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.\textsuperscript{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).\textsuperscript{101} Small businesses can succeed with low interest or micro loans when the proposed business has a clear plan of action, goals and guidance.\textsuperscript{3,4} However, there is a limit to sustainability and scalability, especially with the variable nature of state government funding.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{29} Mexico showed similar results from a national government soft drink tax policy with a six percent reduction in soft drink consumption.\textsuperscript{30} The City of Philadelphia experienced corporate pushback and the loss of jobs from decreased beverage sales.\textsuperscript{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.\textsuperscript{33,34} The Cook County Government repealed the policy from a lack of results and local resident unhappiness.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{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. 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).

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. 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. Literature for this policy is scarce and difficult to evaluate as food costs are variable by geographic regions (mountains, flat lands, land-locked areas).

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. 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. 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. 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.\textsuperscript{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.\textsuperscript{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.\textsuperscript{73} It is estimated that purchasing local food retains sixty-five percent of each dollar spent on food in the local area.\textsuperscript{77} Moreover, farmers selling products directly retain a larger profit and contribute more taxes to their local governments as a result.\textsuperscript{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.\textsuperscript{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).\textsuperscript{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.\textsuperscript{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.\textsuperscript{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. They are able 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. In Durham, NC, Reinvestment Partners, through Bull City Cool, leveraged food procurement and shuttle organizations to further benefit the community. 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. 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. 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. Agricultural Economic Development in Henderson County, NC, established a three-county partnership for local agricultural and business communities. 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.

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
<table>
<thead>
<tr>
<th>State</th>
<th>Policy</th>
<th>Stimulate development of venues to sell OR provide affordable healthy food in underserved areas?</th>
<th>Incentivize locally grown and processed food and encourage partnerships with growers, sellers and buyers?</th>
<th>Support training programs to create career paths OR create jobs to reinforce healthy food retail venues?</th>
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<td>GA</td>
<td>2018 H951 Center for Rural Prosperity and Innovation</td>
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<td>2019 H556 Funds for Food Banks</td>
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<td>2006 Abingdon Code § 18-132</td>
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# Appendix

## Table I: Legislation, Regulations & Administrative Policies in North Carolina

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<th>Title</th>
<th>Year</th>
<th>Key Text</th>
<th>Evidence (Weak/Moderate/Strong)</th>
<th>Potential Consequences</th>
<th>Citations</th>
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<td>2019 - Not Passed, Referred to House</td>
<td>Provides funds to the six Feeding Carolinas food banks in NC</td>
<td><strong>Moderate evidence</strong>&lt;br&gt;Food banks can effectively alleviate food insecurity and enable access to food &amp; resources for a short-term period</td>
<td>Uncertain funding&lt;br&gt;Cultural barriers/social stigma</td>
<td>1 2</td>
</tr>
<tr>
<td>H161 Small Business Development Fund Appropriation</td>
<td>2019 - Not Passed, Referred to House</td>
<td>Provide funding to small business development with low-rate loans</td>
<td><strong>Strong evidence</strong>&lt;br&gt;Low interest or micro loans can be successful if there are clear goals and plan of action</td>
<td>Inability to pay loan&lt;br&gt;Context determines success</td>
<td>3 4 5</td>
</tr>
<tr>
<td>S787 Small Farms to Healthier Schools Initiative</td>
<td>2018 - Not Passed, Referred to House</td>
<td>Reimbursement to school districts sourcing food from farms in same region, reimbursement to offset costs of locally grown foods</td>
<td><strong>Moderate evidence</strong>&lt;br&gt;Farm to school programs may positively affect local economies (job creation, increased purchase of local foods, etc.)</td>
<td>Inability to meet volume requirements&lt;br&gt;Definition of “local”</td>
<td>6 7</td>
</tr>
<tr>
<td>H387 Corner Store Initiative</td>
<td>2017 - Not Passed, Referred to House</td>
<td>Provide funding for small food retailers to increase availability of fresh produce, especially in food desert zones</td>
<td><strong>Strong evidence</strong>&lt;br&gt;Increased financial support enables greater supply and access to fresh foods</td>
<td>Lack of dietary change&lt;br&gt;Excessive costs&lt;br&gt;Undesirable location</td>
<td>8 9 10 11 12 13 14 15</td>
</tr>
<tr>
<td>S498 Healthy Food Smaller Retail Program</td>
<td>2017 - Not Passed, Referred to Senate</td>
<td>Provide funding for small food retailers to increase availability of fresh produce, especially in food desert zones</td>
<td><strong>Strong evidence</strong>&lt;br&gt;Increased financial support enables greater supply and access to fresh foods</td>
<td>Prohibitive costs for government</td>
<td>8 9 10 11 12 13</td>
</tr>
<tr>
<td>Bill Number</td>
<td>Description</td>
<td>Year</td>
<td>Status</td>
<td>Evidence</td>
<td>Potential Issues</td>
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<tr>
<td>H455 Local Food Sourcing Tax Credit</td>
<td>Provide a tax credit for wholesale purchase of local food and farm products for sale in a food desert zone</td>
<td>2015</td>
<td>Not Passed, Referred to House</td>
<td>No evidence found</td>
<td>Definition of “local”</td>
</tr>
<tr>
<td>H789 Grocery Store Incentives</td>
<td>Establish statewide program to increase availability of fresh produce in underserved communities</td>
<td>2015</td>
<td>Not Passed, Referred to House</td>
<td>Moderate evidence</td>
<td>Inconvenience (transportation, costs, etc.)</td>
</tr>
<tr>
<td>H991 (=S828) Small Business Incentive Act</td>
<td>Act to exempt small businesses from certain taxes (tangible personal property, digital property and services)</td>
<td>2016</td>
<td>Not Passed, Referred to House/Senate</td>
<td>Limited evidence</td>
<td>Increased demand on government services</td>
</tr>
<tr>
<td>H609 Healthy and High-Performing Schools</td>
<td>Establish healthy school fund to reduce burden of meals (lower costs, subsidize, and promote support)</td>
<td>2015</td>
<td>Not Passed, Referred to House</td>
<td>Moderate evidence</td>
<td>Depends on definition of “healthy” - students may not eat foods and contribute to increased food waste</td>
</tr>
<tr>
<td>H1249 (=S876) Brevard Meals Tax</td>
<td>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</td>
<td>2014</td>
<td>Not Passed, Re-Refereed to House/Senate</td>
<td>Moderate evidence</td>
<td>Pushback from corporations</td>
</tr>
</tbody>
</table>

