



5

YEARS IN

EVIDENCE OF PROGRESS
TOWARD A HEALTHIER
FOOD SYSTEM

HPKF

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ACKNOWLEDGMENTS

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Since the inception of the Henry P. Kendall Foundation, we have been guided by our core principles: invest in leaders, support strong organizations, partner with others, and hold a clear focus within an issue or geography while remaining nimble enough to adapt to a changing context and real-world circumstances on the way to our goals.

Five years ago, as a new chapter of the Foundation began, we sought to carry these guiding principles into the future. Our desire to combine our history of environmental protection with focused attention on a subset of the climate agenda that was inspiring and intensely local, drew us to the New England food system. We aspired to work alongside others to shift market forces in the direction of sustainability, joining with environmental, economic and public health advocates to expand the chorus of voices in the local food movement.

Beginning in 2011, we explored the region, listening to leaders in all areas of the food system whose work in this field long predated ours. We talked to nonprofit leaders, farmers and processors, policymakers, fishermen, consumers and our peers in philanthropy. We drew our strategy in the spirit of the Foundation's own approach over many decades and the leading practices in the field of philanthropy: our dollars would be combined with the relationships we formed; we would help to connect the many parts of the food system to each other; we would help to create a blueprint for a resilient and healthy food system in the region. Our range of investments, when taken together, would ensure that no single grant operates in isolation, but instead contributes to the thriving ecosystem of organizations, businesses and networks that is required to achieve a regional vision for the food system. With the New England Food Vision as our guide, we have helped to rally the field around this ambitious goal of producing 50% of the food consumed in the region by 2060.

Even as we have continued to learn and stay open to possibilities, we have been focused on the

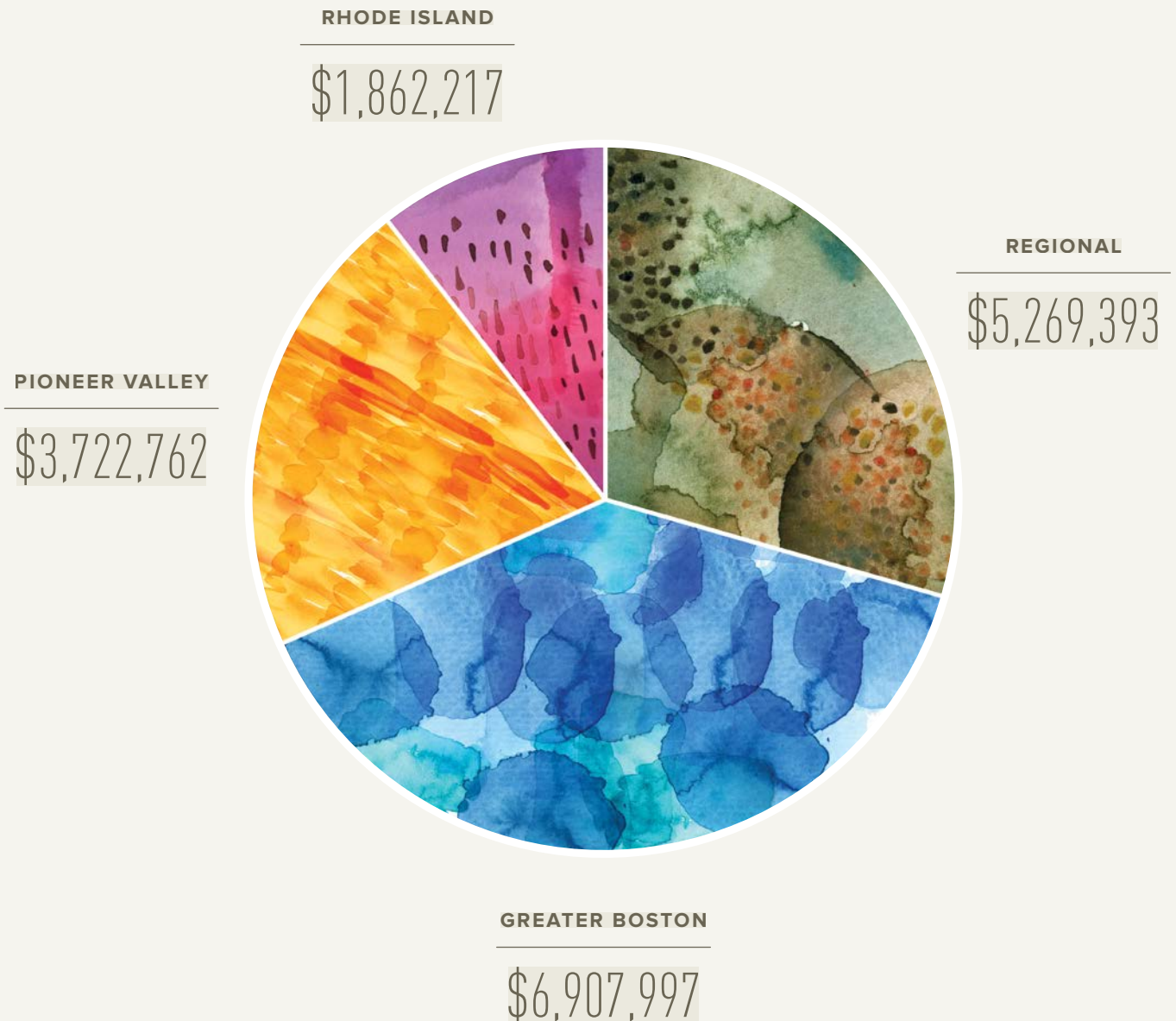
execution of an initial strategy. In 2012, guided by the insights of the region's leaders and the short-term progress we knew we could help catalyze, we drafted a set of five-year outcomes for our grant-making in four areas of the region. Since then, we have aligned our grants to those outcomes and aimed our investments toward existing strengths and high leverage opportunities that could improve the region's food system. With our dollars and our time, we have invested in both the infrastructure needed for the system to work and the movement needed to call for change.

Taken together, the collective work of our grantees and many others adds up to real change. Perhaps most significant is the change in how food and agriculture are viewed by citizens and decision-makers in this region. Ken Payne of the RI Agricultural Partnership notes of the last five years of work: "[It] has substantially involved moving agriculture from consideration under a preservationist paradigm to an economic development paradigm," he said. "We have shifted from seeing agriculture as preservation and an important connection to Rhode Island's past to seeing agriculture as potentially vital to Rhode Island's future." A similar sentiment is expressed throughout the region. Indeed this shift in understanding is a fundamental first step in the long road ahead.

Progress these last five years has been swift, indicating to us that the region's tailwinds are with us. And what's happening in New England is serving as inspiration to others across the country, further amplifying our impact and giving us reason to be hopeful about the potential of what is happening here. Nonetheless, reaching the 2060 Vision will mean changing the tides of the mainstream American food and agricultural industries, and therefore will require an even greater laser-focus on our goals. This report includes evidence of the progress made toward a more resilient and healthy food system in New England these last five years, with an emphasis on the role that the Henry P. Kendall Foundation has played. A strong foundation has been laid for even greater progress in the next five years and beyond.

GEOGRAPHIC AREAS OF INVESTMENT

5-YEAR TOTAL : \$17,942,369



Not shown in pie chart: Northern New England grants, \$180,000.

OUTCOMES

In 2012, we proposed a set of outcomes in four portfolios around which we would organize our grant-making and seek grantee partners. Based on what we learned in the first year, and in keeping with the spirit of the Kendall Foundation's history, we believed that achieving these outcomes would be a meaningful five-year step in the direction of the 2060 New England Food Vision. We have made a few adjustments over the first five years, including letting go of our then "Route 91 Corridor" Groundwork area, in favor of focusing our involvement in the Pioneer Valley in Massachusetts. In the Regional portfolio, we added an

outcome for "building alignment around the 2060 Vision" when it became clear that work would be critical to long-term progress. Beyond discretionary and special interest grants, we rarely made a grant that did not connect directly to one of our outcomes. Following is a summary of the outcomes we named in each of the four portfolios and examples of the kind of progress made toward those outcomes with our grants and support. At the most fundamental level, the summary here reveals that in these five years we helped the field to make progress toward the outcomes we care about.



