

# Farm to Plate Investment Program

## 18 Month Report

July 1, 2010 – December 31, 2011

Prepared by the Vermont Sustainable Jobs Fund with assistance  
from the Vermont Agency of Agriculture, Food and Markets



## Farm to Plate: Year One

We are pleased to provide a report on the progress made by the Farm to Plate Investment Program over the last eighteen months. The **Farm to Plate Strategic Plan** is a comprehensive road map for spurring new economic development in Vermont's food system and ensuring that all Vermonters have access to healthy, fresh food. In order to implement the Plan, the **Farm to Plate Network** was created to deepen connections and collaborations across public, private, and nonprofit sectors that will work to maximize the social, technical, and financial capital critical to the Plan's success.

As Governor Shumlin said in the Farm to Plate Strategic Plan Executive Summary, "Food system development is economic development." The purpose of the Farm to Plate (F2P) Strategic Plan is to guide long-term investments and public policy that will support new and existing food system enterprises. There are many signs of market expansion and opportunity, from growing consumer demand for local food that is produced using environmentally sustainable practices, to new supply chain collaborations between producers, processors, distributors, and market outlets, (e.g., local meat and frozen vegetables), to expanding opportunities for value-added dairy products (e.g., 12 new dairy processing plants came online in 2011).

The compelling story of Vermont's food system resonates with consumers across the country. We must continue to work together to take full advantage of emerging market trends and growing consumer demand for local food. We are now implementing the F2P Strategic Plan by aligning public and philanthropic support with private sector investment and action. The **2011 Jobs Bill** provided important funding for the *Agency of Agriculture, Agency of Commerce, Vermont Sustainable Jobs Fund (VSJF)*, and many key F2P Network partners. State Agencies and Departments are also incorporating the F2P Strategic Plan's goals, strategies, and measurements into the state's five year strategic plan.

**We are excited about the growing number of partnerships and collaborations that are occurring among food system stakeholders. This focused direction and statewide collaboration is leading to even more action on the ground.**

Take, for example, the *Mad River Food Hub, LLC* in Waitsfield. After studying relevant sections of the F2P Strategic Plan, local entrepreneur Robin Morris collaborated with the *Mad River Localvores, Mad River Valley Planning District*, local chef Joey Nagy, and many others in the community to open a 3,200 square foot shared meat and vegetable processing, storage, and distribution center at the Irasville Business Park in fall 2011. See page 5 for more details.

There are literally dozens of examples of new initiatives like the *Mad River Food Hub* taking shape around the state. Our collective task is to provide business and technical assistance and access to capital to ensure the long-term viability of these food system initiatives, and to monitor their progress over time. These tasks exemplify but a few of the reasons why it was so necessary to launch the F2P Network this year.

The purpose of the F2P Network is to facilitate even greater coordinated action among organizations (e.g., farms, businesses, nonprofit organizations, government agencies) across Vermont to achieve the 33 goals of the F2P Strategic Plan *and* to enhance the ability of participating organizations to meet their own goals.

### These first two to three years of the Farm to Plate Network are critical.

We must attain some early successes in implementing the strategies highlighted in the F2P Strategic Plan in order to continue building momentum towards lasting change within our food system. Working Groups have already been formed and have started to coordinate their actions around **six key leverage areas: consumer education and marketing; education and workforce development; farmland access and land use; aggregation and distribution; dairy development; and technical assistance to producers and processors.**

In the aftermath of Tropical Storm Irene, these Working Groups will also revisit the efficacy of strategies outlined in the F2P Strategic Plan, given the potential for future significant weather events.



Joe Bossen of Vermont Bean Crafters making bean burgers at the Mad River Food Hub.

PHOTO CREDIT: Robin Morris



Sara Armstrong Donegan of Trillium Hill Vegetables at the Hinesburg Farmers' Market.

PHOTO CREDIT: Karen Pike

It's important to remember that we just completed the first year of a 10 year strategic plan and this report is but a snapshot of *some* of the progress that was made in 2011 by farms, food enterprises, and nonprofit organizations that are working to strengthen our food system. Future F2P Annual Reports will include more details on the metrics we are using to track results on the ground — such as jobs created, the number of acres under production, and new infrastructure that has come online.

**Food system highlights to date include:**

- Releasing the Farm to Plate Strategic Plan;
- Launching the Farm to Plate Network, and new collaborations between various state agencies and departments;
- Launching new private enterprises through targeted investment and collaboration among various funding streams including: *Agency of Agriculture* grant programs (*Vermont Agriculture Innovation Center*, Farm to School, Farm to Institution, Specialty Crop Block Grants, Jobs Bill grants);
- The deployment of over \$1.26 million from the Vermont Agriculture Innovation Center, Jobs Bills, and *Vermont Farm Viability Program* funds—which has leveraged an additional \$2.7 million in funding—to strengthen Vermont’s food system (See pages 6-11);
- The latest available information indicates that Vermont’s food system added approximately 500 private sector jobs and approximately 110 establishments since January 2011, when the F2P Executive Summary was released.\*

We would like to take this opportunity to thank you, members of the Vermont Legislature, for having the vision to create the Farm to Plate Investment Program back in 2009, and subsequently providing ARRA and General Fund dollars to kick off this exciting new initiative to transform Vermont’s food system into one that reflects 21st century aspirations and opportunities. We look forward to continuing this exciting partnership between the public, private, and nonprofit sectors in the years ahead.

Sincerely,

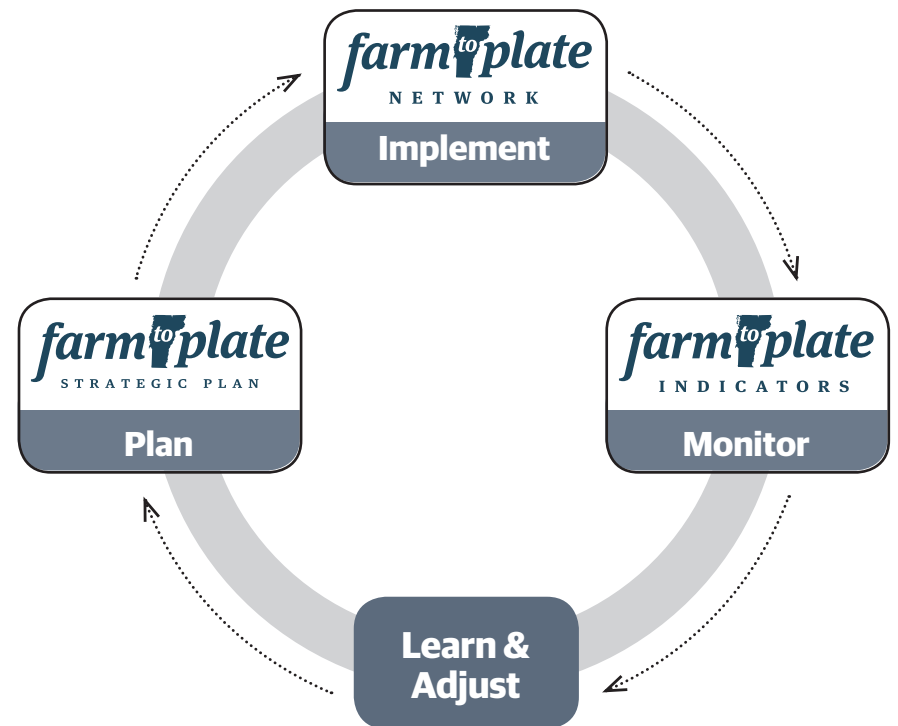
*Chuck Ross*  
**Chuck Ross**  
 Secretary, Agency of Agriculture, Food and Markets

*Lawrence Miller*  
**Lawrence Miller**  
 Secretary, Agency of Commerce and Community Development

*Ellen Kahler*  
**Ellen Kahler**  
 Executive Director, Vermont Sustainable Jobs Fund

**Doubling Local Consumption**

*In 10 years, as a result of our collective efforts, Vermonters will double their purchases of locally produced food—from >\$100 million to >\$200 million—and farmers and other food enterprises will take advantage of even greater access to local, regional, and national markets for the good, healthy food they produce.*



\* Data collected from the Vermont Department of Labor (2011) and the U.S. Census Bureau’s Non-employer statistics (2009). Employment and establishment growth reflects gains in farm support businesses, food manufacturing, wholesale distribution, and retailing. Updated information on the number of farms and on-farm employment data is not available until the next Census of Agriculture.



