FROM THE GROUND UP

Inspiring Community-based Food System Innovations

Wallace Center at Winrock International,
Common Market and Changing Tastes

Funded by the W.K. Kellogg Foundation

This research project was made possible through the generous support of the W.K. Kellogg Foundation.

The Wallace Center at Winrock International, Common Market and Changing Tastes share a commitment to healthy, affordable, sustainably produced food as a human right. The three organizations have decades of experience building local food economies, supporting local leadership, and creating and scaling out and up community-based food innovations.

For additional information about this report, please contact the Wallace Center. For additional information about a project featured in this report, please refer to the organization's website.

WALLACE CENTER
WINROCK INTERNATIONAL

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EXECUTIVE SUMMARY

Never doubt that a small group of thoughtful, committed citizens can change the world.[1]

–MARGARET MEAD

Despite its productivity, the conventional food system in the United States is fraught with inequity, negative environmental impacts and threats to human health. Every week, new stories surface about the crisis in our food system, from environmental degradation to inhumane conditions for farm workers to lack of access to good food, particularly among low-income communities and communities of color.

At the same time, a revolution is underway: Communities across the United States are taking matters into their own hands, creating innovative programs that increase access to food, improve health, protect the environment, generate community wealth and address historical inequities. Against the backdrop of the conventional food system, these community-based innovators are charting the course to a healthier, more sustainable future.

With the engagement and support of the W.K. Kellogg Foundation, the Wallace Center at Winrock International worked with partners Common Market and Changing Tastes to identify, document and analyze successful community-based innovations in the U.S. food system. The research targeted projects grounded in community and utilize innovative strategies to produce or provide healthy, fair, affordable and sustainably grown food. Individually and in combination, these community-based projects are transforming the way food is grown, processed, distributed, marketed and consumed in the United States.

The goals of this research were to:

(1) Uncover new and lesser known innovative, community-based projects; (2) Identify emerging trends in innovation; and (3) Bring much-deserved attention to the community-based food movement.

[1] Lutkehaus, Nancy C., 2008, *Margaret Mead: The Making of an American Icon*. Princeton, NJ: Princeton University Press, p. 261.

To uncover lesser known innovations in community-based food systems work, the research team looked beyond published reports and familiar organizations. The scan cast a wide net through a comprehensive, nationwide nominations and referral process. To arrive at the final list of projects, the team interviewed project leaders and scored projects against a list of criteria.

The final 62 projects selected for this report are extremely diverse. The list includes innovation in both rural and urban areas across 28 states, interventions in different parts of the food system, and a wide array of different strategies. Projects range in geographical reach from hyper-local, such as Yarducopia's neighborhood gardening program, to national, such as the National Incubator Farm Training Initiative.

The projects vary widely in focus, approach and geographic spread, but they share a commitment to a common set of values:

1. Equity
2. Environmentally sustainable agriculture
3. Democratic participation
4. Social justice
5. Community ownership
6. Community building
7. Access to healthy food

Across projects, these values drive innovation, separating community-based projects from the globalized food system.

THEMES IN INNOVATION

In addition to documenting outstanding projects, the team aimed to identify emerging trends in innovation. Researchers considered an array of strategies revealed by the scan and identified eight key themes in community-based food system innovation:

1. Return to roots
2. Multiple points of impact
3. Networks
4. Policy
5. Adaptability and replication
6. Scaling out and scaling up
7. Social enterprise
8. Investing in the future

RETURN TO ROOTS

One of the most striking findings was that "innovation" often means a return to traditional cultural practices. Projects that return to roots adapt an existing idea, reinstate traditions or use food to build community. The scan identified 11 projects under the return to roots theme.

A return to roots is grounded in food sovereignty or community ownership, often focusing on achieving affordable access to healthy and culturally appropriate, sustainably-produced food. The work of the Farmworker Association of Florida's Campesinos' Gardens project and New Mexico's American Friends Service Committee is preserving cultural heritage and honoring indigenous practices.

In Massachusetts, Community Servings is reviving the traditional practice of using food as medicine. It supplies healthy, culturally appropriate, medically tailored meals from locally sourced produce and fish, when possible, to meet the nutritional needs of low-income chronically-ill individuals, 70 percent of whom are people of color. Community Servings is one of the few organizations in the nation to secure reimbursements from major health insurance providers for its food as medicine program.

MULTIPLE POINTS OF IMPACT

Many community-based projects are working in more than one part of the food value chain, connecting individuals who would not otherwise work together around common goals. The scan features eight projects working at multiple points of impact.

The Montana Farm to School program is helping food producers, buyers and consumers at the same time. The program has created new markets for local foods that meet the needs of local schools. Farmers' profits have increased and schools and students now get high-quality, affordable food. Ranchers, farmers, school food service workers and students all participated in the product development and testing process.

NETWORKS

Networks at the local, regional and national levels provide critical support for new and emerging innovation. In addition to providing technical assistance and opportunities for peer-to-peer learning, a strong network can provide a unified voice for a diverse membership. This report describes six projects using networks to support food system innovation.

Some networks serve specific groups or target a specific problem. The Black Belt Justice Center provides education, legal assistance and low-cost financing for African American farmers in danger of losing their farms. Others connect individuals and organizations with a range of needs and interests.

POLICY

Policy might not seem like a natural fit for community-based projects, but local policy work emerged as a theme in food system innovation. Inclusive local policy development can pave the way for creative solutions and remove barriers. The scan includes four policy projects.

The Los Angeles Good Food Purchasing Policy is changing the way institutions in the city source food. This comprehensive policy, developed through extensive community participation, requires participating institutions to procure food sustainably, locally-produced food. These farmers must also use humane treatment of animals and have protections in place for equitable treatment of farm workers.

ADAPTABILITY AND REPLICATION

True innovators adapt to changing circumstances and community needs, and often replicate work in other locations for greater impact. In the scan, the team identified projects that readily changed course in the face of new challenges. This research identified 10 projects that innovate through adaptability or replication.

A natural disaster can change a community's needs overnight. When the BP oil spill decimated New Orleans fisheries, Mary Queen of Vietnam Community Development Corporation switched its focus to helping fisherfolk and shrimpers develop new livelihoods through urban agriculture and aquaculture enterprise development.

SCALING OUT AND SCALING UP

Growing food systems innovations to appropriate scale is an important strategy for bringing change to more communities in need. The scan found many organizations have been able to deepen or broaden their impact by scaling them up – growing their own work within their community – or scaling them out to communities beyond their own. The report describes five organizations that are scaling up and out to increase impact.

Angelic Organics decided to scale out its successful community-supported agriculture (CSA) program. Instead of seeing other CSAs as competition, Angelic Organics helped other organizations in the Chicago area form CSAs to meet the growing demand for local food.

The Center for Ecoliteracy worked with Oakland Unified School District to scale out California Thursdays to dozens of districts throughout the state. Now, millions of dollars are funneled back to the local economy while also bringing more fresh, locally-grown food into low-income schools. Now, the Center is also working in other states, providing support to some of the largest urban districts so those districts may also adopt the program.

SOCIAL ENTERPRISE

The food system and its many components are often market-driven activities. Community-based entrepreneurship is vibrantly engaging markets through for-profit and nonprofit models. Social enterprises are proving profit need not come at the expense of the environment or people. Ten of the final projects selected for this report are social enterprises.

Mandela Marketplace, a community-owned, community-run, for-profit grocery store based in Oakland, California, provides access to affordable, healthy, local food and economic opportunity in a food desert.

INVESTING IN THE FUTURE

Innovation can impact a community in the short term, as well as years into the future. In the Wallace team's research, there were eight organizations providing education, training and financing to prepare the next generation of food-based entrepreneurs.

MA'O Organics is contributing to the development of the next generation of farmers and community leaders by helping young people earn college degrees while developing farming and entrepreneurship skills.

OUTLOOK

The 62 projects described in this report illustrate positive food system change at the community level. The Wallace team hopes this report will inspire and inform practitioners, community groups, support organizations, foundations, advocates, policymakers and community members to work together to build a healthy, equitable and sustainable food system.

INTRODUCTION

Our food system has transformed dramatically in a short period of time. In 1935, the United States had nearly seven million farms, with an average size of 150 acres.[2] These relatively small family farms produced the food consumed in their communities and nearby urban areas. Today, the United States is home to only 2.1 million farms, with an average size of 434 acres[3] – far fewer than 80 years ago. Consolidation, industrialization and globalization have given rise to large-scale, low-diversity farms whose products are distributed worldwide.

While this transformation has had numerous positive effects, large-scale industrial agriculture also has unintended consequences on our health, communities and environment. Despite an ample food supply, in 2014, unequal distribution of good food (food that is healthy, sustainable, fair and affordable) has disproportionately affected the health and livelihoods of low-income communities and communities of color. Fourteen percent of U.S. households lacked basic food security.[4] As Americans consume more processed foods high in calories, high-fructose corn syrup and synthetic additives, but low in nutrients, diet-related diseases like obesity and diabetes are on the rise. City planning and lack of investment in poor neighborhoods has created food deserts in which healthy food is unaffordable and inaccessible. The environmental impact of industrial agriculture is far-reaching. For example, fertilizer runoff has contaminated drinking water supplies and created "dead zones" where marine life can't survive. Pesticide exposure is linked to cancer and other health concerns among low-income, immigrant farmworkers and their families. Despite its productivity, the industrial-scale food production, distribution and consumption system in the United States is fraught with inequity, negative environmental impacts and threats to human health. Most critically,

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[2] United States Department of Agriculture, 2002. *Agriculture Fact Book 2001-2001, USDA Office of Communications, Retrieved at http://www.usda.gov/factbook/chapter3.htm*

[3] United States Department of Agriculture. 2014. *U.S. Farms and Farmers, Preliminary Report, 2012 Census of Agriculture, USDA National Agricultural Statistics Service (NASS, retrieved at http://www.agcensus.usda.gov/Publications/2012/Preliminary_Report/Highlights.pdf*

[4] Coleman-Jensen, Alisha et al. 2015. *Household Food Security in the United States in 2014*. United States Department of Agriculture Economic Research Report Number (ERR-194).

the globalized food system has severed the connection between communities and the sources of their food.

At the same time, community-based food revolutions are underway: Communities across the United States are taking matters into their own hands, creating innovative programs that increase access to food, improve health, protect the environment and generate community wealth. Farmers are combatting hunger and adopting sustainable farming techniques. Food hubs are connecting farms with health care institutions, and the health care industry is recognizing the link between food and medicine in improving health outcomes. Against the backdrop of the conventional food system, these community-based innovators are charting the course to a healthier, equitable and more sustainable future.

GOALS

The purpose of this research was to identify, document and share information about successful, lesser-known, community-based food system innovations in the United States. The goal is to inform and inspire community leaders, funders, researchers, advocates and other stakeholders in all parts of the food system. Understanding emerging and successful innovations in community-based food systems will be critical to building a healthier, fairer and greener food system nationwide.

CONTEXT

This research focused on innovative, community-based projects. The research team defined "innovative" and "community-based" projects in the following ways:

- **Innovative** food system projects use novel models or practices that disrupt the conventional food system, empower and engage existing food businesses and organizations to change their practices, and provide food that is healthy, fair, affordable and sustainable.
- **Community-based** projects originate in a community through the leadership, social and intellectual capital of community members and remain accountable to the community, even if they have expanded.

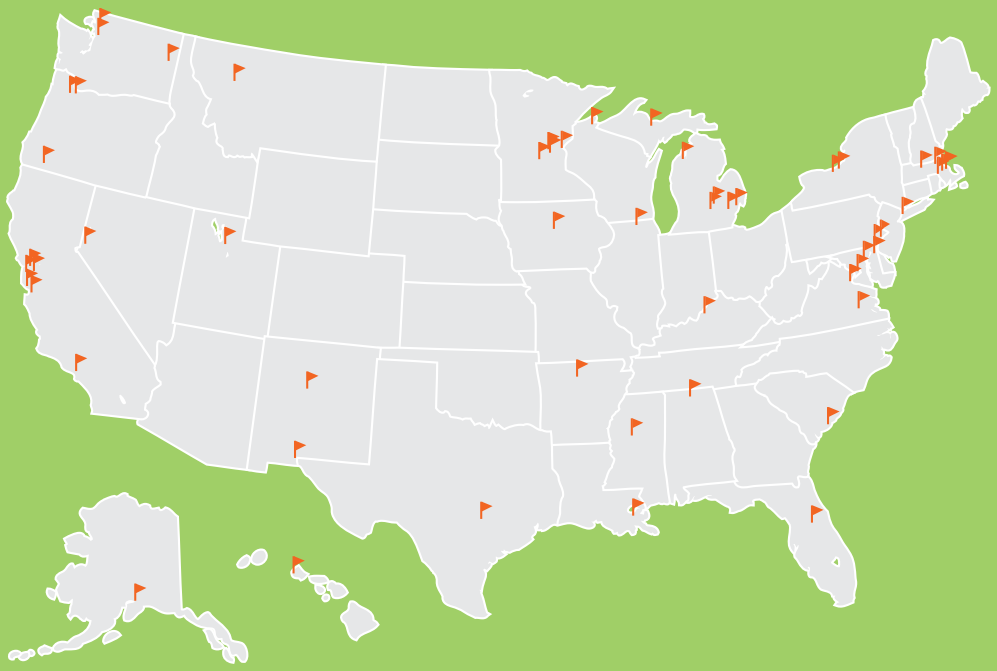
When discussing "community," it is important to recognize its many meanings. The organizations and projects profiled in this report share a commitment to community, whether that community is a neighborhood, a geographic area, an ethnic group, members of a gender, a social group

or an ecological region. A community can also be a group of people who share a common set of values. Sense of place is often a key component of community, but state and national networks can foster communities across geographic boundaries. Communities are comprised of relationships, whether between farmers and consumers, between neighbors, in families, within a house of worship or in municipal government.

Given the focus on newer, lesser-known innovations, this report doesn't include prominent, nationally known community-food initiatives. Examples of successful, well-established food initiatives abound; the intent of this effort was to document projects not well covered in other resources.

During the research, the team identified far more innovative, inspiring programs than could be included. The research team would like to emphasize that the projects profiled in this report are examples of the rich array of innovations at work throughout the nation, and it's not an exhaustive list.

INNOVATIONS FEATURED



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California	La Cocina	44
California	Leadership for Urban Renewal Network, Community Markets Purchasing Real and Affordable Foods	46
California	Los Angeles Food Policy Council, Good Food Purchasing Policy	98

California	Mandela Marketplace	160
California	Pie Ranch	174
California	Real Good Fish	164
California	Social Justice Learning Institute	181
Colorado	Denver Urban Gardens	177
District of Columbia	D.C. Central Kitchen, School Food Program	55
District of Columbia	FarmRaiser	116
Florida	Farmworker Association of Florida, Campesinos' Gardens	32
Georgia	The Common Market Georgia	125
Hawaii	MA'O Organic Farms	171
Illinois	Angelic Organics Learning Center	131
Iowa	Women, Food and Agriculture Network	90
Kentucky	New Roots, Fresh Stop Markets	140
Louisiana	Mary Queen of Vietnam Community Development Corporation, VEGGI Farmers' Cooperative	120
Maryland	Baltimore Food Policy Initiative	94
Massachusetts	Community Servings	40
Massachusetts	New Entry Sustainable Farming Project, National Incubator Farm Training Initiative	79
Massachusetts	Pioneer Valley Grows Community Investment Fund	150

Massachusetts	Red Tomato	142
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Michigan	Cherry Capital Foods	61
Michigan	Detroit Black Community Food Security Network	72
Michigan	Eastern Market Corporation, Detroit Kitchen Connect	112
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Minnesota	Minnesota Food Association, Big River Farms	162
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New Mexico	La Montañita Cooperative	63
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New York	Foodlink, Curbside Market	118
New York	Headwater Food Hub	155
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Oregon	Ecotrust, Food Hub	122
Oregon	Rogue Valley Food System Network/ACCESS	138
Pennsylvania	Metropolitan Area Neighborhood Nutrition Alliance	48
Pennsylvania	Philabundance, Fare and Square Market	107
Regional	Black Belt Justice Center	82
South Carolina	South Carolina Community Loan Fund	185
Texas	Business and Community Leaders, Salud de Paloma Corporation	39
Utah	Salt Lake City FruitShare	50
Virginia	Arcadia Center for Sustainable Food and Agriculture	110
Virginia	Virginia Food Works	123
Washington	Local Inland Northwest Cooperative Foods	159
Washington	Viva Farms	166
Wisconsin	Chequamegon Cooperative, CHIP Program	153

RESEARCH METHODS

The research team developed a credible, transparent research process to identify, evaluate and analyze community-based food system innovations throughout the United States. The team developed a comprehensive research plan based on established operational definitions. To select the projects profiled in this report, researchers conducted a national survey, solicited input from food system experts, evaluated projects against consistent, transparent selection criteria and analyzed common themes.

The sections below summarize each component of the research methodology. For more detailed information about each aspect of the process, please refer to **Appendix A, Research Methods**.

TARGET PROJECTS

The national scan targeted innovative, community-based projects or programs that produce or provide healthy, affordable, sustainably grown food to a community.

The team focused on emerging, lesser-known projects working to build a more equitable, sustainable and democratic food system.

The team was most interested in innovative projects that:

1. Represent a significant shift in local food systems
2. Meet a specific community need or set of needs
3. Are rooted in a community

Researchers sought projects that were new and innovative, yet sufficiently established for us to collect credible data about their effectiveness and tell a compelling story about their successes.

EVALUATION CRITERIA

The team evaluated each project using the following criteria:

1. Innovation
2. Community engagement and leadership
3. Scalability
4. Adaptability and replicability
5. Sustainability
6. Impact

NOMINATION AND EVALUATION PROCESS

NATIONAL SURVEY

In the fall of 2014, during the first phase of the research, the team conducted a national survey to identify candidate projects. In emails distributed through national networks and listservs with thousands of subscribers, researchers asked respondents to identify noteworthy food system innovations, either their own or those of others. Key networks included the National Good Food Network and COMFOOD. **Appendix A, Research Methods** includes a copy of the survey instrument and a complete list of networks and listservs used to distribute the survey.

The research team used these networks in the hope of reaching a range of food system practitioners from diverse stakeholder groups. To expand the candidate pool, researchers asked respondents to forward the survey to representatives of any other innovative food system projects they knew. Using this approach, the team received a total of 680 nominations representing almost every state.

REVIEW OF NOMINATIONS

After reviewing and scoring the nominated projects against the scoring criteria, researchers narrowed the nominations to an initial shortlist of 72 projects (**Appendix A** outlines the scoring process). Before adding a project to the shortlist, researchers conducted due diligence through online research to verify project information.

In compiling the shortlist, the team considered diversity in project type, location and supply chain. Above all, though, researchers selected the projects with the highest degrees of innovation, community engagement and leadership.

INTERVIEWS

In early 2015, the team began conducting phone interviews with leaders of the shortlisted projects. Using a standard set of interview questions based on the selection criteria (see **Appendix A**), researchers interviewed the leaders of the shortlisted projects by phone. Over the course of the nominations and review process, the team conducted a total of 99 interviews with project leaders.

After gathering this additional information, researchers returned to the selection criteria to determine whether a project should

remain on the shortlist. As a result of this round of interviews and the criteria-based scoring process, the team developed a revised shortlist of 54 projects for possible inclusion. At this stage, researchers grouped similar projects into categories to identify gaps in the list.

INPUT FROM PEER EXPERTS

After comparing the projects on the revised shortlist against the criteria, the research team identified gaps in the list. In order to include a range of value chain categories and a diverse range of rural and urban projects across the United States, researchers sought the input of leading subject area experts (See **Appendix A** for a list of the subject area experts with whom the team conferred).

The team identified peer experts through researchers' collective networks. Researchers looked for contributors with a broad and deep knowledge base about community-based food system projects throughout the nation. Researchers contacted experts by email, providing an overview of the research methodology, criteria, research questions and then followed up by phone. Through this process, researchers interviewed 19 experts and received an additional 82 project nominations that helped fill gaps in the shortlist.

Using the same research protocols that followed the national survey, researchers reviewed these 82 new nominations. The team selected 35 of the projects for interviews; after interviewing project leaders, 18 projects were added to the final list.

The final shortlist consisted of 72 innovative community-based projects. The team reviewed these projects and scored them against the criteria, identifying a final set of 62 outstanding projects for inclusion in this report.

EMERGING THEMES IN FOOD SYSTEM INNOVATION

The projects highlighted in this report represent an array of activities along different parts of the food value chain, with different leadership styles, forms of community engagement and stages of maturity. Despite this diversity, they share some core characteristics. As a group, they demonstrate how to innovate successfully, and how to sustain innovation through leadership and community engagement. Strong core values emerged as a key attribute among innovative, community-based projects working to improve the food system.

CORE VALUES

The community-based organizations included in this report operate from a set of core values:

1. **Equity.** The explicit acknowledgment that individuals in society face starkly different realities and receive different opportunities in life, but that they want (and deserve) the same rights and services as all people – adequate health, happiness and security.
2. **Environmentally sustainable agriculture.** Food production techniques that sustainably utilize, regenerate and protect natural resources while meeting the community's need for healthy food.
3. **Democratic participation.** Enabling all members of society – especially members of marginalized groups – to participate in decisions that affect their production and/or consumption of food.
4. **Social justice.** Equitable access to economic, political, and social rights and opportunities.
5. **Community ownership.** Solutions and strategies are rooted in the social, cultural, economic and physical capital of the community. Community members have the right to participate in, and benefit from, local food and agriculture systems.
6. **Community building.** Building local livelihoods, knowledge, capacity and public health.
7. **Access to healthy food.** The availability of fresh, healthy food at prices community members can afford.

A strong commitment to values helps organizations remain rooted in their goals and communities as they innovate and change. In large part, these values are what distinguish community-based projects from conventional food system models.

EMERGING THEMES

The primary goal of the analysis was to identify new trends in food system transformation. While the selected projects share common values and goals, they differ in how they innovate. After analyzing what made the diverse projects successful, the team identified eight emerging themes in innovation:

1. Return to roots
2. Multiple points of impact
3. Networks
4. Policy change
5. Adaptability and replication
6. Scaling out and scaling up
7. Social enterprise
8. Investing in the future

The table below lists the projects organized alphabetically under the eight themes in food system innovation.

Table 1. Projects by Theme

Theme	Projects
1) Return to roots	1. American Friends Service Committee, New Mexico 2. Adelante Mujeres, Oregon 3. Alaska Community Action on Toxics, Yarducopia, Alaska 4. Business and Community Leaders, Salud de Paloma Corporation, Texas 5. Community Servings, Massachusetts 6. Corbin Hill Food Project, New York 7. Farmworker Association of Florida, Campesinos' Gardens, Florida 8. La Cocina, California 9. Leadership for Urban Renewal Network, Community Markets Purchasing Real and Affordable Foods, California 10. Metropolitan Area Neighborhood Nutrition Alliance, Pennsylvania 11. Salt Lake City FruitShare, Utah
2) Multiple points of impact	12. Cherry Capital Foods, Michigan 13. D.C. Central Kitchen, School Food Program, Washington, D.C. 14. Food Bank of Northern Alabama, Alabama 15. La Montañita Cooperative, New Mexico 16. La Semilla, New Mexico 17. Mission Mountain Food Enterprise Center and Western Montana Growers Cooperative, Farm to School, Montana 18. Nevada Department of Agriculture, Farm to School Food Safety Program, Nevada 19. Detroit Black Community Food Security Network, Michigan

3) Networks	20. Black Belt Justice Center, Regional 21. Certified Naturally Grown, New York 22. Michigan Food Hub Network, Michigan 23. New Entry Sustainable Farming Project, National Incubator Farm Training Initiative, Massachusetts 24. Rogue Valley Food System Network/ACCESS, Oregon 25. Women, Food, and Agriculture Network, Iowa
4) Policy	26. Ann Arbor Township, Michigan 27. Baltimore Food Policy Initiative, Maryland 28. Los Angeles Food Policy Council, Good Food Purchasing Policy, California 29. Minnesota Food Charter, Minnesota
5) Adaptability and replication	30. Arcadia Center for Sustainable Food and Agriculture, Virginia 31. Eastern Market Corporation, Detroit Kitchen Connect, Michigan 32. Falling Sky Farm, Arkansas 33. FarmRaiser, Washington, D.C. 34. Foodlink, Curbside Market, New York 35. Mary Queen of Vietnam Community Development Corporation, VEGGI Farmers Cooperative, Louisiana 36. Philabundance, Fare and Square Market, Pennsylvania 37. Upper Peninsula Food Exchange, Michigan 38. Virginia Food Works, Virginia 39. The Common Market, Georgia

6) Scaling out and up	40. Angelic Organics Learning Center, Illinois 41. Center for Ecoliteracy, California Thursdays, California 42. Ecotrust, Food Hub, Oregon 43. New Roots, Fresh Stop Markets, Kentucky 44. Red Tomato, Massachusetts
7) Social enterprise	45. Chequamegon Cooperative, Chip Program, Wisconsin 46. Goodwill of Northern Michigan, Farm to Freezer, Michigan 47. Headwater Food Hub, New York 48. Holmes County Food Hub, Mississippi 49. Local Inland Northwest Cooperative Foods, Washington 50. Mandela Marketplace, California 51. Minnesota Food Association, Big River Farms, Minnesota 52. Pioneer Valley Grows Community Investment Fund, Massachusetts 53. Real Good Fish, California 54. Viva Farms, Washington
8) Investing in the Future	55. Denver Urban Gardens, Colorado 56. MA'O Organic Farms, Hawaii 57. Regional Sustainable Development Partnerships Program, Minnesota 58. Sibley East Farm to School Program, Minnesota 59. Social Justice Learning Institute, California 60. South Carolina Community Loan Fund, South Carolina 61. The Carrot Project, Massachusetts 62. Pie Ranch, California

FOOD SYSTEM INNOVATION

PROFILES AND CASE STUDIES

The following eight sections of the report provide profiles and case studies of the innovative, community-based projects, organized by emerging theme. Each section begins with a discussion of the theme.

The eight themes in are not exclusive, fixed categories. Most projects innovate in more than one way and many could illustrate more than one theme. Grouping the projects by theme is a useful tool for understanding trends in food system innovations.

Note: For the purposes of this report, SNAP refers to the Supplemental Nutrition Assistance Program. WIC refers to the special supplemental nutrition program for Women, Infants and Children.

THEME 1: RETURN TO ROOTS

The research showed that "innovation" does not always mean "new." When it comes to innovation in the food and agriculture sector, scientific advances attract the most attention. New crop varieties promise greater yields or resistance to pests. Improved machinery speeds up production, harvest or processing.

In contrast, a key finding of this national scan is innovation can mean a return to traditional practices. This "return to roots" can build and strengthen a community's health, economy and social bonds. Many, if not most, of the projects profiled in this report involve some kind of return to roots.

A return to roots is grounded in food sovereignty, which is the right of communities to determine how and where their food comes from, often focusing on achieving affordable access to healthy, culturally appropriate, sustainably-produced food. A return to roots is a major departure from the conventional industrial agricultural system.

In the course of the national scan, the research team identified several types of return to roots innovations: Adapting an old practice, reinstating old traditions without adaptation, using food to create community relationships and using food as medicine.

A return to roots can be a modern interpretation of an old practice or tradition. For example, through the Cornerstore Purchasing Cooperative, the Leadership for Urban Renewal Network adapted the traditional buying-club model to reduce the price of healthy food sold in corner stores in Los Angeles.

In other cases, a community returns to roots by simply reinstating a traditional practice. The Farmworker Association of Florida's Campesinos' Gardens project and American Friends Service Committee New Mexico's work is preserving cultural heritage and honoring indigenous practices. These projects are empowering communities to provide their own healthy, fair, affordable and sustainably-grown food by reviving traditions. Incorporating cultural heritage creates deeper motivation for communities, fueling greater engagement and successful outcomes.

A return to roots can also mean using food to build relationships. Across cultures, sharing food is an important way to connect people

and communities. Yarducopia and the Salt Lake City Fruitshare bring homeowners, volunteers and community experts together around healthy food production. Yarducopia connects landowners who lack time to garden with would-be gardeners who lack land. Fruitshare uses a coordinated citywide approach to harvest unused fruit from homeowners' yards and redistributes it to families in need, sharing fruit that would otherwise go to waste. These projects use healthy food not only to feed their communities, but also to create stronger connections among residents.

Similarly, the Corbin Hill Food Project and Adelante Mujeres connect communities through food to build self-determination and food sovereignty while increasing access to healthy foods. Social values are deeply rooted in these projects, which bring healthier food to people who would otherwise have limited options. The Corbin Hill Food Project and Adelante Mujeres function to strengthen community identity; increase entrepreneurial opportunities for community members; and connect residents to a wider variety of healthy, culturally appropriate foods.

Using food as medicine, or supplementing modern medicine with healthy food, is a powerful way to return to roots. The rise in popularity of local and organic food demonstrates a wider cultural awareness of the health impacts of food choices. Childhood and adult obesity, diabetes and other diet-related diseases are linked to the way food is produced, marketed, distributed and consumed. Diet-related disease affects all communities, but low-income, marginalized communities suffer disproportionately high rates of adult-onset diabetes and obesity. Health problems threaten livelihoods for low-income workers, which in turn worsens food insecurity.

Community Servings and the Metropolitan Area Neighborhood Nutrition Alliance (MANNA) are pioneers in using food as medicine. These organizations provide healthy, nutritious, medically tailored meals to chronically ill patients. Patients who receive the meals return to the hospital less often than non-participants, demonstrating the medical benefits of healthy food. Over time, Community Servings and MANNA successfully lobbied for reimbursement from health insurance providers, who recognize healthy-meal programs as a way to reduce costly hospital readmissions. Similarly, the Salud Corporation has built an enterprise on local olive oil production and distribution as a means for encouraging healthy behavior change.

The following 11 projects illustrate the return to roots theme in different ways. Other projects throughout this report also incorporate elements of a return to roots.

Table 2. Return to Roots Projects

Case Studies
• American Friends Service Committee, New Mexico • Farmworker Association of Florida, Campesinos Gardens, Florida
Project Profiles
• Adelante Mujeres, Oregon • Alaska Community Action on Toxics, Yarducopia, Alaska • Business and Community Leaders, Salud de Paloma Corporation, Texas • Community Servings, Massachusetts • Corbin Hill Food Project, New York • La Cocina, California • Leadership for Urban Renewal Network, Cornerstore Cooperative, California • Metropolitan Area Neighborhood Nutrition Alliance, Pennsylvania • Salt Lake City FruitShare, Utah

Theme 1: Return to Roots

CASE STUDIES

AMERICAN FRIENDS SERVICE COMMITTEE

New Mexico

www.afsc.org/newmexico

ORGANIZATION

The American Friends Service Committee of New Mexico (AFSC NM) is a regional branch of the international Quaker Friends Service Committee, an organization dedicated to peace and social justice. For the past 40 years, AFSC NM has worked on land and water rights, and agricultural justice, especially for Chicano and indigenous people living in the southwest. In farming, many AFSC

NM staff members follow in the footsteps of their ancestors. Some farms have been in the same families for more than 300 years. One of AFSC's keystone projects is the Farmer-to-Farmer Training program.

NEED

While many farmers in the southwest come from generations of farming families, and have previous experience as farmworkers, cultural traditions in agriculture are being lost. Communities have lost their spiritual and cultural connections to agriculture, indigenous farming knowledge and access to land. Industrial-scale farming has become a grueling form of exploitation rather than a stable livelihood with a spiritual base.

INNOVATION

AFSC NM created the Farmer-to-Farmer Training program to enable Chicano and indigenous farmers to make a land-based way of life sustainable and consistent with generations of traditions. The Farmer-to-Farmer Training program is a comprehensive, hands-on, year-long program in which farmers develop the knowledge and skills necessary to run successful agricultural enterprises. Farmers learn to select high-value crops, plant, harvest, manage pests and weeds organically, build and use passive solar cold frames, create farm business plans, market their products and aggregate with other farmers.

A key component that supports the program's success is that participating farmers receive a stipend while they train. Most participants have very limited resources; without financial support, they could not afford to participate in an unpaid training program. After completing the program, some trainees pursue a second year of training as apprentices.

AFSC NM plays a pivotal role in promoting responsible stewardship of the land and water. The organization promotes cooperative approaches to spread risk among farmers and ensure reliable incomes. Alongside cooperatives, AFSC NM has created new models of aggregation to help small farmers access the wholesale and institutional markets without competing against one another.

Crucially, AFSC NM is rooted in the community and responsive to its needs. Project leaders and staff come from the local community. Members participate in community gatherings about food and water resources, attend harvest festivals and organize cultural and community events.

To support marginalized, land-based people, including undocumented workers and individuals with criminal histories, AFSC NM partners extensively with other organizations. For example, AFSC NM works with La Plazita Institute, an organic farm and

healing center and with a re-entry program for youth in the detention system and adults returning from incarceration.

IMPACT

AFSC NM has supported 295 small scale New Mexico farmers from 2009-2016, and it has built 27 passive solar cold frames across the state to help farmers expand production capacity during the winter. Thirty-seven graduates of the Farmer-to-Farmer Training program participate in three successful "mini-food hubs" that aggregate product in different regions of New Mexico.

AFSC NM has connected these farmers to a range of markets, including public schools in Albuquerque, Santa Fe, Española and Las Cruces, as well as grocery stores, senior citizen centers, hotels and restaurants. Many training graduates become members of the Agri-Cultura Network or the La Cosecha del Norte cooperative, an organization created by AFSC NM to provide sustainable livelihoods for new farmers. By aggregating and selling product together, the farmers don't have to compete with each other in the marketplace.

Photo credit: Patrick Jaramillo

American Friends Service Committee of New Mexico also works to ensure the food produced goes to those who most need it. The organization successfully advocated for state funding to local schools, which allows them to purchase from local farmers, and set up the system for the farmers to produce for six school districts in New Mexico. This partnership helped small scale farmers reach large institutional buyers and provided access to healthy fresh food to children. The majority of children served, participate in the free or reduced-price lunch program.

By training farmers in sustainable, small-scale, bio-diverse farming techniques and providing access to land, AFSC NM is reconnecting people with their agricultural and cultural heritage, as well as facilitating farmers' production of table crops to feed their communities and improve the local food economy in the southwest.

A return to roots defines AFSC NM's multifaceted programming: Agricultural innovation is part of what created the food system crisis, but AFSC NM's approaches will help recreate a food system based on the wisdom of ancestors and a deeply rooted connection to the land.

FARMWORKER ASSOCIATION OF FLORIDA, CAMPESINOS' GARDENS

Florida

www.floridafarmworkers.org

ORGANIZATION

The Farmworker Association of Florida is a membership organization of more than 10,000 families that works to improve the lives of farmworkers through community organizing, leadership development, civic participation, research, education and collaboration. The organization is rooted deeply in the Hispanic, Haitian and African American communities across Central and South Florida. The association's work is wide ranging, including organizing on issues like farmworker safety and exposure to chemical pesticides, providing community health education, and advocating for fair and just immigration reform. Current and former farmworkers run the organization and compose the entire board of directors.