Outcomes by Geographic Area

REGIONAL

- 1 **Increased awareness of and alignment around 2060 Vision**
- 2 **Increased coordination and connection among food systems leaders across the region (thriving networks, shared priorities)**
- 3 **A long-term food system plan for each state**
- 4 **Stronger regional infrastructure (aggregation, distribution, processing)**

Evidence of progress:

- a. Sub-regions and states within New England are creating food system plans within the context of the 2060 New England Food Vision, articulating how their work contributes to the larger vision, including the Franklin Regional Council of Governments and the Southeastern Massachusetts Agricultural Partnership.
- b. Organizations are creating their own strategic plans with the 2060 Vision as the aspirational goal toward which they are working, such as Farm Fresh Rhode Island in 2015-2016.
- c. Boston Local Food Festival now hosts a “New England Village” booth, putting Boston in its regional context and offering education about the New England Food Vision.
- d. Vermont Farm to School advocates used the 2060 Vision to help make their case to legislators to include funding for farm-to-school in their budget.
- e. The editor of Edible Boston launched another publication in September, TO MARKET Magazine, which will cover food systems issues in the New England region.
- f. 30 core members of a regional leadership team have been actively working together for four years as part of Food Solutions New England (FSNE).
- g. Over 400 people have attended FSNE’s annual New England Food Summit, including delegations from the six states, delegations of young professionals, food chain workers, food funders, and cross-cutting regional delegates, working together to align the region around the Vision and strengthening ties among leaders.
- h. Farm to Institution New England (FINE) is a thriving six-state network working to get every institution in the region sourcing more food from this region.
- i. A food system network now exists in each New England state, providing a hub of planning and connection for food system leaders and grassroots activists in the state. Each state network also connects to regional networks like FSNE and FINE.
- j. Vermont and Rhode Island completed long-term food system plans in 2011.
- k. New Hampshire completed a long-term plan in 2015.
- l. Maine and Massachusetts completed long-term plans in 2016.
- m. Rhode Island is creating a new comprehensive, long-term plan to be released in 2017, commissioned by the Governor.
- n. Connecticut has formed the CT Food System Alliance, a strong network of over 300 members who meet throughout the year to exchange ideas and find ways to collaborate. Additionally, the Governor’s Commission on Agriculture released a strategic plan in 2012 called “Grow Connecticut Farms,” with annual recommendations.
- o. Red Tomato has grown over the last five years from \$2.85M in sales in 2011 to \$5M in sales in 2015, making it one of the largest regional nonprofit “food hubs” in the country.
- p. Farm Fresh Rhode Island has grown its budget from nearly \$1 million to over \$2 million since 2012 and has added processing, seafood and institutional customers to its core aggregation and distribution functions.
- q. A new slaughterhouse facility is underway in Southeastern Massachusetts.

GREATER BOSTON

- 1 **Increased access to fresh, local food for underserved populations**
- 2 **Increased market opportunities for growers and producers**
- 3 **Heightened awareness of the benefits of local food**
- 4 **3-4 game-changing disruptive activities in the food system**

Evidence of progress:

- a. 16 community gardens in the South End and Lower Roxbury were permanently protected by the Boston Natural Areas Network, providing 600 families a way to grow their own food.
- b. Daily Table opened in June 2015 with the goal of making healthy food available at a reasonable price while also addressing the negative impacts of wasted food.

- c. YMCA of Greater Boston used a grant from HPKF to create a teaching kitchen and community garden in East Boston.
- d. Codman Academy made the transition to a model food service program serving fresh and local food to students, staff, and community partners, helping all who are engaged better understand the role of food in maintaining health.
- e. The Boston Public Market opened in 2015, providing a new retail outlet for over 20 vendors of local produce, fish, meat, cheese, beer, flowers and other products.
- f. The number of farmers markets that allow the use of EBT cards in Massachusetts nearly doubled from 2011-2013, which makes the use of SNAP (Supplemental Nutrition Assistance Program) benefits (federal nutrition assistance) at farmers markets much easier.
- g. Media coverage of local and national food related stories notably increased.
- h. CommonWealth Kitchen, which launched in Boston in 2009, has supported more than 100 food-related emerging businesses with incubator space and technical assistance.
- f. The Western MA Food Processing Center has grown in operating revenue from \$145,755 to \$274,409 from almost 50 clients. It has one of the only Instant Quick Freeze (IQF) machines in the region, enabling more farmers to freeze and store excess produce to sell to markets all year long.
- g. Smith College signed the Real Food Challenge, joining other colleges in the region in a commitment to 20% local, “REAL” food by 2020.

RHODE ISLAND

- 1 **Accomplishment of majority of 5-year goals in Rhode Island Agricultural Partnership’s Strategic Plan**
- 2 **Measurable progress against RI Food Policy Council goals**
- 3 **Increased civic engagement/awareness of the benefits of local food**
- 4 **Improved infrastructure for aggregation, distribution and processing**

Evidence of progress:

- a. Established new organizational infrastructure: e.g. Rhode Island Food Policy Council; Interagency Food; Nutrition Advisory Council and Young Farmers Network.
- b. Established a baseline of key information: economic impact of the sector = \$170m industry; 65,000 jobs.
- c. Passed seven new laws, regulations, pieces of guidance related to food and agriculture.
- d. A new state grants program was created in 2012: the Local Agriculture and Seafood Act (LASA) = \$690,000 in small grants over three years has been disbursed to strengthen Rhode Island’s food system enterprises and enhance markets.
- e. Piloted a food business ‘accelerator’ program at the Social Enterprise Greenhouse, helping 12 start-up food businesses in its first year.
- f. Farm Fresh Rhode Island doubled in size, grew its farm-to-school work and added processing to its core business of aggregation/distribution.
- g. Southside Community Land Trust increased its network of community gardens, now up to 45 in and around the city of Providence.
- h. Governor Raimondo appointed Director of Food Strategy for the state.

PIONEER VALLEY

- 1 **Measurable increase in institutional demand for local/regional food**
- 2 **Policies and programs that increase access to local food in Hampden County**
- 3 **Increased connectivity of food systems leaders across the Pioneer Valley**

Evidence of progress:

- a. 38% increase in purchases of regional food by UMass Amherst Dining between 2013-2015.
- b. From 2012-2016, Community Involved in Sustaining Agriculture matched food stamps (SNAP) at 10 farmers’ markets and tripled the number of local farmers selling direct to consumers in Hampden County.
- c. Chicopee Schools increased sourcing of local foods from \$10,000 in FY2014 to \$100,000 in FY2015 to \$200,000 expected by the end of FY2016.
- d. Springfield Food Policy Council expanded its reach and increased its membership from 199 to 248.
- e. Hampshire College created a new position in 2015: Director of Dining and Event Services, who will implement a self-operated dining program.

2011



- ▶ Vermont Farm to Plate 10-year plan released and Farm to Plate Network established
- ▶ Rhode Island Agricultural Partnership 5-year strategic plan released
- ▶ Rhode Island Food Policy Council established
- ▶ The City of Boston teamed up with Boston Natural Areas Network to permanently preserve 16 community gardens in the South End and Lower Roxbury

2012



- ▶ Two-year old Farm to Institution New England network expanded with grants from US Department of Agriculture and John Merck Fund
- ▶ Henry P. Kendall Foundation food systems strategy adopted by the board
- ▶ Food Solutions New England Network Team launched
- ▶ Maine Sustainable Food System Leadership Institute created

2013



- ▶ Connecticut Food Systems Alliance formed
- ▶ New Hampshire Food Alliance formed
- ▶ Sustainable Agriculture and Food Systems Funders Conference held in Providence: *Rethinking Risk and Resilience*. John Merck Fund and Kendall Foundation co-hosted a panel of our grantees discussing New England regional food systems efforts

2014



- ▶ 50 x 60 Vision released
- ▶ Local Agriculture and Seafood Act grants program established in Rhode Island: first round of \$230,000 in grants awarded to local agriculture and seafood businesses and marketing efforts
- ▶ Heath Care Without Harm statewide working groups established in all six New England states
- ▶ New England Food Policy Report released
- ▶ Food Solutions New England made commitment to racial equity and food justice as core values
- ▶ Crop Circle Kitchen opened in Dorchester (now renamed Commonwealth Kitchen)

2015



- ▶ Boston Public Market opened to the public
- ▶ New Hampshire statewide food plan completed
- ▶ Flagship Daily Table store opened in Dorchester
- ▶ Farm to Institution New England's dashboard of baseline metrics unveiled, establishing a way to track progress over the long-term

2016



- ▶ Maine Food Strategy released
- ▶ Rhode Island Director of Food Strategy appointed to Governor's office. First position of its kind in the nation
- ▶ 6th Annual Food Solutions New England Summit held in Bridgeport, CT

SHIFTING PUBLIC AWARENESS

Media coverage reflects growing public interest in food systems

PROVIDENCE JOURNAL

by Alex Kuffner | May 11, 2016

R.I. Hires State's First Director of Food Strategy

PROVIDENCE, R.I. At the annual State House celebration of Rhode Island farms on Tuesday, Governor Raimondo announced the hiring of the first director of food strategy for the state. "I think the level of collaboration across the state is unprecedented," Bourns said.

