and beverage access* or *Community-based programs and activities*.
- Two groups chose more general focus areas, such as *Access*, *Education*, and *Outreach*. A third group said they would maintain the CAB’s focus areas but also emphasized the need for more education and outreach.

Next Steps

In May and June, the CAB reviewed, discussed, and considered the input collected at these stakeholder engagement events as we developed and deliberated our 2020 Budget Recommendations. The same facilitator who led the engagement events also facilitated the May and June CAB meeting, which helped to ensure continuity and a strong link between the stakeholder perspectives and the CAB's deliberations. The CAB is aiming to finalize and transmit its final 2020 Budget Recommendation to Mayor Jenny Durkan by the end of June 2019. The Mayor will present her proposed budget to City Council by the end of September.

Phase 2 of the CAB's community engagement efforts (described at the beginning of this document) will start in July 2019. In an effort to gather input from residents on their food access and early learning priorities, the CAB intends to collaborate with up to eight (8) community-based organizations to lead culturally relevant engagement events. The CBOs should serve priority communities and be led by people from these communities.

The CAB is committed to sharing information with the community on our work to develop recommendations on the Sweetened Beverage Tax revenue investments. Everyone is invited to sign up to receive CAB updates via email, by emailing a request to [SBT Board@seattle.gov](mailto:SBT_Board@seattle.gov).

We also encourage you to keep up with the CAB webpage or join a CAB meeting, which are always open to the public. Meetings and agenda are posted at <https://www.seattle.gov/sweetened-beverage-tax-community-advisory-board/meetings>.

Appendix A

CAB 2019 budget recommendation handout provided to participants

The following table shows the CAB’s recommended focus areas, recommended share (percent, %) of SBT revenue for each focus area, and a list of recommended activities for each focus area. Activities in yellow are those related to healthy food access. City programs/services are noted in ***bold, italicized*** text. Activity descriptions are provided on the following pages.

Focus area	% of SBT revenue
Healthy food and beverage access	32.5%
Activities (in order of priority): <ol style="list-style-type: none"> 1. Healthy food vouchers for people in the “food security gap” 2. Fresh Bucks (OSE) 3. Safe, high-quality water and water bottles 4. Subsidies to schools to provide more fresh fruits and vegetables 5. Scratch-cooking programs in school food services 6. “Pop-up” and small, mobile food retailers and food pantries 7. Food banks (HSD) 	
Birth-to-Three Services and Kindergarten Readiness	30.0%
Activities (in order of priority): <ol style="list-style-type: none"> 8. Home visiting programs (includes Parent Child Home Program) 9. Resource support for families from birth-to-three 10. Support for children with developmental delays 11. Social support and peer learning for families 12. Birth-to-Three services (DEEL) 	
Community-based programs and activities to support good nutrition and physical activity	15.0%
Activities (in order of priority): <ol style="list-style-type: none"> 13. Community-based food and nutrition education 14. Physical activity vouchers, incentives, and scholarship programs 15. Good food bag/voucher programs in schools and childcare 16. Fresh Bucks to Go (HSD) 17. Out-of-School Time Nutrition Programs (HSD) 18. Farm to Table (HSD) 19. Community-based meal providers and programs 	
Public awareness campaign about sugary drinks	9.5%
Activities (coordinated and complementary): <ol style="list-style-type: none"> 20. Mass media counter-marketing campaign led by a community-based organization 21. Youth-led counter-marketing campaign led by a community-based organization 	
Support for people with obesity and diabetes	10.0%
Activities <ol style="list-style-type: none"> 22. Provision of healthy foods to people with diabetes or obesity 23. Community-based food and nutrition education 	
Evaluation support for community-based organizations	3.0%
2019 SBT Revenue (for <i>Ongoing</i> Programs/Services)	100.0%

Activity Descriptions

The following pages provide descriptions of the activities listed on page 1. City-led activities are *italicized*.