One of the best examples of the Farmworker Association's innovative work is the Campesinos' Gardens, which advances farmworkers' knowledge and practice of agroecology and food sovereignty. Food sovereignty is the right for people to determine their own food and agriculture practices and policies.

NEED

Ironically, farmworkers often lack access to healthy, fresh food. Despite working on farms that produce fresh fruits, vegetables and other foods, many farmworkers and their families experience hunger and food insecurity. These workers harvest the produce that fills grocery stores nationwide, but do not earn an adequate income to purchase that produce. All too often, agricultural employers manipulate wages, especially of undocumented farmworkers. As a result, many farmworkers receive compensation well below the minimum wage. Families lack other options: Only U.S. citizens qualify for federal nutrition assistance programs, so undocumented families cannot apply for SNAP, WIC or other benefits.

INNOVATION

Through the Campesinos' Gardens, farmworkers grow healthy food for their families and their communities. Gardeners work together to make crop plans, use agroecological growing methods and create a harvest schedule.

Gardeners take a whole-systems approach to managing the garden. They consider the natural ecology and use traditional methods without chemicals. In 2010, after two years of inquiry and community engagement, the Farmworker Association broke ground on the first garden in Fellsmere, Florida. This community-initiated project was a way to reduce hunger and food insecurity among farmworkers and their families. Today, the association has gardens in four farmworker communities. In 2014, 2015 and 2017 members established garden sites in Florida City, Pierson and Apopka. Ten to 22 families participate in each garden as members, though many more families receive produce from the gardens.

Farmworker committees in different parts of the network manage each garden. To secure land for the gardens, the Farmworker Association works with municipal governments to identify underutilized parcels. Local government provides these unused parcels at no cost. One garden is sited on land owned by another nonprofit organization.

IMPACT

Families participating in the Campesinos' Gardens program have increased their own food security, as well as food sovereignty. Today, each garden provides produce to about 80 families. Farmworker families consume most of the food grown in the gardens, but the association also sells produce at affordable prices through community markets.

The Farmworker Association is also sharing its Campesinos' Gardens model with individuals and organizations from around the world. In February of 2015, the association held the first Campesino-a-Campesino Agroecology Encuentro, in Fellsmere and Florida City. The intergenerational and international Encuentro, co-organized by Rural Coalition and with the support of La Via Campesina, brought together 55 people from 19 organizations and four countries to exchange information about agroecology and food sovereignty.

Topics included soil health and micro-organisms, compost and compost tea, natural control of insects, medicinal and cultural uses of plants, traditional systems, cooperatives and people's agroecology. The Encuentro participants, including campesino groups from Washington, Texas, Missouri, Mississippi, New Jersey, Canada, Puerto Rico and Brazil, continue to evolve and deepen their understanding of and commitment to agroecology through a formación (study group/exchange) process, which also engages agroecology leaders from other countries. In 2017, the Farmworker Association organized an Herbal Encuentro to further community teaching about agroecology and plant medicine, and began the process of establishing La Farmácia Popular (People's "Farmacy") – a community center where the association will teach the uses of healthy foods and medicinal herbs.

Rooted in the community, the Campesinos' Gardens began with limited resources, and later received funding from the W.K. Kellogg Foundation. Over time, the project has built slowly, thanks to the dedicated volunteers who have contributed their time as gardeners after spending most of the day working in fields as farmworkers. The Campesinos' Gardens create food sovereignty within one of the most marginalized communities in the country. The Farmworker Association is also providing technical support for two farmer-to-farmer, worker-owned sustainable agriculture cooperatives and plans to grow this program in the future.

Theme 1: Return to Roots

PROJECT PROFILES

ADELANTE MUJERES

Oregon

www.adelantemujeres.org

Founded in 2002, Adelante Mujeres is a nonprofit organization whose mission is to empower and educate low-income Latina women and their families. The organization utilizes a community-driven approach that encourages immigrants and their families to express what they need and then designs its programs to meet those needs. In the beginning, Adelante Mujeres, focused primarily on education programs, but participants began to express the desire to start businesses, increase their children's connections to land and food, and reconnect to farming as they had in their home countries. Many of the participants were working low-wage jobs, such as at nurseries and commercial farms. Pesticide exposure caused birth defects and health issues among their families. They were passionate about improving community health and the environment, and they sought economic opportunity. This interest evolved into Adelante Mujeres' sustainable agriculture and microenterprise work.

Adelante Mujeres' nationally recognized Sustainable Agriculture Program trains immigrant farmers in a 14 week course and provides access to a variety of markets. The program has trained over 250 participants and supported 40 Latino/a farmers with technical assistance in production and business development. Produce is

sold through a distributor, a community supported agriculture (CSA) program and a farmers' market. All are operated by Adelante Mujeres.

Adelante Mujeres Distributor aggregates and distributes sustainably grown fruits and vegetables from small scale Latino producers to retail, wholesale and institutional customers in the greater Portland area. In 2016, the Distributor generated over $40,000 in sales.

Adelante Mujeres' community supported agriculture (CSA) program now has more than 100 members, as well as a popular farmers' market in Forest Grove, which draws 2,500 customers per week during peak season. Both the CSA and the farmers' market participate in Double Up Food Bucks, which allows low-income consumers to double the value of their SNAP dollars while also ensuring the farmers get paid the full price.

The Empresas program serves a wide variety of small businesses. They offer a food-based, small-business incubator with a commercial kitchen for rent. Empresas has worked with 75 businesses by providing mentorship and access to capital. Participants report increased revenues of up to 15 percent, as well as boosted confidence, more time with families and improved business skills. In addition, they are more inclined to incorporate environmentally friendly practices and products into their businesses.

The organization recently received a three year grant to expand infrastructure for the Distributor program. Adelante Mujeres continues to grow and address the needs of their participants through their innovative program.

ALASKA COMMUNITY ACTION ON TOXICS, YARDUCOPIA

Alaska

www.yarducopia.org

Alaska Community Action on Toxics (ACAT) is a statewide nonprofit that works to assure justice by advocating for environmental and community health. In 2013, ACAT's environmental justice work branched into the food justice sector through Yarducopia, based in Anchorage. Yarducopia connects neighbors, who then share food and yardwork to create bountiful gardens. The project fosters deeper relationships among individuals while building social capital through the sharing economy.

The sharing economy is an informal system where people share, collectively own, trade or rent goods and services. A sharing economy enables anyone to become an entrepreneur, and forges relationships as members of a community seek out trading partners. Sharing economies are an effective way to rebuild lost social capital, the value of social networks that connect and support communities.

Yarducopia is a "yardshare" program that matches homeowners who want permaculture food gardens with volunteers, often low-income students or residents, who have time to garden but no space. The

homeowner pays a fee for materials on a sliding scale ($100–$150) and then works with the volunteer and a Yarducopia staff member to build a permaculture garden bed. Yarducopia provides starter seeds and training for the volunteer gardener. After harvest, the homeowner and volunteer divide up the produce and donate 10 percent

to the Food Bank of Alaska or a charity of their choice. Yarducopia staff members are available for problem solving throughout the process, but otherwise let the neighbors build a garden and a relationship on their own.

By matching unused land with someone who wants to work the land, and by sharing the fruits of this labor, Yarducopia helps remove barriers to land access for local food production in urban spaces. By donating a portion of the produce to those in need, the volunteer and the homeowner help build social capital in their community. The set of relationships created through Yarducopia serves as a foundation for building a community food system. Yarducopia's theory of change is rooted in empowering people to advocate for themselves. Yarducopia supports individuals to meet their basic needs of food by growing food together, and they also facilitate efforts to engage residents in advocating for food policy that affects them. Currently, Yarducopia is helping community members to organize and advocate for a local ordinance supporting pesticide-free parks.

Yarducopia has 28 yard shares and seven community gardens and is gaining in popularity. Community members return year after year, often requesting to work with the same volunteer or homeowner.

ACAT has started adapting the program to Port Heiden, a primarily Native community on the southwest Alaskan peninsula with high cancer rates due to military toxics left on the land. The community has very limited access to fresh fruits and vegetables due to transportation challenges, and the environment is much harsher for growing food than Anchorage due to harsh ocean winds and Arctic tundra. ACAT has been working with the local community to identify microclimate spaces for growing food, such as wind protected plots of land adjacent to buildings. Over time, Yarducopia aims to expand through outreach to new communities, work with the permaculture community, and engage with schools and summer camps.

BUSINESS AND COMMUNITY LEADERS SALUD DE PALOMA CORPORATION

Texas

www.saluddepaloma.com

Business and Community Leaders of Texas (BCL) is a nonprofit business development organization that supports the Texas olive oil industry (among other partners) with loans, other forms of financial assistance and technical support.

From 2008–2011, BCL explored forming a social enterprise to develop social capital and address diet-related health issues in the Latino community. BCL recognized the critical role that food and nutrition play in social, economic and environmental development and set out to bring olive oil into Latino grocery stores as an alternative to inflammatory industrial seed oils, such as corn and canola.

With a grant from the U.S. Department of Health and Human Services, BCL formed Salud Corporation to create farm-to-table jobs in rural markets. Salud Corporation honors founder Rosa Rios Valdez's mother, Paloma, who died in 1989 of diabetes. In 2013, Salud bottled and sold its first bottle of Salud de Paloma olive oil. Salud is the only olive oil company in the United States that markets to Latino families as its target customers in the effort to address chronic illnesses, such as diabetes, cancer and heart disease. Traditionally, olive oil producers target higher-income Caucasian consumers. Salud is a minority-owned and Latina-managed company with a mission of promoting healthy nutrition and cooking in Latino communities.

Recently, Salud acquired several new grocer accounts in Texas and soon will begin to target California grocers. In Texas, Salud olive oil is carried in 95 H-E-B supermarkets, a chain preferred by Latino communities. Salud's olive oil is also increasingly popular at farmers markets across Texas, as well as in farm-to-table restaurants that use locally grown and produced foods. In August of 2015, Salud became the featured product in a new retail café at the historic Plaza de Armas across from City Hall in San Antonio. This retail site in downtown San Antonio offers olive oil, fresh farm-to-table foods and a tasting bar. To further expand the markets for its olive oil, Salud intends to become certified as a small-business vendor for federal and state agencies, hospitals, schools and universities. Ten cents of every bottle sold gets donated back to Business and Community Leaders of Texas.

COMMUNITY SERVINGS

Massachusetts

www.servings.org

Community Servings began in 1989 as a food and nutrition program for the critically and chronically ill in low-income communities in Boston. Created by a coalition of AIDS activists, faith groups and community organizations, Community Servings focused initially on providing hot, nourishing meals to individuals with HIV / AIDS.

Today, Community Servings has expanded to serve chronically ill patients with cancer, diabetes and other serious conditions. Community Servings works in 20 cities and towns in Massachusetts. Using referrals from physicians and other health care professionals, Community Servings provides the patient, children living in the household and caregivers with five days of made-from-scratch, medically tailored meals. The organization uses produce from Massachusetts farms and locally harvested fish whenever possible.

Community Servings prepares culturally appropriate meals within 17 distinct, medically tailored diets. The organization commits to hiring kitchen staff that represent the ethnic diversity of the communities

Photo credit: DavidCarmack

they serve. Staff bring in recipes from their cultures (such as Haitian Creole, Caribbean, Latino, etc.) and work with the nutrition department to tailor the recipes to clients' medical and dietary needs. Adaptations may include substituting proteins for lean options, such as locally sourced fish. As of 2015, Community Servings feeds 1,850 people across 20 communities, with many more on the waiting list. About 92 percent of clients live in poverty, 62 percent are people of color, and 23 percent speak English as a second language.

In addition to donations, Community Servings receives reimbursements from health insurance providers. Like its partner organization MANNA in Pennsylvania (also featured in this report), Community Servings is one of the few organizations in the nation to secure reimbursements from major health insurance providers for its "food is medicine" program.

Community Servings also conducts a job-training program and creative enterprises. The organization trains individuals interested in careers in the food-service industry who face barriers to employment. Participants receive food-service industry training to prepare them for jobs after program completion. Eighty percent of program graduates have secured local food service jobs.

Community Servings also offers creative enterprises, which build on its substantial volunteer base of 50–75 individuals per day. One program, "Pie in the Sky," generates $750,000 in revenue annually through the sale of Thanksgiving pies.

In partnership with the Center for Health Law and Policy Innovation of Harvard Law School, Community Servings hosts an annual fall symposium on "Food is Medicine." Symposia have featured Community Servings' collaborative research with Massachusetts General Hospital and Harvard Medical School faculty member Dr. Seth Berkowitz on the potential for medically tailored, home-delivered meals to improve outcomes and reduce health care costs of patients with advanced diabetes. The research is funded by Partners Healthcare, the Blue Cross Blue Shield Foundation of Massachusetts and BNY Mellon.

CORBIN HILL FOOD PROJECT

New York

www.corbinhillfoodproject.org

In 2009, Corbin Hill Food Project founder Dennis Derryck purchased a 95-acre farm in upstate New York with the intent to supply fresh fruits and vegetables to low-income residents in New York City. These residents, with the least access to fresh produce and least amount of financial capital, are disproportionally communities of color and immigrants. With the engagement and support of diverse community investors – 72 percent African American and Latino, and 50 percent women – a community-based food hub with local owners was born. Rather than build up a farm, investors decided to develop a model that focused on purchasing from New York's many farms and aggregating produce to distribute to those in most need.

Working with farmers from upstate New York and community groups in New York City, Corbin Hill now aggregates and delivers fresh, local produce to all five boroughs of New York City. Corbin Hill's goal is to distribute more than 65 percent of its produce to low-income communities, defined as people who earn less than 200 percent above the federal poverty line. Corbin Hill plays a key role in connecting low-income communities to community-owned solutions to increase access to fresh, local produce.

Corbin Hill facilitates these community solutions through three primary programs: Farm Share, Community Health Partners and the Community Connect Box program.

Farm Share, which is similar to a CSA program, provides low-income communities with access to high-quality, fresh produce grown by local farmers. Shareholders receive a box of fresh, local produce weekly at affordable prices with flexible membership and payment terms. Shareholders can start and stop their "share" at any time and are able to pay with SNAP benefits, payroll deduction, cash and check. The program provides a range of produce, including foods that reflect diverse cultural preferences. While tailored to low-income residents, Farm Share is open to other members of the community. Revenue generated from participants who can afford to pay the full membership fees subsidize programs for low-income and vulnerable communities.

Community Health Partners is a wholesale program that provides healthy, local foods to the most vulnerable populations served by Corbin Hill's partners. The program began with hospitals and has expanded to include other institutions like Head Start and other early childcare sites.

The Community Connect program provides a link between the Farm Share and Community Health Partners programs. Under the Community Connect program, participating institutions can order pre-packed shares of fresh, seasonal fruits and vegetables that meet the nutritional needs of the different communities they serve. The program sets affordable prices appropriate for low-income customers. Community Connect also provides boxes of produce to larger organizations, such as hospitals, which then distribute the food to those in need, from pregnant women to parents of children in HeadStart to individuals with HIV/AIDs.

LA COCINA

California

www.lacocinasf.org

Based in San Francisco's Mission District, La Cocina provides opportunities for low-income women of color and immigrant communities to catapult their small, informal businesses into legal, sustainable food enterprises that serve the community. Established in 2005, La Cocina provides affordable, commercial kitchen space, industry-specific technical assistance and access to market opportunities. The program is limited to low-income individuals who are business-ready and have less than $35,000 in assets.

La Cocina actively searches for communities with economic environments that hold the potential for success. Project leaders then actively recruit participants. Some of the methods used to recruit include partnering with grassroots organizations, visiting ethnic grocery stores and talking to community members.

During the highly competitive selection process, La Cocina assesses candidates on entrepreneurial skills and competencies, product viability and community spirit. La Cocina screens candidates aggressively to look for individuals who have the talent, desire and drive to start a food business.

La Cocina provides the individual support and technical assistance its new entrepreneurs need to overcome barriers to market entry, mitigate risk and increase opportunity. The organization links participants with established market

opportunities, including a permanent stand at the Ferry Plaza Building, farmers markets and pop-up markets. When participating food enterprises are ready to expand their operations beyond La Cocina, they remain part of an alumni community that provides ongoing support and market opportunities for new entrepreneurs.

Currently, La Cocina's incubator program is helping 32 diverse businesses, such as tamale makers, fermented food producers and caterers. Combined, the current participants and more than 30 businesses created by program graduates have generated upwards of $10 million in annual revenue and created at least 200 local jobs. Ninety-two percent of the businesses created are women-led, and 70 percent are led by immigrants. Participants are dedicated to ensuring that their food businesses serve their own communities. For example, a Palestinian woman is developing a worker-owned cooperative, Arab bakery. Another woman started a tamale factory, employing 14 women from Mexico and Central America.

La Cocina wants to help build a national and international network of social justice driven food incubators through support for community-led grassroots organizations. La Cocina recently conducted a feasibility study in New York and is now looking for outside funding to support scaling out its work.

LEADERSHIP FOR URBAN RENEWAL NETWORK, COMMUNITY MARKETS PURCHASING REAL AND AFFORDABLE FOODS

California

www.lurnetwork.org

The Leadership for Urban Renewal Network (LURN) is a community and economic development organization that creates sustainable development strategies in low-income Los Angeles communities. Through a joint grant with the Los Angeles Food Policy Council, LURN developed a healthy-foods purchasing cooperative, Community Markets Purchasing Real and Affordable (COMPRA) Foods in 2014.

COMPRA Foods works to overcome price-point barriers in order to provide affordable, healthy food options in corner stores located in low-income neighborhoods. LURN approached 30 community markets to participate in a pilot corner store purchasing cooperative for healthy foods. Out of the 30 stores contacted, six participated in the pilot. Cooperative members are all located in low-income neighborhoods, targeting the Los Angeles promise zone, which is a high poverty community that the Federal Government is partnering with local leaders to increase economic activity, improve educational opportunities, reduce crime, improve public health and address other

priorities identified by the community. The majority of the communities served are Latino, Korean, and Filipino.

Corner store owners aggregate their purchasing power through a wholesale buying club to purchase healthy foods for their individual stores. LURN purchased a refrigerated delivery van and charges a sliding scale delivery fee based on the amount purchased. By helping grocers purchase produce at lower prices, COMPRA

Foods enables them to lower prices for their customers so that fresh healthy foods are affordable to the low-income community. Leveraging the power of markets, COMPRA Foods is creating economies of scale to drive change.

LURN and the Los Angeles Food Policy Council partnered with the Asian American Pacific Islander Obesity Prevention Alliance (APIOPA) in developing COMPRA Foods. APIOPA supports the program with logistics and other day-to-day activities.

The project has demonstrated corner stores can provide healthier food to their customers at lower prices while still earning profits. Since the pilot, COMPRA Foods has expanded from 10 stores to 35 as of 2016. COMPRA Foods also expanded its offerings to include healthy snacks in addition to produce. Currently COMPRA is sourcing from wholesale distributors, and plan to source from local farmers in the coming year.

METROPOLITAN AREA NEIGHBORHOOD NUTRITION ALLIANCE (MANNA)

Pennsylvania

www.mannapa.org

The Metropolitan Area Neighborhood Nutrition Alliance (MANNA) began in 1990 as the work of seven members of the First Presbyterian Church in Philadelphia who provided meals for people dying of AIDS. At the time, ignorance about AIDS meant patients suffered stigma and isolation. Meals provided by MANNA were a form of care and comfort for the sick, who were often shunned by their own friends and families.

MANNA maintained this spirit of care as it expanded to serve people with a range of medical illnesses throughout Philadelphia.

Today, MANNA provides free, home-delivered, medically appropriate meals and nutrition counseling to sick individuals during periods of acute medical and nutritional crisis. MANNA serves people with cancer, HIV/AIDS, heart disease, renal disease and other serious conditions. Clients receive 21 meals each week, and meals serve the entire family if the primary caregiver is the patient. Most also receive individual or group nutrition counseling. In 2016, MANNA served nearly 900,000 meals to over 3,000 patients. Ninety-five percent of the clients they serve have incomes at or below 200 percent of the federal poverty level.

A team of registered dietitians and trained chefs plan meals based on the medical needs of each recipient, and volunteers prepare the meals in MANNA's 23,000-square-foot facility. Each year, more than 4,000 volunteers help prepare meals. Volunteers come from a variety of places, including court mandated community service programs, corporate groups and programs for the developmentally disabled.

MANNA's success using food as a form of medicine is an exciting new model for health care. In 2013, the Journal of Primary Care and Community Health published the results of a three-year study of MANNA's impact on health and health care costs. MANNA

clients enjoyed significantly better health. They had half as many hospital stays, and spent a third less time in the hospital when they were admitted. MANNA clients were 23 percent more likely to be released from the hospital to their homes than to another health care facility. Ninety-nine percent report the meals helped improve their overall health. Client health care costs also decreased significantly; average monthly health care costs decreased by 62 percent, almost $30,000 over three months.

MANNA has proved nutritious, consistent diets can improve health outcomes and decrease the cost of health care. Currently, MANNA is being reimbursed for services to about 200 clients each month via a contract with a Medicaid-managed care organization.

SALT LAKE CITY FRUITSHARE PROGRAM

Utah

www.slcgov.com/slcgreen/fruitshare

The first European settlers in Salt Lake City planted grapevines and fruit orchards of apple, apricot, peach, plum, pear, quince, fig and cherry trees. Over time, as the city and landowners divided landholdings and sold parcels, the orchards, too, were divided up. New landowners neglected or removed fruit trees. Today, Salt Lake City's historic orchards have dwindled to individual trees in homeowners' yards. Fruit often goes unharvested, creating a nuisance for both homeowners and the city when it falls and spoils. Homeowners who inherited their trees often can't maintain them or use all of the fruit they produce.

At the same time, a community assessment showed that only 25 percent of low-income households consumed enough fruit to meet the minimum daily requirement. City staff and the Salt Lake City Food Policy Council began looking for a way to use the city's neglected fruit and improve nutrition for low-income households. The idea for FruitShare came from city staff, the Food Policy Task Force, social service and other community-based organizations, and community members, including homeowners.

With a grant from the city council, the FruitShare program began assisting homeowners with tree care, harvesting and fruit distribution. Partner organization Green Urban Lunch Box (GULB) assists property owners with tree pruning, tree-care training and fruit harvesting. Community volunteers trained by GULB provide technical assistance for homeowners to harvest their fruit trees, keeping them healthy and productive year-to-year.

When the program began in 2012, staff and volunteers harvested and distributed 1,500 pounds of fruit. The program has grown to distribute 125,000 pounds of fruit through 2016. FruitShare splits the harvest evenly among volunteers, homeowners and local food assistance programs, such as food

banks, clinics for low-income families and the homeless, as well as social service programs and Meals on Wheels.

Some of the fruit goes to a new mobile market run by the city. The mobile market delivers food to the Glendale/Poplar Grove neighborhood, the largest food desert area spanning four census tracts in Salt Lake City. Seventy percent of the 24,759 residents are minorities, including over 86 percent of the city's refugee population, primarily from Afghanistan, Liberia, Nepal, Russia, Somalia and Sudan. The mobile market accepts SNAP and participates in the Double Up Food Bucks program.

When the program began in 2012, homeowners registered 62 trees for the program. Today, participants harvest fruit from more than 555 trees. Demand has grown so much that the city decided to contract the day to day operations to GULB, which as a nonprofit can leverage more in-kind resources and funding to increase capacity. The city is providing $35,000 a year over the next three years to support GULB while they determine a financially sustainable model. GULB has incorporated different elements to generate income, such as charging for pruning and trimming services, organizing harvest days by geographic clusters to maximize efficiency, and processing seconds with a local hard cider company to increase profits. The city also has a toolkit available for others interested in starting a similar program.

THEME 2: MULTIPLE POINTS OF IMPACT

The national scan identified a growing number of community-based projects working in different parts of the food system simultaneously. These innovators ensure value is maintained across multiple points of impact along the supply chain, an approach rarely taken in the conventional system.

The food industry typically isolates actors in each part of the supply chain from one another. Across the system, businesses and organizations tend to work in silos, sharing knowledge only within their sector. Food distributors, for example, buy products from processors or brokers often without interacting with the farmers who produce the food. Farmers develop expertise in production but often spend little time on marketing or distribution. In particular, the conventional food system isolates farmers, processors/handlers and consumers from each other. This approach often exploits farmers and farmworkers, and others with less power in the market place by undervaluing their products and services so that they only earn pennies on the dollar. As a result, there is little transparency into the system and most consumers simply purchase food with no connection with the people who grow or handle it.

In contrast, the innovative projects described in this section operate at multiple points along the supply chain, encouraging information sharing, collaboration, and equitable distribution of dollars across the system. These organizations share a holistic vision for social, economic and environmental change that transcends traditional boundaries among parts of the food system – together, they comprise a value chain.

D.C. Central Kitchen and La Semilla Food Center provide two great examples of innovations that operate at both the demand and supply points of the value chain. These projects provide job skills and business training, benefitting both rural communities and urban communities while also providing food to low-income communities.

Some community-based food system projects transcend silos in the value chain out of necessity, to fill an unmet need. When

the system lacks essential infrastructure, innovative organizations look for a way to fill the gap, even if it means working in a new sector. The Food Bank of Northern Alabama (FBNA) began as a food bank, working at the consumption end of the value chain. But when FBNA identified a lack of financing as a barrier to scaling out operations in the community, the organization worked with partners to create a new financing structure. FBNA not only reimagined financial structures, but also re-envisioned its role in hunger relief. An organization that began as a food bank became a food hub and financier.

In other cases, working across the supply chain is a strategic choice, not a necessity. Instead of relying on others to provide services, some organizations proactively build internal capacity in production, distribution, marketing and/or advocacy. The Montana Farm to School program, an effort of the Mission Mountain Food Enterprise Center and the Western Montana Growers Cooperative, created new local-food products and markets for those products at the same time. By working with producers, processors, distributors and purchasers, the Montana Farm to School program brought a locally-made beef-lentil mixture to school lunches. Projects that choose to operate across multiple points of the value chain become more resilient and have bigger impact.

Partnerships are critical for working across multiple parts of the value chain, and work best when organizations build on their existing strengths. The Nevada Farm to School Food Safety program is partnering with schools to provide Good Agricultural Practices and Good Handling Practices training for educational gardens. With food safety policies in place, school cafeterias can use the fruits and vegetables students grow in school gardens to supplement the school lunch menu. The partnership allows the USDA and school agriculture programs to increase impact, and work in production, handling, processing, consumption and advocacy.

Creating a more sustainable food system will require a holistic approach, with multiple points of impact. Ultimately, innovations that work across the value chain help democratize the food system by educating and involving stakeholders.

Table 3. Multiple points of impact

Case Studies
• D.C. Central Kitchen, School Food Program, Washington, D.C. • Food Bank of Northern Alabama, Alabama
Project Profiles
• Cherry Capital Foods, Michigan • La Montañita Cooperative, New Mexico • La Semilla, New Mexico • Mission Mountain Food Enterprise Center and Western Montana Growers Cooperative, Farm to School, Montana • Nevada Department of Agriculture, Farm to School Food Safety Program, Nevada • Detroit Black Food Security Coalition, Michigan

Theme 2: Multiple Points of Impact

CASE STUDIES

D.C. CENTRAL KITCHEN, SCHOOL FOOD PROGRAM

Washington, D.C.

www.dccentralkitchen.org

ORGANIZATION

Through its many programs, D.C. Central Kitchen (DCCK) uses food as a tool to break the cycle of poverty by empowering communities through the creation of economic opportunities for its community's most vulnerable neighbors. DCCK prepares and distributes 5,000 meals a day to nearby homeless shelters, halfway houses and rehabilitation clinics; offers a culinary job training program for unemployed men and women who want to transition from homelessness, addiction and incarceration; and connects graduates with social enterprises and job opportunities. DCCK works to serve, support and empower some of the city's most vulnerable children and families.

D.C. Central Kitchen's school food program began in 2008, when it became the food service provider for a private school serving low-income children. In 2010, DCCK became the food service provider for nine D.C. area

public schools serving some of the most vulnerable children in the district. Between three to eight DCCK staff members work in each school, and three of the schools are full-production sites where staff members prepare all meals from scratch. The remaining schools, all of which have limited kitchen equipment, reheat meals prepared at DCCK's Nutrition Lab in northeast D.C. The schools serve three meals a day, totaling more than 6,800 healthy, locally-sourced meals prepared every day for low-income students.

NEED

In Washington, D.C., hunger and diet-related disease are pervasive in low-income neighborhoods. For some children, the free or reduced-price lunches they receive at school may be the only healthy meals they consume all day. Recognizing this problem, DCCK works to provide students with three healthy meals every day. DCCK's schools are primarily located in Wards 7 and 8 which are 98 percent communities of color and have the highest rates of poverty, unemployment and obesity in Washington, D.C.

INNOVATION

With such staggering statistics in the nation's Capital, DCCK honors its mission by using food as a catalyst for community change and is constantly working to improve its school nutrition programs. In 2012, DCCK Program Manager Katie Nash noticed only 8 percent of students took yellow pepper from school salad bars. Her hypothesis was that the young people were avoiding unfamiliar foods. To test this idea, Nash conducted a salad dressing taste test in the cafeteria, where staff members served three different salad dressings on pieces of yellow pepper. Students voted on their favorite dressing, which was then featured in the salad bar. Weeks later, schools saw a 250 percent increase in yellow pepper consumption by students and the idea of Fresh Feature Fridays was born.

DCCK created Fresh Feature Fridays to introduce students to unfamiliar vegetables, fruits and legumes. Each Friday, at one of the DCCK schools, the organization's Director of School Food Services, Program Manager and another staff person set up a tasting table in the cafeteria. The tasting features one vegetable prepared three different ways, using three different recipes. Students try each of the three samples and then vote for their favorite. After tallying the votes, staff members announce the winning recipe and add it to the school's menu plan for the following month. Fresh Feature Fridays have introduced students to unfamiliar vegetables they don't normally select at meals. Past Fresh Feature Fridays have introduced broccoli, chickpeas, carrots and spinach.

DCCK buys at least 30 percent of the food for its school food program from local farms, and each day's menu includes at least two local ingredients. In 2013, DCCK received a USDA Farm to School grant for their farm to school efforts, including Fresh Feature Friday. The program increases student exposure to a variety of vegetables and preparation methods, gives students a say in what they eat, and provides feedback for the recipe development team on what students like to eat. This method empowers students to create healthy eating habits, and increases the availability of healthy food to students and their families.

To increase access to these healthy foods, DCCK coordinates its Fresh Feature Friday program with its Healthy Corners program to ensure nearby corner stores stock the same vegetables presented during Fresh Feature Friday. This gives families the opportunity to purchase, prepare and enjoy the new vegetables their children have enjoyed at school.

IMPACT

Researchers with American University's School of Education, Teaching and Health found plate waste decreased at DCCK schools because students were eating food rather than throwing it away. The results will soon appear in an academic journal.

FOOD BANK OF NORTHERN ALABAMA

Alabama

www.foodbanknorthal.org

ORGANIZATION

The Food Bank of Northern Alabama (FBNA) launched in 1984 as a hunger relief organization. The food bank provides emergency food and meals to hungry individuals and families.

NEED

After 20 years of fighting hunger, FBNA leaders recognized the number of people at risk was only increasing, so they decided to address the root cause: poverty. Guided by the goal "no one goes hungry," they explored new possible interventions, looking for ways to stimulate economic development within the local food system.

Early in its history, FBNA received food donations from local farms. But, in the early 1990s, farm policies that supported large-scale agriculture changed the food landscape. Small- and medium-sized farms, including farms passed down in families for generations, began to go out of business. Between 2007 and 2012, Alabama lost more than 2,000 farms.[5] As families lost their livelihoods, they were more likely to go hungry.

INNOVATION

FBNA sees its role not only to provide food for their clients, but also to support the farms that provide food to the community. Unlike other food banks, FBNA provides technical support, infrastructure, and equipment to small local farmers. For example, FBNA has an equipment library available to help farmers in need of extra support, such as refrigerated trucks. To help them access more markets, in 2015, FBNA helped 17 farmers become food safety certified through receiving GAP (Good Agricultural Practices) certification. To help small farmers with sales, marketing and distribution, FBNA worked with partners to launch the North Alabama Farm Food Collaborative. The collaborative's goal is to increase local food and provide technical assistance to local farmers. With the collaborative's support, local farmers generated $74,250 in apple sales to local schools. In its first two years, the collaborative facilitated $400,000 in sales.

FBNA also worked to increase the supply of affordable food in underserved communities. The organization worked with a neighborhood association in a "food

[5] Meter, Ken. 2012. Central Alabama: Local Farm and Food Economy, Crossroads Resource Center, Minneapolis, MN, retrieved at http://www.crcworks.org/crcdocs/alcentsum12.pdf.

desert"– a community without a place to buy healthy food – to launch a grocery store. The neighborhood association and FBNA formed a public-private partnership to establish a cooperative, worker-owned grocery store.

Unfortunately, while FBNA was seeking the final one million dollars needed to construct the grocery store, the mortgage crisis of 2009 hit. Lenders abruptly ceased funding real estate projects. Despite approaching 40 different lenders, FBNA could not secure a loan, so it was forced to suspend the grocery store project.

Rather than abandoning its community-building work, FBNA's leaders attacked this new problem head on. They identified community development financial institutions (CDFIs) as the best, most reliable lending partners for community projects. However, in Alabama few CDFIs invested in commercial enterprises. So FBNA created its own form of community loan fund.

Through a partnership with Neighborhood Concepts, FBNA provided seed funding for the $300,000 Hiatt Fund loan program for small business start-ups. Project leaders focused on financing cooperatives, given cooperatives' power to foster long-term economic stability and equity. The Hiatt Fund lends to local farmers, food businesses, cooperatives and enterprises that create jobs and worker equity in underserved

communities within FBNA's service area. Neighborhood Concepts administers and manages the fund.

IMPACT

FBNA shares its infrastructure and provides technical support to local farms, increases availability of healthy food in low-income communities, and creates more access to capital for local food businesses. The North Alabama Farm and Food Collaborative has increased farm to school sales significantly in the region by helping farmers sell to the Department of Defense Fresh Fruit and

Vegetable program. Now, every single school in the state sources Alabama grown apples and sweet potatoes. The Hiatt Fund has issued loans ranging from a few thousand dollars to $50,000 to support small businesses, such as local food artisans and food trucks. The fund also provides technical assistance, such as helping businesses secure new customers and source product from local farms.

The Food Bank of Northern Alabama has grown beyond the emergency food shelter role traditionally played by food banks and has worked to address systemic issues of poverty. This unique, multi-pronged strategy ties together safety net, entrepreneurship and equity approaches to enhance the local food economy.

