Fair Food Fund
Fair Food Network’s Impact Investment Initiative
Health and wealth gaps are extreme and growing, disproportionately impacting Black, Indigenous, and other communities of color.
The food economy — fundamental in every community — has outsized power to create greater health and wealth equity.
Fair Food Network

Our mission is to grow community health and wealth through food.

From farms to families, our work is helping improve health, ignite local economies, and open opportunities.
As a national fund that works locally, we build solutions with communities that catalyze not just entrepreneur success, but systems change.

This includes weaving together community voice, entrepreneur vision, local strengths, and national assets so that food entrepreneurs can be the engine of a more equitable future.
A Place-Based Approach

No two places are the same. Neither are the solutions.

We complement local ecosystems with our own catalytic capital, business assistance, and industry networks with an eye toward closing investments that might not otherwise be possible.

Our focus is on supporting women and BIPOC-led businesses.
What We Add

Catalytic Financial Capital

We know entrepreneurs don’t just need capital, but the *right* capital.

We blend debt, equity, and grants to deliver customized capital solutions.

• **Catalytic**: We aim to use our resources to bring lenders off the sidelines

• **Stage Agnostic**: Seed to growth stage

• **Target Deal Size**: $50,000 to $300,000

Wrap-Around Business Assistance

We bring more than money.

Our business assistance meets entrepreneurs where they are. Support includes:

• **Broad reach programs** by geography, business topic, or food sector

• **1:1 Support** in partnership with industry experts

• **Integrated** support accompanying investments
What We Add, continued

**Fair Food Network’s National Resources**

**National Program Footprint**
Double Up Food Bucks in states from coast to coast plus TA lead for nutrition incentives nationwide

**Proven Track Record**
Scaling successful programs with evaluation, state and federal advocacy, and national partnerships

**Leadership Network**
Food systems leadership with network of relationships & resources built over decade plus work

Fair Food Network supporting healthy food incentive work

- Active Double Up program
Stories of Impact | Cooking with Que

Healthy food café and demonstration kitchen on a mission to help Detroiters “eat to live” through the introduction of more plant-based meals.

Our Work Together

**Business Assistance:** 2019 Brand Story Accelerator

**Integrated Support:** June 2020 $35,000 loan to expand catering and prepared meals. Business assistance including financial analysis and business model retooling; negotiation support with existing co-lenders; and pro-bono accounting.

Impact

At the height of the pandemic, Que provided food to quarantine locations and Detroit city employees working 24/7. Her business is on the rise with new employees with sales rising since our 2020 investment.

“With Fair Food Network’s support, I was able to pivot my company to not only stay in business but help feed my community through the pandemic. Having access to healthy food has never been more important - both to make it through this crisis and ensure we come back stronger.”

Quiana Broden
Owner, Cooking with Que
Stories of Impact | Supermercado Mexico

Grocery chain with three stores in Western Michigan’s Grand Rapids metro area serving a largely Mexican clientele.

**Our Work Together**

**Financing:** As Supermercado outgrew its flagship location, store owners purchased a nearby building to expand. In July 2021, Fair Food Fund participated in a $346,800 loan with Northern Initiatives, a fellow lending partner in the Michigan Good Food Fund. Dec. 2021 saw follow-on financing also with Northern Initiative. These investments are supporting building improvements, equipment, and working capital for inventory.

**Impact**

The new building will triple the store footprint allowing Supermercado to expand offerings and bring on 20 new full-time employees.
Stories of Impact | North Flint Food Market

Flint co-op grocery anchoring a broader vision of community-first economic development and cooperative economics

**Our Work Together**

**Financing:** August 2021 bridge loan that helped cover transaction costs — a common hurdle for community-based developers that lack deep balance sheets to prepay such expenses.

**Business Assistance:** Integrated partnership over five years supporting the financial plan, brokering connections, and coordinating a $7MM capital stack including New Market Tax Credits.

