



NORTH CAROLINA ALLIANCE FOR HEALTH

Retail and Business Support Policy and Program Evaluation Analysis

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Purpose

The primary goal was to find relevant policies that were proposed or ratified to answer three main questions: would the policy stimulate development of venues to sell or provide affordable healthy food in underserved areas; would the policy incentivize local food and encourage partnerships within the food system; would the policy support training programs or create jobs to reinforce healthy food retail venues. An analysis was conducted using peer-reviewed literature, organization reports, government studies and analyses. This document highlighted the successes, failures, gaps in knowledge, and potential opportunities for public policy relating to food access, business support and healthy food retail.

Scope

This document has three distinct parts. Table I covers the state policies in North Carolina, Table IIa includes state policies from states similar to North Carolina in terms of demographics and political nature (Georgia, Ohio, Tennessee), while Table IIb encompasses codes and regulations at a regional, county or town level, and Table III has a wide array of unique programs within the United States. For Tables I through III, a ten-year scan was conducted to capture recent data. It should be noted that this analysis did not directly include policies such as the National Breakfast or Lunch Program as there is an abundance of literature covering those topics.

Limitations

There were five main limitations: state general assembly websites, access to literature, lack of primary source data, lack of program evaluations and lack of contact information. Each state general assembly operates differently from one another. As a result, the user interface and amount of data available online determined the number of policies that could be found. Research journal paywalls limited access to a broader scope of peer-reviewed literature. Additionally, for this topic, there was a lack of research for certain policies. To combat this, information was primarily used from reputable entities such as the PEW Charitable Trusts and The Food Trust. Due to a lack of funding or time, many programs or organizations are unable to conduct evaluations. Table IV was created to gather contact information based on the programs mentioned in Table III, however, not every program or organization has contact information readily available.

Grading of Evidence

The evidence was color-coded as red (weak evidence, lack of consistent evidence or extremely conflicting evidence relative to the topic or question), yellow (moderate evidence relative to the topic or question), green (strong evidence relative to the topic or question) or gray (relevant policy, but lack of evidence necessary to evaluate). The grading only reflects the strength and relevance to the three main questions based on evidence found.

North Carolina Policies and Legislation

An analysis was carried out to find policies relevant to food retail and business support in a ten-year period. The analysis of fifteen bills revealed a few central themes: private and state government investments, taxation policies, job acts, and local food policies.

There is reliable evidence that investing in businesses may be effective in alleviating food insecurity, stimulating the local economy, and creating jobs.^{3,4,5} Community Development Financial Institutions (CDFIs) demonstrate this notion. In 2019, the North Carolina Community Development Initiative gave five small business loans, creating fifty-five jobs for low socioeconomic status minorities. They also use their voice to advocate for equitable policies (community economic development and affordable housing).¹⁰¹ Small businesses can succeed with low interest or micro loans when the proposed business has a clear plan of action, goals and guidance.^{3,4} However, there is a limit to sustainability and scalability, especially with the variable nature of state government funding.¹⁵

Moderate evidence indicates that increasing financial support also increases supply of and access to fresh foods, but there is a lack of conclusive evidence suggesting access will lead to dietary behavior changes.⁸⁻¹⁴ However, change may be achieved by presenting a broader selection of healthy food (not limited to fresh foods), and including educational components, such as SNAP-ED.^{13,20-22}

Taxation is a valid and popular policy method to produce certain results. Research showed limited evidence on the effect of state taxes, but they may be a limiting factor in the growth of certain businesses.^{24,25} However, imposing taxes on sales of food and beverages can be successful if implemented with caution. Berkeley, California, implemented a one cent per ounce tax on sugar-sweetened beverages, resulting in a near ten percent reduction in sugary beverage sales.²⁹ Mexico showed similar results from a national government soft drink tax policy with a six percent reduction in soft drink consumption.³⁰ The City of Philadelphia experienced corporate pushback and the loss of jobs from decreased beverage sales.³² Cook County Illinois (including Chicago) implemented a faulty sugar taxation policy by not including purchases from SNAP benefits, not taxing sugar-sweetened fruit juices but instead taxed diet drinks.^{33,34} The Cook County Government repealed the policy from a lack of results and local resident unhappiness.³⁴ Beverage policies may be effective in areas open to change, but they can also be negatively interpreted and result in corporate pushback or social stigma from residents.^{30-32,34}

Strong evidence exists suggesting investments in training adults with marketable skills are worthwhile. The North Carolina Department of Commerce initiated the Job Development Investment Grant. More specifically, it is a performance-based economic development incentive program that provides annual grants to new and expanding businesses.⁴² The decision is made based on the potential benefits to the state, if the fiscal benefits (measured by projected tax revenues to the state), outweigh the incentive costs to the state. In addition, participating businesses must meet performance requirements for both job creation (ninety percent of the target number) and average annual wages. In 2015 and 2016, more than twenty-nine thousand total certified jobs were created.⁴² The 321 Coffee House (Raleigh, NC) demonstrates the potential success and capabilities of hiring and training intellectually disabled adults. They are a permanent vendor at the North Carolina State Farmers' Market and employ twenty-one adults total.⁴³

Stimulating the economy with a focus on local foods can also be effective. However, defining "local" is of great importance for the designated area and its residents. For example, moderate evidence shows farm to school programs can positively affect local economies through

job creation, increased purchase of local foods, and more.^{6,7} However, the success of a farm to school program is largely contextual and geographically dependent. Another potential concern for local farmers is meeting volume and standard quotas. This situation is further strained through natural disasters, economic strains (poor yield; excessive debt for farmers; marketing costs), and logistical barriers (delivery of goods; processing and labor; setting up venues).⁴⁵

While local food sourcing tax credits for wholesale purchase of local food in a food desert zone are beneficial in theory, there is a lack of literature and research to evaluate the effectiveness or unintended consequences. The North Carolina House of Representatives proposed a bill (2013) to incentivize delivery and availability of nutrient dense foods in food desert zones.³⁵ Additionally, the bill would have used a tiered credit system for growth (job creation and business investment). However, the bill was not passed, and there is not enough literature to evaluate the potential effects. The North Carolina House of Representatives also proposed a bill (2015) to establish a healthy school fund and reduce the burden of healthy meals by lowering costs, subsidizing goods and promoting support.³⁶ Literature for this policy is scarce and difficult to evaluate as food costs are variable by geographic regions (mountains, flat lands, land-locked areas).²⁶

The evaluation research shows that investments (manageable loans) and financial assistance (funding food banks) have high potential to make positive changes for both local economies and the food system.¹⁻⁵ While food access itself does not achieve health behavior changes, the process of improving food access may positively stimulate local economies and affect local residents.⁹⁻¹³ Improving access provides the chance for consumers to have greater autonomy and personal choice instead of being limited by the constraints of their built environment. Although supporting the purchasing of local food can be beneficial, it comes with noteworthy constraints as discussed above.⁴⁵ The evidence presented implies partnerships between the state government, private investors, and local stakeholders are essential to effectively improving business and retail support.

[Table I](#)

Legislation, Policies and Codes in Other States

This section was created to highlight the legislation of similar states (in terms of population, geography and political nature) to provide a wider lens on efforts to improve the food environment. Thirty-two policies pertaining to food retail or business support were found, with eleven being state policies in Georgia, Ohio and Tennessee, and the other twenty-one were city, local or regional policies in multiple states. This research showed the interstate policies with the strongest evidence of success were financing healthy foods, providing financial assistance to improve and expand retail services, supporting local goods through government agencies, and implementing urban gardens. However, these policies present potential drawbacks. Providing financial assistance to improve healthy food access and necessary equipment can be effective, but it depends on the location, and willingness of the store to be a champion for change.^{14,16,49,50} There was also reliable evidence suggesting opening new stores was more cost prohibitive and less effective compared to assisting an already open location.^{15,57}

New York City showed placing an emphasis on the purchasing of local goods through government agencies has merit, but is highly dependent on the local and state government to address bidding methods, maintain a strong supply network, and streamline the process of reporting local food procurement.⁷³ It is estimated that purchasing local food retains sixty-five percent of each dollar spent on food in the local area.⁷⁷ Moreover, farmers selling products directly retain a larger profit and contribute more taxes to their local governments as a result.⁷⁸ A similar local food sourcing policy was implemented in Albany, New York, but no evaluations or reports have been created.