With a loan from the fund, the founder of Red Gingham Gourmet – who was selling her cornbread mix at farmers markets – was able to purchase commercial equipment, scale up and sell her cornbread muffins to Walmart stores throughout the region. All borrowers have repaid their loans in full and on schedule, with the exception of one business that is refinancing its loan.

FBNA's ultimate goal is for the Hiatt Fund to scale up and evolve into a community development financial institution. As a CDFI, the organization could access federal treasury funding for commercial investment in Alabama.

Theme 2: Multiple Points of Impact

PROJECT PROFILES

CHERRY CAPITAL FOODS

Michigan

www.cherrycapitalfoods.com

Launched in 2007, Cherry Capital Foods (CCF) aggregates, distributes and markets food products grown and made in Michigan. The food hub has two facilities, one in Traverse City and the other in Lansing. With a fleet of 15 refrigerated trucks, the hub delivers produce, protein, eggs, dairy, value-added products and wine five days a week. In addition to general food hub operations, CCF is deeply embedded in developing the region's food shed, a geographical area between where food is produced and consumed.

As part of CCF's broader food shed work, the organization is incubating several food businesses at its new Traverse City warehouse, renovated for CCF operations in 2014. In addition to adding cold storage, loading docks and offices, CCF built out nine suites to be rented to food business tenants. These suites are managed by another local food organization, Taste the Local Difference, which is part of the Groundwork Center for Resilient Communities.

The rental suites are designated for food businesses scaling up from community or cottage kitchens, but are not ready for their own brick-and-mortar facilities. Tenants receive operating capital and generally sign a five-year lease with a graduated payment schedule starting at below-market prices. CCF charges tenants for dry and cold storage space, but unloading assistance is free and the facility provides four workstations and a community room for meetings, trainings and other needs. CCF is negotiating with the Center for Regional Food Systems to house a product development counselor in the space.

To meet the growing demand for local food, CCF is helping small- to mid-sized farmers scale up their businesses and enter wholesale markets. Wholesale buyers are more confident working with producers

who can demonstrate audited compliance with food safety standards. While many small- to mid-sized farms use safe production practices, complying with food safety requirements designed for large-scale agriculture can be difficult.

To address this challenge, CCF has been helping six growers obtain food safety certification through GroupGAP. GroupGAP is a USDA food safety certification program set to launch in the spring of 2016. In GroupGAP, a food hub, cooperative or other association (the "central entity") collaborates with producers to establish site-specific best practices for complying with a food safety standard. The group develops and implements a quality management system (QMS) built to an international standard that can be measured, analyzed, reviewed and continually improved. After establishing the QMS, the central entity coordinates training and on-farm implementation of food safety procedures, monitors ongoing use of those procedures, and manages recording and reporting. The central entity internally audits each farm's compliance, while USDA externally audits the group's adherence to

its management system. This innovative model provides new market opportunities to smaller growers and promotes peer-to-peer learning among participants.

Critically, CCF operates along multiple points of the supply chain. As a hub, CCF works with producers to aggregate products and become food safety certified. CCF distributes products to multiple markets including institutions, retail and wholesale distributors.

In the past four years, CCF has grown by about 50 percent annually. It is currently on track to generate $6 million in revenue for 2015.

LA MONTAÑITA CO-OP

New Mexico

www. lamontanita.coop

Opened in 1976, La Montañita Co-op is a community-owned, consumer cooperative that serves 17,000 member owners at six stores in New Mexico. The co-op follows seven principles: (1) voluntary and open membership; (2) democratic member control; (3) member economic participation; (4) autonomy and independence; (5) education, training and information; (6) cooperation among cooperatives; and (7) a concern for community. Building on these shared principles and the overall success of retail co-ops, La Montañita launched its food hub, Co-op Distribution Center (the Center), in 2007 to support the growth of small- and midsized farms, ranches and producers who wish to scale by expanding distribution options.

As the network of producers that served the Center and retail operations grew, La Montañita recognized that producers who wanted to scale-up their operations faced common challenges. Some challenges related to affordability of products and services, while others were tied to logistics and business development.

In response to these challenges, the co-op began to offer a suite of services to their producers, 75 percent of whom are women, Hispanic or Native American. At no cost to producers, the co-op offers wholesale pricing of packing materials through a bulk purchasing program. The co-op also purchases plastic bags for farmers that sell at markets and offers them wholesale pricing. In one case, a value-added producer had challenges finding reasonable sugar pricing, so the Center purchased a large quantity of sugar and sold it to her at the wholesale price.

Given that producers often lack reliable and affordable delivery services, the co-op offers delivery and backhaul services. La Montañita leverages its size and experience to offer a suite of services aimed at increasing net margins for local producers, including bulk purchasing options and delivery services.

The cooperative offers many of these services to producers outside of its network to help grow the regional food system. The services do not benefit the Center; the organization

provides them based on its cooperative principles and to support building their local and regional food systems.

La Montañita's commitment to value-chain development goes beyond the walls of its own operations. With more than 35 years of experience working with local and sustainable food, the organization has emerged as a leader in the food-hub sector. La Montañita provides enterprise-development support to other food hubs, producers and artisans in its community through business planning and consulting services, a community-based micro-lending program called the La Montañita Fund, and trucking and logistics services that provide efficient access to new markets and local suppliers from one end of New Mexico to the other.

Starting with a small group of 300 families, La Montañita has grown its operations and spread its impact throughout and beyond New Mexico. Through the Center, La Montañita can aggregate and distribute more than 400 local products from 50 producers within a 300-mile radius of Albuquerque. Sales for the Center have steadily increased. In 2014, sales reached almost $5 million; in 2015, it made $6.5 million in sales and now operates profitably.

LA SEMILLA

New Mexico

www.lasemillafoodcenter.org

La Semilla began in 2010 with a shared leadership model centered on community garden programing but quickly expanded its focus to a holistic, community-rooted vision for the future. La Semilla's mission is to build a healthy, self-reliant, fair and sustainable food system across the El Paso del Norte region. The organization is located on the border between New Mexico and Texas, in predominantly Hispanic communities where many communities lack infrastructure, such as paved roads and Internet access. La Semilla works primarily with high poverty, immigrant populations to develop opportunities to which they traditionally have not had access. Key strategies are to educate both consumers and producers, while also creating access to capital, markets, leadership development opportunities and education.

Community engagement is at the heart of La Semilla's approach: All of the organization's programming has grown out of community listening sessions.

The organization is transforming food systems work by engaging communities and implementing on-the-ground projects in areas of demonstrated community need.

La Semilla has four key areas of work:

1. Community gardening and health education for young people ages 14 to 18 that includes ancestral health and wellness.
2. The Farm Fresh program, which connects farmers to different markets and works with markets to facilitate the acceptance of federal nutrition assistance benefits (SNAP and WIC).
3. Edible Education, farm to school programs, including New Mexico's only farm to preschool initiative.
4. A new initiative to promote regional and statewide policy change by integrating food systems into the work of planning agencies.

La Semilla builds the communities' capacity to engage in the local food system through leadership development, education and access to resources. La Semilla also hosts trainings for small farmers on topics, such as food safety. Farmers may also sell their food to underserved communities through a mobile farmers' market. The education program utilizes a "Promotoras" approach, which trains community health educators not only to conduct nutrition education classes but also to advocate for policies that address health equity and food justice.

Through this diverse range of programming promoting local food, La Semilla has increased both supply and demand. The Community Supported Agriculture program and Farm Fresh farmers market program have increased the availability of fresh, local food. At the same time, the organization has increased demand through farm to school programs and policy development.

MISSION MOUNTAIN FOOD ENTERPRISE CENTER AND WESTERN MONTANA GROWERS COOPERATIVE, FARM TO SCHOOL

Montana

www.lakecountycdc.org/MMFEC and www.wmgcoop.org

ORGANIZATION

The Western Montana Growers Cooperative (WMGC) was initiated in 2002 by the Lake County Community Development Corporation (LCCDC) through a community food systems grant and was officially incorporated in 2003 as a formal cooperative of farmers and growers. The cooperative has more than 30 members who work together to jointly aggregate and distribute their food to wholesale, retail and direct-to-consumer markets.

In 2010, the LCCDC created the Mission Mountain Food Enterprise Center (MMFEC) to meet needs identified through a community assessment of the local food system. Over five years, MMFEC has developed a successful blueprint for developing local food businesses and markets.

NEED

A community assessment of the local food system found that local producers needed better business opportunities. Producers lacked access to centralized processing facilities, especially facilities versatile enough to accommodate a wide range of food businesses. MMFEC identified a particular need for local beef processing. Beef production and consumption are high in Montana, but at the time, the state lacked a large processing facility. As a result, ranchers transported their beef to other states for processing, a costly endeavor.

The local school district was an obvious market for local products, but food service programs didn't use local beef in their lunch programs. While the local school district sometimes purchased fresh, local produce, three barriers prevented them from increasing access to local beef: (1) individual producers couldn't provide the volume schools needed; (2) the price of beef was too high given the district's limited budget; and (3) unprepared beef was difficult for kitchen staff to use. School districts operate on very tight budgets. While schools can sometimes source fresh, local produce, local meat is typically too expensive.

INNOVATION

The MMFEC opened a food processing facility, worked with producers through the Western Montana Growers Cooperative, and collaborated with the school district to develop locally produced food appropriate for the school market. To overcome these barriers to increasing access to local protein in schools, MMFEC located its processing facility in the middle of a school district, positioning the organization to play a central role in negotiations between the district and farmers.

The center used a community-based development and taste testing process with students to create a product with local beef at a price the school districts could afford. After several rounds of testing, MMFEC introduced a ground beef and lentil crumble made from ingredients produced in Montana.

In addition to high beef production, Montana is the largest lentil producer in the world. Combining beef and lentils created a product that local farmers and processors could provide in sufficient volume for the school district at a price point the district could afford. In addition, the beef-lentil crumble is easy for school food service workers to cook.

Throughout the process, MMFEC cultivated strong relationships with food service directors, food service workers, local Food Corps members, and local farmers, processors and distributors, including the Western Montana Growers Cooperative (WMGC). Each partner played a key role in the overall success of the program. School food service directors worked with their budgets and staff to incorporate a new product into their menus. Food Corps members conducted food demonstrations and tastings with students to get their buy-in. The Western Montana Growers Cooperative helped accommodate the schools' high-volume needs by delivering local beef and lentils.

In addition to the crumble, the WMGC and MMFEC sell many other food items to the school districts, including fresh, responsibly grown fruits and vegetables, cheese, grains, dry goods, and frozen and fresh cut vegetables. The Western Montana Growers Cooperative is a core partner, using its network of producers and distributors throughout the state for aggregating the products, storing them and distributing the final processed products.

This innovation succeeded because it created a high-quality product for students, created new market opportunities, and ensured fair prices for both local producers and the local school district. MMFEC was able to pay both ranchers and farmers a fair, market price while also setting a reasonable price for the school districts.

IMPACT

Currently, three school districts serve the beef-lentil crumble to as many as 2,000 students a day. As a result of its farm to school partnership, MMFEC and WMGC have increased their revenues by 20 to 30 percent, schools are integrating local foods into their food services, and local farmers are receiving fair prices for their products.

MMFEC has developed an excellent reputation among partners, local producers and school districts. MMFEC and WMGC are exploring marketing the beef-lentil crumble wholesale to grocers, other retailers and institutional buyers, such as the University of Montana. The organizations expect revenues to continue to increase. Through funding from USDA Local Food Promotion Program, the organizations also are exploring hospitals as a potential market. The organizations are currently in the discussion phase with three hospitals.

NEVADA DEPARTMENT OF AGRICULTURE FARM TO SCHOOL FOOD SAFETY PROGRAM

Nevada

www.agri.nv.gov/Plant/FTS-FSP/School_Garden

Through funding from the USDA Food and Nutrition Service Farm to School Grant Program, the Nevada Department of Agriculture is helping school cafeterias safely source food from school gardens and local farmers. The project advances school gardening initiatives through food-safety standards that create a pathway for food to move from garden to cafeteria.

NEED

When this project began, school cafeterias in Nevada were not allowed to use food produced in school gardens because state law required schools to source from "approved sources" but did not provide a definition for the term. Developing a food safety program helped create a legal pathway for cafeterias to procure local foods from school gardens

and farmers. In addition, the program would increase access to fresh, locally grown food for all students eating school meals. In 2015 to 2016, about 60 percent of Nevada school district students qualify for free and reduced price meals.

INNOVATION

With a grant from the USDA Food and Nutrition Service Farm to School program, the Nevada Department of Agriculture (NDA) established a Good Agricultural Practices (GAP) and School Garden Food Safety Inspection program for produce grown in school gardens. The project trained local and state health officials, producers, students and school garden groups on safe growing and handling practices. Trainees collaborated with NDA to create food safety training resources and feasible school garden inspection services.

Under the new program, school garden coordinators and administrators can contact NDA to schedule a free site visit, school garden inspection and/or a GAP mock inspection. In the Silver Springs community, a food desert in which 72 percent of the student population qualifies for free and reduced-price meals, the project sparked a series of improvements to the school meal program. After working with NDA to adopt food safety practices in the garden, the school district launched a comprehensive Farm to Cafeteria effort. The school district was able to secure salad bars to serve the garden grown produce and expand healthy food options in the cafeteria.

The impact has been felt by school garden coordinators, farmers, school food service staff and students throughout the state. The Department of Agriculture produced a handbook entitled School Garden Food Safety Guidelines to groups in developing food safety programs. In addition, the project provided funds for the University of Nevada Reno Cooperative Extension to create a handbook on GAP and Good Handling Practices. The Department is a national leader in developing this program and these materials.

DETROIT BLACK COMMUNITY FOOD SECURITY NETWORK

Michigan

www.detroitblackfoodsecurity.org

With its roots in social justice, the Detroit Black Community Food Security Network (DBCFSN) has worked for the past eleven years to develop programs and initiatives that support African and African American self-determination in the Detroit food system. Recognizing that much of food systems work in Detroit and across the country has utilized a model that often employs well-meaning outsiders to do work in communities with limited resources, the DBCFSN was established to create a vehicle for the community to lead efforts in their local food system. The organization

has developed projects and programs that focus on education, food production and food purchasing.

Since its founding, DBCFSN has been involved in various initiatives and projects. Some of the organization's initial priorities were to create good public policy offering communities greater self-determination, launch an urban farm, develop a food cooperative and create intergenerational continuity through each aspect of the work. As a community-based organization, DBCFSN does not separate itself from the community and is in constant connection with other community leaders exchanging ideas, strategies and support. The organization's core value of African and African American self-determination through intergenerational continuity has been realized throughout each initiative area.

Spanning seven acres, one of DBCFSN's greatest successes has been the D-Town Farm, which is the largest urban farm in Detroit. At the farm, there are 30 types of fruit, vegetable and herbs grown; four hoop houses, honeybees, large scale composting, rainwater collection, and an off-grid solar powered station providing electricity for the farm. Started in 2006, the farm and its programs have grown and evolved to meet the needs of the community. The farm receives more than 1,000 visitors and volunteers each year. An internship program was created five years ago to both help maintain the

farm and provide new job opportunities for community residents. When farm related jobs were initially posted, the applicants were largely from outside of the community. In response to this, an internship program was created to nurture the development of a pool of African American Detroiters who had the knowledge and skills to qualify for the entry-level farm positions at D-Town Farm and at other farms in Detroit. It is a 12-week paid internship program with interns working 30 hours per week. It includes classroom work and hands-on field experience. DBCFSN is proud to provide all interns with a livable wage and has had 45 individuals in the program ranging in age from 18 to 60.

As part of the intergenerational component of this work, DBCFSN created the Youth Warriors program, which works with youth aged 7 to 12. The program is run at two schools and one church. The Warriors learn about nutrition, preparing healthy meals, how to build raised beds and maintain food gardens. The food grown in the

garden and prepared in the cooking classes are centered on African cultural foods. Expanding on its education component is a lecture series called, "What's for Dinner," which takes place every other month between April and October. Lecture topics have focused on gardening, farming, edible insects and African imprints on the American food system.

Building on the education and food production programs, the Ujamaa Food Buying Club was established in 2009 as a way for community members to express their values through their food purchases. Made up of 300 members, this Buying Club provided an opportunity for neighbors to cooperatively purchase foods from a distributor of their choosing. While the Buying Club closed in 2016, the work towards the development of a retail food cooperative continues through the development of the Detroit Food Commons, which began in 2010 with a feasibility study that was informed by 12 focus groups and 300 surveys. The Detroit Food Commons will be a mixed-use facility and will include a retail food cooperative, house the DBCFSN offices and include a community meeting space. A 60-unit housing complex is also being developed in conjunction with the Commons. Groundbreaking for the Detroit Food Commons is expected to take place in the fourth quarter of 2017 and open in late 2018.

THEME 3: NETWORKS

When organizations and individuals face common challenges and opportunities, regional, state and national networks can provide the support, learning and capacity-building they need. Networks provide their members with platforms for sharing best practices across geographic distances. Good networks engage and connect members, help them build capacity and provide access to key resources. By connecting members across different areas and types of work, networks can provide deeper, more practice-based technical and professional development assistance. Networks provide critical support to groups in all parts of the food system.

The networks described in this section have helped projects gain traction and momentum. This small group of networks serves a range of individuals and organizations, including new and immigrant farmers, hunger relief organizations, food hubs, women in agriculture and farmers seeking alternatives to organic certification. Their collective results demonstrate that investing time and resources to establish and expand networks multiplies the impact of innovation.

The networks in this section use one or more of the following approaches:

1. Link different kinds of organizations from different parts of the value chain
2. Focus on one group at a single point of the value chain
3. Take a broader systems view
4. Serve as a voice for members with government and industry

Some of the innovative networks described in this section build capacity within one type of organization at one point in the value chain. Certified Naturally Grown supports direct-market farms, while the National Incubator Farm Training Initiative supports new, immigrant and refugee farmers.

Other networks link different kinds of organizations or actors from different parts of the value chain, with the explicit purpose of improving information sharing, enabling collaboration, and spurring innovation and change. The Rouge Valley Food Systems Network builds new markets for producers while linking consumers to nutrition and cooking classes.

Still, other networks bring a broader systems view, leveraging resources across the value chain. There is power in numbers and effective networks increase their influence

by pulling together groups, which can help advocate for local or regional policy. Others combine multiple approaches, such as the Michigan Food Hub Network, which provides peer learning and other opportunities for food hubs. The network also engages funders, policy makers, buyers and others across the value chain.

A network can serve as an effective voice for a diverse membership. When networks play this role, they offer institutions in government and industry a credible organization for productive engagement. By working with networks, government and industry actors learn to understand a sector, its actors and its needs. The network can then channel resources and opportunities to its members.

Well known networks, such as the National Farm to School Network or the National Good Food Network, play this advocacy role, effectively – but smaller, lesser-known or more specialized community networks can also play an important advocacy role. The Women, Food and Agriculture Network advocates for the unique role women play in food and agriculture systems, and trains members to run for office and other agricultural decision-making bodies.

Networks have helped the good food movement scale out. While almost all of the networking projects selected for inclusion in this report started as small community efforts, some have expanded geographically and redefined the communities they serve. Over time, these projects have connected small-scale, local actions with opportunities locally, regionally and beyond, until their work has national impacts. The National Incubator Farm Training Initiative (NIFTI) began as a place-based initiative serving new, immigrant and refugee farmers. Building on its local success, NIFTI has expanded to a national network that builds the capacity of similar efforts in other areas.

In the course of the analysis, the research team identified three key considerations for successfully operating or funding a network.

1. NETWORKS TAKE TIME TO BUILD, AND THEY NEED ONGOING SUPPORT AS THEY ESTABLISH THEMSELVES.

The Michigan Food Hub Network, is succeeding because leaders established it in a stable university setting with multiyear funding. Michigan State University's Center for Regional Food Systems serves as the home for the network. The W.K. Kellogg Foundation and the Kresge Foundation have

provided reliable funding through multiyear grants to the network and complementary funding to food hubs and related food businesses.

Similarly, some networks establish themselves locally or regionally first, waiting until they have stable operations and finances before expanding nationally. Successful networks sometimes generate revenue from services to cover some of their organization costs.

2. CAPACITY-BUILDING NETWORKS MUST STRIKE A BALANCE BETWEEN HOW OFTEN AND TO WHAT EXTENT THEY ENGAGE MEMBERS.

Too little contact leaves organizations without the support they need, while too much communication distracts busy project leaders. The successful networks the research team surveyed use touch points that provide regular but easy to access information combined with less frequent, deeper learning opportunities (face-to-face and web-based).

3. GOOD NETWORKS FOSTER PEER-TO-PEER LEARNING.

Peer-to-peer learning allows members to effectively give and receive the specific information they need. The National Incubator Farm Training Initiative exemplifies this balanced approach with regular webinars, a national conference, development of regional working groups and deeper technical assistance provided by select member organizations.

The following six innovative projects illustrate the power of networks to change the food system.

Table 4. Network Projects

Case Studies
• New Entry Sustainable Farming Project, National Incubator Farm Training Initiative, Massachusetts
Project Profiles
• Black Belt Justice Center, Regional • Certified Naturally Grown, New York • Michigan Food Hub Network, Michigan • Rogue Valley Food System Network/ACCESS, Oregon • Women, Food and Agriculture Network, Iowa

Theme 3: Networks

CASE STUDIES

NEW ENTRY SUSTAINABLE FARMING PROJECT, NATIONAL INCUBATOR FARM TRAINING INITIATIVE

Massachusetts

www.nesfp.org/food-systems/national-incubator-farm-training-initiative

ORGANIZATION

The New Entry Sustainable Farming Project began as a place-based organization in Massachusetts with a commitment to building a community of new farmers. Initially, the organization focused on refugee and immigrant communities. Over time, project leaders recognized a broad demand for their programs among all beginning farmers, so the organization expanded its scope. New Entry worked regionally and began developing toolkits, educational programs, regional and national conventions.

NEED

New Entry and its local, regional and national partners had identified a critical need for new farmer training, technical assistance and capacity building. As one of the most comprehensive incubator training programs, New Entry and its partners regularly received requests from new or developing farm incubators for organizational development support, curricula and site visits. They recognized that the farm incubator model lowered barriers of entry to a new, capital-intensive career in agriculture, a sector in need of the next generation to take over an aging leadership. By providing infrastructure and equipment, subsidized land rates and training, farm incubators help to make farming more accessible to new, beginning and immigrant farmers

INNOVATION

In 2009, to meet the growing need for support, New Entry created the National Incubator Farm Training Initiative (NIFTI), a national network of partners to share training, technical assistance and capacity-building responsibilities for new farmer training programs. As a network, NIFTI meets a need that no one had addressed nationally or internationally.

NIFTI builds capacity, meets identified needs and leverages resources across organizations. NIFTI has built a robust community of practice for incubator farm training programs in the United States and Canada. The network collects data on the efficacy of incubator programs. As it attracts new partners, the network is building a strong reputation. Partners include: Intervale Center in Burlington, Vermont; Agriculture and Land-based Training Association (ALBA) in Salinas, California; Cultivating Community in Maine; International Rescue Committee (IRC); and the Minnesota Food Association. With its partners, NIFTI provides a technical assistance referral service providing support to emerging and established incubator farm programs.

NIFTI has identified more than 234 incubator farm operations nationwide at various stages of organizational development. In 2015, the network collected detailed survey data from 49 of these incubator farm

programs that reported supporting more than 400 farm businesses. More than 93 farm incubators have requested technical assistance from NIFTI. Nearly 40 percent of the participants surveyed are low-income, and over 35 percent are refugees and immigrants. Refugee and immigrant farmers often sell cultural foods back to their own communities, fostering culture and strengthening community.

To support these 234 incubator programs and farm businesses, NIFTI holds multiple training and capacity building activities each year. On average, NIFTI convenes four national webinars a year on topics of interest, such as farm site management, evaluation and metrics, organizational development and farmland matching strategies.

NIFTI convenes a national conference each year. The 2014 NIFTI conference involved 55 organizations from 23 states and Canada. The 2015 conference involved 49 organizations from 28 states. About 80 people attend each annual conference.

NIFTI is committed to social, economic and environmental sustainability. NIFTI aims to become economically self-sustaining through fees and other revenue generation. To promote social sustainability, the network supports place-based communities and regions, builds community with complementary organizations and builds the capacity of other organizations. In terms of environmental sustainability, virtually all of NIFTI's programming and partner organizations emphasize sustainable and/or organic agricultural practices on their incubator farms.

Currently, NIFTI is working on a regional project in the northeast to develop and pilot shared evaluation metrics for incubator projects. NIFTI's goals are to determine the outcomes and impact of the new farmer training model and provide an evaluation framework for others to use when monitoring and evaluating farmer outcomes. NIFTI would then collect data at the community or organizational level and aggregate the results up to a regional and national level.

This impact evaluation work will enable NIFTI to report on the combined outcomes of incubator farm training projects across the United States NIFTI aims to catalyze regional networks across the country to provide even more effective on-the-ground training and local capacity building. These regional networks will inform ongoing professional development needs at the national level and identify opportunities for continued advocacy.

Theme 3: Networks

PROJECT PROFILES

BLACK BELT JUSTICE CENTER

Regional

www.blackbeltjustice.org

The Black Belt Justice Center (BBJC) is a nonprofit organization dedicated to preserving and regenerating historical African American lands and land-based livelihoods in the rural Black Belt, a crescent shaped region extending from Texas to Maryland.

African Americans have been losing their land for decades. In 1910, despite centuries of slavery and decades of racism, violence and government neglect in the wake of the Civil War, African Americans owned 15-19 million acres of land. Today, African Americans own only three million acres of farmland, mostly in the rural Black Belt. Many factors have contributed to the loss of African American-owned land, from the legacy of racism in government agricultural agencies to a lack of knowledge about estate planning. In most cases, landowners lacked affordable legal services.

BBJC was created to counter the trend of land loss and remove the structural barriers that prevent African American farmers and landowners from achieving economic prosperity and community wealth. The BBJC uses an innovative, multifaceted approach. BBJC provides a range of direct legal services to African American farmers and landowners, conducts legal and educational trainings with allied organizations, and develops curricula to prepare the next generation of attorneys, academic scholars and land conservationists to stabilize African American land tenure in the United States.

BBJC is largely funded through legal fees, but the organization charges clients a substantially reduced rate, so the revenues aren't sufficient to support all of the organization's work. BBJC is beginning to organize a network of lawyers across the region willing to provide pro bono and "low bono" assistance for African American landowners. By creating a network of

attorneys who will accept cases referred to them by the National Bar Association, the National Conference of Black Lawyers and other organizations, BBJC will greatly increase the capacity to preserve African American landownership.

In addition to legal services and education, BBJC also provides financial services for African American farmers. In partnership with the Southeastern African American Farmers Organic Network, BBJC developed the Black Agrarian Fund (BAF), a non-traditional, community, revolving loan fund. BAF addresses the unique financial needs of beginning and returning African American farmers and farm cooperatives in the southeast. The fund pursues two goals: Nurturing land-based entrepreneurship and agricultural development and mobilizing capital for the next generation of African American agrarians.

BAF provides grants and zero- to low-interest loans to African American farmers in the southeast who work in sustainable agriculture, ecotourism, natural foods, value-added processing or renewable energy. BAF differs from other micro-lending programs because it provides loans with very low or no interest, does not require collateral and provides technical assistance. The long-term goal of BAF is to become a formal community-development financial institution and consolidate property close to urban markets. BBJC would hold these strategic land acquisitions in a community trust to provide land access to the next generation of African American agrarians and land-based entrepreneurs.

CERTIFIED NATURALLY GROWN

New York

www.cngfarming.org

Certified Naturally Grown (CNG) was founded in 2002, the same year as the National Organic Program, by small-scale farmers in New York's Hudson Valley who wanted an alternative to the national organic certification program. Many farmers committed to organic, sustainable, regenerative agriculture wanted a way to convey their values and practices to customers, but preferred not to seek certification through the USDA National Organic Program. Some farmers objected to the extensive paperwork and/or could not afford the high fees of the USDA Organic Program, and others preferred not to participate in a government-regulated program.

In addition to providing an alternative certification process, CNG allows farmers to connect with like-minded peers in their area and build strong farmer-to-farmer peer learning communities. These peer learning networks are one of the most popular reasons farmers choose to participate in the CNG certification process.

Ninety percent of CNG's work is focused on certification. To become certified, farmers must (1) use no genetically modified organisms or synthetic inputs; (2) grow cover crops where feasible; and (3) work proactively to improve the biodiversity in the soil and surrounding environment. CNG certification requires an annual peer review. Inspections are typically carried out by a fellow CNG producer, but organic farmers and non-certified farmers using natural methods may also conduct an inspection, further widening the network. To maintain the integrity of the program, farmers are not allowed to trade inspections meaning that Farmer A can inspect Farm B, but Farm B can't inspect Farm A. In order to make the program even more accessible to growers, the program allows for Extension agents, educators and customers (three or more) to certify a farm.

This certification process gives participants ownership of the program and helps foster community. It also helps initiate and deepen relationships that facilitate peer-to-peer learning in local farming communities across the country. Certification fees are affordable and CNG has a scholarship fund to assist beginning farmers and those facing financial hardship.

Since CNG was founded 13 years ago, more than 3,000 farmers have participated in Certified Naturally Grown. Currently, more than 750 farmers from 48 states participate. The organization is particularly strong in the southeast, especially Georgia and Tennessee. The organic movement grew slowly in the southeast, which has resulted in fewer USDA Organic certifiers in those communities. In Georgia, several farmers markets require their produce vendors to have either CNG certification or organic certification.

CNG has also has gained momentum in the Pacific Northwest, Arkansas, Virginia and Pennsylvania. In many cases, word-of-mouth recommendations by farmers led to this growth; CNG also conducted direct outreach to the farming communities in these states.

MICHIGAN FOOD HUB NETWORK

Michigan

www.foodsystems.msu.edu/activity/info/michigan_food_hub_learning_and_innovation_network

The Michigan Food Hub Network was established in 2012 with funding from the Kresge Foundation. Through a collaborative process, farmers, food entrepreneurs, educators and other stakeholders identified challenges and opportunities for food hubs. The network's overarching goal is to build the capacity of Michigan food hubs and their partners to better supply healthy food to underserved markets in the state. Specifically, it is working to increase access to financial and technical assistance, research and education, and increase business-to-business collaboration. The network is co-convened by the Michigan State University Center for Regional Food Systems and Morse Marketing Connections, LLC.

The network functions as a statewide learning community that shares information, accelerates innovation and generates workable solutions to common problems facing food hubs. The network convenes three statewide meetings per year; organizes webinars, targeted education and training; operates a listserv, provides biweekly food hub updates, and sponsors unique research

projects to build trust and business-to-business relationships across food hubs and their partners.

The network plays a key role in the implementation of the Michigan Good Food Fund, a healthy food financing initiative launched in June of 2015. The Michigan

Good Food Fund will provide loan and business assistance to farmers, food hubs, food processors and food retailers. The Michigan Food Hub Network plans to work closely with the Michigan Farm to Institution Network and the newly formed Michigan Local Food Council Network to help get more Michigan food into institutions and address local policy issues that impede the sourcing of local food.

The goal of this "network of networks" approach is to better inform state policy to eliminate barriers for food hubs and increase state support for programs that help hubs succeed. The Center for Regional Food Systems is also leading a Shared Measurement Initiative, in which the network will participate with other networks and organizations to agree on key economic and food access indicators that help track progress on the goals of Michigan's Good Food Charter.

ROGUE VALLEY FOOD SYSTEM NETWORK

Oregon

www.rvfoodsystem.org

In 2010, the Jackson County Community Action Agency worked with the Oregon Food Bank to identify local food system priorities through a year-long, community-based assessment. In 2014, with support from the Meyer Memorial Trust, 80 community volunteers launched the Rogue Valley Food System Network to help build and balance the supply and demand of local, healthy and sustainably produced food.

The Rogue Valley Food System Network's goal is to build a stronger, more resilient food system by connecting organizations working across the region. The network consists of individuals, organizations and businesses at different parts of the food system value chain.Network participants collaborate on initiatives headed up by members.

The network focuses on three intersecting efforts: 1) online food system mapping to identify community food deserts and physical infrastructure gaps; 2) local market development to build and balance supply and demand for local foods; and 1) expansion of cooking skills training to reach wider audiences.

The network directs programs and resources to underserved communities. They work to meet the community's needs by ensuring that services are accessible to various audiences. For example, produce is distributed at schools with high free and reduced price meal eligibility to help families access fresh produce conveniently. In addition, over 5,000 people have participated in cooking skills classes, which are helping Oregonians become self-sufficient consumers of healthy foods. Some classes are taught in Spanish, and others are targeted towards individuals with diabetes.

Thrive, a network member, is leading local efforts to develop wholesale markets for fresh produce by connecting farmers and local grocery stores.

In one community, farmers and retailers are working together to plan production that will meet the needs of local grocers for the next season.

The network also supports infrastructure development to build up local producers and local growers. For example, the Rogue Valley Food System Network helped a group of farmers apply for funds from the governor's office to finance a larger facility.

By working to address gaps throughout the supply chain, the Rogue Valley Food System Network has helped foster a more socially, environmentally and financially sustainable economy in the Rogue Valley.

WOMEN, FOOD AND AGRICULTURE NETWORK

Iowa

www.wfan.org

Founded in 1997 by Iowa farmer Denise O'Brien, the Women, Food and Agriculture Network (WFAN) is a network of women engaged in sustainable agriculture. While women make up 30 percent of farmers nationwide, they are often a silent and unacknowledged group in agriculture. The Network has provided a dedicated space for female-focused, peer-to-peer learning, sharing and professional development.

WFAN members are women who have a stake in agriculture and are working to make their communities more sustainable. Membership includes farmers, landowners, community activists, academics and other women who care about their food and where it comes from. WFAN has 5,000 members from 25 states nationwide and each year, about 200 members attend the national conference. The women who attend the conference and other outreach events own an average of 300 acres each. Since its inception, WFAN has reached more than 2,100 female landowners. The network operates three major programs: (1) Harvesting Our Potential; (2) Outreach to Women Landowners; and (3) Plate to Politics.

Harvesting Our Potential is an education program that includes networking events and an on-farm and business training program for new and beginning female farmers that provides a stipend to both mentors and mentees. The program serves 10 to 14 mentees a year who work in a variety of operations from large, commercial farms to small vegetable farms that deliver product by bicycle.

The Outreach to Women Landowners program trains landowners on conservation and how to work with their tenant farmers. This outreach program has two initiatives. Women Caring for the Land provides conservation education to landowners

who have tenants; Women, Land and Legacy creates local networks for women landowners. Over half of the participants indicated that they implemented at least one conservation action, such as cover cropping, within six months of attending a meeting.

