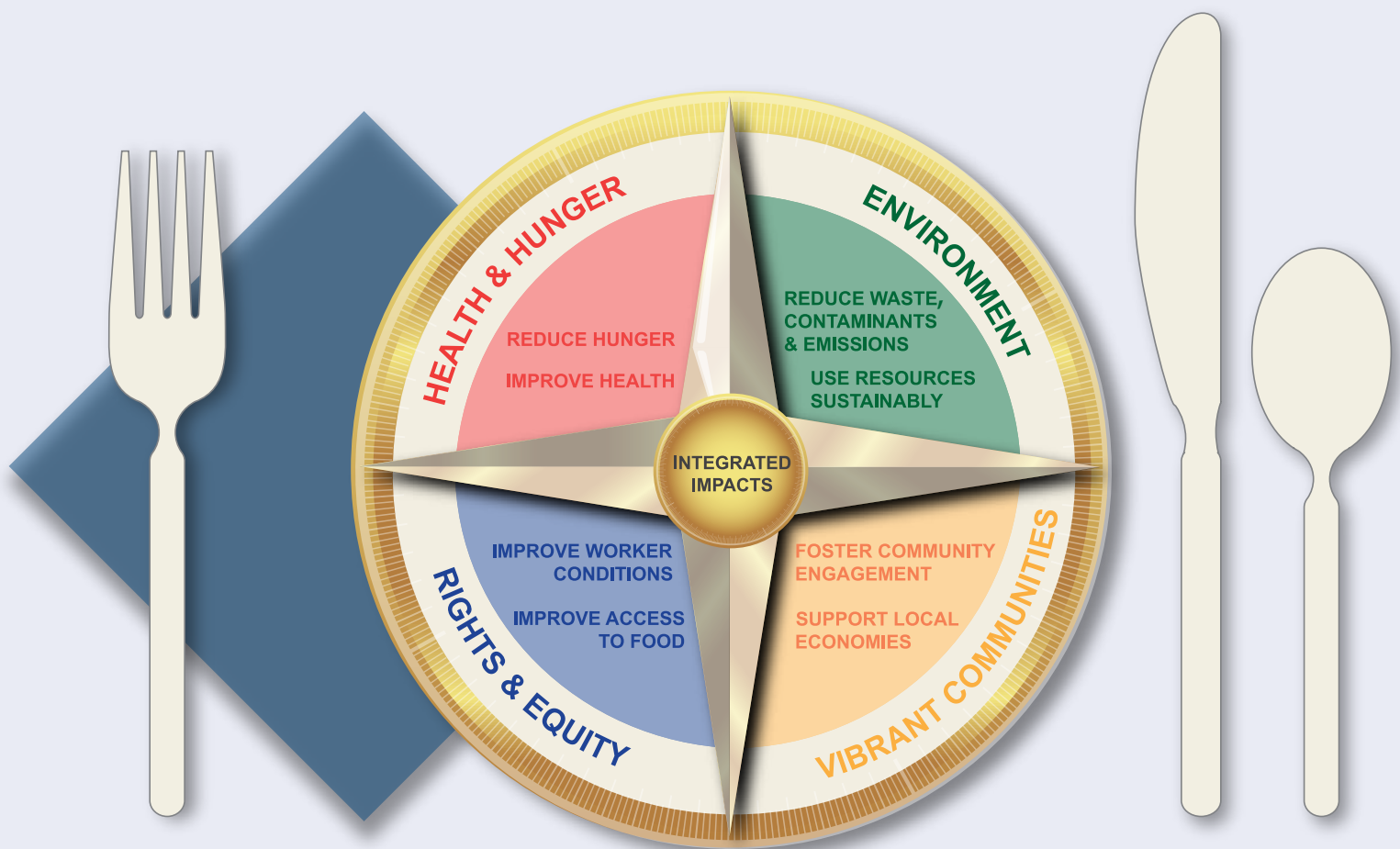


# Food Funder Compass

Navigating Your Path to Impact



**The Center for High Impact Philanthropy**

School of Social Policy & Practice | University of Pennsylvania  
In collaboration with alumni from the Wharton School

## ABOUT THE CENTER

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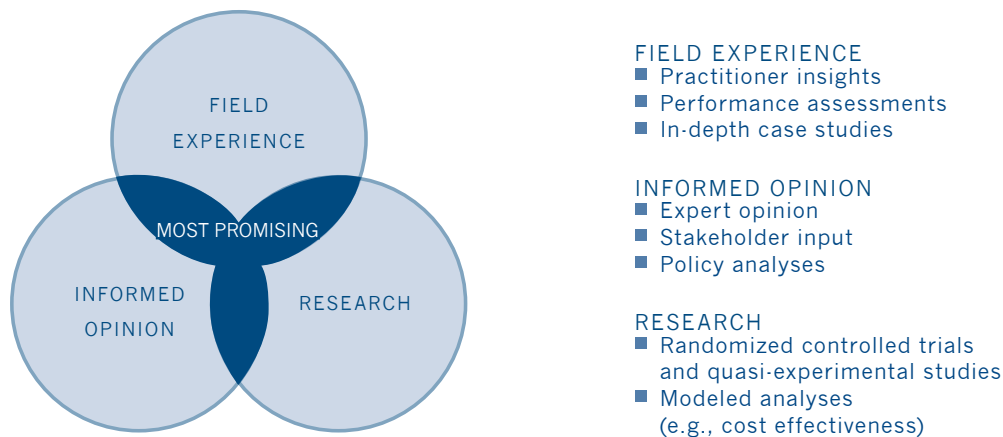
Founded in 2006, the Center for High Impact Philanthropy has emerged as a unique and trusted authority for donors seeking to maximize the social impact of their funds. We help move money to do more good through: independent analysis, advice, and thought-leadership. In areas as diverse as closing the achievement gap in the U.S., providing basic needs to the most economically vulnerable families, effective disaster relief after Haiti's earthquake, and major global public health issues such as malaria and child mortality, the Center translates the best available information into actionable guidance for those looking to make the greatest difference in the lives of others.

Put simply, success to us means enabling more money to do more good.

## APPROACH & METHODOLOGY

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To meet our goal of providing smart, practical guidance to donors, we synthesize the best available information from three domains: research, informed opinion, and field experience. By considering evidence from these three sources, we seek to leverage the strengths while minimizing the limitations of each. We believe the most promising opportunities exist where the recommendations of these three domains overlap.

