

---

# Everett Community Food Assessment & Plan

---



**Prepared for**

The City of Everett  
484 Broadway  
Everett, MA 02149

Department of Planning & Development  
Tony Sousa, Director  
Michael Vivaldi, Senior Planner  
Tel: (617) 394-2334  
[www.ci.everett.ma.us](http://www.ci.everett.ma.us)



---

**Prepared by**

Everett Community Growers  
c/o La Comunidad, Inc.  
471 Broadway, Suite 1  
<https://everettcommunitygrowers.wordpress.com/>



Metropolitan Area Planning Council  
60 Temple Place, 6<sup>th</sup> Floor  
Boston, Massachusetts 02111  
[www.mapc.org](http://www.mapc.org)

September 2018

---

## Acknowledgements

This document was produced with professional technical assistance provided by the Metropolitan Area Planning Council staff Heidi Stucker; Sharon Ron; and Kelsey Magnuson in collaboration with Emily Nink and Kathleen O'Brien of Everett Community Growers (ECG), Photographer Facilitator, Katy Rogers, ECG Advisors, and with support from City of Everett Staff.

Funding support is provided by the Metropolitan Area Planning Council, the City of Everett, the New England Grassroots Environment Fund, and the Everett Cultural Council, a local agency which is supported by the Mass Cultural Council, a state agency.

### **MAPC Officers**

President Keith Bergman, Town of Littleton  
Vice President Erin Wortman, Town of Stoneham  
Secretary Sandra Hackman, Town of Bedford  
Treasurer Taber Keally, Town of Milton

### **MAPC Staff**

Heidi Stucker, MAPC, Regional Planner II  
Sharon Ron, Research Analyst  
Kelsey Magnuson, Public Health Intern

### **City of Everett Staff**

Tony Sousa, Director, Department of Planning & Development  
Michael Vivaldi, Senior Planner, Department of Planning & Development  
Karen Avila, Community Health and Wellness Director, Health and Wellness  
Maria Josefson, GIS Coordinator, Department of Planning & Development

### **Everett Community Growers Staff**

Emily Nink, Development Coordinator  
Kathleen O'Brien, Coordinator

### **Photographer Facilitator, PhotoVoice**

Katy Rogers

### **ECG Advisory Board**

Sunghwa Chang, Everett High School  
Kathleen Flanagan, Tremont Street Community Garden  
Eleanor Gayhart, Everett Community Growers  
Samantha Lambert, Everett Community Growers  
David LaRovere, Messinger Insurance  
Maria LaRovere, Messinger Insurance  
Sylvia Navarro-Olivares, Florence Street Community Garden  
Alcione Silva, Tremont Street Community Garden  
Sarah Souza, Common Ground Coffee Roasters

*“A major factor in determining good quality of life is easy access to ample food sources. Everett’s 42,000 residents are exceptionally diverse, both in ethnicity and income. Meeting the food needs of such a diverse population is a challenge. Working...to develop a community wide food assessment and food policy [is] the first step in taking on that challenge and meeting the population’s needs and wants.”*

*-Mayor Carlo DeMaria*

# EXECUTIVE SUMMARY

Like many urban areas in the United States, the City of Everett, Massachusetts faces challenges to providing equitable access to healthy, culturally appropriate foods. Both demographic shifts and rapid development pose their own challenges to the City's food system, and Everett must meet the diverse needs of its residents through both policy and planning.

The seed for Everett's Community Food Assessment & Plan was planted in 2015, when Everett Community Growers sought to develop an action plan to guide future food system efforts in Everett, and engaged the Metropolitan Area Planning Council, and the City of Everett to make it happen. From the onset, the planning process was participatory, and engaged a diverse cast of community and food system stakeholders and residents in defining issues and solutions in the food system. The resulting Community Food Assessment & Plan includes an assessment of the City's food system assets and issues, and actionable policy and program goals. It serves as a guiding document for implementing positive changes that we believe will advance healthy equity and racial equity in Everett's food system.

This project was catalyzed by a recognized need for a systems-wide strategy to improve Everett's food environment and health outcomes. Everett is a community with needs. Food insecurity rates in the City are higher than across Massachusetts, and Everett is one of five Massachusetts municipalities with all census block groups meeting the Environmental Justice Population criteria, a designation which means Everett residents face comparatively greater environmental burdens. All public school students in Everett qualify for free school meals, and these need to be nutritious. Everett is also a community with significant strengths. The City's community gardens and urban farm, are valuable assets, wherein residents involved can grow food and build relationships with neighbors. The City also operates several programs that promote nutrition and food security, and the diverse entrepreneurs that comprise the food business sectors in the City contribute significantly to the local economy and are venues for culturally preferred foods.

The Community Food Assessment included herein provides insights into conditions, strengths, issues, and opportunities as they relate to the assessment topics: **food security; school food; urban agriculture and food recovery; and food businesses and workers**. The goals, recommendations, and actions in the Action Plan respond to the findings in the Community Food Assessment. The Action Plan provides a strategic pathway for multi-stakeholder coordination and implementation.

A key recommendation for realizing a better food system is to create a Food Policy Council that reflects the diversity of Everett residents and crosses multiple sectors. In creating a Food Policy Council to lead the implementation of this plan's recommendations and action steps, the City and Everett Community Growers will take a critical step forward in diversifying decision making, and advancing health equity and racial equity in Everett's food system.

Good food goes beyond good health, extending its co-benefits to environmental sustainability, social cohesion, and civic engagement. **And Everett residents are ready for food system change.** As an ECG member stated in 2014, "When we grow food together, we develop a strong, vibrant, and healthy community. Growing food encourages working and planning and sharing knowledge and experience with other community members and our children."

## Contents

Acknowledgements.....	2
<b>Executive Summary .....</b>	<b>4</b>
<b>Introduction.....</b>	<b>6</b>
Project Overview .....	6
Summary Goals.....	11
Methods .....	12
<b>Everett Profile.....</b>	<b>18</b>
In Context .....	18
Municipal Governance.....	21
Community Setting.....	24
<b>Community Food Assessment .....</b>	<b>31</b>
Food Security.....	32
School Food .....	53
Urban Agriculture and Food Recovery.....	66
Food Businesses and Workers.....	77
<b>Action Plan .....</b>	<b>91</b>
Summary Goals.....	92
Implementation.....	93
Food Security.....	94
School Food .....	97
Urban Agriculture and Food Recovery.....	100
Food Businesses and Workers.....	102

# INTRODUCTION

## Project Overview

### Community Food System Plan

A community food system plan synthesizes community members' shared vision for their food system and serves as a guide for advocates and municipal officials to make strategic changes. Since the early 2000s, a heightened awareness of issues of food supply chains—food insecurity, accelerating loss of farmland, persistent threats to the livelihoods of farmers and fishermen—have galvanized communities to make systemic changes through food planning. The recommended policies and programmatic changes in food plans provide a framework for action. While their specific actions range from developing farmland preservation policies to supporting business development for markets selling healthy food, food plans are recognizing that food system improvements support healthy community development more broadly. Some food plans also adopt overarching goals to advance equity, public health, the economy, and ecological sustainability through food system changes. The American Planning Association's Policy Guide on Community and Regional Food Planning<sup>1</sup> recommends adopting the following overarching goals:

- Help build stronger, sustainable, and more self-reliant community and regional food systems
- Suggest ways the food system may enhance benefits such as economic vitality, public health, ecological sustainability, social equity, and cultural diversity

### Everett Community Food Plan Overview

Beginning in 2017, project partners, the City of Everett, Everett Community Growers, and the Metropolitan Area Planning Council conducted a community food assessment and developed an action plan to guide food system policymaking and aligned efforts in Everett. Through a participatory process with city representatives and community and food system stakeholders, the project assessed local food system assets and generated policy and program goals to advance public health, health equity, and racial equity through improving Everett's food system.

### *Project Goals and Guiding Objectives*

The overarching project goal of the Everett Community Food Plan was to develop a plan that identifies actionable policies and programs to improve public health and equity in Everett's food system. The project partners' objectives were to 1) increase an understanding of inequities, needs, and assets of the Everett Food system through the assessment, 2) increase investment in improving the Everett food system by residents, municipal staff, and elected officials, and foster their collaboration, and 3) identify and promote actionable policy and program solutions to improve Everett's food system.

### *Inclusive Communities*

Core principles of this project are to advance equity, inclusivity and celebration in all aspects of the food system. The project team recognizes the great value that an internationally representative and diverse population brings to a community, including a range of new thought, ideas, innovation, and traditions. This describes Everett. The project team also recognizes that immigrants, people of color, Muslims, and other minorities have experienced sustained and recently escalated racism and xenophobia across the country. Additionally, the project team understands that in Everett, as is true across in Massachusetts and across the country, health burdens are disproportionately experienced by communities of color and those with low incomes - symptoms of systemic injustices. To address these issues, this project seeks to elevate opportunities for celebrating Everett's culturally diverse heritage, assess issues with an explicit objective to understand racial inequities in the food system, and propose solutions that will lead in the short and long term to a more equitable food system and more inclusive community.

### *Assessment Topics*

The Everett Community Food System Plan assesses the following four elements of Everett's food system, presented in the Community Food Assessment.

- **Food Security**
- **School Food**
- **Urban Agriculture and Food Recovery**
- **Food Businesses and Workers**

### *Food Security*

Trends across the nation and in Massachusetts compel a closer look at food insecurity in Everett.

- Statewide, one in ten people (one in six children) in Massachusetts are food insecure, meaning they regularly struggle to have enough food for themselves and their families;
- Poverty drives food insecurity, and food insecurity is linked to numerous health issues and life outcomes.
- People of color, single mothers, older adults, and people who are disabled have higher rates of poverty, and as a result also experience greater food insecurity.

The **Food Security** section of the Everett Community Food Plan presents information on the conditions, challenges, and opportunities for increasing food security. The section evaluates the degree to which food insecurity is experienced across race and class, and it assesses economic and environmental barriers to affording and accessing food, and in particular healthy food. Within the section, the following topics are explored in greater depth: food insecurity and health impacts in the City, the food retail environment, the availability of healthy foods in Everett, and presence and use of emergency food services.

### *School Food*

The impact nutrition has on student health compels a closer look at the school food environment in Everett Public Schools.

- Eating well and enough correlates with better school performance and attendance.
- Students develop their eating habits and preferences early on, and where schools provide up to two of students' three meals a day, schools can reinforce good nutrition and eating habits.
- Farm-to-school programs that serve local food in schools benefit student health and the agricultural sector.

The **School Food** section presents information on the current conditions and challenges faced, and opportunities for improving conditions of the school food environment in Everett Public Schools District. This section evaluates student demographic characteristics and performance outcomes. It assesses the school food environment, including the school wellness policy that articulates nutrition standards, guides nutrition and physical activity programs and curriculum, and other school-based activities; it assesses the school meals programs; educational initiatives that reinforce good nutrition; and drinking water access in schools.

### *Urban Agriculture and Food Recovery*

Research on the social, health, and environmental benefits of urban agriculture, and increasing interest and participation in urban agriculture in Everett compelled an evaluation of these initiatives in Everett.

- Urban agriculture and community gardening have been shown to facilitate community cohesion.
- Gardening and agriculture can provide an important source of healthy food for families.
- Urban agriculture programming can facilitate youth development and employment, civic engagement, and contribute to hunger relief.
- Securing land, especially in urban areas, is a significant barrier to food production.
- Recovery of food that would otherwise be wasted reduces the environmental impact of food waste and alleviates food insecurity.

The **Urban Agriculture and Food Recovery** section assesses current conditions, challenges, and opportunities of food production, food recovery, and composting in Everett. This section describes the community gardens and farm currently present in the City, and identifies potential opportunities for expanding urban agriculture in both scope and area. It assesses community garden assets, interests, and policies; commercial farming interests and opportunities for land use policy to support it; animal husbandry and related policies; and food recovery and food waste.

### *Food Businesses and Workers*

Trends in the food sector, in the U.S, and in Massachusetts compel us to assess conditions in Everett.

- Many food systems jobs are low-wage, and there is a need to ensure opportunities for advancement pathways.
- Many small food markets are owned by new immigrants that could benefit from resources and training to strengthen their businesses.

The **Food Business and Workers** section examines food system employment and businesses in Everett to better understand the current conditions and challenges faced, and opportunities for improving conditions. The section assesses the resources and trainings available to small businesses, particularly those owned by women and people of color; and it assesses advancement pathways for food system employees.

### **Action Plan**

The **Action Plan** sets goals, makes recommendations, and articulates actions that respond to the strengths, issues, and opportunities in the Community Food Assessment. Each aligns with the overarching goal to promote a healthier and more equitable food system in Everett. The actions are diverse, and include strategies for policy, systems, and environmental changes to be implemented by policymakers, local organizations and partners within Everett, and within the region.

A goal for strategic **implementation** makes recommendations for organizing stakeholders to coordinate prioritization and action.

### **Everett Open Space and Recreation Plan Integration**

Concurrent with the development of the Everett Community Food Assessment & Plan, the City of Everett is also conducting an update to its Open Space & Recreation Plan (OSRP), with MAPC as the project consultant. The OSRP will serve as the guide for actions to be taken to preserve the City's park and recreation assets for the next seven years.

The land use considerations and priorities of the OSRP align with the Everett Community Food Assessment & Plan goals and objectives, particularly as they relate to community gardening and urban agriculture; summer meals programs; and promoting healthy food access.

As such, the teams of both projects have worked in coordination throughout the development of each Plan, including informing surveying of residents on their interests in community gardening. When completed, the Everett Community Food Assessment & Plan will be included as an addendum to the Everett OSRP, and will serve as additional context for implementation of OSRP recommendations.

### **Everett Earthworks**

Concurrent with the development of the Everett Community Food Assessment & Plan, the City of Everett and Everett Community Growers also established a community garden and art park, with MAPC Arts & Culture Division as the project consultant and implementing agency. Everett Earthworks, also called Ripple Effect, is an installation that is intended to promote community building, creativity, food production, and the delivery of a range of social, health, and environmental benefits.

The project teams of Everett Earthworks and the Everett Community Food Assessment & Plan worked closely together to engage the community in the project concept and design process, and

its use. It is a new, valuable asset that, in addition to promoting many benefits, also helps to build a stronger, more vibrant food system.

# Summary Goals

## *Implementation*

1. **Goal:** The Everett Community Food Assessment & Plan is implemented strategically.

## *Food Security*

2. **Goal:** Municipal planning, design, and development increases healthy food access.
3. **Goal:** Everett residents have increased affordable and healthy food retail options.
4. **Goal:** Everett residents have access to food assistance resources that increase food security and improve health.

## *School Food*

5. **Goal:** Everett School District provides students with nutritious meals and snacks.
6. **Goal:** Everett School District provides integrated educational programs that reinforce good nutrition.

## *Urban Agriculture and Food Recovery*

7. **Goal:** Municipal planning, policy, and programs promote urban agriculture opportunities.
8. **Goal:** Urban agriculture will expand in Everett and produce more healthy and locally grown foods.
9. **Goal:** Everett will reduce food waste from homes, restaurants, community food sites, and other businesses, and will improve soil fertility at urban agriculture sites.

## *Food Businesses and Workers*

10. **Goal:** The City of Everett promotes food retail and minimizes regulatory barriers
11. **Goal:** Everett supports and sustains small businesses
12. **Goal:** Everett supports the Everett Chelsea food business cluster
13. **Goal:** Food system workers have opportunities for advancement or access to full-time jobs

# Methods

## Project Partners

The project team was comprised of staff from The City of Everett, Everett Community Growers, and the Metropolitan Area Planning Council. The team worked in collaboration to refine the scope and facilitate the project. The project team maintained communication and met regularly over the course of the project.

### *The City of Everett*

The City of Everett was a partner and client for the Everett Community Food Assessment & Plan. The Department of Planning & Development and the Office of Health and Wellness served as municipal contacts.

Everett's Department of Planning & Development works in the areas of community development, housing, and transportation planning, which is informed and improved by Geographic Information Systems (GIS). It works closely with the Conservation Commission and Planning Board to advance its mission to enhance "the vibrancy and stability of the City of Everett for all residents".

Everett's Office of Health and Wellness oversees the Community Health and Wellness Center, fitness and nutrition programs, and Community Recreation. The Mass in Motion Program Coordinator also operates out of this Office. The Office seeks to provide residents of Everett with "easy access to health, nutrition, fitness education programming and resources."

As the municipal partner and client, the City of Everett partners engaged in planning meetings, provided relevant resources and information, supported developing project materials, reviewed and provided feedback on draft documents, and offered general guidance throughout the project.

### *Everett Community Growers*

Everett Community Growers (ECG) is a program of the Everett Community Health Partnership (ECHP), working to improve health outcomes and increase civic engagement among Everett residents through urban agriculture and other food justice initiatives. ECG began through grassroots organizing in 2010, and in 2012 opened its first community garden at Florence Street Park. Since then, ECG launched two other urban agriculture sites, at Tremont Street and on the Northern Strand Community Trail, where deliveries of organic produce to Bread of Life food pantry began in 2016. ECG is also involved in policy and advocacy work in the City of Everett.

La Comunidad, Inc. (LCI), is ECG's fiscal sponsor and a founding partner. It is a 501c3 non-profit serving the Latin American community of Everett and surrounding cities. For over 15 years, LCI's Executive Director, Antonio Amaya, has built a reputation as one of Everett's most trusted community leaders and also serves on the Board of Directors of Everett's Chamber of Commerce. LCI's services include immigration services with certified Immigration Service Providers (ISPs), community organizing, adult education (including English as a Second or other Language (ESoL), labor rights, social services, and citizenship classes.

Annual program evaluations confirm that ECG is reaching target populations. ECG has engaged its grower members in culturally appropriate, multi-lingual activities aimed at increasing social cohesion and sharing local food knowledge. In 2017, ECG formed an advisory board comprising

local community leaders, business owners, and stakeholders to oversee implementation of program recommendations as they relate to food production and otherwise driving future directions of ECG programs.

As the community organization liaison to this project, ECG led the community engagement efforts and surveying. This included identifying town and community stakeholders and partners to engage in the planning process, assisting in identifying and securing meeting venues, conducting Community Surveys and Store Surveys, analyzing the results of primary research, engaging participants for the photo project, and co-authoring the plan.

### **Metropolitan Area Planning Council**

The Metropolitan Area Planning Council (MAPC) is the regional planning agency serving the people who live and work in the 101 cities and towns of Metropolitan Boston. Its mission is to promote smart growth and regional collaboration. Its regional plan, MetroFuture, guides the agency’s work as it engages the public in responsible stewardship of the region’s future.

MAPC works toward sound municipal management, sustainable land use, protection of natural resources, efficient and affordable transportation, a diverse housing stock, public safety, economic development, clean energy, healthy communities, an informed public, and equity and opportunity for all.

As the planning technical assistance provider for the Everett Community Food Assessment & Plan, MAPC led project management and facilitated the logistics of research and analysis efforts. In this role, MAPC staff organized and facilitated meetings and events, collected and synthesized data and interview results, developed project materials, and co-authored the plan.

### **ECG Advisors**

ECG staff recruited an advisory board to provide critical stakeholder input to this project. ECG advisors were engaged in the Community Food Assessment, providing insights on all four topics and reviewing draft goals and recommendations of the food plan. Advisors also acted as community photojournalists (see PhotoVoice). The advisory board included a diverse group of stakeholders.

<b>Advisor</b>	<b>Affiliation</b>
Sunghwa Chang	Everett High School
Kathleen Flanagan	Tremont Street Community Garden
Eleanor Gayhart	ECG Outreach and Education Coordinator
Samantha Lambert	ECG Farm Manager
David LaRovere	Messinger Insurance
Maria LaRovere	Messinger Insurance
Sylvia Navarro-Olivares	Florence Street Community Garden
Alcione Silva	Tremont Street Community Garden
Sarah Souza	Common Ground Coffee Roasters

## Research Methods

### PhotoVoice

The PhotoVoice element of the project engaged ECG advisors as community photojournalists in recording strengths and issues in their community food system, and reflecting on the images through critical dialogue with each other. Participants articulated which improvements need to take place in Everett's community food system, and sought to reach local decision makers, policymakers, and residents in taking action.

During the first PhotoVoice workshop, ECG Advisors received guidance from photography consultant, Katy Rogers and the project team prior to taking photos. ECG advisors then photographed in Everett over the course of several weeks, and the full group reconvened for a second workshop to review and discuss the photos and compose change statements. The project team prompted discussion with a series of questions developed for PhotoVoice that encourage progressively deeper analysis of issues and potential solutions. This approach is called the SHOWeD Method, and is comprised of the following questions:

- What do you **S**ee here?
- What's really **H**appening here?
- How does this relate to **O**ur lives?
- **W**hy does this situation, concern, or strength exist?
- What can we **D**o about it?

A selection of the photos were exhibited with change statements at the Everett Good Food for All event that announced the Everett Community Food Assessment & Plan. The PhotoVoice images, change statements and recommendations were integrated into the Plan. The photos will be exhibited at municipal buildings and public spaces in Everett over a one-year period (July 2018-July 2019) and will then be displayed permanently at a location yet to be determined.

Select PhotoVoice images are included in the Plan document, and change statements have informed the assessment, goals, recommendations, and actions. A full, printable PhotoVoice booklet is included in the Appendices.

### Store Survey

ECG led efforts to survey Everett food stores to evaluate the availability of healthy food options, and to better understand store owners' experiences with and needs for business technical assistance and resources.

#### *Store Survey tool*

The Store Survey included two parts. It can be found in the Appendices.

Part 1 allowed for evaluation of store inventories of various foods and is adapted from the Healthy Food Availability Index (HFAI). The HFAI assigns scores based on availability of fruits and vegetables, staple foods, and certain protein and dairy options, and allows for comparison between stores.<sup>2</sup> It was adapted from the Nutrition Environment Measures Survey in Stores (NEMS-S) survey tool, which was developed by researchers at the Rollins School of Public Health

at Emory University. The HFAI score reflects the items available at evaluated stores as well as the presence of healthier options for a market basket of common foods. The NEMS-S survey includes price as well (assesses affordability).<sup>3</sup> Given the limited capacity of this project, we were not able to assess in-store food prices nor scanner data from Everett.

Part 2 consisted of five questions to ask store owners regarding businesses programs utilized or of interest to them; food purchasing; food assistance benefits acceptance; challenges and goals. These were intended to better understand the activities and needs of Everett food store owners.

### Store surveying process

Surveys of healthy food availability were conducted with 54 stores. Stores were identified using existing datasets from the City of Everett Planning Department and Reference USA provided by MAPC. By cross-checking these lists we identified 64 stores for assessment. Eight were closed or no longer sold food, meaning that we were left a final sample of 56 verified stores. One was closed at the time of attempted data collection, and one would not allow data collection, leaving 54 stores to survey. Stores were surveyed once each by six data collectors on three different weekend days. Data collectors included high school students trained by an ECG researcher.

Table 1 summarizes the number and types of stores verified and surveyed, including definitions of the types of stores.

Table 1: Store Survey, Food Store Typology and Survey Information

Store Type	Definition	Number Verified	Number Surveyed
Convenience Store/Corner Store <sup>a</sup>	<ul style="list-style-type: none"> <li>Convenience Stores (NAICS Code 445120)</li> <li>Supermarkets/Other Grocery (Except Convenience Stores) (NAICS Code 445110); under 10,000 square feet</li> </ul>	50	48
Grocery Store/Supermarket	Stores of the following types, as classified by NAICS that are 10,000 square feet or more: <ul style="list-style-type: none"> <li>Supermarkets/Other Grocery (Exc Convenience Strs) (NAICS Code 445110)</li> <li>Department Stores (Except Discount Dept Stores) (NAICS Code 452111)</li> <li>Pharmacies &amp; Drug Stores (NAICS Code 446110)</li> </ul>	5	5
Warehouse Store	<ul style="list-style-type: none"> <li>Warehouse Clubs &amp; Supercenters (NAICS Code 452910)</li> </ul>	1	1
Carryout/Fast Food <sup>+b</sup>	Stores that offer prepared foods to be eaten off-premises and/or drive-thru options	N/A	N/A
Restaurant <sup>+</sup>	Stores that offer table service	N/A	N/A
<b>TOTALS</b>		<b>56</b>	<b>54</b>

<sup>a</sup> Note that the six gas stations in Everett were not included in this category (nor surveyed), because the majority of sales come from gas.

<sup>b</sup> + Together, there are 130 stores in Everett that make up the carryout/fast food and restaurant categories. These categories were not surveyed in the Store Survey, as they offer prepared foods. They were surveyed separately in the Community Survey to disaggregate the frequency of shopping and monthly spending.

In many of the stores, owners or managers were not available to answer Part 2 questions regarding business assistance and resources. Part 2 of the survey was completed at three stores, and follow-up calls were completed with two other store owners.

After completing Part 1 at each store that was assessed, the data collector left behind a letter explaining the project and provided small businesses resources and other information for the store owner. This letter was available in both English and Spanish. See Appendices.

### **Community Survey**

ECG led efforts to survey Everett residents to evaluate their perspectives on food availability in Everett, interest in urban agriculture, purchasing habits, transportation, food security and demographic information.

#### *Community Survey tool*

ECG developed the Community Survey using a combination of existing methodologies and background knowledge for Everett-specific questions. It can be found in Appendices. The survey was translated into Spanish and Haitian Creole by native speakers contracted through La Comunidad, Inc.

#### *Community surveying process*

165 Community Surveys were conducted between February 15, 2018 and April 20, 2018. Data were collected in English, Spanish, and Haitian Creole by 6 data collectors during the period. The Survey was administered at the 7 locations listed in Table 2, with 8 additional surveys collected in public spaces. About half of the Surveys were administered at food pantries (54.14%) and half were not (45.86%). We are missing location data for 3 surveys. Of the 165 Surveys conducted, 90 surveys were in English, 68 in Spanish, 1 in Haitian Creole. Five non-resident surveys were excluded.

*Table 2: Community Survey, Survey Location Summary*

<b>Number of Surveys</b>	<b>Survey Location</b>
43	Grace Food Pantry
42	Everett City Hall food pantry (Bread of Life)
39	La Comunidad, Inc.
10	Lafayette School
9	City of Everett Wellness Center
3	Eliot Family Resource Center
3	Parent University at Everett High School

Results of the Community Survey inform the Food Security and Urban Agriculture and Food Recovery assessments. Demographics of respondents surveyed at food pantry locations and non-food pantry locations are shown in the Appendices.

## **Policy Scan**

Project research included conducting a policy scan to establish a baseline of information describing existing municipal policies and programs impacting the food system in the City of Everett and extract relevant findings for the Everett Community Food Assessment & Plan. The policy scan reviewed the City of Everett bylaws as well as supplemental policy documents. These were evaluated for the presence of terms and concepts as they relate to the focus areas: Food Security, School Food, Food Production (Urban Agriculture & Food Recovery) and Workers and Businesses. It also reviewed policy for their inclusion of terms and concepts related to promoting cultural diversity and inclusivity.

The policy scan was conducted using codepublishing.com's search platform to review the City of Everett bylaws. These include the city charter, revised ordinances (which includes zoning code), special acts, general laws, administrative code, and council rules. We searched for keywords with "stemming" and "fuzzy searching" methods. Using these search functions, keywords within phrases MUST occur within 6 words of each other to show in the results. Sections were considered a unique 'hit' if the search term occurred at least once in their main text (excluding footnotes or editor notes). A section with multiple occurrences of a unique search term were considered a single hit. If different search terms within a category hit on the same policy section, that section was only considered towards the focus area policy totals once (there were repeats allowed within a focus group area). See the Appendices for a full list of search terms and the number of hits they produced, organized by topic area.

Supplemental policy documents were not subjected to searches for key terms. These documents were found through targeted searches of the City of Everett website and the City's document center. Additional documents were obtained from community partners, Energize Everett, Everett Community Growers, and the Everett Chamber of Commerce. The results of the policy scan are judiciously incorporated into the Community Food Assessment.

# EVERETT PROFILE

## In Context

### Regional Planning Context

Everett is one of 101 municipalities that are served by the Metropolitan Area Planning Council (MAPC). MAPC is the regional planning agency that serves the people who live and work in the 101 cities and towns of Metro Boston. Established in 1963, MAPC is a public agency created under Massachusetts General Law Chapter 40B Section 24. It is governed by representatives from each city and town in our region, as well as gubernatorial appointees and designees of major public agencies.

MAPC's mission is to promote smart growth and regionalization in Greater Boston. Towards that end, its staff of more than 80 professional planners and project managers work across the following departments: Land Use, Transportation, Public Health, Data Services, Environment, Clean Energy, Communications, Community Engagement, and Municipal Collaboration. Together, it strives to advance sustainable land use, a diverse housing stock, efficient and affordable transportation, protection of natural resources, economic development, public safety, sound municipal management, clean energy, healthy communities, an informed public, and equity and opportunity for all. Guided by MetroFuture, the agency's award-winning 30-year plan for our region, we support a vision of smart growth and regional collaboration through the promotion of:

- Efficient transportation systems
- Conservation of land and natural resources
- Improvement of the health and education of residents
- An increase in equitable economic development opportunities for prosperity

### Subregional Participation

Everett is also a member of the Inner Core Committee (ICC), one of eight subregions within the MAPC region. ICC is a group of twenty municipalities (Arlington, Belmont, Boston, Brookline, Cambridge, Chelsea, Everett, Lynn, Malden, Medford, Melrose, Milton, Newton, Quincy, Revere, Saugus, Somerville, Waltham, Watertown and Winthrop) that meet regularly to discuss issues of common interest.

## **MetroFuture**

*MetroFuture* is MAPC's plan for Greater Boston to better the lives of the people who live and work in the region between now and 2030. Thousands of people collaborated to create a bold, forward-looking and achievable vision for future development and preservation.



The plan outlines priorities and strategies for advancing smart growth goals and investing in the region's residents. The plan includes thirteen detailed implementation strategies for accomplishing these goals.

Relevant to the Everett Community Food Assessment & Plan project, MetroFuture includes the following goals and recommendations:

### **Goals**

- Residents in all communities and of all incomes will have access to affordable, healthy food.
- The region's agricultural economy will grow through a focus on sustainable farming and by bringing more locally produced foods to the market.
- All neighborhoods will have access to safe and well-maintained parks, community gardens, and appropriate play spaces for children and youth.

### **Selected Recommendations**

- Continuously assess school wellness and health policies (9.D.10)
- Establish standards for healthy snacks and beverages in schools (9.D.12)
- Establish a Food Policy Council (9.E.16)
- Use financing and regulatory tools to bring supermarkets and healthy food outlets to underserved areas (9.E.17)
- Expand offerings of existing markets (9.E.18)
- Facilitate access to capital for small businesses (11.C.9)
- Expand access to appropriate technical assistance, business services, and training (11.C.10)

## Massachusetts Local Food Action Plan

In 2015, MAPC and its partners completed the Massachusetts Local Food Action Plan on behalf of the Massachusetts Food Policy Council. The Plan lays out statewide goals for increasing agricultural and seafood production, food security, workforce training and employment, and protecting natural resources. The Massachusetts Food System Collaborative was established at the completion of the Plan, and coordinates its implementation.



Numerous goals and associated recommendations and actions of the Massachusetts Local Food Action Plan are relevant to and align with the objectives of the Everett Community Food Plan. The following highlight some of these:

- **Food Access, Security and Health 7.4.4** Increase the availability and affordability of CSA memberships among low-income residents through such innovative measures as the statewide Healthy Incentives Program, which will allow monthly CSA share payments from SNAP debit cards. Increase options for CSA pickup locations, such as workplaces, community centers, and churches that are more convenient to those without cars or limited transportation options.
- **Distribution 7.3.6** Encourage programming that complements farm-to-institution initiatives in public and private universities and schools, such as schoolyard gardening, and agriculture and nutrition education.
- **Land 3.2.8** Provide technical assistance to municipalities to identify suitable municipally-owned land, including parks, schools, and open land, for food production. Encourage municipalities to partner with community garden and other non-profit urban growing groups to grow on underutilized public lands.
- **Distribution 1.1.3** Provide loans, grants, and technical assistance through the Massachusetts Food Trust to support new and expanded healthy food retailers and local food enterprises in low- and moderate-income communities that will create jobs.
- **Workforce Development and Training 1.6** Develop career pathways and ensure workforce education and training initiatives are available and appropriate for all workers within the food system.

# Municipal Governance

## *Policy 101*

Policy is a tool used to change physical environments, how organizations and systems operate, and community norms. It is a written statement that is binding and enforceable, and broadly applicable to a geographic area, physical space, or group of people. It has the potential to affect the decisions and behaviors of the general population, and can influence public health outcomes. “Public policy” includes ordinances, resolutions, rules, regulations, and administrative procedures adopted and enforced by government. An example of public policy is a city council-adopted resolution to allocate funds to convenience stores that sell a minimum amount of fruits and vegetables. “Private policy” is adopted and enforced by private entities. An example of a private policy is a workplace wellness policy that encourages employees to eat healthy food and be physically active. Programs can complement policies, and can include initiatives like community meal programs or anti-smoking campaigns. The impact of programs is on individual behavior, not population health, a distinguishing characteristic between programs and policies. <sup>4</sup>

## *Local Legislative Power under Home Rule*

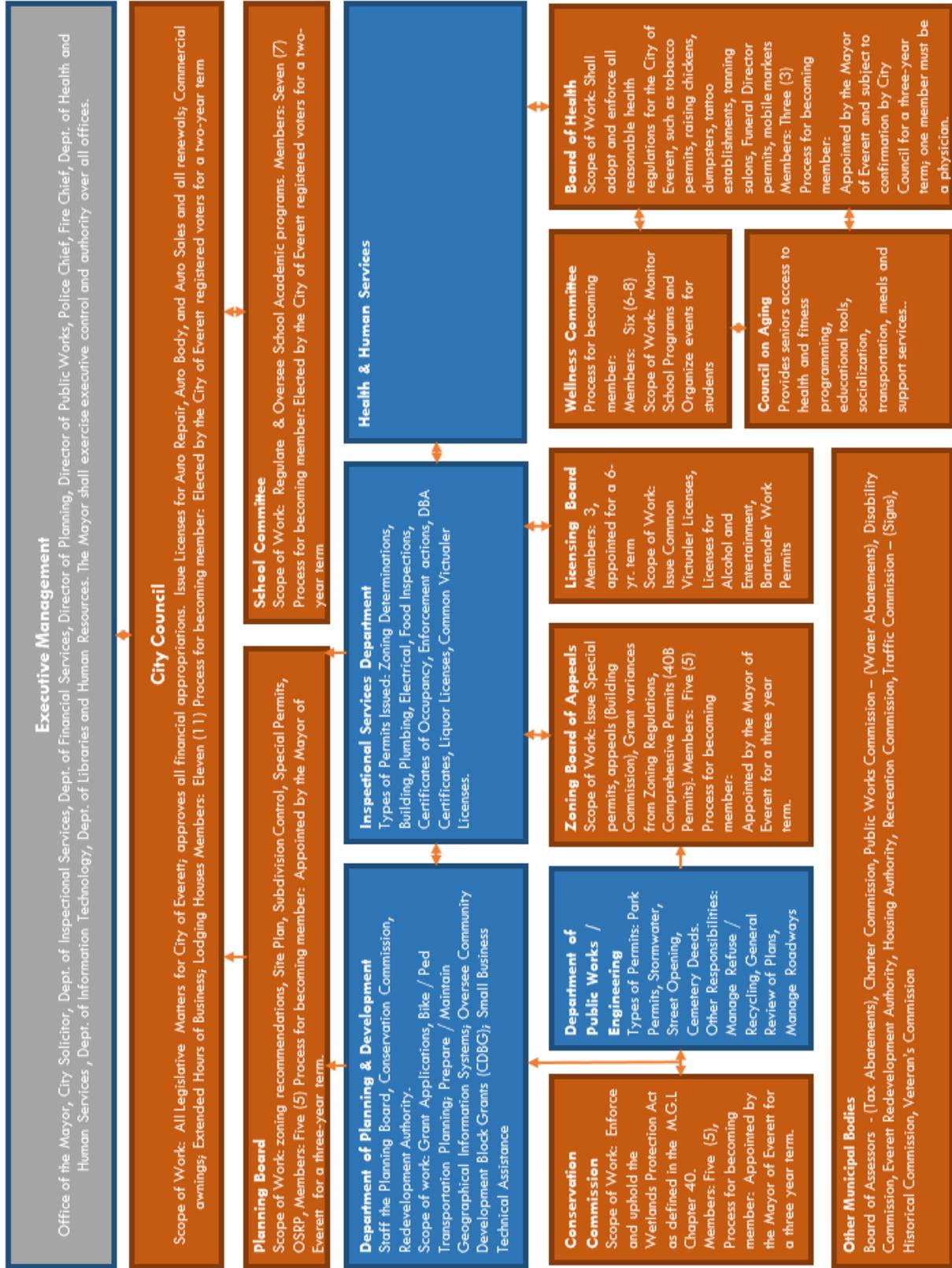
Cities and towns in Massachusetts are authorized under “home rule” power to enact policies that are more stringent than state laws, provided that they do not conflict with state laws (i.e. that they are not preempted), and provided that they are reasonable solutions to the problems they address.<sup>5</sup> This legislative power allows municipalities to pass general ordinances and bylaws by approval of the city council and executive official (mayor or town manager) in cities, or by approval from the board of selectmen and town meeting in a town. These include public health regulations (i.e. rubbish storage and collection, insecticide spraying, etc.)<sup>6</sup> and zoning ordinances and bylaws.

## *Everett’s City Governance Structure*

The Everett City Council is a voter-elected body and comprises the legislative branch. The Council adopts budgets, adopts laws (ordinances, zoning, resolutions, etc.), approves indebtedness (bonding), and approves some mayor-recommended board and committee appointments.<sup>7</sup> The Mayor is the voter-elected chief executive officer of the executive branch. The Mayor is responsible for enforcement of the charter, laws, and ordinances. S/he also directs all city agencies, and appoints all city officers, department heads, and municipal body member, with approval of the City Council. The voter-elected School Committee has the power and duty to elect the superintendent of schools, make reasonable rules and regulations, and adopt an annual operating budget, subject to appropriation by the City Council. <sup>8</sup>

Figure 1, on the following page, shows in greater detail the structure and function of select Everett City government, departments, municipal bodies, and committees, indicating the ways in which they coordinate with each other.

# Figure 1: City of Everett Process Map



### ***Everett's Commitments to Public Health, Open Space, and Small Businesses***

A core government function is to advance the population's health and wellbeing<sup>9</sup> and safeguard residents from unreasonable risk of harm.<sup>10</sup> Consistently, the City of Everett has demonstrated commitment to promoting public health through policies and programs.

According to Office spokespersons, Mayor DeMaria "understand[s] that investing in prevention is smart fiscal strategy for government, and can maximize quality of life for residents." He has championed providing a full-service low-cost gym and wellness center, healthy and low-cost prepared meals through the Healthy Meals Program, and initiatives to improve nutrition for vulnerable residents including children and older adults. In addition to these programs, the Mayor's Office also recognizes the importance of open space and recreational opportunities to the health of residents, stating that "renovation and expansion of public parks and open spaces has created a network of recreational jewels in one of the most densely populated urban residential areas in the country."<sup>11</sup> Furthermore, the Mayor's Office recognizes the potential for public policy to promote and support small business development, noting that "outside of local government, the Mayor is a successful entrepreneur... [and] this experience has given him unique insight into the challenges faced by small businesses and the role that public policy can play in fostering their success."<sup>12</sup>

The innovative policies the City has implemented to improve population health and wellness, nutrition, and active transportation opportunities have resulted in several prestigious national awards, including the Robert Wood Johnson Culture of Health Prize and the United States Conference of Mayors Childhood Obesity Prevention Award. Everett's long-term commitment to promoting the health of its residents, and particularly more vulnerable residents positions the City to take on the challenges and opportunities articulated in the Everett Community Food Assessment & Plan, and be a leader in food system change that eliminates health disparities and advances racial equity.

# Community Setting

## Overview

The City of Everett is a fully developed inner core city in the Boston Metropolitan area. With the Malden and Mystic Rivers forming its western and southern boundaries, Everett is bordered by Malden on the north, Revere on the east, Chelsea on the southeast, Boston on the south, and Somerville and Medford on the west. The Revere Beach Parkway, which is State Route 16, is a heavily traveled road through the City that effectively divides it between its primarily industrial and primarily residential areas. Everett is split between the Boston Harbor and North Coastal watersheds.