Through Plate to Politics, the network supports women interested in running for office and other agricultural decision-making bodies, such as a cooperative board or senate. A recent participant ran for a congressional seat. While she did not win the election, she was successful in introducing food and farming issues into the campaign.

The WFAN provides women with a space and opportunity to grow their careers in the agriculture sector. Many of the network's programs operate in Iowa and Nebraska, and demand is growing. Women from states across the country have requested programs like Outreach to Women Landowners. As the organization secures additional funding, it will be able support the work of more female farmers and landowners across the country.

THEME 4: POLICY

Policy may seem like an unlikely candidate for community-based food system projects. However, as the team reviewed hundreds of projects, policy emerged as a key tool in community-based innovation. Changing federal policy might pose daunting challenges for a community group, but local policy innovation can create lasting, systemic change. The projects profiled in this section demonstrate how communities can be at the forefront of policy development, advocating for food systems change.

Policies at the municipal, metropolitan, regional and state levels can either foster or stifle innovation in community-based food systems. Many of the organizations featured in this report may have faced unresponsive or unsupportive government. Other organizations thrive through cooperation with responsive policymakers.

Good policy development brings stakeholders together to work out a common vision and strategy for a sustainable future. As an example, typical urban zoning laws prohibit the use of vacant lots for agriculture. As citizen groups have advocated for policy change, cities across the country – from Atlanta to Detroit to Memphis to Denver – have changed laws to allow vacant lots to become productive, urban gardens.

Proactive, urban communities are creating food policy councils to bring diverse, local stakeholders together to work on issues like food access, farmers' markets, procurement and urban agriculture. The Los Angeles Food Policy Council brought together stakeholders from across the county to create the Good Food Purchasing Policy. The comprehensive new policy is encouraging city departments, schools and institutions to source local, sustainably produced food.

The Baltimore Food Policy Initiative is another exciting city-wide policy innovation that came out of a multi-stakeholder taskforce. The initiative works across agencies and the city to implement programs that create affordable, accessible and healthy food for all residents.

The Minnesota Food Charter and Ann Arbor Township engaged their communities extensively, enabling citizens to shape the policy process. These projects are strong examples of innovation not only because of

their visions for change, but also because of the prominent role local community members play in catalyzing and sustaining that change.

Community-based, local policy development can create lasting, systemic change within a local food system. The innovative projects described in this section enable communities to lead and guide policy development to change local and regional food systems. Some of the best examples of good governance as it relates to food systems appear in this section.

The following four projects are successfully transforming policies in favor of more equitable, sustainable food systems.

Table 5. Policy Projects

Case Studies
• Baltimore Food Policy Initiative, Maryland • Los Angeles Food Policy Council, Good Food Purchasing Policy, California
Project Profiles
• Ann Arbor Township, Michigan • Minnesota Food Charter, Minnesota

Theme 4: Policy

CASE STUDIES

BALTIMORE FOOD POLICY INITIATIVE

Maryland

www.baltimoresustainability.org/projects/baltimore-food-policy-initiative

ORGANIZATION

The Baltimore Food Policy Initiative (BFPI) is an intergovernmental effort which brings municipal agencies and community stakeholders together to create a more equitable food system.

NEED

In the post-industrial era, Baltimore, Maryland has struggled with intense poverty. Despite many large anchor institutions and a growing class of young, creative professionals, in 2013, 25 percent of Baltimore's citizens earned incomes below the poverty line. Baltimore has a rich food culture built around the Chesapeake Bay, yet hunger and food insecurity persist. To make meaningful changes in the food system, poverty must be addressed.

From 2007 to 2009, the Johns Hopkins Center for a Livable Future (CLF) conducted a needs assessment of the Baltimore food system.

The assessment found that while many individuals, organizations and agencies were working to fight obesity, diet-related disease, food insecurity and lack of access to food, they weren't working together.

INNOVATION AND IMPACT

To meet this pressing need for coordination, the CLF helped convene the Baltimore Food Policy Task Force, bringing together diverse stakeholders. One of the first actions of the task force was to identify 10 key goals for the future of the city's food system. In 2010, based on the task force's recommendations, the food policy director created the BFPI. Baltimore City has since hired one food access planner, one food resilience planner, a food retail economic development officer, and a Healthy Eating Active Living Director, among others, to conduct the work across city departments.

BFPI coordinates implementation of the task force's 10 recommendations, food-related aspects of the city's sustainability plan and the Food Desert Retail Strategy. Participants include the Mayor's Office, the Office of Sustainability, the departments of Health and Planning, and the Baltimore Development Corporation. The degree of involvement among city departments and agencies has been critical to the program's success. Through the Food Policy Actions Coalition (Food PAC), BFPI engages more than 60 nonprofits, academic institutions,

foundations and food-related businesses to collaboratively address food system issues and barriers in Baltimore.

What makes BFPI unique when compared to other policy initiatives is its structure and attention to equity. The initiative has thoughtfully sought input from the community and developed steps to enhance and increase equity throughout the policies and implementation strategies. The initiative started by engaging Neighborhood Food Advocates, a coalition housed at Baltimarket, to organize residents to address problems in the food system. Baltimarket also hosts an annual Food Justice Forum, a space to discuss equity issues throughout the city's work. To ensure leaders and city staff are well versed in structural racism in the food system, Food PAC members participated in a two-and-a-half-day Food and Race training.

Currently, BFPI is building a community advisory committee to ensure residents from each City Council district have an

opportunity to provide feedback and further develop equity in the city's Food Desert Retail Strategy. Eighty applicants applied for 14 available slots. BFPI continues to identify opportunities to build capacity in the food system and engage residents in food desert areas.

Some of the key BFPI strategies and impacts are listed below:

Homegrown Baltimore

Homegrown Baltimore is an initiative that encourages Baltimore residents to, "Grow local. Buy local. Eat local." In its work to grow more local food within city limits, Homegrown Baltimore coordinates a land leasing initiative to provide long-term, low- or no-cost leases of city-owned land for both nonprofit and for-profit urban agriculture. Currently, two urban farms are leasing about one to two acres each, and five more are pending leases. In addition, the city revised its livestock and urban agriculture zoning ordinances in 2013 to expand opportunities for raising bees, chickens, goats, rabbits and fish in the city. To support eating local, city staff may sign up for a community supported agriculture (CSA) program that delivers directly to city offices. One of the city's professional associations allows CSAs as a reimbursable expense within its Health and Wellness Reimbursement Policy.

Food Desert Retail Strategy

Baltimore Food Policy Initiative's strategy to increase access to healthy, affordable food in food deserts is informed by the 2015 report Mapping Baltimore's Food Environment, created in partnership with the CLF. In addition to working with the city's public markets and corner stores to offer more fresh food, the strategy includes the Baltimarket Virtual Supermarket program, which delivers food to common drop-off points in public housing complexes. BFPI also worked with the state to increase the number of days that SNAP benefits are issued to recipients from 10 to 20, in order to smooth out the retail cycle and ensure that stores can continue to serve low-income populations. Finally, the city's new tax incentive for full-service grocery stores to locate and renovate in food deserts was a key success. Just one year after implementation, Save-A-Lot opened a grocery store in the food desert neighborhood of McElderry Park.

School Food

The Baltimore City Public Schools Food and Nutrition Services (FNS), a member of Food PAC, leads several policies and procedures to improve healthy food access for children. BFPI supports FNS' efforts, including helping to secure grant funds for assessments and programs such as expanding the number of salad bars, increasing local produce

purchasing and providing universal free breakfast. City Schools also created Great Kids Farm, a learning farm and an on-site commercial kitchen. Students grow, shred and bag root crops, such as carrots and beets, and the school district's distributor delivers them to the schools.

Strong support provided by Mayor Stephanie Rawlings-Blake helped establish the city as a national leader in food system policy innovation. Baltimore received the 2016 Milan Urban Food Policy Pact award, an international recognition for the city's accomplishments as well as a monetary prize to build a network of councils and mayors focusing on food policy. BFPI will work through the Conference of Mayors to share strategies and resources across the country. Currently, about 19 cities are involved in the network.

LOS ANGELES FOOD POLICY COUNCIL, GOOD FOOD PURCHASING POLICY

California

www.goodfoodla.org/policymaking/good-food-procurement

ORGANIZATION

The Good Food Purchasing Policy (GFPP) is the most comprehensive, metric-based food purchasing policy of its kind in the nation. GFFP was developed by a multi-stakeholder working group of the Los Angeles Food Policy Council (LAFPC), an initiative spearheaded by Mayor Antonio Villaraigosa in 2011. The working group developed the Good Food Purchasing Policy to help major institutions improve their food purchasing habits. GFFP's goal is to motivate public institutions, such as city departments and schools, to buy, process and serve healthy, affordable, fair and sustainable foods. The working group designed the policy to be more comprehensive and transparent than similar policies in other cities. The LAFPC intentionally created the policy at the city level to be able to bring good food to high-need populations.

The LAFPC's general operating support from Kaiser Community Benefit Southern California and the California Wellness Foundation funded the policy development

project. In 2013, the Kresge Foundation funded the development of program infrastructure.

NEED

Collectively, the governmental departments of the City of Los Angeles procure a huge amount of food. Until 2011, different departments were free to procure food from regional or national distributors without regard for a company's impact on the environment, human rights or public health. Tax dollars that could have contributed to local economic development went instead to national or global companies.

INNOVATION

Mayor Antonio Villaraigosa recognized this policy gap as an opportunity to build the local food system and create more access to good food in high need communities. The LAFPC's Good Food Procurement Working Group used a comprehensive, inclusive process to develop the GFPP. To ensure wide representation and community ownership, the group involved experts across fields, including farm to school, environmental sustainability, public health, nutrition, worker rights and animal welfare. The group also included farmers, advocates, researchers, religious leaders and policymakers. By the end of the process, nearly 100 local and national organizations and food system leaders had provided input on the policy.

The group began by researching other food procurement policies from around the country and distilling best practices. Participants soon recognized gaps in the other policies. Many policies lacked clear definitions of "good food" or specific standards for monitoring. So the working group focused on defining "good food" as food that is healthy, affordable, fair and environmentally sustainable, and designed specific standards to address key gaps, such as fair labor practices.

The group developed a comprehensive, specific and transparent policy. GFPP supports five values: 1) local economies; 2) environmental sustainability; 3) valued workforce; 4) humane treatment of animals; and 5) health and nutrition.

In order to comply with the GFPP, institutions must meet three requirements. First, they must meet a baseline standard in each of the five value categories. Second, they must work with suppliers, distributors and wholesalers to provide and establish a system that provides a transparent supply chain. Finally, institutions participate in the Good Food Purchasing Program to verify compliance and assign a score. A tiered, points-based scoring system allows participants to choose which level of commitment best suits the organization's good food goals. Institutions then receive a rating of between one and five stars based on their total score.

IMPACT

In the summer of 2012, when the working group presented its proposed policy, the LAFPC leadership responded with enthusiastic support and encouraged the working group to advance the policy within the city of Los Angeles. In October 2012, Mayor Villaraigosa issued an executive order directing all city departments with food budgets greater than $10,000 per year to implement the GFFP, and the city council adopted a motion to report annually on the city's progress in implementing the policy. The food services director for the Los Angeles Unified School District (LAUSD), who also

attended the policy presentation to the LAFPC Leadership Board, agreed to seek the school district's support. A few weeks after the city's adoption, the Board of the LAUSD adopted the GFPP.

The GFPP's breakthrough, and what generated so much excitement, was it demonstrated a truly holistic policy approach to food systems change. The policy meaningfully addresses each aspect of good food, breaking down silos between issues. Since the policy requires institutions meet a baseline standard in each value category, they cannot simply make easy changes in a few areas. Instead, institutions must ask difficult questions, such as, how are workers in the supply chain treated? By placing equal weight on each of the five categories, the GFPP encourages institutions to help transform the food system at every level.

Another hallmark of the policy is requiring food suppliers and purchasers to create a transparent supply chain so that suppliers' practices related to workers, animal welfare, antibiotic use, pesticide use, and other environmental and social concerns can be traced and documented. Under the policy, vendors and distributors must trace a product or item back to the original producer and provide the name of the farm, processing facility and/or wholesaler. Institutions also submit semiannual reports of all food purchasing records for minimally processed, single-ingredient items.

The LAFPC quickly learned that due to the intensity of implementing the policy and technical assistance required, it was best to focus on targeted departments or institutions. They chose to focus on LAUSD and the Department of Recreation and Parks in order to be able to have a large impact in both the supply chain and in communities in need of good food. LAUSD, one of the policy's strongest supporters, is the largest food purchaser in Los Angeles, with an annual food budget of more than $130 million. It also serves a student population in which over 80 percent qualify for free and reduced price meals. In the first year after passing the GFPP, LAUSD redirected $10 million in food purchases to local growers in Southern California and created at least 150 food manufacturing jobs in Los Angeles County. In addition, LAUSD's bread distributor brokered a relationship with Shepherd's Grain to make sustainable wheat farmers the primary source of grain for baking products for the school district. The district's commitment to GFPP has also led to significant wage increases and medical benefits for 165 truck drivers; a 15 percent reduction in meat purchases following the adoption of Meatless Mondays; and a commitment to sourcing 100 percent antibiotic-free chicken within the next two years. Moreover, LAUSD has taken over the summer meals contract with the City of Los Angeles Department of Recreation and Parks in order to help them meet their GFPP goals.

As a result, prices went down for the city, food quality and nutrition improved, and the district helped to bring good food to high need students throughout the year.

Despite a series of success, LAFPC does not consider its work done. The council is collaborating with partners, including Food Chain Workers' Alliance and PolicyLink, to transfer and scale up the policy elsewhere in the nation. To coordinate the national expansion strategy, the LAFPC made the Good Food Purchasing Program its own entity, the Center for Good Food Purchasing (CGFP).

The new CGFP and a coalition of national partners are working with food policy councils in Oakland, Chicago and other cities to replicate the GFPP. The center and its national partners are providing technical assistance to local food policy councils and multi-stakeholder grassroots coalitions.

Once a new community adopts the policy, the CFGP verifies compliance, assists participating food purchasing institutions, and monitors and rewards progress over time. To support expansion, the new center and the Food Chain Workers Alliance have started convening a peer-to-peer network to build capacity and create connections among procurement leaders nationwide. Given its far-reaching nature, the GFPP has the potential to spur major shifts within institutional food purchasing.

Theme 4 : Policy

PROJECT PROFILES

ANN ARBOR TOWNSHIP

Michigan

www.aatwp.org/township-government/boards-and-commissions/farmland-and-open-space-preservation-board

In the late 1990s, the Township of Ann Arbor began to explore policy options to limit suburban sprawl and preserve farmland near the township's borders.

In 2001, after surveying community residents, the township proposed a 20-year, 0.70 mill property tax to generate funds for preserving farmland by purchase of development rights. Voters approved the measure in 2003, and the first purchase of development rights was made in 2006. Since then, the township has placed 1,100 acres into easement, meaning that the land, which is still owned privately, can only be used for farming. The millage will continue until 2023.

As another way to preserve farmland, the Township of Ann Arbor made a unique arrangement with a local residential developer. By clustering residential homes, the developer enabled the city to preserve a parcel of 153 acres for farming.

The township is using the land for the Tilian Farm Development Center, an incubator program for new and beginning organic farmers.

Launched in 2011, Tilian provides access to land, equipment, knowledge, markets, storage, networks, community resources and business planning to new and beginning farmers for between three and five years. Tilian is currently operated by Michigan Food and Farming Systems, a nonprofit working to connect beginning and historically underserved farmers to a network of peers, as well as resources. Each participant has access to shared resources and a quarter acre of land. Currently, ten farmers are participating in the incubator program, of which 30 percent

are farmers of color and over 50 percent are women. Farmers in the program sell through community supported agriculture, at the Ann Arbor and other local farmers markets, directly to local food producers, and to grocery stores, restaurants and the Washtenaw Food Hub.

In addition to its direct land preservation work, the township has worked with community members to change zoning codes to make room for local food and agriculture enterprises, such as the Washtenaw Food Hub; Locavorious, a frozen produce processor and CSA; and The Brinery, a fermented local foods producer.

What began as a fairly typical open space preservation project has evolved to address other regional food issues, such as zoning and business innovation. As a result, the township has preserved 1,100 acres of farmland, helped launch a new and beginning farmer training center, and supported the development of several local food businesses, including a food hub.

MINNESOTA FOOD CHARTER

Minnesota

www.mnfoodcharter.com

The Minnesota Food Charter is a shared roadmap for all Minnesotans, so each person will be able to enjoy healthy, affordable and safe food in the places they work, learn, live and play. The charter contains 99 recommendations addressing food policy, supply chains, local economics, health and nutrition, and other aspects of the food system.

The Minnesota Food Charter engaged and mobilized the community at every point of its development. Organizers gathered input from Minnesotans over nine-months, involving more than 2,500 people, nearly 150 public events, almost 400 individual online worksheets, and approximately 90 listening sessions and interviews. To engage underserved populations, organizers offered translation, used story-telling for Hmong American communities and solicited input from local tribes. More than 100 people helped draft the Food Charter roadmap.

The team developed various guides and toolkits tailored to specific audiences (schools, childcare, health care, hunger relief and retail) to support implementation of the recommended strategies. One toolkit, the Food Access Planning Guide, provides tools and resources for planners and community advocates to ensure food infrastructure is included in comprehensive plans.

THEME 5: ADAPTABILITY AND REPLICATION

Many projects identified through this scan are not wholly original or new, but instead adapt existing models to a specific place or context. For example, community gardens and farmers' markets are well-established models. However, when organizations use community gardens or farmers' markets in new ways, they become innovative entry points into the local food system. Adapting an established idea to a local context yields better results than simply replicating it.

The projects in this section adapted existing infrastructure or activities to meet new or changing community needs. These projects are successful because they fill a specific community need or gap in the supply chain.

Some organizations found new uses for old spaces. Facilities alone aren't enough to ensure project success; creative leadership and community vision are what bring these otherwise dormant facilities to life. Virginia Food Works, for example, revitalized an underutilized canning facility to enable local producers and home canners to process fresh foods. Similarly, when Eastern Market couldn't raise enough money to build the commercial kitchen it envisioned, the project's leaders retrofitted and shared a local church kitchen reimagined as Detroit Kitchen Connect.

Other innovators have adapted old ideas to meet emerging community needs or build markets for local products. Foodlink in Rochester, New York, has adapted the mobile market model. Typically, a mobile market sells food at a given public site for three to five hours, and makes only two or three stops in a day. Foodlink, on the other hand, uses two trucks and shorter stops to visit up to 12 sites per day, and most stops are at public-housing facilities. With these adaptations, Foodlink ensures that people throughout Rochester's low-income neighborhoods have access to local produce. Distinct from projects that scale up, these types of projects still chiefly reside in the community or communities where they address a supply chain gap.

Replication is another way projects can widen their impact. FarmRaiser uses a franchise model to assist communities in adapting the basic project to local need and conditions.

Some organizations assume new roles when a community's needs change suddenly. When the BP oil spill devastated New Orleans fisheries, Mary Queen of Vietnam VEGGI Cooperative helped shrimpers and fisherfolk transition to new livelihoods based on urban agriculture and aquaculture. Instead of encouraging a return to the old livelihoods, which were no longer viable, Mary Queen of Vietnam helped the community adapt and utilized vacant urban lots for economic development. In the era of climate change and water shortages, we will need adaptable organizations to innovate quickly after natural and human-made disasters.

Each of the 10 featured projects has become a proven model that in turn may be replicated elsewhere, adapted to local needs or expanded to cover a larger geographic area.

Table 6. Adaptability and Replication Projects

Case Studies
• Philabundance, Fare and Square Market, Pennsylvania
Project Profiles
• Arcadia Center for Sustainable Food and Agriculture, Virginia • Eastern Market Corporation, Detroit Kitchen Connect, Michigan • Falling Sky Farm, Arkansas • FarmRaiser, Washington, D.C. • Foodlink, Curbside Market, New York • Mary Queen of Vietnam Community Development Corporation, VEGGI Farmers Cooperative, Louisiana • Upper Peninsula Food Exchange, Michigan • Virginia Food Works, Virginia • The Common Market, Georgia

Theme 5: Adaptability and Replication

CASE STUDIES

PHILABUNDANCE, FARE AND SQUARE MARKET

Pennsylvania

www.fareandsquare.org

ORGANIZATION

Based in Philadelphia, Pennsylvania, Philabundance is the largest hunger relief organization in the Delaware Valley and the regional food bank for Feeding America, a national network of food banks. Each week, Philabundance serves more than 90,000 people in nine counties throughout southeastern Pennsylvania and New Jersey. Philabundance moves about 30 million pounds of food annually, including large volumes of produce.

NEED

Hunger and diet-related diseases are prevalent across low-income neighborhoods in the Philadelphia area. Many residents live in so-called food deserts, neighborhoods without grocery stores or other places to buy healthy food. In place of fresh, local produce, community members may only have access to fast-food outlets or snack and candy counters.

Philabundance's mission is to end hunger now and end hunger forever. The organization takes a holistic approach to ending food insecurity and hunger in America through job skills training, nutrition education and food access, which it has tackled through the creation of a grocery store where there was not one before.

INNOVATION

To end hunger and provide healthy food to communities in need, Philabundance led the development and fundraising for Fare and Square Market, the first nonprofit brick-and-mortar grocery store in the nation. The Reinvestment Fund and nine other funders supported the effort. Fare and Square Market opened in September 2013 in Chester, Pennsylvania, a town that had been without a full-service grocery store for nearly 10 years.

The market is entirely nonprofit and focuses on selling fresh, nutritious products. Fare and Square sells fresh produce, meat, seafood, dairy and other grocery items, and has a full service deli counter.

In the effort to address economic opportunity for residents, Fare and Square specifically hired members of the community. Ninety-four percent of the market's employees are black and 85 percent are from Chester. Prior to being employed by Fare and Square, many of the staff members were unemployed and one was homeless.

The market's mission, nonprofit status and low prices enable it to serve low-income residents of Chester and adjacent areas. In a town of 34,046 residents, the store draws 3,000 to 4,000 shoppers per week. Eighty percent of Fare and Square's customers receive federal nutrition benefits through SNAP or WIC. Purchases made under these programs account for half of all sales. A few times every month, the Community Action Agency of Delaware County sends representatives to the store to help people sign up for federal assistance programs. The store increases the number of qualified families who receive assistance and also accepts all forms of federal assistance for purchases. This synergy delivers crucial services efficiently, improves food access and increases food security in a town with disproportionately high rates of poverty.

As an added support for customers in need, the market also has a loyalty program called Carrot Cash to help customers stretch their limited dollars. When an individual enrolls in Carrot Cash, the store deposits 7 percent of each purchase in an account for the member to use for any future purchases.

Each time a Carrot Cash participant shops, he or she can choose how much of their savings to use.

In addition to being a retailer, the market has become a community center. The market partners with local health organizations to

provide health screenings, offers customers assistance when applying for SNAP and WIC, serves as a senior box distribution site for the Commodity Supplemental Food Program and holds nutrition education programs. Local church groups often meet in the store's community room, which is available at no charge to any group. On special occasions, the market holds community events such as health screenings, holiday dinner giveaways and neighborhood block parties.

Fare and Square Market is a mission-driven organization that is committed to social justice, equity and access to healthy, affordable food. Currently, Fare and Square is working toward financial stability. The store relies on a mix of generated income and grant funds.

IMPACT

As a full-service grocery store and community center, Fare and Square is truly innovative. It has attracted national attention, especially from food banks, cities and government agencies interested in replication.

Theme 5: Adaptability and Replication

PROJECT PROFILES

ARCADIA CENTER FOR SUSTAINABLE FOOD AND AGRICULTURE

Virginia

www.arcadiafood.org

Launched in 2010, the Arcadia Center for Sustainable Food and Agriculture works in the Washington, D.C., metropolitan area to improve the health of the community, support the viability of local farmers, and preserve the environment for future generations. To realize this mission, Arcadia operates a large mobile market program, a one-acre production farm in Alexandria, Virginia, and several farm to school initiatives. The Arcadia Center is also in the early stages of establishing a food hub.

Mobile markets make good food readily available at a price point that makes it affordable. Launched in 2012 with eight weekly stops, Arcadia's Mobile Market program now includes two market vehicles that make 19 weekly stops to bring healthy food to public housing communities, wellness centers, and health care providers in low-income, low-access neighborhoods. The mobile markets carry a variety of fruits and vegetables, as well as select staples, including dairy, eggs, bread, meats and seafood. Food comes from Arcadia Farm and 20 other local, sustainable producers.

Customers who receive federal nutrition incentive programs, such as SNAP, WIC and the Commodity Supplemental Food Program (CSFP), receive a 50 percent discount as an incentive for using these payment methods at the mobile markets. Arcadia also participates in a city-funded program, Produce Plus, which provides $10 each week in fruit and vegetable vouchers for any individual receiving any type of federal assistance, including the Temporary Assistance for Needy

Families, Supplemental Security Income and Medicaid. In addition, Arcadia participates in a fruit and vegetable prescription program

at two area clinics, a program jointly supported by city funding and a grant from Wholesome Wave.

More than half of Mobile Market customers pay using some form of food assistance. Over the first three years of operation, annual sales have grown 50 percent or more each year, despite scant marketing other than customer word of mouth. Customer retention is high; repeat shoppers account for more than 60 percent of food assistance transactions. The average SNAP transaction value has increased from $8 to $18 per customer in the first three years, and will likely be higher for the 2015 market season.

Arcadia's mobile markets were inspired by the organization's strong interest in bringing healthy, affordable and sustainably produced food to low-income communities. To best meet the needs of these communities, Arcadia worked with neighborhood residents to identify high-impact market locations, map community food deserts and identify food-access roadblocks. Engaging the community enabled Arcadia to clearly identify the need it hoped to meet – the lack of food access in specific DC neighborhoods – and then use resources strategically to meet that need.

Arcadia's impact is quickly scaling along with its operations. In 2014, Arcadia added a second mobile market vehicle to its fleet; in 2015, the organization acquired a refrigerated truck to expand farm-direct, cold-chain sourcing. Arcadia's partnerships with other community-based organizations in Washington, D.C., and beyond, have increased the organization's reach. By partnering with farm to school programs, other nonprofits and health care providers, Arcadia is increasing the impact of its mobile markets.

Arcadia is currently developing a program to educate customers and build support for local producers who use sustainable growing practices. In the coming years, Arcadia will be expanding its farm to four, eight and eventually 20 acres.

EASTERN MARKET CORPORATION, DETROIT KITCHEN CONNECT

Michigan

www.detroitkitchenconnect.com

A program of Eastern Market Corporation (EMC), Detroit Kitchen Connect (DKC) is a community kitchen and small food business incubator.

When delays stalled construction of the Eastern Market Community Kitchen, EMC began looking for other ways to meet the immediate needs of food entrepreneurs. With grant dollars earmarked to support women-based, minority and immigrant food entrepreneurialism, EMC partnered with Food Lab Detroit to assess underutilized commercial kitchen spaces in the city. Food Lab Detroit identified two partners with under-utilized kitchens: Saints Peter and Paul Orthodox Church in southwest Detroit and Matrix Human Services, a community center in east Detroit. EMC and Food Lab Detroit partnered with these two organizations and a network of community and incubator kitchens was born, now known as Detroit Kitchen Connect.

Both kitchens allowed Detroit Kitchen Connect to renovate their kitchens and add some additional equipment in order to meet their members' needs. DKC uses the

kitchen during hours that do not conflict with church services or community gatherings and has helped stimulate new activity and entrepreneurism in each community. In May 2015, the Eastern Market Community Kitchen was completed and became the third kitchen in the DKC program.

Local food entrepreneurs can rent time and storage space in all the DKC kitchens. To join, an entrepreneur must complete an application and demonstrate that he or she has completed at least one business training program. The business must have a business license, liability insurance, employees who are ServSafe Certified and funds to place a deposit.

Detroit Kitchen Connect has created multiuse facilities. Recently, 20 entrepreneurs were using the kitchen and storage areas at one time. In keeping with the mission of supporting women, minority and immigrant food entrepreneurs, the program continues to support those populations. DKC strives to address the issues of access to commercially-licensed kitchens and provides additional entrepreneurial support in partnership with other organizations that focus on business growth and development.

This project succeeded because its leaders were able to adapt existing resourcesto meet a community need for a shared commercial-scale kitchen. The model is so successful that DKC is looking to grow the network with additional underutilized kitchen spaces in the city and greater tri-county area.

FALLING SKY FARM

Arkansas

www.fallingskyfarm.com and www. grassrootscoop.com

Falling Sky Farm, a 300-acre sustainable chicken, hog and cattle farm, is located in the Ozark Mountains in one of the poorest rural areas in Arkansas. The farm uses a system of rotational grazing, waste recapture and alternative energy; infrastructure includes mobile chicken houses, manure dispersers and a processing facility.

Inspired while interning with Joel Salatin of Polyface Farm, Falling Sky Farm founders Andrea Todd and Cody Hopkins have become key leaders of the local food movement in rural Arkansas. They initiated a producer cooperative to expand markets for locally grown foods under the brand Conway Locally Grown.

Since 2006, Falling Sky Farm has grown from 50 chickens to an expanded operation that aggregates, distributes and markets meat from more than 10,000 chickens, 400 turkeys, 120 hogs and 15 cows every year. Falling Sky has generated $700,000 in revenue over a four-year period, and has created nine full- and part-time jobs in one of Arkansas's most economically depressed rural communities.

The farm has catalyzed a network of 35 farmers and artisans and sold more than

$500,000 worth of locally grown and made products to 300 families. Through the Conway Locally Grown Community Fund, Falling Sky Farm provides $5,000 in micro loans to the Conway Locally Grown network of farmers and artisans. Todd and Hopkins also created the Conway Locally Grown Food Pantry Fund and donated $10,000 in locally grown food to a food pantry.

In 2013, Falling Sky Farm began organizing the Grass Roots Farmers' Cooperative to reach economically disadvantaged beginning farmers, primarily women, African Americans and veterans. The cooperative has nine member farms and

66 percent of the farmers are women or people of color. In 2016, the cooperative established a new centralized USDA-certified poultry processing facility. During the 2015 season, the cooperative processed and marketed meat from 15 Arkansas farmers spread throughout the state. A second processing facility is planned for the Mississippi River Delta.

FARMRAISER

Washington, D.C.

www.farmraiser.com

Last year students in the U.S. sold over $4 billion worth of items, such as frozen cookie dough, candy, pizza kits, processed cheese, novelties and wrapping paper to raise money for important school activities and supplies. FarmRaiser turns these student salespeople into community ambassadors for healthy, local food. A Certified Benefit Corporation, Farmraiser's mission is to grow vibrant, engaged communities by mobilizing students, parents and community members to buy healthy, locally grown and made products in support of local causes.

Students raise money for their causes while also supporting local businesses. It's a win-win for entrepreneurial students, health-conscious adults, under resourced schools, and local farms and food businesses. Farmraiser often works with Title I schools – schools with high numbers of children from low-income families – to increase the availability of fresh, healthy food in places where there is often limited access.

FarmRaiser provides students with mobile apps and custom web-based markets to help them advocate for healthy products from local sources.

FarmRaiser's suppliers and campaign organizers coordinate logistics and delivery of the products, which include everything from individually packaged fresh pasta to case-load quantities of fruit from local orchards.

FarmRaiser sources products as close to the school's location as possible. All products and goods must meet sustainability and health standards, including separate standards for value-added products. Products may not contain high-fructose corn syrup and a majority of ingredients must be locally sourced. FarmRaiser does not sell desserts or baked goods other than bread.

FarmRaiser processes the payments and provides the school or group with its share of the funds raised. Suppliers and schools/groups typically split proceeds almost evenly; more than 85 percent of every dollar earned stays in the local economy.

FarmRaiser has recorded over $315,000 in sales on its platform and is currently operating in 30 states. FarmRaiser is working with educational and health advocacy groups to scale up and support national campaigns in the next year. In 2017, FarmRaiser anticipates raising over 1.25 Million dollars to support social causes and local food systems.

FOODLINK, CURBSIDE MARKET

New York

www.foodlinkny.org

Foodlink is a Feeding America food bank operating as a regional food hub and serving 10 counties around Rochester in upstate New York. Foodlink distributes 19 million pounds of food annually to a network of 500 human-service agencies, as well as serving 3,500 hot meals per day.

Foodlink aims to improve community health in low-income, underserved areas through distributing fresh, local produce in and around Rochester. In 2014, produce accounted for four million of its 19 million pounds of delivered food. Foodlink uses fresh produce for cooperative purchasing, nutrition education and food access programs.

Foodlink spends more than $250,000 per year sourcing produce from a network of over 40 local farms. A major source of produce is an Amish farming consortium, which sells fruits and vegetables at auction.

In 2013, Foodlink started Curbside Market, a mobile market program that operates as a traveling farm stand. Curbside Market sells fresh, local produce at wholesale prices at various institutions in low-income, underserved communities. The Curbside Market travels to over 100 sites per week, spanning six counties. Sites include public housing facilities, community health centers, hospitals and neighborhood centers. With increased demand from residents, all public housing facilities in the region are now requesting visits by the Curbside Market. The market accepts SNAP, as well as WIC and Senior Farmers Market Nutrition Program checks, ensuring that people can use public assistance to purchase fresh and healthy foods. Foodlink has partnered with the New York State Department of Agriculture to provide Curbside Market shoppers a 40 percent incentive match when they spend SNAP benefits on local produce.

Foodlink adapted the typical mobile market model to better serve its community. Typically, a mobile market sells food at a given public site for three to five hours, and makes only two or three stops in a day.

Foodlink, on the other hand, uses three trucks and shorter stops to visit up to 12 sites per day, and most stops are at public housing facilities. With these adaptations, Foodlink ensures that people throughout Rochester's low-income neighborhoods have access to high-quality local produce. Over 50 percent of the clients served are people of color, 55 percent do not own a car and 57 percent are eligible for SNAP benefits.

The Curbside Market continues to grow every year; roughly $25,000 in sales in 2013 grew to $150,000 in sales in 2016. The continued expansion of Curbside Market demonstrates high demand for produce in low-income neighborhoods, paving the way for more healthy food enterprises to develop in the communities.

MARY QUEEN OF VIETNAM COMMUNITY DEVELOPMENT CORPORATION VEGGI FARMERS COOPERATIVE

Louisiana

www.veggifarmcoop.org

In 2005, in the wake of Hurricane Katrina, Mary Queen of Vietnam Community Development Corporation (MQVCDC) formed as a community development organization to help the Vietnamese community and New Orleans rebuild. When the BP oil spill hit coastal Louisiana in 2010, MQVCDC adapted quickly to the community's needs and transitioned into the food sector, where hundreds of Vietnamese fisherfolk and shrimpers had suddenly lost their livelihoods. Fishing and shrimping were no longer possible in the polluted coastal fisheries and it was unclear when, or if, the fisheries might recover.