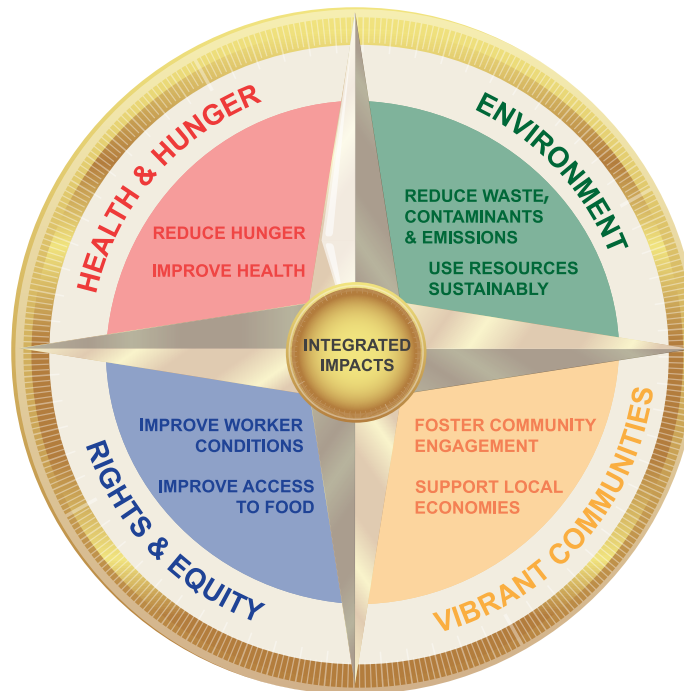


Using this methodology, the Center's multidisciplinary team examined more than 100 sources of information, including available academic research, policy briefs, and relevant statistics. We attended 10 conferences and events related to the food system, conducted meetings and interviews with over 75 practitioners, and vetted materials with representative philanthropists, advisors, and other stakeholders. In addition, we conducted 3 workshops with a focus group of food-system partners and funders and sought input from a university-wide affinity group of students and research faculty focused on food.

The end result is our food funder compass — a framework that offers a systematic way to identify high impact opportunities related to food, as well examples of promising approaches that emerged from our year-long scan. Going forward, this framework will anchor our additional guidance on food-related impacts, including other promising approaches not yet captured in this document.



## NAVIGATE YOUR PATH TO IMPACT: WHAT'S IN THIS GUIDE



Donors get pitched a lot, and food-related funding can be a complicated space. Our food compass aims to clarify the space. It identifies the four primary social impact areas where donors seek change: **health & hunger**; **environment**; **vibrant communities**; and **rights & equity**. Within each impact area, this document offers:

- a rationale for donor investment;
- one case example to illustrate how philanthropic funds can produce change; and
- additional promising approaches, as well as examples of organizations implementing those approaches.

In developing this guide, we found what many donors know: some of the most promising approaches and organizations work across social impact areas. Many achieve multiple impacts by addressing issues throughout the U.S. food system, a system that spans production, processing, packaging, distribution, retail, consumption, and waste disposal. Throughout the guide, we note where an approach intentionally targets multiple impacts at once. These integrated models offer unique opportunities for donor collaboration and leverage.

Whether you have been involved in food funding for years, or are considering your first grant, we hope our food compass helps you chart a faster and more effective path from good intentions to greater impact.

**Carra Cote-Ackah**  
Director of Partnerships & Strategic Initiatives  
Project Lead

**Carol McLaughlin**  
Research Director

**Katherina Rosqueta**  
Founding Executive Director





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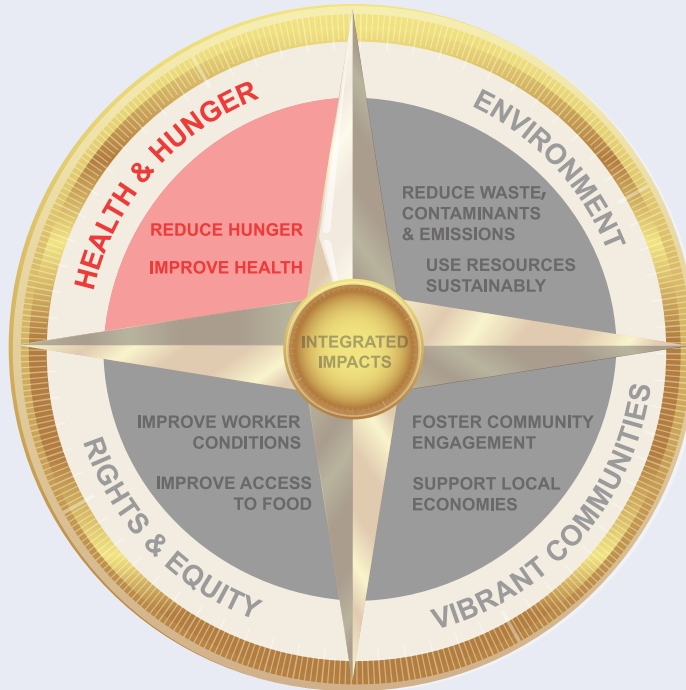
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## NAVIGATING HEALTH & HUNGER IMPACTS



Hunger in the U.S. is preventable, yet more than 33 million adults and 16 million children live in food insecure households where members do not always know where they will find their next meal. Experts estimate that hunger costs the United States over \$90 billion annually in decreased productivity, illness and hospitalization, stunted educational attainment, and other costs.

For children, the implications of nutritional deficiencies are long-lasting. They include impaired mental and physical development as well as behavioral and emotional difficulties that play out in school. For adults, healthy diet and nutrition are important components in preventing and managing chronic illnesses like high blood pressure, diabetes, and obesity.

Promising approaches that **reduce hunger and improve health** exist at the local, regional, and national levels. In this section, we offer a case example of one promising approach for emergency food provision, along with descriptions of other promising approaches for health and hunger-focused food donors.



## PROMISING APPROACH

### Emergency Food Provision with “Waste Not, Want Not” Model and Choice

**WHAT IS IT?** The traditional food bank model involves community members donating food to food drives while volunteers assemble identical boxes of food to be distributed to food bank clients. The most efficient and effective emergency food providers have made two changes to that model. First, rather than relying solely on donated food purchased at retail prices, they access food that has been donated by the food industry that would have otherwise gone to waste. This is the waste-not, want-not component. Second, rather than assemble identical packages of food that may or may not meet the clients’ dietary or cultural needs, food banks invite clients to select their own food from supermarket-style displays. Clients choose the food they will use, and food banks can quickly measure and assess client needs and preferences. This is the choice model.

**RATIONALE** Improving system efficiencies helps existing dollars go further, allowing emergency food providers to increase their reach and/or distribution area. By making a switch to food bank purchasing, and relying less on food donations and more on financial donations, hunger relief organizations can increase their capacity by as much as 20 times. Better meeting clients’ needs and preferences improves quality of life and may even save money for the least advantaged. What’s more, by preventing good food from being dumped, the model has been recognized not only for reducing hunger, but also for its environmental impact in reducing methane gas emissions from landfills.