Researchers at Johns Hopkins University conducted a thorough review of the benefits and limitations of urban agriculture.⁷⁹ Urban agriculture was defined as the production of plants (food and non-food) and animal husbandry in urban and peri-urban spaces (areas between urban and rural locations). Although urban agriculture can include innovative techniques like vertical farming or rooftop greenhouses, most projects are community gardens. The researchers cited potential benefits for sociocultural aspects (as seen in a New York City Latino community garden acting as a social hub), public health improvements (physical activity and stress relief), minor food insecurity alleviation (improved access and cost-savings of \$240 per year per household for low-income residents in San Jose) and economic development (training opportunities for individuals with a low socioeconomic status).^{79,80,81} At the same time, there were noteworthy concerns: inadequate soil testing prior to implementation, unintentionally excluding people of color, and requiring long-term support from local, state and federal governments to be successful.^{79,82,83,84} Despite this thorough review, gaps still in research. For example, how urban agriculture affects eating patterns, food waste, support for rural farmers, long-term employment, and the feasibility to meeting produce demands in different regions.

Other noteworthy mentions with less evidence base include the establishment of the Georgia Center for Rural Prosperity and Innovation, and the Safe Routes to Healthy Food Project in Emporia, Kansas.^{45,70} The Georgia Center for Rural Prosperity and Innovation invests human capital through internship placements and rural based projects. The center secures grants, creates partnerships and supports job creation. They have projects in five areas: economic development, transportation, education, community development and health care. Although there is great

potential to make an impact on rural communities, there is a lack of evaluation. The center is currently developing a strategic plan, impact assessment and feasibility study.⁴⁵

The Safe Routes to Healthy Food Project in Kansas was a partnership between the Reno County Health Department and Blue Cross and Blue Shield to create a healthier environment. The project led to partnerships (restaurants, food retail stores, a regional healthcare system and various school districts), grant funding, and successful implementation of efforts to improve healthy food access and the built environment.⁷⁰

There is a lack of conclusive or reliable evidence that food subsidies (tax exemptions on produce purchased with government benefits) are effective in any geographic setting or among any population. Cobiac, et al. suggested food subsidies would have little benefit without incentivizing change for the consumer.⁵⁴ An example would be taxing other goods like sugar and saturated fat. However, as mentioned in the North Carolina policy and legislation section, taxation on sugar-sweetened beverages can be effective to reduce consumption of sugary drinks.²⁹⁻³⁴

There is also a gap in research suggesting business owners can affect consumer choice through the use of language displayed in stores. This is largely due to the millions of dollars invested in targeted food advertisements by corporations each year. However, store owners and employees advocating for change may be an area for future research. Several urban corner store owners view their business as a convenience for improving health and providing access to neighborhoods.¹²

Last, rural job acts are always valuable. Job acts are backed up with reliable evidence suggesting their benefits and the positive impacts they make as seen with the Job Development Investment Grant in North Carolina.⁴² However, not every state policy implements as intended. Alabama has a well-known rural jobs act backed by government officials, but it comes with notable concerns.⁶¹ Alabama's State Commerce stated a lack of skilled workers and a limited highway interstate system (too far from most rural locations) has hindered the intended effect for rural counties. As a result, only twelve of the seventy-five projects conducted were in rural counties. Unfortunately, these barriers are very common throughout rural areas in the United States.

Similar to the evaluation of North Carolina policies, there are key themes in the policies from other states. First, financial assistance is the most effective when paired with particular goals, outcomes and a plan of action. Furthermore, investing in businesses that are already open is inherently more effective, efficient and sustainable than developing new businesses. Second, caution should be used to ensure implementing a program will positively benefit the intended populations. Last, both government and private partnerships should be encouraged as one may not be able to provide all the necessary funds or resources without the other.

[Table IIa](#)

[Table IIb](#)

Programs, Initiatives, and Organizations

A search was conducted to find programs, initiatives and organizations related to food and retail business in the United States with a strong focus on North Carolina. This search found thirty-five unique results highlighting the possibilities and successes of efforts to improving the food environment. There were five main categories: hospital-based programs, healthy food retail initiatives, mobile market organizations, food procurement and distribution centers, and economic stimulation initiatives. Each category had various successes and barriers related to geographical region, community support, and network collaboration.

Four hospital initiatives focused on building a strong network, establishing a method to secure food (community garden, food pantry or Meals on Wheels), and improved their food insecurity screening tools.⁴⁶ The Eskenazi Health System in Indiana lowered hospital readmission rates from twenty-two percent to eight percent, improved food security for individuals both in a clinical and community settings, and established the first Head Start Nutrition Program for Seniors. However, the hospital initiatives encountered various challenges, including adequate storage space, stable philanthropic support, and successfully using their data to support development of more local initiatives.

Healthy food retail initiatives showed various results. San Francisco's Healthy Retail program converted eight corner stores into healthy retailers (defined as dedicating a minimum of thirty-five percent of space to selling fresh produce in high-traffic areas and limit tobacco and alcohol to twenty percent of store space), increased sales by twenty-five percent six months after participating, and increased the overall health status of nearby stores.^{86,87} In Minnesota, the Minneapolis Health Department launched an initiative resulting in increased produce sales for participating stores of 155% in 2013, reduced food waste, and paved the way to establish the Staple Food Ordinance for Minneapolis (a minimum stocking requirement of staple foods).^{90,91} Two main programs were found in North Carolina: Seal the Seasons, which freezes local produce for local retailers to sell, and Good Bowls, which creates healthy food bowls using a unique economic model to provide affordable access to lower socioeconomic populations.^{99,101} The most developed programs were found in New York City (NYC). The FRESH program successfully mitigates costs associated with business development and has produced more than 600 long-term jobs.¹¹² Another NYC program, City Harvest, works with local stores, provides training, strategies and marketing ideas, and has mobile markets.¹¹³ Unfortunately, these programs face notable barriers such as closing businesses, extensive retail support, lack of evaluation for self-reported data, and high rent.

Three prominent mobile markets were found: Urban Growers Collective (Chicago, IL), Twin Cities Mobile Market (MN), and the North Carolina Green Cart Program (Orange, Durham, Wake, and Lenoir Counties). Each market has successfully increased food access in underserved areas. In Chicago, they employ teens in after-school and summer programs, and also provide an eighteen-month training program for adult men of color.⁸⁹ In the Twin Cities region, the mobile market serves more than 8,000 customers between twenty-six sites with significant self-reported results. Eighty-four percent of participants reported eating more fruit and vegetables and eighty-nine percent have greater access to healthy food.^{92,93} The North Carolina market was able to increase fruit and vegetable consumption and improve self-efficacy, meaning customers incorporated more fruits and vegetables into their diet.⁹⁸ The most common constraint

for mobile markets was financial sustainability when serving only low socioeconomic populations.

Food procurement (food hubs, food sheds, etc.) can have a profound impact on local economies. In Minnesota, the Wedge cooperative employs more than 260 employees, has multi-million-dollar annual sales, and purchases food from thirty farmers in the state.⁹⁴ They are able to achieve these results by catering to food retailers, restaurants, and consumer cooperatives. In North Carolina, Feast Down East, a Southeastern North Carolina organization, coalesced eleven counties and twenty-three state partners to provide farmer support, promote produce distribution, and establish farm-to-table programs and a year-round mobile farmers market.⁹⁵ In Durham, NC, Reinvestment Partners, through Bull City Cool, leveraged food procurement and shuttle organizations to further benefit the community.¹⁰⁸ New Mexico's La Montañita cooperative successfully offers more than 1500 organic products from approximately nine hundred local growers while employing more than two hundred staff members.⁹⁴ These organizations and businesses enable job creation, support local food systems and provide healthy food for all populations. Some of their barriers included competitive pricing, covering overhead costs and logistic complications.