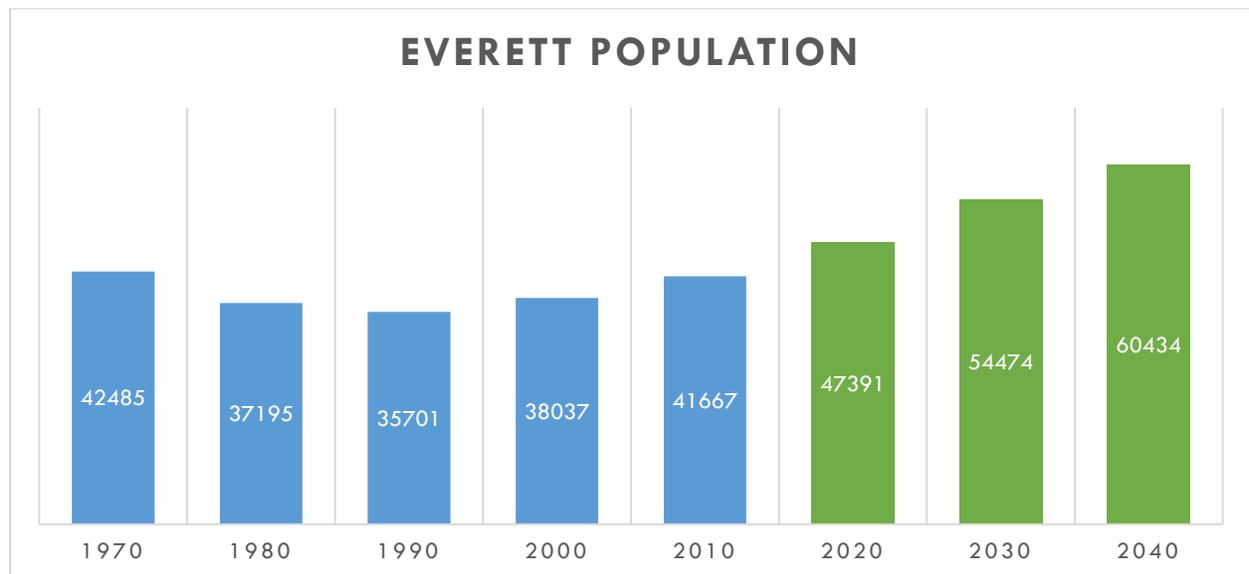
Everett's extensive shoreline is characterized by heavy industrial uses that are an essential part of the City and region's prosperity. Everett's Mystic River frontage is a Designated Port Area, a designation that is shared by Chelsea and Boston. West of the Amelia Earhart Dam, along the Malden River, Everett's shoreline is transitioning from industrial uses to commercial retail, office, and park space.

## Population Characteristics

### Past, Present, and Future

Figure 2 shows Everett's population from 1970 to 2010, based on the US Census, along with MAPC's projections under the Stronger Region Scenario for 2020, 2030, and 2040. From 1970 to 1990 the population declined roughly 16%, then grew about 14% from 1990 to 2010 to its current population of roughly 42,000 residents. MAPC projects continued growth over the next several decades. 2040 projections show the population growing about 31% and anticipate Everett residents will number over 60,000 at that point.

Figure 2: Everett Population and Projections, Source: US Census and MAPC "Stronger Region" Projections



## Age

The largest portion of Everett's population is in the 20 to 44 years age range, reflecting a large working-age adult population of approximately 16,468 people (Table 3). This age group grew by 8% between 2000 and 2010. With regard to Everett's other age groups, it is worth noting that adults between 45 and 59 years increased by 30% from 2000 to 2010, followed by youth between 10 and 19 years which grew by 19%, and children under 10 years which increased by 15%. Older adults aged 60 and over decreased by 6% during this time period.

Table 3: Everett Age Distribution 2000 and 2010

AGE GROUP	2000	2010	% CHANGE
Under 10 years	4,648	5,323	15%
10 to 19 years	4,431	5,273	19%
20 to 34 years	9,550	10,019	5%
35 to 44 years	6,238	6,449	3%
45 to 59 years	6,198	8,076	30%
60 years and over	6,972	6,527	-6%

Sources: Census 2000 and 2010

School-aged children, represented in the cohort 19 years and younger, make up roughly 25% of the overall population. In efforts to improve healthy food access, nutrition and health, priority should be given to improving school food environments and other complementary programming, including summer meals programs and school gardening and nutrition education initiatives.

## Race and Ethnicity

Population growth since the 1990s can be attributed to immigration of foreign-born residents, mostly from Brazil, El Salvador, and Haiti. While the White population has dropped by 16% between 2000 and 2010, the Latinx<sup>c</sup> population increased by 59%, the Black population by 60%, and the Asian population by 38% in that same time period. The White population remains in the majority with 63% of the total population, but the Latinx population now accounts for 21% of the total, the Black for 14%, and the Asian for 5% (see Table 4). The American Community Survey's 2011-2015 Five-Year Estimates reported that the number of foreign-born Everett residents is presently 40.7% of the City's population.

---

<sup>c</sup> The term *Latinx* is increasingly used as a gender-neutral alternative to *Latino* and *Hispanic*. The definition of Latinx and Latino both refer to the population of Latin American origin or decent.

Table 4: Everett Population by Race and Ethnicity, 2000, 2010, and Percentage Change

Race and Ethnicity	2000	% Total 2000 Population	2010	% Total 2010 Population	% Race/Ethnicity change 2000-2010
White	30,321	79.7	26,177	62.8	-16%
Black	2,386	6.3	5,962	14.3	60%
American Indian and Alaska Native	120	0.3	162	0.4	26%
Asian	1,236	3.2	2,005	4.8	38%
Native Hawaiian and Other Pacific Islander	26	0.1	18	0	-44%
Multi-racial	2,050	5.4	1,586	3.8	-29%
Latinx	3,617	9.5	8,792	21.1	59%

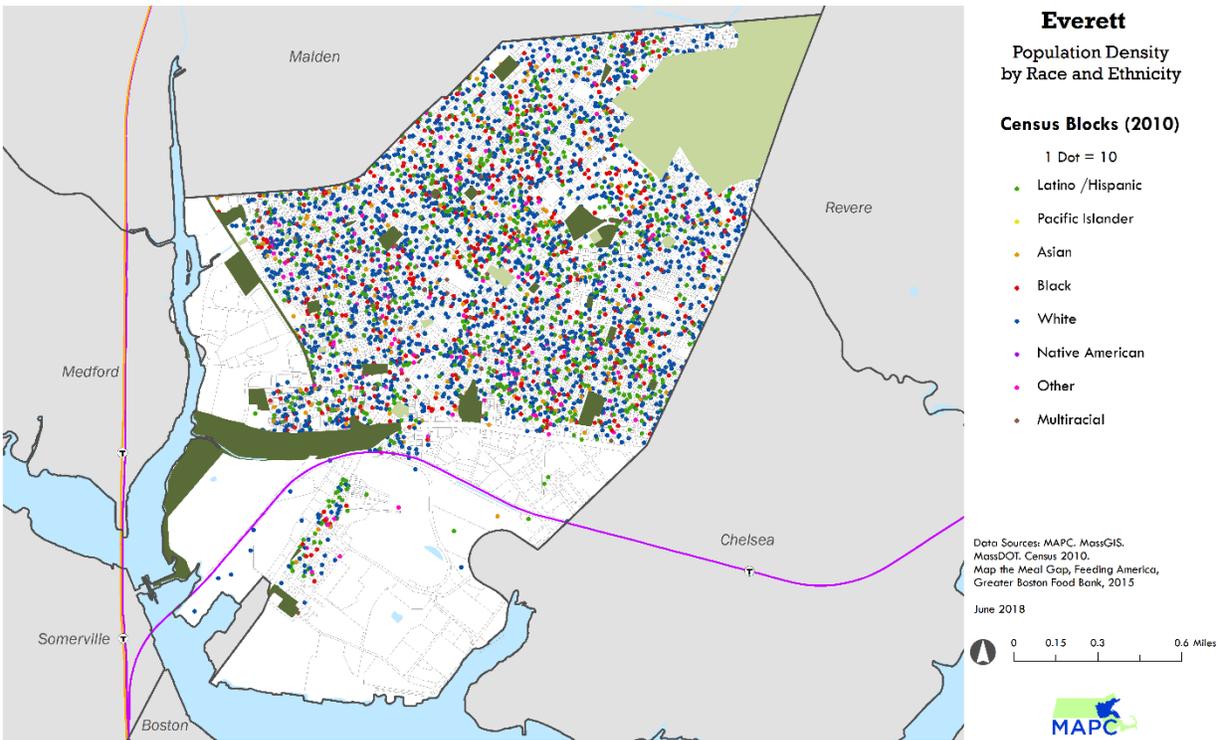
Sources: Census 2000 Summary File 1 (SF 1) 100-Percent Data, and 2010 Census Summary File 1

### Population Density and Distribution

Everett is a densely populated and diverse city. Figure 3 shows population density in Everett by race and ethnicity, where one dot represents 10 people. The map clearly exhibits that most of Everett’s residents live in the northern portion of the City, in regions zoned mostly as Dwelling Districts. The greatest portion of the southern side of the City is zoned as Industrial and Riverfront Districts; in this region of Everett there are a limited number of areas with residential units.<sup>13</sup> The visual representation of the population by race and ethnicity shows that Everett is indeed a very diverse city, and it also shows that there is remarkably even distribution of residents across races and ethnicities across the City, and no perceptible indication of neighborhood segregation within the City.

Looking within a regional context, however, provides a nuanced perspective on the topic of racial and ethnic segregation. People of color are concentrated in a few communities, several of which are described as low-opportunity areas. Everett is among the communities whose residents are more likely to be low-income, and people of color and that low-opportunity conditions affect quality of life, housing, environmental justice, and other issues.<sup>14</sup> (See also ECG’s equity statement.)

Figure 3: Everett Population Density by Race and Ethnicity, Source: Census 2010



Efforts to improve healthy food access will need to take into consideration the settlement patterns and population density within Everett. Shown in Figure 9 in the Food Security section, the most frequented grocery stores are on the periphery of where most Everett residents live, and compel addressing transportation barriers. In contrast, most fast food restaurants and convenience stores are concentrated in areas where people live; where these businesses tend to serve unhealthy foods, land use and policy solutions can guide expansion of healthy food availability.

## **Environmental Justice**

### **EEA Environmental Justice Policy**

Since 2002 the MA Executive Office of Energy and Environmental Affairs (EEA) has been implementing the Environmental Justice (EJ) Policy, which delivers necessary resources to aggressively combat against environmental burdens unduly faced by low-income communities and communities of color. This policy recognizes that communities across the Commonwealth, particularly densely populated urban neighborhoods in and around the state's older industrial areas, are facing many environmental challenges. Residents in these communities are more likely to live next to existing large and small sources of pollution and old abandoned, contaminated sites, which can pose risks to public health and the environment. The EJ Policy recognizes that all people have a right to be protected from environmental hazards and to live in and enjoy a clean and healthful environment regardless of race, color, national origin, income, or English language proficiency. The state defines environmental justice to mean the equal protection and meaningful involvement of all people and communities with respect to a broad range of policies and programs, including the equitable delivery of environmental benefits and mitigation of environmental burdens.<sup>15</sup>

### **EEA Population Criteria**

Environmental Justice (EJ) Populations are those segments of the population that EEA has determined to be most at risk of being unaware of or unable to participate in environmental decision-making or to gain access to state environmental resources, or are especially vulnerable.<sup>16</sup> Neighborhoods that meet one or more of the following criteria are considered EJ populations:

- **Income:** Block group with an annual median household income is equal to or less than 65 percent of the statewide median (\$62,072 in 2010)
- **People of Color:** 25% or more of the residents identifying as people of color
- **English Isolation:** 25% or more of households having no one over the age of 14 who speaks English only or very well - Limited English Proficiency (LEP).

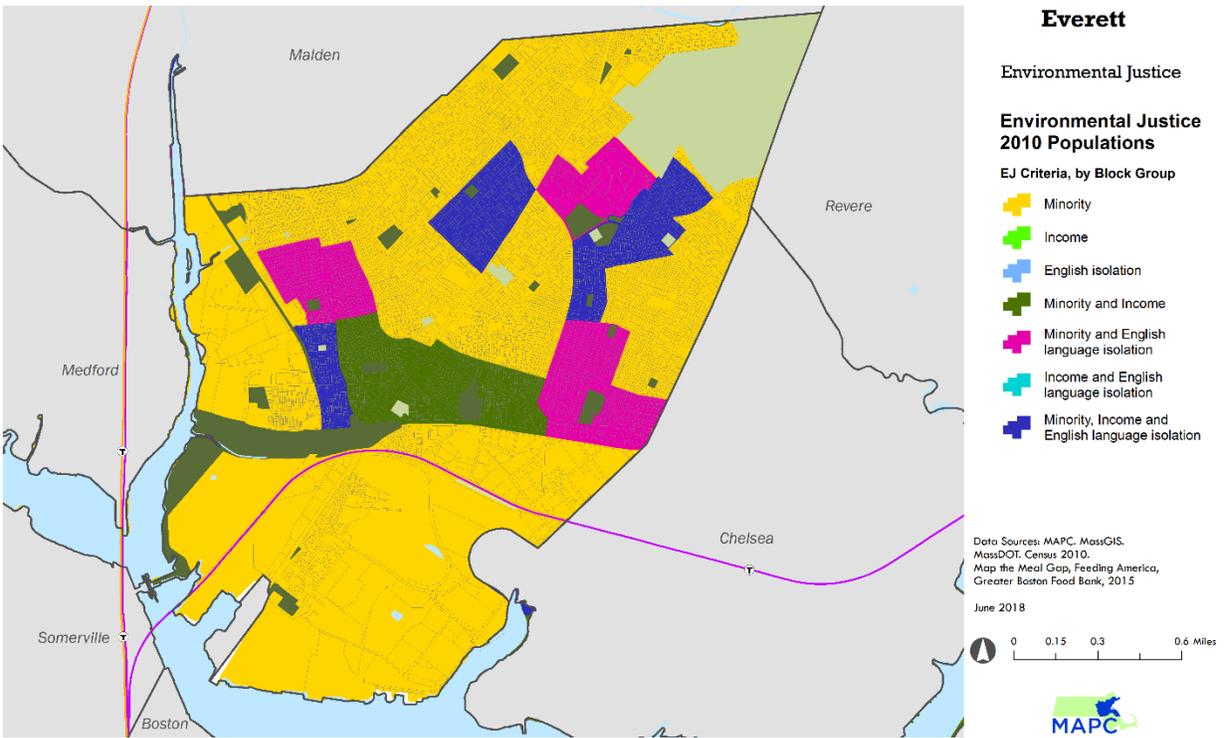
### **Environmental Justice and Everett**

All of Everett's block groups meet one or more of the EJ Population criteria. It is one of five Massachusetts municipalities within which 100% of block groups meet these criteria (Figure 4).<sup>d</sup>

---

<sup>d</sup> 100 percent of block groups in Aquinnah, Chelsea, Lawrence, and Randolph also meet at least one of the EJ Population criteria.

Figure 4: Everett Environmental Justice Block Groups, Source: EOEEA EJ Populations, 2010



These demographic realities serve as barriers to civic engagement, learning about, and informing decision-making regarding environmental conditions that effect health. When it comes to the food systems, EJ Populations are more likely to experience inequitable health impacts as a result of having limited healthy food access and availability, and they are less likely to have the tools and capacity to influence decisions to improve conditions.

## **Everett Community Growers and Equity**

A driver of Everett Community Growers' work is to explicitly identify inequities across race and health in Everett in all of its work to advance a more just and equitable food system in the City. Toward that end, the following "equity statement" describes how Everett has become the diverse City it is; racism, xenophobia, and environmental injustices experienced; and ECG's commitment to addressing these issues and fostering strong communities.

### **Everett Community Growers' Equity Statement**

In 1870, the year of its incorporation, Everett's 3.4 square miles were agricultural, filled with tree-lined streets and bounded by tidal rivers. From that time until today, Everett served as the site of an industrial expansion in Greater Boston that knew few pollution controls. Over 20 years ago Everett was predominantly Irish and Italian, fiercely proud of its cultural roots, but like many other American cities, was unprepared for the large migration of resourceful, resilient immigrants from Central America, Brazil, Haiti, Morocco, and many other countries and regions.

This melting pot of diverse groups, brought together by political and economic forces beyond their control, simmered with tension until city and community groups began to directly address the issues of living together peacefully and productively while dealing with the challenging needs of both newly arrived and long-term residents.

Today, Everett strives to address environmental justice issues through the cleanup and development of contaminated sites that were abandoned by companies like Monsanto and General Electric. At the same time, racism and racial inequity underlie both health disparities and environmental injustices in the City, posing challenges to ensuring that policy and planning goes beyond ensuring equality to promoting equity. In other words, a health equity approach to improving the food system in Everett must also tackle structural racial inequities in the City; structural racial inequity refers to the cumulative effect of interrelated systems and policies that perpetuate the effects of historic oppression.<sup>17</sup>

Adult and youth members of the immigrant community have recounted experiences of racism in Everett and Boston through focus groups and community meetings. But structural racial inequity goes beyond these experiences of interpersonal racial discrimination, extending to structural barriers to accessing health services, including food access resources. For instance, approximately 55% of Everett residents speak a language other than or in addition to English, a much higher proportion than MA overall (79% higher). The top four languages other than English spoken in Everett are Spanish (20.6%), Portuguese (15.1%), French Creole (7.9%), and Italian (3.1%). The proportion of Everett public school students whose first language is not English has increased steadily from 26% in 2000 to 65% in 2017 and is now substantially higher than the MA average.

Through its programs and advocacy, ECG strives to foster social cohesion, civic engagement, and racial equity. It was through this lens that we articulated the need for a Community Food Assessment and engaged the community in defining the CFA's goals and the food plan's final recommendations. Throughout this report, including the action plan, recommendations have been formed with regard to tackling structural racial inequity, improving language justice through multilingual outreach, and celebrating Everett's cultural diversity.

# COMMUNITY FOOD ASSESSMENT

The Community Food Assessment assesses the following four elements of Everett's food system:

- **Food Security**
- **School Food**
- **Urban Agriculture and Food Recovery**
- **Food Businesses and Workers**

Each section introduces the element, presents related information on current conditions, and assesses and analyzes the particular **strengths, issues, and opportunities**. The assessment informs the Action Plan, which includes goals, recommendations, and action steps for solutions that will build on strengths identified, resolve issues, and leverage opportunities for building a stronger food system that centralizes health equity, racial equity and inclusivity as core tenets.

# Food Security

The USDA defines food security as the condition of having access at all times to enough food for an active, healthy life. Closely related, *food insecurity* and *hunger* are distinct concepts. *Food insecurity* describes the condition of having limited financial resources to buy food, whereas *hunger* refers to the personal, physical sensation of discomfort from not having eaten enough.

The estimated rate of household food insecurity in Massachusetts was 10.3% in 2015, which is lower than the national rate of 13%.<sup>18</sup> Poverty is the largest contributing factor to food insecurity in the United States, yet food insecurity is also correlated with many other factors such as race, ethnicity, age, geography, household composition, and SNAP eligibility.

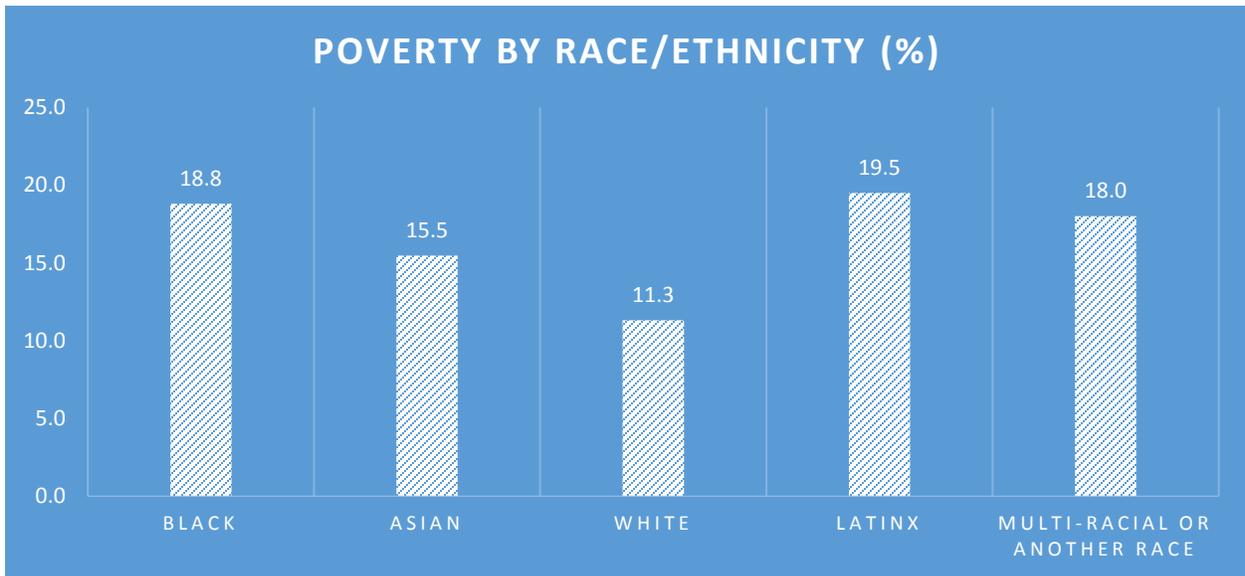
Food insecurity, and relatedly, chronic hunger have long-term impacts on educational achievement, workforce productivity, chronic disease risk, and mental health. For example, children's academic performance may be negatively affected by food insecurity, and food insecure adults have higher rates of absenteeism at work. Food insecurity is also correlated with higher rates of obesity, which remains one of the most prevalent health problems in the United States.

## Current Conditions

### Poverty

Everett consistently has higher poverty rates than Massachusetts generally. An estimated 14.9% of Everett residents live in poverty, compared with roughly 11.6% statewide, and the City's poverty rate has consistently outpaced the state rate for the past decade (see Appendices).<sup>19</sup> Both in Massachusetts and across the country, poverty is experienced disproportionately by people of color.<sup>20</sup> This is also true in Everett, and Latinx, Black, Asian, Multi-racial, and other non-White residents have higher poverty rates (respectively, 19.5, 18.8, 15.5, and 18%) than White residents (11.3%) (Figure 5).<sup>21</sup>

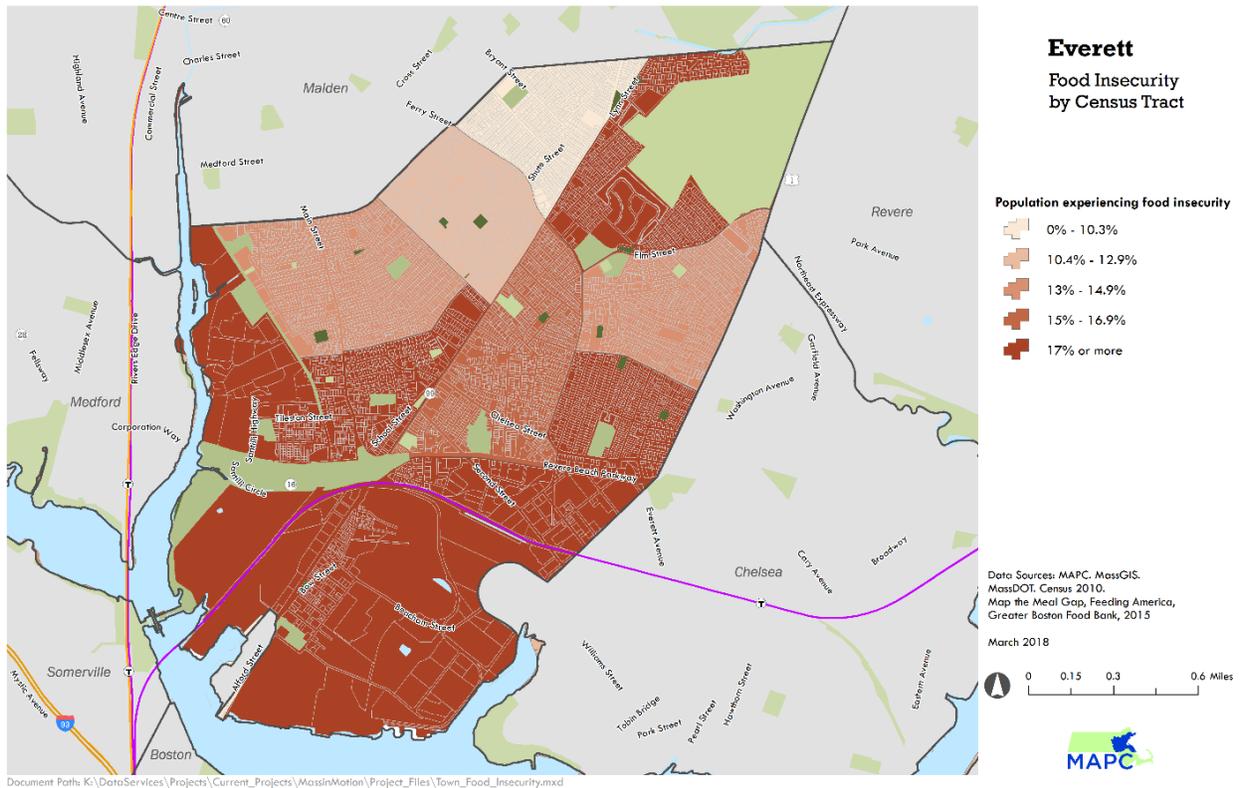
Figure 5: Everett Poverty Estimates by Race and Ethnicity, Source ACS 2011-2015



### Food insecurity across Everett

Prevalence of food insecurity is higher in Everett (13.1%) than statewide (10.3).<sup>22</sup> Single mothers and their children, people of color, older adults, and people who are disabled are more likely to experience poverty, and as a result also experience greater food insecurity.<sup>23</sup> Further, prevalence of food insecurity is higher in some parts of Everett than in others. Figure 6 shows food insecurity estimates by census tract. Except for one census tract, all of Everett has higher rates of food insecurity than Massachusetts. Importantly, the areas south of Revere Beach Parkway and west of the Northern Strand Community Trail are mostly industrial, but the residential neighborhood areas in these census tracts have high food insecurity estimates.

Figure 6: Everett Food Insecurity Estimates, Source: Map the Meal Gap and Greater Boston Food Bank, 2015



### Health Outcomes

Poverty and food insecurity are both associated with poorer health outcomes. Those experiencing poverty are likely to concurrently experience stress and resource-related hardships. These serve as barriers to maintaining good nutrition and health and addressing existing health conditions, including those related to diet. Further, poorer neighborhoods tend to have fewer health-promoting resources, such as full-service grocery stores. These compounding factors result in a range of diet-related health issues, among them obesity, diabetes, and high blood pressure, among others.

Diet-related health outcomes in Everett tend to be worse than state averages. The adult obesity rate in Everett (33%) exceeds the statewide rate (22%).<sup>24</sup> Further, 3-year averages show the prevalence of adult diabetes is 8.5% in Everett, compared with 7.5% statewide (BRFSS, 2008-2010). Recent surveys of youth body weight perceptions show that 32% of Everett high school students describe themselves as overweight (Everett youth survey 2014-2015). In comparison, Massachusetts students were less likely to describe themselves as overweight in 2013 (29%).<sup>25</sup>

### Economic Impacts of Poor Health

In addition to decreasing quality of life and driving morbidity and mortality, obesity and diet-related chronic diseases have significant economic impacts. Poor health results in increased direct medical costs, decreased worker productivity, and reduced human capital. The diagnosis and treatment costs of obesity-related health conditions are estimated at \$147 billion annually, or

about 10% of all medical spending.<sup>26</sup> Absenteeism, reduced productivity of employees while at work, increases to health insurance premiums, sick leave, and disability-related costs represent significant employer-related economic costs. Childhood obesity may impact academic performance, school attendance, and long-term educational attainment, having an overall negative effect on human capital.<sup>27</sup>

In recognition of the health and economic costs of food insecurity, and the right of every resident to have the food resources to maintain a healthy, active life, the Community Food Assessment addressed food security through both primary research and resident engagement. We recognize that the food retail environment largely determines availability of, access to, and utilization of healthy food, with implications for the correlated conditions of food insecurity and obesity. The following assessment of Food Security in Everett evaluates three topics: 1) Everett's Food Retail Environment, 2) Healthy Food Availability, and 3) Community Food Security.



Figure 7: Photographer Katy Rogers, 2018

## Topic 1: Everett's Food Retail Environment

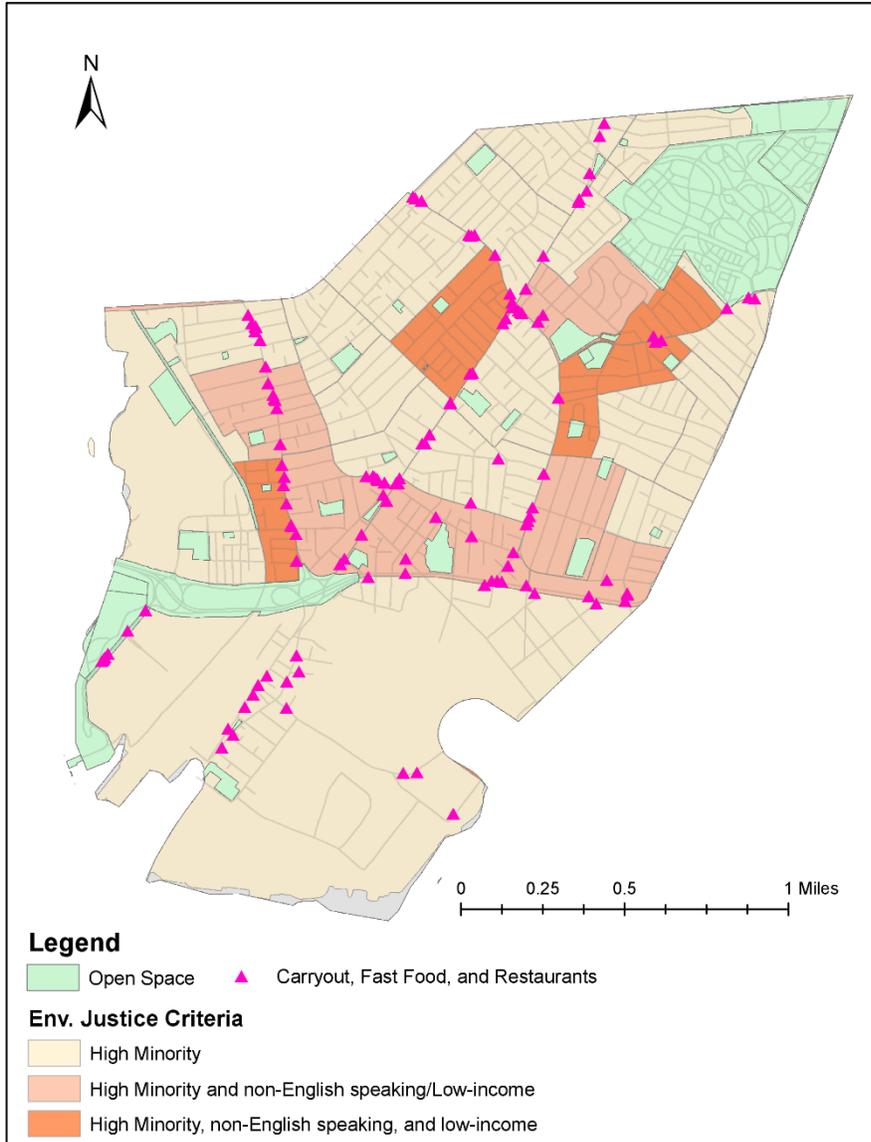
### Strengths

In general, the retail environment in Everett is dense, meaning that there are many potential access points for healthy food and opportunities to impact community food security through the existing stores and business programs (see Food Businesses and Workers section). In other words, distance to a full-service supermarket such as Stop 'n Shop or Market Basket is not the most daunting barrier to healthy food access in Everett. Everett's food retail environment clearly supports residents in accessing food (as demonstrated by self-reported median monthly spending), and does offer some healthy options (as evidenced by the Store Surveys; see Topic 2 below).

Via the Store Survey, we found that most stores were highly rated for cleanliness, and many stores carried ethnic products such as fresh produce (31.5% of stores), staples (40.7%), and other imported packaged foods (40.7%).

**Issues**

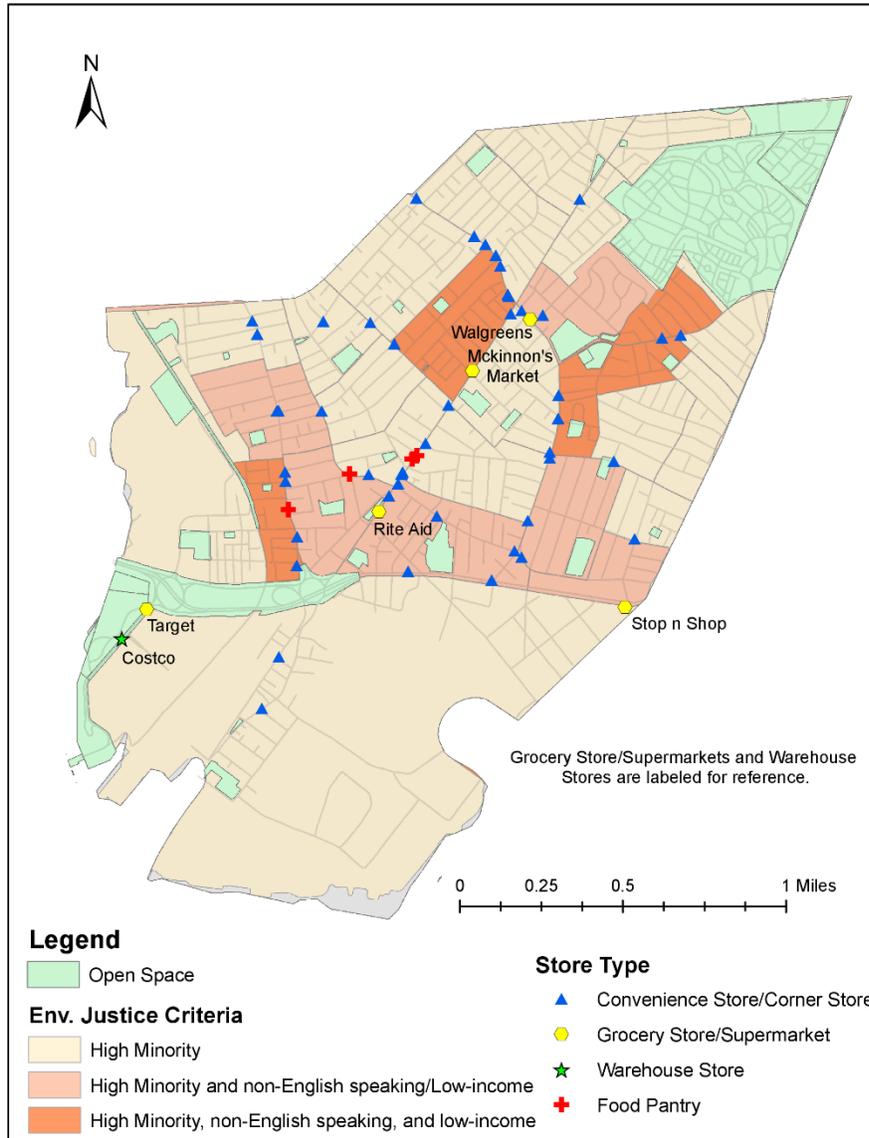
Figure 8: Everett Food Environment and Environmental Justice: Carryout, Fast Food, and Restaurants



**Everett has an abundance of unhealthy food options**

Everett’s food environment is characterized by an abundance of fast food/carryout restaurants and small retail stores (i.e. convenience stores). Our findings from both the Store Survey and Community Survey confirm our previous characterization (2014) of Everett as a “food swamp” rather than a “food desert,”<sup>28</sup> which is variably defined in the literature, and often refers to areas that are characterized by low-income and lack of access to healthy food. For the purposes of this assessment, we chose to overlay the food retail data and the statewide environmental justice criteria. The environmental justice data is based off the 2010 census (the most recent available) and shows block groups with high minority, non-English speaking, and/or low-income populations.

Figure 9: Everett Food Environment and Environmental Justice: Food Stores



*Socioeconomic conditions are barriers to buying healthy food*

Given the small area of the assessment, and the fact that food retail in Everett is concentrated on two main corridors (Main St. and Broadway), we are not reporting geographic disparities in healthy food access within the City. Rather, we note here that:

- a) the entire City is characterized by the socioeconomic disparities described above
- b) every block group in Everett meets at least one EJ criterion, and
- c) the limited healthy food availability in Everett stems not from distance to full-service supermarkets, but from other barriers to accessing healthy food, both in those retail options and throughout the City, which will be discussed in full in the remaining “topics” of this Food Security section.

*Most Everett residents get most of their groceries at Market Basket or Stop ‘n Shop*

We found through the Community Survey that 90% of respondents did most of their shopping at a single store (most frequently, at Market Basket in Chelsea or Stop ‘n Shop on Revere Beach Parkway). Nearly all respondents shopped at convenience stores and grocery stores, and median monthly spending was identical for these two store types.

Figure 10: Community Survey Results: Purchasing Habits at Area Food Retail

	Proportion of respondents who shop at this store type <sup>e</sup>	Median Monthly Spending
Convenience Store/Corner Store	98.7 %	\$400.00
Grocery Store/Supermarket	98.7 %	\$400.00
Warehouse Store	60.3 %	\$93.75
Farmer's Market	53.2 %	\$10.00
Carryout/Fast Food	71.2 %	\$25.00
Restaurant	83.0 %	\$25.00

We were surprised by the self-reported monthly spending at the convenience stores. Convenience stores tend to have higher markups, less healthy food options, and high density of marketing for unhealthy products (both for unhealthy foods and for other items such as liquor, tobacco, and lottery tickets). The survey questions that assessed self-reported spending were all phrased in the same way, so any potential bias from respondents misunderstanding the question should have affected all store types; in other words, we must conclude based on our available sample that Everett households are spending roughly the same amount on food bought at convenience stores as they are on food bought at grocery stores each month. Future research could explore this issue further by matching self-reported spending with household receipts or scanner data via future research.



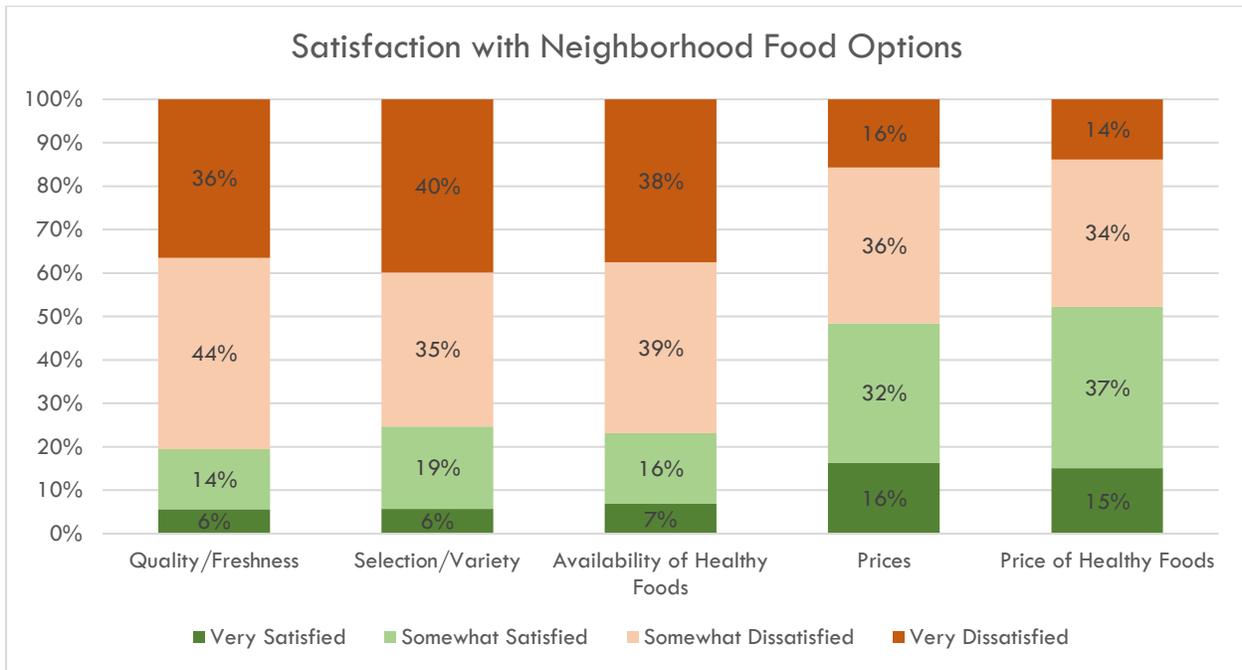
Figure 11: Photographer Emily Nink, 2018

*Dissatisfaction with quality and variety of available food*

Results of the Community Survey show that the overwhelming majority of respondents are at least somewhat dissatisfied with the quality/freshness (85%) and selection/variety (75%) of foods available in their neighborhoods. More than three-quarters are also dissatisfied with the availability of healthy foods in their neighborhoods.

<sup>e</sup> In a given year, within or outside of Everett's City limits. Notably, two of the five stores that fit our criteria for categorization as Grocery Stores/Supermarkets are actually primarily pharmacies/drug stores, according to their NAICS classification.

Figure 12: Community Survey Results: Satisfaction with Food Options



### Perceptions of high costs for healthy food options

About half of respondents were dissatisfied with the overall food prices, and with the prices of healthy foods. The majority of respondents (62%, n=92) perceived that overall food prices and prices for healthy foods specifically (57%) are higher in Everett than in other areas where they buy food. 29% of respondents believed overall food prices are about the same in Everett, and 32% believed healthy food prices are about the same in Everett as in other areas. Only 5% of respondents believed that overall prices are lower in Everett, and only 7% believed that healthy food prices are lower in Everett.