**EXAMPLE** The choice model was pioneered by [Feeding America West Michigan Food Bank](#) (formerly Second Harvest Gleaners Food Bank of West Michigan, Inc.); [Philabundance Choice Food Pantry](#) (Philadelphia, PA).

**THINGS TO CONSIDER** This approach, which works within the existing food system, is particularly well-positioned to address immediate hunger in a community. Donors interested in reducing food insecurity longer-term might consider solutions that seek to improve the food system, including investments in local retail options and increasing/improving access to federal benefits, like SNAP (formerly Food Stamps).

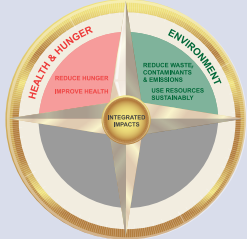
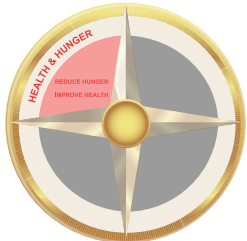
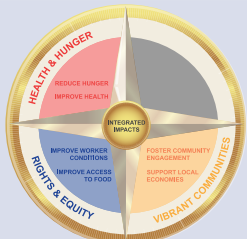
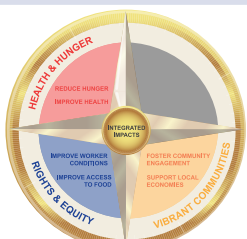


## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

HEALTH & HUNGER: REDUCE HUNGER		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
<p>Deliver emergency food more effectively through tactics such as:</p> <ul style="list-style-type: none"> <li>providing “waste not, want not” and client choice</li> <li>mobile food pantries</li> <li>services for homebound and other special needs populations</li> <li>ensuring school-aged children, who are eligible for free or reduced lunch, have access to food during the summer</li> </ul>	<p>Waste Not, Want Not and Choice Pantry: <a href="#">Philabundance</a>; <a href="#">Feeding America West Michigan Food Bank</a>. (See also High Impact Philanthropy in the Downturn available at <a href="http://www.impact.upenn.edu">www.impact.upenn.edu</a>.)</p> <p>Mobile Food Pantry: <a href="#">Philabundance Fresh for All</a></p> <p>Services for vulnerable populations: <a href="#">MANNA</a></p> <p>Intermediaries: <a href="#">Share Our Strength</a> No Kid Hungry this Summer</p>	
<p>Extend food budgets of vulnerable families by linking eligible households to available benefits</p>	<p><a href="#">Greater Philadelphia Coalition Against Hunger</a>; <a href="#">Benefits Data Trust</a> (See also High Impact Philanthropy in the Downturn available at <a href="http://www.impact.upenn.edu">www.impact.upenn.edu</a>.)</p>	
<p>Test new models and pilot programs for hunger reduction. For example, consider those that offer alternative revenue and funding sources to maintain grocery stores in underserved communities</p>	<p>Hybrid grocery store: <a href="#">Philabundance Fare and Square</a></p>	

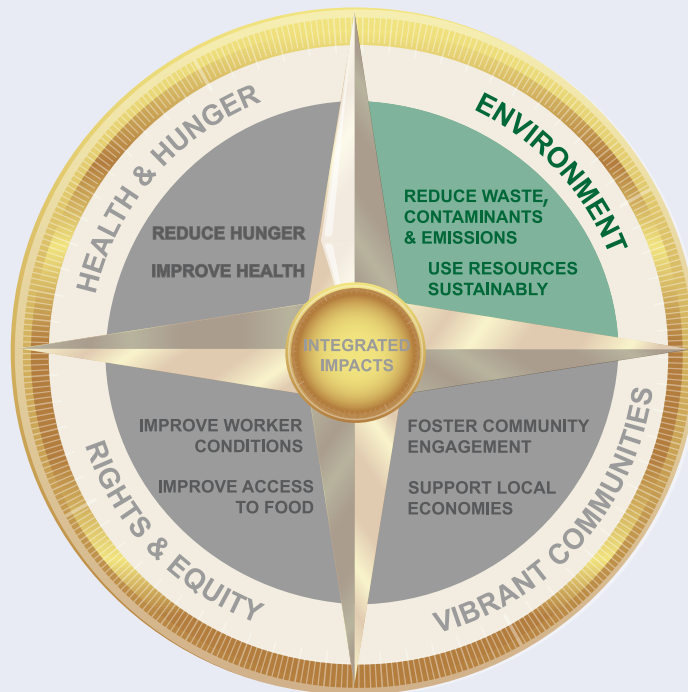


## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

HEALTH & HUNGER: IMPROVE HEALTH		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Help schools produce and serve healthier food	<a href="#">School Food FOCUS</a> ; <a href="#">National Farm to School Network</a> ; <a href="#">Revolution Foods</a> (for-profit social enterprise); <a href="#">Sysco's Produce Delivery System</a> (for-profit)	
Provide incentives for healthier food choices under SNAP (formerly Food Stamps)	<a href="#">Fair Food Network Double Up Food Bucks program</a> ; <a href="#">Wholesome Wave Double Value Coupon Program</a>	
Support healthy food retailers (for-profit and nonprofit) to expand affordable, healthy food choices in low-income communities (e.g., corner stores, grocery stores, farmers' markets)	<a href="#">Food Trust Healthy Corner Store Initiative</a> ; <a href="#">Chattanooga Mobile Market</a> ; <a href="#">California FreshWorks Fund</a>	
Improve nutrition education programs to change eating behaviors and support active lifestyles	<a href="#">Share Our Strength's Cooking Matters</a> ; <a href="#">Healthy Kitchens, Healthy Lives</a> ; <a href="#">Food Trust Kindergarten</a> ; <a href="#">FoodCorps, Inc.</a> ; <a href="#">Wholesome Wave Fruit and Vegetable Prescription Program</a>	



## NAVIGATING ENVIRONMENT IMPACTS



Our current food system requires an enormous amount of land, water, and other natural resources. Ranches and farms make up more than half of the land mass of the lower 48 states and consume more than 80% of all ground and surface water. Waste throughout the food supply chain (from production to disposal) is significant; some estimates suggest that a 15% reduction could feed 25 million more people. Pesticides, fertilizers, and other contaminants generate significant environmental issues for our farmlands, rivers, and wildlife, and 85% of fish stock levels within our oceans, the primary source of protein for more than 1 billion people globally, is depleted and exploited. These and other impacts have caught the attention of many environmentally-focused food donors.

Promising approaches that **use resources sustainably and reduce waste, contaminants, and emissions** exist at the local, regional, and national levels. In this section, we offer a case example of one promising approach along with descriptions of other promising approaches for environmentally-focused food donors.



## **PROMISING APPROACH** Extend “Cleaning and Greening” Impact with Organic, Urban Gardening

**WHAT IS IT?** Often applied within post-industrial cities nationwide, organic urban gardening offers an environmentally sustainable alternative to traditional, large-scale industrial farming with its related high use of natural resources and pesticides.