Job creation in the food system is critical to supporting a local economy, but is difficult to do so without support. The North Carolina Community Development Initiative and STEP for Small Business program both prioritize funding towards small business funding.^{103,111} The Agriventure Sandhills program based in the Sandhills region of North Carolina provides small Food Innovation Vouchers to help small businesses with growth and job creation.¹⁰⁴ Agricultural Economic Development in Henderson County, NC, established a three-county partnership for local agricultural and business communities.¹⁰⁷ The network established a partnership with Lakeside Produce with a twenty-three million dollar project, establishing fifty new jobs. Two similar projects have been proposed. A unique nonprofit, 321 Coffee in Raleigh, NC, successfully employs adults with intellectual and developmental disabilities, proving a novel model for inclusion is possible.⁴³

Each category represents a different, but equally valid, way to impact food security, food distribution, health, and local economies for various geographies, demographics and backgrounds. The central theme of establishing networks and financial assistance is prevalent in real-world settings. Each program or initiative mentioned had a combination of grant funding, philanthropic support, low-cost loans, and exceptionally strong community support to provide realistic sustainability.

[Table III](#)

Multi-State Policy Evidence & Evaluation Summary (Using Table I and Table IIa/b Evidence)

State	Policy	Stimulate development of venues to sell OR provide affordable healthy food in underserved areas?	Incentivize locally grown and processed food and encourage partnerships with growers, sellers and buyers?	Support training programs to create career paths OR create jobs to reinforce healthy food retail venues?
GA	2018 H951 Center for Rural Prosperity and Innovation			
GA	2018 S14 State taxes; rural hospitals tax credit			
GA	2017 S133 Georgia Agribusiness and Rural Jobs act			
NC	2019 H556 Funds for Food Banks			
NC	2019 H161 Small Business Development Fund Appropriation			
NC	2018 S787 Small Farms to Healthier Schools Initiative			
NC	2017 H387 Corner Store Initiative			
NC	2017 S498 Healthy Food Smaller Retail Program			
NC	2015 H455 Local Food Sourcing Tax Credit			
NC	2015 H789 Grocery Store Incentives			
NC	2016 H991 Small Business Incentive Act			
NC	2015 H609 Healthy and High-Performing Schools			

NC	2014 H1249 Brevard Meals Tax			
NC	2013 H957 Food Desert Zones			
NC	2012 H975 Promote Local/Healthy Food			
NC	2010 H1937 Cooking for Change Funds			
NC	2009 S1067 Sustainable Local Food Policy Council			
NC	2008 H2690 Durham County Meals Tax			
NC	1975 S285 Chapter 384 (School Breakfast/Lunch)			
OH	2017 S147 Enacts Ohio Rural Jobs Act			
OH	2015 H111 Food Donation Rebate			
TN	2019 H355/S418 Food Waste Task Force			
TN	2020 H2109/S1619 Healthy Food Financing Act			
TN	2020 H2571/S2421 Fresh, Frozen, Canned Vegetable Sales Exemption			
TN	2020 H2673/S2127 Microbusinesses			
TN	2017 H851/S1028 Local Food Procurement Act			
TN	2018 H2120/S2634 Food Desert Relief Enterprise Program			
CA	2007 Delano Code § 20.11.155 Farmers' Markets Accept Assistance Programs			
CA	2012 National City Code § 18.30.260 Neighborhood Corner Stores - Language Use			

CA	2013 San Francisco Administrative Code Sections 59.1-59.9 Healthy Food Retailer Incentives Program			
CO	2017 Dacono Code §§ 4-12(b)(21), (22) Nutrition Assistance Program Purchase Tax Exemptions			
CO	2019 Fort Collins Code § 12-23 Food Waste Subscription			
CO	2018 Golden Code Chapter 18.26 Farmers' Market Regulations			
CO	2017 Boulder Code Tit. 3, Chapter 16 Sugar-sweetened Beverage Tax			
DC	DC Code Sections 47-3801 to 3805 Tax Exemption for Businesses in Priority Development Areas			
DC	2010 DC Law 18-353 Food, Environmental, and Economic Development in the District of Columbia Act of 2010			
GA	O.C.G.A. § 2-17-3 Department of Agriculture Powers and Duties			
KS	2019 Emporia Res. No. 3618 Funding for Safe Routes to Healthy Food Projects			
MD	2014 Prince George's County Code §§ 12-116 – 121 SNAP to Health Program			
MD	2014 Prince George's County Code §§ 12-116 – 121 Tax Credit for Grocery Stores in Underserved Areas			
MD	2015 Prince George's County Code §§ 10-235.22 -.25 Urban Agriculture Tax Credit			

NJ	2017 Passaic Code, ch. 162 Grocery Store Stock Minimum			
NY	2020 New York Administrative Code Sec. 6-130 State Produced Goods			
NY	2009 Albany County Res. No. 496-a Local Food Purchasing Policy			
PA	Philadelphia Code § 19-2604(16) Healthy Beverage Tax Credit			
OH	2007 Cleveland Code § 187A.01 Urban Garden Districts			
OH	2017 Chickasha Resolution 2017-01R Healthy Food Retail Taskforce			
VA	2006 Abingdon Code § 18-132 Food Permit Exemption			

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Appendix

Table I: Legislation, Regulations & Administrative Policies in North Carolina					
Title	Year	Key Text	Evidence (Weak/Moderate/Strong)	Potential Consequences	Citations
H556 Funds For Food Banks	2019 - Not Passed, Referred to House	Provides funds to the six Feeding Carolinas food banks in NC	Moderate evidence Food banks can effectively alleviate food insecurity and enable access to food & resources for a short-term period	Uncertain funding Cultural barriers/social stigma	1 2
H161 Small Business Development Fund Appropriation	2019 - Not Passed, Referred to House	Provide funding to small business development with low-rate loans	Strong evidence Low interest or micro loans can be successful if there are clear goals and plan of action	Inability to pay loan Context determines success	3 4 5
S787 Small Farms to Healthier Schools Initiative	2018 - Not Passed, Referred to House	Reimbursement to school districts sourcing food from farms in same region, reimbursement to offset costs of locally grown foods	Moderate evidence Farm to school programs may positively affect local economies (job creation, increased purchase of local foods, etc.)	Inability to meet volume requirements Definition of “local”	6 7
H387 Corner Store Initiative	2017 - Not Passed, Referred to House	Provide funding for small food retailers to increase availability of fresh produce, especially in food desert zones	Strong evidence Increased financial support enables greater supply and access to fresh foods	Lack of dietary change Excessive costs Undesirable location	8 9 10 11 12 13 14 15
S498 Healthy Food Smaller Retail Program	2017 - Not Passed, Referred to Senate	Provide funding for small food retailers to increase availability of fresh produce, especially in food desert zones	Strong evidence Increased financial support enables greater supply and access of fresh foods	Prohibitive costs for government	8 9 10 11 12 13

					14 15
H455 Local Food Sourcing Tax Credit	2015 - Not Passed, Referred to House	Provide a tax credit for wholesale purchase of local food and farm products for sale in a food desert zone	No evidence found	Definition of “local”	16 17
H789 Grocery Store Incentives	2015 - Not Passed, Referred to House	Establish statewide program to increase availability of fresh produce in underserved communities	Moderate evidence Incentives, providing a broader range of healthy food instead of fresh food and education/cooking classes in conjunction are effective in purchasing of foods	Inconvenience (transportation, costs, etc.)	18 19 20 21 22
H991 (=S828) Small Business Incentive Act	2016 - Not Passed, Referred to House/Senate	Act to exempt small businesses from certain taxes (tangible personal property, digital property and services)	Limited evidence State taxes are noteworthy burden on businesses, but state economic criteria/classification needs refinement	Increased demand on government services Jobs not held by locals	23 24 25
H609 Healthy and High-Performing Schools	2015 - Not Passed, Referred to House	Establish healthy school fund to reduce burden of meals (lower costs, subsidize, and promote support)	Moderate evidence Analyses found purchasing fruits and vegetables in bulk was 17% cheaper than low-volume purchases. Lacks data on labor and meal production costs.	Depends on definition of “healthy” - students may not eat foods and contribute to increased food waste	26 27
H1249 (=S876) Brevard Meals Tax	2014 - Not Passed, Re-Referred to House/Senate	Impose 1.5% tax on sales of prepared food and beverages sold within the City of Brevard. Funds used to construct and improve public infrastructure	Moderate evidence Food and beverage taxation policy can be effective, but is highly dependent on plan of action, government and context	Pushback from corporations Increased costs for vendors/locals External influence	28 29 30 31 32 33 34

