

farm *to* *plate*



farmto^{to}plate: Year Three

January 14, 2014

To: Governor Peter Shumlin and Members of the Vermont General Assembly

Since 2009—when Farm to Plate legislation was passed and the national recession ended—**Vermont's food system added at least 2,162 jobs and 199 establishments! All over the country, Vermont is now being looked to as the leading example of how to transform our food system.**

What is at the root of Vermont's success?

🍏 Consumer demand for fresh, healthy, tasty, and locally produced food:

Chefs and consumers are increasingly demanding locally sourced meats, locally grown produce, hyper-local sourcing (e.g., restaurant gardens), healthy kids' meals, farm-branded items, natural sweeteners, nose-to-tail cooking, craft beers and spirits, and hard cider. Vermont's producers and processors are increasingly delivering the goods. Vermont cheesemakers, brewers, distillers, and other specialty food makers continued to win national and international awards in 2013. Localvore restaurant entrepreneurs such as the [Farmhouse Group](#) and [Hen of the Woods](#) have opened additional locations. Vermont's hospitals are banding together to demand more locally and humanely sourced foods from their distributors. [Sodexo](#), a food service provider of roughly 30,000 meals per day in Vermont, sourced approximately 14-16% of their food locally from May 2012-April 2013. [Farmers to You](#), [Westminster Organics](#), [Rockville Market Garden](#), [Myers Produce](#), and others are tapping into pent up demand in Boston, Connecticut, and New York City for what Vermont has to offer.

🍏 A thriving community of innovative farmers and food entrepreneurs:

Vermont's farms lead the nation in per capita direct sales, food processors and manufacturers of all sizes are experiencing rapid growth, and capital has been flowing as food manufacturers such as [Freedom Foods](#), [Black River Meats](#), [Commonwealth Dairy](#), [Kimball Brook Farm](#), [Liz Lovely](#), and many others have expanded their operations. Public and philanthropic investment (grants and loans) in farms and food system enterprises was more than \$70 million in 2013.

🍏 System-wide collaboration facilitated through the Farm to Plate Network:

We're using the Farm to Plate Network to capitalize on signs of *emergence*. When we collaborate together on an initiative, such as strengthening the meat processing industry in Vermont, or identifying pathways for young people interested in careers

in the food system, or assisting institutions like hospitals and college campuses to source more local food—we learn a lot about the existing system and what is needed to transform it. This allows us to accelerate the change that would otherwise take years to accomplish. **In this 2013 annual report we share three Blue Ribbon Stories that illustrate activities that are emerging across the Network.**

The VSJF and the Farm to Plate Network Steering Committee sincerely thanks Governor Shumlin, the Vermont General Assembly, and our partners for their continued support.

"Vermont's Farm to Plate Network has emerged as a national model in its effectiveness in initiating and supporting changes in our local and regional food systems. As a result of our F2P conversation we are seeing the growth and evolution of a community based food system that is growing healthy food, new jobs, and sustainable communities. The VSJF and all the various Vermont and regional partners are to be congratulated for this nationally leading collaboration."

—Chuck Ross, Secretary, Vermont Agency of Agriculture, Food and Markets

..... 2013 FARM TO PLATE NETWORK STEERING COMMITTEE AND NETWORK COORDINATORS

Chuck Ross, Secretary of Agriculture, Food and Markets

Lawrence Miller, Secretary of Commerce and Community Development

Lynn Coale, Vermont Agriculture and Forest Product Development Board

Stacy Burnstein, Vermont Food Funders Network

Cheryl King Fischer, Chair, Consumer Education and Marketing Working Group

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Chelsea Lewis, Co-Chair, Technical Assistance to Producers and Processors Working Group

Dan Smith, Co-Chair, Education and Workforce Development Working Group

Jill Arace, Co-Chair, Farmland Access and Stewardship Working Group

Ela Chapin, Co-Chair, Technical Assistance to Producers and Processors Working Group

Jackie Folsom, Chair, Dairy Development Working Group

Jonathan Kaplan, Co-Chair, Education and Workforce Development Working Group

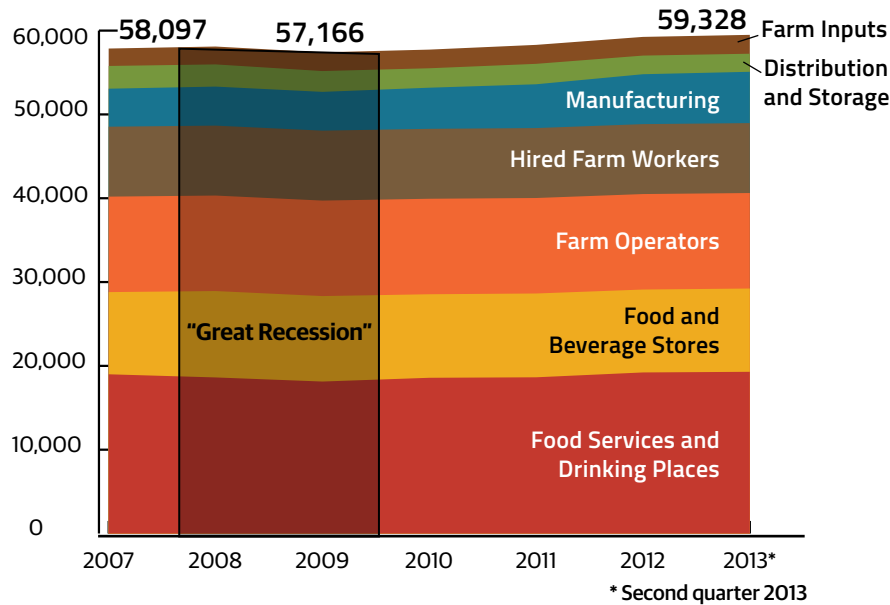
Ben Waterman, Co-Chair, Farmland Access and Stewardship Working Group

Ellen Kahler, Executive Director, VSJF (ex officio)

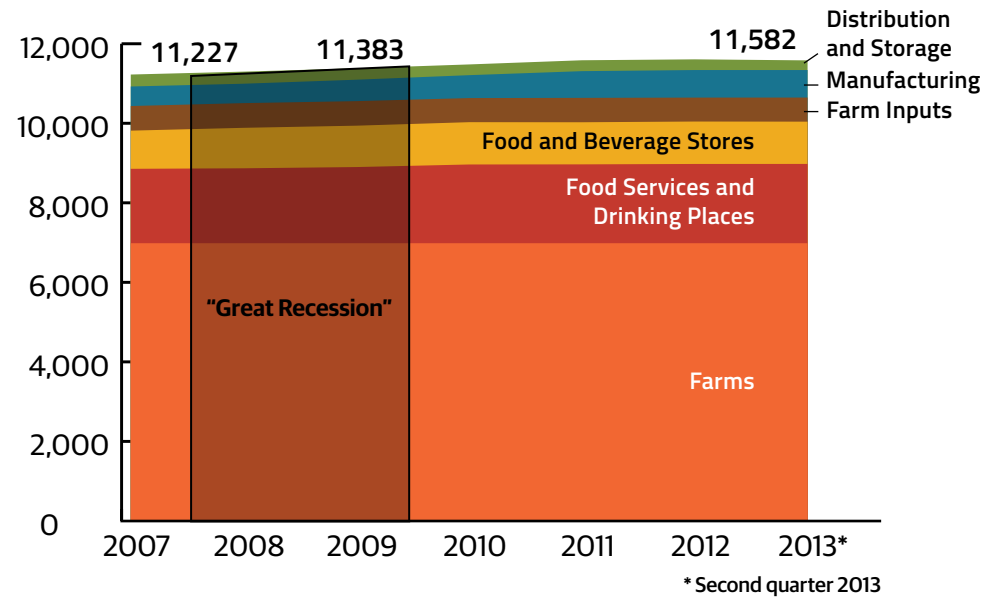
Erica Campbell, Farm to Plate Program Director, VSJF (ex officio)

Vermont's Food System: Strong Growth Since the Recession

Food System Employment



Food System Establishments



JOB GROWTH
2009-2013

2,162

Vermont's food system has made up for job losses incurred during the "Great Recession" of 2007-2009 by adding at least 2,162 net new jobs (a 3.78% increase). Food manufacturing is at the heart of this recovery: jobs increased from 4,628 to 6,121—a 32% gain. Since we are still waiting for data from the 2012 Census of Agriculture to be released, farm operators and hired farm workers employment data is taken from the 2007 Census of Agriculture. F2P food system employment estimates are conservative: due to data limitations, we do not account for employment in government, educational institutions, and nonprofit organizations.