This approach initially involves clearing trash and debris from abandoned and vacant lots, planting grass and/or trees, fencing, and providing minimal annual maintenance. Once “cleaned and greened,” these plots become sites for community gardens, often above ground due to the significant soil rehabilitation costs.

**RATIONALE** Although such gardens are dwarfed by the size and scale of industrial farms, they can still generate tens of thousands of pounds of produce each year for the local community. While donors may view such urban land rehabilitation through an environmental lens, the impacts achieved also include reductions of hunger, improved health and access to healthy foods, development of a vibrant community, decreased gun crimes and vandalism, and increased housing wealth in neighborhoods.

**EXAMPLE** [Pennsylvania Horticultural Society LandCare and Garden Tenders Programs](#) (Philadelphia, PA); [Green Guerillas](#) (New York, NY); [Lots of Green](#) (Youngstown, OH).



## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

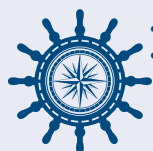
ENVIRONMENT: USE RESOURCES SUSTAINABLY		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
<p>Promote healthy, productive soils and waters through conservation and rehabilitation efforts</p> <p>Extend “cleaning and greening” impact with organic, urban gardening</p>	<p><a href="#">Chesapeake Bay Trust</a>;  <a href="#">Land Trust Alliance</a>;  <a href="#">Northwest Atlantic Marine Alliance</a>;  <a href="#">California Fisheries Fund</a></p> <p>Cleaning and Greening:  <a href="#">Pennsylvania Horticultural Society</a>  <a href="#">LandCare and Garden Tenders</a>;  <a href="#">Green Guerillas</a>;  <a href="#">Lots of Green (YNDC)</a></p>	
<p>Support organic farming and other related practices for sustainably produced food</p>	<p><a href="#">Midwest Organic and Sustainable Education Service (MOSES)</a>;  <a href="#">Illinois Stewardship Alliance</a>;  <a href="#">National Sustainable Agriculture Coalition</a>;  <a href="#">Marine Stewardship Council</a></p>	





## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

ENVIRONMENT: REDUCE WASTE, EMISSIONS, AND CONTAMINANTS		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Advocate for reduced levels of pesticides, toxins, and antimicrobials	<a href="#">National Resources Defense Council</a> ; <a href="#">Institute for Agriculture and Trade Policy</a> ; <a href="#">Food and Water Watch</a> ; <a href="#">Pew Campaign on Health and Industrial Farming</a>	
Support food system partners that reduce emissions, materials, and waste at various points across the food supply chain (farm-to-table)	<a href="#">Philabundance Share the Harvest</a> ; <a href="#">Eureka! Recycling</a> ; <a href="#">Food Recovery Network</a> ; <a href="#">National Resources Defense Council</a>	
Provide assistance and tools to farmers and ranchers to optimize management practices, including utilization of more clean, efficient energy sources	<a href="#">National Sustainable Agriculture Coalition</a> ; <a href="#">Food Alliance</a> ; <a href="#">Iowa Soybean Association</a>	



## NAVIGATING VIBRANT COMMUNITY IMPACTS



Low-income communities have lower access to supermarkets and grocery stores, lower levels of employment, less access to parks and greenspace, lower levels of social capital, and more concerns about crime and safety. However, when food dollars are spent within the local community, the positive economic and social impacts can be significant. For example, in several ‘farm-to-fork’ initiatives across the U.S., farmers, food processors, and policy makers are encouraging households to redirect dollars to buy local food, creating thousands of new jobs and bringing billions of additional dollars flowing into the local economies.

Food and food-related businesses offer a promising opportunity to reinvest in and reinvigorate local economies and communities. Some nonprofit organizations are using food to bring neighbors together, to improve vacant lots, or simply to celebrate community and culture. Others are supporting food-related businesses such as restaurants, retailers, and farms that can create local jobs, green blighted areas, offer opportunities for job training, and inspire other local business owners and entrepreneurs. Research suggests that food-related businesses often work as anchor institutions, attracting additional investment and increasing property values, in addition to spurring positive community activity and engagement.

Promising approaches that **support local economies and foster community engagement** exist at the local, regional, and national levels. In this section, we offer one case example of a promising approach, along with descriptions of other promising approaches for food donors focused on supporting more vibrant communities.



## PROMISING APPROACH

Invest in Food Hubs as a Means to Improve Connections Among Local Producers, Consumers, and Institutions

### WHAT IS IT?

Food hubs are a relatively new strategy that market and move items from local and regional producers into schools, universities, hospitals, supermarkets, and other large businesses. A food hub is a nonprofit or for-profit enterprise that aggregates, distributes, and markets locally grown or produced food products to reach wholesale, retail, and institutional demand. In 2011, the USDA estimated 170 food hubs were in operation. Though still a very small part of the agricultural industry, food hubs are growing in popularity, and have shown success in urban and rural communities.

### RATIONALE

Many small to mid-sized farms are unable to subsist on direct-to-consumer markets; they also lack the capacity and know-how to reach wholesale, retail, and institutional demand. By aggregating and connecting these farmers to institutional buyers, food hubs create a more efficient market. According to the USDA, food hubs create jobs, help farmers and producers take home higher profits, generate business taxes, and help to grow and sustain local farms. In addition, by marketing to potential consumers, food hubs increase demand and grow the market. Early case studies suggest that by joining a food hub, farmers and producers can increase sales 25 to 50 percent. Furthermore, by strengthening the connection between local consumers and local producers and providing healthier food options to underserved communities, food hubs address health impacts, environmental impacts (e.g., reduced emissions from transportation), and equity issues as well.

### EXAMPLE

[Common Market](#) (Philadelphia, PA); [FoodHub](#) (Western US, expanding nationally); [Red Tomato](#) (Plainville, MA); [FamilyFarmed.org](#) (Oak Park, IL).

### THINGS TO CONSIDER

Since food hubs can be for-profit or nonprofit ventures, they offer a wide array of investment opportunities from in-kind donations to grants to loans. Food hubs are a prime target for socially responsible lenders interested in bolstering local food systems.