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.

Limited evidence: State taxes are noteworthy burden on businesses, but state economic criteria/classification needs refinement.

Depends on definition of “healthy” - students may not eat foods and contribute to increased food waste.
<table>
<thead>
<tr>
<th>Bill Number</th>
<th>Description</th>
<th>Status</th>
<th>Summary</th>
<th>Evidence</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>H957 Food Desert Zones</td>
<td>2013 - Not Passed, Referred to House</td>
<td>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</td>
<td>Limited evidence</td>
<td>The Baltimore Healthy Food Environment Strategy is similar, but is in its early implementation stage</td>
<td>Access to fresh food does not equate to increased purchasing of fresh food</td>
</tr>
<tr>
<td>H975 Promote Local/Healthy Food</td>
<td>2012 - Not Passed, Passed 3rd Reading House/Senate</td>
<td>Decrease obesity among SNAP recipients through increased participation in SNAP-ED, increase acceptance of EBT, increase access to local foods</td>
<td>Moderate evidence</td>
<td>SNAP-ED may positively affects dietary behaviors, especially when combined with increased EBT acceptance</td>
<td>Weak evidence</td>
</tr>
<tr>
<td>H1937 Cooking for Change Funds</td>
<td>2010 - Not Passed, Re-referred to House</td>
<td>Appropriate funds to Cooking for Change, Inc. to provide disadvantaged adults with food service skills for careers</td>
<td>Strong evidence</td>
<td>Funding can adequately train workers and positively impact the local economy as seen with the JDIG and One NC state funds</td>
<td>Over reliance on government funding/administration</td>
</tr>
<tr>
<td>S1067 Sustainable Local Food Policy Council</td>
<td>2009 - Ratified</td>
<td>Establish council to address policy considerations (Health &amp; Wellness; Hunger &amp; Food Access; Economic Development; Farmlands)</td>
<td>Moderate evidence</td>
<td>Local food can be effective, but farmers face potential barriers (harvest volume, marketing, environmental disasters, insurance)</td>
<td>Definition of “local”</td>
</tr>
<tr>
<td>H2690 Durham County Meals Tax</td>
<td>2008 - Ratified</td>
<td>Levy one percent sales tax on restaurant meals</td>
<td><strong>Moderate evidence</strong>&lt;br&gt;Food and beverage taxation policy can be effective, but is highly dependent on plan of action, government and context&lt;br&gt;*Lack of literature for restaurant specific taxation</td>
<td>N/A</td>
<td>28 29 30 31 32 33 34 35</td>
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<tr>
<td>S285 Chapter 384</td>
<td>1975 - Ratified</td>
<td>Act to provide the national school lunch program in all public school administrative units</td>
<td>-</td>
<td>Increased government spending</td>
<td>-</td>
</tr>
<tr>
<td>State</td>
<td>Title</td>
<td>Year</td>
<td>Key Text</td>
<td>Evidence (Weak/Moderate/Strong)</td>
<td>Potential Consequences</td>
</tr>
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<td>--------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| 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       |
<table>
<thead>
<tr>
<th>State</th>
<th>Bill Number</th>
<th>Year</th>
<th>Action</th>
<th>Description</th>
<th>Evidence</th>
<th>Challenges</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>TN</td>
<td>H355/S418 Food Waste Task Force</td>
<td>2019</td>
<td>No Action; taken off calendar</td>
<td>Create a task force to study the development of initiatives to reduce the waste of food in this state</td>
<td><strong>Strong evidence</strong> Reducing food waste can be beneficial, but is met with noteworthy challenges in the following arenas: logistics, business commitments, necessary infrastructure and strong local &amp; state policy</td>
<td>Difficult to adequately evaluate food waste</td>
<td>48</td>
</tr>
<tr>
<td>TN</td>
<td>H2109/S1619 Healthy Food Financing Act</td>
<td>2020</td>
<td>No Action; placed on calendar</td>
<td>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</td>
<td><strong>Strong evidence</strong> 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</td>
<td>52</td>
<td></td>
</tr>
<tr>
<td>TN</td>
<td>H2571/S2421 Fresh, Frozen and Canned Vegetable Sales Exemption</td>
<td>2020</td>
<td>No Action; taken off calendar</td>
<td>Exempt the sales tax of fresh, frozen and canned vegetables for human consumption.</td>
<td><strong>Weak evidence</strong> 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)</td>
<td>Lack of improvement in health</td>
<td>54</td>
</tr>
<tr>
<td>TN</td>
<td>H2673/S2127 Microbusinesses</td>
<td>2020</td>
<td>No Action; meeting cancelled</td>
<td>Makes sales and purchases of the micro markets owned and operated by the dealer and taxable under the sales and use tax</td>
<td><strong>Moderate evidence</strong> Microbusinesses play an important role in both national and local economies. However, most microbusinesses lack capital and are at a higher risk of</td>
<td>High failure rate of microbusinesses</td>
<td>55</td>
</tr>
<tr>
<td>State</td>
<td>Bill Title</td>
<td>Year</td>
<td>Status</td>
<td>Description</td>
<td>Evidence</td>
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<tr>
<td>TN</td>
<td>H851/S1028 Local Food Procurement Act</td>
<td>2017</td>
<td>No Action; passed second reading</td>
<td>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.</td>
<td>Strong evidence</td>
<td>Establishing standards (food safety &amp; insurance) could induce prohibitive costs for producers</td>
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<td>Local foods are dependent on the season</td>
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<td></td>
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<td></td>
<td></td>
<td>Failure to accurately capture membership and market audience</td>
<td></td>
</tr>
<tr>
<td>TN</td>
<td>H2120/2634 Food Desert Relief Enterprise Program</td>
<td>2018</td>
<td>Ratified</td>
<td>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.</td>
<td>Limited evidence</td>
<td>Benefit:Cost ratio is not high enough</td>
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<td></td>
<td>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</td>
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<tr>
<td>OH</td>
<td>S147 Enacts Ohio Rural Jobs Act</td>
<td>2017</td>
<td>No Action; referred</td>
<td>Provides a nonrefundable tax credit for insurance companies that invest in rural business growth funds (certified to</td>
<td>Limited Evidence</td>
<td>Lack of infrastructure, skilled workers, and resources may skew</td>
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</table>