THE WASHINGTON POST

by Mark Bittman, Michael Pollan, Ricardo Salvador and Olivier De Schutter | November 7, 2014

How a National Food Policy Could Save Millions of American Lives

The food system and the diet it's created have caused incalculable damage to the health of our people and our land, water and air. If a foreign power were to do such harm, we'd regard it as a threat to national security, if not an act of war, and the government would formulate a comprehensive plan and marshal resources to combat it.

THE WASHINGTON POST

by Michael Pollan | June 6, 2016

A Decade After 'The Omnivore's Dilemma,' Michael Pollan Sees Signs of Hope

GRÉCOURT GATE

Smith College | January 20, 2016

Eat Local: Dining Services Offers More Locally Produced Food

BOSTON GLOBE

by Taryn Luna | May 22, 2015

Nonprofit Grocery Store Set to Open in Dorchester

THE MASSACHUSETTS DAILY COLLEGIAN

by Shelby Ashline | April 14, 2014,

Hampshire College aims to launch 100 Percent Local Food Challenge

ASSOCIATED PRESS

by Lisa Rathke | January 24, 2016

Vermont Sees Growth in Food Business

BOSTON GLOBE

by Casey Ross | October 4, 2014

Boston Public Market construction to begin

Besides vendors, the 28,000-square-foot facility will have a bakery and demonstration kitchen.

THE NEW YORK TIMES

by Diane Cardwell | January 21, 2007

City Hires Coordinator of Food Policy

BOSTON GLOBE

by Gillian O'Callaghan
August 4, 2015

At East Boston Y, little hands grow it and cook it

BOSTON GLOBE

by Catherine Smart
September 7, 2016

The story behind a new publication focusing on local food

BOSTON GLOBE

by Brenda J. Buote | August 21, 2016

At Schools, Healthier Options Pass the Taste Test

THE NEW YORK TIMES

by Margot Sanger-Katz
August 25, 2016

More Evidence That Soda Taxes Cut Soda Drinking

ECORI NEWS

by Tim Faulkner
December 7, 2015

Providence Food Co-op Finds Place to Build

It took more than 10 years, but the city's largest food cooperative finally has a home ...

CIVIL EATS

by Steve Holt | May 12, 2015

Vermont: America's Food Relocalization Laboratory

Over the last decade, Vermont's lawmakers, businesses, farmers, and schools have done more to re-localize its food system than any other state, bar none.

WWLP 22 NEWS

by Anthony Fay | August 12, 2015

Chicopee schools serving up fresh, local foods

For the past year, UMass Dining Services and Chicopee Public Schools Food Services have been partnering to improve the quality of food that students in the district receive.

JWU MAGAZINE

by Mary Sward | Winter 2015 Issue

The New Food Economy

Can Providence's food cluster lead the way to economic recovery?

10 things we've learned in the last 5 years.



In these five years of exploration, investment, and impact, we have seen the beginnings of a transformation in the region toward a more sustainable food system. Along the way, one variable has remained constant for us: in a complex and rapidly changing system, we are constantly learning. Here are ten important things we have learned that have shaped the way we do our work:

1. Understanding the food system value chain is critical to improving the system.

Inputs, production, processing, distribution and marketing, consumption, and waste – these components comprise the whole of the system. And each of these components is influenced by a number of factors—national and local policy, consumer awareness, technology, business acumen. While each component is necessary to the health of the system, the complexity of the system requires us to think beyond any one of these pieces and instead focus on their interconnectedness. This systems approach has defined our efforts over the last five years.

2. Building a resilient regional food system requires both a thriving movement and a strong industry.

Unlike some other social issues or systems, the health and sustainability of the regional food system requires more than improving the mechanics of the system itself. Public awareness and demand for change is necessary to drive the system toward sustainability. Consequently, a high functioning industry must be equipped to respond to public demand. Our investments have not only focused on strengthening parts of the system itself, but also on building a movement, and promoting the values and behavioral changes required to change the system.

3. Improving the food system requires all of the philanthropic tools at our disposal.

In some instances, traditional grants aimed at building healthy and strong local and regional nonprofit organizations have characterized our investments, and that remains a core grant-making tool. When focusing on industry-building and incentivizing a new market, we have also needed to consider less traditional foundation support, such as loans and program related investments. Beyond our grants and financial investments, it has become increasingly clear that using our convening power, partnering with other foundations, offering our connections to influencers, and providing strategic and business expertise to our partners across the system have been critical contributions as well.

4. Statewide plans must focus on the needs of the state and the role it plays in the region.

Five years ago, each of the six states was at a very different stage in the development of a comprehensive statewide food system plan. Now, five of the six have completed one. The establishment of these plans is a vital part of achieving the 2060 Vision, and is also an important part of identifying the role each state can play in improving the health of the regional food system. While New England's population centers exist largely in the southern part of the region, its production value exists largely in the north. Acknowledging this important contextual reality within each statewide plan contributes not only to the health of the state, but of New England as well.

5. Strong leaders are smart investments.

Throughout the Kendall Foundation's history, there has been an appreciation for the power of

identifying and supporting strong, talented, visionary leaders, and then stepping aside to let them do their work. Improving the health of the region's food system has proven to be no different. We have had the extraordinary privilege these last five years of spending time with many of the inspiring leaders whose vision and efforts are resulting in a healthier, more sustainable food system. Our partnerships with them are essential to our own success and in many ways, we are following their lead. Shifting the dynamics within a complex system is undoubtedly hard work. Having leaders who can effectively navigate dynamics within the system to effect change is an important component to success.

6. Years of disinvestment have contributed to a fundamentally broken food system infrastructure.

A key contributor to revitalizing the regional food system is rebuilding its physical infrastructure. Over the last 40-50 years, food aggregation and distribution has become national and centralized. Regional "food hubs" had effectively vanished from the region, but when we began this work five years ago, they were beginning to re-emerge as a vital component of a healthy regional system. As attention is applied to this aspect of re-establishing a functioning regional system and food hubs are responding to a growing public demand, our investments have included some of these entities, and slowly, this infrastructure is being rebuilt.

7. The value of networks cannot be overstated.

Five years ago, we learned not only about the weak physical infrastructure in the region's food system, but also that the dense network of trusting relationships that is required to make the system work was not present. Disinvestment in agricultural

infrastructure had resulted in disconnected system components and weakened relationships. Using the foundation's own networks, and by investing in the convening power of our grantee partners, great strides have been made in reconnecting the various players in the system.

8. Institutional investing is a critical leverage point to impact systemic change.

Large purchasers have tremendous leverage in terms of driving market forces, demonstrating consistent demand and giving producers the confidence to plant more crops and scale up their businesses. This has been a defining characteristic of our approach these last five years, especially in the Pioneer Valley where we have worked with leaders at UMass Amherst and neighboring universities and public school systems. There are many other large-scale players that could have similar impact, and our learnings over the last five years in this area will inform how we approach these institutions in the future.