# Road Map for Developing a 21<sup>st</sup> Century Food System in Vermont

The F2P Strategic Plan Executive Summary was released in January 2011 with much fanfare at the State House. The 52 page document provides a concise overview of the challenges and opportunities facing Vermont's food system and sets forth 33 goals and many strategies for expanding it over the coming decade. An economic impact assessment completed for the plan indicated that 1,500 new jobs will be created for every 5% increase in consumption in food that is produced in the state.

The F2P Strategic Plan was written with a broad audience in mind and has been well received around the state. VSJF staff have given at least 50 presentations on the Strategic Plan to over 1,800 Vermonters in 2011. In addition, F2P presentations were given to regional Agriculture Commissioners and Secretaries during their Northeast Association of State Departments of Agriculture annual meeting, held at Jay Peak in June. Presentations were also made at the Slow Money National Gathering in San Francisco, to philanthropic funders of food system work in New England, and on national webinars with food system advocates. **In 2012, presentations will be made to food system leaders in Maine, Connecticut, and Rhode Island as they consider developing plans similar to Farm to Plate for their states.**

Each chapter and section of the Plan explores current conditions impacting different components of Vermont's food system (e.g., dairy processing) or addresses a crosscutting issue that broadly impacts the food system (e.g., food security). Each section then analyzes challenges and opportunities that were identified by F2P researchers and comments received during the public engagement process. Each section spells out a series of actionable objectives and strategies, linked to the analysis that is presented. This level of detailed research and analysis is meant to provide farmers and food entrepreneurs, researchers and students, capital providers and state

personnel, nonprofit advocates and technical assistance providers, with information that can inform their activities, stimulate movement towards emerging market opportunities, and provide valuable market research for Vermonters interested in launching new businesses or expanding existing businesses.

Finally, the Appendices provide a more comprehensive treatment of elements of the food system that were particular areas of stakeholder interest during the F2P planning process. The F2P Strategic Plan is available for download as a pdf on the VSJF website ([www.vsjf.org](http://www.vsjf.org)). See back cover for F2P Strategic Plan table of contents.

## CHAPTER HIGHLIGHTS

Chapter 1 provides an overview of the F2P planning process and sets the context for why this plan was developed.

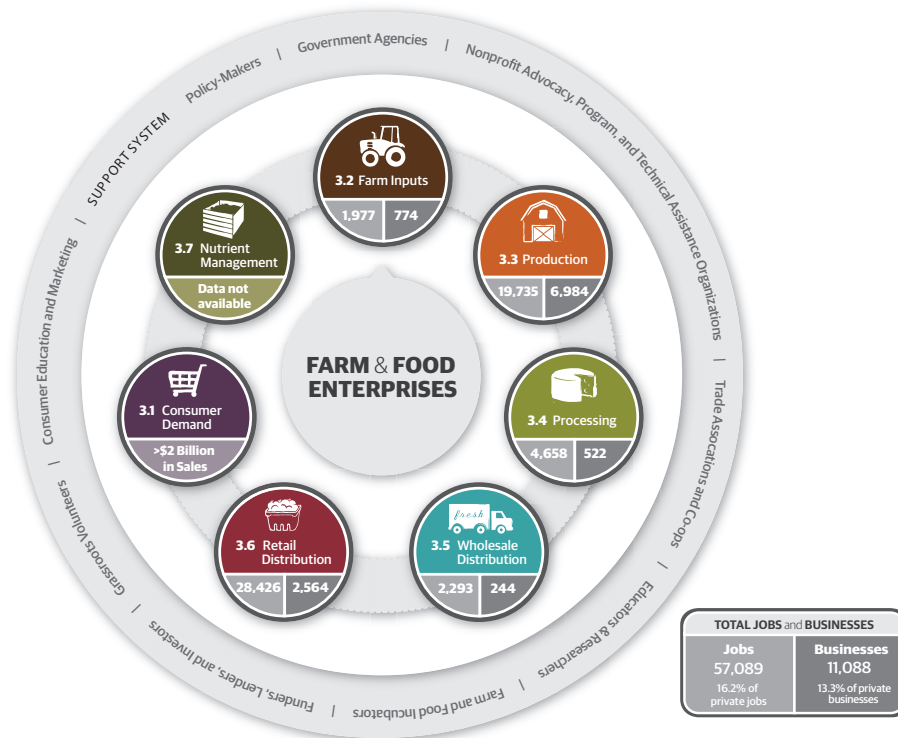
Chapter 2 highlights the major goals and indicators of success identified during the F2P Strategic Plan development process that will strengthen Vermont's food system by 2020.

Chapter 3 analyzes each section of Vermont's soil-to-soil food system and identifies objectives and strategies that will help Vermont achieve the goals set out in Chapter 2.

Chapter 4 analyzes crosscutting elements of the food system and also identifies objectives and strategies for achieving Chapter 2 goals.

Chapter 5 summarizes our major findings, and a set of appendices provides detailed analyses of the dairy industry, distribution, livestock production, and food insecurity in Vermont.

## Vermont Food System Diagram, 2011 Update



Data are collected from the latest available sources. Production data comes from the 2007 Census of Agriculture (updated in 2012). Farm Inputs, Processing, Wholesale Distribution, and Retail Distribution come from the Vermont Department of Labor (second quarter, 2011) and the U.S. Census Bureau's Non-employer statistics (2009 data).



## Springing from Plan to Action

The *Mad River Food Hub, L3C* in Waitsfield is a perfect example of the kind of new business development that grew out of an identified need highlighted in the F2P Strategic Plan.

After studying the relevant sections of the F2P Strategic Plan (specifically Appendices C and E), local entrepreneur Robin Morris collaborated with the *Mad River Localvores*, *Mad River Valley Planning District*, local chef Joey Nagy, and many others in the community to open a 3,200 square foot shared meat and vegetable processing, storage, and distribution center at the Irasville Business Park in fall 2011. This new business employs 1.5 workers and is already serving the needs of over 12 farmers, chefs, and value-added food producers in the Mad River Valley — giving them access to a State licensed meat and vegetable processing facility, high efficiency cooler and/or freezer for pre- and post- processing, and a loading dock and logistics support for easy pick up from *Black River Produce*, *UNFI*, *Vermont Food Bank*, and others.

In addition to \$50,000 in private investment, public funding support for this project was provided by:

- 🍏 \$50,000 from *USDA Rural Development* via the *Mad River Valley Chamber of Commerce*
- 🍏 \$26,666 from the *Vermont Agriculture Innovation Center*
- 🍏 \$15,000 from the Vermont Specialty Crop Block Grant Program
- 🍏 \$10,000 from the *Vermont Farm Viability Program*
- 🍏 \$7,500 from *Vermont Sustainable Jobs Fund*

On the web at:

<http://madriverriverfoodhub.com>



*Jacob Finsen processing ox tails for soup at the Mad River Food Hub in December.*

## Meet Abbey Willard

Abbey Willard recently joined the Agency of Agriculture, Food and Markets as the Local Foods Administrator. This is a new position at the Agency, developed in response to needs identified in the F2P Strategic Plan. Her focus will include assisting Vermont farmers and

producers to access commercial markets, and working to increase the number of Vermont institutions purchasing locally grown and processed foods. Abbey will also be working to increase the availability of CSA shares at state office buildings. Funding for this position was provided by the Vermont Legislature through the 2011 Jobs Bill.