failing. While taxation is critical, there is a lack of support for these businesses.
| 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 |

**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.

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<table>
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<tr>
<th>State</th>
<th>Title</th>
<th>Year</th>
<th>Key Text</th>
<th>Evidence (Weak/Moderate/Strong)</th>
<th>Potential Consequences</th>
<th>Citations</th>
</tr>
</thead>
<tbody>
<tr>
<td>CA</td>
<td>Delano Code § 20.11.155 Farmers' Markets Accept Assistance Programs</td>
<td>2007</td>
<td>Requires certified and non-certified farmers' markets to accept payments from federal, state and local food assistance programs.</td>
<td>Moderate evidence Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component</td>
<td>Lack of consumer purchasing</td>
<td>18 19 20</td>
</tr>
<tr>
<td>CA</td>
<td>National City Code § 18.30.260 Neighborhood Corner Stores - Language Use</td>
<td>2012</td>
<td>Corner stores must use language advocating for fresh produce sales and prohibits alcoholic beverages</td>
<td>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</td>
<td>Language is not contemporary enough</td>
<td>65 66 67</td>
</tr>
<tr>
<td>CA</td>
<td>San Francisco Administrative Code Sections 59.1 through 59.9 Healthy Food Retailer Incentives Program</td>
<td>2013</td>
<td>Incentive program for small food stores in underserved areas to sell healthy food, assist with relevant training, obtaining permits, and access grants and loans; &quot;Healthy Food Retailers&quot; 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</td>
<td>Strong evidence Increased financial support enables greater supply and access to fresh foods; Moderate evidence Tax related incentives can prolong business of stores</td>
<td>Access to fresh food does not equate to increased purchasing of fresh food</td>
<td>13 15 23 24 25 37 38</td>
</tr>
<tr>
<td>CO</td>
<td>Dacono Code §§ 4-12(b)(21), (22) Nutrition Assistance Program Purchase Tax Exemptions</td>
<td>2017</td>
<td>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.</td>
<td>Weak evidence</td>
<td>Lack of improvement in health</td>
<td>54</td>
</tr>
<tr>
<td>CO</td>
<td>Fort Collins Code § 12-23 Food Waste Subscription</td>
<td>2019</td>
<td>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</td>
<td>-</td>
<td></td>
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</tr>
<tr>
<td>CO</td>
<td>Golden Code Chapter 18.26 Farmers' Market Regulations</td>
<td>2018</td>
<td>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</td>
<td>Moderate evidence Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component</td>
<td>-</td>
<td>18 19 21</td>
</tr>
<tr>
<td>CO</td>
<td>Boulder Code Tit. 3, Chapter 16</td>
<td>2017</td>
<td>$0.02 per fluid ounce tax for distributors of sugar-sweetened beverages; revenue covers costs</td>
<td>Moderate evidence Food and beverage taxation policy can be effective, but</td>
<td>Pushback from corporations</td>
<td>28 29 30</td>
</tr>
<tr>
<td>Location</td>
<td>Description</td>
<td>Key Details</td>
<td>Outcomes</td>
<td>Notes</td>
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<tr>
<td>Sugar-sweetened Beverage Tax</td>
<td>for administering tax, extra revenue funds activities to improve health equity, notably for low income residents</td>
<td>is highly dependent on plan of action, government and context</td>
<td>Increased costs for vendors/locals, External influence</td>
<td></td>
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</tr>
<tr>
<td>DC</td>
<td>DC Code Sections 47-3801 to 3805 Tax Exemption for Businesses in Priority Development Areas</td>
<td>Law establishes 10 year tax and licensing fee exemptions for restaurants, retail stores and supermarkets in specific priority development areas of DC</td>
<td>No evidence found, Has potential to be effective</td>
<td>Increased costs post-10 year limit</td>
<td></td>
<td></td>
</tr>
<tr>
<td>DC</td>
<td>DC Law 18-353 Food, Environmental, and Economic Development in the District of Columbia Act of 2010</td>
<td>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.</td>
<td>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</td>
<td>Non-ideal store location</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GA</td>
<td>O.C.G.A. § 2-17-3 Department of Agriculture Powers and Duties</td>
<td>GA SNAP provides grants to regional food banks.</td>
<td>Moderate evidence, Food banks can effectively alleviate food insecurity, enable access to food and resources for a short-term period</td>
<td>Increased government spending</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KS</td>
<td>Emporia Res. No. 3618 Funding for Safe Routes to Healthy Food Projects</td>
<td>Uncodified law - City of Emporia will use all Blue Cross/Blue Shield Pathway grant funds to prioritize low-income areas</td>
<td>The Pathways to a Healthy Kansas grant pledged partnerships with restaurants, food truck vendors and food retailers to add healthier food options -</td>
<td>Sustainability post-grant</td>
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<tr>
<td>State</td>
<td>Act Description</td>
<td>Year</td>
<td>Details</td>
<td>Evidence Strength</td>
<td>Notes</td>
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<tr>
<td>MD</td>
<td>Prince George's County Code §§ 12-116 – 121 SNAP To Health Program</td>
<td>2014</td>
<td>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</td>
<td>Moderate evidence</td>
<td>Positive dietary behavior benefits with increased federal benefits, but strong evidence if successfully combined with an education component</td>
<td></td>
</tr>
<tr>
<td>MD</td>
<td>Prince George's County Code §§ 12-116 – 121 Tax Credit for Grocery Stores in Underserved Areas</td>
<td>2014</td>
<td>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</td>
<td>No evidence found</td>
<td>Has potential to be effective</td>
<td></td>
</tr>
<tr>
<td>MD</td>
<td>Prince George's County Code §§ 10-235.22 -.25 Urban Agriculture Tax Credit</td>
<td>2015</td>
<td>Provides a tax credit up to $5,000 for county property taxes on urban agricultural properties</td>
<td>Moderate evidence</td>
<td>Suggesting tax credits can be effective, but is highly dependent on context (strictness of guidelines, income requirements and strain on local government)</td>
<td></td>
</tr>
<tr>
<td>NJ</td>
<td>Passaic Code, ch. 162 Grocery Store Stock Minimum</td>
<td>2017</td>
<td>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.</td>
<td>Weak evidence</td>
<td>Suggesting minimum stocking can be met by retailers without financial assistance; stricter guidelines increases demands on vendors</td>
<td>Limit services provided by local government</td>
</tr>
</tbody>
</table>