9. Markets and movements must be supported by good policy.

Building an industry requires both a physical infrastructure and close attention to the fundamental rules that govern it. Aligning agricultural regulations, land use policies, and production and distribution rules are fundamental to achieving our long-term vision. Achieving policy change also requires an inspired public, grassroots movement that can help drive demand for local food, and also pressure policymakers at the local, state and federal levels. Our work in the last five years has balanced our attention across markets, movement, and policy.

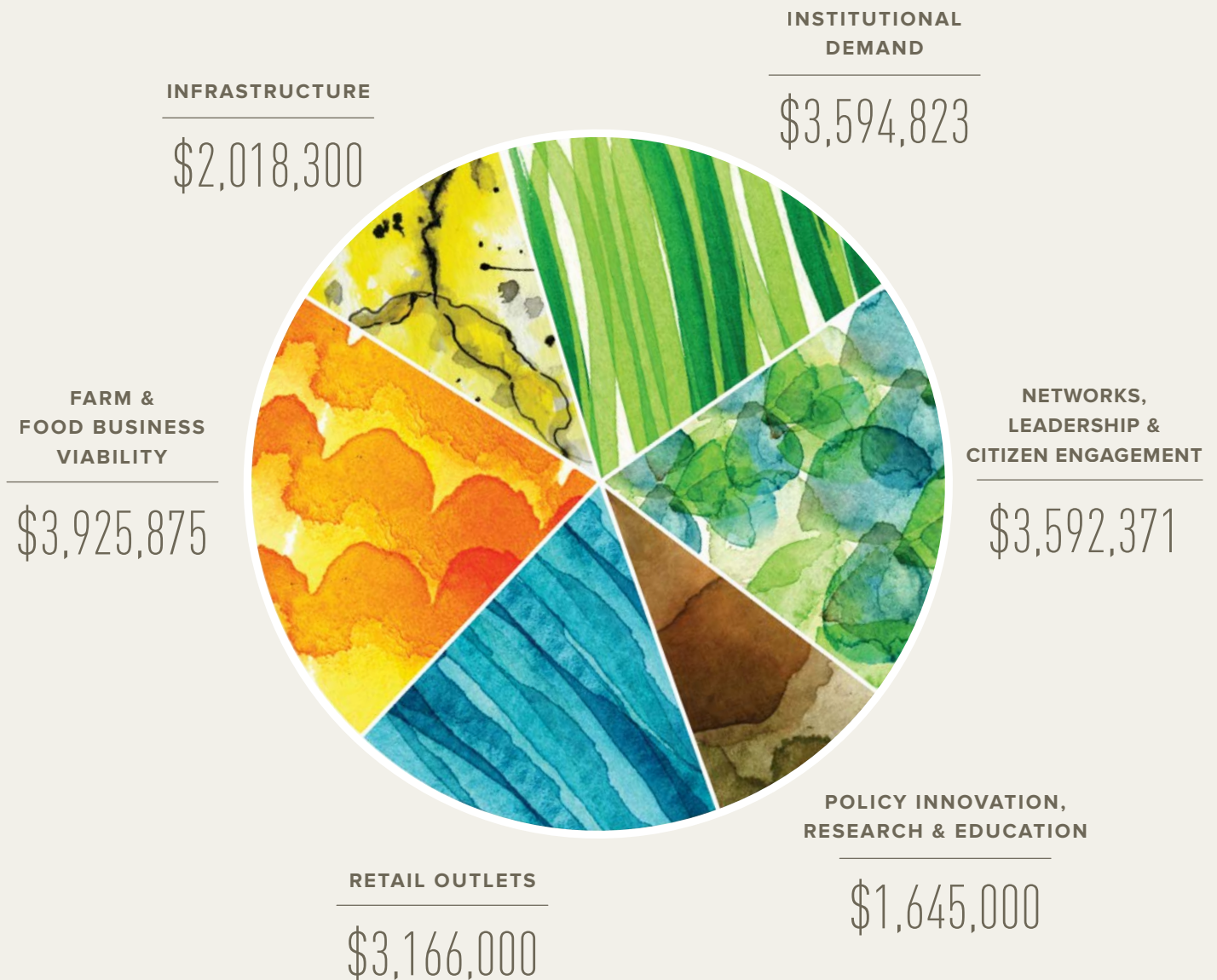
10. In an emergent field, measuring impact requires establishment of benchmarks.

While we were by no means the first to arrive at this work five years ago, the field is still young with many unknowns. Measuring progress and declaring victory, even at a small scale, can be difficult without the necessary measurement frameworks and data gathering mechanisms to be able to say if progress is being made. We have played a role in dedicating resources to creating these mechanisms and frameworks where they are absent, and establishing benchmarks from which to measure progress.



SYSTEMS CHANGE

TOTAL AMOUNT AWARDED : \$17,942,369



SYSTEMS CHANGE

For our philanthropic efforts to catalyze change in the highly complex food system, we must understand the interrelationships among the many working parts of the system. So what is a food system? “A food system encompasses all of the processes involved in feeding people: it includes the production, harvesting, and processing of food; its distribution and marketing; its consumption (whether at home, in schools and institutions, or in restaurants); and ultimately, the recycling or disposal of food waste.”¹

Influencing this dynamic and rapidly changing system requires an adaptive approach that senses what is happening and responds in kind. During the first five years of our food systems grant-making, we have endeavored to be nimble and

responsive, continually scanning the landscape for opportunities to engage with partners to fill a gap, demonstrate innovation or deepen the connections across food systems categories. We’ve made large investments in a few ‘flagship’ examples that highlight one important part of the food system and we’ve simultaneously supported the more ‘invisible’ parts of the system where people and places connect to each other.

Our approach goes beyond geographic categories. It takes into consideration the complexity of the overall system.

The opposite page illustrates another way of categorizing our investments, across a number of dimensions of the food system that we have sought to influence.



¹RI Food Policy Council: http://rifoodcouncil.org/wp-content/uploads/2015/10/RI_RIFPC_FACT_SHEETS_WEB.pdf

“Breaking into new territory is not something that comes as a surprise nor is it unwelcome for the Henry P. Kendall Foundation. We have a long history of identifying a need and organizing ourselves around it to effect substantial, lasting change.”

JOHN P. KENDALL

Co-founder of the Henry P. Kendall Foundation

A photograph of two young women in a cafeteria setting. They are standing at a buffet line, looking at the food options. The woman on the left is wearing a red sweater and a black and white patterned shirt. The woman on the right is wearing a white sweater. They are both holding plates and using tongs to serve themselves. The buffet line has several trays of food, including spaghetti, broccoli, and rice. The background shows other students sitting at tables in the cafeteria.

Institutional Demand

We have chosen to focus on institutional demand because we believe that if we can shift the demand of large players within the market, it will help accelerate the growth of food production in the region in big ways, all while helping to ensure that the people inside the institutions are eating great food. Universities, hospitals and public schools represent large, reliable contracts for producers of food, which are desirable for growers who are trying to scale up. In this way, we create a virtuous cycle of increased consumer demand and increased regional production of food, both of which need to grow simultaneously.



UMASS DINING PROGRAM

At a Glance

38% increase in local food spending

Food waste, cost per meal reduced

Committed to 20% real food by 2020

Mentoring 5 other institutional dining programs

Total HPKF investment: \$985,000



PROFILE: INSTITUTIONAL DEMAND

UMass Dining Program:

Raising the Bar for Campus Dining

When the largest single higher education dining system in the country makes the Real Food Campus Commitment, the potential for real change is evident. UMass Amherst, the largest university in Massachusetts with a total food and beverage budget of more than \$21 million, takes its responsibility to support a local food system seriously.

In 2013, UMass Dining signed on to the Real Food Challenge, making a commitment to 20 percent real food by 2020. A two-year grant from the Kendall Foundation has helped the University achieve exciting results. Thanks to committed leadership, a supportive institution and growing partnerships with local farms and food producers, UMass is making tremendous strides and sharing best practices with other schools around the region.

“We have a real responsibility, because the students that we serve – the millennial diners – develop habits at UMass. We are teaching our students to cook healthy foods using local ingredients,” said Ken Toong, executive director, Auxiliary Enterprises, UMass.