ESTABLISHMENT GROWTH
2009-2013

199

Total food system establishments did not decrease during the Great Recession, but their growth has been faster from 2009 to 2013 than it was from 2007 to 2009. An increase in the number of food manufacturing businesses has also heavily contributed to overall gains in food system businesses: the number of food manufacturing businesses increased from 539 in 2009 to 692 in 2013—a 28% increase. We are still waiting for data from the 2012 Census of Agriculture, so the number of farms is based on 2007 data. Our expectation is that the total number of farms have increased even as the number of dairy farms have decreased.

Data sources: Vermont Department of Labor, 2007 through second quarter 2013; USDA 2007 Census of Agriculture, U.S. Census Bureau Nonemployer Statistics, 2007-2011. NAICS codes: 1151, 1152, 11531, 54194, 311, 312, 4244, 42441, 42443, 42445, 42446, 42447, 42448, 42449, 4245, 49312, 445, 722.

The farmto^{to}plate Network: An Active Second Year

Two years ago we joined our efforts and created the Farm to Plate Network to implement the Farm to Plate Strategic Plan and accelerate the development of Vermont's food system.

With the Farm to Plate Strategic Plan providing a common agenda and VSJF providing logistical support, the F2P Network supports existing programs, projects, and organizations; and seeks to advance new ideas in a coordinated fashion.

The F2P Network—made up of nonprofits, government agencies, educational institutions, food system businesses and capital providers—has doubled in size over a two year period—from about 125 organizations when we launched to nearly 300 today!

2013 saw a deepening of relationships and connectivity across the Network, the formation of Task Forces with clear action plans and funded projects, the formation of Cross-Cutting Teams, the start of cross Working Group fertilization, and a growing awareness of the importance and value of working together in a “networked way.”



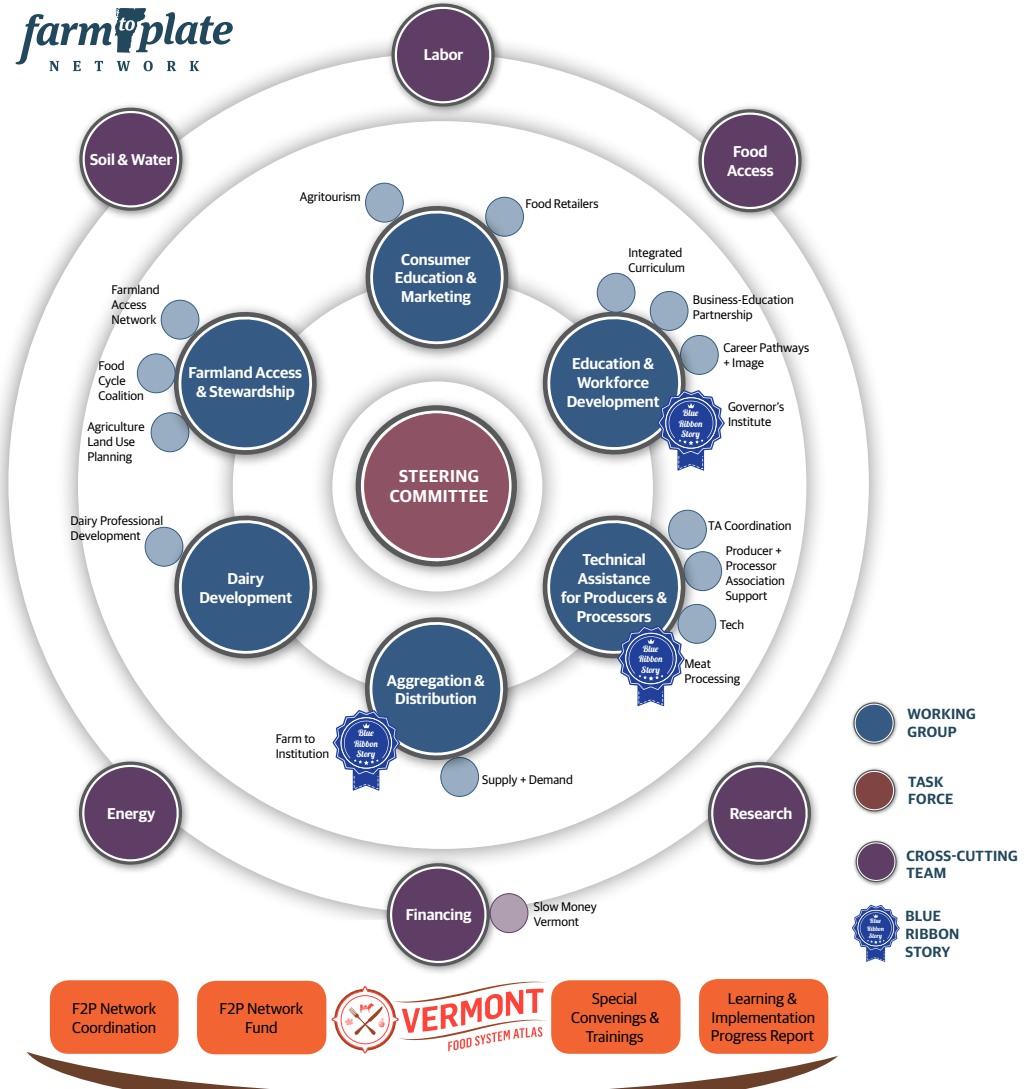
We use this network icon throughout this report to indicate content that is connected to a Network initiated activity.

In 2013 the **Working Lands Enterprise Fund** made its first round of 24 grants of \$679,542 to food system businesses and technical assistance providers. The Farm to Plate Strategic Plan was used as a guiding document in making strategic investment decisions with these funds. Working Lands Enterprise funds serve as important implementation funding for strengthening our food system. In this report, we list the grants that were made that connect to different F2P Plan goals.

The **Farm to Plate Strategic Plan** analyzes Vermont's food system in-depth over 4 chapters and 3 appendices. Learn more at www.vtfoodatlas.com/plan/.



The **Vermont Food System Atlas** contains all sections of the Farm to Plate Strategic Plan, Network resources, news and announcements, events, job listings, videos, stories, maps, and data. View the Atlas at www.vtfoodatlas.com.



VSJF as Network Coordinator: Backbone Support Structure for the F2P Network



Learn More about the Network on the Atlas:
www.vtfoodatlas.com/network

Looking Back at 2013

The Vermont Legislature identified 3 primary outcomes for the [Farm to Plate Investment Program](#) in 2009:

- 🍎 Increase economic development in Vermont's food and farm sector
- 🍎 Create jobs in the food and farm economy
- 🍎 Improve access to healthy local foods

The Farm to Plate Strategic Plan analyzes the components of Vermont's food system and clarifies challenges to overcome—and opportunities to pursue—in order to meet the outcomes of the legislation. In the process of writing the Plan we generated an additional [25 goals](#) to capture the complexity of Vermont's food system. The following sections of this report provides updates on new food system initiatives, including Working Lands Enterprise Initiative grants and new Network generated activities.