| 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 |
<table>
<thead>
<tr>
<th>Taskforce</th>
<th></th>
<th>Moderate evidence</th>
<th>Providing a broader range of food is more effective than solely providing fresh food</th>
<th>19 52 53</th>
</tr>
</thead>
<tbody>
<tr>
<td>VA</td>
<td>Abingdon Code § 18-132 Food Permit Exemption</td>
<td>2006</td>
<td>Exempts people selling fresh farm products from having a requirement required by vendors to operate within town</td>
<td>Limited evidence</td>
</tr>
<tr>
<td>County</td>
<td>Program Title</td>
<td>Agency or Organization</td>
<td>Key Text</td>
<td>Evidence or Evaluation</td>
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<tr>
<td>AR</td>
<td>Arkansas Children’s Hospital’s Initiatives</td>
<td>Arkansas Children’s Hospital</td>
<td>Network of partnerships with hospital to ensure children have access to food</td>
<td>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.</td>
</tr>
<tr>
<td>CA</td>
<td>Healthy Retail SF</td>
<td>San Francisco Department of Public Health/Office of Economic and Workforce Development</td>
<td>Program requiring businesses to increase selling space of fresh produce to at least 35% and limit tobacco &amp; alcohol space to 20% or less combined space</td>
<td>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.</td>
</tr>
<tr>
<td>CA</td>
<td>Pasadena Healthy Retail Program</td>
<td>Pasadena Public Health Department</td>
<td>Program promotes healthier, safer and more vibrant neighborhoods by helping small retail</td>
<td>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</td>
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<tr>
<td>State</td>
<td>Organization</td>
<td>Services Provided</td>
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<tr>
<td>IL</td>
<td>Urban Growers Collective</td>
<td>Provide job training, increase healthy food access, and engage with the community to address inequities and structural racism in the food system of Chicago. <strong>Job Training:</strong> 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. <strong>Food Access:</strong> Fresh Moves Mobile Market; Prescription for Health Program. <strong>Community Engagement:</strong> Community garden plots; workshops.</td>
<td></td>
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</tr>
<tr>
<td>IN</td>
<td>Eskenazi Health System</td>
<td>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. <strong>Securing food in safe and effective storage places to ensure freshness.</strong> Integrating financially affordable programs in low-income settings.</td>
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<tr>
<td>State</td>
<td>Initiative Name</td>
<td>Organization</td>
<td>Description</td>
<td>Benefits</td>
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<tr>
<td>MA</td>
<td>Boston Medical Center’s Initiative</td>
<td>Boston Medical Center</td>
<td>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</td>
<td>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).</td>
</tr>
<tr>
<td>MN</td>
<td>Healthy Corner Stores</td>
<td>Minneapolis Health Department</td>
<td>Improve access to fresh produce and healthier foods; improve store owners’ skills to purchase and handle produce</td>
<td>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.</td>
</tr>
<tr>
<td>MN</td>
<td>Twin Cities Mobile Market</td>
<td>The Food Group</td>
<td>To conveniently bring affordable, fresh fruits, vegetables, meat, dairy, grains and other groceries directly into neighborhoods around the Twin City</td>
<td>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</td>
</tr>
<tr>
<td>State</td>
<td>Organization</td>
<td>Description</td>
<td>Success Factors</td>
<td>Challenges</td>
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<tr>
<td>MN</td>
<td>Co-op Partners Warehouse</td>
<td>Retail-driven distribution cooperative catering to consumer cooperatives, health food stores, buying clubs and restaurants in the region</td>
<td>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.</td>
<td>Initially had a lack of workers experienced with distribution</td>
</tr>
<tr>
<td>NC</td>
<td>Feast Down East</td>
<td>Nonprofit organization that helps support farm businesses, distributes local produce, increase access for consumers and education on local foods</td>
<td>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.</td>
<td>Lack of professionalism led to decreased business success</td>
</tr>
<tr>
<td>NC</td>
<td>NC 10% Campaign</td>
<td>Statewide initiative promoting locally grown/caught food,</td>
<td>Limited evidence from the SARE project showed farms participating in Direct to Consumer Sales</td>
<td>-</td>
</tr>
<tr>
<td>NC</td>
<td>North Carolina Green Cart Program</td>
<td>UNC-CH/University at Buffalo</td>
<td>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)</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>Seal the Seasons</td>
<td>Seal the Seasons</td>
<td>Provide local frozen produce to retail locations in NC and enable healthy food access year-round.</td>
<td>Present in 30 states and works with over 3,000 retail locations in 60 countries. The company has been awarded: The Chobani Incubator,</td>