UMass has devised a three-tiered system for ordering fresh, local and healthy food. In cases where local food is not available, they look to regional sources. If they can’t find it regionally, they look to sustainable, humane, organic sources. With this approach, they have already seen a 38 percent increase in spending on local, sustainable food.

Although sourcing locally presents its challenges, UMass Dining developed a creative solution to help streamline the process. The school partnered with Czajkowski Farm, located just minutes from the campus, to aggregate produce from several area farms and sell to UMass through a single contract. As a result of this partnership, UMass Dining has dramatically increased its procurement of local food to \$1 million annually.

“Students really care about supporting a regional food system,” said Toong. “They want us to support local farmers. The food has to taste good, be good for you, while supporting the environment.”

UMass is also working with students on reducing food waste. The University now boasts 9 percent in food waste compared to the industry average of 15 percent.

The grant from the Henry P. Kendall Foundation has allowed UMass Dining to increase procurement of local and sustainably grown food as well as inspire peer institutions to pursue similar goals. Toong is sharing key learnings with other institutions around the region and providing direct coaching and support to a number of schools in the Pioneer Valley.

“After two years, we’ve purchased over \$2 million more in locally grown food and our cost per meal is down 5 cents,” - Ken Toong

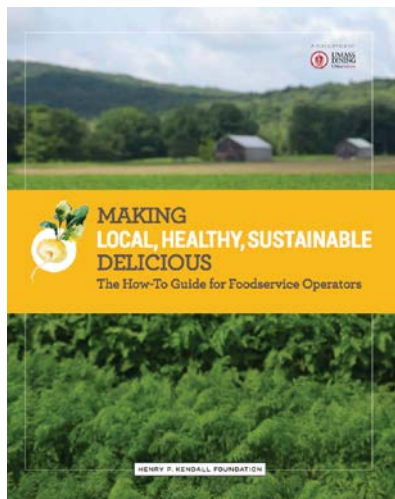


REAL FOOD CHALLENGE

With colleges and universities spending nearly \$5 billion on food purchases each year, David Schwartz, co-founder of the Real Food Challenge (RFC), saw an opportunity to harness that purchasing power and transform the food economy.

The goal of the RFC campaign is to encourage universities to sign the Real Food Campus Commitment: a pledge to purchase at least 20 percent of their food from local, fair, humane and sustainable sources by 2020. Through a grant from the Kendall Foundation, the RFC is growing its presence on college campuses across New England. Students manage the campaign, while RFC organizers and staff help coordinate efforts through guidance and training.

Since 2012, 18 colleges and universities in the Northeast have taken the pledge. This translates to more than \$10 million in university spending directed at local, sustainable farms and food businesses, up from \$2 million three years ago.



HOW-TO GUIDE SUPPORTED BY HPKF

“After two years, we’ve purchased over \$2 million more in locally grown food and our cost per meal is down 5 cents,” said Toong. “That’s something we need to be sharing with our peers. I feel a sense of urgency about climate change, climate action, making the world a better place. Ultimately, together we can change how America eats.”

Sharing the successes and challenges of the process with other schools is critical to the project’s value. The school’s partnership with the Kendall Foundation has provided mentoring, feedback, and networking opportunities. UMass Dining hosts two annual conferences where participants from all over the country can learn about their program.

Toong believes that the program can continue to do more to push future investments in the local food economy. Without a preset roadmap for the work they are undertaking, UMass Dining is constantly experimenting with innovative solutions to try and figure out where sustainability, healthy food, and flavor all converge.

“We are very passionate about sharing best practices, our ‘how-to’ guide,” said Toong. “We believe that over the past couple of years, we have been able to demystify buying local and show that it’s not more expensive. It is great for the community and the environment.”

A woman with short grey hair, wearing a blue button-down shirt, is smiling and holding a metal tray with several glass jars filled with a brown liquid. She is standing in a kitchen with large copper pots in the background. The image is split vertically, with the left side showing the woman and the right side showing the text and a decorative graphic.

Infrastructure

If we can help improve the processes, equipment, and facilities needed to aggregate, process and distribute food at the regional level, we can improve the efficiency of the system, keep more of the financial benefits of local food in local communities and support the resilience of the local food system for years to come.





RED TOMATO

At a Glance

Founded in 1997

2016 Whole Foods Supplier of the Year

Over 200 retail stores carry product

Gross sales surpassed \$5 million
in 2015

Aggregating from 50 farms in
the Northeast

Total HPKF Investment: \$500,000



PROFILE: INFRASTRUCTURE

Red Tomato:

Connecting Farms and Consumers

Red Tomato was founded in 1997 with an ambitious vision to deliver fresh, great tasting produce while cultivating a more sustainable, ethical food system. Today, almost 20 years after the organization was founded, it's still delivering on this promise, engaging with farmers, consumers and food experts to change the way food is grown, distributed, consumed and understood in the Northeast.

At a time when people across the country have heightened awareness of the food system, sustainability, organics, and more, Red Tomato is doing the hard work of connecting good food, conscientious farmers and hungry consumers. Their team is using 20 years of experience to deliver fresh fruits and vegetables to local grocery stores, produce distributors, neighborhood restaurants, schools and colleges across the Northeast—at an affordable price.

But the Red Tomato team is doing something even more ambitious—changing the food system by helping more farmers across the Northeast create more sustainable practices. In 2015, the team refreshed its “Eco” brand under the banner of “Local Done Right.” This farming and certification program supports and rewards progressive, environmentally responsible growing practices while providing consumers with better food choices.

The creation of “Local Done Right” included a marketing push with new brand language, marketing collateral and new packaging—which was debuted in front of 40,000 people at the Boston Local Food Fest in September



*... helping more farmers
across the Northeast
create more sustainable
practices*

2015. The “Local Done Right” efforts have already begun to bear fruit—15 orchards have earned “Eco Apple” certification for the 2016 season, representing a combined 1436 acres, a 53% increase over previous years.

The “Local Done Right” initiative demonstrates Red Tomato’s unique position. They can connect farmers, great food and consumers across the Northeast, while driving a regional conversation about sustainable food systems. This thought leadership continues through their participation in the Organic-IPM Working Group and IPM Voice, which helps to spread the conversation about sustainable food systems to more people within the food ecosystem.

Continuing to advocate for farmers and sustainable production appears to be paying off. Last year, Red Tomato brought in 5-10% of their income through consulting—helping people around the Northeast and beyond to learn about and adopt more sustainable practices. This includes a Fish Hub project in Nova Scotia and online teaching modules for the UVM Food Hub Training Certificate program.

In September 2016, Red Tomato received \$492,000 through the USDA’s Local Foods Promotion Program, which will fund a 3-year project to bring increased scale and value to Northeast farmers.



WESTERN MASSACHUSETTS FOOD PROCESSING CENTER

The goal of the Western Massachusetts Food Processing Center (FPC) is to improve systems and operations that increase the aggregation, processing, storage, distribution and sales of regionally grown food, fulfilling a real capacity need in the Pioneer Valley.

Since growing its staff through support from the Kendall Foundation, the FPC has increased outreach efforts and responded to more food entrepreneurs. It has also streamlined the pathway for new businesses to utilize the facility, increasing the number of businesses working with the FPC to 32 in 2014 and 46 in 2015.

Recently, the FPC has acquired more food manufacturing equipment to increase its production efficiency and product quality. The additional chopping, blending, and freezing equipment has helped to efficiently process locally grown crops, resulting in an increase in the number of local farms that use the facility to make their own specialty products.



COMMONWEALTH KITCHEN

CommonWealth Kitchen, with locations in Jamaica Plain and Dorchester, was founded in 2009 with a vision—to promote inclusive entrepreneurship and sustainable employment by incubating local food businesses. The team provides shared kitchens and business assistance to aspiring and growing food companies.

CommonWealth Kitchen has supported more than 100 food-related start-ups, with 50 companies using their kitchen space each month, employing close to 150 people. Many projects that started at CommonWealth, such as Clover Food Lab, Roxy's Grilled Cheese, Voltage Coffee, Alex's Ugly Sauce, BATCH Ice Cream, and Nella Pasta, have gone on to establish their own retail operations.