### Interest in types of food not available in Everett

Forty percent of respondents to the Community Survey said there were foods that they would like to purchase but can't find in Everett. The top three categories of foods that residents would like to buy included ethnic foods (n=17), fresh fruits and vegetables (n=22), and fresh seafood (n=5). Participants also mentioned particular dietary restrictions, certain food items such as 5 lb. bags of rice, dairy-free products, and foods for particular cuisines.

### Municipal planning and policy have not addressed healthy food retail in Everett

Local governments may regulate the retail environment to promote the availability of, access to, and utilization of healthy foods through public health policies, while also supporting small, local businesses. Everett has intervened in the retail environment for public health purposes, for instance, to strengthen tobacco controls and reduce youth access to tobacco, but has not addressed food

retail specifically. Local control in the retail environment through licensing or zoning for healthy food retail is beneficial to both public health and to the City’s enforcement of related local laws.

### Opportunities

#### *Revive Everett’s Farmers’ Market*

Reviving the Everett Farmers’ Market is a major opportunity for simultaneously increasing local food spending, offering healthier options, and bolstering community food security. Forty percent of respondents (70 of 158) had shopped at the Everett Farmers’ Market prior to 2017, while 60% had not. According to the 74 respondents who lived in Everett at the time the Farmers’ Market was in operation, the primary reason they did not participate was because they did not know about the market:

*Figure 13: Community Survey Results: Barriers to Shopping at Everett Farmer’s Market*

<b>Barriers to Shopping at the Everett Farmer’s Market</b>	
I did not know about the market	42%
The hours were inconvenient or inaccessible	14%
The available foods were too expensive	34%
The location was inconvenient or inaccessible	11%
The available foods were not of interest to me	26%
Other (not enough variety, social aspect, produce sitting out all day)	5%

In the Community Survey, 90% of respondents (n=139) were interested in buying locally-produced foods at a farmers’ market. Of those who were interested and listed reasons for their interest, many mentioned attributes of the food for sale, such as fresh and high quality (47), healthy (39), organic (17), local (9), natural (6), and better-tasting (2). Some also listed interest in affordable prices (7), feeling like a part of the community (5), convenience of the market (5), and fruits and vegetables specifically (3). Of those who were not interested and listed reasons for disinterest, most mentioned that they perceived higher prices at the farmers’ market (11).

Reviving the farmers’ market fills a clear gap. The vitality and vibrancy of the market could be much improved through increased marketing, better options, greater variety, and affordable prices.

#### *Launch a Community-Supported Agriculture Program*

Building upon the success of the Mayor’s Healthy Meals Program, the City of Everett could partner with ECG to launch a CSA program that better integrates locally-produced foods and increases opportunities for equitable access to healthy food.

Our recommendation is to create a CSA that is initially comprised mostly of produce from other farms, and gradually includes a greater amount of produce grown by the Northern Strand Community Farm. This model would allow NSCF to "scale in" its produce as it expands while meeting the needs of the customers. Further, we recommend the creation of a city-run revolving fund that accepts weekly payments and SNAP payments from customers but front-loads payment

to ECG/NSCF, allowing the farm to receive payment upfront in order to begin production, while low-income customers may benefit from avoiding cash outlay at the beginning of the season. Payment options for a CSA program could include a sliding scale or optional payment schedules to bolster access by low-income participants. Finally, we recommend that any CSA program utilize multilingual promotion for recruiting new members and for existing CSA members, perhaps with the help of translation services from La Comunidad, Inc. A workshare for volunteers (those who box the produce and distribute also receive a weekly share for free/subsidized cost) could also help improve access.

### *Complete Streets Supports Food Access*

Complete Streets policies promote transportation infrastructure and services that increase accessibility and safety for all modes of transportation and people. These policies can facilitate connecting people to their destinations, which can include grocery stores, pantries, schools, and summer meal program sites.

The City Council passed a resolution to “develop and maintain a safe, efficient, environmentally sound and equitable transportation system for people of all ages and abilities” and “all transportation and development projects shall incorporate a Complete Streets philosophy.”<sup>29</sup> Since then, the City Council has supported an effort to lower the local speed limit from 30 mph to 25 mph, in line with this resolution. Further, in 2018, the City started a bus rapid transit pilot, including level boarding and dedicated bus lanes, and also started a bike share program.

The City of Everett’s Complete Streets policy has the potential to improve access to healthy food options. Everett’s only supermarket is currently not served by public transportation, and it is located on a street with little or no pedestrian or bicycle access. By expanding the Complete Streets initiatives to include better and safer food access, the City could address not only access to the supermarket, but also to emergency food pantries and community meal sites.

## **Topic 2: Healthy Food Availability**

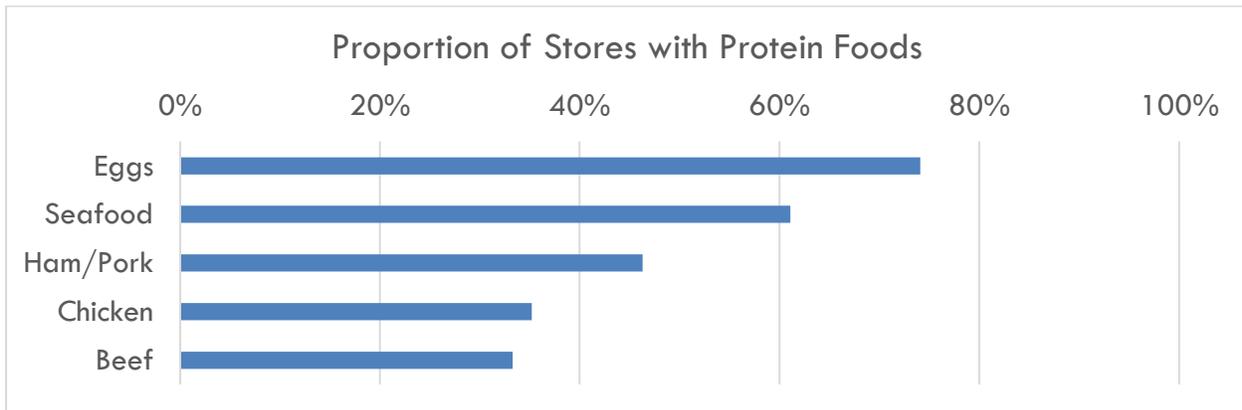
Limited availability of healthy foods is an important factor driving both food insecurity and poor health outcomes. Low consumption of fruits and vegetables, for instance, is among the top ten risk factors for mortality. In 2015 in the U.S. only 12.2% of adults met fruit intake recommendations, and only 9.3% met vegetable intake recommendations.<sup>30</sup> Protective benefits to higher consumption of fruits and vegetables include reduced risk of hypertension, coronary heart disease, and stroke.<sup>31</sup> The available evidence is also consistent in showing that a dietary pattern “higher in plant-based foods, such as vegetables, fruits, whole grains, legumes, nuts, and seeds, and lower in animal-based foods is more health promoting and is associated with lesser environmental impact (GHG and energy, land, and water use) than is the current average US diet,” as was concluded by the 2015 Dietary Guidelines Advisory Committee.<sup>32</sup> Knowing that healthy food availability must underlie access and utilization, many local jurisdictions have focused on improving baseline availability in the retail environment to drive consumption of these healthy, environmentally friendly foods.

### *Strengths*

The Store Survey evaluated the availability of dairy products, juices, and protein-rich foods. Seventy percent of stores offered 100% fruit juice, which is a healthier alternative to juices that

provide added sugars. Milk was available at more than 90% of stores, and low-fat milk was offered at more than 85% of those stores that had milk. More than half of stores offered eggs and seafood (often, canned tuna). These staple foods are important sources of lean protein, healthy fats, and important micronutrients such as calcium.

Figure 14: Store Survey Results, Proportions of Stores with Protein Foods



***“I would like to eat healthier but it is expensive and hard to find quality, fresh food when shopping in Everett.”***

**-Everett resident (responding to the Community Survey)**

Everett residents are ready for change. When asked if they would like to change anything about what they eat, Everett residents discussed: increasing their consumption of fruits and vegetables, decreasing their consumption of certain unhealthy foods, such as sugar, eating healthier in general, eating more fresh foods, having more time to cook at home or prepare meals ahead of time, and having more “choice” and “variety” in their diets. When asked if they would like to change anything about the food that are available in their neighborhoods, Everett residents discussed having fresh produce more readily available at affordable prices, having access to ethnic foods, having grocery stores within walking distance, and having more options/variety in Everett, so that they would not need to leave the City to find the foods they want to buy.

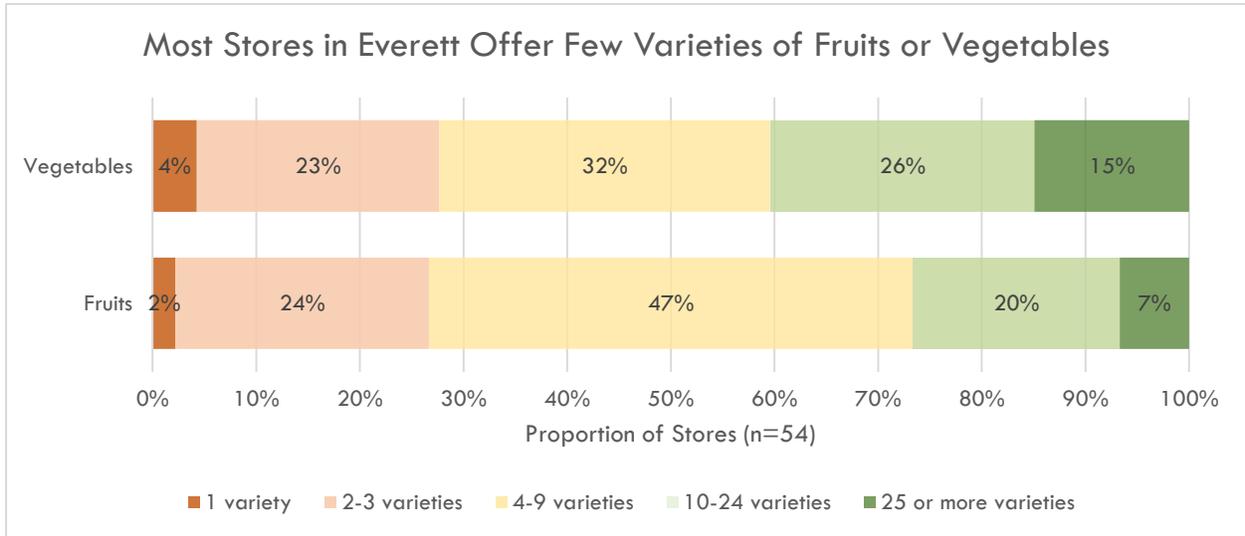
***“Que haya mas disponibilided de comided fresca frutas y vegetables bajo en precios”***  
***(I wish there was higher availability of fresh fruits and vegetables with low prices.)***

**-Everett resident (responding to the Community Survey)**

**Issues**

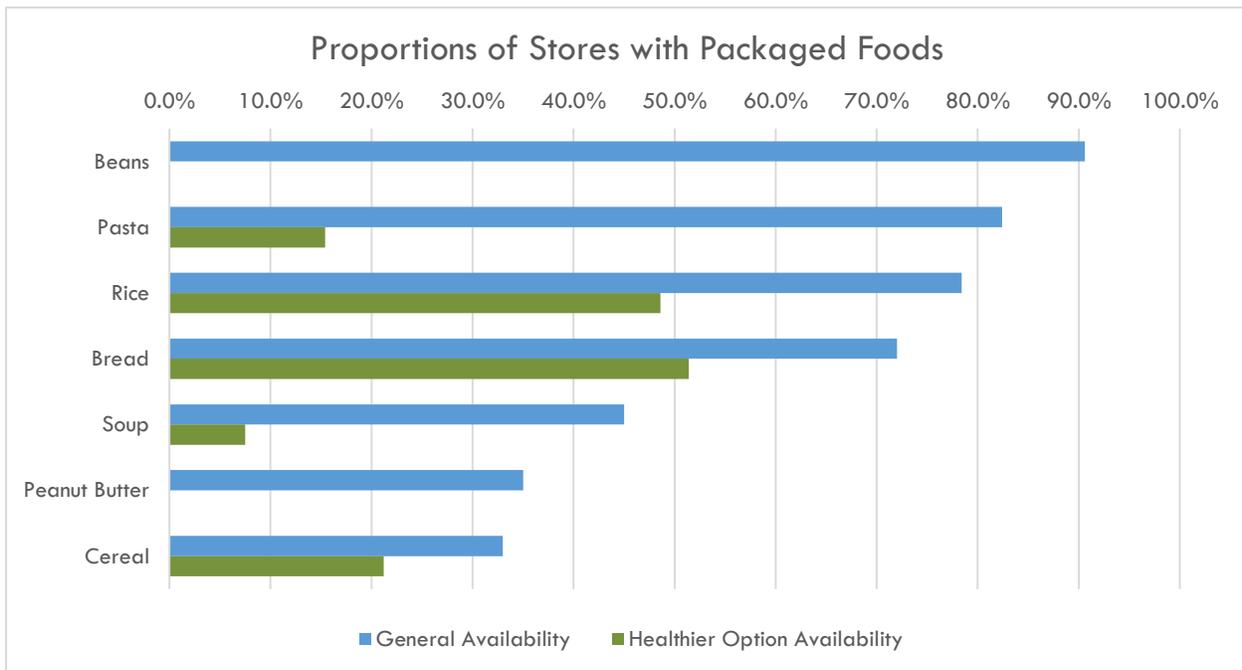
We found that most stores offer few varieties of fruits and vegetables.

Figure 15: Store Survey Results, Variety of Fruits and Vegetables available at Stores



The Store Survey evaluated whether packaged foods were stocked, noting where healthier options of these were available. We found that most stores offered dried or canned beans (no healthier option was assessed for this category). Further, we found that although the majority of stores offered pasta, rice, and bread, the majority did not offer whole grain versions (the healthier option) of those staple foods. About 35% of stores had peanut butter (no healthier option assessed). Some stores had soup, but fewer had low-sodium options (the healthier option), and some stores had cereal, but fewer had low-sugar cereal (the healthier option).

Figure 16: Store Survey Results, Proportions of Stores with Packaged Foods



### Opportunities

The bottom line is that there is ample room for improvement across both the produce and staple food categories in terms of healthy food availability in Everett’s stores. There are many ways to incentivize stores to provide healthier options, through both programs and policies. To lay the groundwork for a healthy retail program in Everett, the City of Everett needs to strengthen relationships with store owners through culturally appropriate and multilingual outreach. Then the City may seek public input from both retailers and their customers, and may assess the feasibility of various program or policy options. ECG staff can provide technical expertise and policy language if needed (see below for more details on policy options).

#### *Leveraging Land Use Policy for Healthy Food Retail*

Land use regulations can be a powerful tool through which local governments may regulate food retail to improve access and availability. Through its enabling acts, the state of Massachusetts has granted cities and towns the authority to regulate the use of land within their borders through the adoption of zoning regulations and permitting regulations.

- The purpose of **zoning ordinances** is to regulate the use of land within a particular jurisdiction. Local governments use zoning ordinances to divide a jurisdiction into certain districts (or zones), and identify the uses permitted within each district. Some uses are specifically permitted as-of-right, meaning that the zoning ordinance itself grants permission and sets forth any restrictions that may be applicable (e.g. setback requirements in a residential zone).

- Other uses may be deemed a “conditional” permitted use. For this, the use is generally permitted, but requires a **conditional use permit** (or CUP), a special permit issued only after an individualized review of the proposed use and the particular location for which it is proposed. Many best practices for streamlining local permitting in Massachusetts’ local jurisdictions may be implemented without legislative changes, by municipal executives, or by relevant Boards or commissions.<sup>33</sup>



Figure 17: Photographer Maria LaRovere, 2018

### *Leveraging Available Financing Options for Healthy Food Retail*

The state Healthy Incentive Program (HIP) provides dollar-for-dollar matches of SNAP purchases of fruits and vegetables. The New Entry Sustainable Farming Project offers a Tuesday CSA drop-off at Night Shift Brewery, and is the only registered HIP vendor in Everett.

There are several potential funding and finance opportunities, such as the Massachusetts Food Trust (described in Best Practices

below) that could support the development of healthy food retail in Everett. Other opportunities to leverage similar funding should be pursued with racial equity, health equity, and the findings of this CFA in mind. For instance, applications could focus on lifting up minority and immigrant-owned businesses while boosting healthy food options for low-income residents.

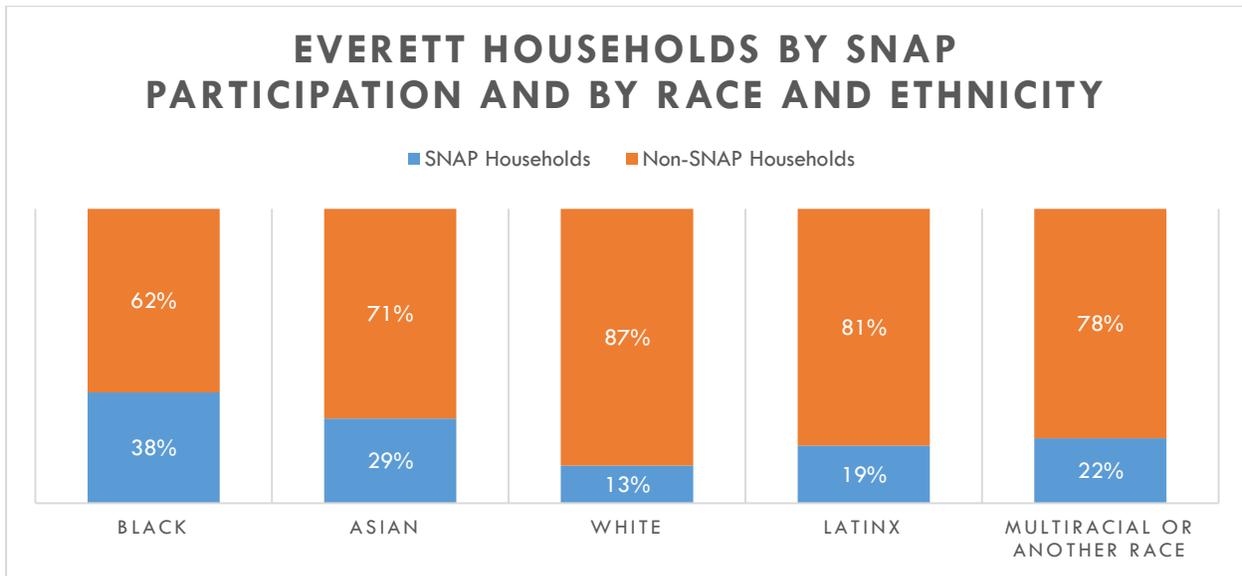
## **Topic 3: Community Food Security**

### *Strengths*

#### *Federal Supplemental Nutrition Assistance Program (SNAP) improves food security*

Food assistance programs help low-income individuals and families afford more of the food they need. The federal Supplemental Nutrition Assistance Program (SNAP) is the cornerstone of the federal nutrition safety net and has demonstrably improved food security for those who access it.<sup>34</sup> In Everett, a higher proportion (19%) of households receive SNAP than the state (13%).<sup>35</sup> Participation in SNAP is not even across races, and populations of color participate in the program at higher rates (see Appendices, for details).<sup>36</sup> Figure 18 shows that this trend holds true for Everett as well. Due to historic oppression and persistent structural racial inequity, poverty and food insecurity impact people of color more than White populations; it’s not surprising that these populations also receive food assistance at higher rates.<sup>37</sup> SNAP has lifted millions of Black and Latinx children out of deep poverty, and the evidence shows that SNAP does improve nutrition, especially among children.<sup>38</sup>

Figure 18: Everett Households by SNAP Participation and by Race and Ethnicity, Source ACS 2011-2015



### *School Food policy improves food insecurity*

The Everett Public Schools District Wellness Policy, discussed in greater depth in the School Food section, plays an important role in food security. By ensuring all children have access to free breakfast and lunch in school, the program promotes food security and access and removes stigma.

### *Everett City departments promote public health*

Everett’s Department of Health and Human Services (HHS) houses several offices which promote public health, including the Offices of Human Services; Elder Affairs; Veterans Services; Health and Wellness; and Health Department. Of these, Everett’s Health and Wellness Office has an explicit focus on promoting good nutrition. It specifically seeks to “provide residents with opportunities and programs that emphasize the role of nutrition in healthy living, healthy eating options, and strategies to instill long-term commitment to wellness.” Where other HHS Department Offices do not have explicit roles in promoting nutrition, they do have an implicit role. Most of the offices coordinate the delivery of services and programs to support the public health of all Everett residents, and disenfranchised populations in particular. These include seniors, low-income, disabled, and other vulnerable residents. The Office of Public Health is also responsible for enforcing regulations and developing policy to protect and promote public health. Assuming these roles, all offices within the Department of HHS could have some role in promoting food security and nutrition.<sup>39</sup>

### *Everett Office of Health and Human Services operates food and nutrition programs*

The **Healthy Meals Program** promotes resident nutrition through low-cost, healthy meals. The program has strong City support. Run through the Health and Wellness Department, the program receives \$75,000 in revolving funding from City Council (established in FY18). The menus title the

program “Mayor Carlo DeMaria’s AMAZING Healthy Meals Food Program.” The price per meal is low-cost (\$4.44/meal) and is purchased in 9-meal packs (\$40). Residents place their orders, pay, and pick up food at the Wellness Center located at the old Everett High School building.

Even at this low cost, the program may be prohibitive to some of Everett’s most vulnerable residents, especially those who do not have the financial flexibility to pre-pay for meals. Further, menus are posted in English only. In 2016, more than half of Everett residents spoke a language other than English (56.3%).<sup>40</sup> For these residents it may be difficult to learn about and participate in this program.

The HHS Department also lists an emergency food pantry, senior transportation for grocery shopping, and information and referrals to agencies regarding food assistance and other benefits programs as part of its suite of services.<sup>41</sup>

### *Non-Municipal Community Food and Nutrition Programs*

Discussed in greater detail in the School Food section, in partnership with YMCA, the City of Everett runs a **Summer Food Service Program** at several schools, parks, and recreation centers across the City. The program runs Monday through Friday and serves breakfast, lunch, and an afternoon snack.

The Greater Boston Food Bank lists the **New England Center for Arts & Technology** in Everett, as a partner community meal site at the Everett High School. New England Center for Arts & Technology provides unemployed and underemployed adults with the technical, professional and life skills necessary to secure career-ladder jobs in the culinary industry through an intensive 16-week Culinary Arts Job Training Program. The program was launched in October 2013 and serves roughly 150 students annually, across six cohorts. NECAT’s program is offered at no tuition cost to the students so they may start their careers without the burden of debt. In 2018, NECAT started its Everett-based program, operated out of Everett High School, graduating 16 students in May.<sup>42</sup>

Everett has four **food pantries** that provide emergency food assistance. These are the Bread of Life-Everett, at City Hall; Immaculate Conception; A Better Tomorrow; and Grace Food Pantry. The Greater Boston Food Bank lists the Immaculate Conception Church as a partner food pantry. See Figure 9, the Food Environment Map for the locations of these emergency food sources.

Everett’s existing safety net is broadly accessible to residents facing food insecurity, though some participants cite schedules, languages other than English, and disability as barriers to access.

## Issues

### *Surveyed residents have high levels of food insecurity*

The Community Survey collected information on self-reported food insecurity. Overall, 39% of our sample (n=160) reported food insecurity, with 44% of the sample being periodically unable to purchase healthy foods. Table 5 summarizes the responses to the questions asked regarding perceptions of food insecurity.

Table 5: Community Survey, Questions on Food Insecurity

Food Insecurity Questions	Often	Sometimes	Never
Within the past 12 months, how often have you or your family worried whether food would run out before you got money to buy more?	6%	33%	61%
How often are you unable to buy healthy foods because you are out of money or assistance?	10%	34%	56%

Within the food pantry sample, food insecurity was higher (49%) than in the non-food pantry sample (28%). Food pantry respondents were more likely to have been “often” or “sometimes” unable to buy healthy foods in the past year (52%) than non-food pantry respondents (35%).

Note that we observed higher rates of self-reported food insecurity, including among the non-food pantry participants, than would be expected given the 13.1% food insecurity rate in Everett estimated by Feeding America in 2016. We used 2 of the 6 screener questions (Table 5) used by the Current Population Survey (on which the Feeding America estimations are based), and our data are more recent (2018).<sup>43</sup> The food insecurity rate we observed among non-food pantry respondents was higher than the all of the census-tract level rates estimated by Feeding America, indicating that estimation models may be underestimating food insecurity in Everett, or that food insecurity in Everett has worsened in the last two years.

### *More than half of surveyed residents have used emergency food services in the past year*

Overall, 63% of respondents to the Community Survey had visited a food pantry or other emergency food provider in the past year. Of those respondents, 12% visited this type of food source a few times per year, 70% visited monthly, 9% visited every two weeks, 4% visited once a week, 3% visited two or more times per week, and 1% visited every day. The high proportion of respondents who had visited a food pantry or other emergency food provider in the past year was only partially driven by the choice of location for administering surveys. Among just the sample collected at non-food pantry locations, 32% of respondents had still visited a food pantry or other emergency food provider in the past year. Of those respondents, 35% visited this type of food source a few times per year, 57% visited monthly, 4% visited once a week, and 4% visited two or more times per week.

### *Economic barriers are the primary causes of food insecurity*

Self-reported reasons for food insecurity focused on personal finances, with respondents discussing both high expenses (15) and low/irregular income (12 responses). Three mentioned

“lack of work” including irregular or seasonal work as reasons for inadequate income, and one respondent mentioned that food insecurity resulted from social security payments stopping. Specific expenses that were mentioned as reasons for food insecurity were: rent (7), winter utilities (1), and medication/insurance (1). One participant said that “special training for diabetes” was the reasons for food insecurity, and one said that it was “hard to find fresh vegetables.”

### *Economic barriers prevent purchasing healthy foods*

Self-reported reasons for being unable to buy healthy foods specifically similarly included a lot of discussion of both low/irregular income, and high expenses in Everett. One respondent mentioned that the SNAP program does not provide enough benefits for a family with three children (\$190 per month). Another said that their disability check doesn’t cover healthy foods. Ten respondents discussed their perspective that healthy food is more expensive than less healthy options. Two respondents said they sometimes choose less healthy options for reasons other than their budget—due to convenience and/or “needs.”

### *For some, limited public transportation services are a barrier to food access*

More than half of the respondents to the Community Survey most often drive to reach the store where they do most of their shopping. When asked how easy it is for them to get to the supermarket, grocery store, or food pantry that provides most of their monthly food, the majority of respondents replied “very easy” (47%) or “fairly easy (28%), but a significant portion still found transit to the food access point “fairly difficult” (19%) or “very difficult” (6%). The top reasons for difficulty in accessing food stores or pantries included: difficulties of taking public “transportation,” including “hours of the train on the weekend” (11); not having a car (10); distance to food access point (3); difficulty of bringing children to the food store (2); disability (2); frequency of having to go (1); and inadequate parking (1).



*Figure 19: Photographer Katy Rogers, 2018*

While transportation difficulties are faced by a minority of residents, this barrier can be extremely prohibitive to healthy food access for that vulnerable population.<sup>44</sup> Furthermore, other residents may be vulnerable to shifts in healthy food access if they lose access to a personal vehicle, without further improvements to Everett’s transit system and food environment to bolster healthy food access.

## **Opportunities**

### *Improve public transportation services to improve food access*

Efforts to improve public transportation services should include increasing service on the weekend, improving accessibility for disabled riders, increase services and stops to healthy food retail and emergency food provider locations.

## Best Practices

### Policies

#### *Healthy Retail Policies*

There are many examples of healthy retail policies demonstrating results in improving healthy food retail options in low-income areas. For example, Prince George's County in Maryland established a tax credit for grocery stores seeking to open in low-income, underserved areas. The Minneapolis Staple Foods Ordinance requires food stores to stock basic items, building on previous work through a Healthy Corner Stores Program.

More policies related to healthy food retail can be found on the Healthy Food Policy Project website: [healthyfoodpolicyproject.org/](http://healthyfoodpolicyproject.org/).



Figure 20: Photographer Emily Nink, and Change Statement Alcione Silva, 2018.

#### *Creating Healthy Overlay Districts to Fight Exploitation by Small-Box Discount Stores in Tulsa, OK*

Some communities have taken a broader approach to supporting healthy retail, by focusing on predatory stores that they perceive to be exploiting low-income residents. For instance, Tulsa, OK recently passed a zoning policy that established “healthy overlay districts” including proximity restrictions for small box stores like Dollar General.<sup>45</sup> In other words, new small box stores will be restricted from opening within a mile of an existing store in the overlay districts. This ordinance was driven by community organizing and advocacy in North Tulsa, a predominantly Black and low-income part of the City dominated by small stores, and represents a progressive approach to incentivizing the development of new food retail.<sup>46</sup>

### Programs

#### *Massachusetts Food Trust Program (MTFP)*

The MTFP distributes grants, loans, and technical assistance to food retailers and distributors in areas in Massachusetts with limited healthy food access in order to promote economic development and improve health outcomes. In the 2019 fiscal year, The Community Development Financial Institution (CDFI) chosen to operate the program will begin to distribute resources and assistance through the program. This statewide program is designed to meet the financing needs for healthy food retailers and distributors that plan to operate in underserved communities where costs and credit needs cannot be filled solely by conventional financing institutions.

### *Other Healthy Retail Programs*

There are many examples of other Healthy Store programs that provide technical assistance or financial assistance to store owners in improving their healthy options, provide in-store marketing of healthy food options or other behavioral economics strategies, provide nutrition education in stores, or implement a combination of these strategies. For instance, in Philadelphia, The Food Trust has partnered with the Philadelphia Department of Health to implement a healthy retail program in more than 600 corner stores. The program includes technical assistance to store owners, linking stores to local farms, nutrition education, in-store health screenings for residents, and more.

Visit the Healthy Food Access Portal to learn more about healthy store programs around the country: <http://healthyfoodaccess.org/>.

# School Food

From an early age through 18, students spend a majority of their time in school. Children gain knowledge and skillsets in schools that determine the degree to which they lead productive, engaged, and healthy lives as adults. The quality of education and the school environment substantially influence students' habits and health outcomes, both as children and later in life.

Schools play an important role in ensuring positive health outcomes, particularly in the cafeteria. Students eat a majority of their meals in schools, and eating enough and nutritious food is foundational to a student's ability to doing well in school and in life. Where students have a healthy diet, this positively impacts their cognitive development, school achievement, and socio-emotional wellbeing.<sup>47</sup> Because children from food insecure households face increased risks of negative health outcomes, the nutritious meals they eat throughout the school week are especially important to reducing these risks.

Beyond the cafeteria, schools can support building healthy habits early on that influence decision-making throughout a student's lifetime. Nutrition education curriculum, cooking classes either integrated into classroom or provided through extracurricular activities, and school gardening programming are all initiatives that help to reinforce healthy eating habits that can positively impact childhood development.

Recognizing the importance of the school food environment to student health, the following section assesses Everett's public school environment, particularly focusing on four areas: nutritious meals in school; educational initiatives that reinforce good nutrition; healthy policies, practices, and environments; and drinking water access in schools.

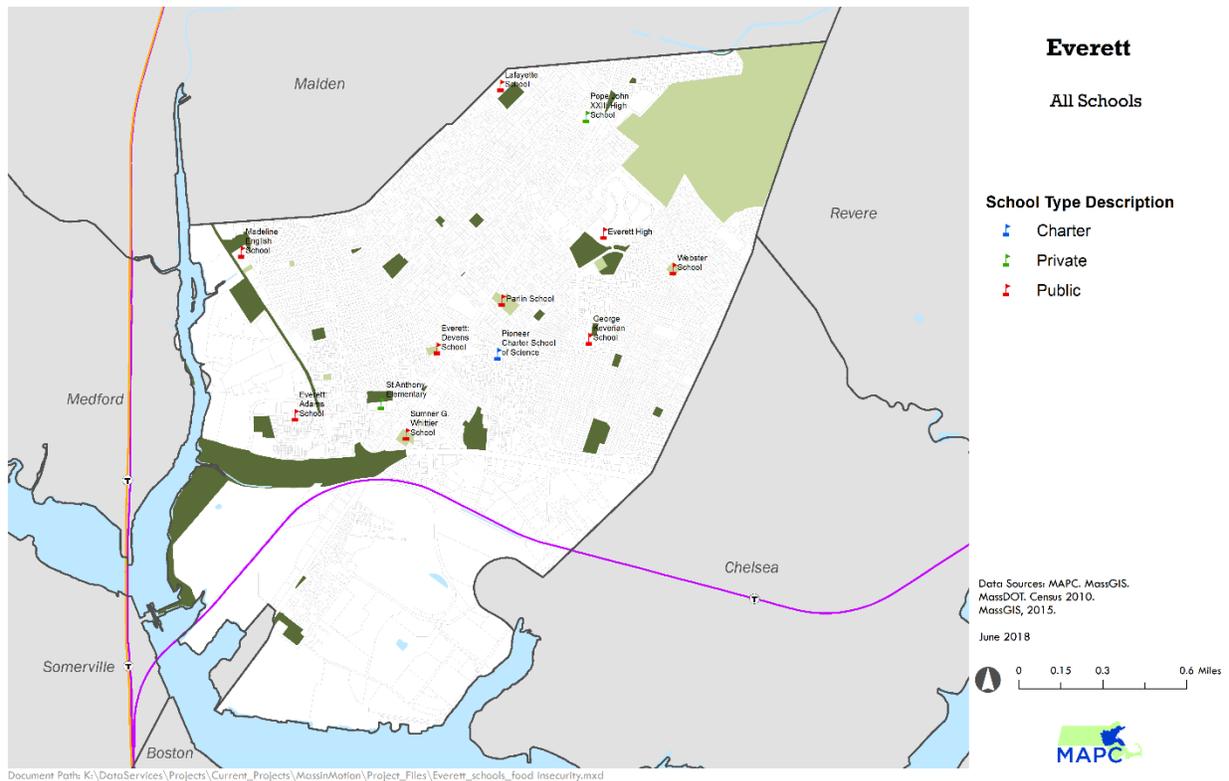
School Food Assessment Topics	Description
Healthy Policies, Practices, and Environments	Includes health policies, practices, and school environments that support students in their access to healthy and safe food.
Nutritious Meals in and out of School	Includes school breakfast, lunch, afterschool snacks, and other options for students to eat nutritious food.
Educational Initiatives that Reinforce Good Nutrition	Includes gardening curriculum and programming, nutrition education, and school clubs for gardening or environmental education. Includes nutrition education integrated into school curriculum, programming such as 'home economics', and culinary training programs.
Drinking Water Access in School	Includes water infrastructure, policies on beverages, and programs to encourage students to drink water

## Current Conditions

### Everett School District

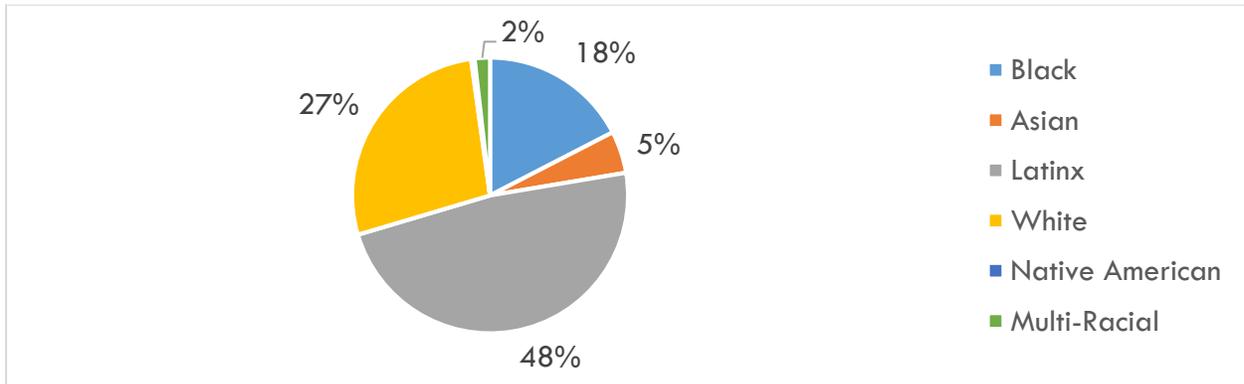
Everett's school district includes nine schools that serve students from Pre-K through 12<sup>th</sup> grade, with over 7,000 students enrolled (see Appendices for enrollment details). Everett's public school student body comprises roughly 1/4 of the City's population. The City is also host to two private schools (Saint Anthony Elementary, and Pope John XXII High School), as well as a charter school (Pioneer Charter School of Science); however, these were not included in this assessment. The nine-member School Committee is responsible for establishing educational policies consistent with state and federal laws governing public education. The School Committee meets twice monthly, on the first and third Mondays, and with limited exceptions meetings are open to the public. The Superintendent of Schools oversees the management of all district schools.

Figure 21: Everett Public, Private, and Charter Schools



Reflecting the City's diversity, the student body is racially and ethnically diverse. Nearly three-quarters are students of color; almost half (48%) of students are Latinx; roughly one-fifth (18%) are Black; 5% are Asian; and 2% are Multi-racial (non-Hispanic). Typically uncounted in demographic profiles, it is important to also note that while they make up a small number of the student body, there are roughly 30 Native American students. The remaining 27% of students are White. The student body is also uniquely multilingual, and 64% of Everett students speak a language other than English, compared with 21% across Massachusetts.<sup>48</sup>

Figure 22: Everett School District Enrollment by Race, Source: MA DESE, 2016-17



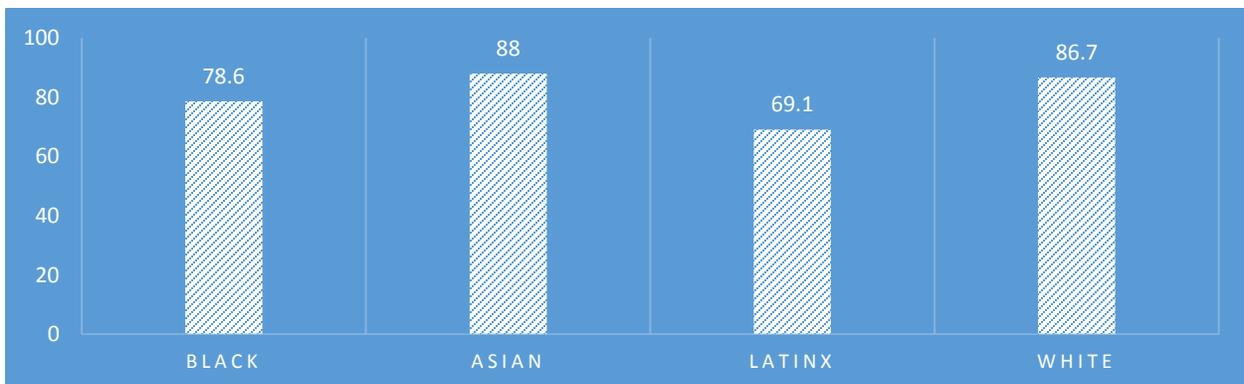
Massachusetts Comprehensive Assessment System (MCAS) performance and graduation rates are indicators of academic performance outcomes. Because we know nutrition is a factor that influences such outcomes, we look at this data. Between 2005 and 2015 MCAS English Language Arts (ELA) and Math performance generally improved in Everett’s schools, with a greater percentage of students scoring as proficient or higher. In the 2014-2015 school year, 86% of students had this ranking for MCAS ELA, compared with 59% in 2005. Similarly, 65% ranked proficient or higher for MCAS Math, compared with 47% in 2005. Despite this improvement, Everett still falls behind the region (MAPC region) wherein 2014-2015, 93% and 82% were proficient or higher in MCAS ELA and MCAS Math, respectively.<sup>49</sup>

Between 2005 and 2015, an average of 76% of Everett students have graduated from high school, in comparison to a significantly higher 85% graduation rate in the MAPC region. In Everett as well as the region, graduation rates vary across race and ethnicity, with White and Asian students graduating at higher rates than their Black and Latinx classmates. Latinx students have the lowest graduation rates (66% average from 2005-2015), and are consistently below the City’s average. From 2005-2015, on average 75% of Black students have graduated. (DESE 2005-2015). Figure 23 shows a snapshot of graduation rates by race and ethnicity from 2014-2015.