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<tr>
<td>NC</td>
<td>No Kid Hungry NC</td>
<td>No Kid Hungry/ UNC-CH</td>
<td>Nonprofit &amp; initiative working to end child hunger by promoting under utilized federal nutrition programs</td>
<td>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</td>
</tr>
<tr>
<td>NC</td>
<td>Good Bowls</td>
<td>UNC-CH</td>
<td>Provides improved access to healthy food for lower SES consumers and creating economic opportunities for local farmers and food entrepreneurs</td>
<td>Lack of evaluation or annual report</td>
</tr>
<tr>
<td>NC</td>
<td>Mobile Oasis</td>
<td>Mobile Oasis</td>
<td>Deliver food to underserved populations in Guilford County</td>
<td>Lack of evidence or reports</td>
</tr>
<tr>
<td>NC</td>
<td>STEP for Small Business</td>
<td>NC Rural Center, Center for Rural Entrepreneurship</td>
<td>Community economic development efforts for small towns through community coaching, leadership training and capital assistance</td>
<td>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</td>
</tr>
<tr>
<td>NC</td>
<td>Community Food Strategies</td>
<td>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</td>
<td>Multi-organizational initiative working to empower local food councils with knowledge through organizational capacity</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>Agriventure Sandhills</td>
<td>Thomas Entrepreneurship Hub, NC Rural Center</td>
<td>Program supporting business growth, capital formation and job creation in the Sandhills region for the food and agribusiness sector</td>
<td>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</td>
</tr>
<tr>
<td>NC</td>
<td>Sandhill Community Supported Agriculture Program</td>
<td>Sandhills Farm to Table Cooperative (SF2T)</td>
<td>Food organization with farmers, consumers and staff to deliver local food through their program</td>
<td>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</td>
</tr>
<tr>
<td>NC</td>
<td>Agricultural Economic Development (Henderson County)</td>
<td>AgHC (Agribusiness Henderson County)</td>
<td>Non-profit organization assisting developing and existing businesses to growth by identifying market opportunities, education, advocacy, and financial resources</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>Durham Food System Collaborative</td>
<td>Reinvestment Partners</td>
<td>Nonprofit organization who makes investments to potential businesses that are underserved or in need</td>
<td>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</td>
</tr>
<tr>
<td>NC</td>
<td>Working Landscapes</td>
<td>Working Landscapes</td>
<td>Nonprofit rural development organization in Warren County connecting farmers to consumers to promote healthy citizens and a healthy economy</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>Healthy Environments - DINE</td>
<td>Durham County Public Health Department</td>
<td>School and community-based nutrition education</td>
<td>The program enables a healthy environment through SNAP acceptance at farmers markets</td>
</tr>
<tr>
<td>NC</td>
<td>NC Community Development Initiative</td>
<td>NC Community Development Initiative</td>
<td>CDFI with aims to serve low resource communities by: building on leadership and networks; investing into businesses; advocating into equitable policy</td>
<td>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.</td>
</tr>
<tr>
<td>NC</td>
<td>321 Coffee</td>
<td>321 Coffee</td>
<td>Nonprofit coffee shop employing adults with intellectual and developmental disabilities</td>
<td>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.</td>
</tr>
<tr>
<td>NM</td>
<td>La Montañita’s Regional Foodshed Initiative</td>
<td>La Montañita Co-op</td>
<td>Community-owned consumer cooperative (food market, trade, and distribution center) who promotes and sells locally grown foods</td>
<td>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</td>
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<td>Region</td>
<td>Program Name</td>
<td>Organization</td>
<td>Description</td>
<td>Challenges</td>
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<tr>
<td>NY</td>
<td>FRESH (Food Retail Expansion to Support Health)</td>
<td>NYC Economic Development Corporation</td>
<td>The FRESH program brings healthy and affordable items to underserved communities by mitigating the costs of a business, developing and renovating retail space</td>
<td>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 retention of over 600 jobs</td>
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<tr>
<td>NY</td>
<td>City Harvest - Healthy Retail</td>
<td>City Harvest</td>
<td>Food rescue organization who collects food and delivers it to food pantries, soup kitchens and other partners</td>
<td>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</td>
</tr>
<tr>
<td>OH</td>
<td>Come to the Table</td>
<td>ProMedica Health System</td>
<td>Partnered with local and statewide organizations to bring effective anti-hunger programs through the Come to Table advocacy Initiative</td>
<td>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</td>
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more than 300,000 pounds of food for the community.