					35
H957 Food Desert Zones	2013 - Not Passed, Referred to House	Provide tax incentives to encourage the delivery and availability of nutrient dense foods in food desert zones, establish a tiered credit system for jobs and for investing in business property	Limited evidence The Baltimore Healthy Food Environment Strategy is similar, but is in its early implementation stage	Access to fresh food does not equate to increased purchasing of fresh food	36 37 38
H975 Promote Local/Healthy Food	2012 - Not Passed, Passed 3rd Reading House/Senate	Decrease obesity among SNAP recipients through increased participation in SNAP-ED, increase acceptance of EBT, increase access to local foods	Moderate evidence SNAP-ED may positively affects dietary behaviors, especially when combined with increased EBT acceptance Weak evidence SNAP-ED decreases obesity	N/A	18 19 20 21 22 39 40
H1937 Cooking for Change Funds	2010 - Not Passed, Re-referred to House	Appropriate funds to Cooking for Change, Inc. to provide disadvantaged adults with food service skills for careers	Strong evidence Funding can adequately train workers and positively impact the local economy as seen with the JDIG and One NC state funds	Over reliance on government funding/administration	41 42 43
S1067 Sustainable Local Food Policy Council	2009 - Ratified	Establish council to address policy considerations (Health & Wellness; Hunger & Food Access; Economic Development; Farmlands)	Moderate evidence Local food can be effective, but farmers face potential barriers (harvest volume, marketing, environmental disasters, insurance)	Definition of “local” Locally marketed likely limited to small farms in or near metropolitan areas	6 7 44

H2690 Durham County Meals Tax	2008 - Ratified	Levy one percent sales tax on restaurant meals	<p>Moderate evidence Food and beverage taxation policy can be effective, but is highly dependent on plan of action, government and context</p> <p>*Lack of literature for restaurant specific taxation</p>	N/A	28 29 30 31 32 33 34 35
S285 Chapter 384	1975 - Ratified	Act to provide the national school lunch program in all public school administrative units	-	Increased government spending	-

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Table IIa: Legislation, Regulations & Administrative Policies in Other States						
State	Title	Year	Key Text	Evidence (Weak/Moderate/Strong)	Potential Consequences	Citations
GA	H951 Establish Center for Rural Prosperity and Innovation	2018 - Ratified	Establish Center for Rural Prosperity and Innovation	Moderate evidence The Rural Center has a positive effect on agriculture, economics and improving relations. Not deemed strong evidence due to recently being implemented and lacking evaluations.	Support depends on state administration	45
GA	S14 State income taxes; rural hospitals income tax credit	2018 - Ratified	Amend certain tax properties, and include rural hospital organizations into potential state funding for public health purposes, and repeal conflicting laws	Limited evidence Rural hospitals can alleviate food insecurity, but moderate evidence shows hospitals (non-rural) can play instrumental role in creating partnerships, establishing greater roles of food banks and providing for communities	May lack adequate screening tools May rely on philanthropic funding May lack space and/or storage	46
GA	S133 Georgia Agribusiness and Rural Jobs Act	2017 - Ratified	Provide access to capital for small businesses, with at least 10% in the agribusiness, in rural Georgia (defined as counties with 50,000 or less individuals)	No evidence found Recently implemented and requires results. Potential economic and fiscal impacts are expected to be worthwhile from quantitative modeling & projections.		47

TN	H355/S418 Food Waste Task Force	2019 - No Action; taken off calendar	Create a task force to study the development of initiatives to reduce the waste of food in this state	Strong evidence Reducing food waste can be beneficial, but is met with noteworthy challenges in the following arenas: logistics, business commitments, necessary infrastructure and strong local & state policy	Difficult to adequately evaluate food waste Inefficient if lacking storage space	48 49 50 51
TN	H2109/S1619 Healthy Food Financing Act	2020 - No Action; placed on calendar	Establish a financing program to provide financing to retailers to construct, expand, or improve certain grocery stores in underserved communities (defined by the USDA's Food Access Research Atlas); for-profit and nonprofit entities can apply for financing	Strong evidence The HFFI is beneficial for underserved low-income communities that increases the number of retained positions, improve purchasing of healthy items and successfully integrates into the community		52 53
TN	H2571/S2421 Fresh, Frozen and Canned Vegetable Sales Exemption	2020 - No Action; taken off calendar	Exempt the sales tax of fresh, frozen and canned vegetables for human consumption.	Weak evidence Quantitative models shows fruit and vegetable subsidies (\$0.14) would not improve health or reduction in disease treatment costs without combining adequate taxes (saturated fat, excess salt or sugar taxation)	Lack of improvement in health	54
TN	H2673/S2127 Microbusinesses	2020 - No Action; meeting cancelled	Makes sales and purchases of the micro markets owned and operated by the dealer and taxable under the sales and use tax	Moderate evidence Microbusinesses play an important role in both national and local economies. However, most microbusinesses lack capital and are at a higher risk of	High failure rate of microbusinesses Depends on definition of microbusiness	55 56

				failing. While taxation is critical, there is a lack of support for these businesses.		
TN	H851/S1028 Local Food Procurement Act	2017 - No Action; passed second reading	Make local farms and food products the preference with at least 20% of all food products purchased by state agencies and state-owned facilities, by 2024, be local products (defined as grown, processed, packaged, and distributed by residents in state); establish local food, farms and jobs council to facilitate the growth of a local farm and food product economy.	Strong evidence Placing emphasis on local purchasing can be successful, but moderate evidence that similar policies do not yield intended results (Woodbury, Iowa; Cabarrus, North Carolina)	Establishing standards (food safety & insurance) could induce prohibitive costs for producers Local foods are dependent on the season Failure to accurately capture membership and market audience	57 58 59
TN	H2120/2634 Food Desert Relief Enterprise Program	2018 - Ratified	Encourage financing and development of food desert relief enterprises that sell fresh food in low-income and underserved areas. Aside from grants and loans, partial funding will come from a 0.0625 percent state sales tax on sugar-sweetened beverage sales.	Limited evidence Conflicting views if developing new stores outweighs the risk and financial resources required Moderate evidence Increased financial support enables greater supply and access of fresh foods. Results could be improved if a state government is willing to work with CDFI's	Benefit:Cost ratio is not high enough	60
OH	S147 Enacts Ohio Rural Jobs Act	2017 - No Action; referred	Provides a nonrefundable tax credit for insurance companies that invest in rural business growth funds (certified to	Limited Evidence Limited evidence suggesting Rural Jobs Acts or similar policies show results as	Lack of infrastructure, skilled workers, and resources may skew	61 62

		to Ways and Means Comm	provide capital to rural and agricultural businesses)	intended. Strong evidence showing the Rural Jobs Act can bring economic stimulation and job creation. Greg Canfield (Alabama State Commerce Secretary) noted 12 of 75 projects were implemented in targeted counties	intended implementation	
OH	H111 Food Donation Rebate	2015 - referred to Ways and Means comm	Allow a food service operation to receive a rebate from the Director of Health for food donated to nonprofit organizations that distribute food to those in need and to make an appropriation.	Weak evidence Suggesting food donation tax is effective. This policy has potential to make positive impacts. But, producers often feel the tax credit is not enough. Reputable organizations recommend a combination of federal and state tax incentives to work as intended	Tax credit may be insufficient to cover costs of producers	17 63 64