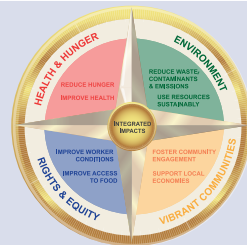
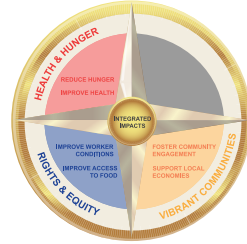
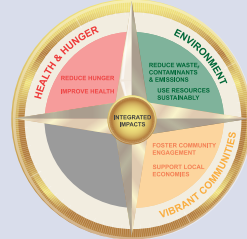


## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

VIBRANT COMMUNITIES: SUPPORT LOCAL ECONOMIES		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Support job training programs through community kitchens	<a href="#">DC Central Kitchen</a> ; <a href="#">Philabundance Community Kitchen</a>	
Build the capacity of new and existing food-related businesses and local farms	<a href="#">Pennsylvania Association for Sustainable Agriculture</a> ; <a href="#">Dorrance H. Hamilton Center for Culinary Enterprises</a>	
Invest in food hubs as a means to improve connections among local producers, consumers, and institutions	<a href="#">Common Market</a> ; <a href="#">Red Tomato</a> ; <a href="#">FamilyFarmed.org</a> ; <a href="#">FoodHub</a>	

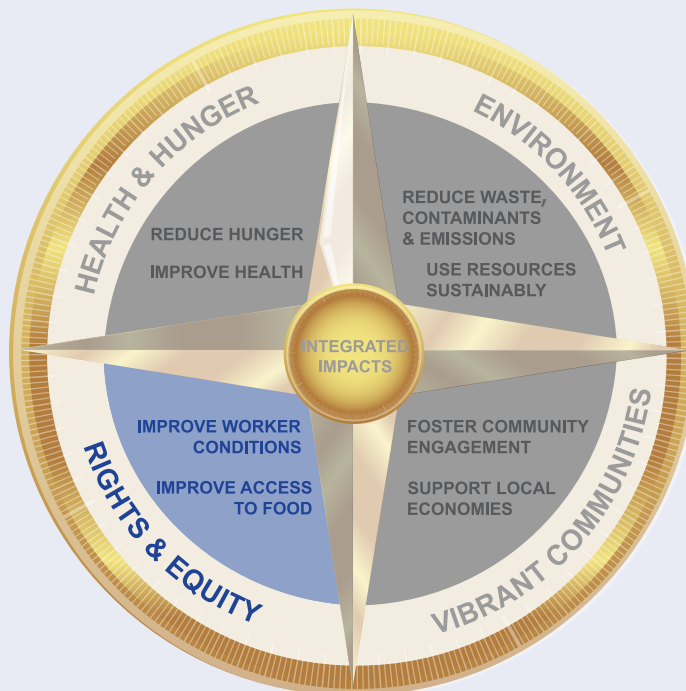


## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

VIBRANT COMMUNITIES: FOSTER COMMUNITY ENGAGEMENT		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Engage diverse community members and stakeholders to support local farms and to develop a local, integrated food system	<a href="#">Center for an Agricultural Economy</a> ; <a href="#">Appalachian Sustainable Development</a> ; <a href="#">Northeast Sustainable Agriculture Working Group</a> ; <a href="#">Pennsylvania Association of Sustainable Agriculture</a>	
Engage diverse community members and stakeholders to promote healthy eating and active living, particularly within low-income, low-access communities	<a href="#">UNI Youth Development Program</a> ; <a href="#">Active Living by Design</a> ; <a href="#">Martha's Table</a>	
Improve land use, safety, and other community assets through regional and national-scale partnerships and collaborations	<a href="#">Sustainable Agriculture and Food Systems Funders</a> ; <a href="#">Rural Support Partners</a> ; <a href="#">Regional Food Systems Working Group</a> ; <a href="#">FairShare CSA Coalition</a>	



## NAVIGATING RIGHTS & EQUITY IMPACTS



The wealthiest communities have two times as many supermarkets as low-income communities. According to the USDA, almost 30 million Americans live more than a mile from a supermarket. Many of these families lack adequate transportation and are forced to rely on convenience stores, often with very limited options. For example, in Detroit, 70 percent of SNAP (food stamp) retailers are local liquor stores, corner stores, or gas stations. When communities organize to advocate for a grocery store or supermarket, it is not just for the health benefits, or the economic investment, but to reverse an inequity.

The agricultural industry employs an estimated 2 million farm workers in the United States. Due to risks such as heat stroke, exposure to pesticides, and operating heavy machinery, farming and ranching is ranked as one of the top 10 most dangerous and difficult jobs in the U.S. It is also one of the lowest paid, with at least 30% of farm workers falling below the poverty line. Most farm workers lack access to traditional work and income supports like Medicaid, tax credits, and paid time-off, which bolster other low-wage workers. Advocates also note lack of job security, race and gender discrimination, sexual harassment, and underpayment or unpaid wages. Efforts to ensure fair treatment of workers and fair business practices can improve working conditions and family income levels for millions of men, women, and children.

Promising approaches that **improve worker conditions and increase access to food** exist at the local, regional, and national levels. In this section, we offer one case example of a promising approach, along with descriptions of other promising approaches for food donors interested in addressing rights and equity issues.



## PROMISING APPROACH

Help open and sustain grocery stores in low-income, low-access neighborhoods

**WHAT IS IT?** It is estimated that almost 30 million Americans have limited access to supermarkets. Nonprofit organizations specializing in food access can serve important roles recruiting new grocers and supporting existing ones operating in underserved areas. Efforts include recruitment, technical assistance, and access to start-up capital or other loan and grant programs.

**RATIONALE** In addition to high development costs and other financial barriers, supermarket and grocery store operators may have difficulty identifying potential sites and/or may not have the expertise to navigate the various federal, state, and local funding sources available to support development in low-income areas. Grant and loan programs, as well as technical assistance, as provided by nonprofit organizations, can help operators overcome these barriers.

**EXAMPLE** [UpLift Solutions](#) (National); [The Reinvestment Fund](#) (Mid-Atlantic Region); [California FreshWorks Fund](#) (California); [Healthy Food Access Portal](#) (web-based resource)

**THINGS TO CONSIDER** In addition to providing access to affordable food, grocery stores create jobs, serve as retail anchors, and increase real estate values. (See [TRF Brief](#)). Because access to healthy foods doesn't ensure the purchase and consumption of them, donors interested in health may want to invest in complementary strategies such as cooking demonstrations, healthy food marketing, and in-store nutrition education.



**OTHER PROMISING APPROACHES** identified in our scan, along with examples of nonprofit organizations implementing those approaches.

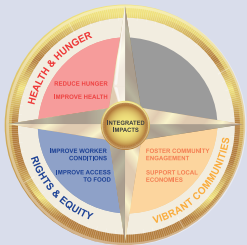
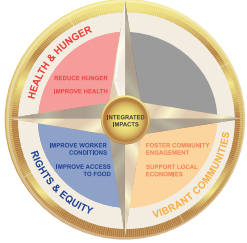
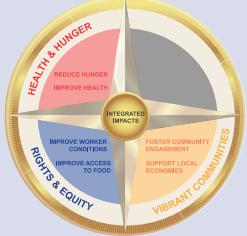
## RIGHTS & EQUITY: IMPROVE WORKER CONDITIONS

PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Support food and farm workers' associations that advocate for higher wages, improved conditions, and/or rights	<a href="#">Coalition of Immokalee Workers</a> ; <a href="#">Restaurant Opportunities Centers United</a> ; <a href="#">Food Chain Workers Alliance</a> ; <a href="#">Farmworker Justice</a>	
Support food labeling and consumer awareness with an eye toward social justice standards	<a href="#">Food Justice Certified</a>	





## OTHER PROMISING APPROACHES identified in our scan, along with examples of nonprofit organizations implementing those approaches.

