



**Growing
the good food
economy.**

Fair Food Fund

A Fair Food Network Program



Fueling entrepreneurship.

The demand for local and sustainably grown food is soaring. Yet, in many places across our nation, the infrastructure that connects family farmers to this growing demand—including aggregation, distribution, processing, and marketing—no longer exists.

Fair Food Network launched the Fair Food Fund in 2012 to grow this “missing middle” and build robust regional food systems—systems that support the health of people, the environment, and the economy. **The Fund provides financing and business assistance to good food enterprises** that connect small and mid-size farms with consumers hungry for local, sustainably grown food.

The enterprises we support face challenges accessing the capital they need: grant opportunities are scarce, banks are often risk averse, and traditional venture capitalists seek rapid financial returns. Emerging good food enterprises also need business assistance from industry experts to help take their ventures to the next level and prepare them for financing.

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.**



Fair Food Fund is working to:



Support the viability of small and mid-size sustainable farms



Increase access to healthy, locally grown food



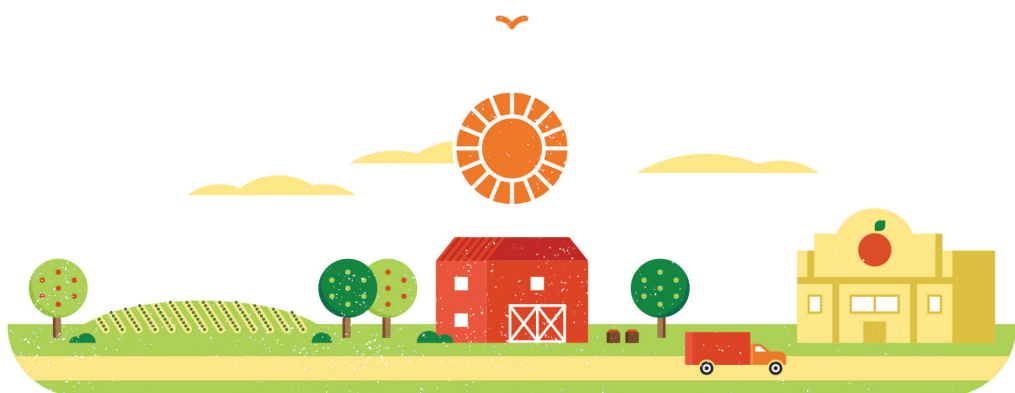
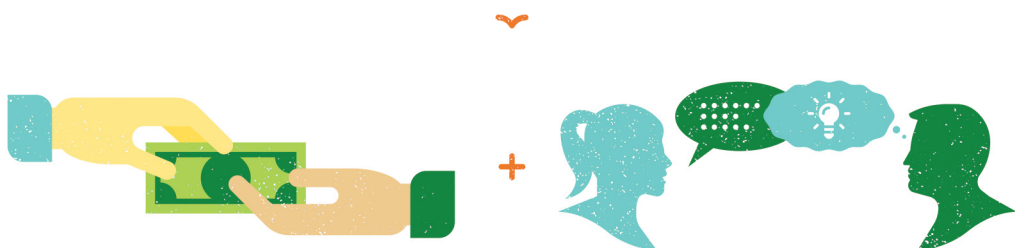
Help good food entrepreneurs reinvigorize regional food economies



Grow the field of impact investing, leveraging our expertise in philanthropy and food system innovations

Dig deeper.
fairfoodnetwork.org/fairfoodfund

How we are building vibrant regional food systems.



“Fair Food Fund is investing in and nurturing the vital link of entrepreneurship in our food system with potential for big impact.”

— **Gary Hirshberg**
Chairman + Former President/CEO
Stonyfield

Turning potential into profit.

Fair Food Fund provides **flexible, patient capital** to good food enterprises working to support vibrant working farms and resilient local food economies. We offer a **variety of financing options** designed to meet their needs including loans, royalty financing, and equity investments. We evaluate opportunities based on mission fit, management strength, business model, risk, and the potential for financial return. Our target deal size ranges from \$50,000 to \$250,000 and may be offered as a stand-alone investment or as part of a larger financing package.