**Topic 1: Healthy Policies, Practices, and Environment**

**School Wellness Policy**

Figure 23: Everett High School Graduation Rates by Race/Ethnicity (%), Source: MA DESE, 2014-15



### *Federal requirements*

All local education agencies (LEAs) that participate in the National School Lunch and School Breakfast Programs must meet requirements for wellness policies articulated in the Healthy, Hunger-Free Kids Act of 2010 (HHFKA).<sup>50</sup> The HHFKA made changes to Child Nutrition Programs to give eligible children access to nutrition benefits, improve diets and reduce childhood obesity, and strengthen the integrity of the Child Nutrition Programs. Section 204 of the HHFKA added a new section to the National School Lunch Act, expanding requirements for LEAs' wellness policies. These requirements address 1) Wellness Policy Content, 2) Wellness Leadership, 3) Public Involvement, 4) Assessment Every Three Years, 5) Documentation, 6) Updates to the Wellness Policy, and 7) Public Updates. All wellness policies must include the following to meet the minimum requirements:

- Specific goals for nutrition promotion and education; physical activity; and other school-based activities that promote student wellness
- Standards and nutrition guidelines for all foods and beverages sold to students, consistent with School Meal and Smart Snack in School nutrition standards
- Standards for all foods and beverages provided, but not sold to students
- Policies for food and beverage marketing that allow for marketing only for food and beverages compliant with Smart Snacks in School nutrition standards
- Description of public involvement, public updates, and evaluation plan

### *Everett Public School District Wellness Policy*

The Everett Public Schools District Wellness Policy<sup>51</sup> (hereinafter, "the Policy") was adopted in 2014, and articulates policy objectives; nutrition guidelines; 21 goals for nutrition standards and education; nine goals for physical activity and education; and 16 goals for other school-based activities. The Policy includes an action plan, comprised of policy statements and action steps for advancing Policy goals. The Policy does not clearly articulate how the public will be involved, how public updates will be disseminated, and how implementation or completion of action steps will be evaluated. The Policy is included in the Appendices.

Where it pertains to **nutritional guidelines**, the Policy commits to complying with USDA National School Lunch and Breakfast Program and HHFKA nutritional standards, Dietary Guidelines for Americans, and featuring "...foods that and menus that go beyond simply meeting nutrition guidelines." The Policy Action Steps includes a policy statement and action step regarding compliance with HHFKA, but does not include action steps for exceeding minimal requirements.

The Policy's section on **nutrition standards and education** includes goals to implement nutrition education that is provided from pre-K through 12<sup>th</sup> grade and is in compliance with state standards. Among others, the goals include provisions for integrating nutrition education in a variety of school settings, including in the school dining room and in core curriculum; for coordinating nutrition education across school food service staff, teachers and other school staff; for analysis of the school menus using USDA-approved software, to evaluate compliance with nutrition guidelines; and for multilingual materials. The associated policy statements and action

steps relate to integration of nutrition education; coordination of nutrition messaging; and compliance with HHFKA. On this last note, it names the Director of Child Nutrition Services as responsible for overseeing and implementing nutritional standards in breakfast and lunch program. At the time of this writing, this position is held by an employee of Aramark, the food service company currently holding the contract with Everett Public Schools. Evaluation of school food meals conducted by an Aramark employee and not a neutral third-party, presents potential conflict of interest.

The Policy's section on **physical activity and education** includes goals for providing students with opportunities for safe physical activity, complying with state standards, and assessing students' acquisition of related skills. The associated policy statements and action steps relate to assessment and recess schedules, a more limited scope than what the goals describe.

The Policy's section on **school-based activities** is broad and refers to features of the school food environment; the sale of food in non-cafeteria school settings; meal time conditions; and preventing use of physical activity or food as reward or punishment. The associated policy statements and action steps relate to preventing the use of food or physical activity as a reward or punishment, and stipulations for sale of food via vending machines, bake sales, a more limited scope than what the goals describe.

#### *Proposed Everett Public School District Wellness Policy on Nutrition*

With support from Mayor DeMaria, Karen Avila, Director of Community Health and Wellness is leading efforts that propose modifications to the Everett Public School District Wellness Policy currently in place. The proposed "Everett Public School District's Wellness Policy on Nutrition"<sup>52</sup> would establish an expansive policy for nutrition guidelines for food and beverages sold and served at schools. Its contents include policies for **school meals**, as they relate to breakfast; free and reduced-price meals; summer food service programs; meal times and scheduling; qualifications of school food service staff; and sharing of food and beverages. It also includes policies for **food and beverages sold individually** (via vending machines, a la carte snack lines in the school cafeteria, fundraisers, school stores, etc.) as they relate to elementary schools; beverages, food, and portion sizes in middle schools; fundraising activities; and snacks.

Importantly, this proposed policy includes provisions for expanding the current policy, but it does not include provisions for nutrition education; physical activity and education, nor school-based activities included in the current policy and required by the HHFKA. As such, the proposed policies are intended to only modify the portion of the current policy pertaining to nutrition guidelines, while maintaining the current policies regarding the other elements.

The proposed policy includes a policy recommendation for free and reduced-price meals, however as of 2017 the Everett School District is enrolled in the CEP Program which provides all Everett public school students with free breakfast and lunch. All schools but one also provide 'breakfast after the bell' programming. In instances where the proposed policy includes recommendations already implemented, it is important to review, clarify, and revise it before seeking passage.

### **Strengths**

The Everett Public School District Wellness Policy includes most of the components required by the HHFKA and the Policy articulates an interest in promoting student health by exceeding nutrition requirements of HHFKA.

### **Issues**

Though our review, the Policy appears to include most of the elements required in school wellness policies by the HHFKA, with some exceptions. HHFKA requires wellness policies include a ‘description of public involvement, public updates, and evaluation plan,’ but Everett’s Policy does not articulate a clear process for this. Further, for goals not captured in specific policy statements or action steps, there is no stated mechanism for making sure they are realized. For example, despite goals on outreach and communication, there are no explicit policy statement or action steps to ensure community engagement. Adding such statements and action steps is an important step to ensure that menus consider the religious, ethnic, and cultural diversity of the student body.

Mentioned previously, the Policy names the Director of Child Nutrition Services as responsible for evaluating compliance with nutrition guidelines. In Everett, this role is held by an employee of the School District’s food service provider. Where evaluating compliance would entail a self-evaluation, there is an apparent, potential conflict of interest.

During a focus group discussion, stakeholders expressed concern with the limited amount of time students have to eat lunch. Participants explained that students have 20 minutes from the time they leave their classroom to wait in the lunch line, eat lunch, and return to the classroom. There was general agreement that this was not enough time. Further, the perceived impact of having limited time was that students prioritize eating the main dish, but leave vegetable side dishes. The time provided to eat snacks is also too short, according to the focus group participants.

### **Opportunities**

There is an opportunity to improve the Everett Public Schools District Wellness Policy to promote student health and nutrition. A review and revision of the Policy should seek full conformity to HHFKA requirements, including an evaluation and public engagement plan; clarify vague elements; and be responsive to stakeholder feedback articulated here. Further, a revision should include additional evidence-based recommendations regarding drinking water in school and in school-related activities, discussed later in this section. The proposed Everett Public School District’s Wellness Policy on Nutrition proposes an expansion of the nutrition guidelines in the current Policy, and should be considered in a revision to the Policy.

The Director of Community Health and Wellness, in collaboration with the City and School Committee should also convene community stakeholders and a diverse group of residents to gather feedback on potential revisions to the policy, ensuring that this process is fair and accessible to all parents and other stakeholders. There are also several community groups, including ECG, with access to nutrition expertise and legal technical assistance, and could help with drafting further changes to the Wellness Policy.

## Topic 2: Nutritious Meals in and out of School

### School Breakfast and Lunch

In 2017, Everett public schools began providing free breakfast and lunch to all its students through its participation in the Community Eligibility Provision (CEP) Program.<sup>53</sup> Schools qualify for CEP when at least 40% of their students meet qualifying criteria, including if their households participate in SNAP,<sup>f</sup> TANF,<sup>g</sup> FDPIR,<sup>h</sup> or Medicaid,<sup>i</sup> or they are in foster care, Head Start, homeless, or migrant youth. As a participating school district, the household application process is eliminated and all Everett students receive free breakfast and lunch, all schools are required to provide both breakfast and lunch, and Everett schools pay meal costs above the amounts reimbursed by the federal government.<sup>54</sup>

Available data suggests that participation in school breakfast and lunch is high in Everett. Districtwide in 2018, 75% of students participate in school breakfast and 88% participate in school lunch.<sup>55</sup> Table 6 provides a snapshot of meal participation in March 2018, provided by Aramark. In addition to participation in CEP, all schools except for the Parlin School began participating in Breakfast in the Classroom (BIC) in the 2017-2018 school year. This program offers breakfast to all students in the classroom at the beginning of the school day, and has been shown to significantly increase participation in breakfast. Compared with the Parlin School's 19% participation rate, the much higher participation in all other schools illustrates the positive impact of BIC.

Table 6: March 2018 Snapshot of Meal Participation Rates by School (Aramark, March 2018)

School	CEP	BIC	Breakfast	Lunch
Adams School	Yes	Yes	90%	Not served
Sumner G. Whittier School	Yes	Yes	73%	93%
Webster School	Yes	Yes	84%	72%
Madeline English School	Yes	Yes	75%	94%
George Keverian School	Yes	Yes	82%	91%
Devens School	Yes	Yes	92%	81%
Lafayette School	Yes	Yes	88%	87%
Parlin School	Yes	<b>No</b>	<b>19%</b>	95%
Everett High School	<i>Data not shared</i>	<i>Data not shared</i>	<i>Data not shared</i>	<i>Data not shared</i>
<b>District Total</b>			<b>75%</b>	<b>88%</b>

f Supplemental Nutrition Assistance Program

g Temporary Assistance for Needy Families

h Food Distribution Program for Indian Reservations

i Medicaid criteria evaluated in districts participating in USDA's demonstration project.

### **Summer Meals Program**

Through the US Food and Nutrition Service's Summer Food Service Program (SFSP), the City of Everett, in partnership with the YMCA and the Everett Community Health Partnership (ECHP), serves free breakfast, lunch, snacks, and dinner at several sites throughout the summer.<sup>56</sup> This program provides important access to meals when school is not in session in public parks and recreational areas.<sup>57</sup> No registration is needed, which improves access to SFSP by breaking down barriers of income eligibility and reducing stigma. Breakfast is served at two different sites, lunch is served at nine sites, and snacks and dinner are each provided at one site. Meals are served Monday through Friday from early July until late August. At this time, it is unknown how many meals are served through SFSP. The program promotes health and health equity throughout Everett, by inviting all children regardless of background or income to eat a nutritious meal when school is not in session.

### **Y Teen Enrichment Center**

The YMCA also provides meals and snacks to youth participating in its Teen Enrichment Center. During the school year, the program provides students with dinner, and during the summer it provides students with lunch and snack. The program runs 2:30pm -7:45pm, Monday through Friday when Everett Public School District is in session, and 11:00am -7:00pm during the summer, school vacation, and when the District has days off. Annual participation in the Teen Enrichment Center is \$10.<sup>58</sup>

### **Strengths**

Through the CEP Program, the Everett School District is meaningfully and equitably increasing nutritious food access for its students and eliminating issues of stigma that are commonly experienced where there are free- and reduced-cost meal programs in place. The CEP Program ensures all students eat breakfast and lunch for free. Because students eat roughly half of their meals in school, during the academic year, the provision of reliable and nutritious meals is an important strategy for increasing food security and nutrition, and in turn supporting students' academic performance, attendance, and health.

Further, focus group participants shared that the quality of food served in Everett High School is excellent, and that recently it has been incorporating healthier options, including fish.

When school is not in session, the City of Everett and partners provide important free meals through the SFSP at several public locations throughout the City.

### **Issues**

While focus group participants remarked on the high quality of food served at Everett High School, they expressed dissatisfaction with the food served in other schools and in the broader school environment context. In pre-K through 8 schools, participants perceived the food served was of lower quality than at the high school, and observed that more processed foods were served. Participants were also generally dissatisfied with the availability of fruit, culturally-preferred foods, and snacks during and after school. One participant of the PhotoVoice component of this project described limited food options for student-athletes, explaining that the on-the-go food provided by schools is often processed, and that food for sale at sporting events is often unhealthy. This PhotoVoice participant noted that parents sometimes provide sports teams



Figure 24: Photographer Samantha Lambert, 2018

with fresh food options, such as sandwiches, but that this was voluntary and not something happening consistently across sports teams. While this project did not collect primary data on the food served by schools and within the school environment, the dissatisfaction of project stakeholders suggests an interest and opportunity to improve food served by the schools.

### Opportunities

Data show that a high percentage of students are participating in school breakfast and lunch programs, but focus group stakeholders assert that particularly in Pre-K – 8 schools, the food served does not meet their standards for quality, nutrition, and variety. Focus group participants expressed interests in a number of strategies to learn more about the school meals served, and improve the nutrition of meals served. These strategies include revising the school wellness policy to include clear guidelines for all school food provided at school meals and for sale; conducting research on food waste to better understand how much of the food served for breakfast and lunch is eaten; conducting student food preference and satisfaction surveys; and

interventions to make healthy food available by having a fully-stocked salad bar in cafeterias, establishing school gardens and programs, and placing fruit bins in hallways.

## Topic 3: Educational Initiatives that Reinforce Good Nutrition

### Strengths

#### Everett High School Programs

Everett High School provides after school activities for its students in culinary arts and school gardening. These programs help to reinforce good nutrition.<sup>59</sup>

Everett High School's Future Chefs program is a vocational program for those interested in a career in the culinary arts. The program meets several times weekly and teaches students nutrition and cooking skills that they can apply in the workforce. Future Chefs also includes field trips, builds students' opportunities to connect with professionals in the field, and provides opportunities for students to participate in culinary competitions.

The Green Monster Club, is offered to incoming Everett High School students as a bridge program to support students in acclimating to the high school environment. The Club engages students in activities regarding food access, environmental sustainability, and also manages a garden with eight beds on school property. The gardens have incorporated various ethnic crops based on suggestions from students. The produce grown in the garden is distributed to students, teachers, and the community.

### *K-8 Public School Programs*

The Green Monster Club installed gardens at the George Keverian School (K-8), though little information was found regarding the current activities and operation.

### *Non-School Programs*

Everett Community Growers operates two community gardens and an urban farm along the Northern Strand Community Trail that engage students as gardeners, volunteers, and summer employees. Summer youth employment has been possible in the past, and in 2018 will be sponsored by Exelon Generation. Through their jobs at the farm, youth learn to garden, about healthy food and nutrition, and engage in alleviating food security. In 2018, consultants from Home Harvest will lead ECG's youth team in a series of workshops focusing on soil health, sustainable irrigation, fruit trees and food forests, and other edible landscape design and maintenance techniques.

The Everett YMCA operates the Teen Enrichment Center, a drop-in center for youth ages 12-18. The program runs several programs and clubs, and advertises that a cooking program will soon be added to its options.<sup>60</sup> In addition to providing enrichment activities, the Teen Enrichment Center also provides free meals, discussed earlier in this School Food section.

### *Issues*

Focus group felt that barriers to providing educational initiatives lacked resources (staff and time). Further, where the Green Monster Club grows produce at the school, there are perceived barriers to serving food grown in the school. Participants expressed interest in being able to serve food grown in school gardens in the school cafeteria as a measure that would reinforce good nutrition.

### *Opportunities*

#### *Nutrition Education in School Curricula*

Discussed earlier in this School Food section, the Everett Public Schools District Wellness Policy establishes goals, policy statements, and action steps for supporting student health. These address nutrition education, as it relates to integrating nutrition education into core curriculum areas of math, science, social studies, and the language arts. The research did not evaluate how or whether nutrition education is integrated into the core curricula across schools, and future work should investigate this further and identify opportunities to expand on existing efforts and connect to extracurricular programs like the Green Monster Club and Future Chefs Program.

#### *Engage Everett Community Growers*

Everett Community Growers is leading community gardening and urban farming initiatives in the City, and engaging youth in its work. Everett Public Schools should consider ECG as a partner in expanding food and nutrition education, as well as job opportunities for Everett youth that reinforce good nutrition, and build leadership and job-readiness skills.

### *Engage the YMCA*

The Everett YMCA provides a range of programming aimed at school-age youth, including nutrition and cooking programming. In partnership with the City and others it also provides valuable summer meals programming around the City. As a key organization invested in the health of its members, the YMCA could be engaged as a partner in exploring strengthening and expanding nutrition, gardening, cooking, and other similar programs that support child health.

### *Expand Educational Initiatives that Reinforce Good Nutrition*

Within the Metro Boston region there are several examples of school gardening and nutrition programs positively impacting students. For example, through participation in the CitySprouts programming, students learn about growing food and develop an appreciation for healthy food, and in addition become overall more engaged learners, improve their science skills, and become more comfortable with being in the natural world. The programming is also particularly effective for engaging students who speak English as a second language and special education students.<sup>61</sup> Everett has an opportunity to deliver these benefits to its public school students through both new and existing programs.

## **Topic 4: Drinking Water Access in Schools**

### *Strengths*

Everett's municipal water quality is excellent.<sup>62</sup> Relying on the Quabbin and Wachusett watersheds, which are naturally protected, the Massachusetts Water Resources Authority (MWRA) then treats and buffers Everett's water to prevent leaching of lead and other heavy metals. For schools that want to test their water, MWRA offers lab analysis and technical assistance at no cost. Three schools in Everett (Pioneer Charter, St. Anthony's Elementary, and the Parlin School) have recently taken advantage of this program, and no need for remediation was found.<sup>63</sup>

### *Issues*

Improving access to safe, appealing drinking water in schools is a key strategy to build healthy habits leading to healthy body weight and good nutrition throughout life.<sup>64</sup> Safe, potable drinking water should be freely available to children throughout the school day, as per Massachusetts state law,<sup>65</sup> and water access points in schools should be clean and appealing.

In Massachusetts, the plumbing code requires schools to supply one drinking water station for every 75 occupants of the building.<sup>66</sup> This may include traditional drinking fountains, and bottle filling stations that allow reusable water bottles to be filled more easily.

Yet, a 2012 survey of Massachusetts schools found that nearly a third did not provide freely available water, and that more than 40% did not meet the requirements of the state's plumbing code.<sup>67</sup> Furthermore, less than half of the surveyed schools met federal requirements for freely available water during lunchtime. Students who receive free and reduced lunch have a choice between milk or juice at lunchtime, and some school leaders have reported that many students do

not choose either. This is a major health inequity, as students who do not have the resources to purchase bottled water may forego drinking any beverage throughout the school day, which greatly impedes their ability to learn and thrive.

### **Opportunities**

While the CFA did not evaluate the drinking fountain and bottle filling station presence and condition in Everett Public Schools, results of the statewide survey warrant a closer look at the conditions in the District. There is an opportunity to engage students in the assessment, including of student perceptions, and taking subsequent actions to improve drinking water access in Everett schools. Student-led projects surrounding drinking water access in other jurisdictions have led to installation of bottle-filling stations and other promotional efforts to increase tap water consumption among students.

Everett schools are eligible for technical assistance in seeking lab analysis of water samples, and could take advantage of this opportunity to identify fixtures that contain actionable levels of lead and copper, and identify potential actions steps to remedy drinking water contamination concerns.

## **Best Practices**

### ***Farm to School***

Farm to School is a national program that connects schools to local agricultural growers to provide fresh and healthy food.<sup>68</sup> The program is offered in nearly half of U.S. schools, and 68% of Massachusetts schools. The three components of the program include 1) increasing procurement of locally grown and produced foods for cafeteria meals, snacks, and classroom taste-tests; 2) education initiatives on agriculture, food, health, and nutrition; and 3) school gardening programs which provide students hands-on learning experiences. Program evaluation find students choose and eat healthier food both at school and at home. In addition to the benefits to students, the program also supports the local agricultural economy and fosters partnership-building.

### ***Food Corps***

Food Corps partners with schools and provides hands on lessons, healthy school meals and promotes a culture of health.<sup>69</sup> The three pillars of the program are knowledge, engagement, and access. Food Corps staff teach kids about food and where it comes from. The program engages kids in planting and managing gardens, and increases access to fresh healthy food. Through taste tests and diverse school lunches, the program is able to introduce new foods to kids. Research conducted through FoodCorps has found students engaged in its hands on learning activities are eating three times the amount of fruits and vegetables compared to students who don't participate. The overall school nutrition has shown improvements through FoodCorps activities guided by the Healthy School Toolkit. There are multiple service sites in Massachusetts managed by the FoodCorps Field Office, though none currently in Everett.

### ***CitySprouts***

Cambridge-based, CitySprouts is a leader in implementing school gardening and science education programming and internships in Cambridge and Boston schools. Through its School Partnership program, it works with schools to integrate school gardens as teaching models. Students and teachers are engaged by CitySprout garden educators in hands-on learning about the food cycle, sustainable agriculture, and the natural environment. Participants of the program are more engaged learners, have more success in writing, reading, science social studies and math.<sup>70</sup> Through its Middle School Program, middle school students participate in internships and learn about establishing school gardens, local ecology, food system, and social systems, and how each of these areas intersect. The goals of the program include increasing knowledge of food systems and making healthy food choices, deepening interest in science, technology engineering and math (STEM), and building healthy social emotional skills. Youth who participate both CitySprouts programs can also join the Youth Leadership Team.

## Urban Agriculture and Food Recovery

Urban agriculture is the cultivation, processing, and distribution of food within and from an urban area. Our examination of urban agriculture in Everett focuses on food cultivation and recovery that occurs within and beyond the City boundaries of Everett. In the following assessment we examine Everett’s existing conditions, issues, strengths and opportunities for improving programs and policies to support 1) urban agriculture, including land use for this purpose and interest/participation, 2) animal husbandry, and 3) food recovery. Food distribution, including the examination of the New England Produce Center, is explored in the Food Businesses and Workers section.

### **Social benefits are the most significant impacts of urban agriculture**

A 2016 review of the literature found that “urban agriculture’s most significant benefits center on its ability to increase social capital, community well-being, and civic engagement with the food system.”<sup>71</sup> This finding is consistent with ECG program evaluations finding that Everett residents highly value the social component of participation in urban agriculture and food production. Everett’s experiences with urban agriculture further confirm the authors’ findings that “the most successful urban agriculture efforts require sensitivity to the historical and current racial, socioeconomic, geographical, and cultural dynamics in highly diverse urban areas.”<sup>72</sup> Other demonstrated benefits of urban agriculture—including ecosystem services, physical and psychosocial health, and community food security are also important, but ECG considers these to be secondary benefits in Everett’s specific context of rapid urban development and changing demographics; the evidence showing association of community gardens with increased property values is particularly concerning as housing costs continue to rise in Everett. Other findings of needed public support and opportunities for skills development through youth jobs training are also confirmed by ECG’s experience.

### **Current Conditions**

In her master’s thesis on urban agriculture and land use in Everett, Kathleen O’Brien, Coordinator of ECG and Director of the Everett Community Health Partnership, characterized Everett as “gritty and growing.” She described the City’s post-industrial demographic shifts of the last 20 years now undergirding “another major shift as private developers move in with large-scale projects such as a resort casino, hotels and luxury apartments.” According to O’Brien, “Everett’s complex past, evolving present and undefined future makes it a unique case for studying the feasibility of commercial urban agriculture as a vehicle for equitable community economic development.”<sup>73</sup> These conditions of rapid development and limited open space underlie the opportunities to produce food in creative ways in Everett, including by maximizing available space and promoting residential food production through backyard gardening and animal husbandry.

Discussed in greater detail in Topic 1 below, Everett has two community gardens and a community farm operated by ECG, and a fourth community site, Everett Earthworks, was recently launched to connect food production with public art and placemaking. Many residents also cultivate gardens

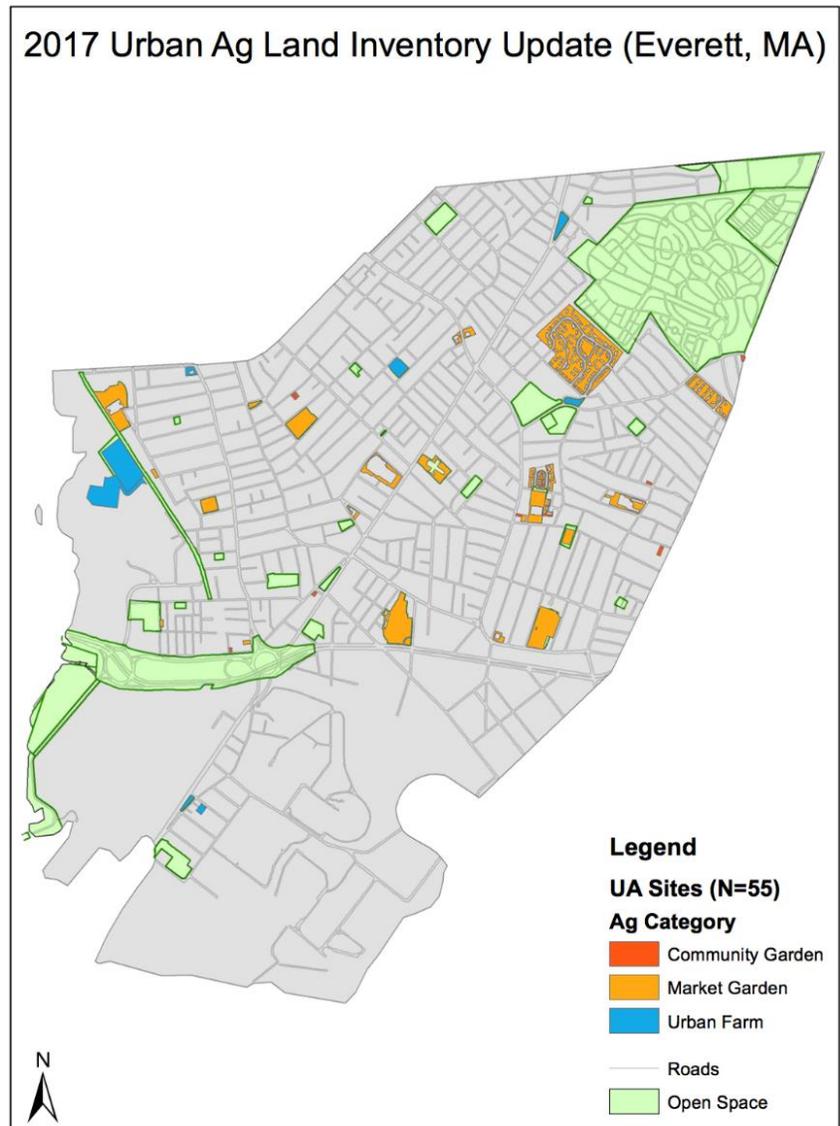
at their homes. At a base level, the City has policies in place that allow for some cultivation of food, keeping of chickens, and other activities related to food production. For instance, “agriculture, horticulture or floriculture” and related structures are allowed in Dwelling Districts throughout the city and within all sub-districts within the Lower Broadway Economic Development District (LBEDD).<sup>74</sup> The City also has an Executive Policy in support of community gardening, described in detail below, though it is not codified.

In 2017, ECG revised the 2014 Land Inventory O’Brien had initially conducted, and identified current opportunities for urban agriculture activities in the City of Everett. Figure 25 shows a map of the results of the land inventory, and the potential site it identifies for community gardens, market gardens, and urban farms.<sup>i</sup>

### Community Interest in Producing Food

A 2017 survey conducted by MAPC for the Open Space and Recreation Plan assessed opportunities for expanding community gardening and urban agriculture in the City of Everett

Figure 25: 2017 Everett Land Inventory Update: Site Suitability for Urban Agriculture



<sup>i</sup> For more information, please see the full report, available here <https://everettcommunitygrowers.files.wordpress.com/2018/06/2017-land-inventory-update-final.pdf>

and found that 70% of residents “want more” gardening, with 35% of residents reporting that gardening is not available or “easy to do” in Everett. Seventy-seven percent of respondents wanted to see more community gardening specifically. Surveys conducted for the Everett Open Space Recreation Plan found that 37% of respondents had gardened at home in the past year, and that 25% had participated in community gardening. The most favorable locations for potential private or community gardening, according to the survey respondents, were Glendale Park, the Northern Strand, Parlin Jr. High, Revere Beach Parkway, Scaramone, Village Landing, Webster, and Woodlawn Cemetery. Some of these sites intersect with the findings from the 2014 and 2017 land inventories that assessed site suitability for urban agriculture.

Results of the Community Survey conducted for the Community Food Assessment also show that many residents in Everett are interested in producing their own food, whether at home, at a community garden or farm, or commercially. We found that 30% (40 of 158 respondents) grow some of their own food at home. Of those, only 1 respondent kept backyard chickens. Thirty percent (45 of 105 respondents) expressed interest in participating in community gardening, and another 20% (25 of 105 respondents) did not know whether they would be interested. The vast majority of the remaining 50% who were not interested in community gardening listed lack of time as the most salient reason for disinterest, with others citing inconvenient location, too much work, having their own backyards, disability, or age as barriers.

## **Topic 1: Urban Agriculture**

### ***Strengths***

#### ***Everett Community Growers***

ECG is leading urban agriculture activities in Everett. In 2012, through a grassroots organizing effort, a group of residents who had no space to grow food at home established the Florence St. Community Garden, located at Florence Street Park. Residents built 10 4'x8' garden plots initially, and later expanded to build an additional four plots and planted corn around the border of the garden. In 2015, a second site, the Tremont St. Community Garden was opened to accommodate a growing waiting list of community members, and was expanded in later years to include 24 total plots. Through these two gardens, ECG serves nearly 40 families, providing them with the soil, tools, and know-how to grow their own organic product. In 2016, ECG launched the Northern Strand Community Farm (NSCF), run by a group of volunteers dedicated to donating locally-grown produce to area food pantries. NSCF is a quarter-acre area along the Northern Strand Community Trail, and includes 12 growing beds, an herb spiral, and a composting area. ECG runs educational workshops at all three sites, and student interns have completed storytelling projects to document growers' narratives describing community-led food justice efforts. In 2018, ECG adopted the operations of a new site, the Everett Earthworks sculptural garden, which was launched in partnership with MAPC's Art and Culture team. The Everett Earthworks garden is a permaculture design that provides “overflow” space for ECG members to grow larger plants, and showcases art by Everett High School students.

In annual program evaluations, ECG asks its growers “why are you a member of ECG?” and overwhelmingly, growers respond that ECG allows them to be part of a larger community, to spend valuable time with their children and neighbors' families, and gain a sense of belonging in

Everett.<sup>75</sup> These benefits of social cohesion and civic engagement “spill over” to positive impacts on the natural environment and the local economy (including food business and workforce).

### *General support for urban agriculture*

City staff and the current administration in Everett have been very supportive of the use of public land for urban agriculture and food production. The City has supported Everett Community Growers by informally allowing land use for community gardens and the Northern Strand Community Farm, and by providing water access at urban agriculture sites. Further, City staff have been supportive of ECG research around land use in the City, including by providing parcel information and technical assistance for GIS mapping.

Where the bylaws on urban agriculture are clearly defined and present, they are supportive. Agriculture, gardens, and greenhouses are all mentioned supportively in the Zoning Ordinances.<sup>k</sup> “Agriculture, horticulture or floriculture” and related structures are also allowed in Dwelling Districts<sup>76</sup> throughout the city and within all sub-districts within the Lower Broadway Economic Development District (LBEDD).<sup>77</sup>



*Figure 26: Rosa DeMaria engaging residents in discussion at her private residential garden in Everett.*

### *Community Garden Policy*

The office of Mayor Carlo DeMaria produced a policy in 2015 which is supportive of community health in general, and specifically urban agriculture. This Community Garden Policy supports securing land in the City for food production. The stated goal for this policy is “to encourage community garden development in the City.” The document establishes standard definitions, clear guidelines for the community gardens, and a framework for the application process. The regulations and processes described are not overly prohibitive.

### *Issues*

#### *Limited Opportunities to Grow Food*

Lack of outdoor space to grow food at home is a major issue in Everett, and was the impetus for creating Everett Community Growers (ECG)’s first community garden at the Florence Street Park in 2012. This issue continues to affect homeowners and especially renters in Everett, and ECG

---

<sup>k</sup> In the Storm Water Management and Land Disturbance zoning ordinance, agriculture is defined as “The normal maintenance or improvement of land in agricultural or aquacultural use, as defined by the Massachusetts Wetlands Protection Act and its implementing regulations.”<sup>k</sup> This definition is established in relation to the City’s Erosion & Sedimentation Control Plan and not employed again.

continues to work to expand public space for community gardening and urban agriculture in order to accommodate those on its waitlist each year.

The creation of the Northern Strand Community Farm in 2016 and the Everett Earthworks in 2018 supplemented the community gardens by providing new public spaces for participating in urban agriculture; however lack of space (see Topic 2) remains a major barrier to increasing opportunities for urban agriculture and food production in Everett.

Our 2017 land assessment reveals that overall, availability of land suitable for urban agriculture in Everett is decreasing.<sup>78</sup> The land assessment includes both publicly and privately-owned parcels, providing an overall landscape of land scarcity in Everett with regard to the preservation of open space for the purpose of community-led food production. Despite the inclusion of new use codes in the 2017 assessment, we observed that the total area of suitable parcels (55 in 2017) decreased by 20% between 2014 and 2017.<sup>79</sup>

### *Limited Information on Residential Food Production*

Our research did not assess residential gardening or keeping of backyard chickens in Everett, which may be a major contribution to the diets of some residents, and could provide key ecosystem services in the City. For instance, Rosa DeMaria cultivates a large garden in Everett, and preserves home-grown vegetables through canning. Kathleen O'Brien and Ron Ramsdell keep backyard chickens at their home in Everett, as do other residents in the City. Yet these backyard gardens may also expose residents to heavy metals, petroleum products, or other contaminants if they are growing in local soil. Further, environmental benefits could be coupled with environmental costs if managed poorly (for instance, fertilizer runoff into watershed).<sup>80</sup>

### *Opportunities*

Forty percent (69 of 155) of respondents to the Community Survey of the CFA were aware that Everett has community gardens, illustrating an opportunity for increased marketing and outreach to improve community engagement and awareness of urban agriculture opportunities in the City.

To improve on the progress achieved by the Community Gardening Policy signed by Mayor Carlo DeMaria in 2015, a new urban agriculture ordinance that revises Everett's zoning code is needed. Since this previous 2015

policy is not codified in city bylaws, it directs administrative procedures for the current administration; shifting City priorities or election of a new administration could cause the Community Garden Policy to be easily altered or laid aside. Further, the 2015 policy is limited in scope (applying only to "underutilized city-owned land" and community-oriented gardening.



*Figure 27: Photographer Cyara Lambert, 2018*

Opportunities for improving on the 2015 Community Gardening policy include codifying portions of that policy, expanding its scope, and concurrently revising certain definitions pertaining to agriculture. Within Dwelling Districts, “no building, structure or premises shall be used and no building or structure shall be erected which is intended or designed to be used in whole or in part for any industry, trade, manufacturing, or commercial purposes,” with the exception of certain specified purposes which include truck gardens and greenhouses.<sup>81</sup> Other terms for structures common to gardening and agriculture, such as arbor, trellis, and hoop house, are not mentioned, even though these agricultural structures are likely allowed within the LBEDD and Dwelling Districts as part of the By-Right agricultural use. While articulating “agriculture, floriculture, and horticulture” uses by-right in Dwelling Districts and the in the LBEDD is supportive, “agriculture” is not defined in either section of the Zoning Code. The opportunity to pass an urban agriculture ordinance allowing agricultural structures and clearly defining terms could help to overcome these barriers.

It is also unclear whether residential gardening is the only allowed use or whether community gardening and urban agriculture on non-residential property is also included. Through a new ordinance supporting both community gardening and commercial urban agriculture in the City or codifying the 2015 Community Garden Policy, there could be an opportunity to clarify these portions of the City Code.

ECG is actively working to establish a lease agreement with the City of Everett for the Northern Strand Community Farm and community gardens it manages in order to ensure these can remain in use as gardens. ECG partnered with the Conservation Law Foundation’s Legal Food Hub to draft and negotiate the lease terms, which would provide the Farm with greater protection than what is currently provided via the City’s Community Garden Policy. To date, the lease has not been finalized. To protect both the City and ECG participants from injury and/or liability at the garden sites, both parties should take advantage of the opportunity to finalize a lease.

## Topic 2: Policies for Animal Husbandry

Backyard chickens provide a fresh, inexpensive source of eggs, and also produce excellent fertilizer, help control weeds and bugs, and make good pets.<sup>82</sup> For their own well-being, as well as for the happiness of neighbors, hens must be properly maintained and cared for.

Everett’s Animal Control Ordinance was revised in 2015 to allow residents to raise six hens in an enclosed area. The ordinance defines key terms, outlines owner obligations, and establishes a henhouse zoning process.



Figure 28: Photographer Kathleen O'Brien, 2018

### Strengths

Through this project's policy scan, we found that sections of City Code related to animals, fowl, and livestock were generally supportive of animal husbandry in Everett. The keeping of live fowl or other farm animals is allowed in accordance with the regulations laid out in the Animal Control chapter.<sup>83</sup> Although the majority of this chapter pertains only to dogs, some sections, such as Animal Care Standards<sup>84</sup> could also articulate standards of care for chickens or other animals kept for urban agriculture purposes. The Animal Control Officer is tasked with enforcing these local regulations in addition to state law relating to animals within the City of Everett.<sup>85</sup> The Division of Health and Sanitation provides additional guidelines for the storage and handling of livestock and fowl feed under the section on rodent control.<sup>86</sup>

### **Issues**

Ordinances pertaining to noisy animals or fowl could be used to prohibit common agricultural practices. In the Animal Control chapter of the City Code, ambiguity as to whether regulations apply only to dogs, or to all animals, could be prohibitive.

Within this chapter, there are specific and excessive regulations around the keeping of hens for non-livelihood purposes. To keep chickens in the City of Everett, current law requires applicants notify abutting neighbors, and submit to Inspectional Services Department and the Board of Appeals an annual permitting fee, written statements of approval from property owners, and a design for the henhouse. This process could be extremely prohibitive for all residents, and especially low-income residents, those whose first language is not English, or those who have not gone to City Hall for other purposes in the past.

The law also requires "weekly cleaning of henhouses" with "more frequent cleanings as necessary to prevent odor" and requires the supervision of hens even within a securely fenced area. These practices are not required by other jurisdictions such as Somerville and Boston that have been supportive of animal husbandry and backyard chickens as entrepreneurial opportunities and an important food source for residents.

### **Opportunities**

A future revision of the Animal Control chapter would be better informed with resident surveys and input from Everett Community Growers leadership, especially regarding backyard chickens in Everett. In fact, ECG worked with pro bono attorneys in 2015 to redline the section of the Animal Control ordinance pertaining to backyard chickens. Changes recommended by the attorneys from the food hub, in consultation with ECG members, included:

- Eliminating the permit requirement for residents keeping 6 hens or less;
- Requiring a permit or inspection only if unsanitary or inhumane conditions are reported;
- Increasing the allowable number of hens in industrial districts.

These changes could be incorporated into the urban agriculture ordinance recommended in Topic 1, in consultation with public input by community groups and residents.

Beekeeping is an animal husbandry practice that provides honey and pollination services that increase the quality and quantity of plants. We do not know of beekeeping currently taking place in Everett, but there is an opportunity to allow this practice through any revisions to an urban agriculture zoning ordinance.

If moving forward with changes to the zoning code that pertain to urban agriculture, the City of Everett would have the opportunity to concurrently provide multilingual education to residents, similar to Somerville's guide "ABCs of Urban Agriculture" described in the Best Practices section below. Such a guide could be developed in consultation with ECG.

### Topic 3: Food Recovery

Every year, about 40% of food, or roughly 133 billion pounds, is wasted from stores, restaurants, or homes in the United States.<sup>87</sup> This happens all along the food supply chain, from farming and food production through food consumption, and everything in between. Most of the waste happens at home and at restaurants. The second-highest food loss occurs at the food production and farming stage, with the greatest proportion coming from vegetable and fruit losses. Produce loss happens when it is either left unharvested or when it is thrown out between the time it's harvested and sold.<sup>88</sup> Nearly all of this food ends up in landfills and incinerators; food waste is in fact the third largest component of generated waste and it is the wettest component of municipal solid waste stream. Only 4.1% of food waste is recovered through composting.<sup>89</sup>

The Environmental Protection Agency (EPA) prioritizes actions to prevent and divert excess food and food waste. Its Food Recovery Hierarchy diagram (see Figure 29) promotes first reducing food waste, and when that is not possible donating it to soup kitchens and food banks; if food is inedible for humans, diverting it to feed animals; and then to lesser uses, including industrial uses, composting, and finally landfills.<sup>90</sup>

Through the passage of the statewide 2014 Commercial Food Materials Ban,<sup>91</sup>

Massachusetts businesses that produce more than a ton of waste

in a week are required to divert their organic and food waste from the landfill.<sup>92</sup> This policy was enacted to help meet the state goals of reducing food waste by 35% by 2020. Forty-three Everett businesses are required to comply with the policy.<sup>93</sup>

Food production in Everett presents an opportunity for preventing food waste by capturing food at multiple stages of the Food Recovery Hierarchy. Food production initiatives can capture existing wasted food by 1) feeding hungry people, 2) feeding animals, and 3) composting. At the same time, food production initiatives such as community gardens and urban farms may create waste of their own, if not properly managed. Public policies and programs may be supportive of

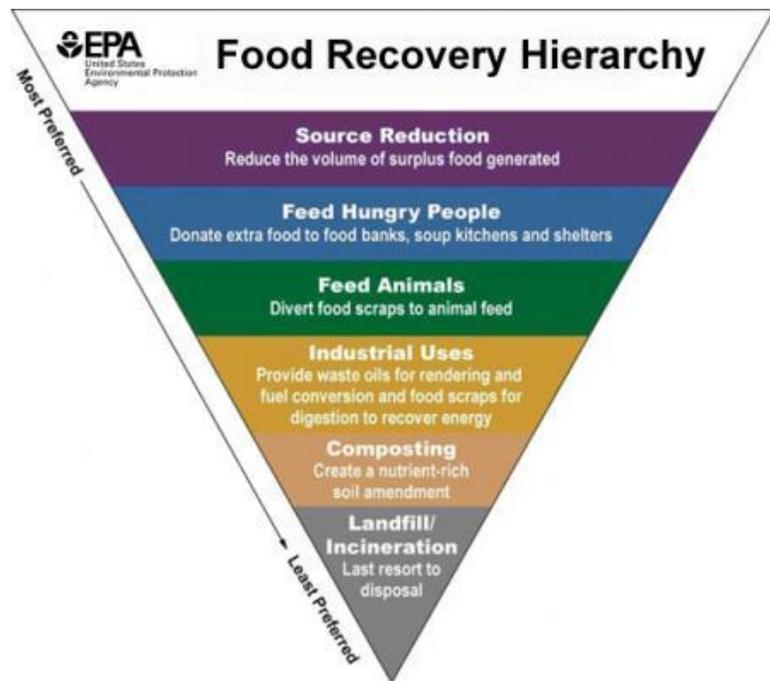


Figure 29: EPA Food Recovery Hierarchy Diagram, Source: EPA website

food recovery efforts by allowing composting at food production sites and providing other venues for food recovery.