**Impact**

The North Flint Food Market broke ground in August 2021, revitalizing a long-vacant and obsolete building, with plans to open its door to the community in 2022.

“This is a place where corporations come and go at their will. We don’t want to be subjected to that. We want to be the solution.”

**Pastor Reginald Flynn**

Founder, North Flint Reinvestment Corporation
Massachusetts-based nonprofit community grocer dedicated to providing fresh, tasty, convenient and nutritious food to those most in need at prices everyone can afford.

**Our Work Together**

Daily Table has been a Double Up Food Bucks partner since 2018. As Daily Table expands its reach and opens additional locations — its working capital needs are growing. To help fill the gap, Daily Table turned to Fair Food Network’s Fair Food Fund for a $150,000 line of credit in September 2021.

**Impact**

This investment will free Daily Table from having to tap its grant dollars for inventory purchases or overhead costs, prioritizing those dollars to support Double Up redemptions.

“We are working hard to further develop and refine the Daily Table model in Boston with the goal to expand to new geographies. We believe that Daily Table can be the first truly scalable solution to nutrition insecurity in America.”

Michael Malmberg
COO, Daily Table
Looking Ahead | 5-Year Outcomes & Impact

**OUTCOMES**

- **Funding Goal**
  - $15MM Raised

- **Place-Based Clusters**
  - Across United States

- **Catalytic Investments**
  - 75-100 Investments
  - Leveraged 4:1
  - 50% in Women or BIPOC-Led Businesses

- **Business Assistance**
  - Place-Based Programming & Curated Support with Investments

- **Community Engagement**
  - Community Governance & Accountability

**IMPACT**

- **Healthy Food**
- **Family Farmers**
- **Job Creation & Economic Development**
- **Women & BIPOC-Led Businesses**

$15MM Raised Across United States

50% in Women or BIPOC-Led Businesses

Place-Based Programming & Curated Support with Investments

Community Governance & Accountability

Community Leadership & Investment in Place-Based Programming & Curated Support

$15MM Raised

Across United States

50% in Women or BIPOC-Led Businesses

Place-Based Programming & Curated Support with Investments

Community Governance & Accountability

Community Leadership & Investment in Place-Based Programming & Curated Support

Since 2012, we have committed more than $4.12MM in financing to businesses in Michigan and the Northeastern US.

- To date, we have generated $1.49MM in interest income.

As of Dec. 31, 2021, the annualized default rate since the Fund’s inception (2012) is .66% or 6.1% cumulatively. This includes all realized write-offs on an investment capital pool of $6.3 million.

* Totals reflects work as of December 2021.
Our Work in Michigan

- **Michigan Good Food Fund:** Administrative manager of statewide initiative which has support 300+ entrepreneurs since 2015 with racial & social equity focus. Also business assistance, outreach, and marketing lead.
- **Financing:** Flexible, patient investor delivering customized capital solutions.
- **Business Assistance:** Original offerings by business sector or community, 1:1 assistance, curated support with investments.
- **Double Up Food Bucks:** SNAP incentives in 250+ locations across state. Business assistance supporting current and prospective retailers.
- **Policy:** State and federal policy advocacy supporting food access and security.
Our Team

We are a team of industry experts with decades of experience in community-based impact investing, food and agriculture, and entrepreneurship.

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<tr>
<th>Core Team</th>
<th>Investment Committee</th>
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<tr>
<td>Oran Hesterman, PhD</td>
<td>Aviv Aviad</td>
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<td>Founder &amp; CEO</td>
<td>Managing Director</td>
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<td>Fair Food Network</td>
<td>Cornus Consulting</td>
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<td>Jean Chorazyczewski</td>
<td>Daniel Tellelian</td>
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<td>Program Director</td>
<td>CEO</td>
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<td>Kyama Kitavi</td>
<td>Angel City Advisors</td>
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<td>Investment Manager</td>
<td>Kate Krauss</td>
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<td>Joel Moyer</td>
<td>ED &amp; COO</td>
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<td>Portfolio Manager</td>
<td>Fair Food Network</td>
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<td>Lisa Sebesta</td>
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<td>Xana Williams</td>
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<td>Manager</td>
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Chris Bentley
Fund Manager
Serious Change Investments