RIGHTS & EQUITY: INCREASE ACCESS TO FOOD		
PROMISING APPROACH	EXAMPLE	RELATED IMPACTS
Advocate for public policy change to support development of healthy food retail in underserved communities	<a href="#">Policy Link</a> ; <a href="#">Healthy Food Access Portal</a> ; <a href="#">Center for Closing the Health Gap in Greater Cincinnati</a>	
Help open and sustain grocery stores in low-access, low-income areas	<a href="#">UpLift Solutions</a> ; <a href="#">California FreshWorks Fund</a> ; <a href="#">Healthy Food Access Portal</a> ; <a href="#">The Reinvestment Fund</a>	
Invest in community development finance organizations to expand food-related efforts (healthy food retail, mid-tier enterprises, food production)	<a href="#">Opportunity Finance Network</a> ; <a href="#">The Reinvestment Fund</a> ; <a href="#">Selfhelp Community Services, Inc.</a>	

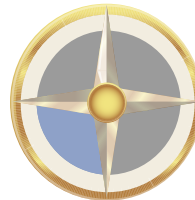
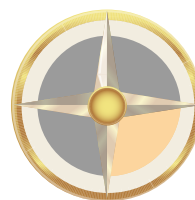
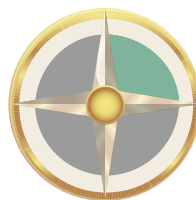
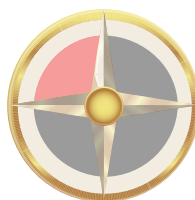
# HOW APPROACHES INTEGRATE ACROSS IMPACT AREAS

HEALTH & HUNGER

ENVIRONMENT

VIBRANT COMMUNITIES

RIGHTS & EQUITY



HEALTH & HUNGER	Deliver emergency food more effectively through tactics such as:  providing “waste not, want not” and client choice  mobile food pantries  services for homebound and other special needs populations  ensuring school-aged children, who are eligible for free or reduced lunch, have access to food during the summer				
	Extend food budgets of vulnerable families by linking eligible households to available benefits				
	Test new models and pilot programs for hunger reduction				
	Help schools produce and serve healthier food				
	Provide incentives for healthier food choices under SNAP (formerly Food Stamps)				
	Support healthy food retailers (for-profit and nonprofit) to expand affordable, healthy food choices in low-income communities (e.g., corner stores, grocery stores, farmers’ markets)				
	Improve nutrition education programs to change eating behaviors and to support active lifestyles				
ENVIRONMENT	Promote healthy, productive soils and waters through conservation and rehabilitation efforts  Extend “cleaning and greening” impact with organic, urban gardening				

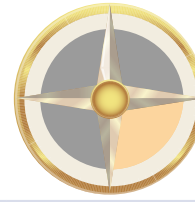
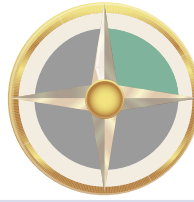
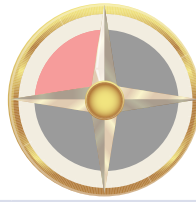
## HOW APPROACHES INTEGRATE ACROSS IMPACT AREAS (CONT'D)




























HEALTH & HUNGER

ENVIRONMENT

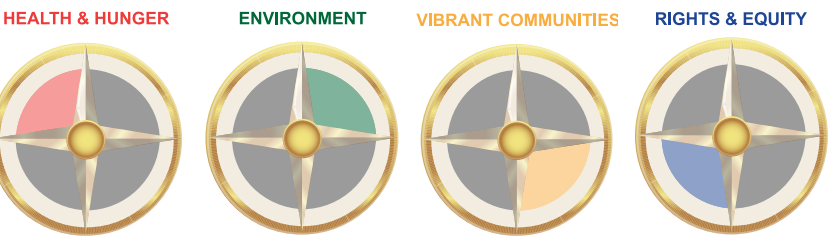
VIBRANT COMMUNITIES

RIGHTS & EQUITY



ENVIRONMENT	Support organic farming and other related practices for sustainably produced food				
	Advocate for reduced levels of pesticides, toxins, and antimicrobials				
	Support food system partners that reduce emissions, materials, and waste at various points across the food supply chain (farm-to-table)				
	Provide assistance and tools to farmers and ranchers to optimize management practices, including utilization of more clean, efficient energy sources				
VIBRANT COMMUNITIES	Support job training programs through community kitchens				
	Build the capacity of new and existing food-related businesses and local farms				
	Invest in food hubs as a means to improve connections among local producers, consumers, and institutions				
	Engage diverse community members and stakeholders to support local farms and to develop a local, integrated food system				
	Engage diverse community members and stakeholders to promote healthy eating and active living, particularly within low-income, low-access communities				
	Improve land use, safety, and other community assets through regional and national-scale partnerships and collaborations				

# HOW APPROACHES INTEGRATE ACROSS IMPACT AREAS (CONT'D)



RIGHTS & EQUITY	Support food and farm workers' associations that advocate for higher wages, improved conditions, and/or rights				
	Support food labeling and consumer awareness with an eye toward social justice standards				
	Advocate for public policy change to support development of healthy food retail in underserved communities				
	Help open and sustain grocery stores in low-access, low-income areas				
	Invest in community development organizations to expand food-related efforts (healthy food retail, mid-tier enterprises, food production)				



## LIST OF APPROACHES

	APPROACH	PAGE
HEALTH & HUNGER	Deliver emergency food more effectively through tactics such as:	
	providing “waste not, want not” and client choice	7
	mobile food pantries	8
	delivery to homebound and other special needs populations	8
	ensuring school-aged children, who are eligible for free or reduced lunch, have access to food during the summer	8
	Extend food budgets of vulnerable families by linking eligible households to available benefits	8
	Test new models and pilot programs for hunger reduction	8
	Help schools produce and serve healthier food	9
ENVIRONMENT	Provide incentives for healthier food choices under SNAP (formerly Food Stamps)	9
	Support healthy food retailers (for-profit and nonprofit) to expand affordable, healthy food choices in low-income communities (e.g., corner stores, grocery stores, farmers’ markets)	9
	Improve nutrition education programs to change eating behaviors and to support active lifestyles	9
	Extend “cleaning and greening” impact with organic, urban gardening	11
	Promote healthy, productive soils and waters through conservation and rehabilitation efforts	12
	Support organic farming and other related practices for sustainably produced food	12
	Advocate for reduced levels of pesticides, toxins and antimicrobials	13
	Support food system partners that reduce emissions, materials and waste at various points across the food supply chain (farm-to-table)	13
	Provide assistance and tools to farmers and ranchers to optimize management practices, including utilization of more clean, efficient energy sources	13