1. Consumer Trends: Vermont Values Becoming Mainstream

What's Trending: In 2013, several major food corporations (e.g., Campbell Soup) that sell frozen, canned, and fast food experienced declining sales and consumers increasingly turned to social media to pressure these corporations to change their ingredients (e.g., the pink slime controversy). Analysts suggested that many major brands are losing customers because they are not creating desire, cultivating connections, or standing for something. **Vermont products, on the other hand, are increasingly recognized as representing authenticity, craftsmanship, flavor, and community connections.**

GOAL 1: Increase Consumption of Local Food • **GOAL 10:** Increase Food Literacy

► **Reaching New Customers:** Cheese, beer, spirits, and specialty foods continue to act as taste ambassadors, introducing new customers to Vermont products in 2013. For example, the [Cellars at Jasper Hill](#) took [Best in Show](#) at the 2013 American Cheese Society awards while [Grafton Village Cheese](#) earned second place. [Hill Farmstead Brewery](#) was rated best brewery in the world on [RateBeer](#), while [Heady Topper](#) from the Alchemist has the highest rating—100—on [BeerAdvocate](#) (both are networking sites for beer conneisurs). And [Caledonia Spirits](#) won Gin of the Year at the 2013 International Wine and Spirits Competition.



The [Consumer Education and Marketing Working Group](#) is developing a **statewide 10% local food challenge** for consumers. The group is envisioning a campaign where Vermonters can pledge to make local purchases and track their efforts online.

► **Promoting Ag and Culinary Tourism:** Culinary and agricultural tourism continues to expand across the state with the opening of the [Northeast Kingdom Tasting Center](#) in downtown Newport, a multi-vendor tasting and retail facility anchored by [Eden Ice Cider](#), [Vermont Farm Tours](#), a guided tour service, experienced a 17% increase in customers from 2012 to 2013. Festivals and tasting rooms were also big draws: The 2013 [Vermont Brewers Festival](#) sold 7,000 tickets in 34 hours. [Vermont Specialty Food Days](#), organized by the [Vermont Ski Areas Association](#), the [Agency of Agriculture](#) and the Vermont Maple Foundation, offered skiers and riders the opportunity to sample products from a variety Vermont food companies while visiting resorts.



Ag Secretary Chuck Ross was on hand to collect Caledonia Spirit's award in Hong Kong.

Photo Credit: VAAFM



Working Lands Enterprise Initiative Grants

[Vermont Chevron](#) (Danville) a goat meat producer, received \$10,000 to conduct market research and develop a marketing plan to introduce consumers to this meat option.

GOAL 3: Decrease Food-Related Health Problems

Although Vermont consistently ranks as one of the healthiest state in the country, the trends for overweight and obese Vermonters continue to move in the wrong direction: about 60% of adult Vermonters are considered overweight or obese, up from about 48% in 1995. Vermont organizations are trying to address food-related health problems in several ways:

► **Improving Health Care Services:** [Fletcher Allen Health Care's](#) innovative food service program won two awards in 2013 from Health Care Without Harm, an international coalition of more than 520 organizations working to increase "green" practices in the health care industry. Fletcher Allen also won first place in the sustainable food procurement category, and its executive chef Richard Jarmusz was honored with the Exemplary Food Service Professional award.

CONTINUED ON PAGE 7 ►

Photo Credit: Garuka Bars



One of the first areas of focus by the [Aggregation and Distribution Working Group](#) was to further define the term “local” for use by institutions interested in tracking their local food purchases. As this project developed, relationships grew between working group members and the food service company [Sodexo](#)—which signed contracts for

VT state colleges in 2012. Discussions soon turned to how the Farm to Plate Network could assist Sodexo in identifying additional farms and value added food companies who were interested in developing a vendor relationship with the company.

“It was a crucial opportunity for me as I was able to speak to distributors, managers, and buyers all at the same time.”

—Mike Rosenberg, Garuka Bars

What followed was a matchmaking event at the University of Vermont, organized by working group members and the [Vermont Agency of Agriculture, Food and Markets](#) (November 2012). Over 80 participants—producers, processors, and technical assistance support organizations and Sodexo managers, directors,

chefs, and buyers—attended the **Scaling Up to Sell Forum** and learned from each other about how to increase local food procurement at institutions.

“It was a crucial opportunity for me as I was able to speak to distributors, managers, and buyers all at the same time. The event focused on local food suppliers and my bars were available to taste on the spot,” says Mike Rosenberg, founder and owner of Garuka Bars. Garuka Bars are handmade energy bars made with Vermont raw honey as the main ingredient and have seen significant success as a result of the Sodexo matchmaking event. Over the past year Mike began working with several managers to get samples in front of students and to work on forecasting demand. The strong response has resulted in a more consistent production schedule, which allows for greater business flexibility and a decrease in the cost of goods (i.e., ingredients can be purchased in larger volumes, thus improving the economies of scale). **Over 2,000 Garuka Bars are now sold monthly at the UVM campus.**

Additionally, [Vermont Bean Crafters](#) sells about 1,100 gluten free cookies and 300 bean burgers per week to UVM, and [Kimball Brook Farm](#), [Kingdom Creamery](#), [Millborne Farm Drinkable Yogurt](#), and other food businesses are also selling products to Vermont institutions as a result of attending the forum.

Learning more about what local food exists has paid off. **Sodexo has calculated that approximately 14-16% of the roughly 30,000 meals they serve per day in Vermont was sourced locally between May 2012-April 2013.**

An important follow-on event, a **Champions of Change Healthcare Forum**, was held at the Wake Robin Retirement Community in June 2013, and organized by [Health Care Without Harm](#), the Vermont Agency of Agriculture, [Fletcher Allen Center for Nutrition and Healthy Food Systems](#), and [Farm to Institution New England](#). This Forum focused on ways to increase local food sourcing in Vermont’s 16 hospitals.

Finally, because building relationships between institutions, distributors and nonprofits has proven to be an effective way to develop supply chain relationships, a F2P [Farm to Institution Task Force](#) was formed and hosted a contracting workshop in July 2013 to on working with food management and supply contractors. This task force is planning additional matchmaking events in 2014 and will focus on building relationships across supply chains and facilitating learning opportunities such as how to develop contracts that comply with local food procurement policies.



Learn More about Farm to Institution on the Atlas:
www.vtfoodatlas.com/network/farm-to-institution

► **Increasing Access to Healthy Food:** The [Vermont Youth Conservation Corps](#) runs a [Health Care Shares](#) program where local produce and poultry CSA shares are provided through medical establishments to high risk patients with lower incomes. VYCC began the program with Central Vermont Regional Medical Center and recently began working with Fletcher Allen Health Care. VYCC is looking to expand their healthy, local food “prescription” program in 2014.

The [Vermont Department of Health’s Healthy Retailers Initiative](#) funded community coalitions that worked with 78 smaller community stores to increase access to healthier food products. The VDH worked with the F2P [Food Retailers Task Force](#) to add local food as a component of their statewide program. The task force is gearing up to hold a training with community coalitions focusing on local food procurement and marketing.

“Working with the Food Retailers Task Force has helped bring a concerted focus on local food to Vermont’s Healthy Retailers Program. The Vermont Department of Health will continue to work within the Farm to Plate Network to increase access of healthy, local food for all Vermonters, no matter where they live or shop.”