Fair Food Fund also supports entrepreneurs with a range of **business assistance services**.

Fair Food Consulting Corps

With a robust network of consultants and local partners, the Consulting Corps provides one-on-one, targeted assistance to good food enterprises at a price they can afford. Consulting services include business planning, financial management, food-safety compliance, marketing, operations management, and more.

Fair Food Business Boot Camp

The Business Boot Camp is an annual three-day intensive training. It includes skill-building sessions with program staff, industry mentors, and fellow entrepreneurs to help participants refine their business models, solidify their plans, and accelerate growth. It culminates with a pitch competition in which entrepreneurs present their plans to a panel of investors and compete for an award of up to \$10,000 in Consulting Corps services.

“The Business Boot Camp provided invaluable support. The intensive skill building and real-time problem solving with industry experts helped us vet and refine our business model and successfully launch the first branded, source-identified, local, frozen-food line.”

— **Haile Johnston**
Co-Founder + Director
Common Market Philadelphia

Dig deeper.
fairfoodnetwork.org/fairfoodfund/entrepreneurs



Investing to make an impact.

Fair Food Fund is dedicated to **innovative, collaborative financing and business assistance**. There are many ways funders can get involved—from making a grant or charitable contribution to loaning money to the Fund or co-investing with us.

The Fund is a **key initiative of Fair Food Network**—a trusted and recognized leader in the field. Our team has the knowledge required to identify and analyze business models that will drive positive change coupled with the financial expertise to adequately assess investment risks and opportunities.

Supported by our Investment Committee, the Fund is led by:

Oran B. Hesterman, PhD
President + CEO, Fair Food Network

A national leader in sustainable agriculture and food systems, Oran brings more than 35 years of experience as a scientist, farmer, philanthropist, businessman, educator, and advocate. He is a respected partner for policymakers, philanthropic leaders, and good food champions nationwide.

Alex Linkow
Program Director, Fair Food Fund

Alex is spearheading the Fair Food Fund, managing the Fund's financing and business assistance programs, building relationships with stakeholders across the food system, and raising grant and PRI capital to grow the Fund.

Investment Committee:

Richard Fletcher
Chief Lending Officer
Beneficial State Bank

Jennifer Murtie
President
Federal Street Advisors

Mark Watson
CEO
Keel Asset Management

Rick Lejeune
CEO
Heath & Lejeune

Michael Rozyne
Founder + Evangelist
Red Tomato

“There is so much innovation in the good food space. Fair Food Fund matches food entrepreneurs with impact investors to catalyze change that reaches farmers and eaters. Both sides of the deal—the entrepreneurs and the investors—are passionate and diligent about this work. It is an exciting time.”

— **Michael Rozyne**
Founder + Evangelist
Red Tomato
+ Member of Fair Food Fund Investment Committee



Moving the field forward.

Fair Food Fund is initially focused on the Northeastern United States, where opportunity is great. The Fund has made great progress in the region and is proud to share its learnings with others.

We're providing business assistance.

Our dedicated network of Consulting Corps advisors has provided a range of services to numerous good food enterprises. In addition, our annual Business Boot Camps have been a great success, benefiting many exceptional entrepreneurs.

We're raising funds and providing financing.

To date, we have raised more than \$5 million in committed funds. In summer 2014, we made a loan to Maine's Northern Girl, which collects and processes surplus root crops from area farmers to sell year round to consumers and institutions. The \$230,000 loan provided support to equip its new processing facility, helping scale production. This will spur job creation in rural Maine, provide additional revenue for farmers, and increase consumer access to local, sustainably produced food. Additional investment opportunities are in development.

And we're sharing our insights.

Knowledge gained through the Fund's work is helping inform other good food impact investing initiatives, including the Michigan Good Food Fund, a new statewide public-private loan fund.

Fair Food Fund is a program of Fair Food Network, which pioneers win/win/win solutions that support farmers, strengthen local economies, and increase access to healthy food—especially in our most underserved communities.

Thank you to our funders.

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