PHOTO CREDIT: Vermont Agency of Agriculture

PHOTO CREDIT: Robin Morris



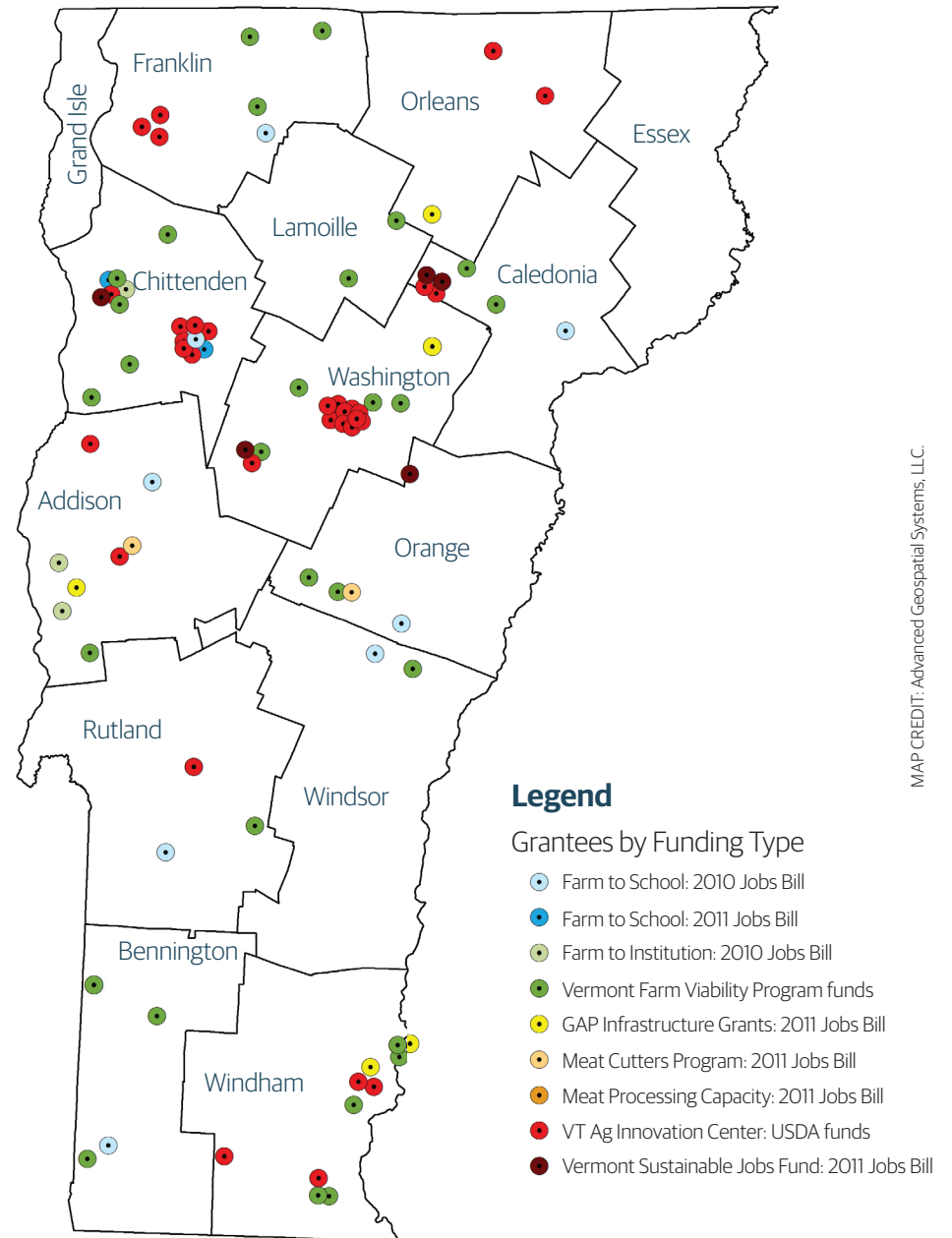
# Food System Grantmaking in 2011

The F2P Strategic Plan identifies opportunities for strengthening all elements of Vermont's food system, including a strong need for greater levels of capital investment to finance critical infrastructure needs. **Over \$1.26 million in food system grantmaking by public entities took place in FY11, including major funding for expanding Vermont's food processing and distribution capacity.** Projects such as the *Vermont Food Venture Center* in Hardwick, the *Mad River Food Hub* in Waitsfield, and *Vermont Smoke and Cure* in Hinesburg, were advanced by a number of capital providers that coordinated their funding to maximize their impact.

Food system grantmaking funds originated primarily from state and federal sources, in particular from the 2010 and 2011 Jobs Bills, and through the *Vermont Agriculture Innovation Center* (VAIC) at the *Agency of Agriculture*. We have also included the extensive list of grantees funded by state and private foundation funds through the *Vermont Farm Viability Program* at the *Vermont Housing and Conservation Board*. These lists do *not* include the funds that were given out by various farm relief funds established after Tropical Storm Irene (well over \$2 million has been distributed in total), nor do they include the substantial funding mobilized by the private foundations that invest in dozens of food system related nonprofit organizations and specific projects each year.




As shown on the map, funded projects occurred in nearly every county of the state, and impacted every aspect of our food system. Please note that the majority of Farm to School funding made available in the 2011 Jobs Bill has not yet been awarded. Funding decisions for that program are traditionally made during the 3rd and 4th quarters of a fiscal year. An initial round of grants totaling \$48,000 has been awarded for Good Agricultural Practices (GAP) infrastructure improvements. A second round of funding is currently underway. Finally, the Large Animal Veterinary Loan Forgiveness Program is currently under development at the *Agency of Agriculture*. No awards have been made to date, but funding is anticipated to be awarded in 2012.


Food System Grantees, 2010-2011



MAP CREDIT: Advanced Geospatial Systems, LLC






## Grantee List – Funded by 2010 and 2011 Jobs Bill







Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM VSJF (2010 JOBS BILL)</b>			
<b> Expanding Processing Capacity (Goals 13 and 14)</b>			
Intervale Center, Burlington	To support the reconstruction of the 1920s era Dairy Barn as the future home of the rapidly expanding Intervale Food Hub (a multi-farm CSA / local food storage, aggregation and distribution hub).	\$10,000	\$400,000
Center for An Agricultural Economy / Vermont Food Venture Center, Hardwick	To purchase a walk-in cooler and a comparably sized walk-in freezer at the VFVC to store fruits and vegetables pre- and post-processing for area farmers who want to sell lightly-processed food to schools, institutions, and food cooperatives in Vermont.	\$5,000	\$52,500
Mad River Food Hub, Waitsfield	This new processing facility will contain two licensed meat processing rooms and one vegetable kitchen constructed to USDA standards, and will be available for rent on an 8+ hour day basis by chefs, farmers and other food entrepreneurs.	\$7,500	\$125,600
<b> Increasing Diversion of Organics for Composting (Goal 17)</b>			
Highfields Center for Composting, Hardwick	To purchase a Mobile Compost Screener which will be made available to composters around the state at a reasonable price.	\$12,500	\$43,930
<b> Building a Food System Workforce for the 21st Century (Goals 12, 24 and 25)</b>			
Local Agriculture Community Exchange (LACE), Barre	To undergo strategic reorganization of their job training program in food preparation for low-income Vermonters – program will be moved to Central Vermont Community Action Council which is planning to build a new community kitchen.	\$5,000	\$10,000
		<b>TOTAL VSJF</b>	<b>\$40,000</b>
			<b>\$631,930</b>

Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM AGENCY OF AGRICULTURE: FARM TO SCHOOL (2010 JOBS BILL)</b>			
<b> Expanding K-12 Food System Education (Goal 21)</b>			
Bakersfield Elementary School, Bakersfield	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$1,500	
Mt. Anthony Union Middle School, Bennington	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$15,000	
Addison Northeast Supervisory Union, Bristol	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$1,500	
Richmond Elementary School, Richmond	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$11,562	
St. Johnsbury School, St. Johnsbury	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$14,726	
South Royalton School, South Royalton	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$15,000	
Tinmouth Elementary School, Tinmouth	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$1,500	
Tunbridge Central School, Tunbridge	Implement a Farm to School Program that encompasses cafeteria, classroom, and community.	\$1,500	

Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM AGENCY OF AGRICULTURE: FARM TO SCHOOL (2011 JOBS BILL)</b>			
<b>Expanding Distribution Capacity (Goal 15)</b>			
Intervale Center, Burlington	To expand local food use in Burlington institutions through wholesale distribution and multi-farm CSA.	\$5,000	\$10,000
NOFA-VT, Richmond	To establish communication between supply chain stakeholders that leads to new market protocols for statewide and regional distribution companies to better serve institutional buyers, allowing them to make large-volume purchases from small and mid-scale Vermont producers.	\$4,000	\$8,000
Rutland Area Food and Farm Link (RAFFL), Rutland	To create a local food network to connect farmers and institutions and develop a technical assistance plan to increase farmers' capacity to meet wholesale buyer requirements.	\$5,000	\$10,000
<b>FUNDING FROM AGENCY OF AGRICULTURE: FARM TO INSTITUTION (2010 JOBS BILL)</b>			
<b>Expanding Processing Capacity (Goals 13 and 14)</b>			
Gleason Grains, Bridport	To expand grain processing ability to meet increasing demand for local grain at institutions.	\$20,000	\$40,000
Vermont Refrigerated Storage, Shoreham	To update their facility based on the results of a processing feasibility study.	\$20,000	\$40,000
<b>Expanding Distribution Capacity (Goal 15)</b>			
Intervale Center, Burlington	To purchase a refrigerated truck in order to expand wholesale distribution to institutions.	\$15,530	\$31,000
Green Mountain Farm to School, Newport	To expand Green Mountain Farm Direct and increase famers' access to institutional markets.	\$5,000	\$10,000
<b>FUNDING FROM AGENCY OF AGRICULTURE: GOOD AGRICULTURAL PRACTICES (2011 JOBS BILL)</b>			
<b>Expanding Processing Capacity (Goals 13 and 14)</b>			
Cabot Smith Farm, Cabot	To construct a 24' x 48' packing building that will meet GAP requirements for packing mixed vegetables.	\$10,000	\$24,046
Pete's Greens, Craftsbury	To purchase and install a greens wash/disinfect/dry line. Equipment to be purchased includes two wash tanks, a conveyor, sprayers, and three dryers.	\$10,000	\$47,500
Champlain Orchards, Shoreham	To implement an automated inventory system, install automated thermometer and data logger, and upgrade nitrogen generator and still refrigeration equipment.	\$10,000	\$42,070
High Meadows Farm, Putney	To retrofit their dairy barn into GAP-certified storage facility and wash station. Building will have slab floor and drainage, sealed walls and ceiling with insulated walls and doors.	\$8,000	\$16,000
Holton Farms Produce, LLC, Westminster	To construct a pack house and cold storage shed.	\$10,000	\$62,347
<b>FUNDING FROM AGENCY OF AGRICULTURE: MEAT PROCESSOR CAPACITY GRANTS (2011 JOBS BILL)</b>			
<b>Expanding Processing Capacity (Goals 13 and 14)</b>			
The Royal Butcher, Braintree	For redesign of process flow (rail system), expansion of processing space, and increase in cooler capacity. When complete, project will result in an estimated 40% increase in slaughter and processing capacity, and the creation of 4 new full-time jobs.	\$35,000	\$81,730
Westminster Meats, Westminster	For the installation of hot water pasteurization system. Once the system is fully online, the plant will process an estimated 50% more beef and 30% more hogs per year, and could bring on as many as 14 new employees.	\$15,000	\$98,826



Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM AGENCY OF AGRICULTURE: MEAT CUTTERS PROGRAM DEVELOPMENT (2011 JOBS BILL)</b>			
<b> Building a Food System Workforce for the 21st Century (Goals 24 and 25)</b>			
Hannaford Career Center, Middlebury Vermont Technical College (VT Tech), Randolph Center	Hannaford Career Center and VT Tech will partner with VAAFM, the Department of Labor, and an Advisory Board, to develop the skilled meat cutter training program. The course offered at Hannaford will target adult and continuing education students, while the VT Tech course will be offered every other year, and will target college students.	\$25,000	
<b>FUNDING FROM VERMONT AGRICULTURE INNOVATION CENTER AT THE VERMONT AGENCY OF AGRICULTURE</b>			
<b> Boosting Marketing of Vermont Produced Food for Local and Regional Markets (Goal 1)</b>			
Andrew Walters d/b/a Harvest to Market Online, Brattleboro	To upgrade existing online wholesale market web site used by Vermont food hubs.	\$2,127	\$5,317
Addison County Relocalization Network (ACORN), Middlebury	To develop the ACORN Wholesale Collaborative Online Platform.	\$20,000	\$50,000
VT Agency of Agriculture, Food and Markets (VAAFM), Montpelier	To support regional beef market development and networking.	\$23,080	\$58,080
VAAFM, Montpelier	To support the Agency's Taste of Place program.	\$25,000	\$41,500
VAAFM / VT Agency of Commerce, Montpelier	To establish the Made in Vermont Branding Program.	\$52,000	\$130,000
Vermont Specialty Foods Association, Montpelier	To support organizational, marketing, and financial costs of attending trade shows.	\$30,000	\$106,000
Vermont Cheese Council, Putney	To support the Vermont Cheese Festival.	\$15,000	\$109,640
Vermont Cheese Council, Putney	To improve cheese maker/marketer communication through Let's Talk About Cheese program.	\$9,570	\$24,270
Vermont Fresh Network, Richmond	To support the development of the Vermont Ag and Culinary Tourism Website (Dig In Vermont).	\$45,000	\$129,500
Vermont Fresh Network, Richmond	To create a Product Advisory Board program.	\$9,000	\$24,000
NOFA-VT, Richmond	To develop additional resources to support farmers markets.	\$13,222	\$33,222
Vermont Ice Cider Association, West Charleston	To increase awareness and promotion of Vermont Ice Ciders in regional markets.	\$6,000	\$15,000
<b> Boosting Food Production for Local and Regional Markets (Goals 8, 9, 10, and 12)</b>			
NOFA-VT / Northern Grain Growers Association	To conduct an integrated demand assessment and market development strategy for locally sourced and milled oats and wheat among Vermont bakers.	\$23,950	\$54,045
<b> Expanding Processing Capacity (Goals 13 and 14)</b>			
Vermont Livestock Slaughter & Processing, LLC, Ferrisburgh	To conduct engineering, design, environmental and pre-construction planning.	\$14,104	\$35,260
Center for an Agricultural Economy / Vermont Food Venture Center, Hardwick	To build capacity to support Vermont grown food processing.	\$33,333	\$83,333
Mad River Food Hub, LLC, Waitsfield	To develop meat processing and storage capacity at the this new food hub.	\$26,666	\$125,600
<b> Expanding Distribution Capacity (Goal 15)</b>			
Intervale Center, Burlington	To support the reconstruction of Dairy Barn as the future home of the Intervale Food Hub.	\$11,837	\$29,593
Green Mountain Farm to School, Newport	To support its Green Mountain Farm Direct program.	\$13,333	\$34,100
RAFFL, Rutland	To conduct a market assessment for the Green Mountain Food Hub.	\$26,667	\$66,667

Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM VERMONT AGRICULTURE INNOVATION CENTER AT THE VERMONT AGENCY OF AGRICULTURE</b>			
<b> Increasing Diversion of Organics for Composting (Goals 13 and 14)</b>			
Highfields Center for Composting, Hardwick	To provide on-farm composting workshops for farmers and pre-farmers.	\$7,620	\$21,110
<b> Building a Food System Workforce for the 21st Century (Goals 12, 24 and 25)</b>			
Franklin Grand Island Workforce Investment Board	To support a Farm Internship Program.	\$16,500	\$37,500
NOFA-VT	To pilot the Journey Farmer Program.	\$17,301	\$43,253
<b> Building a Highly Coordinated Technical Assistance Network (Goal 26)</b>			
University of Vermont Extension, St. Albans	To provide technical assistance to grain and hops producers.	\$68,095	\$176,438
University of Vermont Extension, St. Albans	To support peer to peer networking to grow a viable hops industry in Vermont.	\$12,403	\$31,008
VAAFM, Montpelier	To conduct financial analysis of Vermont slaughterhouses.	\$5,000	\$12,500
Vermont Housing and Conservation Board, Montpelier	To support the Vermont Farm Viability Program.	\$150,000	\$384,307
Vermont Housing and Conservation Board, Montpelier	To provide technical assistance for scaling up VT's meat producers.	\$40,398	\$100,998
VSJF, Montpelier	To provide business assistance to value-added producers and processors seeking expansion capital.	\$75,000	\$214,815
VSJF, Montpelier	To establish the Farm to Plate Network and conduct network and leadership development training to food system stakeholders.	\$25,000	\$47,500
NOFA-VT, Richmond	To support scaling up Vermont's local food production, distribution, and marketing.	\$32,419	\$81,048
Distilled Spirits Council of Vermont, Wilmington	To establish and develop the Distilled Spirits Council of Vermont.	\$10,375	\$26,615
<b> Boosting On-Farm Renewable Energy Production (Goal 29)</b>			
VAAFM, Montpelier	To reduce barriers for adoption of on-farm renewable energy technologies.	\$25,000	\$62,500
		<b>TOTAL VERMONT AGENCY OF AGRICULTURE</b>	<b>\$1,041,818</b>
			<b>\$2,790,638</b>
<b>FUNDING FROM VERMONT FARM VIABILITY PROGRAM</b>			
<b> Reducing Farm Input Expenses (Goal 4)</b>			
Diggers Mirth Collective, Burlington	To make water station and shed improvements and purchase an EBT Machine.	\$5,000	\$10,950
Bread and Roses Farm, Westford	To purchase a cultivation tractor.	\$3,000	\$10,000
High Mowing Organic Seeds, Wolcott	To expand their stock seed production.	\$6,000	\$14,440
<b> Expanding Processing Capacity (Goals 13 and 14)</b>			
Robb Family Farm, Brattleboro	To make improvements to their sugarhouse.	\$6,250	\$16,180
Adam's Berry Farm, Burlington	To support the frozen berry collaborative.	\$4,000	\$8,724
Claire-A-Den Farm, East Hardwick	To support the launch of Kingdom Creamery of Vermont.	\$7,000	\$22,100
Deer Ridge Farm, Guilford	To make improvements to their sugarhouse and farmstead.	\$6,000	\$32,190
Square Deal Farm, Hardwick	To install water to the sugarhouse processing room.	\$3,000	\$7,660