—Suzanne Kelley, Healthy Communities Coordinator, Vermont Department of Health

Learn More about Consumer Demand on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-1-consumer-demand
Network: www.vtfoodatlas.com/network/consumer-education-marketing



2. Farm Inputs: Cause for Concern

↗ **What’s Trending:** Meeting the demands of the local food movement may be challenging in the long run without careful planning; the long-term trend of land in agriculture in Vermont is down; high energy and animal feed costs are perennial problems; and climate change presents risks to both Vermont farmers and processors that rely on ingredients from vulnerable regions of the world (e.g., coffee production in South America, cocoa production in west Africa, and wheat production in the Midwest).

GOAL 4: Reduce Farm Production Expenses

As interest in local fruit and vegetable production ramps up, [UVM Extension Agricultural Engineering](#) offered a series of [SARE-supported workshops](#) for ensuring long-term crop storage and reducing energy expenditures. Support from a [Working Lands Enterprise Fund](#) grant also allowed UVM Extension and [Efficiency Vermont](#) to work with 10 Vermont farms with higher than average winter crop sales to improve the

system performance and energy efficiency of their storage facilities. Internet connected data logging systems were installed so that farmers can access actual storage conditions from any device (e.g., smart phone), anywhere, at any time.

GOAL 5: Increase Land in Agriculture

In May 2013, the Vermont Farmland Access Network (VFAN) launched [Vermont Land Link](#), a free online clearinghouse that helps farm seekers and farm property holders find each other. VFAN is a task force of the [Farmland Access and Stewardship Working Group](#) and has plans to work with farmers this year to explore innovative financing models for land tenure.

The [Vermont Land Trust](#) (VLT) and the [Vermont Housing and Conservation Board](#) collectively **conserved 5,225 acres of farmland** between July 2012 and June 2013. VLT works with the Vermont Housing and Conservation Board, Natural Resource Conservation Service (NRCS), and others to finance many of these properties.



The [Land Use Planning Task Force](#) is developing a series of online modules for 2014 release to guide land use planners on such topics as composting, agritourism, farmland conservation, farmland and property taxes, and land use regulations.

GOAL 6: Decrease Environmental Impact

The aftermath of Tropical Irene prompted the State of Vermont, the High Meadows Fund and the [Institute for Sustainable Communities](#) to organize the [Resilient Vermont Project](#) to help prepare Vermont for the risks of climate change. Many organizations are now proactively investigating ways to manage the risk. For example, UVM Extension, the [Center for Sustainable Agriculture](#), the [Vermont Pasture Network](#), and the [NRCS](#) have emphasized that perennial pasture along a river can be a win-win by promoting ecosystem resilience (e.g., mitigation of floods) and helping beef, dairy, and ruminant farmers reduce or eliminate Midwest feed costs.

Learn More about Farm Inputs on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-2-farm-inputs
Network: www.vtfoodatlas.com/network/farmland-access-stewardship



Isaac Jacobs and Pete Johnson of Pete’s Greens in the potato room. A new monitoring system has helped to catch temperature deviations and identify energy efficiency improvements.

Photo Credit: Chris Callahan



3. Food Production: Diversify, Diversify, Diversify

What's Trending: A *leaked draft* of the latest report from the intergovernmental Panel on Climate Change warns that climate change will pose sharp risks to global food production. Vermont farmers and food manufacturers will increasingly be vulnerable to rising temperatures and altered precipitation patterns, as well as stresses from weeds, diseases, and insect pests. Anecdotally, we expect that Vermont farmers have diversified to grow a wider variety of crops and raise a wider variety of livestock, but the release of the 2012 Census of Agriculture was delayed due to the recent federal government shutdown.

GOAL 7: Increase Food Production



The long-term decrease in cow dairy farms continued in 2013, dropping from 972 to 906. However, the total number of dairy cows only decreased slightly (the average number of cows per farm increased from 138 to 146), and milk production was over 300 million gallons, as it has been since 1992.



Vermont's *maple crop* was the largest in seventy years, with 1,320,000 gallons of maple syrup produced. This is a 76% increase over maple production in 2012—one of the worst years on record—when the season was 15 days shorter due to unfavorable weather. Vermont continues to be the national leader in maple syrup production, making over 40% of the maple syrup produced in the United States.



Apple crop data for 2013 is not yet available, but production is expected to rebound after a disastrous 2012—one of the worst years on record for apple production. Many producers are exploring the fast-growing hard cider market.



Data was not available for most vegetable and field crops but, anecdotally, we know that some of Vermont's largest producers have expanded: *Harlow Farm*, a certified organic vegetable farm in Westminster, recently purchased a neighboring farm in order to double the production of a wide range of organic produce that they distribute primarily through their wholesale subsidiary, Westminster Organics. They also sell farm produce and some value added products through a 200-member CSA, through their farm stand, and at farmers' markets in Bellows Falls and Brattleboro. They have begun exploring sales to area institutions, recently providing organic carrot coins and peeled and cut potatoes to Windham County area schools and hospitals.



Vermont saw a significant increase in the number of chickens and turkeys being raised and processed for CSA members, farmers' markets and local retail outlets such as *Healthy Living* and food coops. *Maple Wind Farm* opened a new WLEB-funded, state-inspected poultry slaughter and processing plant in Richmond and increased its flock to 4,000 in 2013 (they plan to double their flock in 2014), while *Tangletown* raised and processed over 7,000 birds after they purchased a mobile processing unit from the Agency of Agriculture in 2012.

GOAL 8: Increase Dairy Viability



The Dairy Development Working Group is currently surveying dairy farmers across the state to gather input on developing a comprehensive dairy resource guidebook that will highlight a range of professional development and technical assistance opportunities. The guidebook will be paired with outreach to dairy farmers in order to improve program participation rates.

In 2013, DairyVision Vermont was formed. This farmer led initiative hopes to grow Vermont's milk supply in an environmentally sound manner by providing high level management teams to those dairy farmers poised and interested in improving the profitability of their operations. The idea to expand dairy management teams was discussed extensively in the Dairy Development Working Group in 2012.



Working Lands Enterprise Initiative Grants

Krueger-Norton Sugarhouse (Shrewsbury) received \$9,900 to convert their sugarbush to a high vacuum gravity tubing system.

Champlain Orchards (Shoreham) received \$75,000 to improve infrastructure and expand their supply of cider apples for hard cider and ice cider.

Sweet Rowen Farmstand (West Glover) received \$15,000 to purchase a pasteurizer and boiler.

Dancing Bee Gardens (Middlebury) received \$6,000 to build a structure for honey production, beekeeping courses, and small-scale mushroom growing.

Eddy Farm Shitake (Middlebury) received \$3,000 to purchase 500 inoculated fruiting logs to add to the 800 they already have in production.

Learn More about Food Production on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-3-food-production

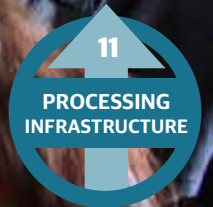
Network: www.vtfoodatlas.com/network/technical-assistance-producers-processors



Photo Credit: Sean Buchanan



Meat Processing Task Force



improve relationships and overall coordination within the industry. The task force focused on organizing multiple opportunities for producers, livestock processors, and distributors to gather and learn more about each other's needs.

For the past two and a half years a series of learning journeys—including a trip to Italy—and networking opportunities helped Black River Produce make connections with national industry leaders and led them to develop a whole new division of their company—*Black River Meats*. In April they opened their new, state of the art meat processing facility in the former Ben & Jerry's peace pop plant in North Springfield.