## LIST OF APPROACHES

	APPROACH	PAGE
VIBRANT COMMUNITIES	Invest in food hubs as a means to improve connections among local producers, consumers, and institutions	15
	Build the capacity of new and existing food-related businesses and local farms	16
	Support job training programs through community kitchens	16
	Engage diverse community members and stakeholders to support local farms and to develop a local, integrated food system	17
	Engage diverse community members and stakeholders to promote healthy eating and active living, particularly within low-income, low-access communities	17
	Improve land use, safety, and other community assets through regional and national-scale partnerships and collaborations	17
RIGHTS & EQUITY	Help open and sustain grocery stores in low-access, low-income areas	19
	Support food labeling and consumer awareness with an eye toward social justice standards	20
	Support food and farm workers' associations that advocate for higher wages, improved conditions and/or rights	20
	Advocate for public policy change to support development of healthy food retail in underserved communities	21
	Invest in community development organizations to expand food-related efforts (healthy food retail, mid-tier enterprises, food production)	21

## LIST OF EXAMPLE NONPROFITS

HEALTH & HUNGER	Benefits Data Trust, <a href="http://www.bdtrust.org">www.bdtrust.org</a> , Philadelphia, PA
	California FreshWorks Fund, <a href="http://www.cafreshworks.com">www.cafreshworks.com</a> , Los Angeles, CA
	Chattanooga Mobile Market, <a href="http://www.chattanoogaobilemarket.org">www.chattanoogaobilemarket.org</a> , Chattanooga, TN
	Fair Food Network Double Up Food Bucks Program, <a href="http://www.doubleupfoodbucks.org">www.doubleupfoodbucks.org</a> , Ann Arbor, MI
	Feeding America West Michigan Food Bank, <a href="http://www.feedingamericawestmichigan.org">www.feedingamericawestmichigan.org</a>
	FoodCorps, Inc., <a href="http://www.foodcorps.org">www.foodcorps.org</a> , New York, NY
	Food Trust Healthy Corner Store Initiative, <a href="http://www.thefoodtrust.org">www.thefoodtrust.org</a> , Philadelphia, PA
	Food Trust Kindergarten, <a href="http://www.thefoodtrust.org">www.thefoodtrust.org</a> , Philadelphia, PA
	Greater Philadelphia Coalition Against Hunger, <a href="http://www.hungercoalition.org">www.hungercoalition.org</a> , Philadelphia, PA
	Healthy Kitchens, Healthy Lives, <a href="http://www.healthykitchens.org">www.healthykitchens.org</a> , Boston, MA
	MANNA, <a href="http://www.mannapa.org">www.mannapa.org</a> , Philadelphia, PA
	National Farm to School Network, <a href="http://www.farmtoschool.org">www.farmtoschool.org</a> , Chicago, IL
	Philabundance, Philabundance Fare and Square, Philabundance Fresh for All, <a href="http://www.philabundance.org">www.philabundance.org</a> , Philadelphia, PA
	Revolution Foods (for-profit social enterprise), <a href="http://www.revfoods.com">www.revfoods.com</a> , Oakland, CA
	School Food FOCUS, <a href="http://www.schoolfoodfocus.org">www.schoolfoodfocus.org</a> , New York, NY
	Share Our Strength's Cooking Matters, <a href="http://www.cookingmatters.org">www.cookingmatters.org</a> , Washington, DC
	Share Our Strength No Kid Hungry this Summer, <a href="http://www.nokidhungry.org">www.nokidhungry.org</a> , Washington, DC
	Sysco's Produce Delivery System (for-profit), <a href="http://www.sysco.com">www.sysco.com</a> , Houston, TX
	Wholesome Wave Double Value Coupon Program, <a href="http://www.wholesomewave.org/dvcp">www.wholesomewave.org/dvcp</a> , Bridgeport, CT
	Wholesome Wave Fruit and Vegetable Prescription Program, <a href="http://www.wholesomewave.org/fvrp">www.wholesomewave.org/fvrp</a> , Bridgeport, CT
ENVIRONMENT	California Fisheries Fund, <a href="http://www.californiafisheriesfund.org">www.californiafisheriesfund.org</a> , San Francisco, CA
	Chesapeake Bay Trust, <a href="http://www.cbtrust.org">www.cbtrust.org</a> , Annapolis, MD
	Eureka! Recycling, <a href="http://www.eurekarecycling.org">www.eurekarecycling.org</a> , Minneapolis, MN
	Food Alliance, <a href="http://www.foodalliance.org">www.foodalliance.org</a> , Portland, OR
	Food and Water Watch, <a href="http://www.foodandwaterwatch.org">www.foodandwaterwatch.org</a> , Washington, DC
	Food Recovery Network, <a href="http://www.foodrecoverynetwork.org">www.foodrecoverynetwork.org</a> , Washington, DC
	Green Guerillas, <a href="http://www.greenguerillas.org">www.greenguerillas.org</a> , New York, NY