Name of Grantee	Purpose	Amount of Award	Total Project Budget
<b>FUNDING FROM VERMONT FARM VIABILITY PROGRAM</b>			
<b>📦 Expanding Processing Capacity (Goals 13 and 14)</b>			
Family Cow, Hinesburg	To renovate the milkroom and purchase a bulk tank.	\$4,000	\$8,676
Maple Valley Farm, Sandgate	To construct a commercial kitchen.	\$3,200	\$13,250
Earth Sky Time Farm, Manchester Center	To make farmstand improvements and increase production of VT Goldburger.	\$6,700	\$16,000
Center Farm, Montpelier	To diversify marketing and improve overall flock health.	\$1,700	\$14,500
Mt. Mansfield Creamery, Morrisville	To support scaling up / expansion of cheese output.	\$7,000	\$17,550
Stonewood Farm, Orwell	To make facility improvements for their turkey growing operation.	\$7,000	\$31,250
Vermont Salumi, Plainfield	For equipment, production, and facility improvements to increase efficiency.	\$9,250	\$19,280
Putney Mountain Winery, Putney	For equipment to improve the efficiency of the pasteurization process for sparkling apple cider.	\$5,825	\$11,768
The Royal Butcher, Randolph	To undertake an excavation and foundation project to expand their processing capacity.	\$10,000	\$40,000
Parmelee Farm, Randolph Center	To purchase a mobile poultry processing unit for custom slaughter.	\$5,000	\$10,869
Whitney's Farm, Richford	To make improvements to their milking system.	\$650	\$1,392
Sharon Beef, Sharon	To upgrade their processing to include a labeling machine.	\$2,300	\$16,000
Beaver Meadow, Shrewsbury	To develop a cattle handling facility.	\$3,000	\$7,000
Mad River Food Hub, Waitsfield	To purchase equipment for their meat and vegetable processing rooms.	\$10,000	\$125,600
Westminster Meats, Westminster Station	To purchase a vacuum packing machine, eliminating a bottleneck in their processing line.	\$10,995	\$21,990
<b>🚚 Expanding Distribution Capacity (Goal 15)</b>			
Vermont Refrigerated Storage, Shoreham	To install an inventory management and accounting system, a critical step in obtaining GAP certification.	\$16,250	\$32,500
Holton Farms, Westminster	To construct a GAP-certified storage unit to expand their CSA, which aggregates VT produce for NYC.	\$8,900	\$41,890
<b>📖 Increasing Diversion of Organics for Composting and Minimizing Manure Runoff (Goals 13 and 14)</b>			
Stone Hollow Farm, Fairfield	To construct tile drainage and recondition their manure pit to minimize flooding.	\$3,000	\$7,000
Grow Compost, Waterbury	To install a new efficient composting system to improve the quality of their product.	\$10,000	\$43,250
<b>🔪 Ensuring Safe Working Conditions (Goal 24)</b>			
Bloomfield Farm, Charlotte	To construct a small house for seasonal apprentices.	\$2,500	\$5,050
<b>☀️ Boosting On-Farm Energy Efficiency and Renewable Energy Production (Goal 29)</b>			
Holden Cattle Company, Bennington	To purchase an outdoor wood furnace.	\$3,000	\$10,500
Green Dream Farm, Enosburg	To conduct a business analysis and implement a lighting project.	\$7,000	\$25,590
Circle Mountain Farm, Guilford	To install new infrastructure for improved efficiency.	\$6,000	\$15,000
<b>TOTAL VERMONT FARM VIABILITY PROGRAM</b>		<b>\$183,520</b>	<b>\$658,149</b>
<b>GRAND TOTAL</b>		<b>\$1,265,338</b>	<b>\$3,955,217</b>

# Major Progress in 2011: Meat Processing

As discussed in *Appendix E: Meeting the Demand: Strategies for Expanding Vermont Livestock Production and Meat Processing*, livestock production and meat processing are major contributors to Vermont's food system economy. Livestock sales generated over \$80 million for Vermont farmers in 2007, approximately 42% of nondairy sales (adjusted for inflation to 2010 dollars). Although demand for Vermont grown meat typically outstrips supply, farmers face considerable challenges to increase livestock production, including the cost and seasonality of production, access to slaughter, and insufficient production assistance for the development of high quality animals for the market.

A series of studies of the meat slaughter and processing sector in Vermont and New England shows that these facilities face challenges in utilizing current capacity to its full extent for a variety of reasons, including the seasonality of the meat production industry. Storage and/or the cut-and-wrap process within facilities generally presents a bottleneck, rather than the slaughtering process. Underutilization of capacity and rising costs lead to profitability challenges and very few, if any, of these businesses have the capital to reinvest in addressing capacity bottlenecks.

Challenges faced by the meat industry are structural in nature and will take a few years of focused attention and creative financing in order to make needed improvements. Significant activity took place in 2011, among a wide range of for-profit, governmental and nonprofit organizations, all designed to advance Vermont's meat industry in general. Below is a short summary of those activities as well as plans for 2012.

## 🍏 Research

In addition to Farm to Plate research on the challenges and opportunities facing the meat industry, three regional studies were completed in 2011, including an article co-authored by *Agency of Agriculture* staff, Chelsea Bardot Lewis, that examined the capacity of New England's large animal slaughter facilities relative to meat production for the regional food system, a regional ground beef study that focused on getting ground beef into school cafeterias (commissioned by the *Agency of Agriculture* and the Departments of Agriculture of the other 5 New England states), and a regional study on slaughter capacity (conducted by the Northeast Sustainable Ag Working Group). Additionally, the Meat Processing Task Force focused on understanding the capital needs of Vermont slaughter facilities by commissioning a financial review of their needs. All of these studies are leading to greater understanding of the complexity involved in improving livestock production and meat processing in the region and are helping to clarify which action steps will be of greatest strategic value in 2012.

## 🍏 New Processing Infrastructure

As highlighted on page 5, the *Mad River Food Hub* facility is open for business to small meat processors making specialty meat products such as sausage and aged meats. *Westminster Meats* completed its first year of operation, and funding for *Vermont Smoke and Cure* will lead to expanded capacity in 2012.



Meat department at Healthy Living Market

PHOTO CREDIT: Healthy Living Market

## 🍷 Sales and Distribution

After many years of exploring the feasibility of increasing the availability of local meat in schools and other institutions, improving the capacity of existing, inspected slaughter and processing plants, and seizing the opportunity to meet growing consumer interest in locally raised meat, three recently launched projects are beginning to take shape. These early stage projects will continue to evolve in 2012 with the hope that they can expand and prove to be profitable for the multiple businesses that are involved in these innovative collaborations.

### 🍷 Ground beef project with Burlington schools

*Vermont Livestock Slaughter and Processing* and Doug Davis, Food Service Director for the *Burlington School District*, worked together to source local beef for a pilot project aimed at making meatballs for Burlington school cafeterias. A total of 2,184 pounds of raw meat was shipped to *NPC Processing* in South Burlington where it was processed into its final form. According to Doug Davis, the meatballs were well received by students and he is looking to dramatically expand production, if possible.



Alan Cushing at Vermont Livestock Slaughter & Processing

### 🍷 Dairy beef for Vermont institutions

*Westminster Meats* and *Organic Valley* have just launched a project to produce dairy ground beef for schools and other institutions in Vermont. The purpose is to provide another revenue stream for organic dairy farmers, after their dairy cows are no longer useful as milkers. Since slaughter facilities make their margins on cattle, this project could prove to be a win-win for both *Westminster Meats* and *Organic Valley* member farms.