"Attending the American Association of Meat Processors conference was an eye-opening experience focused on food safety, customer service, and professionalism in the meat processing landscape. We came away from that national event feeling there

The F2P *Meat Processing Task Force* was formed to accelerate improvements in the meat value chain. Due to a significant decrease in slaughter and meat processing capacity prior to 2011, task force members aimed to strengthen the business viability of the remaining meat processors and

was an enormous need for what our facility could provide to Black River and larger scale producers," comments Sean Buchanan of Black River Meats.

Subsequent visits with national meat companies and attendance at regional meat conferences provided necessary troubleshooting and risk assessments that helped Black River shape this new business opportunity. Regional markets are now looking to Black River Meats for guidance and are driving Black River to "put more skin in the game and take on a leadership role," Sean Buchanan shares. The Farm to Plate Meat Processing Task Force has made excellent progress in value chain coordination between producers and processors. **The challenge now lies in meeting increasing market demand while improving production practices and production—processing coordination to meet that demand.** "Black River Meats is hitting critical benchmarks in volume that are moving our project closer to slaughter and value added meat processing including smoked and cooked meats," Buchanan adds.



Learn More about Meat Processing on the Atlas:
www.vtfoodatlas.com/network/meat-processing



4. Food Processing: Our Time to Shine

What's Trending: Overall food system job growth in Vermont in recent years is being fueled primarily by the expanding food processing and manufacturing sector. In fact, food manufacturing jobs increased from 4,628 to 6,121 jobs (a 32% increase) between 2009 and 2nd quarter 2013. Bakeries, specialty food makers (e.g., members of the [Vermont Specialty Foods Association](#)), meat processing facilities, breweries, and wineries appear to be behind these recent gains. Expansions took place over the last two years at [VT Smoke & Cure](#), [Commonwealth Dairy](#), numerous slaughter facilities, Liz Lovely, [Champlain Orchards](#), [Freedom Foods](#), [Black River Produce](#) and others. **Total food processing wages increased 41% from 2009 (\$162,829,907) to 2012 (\$229,721,035).**

GOAL 11: Increase Processing Infrastructure

[Commonwealth Dairy](#), makers of Greek yogurt under the brand name Green Mountain Creamery, completed a 23,000 square foot, \$12 million expansion in 2013 and expect to add 34 new jobs to its current workforce of 110. The expansion includes a new processing line, new warehouse space, a new filling machine, fermentation tanks, wastewater treatment improvements and new whey processing and packaging equipment.

Thanks to a grant awarded by the VAAFM (2011 Jobs Bill funding), over the past two years, the [Patricia A. Hannaford Career Center](#), in partnership with Vermont Technical College, has trained and certified 30 new butchers and meat cutters through its [Skilled Butcher and Meat Cutters Academy](#). Most of their graduates have found jobs in Vermont's growing meat processing industry.

When small food processors are not yet ready to own or rent their own facility, they have a number of options to choose from including contracting with co-packers such as [Green Mountain Co-Pack](#) in Williston or [Freedom Foods](#) in Randolph. Or they can take advantage of shared use facilities such as the [Mad River Food Hub](#) (MRFH) in Waitsfield or the [VT Food Venture Center](#) in Hardwick. The MRFH has successfully completed its second calendar year of operation and provides four primary services: shared processing rooms, cold and dry storage, distribution, and meat co-processing. In 2013, a total of 47 customers used the MRFH, and the facility itself experienced a 15% increase in revenue over 2012. Owner Robin Morris estimates that in 2013 the MRFH value chain impact was \$1,176,892 (114.6 tons of product) compared with \$840,768 (83.1 tons of product) in 2012; these numbers represent the total value of products made in the processing rooms in addition to produce and other value added products transported for local producers.

Working Lands Enterprise Initiative Grants

The [Vermont Switchel Company](#) (Cabot) received \$15,000 for bottling and capping equipment.

[Screamin' Ridge Farm](#) (East Montpelier), maker of Joe's Soups, received \$15,000 to purchase equipment to boost production capacity of soup.

[Does' Leap](#) (Fairfield) received \$6,103 to increase pork production and sausage processing infrastructure.

[Vermont Cranberry Company](#) (Fletcher) received \$15,000 to purchase a press, freezer space, and a solar drying facility.

[Black River Meats](#) (Springfield) received \$50,000 to purchase equipment and build volume and value for Vermont livestock producers in new regional meat markets.

[Jasper Hill Farm](#) (Greensboro) received \$50,000 for a cheese microbiology lab.

The [Vermont Goat Collaborative](#) (Colchester) received \$10,868 to develop a New American custom exempt goat slaughter facility.

[Maple Wind Farm](#) (Richmond) received \$15,000 to open an inspected poultry processing facility.

Learn More about Processing and Manufacturing on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-4-food-processing-and-manufacturing

Network: www.vtfoodatlas.com/network/technical-assistance-producers-processors



Connor Gorham stirring sauce at the Vermont Food Venture Center.

Photo Credit: Vermont Food Venture Center



5. Wholesale Distribution + Storage: Making Inroads

What's Trending: Vermont businesses have done a good job developing direct markets. Now, using a range of business models, niche distribution firms are getting Vermont-produced food into metropolitan markets in Boston and New York City, as well as Connecticut. There is a well organized group of leaders working with distributors to nudge the food system to include more regional foods that will lead to more local food purchases in the next several years.

GOAL 12: Increase Distribution Infrastructure

By marketing the authenticity and quality of Vermont products, companies such as [Farmers to You](#), [Graze](#), and [Myers Produce](#) have built bridges to population centers. Farmers to You—which now delivers products from 60 producers to more than 400 families in the Boston area—and Graze leverage online technology to enable metropolitan and regional consumers to customize their delivery of multiple categories of food, year-round. Launched in November 2013, Myers Produce focuses on providing New York City wholesale accounts with four-season access to produce from Vermont farmers.

UVM Extension offered [crop storage workshops](#) and technical assistance throughout Vermont to farmers interested in storing and marketing their produce year-round.

Food hubs and food centers are working smarter by working together. Collaborative networks in Vermont and New England have fostered industry knowledge and the sharing of best practices.



Working Lands Enterprise Initiative Grants

[Vermont Refrigerated Storage](#) (Shoreham) received \$43,369 to construct a 300-pallet freezer.

[UVM Extension](#) (statewide) received \$40,000 to offer education and technical support to vegetable farmers in order to increase the supply and quality of local vegetable storage.

[Sidehill Farm](#) (Brattleboro) received \$15,000 to purchase new equipment and frozen storage capacity to expand product line and increase cost-competitiveness.

[Adam's Berry Farm](#) (Charlotte) received \$10,000 to purchase a walk-in refrigerator and freezer.

Learn More about Wholesale Distribution on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-5-wholesale-distribution-and-storage

Network: www.vtfoodatlas.com/network/aggregation-distribution



6. Retail Distribution: Exploring the Next Frontier

What's Trending: Locally sourced food is the hottest trend in the restaurant business, and local food is easily found at farmers' markets, co-ops, and specialty food stores. The "next frontier" in local food development is for producers and processors to increase market access to independent retail food outlets.

GOAL 13: Increase Local Food Availability



The [Supply and Demand Task Force](#) of the [Aggregation and Distribution Working Group](#) conducted a survey of Vermont's independent grocery stores to gauge their demand for local food. 95% of survey respondents stated they would like to source more local food, particularly produce, meat, dairy, and bakery items. Larger stores cited lack of consistent supply as their greatest barrier to purchasing more local food, while smaller stores reported they need more consumer demand for local products. The Network will be utilizing these findings to develop projects aimed at increasing local food in retail establishments.