In 2014, they opened a second location in Dorchester, supported in part by grant funding from the Kendall Foundation. The new facility more than tripled their kitchen capacity.

CommonWealth Kitchen focuses its mission “on people who have been impacted by racial, social, and economic inequality.” Over 65% of their businesses are minority and/or women owned.



Red Tomato steadily generates increasing revenue through wholesale and retail sales. They continue to bring in more farmers and partners, which will continue to lead to increased sales for the Red Tomato team.

In the field of sustainable food, Red Tomato stands out as a leader. They are providing leadership on how to bring good, fresh food to more people throughout the Northeast, while providing technical assistance to farmers and others in the food system, and finally, playing the role of thought leader on issues of sustainable farming and food production across the region. They are truly changing the way people grow, distribute and think about food in the Northeast.

A woman wearing a black hijab and a lanyard with a name tag is speaking and gesturing with her hands. She is in a room with other people in the background, some of whom are blurred. The name tag on her lanyard reads "food solutions new england" and "Nadifa Mohamed".

Networks & Leadership

A key aspect of our strategy has been focused on networks which bring together the multiple, diverse actors in the food system—from chefs and shoppers to anti-hunger advocates and commissioners of agriculture—all of whom are needed to create the kind of transformative change we seek. By strengthening the connections among people and their ability to collaborate with one another, movement toward the long-term vision will ultimately move more quickly and coordinated action will be more strategic. We have provided financial support and training to food policy councils and state and regional networks committed to food systems change.





FOOD SOLUTIONS NEW ENGLAND

At a Glance

Convened annual New England Food Summit from 2011-2016

Over 150 cross-sector participants annually

Driver of the 50 x 60 New England Food Vision

The Regional Network Team, launched in 2012, completed a strategy for moving toward the Vision in 2016

Made commitment to racial equity as a core value in 2013

Launched Network Leadership Institute 2016

Total HPKF Investment: \$780,175



PROFILE: NETWORKS AND LEADERSHIP

Food Solutions New England A Hub for Regional Collaboration

For any successful movement, there is a center around which the players in the movement organize. The center articulates the vision; it is the standard bearer of the culture, the filter through which the field sees its work. In this movement, that center is Food Solutions New England.

Launched with the vision of creating greater connectivity across the food system, FSNE was born at the inaugural New England Food Summit in 2011. At that summit, Brian Donahue, associate professor at Brandeis University, picked up on the kernel of what is now A New England Food Vision, a vision for the region that imagines that at least 50 percent of the food consumed in New England will be produced there by 2060. These now-annual events allow advocates, farmers, fishermen, food processors and buyers, policymakers and others to come together, share their progress, and build an ongoing network.

“There was a recognition or a realization of the fragmentation of the food system,” says Elisabeth Farrell, program manager at the University of New Hampshire Sustainability Institute and network coordinator for FSNE. “We wanted to convene and bring together all of the various parts so that they can be in conversation and learn from one another and build upon each other’s efforts.”



"... we will need diverse voices to imagine a future in which food nourishes a social, economic and environmental landscape that supports a high quality of life for everyone in our region ..."

- Tom Kelly

Delegations from each state now attend the summit each year. There have also been delegations for funders and young professionals along with the six state entities. Other issue-specific delegations may be formed in the future.

"I wanted to go to the summit because I had been involved with food advocacy work at UNH," says Annie Steeves, a recent graduate of the University of New Hampshire who attended the summit as a member of the Young Professionals Delegation. "I was really excited to connect with others throughout New England who are working toward similar goals."

General operating support from the Kendall Foundation has strengthened FSNE's ability to connect people and spread the Vision across the region.

Maggie Donin of Vermont echoes the value of these connections. She works for the Intervale Center in Burlington, VT, a nonprofit committed to increasing farm viability in New England and described FSNE as "a great opportunity to connect with other people who work with beginning farmers."

In many ways, FSNE is a network of networks, and this collaborative design adds value to the effort to change the food system. Each of the six New England states is home to a statewide network of advocates, organizers, and



NEW ENGLAND FOOD VISION: 50 x 60

What was once a fragmented system in need of a goal, New England's food system is now aligned around a shared direction. A New England Food Vision calls for the region to build its capacity to produce at least 50% of clean, fair, just and accessible food for all New Englanders by 2060. This goal proposes changes in food production, distribution, and consumption from the most rural areas to the densest cities—across the entire food system.

Helping people learn how to grow, prepare, and enjoy healthy food within a broad range of tastes and traditions, while embracing practices that keep future generations in mind driving the region toward greater economic, racial, and food justice, is key to this vision.

A New England Food Vision imagines a future that is possible if society were to commit to supporting sustainable food production in the region. Now, stories of collective action connected with food are growing across the region.

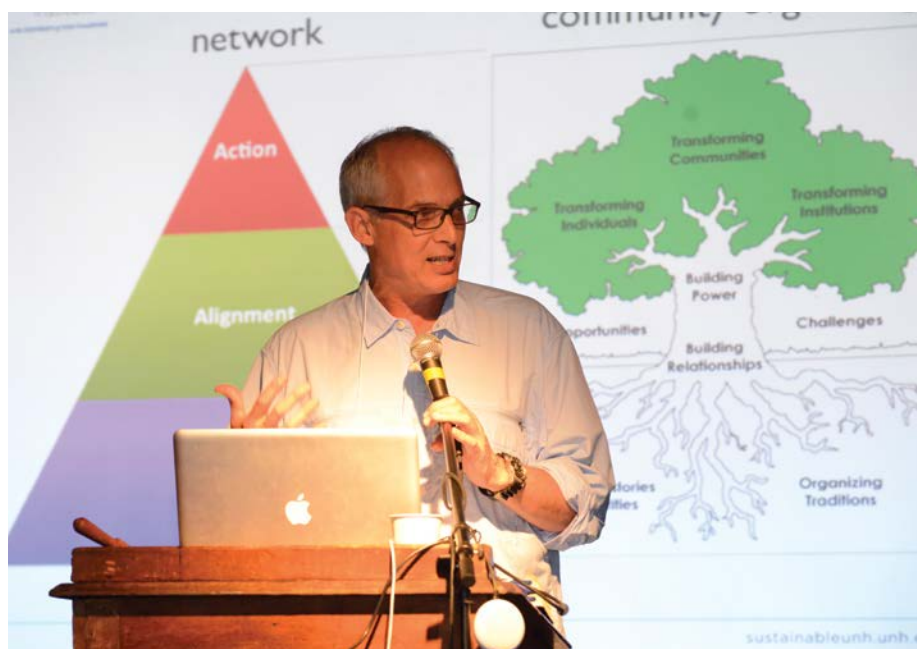


STATE FOOD SYSTEM PLANS NOW THE NORM

With help from the state’s legislature, its agriculture department and a cross-section of stakeholders from across the food system, Vermont’s “Farm to Plate Strategic Plan” blazed a trail for other states. Released in 2011, its comprehensive 10-year plan sparked a five-year wave of state food-planning across the region.

Now, with the support of a backbone organization in each state, five of the six New England states have comprehensive food system plans, with a sixth – in Connecticut – having formed an alliance that may have similar results in time. In each case, the process was supported by local and regional philanthropic and public funding partners, which enabled the backbone organizations to convene farmers, fishermen, public health officials, anti-hunger advocates, organic food associations, land conservationists, young farmer networks, food hub workers, public officials and others, all with their eyes toward one goal: a healthy, robust, and sustainable food system.

food professionals. Representatives of these teams participate with and contribute to the FSNE network, along with other regional organizations that share the interests and vision of FSNE. The Northeast Sustainable Agriculture Working Group connects New England to the six states south of the region. The Northwest Atlantic Marine Association fights for the sustainability of the fishing industry in the region. Health Care Without Harm works to transform health care so it reduces its environmental footprint and becomes a community anchor for sustainability. The Kendall Foundation has supported all of these networks, helping to ensure a dense web of connections among leaders and practitioners in the region.