### **Strengths**

Everett Community Growers has created linkages for food recovery through its community outreach, and has installed composting systems at all of its urban agriculture sites. Beyond recovering waste from the garden plots, the composting systems are able to capture waste from other food production sites in Everett, including from Short Path Distillery and Common Ground Coffee Roasters, albeit on a very small scale. These pilot programs could be expanded to include new sources of food recovery from local businesses in Everett.

### **Issues**

Food recovery challenges include community perspectives on composting and pest management. Properly managed composting systems do not attract pests, but negative misperceptions of composting are a barrier to continuing good relationships between the community gardens and their neighbors. Furthermore, rapid development in Everett and its urban environment do make pest management a real challenge; for example, construction on the Malden Rivershed has led to an increasing rodent problem along the Northern Strand Community Trail, according to ECG staff.

### **Opportunities**

The food policy scan conducted for this assessment found that “compost” is undefined and rarely mentioned in Everett’s Municipal Code. Absent language that supports residential and community composting, this practice could be interpreted as prohibited by certain sections of Everett’s bylaw.

- The term “composting” is employed in the hen-keeping ordinance as the preferred chicken-waste disposal practice.<sup>94</sup> While this section could be categorized as supportive, other ordinances could be interpreted to prohibit the practice:
- In defining public nuisance, another ordinance states that the accumulation of “garbage, refuse, rubbish or recyclable waste” in an open or unapproved structure is considered to be a public nuisance.<sup>95</sup> This description does not explicitly exclude composting, and could thus be interpreted to prohibit composting.
- The Solid Waste Management chapter defines five types of acceptable waste and eight types of non-acceptable waste.<sup>96</sup> “Compost” is not defined in this section, nor does it easily fit into any of the categories, further confusing definition and practice.

Opportunities to support backyard composting at homes, and to scale up composting at the garden sites could provide improved food recovery from homes and nearby food production sites, including the food businesses in Everett’s fermentation district. The City could support these efforts through both programs and policies, and could assist in educating residents on the benefits of composting and food recovery to correct negative misperceptions of composting.

Where currently 43 Everett businesses are required to divert organic waste, there is an opportunity to engage them in increasing distribution of excess food into food assistance programming. In other words, these businesses may be paying to haul their organic waste, and would thus be incentivized to divert the edible portion to the emergency food system.

In addition to supporting backyard composting at homes, Everett could assess readiness and feasibility of municipal composting in the City. Municipal composting is a key strategy to align Everett's waste disposal reduction with the goals in the MA Solid Waste Master Plan.<sup>97</sup> In addition to reducing waste disposal costs and greenhouse gas emissions of wasted food, municipal composting can help to address rodent control, harmonizing with other efforts to support composting throughout the City.

## **Best Practices**

### ***Permissive Zoning for Backyard Chickens in Somerville***

Somerville's zoning code allows residents to keep up to six hens on residential properties, provided they fill out a form, pay a license fee, and comply with certain rules intended to protect public health and prevent nuisance. The City of Somerville does *not* require inspection of henhouses, nor does the City require submission of a detailed diagram of the henhouse structure or layout of the backyard. Rather, the City simply reserves the right to refuse to allow the keeping of hens if they are deemed a nuisance. These simple rules and regulations provide minimal "barriers to entry" for residents who want to begin caring for backyard chickens.

Further, the City of Somerville developed a guide, the "ABCs of Urban Agriculture," that describes developing best practices and provides the forms requires for urban agriculture practices that are subject to local ordinances. The guide includes accessible information relevant to persons who want to engage in beekeeping and care for chickens in the City.

Access the guide here: <https://www.somervillema.gov/sites/default/files/abc-urban-agriculture.pdf>

### ***Boston's Article 89***

Article 89 was integrated into Boston's zoning code in 2013. The ordinance allows farms of variable sizes and types in Boston's various zoning districts, including commercial urban agriculture. The code also allows structures that are relevant to agricultural activity, such as hoop houses, farm stands, and tool sheds. Larger farms are subject to certain design requirements, and the City provides guidelines for soil safety and composting. The comprehensive approach to keeping of animals, beekeeping, and sale of food from urban agriculture sites makes Boston's Article 89 a standout model for other local jurisdictions seeking to support and expand urban agriculture while protecting public health.

For more information about Article 89, see <http://www.pvpc.org/sites/default/files/doc-municipal-strategies-increase-food-access2594.pdf>.

### ***Cambridge Curbside Composting***

Cambridge implemented a pilot curbside composting pickup in 2009, in order to reduce greenhouse gas emissions and solid waste disposal costs. In 2018, the program was expanded to all Cambridge households, and is expected to divert 40-50 tons of organic waste each week this year. Funding for the pilot program came from the Massachusetts Department of Environmental Protection, and the City initially contracted with a private hauler rather than utilizing DPW crews. The program achieved a high satisfaction rate among residents.

For more information: <https://www.cambridgema.gov/Services/curbsidecomposting>

# Food Businesses and Workers

Food is more than what we eat; it defines our culture and, increasingly, our economy. The food economy includes many types of businesses, from tortilla bakeries to delivery companies. In Everett, food businesses and their workers play an important role. Food manufacturing provides much needed low- and moderate-skill jobs. Local food production, preparation, and distribution offers entrepreneurial opportunities.

The food economy represents a substantial part of the City's business establishments and employment base. As of 2016, about one in five Everett businesses were food businesses, producing approximately 2,300 jobs.<sup>98</sup> While these businesses and workers are critical to Everett's economy, they also face barriers particular to the food system. For instance, many of Everett's small food markets are owned by new immigrants unfamiliar with available resources. Additionally, many food system jobs are low-wage with limited benefits.

In this context, we sought to assess current conditions and potential challenges, in an effort to understand how planning and policy could better support Everett's food system economy. In this focus area, particular attention was given to resources and trainings available to small businesses, especially those owned by minorities and women, and advancement pathways for food system employees.

## *What is the Food Economy?*

The food economy includes all commercial-scale operations connected to food system. Everett's food economy can be divided into four sectors: production, manufacturing, retail, and distribution.<sup>1</sup> (Food Production is discussed in the Urban Agriculture and Food Recovery section above). Food **manufacturing** includes all processes of transforming inputs into food products—everything from tortilla bakeries to breweries. The **retail** sector is defined as all operations that sell food directly to consumers and can be separated into two distinct industries: *food and beverage stores* and *food services and drinking places*, including businesses such as restaurants, fast food, catering operations, or commercial cafeteria (see the Food Security section for additional assessment of food stores, restaurants and fast food). In this section, we consider the characteristics and roles of these industries separately. Food **distribution** is defined as storage, transportation, and wholesale trade of food and beverages. A list of the NAICS industry codes by food economy sector is provided in the Appendices.

## *How Does Economic Opportunity Affect Health?*

Economic opportunity, or the ability to improve one's financial conditions, is part of socioeconomic status and thus a key social determinant of health. Socioeconomic status is the result of multiple related factors such as education level, employment, and income. One's education level influences job choices and in turn income level. Higher income is known to lead to better health outcomes, and there is evidence of increased risks for mortality, morbidity, and unhealthy behaviors for

---

<sup>1</sup> Food economy sectors align with the Massachusetts Local Food Action Plan definitions and NAICS codes. Farm inputs were excluded from our analysis due to the small role they play within Everett.

those with lower incomes.<sup>99, 100</sup> These factors together greatly influence probability of a person’s access to environments and resources supportive of health, as well as their mental and physical health.<sup>101</sup>

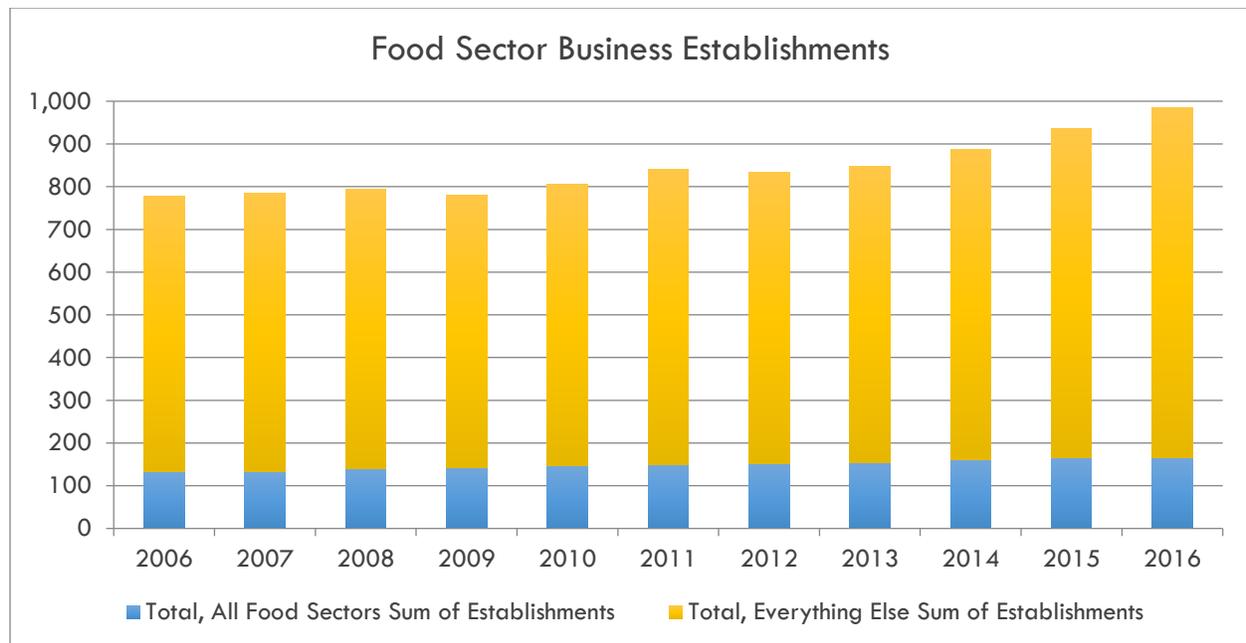
Beyond providing residents with economic opportunities, food economy businesses are also important sources of healthy and culturally appropriate foods. As resources for improving food security and nutrition, food businesses can do more to support community health outcomes and both health equity and racial equity.

## Current Conditions

### Food Economy Growth and Distribution

Over the last decade, the food sector has been steady in Everett, and since 2012 has represented about 18% of all businesses. (Figure 30). In the period between 2006 and 2016, food sector employment also remained relatively constant, at roughly 2,300 jobs.<sup>102</sup>

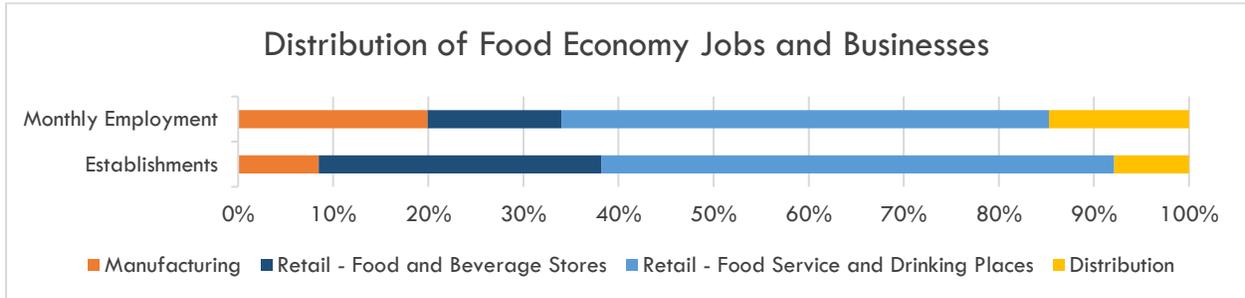
Figure 30: Food Sector Business Establishments, Source: MA EOWLD. Employment and Wages (ES-202) 2006-2012.



According to 2016 ES-202 data, within the food sector, the Food Services and Drinking subsector is the largest, representing over half (54%) of the City’s food business establishments. The 89 businesses in this subsector include Everett’s sit-down restaurants, fast food establishments, and bars. These businesses employ over half of the City’s food sector employees (51%). The Food and Beverage Stores subsector represent the next greatest number of food businesses (30%), the roughly 49 businesses are Everett’s grocery stores and neighborhood markets. This subsector employs roughly 321 (or 14%) of food sector employees. Through our own research in 2018, the project team identified 56 food stores, slightly more than in 2016. Distribution and Manufacturing subsectors represent the smallest number of food sector businesses in Everett (13 and 14 establishments, respectively, or each 8% of food sector businesses). Though smaller in numbers, these are larger food businesses and include food manufacturing and processing companies like

Teddy’s Peanut Butter, the New England Produce Center, and regional food distribution companies. Compared with other food subsectors, these businesses have a proportionally greater number of employees, with 454 (or 20%) in Manufacturing, and 336 (or 15%) in Distribution. Figure 31 shows the distribution of monthly employment and number of establishments by food subsector in 2016.<sup>103</sup>

Figure 31: Distribution of Food Economy Jobs and Businesses, Source: MA EOWLD, Employment and Wages (ES-202) 2016.

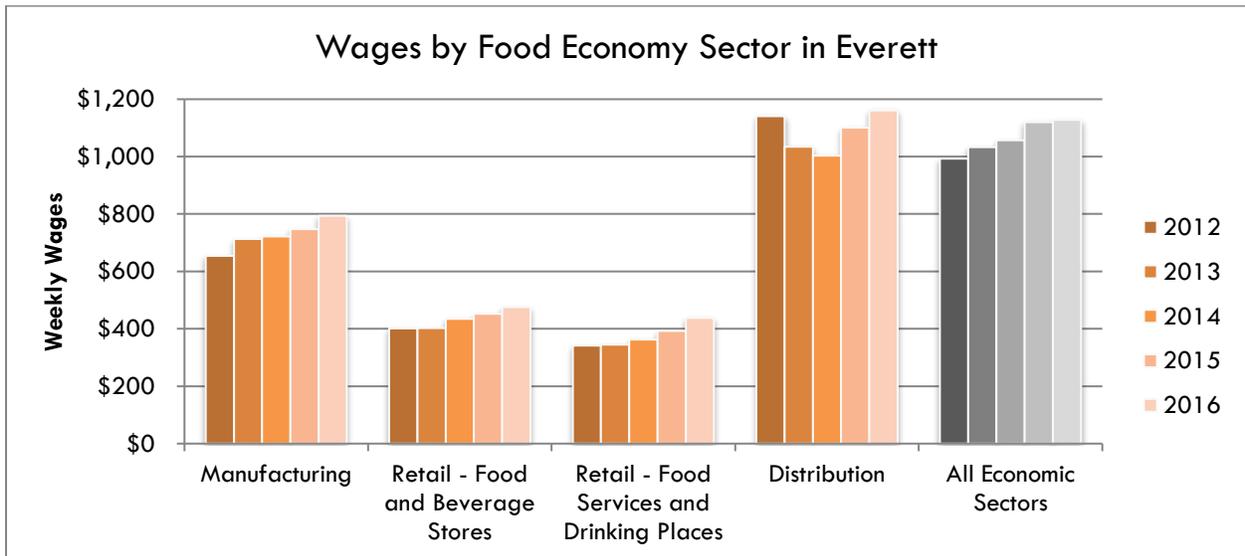


Food production is not included here but is discussed in the Urban Agriculture and Food Recovery section.

### Wages

The low wages of many food system jobs moderate the positive impact possible from the continued growth of the food economy (Figure 32). Compensation in Everett’s food retail sector, where the average weekly wages are under \$500, is particularly poor. Pay in manufacturing and wholesale distribution sectors is notably higher. In 2012, pay in the wholesale distribution sector was even higher than the citywide all-industry average. However, weekly wages dropped in 2013 and 2014 and have matched the average Everett wage since.<sup>104</sup>

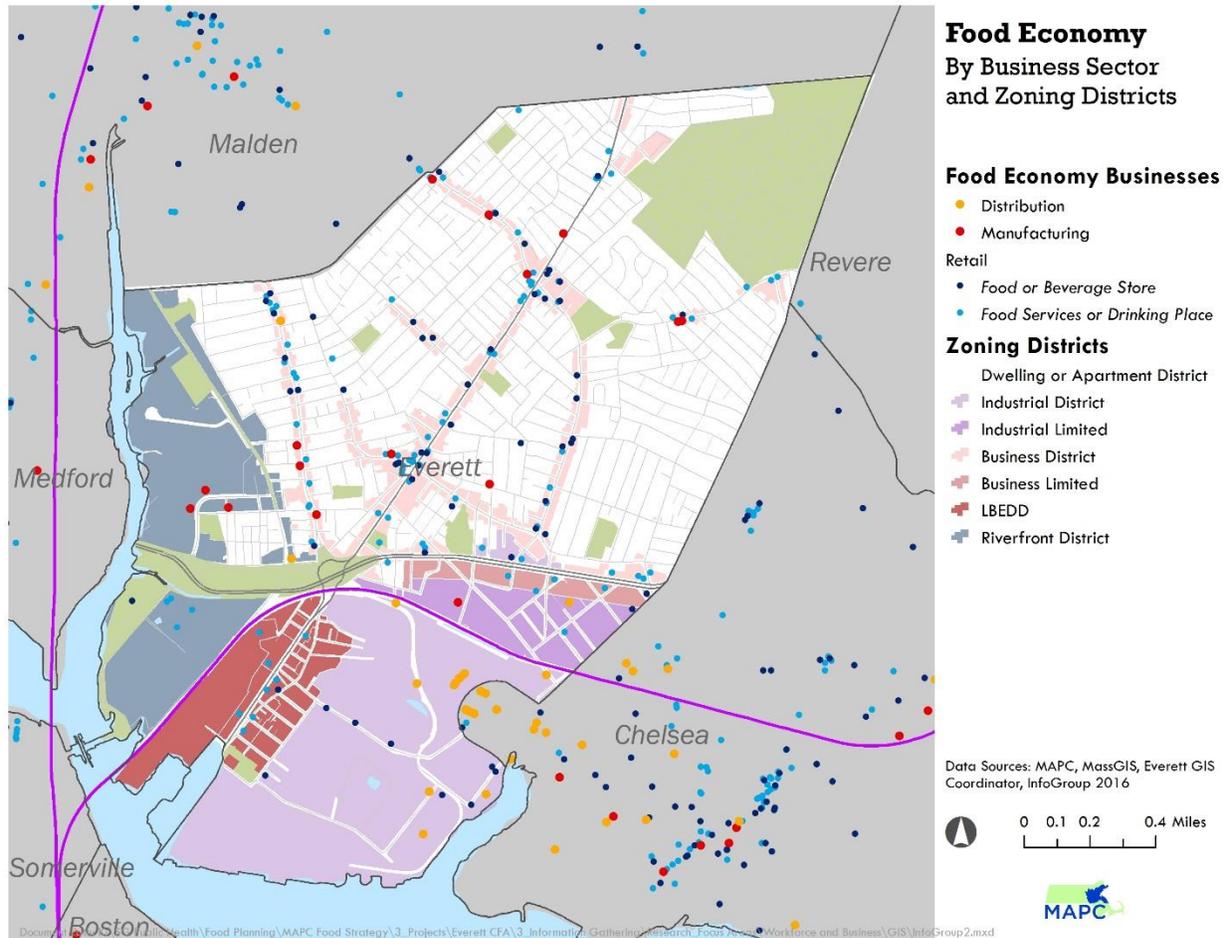
Figure 32: Wages by Food Economy Sector in Everett, Source: MA EOWLD, Employment and Wages (ES-202) 2012-2016.



### Food Economy Geography

The different sectors of the food economy have their own particular spatial patterns within the City (Figure 33). Manufacturing sector businesses are primarily located within the River Overlay District and in the business districts on Main and Ferry streets. Almost all distribution businesses are located in industrial districts bordering the New England Produce Center in Chelsea. With few exceptions, the businesses within the retail sector tend to be found in the City’s “central places,” the main corridors of Main St. and Broadway, within business and overlay districts and concentrating in centers of consumer demand.

Figure 33: Food Economy Businesses by Sector and Zoning District, Source: Food Economy Business in Greater Everett Area (includes all businesses in 1mi radius). InfoGroup Business Data 2016

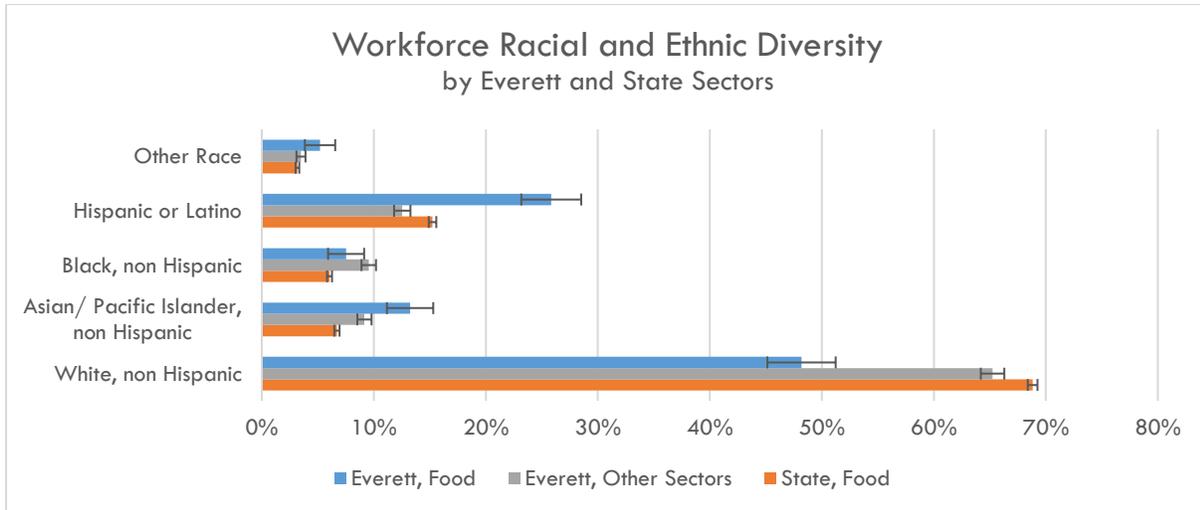


### Employment Demographics

Everett’s food economy employs a relatively diverse workforce (Figure 34). As shown, a greater proportion of persons identifying as Latinx are employed in the Everett food economy than in the overall workforce and in the statewide food economy. Asian or Pacific Islanders also make up a comparatively larger proportion of the Everett food economy. However, Black residents are represented in Everett’s food economy at rates similar to the statewide and economy overall. Of the food economy sectors, the wholesale distribution workforce is the least gender diverse, with

men making up nearly 70%. Statewide, food production—whose workforce is predominately White —has the least racial and ethnic diversity.<sup>m</sup>

Figure 34: Workforce Racial and Ethnic Diversity, Source: U.S. Census Bureau; American Community Survey (ACS), 5-Year Public Use Microdata Sample (PUMS), 2012-2016.



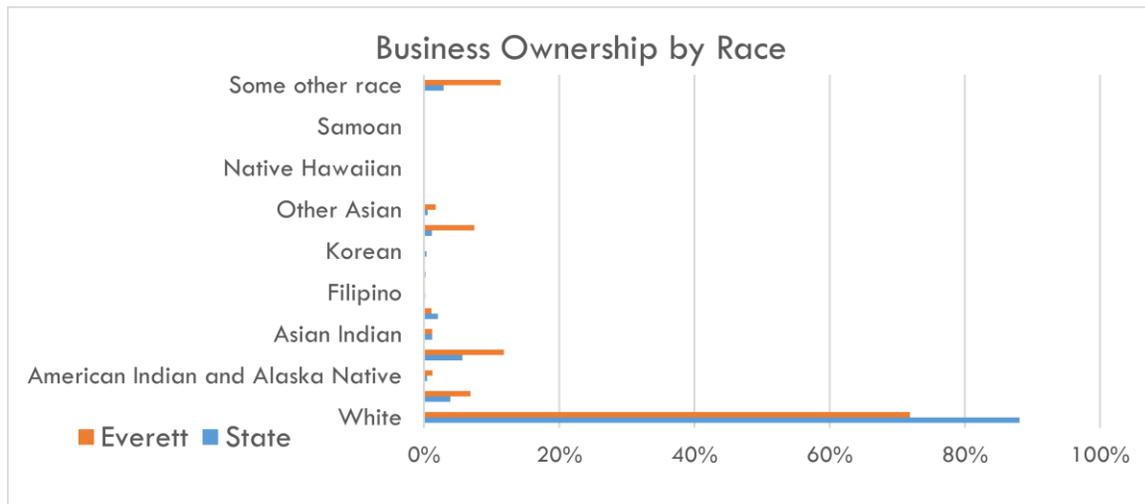
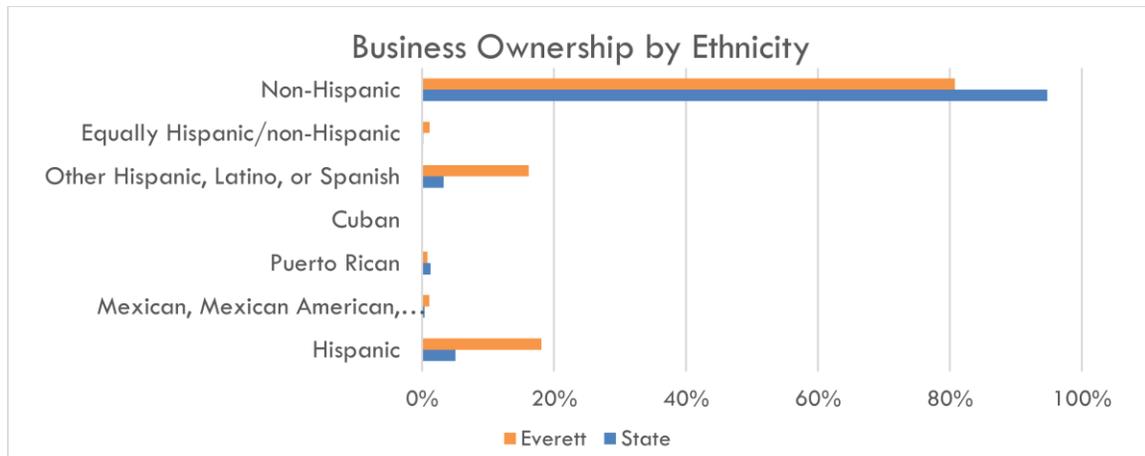
### Business Owner Demographics

Everett’s business owners and self-employed persons are more racially and ethnically diverse than those in Massachusetts as a whole. A smaller proportion of business owners than employees self-identify as Latinx, but the proportions are still larger in Everett than they are statewide. The proportions of business owners that identify as Asian or Black are two times larger in Everett than statewide, and the proportion of those that identify as Vietnamese are more than six times greater in Everett. Only about a third of all firms are female-owned in both Everett and across Massachusetts.<sup>n</sup>

<sup>m</sup> The Everett food economy workforce estimates by sector were too small to obtain reliable estimates at this scale.

<sup>n</sup> Percentages in the graphs do not add up to 100% as respondents were able to select multiple races and ethnicities.

Figure 35: Business Ownership by Ethnicity and Race, Source: US Census Bureau, 2012: Survey of Business Owners and Self-Employed Persons (SBO). Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places



In the food economy, only demographic characteristics for Accommodation and Food Service Firms are available.<sup>o</sup> The proportion of entrepreneurs who identify as White is lower for this sector as compared to Everett overall, but the proportion for Male-Owned is higher.

<sup>o</sup> Information available for NAICS industry code 72 only. All other food sector data is undisclosed for confidentiality reasons.

## Topic 1: Resources and Trainings Available to Small Businesses, Especially Those Owned by Entrepreneurs of Color and Women

### Strengths

#### City of Everett Policy

Everett enforces Massachusetts requirements for food system businesses, which are generally supportive of food economy business and workforce.<sup>p</sup> Everett's permit fees have been found to be lower than those of comparison communities (Board of Health, 2015) and the ordinances and zoning code that regulate the licensing or locations of food production, manufacturing, and retail businesses are not prohibitive. In addition, an ordinance protecting the use of a residence for commercial activities is supportive of small, local businesses.<sup>105</sup> Home occupations, regulated under the Licenses and Business Regulations chapter of the municipal code, are permitted for "customary home occupations or recognized professions" so long as they do not detract from the character of the neighborhood and the correct permits are obtained.

#### Leadership

The Everett Chamber of Commerce plays a prominent role in Everett and is a traditional support network for small, local businesses. Everett's Chamber has about 350 members. Membership benefits include networking events within the Chamber and between other local Chambers, group rates on insurance, marketing opportunities, and access to a more attractive small business loan program. The Chamber also serves as a liaison between business owners and City Hall. Everett's Chamber of Commerce has a focus on civic life; many members also belong to the local Kiwanis or Lions club and the group runs a mentoring committee that connects business owners with Everett High School students.



Figure 36: Photographer Katy Rogers, 2018

The City of Everett's Department of Planning and Development has resources available for Everett's entrepreneurs and pursues initiatives to create more direct links between local businesses

---

<sup>p</sup> Of the 23 terms that were searched, nine search terms did not mention the City of Everett bylaws. 74 sections of bylaw were retrieved and 24 unique sections were retained and read in full. Although search terms "produce," "plant," "meat," "fruit," "food," and "vegetable" were originally included in a search for Food Production policy, in the City of Everett bylaws these terms are typically mentioned together in chapters that regulated the licensing or placement of food production, manufacturing, and retail businesses, so they are discussed here.

and consumers. The City runs a Community Development Block Group (CDBG) small business enhancement program, which focuses on micro-enterprises and prioritizes immigrant or minority-owned businesses. Participants in this program work with a retail consultant to assess a business's strengths, weaknesses, and opportunities for improvements. Program administrators have been able to reach five businesses a year and intend to increase their reach by expanding to online tutorials. The City also offers a self-assessment guide, which is available at City Hall in English and Spanish.

Everett's Department of Planning and Development and the Chamber of Commerce have partnered to offer low-interest loans to small, Everett-based businesses in the amount of \$25,000 at an interest rate lower than the market rate. One stipulation is that the business needs to create at least one job and provide documentation of doing so. \$50,000 is available with the same stipulations provided the business is a member of the Chamber of Commerce or another business association.

## *Issues*

### *Lack of Awareness and Support*

ECG advisors spoke to the difficulty of starting and running a small business in Everett, including perceived lack of support from the City. The advisors noted that no incentives are available to offset the expense of running a business in Everett. Participants mentioned that the expense of running a business in Everett was similar to Boston, but that their businesses are frequented by only fractions of the foot traffic. It was felt that, without an awareness of the value of local businesses and a culture of supporting them, many customers gravitated towards national franchises, as opposed to independent local businesses.

Participants also reported an absence of a network for small, locally-owned businesses. Conventional services and resources for the local business community were perceived to be less supportive and less relevant to micro-enterprises (<5 employees), such as art studios or coffee shops. Advisors felt this was particularly true for female or minority-owned small businesses. Given that the City does offer relevant business resources, multilingual and culturally appropriate communication strategies to reach these entrepreneurs may be lacking.

Entrepreneurs also seem to have interest in available business resources and supports. The three food store owners interviewed through the Store Survey responded that they had not used, but would be interested in business services available to them, including loan and grant programs, business trainings or courses, and business associations (see Store Survey in the Appendices). One respondent also reported having difficulty meeting the retailer stocking and administrative requirements of WIC, which could also indicate an area of needed support. Two respondents accept SNAP and did not indicate issues with administering the program or accepting benefits.

### *Complex Regulations*

We found several instances of issues in policies related to home occupations, plant vendors, and food retail from non-traditional spaces, such as farmers' markets, mobile markets, and farm stands. Complex permitting and licensing or vague standards could become a barrier to establishing small businesses, especially for persons unfamiliar with navigating City Hall or those whose native language is not English.

### *Regulations - Home Occupations*

While Everett's bylaws protect the use of a residence for commercial activities, "Recognized professions" and "Detracting from the character" of the neighborhood are subjective phrases.<sup>106</sup> Given the history of rapid demographic shifts in the City of Everett, and cultural tension between ethnic/racial groups, these sections of the policy may give way to discrimination or prejudice, depending on how they are implemented or enforced. Without specific definitions of allowed use, certain practices could be prohibited.

### *Regulations - Plant Retail*

With the exception of florists, the licensing regulations for selling flowering plants are stringent. In addition to approval from city council and a permit from city services,<sup>107</sup> the selling of any type of flowering plants, whether from an "open, private property or from a tent, booth, building structure on said private property," requires a letter of authorization from the land owner.<sup>108</sup> A person selling flowering plants on a public way or on public land must obtain a license from the city council and a permit from the city services commission.<sup>109</sup> There is no evidence that sellers of other wares on a public way or on public land are subject to these or additional regulations. These regulations could be prohibitive to agricultural businesses.

### *Regulations - Non-Traditional Food Retail*

Everett's zoning code includes definitions for food retail businesses like neighborhood markets, restaurants, and fast food, but it did not define other types, such as grocery stores, farmers' markets, mobile markets, or Community Supported Agriculture (CSA) distribution sites. The zoning code prohibits open-air markets in Dwelling Districts<sup>110</sup> and Apartment,<sup>111</sup> but allows them by special permit in Business Districts<sup>112</sup> and in the Industrial District with certain provisions.<sup>113</sup> "Open-air market" is not defined in the City code, but the policy could be interpreted to prohibit farmers' markets or farm stands from all but Industrial and Business Districts.

Regulation of mobile vendors was an example of the complex licensing faced by non-traditional food retailers. No person, except one licensed under Mass General Law's special state licenses, is allowed to sell "fruits, vegetables, meat, butter, cheese, or fish in or from any cart, wagon or other vehicle, or in any other manner without a license therefore from the board of health".<sup>114</sup> However, "the Board of Health shall have the authority to issue licenses required by the provisions of [the previously mentioned section] to any person of good repute for morals and integrity".<sup>115</sup> "Good repute for morals and integrity" is a subjective standard. Overall, this could be interpreted as prohibitive to the selling of food from a vehicle.

Yet, selling food from a vehicle is elsewhere allowed in the City bylaws, if the person sells "only fruits or vegetables raised or produced by himself or his family or fish which is obtained by his own labor or the labor of his family".<sup>116</sup> The policy does not outline procedures for reporting violations, issuing citations, or challenging issued citations. The search terms for "food truck" did not appear in any relevant sections within the City bylaws. In addition we found no evidence of municipal policies and programming that promote these forms of local food retail.

## *Opportunities*

### *Leadership and Support*

Everett's Department of Planning and Development and Chamber of Commerce offer programs for small, locally-owned businesses, and particularly women and minority entrepreneurs. However, stakeholders reported that these traditional advocates for the local business community need to increase their leadership and increase multilingual communication strategies to reach all entrepreneurs.

One way local government can show leadership and support of local food producers is by purchasing food from local vendors. Such procurement efforts are not unprecedented in the City; for example, the Host Community Agreement By and Between the City of Everett, Massachusetts and Wynn MA, LLC promises “to make a good faith effort to utilize local contractors and supplies for the construction and future operations of the Project” and “to make reasonable efforts to utilize women-owned and minority-owned vendors within the City.” The City could adopt similar policies for sourcing supplies and food.

Recognizing that current membership is not reflective of the diversity of Everett, the Chamber of Commerce is currently developing new initiatives to be a stronger resource for minority-owned businesses. Leadership is surveying members with a goal of being more relevant to all types of businesses. The Chamber has already increased their multi-lingual outreach and introduced a diversity and inclusion committee. Continued leadership in this area represents an opportunity for both the Chamber and Everett's entrepreneurs.

### *Awareness and Education*

Consumer awareness of small businesses is important to the growth of the local economy in Everett. Local governments may run marketing programs to make consumers aware of the value of shopping locally, and to directly link local businesses and consumers.

The City of Everett has piloted digital technologies to support local restaurants in marketing themselves as attractive and accessible; Everett's Department of Planning and Development has partnered with the developers of Raluce, a pilot digital product promoting local food businesses. Raluce will offer delivery from locally-owned restaurants through a digital/mobile platform.<sup>117</sup> The developers will assist small and medium-sized businesses without an online presence—for which many of whom language is a barrier—in posting their menus to the application. This platform is intended to encourage people to support small businesses by easing access and affordability.

### *Regulations*

Lack of favorable or clear zoning for non-traditional food retail is a challenge for Everett. The City lacks zoning that permits community farmers' markets, roadside farm stands, or mobile food vendors. Urban agriculture ordinances or zoning amendments can include stipulations for these local food retailers, and may allow for more community members to operate these types of businesses.

The City’s permitting and licensing process is complex, which may be a barrier for some small business owners. In recent years, local governments have published guides to help small business applicants better understand and navigate this process. These documents range from online FAQs<sup>118</sup> to published guides.<sup>119</sup> To make it easier to open a business, Everett could also explore online systems to streamline the process.<sup>120</sup>

## **Topic 2: Advancement Pathways for Food System Employees**

### **Strengths**

#### *Leveraging Opportunities*

Everett’s bylaws are generally supportive of workforce development and job creation for city residents. The City uses construction ordinances, zoning, and a host community agreement to leverage municipally-funded construction and the Wynn Casino project to create jobs for Everett residents. Nonetheless, there are instances where City codes could go further to set clear benchmarks for local hiring and create more progressive standards.

The provision of gaming is a strong tool to create jobs and economic benefits for the local community. The City has shown leadership in leveraging the Wynn Casino through zoning a Resort Casino Overlay District and the establishment of an Office of Gaming Accountability and Development. Both of these sections of municipal code have provisions for local workforce development, consider job training, and prioritize local vendors—especially those owned by women or minorities. Unfortunately, they do not create specific targets.

The Host Community Agreement By and Between the City of Everett, Massachusetts and Wynn MA, LLC includes requirements for job fairs in Everett and language that states the company will “give reasonable preference to properly qualified residents of the City,” but falls short of setting local hiring benchmarks. The agreement also promises “to make every effort to afford Everett residents the opportunity to be trained for such trade/craft positions.”

### **Issues**

#### *Wages*

While current data show that weekly wages in the retail and manufacturing sectors are comparatively low, compensation may be similar in other sectors accessible to workers without postsecondary degrees. Furthermore, for retail workers, low wages may reflect high rates of part-time work within food services.<sup>121</sup> Therefore, the low wages of the retail and manufacturing sectors may be less problematic than the lack of pathways for advancement or access to full-time jobs.

Everett’s distribution sector had much higher average wages (see Figure 32), despite the relatively modest education and training requirements. Yet, these jobs are not accessible to everyone. An analysis of the food distribution cluster around the New England Produce Center and Boston Market Terminal found that the majority of workers in the area are not from the immediate communities of Chelsea and Everett.<sup>122</sup> Further, current data show that most of this sector’s workforce is comprised of White males—meaning that the workforce does not represent the

nearby community nor Everett's overall food workforce. As described above, these distribution jobs may also be declining.

### *Policy*

There is no evidence of policies that support low-wage workers or the diversity of Everett's workforce. There was no mention of "worker rights" or "job training" in the city bylaws. While the city has resources for small, local businesses, there is a notable lack of citywide policy and programming around worker rights and concrete opportunities for advancement pathways. Unlike the provision of gaming, there is no evidence of municipal code, city policy, or programming related to leveraging the New England Produce Center and surrounding food business cluster to provide local community jobs and other economic benefits.

### *Location of Food Distribution Cluster*

Located in an area bordering tidally-influenced waterways, the cluster of food manufacturing and distribution businesses that surround the New England Produce Center and Boston Market Terminal in Chelsea is especially vulnerable to flooding. This area is at risk during extreme weather events and due to sea level rise.<sup>123</sup> See the Appendices for a map of the Island End River Flood Zone and impacted businesses.