MQVCDC convened community meetings where agriculture and workforce development emerged as areas of need, interest and opportunity. After discussing options, the MQVCDC provided funding, technical support and business planning assistance for what began as Viet Village Aquaponics, a closed-loop food system of small aquaponics enterprises.

However, due to the high cost of aquaponics systems, many of the individuals participating in Viet Village Aquaponics transitioned into land-based growing practices. These growers worked together with the help of MQVCDC, and formalized as the VEGGI Farmers Cooperative, a cooperative of urban farmers. VEGGI Farmers Cooperative added a new organic tofu production venture.

VEGGI Cooperative has succeeded in scale and sustainability. MQVCDC leases three acres of land at no cost from a community member and uses the land to grow organic food. The cooperative began as an informal group of gardeners that evolved into the VEGGI Cooperative to increase revenue and decrease grower competition. The cooperative is comprised of 12 community members, all of whom are Vietnamese, divided equally among male and female members. Members range in age from youth grower trainees and assistants to 73-year-old, experienced farmers. The organization is completely self-governed; members work together to determine

what to grow, when to plant and when to harvest. MQVCDC provides assistance with marketing and pricing.

In contrast to other urban farming enterprises, all members of the VEGGI Cooperative were seasoned, home gardeners who used their experience to scale their operation. Home gardening is the norm in Vietnam, and Vietnamese immigrants in New Orleans have maintained the tradition. The VEGGI Cooperative succeeds because it merged a cultural practice with market opportunities.

Since the cooperative members already had gardening experience, MQVCDC has focused most of its assistance on connecting buyers, marketing, pricing and securing resources. It also provides training such as composting and efficient water use.

VEGGI Cooperative sells to 15 restaurants and three farmers markets. Growers receive 80 percent of profits from the sale of produce; MQVCDC receives 20 percent of revenues to support its training and marketing work. Demand for the cooperative's produce outpaces supply, and the group has a waiting list. To help the cooperative expand, MQVCDC is working to lease more land.

Building on the success of the VEGGI Cooperative, MQVCDC started the Youth Justice Collaborative in partnership with ReThink Nola, a local, nonprofit organization. The Youth Justice Collaboration teaches participating youth about Vietnamese heritage and racial inequities, and provides economic training and gardening training supported by the VEGGI Cooperative. Open to all youth in New Orleans, the Youth Justice Collaborative encourages healthy behavior, preserves cultural heritage and trains the next generation of agricultural entrepreneurs. As part of the program, the youth work with and learn from the elders in the VEGGI Cooperative.

Students in the program also receive a small stipend, which enables participation from those who would otherwise have to work. Recently, a group of students valued the program so much that they reinvested a portion of their stipends into the collaborative.

Looking toward the future, MQVCDC will continue to support the VEGGI Cooperative and expand the Youth Justice Collaborative. MQVCDC is also helping local, organic-tofu makers, who are also members of the cooperative, to scale their operations and begin selling in retail outlets. MQVCDC has demonstrated remarkable adaptation and resilience, leveraging community knowledge to create community wealth.

UPPER PENINSULA FOOD EXCHANGE

Michigan

www.upfoodexchange.com

As a partnership between the Marquette Food Cooperative, Michigan State University Cooperative Extension, and the Western Upper Peninsula Health Department, the Upper Peninsula Food Exchange (UPFE) works to create more connectivity in a local food economy where populations are dispersed. UPFE is located in a sparsely populated region of rural northern Michigan, where Marquette – with its population of 30,000 – is the largest city.

UPFE began as a way to connect people with local food in the Upper Peninsula. In 2012, with initial start-up funding from a USDA Specialty Crop Block grant, the initiative became a formal resource portal.

The UPFE provides many programs and resources, including farm food safety training and a monthly e-newsletter. UPFE also manages an online marketplace, which connects farmers and wholesale buyers. Through the online marketplace, farmers post their products and buyers submit orders. The Marquette Food Cooperative's produce, grocery and deli departments are the anchor buyers in the online marketplace, accounting for 75 to 90 percent of all sales. Most of the participating growers use sustainable methods on small-scale farms.

UPFE acts as a "virtual" food hub, aggregating information about growers' inventory and processing sales orders between buyers and farmers. The details of product delivery and payment are arranged between the farmers and buyers directly. However, as the activity on the online marketplace increases, UPFE is beginning take on the role of a more traditional food hub and it has been actively working to create a distribution network. Still, there remain many challenges due to the sparse, dispersed population centers and the long travel distances between them.

VIRGINIA FOOD WORKS

Virginia

www.virginiafoodworks.org

In the process of researching Virginia-grown products, Allie Hill discovered most food products contained ingredients from out of state. One of the primary roadblocks to getting more locally produced food into Virginia-grown products was the lack of processing facilities for value-added food products.

Allie and her team created Virginia Food Works (VFW), a nonprofit organization that supports local value-added food producers. VFW's mission is to strengthen the capacity of Virginia food producers to enter and succeed in value-added food manufacturing and sales, thereby providing Virginia residents and community organizations with access to safely processed, nutritious local food year-round. Recognizing the prohibitive cost of building a new commercial processing facility, VFW sought out existing infrastructure that was underutilized and could be revitalized.

In collaboration with Prince Edward County officials, Virginia Cooperative Extension, local producer networks and other local food stakeholders, VFW helped reinvigorate the Prince Edward County Cannery, a city of Farmville processing facility that has been

in use for community canning since 1975. In 2010, with $350,000 in grant funding from the Virginia Tobacco Region Revitalization Commission, the cannery was retrofitted with the commercial grade equipment and infrastructure improvements necessary to become an FDA-registered commercial kitchen. The hope was that farmers, including tobacco growers, could explore other types of agriculture that could be made into value-added products in the cannery.

In 2013, the cannery opened its doors to local businesses and entrepreneurs while continuing to serve home canners during harvest season. Clients could now process locally-grown fruits and vegetables into FDA-approved and Virginia Department of Agriculture Consumer Services-inspected products. VFW provides technical assistance in sanitation and processing standard operating procedures, regulatory compliance, product development, sourcing and marketing. Clients rent the cannery on an hourly basis and make their own food products. If a client is interested in trying a new idea and creating a test batch, VFW allows them to use the facility and offers assistance in developing the business model. For farmers who have simple recipes and are not interested or able to process themselves, VFW has a co-packing service in which experienced staff will process products for them.

The cannery provides incentives for using local foods by offering processors a discounted price if their products are made with locally grown ingredients. Clients process a variety of local products, such as berries for jam, tomatoes for salsa, apples for applesauce and cucumbers for relish. A major source of produce is the Southside Wholesale Produce Auction, operated by Virginia Cooperative Extension and Amish farmers.

Since 2013, VFW has served 48 clients and produces about 600,000 units each harvest season. Its success is the result of dedicated, active volunteers and an annual staffing budget of $35,000. In addition to opening new markets and increasing sales for participating local farmers, VFW has provided seasonal employment to local residents. VFW is strengthening economic development in Prince Edward County and beyond while building a better local food system.

THE COMMON MARKET GEORGIA

Georgia

www.thecommonmarket.org

In 2008, The Common Market launched in Philadelphia as a mission-driven food distributor in the Mid-Atlantic and drew national attention as a successful regional food hub model. As an organization founded and led by people of color, the nonprofit was always committed to building the movement for a more inclusive and equitable regional food system. While board members and staff discussed how to best disseminate ideas and transfer knowledge about values-based regional food systems, there was growing interest in collaboration with a Georgia-based group serving refugee and immigrant farmers. This paved the way for expansion of The Common Market to the south.

The Common Market Georgia launched in the spring of 2016. The organization serves as an aggregator and distributor of good food, sourcing from over 30 producers across Georgia and Alabama. The organization is equally committed to both ends of the food chain – fair prices for farmers, as well as low-income consumers. Targeting institutional markets helps to meet both of these needs by increasing access to good, affordable food for the most vulnerable populations while also securing anchor clients that can purchase large amounts of food from local growers. Forty-percent of the customer base is made up of schools, hospitals and elder care facilities.

Key to The Common Market Georgia's success is its deep commitment to investment in the local community. While demographics are similar across Philadelphia and Atlanta, there are cultural and historical differences in the communities and among the farms. In the south, a dispersed population, dominance of industrial farms and overt racism against black and brown farmers are barriers to developing a strong, equitable local food economy. To overcome these challenges, The Common Market Georgia invests heavily in building local farmer capacity, training in food safety and handling, building infrastructure, and acquiring facilities and equipment. In order to expand into Georgia,

The Common Market restructured its Philadelphia-based organization to allow the operation continue as its own entity, while providing backend administrative services to both hubs in Philadelphia and Georgia.

One of the greatest initial accomplishments has been collaboration with the West Georgia Farmers Cooperative, a coalition of primarily black farmers, which has been in operation since the 1940s. Production was down and the next generation was looking to revive the cooperative. The Common Market Georgia

facilitated a relationship with the City of Decatur Public Schools, and now the district features produce from the West Georgia Farmers Cooperative each month. Building on this early success, the cooperative is now The Common Market Georgia's number one supplier.

The Common Market Georgia is successful because it builds at an appropriate scale and operates at break even. The funding strategy focuses on local opportunities while leveraging national relationships. In the first six months, The Common Market Georgia sold $250,000 in local food and is continuing to grow. In order to be financially sustainable, The Common Market Georgia's aims to generate enough revenue within three years to cover operations costs while keeping prices reasonable for farmers and customers. Philanthropic dollars also will be used to support critical services such as education, engagement and grower technical assistance.

THEME 6: SCALING OUT AND SCALING UP

In community-based food systems, it is more common to see "scaling out" rather than scaling up. Scaling out is intentionally expanding in a way that gives the control and benefits to others, rather than directing it internally for one organization. When we do see community-based businesses or organizations scale up, that scale is relatively modest compared to more conventional businesses or organizations. Scaling can have ripple effects across the value chain and help build a resource or set of resources essential to developing the food system.

Scaling out results in a greater number of small- to mid-scale farmers, food system businesses and programs that stay connected to serve community, and build local and regional food systems. When an organization scales out an innovation, farmers, consumers and the local economy all benefit.

Organizations that successfully scale out build capacity in new organizations, communities and strengthens the local food system. Angelic Organics developed a successful community supported agriculture (CSA) program in Chicago and when the organization was ready to scale its work, leaders decided not to focus on building market share for its own CSA. Instead, Angelic Organics shared its expertise to help other organizations in Chicago develop successful CSAs. This innovation created more than 30 independent CSAs to meet local demand for community-supported agriculture across the city. Rather than viewing other CSAs as competition, Angelic Organics recognized the large potential market for fresh, local foods and built the capacity of other organizations to help meet it.

In addition to meeting demand, scaling out can also help increase the supply of sustainable, healthy, local food. Supply is often a key constraint in developing local food systems: Increasing the supply of locally produced food generally takes longer than increasing demand. Educating consumers about environmental and health impacts of conventional food choices results in little change if the local market does not have alternatives.

Angelic Organics is increasing local food supplies in communities nationwide through Upper Midwest Collaborative Regional Alliance for Farmer Training (CRAFT), an alliance of farmers with expertise in sustainable production. Upper Midwest CRAFT began in 1996 with just 10 farms. Today, the alliance includes nearly 100 farms with a collective footprint of more than 5,000 acres. Hundreds of new farmers have received training and mentorship through CRAFT, which helps increase the number of sustainable food producers and supply of healthy food.

Community-based projects also use scaling to expand the distribution of local food to a larger area, new consumers or new institutional buyers. Red Tomato has developed a broker-like role in coordinating others businesses in the Boston area. Using logistics expertise to reduce costs and increase efficiencies, Red Tomato helps businesses throughout the supply chain grow and serve the local food system. Red Tomato has scaled up dramatically, increasing its sales five-fold since opening in 1998. Today, it serves a larger geographic area and provides ever expanding opportunities for its collaborating businesses. The organization has remained committed to fair returns for farmers, keeping its values intact as it scales.

Using a social enterprise franchise-like model, New Roots Fresh Stops is successfully scaling out neighborhood Fresh Stops, an approach similar to a CSA, in Louisville, Kentucky. New Roots Fresh Stops is scaling out by sharing a common brand and strategy with new organizations with whom it partners. Fresh Roots educates, builds capacity and empowers others to do similar work. In Oregon, Ecotrust's FoodHub has scaled across the northwest by providing a platform to connect buyers and sellers, removing a key market barrier. As a result, FoodHub has increased both the production and purchase of local food.

Many organizations scale out by replicating and adapting their models in new markets and communities. Center for Ecoliteracy's California Thursdays is scaling out to serve more schools in California and across state lines. California Thursdays works across the system to link producers, health organizations, schools and other actors in the supply chain. Capacity building for school food service workers has been key to its success.

The Wallace Center's team sought to identify outstanding examples of community-based innovation in scaling out and scaling up. The following five projects highlight the ways in which initiatives can have wide-reaching impact while maintaining core values.

Table 7. Scaling Projects

Case Studies
• Angelic Organics Learning Center, Illinois
Project Profiles
• Center for Ecoliteracy, California Thursdays, California • Ecotrust, Food Hub, Oregon • New Roots, Fresh Stop Markets, Kentucky • Red Tomato, Massachusetts

Theme 6: Scaling Out and Scaling Up

CASE STUDIES

ANGELIC ORGANICS LEARNING CENTER

Illinois

www.learngrowconnect.org

ORGANIZATION

Started in 1990 by biodynamic farmer John Peterson, Angelic Organics Farm became the first community supported agriculture (CSA) program in northern Illinois. In 1998, farmers and community volunteers launched the Angelic Organics Learning Center as the farm's nonprofit educational partner. The Learning Center supports farms as well as a variety of community based food systems projects. The Angelic Organics Learning Center's mission is to build sustainable local food and farm systems through experiential education and training programs in partnership with rural and urban people.

NEED

After Peterson converted his conventional farm to a certified organic vegetable CSA, curious farmers and customers from Chicago, Rockford and northern Illinois began to contact the farm. Many farmers wanted to learn more about Peterson's methods and requested consultations in organic production methods, as well as in creating successful CSAs. Community organizations and members of the public also requested visits.

To meet these increasing demands, a core group of Angelic Organics farmers and community volunteers launched the Angelic Organics Learning Center as the farm's nonprofit educational partner. The center offered on-farm programs supporting community members, farmers and low-income neighborhoods around Chicago and Rockford.

INNOVATION

Angelic Organics Learning Center began with programs for both farmers and consumers. The Learning Center offers experiential education programs for community members on its 186-acre farm in Boone County, Illinois, at its urban training farms in the Englewood neighborhood of

Chicago and the Midtown neighborhood in Rockford, Illinois, and on members' farms. To provide learning experiences for community members, the center created custom, on-farm experiences for each community group that requests a visit.

One of Angelic Organics Learning Center's core programs is the Upper Midwest Collaborative Regional Alliance for Farmer Training (CRAFT), a farmer-led program to train beginning farmers. Inspired by the Hudson Valley CRAFT, farmers and volunteers of the Angelic Organics Farm and Learning Center became facilitators of the first CRAFT replication outside of New York. The program focused on preparing farm interns for roles on the region's growing number of biodynamic, organic and other sustainable farms. CRAFT members serve as mentors and faculty for the farmer-to-farmer training programs.

Over the years, Angelic Organics Learning Center and CRAFT have widened their scope from training farm interns to meeting the training needs of farm employees, beginning farmers who are launching farms, and beginning farmers in their first 10 years of business. The Learning Center and CRAFT farmers have sought out additional allies, developing a comprehensive regional farmer training project. The Learning Center provides training for beginning farmers in four distinct learning stages: new recruits, on-farm workers, farmers starting their first business, and farmers in business for two to 10 years. The training programs address the four major obstacles to success: lack of access to training, marketing, financing and land. Farmers select their own learning plans and match services to their needs. Programs vary from one day to several years. What is consistent across programming is that trainings are farmer-led, focused on sustainable agriculture, and grounded in the local food economy and community. To expand offerings, the Learning Center worked with the Land Stewardship Project

in Minnesota to replicate the successful Stateline Farm Beginnings™ program, a yearlong training course to help farmers launch or expand their businesses.

Angelic Organics Learning Center also has helped develop a vibrant local food economy in the region through assisting more than 20 community-based organizations in developing independent, local food system projects. As a guiding principle, Angelic Organics Learning Center collaborates with partners for all its initiatives. These collaborations have created projects that now operate independently.

- Grow Greater Englewood, a coalition of residents and organizations in the neighborhood, works to give voice to the predominantly African American community in land use and economic development efforts. The project is fiscally sponsored by Angelic Organics.
- Advocates for Urban Agriculture was born as a project of Angelic Organics Learning Center and is now a separate nonprofit. The organization has 1,300 members and is a leader in urban agriculture in Chicago.
- Residents in Rockford public housing worked with Angelic Organics Learning Center, Zion Outreach and the Rockford Housing Authority to create the Blackhawk Courts Farm and Garden, an urban training farm. Residents have access to a "u-pick" garden spaces, as well as education and job training opportunities. At the farm, youth participate in a leadership program called Roots and Wings, which sells fresh food through market stands and a 35-member CSA serving Rockford residents.
- The Farms Forever Initiative is a multiyear effort to address farmland tenure, farmer succession and land conservation. Angelic Organics and its Learning Center created a community land trust and transferred ownership of four farm parcels to the trust to protect them in perpetuity for organic agriculture, farming education and land conservation.

IMPACT

The Angelic Organics Learning Center and CRAFT have achieved remarkable results. In 1993, Angelic Organics was the only CSA serving the Chicago metropolitan area. As of 2015, more than 100 CSAs serve the area and nearly a third are led by graduates of Angelic Organics' farmer training programs or are member farmers of CRAFT. Through the alliance, Angelic Organics Learning Center now partners with more than 80 sustainable farms through CRAFT.

The Farm Beginnings program in the Upper Midwest has multiplied the number of sustainable farms in the region. In the last 10 years, more than 230 individuals graduated from the Stateline Farm Beginnings™ program. Today, more than 70 percent of

those graduates are farming. Graduates of the Stateline Farm Beginnings™ program and CRAFT member farms have a combined footprint of more than 5,000 acres of sustainable agriculture in the northern Illinois and southern Wisconsin region.

At the national level, the Learning Center has sparked the replication of CRAFT and Stateline Farm Beginnings™ programs to new regions. The Learning Center co-founded the national Farm Beginnings Collaborative to assist farmer alliances in replicating the program. Today, 11 farmer alliances offer Farm Beginnings programs in 14 states (www.farmbeginnings. org). Similarly, the Learning Center has led the effort to share the CRAFT model with other regions, creating the first national website dedicated to CRAFT (www. craftfarmer.org) and co-hosting the first national convention of CRAFT programs in 2014. More than 23 U.S. states and Canadian provinces have active CRAFT farmer alliances.

Angelic Organics Learning Center's impressive growth is rooted in farmer-consumer collaboration and a belief that healthy food is a human right.

Angelic Organics Learning Center has inspired thousands of individuals who have in turn launched public and private initiatives and businesses that meet the farming and food needs of people throughout the Chicago area. In combination, the strong vision and community partnerships of Angelic Organics and the Learning Center have stimulated an expansion of the local food economy in the Chicago metropolitan area, Rockford, northern Illinois and southern Wisconsin.

Theme 6: Scaling Out and Scaling Up

PROJECT PROFILES

CENTER FOR ECOLITERACY, CALIFORNIA THURSDAYS

California

www.ecoliteracy.org

Building on 20 years of experience working with K–12 schools on ecological education, the Center for Ecoliteracy launched the California Thursdays program with Oakland Unified School District in 2013. Oakland voters had just overwhelmingly approved a 2012 bond measure that included funds for the district to build an integrated Central Kitchen, Instructional Farm and Education Center in order to serve healthier food to more than 49,000 students across 120 schools. As an achievable first step toward changing the school food system, the Center for Ecoliteracy and the school district developed California Thursdays, which serves freshly prepared meals made with California-grown food. The program addresses the "whole tray," with the goal that all fruits and vegetables, protein, grains and dairy in the meal be California-grown. California Thursdays provides a "bite-size" implementation strategy that can easily

be replicated by school districts and other institutions. The program leverages federal and state dollars through the National School Lunch Program (NSLP) to increase access to fresh, healthy, locally-sourced food for students eligible for free and reduced-priced meals (FRPM). An average of 66 percent of students in participating California Thursdays districts qualify for FRPM, indicating their families' income level is at or below 185 percent of the Federal Poverty Level. The NSLP can provide a funding mechanism to increase fresh, locally-grown food among underserved student populations. This approach can help improve academic performance as healthy food becomes more available and accessible in the schools.

Following the successful pilot year in Oakland, the Center for Ecoliteracy collaborated with a network of 15 innovative school districts across California – large and small, urban, suburban and rural – for a statewide expansion in October 2014. Participating school districts were selected based on leadership, readiness, and need. Within six months, the network expanded from 15 to 42 districts. It currently includes 71 districts with more than 2,900 schools, 1.85 million students, and 11,600 nutrition service staff.

The Center for Ecoliteracy works with the California Thursdays network in a statewide collective impact model. The

Center acts as the backbone organization, providing strategic planning, technical assistance and capacity building to the network. This includes procurement support, communications platforms, marketing and public relations campaigns, professional development, and a network of innovators who exchange best practices. Participating districts sign a commitment letter, attend a comprehensive orientation session, report data and monitor progress through a self-assessment rubric. Districts also participate in Collective Action Dates, hosting

simultaneous events across the state. In a joint effort with the USDA, the California Department of Education and the California Department of Food and Agriculture, the Center is extending California Thursdays to schools' summer food service programs.

California Thursdays has demonstrated the potential for widespread impact. When the pilot program concluded in June 2014, Oakland Unified School District had procured nearly 50,000 pounds of food from seven local family farms and served more than 60,000 meals. Twenty-two districts reported serving 59 new California Thursdays entrée items. Inspired by California's success, Minneapolis Public Schools and New York City Public Schools – the second largest district in the nation – have adopted the model.

The program has received funding from USDA Farm to School, the California Department of Food and Agriculture's Specialty Crop Block Grant Program and private foundations, including TomKat Charitable Trust and The California Endowment. With a growing network and demonstrable impact, California Thursdays will continue to leverage the institutional scale of school food to create more demand for locally-sourced food, influence the supply chain, and provide the triple-win of improved local agriculture, student health and environmental impacts.

ECOTRUST

Oregon

www.ecotrust.org

Ecotrust was founded in 1991 to inspire fresh thinking that creates economic opportunity, social equity and environmental wellbeing. Ecotrust's goal is to foster a natural model of development that creates more resilient communities, economies and ecosystems in the bioregion of Salmon Nation, which stretches from Alaska to California.

Over time, the organization has become an incubator for sustainable solutions to pressing social, economic and environmental issues in the region. In 2010, Ecotrust developed FoodHub, an online directory and marketplace for regional food system professionals, including chefs, grocers, institutional buyers, farmers, ranchers, food processors, distributors, buying clubs and business associations. The website served as a critical first step in the development of a more resilient, regional food system by making it easy for stakeholders to connect with each other.

FoodHub grew into a large, dynamic network of sellers and buyers that engages and links the community of food system professionals in the region. FoodHub built and helped to align supply and demand in the regional food system, enabling farmers and buyers

to connect and develop relationship with each other. More than 6,000 individuals and organizations have joined FoodHub.

FoodHub primarily serves wholesale buyers, including school districts. In Oregon, 53 percent of the K-12 student population qualifies for free and reduced-price meals. Ecotrust's robust farm to school program focuses specifically on increasing school district procurement of local food, in order to increase the amount of healthy, local food consumed by the state's most vulnerable populations. Institutional interest in local purchasing grew so much that, in 2014, Ecotrust began coordination of the Northwest Food Buyers Alliance. The alliance, which includes 76 schools, hospitals, government agencies and others, focuses on capacity building and support for institutions in local procurement. In just one year, the alliance has increased the local purchases by 300 percent.

Building on the work initiated by FoodHub and farm to school, Ecotrust released the report *Oregon Food Infrastructure Gap Analysis: Where Could Investment Catalyze Regional Food System Growth and Development?* In the report, Ecotrust lays out recommendations for programmatic, financial and policy investments to create a more resilient regional food system. They discovered midsized producers needed infrastructure to scale up and sell to markets they could not currently access. One such piece of infrastructure missing was a centralized distribution point in the the city. In response, Ecotrust bought and is currently in the process of retrofitting a two block, 80,000 square-foot food production and distribution campus that includes two buildings. One building is a warehouse space with cold storage, aggregation, packing and distribution, and tenants rent space for regional food businesses. B-Line Sustainable Urban Delivery is the primary tenant managing the warehouse and distribution center. FoodHub provides a platform for establishing connections between buyers and sellers, and B-Line provides aggregation, storage and distribution. Rural producers can now make one delivery to B-Line rather than multiple stops throughout town, and customers benefit from simpler logistics and less congested loading docks. The second building will include a community kitchen, conference space, a restaurant and office space for nonprofits and other businesses contributing to the regional food economy.

FoodHub established the first steps of connecting buyers and sellers and building consumer demand for local, good food. Building off of thoughtful research and strong partnerships, Ecotrust took the next step in investing in key infrastructure to support the emergence and growth of numerous food businesses, such as B-Line. Ecotrust's work in food and farms over the past decade is a clear roadmap for how to coordinate supply, demand and infrastructure together to grow a regional food system.

NEW ROOTS, FRESH STOP MARKETS

Kentucky

www.newrootsproduce.org

New Roots helps increase the availability of fresh foods in neighborhoods throughout Louisville, Kentucky through its Fresh Stop markets. Fresh Stops are similar to community supported agriculture (CSA) programs. But unlike farmer-driven CSAs, neighborhood leaders initiate, develop, operate and sustain Fresh Stop markets and the Fresh Stop shareholders purchase from a variety of farmers for each Fresh Stop event.

With assistance from New Roots staff, Fresh Stop shareholders ask farmers to commit to growing specific varieties and amounts of produce for a set number of families. New Roots requires that Fresh Stop farmers use non-GMO seeds and organic production methods. Farmers who cannot transition to fully organic production must significantly reduce the use of synthetic chemical sprays.

Most Fresh Stop members are low-income families, so the program prioritizes affordability. During the growing season, shareholders pre-pay for each share up to three days before delivery. Costs are determined on a sliding scale based on the income and the number of people in a household, and there is no large, pre-season

obligation. Then, the Fresh Stop "pops up" for two hours, every other week for the 20-week growing season.

During these pop-up shops, shareholders pick up their share of fresh, seasonal produce. There are usually 10 to 12 types of produce available. Since Fresh Stop markets buy in bulk, Fresh Stop leaders are able to negotiate wholesale pricing, which makes the program affordable for everyone. Shares are typically $12 for low-income members and $25 for all others. The higher income shareholders understand they are helping to subsidize a lower-income family, and thus helping everyone in the community have access to farm-fresh food. All Fresh Stop markets accept SNAP benefits.

New Roots provides the Fresh Stop brand, start-up seed funding and technical assistance for each Fresh Stop. As part of the start-up phase, New Roots provides training for community leaders, organizes classes on nutrition and food justice, and connects each Fresh Stop with a network of farmers.

Besides Fresh Stop markets, New Roots has also implemented the Fresh Stop Training Institute, a winter class to empower community members with the knowledge, skills and leadership necessary to operate a Fresh Stop independently of New Roots. The institute helps gradually develop neighborhood leadership to manage the Fresh Stop markets while at the same time using the New Roots Fresh Stop Market brand to build program identity and a unified, consistent voice.

In its six years of operation, New Roots has created nine Fresh Stop markets that collectively served more than 650 families in 2014. The program is growing rapidly: New Roots estimates that Fresh Stop markets will serve 1,300 families in 2015. Seven Fresh Stop markets are in Louisville, one is in Lexington and another is in rural Meade County. All locations are USDA "food deserts." New Roots works with 50 farmers within 100 miles of Louisville, including a cooperative of 13 African American farmers operating small farms. Four of the nine Fresh Stop markets are now running independently. New Roots estimates that Fresh Stop markets will generate $90,0000 in farm revenues for the 2015 growing season, double the revenues from 2014. Fresh Stop markets distribute more than just food; the markets build community across race, income and zip code, and pull together people who might never find themselves in the same room.

New Roots plans to advocate for the State of Kentucky and USDA to recognize Fresh Stop markets as an important model for food access and make it eligible for the same grants and programs offered to farmers markets.

RED TOMATO

Massachusetts

www.redtomato.org

In 1997, before growing and distributing local food became a national movement, Michael Rozyne founded Red Tomato as a hub to connect farmers and consumers through fresh produce. A co-founder of Equal Exchange, Rozyne instilled Red Tomato with the same values of fair trade and a reflective culture of continuous improvement. As evidence of this culture of continuous improvement, Red Tomato is developing a pilot project with the Equitable Food Initiative to create more equity in the value chain by focusing on safety and protections for farmworkers.

Red Tomato's commitment to democracy and continual improvement enabled the organization to make a necessary transformational shift: Five years after start-up, Red Tomato's employees were working unsustainably long hours and the hub had yet to break even. Beginning as a food hub with capital physical assets for aggregation and distribution, Red Tomato switched in 2002 to become a hub without physical infrastructure and in essence a network of farmers, independent truckers, and wholesale and retail partners brought together with logistics and common branding.

After successfully restructuring, Red Tomato now has the same number of staff but has grown to generate nearly $5 million in sales per year, about five times more than its previous sales.

Through its innovative hub model, Red Tomato provides transportation and logistics expertise while managing sourcing, orders, branding and marketing. The organization connects a network of farmers, truckers and retailers to manage supply-chain logistics from farm to table.

Red Tomato works with growers to use their storage, refrigeration and packing assets, when feasible. Growers, in turn, work in an informal collaboration to aggregate products, maintain quality control, preserve brand identity and pack product for delivery. The bulk of Red Tomato's sales go through distributors. Red Tomato arranges shipment to a distributor or retailer's distribution center. From there, stores order the product and the distributor or distribution center delivers products.

The organization is also refining a system of sales for direct store delivery. For direct store delivery, Red Tomato contracts with

independent truckers to deliver the products directly from farm to retail establishments, which allows them to offer better access to more products from more farms. Customers perceive the product as coming directly from Red Tomato and the grower. With direct store delivery, Red Tomato can plan and implement marketing directly with the retailer, identifying and promoting both the farmers' and the Red Tomato brand, something that is very difficult to do in the distribution part of the supply chain.

Leveraging its logistics and branding expertise, Red Tomato created the Eco Fruit brand as a way to designate local fruit produced using environmentally sustainable practices. Red Tomato worked with agricultural extension and agricultural researchers to develop ecology-based, environmentally sustainable standards and production criteria that are locally appropriate. The Integrated Pest Management Institute of North America certifies Eco Fruit farms annually. Farmers participating in Eco Fruit join regular calls coordinated by Red Tomato to discuss growing practices, pricing and quality control. The program started with apple growers and is expanding to include peaches and other stone fruits. When shoppers see the "Eco" brand, they know they are buying a healthy, high-quality, local product that values sustainability.

Red Tomato now sells to more than 200 retail stores in New England and Mid-Atlantic states, including New York, as well as a few select markets outside of the region. One of Red Tomato's recent innovations is the Just Picked Promise program, which was developed with King Supermarket in New Jersey as a way to designate freshness to customers. For the Just Picked Promise, Red Tomato reconfigured the supply chain to deliver products within 24 hours of harvest.

THEME 7: SOCIAL ENTERPRISE

The industrialized food system produces large quantities of food efficiently, but profit comes at the expense of the environment, public health, local economies and its own workers. Negative outcomes abound: Declining health, water scarcity, environmental degradation, food waste and inherent inequities in socio-economic relationships among managers, workers and customers. Globalized food systems have developed at the expense of regional networks, and cheap, processed foods jeopardize the health of urban and rural communities alike.

Community-based projects are demonstrating that socially responsible businesses can be financially viable while protecting the environment, local economy and workers. Social enterprises can fill supply-chain gaps by providing local, healthy and sustainably-produced food, correcting negative market externalities through sustainable farming and better human health outcomes, or redressing injustice in the marketplace by increasing access to healthy, affordable, locally-grown food in low-income communities and communities of color.

Social enterprises are organizations that apply an entrepreneurial approach to social and environmental problems. Some social enterprises function as triple bottom line businesses. Other social enterprises operate as nonprofit organization, and it may or may not generate revenue to support its work. Successful social enterprises blend the best practices from both the private and nonprofit sector.

The innovative projects described in this section include triple bottom line businesses that pursue social and environmental sustainability alongside profit, as well as nonprofit organizations that rely on grants and donations. The for-profit enterprises consider not just revenues, but also social and environmental outcomes as a goal of their work. Repairing food system inequities, ensuring fair prices throughout the value chain and providing healthy food for all communities is an important driver of innovation, success and sustainability.

Innovations under this theme demonstrate how community assets, from social to human to natural capital, are strengthened through

an intentional food system that fosters equity, enterprise and cultural relevance. As a result of these innovations, communities have increased access to healthy, fair and green food, and better local economic security.

Direct community engagement is a key challenge in innovation, but it is a prerequisite for success, especially in social enterprises. When people define the problems, design the solutions, implement the project and ultimately own those solutions, an innovation is truly community-based. The most successful and innovative social enterprises engage and empower community members as democratic stakeholders, co-leaders, co-owners, board members and staff members. Mandela Marketplace and the Local Inland Northwest Cooperative engage and empower community members as co-owners. These social enterprises help change the food system while creating a virtual value chain of relationships and enterprises.

Some social enterprises focus their efforts on specific groups of people or sectors of the supply chain. Minnesota Food Association's Big River Farms and Viva Farms create economic opportunities for immigrant farmers. As a result of the two enterprises' work, immigrant farmers have successfully transitioned to sustainable food enterprises that build household and community assets at the same time. Goodwill of Northern Michigan, on the other hand, helps unemployed adults gain the skills they need to enter the workforce.

Other innovative projects support the proliferation of sustainable social enterprises. Both the Pioneer Valley Grows Community Investment Fund and the Chequamegon Cooperative's Chip program support new and promising social enterprises. For Pioneer Valley Grows, being a social enterprise is a fundamental community economic-development strategy.

Still other innovators are creating social enterprises that build opportunities for small- and midsize farms and fisheries. Real Good Fish, Headwater Food Hub and the Holmes County Food Hub are supporting environmentally sustainable small- and midsize agricultural enterprises by connecting local and regional markets.

To illustrate this theme, this section features the following projects.