“To achieve this bold goal of 50 x 60 Vision,” notes Tom Kelly, Chief Sustainability Officer at the University of New Hampshire and a New England Food Vision author, “we will need diverse voices to imagine a future in which food nourishes a social, economic and environmental landscape that supports a high quality of life for everyone in our region, for generations to come.”



Farm & Food Business Viability

One of the insights that is now widely shared across the region is that the 50 x 60 Vision fundamentally relies on viable, sustainable farms and food businesses. If we can provide the necessary technical support and capital for food-related businesses, tailored to their stage of development, these essential ventures will grow and remain healthy contributors to the New England food system.





SOCIAL ENTERPRISE GREENHOUSE

At a Glance

Launched in February 2015

Provided support and training to 12 food-related businesses in 2016

1-on-1 intensive coaching, a peer cohort model, co-working space

Resulted in 13 full-time, 17 part-time positions, with plans to add 8 more over the next year

Total HPKF Investment: \$53,500



PROFILE: FARM & FOOD BUSINESS VIABILITY

Social Enterprise Greenhouse:

Increasing the Capacity of Food Businesses with a Mission

More than 800 million people live every day with hunger or food insecurity as their constant companion. Erika Lamb is an entrepreneur in Rhode Island focused on addressing issues of food waste and food insecurity. Her company, SecondsFirst, takes underutilized fish and excess vegetables from farms to create a fish cake, which can be sold at an affordable price to nursing homes and senior centers as a healthy source of protein.

SecondsFirst was one of 12 ventures in Rhode Island recently part of an innovative new project designed to help food businesses get their start and remain successful in today's business landscape.

The food industry in Rhode Island is growing at a rapid pace, with early stage businesses and established companies alike poised to make a real social impact by answering the call for more accessible healthy food. However, access to technical support for starting and growing these types of businesses in the state was a major gap just a few years ago.

Enter Social Enterprise Greenhouse (SEG), a project based in Rhode Island focused on helping entrepreneurs and local businesses with a 'doing good' mindset. SEG offers an accelerator model for start-up businesses, including workforce development, as well as other specialized support for later-stage businesses.

The Accelerator, the signature program in SEG's menu of venture development products and services, includes a 12-week blended learning model developed and delivered in collaboration with Brown University. With the help of a grant from the Kendall Foundation, SEG was able to implement a program in Rhode Island aimed specifically at food-related businesses that kicked off in January 2016, which included hiring a director for the program and establishing an advisory council.



Throughout the program, each of the social enterprises worked to refine, formalize, and grow its social mission with the support of SEG's community of Coaches & Advisors. Additional value was provided by one-on-one business coaching, a peer-learning cohort model, and access to SEG's co-working space at 10 Davol Square in Providence. Upon their graduation in May 2016, participants received priority access to the SEG loan fund that provides below market interest rate loans to high potential social enterprises, as well as later stage business services.

By tapping into SEG's resources, Erika Lamb was able to increase the number of pounds of imperfect vegetables and fish processed for SecondsFirst. She is also providing another revenue stream for the sellers of the seafood and vegetables, thereby delivering impact to two key audiences: senior centers and farmers/fishermen.

"I went into this process with a strong plan for social impact," said Lamb. "SEG provided me with the tools to have a strong, viable company with social impact."



PVGROWS INVESTMENT FUND

PVGrows is a collaborative network dedicated to enhancing the ecological and economic sustainability and vitality of the Pioneer Valley food system. In 2009, a Finance Working Group was formed out of this network, aimed at developing economic opportunities in the food sectors of the area.

Small- and mid-sized enterprises, particularly food-based businesses, face unique challenges in identifying suitable sources of capital and business assistance. The PVGrows Loan Fund helps solve this problem, providing loans of up to \$250,000 to Pioneer Valley businesses, sparking investment in the local food economy and connecting emerging food businesses with the counsel and assistance they need. And the Fund is spreading its influence. Through a partnership with the Fair Food Network, PVGrows' loan applicants are now eligible for business assistance up to \$10,000.



FAIR FOOD FUND

In 2012, the Fair Food Network, under the leadership of agriculture and sustainability pioneer Dr. Oran Hesterman, launched the Fair Food Fund to help aid what they called the “missing middle” – the critical infrastructure needed to connect production with demand.

Today, the Fund provides financing and business assistance to good food enterprises that connect small and mid-sized farms with consumers hungry for local, sustainably grown food. By bridging these gaps, Fair Food Fund is not only helping entrepreneurs succeed, it is building a pipeline of investment-ready enterprises and providing a vehicle for funders looking to make a meaningful difference in our food system.



“These innovative entrepreneurs are our future. They bring opportunities, jobs and well-being to Rhode Island.”
- Emily Wanderer

Other positive social impacts across all of the ventures included significant job creation (13 full-time positions and 17 part-time, with plans to add 8 positions over the next year); an increase in the number of low-income children and adults served by Newport Cooks; and more food-insecure seniors fed by Savory Fare.

“The SEG staff as well as the cohort was an absolutely wonderful group of people whose company I genuinely looked forward to each week,” remarked Ziggy Goldfarb of Fox Point Pickles, another one of the start-up companies. “The Food Accelerator helped me network with individuals in our community that have provided me with guidance I had been looking for.”

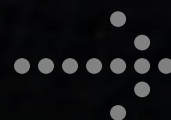
Applications are now out for SEG’s second round of Accelerator for local food venture companies. The program is also actively recruiting additional coaches and mentors to provide support for start-ups looking to take their business to the next level and make a true social impact.

Said SEG Venture Development Director, Emily Wanderer, at the recent 2016 group graduation: “These innovative entrepreneurs are our future. They bring opportunities, jobs and well-being to Rhode Island. The graduation event is the culmination of a lot of hard work for these entrepreneurs, and it’s truly inspiring to see the dedication they have to improving our community.”



Policy Innovations, Research & Education

If we can understand the policy context of each state within our region and find ways to collaborate effectively with public sector partners, all of the players in the system can advocate for smart, sustainable policy changes to strengthen our regional food system.





LASA GRANT PROGRAM

At a Glance

Granted nearly \$700,000 to
40+ farm, food and seafood
businesses in 3 years

Launched with a public/private
partnership

Total HPKF Investment: \$200,000



PROFILE: POLICY INNOVATIONS, RESEARCH & EDUCATION

LASA Grant Program: Investing in Rhode Island's Food System

Crisp Swiss chard at the Village Green farmers market in Scituate. Fresh eggs and honey at the Coastal Growers Market in Saunderstown. Matunuck oysters at the Wintertime Market in Pawtucket. If you haven't visited one of these, or any of the other dozens of farmers markets across Rhode Island, you're missing out one of the most visible outcomes of the state's efforts to build a vibrant local food economy.

According to the latest available data, Rhode Island's farms, nurseries and aquaculture businesses now account for 2,563 jobs and contribute \$239 million to the economy. That's up 40 percent since 2012. The total number of farms and acreage in Rhode Island grew, too (while both figures for the nation fell overall), and the state is home to a larger percentage of new farmers than any other in the country. When you add in jobs for all of the businesses and establishments that are part of the food system, the numbers are even more impressive: 65,000 jobs, making the food sector second only to health care in terms of employment in the state.

The Local Agriculture and Seafood Act of 2012 (LASA) set out a vision of what an equitable and flourishing local food economy could look like, but it was passed into law without funding by the state legislature. To fulfill the promise of the law, the state Department of Environmental Management's (DEM) Agriculture Division forged a partnership with philanthropy.

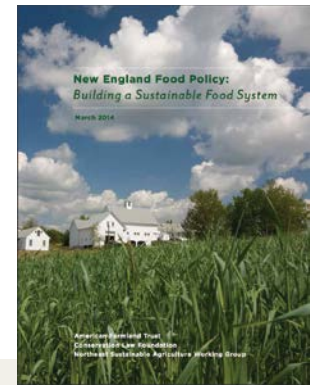


In Rhode Island, agriculture is booming.

In 2014, the RI Governor committed to allocate \$100,000 to LASA from the state's budget, which was matched by the Henry P. Kendall Foundation, the van Beuren Charitable Foundation and the Rhode Island Foundation. This amounted to \$230,000 to be distributed in small grants (all under \$20,000) to local agriculture and seafood businesses and to marketing efforts. Further adding to the cross-sectoral partnership, the program is administered by the Rhode Island Food Policy Council (RIFPC).