The health system saw a 53% reduction in readmission rates and screens more than 51% of patients in primary care.

| OK  | Oklahoma Food Cooperative  | Oklahoma Food Cooperative  | Internet-based cooperative selling meat, produce, milk and value-added items across Oklahoma from a central drop-off location | 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. | Opening a retail store was not practical due to high costs
Logistic barriers with assembling and delivery of orders
Increased policies, standards and practices as cooperative scales up |
|     | No longer in operation    |                             |                                                                      |                                                                                                      |

| WI  | Wisconsin FNV Campaign    | University of Wisconsin-Extension; FoodWise; UNC-CH | Social marketing and PSE change intervention presenting fruits and vegetables in alternative ways among SNAP participants | 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- | Self-reported values |

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|     |                             |                                                                      |                                                                                                      |                                                                                                      |                                                                                                      |
| Green for Greens: Finding Public Funding for Healthy Food | ChangeLab Solutions, National Policy &amp; 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 |
| districts and institutions - expanding fish markets. |
| Bausch Potatoes (MN) grow and sell potatoes to restaurants and institutional foodservice - they employ workers on a year-round basis due to partnerships |</p>
<table>
<thead>
<tr>
<th>Organization</th>
<th>Relevant Work</th>
<th>Contact</th>
<th>Partnerships</th>
</tr>
</thead>
</table>
| Arkansas Children’s Hospital        | Arkansas Children’s Hospital Initiative | Anna Strong  
Executive Director  
Child Advocacy and Public Health  
(501) 364-1413  
strongac@archildrens.org  
Patrick Casey M.D.  
Vice Chairman, Faculty Affairs  
(501) 364-6591  
caseypatrickh@uams.edu |                                                           | • 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    | Latchman Hiralall  
Director, Preventive Food Pantry  
(617) 414-3834  
latchman.hiralall@bmc.org  
Megan Sandel M.D.  
Associate Director, GROW Clinic  
Boston Medical Center  
(617) 733-6989  
megan.sandel@bmc.org  
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 |                                                           | • Greater Boston Food Bank |
<table>
<thead>
<tr>
<th>Establishment</th>
<th>Program/Position</th>
<th>Contact Information</th>
<th>Collaborators</th>
</tr>
</thead>
</table>
| 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 | 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 Peete  
Chief Advocacy and Government Relations Officer  
(419) 469-3894  
barb.petee@promedica.org | Alliance to End Hunger  
Hollywood Casino Toledo (Restaurants)  
SeaGate Food Bank of Northwest Ohio |
| San Francisco Public Health Department | Healthy Retail SF | Contact Link | 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 | - |
<table>
<thead>
<tr>
<th>Organization</th>
<th>Region</th>
<th>Contact Person</th>
<th>Email Address</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Growers Collective</td>
<td>Metropolitan</td>
<td>Erika Allen</td>
<td><a href="mailto:swhite@cityofpasadena.net">swhite@cityofpasadena.net</a></td>
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<tr>
<td></td>
<td></td>
<td>Laurell Sims</td>
<td></td>
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</tr>
<tr>
<td>The Food Group</td>
<td>Twin Cities</td>
<td>Sophia Lenarz-Coy</td>
<td><a href="mailto:slenarzcoy@thefoodgroupmn.org">slenarzcoy@thefoodgroupmn.org</a></td>
<td>Big River Farms, Fare for All</td>
</tr>
<tr>
<td>Co-op Partners Warehouse</td>
<td>Metropolitan</td>
<td>Tom Rodmyre</td>
<td><a href="mailto:tom@cpw.coop">tom@cpw.coop</a></td>
<td>Big River Farms, Fare for All, Wedge, Linden Hills Co-op, MOSES, Institute for Agriculture &amp; Trade Policy, Renewing the Countryside, Organic Trade Association, MOSA Certified Organic, CDS, Equal Exchange</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Lori Zuidema</td>
<td><a href="mailto:lori@cpw.coop">lori@cpw.coop</a></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Kirk Sorenson</td>