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Table IIb Continued: Codes, Laws & Resolutions in Other States						
State	Title	Year	Key Text	Evidence (Weak/Moderate/Strong)	Potential Consequences	Citations
CA	Delano Code § 20.11.155 Farmers' Markets Accept Assistance Programs	2007	Requires certified and non- certified farmers' markets to accept payments from federal, state and local food assistance programs.	Moderate evidence Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component	Lack of consumer purchasing	18 19 20
CA	National City Code § 18.30.260 Neighborhood Corner Stores - Language Use	2012	Corner stores must use language advocating for fresh produce sales and prohibits alcoholic beverages	Weak evidence Lack of evidence suggesting promotion of healthful is enough to reverse targeted advertisements and evidence found was highly specific in terms of geography and population; literature shows targeted advertising is highly effective	Language is not contemporary enough	65 66 67
CA	San Francisco Administrative Code Sections 59.1 through 59.9 Healthy Food Retailer Incentives Program	2013	Incentive program for small food stores in underserved areas to sell healthy food, assist with relevant training, obtaining permits, and access grants and loans; "Healthy Food Retailers" defined as devoting at least 35% of selling space to fresh produce, whole grains, lean proteins and low-fat dairy products, no more than 20% selling space to alcohol and	Strong evidence Increased financial support enables greater supply and access to fresh foods; Moderate evidence Tax related incentives can prolong business of stores	Access to fresh food does not equate to increased purchasing of fresh food	13 15 23 24 25 37 38

			tobacco, satisfy minimum wage requirements.			
CO	Dacono Code §§ 4-12(b)(21), (22) Nutrition Assistance Program Purchase Tax Exemptions	2017	Exempts sales tax for certain foods purchased with SNAP or WIC benefits at locations where staple foods make up 50% or more of their food sales.	Weak evidence Lack of evidence suggesting subsidies to fruits and vegetables would improve purchasing or health behavior without combined taxation (saturated fat, excess salt or sugar taxation); However, a law already exists stating SNAP eligible foods are not to be taxed when purchased with benefits	Lack of improvement in health	54
CO	Fort Collins Code § 12-23 Food Waste Subscription	2019	Food stores accumulating beyond a certain amount of excess food must subscribe to a service for food scrap collection by a licensed collector; not required if the store donates for human or animal consumption or if they do on-site composting	Donating excess food that does not meet consumer standards can be effective in supplying food banks/pantries with adequate food	-	1 2 68
CO	Golden Code Chapter 18.26 Farmers' Market Regulations	2018	Requires markets to accept SNAP and offer SNAP eligible foods as defined by city code (at least 51% of revenue must come from this type of food); Neighborhood farmers' markets can only sell SNAP eligible foods	Moderate evidence Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component	-	18 19 21
CO	Boulder Code Tit. 3, Chapter 16	2017	\$0.02 per fluid ounce tax for distributors of sugar-sweetened beverages; revenue covers costs	Moderate evidence Food and beverage taxation policy can be effective, but	Pushback from corporations	28 29 30

	Sugar-sweetened Beverage Tax		for administering tax, extra revenue funds activities to improve health equity, notably for low income residents	is highly dependent on plan of action, government and context	Increased costs for vendors/locals External influence	31 32 33 34 35 69
DC	DC Code Sections 47-3801 to 3805 Tax Exemption for Businesses in Priority Development Areas		Law establishes 10 year tax and licensing fee exemptions for restaurants, retail stores and supermarkets in specific priority development areas of DC	No evidence found Has potential to be effective	Increased costs post-10 year limit	37 38
DC	DC Law 18-353 Food, Environmental, and Economic Development in the District of Columbia Act of 2010	2010	Created a program to support and encourage grocery stores and other healthy food retail outlets. Provides incentives and assistance for developing or improving grocery stores, corner stores, farmers markets and small stores. Established Grocery Store Development Program and hires DC residents.	Strong evidence Increased financial support enables greater supply and access to fresh foods Moderate evidence Providing a broader range of food is more effective than solely providing fresh food	Non-ideal store location	13 14 15 18 19 52 53
GA	O.C.G.A. § 2-17-3 Department of Agriculture Powers and Duties		GA SNAP provides grants to regional food banks.	Moderate evidence Food banks can effectively alleviate food insecurity, enable access to food and resources for a short-term period	Increased government spending	1 2
KS	Emporia Res. No. 3618 Funding for Safe Routes to Healthy Food Projects	2019	Uncodified law - City of Emporia will use all Blue Cross/Blue Shield Pathway grant funds to prioritize low-income areas	The Pathways to a Healthy Kansas grant pledged partnerships with restaurants, food truck vendors and food retailers to add healthier food options -	Sustainability post-grant	70

				additional investments to implement healthy food and beverages plan		
MD	Prince George's County Code §§ 12-116 – 121 SNAP To Health Program	2014	Establishes SNAP to Health program to assist farmers' markets with obtaining technology to accept supplemental nutrition benefits; also provides funding to train personnel with transition and necessary job training	Moderate evidence Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component	-	18 19 21
MD	Prince George's County Code §§ 12-116 – 121 Tax Credit for Grocery Stores in Underserved Areas	2014	Provides a tax credit for grocery stores in underserved areas equal to 75% of the property tax imposed to expand the store, construct a new grocery store, reuse of vacant commercial space for a grocery store; limit of 10 years	No evidence found Has potential to be effective	-	37 38
MD	Prince George's County Code §§ 10-235.22 -.25 Urban Agriculture Tax Credit	2015	Provides a tax credit up to \$5,000 for county property taxes on urban agricultural properties	Moderate evidence Suggesting tax credits can be effective, but is highly dependent on context (strictness of guidelines, income requirements and strain on local government)	Limit services provided by local government	71
NJ	Passaic Code, ch. 162 Grocery Store Stock Minimum	2017	All licensed grocery stores must meet minimum stocking levels for a list of staple foods including: dairy products, proteins, fruits and vegetables, fruit juices, whole grain cereals, whole grain products, canned legumes and dried legumes.	Weak evidence Suggesting minimum stocking can be met by retailers without financial assistance; stricter guidelines increases demands on vendors	Increased strain on vendors	72 73 74 75

NY	New York Administrative Code Sec. 6-130 State Produced Goods	2020	Encourages purchasing fresh produce grown in the state of New York and food processed in the state; requires vendors to report how much state specific food purchased through food-related service contracts or food purchase contracts.	Strong evidence Suggesting local purchasing is effective, however, this is confounded due to New York City's metropolitan status and is not necessarily applicable to every location/state	-	76 77 78
NY	Albany County Res. No. 496-a Local Food Purchasing Policy	2009	Requires the county's purchasing agent to set a percentage of foods that qualify as "locally produced" for foods purchased by county residential healthcare and correctional facilities.	Strong evidence Local purchasing emphasis is effective, but dependent on state, methods to address bidding, local supply network, and ability to streamline the process	Ineffectiveness from inability to streamline process	76 77 78
PA	Philadelphia Code § 19-2604(16) Healthy Beverage Tax Credit		Provides up to \$2,000 tax credit each fiscal year for vendors who sell healthy beverages	No evidence found Lack of evidence evaluating effects of providing tax credit, but strong evidence suggesting benefits of taxing sugar-sweetened beverages	No change in consumer purchasing	35
OH	Cleveland Code § 187A.01 Urban Garden Districts	2007	Law establishes urban garden districts (community gardens and market gardens conducting on-site sales)	Moderate evidence May provide social, educational, and health benefits, but may also carry risk of soil contamination, and accidental exclusion of community members	Inadequate soil testing Not necessarily more environmentally friendly	79 80 81 82 83 84
OK	Chickasha Resolution 2017-01R Healthy Food Retail	2017	Establish taskforce to analyze food environment and make recommendations to City Council	Strong evidence Increased financial support enables greater supply and access to fresh foods;	Non-ideal store location	13 14 15 18

	Taskforce			Moderate evidence Providing a broader range of food is more effective than solely providing fresh food		19 52 53
VA	Abingdon Code § 18-132 Food Permit Exemption	2006	Exempts people selling fresh farm products from having a requirement required by vendors to operate within town	Limited evidence Evidence suggests farmers increase profits if eliminating a middleman	Limited ROI for farmers	76 85

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Table III: Programs, Initiatives & Organizations in the United States						
County	Program Title	Agency or Organization	Key Text	Evidence or Evaluation	Challenges/Barriers	Citations
AR	Arkansas Children's Hospital's Initiatives	Arkansas Children's Hospital	Network of partnerships with hospital to ensure children have access to food	Partnerships allow maintenance of an on-site garden, food pantry access, free lunches to children in the hospital (through the USDA), and cooking classes. The on-campus garden provided nearly 1800lbs of produce to the pantry. Through the USDA, they served over 21,000 free lunches in 2016, provided hundreds of families with food via the mobile food pantry and implemented reliable screening tools.	Using local data to push more initiatives Survey patients in more clinical settings	46
CA	Healthy Retail SF	San Francisco Department of Public Health/ Office of Economic and Workforce Development	Program requiring businesses to increase selling space of fresh produce to at least 35% and limit tobacco & alcohol space to 20% or less combined space	As of 2015, the program converted 8 corner stores into healthy retailers. Additionally, the combined total sales of four stores increased by 25% in the first 6 months of participating in the program. The program also resulted in increasing the health status of stores near healthy food retail locations.	During redesign, stores need increased capacity for perishable goods High rent costs in SF limit both vendors and consumers Lack of evaluation on self-reported data	86 87
CA	Pasadena Healthy Retail Program	Pasadena Public Health Department	Program promotes healthier, safer and more vibrant neighborhoods by helping small retail	Two mini-grants awarded to two stores to make necessary changes: arrange fresh produce in high traffic areas, put in new window designs with messages in English	-	88