The LASA grants program is now in its third year of operation and has given away close to \$700,000 to more than 40 organizations and small businesses through its competitive grants process. The purpose of the program is to help small agricultural enterprises expand, enhancing the economic competitiveness of agricultural and seafood products and contributing to with the long-term goal of strengthening the viability of these two sectors.

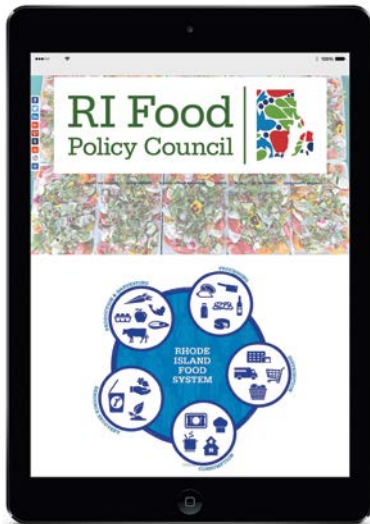
Bob Pietro, who is a co-owner of the Rhode Island Mushroom Company of South Kingston, received a \$10,000 LASA grant in 2014. He and his partner used the grant to build a second grow house to cultivate gourmet mushroom varieties (think blue oysters and pioppinos), allowing them to triple production. The company now employs eight people, harvests nearly 5,000 pounds of mushrooms a week and sells to dozens of upscale area restaurants and markets. You can even find their mushrooms in Whole Foods Markets in the Northeast.



NEW ENGLAND FOOD POLICY SCAN

What began as a report intended to remain internal in order to inform the Kendall Foundation's grant-making strategy became a critical resource for the region in its march toward a sustainable food system. The report, completed in March 2014 by American Farmland Trust, Conservation Law Foundation, and Northeast Sustainable Agriculture Working Group, analyzes policy barriers and gaps around increasing production and consumption of New England-sourced food consistent with the New England Food Vision: 50% of the region's food locally produced by 2060. Policy change is a necessary component to achieving this bold vision, made easier and more efficient with a comprehensive scan of relevant current policy.

Now, state food policy councils are receiving technical assistance, supported by the original Kendall Foundation grant, to develop adoption plans for the report's recommendations. From advocates to Governors, the policy scan contained in this report is an important resource to help change the food system policy landscape in the region.



RI FOOD POLICY COUNCIL WEBSITE



“Big changes are often accomplished by smaller incremental changes sustained over time ...”

- Kenneth Payne

The Local Catch, a seafood processor and wholesaler in Charlestown, received a \$13,728 grant in 2015 to add a fish smoking operation to its business. Owner Rich Cook will focus on smoking fish such as scup and sea robin that are high in supply due to their prevalence in RI waters, but low in demand. His goal is to give Rhode Island fishers another outlet to sell their catch and keep more Rhode Island fish in state.

In the past three years, organizations as diverse as the Young Farmer Network of New England, which aims to connect farmers and share knowledge, the Sol Chariots Pedicab Service, which picks up and delivers compost by bike, and Brown Family Seafood have all been grant recipients.

“Big changes are often accomplished by smaller incremental changes sustained over time,” said Kenneth Payne, chair of the RIFPC. “That’s the promise the LASA small grants program holds: funding that is incremental, manageable and can be productively absorbed into a growing local food sector.”



WE HAVE HELPED...

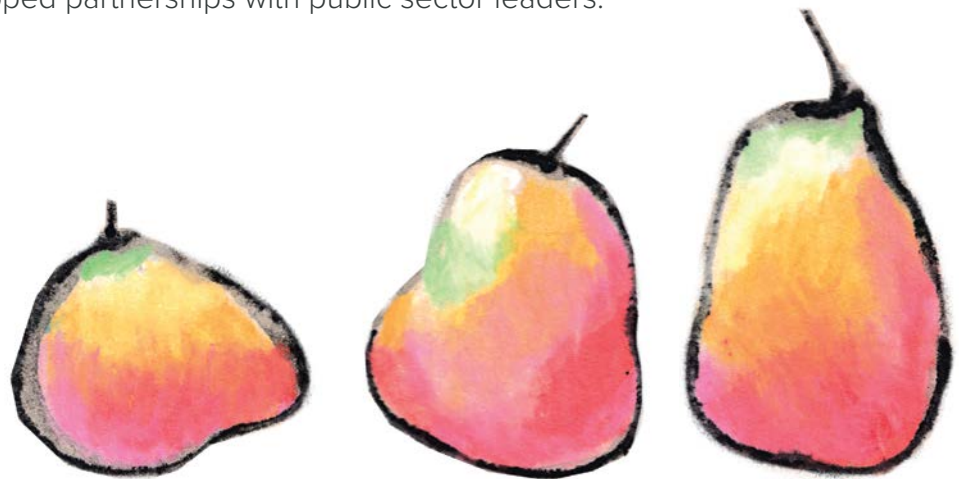
Galvanize a region around a long-term vision; connect the region's leaders; strengthen the region's infrastructure and lift up compelling examples of what is possible.

Shift millions of dollars spent on regional food, which leads to more viable and sustainable farms and fisheries.

Move policies forward that will make a real difference for small farms and food businesses; we've helped food businesses get the training and capital they need to grow.

Train the next generation of New England food system leaders and advocates who are now stepping into roles with food distributors, school food service and food systems nonprofits and farms/fisheries.

Attract other funding partners to food systems work, strengthened partnerships with existing funders and developed partnerships with public sector leaders.



THANK YOU TO OUR GRANTEES

2011-2016

GREATER BOSTON

Alternatives for Community and Environment
Boston College
Boston Natural Areas Network
Boston Public Market Association
City of Boston (Resilient Food Systems, Resilient Cities)
Codman Academy
Codman Square Health Center
CommonWealth Kitchen
Daily Table
Dorchester Community Food Coop
Gardening through Refugee Organizations (GRO) Project
New Entry Sustainable Farming Project
The Food Project
The Trustees of Reservations
Urban Farming Institute
YMCA of Greater Boston
Northeastern University

PIONEER VALLEY/ROUTE 91 CORRIDOR

Amherst College
Chicopee Public Schools
City of New Haven Food System Director
CitySeed
Community Involved in Sustaining Agriculture
Western Massachusetts Food Processing Center
Franklin Regional Council of Governments
Hampshire College
Mount Grace Land Conservation Trust
Nuestras Raices
Partners for a Healthier Community
Smith College
Springfield Food Policy Council
The Food Bank of Western Massachusetts
University of Massachusetts-Amherst
Westfield State University
Hartford Food System

REGIONAL

American Farmland Trust
Center for an Agricultural Economy
Clean Air-Cool Planet
Connecticut Food System Alliance
Conservation Law Foundation
Humankind Radio
Fair Food Network
Farm to Institution New England
Food Solutions New England
Health Care Without Harm
Maine Association of Nonprofits
(Sustainable Food Systems Leadership Institute)
Maine Farmland Trust
Maine Food Strategy
Massachusetts Convergence Partnership
Massachusetts Department of Agricultural Resources
Massachusetts Food System Collaborative
National Sustainable Agriculture Coalition
New England Farmers Union
New England Grassroots Environmental Fund
New Hampshire Food Alliance
New Venture Fund
(Food Waste Reduction Project)
Northeast Sustainable Agriculture Working Group
Northwest Atlantic Marine Alliance
Project Bread
Real Food Challenge
Red Tomato
Shelburne Farms
Vermont Sustainable Jobs Fund
Wholesome Wave

RHODE ISLAND

Aquidneck Community Table
ecoRI
Farm Fresh Rhode Island
Grow Smart Rhode Island
Rhode Island Agricultural Partnership
Rhode Island Food Policy Council
Rhode Island Governor's Office
Social Enterprise Greenhouse
Southeastern MA Livestock Association
Southside Community Land Trust
Thundermist Health Center
University of Rhode Island Cooperative Extension
Urban Greens Food Coop
Conservation Law Foundation

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