Jeff Scheer
Director
Pathstone Federal Street

Kofi Callendar
Executive Director
E for All Roxbury

Mark Watson
Senior Investment Strategist
Fair Food Network

Oran Hesterman
Founder & CEO
Fair Food Network
Join Us

- Grants *
- Social Impact Notes **
  - 5-Year Term @ 1.5%
  - 10-Year Note @ 2%

* $1 Grant for every $2 of investment
** Pay principle & interest at maturity
We’re not just investing in entrepreneurs, we’re growing healthier, wealthier, and more equitable communities.

Join us.

Social Impact Notes
5-Year Term at 1.5% | 10-Year Term at 2%

Grants | Co-Investments
Appendix
Michigan Good Food Fund

Fair Food Network is a founding partner and now administrative manager of the Michigan Good Food Fund. Launched in 2015 as a statewide healthy food financing initiative, it has deployed over $15 million in loans, grants, and technical assistance awards supporting 300+ enterprises that created or retained over 1,100 jobs.

See below for highlights of who we reached with business assistance during first 5 years of this initiative.
Fair Food Fund | Wrap-Around Business Assistance

We bring an inclusive approach to all we do, ensuring we are meeting the needs of the entrepreneurs we serve.

**Immersive Trainings**
- **3-Day Business Boot Camp**
- **6-Week Intensive Brand Accelerators**

Whether going deep in one community or pulling from across a state or region, we design immersive trainings that provide entrepreneurs the business skills they need.

**Industry-Specific Deep Dives**
- **Grocer Trainings**
- **Healthy Food Product Seminar**

We bring together entrepreneurs for tailored learning opportunities and industry insights they need to grow.

**1:1 Support**
- 1:1 support from industry experts cost-shared with entrepreneurs
- Long-term, high touch support of high-potential entrepreneurs

We help entrepreneurs connect with local or national experts. We also provide long-term support for select projects led by entrepreneurs of color.

“**This experience was priceless.**”
- 2016 Boot Camp Participant

**The Result?**

Stronger, more diverse investment pipeline
Grows entrepreneurial capacity of entire communities and sectors
De-risks investments
Fair Food Fund | Impact of Northeast Pilot Phase

For every $1 Fair Food Fund invested, we helped generate nearly $9 in community benefits.*

We Invested
$3.7MM
in Financing & Business Assistance

80 Businesses

9 States in the Northeast

80 Businesses

$24MM+ Revenue Growth of Businesses

1,300+ Farms Supported with 560+ Organic

155 Full-Time & 52 Part-Time Jobs Created

$27.9MM Local Food Purchased

*ROI Calculated by value of jobs created plus value of local farm purchasing, divided by value of financing and business assistance deployed. Based on Northeast portfolio.
Healthy food incentive pilot launches in Detroit growing demand for healthy food while supporting local farmers.

Fair Food Fund launches as organizational impact investing arm.

Farm bill includes $100MM for incentives based on Double Up’s success in Michigan.

Founding partner of Michigan Good Food Fund, a statewide loan fund leading pipeline development, business assistance, marketing.

Double Up partners extend coast to coast as model takes root inspiring public policy in 2018 farm bill.
Impact Investing

Having deployed more than $4 million supporting 180+ entrepreneurs in Michigan and nine states across the Northeastern United States, the Fund expands its vision for next phase of impact.

Nutrition Incentives

Nutrition Incentive Hub launches serving practitioners nationwide, with Double Up model in 25+ states from coast to coast.

Double Up Michigan garners state and federal support to take it to scale.