			owners provide greater access to fresh and healthy food	and Spanish, obtain dry fruit and bulk grain displays along with open air refrigerator systems		
IL	Urban Growers Collective	Urban Growers Collective	Provide job training, increase healthy food access, and engage with the community to address inequities and structural racism in the food system of Chicago	<p>Job Training: employed over 220 teens in after-school and summer jobs in urban farms; provides 18 month training program for unemployed African American and Latinx men; engage with preschoolers in school gardens</p> <p>Food Access: Fresh Moves Mobile Market; Prescription for Health Program</p> <p>Community Engagement: Community garden plots; workshops</p>	-	89
IN	Eskenazi Health	Eskenazi Health System	Serving primarily no insurance, low-income patients led to initiatives to combat the prevalence of food deserts/insecurity	Partnership with Meals on Wheels allows discharged patients to receive medically tailored meals for free. This success resulted in a Head Start Nutrition Program for Seniors, offering the same incentive to senior patients. The health system also works with churches and food pantries/banks in underserved areas to improve food access. The main hospital has a Sky Farm garden accessible to both patients and community members.	<p>Securing food in safe and effective storage places to ensure freshness</p> <p>Integrating financially affordable programs in low-income settings</p>	46

				The health system plans to reduce readmission rates from 22% to 8%.		
MA	Boston Medical Center's Initiative	Boston Medical Center	Screening practices led to establishment of a preventive food pantry and demonstration kitchen to help patients learn to cook and have access to healthy foods	The initiative gives access to 7,000+ patients and their family members each month and approximately 15,000lbs of culturally appropriate foods for referred patients and families each week. The initiative also helps patients apply for EBT benefits, donated gift cards to buy additional food and rehabilitation courses (nutrition related).	Requires stable philanthropic support	46
MN	Healthy Corner Stores	Minneapolis Health Department	Improve access to fresh produce and healthier foods; improve store owners' skills to purchase and handle produce	Increased participating stores' produce sales (155% in 2013). Store owners reported reduction in waste along with increased demand for healthy foods. Program enabled the Staple Food Ordinance for Minneapolis. The Health Department bridged partnerships between distributors and growers to improve the local food system for store owners.	Owners closed stores or exchanged ownership Equipment (faulty refrigerators) or building issues (leaks in roofs) Owners needed extensive support	90 91
MN	Twin Cities Mobile Market	The Food Group	To conveniently bring affordable, fresh fruits, vegetables, meat, dairy, grains and other groceries directly into neighborhoods around the Twin City	The mobile market is able to provide 2 meals at the cost of \$1 (COVID-19 special). The mobile market served over 8,000 customers at 26 sites in the Twin City region with a self-reported measure of: 84% eating more fruits and vegetables; 89% of participants have greater access to	Financial sustainability Establishing realistic competitive pricing	92 93

			region that do not have easy or readily access to food	healthy food. The mobile market provided more than \$500,000 worth of healthy food to the designated sites over the course of 4 years. The market also accepts up to \$10 in SNAP benefits.		
MN	Co-op Partners Warehouse	Wedge Cooperative	Retail-driven distribution cooperative catering to consumer cooperatives, health food stores, buying clubs and restaurants in the region	Annual sales of \$16.8 million and employs over 260 employees. The cooperative purchases food from 30 farmers in Minnesota, but also from large Californian farms when the winter season yields few crops. The cooperative credits their success from having adequate infrastructure, appropriately timed investments, competitive prices and providing quality customer service.	Initially had a lack of workers experienced with distribution Lack of professionalism led to decreased business success Handling competitive pricing from large chains	94
NC	Feast Down East	Feast Down East	Nonprofit organization that helps support farm businesses, distributes local produce, increase access for consumers and education on local foods	The nonprofit has successfully paired with 11 counties (and respective businesses), and 23 state partners. They offer farmer support (food hub), promote produce distribution (USDA-designated, GAP certified processing and distribution center in Burgaw), farm-to-table programs (restaurants, schools, healthcare facilities, etc.) and a year-round mobile farmers market.	-	95
NC	NC 10% Campaign	Center for Environmental Farming	Statewide initiative promoting locally grown/caught food,	Limited evidence from the SARE project showed farms participating in Direct to Consumer Sales	-	96 97

		Systems/ North Carolina Cooperative Extension	farmers and fishers, and businesses who prepare. Distribute and sell food grown in state	<p>conducted with more businesses on average than those who did not. There is an implication that local businesses rely on other local businesses and services to meet the same results as working with a large corporation.</p> <p>The initiative has two outreach-based programs (Local Food Ambassador and University Food Systems) to improve sustainability, expand the supply chain and improve market opportunities. The initiative also hosts various grower buyer connection events.</p>		
NC	North Carolina Green Cart Program	UNC-CH/ University at Buffalo	Establish partnerships to develop a system for collection, packaging, and delivering affordable boxes of state grown fruit and vegetables in underserved communities (Orange, Durham, Wake and Lenoir Counties)	The intervention group increased fruit and vegetable consumption by 0.41 cups/day compared to 0.25 cups/day for the comparison group. The intervention group participants did show increased self-efficacy by consuming more fruits and vegetables in their diets. The intervention group did not show significant improvements in their perceived access to fresh produce.	<p>Financial sustainability</p> <p>Difficulties controlling food waste</p> <p>Difficulties effectively reaching intended audience</p>	98
NC	Seal the Seasons	Seal the Seasons	Provide local frozen produce to retail locations in NC and enable healthy food access year-round,	Present in 30 states and works with over 3,000 retail locations in 60 countries. The company has been awarded: The Chobani Incubator,	-	99

			particularly in underserved populations.	Next Award 2019, Kroger Zero Hunger Zero Waste Award		
NC	No Kid Hungry NC	No Kid Hungry/ UNC-CH	Nonprofit & initiative working to end child hunger by promoting under utilized federal nutrition programs	The initiative successfully secures grant funding for school districts/programs, provides new methods to increase school meal participation, provides relevant up to date nutrition education resources and advocates for summer meal programs to mitigate hunger for students outside of school	-	100
NC	Good Bowls	UNC-CH	Provides improved access to healthy food for lower SES consumers and creating economic opportunities for local farmers and food entrepreneurs	Lack of evaluation or annual report	-	101
NC	Mobile Oasis	Mobile Oasis	Deliver food to underserved populations in Guilford County	Lack of evidence or reports	-	102
NC	STEP for Small Business	NC Rural Center, Center for Rural Entrepreneurship	Community economic development efforts for small towns through community coaching, leadership training and capital assistance	Lack of evidence or reports - Assess and prioritize development goals, build capacity of town leaders, provide \$100,000 in funding to each designated town to establish a local led small business loan fund	-	103

NC	Community Food Strategies	Center for Environmental Farming Systems, Appalachian Sustainable Agricultural Project, Care Share Health Alliance, Carolina Farm Stewardship Association, NC Rural Center's Food and Community Development	Multi-organizational initiative working to empower local food councils with knowledge through organizational capacity	Food councils advocated for maintaining SNAP integrity in the 2018 Farm Bill. Hosted workshops on policy engagement in local communities. Obtained USDA funding to establish a regional food council. 13 food councils used micro-grants to expand their work. 21 more food councils applied for micro-grants. Various successes such as: Orange County food council getting municipalities to hire full-time food systems coordinator; Pitt County connecting individuals with Food Finder App; Greater High Point Food Collaborative launching fund for grants to improve food security and more.	-	104 105
NC	Agriventure Sandhills	Thomas Entrepreneurship Hub, NC Rural Center	Program supporting business growth, capital formation and job creation in the Sandhills region for the food and agribusiness sector	Lack of evidence or reports - Also provides small Food Innovation Vouchers (up to \$2,500) to provide further growth or training) in addition to the aforementioned things	-	104
NC	Sandhill Community Supported Agriculture Program	Sandhills Farm to Table Cooperative (SF2T)	Food organization with farmers, consumers and staff to deliver local food through their program	Program packages and delivers more than 800 boxes of produce to over 45 sites in the region. The program has created impacts on the regional agricultural economy and driving new regional food projects	5th Highest year-over year increase in poverty in the nation, despite being 18th wealthiest county in NC (wealthy tourism)	106