Table 8. Social Enterprise Projects

Case Studies
• Goodwill of Northern Michigan, Farm to Freezer, Michigan • Pioneer Valley Grows Community Investment Fund, Massachusetts
Project Profiles
• Chequamegon Cooperative, Chip Program, Wisconsin • Headwater Food Hub, New York • Holmes County Food Hub, Mississippi • Local Inland Northwest Cooperative Foods, Washington • Mandela Marketplace, California • Minnesota Food Association, Big River Farms, Minnesota • Real Good Fish, California • Viva Farms, Washington

Theme 7: Social Enterprise

CASE STUDIES

GOODWILL OF NORTHERN MICHIGAN, FARM TO FREEZER

Michigan

www.goodwillnmi.org/food/farm-to-freezer

ORGANIZATION

In 2013, Mark Coe, a farmer with Calvin Lutz Farms, and Brandon Seng, founder of Manistee Community Kitchen, came together to launch Farm to Freezer as a pilot project under Goodwill of Northern Michigan. Farm to Freezer purchases surplus fruits and vegetables from local farms and freezes the produce for sale. The program also emphasizes job training for disadvantaged

populations, including those struggling to find employment, living with a disability, transitioning from incarceration or trying to move out of homelessness.

NEED

Michigan has a short growing season, so school feeding programs and consumers lack access to local produce for several months out of the year. At the same time, disadvantaged and underemployed individuals lack economic opportunities.

INNOVATION

Farm to Freezer demonstrates how partnerships across the value chain can transform raw product into employment and market opportunities. The project makes creative use of produce that would otherwise go to waste and provides another market for local farm products. Farmers have increased production to keep up with demand.

Funded through a combination of micro loans from the Rotary Club, grants to Goodwill and product sales, the Farm to Freezer provides many benefits for the community, including: new markets for local farms; job training for chronically unemployed individuals; local produce integration into local schools; and greater year-round access to good, healthy food for local residents.

Farm to Freezer helps disadvantaged people in the community develop marketable skills that enable them to work in the food system and lift themselves out of poverty. Goodwill manages the recruitment and support for transitional workers in the program. Some workers come from homeless shelters, have disabilities, or are legally blind. They work 24 hours a week and undergo 30, 60 and 90 day evaluations to determine progress and identify next steps within the program or other industries. Workers learn different aspects of processing and packaging, including blanching, flash freezing, packing, labeling, and more.

At the same time, Farm to Freezer extends the availability of local seasonal produce and gives more people in the community access to better foods. Products developed include asparagus cuts and spears, broccoli and cauliflower florets, diced sweet potatoes and beets, kohlrabi "fryz," carrot coins, and much more. By processing and freezing fruits and vegetables at the peak of ripeness, their nutritional value is stored for consumption anytime.

Farm to Freezer's consumer and wholesale pricing remains low due to labor subsidies for workforce-development programming. Institutions such as K-12 schools can afford healthy produce at these lower prices, and receive easy to cook, pre-processed product. Other Goodwill community programs source from Farm to Freezer, including the Goodwill

Inn homeless shelter, Meals on Wheels, addiction treatment services and the My Fresh Start food truck.

IMPACT

Farm to Freezer has provided tremendous opportunity for its workforce. Up to 50 transitional workers have been employed during peak season. As the program has grown, the organization has hired full-time and part-time staff, all of which have been transitional workers. Employees that were once homeless are now able to afford health insurance and move into their own apartments. Farm to Freezer has expanded quickly to meet growing demand, from processing 28,000 pounds of product in 2013 to over 300,000 pounds in 2016. Farm to Freezer has developed 20 products and is launching a new 14-product organic line in 2017.

Farm to Freezer sources from 28 farmers and four processors. The program works with local food hub Cherry Capital Foods (see page 61) and Coastal Produce in southeast Michigan to deliver to local markets and institutions. The new 10 Cents a Meal program, in which Michigan schools can get grants to match up to 10 cents per meal to purchase Michigan fruits and vegetables, has increased demand for local products. Participating school districts, many serving low-income student populations, are now sourcing produce from Farm to Freezer.

In response to increasing demand, Farm to Freezer will extend beyond Goodwill to become an independent, for-profit entity, working with farmers and markets statewide. The company is partnering with Eastern Market to build a new 40,000 square foot freezer facility in Detroit, and it will continue to partner with Goodwill of Northern Michigan in the Traverse City facility. By growing sales markets and increasing purchasing power, Michigan Farm to Freezer will continue to grow its impact across the local food economy.

PIONEER VALLEY GROWS INVESTMENT FUND

Massachusetts

www.pvgrows.net

ORGANIZATION

The Pioneer Valley Grows (PVGrows) Network takes a holistic view of agriculture, focusing on racial equity, social justice, food access and reinvigorating the regional agricultural system. To promote community investment in agriculture and support new and growing farm-based enterprises, the PVGrows Network and its partners created the PVGrows Community Investment Fund.

NEED

The Pioneer Valley of western Massachusetts includes some of the best farmland in the world as well as a cluster of colleges, Massachusetts' second largest city and rural hill towns. Rural areas are still struggling to recover from the loss of manufacturing jobs. Farming is a viable alternative, but small- and midsize agricultural enterprises in the valley have struggled to obtain financing. Rather than funding start-ups, the PV Grows Network found investing in established farm and food businesses was critical to the viability of the Pioneer Valley food system.

INNOVATION

The PV Grows Network established a finance working group in 2008 as a partnership among local community lenders (Common Capital, Cooperative Fund of New England, Franklin County Community Development Corporation, Equity Trust and The Carrot Project), foundations (Solidago Foundation and Lydia B. Stokes Foundation), nonprofits (Community Involved in Sustaining Agriculture, which hosts the PVGrows Network, and the New England Small Farm Institute), and the Massachusetts Department of Agricultural Resources. This working group set out to develop a community investment fund focused on food and agriculture in the Pioneer Valley.

In 2015, the new fund began accepting investments from community members, enabling residents to invest in the local food economy, support the development of local food enterprises and earn a return. Local farmers and agricultural entrepreneurs can apply for loans from the fund to start or grow their businesses. The Franklin County Community Development Corporation manages the investment fund.

The unique aspect of the investment fund is its approach to democratizing capital through making investments more accessible to community members interested in impact investment. Investments start at $1,000, allowing residents of moderate means to participate. For smaller investors, the fund offers opportunities to support local food enterprises and provides risk protection. The fund welcomes larger investments from individuals, institutions and foundations interested in program-related investing. All investors receive financial returns proportionate to their contributions. To date the fund has raised $800,000 from community investors.

On the lending side, technical assistance for borrowers is an essential service. The investment fund's diverse partners work together to assist prospective and current borrowers with business planning, marketing, communications and preparing financing applications. For example, Fair Food Network provides business-planning assistance. The investment fund's connection to the PVGrows Network will ensure that potential borrowers throughout the fund's region can access these resources.

IMPACT

Loans from the investment fund have supported existing enterprises and helped launch new local and regional food and agricultural enterprises in both urban and rural areas. Recent recipients of loans and/or technical assistance include a cider company that sources local apples, a worker-owned cooperative that ferments pickles made from vegetables sourced an average of 17 miles away from the facility, and a portable toilet and sink company that provides essential infrastructure for local farms.

PVGrows relies on its broad vision for an equitable and sustainable food system to unite a unique regional community network with a loan fund that leverages community support for new and expanding food businesses. Cooperation among the loan administrator, loan fund partners and the larger network creates the foundation for achieving the PVGrows vision. The fund democratically engages and connects community members through investment.

Strong ties between the PVGrows Network and the investment fund, coupled with technical assistance for current and future borrowers, will enable the investment fund to build a broad portfolio of farm and food businesses that addressing regional food system priorities in urban and rural areas of Pioneer Valley. The PVGrows Network also has a Racial Equity in the Food System working group, which meets regularly to ensure the Network's work is grounded in addressing systemic issues of inequality.

The PVGrows Community Investment Fund has charted an innovative path to regional agricultural development. The investment fund currently expects returns of 2 to 4 percent. Over time, investments from community members and larger investors will allow the investment fund to decrease its reliance on grant funds. The fund is currently scaling up by attracting new, local investors of varying means, expanding its outreach and technical assistance, and building its regional asset base to implement its unified community-based and regional vision.

Theme 7: Social Enterprise

PROJECT PROFILES

CHEQUAMEGON FOOD CO-OP, CHIP FOR CHANGE PROGRAM

Wisconsin

www.chequamegonfoodcoop.com/chip-for-change-help-us-build-a-better-food-system

In 2013, the Chequamegon Food Co-op in Ashland, Wisconsin, began implementing the donation-based CHIP Program to fund its micro loans to local producers. When the co-op's customers pay at the register, the cashier asks if they would like to make a CHIP donation. If a customer agrees, the cashier rounds the total sales amount to the next dollar and the cooperative donates the difference to the CHIP for Change Program for micro-loans to local farmers and food producers.

CHIP expands the supply of local foods for sale at the cooperative, as well as builds awareness about the challenges small farmers and food producers face. In its first month, the CHIP program generated $800 in revenues. By the end of 2014, the program raised an average of $1,800 a month. In 2014, about 44 percent of shoppers chipped in more than $19,000 at the registers. Using these funds, the co-op awarded a combined $38,000 of no-interest micro-loans to local food producers, many of whom sell products at the store.

To receive a micro-loan funded by CHIP, the producer's enterprise must increase access to healthy foods, enhance local economic benefits and increase knowledge of supply chain transparency. The micro-loan application requires rigorous financial documentation, a marketing and business/sales plan and an assessment of the loan's impact on the business and the local economy.

Staff provide input into who will receive loans. Chequamegon provides loans of up to $5,000, with repayment beginning three months after the loan is approved. No collateral is required.

So far, the co-op has awarded loans for packaging, seeders, poultry processors and grain mills. The co-op's largest supplier, Hermit Creek Farm, received a loan to purchase a root-crop washer to better wash and process carrots, potatoes, parsnips and beets. To date, the loan program has a 100 percent payback rate. Over time, the cooperative hopes to increase the amounts of individual loans.

HEADWATER FOOD HUB

New York

www.headwaterfoodhub.com

Founded in 2009 in Ontario, New York, Headwater Food Hub is developing a year-round supply chain of local, sustainably produced foods for the Genesee Finger Lakes area of New York and the northeast region of the United States. Headwater Food Hub's mission is to meet community food needs by providing the services of a quality food distribution company while supporting partner farmers through socially and environmentally responsible business practices. Headwater Food Hub manages a robust composting program and uses energy-efficient technology, including solar, biodiesel and cogeneration of heat and power.

All Headwater Food Hub growers have acreage in production that is certified organic by the USDA or certified under the Northeast Organic Farming Association of New York

(NOFA-NY) "Farmer's Pledge" program. Many of the producers use integrated pest management systems and other natural methods of pest control, and the hub never sells genetically modified foods. All of the farms are small and family-owned.

The food hub has two market channels: 1) direct sales via The Good Food Collective, a multi-farm community supported agriculture program (CSA) serving about 1,300 individuals and families year-round; and 2) sales to wholesale markets via Headwater Wholesale, which manages a portfolio of grocery stores, other distributors, restaurants, K–12 schools, universities and institutions, regionally. The CSA accepts SNAP benefits, and Headwater partners with FoodLink to distribute food to low-income communities in the region.

Headwater Food Hub is currently collaborating with a Hudson Valley commercial kitchen and processing center to expand sales to large institutions, which often struggle to source a sufficient supply of raw, local vegetables outside of upstate

New York's short growing season. Processing also allows farmers to sell imperfect product that they would not have been able to find a market for otherwise.

Headwater Food Hub has grown consistently over the years, with 2016 revenues around $2 million.

With its commitment to sustainability, Headwater Food Hub is proving financial success does not need to come at the expense of the environment.

HOLMES COUNTY FOOD HUB

Mississippi

www.newnorthfloridacoop.com

Holmes County, Mississippi, is one of the nation's poorest counties. Forty-three percent of households fall below the poverty line, the median household income is $22,324 and the unemployment rate is 16.5 percent.[6] In the midst of this poverty and unemployment, the Holmes County Food Hub in the rural town of Durant is sparking innovation and creativity in the local food system.

Launched in 2013 by the New North Florida Cooperative, the Holmes County Food Hub works to build agri-entrepreneurs. An agri-entrepreneur is a young business person working in food production, from growing to processing. The Holmes County Food Hub makes this distinction from a farmer because working in business is more appealing to African American youth, thereby distinguishing it from the history of oppression and injustice associated with farming and share cropping.

The Holmes County Food Hub works with a network of 25 small- to midsize farms to source farm to school programs throughout the Deep South, including all of Mississippi and part of Tennessee. In its first year of operation, the Holmes County Food Hub supplied fresh food for farm to school programs in 152 school districts with a total of 1,097 schools and 336,113 students. Products distributed included sweet potato, butternut squash , collard greens and other leafy greens, green beans, sweet corn and turnips.

Based on the success of the farm to school program, Holmes County Food Hub has developed programs to build the capacity of its network of farmers. Through a USDA Conservation Innovation Grant, the hub is working with historically underserved farmers in west and central Mississippi to demonstrate that environmentally sustainable practices can be profitable. The hub will train farmers in plasticulture and subsurface irrigation, among other practices.

In 2015, the Holmes County Food Hub created the Farm to School Academy for Beginning Farmers, which provides marketing and business skills to new farmers. The program specifically targets farmers

[6] Frohlich, Thomas C., 2015, *"The Poorest County in Each State,"* USA Today, retrieved from http://www.usatoday.com/story/money/personalfinance/2015/01/10/247-wall-st-poorest-county-each-state/21388095/.

with limited resources and an interest in selling to schools. The hub has also developed partnership with Jackson Cold Storage in Jackson, Mississippi, to freeze and store farm products.

Since its establishment, the Holmes County Food Hub has been registered with the U.S. Food and Drug Administration and is actively supplying Mississippi schools with freshly frozen produce. More than 2,600 schools in Mississippi and Alabama placed orders with the hub for the 2014/2015 school year. The hub provided more than 11,000 cases of frozen collards, turnips, greens beans and sweet corn. The hub increased sales from $178,000 in the 2013/14 school year to $460,000 in the 2014/15 school year. This growth – nearly 160 percent – has benefited the farmers and the county.

LOCAL INLAND NORTHWEST COOPERATIVE FOOD

Washington

www.lincfoods.com

Local Inland Northwest Cooperative Foods (LINC) is a farmer- and worker-owned food cooperative and food hub in the Pacific Northwest. LINC uses a hybrid model, which uses the retail cooperative structure of member fees and end-of-year revenue distribution to reward retail worker-owners, while also collaborating with farmers as stakeholder-owners in the food hub. At the end of the fiscal year, LINC divides profits evenly between the farmer co-op and the worker co-op. Farmers receive payment based on the value of product sold to LINC, while workers receive payment based on hours worked.

Currently there are 46 farmer owners, the majority of which farm two acres or less. In addition, many of the farmers use organic methods. The food produced is sold to local school districts, universities and restaurants, and directly to individuals through a community supported agriculture program and a direct-to-consumer retail market. One of the largest customers is the Spokane School District, which serves 29,000 students, 57 percent of which qualify for free or reduced price meals. These farm to school accounts have grown tremendously in just a few years, providing steady sales for the co-op while also increasing access to healthy food in underserved areas.

LINC's strong relationships with its farmers and customers are the key to the organization's success and an example of a democratic approach to running a business. In 2016 LINC Foods generated $274,000 in food sales, of which $190,000 went directly to farmer owners.

MANDELA MARKETPLACE

California

www.mandelamarketplace.org

Mandela Marketplace is a nonprofit community-development corporation that works with farmers, local residents and community-based businesses to improve health and economic opportunity through cooperative food businesses in low-income communities.

The idea for Mandela Marketplace originated with a group of West Oakland residents who wanted to do something to address community food insecurity, a longstanding concern in the community. West Oakland had only one grocery store for a community of 25,000 people, and that store closed in 2006. As access to fresh food decreased, liquor stores and fast food chains proliferated. Years of redlining and divestment led to marginal economic opportunity.

From the outset, residents used a systemic approach to face challenges. They looked for culturally relevant ways to connect with marginalized farmers, build economic opportunity through ownership of food assets, and support small, local businesses, such as corner markets, as a critical part of the neighborhood landscape.

Based on the community's vision and commitment to action, the Mandela Marketplace project launched in early 2000. The Sustainable Agriculture Research Program at the University of California, Davis, supported its efforts with an initial one-year planning grant. Mandela Marketplace incorporated in 2004.

Today, Mandela Marketplace operates a comprehensive food system program that includes:

1. Business incubation support to Mandela Foods Cooperative, a for-profit, full-service worker-owned grocery and nutrition education center.

2. Business incubation support to Zella's Soulful Kitchen, a community-owned café preparing culturally appropriate, locally-sourced food, as well as a myriad of other locally-owned food businesses. These businesses bring jobs and capital back to marginalized communities.
3. Mandela Foods Distribution, which creates wholesale markets for marginalized farmers in urban centers. The center builds economic security for family farmers and passes along wholesale prices to community businesses.
4. Ladder Up Financing, which provides access to credit for local food businesses and farmers.
5. Healthy Retail Network, which supports corner markets as healthy food access points and positive contributors to a healthier community.
6. Community Produce Stands to increase access to locally-sourced produce and staples by providing food in partnership with local institutions like health centers, senior centers, hospitals and the Oakland Unified School District.

Since 2009, Mandela Foods Cooperative has generated more than four million dollars in revenue, doubling its sales in just five years. Mandela Foods Cooperative sources about 50 percent of its produce from local farmer partners through Mandela Foods Distribution, and provides 15 jobs, job training and ownership opportunities to local community members.

Mandela Marketplace has achieved remarkable success in its efforts to improve community food security, nutrition and community economic development. Through its efforts, programs have distributed more than 600,000 pounds of local, fresh produce to food-insecure communities, provided jobs and ownership opportunities for more than 26 residents, generated more than five million dollars in new revenue in a low-income community, increased consumption of fresh produce by 70 percent among customers and provided more than $200,000 in increased income for local farmer partners.

MINNESOTA FOOD ASSOCIATION, BIG RIVER FARMS

Minnesota

www.mnfoodassociation.org

The mission of Minnesota Food Association (MFA) is to build a sustainable food system based on social, economic and environmental justice through education, training and partnerships. MFA began in 1983 as a grassroots advocacy group. In 1998, MFA launched its keystone immigrant and minority farmer training program to respond to the growing need for new farmers, and a high level of interest among immigrant and minority groups.

In 2005, MFA added a land-based component to the program. The association created Big River Farms to aggregate, market and distribute organic produce grown by program participants, all of whom are immigrant and minority farmers. While the mix of ethnicities served changes from year-to-year, Big River Farms is the only organization of its kind that serves all cultural and language groups.

The farm's organic training program has three tracks: 1) three-year basic training for new farmers; 2) one- to three-year whole-farm management training; and 3) an organic transition training for farmers previously using conventional methods. Beginning farmers can participate in one or more training program and then transition to farming their own land, leasing land elsewhere or continuing to farm the land at Big River Farms. The farm has 70 acres available for production; 35 acres are in production at any one time. This year, a total of 65 farmers from 20 farm businesses participated in the land-based training program.

Big River Farms' markets include a 200-member community supported agriculture program, wholesale accounts with local cooperatives, restaurants and institutions and a farmers market program. The farm operates as a food hub, aggregating, marketing and distributing produce. Annual sales are approximately $150,000.

Minnesota Food Association also hosts the annual Immigrant and Minority Farmers Conference, the largest of its kind in the country. In 2016, approximately 250 farmers and agricultural professionals attended the event.

This work helps to meet the organization's goal of building a sustainable food system based on social, economic and environmental justice through education, training and partnerships.

REAL GOOD FISH

California

www.realgoodfish.com

After working on fishery management programs in the northeastern United States, a group of graduate students developed a business plan for a community supported fishery program in Monterey, California. Founded in 2012 by Alan Lovewell and Oren Frey, Real Good Fish (RGF) now functions as a local hub for distributing and marketing underutilized fish species, such as anchovy, lingcod, Pacific herring and Pacific sardines.

RGF works with over 30 fisherfolk to sell fish across different markets, including direct to consumers through a Community Supported Fish program (CSF) and to public institutions. The CSF program operates like a community supported agriculture program, delivering fresh, local fish to shareholders and providing transparency in harvesting practices. CSF members know where the fish comes from, and in some cases, they even know the fisherfolk. Each year, the CSF sources nearly 100,000 pounds of fish. Since 2012, the RGF CSF has exploded from 150 members to more than 1,000.

Over two billion pounds of bycatch (unintended fish and other creatures caught during commercial fishing for a different

species) is wasted in the industry in the U.S., alone. RGF saw this as an opportunity to sell bycatch at an affordable rate to local schools. In 2014, RGF implemented a Bay 2 Tray pilot program in the Monterey Peninsula Unified School District, where 69 percent of students qualify for free and reduced-price meals. When cafeterias featured Pacific Grenadier in

fish tacos, it outperformed pizza. Currently, RGF sell about 12,000 pounds of fillets to schools and universities, including large, public, urban schools, such as Santa Clara and Oakland Unified School Districts.

Fisherfolk members can engage as much or as little as they like in the business side of operations. Some simply catch fish, while others participate extensively in the decision-making process, assist with distribution or processing, help with special events or even visit classrooms. Real Good Fish is working to better integrate local fisherfolk into the regional food economy, build wealth and value, and expand the supply of sustainably harvested fish to consumers, including school districts.

VIVA FARMS

Washington

www.vivafarms.org

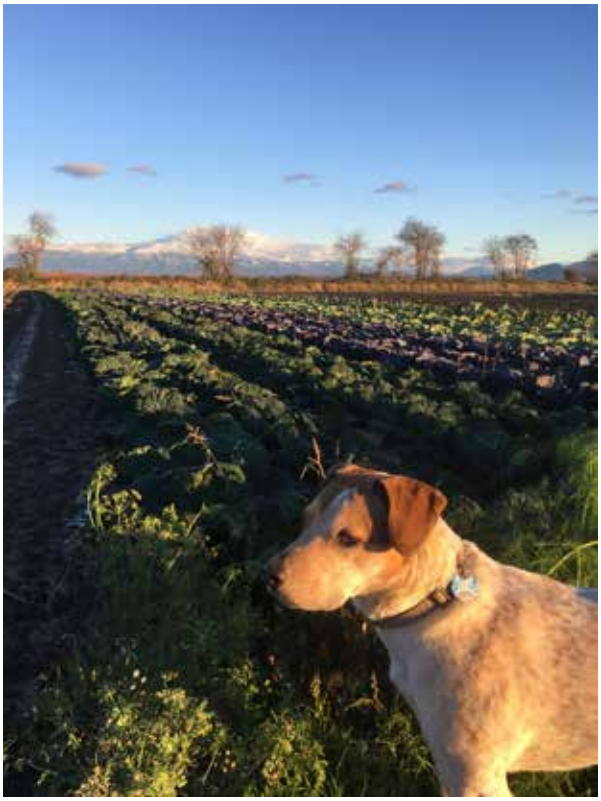
Modeled after the Agriculture and Land Based Training Association and the Intervale, Viva Farms began in 2009 to provide introductory farm-based enterprise-development training in the Skagit Valley, one of the most threatened agricultural regions in the country. An aging population of farmers uses 108,500 acres, or about 10 percent of county's land. To maintain its agricultural landscape and economy, the region needs new farmers.

Viva Farms works with beginning and Latino farm businesses, intentionally reaching out to farmworkers to equip the next generation of organic farm owners. Viva Farms offers all resources in Spanish and English and works one on one with farmers to develop new farm enterprises, regionally and nationally. Viva's work creates a pathway toward economic independence and household asset-building among beginning and underserved family farms.

Viva Farms provides beginning farmers with what it considers the essential resources: 1) new farmer training and education; 2) land sublets to support farming; 3) equipment, such as tractors and implements; 4) infrastructure, such as wash-pack stations, refrigeration and greenhouses; 5) community capital; and 6) wholesale and retail markets.

The new farmer training and education program includes two 12 week courses that cover production and business development. The courses are taught in partnership with Washington State University and Skagit Valley College to provide accredited training, and assist beginning farmers with the development and submission of business plans as part of the application process. Once farmers graduate from this land based practicum, they can begin subletting land. They receive ongoing training and assistance to scale their new farm business. The goal is for participants to successfully launch farm businesses within five to seven years of incubation, sometimes less. Incubators are encouraged and assisted in developing their own markets, and are able to sell through the Viva Farms' farm stand and wholesale food hub.

Farmers have access to the Farmer Reserve Fund, which provides revolving loans through North Coast Credit Union. Viva Farms maintains a savings account at the credit union as collateral. Approved farmers receive low-interest loans or lines



of credit, even if they have a limited or no credit history, and the program helps borrowers establish credit histories. Several participating farmers have used loans from the Farmer Reserve Fund to purchase tractors and other types of farm equipment.

Viva Farms not only supports participants in its incubator program, but also farms and consumers through its Good Agriculture Practices (GAP) training, aggregation and distribution services, and sustainable agriculture workshops. Ninety-five percent of Viva Farms farmers participate in supporting the emergency food network, which serves 13 food banks in the region.

The 33-acre, certified organic farm in Skagit Valley, Viva Farms launched a second incubator in the Sammamish Valley. That site accommodates another 5 incubators, and demand is growing. In 2017 Viva Farms is working to double acreage by purchasing another 45 acres.

Since its inception, Viva has educated over 650 small farmers and helped to launch 28 farm businesses, including eight that are Latino-owned. The average age of a Viva Farm incubator is 40.2 years old, compared to the national average of 58.3 years old. By expanding programs and opportunities, Viva Farms works to build the next generation of farmers and keep more of Western Washington's land in agriculture.

THEME 8: INVESTING IN THE FUTURE

Investing in tomorrow's sustainable farmers, local food entrepreneurs and advocates is critical to ensuring the continued growth of sustainable, equitable food systems. The projects identified in this section invest in the future through education, training and financial support.

Featured in this section are projects and organizations investing in people with a focus on social justice, racial equity and food sovereignty. These organizations recognize the importance of preparing new, diverse generation of farmers and food entrepreneurs for a rapidly changing system.

The Social Justice Learning Institute teaches youth the leadership and entrepreneurial skills necessary to succeed. The institute provides opportunities for youth of color to take control of their own health and develop their entrepreneurial skills through community gardens.

Education has been a cornerstone of the good food movement for years, serving as a critical strategy for improving public health and changing consumer habits to benefit local farms. In communities across the country, farmers' markets, urban gardens and community cooking classes educate consumers, teaching the importance of eating healthy food and supporting local farms and businesses.

While educating consumers is important, forward-thinking community groups have recognized the need to educate tomorrow's farmers. Today, community-based organizations are trying to ensure the future of our country's local farms and food systems.

Reforming the food system will require a new generation of well-trained farmers, processors, distributors, chefs and other entrepreneurs. Farmer training, youth development and farm to school projects are three successful models for demonstrating the economic viability of sustainable farming. Organizations are expanding training beyond production methods to include business skills and hands-on opportunities in real agricultural enterprises. MA'O Organic Farms not only teaches its interns organic growing methods, but also provides basic

business skills by involving interns in the CSA operation, farmers' markets and wholesale distribution.

Financial sustainability is crucial for organizations and businesses working to transform the U.S. food system.

Diversifying revenue generation and leveraging resources are two key strategies. Projects such as the South Carolina Community Loan Fund and The Carrot Project leverage internal financial resources to meet community needs and stimulate sustainable economic development.

The projects featured in this report are proactively building their own financial sustainability. Some projects grow modest assets into stable funding through grants, revenue or other sources. Many organizations leverage in-kind support, such as volunteer labor, to stretch resources. Some organizations surveyed avoided seeking grant funds to allow maximum flexibility in programming and growth strategy.

Table 9. Investing in the Future Projects

Case Studies
• MA'O Organic Farms, Hawaii • Pie Ranch, California
Project Profiles
• Denver Urban Gardens (DUG), Colorado • Regional Sustainable Development Partnerships Program, Minnesota • Sibley East Farm to School Program, Minnesota • Social Justice Learning Institute, California • South Carolina Community Loan Fund, South Carolina • The Carrot Project, Massachusetts

Theme 8: Investing in the Future

CASE STUDIES

MA'O ORGANIC FARMS

Hawaii

www.maoorganicfarms.org

ORGANIZATION

Started in 2001 by wife and husband team Kukui Maunakea-Forth and Gary Maunakea-Forth, MA'O Organic Farms is a nonprofit, 24-acre farm and youth leadership development organization on the west coast of Oahu. The farms sell their food to more than 20 restaurants and retailers, at farmers markets, and through a CSA in a community of 50,000 people. As an illustration of the volume of produce grown, MA'O Organic Farms sold $120,000 in kale alone in 2013.

MA'O is an acronym for the Hawaiian words mala ("garden"), ai ("food") opio ("youth"), so MA'O stands for "youth food garden." This name reflects the founders' belief that restoring the relationship between land and people results in abundance and prosperity for youth, their families and the community as a whole. In traditional Hawaiian culture, youth are considered the waiwai, the community's most valuable asset.

NEED

When MA'O launched, 45 percent of Hawaii's population was under the age of 25, and youth suffered many unfair stereotypes. Adults called youth lazy or a drag on the community. Hawaiian youth struggled to reconcile culture and community with education and job training. Many young people couldn't afford college tuition; others graduated from two-year programs without marketable skills.

INNOVATION

To meet the needs of Hawaiian youth, MA'O Organic Farms created the Kauhale Youth Leadership Training (YLT) program, a two-year, farm-to-college program in which youth earn college degrees and educational stipends while contributing to the local food system, connecting to their communities and developing a sense of civic responsibility.

For the YLT, youth ages 17-24 participate in a college internship and work program that provides full tuition at Leeward Community College, a monthly stipend, and real-world job experience. Participants receive $500/month in the first year and $600/month in the second. Interns work 16-18 hours a week on the farm, learning all aspects of sustainable agriculture production and marketing.

In addition, YLT participants work alongside high school students on the farm, serving as mentors and role models to help inspire

younger students and build bridges to college. Each year, 50 young people participate as college interns.

IMPACT

The Youth Leadership Training program plays a pivotal role in shaping students' future livelihoods, as well as their connections to community and culture. The YLT provides a hopeful and promising path forward for the community's youth while also reinforcing Hawaiian culture and the connection to sustainable, local food systems. This connection is especially important in an island community where 90 percent of food is imported, leading to high prices.

The farms' board, managers and employees – many of whom are former YLT participants – share a commitment to multigenerational learning. Older board members and employees recruit younger ones to join the YLT program, and YLT participants and graduates in turn become mentors

and role models for high school students. Multigenerational mentoring and learning have been critical to the farm's success and longevity. The community was initially skeptical of MA'O, but they came to respect the program after a community elder joined the board and became both an employee and a mentor to youth.

The multigenerational dimension is a cornerstone of the farms' social sustainability. MA'O Organic Farms demonstrates a commitment to building the local food system and sustainable agriculture while responding to community needs for youth development, education, food access and cultural awareness. MA'O integrates community and food to empower its participants and the community at large.

Currently, MA'O is focusing on two areas for the future: 1) helping community-college graduates enter and succeed in four-year degree programs; and 2) expanding its successful social enterprises to other regions of Oahu.

PIE RANCH

California

www.pieranch.org

ORGANIZATION

An hour south of San Francisco, as Route 1 bends away from Año Nuevo State Park, the coastline gives way to the acres of farmland where Pie Ranch is located. Pie Ranch is a diverse farm operation and education center dedicated to a just and sustainable food system for all.

In 2005, committed to working with food and community to improve society's relationship with itself and with the earth, Nancy Vail, Jered Lawson and Karen Heisler started a farm-based venture to provide hands-on education. Pie Ranch provides urban youth and people interested in

sustainable farming – the farmers of the future – with food education and skills in sustainable production.

INNOVATION

Pie Ranch addresses food justice through multiple programs, including youth education, farmer training and regional partnerships. Each program and project works to cultivate a healthy and just food system from seed to table.

Working with three schools from urban, suburban, and rural Bay Area school districts, Pie Ranch hosts field trips for nearly 1,000 high school students each year. At the ranch, the students learn about food justice, nutrition, environmental stewardship, sustainable agriculture, leadership, mindfulness and community action. Students take several trips to the farm over the course of the school year. Pie Ranch's rural setting, holistic approach to food and agriculture, and emphasis on social justice and intergenerational relationships make the experience transformative for many high school students and differentiate Pie Ranch from many urban farm programs.

High school students may apply for HomeSlice, a summer internship program at the farm, where they receive a stipend and experiential learning. Pie Ranch is building on its partnerships and resources, creating further opportunities for youth to engage in food justice and sustainable agriculture.

More than 81 percent of the students in last year's HomeSlice program said they felt more connected and aware of other communities facing social justice issues.

Pie Ranch also offers year-long apprenticeships to people who have had at least one season of experience working on a farm. Apprentices participate in all aspects of growing crops and raising animals and manage Pie Ranch's CSA, restaurant sales and direct-to-consumer marketing. For those with less experience but more curiosity about sustainable agriculture, Pie Ranch offers the Emerging Farmers program, a summer internship for people new to farming.

The farm's training model is based on learning by doing, an approach that fosters independence. Pie Ranch is investing in the next generation of farmers through experiential learning, training in organic growing and business practices. It also expands upon the typical apprenticeship model to include social justice, marketing, event planning, youth education and other evolving projects on the farm. Apprentices and interns take part in monthly all-staff Solidarity Meetings, where they discuss the importance of racial justice within the context of the food system.

Pie Ranch's innovation is born out of its regional partnerships, such as its relationships with high schools.

These partnerships not only provide opportunities for the farm, but also advance the common goals of food system stakeholders and advocates, building on each partner's strengths. Pie Ranch helped start the San Mateo County Food Systems Alliance, a food policy council whose latest project is a local food and farm bill to put tax dollars toward local farms.

Pie Ranch is constantly experimenting with new learning models as its farming operations develop. For example, its latest partnership with Google is similar to a CSA in that the company invested in the farm in exchange for a portion of the food harvested. To meet the needs of this new market, Pie Ranch expanded production by assuming the lease of a flower farm across the road. The flower farm was closing after 45 years in business, but Pie Ranch was able to keep the 10, primarily Latino, farmworkers employed while producing sustainable food and livestock on the land. Two of the farmworkers from the flower farm were promoted to management roles and now earn salaries with benefits. Apprentices that graduate from the program have the opportunity to work at a larger scale on the production farm.

Another important partnership is Pie Ranch's work with the Amah Mutsun Tribal Band, descendants of the Awaswas and Mutsun speaking tribes that lived in this region for many generations before Europeans arrived. Pie Ranch and the Amah Mutsun Tribal Band have signed a Memorandum of Understanding and are working together to create a native plant demonstration garden on the farm. Pie Ranch and the Amah Mutsun Tribal Band will collaborate to educate youth and Pie Ranch visitors about the culture, ethno-botany, traditional ecological knowledge and history of the California Indians who have long inhabited this region. Over 6,000 people visit the ranch each year and can now connect modern sustainable farming practices with indigenous knowledge and land management.