While all businesses in the Island End River flood zone are vulnerable to future climate events, the food distribution sector is of particular interest due to the sector's density, employment composition, and spatial requirements. Many of the jobs within the industry pay well and are accessible to those without college degrees. Due to the large space and logistical needs of these businesses, it is unclear whether they could successfully relocate if this area were to be disrupted by a climate event.<sup>124</sup> Disruption to the food distribution cluster could have large implications for the regional economy and employment base. Regionally, the distribution sector in the Island End River flood zone is responsible for \$2.3 billion in total economic output and supports nearly 11,000 indirect jobs.<sup>125</sup>

### *Opportunities*

#### *Regulations*

The City could go further to set clear benchmarks for local hiring and/or create more progressive standards in construction ordinances and zoning. All construction projects receiving municipal funds are required to comply with the Everett Residents Construction Ordinance.<sup>126</sup> This ordinance, in addition to ensuring fair wages and insurance coverage, requires that 35% of total "employee man hours" per trade shall be performed by bona fide Everett residents, 10% of "employee man hours" by minorities, 5% by women, and 5% per trade by apprentices in a program.<sup>127</sup> However, the Construction Ordinance could go further; as a point of comparison, Boston requires 50% of total employee worker hours be performed by bona fide Boston residents, 25% by minorities, and 10% by women and applies these standards to federally-assisted, city-sponsored, and privately-funded development projects within the City's limits.

#### *Food Distribution Cluster*

The Everett Chelsea food distribution cluster plays an outsized role in the larger regional economy. Yet, the viability of these businesses in high-cost land markets relies upon the preservation of affordable and available industrial land, in an area prone to flooding. The cluster is important for maintaining food distribution and manufacturing employment, which provide higher earnings than average food sector positions. With looming impacts of climate change and dwindling supply of affordable industrial real estate in the immediate Boston area, it will be important for stakeholders within the private and public sector to embark on a collaborative planning process for protecting and strengthening this sector.<sup>128</sup>

The MAPC analysis of the food distribution cluster noted that this sector was the focus of a full chapter in the Massachusetts Food Action Plan, released in 2015, and that many of the specific recommendations for the distribution sector have yet to be acted upon. The Massachusetts Department of Agriculture expressed interest in advancing departmental knowledge of the food distribution system, especially as working with the distribution sector could be a means to achieving the high-priority goal of expanding local food products' market reach and share.<sup>129</sup> Similarly, the Executive Office of Housing and Economic Development (EOHED) has a focus on small business assistance and development that could be applied to the distribution sector, and the Seaport Economic Development fund was discussed as a potential funding source for any planning studies related to the support of the distribution sector in neighboring Chelsea.<sup>130</sup>

## **Best Practices**

### ***Small Business Guides***

The City's permitting and licensing process is complex, which may be a barrier for some small business owners. Quincy, in partnership with their Chamber of Commerce, the City publishes an annual business guide.<sup>131</sup> The goals of this user-friendly document is to help small business applicants better understand the existing permitting and licensing process in the City of Quincy. It includes places to start, key contacts, FAQs on subjects ranging from business certificates to zoning, and relevant resources for starting a business.

### ***MACDC Small Business Technical Assistance (SBTA) Program***

The SBTA is a Massachusetts Association of Community Development Corporation grant program. The SBTA program provides technical assistance and grants on a competitive basis to community-based organizations across the state, which then use these resources to support immigrant entrepreneurs, women-led business enterprise, people of color, veterans, and other small business owners that serve lower-income communities in urban neighborhoods, Gateway Cities, and rural towns.<sup>132</sup>

### ***Cambridge Local First***

Cambridge Local First (CLF) is a non-profit network of locally-owned and independent businesses with a mission to “support, promote, and celebrate a “Local Economy Community” by educating the public and government about the significant environmental, economic, and cultural benefits of a strong local economy.” The network brings together independent businesses to serve on City advisory boards, raise awareness and promote local spending through marketing campaigns, and provide seminars on topics targeted to up and running businesses. CLF is one of several business associates in Cambridge and is part of the Sustainable Business Network (SBN) of Massachusetts. SBN is a trade association with a mission of making business a vehicle for social, environmental, and economic change. This organization serves as a network for allied organizations and works with its members to advocate for public policy and legislation, champion initiatives and business practices, and transform the local food system.

### ***Good Food Purchasing Pledge***

Many cities and some states have adopted local procurement policies that set guidelines for food purchasing that center on sustainable, locally-produced foods to bolster the local economy and support the local food system. In Los Angeles, for instance, the LA Food Policy Council established the Good Food Purchasing Pledge (GFPP), which commits major institutions to purchasing guidelines, including both the City and the Unified School District, and continues to serve as a model for other jurisdictions.

More resources on local food procurement are available at <https://goodfoodpurchasing.org/>.

# ACTION PLAN

The **Action Plan** sets goals, makes recommendations, and articulates actions that respond to the strengths, issues, and opportunities in the Community Food Assessment. Each aligns with the overarching goal to promote a healthier and more equitable food system in Everett. The actions are diverse, and include strategies for policy, systems, and environmental changes to be implemented by policymakers, local organizations and partners within Everett, and within the region.

A goal for strategic **implementation** makes recommendations for organizing stakeholders to coordinate prioritization and action.

“**Leads**” are identified for several actions, where the nature of their work and expertise is relevant to the recommended change. Leads currently identified are the City of Everett, Everett Community Growers, and Everett Public School District. These leads are denoted by their logos, described below. In the Plan’s implementation, the network of those invested in improving Everett’s food system is likely to expand, and additional “leads” may be identified.

Leads	Logo
The City of Everett	
Everett Community Growers	
Everett Public School District	

Two resources, *The Healthy Community Design Toolkit: Leveraging Positive Change*, and *Municipal Strategies to Increase Food Access* include several of the recommendations and actions included in this Action Plan, with additional guidance on how to approach implementation, case studies where strategies have been implemented, and additional resources. These documents should be referenced in the implementation of this Action Plan.

# Summary Goals

## *Implementation*

1. **Goal:** The Everett Community Food Assessment & Plan is implemented strategically.

## *Food Security*

2. **Goal:** Municipal planning, design, and development increases healthy food access.
3. **Goal:** Everett residents have increased affordable and healthy food retail options.
4. **Goal:** Everett residents have access to food assistance resources that increase food security and improve health.

## *School Food*

5. **Goal:** Everett School District provides students with nutritious meals and snacks.
6. **Goal:** Everett School District provides integrated educational programs that reinforce good nutrition.

## *Urban Agriculture and Food Recovery*

7. **Goal:** Municipal planning, policy, and programs promote urban agriculture opportunities.
8. **Goal:** Urban agriculture will expand in Everett and produce more healthy and locally grown foods.
9. **Goal:** Everett will reduce food waste from homes, restaurants, community food sites, and other businesses, and will improve soil fertility at urban agriculture sites.

## *Food Businesses and Workers*

10. **Goal:** The City of Everett promotes food retail and minimizes regulatory barriers
11. **Goal:** Everett supports and sustains small businesses
12. **Goal:** Everett supports the Everett Chelsea food business cluster
13. **Goal:** Food system workers have opportunities for advancement or access to full-time jobs

**1. Goal: The Everett Community Food Assessment & Plan is implemented strategically.**

**1.1. Recommendation:** Establish leadership and processes for strategic implementation of the Everett Community Food Assessment & Plan.

Actions	Identified Leads
As the first order of business, seek approval or adoption of Plan by Everett city leadership.	
Establish a Food Policy Council or comparable organized body as the leading coalition for implementing the Everett Community Food Assessment & Plan.	
Determine structure of the Food Policy Council or comparable organized body and member roles and expectations. Ensure the membership is diverse, balanced and representative, including City, community organization, and resident representatives.	
Prioritize all goals, recommendations, and actions of the Plan, and develop a strategy and deadlines for implementing them.	
Develop and implement a multilingual communications strategy to engage, seek involvement from, and inform residents and municipal leaders on the implementation of the Everett Community Food Assessment & Plan.	
Include food system goals in other municipal plans, where applicable. These may include comprehensive; and transportation plans, among others. This Plan will be included as an addendum to Everett’s next Open Space Recreation Plan.	
On a quarterly basis, review progress toward implementing recommendations and update and revise the Everett Community Food Assessment & Plan as needed. Publish progress updates to a public forum in English and Spanish, at a minimum, and additional languages as possible.	

# FOOD SECURITY

Food insecurity, and relatedly, chronic hunger have long-term impacts on educational achievement, workforce productivity, chronic disease risk, and mental health. Prevalence of food insecurity is higher in Everett (13.1%) than statewide (10.3).<sup>133</sup> Single mothers and their children, people of color, older adults, and people who are disabled are more likely to experience poverty, and as a result also experience greater food insecurity.<sup>134</sup> In recognition of the health and economic costs of food insecurity, and the right of every resident to have the food resources to maintain a healthy, active life, these food security goals, recommendations, and actions outline policy and programmatic changes that promote healthy food availability, affordability, and equitable access.

## 2. Goal: Municipal planning, design, and development increases healthy food access.

2.1. **Recommendation:** Ensure municipal planning processes identify opportunities for future food retail development and support increased healthy food availability at existing food stores, particularly in areas with limited healthy food availability.

Actions	Identified Leads
Conduct a food retail assessment to identify neighborhoods where healthy food options are limited, and a market analysis to determine capacity to support food retail development.	
Revise development processes to include healthy food retail provisions through community benefits agreements, density bonuses, tax incentive packages, or similar tools.	 
Review and remove language in the zoning code prohibiting Negative Use Restrictions that would disallow grocery stores development.	
Incentivize food retailers to stock healthy food through amendments to the zoning code or establishment of local licensing for food retail.	
Restrict or disincentivize fast food or unhealthy food through amendments to the zoning code or establishment of local licensing for food retail.	

**2.2. Recommendation:** Ensure municipal planning processes prioritize multimodal transportation infrastructure and services to ensure access to food retail and food assistance programs.

The Everett Food Policy Council should coordinate with the Department of Planning & Development on Everett Complete Streets Program initiatives to ensure multi-modal transportation infrastructure and services also increase access to food retailers and food assistances programs.



**2.3. Recommendation:** Ensure Site Plan Review and Special Permit Review facilitates increased food access.

**Actions**

**Identified Leads**

When the Planning Board receives site plan applications that could include food retail or other food-related elements, the Board should provide the Food Policy Council with these applications, which it will have the opportunity to review and provide a report on.



In the site plan review process of applications that include food retailers or other food-related elements, include evaluation criteria that ensure safe and easy access by pedestrians, bicyclists, public transit users, and drivers.



### 3. Goal: Everett residents have increased affordable and healthy food retail options.

3.1. **Recommendation:** Increase food retail options that are affordable, healthy, and include locally-produced food.

Actions	Identified Leads
Reinstate the Everett Farmers' Market.	
At the Farmers' Market, provide matching SNAP and WIC benefits through HIP or other matching programs that incentivize healthy food purchasing.	
Schedule the Farmers' Market and solicit a number and variety of vendors to overcome the participation barriers observed in the Community Survey.	
Launch a CSA program that allows for installment payments and supports Northern Strand Community Farm. Concurrently, develop educational materials and recipes in multiple languages to be distributed with the NSCF produce.	 

### 4. Goal: Everett residents have access to food assistance resources that increase food security and improve health.

4.1. **Recommendation:** Ensure all eligible residents receive food assistance resources.

Actions	Identified Leads
Partner with the Department of Transitional Assistance and other organizations to ensure that all residents who qualify for SNAP and other food assistance program are aware of the resources and can apply for enrollment easily and in their primary language.	
Support nutrition incentive programs that match SNAP and other food assistance benefits when used to purchase healthy foods at Everett food retailers, including the Everett Farmers' Market.	

Children under 18 spend the majority of their time in a school setting, and there is an opportunity to provide nutritious meals and nutrition education to all students. Building healthy habits at a young age creates a foundation for skills and nutrition throughout the rest of their lives. School policies and programming must provide high quality education and meals to all students.

## 5. Goal: Everett School District provides students with nutritious meals and snacks.

5.1. Recommendation: Implement an evidence-based, effective school wellness policy.

Actions	Identified Leads
Engage the school committee, food service providers, parents, and students to provide information and promote revision to and improvement of the Everett Public Schools District Wellness Policy.	 
Revise the current Everett Public Schools District Wellness Policy to include proposed nutrition standards, breakfast programs, free and reduced-price meals, summer meals programs, meal times and scheduling, food service staff qualifications, food sold or provided by the school outside of the cafeteria, and other provisions, as described in the proposed Everett Public School District's Wellness Policy.	 
Amend the Everett Public Schools District Wellness Policy to include a provision that drinking water be made available at no cost to all users of school facilities throughout the day and during after-school programming and special events.	 
Revise the Everett Public Schools District Wellness Policy to include language that encourages water consumption, i.e. allowing students to carry reusable water bottles throughout the school day during and after school programming and special events.	 
Adopt the revised Everett Public Schools District Wellness Policy.	
Establish a protocol for evaluating implementation of and enforcing the revised and adopted Everett Public Schools District Wellness Policy.	

# SCHOOL FOOD

<b>5.2. Recommendation:</b> Ensure student satisfaction and participation in meals and snack programs.	
Conduct student satisfaction surveys of school meals and nutrition programs.	
Regularly conduct food waste audits throughout the school district.	
Amend the Everett Public Schools District Wellness Policy to include a provision that drinking water be made available at no cost to all users of school facilities throughout the day and during after-school programming and special events.	
Identify and implement programmatic and meal changes to improve student satisfaction, increase participation, and reduce food waste.	
<b>5.3. Recommendation:</b> Ensure all students have access to clean, safe tap water.	
<b>Actions</b>	<b>Identified Leads</b>
Assess school plumbing and drinking water infrastructure for lead, other contaminants, cleanliness, and usability.	 
Utilize school facilities' data to determine funding needs for ongoing testing and remediation.	
<p>Following the first two Actions, phase out bottled beverages in schools.</p> <ul style="list-style-type: none"> <li>Assess procurement of packaged beverages for schools and revise contracts as they expire to reduce and prohibit the purchase of packaged beverages. Set a target and timeline for reducing and prohibiting procurement.</li> <li>Assess vending contracts that include packaged beverages for schools and revise contracts as they expire to reduce and prohibit sale of packaged beverages in schools. Set a target and timeline for reducing and prohibiting vending sales.</li> </ul>	
Based on the needs assessment and plumbing findings, pursue funding to install water bottle filling stations at all public	

**6. Goal: Everett School District provides integrated educational programs that reinforce good nutrition.**

**6.1. Recommendation:** Establish school garden programs at all schools, and integrate gardening into the school science, health and other curricula.

Actions	Identified Leads
Assess feasibility and models for installing school gardens and integrating gardening, nutrition, and science education into public school curriculum.	 
Support school gardening programs already established at the Keverian School and Everett High School.	 
Ensure school gardening programs are funded.	 
Engage Everett Community Growers and the YMCA as partners and resources in these initiatives. Assess their potential role and support of gardening, nutrition, and other programming that engages youth, supports their health and provides them with learning and educational opportunities.	 
Ensure through school administrative policies, staff training, and other actions that food from school gardens may be used in school meals or snacks, or for taste testing.	

**6.2. Recommendation:** Promote nutrition and health education programs.

Actions	Identified Leads
Conduct a thorough assessment of existing nutrition, health, and culinary programs currently offered to students within the Everett School District.	 
Explore opportunities for collaboration with culinary training programs, such as the Future Chefs program.	 

The primary social benefits of urban agriculture and community gardening include facilitating community cohesion, youth leadership development and job training, and civic engagement. Urban agriculture can also be an important resource for combating household food insecurity, and food recovery efforts provide co-benefits such as hunger relief and environmental sustainability. These goals and recommendations promote strategic policy and programmatic approaches to promoting urban agriculture, community gardening, home gardening, and food recovery.

## 7. Goal: Municipal planning, policy, and programs promote urban agriculture opportunities.

7.1. **Recommendation:** Ensure that municipal planning, policy, and programs include opportunities for commercial urban agriculture and community gardening.

Actions	Identified Leads
Include Everett Community Food Assessment & Plan recommendations in the Everett OSRP, in particular where land has been identified as suitable for commercial urban agriculture and community gardening, and where there is community interest in such development.	
Develop a comprehensive urban agriculture policy, inclusive of ECG's redlined revisions to the current henkeeping regulations (Animal Control Ordinance, §3-33); beekeeping; opportunities for sale of agricultural products; and definitions of urban agriculture terms.	 
Annually, commit 5-7 youth staff positions through the Mayor's Summer Youth Job Program to ECG for summer farming positions at NSCF.	 

**8. Goal: Urban agriculture will expand in Everett and produce more healthy and locally grown foods.**

**8.1. Recommendation:** Promote use of public land for urban agriculture and provide residents with resources for safe home food production.

Actions	Identified Leads
Finalize a lease between the City of Everett and Everett Community Growers.	
Increase the land area of NSCF to increase the farm’s production capacity.	
Conduct a survey of residential gardening and backyard chicken keeping to establish a baseline understanding of these activities, and to inform changes to municipal planning and policy. (Lead: ECG)	
Provide training to residents on soil testing, constructing home gardens, plant selection that avoids fertilizer overuse, home gardening practices and food safety, and chicken keeping best practices.	

**9. Goal: Everett will reduce food waste from homes, restaurants, community food sites, and other businesses, and will improve soil fertility at urban agriculture sites.**

**9.1. Recommendation:** Promote use of excess food by emergency food providers and promote composting of inedible food waste.

Actions	Identified Leads
Provide opportunities for composting at community gardens, urban farms, and promote backyard composting.	
Engage Everett businesses that must comply with the Massachusetts Commercial Food Materials Ban in distributing excess food to emergency food providers in Everett.	
Study feasibility of curbside municipal composting program in Everett. If feasible, propose and implement curbside municipal composting.	

Whereas the Food Economy represents a substantial part of Everett's businesses and employment base, it is essential to support the City's food entrepreneurs and workers. These goals and recommendations promote strengthening linkages between local businesses and consumers, streamlining permitting and licensing processes or vague standards in zoning code and ordinances, increasing opportunities for food system workers to advance or access to full-time jobs, and supporting the Everett Chelsea food distribution cluster.

**10. Goal: The City of Everett promotes food retail and minimizes regulatory barriers.**

**10.1. Recommendation:** Remove barriers to food retail.

Actions	Identified Leads
Include food retail as an explicitly permitted use in all zoning districts.	
Prohibit "Negative Use Restrictions" for food retail.	
Develop a culturally appropriate and multi-lingual resource for small, independent businesses to help them better understand the existing permitting and licensing process in the City of Everett.	

**10.2. Recommendation:** Explicitly allow non-traditional food retail such as farmer's markets, mobile markets and other types of farm retail.

Actions	Identified Leads
Amend Everett's zoning code to allow the operation of include farmers' markets, mobile markets, commercial farms, or Community Supported Agriculture (CSA) distribution sites as defined terms.	
Throughout the urban agriculture ordinance, amend the zoning code to permit the sale of food at commercial farms, open-air markets, and farmers' markets in all zoning districts.	

**10.3. Recommendation:** Streamline food retail permitting.

Actions	Identified Leads
Establish an on-line permit program.	
Streamline permitting processes and provide Board of Health variances for alternative food retail facilities (mobile markets, CSA distribution sites, etc.).	

**11. Goal: Everett promotes, supports, and sustains small businesses.**

**11.1. Recommendation:** Encourage development of small and independent food businesses.

Actions	Identified Leads
Utilize tax incentives and other types of economic development assistance, such as assistance with locating sites or fee waivers, to reduce barriers to entry for food business start-ups.	
Expand Everett’s small business, low-interest loan program to make \$50,000 available to members of other business associations in addition to the Chamber of Commerce.	

**11.2. Recommendation:** Assess the current food economy to inform policymakers and economic development officials about potential benefits of local initiatives and unmet needs.

Actions	Identified Leads
Conduct a community-based (or a regional) economic impact assessment of the food economy.	
Assess current transportation needs for consumers and labor to ensure that local businesses are convenient for consumers, have visibility, and are accessible to their workforce.	

# FOOD BUSINESSES & WORKERS

<b>11.3. Recommendation:</b> Expand efforts to incubate new food economy businesses throughout the city.	
<b>Actions</b>	<b>Identified Leads</b>
Assess opportunities for shared use of kitchens in municipal and school facilities for entrepreneurs in the food manufacturing and service sectors	
Develop mobile vending strategies	
<b>11.4. Recommendation:</b> Increase support and awareness of local businesses.	
<b>Actions</b>	<b>Identified Leads</b>
Develop a “Buy Local” marketing program to educate on the value of local purchasing.	
Establish procurement standards for public institutions, such as schools, councils on aging, and municipal departments that prioritize purchases from Everett-based businesses.	
Establish procurement standards for public institutions, such as schools, councils on aging, and municipal departments that prioritize food purchases from local farms and food producers.	
Continue to support innovative programs to raise consumer awareness of small businesses and educate on the value of local food. Raluce is an example of one such program in operation in Everett.	
Adopt a policy to provide multi-lingual communication for all resources from City Hall and the Department of Planning and Development. Allocate resources to ensure multi-lingual translation.	

**12. Goal: Everett supports the Everett Chelsea food business cluster.**

12.1. **Recommendation:** Pursue an industrial retention policy.

Actions	Identified Leads
Use zoning to preserve land for food processing and wholesale distribution uses.	
Conduct a planning process for infrastructure upgrades and flooding risk mitigation so that this business cluster can continue to be productive.	

**13. Goal: Food system workers have opportunities for advancement or access to full-time jobs.**

13.1. **Recommendation:** Ensure policies and programs increase the capacity of food system workers.

Actions	Identified Leads
Adopt a citywide living-wage provision.	
Increase education and awareness of job trainings and multilingual resources that benefit low-skill or low-wage workers.	
Increase employment opportunities for women in better paying food economy jobs, particularly those in wholesale distribution.	

---

# REFERENCES

- 1 American Planning Association. (2007) APA Policy Guide on Community and Regional Food Planning. Retrieved from <https://www.planning.org/policy/guides/adopted/food.htm>
- 2 Franco, M., Diez Roux, A. V., Glass, T. A., Caballero, B., & Brancati, F. L. (2008). Neighborhood Characteristics and Availability of Healthy Foods in Baltimore. *American Journal of Preventive Medicine*, 35(6), 561–567. <https://doi.org/10.1016/j.amepre.2008.07.003>
- 3 Glanz, K., Sallis, J. F., Saelens, B. E., & Frank, L. D. (2007). Nutrition Environment Measures Survey in Stores (NEMS-S): Development and Evaluation. *American Journal of Preventive Medicine*, 32(4), 282–289. <https://doi.org/10.1016/j.amepre.2006.12.019>; University of Pennsylvania. (n.d.). Nutrition Environment Measures Survey. Retrieved July 21, 2018, from <http://www.med.upenn.edu/nems/measures.shtml>.
- 4 ChangeLab Solutions. (2017). What is Policy? Retrieved from <http://www.changelabsolutions.org/sites/default/files/WhatsPolicy-FINAL-CLS-201705.pdf>
- 5 Barron, D. J., Frug, G. E., & Su, R. T. (n.d.). Dispelling the Myth of Home Rule (p. 119). Cambridge, Massachusetts: Rappaport Institute for Greater Boston. Retrieved from [https://www.hks.harvard.edu/sites/default/files/centers/rappaport/files/home\\_rule.pdf](https://www.hks.harvard.edu/sites/default/files/centers/rappaport/files/home_rule.pdf)
- 6 Massachusetts Association of Health Boards, CHAPTER 2 LEGAL AUTHORITY AND PROCEDURES, p 2-2. Retrieved from <http://www.mahb.org/wp-content/uploads/2016/01/gbook02.pdf> (last visited 5 Feb 2018).
- 7 Massachusetts Municipal Management Association. Forms of Local Government: Commonwealth of Massachusetts. Retrieved from [https://www.mma.org/sites/default/files/resources/forms\\_of\\_local\\_government\\_0.pdf](https://www.mma.org/sites/default/files/resources/forms_of_local_government_0.pdf)
- 8 Everett City Charter, Part 1 <http://www.codepublishing.com/MA/Everett/#!/Everett01/Everett01.html>
- 9 Lawrence O. Gostin, Lindsay F. Wiley & Thomas R. Frieden, *Public Health Law: Power, Duty, Restraint* xvii and xx (3rd edition ed. 2016) (hereinafter *Public Health Law*); N.Y. Const. art. 17, § 3.
- 10 *Public Health Law*, supra note 5 at 8, 10-11 (“The first thing public officials owe to their constituents is protection against natural and human made hazards.”); Lawrence Gostin, *A Theory and Definition of Public Health Law*, (Georgetown Law Fac. Publ. Works 2008), <http://scholarship.law.georgetown.edu/facpub/95>; see also id. at xxiii (“We also have an obligation to protect and defend the community as a whole against threats to health, safety, and security.”).
- 11 City of Everett. Message from the Mayor (2018). Retrieved from: <http://www.cityofeverett.com/217/Mayors-Office>
- 12 City of Everett. Message from the Mayor (2018). Retrieved from: <http://www.cityofeverett.com/217/Mayors-Office>
- 13 ESRI Maps and Data. (2018). Gallery for Everett (MA) GIS, “Draft Zoning Map, City of Everett (MA). Retrieved July 2018 from <http://everettma.maps.arcgis.com/home/index.html#>,
- 14 Metropolitan Area Planning Council. Fair Housing and Equity Assessment for Metropolitan Boston. Retrieved from [http://www.mapc.org/wp-content/uploads/2017/09/Fair\\_Housing\\_and\\_Equity\\_Assessment.pdf](http://www.mapc.org/wp-content/uploads/2017/09/Fair_Housing_and_Equity_Assessment.pdf)
- 15 Massachusetts Executive Office of Energy and Environmental Affairs. (2017). Environmental Justice Policy. Retrieved July 21, 2018, from [https://www.mass.gov/files/documents/2017/11/29/2017-environmental-justice-policy\\_0.pdf](https://www.mass.gov/files/documents/2017/11/29/2017-environmental-justice-policy_0.pdf).
- 16 Massachusetts Executive Office of Energy and Environmental Affairs. (2017). Environmental Justice Policy. Retrieved July 21, 2018, from [https://www.mass.gov/files/documents/2017/11/29/2017-environmental-justice-policy\\_0.pdf](https://www.mass.gov/files/documents/2017/11/29/2017-environmental-justice-policy_0.pdf).
- 17 Center for Social Inclusion. Building the Case for Racial Equity in the Food System. 2014.
- 18 Massachusetts Food Insecurity: Landscape and Innovation (2014), Tufts University.
- 19 Everett Population in Poverty. Source: ACS 2012-2016

- 
- 20 US Census (2015 and 2016). Income and Poverty in the United States: 2016, Table 3: People in Poverty by Selected Characteristics 2015 and 2016. Retrieved July 2018 from <https://www.census.gov/content/dam/Census/library/publications/2017/demo/P60-259.pdf>.
- 21 ACS (2011-2015). Everett Population in Poverty by Race/Ethnicity by percentage.
- 22 Feeding America, Map the Meal Gap, Greater Boston Food Bank analysis, 2015. For more information on methods and estimation models, see Feeding America. Map the Meal Gap 2016: Technical Brief. Retrieved July 21, 2018, from <http://www.feedingamerica.org/research/map-the-meal-gap/2014/2014-map-the-meal-gap-tech-brief.pdf>.
- 23 Massachusetts Food Insecurity: Landscape and Innovation (2014), Tufts University.
- 24 Centers for Disease Control. (2008-2010). Behavioral Risk Factor Surveillance Survey, 2008-2010, 3 year average, "Adult Obesity" in Everett, MA and MA
- 25 Massachusetts Department of Public Health (2013). Massachusetts Youth Risk Behavior Survey.
- 26 Centers for Disease Control and Prevention. (2016). Health, United States, 2015 (Table 19).
- 27 Hammond, R. A., & Levine, R. (2010). The economic impact of obesity in the United States. *Diabetes, Metabolic Syndrome and Obesity : Targets and Therapy*, 3, 285–295. <http://doi.org/10.2147/DMSOTT.S7384>
- 28 Nink, E. Urban Agriculture in Everett, MA: A Story Map (2014). Retrieved from <http://bit.ly/1xNhl1R>.
- 29 A Resolution Amending the Complete Streets Resolution (2016). Everett City Council. Retrieved from <https://masscompletestreets.com/PublicDownload.ashx?aWQ9MTI5JnRpZXJJZD0x>.
- 30 Lee-Kwan, S. H. (2017). Disparities in State-Specific Adult Fruit and Vegetable Consumption — United States, 2015. *MMWR. Morbidity and Mortality Weekly Report*, 66, 1241. <https://doi.org/10.15585/mmwr.mm6645a1>.
- 31 Van Duyn, M. A., & Pivonka, E. (2000). Overview of the health benefits of fruit and vegetable consumption for the dietetics professional: selected literature. *Journal of the American Dietetic Association*, 100(12), 1511–1521. [https://doi.org/10.1016/S0002-8223\(00\)00420-X](https://doi.org/10.1016/S0002-8223(00)00420-X).
- 32 Nelson, M. E., Hamm, M. W., Hu, F. B., Abrams, S. A., & Griffin, T. S. (2016). Alignment of Healthy Dietary Patterns and Environmental Sustainability: A Systematic Review. *Advances in Nutrition: An International Review Journal*, 7(6), 1023. <https://doi.org/10.3945/an.116.012567>.
- 33 The Massachusetts Association of Regional Planning Agencies, A Best Practices Model for Streamlined Local Permitting, p. 49 (Nov. 30, 2007). Retrieved February 13, 2018 from <http://www.mass.gov/hed/docs/permitting/permitting-bestpracticesguide.pdf>.
- 34 Rosenbaum, D. (2013). SNAP is effective and efficient. Center on Budget and Policy Priorities.
- 35 ACS 2011-2015, Households receiving Food Stamps/SNAP by Race.
- 36 ACS 2011-2015, Households receiving Food Stamps/SNAP by Race.
- 37 Center on Budget and Policy Priorities. SNAP Helps Millions of African Americans; SNAP Helps Millions of Latinos. February 6, 2018. Retrieved July 4, 2018 from <https://www.cbpp.org/research/food-assistance/snap-helps-millions-of-african-americans>; <https://www.cbpp.org/research/food-assistance/snap-helps-millions-of-latinos>.
- 38 Neff, R. A., Palmer, A. M., McKenzie, S. E., & Lawrence, R. S. (2009). Food Systems and Public Health Disparities. *Journal of Hunger & Environmental Nutrition*, 4(3–4), 282–314. <https://doi.org/10.1080/19320240903337041>
- 39 Everett Administrative Code Part IV § J.
- 40 US Census (2011-2016). American Community Survey, 2011-2016 5-year estimate, Language spoken at home with ability to speak English.
- 41 City of Everett website, 2018, Office of Human Services, Retrieved from <http://www.cityofeverett.com/DocumentCenter/View/3383/Services-Offered>.
- 42 New England Center for Arts & Technology website, 2018, More: <https://ne-cat.org/culinary-arts-job-training/>
- 43 Feeding America. Map the Meal Gap 2016: Technical Brief. Retrieved July 21, 2018, from <http://www.feedingamerica.org/research/map-the-meal-gap/2014/2014-map-the-meal-gap-tech-brief.pdf>.
- 44 Walker, R. E., Keane, C. R., & Burke, J. G. (2010). Disparities and access to healthy food in the United States: A review of food deserts literature. *Health & Place*, 16(5), 876–884. <https://doi.org/10.1016/j.healthplace.2010.04.013> (reporting that "access to a personal vehicle for transport to food stores outside the immediate neighborhood' can be even more deleterious than the lack of a nearby supermarket).
- 45 Canfield, K. (2018, April 8). Council vote on north Tulsa dollar store overlay expected to be close. *Tulsa World*. Retrieved from [https://www.tulsaworld.com/news/local/council-vote-on-north-tulsa-dollar-store-overlay-expected-to/article\\_11c26880-d169-5bd2-9c11-7ab418602836.html](https://www.tulsaworld.com/news/local/council-vote-on-north-tulsa-dollar-store-overlay-expected-to/article_11c26880-d169-5bd2-9c11-7ab418602836.html).

- 
- 46 Bloch, S. (2018, April 12). Tulsa says no Dollar General, curbing exploitation of black neighborhoods. Retrieved July 21, 2018, from <https://newfoodeconomy.org/tulsa-dollar-general-stores-food-insecurity/>.
- 47 Wight, V., Kaushal, N., Waldfogel, J., & Garfinkel, I. (2014). Understanding the Link between Poverty and Food Insecurity among Children: Does the Definition of Poverty Matter? *Journal of Children & Poverty*, 20(1), 1–20. <https://doi.org/10.1080/10796126.2014.891973>.
- 48 Department of Elementary and Secondary Education, Massachusetts (2017-2018). Student Enrollment by Race, Everett.
- 49 Department of Elementary and Secondary Education, Massachusetts (2017-2018). Student Enrollment by Race, Everett.
- 50 Food and Nutrition Service. (2014, February 26). Local School Wellness Policy Implementation Under the Healthy, Hunger-Free Kids Act of 2010. Retrieved July 21, 2018, from <https://www.federalregister.gov/documents/2014/02/26/2014-04100/local-school-wellness-policy-implementation-under-the-healthy-hunger-free-kids-act-of-2010>.
- 51 Everett Public Schools District Wellness Policy, August 2014.
- 52 Draft Everett Public School District's Wellness Policy on Nutrition, 09.05.2017
- 53 Office for Food and Nutrition Programs. (n.d.). Retrieved April 18, 2018, from <http://www.doe.mass.edu/cnp/nprograms/cep/>
- 54 Office for Food and Nutrition Programs. (n.d.). Retrieved April 23, 2018, from <http://www.doe.mass.edu/cnp/nprograms/cep/>
- 55 Metropolitan Area Planning Council. (2018). Email correspondence with Aramark representative.
- 56 City of Everett (n.d.). Retrieved April 23, 2018, from <http://www.cityofeverett.com/477/Summer-Food-Program>
- 57 Office for Food and Nutrition Programs. (n.d.). Retrieved April 23, 2018, from <http://www.doe.mass.edu/cnp/nprograms/sfsp/default.html>
- 58 The YMCA (n.d.). Helping Teens Reach Their Potential. Retrieved July 21, 2018, from <http://www.cityofeverett.com/DocumentCenter/View/1375/Everett-Teen-Enrichment-Center-Flyer-PDF>.
- 59 Everett Public Schools, 2017-2018 EHS Extracurricular Activities Catalog. Retrieved April 23, 2018, from <http://www.everettpublicschools.org/2017-2018-ehs-extracurricular-activities-catalog/>.
- 60 The YMCA (n.d.). Helping Teens Reach Their Potential. Retrieved July 21, 2018, from <http://www.cityofeverett.com/DocumentCenter/View/1375/Everett-Teen-Enrichment-Center-Flyer-PDF>
- 61 City Sprouts (2016-17). School Partnership Snapshot. Retrieved July 21, 2018 from <http://citysprouts.org/wp-content/uploads/2015/03/CitySprouts-SPP-Snapshot-2016-17.pdf>.
- 62 Massachusetts Water Resources Authority, 2016 Test Results, available at <http://www.mwra.state.ma.us/annual/waterreport/2016results/metro/everett.pdf>
- 63 Lead and Copper Drinking Water Results in Schools/Childcare [online portal] available at <https://eeaonline.eea.state.ma.us/portal#!/search/leadandcopper/results?Town=EVERETT>
- 64 <https://www.cdc.gov/healthyschools/npao/wateraccess.htm>
- 65 105 Mass. Code Regs. 225.100 (2017).
- 66 Public Health Advocacy Institute, Drinking Water in Child Care Centers & Schools: Massachusetts State Policy Profile (2018) available at <http://www.phaionline.org/wp-content/uploads/2017/12/MA-Final.pdf> (last visited June 14, 2018).
- 67 Kenney, E. L., Gortmaker, S. L., Cohen, J. F. W., Rimm, E. B., & Cradock, A. L. (2016). Limited school drinking water access for youth. *The Journal of Adolescent Health* : Official Publication of the Society for Adolescent Medicine, 59(1), 24–29. <https://doi.org/10.1016/j.jadohealth.2016.03.010>
- 68 Impact, 2018. (n.d.). Retrieved April 18, 2018, from <https://www.massfarmtoschool.org/about-us/impact/>
- 69 Connect Kids to Healthy Food in School. (2016). Retrieved April 23, 2018, from <https://foodcorps.org/>
- 70 City Sprouts (2016-17). School Partnership Snapshot. Retrieved July 21, 2018 from <http://citysprouts.org/wp-content/uploads/2015/03/CitySprouts-SPP-Snapshot-2016-17.pdf>
- 71 Johns Hopkins Center for a Livable Future. (2016, May). Vacant Lots to Vibrant Plots: A Review of the Benefits and Limitations of Urban Agriculture. Retrieved June 28, 2018, from [https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/\\_pdf/research/clf\\_reports/urban-ag-literature-review.pdf](https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/_pdf/research/clf_reports/urban-ag-literature-review.pdf)
- 72 O'Brien, L, Roselló-Cornier, AB, and Rana, D. (2016, December). Program Analysis: Everett Community Growers (2016). On file with author.

- 
- 73 O'Brien, K. (2016, June). Gritty and Growing: An Exploration of Commercial Urban Agriculture in Everett, MA. Page 2. Retrieved June 29, 2018, from [https://sites.tufts.edu/MaryDavis/files/2016/06/KOB\\_thesis\\_with\\_appendices\\_FINAL\\_6.13.16.pdf](https://sites.tufts.edu/MaryDavis/files/2016/06/KOB_thesis_with_appendices_FINAL_6.13.16.pdf).
- 74 Everett MA, Part II § A (Appendix A).
- 75 O'Brien, L, Roselló-Cornier, AB, and Rana, D. (2016, December). Program Analysis: Everett Community Growers (2016). On file with author.
- 76 Part II § A(4)
- 77 Part II § A(Appendix A)
- 78 Nink, E. (2017, June). 2017 Everett Land Inventory Update: Site Suitability for Urban Agriculture. Retrieved June 29, 2018, from <https://everettcommunitygrowers.files.wordpress.com/2018/06/2017-land-inventory-update-final.pdf>.
- 79 Nink, E. (2017, June). 2017 Everett Land Inventory Update: Site Suitability for Urban Agriculture. Retrieved June 29, 2018, from <https://everettcommunitygrowers.files.wordpress.com/2018/06/2017-land-inventory-update-final.pdf>.
- 80 Johns Hopkins Center for a Livable Future. (2016, May). Vacant Lots to Vibrant Plots: A Review of the Benefits and Limitations of Urban Agriculture. Pages 10-12. Retrieved June 28, 2018, from [https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/\\_pdf/research/clf\\_reports/urban-ag-literature-review.pdf](https://www.jhsph.edu/research/centers-and-institutes/johns-hopkins-center-for-a-livable-future/_pdf/research/clf_reports/urban-ag-literature-review.pdf).
- 81 Part II § A(4)
- 82 Catalyst for Regional Progress. (n.d.). Article 89 Made Easy: Urban Agriculture Zoning For The City of Boston. Retrieved June 29, 2018, from <http://www.pvpc.org/sites/default/files/doc-municipal-strategies-increase-food-access2594.pdf>.
- 83 City of Everett, Massachusetts. Bylaws Part II § 3(II)(3-32)
- 84 City of Everett, Massachusetts. Bylaws Part II § 3(II)(3-19)
- 85 City of Everett, Massachusetts. Bylaws Part IV § A(V)
- 86 City of Everett, Massachusetts. Bylaws Part II § 10(III)(10-35)
- 87 Gunders, D. National Resources Defense Council. (2012, August). Wasted: How America Is Losing Up to 40 Percent of Its Food from Farm to Fork to Landfill. Retrieved June 29, 2018, from <https://www.nrdc.org/sites/default/files/wasted-food-IP.pdf>.
- 88 Gunders, D. National Resources Defense Council. (2012, August). Wasted: How America Is Losing Up to 40 Percent of Its Food from Farm to Fork to Landfill. Retrieved June 29, 2018, from <https://www.nrdc.org/sites/default/files/wasted-food-IP.pdf>.
- 89 Organisation for Economic Co-operation and Development. (2002, April 29). Towards Sustainable Household Consumption? Trends and Policies in OECD Countries. Retrieved June 29, 2018, from [https://www.oecd-ilibrary.org/environment/towards-sustainable-household-consumption\\_9789264175068-en](https://www.oecd-ilibrary.org/environment/towards-sustainable-household-consumption_9789264175068-en).
- 90 Environmental Protection Agency. (n.d.). Food Recovery Hierarchy. Retrieved June 29, 2018, from <https://www.epa.gov/sustainable-management-food/food-recovery-hierarchy>.
- 91 Massachusetts Department of Environmental Protection. (n.d.). Commercial Food Material Disposal Ban. Retrieved June 29, 2018, from <https://www.mass.gov/guides/commercial-food-material-disposal-ban>.
- 92 Massachusetts Department of Environmental Protection. (n.d.). Commercial Food Material Disposal Ban. Retrieved June 29, 2018, from <https://www.mass.gov/guides/commercial-food-material-disposal-ban>.
- 93 Massachusetts Department of Environmental Protection. (n.d.). Food Waste Generators in Massachusetts. Retrieved June 29, 2018, from <https://www.mass.gov/files/documents/2017/12/14/foodmap.pdf> (analysis performed by authors).
- 94 City of Everett, Massachusetts. Bylaws, Part II § 3(II)(3-33).
- 95 City of Everett, Massachusetts. Bylaws, Part II § 13A(VIII)(13A-62.0)(f).
- 96 City of Everett, Massachusetts. Bylaws, Part II § 16(III)(16-51).
- 97 Massachusetts Department of Environmental Protection (n.d.). Solid Waste Master Plan. Retrieved June 29, 2018, from <https://www.mass.gov/guides/solid-waste-master-plan>.
- 98 Executive Office of Labor and Workforce Development, MA. (2016). Employment and Wages (ES-202).
- 99 Lindahl, Mikael. 2002. "Estimating the Effect of Income on Health and Mortality Using Lottery Prizes as Exogenous of Variation in Income". IZA Discussion Paper 442. Institute for the Study of Labor (IZA). <http://ideas.repec.org/p/iza/izadps/dp442.html>.