NC	Agricultural Economic Development (Henderson County)	AgHC (Agribusiness Henderson County)	Non-profit organization assisting developing and existing businesses to growth by identifying market opportunities, education, advocacy, and financial resources	Established three county partnership for local agricultural and business communities (TriEst Ag Group, SIS/Centro Seia, TriHishtil) Partnership with Lakeside Produce who has a \$23 million project establishing 50 new jobs, and two more phases with similar numbers. This is possible through county tax dollar investments.	-	107
NC	Durham Food System Collaborative	Reinvestment Partners	Nonprofit organization who makes investments to potential businesses that are underserved or in need	Assisted Bull City Cool (food hub) development and placement to secure a centralized food hub, then they leveraged Farmer Foodshare and Interfaith Food Shuttle (other partner organizations) to both procure and deliver goods	-	108
NC	Working Landscapes	Working Landscapes	Nonprofit rural development organization in Warren County connecting farmers to consumers to promote healthy citizens and a healthy economy	The organization made progress towards four community-based priorities: support small farmers, build farm-to-fork infrastructure, educate consumers and educate the youth. They were able to do so by having a cheap public main kitchen (to encourage entrepreneurs), food hub, provide fresh food for schools, and provide farm-to-school education programs.	-	109
NC	Healthy Environments - DINE	Durham County Public Health Department	School and community-based nutrition education	The program enables a healthy environment through SNAP acceptance at farmers markets	-	110

			program to serve the people of Durham	(double money), farmers market tours, grocery store tours (budget shopping, \$10 worth of healthy foods and \$10 incentive, and nutrition classes offered through food pantries		
NC	NC Community Development Initiative	NC Community Development Initiative	CDFI with aims to serve low resource communities by: building on leadership and networks; investing into businesses; advocating into equitable policy	In 2019, they gave: 5 small businesses loans - creating 55 jobs for low SES minorities and conducted housing related projects resulting in 158 affordable units. The CDFI advocates for equitable policy (e.g., H549, 2019). They also believe in long-term investments by helping high school students become leaders in their community and complete projects.	High poverty prevalence Underserved communities lack a voice/representative	111
NC	321 Coffee	321 Coffee	Nonprofit coffee shop employing adults with intellectual and developmental disabilities	Lack of evidence or reports - 321 Coffee is a permanent vendor at the NC State Farmers Market and employs adults above minimum wage. Their model for inclusion is noteworthy and shows it is feasible.	-	43
NM	La Montañita's Regional Foodshed Initiative	La Montañita Co-op	Community-owned consumer cooperative (food market, trade, and distribution center) who promotes and sells locally grown foods	In 2010, the cooperative purchased over \$2 million in products with over \$865,000 being local products. They offer more than 1500 products from approximately 900 growers. The cooperative employs more than 200 part-time and full-time staff members. The cooperative created a distribution	Initial quality standards were lower when opening the distribution center Lack of national brand coverage to help with overhead costs	94

				center to further expand operations. They note success from strong community support (17,000+ members)		
NY	FRESH (Food Retail Expansion to Support Health)	NYC Economic Development Corporation	The FRESH program brings healthy and affordable items to underserved communities by mitigating the costs of a business, developing and renovating retail space	The program successfully provides tax incentives for the five boroughs (building, land, sales and mortgage recording taxes). Their projects have yielded over 700 thousand square feet of new or expanded space resulting in 1,000+ new jobs with a retainment of over 600 jobs	Not all tax incentives are available in each zone or burrough	112
NY	City Harvest - Healthy Retail	City Harvest	Food rescue organization who collects food and delivers it to food pantries, soup kitchens and other partners	Lack of evidence or reports - Work with corner stores and supermarkets, provide training, suggest infrastructure development ideas, strategies to increase fruit and vegetable sales, and host cooking demonstrations This organization also has mobile markets and provides nutrition education	-	113
OH	Come to the Table	ProMedica Health System	Partnered with local and statewide organizations to bring effective anti-hunger programs through the Come to Table advocacy Initiative	Health system has two food pharmacies, if screened positive for food insecurity, a patient can receive several days of healthy foods for their families (reoccurring). Partnership with a local casino led to distribution of	Requires individualized care Requires robust screening tools and electronic medical records	46

				<p>more than 300,000 pounds of food for the community.</p> <p>The health system saw a 53% reduction in readmission rates and screens more than 51% of patients in primary care.</p>		
OK	<p>Oklahoma Food Cooperative</p> <p>No longer in operation</p>	Oklahoma Food Cooperative	<p>Internet-based cooperative selling meat, produce, milk and value-added items across Oklahoma from a central drop-off location</p>	<p>The cooperative established a central market system for nearly 200 farmers. Gross annual sales \$100,000 (2004) to \$864,000 (2010). The cooperative credits a large portion of success to their investment in using a safe internet-based system (reducing overhead costs and providing autonomy), transparent quality standards, and allowing producers to set their own prices.</p>	<p>Opening a retail store was not practical due to high costs</p> <p>Logistic barriers with assembling and delivery of orders</p> <p>Increased policies, standards and practices as cooperative scales up</p>	94
WI	Wisconsin FNV Campaign	University of Wisconsin-Extension; FoodWise; UNC-CH	<p>Social marketing and PSE change intervention presenting fruits and vegetables in alternative ways among SNAP participants</p>	<p>Post 6 months intervention, over 20% of responding participants from an intervention community reported seeing the campaign (with aided recall) and consuming one more serving of fruit or vegetable per day than those who did not remember seeing the campaign. In Norfolk, VA saw a 2.5% category growth in produce for 43 stores. A New Orleans intervention and survey found statistically significant increases in self-</p>	Self-reported values	114

				reported purchasing of fruits and vegetables.		
	Green for Greens: Finding Public Funding for Healthy Food	ChangeLab Solutions, National Policy & Legal Analysis Network	-	Comprehensive review and guide for finding funding for healthy food initiatives	-	115
	Good Food Purchasing Program	Good Food Purchasing Program	Procurement program provides framework to encourage large institutions to direct buying towards: local economics, environmental sustainability, valued workforce, animal welfare and nutrition	Local supply chains: institutions increased annual spending from 14.4% to 22.2% on small and mid-sized agricultural businesses Workforce: Directed \$20 million towards suppliers to support new jobs and fair working conditions Nutrition: 42% of institutions purchase minimally processed foods, and hope to achieve 25% more in five years while reducing processed/red meat purchase by 5% each year	Local purchases may come from large farms People of color and indigenous farmers face barriers to accessing both capital and land	116
	Real Food Challenge	Real Food Challenge	Food movement revolving around farmworker justice, labor rights, international fair trade, student-based farms and gardens, local foods on campuses	Impacted areas through this movement: LINC Foods (WA) established a food hub working with 50 farmers to deliver food for universities, school systems, restaurants and direct-to-consumers Real Good Fish (CA) business brings local seafood to school		117

				<p>districts and institutions - expanding fish markets.</p> <p>Bausch Potatoes (MN) grow and sell potatoes to restaurants and institutional foodservice - they employ workers on a year-round basis due to partnerships</p>		
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Table IV: Organizations, Programs & Contacts

Organization	Relevant Work	Contact	Partnerships
Arkansas Children's Hospital	Arkansas Children's Hospital Initiative	<p>Anna Strong Executive Director Child Advocacy and Public Health (501) 364-1413 strongac@archildrens.org</p> <p>Patrick Casey M.D. Vice Chairman, Faculty Affairs (501) 364-6591 caseypatrickh@uams.edu</p>	<ul style="list-style-type: none"> ● National Park Service-Central High ● Helping Hand of Greater Little Rock ● USDA ● Arkansas Hunger Relief Alliance ● Local Children's Library
Boston Medical Center	Boston Medical Center's Initiative	<p>Latchman Hiralall Director, Preventive Food Pantry (617) 414-3834 latchman.hiralall@bmc.org</p> <p>Megan Sandel M.D. Associate Director, GROW Clinic Boston Medical Center (617) 733-6989 megan.sandel@bmc.org</p> <p>Deborah Frank M.D. Director, Grow Clinic for Children Boston Medical Center Founder and Principal Investigator Children's HealthWatch Professor of Child Health and Well-being Boston University School of Medicine Dowling Ground Boston Medical Center</p>	<ul style="list-style-type: none"> ● Greater Boston Food Bank