Large Stores (5,000 sq. ft.)	Small Stores (<2,500 sq. ft.)
Differences:	Differences:
Get lower margins on local products than other products (69%).	Get the same margins on local products as other products (64%).
Need more consistent supply to sell more local (64%).	Need more customer demand to sell more local (56%).
In Common:	
Currently sell local products in nearly every product category stocked (93% dairy, 83% bakery, 78% grocery, 78% produce, 75% beer & wine, 53% meat).	
Carry local products because customers demand it, but believe lower prices are needed to sell more local products.	
Value local and/or Vermont products as part of their store's brand (88%).	

Sample Size: 73 stores. Source: Survey conducted by [UVM Center for Rural Studies](#) and the [Intervale Center](#).



Working Lands Enterprise Initiative Grants

[NOFA Vermont](#) (statewide) received \$20,000 to provide professional development and networking opportunities for farmers' market organizers.

Learn More about Retail Distribution on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-6-retail-distribution

Network: www.vtfoodatlas.com/network/supply-demand



7. Nutrient Management: Vermont Embarks on New Era of Organics Management

What's Trending: In an effort to extend the life of landfills and turn waste into a resource, major cities and a few states are exploring or implementing mandatory programs for food scrap diversion and composting. San Francisco has had a mandatory composting ordinance in place since 2009, Seattle since 2010, and New York City is on target to institute mandatory food scrap diversion in two years. Massachusetts is pursuing a proposal that would require all businesses and institutions disposing one ton a week to divert their food scraps starting in 2014. **With the passage of Act 148 in 2012, Vermont is now being looked to as a leader in food scrap diversion, becoming the first state in the country to mandate statewide diversion of food scraps for residential, commercial, and institutional food scrap generators.**

GOAL 14: Improve Nutrient Management



The Farm to Plate Network's [Food Cycle Coalition](#) (FCC) is focused on connecting the food system with Act 148's organics diversion mandate. The FCC is comprised of a diverse group of stakeholders including the [Vermont Foodbank](#), [Highfields Center for Composting](#), the [Composting Association of Vermont](#), the [Agency of Natural Resources](#), and the [Solid Waste Management Districts](#). The FCC believes Act 148 creates a unique opportunity to address multiple goals of the F2P Strategic Plan; namely, increasing food security, reducing fossil fuel dependence and greenhouse gas emissions, creating jobs, and protecting Vermont's waterways and soil.

The successful implementation of Act 148 will require significant additions of composting infrastructure by 2020. The FCC is currently mapping organizational assets (e.g., personnel, expertise, facilities, constituents) and stakeholders in order to inform the location, size, and type of infrastructure needed, and better coordinate education and messaging initiatives that will be required to reach the public.



Working Lands Enterprise Initiative Grants

The [Vermont Solid Waste District Managers Association](#) (statewide) received \$55,000 to provide technical support services for accomplishing Act 148.

Learn More about Nutrient Management on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/3-7-nutrient-management

Network: www.vtfoodatlas.com/network/food-cycle-coalition



8. Food Security: Budget Cuts Increase Hardship



What's Trending: The percentage of food insecure Vermont households increased from an average of 9.1% (over 22,000 households) from 1999 to 2001 to an average of 12.7% (over 33,000 households) from 2010 to 2012. Federal budget cuts to [SNAP](#) in November 2013 reduced funds for [3SquaresVT](#) assistance. The program serves 100,000 Vermonters and officials say the cuts have already reduced benefits for recipients by \$10 million.

GOAL 15: Increase Food Access

There were several efforts to increase access to local food and reduce food security in Vermont during 2013. Food access advocates, such as [Hunger Free Vermont](#), worked with the [Agency of Education](#), the Legislature, and Governor Shumlin to create the first bill in the country to expand the free breakfast program to include free lunch to students who had been only eligible for reduced-priced meals.

[Food Connects](#) expanded its work in Windham County to increase the connections between schools, institutions, and the community to the local food system. For example, Food Connects operates a buying club out of several area schools that encourages eligible families to purchase local food at reduced rates.

[Salvation Farms](#), Vermont's pioneering organization dedicated to gleaning, has been working with the Southeast State Correctional Facility to aggregate gleaned produce from area farms. This year, the facility processed more than 110,000 pounds of potatoes, winter squash, apples, onions and carrots into case packs appropriate for integration into Vermont's institutional and charitable/emergency food system.

The [Vermont Foodbank's Community Kitchen Academy](#) expanded its program to a second site in Barre. The Academy trains underemployed and unemployed Vermonters for a career in food service using gleaned and commodity foods which are then redistributed to food shelves.



[Food Access Cross-Cutting Team](#) co-chair Linda Berlin conducted research on how food access goals are being integrated into the Farm to Plate Network. The team is using the findings to develop an action plan to better integrate equity and food security objectives across the Farm to Plate Network.

Learn More about Food Security on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-1-food-security-in-vermont

Network: www.vtfoodatlas.com/network/food-access



9. Education: Vermont Becomes National Center of Community-Based Food System Education

What's Trending: *All over the country, the race is on to establish preeminence in offering food system educational opportunities. With progress made in 2013, Vermont is well on its way to becoming THE place in the U.S. to receive a food system education.*

GOAL 16: Increase Educational Opportunities

Vermont institutions of higher education made a big splash in November when they signed an agreement to launch the [Vermont Higher Education Food Systems Consortium](#). The agreement encourages UVM, [Vermont Law School](#), [Green Mountain College](#), [Sterling College](#), and [Vermont State Colleges](#) to share courses, internships, land, faculty and annual symposia.

The Harvest of the Month program was launched this year by [Green Mountain Farm to School](#) and [Food Connects](#). The program provides educational and promotional materials to schools on how to incorporate seasonal produce into school meals. There are 164 schools with 40,000 students enrolled.

University of Vermont's Continuing Education Department is developing a food hub management certificate program to provide food system leaders with management, business, and technical skills to run successful aggregation and distribution facilities that market local foods. UVM also launched their first [food system internship program](#) in 2013, which offers undergraduate students opportunities to connect with food system organizations and businesses throughout the state.

The [Center for Sustainable Systems](#), led by high school teacher Tom Sabo, enrolled 14 teachers from 5 schools in 2012 and 16 teachers from 6 schools in 2013 in a professional development course. [VT Food Education Every Day](#) (VT-FEED) held a farm to school institute at Shelburne Farms over the summer with 60 participants from 10 schools.

Sterling College launched [Rian Fried Center for Sustainable Agriculture and Food Systems](#) to honor Rian Fried's commitment to Vermont's food system. The facility will encompass new and improved farm and draft horse instructional spaces, including new construction and renovation of existing structures.

Learn More about Food System Education on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-2-food-system-education

Network: www.vtfoodatlas.com/network/education-workforce-development



Governor's Institute students learning to identify crops and weeds.



Photo Credit: Jonathan Kaplan



Governor's Institute



The *Education and Workforce Development Working Group* conducted a gap analysis in 2012 to identify the agriculture and food system learning opportunities along the educational continuum. In considering the strengths and weaknesses of the current educational system, the group landed upon one weakness that could be addressed

immediately—food system related summer learning opportunities—specifically a week-long *Governor's Institute on Farms, Food, and Your Future*.

Vermont Tech served as the primary host for the Institute and coordinated logistics and content development with members of the Education and Workforce Development Working Group, *New England Culinary Institute*, and *Sterling College*. Several working group members, as well as the current and former Secretaries of Agriculture and the former Secretary of the Agency of Education, served as faculty.