### 🍷 Black River branded meat project

In 2012, *Black River Produce* plans to launch a branded beef line with the goal of increasing beef production and developing Vermont's brand recognition in neighboring states where the consumer demand is strong and growing. According to Mark Curran, CEO of *Black River Produce*, "We are currently tracking to do about \$5 million in local

meat in 2011, so I feel there is already a success story to be told and once we get this brand rolling we'll really start rocking." *Black River* will be collaborating with a number of beef producers, a livestock finishing operation, and *Vermont Livestock Slaughter and Processing*, as part of this exciting supply chain collaboration.

## 🍷 Technical Assistance

The VSJF's new Vermont Agriculture Development Program is providing in-depth business assistance to three slaughter facilities, with the goal of helping them to raise expansion capital in 2012. In addition, *UVM Extension* added Londa Nwadike to its food safety staff in 2011. Among other areas of focus, Nwadike is an important resource for meat processors who need assistance complying with regulations or wanting to institute best-practices, Hazard Analysis and Critical Control Points plans and other food safety measures.

## 🍷 Financing

Because of the substantial investment dollars needed to increase production and processing capacity in the state, various funding entities are collaborating more than ever before to co-fund projects of strategic importance. The largest example of this kind of collaboration occurred around the *Vermont Smoke and Cure* project that is expanding from a 3,000 square foot facility in Barre to a 21,000 square foot facility at the former *Saputo* plant in Hinesburg. This multi-million dollar project would not have been possible without the collaboration between a Vermont bank, equity investors, *VEDA*, the *Agency of Commerce* (with state CDBG funds), and VSJF's new *Flexible Capital Fund*. **Combined, \$3.9 million in public funds helped leverage over \$6 million in private investment in these projects.**

### 🍷 Meat Processing Capacity Expansion Grants

The VAAFM received \$50,000 from the 2011 Jobs Bill to provide matching grants for capital investments that will result in increased capacity at meat and poultry slaughter and processing facilities in Vermont. Grant applications representing over \$200,000 in requests and over \$2 million in total project costs were received in the first year of the program, demonstrating significant need for capital. Grant funds have been allocated to two slaughter facilities for projects that are estimated to increase slaughter and processing capacity by 40% at one plant, and 30-50% at the other plant. Together, these projects are estimated to create up to 10 new jobs.



**🔪 Skilled Meat Cutter Training Program**

The 2011 Jobs Bill also provided \$25,000 for the development of a Skilled Meat Cutter Training Program. *Hannaford Career Center* in Middlebury has been selected to take the lead on the development of this important statewide program, in partnership with *Vermont Technical College*, the *Agency of Agriculture*, and the *Department of Labor*.

**Meat Processing Funding**

Funding Source	Grant Recipient	Award Amount	Project Status
Jobs Bill 2011	Hannaford Career Center, Vermont Technical College	\$25,000	Under way
Jobs Bill 2011	2 slaughter facilities	\$50,000	Under way
Farm Viability Program*	9 grantees	\$59,235	Under way
VSJF*	1 grantee	\$7,500	Completed
VAIC*	5 grantees	\$68,850	Under way
VT Farm Viability (VAIC funds)	December deadline	\$40,398	To be awarded in 2012
VT-CDBG**	1 loan	\$750,000	Under way
VSJF Flexible Capital Fund**	Vermont Smoke and Cure (1 loan)	\$600,000	Under way
VEDA/VACC meat processors**	2 loans	\$848,000	Under way
VACC/VEDA livestock producers	19 loans	\$1,791,550	Under way
<b>Grant Totals</b>		<b>\$250,983</b>	
<b>Loan Totals</b>		<b>\$3,989,550</b>	

\* All three of these funders collaborated to provide funding support to the *Mad River Food Hub*.

\*\* All three of these funders collaborated to provide funding support for the expansion of *Vermont Smoke and Cure* into the former *Saputo* plant in Hinesburg.

**🍏 Network Development**

The *Agency of Agriculture* facilitated a meeting of the Meat and Poultry Processors Association and members of the House and Senate Agriculture Committees at the statehouse in February 2011, to discuss issues facing the industry. The Agency has also been coordinating a Meat Processing Task Force, a collaboration between 7 organizations to address industry-wide issues, as part of the F2P Network. In 2012, the Meat Processing Task Force will facilitate discussions with industry members on whether they would like to form a broader meat industry council that would span the interests of producers and processors.

**🍏 Education**

The *Agency of Agriculture* and *NOFA Vermont* received a *Vermont Agriculture Innovation Center* grant to work with the *UVM Center for Sustainable Agriculture* to deliver four producer-processor workshops that brought over 100 producers, processors, government officials, and service providers together in summer 2011 to troubleshoot specific issues that affect both stakeholder groups. Workshop topics included achieving consistency throughout the seasons, carcass quality, humane handling, branding and third party certifications, and accessing the institutional marketplace. Ongoing workshops are also available through *NOFA-VT*, *UVM Extension*, and the *Vermont Pasture Network*.



Matt Holland vacuum packing lamb at the *Mad River Food Hub*.

PHOTO CREDIT: Robin Morris

*Special thanks to Chelsea Bardot Lewis and Randy Quenneville from the Vermont Agency of Agriculture who contributed to this section of the report.*



# Farm to Plate Network Launched!

The purpose of the F2P Network is to coordinate action among organizations across Vermont to achieve the 33 goals outlined in the F2P Strategic Plan, and to enhance the ability of participating organizations to meet their goals.

Our collective efforts are aimed at developing a 21st century food system, where Vermonters—at all income levels—double their consumption of locally produced food over the next 10 years, and where farmers and other food enterprises are able to take advantage of even greater access to local, regional, national, and global markets for the good, healthy food they produce.

Network members will excel at accomplishing their own goals (e.g., increasing food security, increasing the number of food system jobs) through greater connectivity and increased access to shared information and resources. The Network will be nimble and adaptive—able to evolve and change form over time, as needed.



Participants at the 1st Annual Farm to Plate Network Gathering, October 2011.

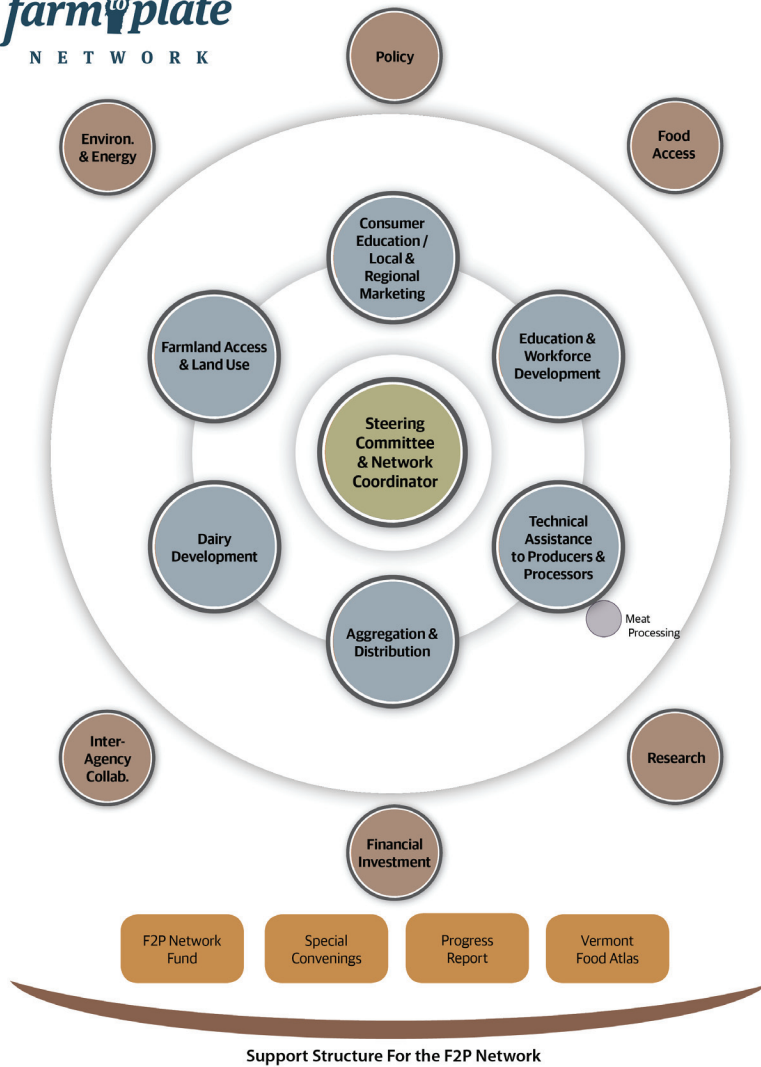
The Network will actively work to attract new capital investment and foundation support for its many initiatives. Finally, and perhaps most importantly, the F2P Network’s very foundation is built upon the strength of our relationships with one another.