- 
- 100 Rehkopf, David H, Lisa F Berkman, Brent Coull, and Nancy Krieger. 2008. "The Non-linear Risk of Mortality by Income Level in a Healthy Population: US National Health and Nutrition Examination Survey Mortality Follow-up Cohort, 1988-2001." *BMC Public Health* 8: 383. doi:10.1186/1471-2458-8-383.
- 101 Swain, G. 2017, "How does economic and social disadvantage affect health?" <https://www.irp.wisc.edu/publications/focus/pdfs/foc331a.pdf>
- 102 Massachusetts Executive Office of Labor and Workforce Development. *Employment and Wages (ES-202) 2006-2016*.
- 103 Massachusetts Executive Office of Labor and Workforce Development. *Employment and Wages (ES-202) 2016*.
- 104 Massachusetts Executive Office of Labor and Workforce Development. *Employment and Wages (ES-202) 2012-2016*.
- 105 City of Everett, Massachusetts. *Bylaws Part II § 12(I), Home Occupations s. 12-11*.
- 106 City of Everett, Massachusetts. *Bylaws Part II § 12(I), Home Occupations s. 12-11*.
- 107 City of Everett, Massachusetts. *Bylaws Part II § 12(I), In General, Licensing under MGL chapter 140, section 57 & 59 s. 12-2*.
- 108 City of Everett, Massachusetts. *Bylaws Part II § 12(II), Licenses, Flowering plants and related items s. 12-50*.
- 109 City of Everett, Massachusetts. *Bylaws Part II § 12(II), Licenses, Flowering plants and related items s. 12-50*.
- 110 City of Everett, Massachusetts. *Bylaws Part II § A, Dwelling Districts s. 4*.
- 111 City of Everett, Massachusetts. *Bylaws Part II § A, Apartment Districts s. 5*.
- 112 City of Everett, Massachusetts. *Bylaws Part II § A, Business Districts s. 6*.
- 113 City of Everett, Massachusetts. *Bylaws Part II § A, Industrial Districts s. 7*.
- 114 City of Everett, Massachusetts. *Bylaws Part II § 12(II), Licenses, Required; exception s. 12-41*.
- 115 City of Everett, Massachusetts. *Bylaws Part II § 12(II), Licenses, Issuance s. 12-42*.
- 116 City of Everett, Massachusetts. *Bylaws Part II § 12(II), Licenses, Required; exception s. 12-41*.
- 117 Raluce. (2018, April 24). What do we do? Retrieved May 30, 2018, from <https://www.facebook.com/RaluceLLC/>.
- 118 City of Revere, Massachusetts. (2017). *Business Friendly Revere*. Retrieved from <https://www.revere.org/businessfriendlyrevere> Accessed: 5/30/2018.
- 119 City of Quincy, Massachusetts. (2017). *Quincy Business Guide, Version 3*. Retrieved May 30, 2018, from <https://www.quincyma.gov/civicax/filebank/blobdload.aspx?BlobID=27217>.
- 120 City of Cambridge, Massachusetts. (2016). *Welcome to the City of Cambridge On-Line Permit Program*. Retrieved May 30, 2018, from <https://permits.cambridgema.gov/CAPSite/Public/Main>.
- 121 Bureau of Labor Statistics. (2018, May 30). *Industries at a Glance: Food Services and Drinking Places: NAICS 722*. Retrieved May 17, 2018, from <http://www.bls.gov/iag/tgs/iag722.htm>.
- 122 Metropolitan Area Planning Council (2017). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*.
- 123 City of Chelsea, Massachusetts. (2017). *Designing Coastal Community Infrastructure for Climate Change*. Retrieved July 21, 2018, from [https://www.chelseama.gov/sites/chelseama/files/uploads/20170215\\_chelsea\\_va.pdf](https://www.chelseama.gov/sites/chelseama/files/uploads/20170215_chelsea_va.pdf).
- 124 Metropolitan Area Planning Council (2017, November 6). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*. On file with author.
- 125 Metropolitan Area Planning Council (2017, November 6). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*. On file with author.
- 126 City of Everett, Massachusetts. *Bylaws Part II § 4(III) Responsible General Bidders, Filed Sub-bidders, General Contractors and Filed Subcontractors on Public Construction Projects, Purposes s. 4-58*.
- 127 City of Everett, Massachusetts. *Bylaws Part II § 4(I), In General, Everett Residents Construction Employment Ordinance s. 4-3*.
- 128 Metropolitan Area Planning Council (2017, November 6). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*. On file with author.
- 129 Metropolitan Area Planning Council (2017, November 6). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*. On file with author.
- 130 Metropolitan Area Planning Council (2017, November 6). *Memorandum: Chelsea Food Cluster Economic Impact Analysis*. On file with author.
- 131 Quincy Business Guide, Version 3. Retrieved May 30, 2018, from <https://www.quincyma.gov/civicax/filebank/blobdload.aspx?BlobID=27217>.
- 132 Massachusetts Association of Community Development Corporations (MACDC) (2018, December 5). *MACDC Letter to Governor Baker RE Budget and SBTA*. Retrieved from [Everett Community Food Assessment & Plan | 110](#)

---

[https://macdc.org/sites/default/files/documents/MACDC\\_Letter\\_to\\_Governor\\_Baker\\_RE\\_Budget\\_and\\_SBTAs.pdf](https://macdc.org/sites/default/files/documents/MACDC_Letter_to_Governor_Baker_RE_Budget_and_SBTAs.pdf).

133 Feeding America, Map the Meal Gap, Greater Boston Food Bank analysis, 2015. For more information on methods and estimation models, see Feeding America. Map the Meal Gap 2016: Technical Brief. Retrieved July 21, 2018, from <http://www.feedingamerica.org/research/map-the-meal-gap/2014/2014-map-the-meal-gap-tech-brief.pdf>.

134 Massachusetts Food Insecurity: Landscape and Innovation (2014), Tufts University.

# APPENDICES

## CONTENTS

- **Schedule of Meetings**
- **PhotoVoice Project**
- **Store Survey**
- **Store Survey, English and Spanish**
- **Community Survey**
- **Community Survey Demographic Results**
- **Food Policy Scan, Search Terms by Hits and Topic Area**
- **Poverty Estimates, 2006-2016**
- **Households by SNAP Participation and Race and Ethnicity, 2011-2015**
- **Everett School District Enrollment by School, 2016-17**
- **Everett Public School District Wellness Policy**
- **Draft, Proposed Everett Public School District's Wellness Policy on Nutrition**
- **Detailed NAICS Codes for the Food System Economy**
- **Island End River Flood Zone and Impacted Businesses**

# Schedule of Meetings

## *Project Team Meetings:*

All project team meetings took place at Everett City Hall, Conference Room, 2<sup>nd</sup> Floor, 1:00-2:30. The project team included representatives from the City of Everett, Everett Community Growers and Metropolitan Area Planning Council.

- September 18, 2017. Meeting objectives:
  - Discuss the community food assessment, its purpose, and focus areas, so that the project team has a common understanding of the project
  - Discuss and determine roles and responsibilities, so that project team can effectively collaborate to meet project goals
- December 4, 2017. Meeting objectives:
  - Share and discuss the activities to-date on the community food assessment, to establish a common understanding of the project status.
  - Broadly discuss the project process to date, to help inform what we adjust, focus on, etc. going forward.
- March 5, 2018. Meeting objectives:
  - Discuss anticipated outcomes of the Everett CFA&P and better understand Everett government structure and function so as to begin thinking about how recommendations might be implemented.
  - Discuss research questions that have come up, so as to fill knowledge gaps and have a more complete assessment of Everett's food environment and food policy.
- June 4, 2018. Meeting objectives:
  - Discuss draft outcomes of the Everett CFA&P and better understand Everett government structure and function so as to begin thinking about how recommendations might be implemented.

## Schedule of Meetings, 2

### *Everett Community Growers Advisor Meetings*

The ECG Advisor meetings invited resident stakeholders to participate in the Everett Community Food Assessment & Planning process, and were the participants in the PhotoVoice project.

- October 20 and November 9, 2017 (Advisors chose one of these meetings)  
Meeting Objectives:
  - Advisors will have an understanding of the Community Food Assessment & Plan process and focus areas
  - Advisors will understand their roles in the project
- January 17, 2018
  - PhotoVoice Workshop #1
- March 14, 2018
  - PhotoVoice Workshop #2
- June 16, 2018
  - Everett Good Food For All Event

### *Focus group & key informant interviews*

- January 18, 2018, David Messinger, President, Everett Chamber of Commerce. Interview.
- March 6-19, 2018, Maria Davis, Director of Child Nutrition Services, Aramark. Email communication.
- March 19, 2018, School Food Focus Group.

### *Coordination meetings*

Everett Community Growers, Metropolitan Area Planning Council, and Katy Rogers, photographer facilitator for the PhotoVoice project coordinated throughout the project, holding in-person meetings, phone calls, and communicating over email on the project.

# PhotoVoice Project



# EVERETT GOOD FOOD FOR ALL

## PHOTOVOICE PROJECT

Part of the  
Everett Community  
Food Assessment  
& Plan



## ACKNOWLEDGEMENTS

We are grateful to the Everett Community Growers Advisors for their many contributions to the project, and particularly to those who participated as community photojournalists in the PhotoVoice Project. We are also grateful to Katy Rogers, experienced photojournalist, who served as the photography facilitator through the process.

Katy Rogers	Katy Rogers Art
Sunghwa Chang	Everett High School
Kathleen Flanagan	Tremont Street Community Garden
Eleanor Gayhart	ECG Outreach and Education Coordinator
Samantha Lambert	ECG Farm Manager
David LaRovere	Messinger Insurance
Maria LaRovere	Messinger Insurance
Sylvia Navarro-Olivares	Florence Street Community Garden
Alcione Silva	Tremont Street Community Garden
Sarah Souza	Common Ground Coffee Roasters
Miriam Peralta	Everett High School student
Karen Aldana	Everett High School student

Cover Photo: Samantha Lambert

## INTRODUCTION

Beginning in 2017, project partners, the City of Everett, Everett Community Growers (ECG) and the Metropolitan Area Planning Council conducted a community food assessment and developed an action plan to guide food system policymaking and aligned efforts in Everett. Through a participatory process with city representatives and community and food system stakeholders, the project assessed local food system assets and generated policy and program goals to advance public health, health equity, and racial equity through improving Everett's food system.

The PhotoVoice element of the project engaged ECG advisors as community photojournalists in recording strengths and issues in their community food system, and reflecting on the images through critical dialogue with each other. Participants articulated which improvements need to take place in Everett's community food system, and sought to reach local decision makers, policymakers, and residents in taking action.

During the first PhotoVoice workshop, ECG Advisors received guidance from photography consultant, Katy Rogers and the project team prior to taking photos. ECG advisors then photographed in Everett over the course of several weeks, and the full group reconvened for a second workshop to review and discuss the photos and compose change statements. The project team prompted discussion with a series of questions developed for PhotoVoice that encourage progressively deeper analysis of issues and what to do about them. This approach is called the SHOWeD Method, and is comprised of the following questions:

What do you See here?

What's really Happening here?

How does this relate to Our lives?

Why does this situation, concern, or strength exist?

What can we Do about it?

A selection of the photos were exhibited with change statements at the Everett Good Food for All event that announced the Everett Community Food Assessment & Plan. The PhotoVoice images, change statements and recommendations were integrated into the Plan. And the photos will be exhibited at municipal buildings and public spaces in Everett over a one-year period July 2018-July 2019 to be displayed permanently at a location yet to be determined.

This is a story about community networks. This blue tricycle once belonged to a volunteer at Bread of Life Food Pantry. When she passed away in the summer of 2015, the tricycle was given to Bread of Life, who in turn gave it to Bike to the Sea. In spring 2017, Bike to the Sea donated it to Everett Community Growers. Everett Community Growers volunteers now use it to deliver harvested vegetables to Bread of Life via the Northern Strand Bike Path! Talk about coming full circle! This illustrates how relationships and a culture of sharing can help a community do more. In this case, through strong community networks, partners are sharing resources and addressing food insecurity and increasing healthy food access for Everett residents. Where these organizations are so important to Everett, we need to make sure their work is supported and sustained!



Ron Ramsdell (Photographer) and Eleanor Gayhart, (Change Statement), 2018



My pet makes my breakfast!

This is our backyard chicken, Pinky. We've kept chickens in our backyard for 7 years, and love their company as well as getting eggs from them! The City of Everett recently revised its Animal Control Ordinance to allow residents to keep hens (up to 6), and also included a very restrictive permit and application process. While we are happy that Everett allows backyard chickens, we would like to see a more streamlined and accessible process; the City could partner with ECG to create and deliver a multilingual Backyard Chicken 101 video and workshop. We would also like to be allowed up to 12 hens so that we have enough eggs for ourselves, our family and friends. We would love to be able to sell our fresh eggs someday at a farmers market!



Ron Ramsdell (Photographer) and  
Kathleen O'Brien (Change Statement),  
2018



Everett's major food stores are along the Revere Beach Parkway, bordering Chelsea, which isn't the most accessible area to get to from other parts of Everett via public transportation. Low income families and those without cars are likely to be most impacted by limited access to grocery stores. They may be forced to go further distances and travel for a longer time on public transit in order to get food; they may pay higher prices at convenience stores; or they may settle for fast food in walking distance to their home. It would be better to have more public transportation to areas with large grocery stores, or more small grocery stores (like McKinnon's) in individual neighborhoods.



Katy Rogers (Photographer & Change Statement), 2018

A hungry homeless man pleads for help with a cardboard sign outside of Stop & Shop in Everett on a Saturday morning. This issue results from limited sustainable jobs and housing, personal struggles, and income inequality. We should fight for more programs and public resources to help people who struggle and advocate for a higher minimum wage.



Katy Rogers (Photographer & Change Statement), 2018





Healthy and fresh food matters for our health! The bright colors of this citrus display of oranges, tangerines, and lemons got my attention. Not only is this food delicious, it is also healthy. With so many options available to us, we have to make choices that are healthy for our bodies. People are kept from choosing healthy foods by lack of information and lack of affordable produce. With just a little research about nutrition, many families could modify their diet. Although, that would cause them to learn about the increased price of fresh and nutritious food. Groups like Everett Community Growers or a similar group would be the next step for a family in that situation. Food equality is possible, but it takes effort.

Maria Jose LaRovere (Photographer & Change Statement), 2018



The exterior advertising on this convenience store fascinates me. At first glance, the sheer volume of the marketing is especially notable—can patrons see in and out of the store windows? How does this factor into community safety? I notice that “homemade” signage advertises both healthy (milk, groceries) and unhealthy (ice cream, cigarettes) products. I also see the more typical advertising and signage provided by corporate distributors that displays company logos for alcohol and other products. It’s especially interesting to me that the same venue providing valuable community services such as EBT transactions and MBTA passes also hawks deadly products that endanger the health of its customers. When I think about opportunities to improve the healthfulness of the retail environment in Everett, I see in this picture opportunities to regulate product sales and limit exposure to marketing for unhealthy products: content-neutral limitations on exterior advertising could improve health and safety, while limits on the retail density of outlets that sell alcohol or tobacco could nudge convenience stores toward focusing on more healthy product categories, such as healthy foods. Access to healthy food in Everett needn’t go hand in hand with exposure to an onslaught of marketing for alcohol, tobacco, and lottery.

Emily Nink (Photographer & Change Statement), 2018





A busy day at Common Ground, a local independent coffee shop in Everett. Despite limited parking and being on the outskirts of the city, their service and quality still attracted a standing room only crowd. Small businesses are important for the local economy. Small businesses would be supported and strengthened if we had more programs, like a small business coalition.



Katy Rogers (Photographer & Change Statement), 2018

This photo captures the irony of the “FOOD” section in Rite Aid, which is one of Everett’s larger food retailers: aisles of sugary beverages and packaged water match or exceed shelf space dedicated to staple foods or more nutritious options. The viewer can also notice the special “end cap” shelf space devoted to the marketing of Coca Cola’s products (prime real estate for which companies pay extra in “slotting fees” order to drive higher sales). I’m also struck by the cleanliness and orderly nature of the stocking in Rite Aid, as compared to other stores I’ve visited throughout Everett. While customers may be drawn to Rite Aid for other products such as medications, personal care items, and more, the store may drive significant food purchases through its careful design of the retail environment and promotion of cheap, unhealthy products such as sugary drinks. Changing corporate practices is outside of Everett’s sphere of influence; yet the City could support other smaller retailers that offer more nutritious and culturally appropriate foods in designing clean, attractive retail spaces that use similar tactics (end caps, etc.) to “nudge” consumer behavior and promote healthy food purchases.

Emily Nink (Photographer & Change Statement), 2018





At this Brazilian bakery, people can have a taste of Brazil, or remember their lives and cuisines back in their homeland. Everett is an increasingly diverse city, and its food stores carry cuisines from around the world. This allows for people to gain perspectives into each others lives through food and conversations. As the City diversifies, demand is increasing for cuisines and selections that reflect their cultural heritage. Everett would really benefit from showcasing the variety of cuisines it has to offer. A food festival would be a great way to do that!

Karen Aldana (Photographer &  
Change Statement), 2018

This shows fresh produce that I like to cook with. My family care what we eat now and in the future. It's important to me that I am able to get these foods, especially from the stores in Everett. Stores like Whole foods are great because it's good for our health, but it's expensive. We go to other supermarkets, but we see not very good food. When you have the opportunity to grow your own food, I think it's amazing. It gives my kids the opportunity to eat well and be outside. I'm happy to have a garden and access to fresh eggs. My daughter loves eggs with scallions, she goes crazy and every day she wants the same. Over the summer we can go to the garden and pick scallions. Over the winter we can buy from the supermarket. There's opportunity to have a garden, but the food in the supermarkets also needs to be better.



Emily Nink (Photographer) and Alcione Silva (Change Statement), 2018



Everett needs to bulk up! Long after food is eaten, single-use packaging gets tossed and has negative impacts on the environment, impacting our great grandchildren's generation. My partner Steven and I have are making a concerted effort to reduce the amount of food we buy in plastic packaging. Though it takes more effort to do, we see this as an important act of resistance, and we buy healthy foods that come in their own natural packaging, like fruits and vegetables; we buy in bulk, using re-useable containers; and we buy poultry, fish, eggs and cheese wrapped in compostable paper or cardboard.

Unfortunately, in Everett there are not many options to shop this way, and as a result, Steven and I have to go to stores outside of the City. Where shopping at stores that have bulk and plastic-free shopping options lets us shop our values, spending our food dollars outside of Everett also has an impact on the Everett's food stores and the local economy. I'd like to see more options for bulk in Everett, for the sake of the environment and for the local economy.

Kathleen Flanagan (Photographer & Change Statement), 2018

Many children gravitate toward the color, texture and variety of fresh produce, but the cost can be prohibitive. We see the beautiful displays meant to entice consumers, but these same colors and textures can draw students in a cafeteria. If we invest in fostering the natural curiosity and adventurous eating of young people, we can create healthy habits that will last a lifetime.



Samantha Lambert (Photographer & Change Statement), 2018



You reap what you sow. Putting in hard work increases food accessibility in Everett and opportunities for education. Fresh produce is important for our health and knowing where our food comes from is a great learning opportunity.

The opportunity for Everett residents to learn about food production in an urban environment is a great strength of ours. Everett Community Growers runs the community farm right along the Northern Strand Community Trail. As use of community trails grow, we hope to provide many more residents with the satisfaction that comes from a great harvest.

Samantha Lambert (Photographer & Change Statement), 2018

Everett needs to bulk up! Long after food is eaten, single-use packaging gets tossed and has negative impacts on the environment, impacting our great grandchildren's generation. My partner Steven and I have are making a concerted effort to reduce the amount of food we buy in plastic packaging. Though it takes more effort to do, we see this as an important act of resistance, and we buy healthy foods that come in their own natural packaging, like fruits and vegetables; we buy in bulk, using re-useable containers; and we buy poultry, fish, eggs and cheese wrapped in compostable paper or cardboard.

Unfortunately, in Everett there are not many options to shop this way, and as a result, Steven and I have to go to stores outside of the City. Where shopping at stores that have bulk and plastic-free shopping options lets us shop our values, spending our food dollars outside of Everett also has an impact on the Everett's food stores and the local economy. I'd like to see more options for bulk in Everett, for the sake of the environment and for the local economy.

Kathleen Flanagan (Photographer & Change Statement), 2018





One of our local grocery stores has a creative way to prevent waste of fresh produce that may be passed over for it's looks by offering free fruit to children . This is a great opportunity to reduce cost barriers by providing a fresh healthy options to kids. Grocery stores have the option to provide food not intended for sale to all patrons in order to reduce food insecurity at any age.

Samantha Lambert  
(Photographer & Change  
Statement), 2018



Walking by my daughter's track bag, the amount of "on the go" snacks caught my eye. Eating on the go is a challenge for many student athletes who go from school to sports without healthy snack options. There is opportunity for schools and parents to provide fresh healthier options over processed packaged foods.



Samantha Lambert (Photographer & Change Statement), 2018



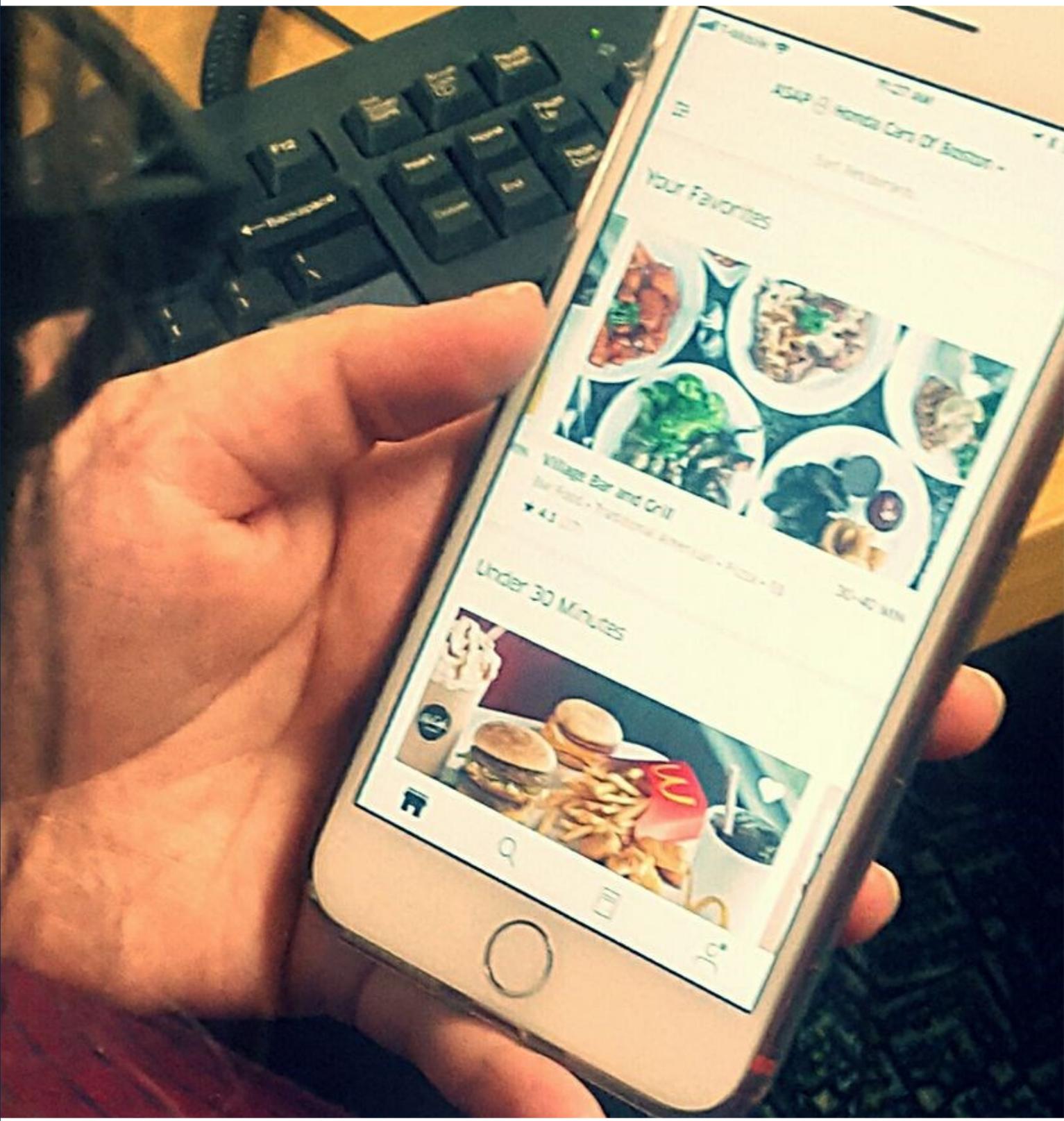
My son's school provides a bag of food for Breakfast in the Classroom which is used for breakfast and snack. Leftovers can be taken home. This provides options for kids at school such as fruit and packages snack.

Allowing students to bring these snacks home can alleviate food insecurity and anxiety in young people without fear of shame. It provides them with a healthy after school option that may not be available at home. Future considerations to address food insecurity in students may be weekend snack bags that a student can pack on a Friday.

Samantha Lambert (Photographer & Change Statement), 2018

UberEats provides a service to deliver food from a variety of restaurants in under 30 minutes. Although there is increased access to a variety of options, we often make choice on speed and cost. Increased education on food preparation and weekly planning can help to improve eating habits on a busy schedule. Increased access to foods can be both positive and detrimental. Calorie counts now found on most restaurant menus are excluded from these delivery services and less healthy options are generally more budget friendly. These type of delivery services can increase access to food options not generally accessible to many areas, allowing consumers to try options they may not have considered such as vegan restaurants or juice bars. This could potentially inform future decisions on opening new locations when determining market favorability.

Samantha Lambert (Photographer & Change Statement), 2018





This Moroccan food display from local restaurant, Casa Blanca is an example of food diversity in Everett. Food not only serves as a connection to our own cultural heritage, it can bridge the gap to our neighbors.. Beautifully displayed food serves as a centerpiece to gatherings, an aid to conversation and opens doors to share across cultures. Here, the Everett Public Libraries celebrates Moroccan culture as part of their Armchair Travel program which celebrates a different country each month. A deliberate focus on diverse food options at community gatherings allows for exploration beyond our own comfort zones and allows us to share in the joy food brings to each of us universally.

Samantha Lambert (Photographer & Change Statement), 2018

Passing it on. We have so much knowledge in Everett, so much that can't be taught out of a book. Here, Rosa - one of our farm volunteers and resident "plant-whisperer" - is teaching Amelia about how to best plant a 3 Sisters Garden, adding the beans to a bed of already sprouted corn at the beginning of the Northern Strand Community Farm growing season.



Cyara Lambert (Photographer) and  
Samantha Lambert (Change Statement),  
2018



Healthy living starts at home! People want to live healthy, but money and limited food stores can prevent them from doing so. Money is always an issue. It is so much easier and cheaper to buy something at McDonald's than it is to go to the store and buy ingredients, and then put the time in to cook it. We need to make it easier for people to find healthier foods that are also affordable, and support each other in learning to prepare quick and healthy meals. The City can help by making spaces available for fresh food stores to open and operate in.

Miriam Peralta (Photographer & Change Statement), 2018

**EVERETT GOOD FOOD FOR ALL PHOTOVOICE PROJECT**

Part of the Everett Community Food Assessment & Plan

**2018.**

# Store Survey

# Store Survey: Part 1

## Everett Community Food Assessment

Date:  
Store ID:  
Data Collector:

---

Store Type:

Store Name:

Address:

Accepts SNAP:

Yes  No

Accepts WIC:

Yes  No

Prepared Foods:

Yes  No

---

### 1. Milk:

Available  Not Available

1a. Low-fat milk

Available  Not Available

1b. Non-dairy milk alternatives

Available  Not Available

### 2. 100 % Fruit Juice:

Available  Not Available

### 3. Fruit:

Available  Not Available

3a. If available, how many type(s) are available?

1  2-3  4-9  10-24  25 +

3b. Comments: \_\_\_\_\_

Fresh (Whole)  Fresh (Cut)  Canned  Frozen

### 4. Vegetables:

Available  Not Available



# Store Survey: Part 1

4a. If available, how many type(s) are available?

- 1                       2-3                       4-9                       10-24                       25 or more

4b. Comments: \_\_\_\_\_

- Fresh (Whole)     Fresh (Cut)                       Canned                       Frozen

**5. Protein Foods Availability:**

- |          |                              |                             |                                |                                 |
|----------|------------------------------|-----------------------------|--------------------------------|---------------------------------|
| Chicken  | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Fresh | <input type="checkbox"/> Frozen |
| Beef     | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Fresh | <input type="checkbox"/> Frozen |
| Ham/Pork | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Fresh | <input type="checkbox"/> Frozen |
| Seafood  | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Fresh | <input type="checkbox"/> Frozen |
| Eggs     | <input type="checkbox"/> Yes | <input type="checkbox"/> No |                                |                                 |

Comments: \_\_\_\_\_

**6. Packaged Foods Availability:**

- |               |                              |                             |              |                                |                                 |
|---------------|------------------------------|-----------------------------|--------------|--------------------------------|---------------------------------|
| Pasta         | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Whole wheat? | <input type="checkbox"/> Yes   | <input type="checkbox"/> No     |
| Rice          | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Whole grain? | <input type="checkbox"/> Yes   | <input type="checkbox"/> No     |
| Beans         | <input type="checkbox"/> Yes | <input type="checkbox"/> No |              | <input type="checkbox"/> Dried | <input type="checkbox"/> Canned |
| Bread         | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Whole wheat? | <input type="checkbox"/> Yes   | <input type="checkbox"/> No     |
| Cereal        | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Low sugar?   | <input type="checkbox"/> Yes   | <input type="checkbox"/> No     |
| Soup          | <input type="checkbox"/> Yes | <input type="checkbox"/> No | Low sodium?  | <input type="checkbox"/> Yes   | <input type="checkbox"/> No     |
| Peanut Butter | <input type="checkbox"/> Yes | <input type="checkbox"/> No |              |                                |                                 |

Comments: \_\_\_\_\_

**7. Cultural/ethnic foods availability:**

- Fresh produce                       Staples                       Other imported packaged foods

Comments: \_\_\_\_\_

8. Store cleanliness (rate higher for cleaner):    1                      2                      3                      4                      5

Comments: \_\_\_\_\_



# Everett Community Food Assessment

Date:  
Store ID:  
Data Collector:

Store Type:

Store Name:

Address:

Name of Store Owner:

Hi, my name is \_\_\_\_\_ and I am collecting responses from local store owners to a short list of questions, in order to better understand how City programs and policies could support your local business in addition to improving healthy food availability in the community. Would you be willing to answer five quick questions today?  Yes  No

**1. Have you used or participated in any of these programs? (reference letter)**

*If yes, "which types and through what organization/agency?"*

- Loan and grant programs \_\_\_\_\_
- Business trainings or courses \_\_\_\_\_
- Business associations \_\_\_\_\_
- Other programs \_\_\_\_\_

*If no, "would you like to know more about these?"*

Yes  No

**2. Do you buy any produce from the Chelsea Market?**

Yes  No

**3. If you accept SNAP/WIC benefits, do you experience difficulty in complying with:**

- *the retailer stocking requirements?*  Yes  No
- *the retailer administrative requirements?*  Yes  No

**4. What challenges (1-2) do you or other local food store owners face, if any?**

**5. What goals (1-2) do you have for your business, if any?**

Thank you for your participation!



## Store Survey Letters, English and Spanish



## To Food Retailers/ Small Business Owners in Everett:

Thank you for participating in our Store Survey today. Everett Community Growers, or ECG (a not-for-profit urban agriculture organization) is collecting these data as part of a Community Food Assessment research project taking place in collaboration with the City of Everett.

The goal of a Community Food Assessment is to improve a community's food system via increased access to healthy, affordable, culturally appropriate food. Food retail in Everett is a critical part of that picture—so that's why we want to know how we may better support you and your business in providing healthy, affordable, culturally appropriate foods in Everett.

We also wanted to leave behind information on the following loan and grant programs, business trainings and courses, business associations, and other resources which may be useful to your store:

1. Loan and Grant Programs:
  - Massachusetts Growth Capital Corporation: [www.massgcc.com](http://www.massgcc.com)
  - SBA loans: [www.sba.gov/loans-grants](http://www.sba.gov/loans-grants)
2. Business Trainings or Courses:
  - MA Small Business Development Center offers free, confidential, one-to-one business assistance and free or low-cost educational training programs to prospective and existing small businesses throughout the Commonwealth. [www.msfdc.org](http://www.msfdc.org)
  - SCORE is a resource partner of the U.S. Small Business Administration (SBA) that provides a large network of volunteer, expert business mentors: [www.score.org](http://www.score.org)
3. Business Associations:
  - Everett Chamber of Commerce: [www.everettchamber.com](http://www.everettchamber.com)
  - Massachusetts Food Association: [www.mafood.com](http://www.mafood.com)
  - Ethnic/Minority Business Associations:
    - MA Latino Chamber of Commerce [www.malcc.com/](http://www.malcc.com/)
    - Haitian-American Chamber of Greater Boston: [www.haitianchamber.com/](http://www.haitianchamber.com/)
4. Other Resources:
  - The Massachusetts Immigrant and Refugee Advocacy (MIRA) Coalition Business Resource Center offers links to state, local and national resources and information for both immigrant entrepreneurs and financial partners and lenders. Please visit this link for more info: [miracoalition.org/entrepreneurship-64430/business-resource-center](http://miracoalition.org/entrepreneurship-64430/business-resource-center)
  - The Center for Women and Enterprise helps women start and grow their businesses. For more info on CWE call 617-536-0700 or email [info.EasternMA@CWEonline.org](mailto:info.EasternMA@CWEonline.org).
  - Mass BizWorks connects businesses to state and federal resources to help businesses through different business cycles. [www.mass.gov/mass-bizworks](http://www.mass.gov/mass-bizworks)
  - Massachusetts Food Trust: [www.mapublichealth.org/priorities/access-to-healthy-affordable-food/ma-food-trust-program/](http://www.mapublichealth.org/priorities/access-to-healthy-affordable-food/ma-food-trust-program/)

As we continue to gather data and form recommendations to the City, we would love to hear your thoughts, questions, or concerns about this research. Please contact me at 414-828-7312 or [everettcommunitygrowers@gmail.com](mailto:everettcommunitygrowers@gmail.com) with any inquiries regarding this project. To learn more about ECG, visit our website at [www.everettcommunitygrowers.wordpress.com](http://www.everettcommunitygrowers.wordpress.com).

Sincerely, Emily Nink, Development Coordinator, Everett Community Growers



## A los propietarios de pequeños negocios /minoristas de alimentos en Everett:

Gracias por participar en nuestra encuesta de pequeños negocios. Everett Community Growers, o ECG (una organización de agricultura urbana sin fines de lucro) está recopilando datos como parte de un proyecto de investigación y Evaluación de Alimentos Comunitarios que se llevará a cabo en colaboración con la Ciudad de Everett.

El objetivo de esta evaluación de alimentos de la comunidad es mejorar el sistema alimentario de la comunidad mediante un mayor acceso a alimentos saludables, asequibles y culturalmente apropiados. El comercio minorista de alimentos en Everett es parte fundamental de esa imagen, por eso queremos saber cómo podemos ayudarlo mejor a usted y a su empresa a proporcionar alimentos saludables, asequibles y culturalmente apropiados en Everett.

También queremos proveerle información sobre los siguientes programas de préstamos y subvenciones, entrenamientos y cursos de negocios, asociaciones comerciales y otros recursos que pueden ser útiles para su negocio:

1. Programas de préstamos y donaciones:
  - Corporación de crecimiento de capital de Massachusetts: [www.massgcc.com](http://www.massgcc.com)
  - Préstamos SBA: [www.sba.gov/loans-grants](http://www.sba.gov/loans-grants)
2. Entrenamientos o cursos de negocios:
  - El Centro de Desarrollo de Pequeñas Empresas de MA ofrece asistencia comercial privada, confidencial, individualizada y programas de capacitación educativa gratuitos o de bajo costo para pequeños negocios existentes y existentes en todo el Estado. [www.msfdc.org](http://www.msfdc.org)
  - SCORE es un socio de recursos de la Administración de Pequeñas Empresas (SBA) de EE. UU. Que ofrece una gran red de mentores empresariales voluntarios y expertos: [www.score.org](http://www.score.org)
3. Asociaciones comerciales:
  - Cámara de Comercio de Everett: [www.everettmachamber.com](http://www.everettmachamber.com)
  - Asociación de Alimentos de Massachusetts: [www.mafood.com](http://www.mafood.com)
  - Asociaciones empresariales étnicas / minoritarias:
    - MA Cámara de Comercio Latina [www.malcc.com/](http://www.malcc.com/)
    - Cámara haitiano-estadounidense de Greater Boston: [www.haitianchamber.com/](http://www.haitianchamber.com/)
4. Otros recursos:
  - El Centro de Recursos Empresariales de la Coalición de Inmigrantes y Refugiados de Massachusetts (MIRA) ofrece enlaces a recursos e información estatales, locales y nacionales tanto para empresarios inmigrantes como para socios financieros y prestamistas. Visite este enlace para obtener más información: [miracoalition.org/entrepreneurship-64430/business-resource-center](http://miracoalition.org/entrepreneurship-64430/business-resource-center)
  - El Centro para Mujeres y Empresa, ayuda a las mujeres a comenzar y hacer crecer sus negocios. Para obtener más información sobre CWE, llame al 617-536-0700 o envíe un correo electrónico a [info.EasternMA@CWEonline.org](mailto:info.EasternMA@CWEonline.org).
  - Mass BizWorks conecta a las empresas con los recursos estatales y federales para ayudar a las empresas a través de diferentes ciclos comerciales. [www.mass.gov/mass-bizworks](http://www.mass.gov/mass-bizworks)
  - Massachusetts Food Trust: [www.mapublichealth.org/priorities/access-to-healthy-affordable-food/ma-food-trust-program/](http://www.mapublichealth.org/priorities/access-to-healthy-affordable-food/ma-food-trust-program/)

A medida que continuemos recopilando datos y formulemos recomendaciones a la Ciudad, nos encantaría escuchar sus ideas, preguntas o inquietudes sobre esta evaluación. Por favor comuníquese al 414-828-7312 o [everettcommunitygrowers@gmail.com](mailto:everettcommunitygrowers@gmail.com) con cualquier consulta relacionada con este proyecto. Para obtener más información sobre ECG, visite nuestro sitio web en [www.everettcommunitygrowers.wordpress.com](http://www.everettcommunitygrowers.wordpress.com).

Atentamente, Emily Nink, Coordinadora de Desarrollo para ECG

# Community Survey



## Everett Community Food Assessment: Community Survey Tool

We are surveying people in Everett to understand your perspectives on the food availability in the City. Your responses will remain completely confidential. We will not ask for your name, and therefore no information associated with your name will be collected or released.

**Data Collector:** \_\_\_\_\_

**Date:** \_\_\_\_\_

### Section 1: Eligibility.

1. Do you live in the City of Everett?

Yes    No (Thank and dismiss)

1.a. Which ward do you live in Everett (*show map of wards*)?

1      2      3      4      5      6

### Section 2: General Perspectives. (*Circle one for each question in this section*)

2. How satisfied are you with the overall **quality and freshness** of the food sold in Everett?

Very satisfied      Somewhat satisfied      Somewhat dissatisfied      Very dissatisfied

3. How satisfied are you with the **selection (variety) of foods** available in Everett?

Very satisfied      Somewhat satisfied      Somewhat dissatisfied      Very dissatisfied

4. How satisfied are you with the availability of **vegetables, fruits, and other healthy foods** in Everett?

Very satisfied      Somewhat satisfied      Somewhat dissatisfied      Very dissatisfied

5. Overall, how satisfied are you with the prices of foods in Everett?

Very satisfied      Somewhat satisfied      Somewhat dissatisfied      Very dissatisfied

6. Overall, how satisfied are you with the prices of **vegetables, fruits, and other healthy foods in Everett?**

Very satisfied      Somewhat satisfied      Somewhat dissatisfied      Very dissatisfied

7. Do you think the **overall food prices** in Everett are more expensive, the same price or less expensive than in other areas where you buy food?