Thirteen students from high schools around the state took part in an intensive week-long exploration of Vermont's food system. Topics included the culture, economics,

policy, and science of food systems. Students had a number of hands-on farm experiences, learning about low input farming and cheese-making at *Cedar Mountain Farm*; learning about dairy farming and pasture management at Vermont Tech; and experiencing livestock and animal husbandry at Sterling College.

Additional site visits provided students with a system's view of agriculture, as they visited *Highfields Center for Composting* to learn about compost science and soil management, *Buffalo Mountain Coop* to learn about the retail aspects of food, and NECI to learn about the art of food preparation.

"We live on a dairy farm, but there are no cows anymore. We just hay and my grandpa does a lot of the sugaring. It's given me a lot of perspective of all the little things that go into farming. It's all those little things that add up to the hard work of farming. I've already gotten inspiration out of this, so I hope it sparks more in me to take over that farm someday."

—Owen Manley, high school student, Milton



Learn More about Food System Education on the Atlas:
www.vtfoodatlas.com/network/education-workforce-development



10. Labor + Workforce Development: Wages and Worker Readiness Are Hot Topics

What's Trending: Anger over low wages for fast food and other retail store workers triggered protests across the country in 2013. Although Vermont has a higher than average minimum wage, this issue will require renewed conversation. Employers indicate a need more skilled workers in food safety and quality assurance, HVAC systems, logistics specialists, sales, production managers, and cheesemaking.

GOAL 17: Increase Food System Jobs and Establishments • **GOAL 18:** Increase Livable Wages and Workplace Safety



The Education and Workforce Development Working Group conducted a comprehensive food system workforce needs assessment in order to gauge the evolving needs of Vermont's food system businesses. The assessment provides an analysis of existing food system educational offerings in the state compared to employers' stated needs and identifies the need for clearer career pathways into jobs in the food system. The results of this research were reported at a Summit, co-sponsored by the Working Group and Vermont Technical College, on January 15, 2013.

In September, a news conference was held at Red Hen Bakery by the Paid Sick Days campaign to advocate for 2014 legislation that would require employers to provide up to 8 paid sick days per year. Red Hen Bakery has offered paid sick days since 2009 and is an example of how a food system business has successfully provided this to benefit its workers. The Labor Cross-cutting Team was launched this year to address working conditions and livable wages in Vermont's workforce. The team will focus on supporting paid sick days legislation in 2014.

Legislation passed in 2013 granted migrant farm workers driving privilege cards, a move that Governor Shumlin called a "matter of human dignity."



Working Lands Enterprise Initiative Grants

The Patricia A. Hannaford Center (Middlebury) received \$55,000 to provide technical assistance to other schools in Vermont and the region to expand the Skilled Butchers and Meat Cutters Training Program.

Learn More about Labor + Workforce Development on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-3-food-system-labor-and-workforce-development

Network: www.vtfoodatlas.com/network/education-workforce-development



11. Technical Assistance: Improved Business Performance

What's Trending: Collaboration between financing institutions and technical assistance providers was increasingly evident in 2013, and recognition of the viability of Vermont's food system was showcased when Pete Johnson was named Vermont Small Business Person of the Year by the U.S. Small Business Administration.

GOAL 9: Increase Farm Viability • **GOAL 19:** Increase Business Planning and Technical Assistance

The Vermont Housing and Conservation Board's Farm Viability Program hosted the second National Farm Viability Conference in Middlebury. The event drew 200 practitioners from 18 states to learn from colleagues, develop new knowledge and skills, and visit farms and value-added processing facilities.

In its third year of operation, the Vermont Agriculture Development Program (VADP) is helping two critical food hubs, the Vermont Food Venture Center and the Mad River Food Hub, as they become more effective business incubators. VADP's personalized support seems to be working: over the past two years, VADP has helped 17 clients raise more than \$6 million in new capital, increase their revenue by over \$2 million, and create more than 35 new livable wage jobs.



The Producer and Processor Association Support Task Force interviewed producer and processor associations to assess their funding and staffing needs and to determine what actions are needed to make these associations more robust and effective.



Working Lands Enterprise Initiative Grants

The UVM Extension (statewide) received \$39,302 to develop and share business and financial models to support vineyards and egg producers.

The Vermont Farm Viability Program (statewide) received \$100,000 to expand one-on-one business planning and technical assistance support for Working Lands Enterprises.


The Meat and Poultry Processors Association (statewide) received \$15,000 to develop an IT system for inventory management, ordering, and scheduling; to bring in experts from other regions to give talks; and to develop a MPPA website.

Learn More about Technical Assistance and Business Planning on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-4-food-system-business-planning-and-technical-assistance

Network: www.vtfoodatlas.com/network/technical-assistance-producers-processors

12. Financing: Greater Access to Capital

 **What's Trending:** *It's not just Vermont investors placing bets on new ventures: venture capital firms in Silicon Valley and Wall Street are funneling hundreds of millions of dollars to food start-ups. At the same time, Slow Money—from Main Street, not Wall Street—is helping to mobilize capital to small farm and food businesses. It's not only about making sure companies get capital, but that they get the right type of capital that works for them as they grow.*

GOAL 20: Increase Access to Capital • **GOAL 21:** Leverage Financial Resources

If 2013 is any indication, food system entrepreneurs and farmers are having greater access to the right match of capital to meet their financing. **Over \$70 million was made available to farm and food businesses in the form of loans, grants, and direct payments from public, quasi-public and philanthropic sources.**

The first year of applications for [Working Lands Enterprise Fund](#) saw \$8.8 million in requests (ag projects), even though only \$679,542 was actually granted. Alternative lenders such as the [VSJF Flexible Capital Fund](#), the [Carrot Project](#), and [Community Capital of Vermont](#) provided a little over \$300,000 in funding to early and growth stage businesses. Non-traditional funding, like the online platform [Kickstarter](#), helped Vermont entrepreneurs raise \$118,653 for 11 projects. If private bank and owner equity data for all the expansion projects that received financing in 2013 were able to be included, it's likely that over \$100million helped fuel the growth of Vermont's food system.



A [Slow Money Vermont](#) chapter was launched in 2013 to provide matchmaking and networking between entrepreneurs and investors and to augment and jumpstart other funding opportunities. In 2014, the group is looking at helping identify alternative investment vehicles (e.g., investment club, Local Investment Network) that might add value to the [capital continuum](#); will serve a convening role in bringing entrepreneurs and funders together; and help build a highly networked community of food system entrepreneurs, funders and service providers.


Learn More about Financing on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-5-financing-the-food-system

Network: www.vtfoodatlas.com/network/financing



13. Energy: Increasing Self-Sufficiency

 **What's Trending:** *Dozens of Vermont farms and food system businesses have installed energy efficient equipment, as well as solar photovoltaic panels, wind turbines (e.g., installation of a 100 kW wind turbine at [Blue Spruce Farm](#)) and anaerobic digesters. 2013 was a particularly successful year for solar installations on farms.*

GOAL 22: Increase Efficiency and Renewables

Construction of the [Vermont Tech Community Anaerobic Digester](#) is nearing completion and will use a two-stage, mixed substrate technology powered by a mixture of manure and clean food 'residuals' to produce renewable electricity for Green Mountain Power, renewable heat for the college, and recycled nutrients for the area farm community. The digester is expected to be complete in 2014.



The [Energy Cross-cutting Team](#) is writing a series of "success stories" related to energy efficiency, renewable power (i.e., electricity and heat), and alternative fuels relevant to Vermont farms and other food system organizations which will include technology summaries, project highlights, lessons learned, and a cost/benefit analysis for the specific application. The first batch will be released at the 2014 Farm Show.