<td><a href="mailto:kirk@cpw.coop">kirk@cpw.coop</a></td>
<td></td>
</tr>
<tr>
<td>Feast Down East</td>
<td>Metropolitan</td>
<td>Cara Stretch</td>
<td><a href="mailto:cara@feastdowneast.org">cara@feastdowneast.org</a></td>
<td>Partnerships</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Zach LaVere</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Contact Details</td>
<td>Partnerships</td>
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</tr>
<tr>
<td>Food Hub Manager</td>
<td>Zach Underwood (910) 524-0615 <a href="mailto:zach@feastdowneast.org">zach@feastdowneast.org</a></td>
<td></td>
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<tr>
<td>Matt Underwood Strategic Partnerships Consultant</td>
<td>(910) 617-9734 <a href="mailto:matt@feastdowneast.org">matt@feastdowneast.org</a></td>
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<td></td>
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</tr>
<tr>
<td>NC 10% Campaign</td>
<td><a href="mailto:info@nc10percent.com">info@nc10percent.com</a></td>
<td>Partnerships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Seal the Seasons</td>
<td>Patrick Mateer Founder and CEO (919) 245-3535 (ext. 102) <a href="mailto:patrick@sealtheseasons.com">patrick@sealtheseasons.com</a></td>
<td>Partnerships</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alex Piasecki CEO and Co-Founder</td>
<td>(919) 245-3535 (ext. 106) <a href="mailto:alex@sealtheseasons.com">alex@sealtheseasons.com</a></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Eric Goldbach VP of Operations</td>
<td>(919) 245-3535 (ext. 103) <a href="mailto:eric@sealtheseasons.com">eric@sealtheseasons.com</a></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>No Kid Hungry North Carolina</td>
<td>Tamara Baker Communications Director Summer Nutrition Program Manager SNAP-Ed Child Nutrition Project Director <a href="mailto:TamaraBaker@unc.edu">TamaraBaker@unc.edu</a> (919) 307-7781</td>
<td>● National No Kid Hungry Campaign (Share Our Strength) ● UNC-CH Center for Health Promotion and Disease Prevention</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Guilford Mobile Oasis</td>
<td>Mobile Oasis Farmers Market <a href="#">Website</a></td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organization</td>
<td>Project/Program</td>
<td>Contact</td>
<td>Partnerships &amp; Funders</td>
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<td>NC Rural Center</td>
<td>STEP for Small Business</td>
<td>Barry Ryan&lt;br&gt;Vice President&lt;br&gt;<a href="mailto:barry@ncruralcenter.org">barry@ncruralcenter.org</a></td>
<td>● Center for Rural Entrepreneurship</td>
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<td>NC Rural Center</td>
<td>Community Food Strategies</td>
<td>Misty Herget&lt;br&gt;Senior Director of Programs&lt;br&gt;<a href="mailto:mherget@ncruralcenter.org">mherget@ncruralcenter.org</a></td>
<td>● Center for Environmental Farming Systems&lt;br&gt;● Appalachian Sustainable Agricultural Project&lt;br&gt;● Care Share Health Alliance&lt;br&gt;● Carolina Farm Stewardship Association</td>
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<td>Thomas Entrepreneurship Hub</td>
<td>Agriventure Sandhills</td>
<td>Misty Herget&lt;br&gt;Senior Director of Programs&lt;br&gt;<a href="mailto:mherget@ncruralcenter.org">mherget@ncruralcenter.org</a></td>
<td>● NC Rural Center</td>
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<td>UNC-CH Center for Health</td>
<td>Good Bowls</td>
<td>Alice Ammerman DrPH&lt;br&gt;Director of UNC Center for Health Promotion and Disease Prevention&lt;br&gt;UNC-CH&lt;br&gt;(919) 966-6082&lt;br&gt;<a href="mailto:alice_ammerman@unc.edu">alice_ammerman@unc.edu</a></td>
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<td>Bull City Cool</td>
<td>Bull City Cool</td>
<td>Neal Curran&lt;br&gt;Director of Food Programs&lt;br&gt;(919) 667-1000 (ext. 50)&lt;br&gt;<a href="mailto:neal@bullcitycool.com">neal@bullcitycool.com</a></td>
<td>● Reinvestment Partners&lt;br&gt;● Durham Soil and Water Conservation District&lt;br&gt;● Durham Farmland Preservation Board</td>
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<td>Working Landscapes</td>
<td>Food System Revitalization&lt;br&gt;Food Hub&lt;br&gt;Main Street Kitchen&lt;br&gt;Byway Foods</td>
<td>(252) 257-0205&lt;br&gt;Carla Norwood PhD&lt;br&gt;Executive Director&lt;br&gt;<a href="mailto:carla@workinglandscapesnc.org">carla@workinglandscapesnc.org</a>&lt;br&gt;Gabriel Cumming PhD&lt;br&gt;Associate Director&lt;br&gt;<a href="mailto:gabriel@workinglandscapesnc.org">gabriel@workinglandscapesnc.org</a></td>