## LIST OF EXAMPLE NONPROFITS (CONT'D)

ENVIRONMENT	Illinois Stewardship Alliance, <a href="http://www.ilstewards.org">www.ilstewards.org</a> , Springfield, IL
	Institute for Agriculture and Trade Policy, <a href="http://www.iatp.org">www.iatp.org</a> , Minneapolis, MN
	Iowa Soybean Association, <a href="http://www.iasoybeans.com">www.iasoybeans.com</a> , Ankeny, IA
	Land Trust Alliance, <a href="http://www.landtrustalliance.org">www.landtrustalliance.org</a> , Washington, DC
	Lots of Green (YNDL), <a href="http://www.yndc.org/programs/lots-green">www.yndc.org/programs/lots-green</a> , Youngstown, OH
	Marine Stewardship Council, <a href="http://www.msc.org">www.msc.org</a> , Regional Office: Seattle, WA
	Midwest Organic and Sustainable Education Service (MOSES), <a href="http://www.mosesorganic.org">www.mosesorganic.org</a> , Spring Valley, WI
	National Sustainable Agriculture Coalition, <a href="http://www.sustainableagriculture.net">www.sustainableagriculture.net</a> , Washington, DC
	National Resources Defense Council, <a href="http://www.nrdc.org/food">www.nrdc.org/food</a> , New York, NY
	Northwest Atlantic Marine Alliance, <a href="http://www.namanet.org">www.namanet.org</a> , Gloucester, MA
VIBRANT COMMUNITIES	Pew Campaign on Health and Industrial Farming, <a href="http://www.pewtrusts.org/our_work_detail.aspx?id=686">www.pewtrusts.org/our_work_detail.aspx?id=686</a> , Philadelphia, PA
	Philabundance Share the Harvest, <a href="http://www.philabundance.org">www.philabundance.org</a> , Philadelphia, PA
	Pennsylvania Horticultural Society LandCare and Garden Tenders, <a href="http://www.phsonline.org">www.phsonline.org</a> , Philadelphia, PA
	Active Living by Design, <a href="http://www.activelivingbydesign.org">www.activelivingbydesign.org</a> , Chapel Hill, NC
	Appalachian Sustainable Development, <a href="http://www.asdevelop.org">www.asdevelop.org</a> , Abingdon, VA
	Center for an Agricultural Economy, <a href="http://www.hardwickagriculture.org">www.hardwickagriculture.org</a> , Hardwick, VT
	Common Market, <a href="http://www.commonmarketphila.org">www.commonmarketphila.org</a> , Philadelphia, PA
	DC Central Kitchen, <a href="http://www.dccentralkitchen.org">www.dccentralkitchen.org</a> , Washington, DC
	Dorrance H. Hamilton Center for Culinary Enterprises, <a href="http://www.theenterprisecenter.com/initiatives/cc">www.theenterprisecenter.com/initiatives/cc</a> , Philadelphia, PA
	FairShare CSA Coalition, <a href="http://www.csacoalition.org">www.csacoalition.org</a> , Madison, WI
	FamilyFarmed.org, <a href="http://www.familyfarmed.org">www.familyfarmed.org</a> , Oak Park, IL
	FoodHub, <a href="http://www.food-hub.org">www.food-hub.org</a> , Western U.S.
	Martha's Table, <a href="http://www.marthastable.org">www.marthastable.org</a> , Washington, DC
	Northeast Sustainable Agriculture Working Group, <a href="http://www.nefood.org/page/nesawg">www.nefood.org/page/nesawg</a> , Irvington, NY
	Pennsylvania Association for Sustainable Agriculture, <a href="http://www.pasafarming.org">www.pasafarming.org</a> , Philadelphia, PA
	Philabundance Community Kitchen, <a href="http://www.philabundance.org/philabundance-community-kitchen">www.philabundance.org/philabundance-community-kitchen</a> , Philadelphia, PA



## LIST OF EXAMPLE NONPROFITS (CONT'D)

VIBRANT COMMUNITIES	Red Tomato, <a href="http://www.redtomato.org">www.redtomato.org</a> , Plainville, MA
	Regional Food Systems Working Group, <a href="http://www.leopold.iastate.edu/regional-food-systems-working-group">www.leopold.iastate.edu/regional-food-systems-working-group</a> , Ames, IA
	Rural Support Partners, <a href="http://www.ruralsupportpartners.com">www.ruralsupportpartners.com</a> , Asheville, NC
	Sustainable Agriculture and Food Systems Funders, <a href="http://www.safsf.org">www.safsf.org</a> , Santa Barbara, CA
	UNI Youth Development Program, <a href="http://www.urbannutrition.org/programs/youth-development">www.urbannutrition.org/programs/youth-development</a> , Philadelphia, PA
RIGHTS & EQUITY	California FreshWorks Fund, <a href="http://www.cafreshworks.com">www.cafreshworks.com</a> , Los Angeles, CA
	Center for Closing the Health Gap in Greater Cincinnati, <a href="http://www.closingthehealthgap.org">www.closingthehealthgap.org</a> , Cincinnati, OH
	Coalition of Immokalee Workers, <a href="http://www.ciw-online.org">www.ciw-online.org</a> , Immokalee, FL
	Farmworker Justice, <a href="http://www.farmworkerjustice.org">www.farmworkerjustice.org</a> , Washington, DC
	Food Chain Workers Alliance, <a href="http://www.foodchainworkers.org">www.foodchainworkers.org</a> , Los Angeles, CA
	Food Justice Certified, <a href="http://www.agriculturaljusticeproject.org">www.agriculturaljusticeproject.org</a> , Gainesville, FL
	Healthy Food Access Portal, <a href="http://www.healthyfoodaccess.org">www.healthyfoodaccess.org</a>
	Opportunity Finance Network, <a href="http://www.opportunityfinance.net">www.opportunityfinance.net</a> , Philadelphia, PA
	Policy Link, <a href="http://www.policylink.org">www.policylink.org</a> , Oakland, CA
	Restaurant Opportunities Centers United, <a href="http://www.rocunited.org">www.rocunited.org</a> , New York, NY
	Selfhelp Community Services, Inc., <a href="http://www.selfhelp.net">www.selfhelp.net</a> , New York, NY
	The Reinvestment Fund (TRF), <a href="http://www.trfund.com">www.trfund.com</a> , Philadelphia, PA
	UpLift Solutions, <a href="http://www.upliftsolutions.org">www.upliftsolutions.org</a> , Westville, NJ

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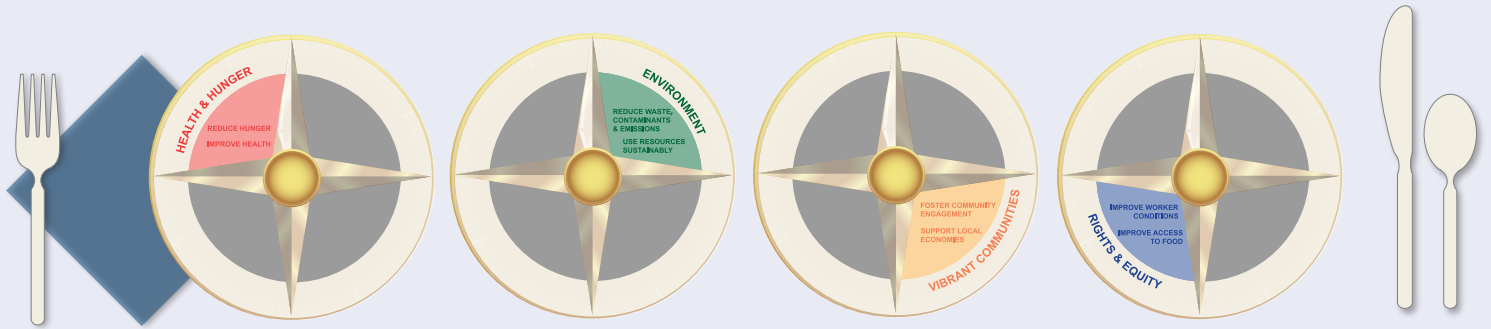
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