Healthy food and beverage access (32.5%)
<p>Activities (in order of priority):</p> <ol style="list-style-type: none">1. Healthy food vouchers for people in the “food security gap”: Expand access to vouchers for low-income people not eligible for SNAP for purchase of healthy foods (e.g. fruits and vegetables).<ul style="list-style-type: none">• Make vouchers available in a variety of settings, including schools, childcare, senior centers, housing assistance, health care, social services, and food banks.• Customers should be able to use vouchers in a variety of food retail settings, including supermarkets, grocery stores, ethnic grocers, farmers markets, produce stands, etc.2. Fresh Bucks (OSE): Fresh Bucks is a healthy food program that provides bonus bucks and vouchers to people who use SNAP/EBT and other eligible Seattle residents. Customers can use their Fresh Bucks benefits to buy fruits and vegetables at participating farmers markets, produce stands, neighborhood grocers, and Safeway stores. [<u>Aligned with Activity #1.</u>]3. Safe, high-quality water and water bottles: Increase and promote access to safe, high-quality water. This includes installing water filling stations and distributing high-quality water bottles within Seattle Public Schools, community centers, parks, and in public spaces that reach populations that are disproportionately targeted by sugary drink industry marketing.4. Subsidies to schools to provide more fresh fruits and vegetables: Provide cash incentives/subsidies to schools to increase the variety and/or quantity of fresh fruits and vegetables served at meals, snacks, and in salad bars; reduce processed foods; and increase offerings of culturally appropriate healthy foods.5. Scratch-cooking programs in school food services: Partner with chefs to provide training for kitchen employees on how to cook from scratch and reduce use of processed and pre-prepared foods in school meals and snacks and/or pilot a scratch cooking meal program that prepares meals made fresh on site.6. “Pop-up” and small, mobile food retailers and food pantries: Increase access to healthy food in neighborhoods and communities with poor access to healthy foods by supporting small, mobile and “pop-up” retailers such as pop-up farmers markets, mobile produce trucks, and mobile food pantries stocked with fruit, vegetables and other nutritious foods.7. Food banks (HSD): Supports food bank and meal programs through Human Service Department’s Food and Meals Request for Proposals.
Birth-to-Three Services and Kindergarten Readiness (30.0%)

The following activities, in order of priority, should expand or provide operating support for established programs focusing on interventions for children ages 0-3 and which support good nutrition and the development of lifelong healthy eating habits for children.

8. **Home visiting programs (includes Parent Child Home Program):** Established, evidence-based, evidence-informed or promising practice home visiting programs which are already recruiting and serving clients. Programs should be recognized by Washington State’s Department of Early Learning/Department of Children, Youth and Families, Seattle’s Department of Education and Early Learning (DEEL), King County’s Best Starts for Kids or other home visiting portfolios.
9. **Resource support for families from birth-to-three:** Services that provide essential items and resources for pregnant and birthing parents, including but not limited to case management and help with resources such as access to high-quality childcare, maternity items or essential items for children ages zero to kindergarten.
10. **Support for children with developmental delays:** Access to specialized support for children or families parenting children with developmental delays, including but not limited to access to infant mental health specialists or the Developmental Bridge Program.
11. **Social support and peer learning for families:** Activities that enhance social support and peer learning for families, including but not limited to parenting support groups or infant health classes.
12. **DEEL’s Birth-to-Three services:** Coaching and professional development for family child care and center-based providers caring for children from birth to age 3, as well as health and developmental support and screenings for children and additional supports for children with developmental delays.