<td>Partnerships &amp; Funders&lt;br&gt;● Drip Coffee and Market</td>
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<th>What’s Growing On</th>
<th>Durham County Public Health Department</th>
<th>DINE</th>
<th>Kelly Warnock MPH, RD, LDN Community Nutrition Program Manager (919) 560-7857 <a href="mailto:kwarnock@dconc.gov">kwarnock@dconc.gov</a> Morgan Medders MS, RD, LDN School Nutrition Program Manager (919) 560-7838 <a href="mailto:mmedders@dconc.gov">mmedders@dconc.gov</a></th>
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<td>NC Community Development Initiative</td>
<td>Leadership</td>
<td>(919) 828-5655</td>
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<td>321 Coffee House</td>
<td>321 Coffee House</td>
<td>Lindsay Wrege Co-Founder and CEO <a href="https://www.linkedin.com">LinkedIn</a> Michael Evans Co-Founder and CFO <a href="https://www.linkedin.com">LinkedIn</a> Liam Dao COO <a href="https://www.linkedin.com">LinkedIn</a></td>
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| La Montañita Co-op | La Montañita Regional Foodshed Initiative | Valerie Smith President board-member6@lamontanita.coop | ▪ Beneficial Farm and Ranch Collaborative  
▪ Community Supported Agriculture |
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<th>Organization</th>
<th>Initiative/Program</th>
<th>Contact Information</th>
<th>Partnerships</th>
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<td>NYC Economic Development Corporation</td>
<td>FRESH (Food Retail Expansion to Support Health)</td>
<td>Contact Form</td>
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|                                                  |                                                                                    | James Patchett  
President & CEO  
[LinkedIn](https://www.linkedin.com)                                                                 | -                                                                                                 |
|                                                  |                                                                                    | James N. Katz  
Executive Vice President and Chief of Staff  
[LinkedIn](https://www.linkedin.com)                                                                 | -                                                                                                 |
|                                                  |                                                                                    | Ana Ariño  
Executive Vice President and Chief Strategy Officer  
[LinkedIn](https://www.linkedin.com)                                                                 | -                                                                                                 |
| City Harvest                                     | Healthy Retail                                                                    | Jilly Stephens  
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General Inquiries  
(646) 412-0600                                                                 | [Partnerships](https://www.cityharvest.org/partnerships)                                                                 |
| Center for Good Food Purchasing Program           | Center for Good Food Purchasing Program                                           | Alexa Delwiche  
Co-Founder, Executive Director  
adelwiche@goodfoodpurchasing.org  
Paula Daniels  
Co-Founder, Chief of What’s Next                                                                 | [Partnerships](https://www.centreforgoodfoodpurchasing.org/partnerships)  
[Food Chain Workers Alliance](https://www.foodchainworkers.org)  
[Real Food Media](https://www.realfoodmedia.org)                                                                 |

This cooperative has many more partners, but they are not publicly listed.
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<th>Real Food Generation</th>
<th>Real Food Challenge Partnership Inquiries</th>
<th>Partnerships</th>
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<td><a href="mailto:pdaniels@goodfoodpurchasing.org">pdaniels@goodfoodpurchasing.org</a></td>
<td><a href="mailto:nina@realfoodchallenge.org">nina@realfoodchallenge.org</a></td>
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References


Saldívar-Tanaka, L., & Krasny, M.E. Culturing community development, neighborhood open space, and civic agriculture: The case of Latino community gardens in New York City. *Agric Human Values*, 2004;21(4), 399-412.


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