Learn More about Energy on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-6-food-system-energy-issues

Network: www.vtfoodatlas.com/network/energy



14. Regulation: Focusing on Food Safety

 **What's Trending:** *Vermont took a proactive leadership role in organizing producers and others to comment on the proposed rules for two of the main mandates of the Food Safety Modernization Act (FSMA). In August, the Vermont Agency of Agriculture, Food, and Markets (VAAFM) and the New Hampshire Department of Agriculture, Markets & Food co-hosted a Listening Session at Dartmouth College to offer farmers and food processors the opportunity to get clarification on proposed rules. VAAFM, NOFA Vermont, and others held webinars and provided resources on how to help farmers and other concerned citizens craft meaningful and powerful comments.*

★ 15. Leadership: Vermont is a Value Generator

➤ **What's Trending:** *The local food movement is now big in many states, and many traditional food businesses are trying to cash in on changing consumer preferences. As a small state that produces a relatively small amount of the nation's food, Vermont's food products have to taste good and represent values that other people aspire to: health, authenticity, community, and sustainability.*

GOAL 24: Increase State Leadership • **GOAL 25:** Increase Strategic Coordination

Vermont is now being looked to as the leading example of how to transform our food system. In 2013, VSJF made presentations to food system and land use professionals from Boston MA, Providence RI, Buffalo NY, Memphis and Knoxville TN, St. Louis MO, Omaha NE, Douglas County KS, Albuquerque NM, Eugene OR, and the Puget Sound region of WA.

VSJF is also playing an active role in *Food Solutions New England* (FSNE) and other regional initiatives. VSJF staff are part of the FSNE Network Team and help plan and lead the Vermont delegation at the New England Food Summit each year. We have

also formed a New England Food System Planners Community of Practice and hold monthly conference calls with others in New England undertaking statewide food system planning and implementation.

Vermont is further poised to be an influential leader with the election of Agriculture Secretary Chuck Ross as the President of National Association of State Departments of Agriculture. In this position, Secretary Ross will provide leadership on important issues facing Vermont farmers such as the Farm Bill and food safety.

"Vermont has been leading the way in New England in terms of food system planning and implementation. The VSJF staff and Farm to Plate Network members readily share knowledge, which is helping us in Maine with our food system planning process. We are excited to continue to work with Vermont to develop a robust New England regional food system."

—Tanya Swain, Co-director of the Maine Food Strategy

Learn More about Leadership and Collective Impact on the Atlas

Plan: www.vtfoodatlas.com/plan/chapter/4-8-leadership-and-collective-impact

Network: www.vtfoodatlas.com/network/steering-committee



Legislative Leaders receiving recognition for their support of F2P at the 2013 Annual Gathering. L to R: Rep. Carolyn Partridge, Sen. David Zuckerman, Sen. Chris Bray, Rep. Bill Botzow, Rep. Mitzi Johnson, Sen. Eldred French, Rep. Will Stevens, and Rep. Richard Lawrence.

Farm to Plate Investment Program Financial Report

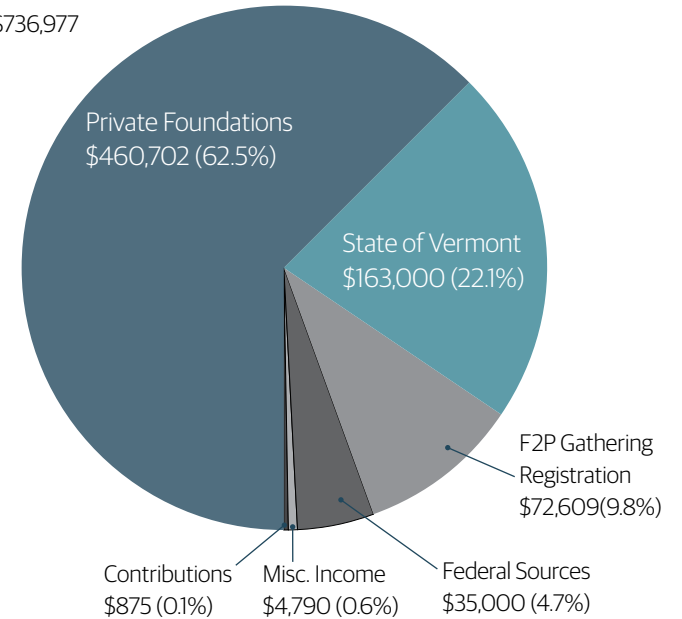
Actual Revenue and Expenses July 1, 2012 to November, 2013 (17 months)

Revenue	Received to Date	Purpose
Contributions	\$875	General support
F2P Gathering Registration	\$72,609	Registrations from 2 Network Gatherings
Federal Sources	\$35,000	VT Department of Education (Working Group support)
Private Foundations	\$460,703	F2P Network implementation; Food System Atlas development
State of Vermont	\$163,000	Implementation support in FY13 and YTD FY14
Miscellaneous Income	\$4,790	
Total Revenue Received	\$736,977	

Expenses	Expenses to Date	Purpose
General F2P Operations		
Administration	\$44,576	Includes portion of rent, internet, phone, office supplies, postage, printing
Research / Copy Editing / Report Layout / Maps	\$51,283	By consultants related to F2P Plan sections
PR/Marketing/Outreach	\$3,095	Various conference sponsorships, general F2P advertising, Farm Show tabling, etc.
Travel	\$7,985	
Total F2P General Operations	\$106,939	
F2P Personnel	\$306,590	Includes F2P Plan research and writing by staff, Food System Atlas data development and all other F2P Network Coordination services
F2P Projects		
Food System Atlas Development	\$120,983	Web portal development for all F2P related initiatives
Farm to Plate Network Meetings/Gatherings	\$106,491	Includes trainings, working group meetings, 2 Annual Network Gatherings
Results Based Accountability Training	\$2,000	RBA outcomes training for 80 participants (other costs covered by Common Good Vermont)
Working Group / Task Force Chair Stipends	\$78,646	To support Working Group and Task Force chair leadership
Network Member Stipends	\$4,336	To support broad stakeholder involvement
F2P Network Grants	\$39,025	For special projects by Working Groups and/or Task Forces
Total F2P Project Operations	\$351,481	
Total Expenses	\$765,010	

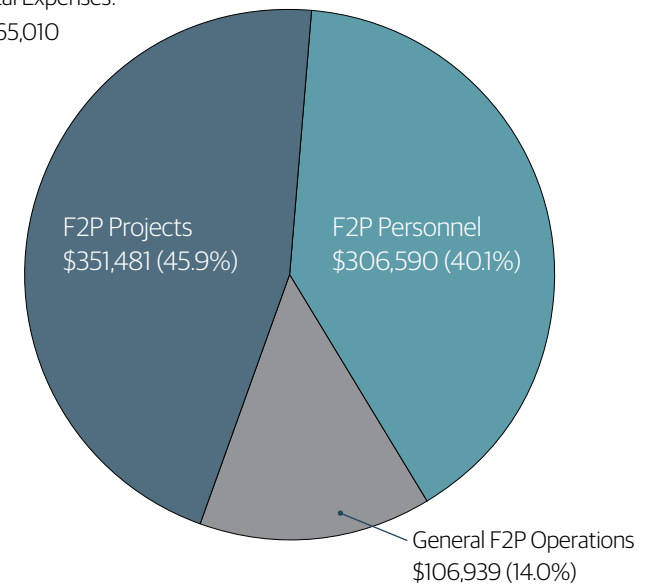
Farm to Plate Investment Program Revenue

Total Revenue:
\$736,977



Farm to Plate Investment Program Expenses

Total Expenses:
\$765,010



To 2020...and Beyond!



Illustration: Matt Heywood



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