More expensive      Same price      Less expensive      Don't know

8. Do you think the **prices of vegetables, fruits, and other healthy foods** in Everett are more expensive, the same price or less expensive than in other areas where you buy food?

More expensive      Same price      Less expensive      Don't know

9. Are there certain foods that you would like to buy but you cannot find in Everett?

No    Yes (please explain) \_\_\_\_\_





14.e. How often do you buy food at a *fast food or carry-out restaurant*?

2 or more times a day    Daily    2 or more times a week    Weekly    Every 2 weeks    Monthly    A few times a year

e.1. On average, how much do you spend each time you go? (\$ per visit): \_\_\_\_\_

14.f. How often do you buy food at a *sit-down restaurant*?

2 or more times a day    Daily    2 or more times a week    Weekly    Every 2 weeks    Monthly    A few times a year    Never

f.1. On average, how much do you spend each time you go? (\$ per visit): \_\_\_\_\_

15. How often do you (or a household member) cook a meal from scratch?

2 or more times a day    Daily    2 or more times a week    Weekly    Every 2 weeks    Monthly    A few times a year    Never

16. Have you ever bought food at the Everett Farmers' Market (prior to 2017)?    Yes    No

16.a. If no, what prevented you from buying food at the Everett farmers' market? (*Circle all that apply*)

- I did not know about the market
- The location was inconvenient or inaccessible
- The hours were inconvenient or inaccessible
- The available foods were not of interest to me
- The available foods were too expensive
- Other: \_\_\_\_\_

**Section 5: Transportation**

17. How easy is it for you to get to the supermarket, grocery store, or food pantry?

Very easy    Fairly easy    Fairly difficult    Very difficult    Don't know/not sure

17.a. (If "fairly difficult" or "very difficult") Why is it difficult to get to the supermarket or grocery store? \_\_\_\_\_

18. Is there one store where you buy most of your food?    Yes    No

18.a. If yes, what is the name of this store? \_\_\_\_\_

18.b. If yes, where is this store located? \_\_\_\_\_

19. How do you *most often* get to the supermarket or grocery store? (*Circle one*):

- Drive
- Bike
- Walk
- Get a ride from friend/family
- Taxi/Uber/Lyft/Other Rideshare
- Bus/Train/Public Transportation
- I get groceries delivered to my house



**Section 6: Food Security.**

Now that I understand more about your experience with stores in the area, I would like to ask you a couple of questions about you.

20. Within the past 12 months, how often have you or your family worried whether food would run out before you got money to buy more?

Often                      Sometimes                      Never

20.a. If “often” or “sometimes,” please explain: \_\_\_\_\_

21. How often are you unable to buy healthy foods because you are out of money/assistance?

Often                      Sometimes                      Never

21.a. If “often” or “sometimes,” please explain: \_\_\_\_\_

22. Within the past 12 months, have you visited a food pantry, community meal program, or other emergency food provider in Everett?                      Yes                      No

22.a. If yes, how often did you visit?

2 or more times a day      Daily      2 or more times a week      Weekly      Every 2 weeks      Monthly      A few times a year      Never

23. How many servings of fruits and vegetables do you usually eat each day? A serving is about 1 cup, or roughly the amount that would fit into the palm of your hand: \_\_\_\_\_ servings each day

24. Is there anything that you would like to change about the way that you eat?

\_\_\_\_\_  
\_\_\_\_\_

25. Is there anything that you would like to change about the food available in Everett?

\_\_\_\_\_  
\_\_\_\_\_

**Section 7: Demographics.**

26. Including yourself, how many people live in your household?

Children under 18: \_\_\_\_\_ Adults 18 to 64: \_\_\_\_\_ Adults 65 and over: \_\_\_\_\_

27. Do you or any children in your household participate in any of these public programs?

(Check all that apply):

- SNAP (Food Stamps)
- School Breakfast/School Lunch
- WIC
- Senior Coupons

28. Are you the main food shopper for your household?      Yes      No

29. Are you:                      Male                      Female                      Transgender                      Prefer not to say

30. In what year were you born? \_\_\_\_\_



31. What ethnicity do you most closely identify with? (*Check all that apply*):

- Black or African-American
- Asian
- Native Hawaiian/Pacific Islander
- American Indian/Alaska Native
- Hispanic/Latino
- White
- Other (*please list*): \_\_\_\_\_

32. Which languages do you speak at home? (*Check all that apply*):

- English
- Spanish
- Portuguese
- Haitian Creole
- Other (*please list*): \_\_\_\_\_

33. Do you rent or own your home?                      Rent                      Own

34. What is your household income? (*Circle one*):

- < \$10,000
- \$10,000 - \$14,999
- \$15,000 - \$24,999
- \$25,000 - \$49,999
- \$50,000 - \$99,999
- \$100,000 - \$149,999
- >\$149,999

35. How long have you lived in Everett? (*Circle one*):

- Less than one year
- 1-5 years
- 5-15 years
- 15+ years

Thank you for taking the time to complete this survey. We appreciate your thoughts and comments.

# Community Survey Demographic Highlights

Figure 1: Community Survey Results, Demographic Highlights

DEMOGRAPHICS (proportions)		Overall Sample (%)	Food Pantry Sample (%)	Non-Food Pantry Sample (%)
Gender	Male	23	22	19
	Female	74	72	75
	Transgender	1	1	0
	Don't want to say	3	0	6
Race/Ethnicity	Black/African-American	15	24	5
	Asian	1	1	1
	American Indian	1	2	0
	Hispanic/Latino	46	34	59
	White	35	37	34
	Other	4	7	0
Languages Spoken at Home	English	62	65	59
	Spanish	43	29	58
	Portuguese	16	18	14
	Haitian Creole	10	18	0
	Other	6	7	4
Housing	Renter	78	86	66
	Owner	22	14	34
Annual Household Income	<\$10,000	22	28	15
	\$10,000 - \$14,999	15	14	15
	\$15,000 - 24,999	25	26	24
	\$25,000 - \$49,999	28	26	31
	\$50,000 - \$99,999	11	6	15
Length of Time Living in Everett	Less than one year	7	7	6
	1-5 years	22	23	19
	5-15 years	32	30	25
	15+ years	38	39	32
Food Program Participation	SNAP	28	33	23
	School Meals	34	37	31
	WIC	12	15	8
	Senior Coupons	1	1	0

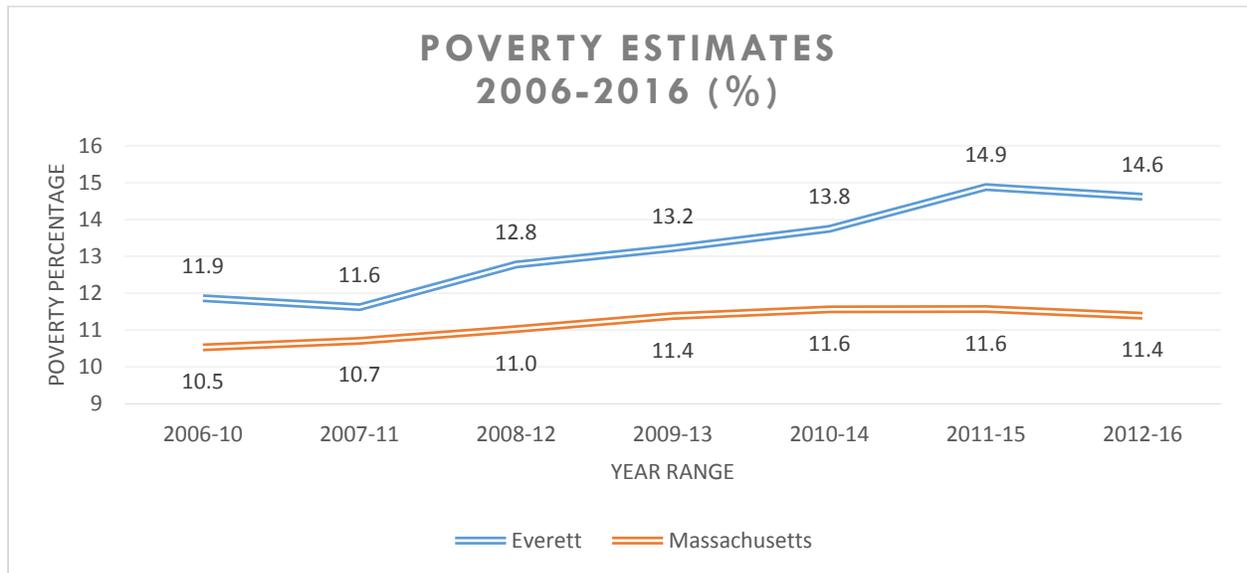
## Food Policy Scan, Search Terms and Hits by Topic Area

The following table shows the search terms used to identify relevant sections of City code. The number of sections initially retrieved from CodePublishing includes all appearances of listed terms, using methods described in the report. Unique hits are instances of search terms found one or more times within sections of the City code; where the search term was found multiple times within such sections, they were counted only once as 'unique' hits.

Workforce and Business	Food Production	School Food	Food Security	Additional search terms for Equity-related topics
74 hits	152 hits	2 hits	121 hits	56 hits
• 24 unique	• 18 unique	• 0 unique	• 15 unique	• 11 unique
New England Produce Center	Livestock	Breakfast	Nutrition	Sanctuary
Small business	Animal	Lunch	Emergency food	Diversity
Local business	Fowl	Meal program	Corner store	Cultural competency
Job creation	Chicken	Water fountain	Local agriculture	Safe and welcoming
Worker rights	Hens	Drinking fountain	Food retail	Immigration
Food economy	Livestock	Vending machine	Food production	Community safety
Food hub	Garden	Nutrition education	Needs assessment	Inclusive/on
Job training	Agriculture	Curriculum	Pantry	Human rights
Training program	Aquaponics	School garden	Food Market	Equity
Labor	Cultivate	Food procurement	Grocery store	Translation
Workforce development	Farm	Food purchasing	Supermarket	Religious tradition
Investment	Food	Nutrition education	Restaurant	Holidays
Sell	Fruit	Healthy food	Fast food	Discrimination
	Meat	Nutrient standards	Food truck	Cultural Diversity
	Plant	Food presentation	Kitchen	Fair trade
	Produce	Healthy food preparation	SNAP	Minority
	Vegetable	Food Marketing	Resilience	Arts
	Compost	Meal timing	Food access	
	Arbor		Insecurity	
	Trellis		Mixed-use	
	Plant bed		Pedestrian safety	
	Greenhouse		Safe streets	
	Hoop house		WIC	
	Cold frame		Public safety	
	Slaughter		Open-air market	

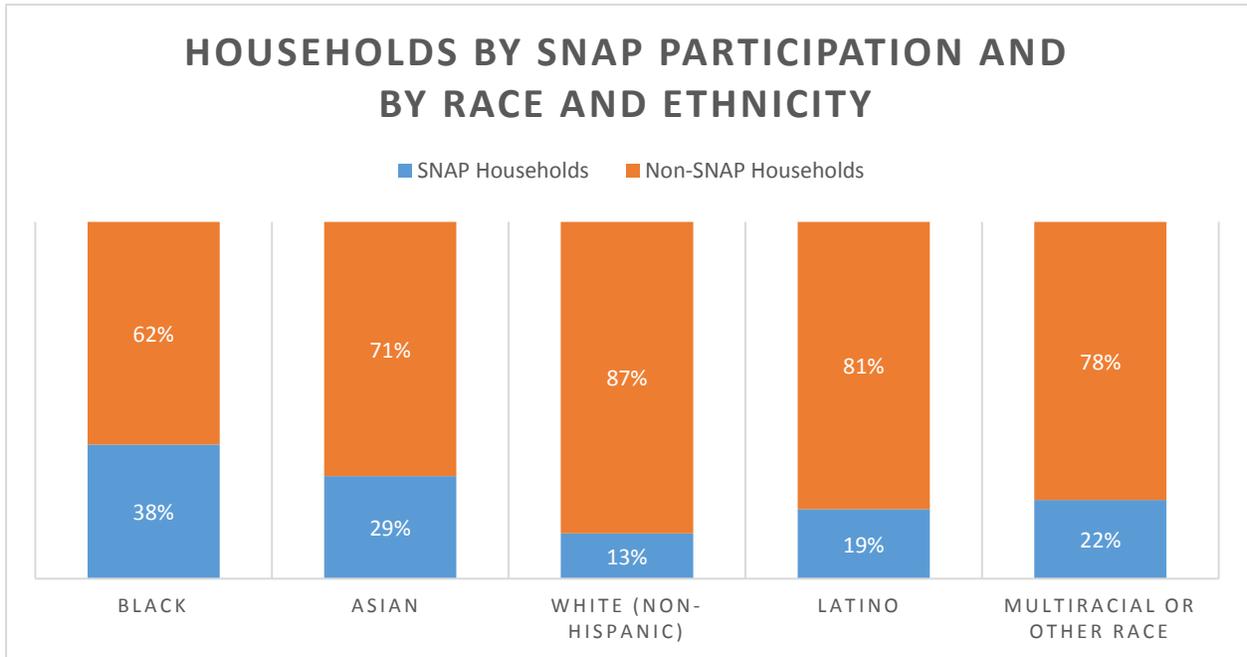
# Poverty Estimates, 2006-2016

Figure 1: Everett and Massachusetts Poverty Estimates 2006-2016, Source: ACS 2006-2016



# Households by SNAP participation and Race and Ethnicity, 2011-2015

Figure 2: Everett Households by SNAP Participation and by Race and Ethnicity, Source ACS 2011-2015



# Everett School District Enrollment by School, 2016-17

Table 1: Everett School District Enrollment by School, Source: MA DESE, 2016-17

Everett School District Enrollment By School				
School Name	Grades	schoolyear	enrolled	type
Adams School	Pre-K	2016-17	209	public
Webster School	Pre-K-4	2016-17	564	public
Sumner G. Whittier School	K-8	2016-17	595	public
Madeline English School	K-8	2016-17	878	public
George Keverian School	K-8	2016-17	942	public
Devens School	K-8 (Special Education)	2016-17	65	public
Lafayette School	K-8	2016-17	931	public
Parlin School	K-8	2016-17	871	public
Everett High	9-12	2016-17	2023	public

**Everett Public Schools District Wellness Policy**

# **EVERETT PUBLIC SCHOOLS**

## **District Wellness Policy**

Superintendent of Schools  
Frederick F. Foresteire

Assistant Superintendent of Schools  
Thomas J. Stella, Ed.D

Assistant Superintendent for Business Affairs and  
Pupil Personnel Services  
Charles F. Obremski

Director of Curriculum and Development  
Janice M. Gauthier

### **Committee Members**

Theresa M. Tringale, Chairperson  
Maria Davis, Director of Food and Nutrition  
Richard Baniewicz, School Committee at Large  
David Brady, Sumner G. Whittier School  
Jodi Lava, Everett High School  
Michael McLucas, Albert N. Parlin School  
William Donohue, Lafayette School  
Jennifer Nigro, Madeline English School  
Janet Colameta, Albert N. Parlin School  
Shelanda Irish, Sumner G. Whittier School  
Elaine Silva, Department of Health, Everett  
Robert Marra, Cambridge Health Alliance  
Victoria McCarthy, Parent Representative

August 2014

## **Section 204 of Public Law 108-265—June 30, 2004**

### **Child Nutrition and WIC Reauthorization Act of 2004**

#### **SEC. 204 LOCAL WELLNESS POLICY**

(a) **IN GENERAL** - Not later than the first day of the school year beginning after June 30, 2006, each local education agency participating in a program authorized by the Richard B. Russell National School Lunch Act (42 U.S.C.1751 et seq.) or the Child Nutrition Act of 1966 (42 U.S.C. 1771 et seq.) shall establish a local school wellness policy for schools under the local educational agency that, at a minimum—

- 1) Includes goals for nutrition education, physical activity and other school- based activities that are designed to promote student wellness in a manner that the local educational agency determines is appropriate;
- 2) Includes nutrition guidelines selected by the local educational agency for all foods available on each school campus under the local educational agency during the school day with the objectives of promoting student health and reducing childhood obesity;
- 3) Provides an assurance that guidelines for reimbursable school meals shall not be less restrictive than regulations and guidance issued by the Secretary of Agriculture pursuant to subsections (a) and (b) of section 10 of the Child Nutrition Act (42 U.S.C. 1779) and section 9(f)(1) and 17(a) of the Richard B Russell National School Lunch Act (42 U.S.C. 1758(f)(1), 1766(a)0, as those regulations and guidance apply to schools;
- 4) Establishes a plan for measuring implementation of the local wellness policy, including designation of 1 or more persons within the local educational agency or at each school, as appropriate, charged with operational responsibility for ensuring that the school meets the local wellness policy; and
- 5) Involves parents, students, and representatives of the school food authority, the school board, school administrators, and the public in the development of the school wellness policy.

(b) **TECHNICAL ASSISTANCE AND BEST PRACTICES**. - (1) **IN GENERAL**. - The Secretary, in coordination with the Secretary of Education and in consultation with the Secretary of Health and Human Services, acting through the Centers for Disease Control and Prevention, shall make available to local educational agencies, school food authorities, and State educational agencies, on request, information and technical assistance for use in—

- (A) Establishing healthy school nutrition environments; (B) Reducing childhood obesity; and  
(C) Preventing diet-related chronic diseases.

(2) **CONTENT**. - Technical assistance provided by the Secretary under this subsection shall— (A) Include relevant and applicable examples of schools and local educational agencies that have taken steps to offer healthy options for foods sold or served in schools; (B) Include such other technical assistance as is required to carry out the goals of promoting sound nutrition and establishing healthy school nutrition environments that are consistent with this section;

(C) Be provided in such a manner as to be consistent with the specific needs and requirements of local educational agencies; and (D) Be for guidance purposes only and not be construed as binding or as a mandate to schools, local educational agencies, school food authorities, or State educational agencies.

(3) **FUNDING**. – (A) **IN GENERAL**. – On July 1, 2006, out of any funds in the Treasury not otherwise appropriated, the Secretary of the Treasury shall transfer to the Secretary of Agriculture to carry out this subsection \$4,000,000, to remain available until September 30, 2009. (B) **RECEIPT AND ACCEPTANCE**. – The Secretary shall be entitled to receive, shall accept, and shall use to carry out this subsection the funds transferred under subparagraph (A), without further appropriation.

# **District Wellness Policy**

## **Everett Public Schools**

### **Mission Statement**

The Everett Public School District is committed to providing a school environment that enhances awareness and learning of lifelong wellness.

Through the following Wellness Committee goals, the school district will provide developmentally appropriate nutrition and physical education:

- To provide child nutrition programs that comply with federal, state and local requirements
- To ensure that child nutrition programs are accessible to all children
- To promote and provide interdisciplinary nutrition education
- To ensure that meaningful physical activity connects to students' lives
- To provide and promote school-based activities that are consistent with local wellness policy goals
- To ensure that foods and beverages made available on campuses are consistent with current *Dietary Guidelines for Americans*
- To ensure that foods made available on campuses adhere to food safety regulations

- To provide school environments that are safe, comfortable, pleasing and allow ample time for eating meals
- To ensure that food and physical activity are not used as a reward or punishment

The USDA released a final rule outlining new nutritional requirements for meals served under the National School Lunch and Breakfast Programs, as required by the Hunger-Free, Healthy Kids Act of 2010. It is the goal of the Everett Schools and the Wellness Committee to comply with all of the new requirements. The following standards apply to all public elementary, middle and high school students.

**Juice:** 100% fruit and vegetable juice, with no added sugar. No more than a four-ounce serving.

**Milk:** Low-fat (1% or less) and fat-free milk. Flavored milk with no more than 22 grams total sugar per 8 ounces.

**Water:** No added sugars, sweeteners or artificial sweeteners. May contain natural flavorings and/or carbonation.

**Calories in Snacks:** Foods shall not exceed 200 calories per items. A la carte entrees shall not exceed the calorie count of entrée selections offered as part of the National School Lunch Program.

**Fat:** No more than 35% of total calories from fat.

**Saturated Fat:** No more than 10% of total calories from saturated fat.

**Trans Fat:** All foods shall be trans fat-free.

**Sugar:** No more than 35% of total calories from sugar.

**Sodium:** No snack food shall contain more than 200mg of sodium per item. A la carte entrees shall not contain more than 480mg of sodium per item.

**Grains:** All bread or grain- based products shall be whole grain, i.e. whole grain should be listed first in the ingredient statement.

**Caffeine:** No food or beverage shall contain more than trace amounts of caffeine.

**Artificial Sweeteners:** No food or beverage shall contain an artificial sweetener.

The new law is another opportunity to better understand the goal of feeding and nurturing our children. Our pledge is and will always be to:

Provide a wide variety of nutritious food. We will feature foods and menus that go beyond simply meeting nutrition guidelines. We will

incorporate great tasting, good-for-you foods. Under the program, our menus include foods that are nutrient rich, high quality, safe, wholesome and healthful, and environmentally responsible and local when available. We want to teach students to make good choices. We provide tools that teach children about healthy choices. Easy and fun to implement, the tools aid our children in making smart moves every day toward a lifetime of good health.

# **District Wellness Policy**

## **Everett Public Schools**

### **Nutrition Standards and Education**

1. The Nutrition Education program meets State standards
2. Students in grades pre-K through 12 receive interactive nutrition education.
3. Nutrition education teaches students the skills they need to adopt healthy eating behaviors.
4. Nutrition education is offered in the school dining room as well as in the classroom and is coordinated between teachers and foodservice staff.
5. Students receive consistent nutrition messages throughout the school, classroom, cafeteria, home community and other media.
6. District health education curriculum standards and guidelines include nutrition education and physical education.
7. Nutrition education is integrated into the coordinated school health program and physical education.
8. Nutrition education is integrated into the core curriculum areas of Mathematics, Science, Social Studies and Language Arts.
9. Staff that provides nutrition education has appropriate training.
10. Schools are USDA Team Nutrition schools.
11. Schools conduct nutrition education activities and promotions that involve parents, students and the community.
12. Family/parent nutrition opportunities are provided.
13. School menus are followed and analyzed using USDA-approved software, such as, Nutrikids.

14. School foodservice staff is trained in the appropriate substitution of foods in order to meet the nutritional goals of the program.

15. Students are offered a variety of meats/poultry, fresh fruits, vegetables and whole grains at breakfasts and lunches.

16. Students are offered a variety of milk, including fat-free, low fat, flavored and unflavored, at breakfasts and lunches.

17. A registered dietician or qualified health professional is consulted as needed for special diets.

19. Nutrition guidelines are established for a la carte, vending and other foods available on the school campus.

20. Communications are made available in as many languages as district population warrants.

21. Faculty and foodservice staff work together to promote sound nutrition messages.

**District Wellness Policy  
Everett Public Schools**

**Physical Activity**

1. Students are regularly assessed for attainment of physical education skills.
2. Qualified teachers are hired to teach physical education and supervise physical activities in the district.
3. Resources for physical education are available for students and teachers.
4. District policy for physical education is consistent with State policy or guidelines.
5. Students are provided many choices of physical activity, including cooperative and competitive games.
6. Students are provided with physical activity choices.
7. District encourages physical activity outside of the school day.
8. Recess is scheduled to promote safe physical activity and to encourage better consumption of meals.
9. Recreational facilities are safe, clean and accessible for all students.

**District Wellness Policy  
Everett Public Schools**

**Other School-Based Activities**

1. School dining areas are clean, safe and pleasant environments that reflect the value of the social aspects of eating.
  
2. Enough serving areas are provided to ensure access to school meals with a minimum of wait time.
  
3. Meal times are scheduled near the middle of the day.
  
4. Students are given adequate time to enjoy eating healthy meals.
  
5. Food or physical activity is not used as a reward or punishment.
  
6. Physical education and Health education are not cancelled or delayed for instructional make-up time.
  
7. Physical education and Health education are not denied or used as a form of discipline.
  
8. The District has adopted nutrient standards for all foods sold on school campuses.
  
9. Pouring-rights contracts with soft drink companies are not allowed.
  
10. Only foods and beverages meeting District nutrient standards are sold in vending machines throughout school campuses.
  
11. Fundraising efforts cannot violate the competitive food law; bake sales are prohibited during the school day.
  
12. The District is examining existing in-school advertising and marketing efforts to determine if inappropriate messages are communicated.

August 20134

13. All in-school advertising and marketing send positive healthy foods and physical activity messages.

14. On-going professional training and development in the areas of nutrition and physical education are provided for foodservice staff and teachers.

15. Students have access to physical activity facilities outside of school hours.

16. Students have access to vending machines during scheduled lunch periods only.

## Action Steps

### Nutrition Standards and Education Everett Public Schools

**Policy Statement:** Nutrition education is integrated into the core curriculum areas of Mathematics, Science, Social Studies and Language Arts.

Action Steps	Due Date
Refer to Massachusetts Health/Physical Education Curriculum Frameworks.	August, 2006-ongoing
Integrate Wellness into Professional Development training.	August, 2006-Ongoing

**Policy Statement:** Faculty and foodservice staff work together to promote sound nutrition messages.

Action Steps	Due Date
Provide Professional Development training to include foodservice staff with Health and Physical Education teachers.	Fall, 2006-ongoing
Provide opportunities for foodservice staff to address students and parents at school assemblies.	Fall, 2006-Ongoing

**Policy Statement:** Food service and Everett Public Schools will work toward full compliance of the *Hunger Free Healthy Kids Act*.

Action Steps	Due Date
Director of Child Nutrition Services will oversee nutritional requirements and implementation of standards into the breakfast and lunch program.	July, 2012-Ongoing

August 2014

## Action Steps

## Physical Activity Everett Public Schools

**Policy Statement:** Students are regularly assessed for attainment of physical education skills.

<b>Action Steps</b>	<b>Due Date</b>
Research purchase of <i>Physical Best Program</i> in coordination with Aramark Foodservice and Everett Public Schools.	Summer, 2006
Provide Professional Development to Physical Education teachers.	Fall, 2006- Ongoing

**Policy Statement:** Recess is scheduled to promote safe physical activity and to encourage better consumption of meals.

<b>Action Steps</b>	<b>Due Date</b>
Promote benefits of recess before lunch throughout K-8 schools.	August, 2007- Ongoing
Monitor implementation of recess before lunch throughout K-8 Schools.	August 2013- Ongoing

## Action Steps

### Other School-Based Activities Everett Public Schools

**Policy Statement:** Food or physical activity is not used as a reward or punishment.

Action Steps	Due Date
School Committee will consider matter to maintain the directive.	August, 2013
Everett Public Schools Administrators will monitor implementation of the directive.	August 2013-Ongoing

**Policy Statement:** Physical education and health education are not cancelled or delayed for instructional make-up time.

Action Steps	Due Date
School committee will consider matter to maintain the directive.	August, 2013
Everett Public Schools Administrators will monitor implementation of the directive.	August, 2013-Ongoing

**Policy Statement:** Physical Education and Health Education are not denied or used as a form of discipline.

Action Steps	Due Date
School committee will consider matter to maintain the directive.	August, 2013
Everett Public Schools Administrators will monitor implementation of the directive.	August, 2013-Ongoing

## Action Steps

### Other School-Based Activities Everett Public Schools

**Policy Statement:** The district has adopted nutrient standards for all foods sold in vending machines throughout school campuses.

Action Steps	Due Date
Director of Nutrition will ensure that vending complies with regulations.	August 2013- Ongoing

**Policy Statement:** Fundraising efforts cannot violate the competitive food law; bake sales are prohibited during the school day.

Action Steps	Due Date
School Committee will consider matter to maintain the directive.	August, 2013
Everett Public Schools, and Aramark will monitor implementation of the directive.	August, 2014- Ongoing

**Policy Statement:** Students have access to vending machines during scheduled lunch periods only.

Action Steps	Due Date
Consideration for installing timing options for vending machines in K-8 schools	August 2013- Ongoing

August 2014

**Draft, Proposed Everett Public Schools District's  
Wellness Policy on Nutrition**

**Draft 9/5/17**

## **Everett Public School District's Wellness Policy on Nutrition**

### **Preamble**

Whereas, children need access to healthful foods and opportunities to be physically active in order to grow, learn, and thrive;

Whereas, good health fosters student attendance and education;

Whereas, obesity rates in the United States have doubled in children and tripled in adolescents over the last two decades, and physical inactivity and excessive calorie intake are the predominant causes of obesity;

Whereas, heart disease, cancer, stroke, and diabetes are responsible for two-thirds of deaths in the United States, and major risk factors for those diseases, including unhealthy eating habits, physical inactivity, and obesity, often are established in childhood;

Whereas, the estimated annual health care costs of obesity-related illness are a staggering \$190.2 billion or nearly 21% of annual medical spending in the United States, with childhood obesity alone responsible for \$14 billion in direct medical costs;

Whereas, a 2012 report released by the Commonwealth of Massachusetts found that 46% of Everett students were either overweight or obese, a statistic that gives the city the unenviable distinction of having one of the highest childhood obesity rates in the state;

Whereas, obesity has both short- and long-term consequences for children's emotional health and physical and social functioning and well-being;

Whereas, even among children and youth who are not obese, diets too high in saturated fats, *trans* fat, and sodium predispose them to the risk of heart disease, stroke, and certain cancers;

Whereas, empty calories from added sugars and solid fats contribute to 40% of total daily calories for 2–18 year olds and half of these empty calories come from six sources: soda, fruit drinks, dairy desserts, grain desserts, pizza, and whole milk;

Whereas, nationally, the items most commonly sold from school vending machines, school stores, and snack bars include low-nutrition foods and beverages, such as soda, sports drinks, imitation fruit juices, chips, candy, cookies, and snack cakes;

Thus, the Everett Public School District is committed to providing school environments that promote and protect children's health, well-being, and ability to learn by supporting healthy eating and physical activity. Therefore, it is the policy of the Everett Public School District that:

- Foods and beverages sold or served at school will meet the nutrition recommendations outlined below, which have been developed to optimize student health and wellbeing. This will foster lifelong healthy eating habits in our children.
- Qualified child nutrition professionals will provide students with access to a variety of affordable, nutritious, and appealing foods that meet the health and nutrition needs of students; will accommodate the religious, ethnic, and cultural diversity of the student body in meal planning; and will provide clean, safe, and pleasant settings and adequate time for students to eat.
- Schools will provide nutrition education and physical education to foster lifelong habits of healthy eating and physical activity, and will establish linkages between health education and school meal programs, and with related community services.

## **TO ACHIEVE THIS POLICY GOAL:**

### **Nutritional Quality of Foods and Beverages Sold and Served on Campus**

#### **School Meals**

Meals served through the Everett Public Schools will:

- be appealing and attractive to children;
- be served in clean and pleasant settings;
- meet, at a minimum, nutrition requirements established by local, state, and federal statutes and regulations;
- offer a variety of fresh fruits and vegetables, with no syrup used with fruit;
- serve only rBST-free low-fat (1%) and fat-free milk and nutritionally-equivalent non-dairy alternatives (to be defined by USDA); and
- ensure that 100% of the served grains are whole grain (not “whole-grain rich; no unbleached flour);
- include high USDA quality grade meat, such as whole muscle meat;

- contain no artificial ingredients, including artificial colors, artificial flavors, preservatives, artificial sweeteners, and high fructose syrup;
- contain no partially or fully hydrogenated oils or fats;
- contain no BHA, BHT, TBHQ, sodium nitrates/nitrites;
- contain no MSG, benzoates, bromates, or sulfites.

Schools should engage students and parents, through taste-tests of new entrees and surveys, in selecting foods sold through the school meal programs in order to identify new, healthful, and appealing food choices. In addition, schools should share information about the nutritional content of meals with parents and students. Such information could be made available on menus, a website, on cafeteria menu boards, placards, or other point-of-purchase materials.

**Breakfast.** To ensure that all children have breakfast, either at home or at school, in order to meet their nutritional needs and enhance their ability to learn:

- Schools will, to the extent possible, operate the School Breakfast Program.
- Schools will, to the extent possible, utilize methods to serve school breakfasts that encourage participation, including serving breakfast in the classroom, "grab-and-go" breakfast, or breakfast during morning break or recess.
- Schools that serve breakfast to students will notify parents and students of the availability of the School Breakfast Program.
- Schools will encourage parents to provide a healthy breakfast for their children through newsletter articles, take-home materials, or other means.

**Free and Reduced-priced Meals.** Schools will make every effort to eliminate any social stigma attached to, and prevent the overt identification of, students who are eligible for free and reduced-price school meals<sup>1</sup>. Toward this end, schools may utilize electronic identification and payment systems; provide meals at no charge to all children, regardless of income; promote the availability of school meals to all students; and/or use nontraditional methods for serving school meals, such as "grab-and-go" or classroom breakfast.

**Summer Food Service Program.** Schools in which more than 50% of students are eligible for free or reduced-price school meals will sponsor the Summer Food Service Program for at least six weeks between the last day of the academic school year and the

---

<sup>1</sup> It is against the law to make others in the cafeteria aware of the eligibility status of children for free, reduced-price, or "paid" meals.

first day of the following school year, and preferably throughout the entire summer vacation.

**Meal Times and Scheduling.** Schools:

- will provide students with at least 10 minutes to eat after sitting down for breakfast and 20 minutes after sitting down for lunch;
- should schedule meal periods at appropriate times, *e.g.*, lunch should be scheduled between 11 a.m. and 1 p.m.;
- should not schedule tutoring, club, or organizational meetings or activities during mealtimes, unless students may eat during such activities;
- will schedule lunch periods to follow recess periods (in elementary schools);
- will provide students access to hand washing or hand sanitizing before they eat meals or snacks; and
- should take reasonable steps to accommodate the tooth-brushing regimens of students with special oral health needs (*e.g.*, orthodontia or high tooth decay risk).

**Qualifications of School Food Service Staff.** Qualified nutrition professionals will administer the school meal programs. As part of the school district's responsibility to operate a food service program, we will provide continuing professional development for all nutrition professionals in schools. Staff development programs should include appropriate certification and/or training programs for child nutrition directors, school nutrition managers, and cafeteria workers, according to their levels of responsibility.<sup>2</sup>

**Sharing of Foods and Beverages.** Schools should discourage students from sharing their foods or beverages with one another during meal or snack times, given concerns about allergies and other restrictions on some children's diets.

**Foods and Beverages Sold Individually (*i.e.*, foods sold outside of reimbursable school meals, such as through vending machines, cafeteria a la carte [snack] lines, fundraisers, school stores, etc.)**

**Elementary Schools.** The school food service program will approve and provide all food and beverage sales to students in elementary schools. Given young children's limited nutrition skills, food in elementary schools should be sold as balanced meals using the "My Plate" as a sample guide. If available, foods and beverages sold

---

<sup>2</sup> School nutrition staff development programs are available through the USDA, School Nutrition Association, and National Food Service Management Institute.

individually should be limited to low-fat and non-fat milk, fruits, and non-fried vegetables.

**Middle/Junior High and High Schools.** In middle/junior high and high schools, all foods and beverages sold individually outside the reimbursable school meal programs (including those sold through a la carte [snack] lines, vending machines, student stores, or fundraising activities) during the school day, or through programs for students after the school day, will meet the following nutrition and portion size standards:

### **Beverages**

- **Allowed:** water or seltzer water<sup>3</sup> without added caloric sweeteners; fruit and vegetable juices and fruit-based drinks that contain at least 50% fruit juice and that do not contain additional caloric sweeteners; unflavored or flavored low-fat or fat-free fluid milk and nutritionally-equivalent nondairy beverages (to be defined by USDA);
- **Not allowed:** soft drinks containing caloric sweeteners; sports drinks; iced teas; fruit-based drinks that contain less than 50% real fruit juice or that contain additional caloric sweeteners; beverages containing caffeine, excluding low-fat or fat-free chocolate milk (which contain trivial amounts of caffeine).

### **Foods**

- A food item sold individually:
  - will have no more than 35% of its calories from fat (excluding nuts, seeds, peanut butter, and other nut butters) and 10% of its calories from saturated fats.
  - will have no more than 35% of its *weight* from added sugars;<sup>4</sup>
  - will contain no more than 230 mg of sodium per serving for chips, cereals, crackers, French fries, baked goods, and other snack items; will contain no more than 480 mg of sodium per serving for pastas, meats, and soups; and will contain no more than 600 mg of sodium for pizza, sandwiches, and main dishes.
- A choice of at least two fruits and/or non-fried vegetables will be offered for sale at any location on the school site where foods are sold. Such items could include, but are not limited to, fresh fruits and vegetables; 100% fruit or vegetable juice; fruit-based drinks that are at least 50% fruit juice and that do not contain additional caloric sweeteners; cooked, dried, or canned fruits (canned in fruit juice or syrup); and cooked, dried, or

---

<sup>3</sup> Surprisingly, seltzer water may not be sold during meal times in areas of the school where food is sold or eaten because it is considered a "Food of Minimal Nutritional Value" (Appendix B of 7 CFR Part 210).

<sup>4</sup> If a food manufacturer fails to provide the *added* sugars content of a food item, use the percentage of weight from *total* sugars (in place of the percentage of weight from *added* sugars), and exempt fruits, vegetables, and dairy foods from this total sugars limit.

canned vegetables (that meet the above fat and sodium guidelines).<sup>5</sup>

**Portion Sizes:**

- Limit portion sizes of foods and beverages sold individually to those listed below:
  - One and one-quarter ounces for chips, crackers, popcorn, cereal, trail mix, nuts, seeds, dried fruit, or jerky;
  - One ounce for cookies;
  - Two ounces for cereal bars, granola bars, pastries, muffins, doughnuts, bagels, and other bakery items;
  - Four fluid ounces for frozen desserts, including, but not limited to, low-fat or fat-free ice cream;
  - Eight ounces for non-frozen yogurt;
  - Eight fluid ounces for beverages, excluding water; and
  - The portion size of a la carte entrees and side dishes, including potatoes, will not be greater than 6 ounces (using whole food complex carbohydrates). Fruits and non-fried vegetables are exempt from portion-size limits.
  - Protein sources should be two to three ounces for elementary students and five ounces for high school students.

**Fundraising Activities.** To support children’s health and school nutrition-education efforts, school fundraising activities will not involve food or will use only foods that meet the above nutrition and portion size standards for foods and beverages sold individually. Schools will encourage fundraising activities that promote physical activity. The school district will make available a list of ideas for acceptable fundraising activities.

**Snacks.** Snacks served during the school day or in after-school care or enrichment programs will make a positive contribution to children’s diets and health, with an emphasis on serving fruits and vegetables as the primary snacks and water as the primary beverage. Schools will assess if and when to offer snacks based on timing of school meals, children’s nutritional needs, children’s ages, and other considerations. The district will disseminate a list of healthful snack items to teachers, after-school program personnel, and parents.

- If eligible, schools that provide snacks through after-school programs will pursue receiving reimbursements through the National School Lunch Program.

---

<sup>5</sup> Schools that have vending machines are encouraged to include refrigerated snack vending machines, which can accommodate fruits, vegetables, yogurts, and other perishable items.

## Detailed NAICS Codes for the Food System Economy

The industry records below were considered part of the food system economy for the purpose of this analysis.

Table 1: Detailed NAICS Codes for the Food System Economy

Detailed NAICS Codes for the Food System Economy			
Sector	Industry	NAICS	Description
Production			
		111	Crop Farming
		112	Animal Farming
Manufacturing			
		311	Food Manufacturing
		312	Beverage Manufacturing
Retail			
	Food service		
		7223	Special Food Services
		7224	Drinking Places (Alcoholic Beverages)
		7225	Restaurants and other Eating Places
	Food or beverage stores		
		44511	Supermarkets and Other Grocery Stores
		44512	Convenience Stores
		44521	Meat Markets
		44522	Fish and Seafood Markets
		44523	Fruit and Vegetable Markets
		44529	Baked Goods, Confectionary and Nut, and other Specialty Food Stores
		44531	Beer, Wine, and Liquor Stores
		45291	Warehouse Clubs and Supercenters
Distribution			
		42441	General Line Grocery Merchant Wholesalers
		42442	Packaged Frozen Food Merchant Wholesalers
		42443	Dairy Product (except Dried or Canned) Merchant Wholesalers
		42444	Poultry and Poultry Product Merchant Wholesalers
		42445	Confectionery Merchant Wholesaler
		42446	Fish and Seafood Merchant Wholesalers
		42447	Meat and Meat Product Merchant Wholesalers
		42448	Fresh Fruit and Vegetable Merchant Wholesalers
		42449	Other Grocery and Related Products Merchant Wholesalers
		42451	Grain and Field Bean Merchant Wholesalers
		42452	Livestock Merchant Wholesalers
		42459	Other Farm Product Raw Material Merchant Wholesalers
		42491	Farm Supplies Merchant Wholesalers
	Transportation and warehousing		
		49313	Farm Product Warehousing and Storage
		49312	Refrigerated Warehousing and Storage

# Island End River Flood Zone and Impacted Businesses

Figure 1: Island End River Flood Zone and Impacted Businesses