		(617) 414-5251 dafrank@bu.edu	
Eskenazi Health System	Eskenazi Health System Initiative	Alisha Jessup Associate Director Population Health & Healthy Families Program, Marion, III. (317) 880-7552 alisha.jessup@askenazihealth.edu Deanna Reinoso M.D. Pediatrician Eskenazi Health Center Pecar Assistant Professor of Pediatrics Indiana University (317) 517-0988 dreinoso@iu.edu	<ul style="list-style-type: none"> ● Meals on Wheels ● Local St. Luke's United Methodist Church ● Dow AgroSciences ● Gleaners Food Bank ● Crooked Creek Food Pantry ● Forest Manor Health Center
ProMedica Health System	ProMedica's Root Cause Coalition	Barbara Petee Chief Advocacy and Government Relations Officer (419) 469-3894 barb.petee@promedica.org Stephanie Cihon Senior Specialist (419) 469-3896 stephanie.cihon@promedica.org	<ul style="list-style-type: none"> ● Alliance to End Hunger ● Hollywood Casino Toledo (Restaurants) ● SeaGate Food Bank of Northwest Ohio
San Francisco Public Health Department	Healthy Retail SF	Contact Link	<ul style="list-style-type: none"> ● EatSF ● Shape Up SF ● Cooking Matters/18 Reasons ● Feeling Good Project
Pasadena Public Health Department	Pasadena Healthy Retail Program	Sherreeta White Healthy Retail Program Liason (626) 744-6134	-

		swhite@cityofpasadena.net	
Urban Growers Collective	Urban Growers Collective	<p>Erika Allen Co-Founder and Chief Executive Officer (773) 376-8882 erika@urbangrowerscollective.org</p> <p>Laurell Sims Co-Founder and Chief Executive Officer, Finance for Urban Growers Collective (773) 376-8882 laurell@urbangrowerscollective.org</p>	-
The Food Group	Twin Cities Mobile Market	<p>Sophia Lenarz-Coy Executive Director (763) 450-3864 slenarzcoy@thefoodgroupmn.org</p>	<ul style="list-style-type: none"> ● Big River Farms ● Fare for All
Co-op Partners Warehouse	Co-Op Partners Warehouse	<p>Tom Rodmyre Warehouse Director tom@cpw.coop</p> <p>Lori Zuidema Office/Sales Manager lori@cpw.coop</p> <p>Kirk Sorenson Operations Manager kirk@cpw.coop</p>	<ul style="list-style-type: none"> ● Wedge ● Linden Hills Co-op ● MOSES (Midwest Organic & Sustainable Education Service) ● Institute for Agriculture & Trade Policy ● Renewing the Countryside ● Organic Trade Association ● MOSA Certified Organic ● CDS (Cooperative Development Services) ● Equal Exchange
Feast Down East	Feast Down East	<p>Cara Stretch Executive Director (910) 524-0128 cara@feastdowneast.org</p> <p>Zach LaVere</p>	Partnerships

		<p>Food Hub Manager (910) 524-0615 zach@feastdowneast.org</p> <p>Matt Underwood Strategic Partnerships Consultant (910) 617-9734 matt@feastdowneast.org</p>	
NC 10% Campaign	NC 10% Campaign	info@nc10percent.com	Partnerships
Seal the Seasons	Seal the Seasons	<p>Patrick Mateer Founder and CEO (919) 245-3535 (ext. 102) patrick@sealtheseasons.com</p> <p>Alex Piasecki CEO and Co-Founder (919) 245-3535 (ext. 106) alex@sealtheseasons.com</p> <p>Eric Goldbach VP of Operations (919) 245-3535 (ext. 103) eric@sealtheseasons.com</p>	Partnerships
No Kid Hungry North Carolina	No Kid Hungry North Carolina	<p>Tamara Baker Communications Director Summer Nutrition Program Manager SNAP-Ed Child Nutrition Project Director TamaraBaker@unc.edu</p> <p>(919) 307-7781</p>	<ul style="list-style-type: none"> ● National No Kid Hungry Campaign (Share Our Strength) ● UNC-CH Center for Health Promotion and Disease Prevention
Guilford Mobile Oasis	Mobile Oasis Farmers Market	Website	-

NC Rural Center	STEP for Small Business	Barry Ryan Vice President barry@ncruralcenter.org	<ul style="list-style-type: none"> Center for Rural Entrepreneurship
NC Rural Center	Community Food Strategies	Contact Link Misty Herget Senior Director of Programs mherget@ncruralcenter.org	<ul style="list-style-type: none"> Center for Environmental Farming Systems Appalachian Sustainable Agricultural Project Care Share Health Alliance Carolina Farm Stewardship Association
Thomas Entrepreneurship Hub	Agriventure Sandhills	Misty Herget Senior Director of Programs mherget@ncruralcenter.org	<ul style="list-style-type: none"> NC Rural Center
UNC-CH Center for Health Promotion and Disease Prevention	Good Bowls	Alice Ammerman DrPH Director of UNC Center for Health Promotion and Disease Prevention UNC-CH (919) 966-6082 alice_ammerman@unc.edu	-
Bull City Cool	Bull City Cool	Neal Curran Director of Food Programs (919) 667-1000 (ext. 50) neal@bullcitycool.com	<ul style="list-style-type: none"> Reinvestment Partners Durham Soil and Water Conservation District Durham Farmland Preservation Board
Working Landscapes	Food System Revitalization Food Hub Main Street Kitchen Byway Foods	(252) 257-0205 Carla Norwood PhD Executive Director carla@workinglandscapesnc.org Gabriel Cumming PhD Associate Director gabriel@workinglandscapesnc.org	Partnerships & Funders <ul style="list-style-type: none"> Drip Coffee and Market

	What's Growing On	Scott Rogers Food Hub Manager scott@workinglandscapesnc.org	
Durham County Public Health Department	DINE	Kelly Warnock MPH, RD, LDN Community Nutrition Program Manager (919) 560-7857 kwarnock@dconc.gov Morgan Medders MS, RD, LDN School Nutrition Program Manager (919) 560-7838 mmedders@dconc.gov	-
NC Community Development Initiative	NC Community Development Initiative	Leadership (919) 828-5655	-
321 Coffee House	321 Coffee House	Lindsay Wrege Co-Founder and CEO LinkedIn Michael Evans Co-Founder and CFO LinkedIn Liam Dao COO LinkedIn	No partnerships listed Board of Directors Greg Germain Board Chair Retired, VP at NetApp Bob Jackson Retired, VP at McDonald's Michelle Pfeiffer President, Gigi's Playhouse Raleigh
La Montañita Co-op	La Montañita Regional Foodshed Initiative	Valerie Smith President board-member6@lamontanita.coop	<ul style="list-style-type: none"> • Beneficial Farm and Ranch Collaborative • Community Supported Agriculture

		<p>Maggie Seeley Vice President board-member2@lamontanita.coop</p>	<ul style="list-style-type: none"> ● Whole Foods ● SYSCO ● ARAMARK ● Sodexo ● Bon Appétit <p>This cooperative has many more partners, but they are not publicly listed</p>
NYC Economic Development Corporation	FRESH (Food Retail Expansion to Support Health)	<p>Contact Form</p> <p>James Patchett President & CEO LinkedIn</p> <p>James N. Katz Executive Vice President and Chief of Staff LinkedIn</p> <p>Ana Ariño Executive Vice President and Chief Strategy Officer LinkedIn</p>	-
City Harvest	Healthy Retail	<p>Jilly Stephens Chief Executive Officer (646) 412-0600 jilly@cityharvest.org</p> <p>General Inquiries (646) 412-0600</p>	Partnerships
Center for Good Food Purchasing	Center for Good Food Purchasing Program	<p>Alexa Delwiche Co-Founder, Executive Director adelwiche@goodfoodpurchasing.org</p> <p>Paula Daniels Co-Founder, Chief of What's Next</p>	<ul style="list-style-type: none"> ● Food Chain Workers Alliance ● Real Food Media <p>Partnerships</p>

		pdaniels@goodfoodpurchasing.org	
Real Food Generation	Real Food Challenge	Partnership Inquiries nina@realfoodchallenge.org	Partnerships

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