Membership in the Network is open to all farms, food enterprises, and food system related trade associations, coops, public agencies, nonprofit organizations, private funders, and community groups. F2P Network members agree to work towards the F2P’s 33 goals, share information, respond to inquiries and requests from the Network Coordinator, and participate in at least one Working Group, Task Force or Crosscutting Team.

The Steering Committee will provide overall network governance, ensuring collaborative, diverse, and effective network partnerships. The Steering Committee will keep a 30,000 foot perspective on Network activities and work to ensure leadership, roles, and responsibilities are distributed across the stakeholder community.

2012 work plans for each of the Network’s six Working Groups are currently under development and will be linked to specific goals and strategies within the F2P Strategic Plan. In addition, each Working Group will have a series of metrics it will use to track their collective progress towards their goals. Later in 2012, project specific Task Forces will be formed around strategic action steps or topics that each Working Group identifies as a priority. Also in 2012, six Crosscutting Teams designed to increase connectivity with various stakeholder groups across the entire Network will be formed.

<b>Steering Committee Members</b>	
Chuck Ross	Secretary of Agriculture
Lawrence Miller	Secretary of Commerce
Len Bull	Vermont Agriculture Development Board
Stacy Burnstein	Vermont Food Funders Network
Jane Clifford	Chair, Dairy Development Working Group
Dan Smith	Co-Chair, Education and Workforce Development Working Group
Ela Chapin	Chair, Technical Assistance to Producers and Processors Working Group
Tara Kelly	Chair, Aggregation and Distribution Working Group
Jill Arace	Co-Chair, Farmland Access and Land Use Working Group
Cheryl King Fischer	Co-Chair, Consumer Education and Marketing Working Group
<b>Network Coordinators</b>	
Erica Campbell	Farm to Plate Program Director
Ellen Kahler	VSJF Executive Director



- Steering Committee & Network Coordinator
- Working Groups
- Task Forces
- Crosscutting Issue Teams
- F2P Network Support Structure

## F2P Network Example: Dairy Development Working Group Plans for 2012

For over 100 years, dairy farming has had significant economic, ecological, and cultural impacts in Vermont. Dairy products (milk, dairy beef, and forage crops grown for livestock) account for upwards of 83% ( $\approx$  \$584 million, adjusted for inflation to 2010 dollars) of the state's agricultural products sales, and gross sales of Vermont's processed dairy products total about \$1.2 billion per year.

Just two years ago, conventional dairy farmers were dealing with record low milk prices. Today, the industry needs to significantly ramp up production to meet growing demand from local and regional value-added processors. New value-added opportunities continue to emerge (e.g., the *Chobani* and *FAGE* Greek yogurt plants in New York, the new *Swan Valley Cheese* facility in Swanton, *Commonwealth Dairy* yogurt in Brattleboro, and the continued expansion of *Organic Valley* line of products) giving rise to the new reality that Vermont and the region are experiencing a milk deficit at the end of 2011.







As a means of improving dairy farm profitability and to meet growing demand for Vermont milk for a variety of end products, the Dairy Development Working Group will focus on the following actions steps in 2012.

- Increase the use of dairy management teams to improve the business skills of farmers and to find ways to decrease overall production costs.
- Evaluate the effectiveness of regional dairy product marketing efforts, including consumer awareness of the importance of the dairy industry to the overall food system economy in Vermont.
- Explore ways to enable increased dairy product development (e.g., dairy ground beef for schools, maple milk, dairy products with high omega-3 content).
- Identify which efforts will lead to the greatest water quality improvements and develop an outreach effort to improve best practices adoption by the dairy community.
- Develop an initiative aimed at improving forage management as a means of decreasing farm input costs.



Note: These are **DRAFT** indicators for consideration by the VT Legislature—to be reduced to a Top 10 List which will be tracked and reported on annually.

F2P Goal	Indicator	Metrics
<b>🛒 Boosting Consumption of Locally Produced, Healthier Food for all Vermonters (Goals 1, 2, 3, 12, 18, 19, 20)</b>		
Consumption of Vermont-produced food by Vermonters and regional consumers will measurably increase.	The percentage of Vermont food products consumed by Vermonters will increase from >5% to >10%.	Direct sales by farm and type of product; direct sales as a percentage of consumer food expenditures. (Every 5 years) Agricultural and food product output. (Annual/Every 5 years)
Students, administrators, and faculty of Vermont K-12 schools, colleges, and universities will consume more locally produced food.	The number of K-12 schools with Farm to School programs is increasing.	The number of schools hosting Farm to School educational programs. (Annual)
All Vermonters will have access to fresh, nutritionally balanced food that they can afford.	The number of food insecure Vermonters is decreasing.	The number of Vermonters who are food insecure. (Annual) Three Squares/SNAP and Farm to Family coupon usage at direct markets. (Annual) The quantity of produce gleaned from farm fields for the VT Foodbank and local food shelves. (Annual)
Vermonters will exhibit fewer food-related health problems.	The number of new cases of diabetes is decreasing and the number of Vermonters considered obese is decreasing.	Percentage of youth and adults who eat 3+ daily servings of vegetables and overall youth and adult obesity rates. (Annual)
<b>🚜 Reducing Farm Production Expenses (Goal 4)</b>		
Farms have reduced their costs of production.	The number of farms with a net positive income is increasing.	Net farm income. (Every 5 years) Tons of locally grown feed and forage. (Annual) Feed and fuel expenditures as a percentage of total farm expenses. (Every 5 years)
<b>🌱 Preserving Farmland and Healthy Soils (Goal 5)</b>		
Agriculture will be advanced as the highest and best use of prime agricultural land and soils.	The number of acres and percentage of total prime agricultural soils and soils of statewide significance ("statewide agricultural soils") in production and/or conserved for active agricultural production is increasing.	The use of all prime and statewide agricultural soils and the percentage of total acres in (1) idle, (2) low-use, and (3) active agricultural production. (Every 5 years)
<b>🌿 Minimizing Environmental Impacts (Goal 6 and 20)</b>		
Food system operators will maintain healthy water supplies and build soil, reduce their carbon footprint, and improve their overall environmental stewardship to deliver a net environmental benefit to the state.	The adverse environmental impact from farming is reduced.	The number of farms that have implemented their nutrient management plans for improving water quality and optimizing the use of manure, compost, and crop rotation to enhance soil health. (Annual) Certified organic acres under production. (Annual)
<b>🏠 Boosting Food Production for Local, Regional, National, and International Markets (Goals 8, 9, 10, 12, and 26)</b>		
Locally produced food for all types of markets will increase.	The amount of Vermont produced food that is wholesaled to local, regional, national and international markets is increasing.	Gross state product connected to the food system. (Annual)
Technical Assistance and business planning services will be highly coordinated and accessible to food system businesses.	Usage of technical and business planning assistance is increasing.	The number and types of farms receiving technical and business planning services. (Every 2 years)