IMPACT

Through education and training programs as well as key partnerships, Pie Ranch has found several outlets for building a local food system with a foundation in food justice. Eighty-seven emerging farmer apprentices and interns have been trained at Pie Ranch and over 6,000 people a year visit the farm. Pie Ranch became the second farm in California to be Food Justice Certified by the Agricultural Justice Project. By paying its farmworkers a living wage, among other rights outlined in the standards, Pie Ranch stands out for its progressive labor practices.

Theme 7: Investing in the Future

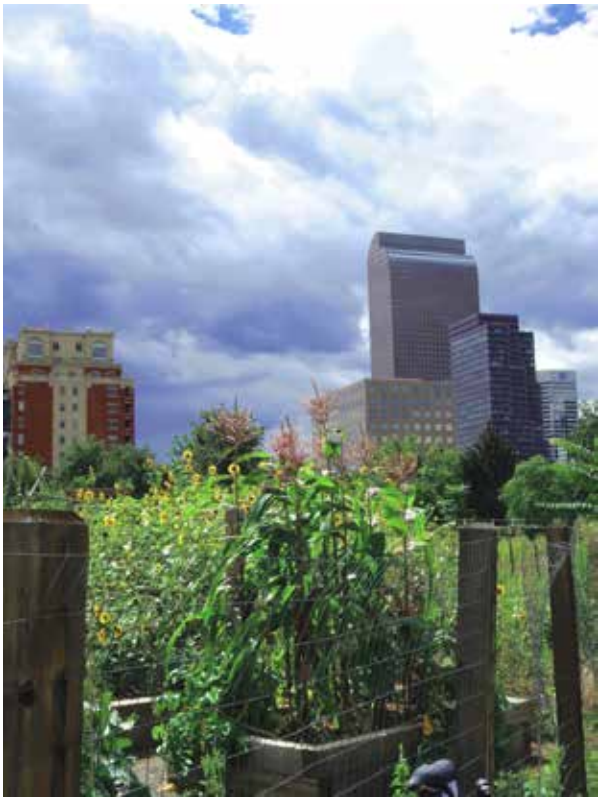
PROJECT PROFILES

DENVER URBAN GARDENS

Colorado

www.dug.org

Founded in 1985, Denver Urban Gardens (DUG) works hand-in-hand with communities to support Denver residents in creating sustainable neighborhood community gardens. The organization not only helps to establish school and community gardens, it also cultivates gardeners and builds capacity of the local community. DUG operates over 160 gardens across six counties in the Denver metro area, and 80 percent of the gardens are located in low- to moderate-income communities.



Responding to community need, DUG plays a flexible role to establish a new garden, meeting each group's specific needs. To ensure residential ownership, a community steering committee oversees each garden. DUG provides training, planning and implementation support. Services include working with landowners on lease agreements, coordinating water

service, designing gardens, training garden leaders and serving as fiscal sponsors for new projects.

A unique addition to the network of community and school gardens is DeLaney Community Farm, a three-acre community supported farm that has served a variety of community members over the last decade. DeLaney was established in 1997 in partnership with the City of Aurora, which preserved the land for agriculture in perpetuity. DUG recently formalized a partnership to co-operate the farm with Project Worthmore, a nonprofit supporting refugees, to build food security programs. Currently, 20 refugees work on the farm, providing food for their families and the broader community. This collaborative effort creates a space for refugee communities foster cultural roots and connect to the local food economy.

About 1.2 million pounds of food are harvested from DUG's gardens each year, and the food goes directly back into the communities. While residents take home most of the produce for their families, 10 percent of the produce in each garden is donated to the community. At some of the schools, students sell produce from the gardens to the cafeterias, as well as to families through the Youth Farm Stand Program. At Delaney Community Farm, refugee farmers harvest food for their families and sell produce at a weekly farm stand, which accepts WIC and SNAP.

Over 30 years in operation, DUG continues to enhance community health and food security through building self-sufficient community and school gardens throughout the region.

REGIONAL SUSTAINABLE DEVELOPMENT PARTNERSHIPS PROGRAM

Minnesota

www.extension.umn.edu/rsdp/sustainable-ag-food-systems

When a group of community members, university faculty and state legislators recognized resources were concentrated in the Twin Cities, they decided to create a program to disperse funds and technical assistance for social, economic and environmental health projects throughout the state. The University of Minnesota Extension's Regional Sustainable Development Partnerships Program launched in 1997 to support sustainable development projects by connecting local innovation and ideas to University resources. The program operates across the five University of Minnesota's campuses and covers the entire state outside of the Twin Cities metropolitan area.

Funded through the Minnesota Legislature, the program combines small seed grants, outreach, education, applied research and a community-university partnership. Together, the partnerships enhance community resilience incubating ideas and innovations that build on knowledge in the community and university. The program views local

community members as key partners in identifying needs and solutions to today's most pressing issues.

In each region, a governing, all-volunteer community board and a university faculty or staff member identify and support

community-based, sustainable-development projects through a program of small seed grants. Community members submit their ideas to the program, and the working groups help them determine how to make the project the most viable. The program is often the first stop for testing new ideas and innovations, securing initial funds, and collaborating for resources and assistance.

One of the priority areas across all regions and partnerships is strengthening sustainable agriculture and local food systems. Examples of funded projects include: 1) training in passive solar greenhouses with the Hmong American Farmers Association and the White Earth Land Recovery Project; 2) understanding planning and zoning challenges and best practices for local foods; 3) creating local growers' cooperatives as hubs for the university's food service; and 4) enhancing a community food shelf, which is an emergency food pantry, by building community gardens to add fresh produce to the pantry's offerings.

The partnerships also support projects to scale up across regions, such as deep-winter greenhouses (a passive solar technology developed by small-scale entrepreneurs in Minnesota) and key-line design for farm fields, which are a response to climate change and a strategy for food system resilience and adaptation. The Regional Sustainable Development Partnerships Program has funded over 600 projects around Minnesota, allocating and leveraging over $30 million for research, education and outreach.

SOCIAL JUSTICE LEARNING INSTITUTE

California

www.sjli.org

After serving in the U.S. Navy during the Iraq War, Dr. D'Artagnan Scorza returned home to Inglewood, California, determined to become an agent for change. Dr. Scorza founded the Black Male Youth Academy to support young men of color in the pursuit of higher education.

In 2008, the academy formalized as the Social Justice Learning Institute (SJLI), a nonprofit committed to improving the education, health and well-being of youth and communities of color. In 2010, one of the first cohorts of participants decided to develop a community garden. Community members and local,

elected officials responded enthusiastically, and the initial idea grew into plans for 100 community gardens.

This was the beginning of the SJLI's 100 Seeds of Change initiative. To build capacity and empower youth through education and training, the SJLI focused on community gardens and food justice as catalysts for fighting health inequities in communities of color.

The nonprofit builds gardens, engages residents in planting and maintenance, and launches school gardens and tree planting programs. In a part of the city where fast food outlets, liquor stores and low-quality supermarkets dominate, the gardens are growing a local food system within the community. SJLI's social justice-focused approach to education enhances the hands-on learning fostered by community gardens. With regional partner TreePeople, the institute planted 4,600 fruit trees for gleaning and redistribution. About 3,000 community residents have participated in the tree planting program and 4,200 have participated in community education programs. The gardening program has served a total of 12,000 community members since it launched in 2008.

The 100 Seeds of Change initiative also works to improve the availability of fresh, healthy, local foods to residents.

The program aggregates and sells food grown in the gardens through a community supported agriculture (CSA). As of 2016, the SJLI CSA has 155 community subscriptions.

SJLI also launched the Inglewood Certified Farmers' Market, the city's first. The market operates twice a month. Both the farmers' market and the CSA accept CalFresh and participate in the Market Match program, offering families using EBT a $10 match towards fresh produce purchased.

The SJLI is in the process of scaling up. The program reached its goal of building 100 community, school and home gardens in the Inglewood area. The institute raised funds for a commercial kitchen for processing and plans to continue to grow the CSA and school gardens.

SIBLEY EAST HIGH SCHOOL, FARM TO SCHOOL PROGRAM

Minnesota

www.farm2schoolmn.org/index.php?q=sibley_east_unique_approach

Located in the rural town of Arlington, Minnesota, the Sibley East High School farm to school program provides students with healthy produce while introducing them to all aspects of food production and processing. The program began in 2009 when teachers Jeff Eppen and Tim Uhlenkamp wanted to get more students interested in the agriculture courses available at the school.

As part of their agriculture class projects, Sibley East students spend, on average, 15 to 20 hours a week planning, planting and harvesting three school gardens. Approximately 300 students have participated in program since it began. After the first year of the program, the garden was moved offsite to a two-acre plot located halfway between the town's junior high and high school. The high school has a greenhouse on the school's property, which students use to grow cucumbers and peppers.

Given the large scale of the garden, students produce much more food than most school gardens. Students distribute produce from the garden to school cafeterias, a local food shelter and paying customers through a summer CSA program. The cafeteria food service workers have played an instrumental role in the program's success, spending extra time preparing the fresh, whole vegetables, and finding creative ways to integrate the produce into their menus.

Since much of the growing season occurs during the summer months when school is out, the teachers developed the idea of starting a 14-week, 30-member CSA program. By selling shares, the program generates revenue to hire student interns to maintain the garden during the summer months. Forty percent of the food harvested goes to the CSA, 40 percent goes to the school cafeteria, and 20 percent is donated to the local food shelter.

The school cafeteria serves both the high school and the local elementary school, where more than 50 percent of the student population qualifies for free and reduced-price meals. At least one fresh produce item from the garden is featured in every meal from September to March. As a result of this program, students are eating more fresh fruits and vegetables served in the school cafeteria. The entire community is learning about food production and the benefits of eating fresh produce, and students are learning important life skills.

SOUTH CAROLINA COMMUNITY LOAN FUND

South Carolina

www.sccommunityloanfund.org

The South Carolina Community Loan Fund (SCCLF), a community development financial institution, started out as an affordable housing financier, but over time project leaders recognized the critical need for healthy food access in low-income communities. In 2011, SCCLF applied for Healthy Food Financing funds from the U.S. Treasury Department, becoming one of only 12 organizations in the country to receive funds. This grant helped create the South Carolina Food Access Task Force, a community stakeholder group, to assess local and regional food access needs. Through this group, SCCLF developed a report that

recommended developing a healthy food financing initiative to provide capital for affordable, local and healthy food businesses.

To address this need, SCCLF partnered with Clemson University to create a local food business technical assistance and training program to foster the growth of food entrepreneurs and businesses. Through this program, entrepreneurs submit plans for healthy food businesses, and SCCLF awards seed capital to implement the winning plan. Evaluators review projects to assess community support and leadership, SNAP accessibility and how well they serve food deserts. Plans also are judged on management capability, market opportunity and financial knowledge. Recent award winners include Fresh Future Farm, a community-based urban farm on revitalized vacant city land started by a resident of Charleston Heights, which now grows organic produce, sells products at a farm store, and accepts SNAP. Another project, Good to Go Mobile Market, distributes food grown in urban gardens to food deserts in Greenville.

SCCLF has financed other projects through loans and grants. These projects include a Beaufort fresh food market and café, Hub City Farmers Market in Spartanburg and a full service grocery store in Columbia. Through this loan program, SCCLF has provided over $8 million in financing to support more than $23 million in total project costs. SCCLF's investments have created or retained 100 jobs and devoted more than 56,000 square feet of new space to selling healthy food. SCCLF is now expanding to address even more food-access needs throughout the state.

THE CARROT PROJECT

Massachusetts

www.thecarrotproject.org

The Carrot Project works to grow and strengthen the regional food system through developing the financial viability of entrepreneurs creating the farms and food processors of the new food economy. The organization's vision is to increase the number of viable small- and midsized farms and food processors to significantly expand local food production across New England and the Hudson Valley. The project's forward-thinking goal is to help enterprises establish a trajectory that will contribute to their success five, 10, 15 and 25 years from now.

The Carrot Project addresses the most important gaps in financing and business management services that prevent small and midsized farms and food processors from economic viability and expansion. The organization supports farms and food processors with innovative financing, business and leadership training programs to increase the number of agricultural businesses and skilled advisors. The organization provides three programs: innovative financing and business training programs for entrepreneurs; networking and learning opportunities for service

providers; and education and research to increase understanding of agricultural business economic viability across the sector. The Carrot Project partners with a mission-based or commercial lender and local service providers in each area it serves. Each state or regional program is designed to fill the resource gaps based on local need, which may vary from business education to lending. This unique approach accelerates the agriculture sector's development as a whole. The Carrot Project developed its programs based on the results of a research project on the financing needs of farmers, in which over 700 farmers and 38 nonprofits were surveyed. Through the survey, it became clear a lack of business management skills was a barrier to accessing loans. In response, the organization focused on providing business technical assistance and lending to entrepreneurs, specifically organic, sustainable small- and midsize farms and food processors.

The Carrot Project works predominantly with start-up and early stage farms, and about 70 percent are low- to moderate-income operations.

Business education programs work with farmers and food processors to develop proactive business management practices and access financing. The Carrot Project teaches core business management skills in group settings and provides most business advising and coaching one-on-one. Assistance includes guidance on financial management, decision making, and projections, as well as financing for repairs, upgrades, equipment purchases and other needs. The project's work allows business people to forecast with confidence, plan for growth, test assumptions about capital investments and prioritize enterprises. These skills help farmers and producers advance business goals, purchase land, derive livable incomes, restore soil fertility, and add vibrancy and diversity to the region's food and agriculture economy.

The Carrot Project's loan programs include two distinct operating models. One model provides capital to a lender who, in turn, issues a promissory note and commits to lend the borrowed capital under pre-determined criteria. In the second, and most common model, The Carrot Project posts money as collateral for the benefit of a lending partner that uses its own capital to make loans up to an agreed-upon amount. To date, 37 investors provide loan guarantees with whom the borrowers The Carrot Project works.

Since 2009, The Carrot Project has provided more than $1 million in financing to more than 65 enterprises. Annually, the project provides direct services to around 65 farm and food processors, while reaching hundreds more through webinars, workshops and conference seminars.

CONCLUSION: FUTURE OUTLOOK

Through this study, the research team reviewed more than 600 innovative, community-based food system projects from across the country and across the value chain. Some are known, documented innovations while others are lesser known and specific to their respective communities. Across the United States, organizations are working to change the food system. The local and sustainable food movement is rapidly growing and scaling out to urban and rural communities in all corners of the country.

Innovation is at the heart of creating a more just and sustainable food system, but the journey from idea to successful execution can be difficult. The projects nominated for this research faced many similar challenges and together revealed common ground.

TOLERANCE FOR RISK

Risk is both a common theme and a common challenge. Communities need both stable anchor organizations and high-risk innovators to create lasting food system change. The most successful projects are self-reflective, adaptable and resilient. Successful innovators are willing to use a range of strategies, including transforming its organizational or business structure, to effect change. Projects need innovative leaders who can tolerate this level of risk. Blending the personal attitude of risk tolerance among leadership with the organizational or business culture, structure, financing and other attributes allows for greater resilience and success.

Anchor organizations that focus on education, training and network building are creating the social capital to transform tomorrow's food system. However, these organizations are more likely to need grant funding, individual donations and in-kind support. Long-term investments like education usually do not generate revenue for a project in the short-term. Similarly, funders who invest in these projects often will not see the results of those investments during a one-to-three-year grant cycle. Contextualizing risk and innovation can provide insight for funders in the food system space. Communities need both risk-taking innovators and anchor organizations. There is an important interplay between these two types of organizations and therefore an important role for funding both anchor organizations and organizations using untested strategies.

EMBRACING OUR ROOTS AND EMBEDDING OUR VALUES

Innovation drives and responds to change. Throughout history, food system innovation has changed the way communities produce and consume food. Ancient Peruvians built terraces against steep mountainsides to reduce soil erosion and create arable land. Ancient humans domesticated animals to plow land and turn combines. Scientists developed refrigeration and pasteurization to extend the shelf life of fresh produce.

Our current food system, as productive as it is, has external costs and unintended consequences, including pervasive diet-related disease, declining aquifers, environmental degradation, economic decline in rural areas, excessive food waste and disproportionately low access to good food in low-income communities and communities of color. In response, thousands of individuals and organizations are finding new ways to foster a healthier, more environmentally sound and more equitable food system.

Innovations in the conventional food system are well documented, but community-based innovations receive little attention despite their expansion. Food system change is underway all around us. One of the key findings of this scan is "innovation," in many cases, means a revitalization of old practices or traditions. This "return to roots" builds and strengthens community health, local economies and social bonds.

From planting community gardens to building entirely new food distribution networks; from bringing fresh, local food into public school cafeterias to revitalizing communities in food deserts, inspiring projects abound. This return to roots stems from values of food sovereignty, holistic social change, respect for cultural heritage, public and environmental health and equity. These values guide the growth of the sustainable – and increasingly local and regional – food system movement. Moreover, these values guide innovation, changing how communities grow, process, distribute, buy and cook foods.

COMMUNITY-BASED FOOD SYSTEMS

The research team found that, when it comes to food system change, the term "community" has many different interpretations. The organizations and projects profiled in this report share a commitment to community, but their communities take different forms. A community could be a particular neighborhood or geographic boundary, ethnic group, social group, members of a sex or gender or an ecological region.

Community members are supporting each other and ensuring equal access to healthy food. Equity is a not only a core value but also a framework for solving challenges. These projects seek to address root causes of problems in today's global food system, and create economic opportunity and access to good food for everyone, particularly low-income communities and communities of color.

The section on networks demonstrates how existing regional, state and national networks can offer support and build each other's capacities within communities and across geographic boundaries. Sense of place has a lot to do with community, and so do relationships. Not just among farmers and consumers, but also among neighbors, in families, within a house of worship or in a municipal government working for the common good. Stakeholders come from many places within communities; they might include teachers, elected officials, activists, clergy, veterans, farmers or small-business owners. Community leadership takes diverse forms in different communities and types of projects.

WHAT IS INNOVATIVE?

Innovation is another term with multiple meanings. Does innovation occur with the early adopters of a new idea, or a new adaptation of an existing idea but in a different context? Entrepreneurs tend to think of innovation as an entirely new model that makes old systems or technologies obsolete. This research into community-based projects reveals the opposite might be true: When it comes to community based food systems, innovation can be an adaptation of an old idea in a new context, a mixture of proven models combined in an unusual way, or something that has never been tried before. The ability to adapt solutions based on community need is innovative and allows for successful outcomes. By widening and adapting this definition, we create space for a greater diversity of project innovation. This is particularly true of the policy innovations included in the report. While policy is not usually the first thing that comes to mind when discussing community-based food system innovations, it is critical to fostering innovation in a community.

GOOD FOOD BUSINESS

Using a values-based system as a starting point is one of the factors that distinguish good food businesses from their conventional counterparts. The projects included in this scan demonstrate the power of blending the best attributes from the private sector and the nonprofit sector. While the food system is primarily a for-profit industry, community-based, food system innovators show that socially responsible businesses can

be financially sustainable while investing in the future, protecting the environment and ensuring worker equity. Some projects are social enterprises, or triple-bottom-line businesses, and others are nonprofit organizations that rely on outside funding, but both are valuable to creating community-based food systems. Organizations with dramatically different perspectives on finance, profit, sustainability and impact share commitments to equity, sustainability and democratic participation.

INVESTING IN RISK FOR INNOVATIVE SOCIAL CHANGE

Innovative new work involves risk. This is particularly true for the organizations investing in the future through education and training programs. These projects have the potential for significant, long-term impacts but have fewer demonstrable short-term impacts. While there may not be an immediate return on investment in projects like these, they represent critical, long-term investments that ensure the continued growth of community-based food systems. Funders and philanthropists can play a critical role by investing in promising new programs, especially high-risk innovations that traditional lenders won't fund.

Working to improve the food system is inherently risky: More than 50 percent of new food ventures fail. The stakes are high for start-up projects and businesses. We encourage funders to make room in their portfolios to seed and sustain promising ventures with new approaches and bold visions for impact. Without risk, there will be no innovation.

IT IS ABOUT PEOPLE

In some ways, these broad themes – community, innovation, sustainability, values and risk – are nebulous, and easily claimed by large industry. Both community and innovation are ultimately about the people who make them possible. The projects profiled in the report bring important, diverse tools and perspectives to building a just and sustainable food system. Project profiles show how community values spur innovation, how innovation requires risk, and how risks spark communities to come together in new ways. Values play a part in every aspect of this work. Leaders and innovators transform scale and scope to develop appropriately sized efforts for their communities, big enough to yield impact but small enough to stay connected to the community. Each of the themes and project innovations provide insight into how community food system innovation works and an array of lessons for future innovators.

APPENDICES

APPENDIX A

1. Operational Definitions of Key Terms
2. Project/Program Selection
3. Survey Instrument
4. List of Networks and Listservs Used to Distribute Survey
5. Interview Questions for Projects
6. List of Subject Area Experts
7. Innovation Review Process

APPENDIX B

1. Full List of Nominated Projects
2. List of Profiles and Case Studies by State

APPENDIX A: RESEARCH METHODS

1. OPERATIONAL DEFINITIONS OF KEY TERMS

The Wallace Center team defined eight terms to help ensure methodological consistency throughout the project:

a. **Community-based** – A project or program that originated in a community through the leadership, social and intellectual capital of a community member/leader, resident (or residents) and/or business owner (or owners) who is/are based in that community. *Note:* Financial capital to launch the project may have come from outside the immediate community in which the project/program is located, but its long-term financial viability is based in the community. As it matures or has matured, the project/program continues to exist and serve its community, but may also have catalyzed similar projects within the community, other geographic areas and/or broader, documentable change in the food system.

b. **Innovation** – A project or program that produces or provides healthy, fair, green and affordable food to a community using novel models or practices that are disruptive and, if successful, will empower and engage existing food businesses and organizations to change their practices and provide food that is more healthful, fair and green.

c. **Scaling** – A project or program that grows or has potential to grow beyond the physical, spatial, geographic and/or conceptual boundaries of the original project creating social/ecological impact on the community or other communities (e.g., economies of scale).

d. **Replicability** – A project or program that can be reproduced elsewhere, either wholly or in part, with the anticipation of similar, measurable impact as the original project or program.

e. **Sustainability (social, environmental and economic, including financial)** – A project or program that continues to exist in its original form in one or more ways:

    1. **Social** – There is enough leadership, social and/or intellectual capital and community buy-in to sustain it.
    2. **Environmental** – A project or program that has minimal to no adverse impacts on natural capital and represents a closed-loop system or commitment to generating such a system. It makes the most efficient use of nonrenewable resources and is regenerative to the natural environment using green growing practices, green building and/or bioremediation, among others.
    3. **Economic/financial** – The project or program generates sufficient revenue to sustain itself and/or grow in the local community, and it also contributes to the local economy in the form of job creation, wage stabilization and/or local dollars generated. Ideally, this project or program will decrease its reliance on donations and grant funds from both inside and outside the community as it matures.

f. **Landscape-level** – A project or program that exists within a defined ecoregion and/or other defined area that has specific, contiguous geographic/environmental features along with the institutions and people who influence them (adapted from the International Union for Conservation of Nature/Environmental Protection Agency definition).

g. **Success** – A project and/or program that, since its inception, has moved the needle in a significant (to the extent feasible, quantifiable) manner in making healthy and sustainably produced foods more available to communities. This project and/or program also has the leadership, social and financial resources necessary to continue to exist and grow as necessary to remain impactful.

h. **Enabling factors** – These will be factors that influence a project/program's success and impact and will include:

    1. **Human capital** – Capacities and skills of people
    2. **Sociopolitical capital** – Rules, relationships and networks (e.g., local policies)
    3. **Financial capital** – Monetary resources
    4. **Physical capital** – Manufactured items and built infrastructure
    5. **Natural capital** – Naturally occurring, ecological resources

2. PROJECT/PROGRAM SELECTION

To the extent feasible, the projects and programs selected for inclusion in the food scan met several threshold criteria applied throughout the food scan. Many projects and programs selected combined criteria in unique or compelling ways. Research was conducted to ascertain and document the following attributes:

a. Essential threshold criteria:

1. Community-based and community-driven
2. Scalable and replicable, if possible
3. Sustainable (fulfilling at least one, ideally several, qualities of sustainability as we define it above), and
4. Demonstrate positive impacts at the local, regional and/or landscape level

b. Additional desirable criteria – The most innovative projects/programs would meet the criteria above and represent one or more of the following dimensions:

1. Novel adaptation of a model (e.g., a CSA, cooperative, food hub, community garden) to meet the needs of a particular ecoregion, community or ethnic group
2. Unusual or unconventional use of technology
3. Equity of underrepresented groups in leadership
4. Unusual or unconventional approaches to financing and/or community wealth building
5. Unusual, unconventional or exceptional use of partnerships
6. Participation and/or leadership in food system and food movement networks
7. Catalytic role in supply/value chain development and growth

8. Level of risk taking by project leadership that has resulted in positive impacts

c. In total, projects and/or programs will:

1. Represent a diverse mix of communities and places across the United States
2. Range in geographic scale from a specific community to a landscape-level to a region
3. Together cover all segments of the supply chain
4. Extend from market-based to policy to NGO sectors
5. To the extent feasible, include at least one innovation for each of the 50 states and ideally all regions of the United States
6. Demonstrate a gamut of success stories and lessons learned

3. SURVEY INSTRUMENT

The following letter was distributed with the survey using Survey Monkey. Dear friends and colleagues,

We would appreciate your help as a leader in the national movement toward a more sustainable and just food system.

Through a grant from the W.K. Kellogg Foundation, the Wallace Center at Winrock International, in partnership with Changing Tastes and Common Market, are embarking on a national scan of community-based food system innovations. Our aim is to compile a scan of the most innovative and promising projects and programs throughout the nation in a report that will be available for public distribution in the spring of 2015.

We are hopeful that this document will inform food systems planning throughout the United States and provide a record of the great efforts that are helping move the needle toward a more sustainable and just food system.

We would like your input on what are the most promising food system innovations in a community, region or state that you are aware of through your work. In appreciation for your contributions, we will send you a copy of our final report in advance of its public release.

We are focusing on community-based projects and programs that ***represent a significant shift from the way food is primarily grown, produced, distributed or consumed***. We seek to learn of projects and programs that are innovative and novel, yet sufficiently established for us to collect credible data and tell a compelling story about their successes from which others can learn. By innovative, we mean novel models or practices that empower and engage food businesses and organizations to change their practices and also provide food that is healthy, fair and green to communities.

Types of projects and programs we are looking for include but are not limited to the following:

- Community-based
- Representative of a significant shift from the way food is primarily grown, produced, distributed or consumedAn innovation along any of the segments of the supply chain: production, manufacturing, distribution, retail and consumption
- On the ground projects
- Local policy
- Local financing mechanism that brings healthy food to an area that was formerly without
- A project and program that builds community resilience, local capacity, local economies and/or sustainable wealth

Please take a few moments to complete this survey. We expect that it should take about 10 to 15 minutes to complete from start to finish, depending on the number of innovations you recommend. We encourage you to recommend more than one organization and to forward this survey to others who you think should fill it out.

If you have any questions about any aspect of the survey, please contact Erica Christensen at erica.christensen@winrock.org for more information.

Signed,

John Fisk, Wallace Center at Winrock International; Cynthia Pansing, Changing Tastes; and Haile Johnston, Common Market

Part 1: Your Name, Contact Information and Organization

1. What is your name?

2. Please provide your email address and phone number so we may follow up as needed.

3. What is the name of your organization?

4. Type of organization:
    a. Community-based organization
    b. Foundation
    c. University or other research institute
    d. Other nonprofit (Regional or national nonprofit)
    e. Local, regional, state or federal government agency
    f. Foodservice
    g. Food retail
    h. Food production or distribution
    i. Consultancy
    j. Other for-profit business (please specify)
    k. Other (please specify)

5. Where is your organization located (city, state)?

Part 2: Description of the Innovative Project/Program

Please answer questions 6 through 8 only if they are different from your responses in Part 1 above. If they are the same, please skip to question 9.

6. What is the name of the project/program?

7. Project/program contact information (name, email address, phone):

8. Location of project/program (city, state):

9. What is your relationship to project/program (check all that apply):
    a. Founder
    b. Other senior executive or manager
    c. Other employee of organization
    d. Board member
    e. Part of local, regional or national network
    f. Primary funder
    g. Partner – in-kind or direct funder
    h. Supporter – provide in-kind and other support when asked
    i. No connection – just aware of it
    j. Other (please specify):

10. What type of organization manages/operates the project/program (check all that apply):

    a. Community-based organization
    b. Other nonprofit organization
    c. Cooperative
    d. For profit business
    e. Academic institution or program
    f. Government agency or program
    g. Other business partnership or syndicate (please specify)
    h. Other (please specify):

11. Which part of food value/supply chain does the project/program address (check all that apply):

    a. Rural agriculture
    b. Urban agriculture
    c. Food processing
    d. Food distribution
    e. Food business incubation
    f. Food market/grocery
    g. Restaurant/foodservice
    h. Direct to consumer marketing
    i. Food waste prevention or management
    j. Other (please specify):

12. What is the approximate age of the project/program:
    a. More than five years
    b. Three to five years
    c. One to three years
    d. Less than one year
    e. Don't know

13. How is the project/program primarily funded (check all that apply):
    a. Self-sustaining from revenue
    b. Funded by donations from community
    c. Funded by grants from community-based philanthropies
    d. Funded by grants or donations from national philanthropies or donors
    e. Don't know

14. Please provide a brief description of the project/program that you are nominating (150 character limit):

Part 3: Project or Program Characteristics

15. How is the project/program community based or led (check all that apply):
    a. It was created to respond to a challenge in the community
    b. It was created by community residents or leaders
    c. It was the result of community-led organizing and activism
    d. It is currently led by community residents or leaders
    e. It is currently funded mostly by the community
    f. It builds wealth within the community (such as physical infrastructure, creation of new, livable wage jobs to community members, etc.)
    g. It develops the skillset of and opportunities for community members
    h. It increases access to healthy food in its community
    i. Don't know
    j. Other (please explain)

16. What are the key attributes of the project/program that are most innovative (check up to three):
    a. The design of its theory of change or business model
    b. Its execution or implementation
    c. Its leadership
    d. The combination of programmatic elements it includes
    e. The diversity of its employees/participants
    f. The diversity of its partners
    g. Its ownership/management structure
    h. How it is financed
    i. Its ability to provide healthier food to more people
    j. Location

k. Its marketing and outreach

l. Its use of technology

m. Its social, economic and environmental sustainability

17. If desired, briefly elaborate on the areas of innovation identified above (150 words or less). If not, ***skip to question 18.***

18. What have been its primary impacts on the local food system to date (place in rank order):

a. Creates good jobs and stable wages

b. Improves viability of local sustainable agriculture

c. Provides ownership opportunities for workers or community members

d. Generates revenues for local economy

e. Has become a self-sustaining business over time

f. Builds community assets

g. Expands access to healthy foods

h. Improves community sustainability/resilience

i. Has changed local policy

j. Educates community members

k. Serves as a regional or national model in the food sector

l. Other (please specify – if you don't know, please state):

19. How is the project scalable or replicable:

    a. It is based on a project or program from another community
    b. The model can be easily replicated in other communities
    c. The program or project provides advice on starting a similar program to organizations in other communities
    d. Its activities are designed to grow to have regional or national impact
    e. None of the above
    f. Don't know

20. What are its most successful characteristics/elements (check all that apply):

    a. The design of its theory of change or business model
    b. Its execution or implementation
    c. Its leadership
    d. Strength and clarity of its goals
    e. The combination of elements it includes
    f. The diversity of its employees/participants
    g. The diversity of its partners
    h. Its ownership structure
    i. How it is financed or funded
    j. Its outcomes to date in providing healthier food to more people
    k. Location
    l. Its marketing and outreach
    m. Its use of technology
    n. Its social, economic and environmental sustainability
    o. Other (please specify - if you don't know, please state):

Part 4: Wrap-up

21. Who else should we send the survey to (name, organization and email address):

22. Is there anything else you would like to add (150 words or less):

4. LIST OF NETWORKS AND LISTSERVS USED TO DISTRIBUTE SURVEY

1. BALLE
2. Call 2 Farms
3. COMFOOD
4. Democracy Collaborative
5. Each team member also sent the survey to individual networks
6. Farmers Market Coalition Listserv
7. Food and Community Fellows
8. Food Tank
9. Good Food for All Working Group
10. Institute for Sustainable Communities
11. National Farm to School Network
12. National Good Food Network
13. NESAWG
14. New Economy Coalition
15. SANET-MG
16. Southern SAWG
17. SUSTAG
18. Sustainable Agriculture and Food System Funders Network
19. Urban Sustainability Directors Network

5. INTERVIEW QUESTIONS FOR PROJECTS

Part 1: About the Organization

1. Tell me about your organization and how this innovation/project fits within it.

Part 2: About the Innovation

2. How does the innovation/project work?

3. Who led its development and how was it funded? Were there any underrepresented groups who were part of the leadership?

4. What makes this project unique?

5. What have been its greatest challenges and how have you dealt with them?

6. What are the major accomplishments and successes? What has led to the success?

Part 3: Project Criteria Assessment (community involvement, sustainability, scalability, replicability)

7. Within this work, what is the role of the community? How did you engage the community? Is it designed to meet the needs of a specific community or multiple and, if so, which ones? To what extent is the community involved in implementing this innovation?

8. Do you have a network of partner organizations with whom you connect on a regular basis? Who are your partners inside and outside of the community?

9. What role does sustainability play in the work, if any? By sustainability, we mean environment, social and/or financial.

Part 4: Impact

10. 1What impacts in your community have you seen as a result of your work?

11. What's next?

12. Do you have any final thoughts you would like to share about the work?

13. If selected for inclusion in the report, would you be willing to proofread a write-up about your project? We want to make sure that we represent your work accurately. There may be a short (one week) turnaround for your feedback.

6. LIST OF SUBJECT AREA EXPERTS

1. Anupama Joshi, National Farm to School Network
2. Bill Clark, Child's World America (formerly of Philabundance)
3. Chris Brown, Agriculture and Land-Based Training Association (ALBA)
4. Craig Chase, Iowa State University
5. Daniel Doyle, Mississippi Sustainable Agriculture Network
6. Gary Matteson, Farm Credit Council
7. Jered Lawson, Pie Ranch
8. Jhana Senxian, Sustainability Guild International
9. Kate Fitzgerald, RSF Social Finance
10. Malik Yakini, Detroit Black Community Food Security Network
11. Mark Winne, expert in food policy councils
12. Matthew Lee, expert in healthy food financing initiatives
13. Mike Curtin, D.C. Central Kitchen
14. Oran Hesterman, Fair Food Network
15. Patricia Smith, The Reinvestment Fund
16. Ricardo Salvador, Union of Concerned Scientists
17. Rich Pirog, Michigan State University Center for Regional Food Systems
18. Steve Warshawer, expert in food safety

7. INNOVATION REVIEW PROCESS

During the review process, six members of the team reviewed each project on every iteration of the shortlist using the scoring system below. After the results were tallied, the projects were numerically ranked and then discussed to determine whether or not the project should be included in the final report.