Community-based programs and activities to support good nutrition and physical activity (15.0%)

Activities (in order of priority):

13. **Community-based food and nutrition education:** Support community-based food and nutrition education in a variety of settings, including childcare, schools, gardens, food banks, community kitchens, and community organizations. Programming and topics can include cooking and nutrition classes; healthy eating; breastfeeding and first foods; “food literacy”; food budgeting; food production, preparation and preservation classes; food justice; and food sovereignty.
14. **Physical activity vouchers, incentives, and scholarship programs:** Provide incentives (e.g. free or discounted memberships or passes) to recreational and physical activities. Expand and increase ease of access to [Seattle Parks and Recreation scholarship programs](#).
15. **Good food bag/voucher programs in schools and childcare:** Offer good food bags and/or healthy food vouchers to more low-income families enrolled in childcare or school sites.

16. Fresh Bucks to Go (HSD): Distributes free or low-cost fresh bags of local fruits or vegetables every other week at pre-school programs serving low income families. [Aligned with Activity #15.]

17. Out-of-School Time Nutrition Programs (HSD): Provides year-round food access to vulnerable children and youth ages 1 to 18, when not in school. Also supports improved meal quality by adding a variety of nutritious fresh fruits and vegetables.

18. Farm to Table (HSD): Provides food stipends and nutrition education to approximately 2,800 children who attend Seattle Preschool Program sites, home-based child care programs, and other community-based locations.

19. Community-based meal providers and programs: Expand support for community-based meal providers to serve nutritious, culturally appropriate meals. Includes summer meal programs, meal delivery providers, congregate meals for older adults, and access to community kitchens where community groups and individuals who lack storage and preparation facilities can assemble to learn from each other while making and sharing meals. Kitchens in food banks should include access to individually-secured spaces for food storage that are available 24/7.

Public awareness campaign about sugary drinks (9.5%)

The following two activities should be complementary, coordinated, and integrated efforts.

20. Mass media counter-marketing campaign led by a community-based organization (CBO): Support a CBO to contract with a public relations/communication firm to develop and test messages and design a paid and earned media sugary drink counter-marketing campaign. Then, implement the campaign in multiple communication channels (e.g. ethnic/community specific radio, TV, newspaper and social media channels, community based organizations, youth organizations).

21. Youth-led counter-marketing campaign led by a community-based organization (CBO): Support a CBO to develop and design an approach to engage youth in developing and leading a peer-to-peer sugary drink counter-marketing campaign. Then, implement the campaign in multiple communication channels (e.g. ethnic/community specific radio, TV, newspaper and social media channels) and through coordinated work of community-based organizations and youth.

Support for people with obesity and diabetes (10.0%)

Activities:

22. Provision of healthy foods to people with diabetes or obesity: Provide low-cost healthy foods to people with diabetes or obesity, through vouchers or other appropriate mechanisms, in clinics and other community-based touchpoints.

23. Community-based education and support: Support efforts focused on healthy eating and active living in a variety of settings. Includes culturally-responsive nutrition classes for people affected by diabetes and obesity and programs focused on diabetes self-management and prevention.

Also includes programs designed to support active lifestyles and provide opportunities for physical activity.

Evaluation support for community-based organizations (3.0%)

Support for community-based organizations to evaluate their activities funded by the SBT. Evaluation methods should be pragmatic, low-barrier, use community-based participatory research methods, and be developed with the support of experts with experience in the evaluation of community-based activities.

Appendix B

Explanation of how Survey Monkey calculated scores (weighted averages) for the ranked activities

Group flip chart notes from the prioritization activities were manually entered into Survey Monkey, using the Ranking Question type. Each activity received a score based on the average ranking. The activity with the largest average ranking (score) was the highest priority activity.

Scores are a weighted average. Weights are applied in reverse. In other words, a group's highest priority activity (which they ranked as #1) has the largest weight, and their lowest priority activity (which they ranked in the last position) has a weight of 1.

For example, if the ranking activity involved 5 items, weights are assigned as follows:

The #1 priority has a weight of 5

The #2 priority has a weight of 4

The #3 priority has a weight of 3

The #4 priority has a weight of 2

The #5 priority has a weight of 1

If a group chose to eliminate an activity, N/A was selected in Survey Monkey. N/A responses do not factor into the average ranking.