F2P Goal	Indicator	Metrics
Vermont's dairy industry will support supply management policies, in-state processing infrastructure, and diversification.	Dairy farm businesses' net incomes are stabilized or increasing, and their sources of income are diversifying.	Milk prices compared to the average cost of dairy production (conventional and organic). (Annual)
<b> Expanding Processing Capacity (Goals 13, 14, and 15)</b>		
Value-added food processors will be profitable, retain and/or add quality jobs, and strengthen and benefit from the quality of the Vermont brand.	The number of jobs and the median wages in food manufacturing are increasing.	The number of jobs in food manufacturing, and median wages. (Annual)
Food processing facilities of all kinds will enable producers to access a wider range of market outlets and enable greater year-round consumption of local food.	The number of producers accessing or selling to food processing facilities for light processing (fresh and frozen) and value-added processing is increasing.	The number of facilities where light processing takes place. (Every 3 years)
<b> Increasing Diversion of Organics for Composting (Goal 17)</b>		
Farm waste will be collected and food waste will be diverted from landfills and used to produce compost and/or feedstock for anaerobic digesters.	The diversion of organic/compostable materials from landfills to compost production and/or anaerobic digesters is increasing.	The percentage of Vermont's food waste that is source separated and delivered to composting facilities, anaerobic digesters, and/or poultry farms. (Annual)
<b> Building a Food System Educational System and Workforce for the 21st Century (Goals 21, 22, 23, 24 and 25)</b>		
Vermont K-12 students will have increased exposure careers within the food system.	The number of youth deciding to enter careers related to some aspect of the food system is increasing.	The number and breadth of school curricula related to food systems. (Every 3 years)
Vermont farms and food processors will provide safe and welcoming working conditions and livable wages and have access to a skilled, reliable workforce that has the flexibility to respond to seasonal needs.	The number of skilled employees in the food system is increasing.	The results of a biennial survey to ascertain whether the labor supply is sufficient to serve the employee needs of farm and food sector businesses. (Every 2 years)
New farmers and other food entrepreneurs and workers will be available to produce a growing supply of food for local and regional markets.	The numbers of new food system establishments, farms and employees are increasing.	Number of Vermont food system employees. (Annual)
		Number of food system establishments. (Annual)
<b> Increasing Food System Funder Collaborations (Goals 27 and 28)</b>		
Private foundations, federal funding sources, the Vermont Legislature, the governor's administration, and food system investors will leverage each other's available resources to maximize the implementation of this Plan.	Cross-sector strategic financial partnerships to strengthen the food system are increasing.	The number of collaborations among food system funders and investors leading to the joint funding of projects of interest. (Annual)
<b> Boosting On-Farm Renewable Energy Production (Goal 29)</b>		
Farms and food system enterprises will minimize their use of fossil fuels and maximize their renewable energy, energy efficiency, and conservation opportunities.	Electricity consumption and fossil fuel use by Vermont's farms and food enterprises are decreasing per unit of production.	The electricity and fuel consumption per unit of production. (Every 5 years)
<b> Improving Food System Stakeholder Collaboration (Goals 31, 32, and 33)</b>		
Vermont's governor, legislature, and state agencies will continue to celebrate the farm and food sector and will champion it as an economic development driver for the state.	Overall governmental support for the food system as an economic driver is increasing.	The amount of state funding provided for food system related economic development. (Annual)
Food system market development needs will be strategically coordinated.	Coordination and communication among food system entities is increasing.	Results of annual survey evaluation of Farm to Plate Network member organizations. (Annual)



## Farm to Plate Investment Program Financial Report

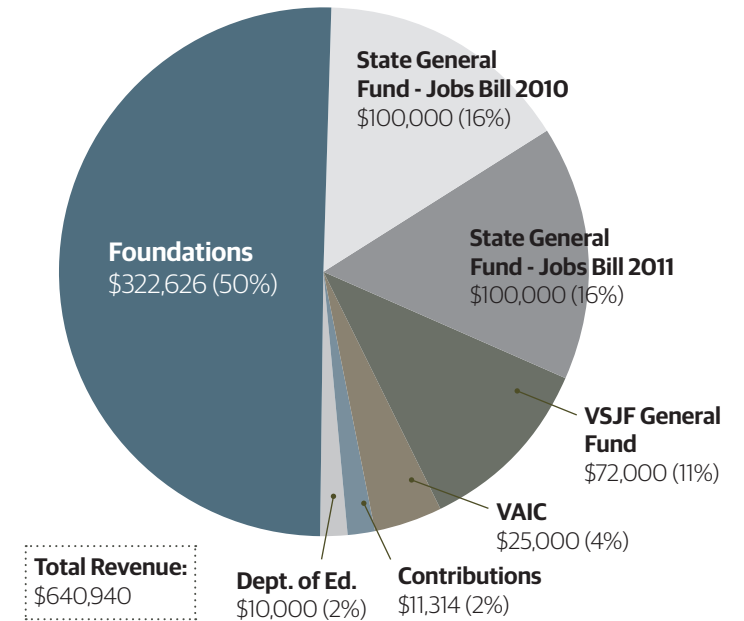
### Revenue Available and Actual Expenses

July 1, 2010 to November 30, 2011

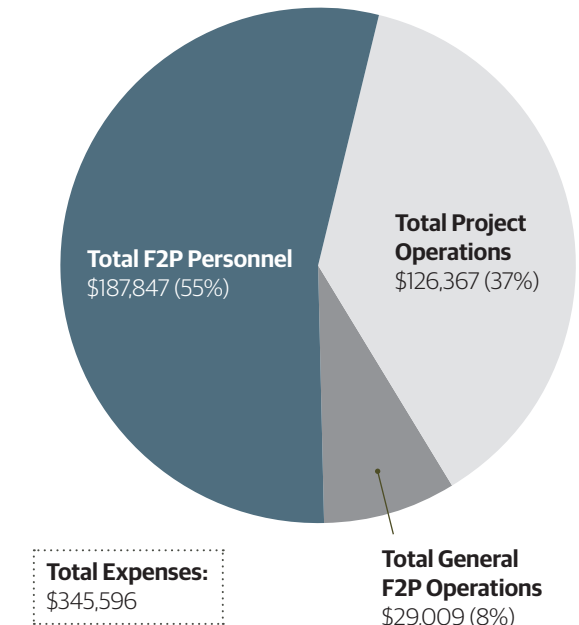
Revenue	Received to Date	Purpose
State General Fund (Jobs Bill 2010)	\$100,000	Strategic Plan writing and 5 implementation grants in FY11.
State GF (Jobs Bill 2011)	\$100,000	Implementation support in FY12.
Foundations	\$322,626	Research; F2P Network implementation; Food System Atlas development.
VSJF State GF (FY11 and FY12)	\$72,000	Staff led research and writing; outreach and implementation.
VAIC (09/10) - USDA funds	\$25,000	F2P Network and Leadership Development (training).
VT Department of Education	\$10,000	F2P Network implementation.
Contributions	\$11,314	Research and writing.
<b>Total Revenue Received</b>	<b>\$640,940</b>	

Expenses	Expenses to Date	Purpose
General F2P Operations	\$29,009	Includes portion of rent, internet, phone, office supplies, postage, printing.
F2P Personnel	\$187,847	Includes research and writing done by staff and all other staff activities related to F2P.
F2P Project Operations		
Process Team Meetings	\$5,371	Farmer stipends and other meeting expenses.
Farm to Plate Network Meetings	\$26,591	Includes 2 network trainings, working group meetings, Annual Network Gathering.
Research	\$22,695	By consultants.
Maps	\$1,700	Included in the F2P Strategic Plan.
Copy editing / report layout	\$9,140	By consultants.
Report printing	\$12,448	2 printings, 3,000 total copies.
PR/Marketing/Outreach	\$2,378	
Travel	\$3,415	
Implementation Grants	\$45,000	To 6 grantees.
Total F2P Project Operations	\$126,367	
<b>Total Expenses</b>	<b>\$345,596</b>	
<b>Balance</b>	<b>\$295,344</b>	

### Farm to Plate Investment Program Revenue



### Farm to Plate Investment Program Expenses



# Farm to Plate Strategic Plan

## Executive Summary

**Chapter 1:** Overview of the Farm to Plate Strategic Plan

**Chapter 2:** Getting to 2020: Goals and Indicators for Strengthening Vermont's Food System

**Chapter 3:** Analysis of Vermont's Food System

**3.1** Consumer Demand, Consumer Education, and Marketing

**3.2** Farm Inputs

*Land Access and Availability*

*Soil*

*Animal Feed*

*Seed*

*Water*

*Energy*

*Labor*

**3.3** Food Production

*Dairy*

*Livestock*

*Fruits and Vegetables*

*Maple*

*Grains*

*Honey*

*Aquaculture*

*Beer and Wine*

**3.4** Food Processing and Manufacturing

**3.5** Wholesale Distribution and Storage

**3.6** Retail Distribution

**3.7** Nutrient Management

**Chapter 4:** Crosscutting Issues

**4.1** Food Security in Vermont

**4.2** Food System Education

**4.3** Food System Labor and Workforce Development

**4.4** Food System Business Planning and Technical Assistance

**4.5** Financing the Food System  
Food System Financing Inventory

**4.6** Food System Energy Issues

**4.7** Food System Regulation

**4.8** Leadership, Communication, and Coordination Across the Food System

**Chapter 5:** Summary and Economic Impact Assessment

## APPENDICES

**Appendix A:** Enabling Legislation

**Appendix B:** Sustaining Vermont's Dairy Industry

**Appendix C:** Connecting the Dots: Strategies for Aligning Production, Processing, Distribution, and Market Outlets for Vermont's Local Food System

**Appendix D:** Dissolving the Double Bind: Strategies for Expanding Food Access and Developing Vermont's Local Food System

**Appendix E:** Meeting the Demand: Strategies for Expanding Vermont Livestock Production and Meat Processing