Scoring System – At the end of each statement, enter the number that corresponds to your reaction to the statement. At the bottom, tally your score for the project's final score.

1 – I strongly disagree
2 – I disagree
3 – I neither agree nor disagree
4 – I agree
5 – I strongly agree

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1. Project Title:
2. Project Location:
3. Reviewer Name:
4. The program produces or helps provide good food (fair, healthy, green, affordable) to a community.
   Comment:

5. This project uses a new model that is or has the potential to disruptive to conventional food systems.
   Comment:

6. This project engages/empowers existing food businesses/organizations to change their practices
   Comment:

7. This project shows potential for scaling or replicability.
   Comment:

8. Do you think this project should be included in the final report?
   Comment:

9. Final Score (Add up all the numbers from the components listed above.)
   Comment:

APPENDIX B: LIST OF PROJECTS BY STATE

1. FULL LIST OF NOMINATED PROJECTS

State	Nomination
Alabama	Balance
Alabama	City of Huntsville Operation Green Team
Alabama	Food Bank of North Alabama
Alaska	Alaska Community Action on Toxics – Yarducopia
Alaska	Alaska Division of Agriculture, Farm to School Program
Alaska	Alaska Gateway School District
Alaska	Galena School District
Alaska	Nenana and Haines school districts

State	Nomination
Alaska	Sitka Local Foods Network
Alaska	Thorn Bay School District
Arizona	Arizona Alliance for Livable Communities
Arizona	City of Tucson
Arizona	Diablo Burger
Arizona	Hayden Flour Mills, LLC
Arizona	Hermosa Vida
Arizona	Local Alternative Inc.

State	Nomination
Arizona	Local First Arizona
Arizona	Proper Meats and Provisions
Arizona	School Garden Food Safety Program
Arizona	SLO Development Corp
Arizona	St. Luke's Health Initiatives
Arizona	Tepa Burger
Arizona	The STAR (Service To All Relations) School
Arizona	TOCA – Tohono O'odham Community Action
Arkansas	Arkansas Delta Seeds of Change
Arkansas	Arkansas Sustainable Livestock Cooperative
Arkansas	Falling Sky Farm
Arkansas	FoodCorps

State	Nomination
California	A Cafeteria Designed for Me
California	Agriculture and Land Based Training Association
California	Brentwood Agricultural Land Trust
California	California Center for Public Health Advocacy
California	California Food Bank Association
California	California Food Policy Council
California	Center for Ecoliteracy California Thursdays
California	Community Seafood
California	Del Mar Farmers Market Scholarship Grants
California	Del Norte Economic Development Corporation
California	Echo Valley Farm and Loma Mar Store
California	Edible Santa Barbara

State	Nomination
California	Fare Resources
California	Farmbudsman Program
California	Farmscape
California	Food Forward
California	Fort Bragg School District/ Noyo Food Forest
California	Good Food Procurement Policy
California	Greener Fields Together
California	Growing Local
California	Jacobs Center for Neighborhood Innovation
California	Kitchen Table Advisors
California	La Cocina
California	Local Catch Monterey Bay

State	Nomination
California	Los Angeles Food Policy Council, Good Food Purchasing Policy
California	LURN
California	Mandela Marketplace
California	Mendocino County Department of Public Health
California	North Coast Opportunities
California	Oakland Unified School District
California	Orange County Food Access Coalition
California	Peninsula Open Space Trust
California	People's Community Market
California	Petaluma Bounty
California	Pie Ranch
California	PRO*ACT

State	Nomination
California	Real Good Fish
California	RootDown LA
California	San Diego Food System Alliance
California	San Diego Unified Farm to School Program
California	Santa Barbara County Food Action Plan
California	Seeds of Hope
California	Slow Money South Bay
California	Social Justice Learning Institute
California	SOL Food Festival
California	Sonoma Organics, Inc.
California	SPUR
California	Tenderloin Healthy Corner Store Coalition
California	The Center for Ecoliteracy
California	The Food Commons

State	Nomination
California	Turlock Unified School District Farm to School Program
California	Ventura Unified / Conejo Valley Unified F2S Program
California	Veritable Vegetable
California	Vista Farmers Market
Canada	Ontario Public Health Association
Colorado	Boulder Food Rescue
Colorado	Branch Out Cider
Colorado	Colorado Food Guild
Colorado	Colorado Springs Public Market
Colorado	Community Ag Marketplace
Colorado	Community Agriculture Alliance
Colorado	Denver Food Rescue
Colorado	Denver Housing Authority
Colorado	Denver Sustainable Food Policy Council

State	Nomination
Colorado	Denver Urban Gardens
Colorado	Eagle Springs Organic
Colorado	Feed Denver
Colorado	High Country Conservation Center
Colorado	High Plains Food Co-op
Colorado	Jefferson Conservation District
Colorado	Liberation Sequence Gardens
Colorado	LiveWell Leadville / Lake County Build a Generation
Colorado	LocalMotive
Colorado	LoCo Food Distribution
Colorado	Market Garden Incubator at old Fort Lewis Farm in Durango Colorado
Colorado	Mile High Business Alliance
Colorado	Mo Betta Green Marketplace
Colorado	Northern Colorado Food Cluster

State	Nomination
Colorado	Open Space and Mountain Department of Boulder
Colorado	Pikes Peak Small Farms
Colorado	Produce for Pantries
Colorado	Right to Thrive
Colorado	San Luis Valley Local Foods Coalition
Connecticut	Commercially Licensed Co-Operative Kitchen
Connecticut	Community Plates
Connecticut	Cook and Grow
Connecticut	GROW Windham
Connecticut	Sodexo @ The Hotchkiss School
Connecticut	ActualFood
Connecticut	CItySeed
Connecticut	Connecticut Food Policy Council
Connecticut	Hartford Food System, Inc.

State	Nomination
Connecticut	Miya's Sushi
Delaware	Delaware Urban Farm and Food Coalition
Delaware	Food Bank
District of Columbia	Bread for the City
District of Columbia	Capital Area Food Bank
District of Columbia	D.C. Central Kitchen, School Food Program
District of Columbia	D.C. Greens
District of Columbia	FarmRaiser
District of Columbia	Healthy School Food
District of Columbia	Smithsonian Migratory Bird Center's 'Bird Friendly' Coffee Certification
District of Columbia	Sustainable Connections
District of Columbia	The Campus Kitchens Project

State	Nomination
District of Columbia	The Farm Credit Council
Florida	Alachua County Farm to School Food Hub and Program
Florida	Farmworker Association of Florida, Campesinos' Gardens
Florida	Fort Lauderdale Vegetables
Florida	Ground Floor Farm
Florida	Growing Broward
Florida	The Agricultural Justice Project
Florida	Treasure Coast Food Bank
Florida	Urban Farming Institute
Georgia	Boys & Girls Clubs of Metro Atlanta – Camp Kiwanis Garden
Georgia	Community Outreach in Action
Georgia	Food Bank of Northeast Georgia

State	Nomination
Georgia	Keep Carroll Beautiful Inc.
Georgia	Northeast Georgia Farm to School
Georgia	SAAFON
Georgia	Smyrna Towers
Georgia	Southeastern Horticultural Society
Georgia	Tri-Communities Food Coalition
Georgia	UGArden
Georgia	Whigham School FFA
Georgia	Wholesome Wave Georgia
Hawaii	Agribusiness Incubator Program
Hawaii	God's Country Waimanalo
Hawaii	Hawaii State Department of Health
Hawaii	Kohala Village Hub
Hawaii	Kokua Hawaii Foundation
Illinois	Chicago Local Foods

State	Nomination
Hawaii	Laie Community Agricultural Task Force
Hawaii	Ma Ka Hana Ka Ike
Hawaii	MA`O Organic Farms
Hawaii	Mahele Farm
Hawaii	She Grows Food
Hawaii	The Food Basket
Hawaii	Waipa Foundation
Idaho	Di Luna's
Idaho	Inland Northwest Food Hub
Idaho	Six Rivers Community Market LLC
Idaho	The Boise Farmers Market Sprouts Kids Club
Idaho	Treasure Valley Food Coalition
Illinois	Angelic Organics Learning Center
Illinois	Black Oaks Center for Sustainable Renewable Living/ Healthy Food Hub
Illinois	Sugar Beet Schoolhouse

State	Nomination
Illinois	Common Ground Food Co-op – Food for All Program
Illinois	Evaluation for Transformation: A Cross-Sectoral Evaluation Framework for Farm to School
Illinois	Four Sisters Organic Farm
Illinois	Glenwood Sunday Market Community Shares Program
Illinois	Growing for Kane Health Impact Assessment
Illinois	Intergenerational Growing Projects
Illinois	Manheim Solutions, Inc.
Illinois	Prosperity Gardens
Illinois	RESUSstudio
Illinois	State Farm to School Legislative Survey
Illinois	Sugar Beet Food Co-op
Iowa	Meskwaki Food Sovereignty Initiative

State	Nomination
Illinois	The Farm Business Development Center at Prairie Crossing
Illinois	The Land Connection Incubator at Prairie Fruits Farm
Indiana	Mother Hubbard's Cupboard
Indianapolis	Indy Food Council
Iowa	FarmTable Delivery
Iowa	Food at First
Iowa	Global Greens
Iowa	Iowa Food Hub Worksite Food Box Program
Iowa	Iowa Food System Working Group
Iowa	Local Food and Farm Initiative; Leopold Center
Iowa	Lutheran Services of Iowa
Kentucky	Community Farmers Market

State	Nomination
Iowa	Neighborhood Investment Corporation
Iowa	Northeast Iowa Food & Fitness Collaborative
Iowa	Regional Food Systems Working Group
Iowa	Solidarity Microfinance
Iowa	Table 2 Table
Iowa	Women, Food and Agriculture Network
Kansas	Bistro Kids
Kansas	Douglas County (Kansas) Food Policy Council
Kansas	Family Farm
Kansas	Northwest Kansas Healthy Communities Initiative
Kentucky	CFA Farmers Market Support Program
Kentucky	Community Farm Alliance
Louisiana	SWLA Master Gardeners

State	Nomination
Kentucky	Custom Food Solutions
Kentucky	Faith Feeds
Kentucky	Letcher Co. Farmers Market Summer Food Service Program Site Implementation
Kentucky	Louisville Farm to Table
Kentucky	MarketReady
Kentucky	Mountain Garden Initiative
Kentucky	New Roots, Fresh Stops Markets
Kentucky	Plowshares For Patriots
Kentucky	Seed Capital Kentucky
Louisiana	Good Work Network
Louisiana	Louisiana Food Bank Association
Louisiana	LSU AgCenter – FIT for Kids
Maine	Northern Girl

State	Nomination
Louisiana	The Vietnamese Community Foundation – Mary Queen of Vietnam Community Development Corporation, VEGGI Farmers Cooperative
Louisiana	We Grow Together
Maine	Cultivating Community
Maine	End of Market Gleaning Project
Maine	Focus on Agriculture in Rural Maine Schools
Maine	Good Shepherd Food Bank
Maine	Gulf of Maine Research Institute – Responsibly Harvested Label Program
Maine	Healthy General Store Initiative
Maine	Kennebec Local Food Initiative/Gardiner Food Co-op & Café
Maine	Maine Organic Farmers & Gardeners Association
Maine	Maine Seaweed Festival
Maryland	Relay Foods

State	Nomination
Maine	Unity Food Hub
Maine	Veggies For All
Maine	Waldo County Food Council
Maryland	Baltimarket – Baltimore City Health Department
Maryland	Baltimore Food Policy Advisory Committee
Maryland	Baltimore Food Policy Initiative
Maryland	Civic Works – Real Food Farm
Maryland	Community Food Rescue
Maryland	Crossroads Community Food Network
Maryland	Fox Haven Organic Farm and Learning Center
Maryland	Johns Hopkins Center for a Livable Future
Massachusetts	Food For Free

State	Nomination
Maryland	Wide Net Project
Massachusetts	@MassFoodAction
Massachusetts	ACE Grow or Die Campaign
Massachusetts	Boston Collaborative or Food and Fitness
Massachusetts	Boston Public Market Association
Massachusetts	Boston Organics
Massachusetts	Bowdoin Street Health Center
Massachusetts	Branchfood
Massachusetts	City Growers
Massachusetts	Community Involved in Sustaining Agriculture
Massachusetts	Community Servings
Massachusetts	Crop Circle Kitchen
Massachusetts	Equity Trust Hudson Valley Farm Affordability Program
Massachusetts	Nuestras Racies

State	Nomination
Massachusetts	Freight Farms
Massachusetts	Fresh Food Generation
Massachusetts	Gardening the Community
Massachusetts	Heirloom Kitchen
Massachusetts	Massachusetts Department of Public Health
Massachusetts	Massachusetts Workforce Alliance
Massachusetts	Mattapan Food and Fitness Coalition
Massachusetts	Metro Pedal Power
Massachusetts	Mill City Grows
Massachusetts	Natick Service Council's Heart Healthy Food Pantry
Massachusetts	National Incubator Farm Training Initiative
Massachusetts	New Entry Sustainable Farming Project, National Incubator Farm Training Initiative
Massachusetts	Northwest Atlantic Marine Alliance
Michigan	Ann Arbor Township

State	Nomination
Massachusetts	Pioneer Valley Grows Community Investment Fund
Massachusetts	Real Food Challenge
Massachusetts	Red Tomato
Massachusetts	Shared Harvest CSA
Massachusetts	Stock Pot Malden
Massachusetts	The Carrot Project
Massachusetts	The Food Project
Massachusetts	The Open Door
Massachusetts	theMOVE
Massachusetts	Worcester Food & Active Living Policy Council
Massachusetts	World Peas Food Hub
Michigan	3rd Day Farm
Michigan	Allen Neighborhood Center
Michigan	Andean Alliance for Sustainable Development
Michigan	Food Lab Detroit

State	Nomination
Michigan	Atwood Garden Club
Michigan	Cherry Capital Foods
Michigan	Communities of HOPE
Michigan	Detroit Food Policy Council
Michigan	Detroit Kitchen Connect, Eastern Market Corporation
Michigan	Digging in and Taking Root
Michigan	Double Up Food Bucks
Michigan	Downtown Market Grand Rapids
Michigan	D-Town Farms and Detroit Black Food Security Network
Michigan	Fair Food Fund
Michigan	Fair Food Matters
Michigan	Fair Food Network
Michigan	Flint Farmers' Market
Michigan	Food and Farming Guilds
Michigan	Mind Chocolate Makers

State	Nomination
Michigan	Goodwill of Northern Michigan, Farm to Freezer
Michigan	Great Lakes CSA Coalition
Michigan	Greater Lansing Food Bank – Lansing Roots
Michigan	Growing Hope
Michigan	Honest Eats Farm LLC
Michigan	Hope Center
Michigan	ISLAND – Farmer Residency at Maple Bay
Michigan	Marquette Food Co-op/NMU Hoop House
Michigan	Michigan Food Fund and Michigan Good Food Charter
Michigan	Michigan Food Hub Network
Michigan	Michigan Land Use Institute
Michigan	Michigan State University Center for Regional Food Systems
Minnesota	Linden Hills Farmers' Market

State	Nomination
Michigan	Recovery Park
Michigan	Upper Peninsula Food Exchange
Minneapolis	Minneapolis Health Department's Healthy Corner Store Program
Minnesota	Appetite for Change
Minnesota	Community Owned Grocery
Minnesota	Country Taste Farm
Minnesota	Deep Winter Producers Association
Minnesota	Dream of Wild Health
Minnesota	Fresh Connect Food Hub
Minnesota	Hmong American Farmers Association
Minnesota	Land Stewardship Project
Minnesota	Latino Economic Development Center Stone's Throw Agricultural Cooperative
Minnesota	Spirit Mountain Farm

State	Nomination
Minnesota	Minneapolis Public Schools
Minnesota	Minnesota Food Association/ Big River Farms
Minnesota	Minnesota Food Charter
Minnesota	Minnesota Valley Action Council
Minnesota	Minnesota Farmers' Market Association
Minnesota	NEAT Program
Minnesota	Our Community Food Projects
Minnesota	Principle Six Cooperative Trade Movement
Minnesota	Redeemer Center for Life
Minnesota	Regional Sustainable Development Partnerships Program
Minnesota	Saint Paul Public Schools Nutrition Services
Minnesota	Sibley East Farm to School Program
Missouri	Webb City Farmers Market

State	Nomination
Minnesota	Stone's Throw Agricultural Cooperative
Minnesota	Twin Cities Local Food
Minnesota	UMN Regional Sustainable Development Partnerships
Minnesota	Urban Roots
Minnesota	Wolf Ridge Organic Farm
Mississippi	Cooperation Jackson
Mississippi	Foundation for the Mid-South
Mississippi	Holmes County Food Hub
Mississippi	Ocean Springs Fresh Market
Missouri	Earth Dance Organic Farm School
Missouri	Freeman Health System
Missouri	St. Louis Metro Market
National	National Farm to School Network

State	Nomination
Montana	Lake County Community Development Corporation
Montana	Mission Mountain Food Enterprise Center and Western Montana Growers Cooperative, Farm to School
Montana	Missoula Grain and Vegetable Co.
Montana	Montana Farm to School Program
National	Agriculture Justice Project
National	American Farmland Trust
National	National Sustainable Agriculture Information Service
National	Black Urban Growers
National	Certified Naturally Grown
National	Eat Real
National	Mason Brothers
National	National Farm to Preschool and Early Care (initiative of the National Farm to School Network)

State	Nomination
National	National Young Farmers Coalition
National	Soil Carbon Challenge
National	The Hunger Gap
Nebraska	Fat Hen Gardens
Nebraska	Lone Tree Foods
Nebraska	Nebraska Food Coop
Nebraska	Nebraska Sustainable Agriculture Society
Nebraska	No More Empty Pots
Nebraska	Tomato Tomato
Nevada	Great Basin Community Food Co-op
Nevada	Great Basin Food Co-op
Nevada	Healthy Communities Coalition

State	Nomination
Nevada	Healthy Communities Coalition of Lyon and Story Counties
Nevada	Healthy Nevada
Nevada	Nevada Department of Agriculture, Farm to School Food Safety Program
Nevada	Nevada Food Safety Program
Nevada	Organic Paradise Garden at Smith Valley School
Nevada	University of Nevada Cooperative Extensions – Grow Yourself Healthy
New Hampshire	Community Gardens for All
New Hampshire	Henniker Lions Club
New Hampshire	New Hampshire Community Loan Fund
New Hampshire	Veggie Round-up Project
New Jersey	"Just Peachy Salsa" Campbells + Southern New Jersey Food Bank

State	Nomination
New Jersey	Center for Family Services Neighborhood Access Program
New Jersey	Cultivating Camden: The City's Food Economy Strategy
New Jersey	El Comite de Apoyo a los Trabajadores Agricolas/Farmworker Support Committee
New Jersey	Food Bank of South Jersey
New Jersey	Food Bank of South Jersey – Just Peachy Salsa
New Jersey	Healthy Corner Store Initiative
New Jersey	New Jersey Farm to School Network
New Mexico	AFSC NM
New Mexico	Cochiti Youth Experience, Inc.
New Mexico	Cochiti Youth Experience, Inc. Farmers Mentorship Program
New Mexico	Community Outreach and Patient Empowerment

State	Nomination
New Mexico	Hasbidito
New Mexico	La Cosecha
New Mexico	La Montañita Cooperative
New Mexico	La Semilla Food Center
New Mexico	Land of Enfigment
New Mexico	Native American Food Sovereignty Alliance
New Mexico	New Mexico Food and Agriculture Policy Council
New York	9 Miles East Farm
New York	Brooklyn Movement Center
New York	Capital District Community Gardens Urban Grow Center
New York	Cattaraugus Community Action, Inc.
New York	Certified Naturally Grown
New York	Chautauqua County Rural Ministry, Inc.

State	Nomination
New York	City Harvest
New York	Community Action Organization of Erie County, Inc.
New York	Community Composting
New York	Corbin Hill Food Project
New York	Creating Healthy Places to Live, Work and Play – SUNY Cobleskill
New York	East New York Farms
New York	Edible School Gardens LTD
New York	FarmersWeb
New York	Fillmore Corridor Neighborhood Coalition
New York	Finger Lakes Meat Locker Project
New York	Food and Health Network of South Central New York
New York	Food is Our Medicine
New York	Food Is Our Medicine – Healthy First Nations

State	Nomination
New York	Food Pantry Farm, Inc.
New York	FoodLink, Curbside Market
New York	Freedom Market
New York	Glynwood
New York	GrowNYC's GreenMarket Co.
New York	Hawthorne Valley Farm
New York	Headwater Foods
New York	Healthy Food For All
New York	Hometown Foods, LLC
New York	Hudson Valley Agri-business Development Corp
New York	Just Food
New York	Keep Farming
New York	Krys Cail

State	Nomination
New York	Long Island Farm to Preschool
New York	Market Manager Training Program
New York	New York Cooperative Network
New York	New York State Department of Agriculture & Markets
New York	Peacework Organic Community Supported Agriculture
New York	Philmont Beautification, Inc.
New York	Radicle Farm
New York	Regional Farm and Food Project
New York	Rocky Point Civics Association
New York	Schenectady Inner City Ministry
New York	Schenectady Inner City Ministry - Edible Playgrounds
New York	Schenectady Inner City Ministry Summer Lunch Program
New York	Tiberio Custom Meats

State	Nomination
New York	United Way of NYC's Local Produce Link
New York	Whallonsburg Grange Hall
New York	Why Hunger
North Carolina	A Better Chance, A Better Community
North Carolina	Abundance North Carolina
North Carolina	Caswell Avenue Community Garden of Southport, North Carolina
North Carolina	Catawba County Government
North Carolina	Conetoe Family Life Center
North Carolina	Durham County Department of Public Health
North Carolina	Durham Food Strategy Document
North Carolina	Eat Smart Black Mountain
North Carolina	Farm and Food Sustainability Program

State	Nomination
North Carolina	Farmer Food Share
North Carolina	Feast Down East
North Carolina	Forsyth County Cooperative Extension
North Carolina	Girl Scouts Citizen Science Agronomy
North Carolina	Golden Egg Permaculture
North Carolina	Green Opportunities
North Carolina	Growing Change
North Carolina	Mill Spring Agricultural Development and Community Center
North Carolina	Mountain Wise Partnership
North Carolina	Mt. Vernon Community Garden
North Carolina	North Carolina Cooperative Extension, Lenoir County Center
North Carolina	NCSU Cooperative Extension

State	Nomination
North Carolina	New River Organic Growers Association, Inc.
North Carolina	North Carolina Community Garden Partners
North Carolina	North Carolina Cooperative Extension
North Carolina	North Carolina State University
North Carolina	Plants for Human Health Institute
North Carolina	Produce Box
North Carolina	Raleigh City Farm
North Carolina	Reedy Fork Organic Farm
North Carolina	SoCo Provisions
North Carolina	Southern Appalachian Family Farms
North Carolina	Sustainable Poultry Network
North Carolina	The Conservation Fund – Resourceful Communities Program
North Carolina	The Lord's Acre
North Carolina	Transplanting Traditions Community Farm

State	Nomination
North Carolina	Veteran's Healing Farm
North Carolina	Voices into Action: The Families, Food, and Health Project
North Dakota	Anamoose Community Food Hub
North Dakota	Carolina Farm Stewardship Association
North Dakota	Cottage Food Laws/ Policy Advocacy
North Dakota	Dakota College at Bottineau
North Dakota	Prairie Roots Food Cooperative
Ohio	30 Mile Meal
Ohio	Apple Street Market
Ohio	Central Ohio Regional Food Council
Ohio	Columbus Food Co-op
Ohio	Common Wealth Lake to River & Kitchen
Ohio	Green City Growers
Ohio	Grow Youngstown

State	Nomination
Ohio	Let's Grow Akron
Ohio	Local Roots Market and Cafe
Ohio	Locavore store
Ohio	Miller Livestock Co., Inc.
Ohio	Ohio Association of Foodbanks
Ohio	Ohio Food Hub Network
Ohio	Our Harvest Food Coop
Ohio	Rural Action
Ohio	Six Sense Urban Farming a Sankofa Urban Farming Project
Ohio	The Grassland Graze
Ohio	Urban Farms of Central Ohio
Ohio	Wooster Local Foods Cooperative
Oklahoma	Heaven Sent Food & Fiber
Oklahoma	peach crest farm

State	Nomination
Oregon	Adelante Mujeres
Oregon	Adelante Mujeres Distributor and CSA
Oregon	Adelante Mujeres PRx Program
Oregon	Ashland Food Cooperative
Oregon	Celebrate Oregon Agriculture
Oregon	Confederated Tribes of Siletz Indians
Oregon	Ecotrust, Food Hub
Oregon	Edwards Addition Village Farm
Oregon	Emma's Garden
Oregon	Farm to School Program of the Willamette Farm and Food Coalition
Oregon	Fresh N' Local Foods
Oregon	Friends of Family Farmers
Oregon	Friends of Zenger Farm
Oregon	Hillsdale Farmers' Market

State	Nomination
Oregon	Marion-Polk Food Share
Oregon	Niche Meat Processor Assistance Network
Oregon	North Coast Grown Specialty Crop
Oregon	Northeast Oregon Economic Development Distric
Oregon	Oregon Food Bank – FEAST Program
Oregon	Oregon State University Small Farms
Oregon	Outgrowing Hunger
Oregon	River People Farmers Market
Oregon	Rogue Farm Corps
Oregon	Rogue Valley Farm to School
Oregon	Rogue Valley Food System Network/ACCESS
Oregon	Sauvie Island Center
Oregon	South Coast Development Council

State	Nomination
Oregon	Sprout! Regional Food Hub
Oregon	Sweet Creek Foods
Oregon	The Cooking Skills Education Program in the Rogue Valley
Oregon	UC Berkeley
Oregon	Upstream Public Health
Oregon	Village Gardens, Janus Youth Programs
Oregon	Willamette Farm and Food Coalition
Oregon	Willamette Farm and Food Coalition's Farm to School Education program
Pennsylvania	52nd Street Market
Pennsylvania	Agatston Urban Nutrition Initiative
Pennsylvania	Brain Food
Pennsylvania	Culinary Cuts LLC DBA Philly Cow Share
Pennsylvania	Delaware Valley Farm Share

State	Nomination
Pennsylvania	Fare and Square Market, Philabundance
Pennsylvania	Fay-Penn Economic Development Council
Pennsylvania	GiG Gluten Intolerance Group
Pennsylvania	GMO Free PA
Pennsylvania	Greater Philadelphia Food System Stakeholder Committee
Pennsylvania	Greater Pittsburgh Community Food Bank
Pennsylvania	Healthy World Café
Pennsylvania	Impact Services Corp
Pennsylvania	Jeannette Food Commons
Pennsylvania	Lafayette College and the West Ward Neighborhood Partnership
Pennsylvania	Local Food in Hospitals
Pennsylvania	MANNA
Pennsylvania	Mariposa Food Co-op

State	Nomination
Pennsylvania	Nationalities Services Center
Pennsylvania	Pennsylvania FarmLink
Pennsylvania	Patch Adams
Pennsylvania	Philadelphia Orchard Project
Pennsylvania	Pennsylvania Horticulture Society City Harvest Program
Pennsylvania	Republic Food Enterprise Center
Pennsylvania	Saffron Gardens/Biotatect
Pennsylvania	SHARE Food Program
Pennsylvania	St. Christopher's Foundation for Children
Pennsylvania	Sunday Suppers
Pennsylvania	The Enterprise Center Community Development Corporation
Pennsylvania	The Seed Farm
Pennsylvania	Urban Nutrition Initiative

State	Nomination
Regional	Black Belt Justice Center
Rhode Island	Farm Fresh Rhode Island
Rhode Island	GardenGreenAngels
Rhode Island	Hope and Main
Rhode Island	The Interagency Food and Nutrition Policy Advisory Council
Rhode Island	West Elmwood Housing Development Corporation
South Carolina	Feed & Seed
South Carolina	Low country Local First
South Carolina	South Carolina Community Loan Fund
South Carolina	Trusted Farms
South Dakota	Dakota Rural Action
South Dakota	Dakota Rural Action – Homegrown Prosperity
South Dakota	South Dakota Local Food Directory
Tennessee	Community Food Hive

State	Nomination
Tennessee	Tennessee Clean Water Network
Tennessee	University Of the South/Sewanee
Texas	LIFT Fund (formerly Accion Texas)
Texas	Salud Corporation
Texas	The Bountiful Sprout
Texas	Urban Acres Farmstead
Texas	Urban Roots
Texas	We Over Me Farm at Paul Queen College
Texas	Yard to Market Cooperative
Utah	Real Food Rising
Utah	Salt Lake City Corp. FruitShare Program
Utah	Salt Lake County's Urban Farming Initiative and Wasatch Community Gardens
Utah	Salt Lake City Green City Growers Program
Utah	Utahans Against Hunger

State	Nomination
Vermont	Farm to Plate
Vermont	Mad River Food Hub
Vermont	Rutland Area Farm and Food Link
Vermont	Vermont Farm and Forest Viability
Virginia	Appalachian Harvest
Virginia	Arcadia Center for Sustainable Development
Virginia	Blue Ridge Eco Serv, Inc.
Virginia	Cooks' Collaborative/ Good to Go Foods
Virginia	Fall Line Farms
Virginia	Foodie Land
Virginia	Local Food Hub
Virginia	Lulus Local Food
Virginia	Lynchburg Grows
Virginia	Staunton Community Kitchen
Virginia	Virginia Food System Council
Virginia	Virginia Food Works

State	Nomination
Virginia	Virginia Produced
Virginia	Windy Ridge Farm
Washington	Farm to Table Seattle
Washington	Kitsap Poultry Grower Cooperative
Washington	LINC Foods
Washington	Rainier Valley Food Bank
Washington	Seattle Tilth
Washington	SPLAB (Seattle Poetics LAB)
Washington	Starvation Alley Farms
Washington	Sustainable Connections
Washington	The Urban Buggy
Washington	Thurston Food System Council
Washington	True Blue Aquaponics
Washington	Uberlocal
Washington	Viva Farms
Washington	Washington State University

State	Nomination
Washington	Western Washington Poultry Farmers Cooperative and Kitsap Poultry Growers Cooperative
West Virginia	Alderson Community Food Hub
West Virginia	Jefferson County Farmland Protection Program
West Virginia	Kanawha Institute for Social Research and Action
West Virginia	Unlimited Future, Inc. and The Wild Ramp
West Virginia	The Value Chain Cluster Initiative
Wisconsin	Bayfield Regional Food Producers Cooperative
Wisconsin	Cooperative Educational Service Agency Purchasing Cooperative
Wisconsin	Chequamegon Bay Food Cooperative CHIP for Change Program
Wisconsin	CSA with Garden Ability
Wisconsin	Farley Center
Wisconsin	Fifth Season Cooperative
Wisconsin	Fond Food Center, Inc.

State	Nomination
Wisconsin	Hungry Turtle Learning Center
Wisconsin	Innovation Kitchens LLC
Wisconsin	Institute for Urban Agriculture and Nutrition
Wisconsin	Kenosha Harbor Market
Wisconsin	New Leaf Foods, Inc.
Wisconsin	Oneida Tsyunhehkwa Farm
Wisconsin	Oneida Community Integrated Food System
Wisconsin	Vernon Economic Development Association Food Enterprise Center
Wisconsin	Wisconsin Department of Agriculture
Wyoming	ACRES Student Farm
Wyoming	Bright AGROTECH
Wyoming	Casper Community Greenhouse Project

2. LIST OF PROFILES AND CASE STUDIES BY STATE

State	Nomination
Alabama	Food Bank of Northern Alabama
Alaska	Alaska Community Action on Toxics, Yarducopia
Arkansas	Falling Sky Farm
California	Center for Ecoliteracy, California Thursdays
California	La Cocina
California	Leadership for Urban Renewal Network, Community Markets Purchasing Real and Affordable Foods
California	Los Angeles Food Policy Council, Good Food Purchasing Policy
California	Mandela Marketplace
California	Pie Ranch
California	Real Good Fish
California	Social Justice Learning Institute

State	Nomination
Colorado	Denver Urban Gardens
District of Columbia	D.C. Central Kitchen, School Food Program
District of Columbia	FarmRaiser
Florida	Farmworker Association of Florida, Campesinos' Gardens
Georgia	The Common Market Georgia
Hawaii	MA'O Organic Farms
Illinois	Angelic Organics Learning Center
Iowa	Women, Food and Agriculture Network
Kentucky	New Roots, Fresh Stop Markets
Louisiana	Mary Queen of Vietnam Community Development Corporation, VEGGI Farmers Cooperative
Maryland	Baltimore Food Policy Initiative

State	Nomination
Massachusetts	Community Servings
Massachusetts	New Entry Sustainable Farming Project, National Incubator Farm Training Initiative
Massachusetts	Pioneer Valley Grows Community Investment Fund
Massachusetts	Red Tomato
Massachusetts	The Carrot Project
Michigan	Ann Arbor Township
Michigan	Cherry Capital Foods
Michigan	Detroit Black Community Food Security Network
Michigan	Eastern Market Corporation, Detroit Kitchen Connect
Michigan	Goodwill of Northern Michigan, Farm to Freezer
Michigan	Michigan Food Hub Network

State	Nomination
Michigan	Upper Peninsula Food Exchange
Minnesota	Minnesota Food Association, Big River Farms
Minnesota	Minnesota Food Charter
Minnesota	Regional Sustainable Development Partnerships Program
Minnesota	Sibley East Farm to School Program
Mississippi	Holmes County Food Hub
Montana	Mission Mountain Food Enterprise Center and Western Montana Growers Cooperative, Farm to School
Nevada	Nevada Department of Agriculture, Farm to School Food Safety Program
New Mexico	American Friends Service Committee
New Mexico	La Montañita Cooperative
New Mexico	La Semilla

State	Nomination
New York	Certified Naturally Grown
New York	Corbin Hill Food Project
New York	Foodlink, Curbside Market
New York	Headwater Food Hub
Oregon	Adelante Mujeres
Oregon	Angelic Organics Learning Center
Oregon	Ecotrust, Food Hub
Oregon	Rogue Valley Food System Network/ ACCESS
Pennsylvania	Metropolitan Area Neighborhood Nutrition Alliance
Pennsylvania	Philabundance, Fare and Square Market

State	Nomination
Regional	Black Belt Justice Center
South Carolina	South Carolina Community Loan Fund
Texas	Business and Community Leaders. Salud de Paloma Corporation
Utah	Salt Lake City FruitShare
Virginia	Arcadia Center for Sustainable Food and Agriculture
Virginia	Virginia Food Works
Washington	Local Inland Northwest Cooperative Foods
Washington	Viva Farms
Wisconsin	Chequamegon Cooperative, CHIP for Change

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