

farm *to* *plate*



STRENGTHENING VERMONT'S FOOD SYSTEM

**A 10-year initiative for
collectively strengthening
Vermont's food system.**

www.vtfarmtoplate.com



- **Overview**
- **Partnerships & Collaboration**
Infrastructure
- **Policy**
- **Equity**

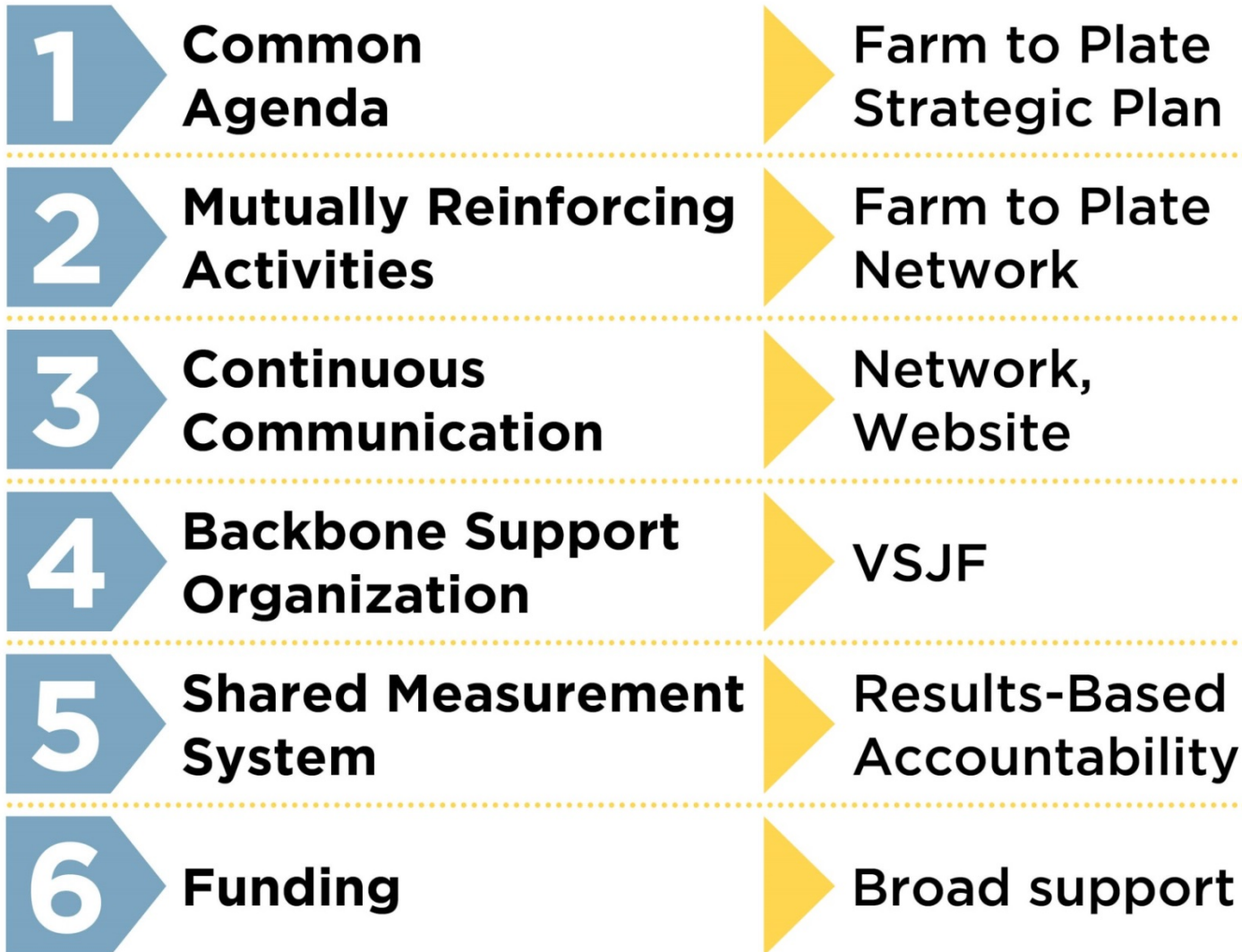
What is Farm to Plate?

A statewide collaboration among 350+ organizations to achieve the 25 goals of Vermont Farm to Plate's Strategic Plan and to enhance the participating organizations' ability to meet their goals.

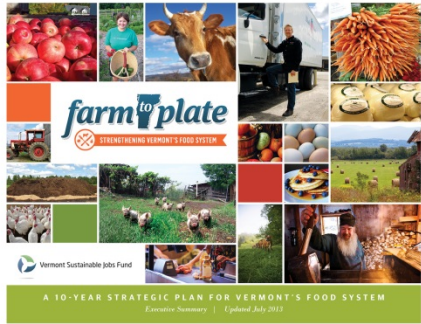
The overarching outcomes of the F2P Strategic Plan, as authorized by the Vermont Legislature, are to:

- increase jobs and economic activity in VT's food system
- improve access to healthy foods for all Vermonters

A Collective Impact Initiative







25 GOALS

>100 INDICATORS

<p>GOAL 1 TOTAL LOCAL CONSUMPTION</p>	<p>GOAL 2 INSTITUTIONAL CONSUMPTION</p>	<p>GOAL 3 FOOD-RELATED HEALTH PROBLEMS</p>	<p>GOAL 4 FARM PRODUCTION EXPENSES</p>	<p>GOAL 5 LAND IN AGRICULTURE</p>
<p>GOAL 6 ENVIRONMENTAL IMPACTS</p>	<p>GOAL 7 FOOD PRODUCTION</p>	<p>GOAL 8 DAIRY VIABILITY</p>	<p>GOAL 9 FARM PROFITABILITY</p>	<p>GOAL 10 FOOD LITERACY</p>
<p>GOAL 11 PROCESSING INFRASTRUCTURE</p>	<p>GOAL 12 DISTRIBUTION INFRASTRUCTURE</p>	<p>GOAL 13 LOCAL FOOD AVAILABILITY</p>	<p>GOAL 14 NUTRIENT MANAGEMENT</p>	<p>GOAL 15 FOOD ACCESS</p>
<p>GOAL 16 EDUCATIONAL OPPORTUNITIES</p>	<p>GOAL 17 JOBS AND ESTABLISHMENTS</p>	<p>GOAL 18 LIVABLE WAGES AND SAFE WORKPLACES</p>	<p>GOAL 19 BUSINESS PLANNING AND TECHNICAL ASSISTANCE</p>	<p>GOAL 20 ACCESS TO CAPITAL</p>
<p>GOAL 21 LEVERAGING FINANCIAL RESOURCES</p>	<p>GOAL 22 EFFICIENCY AND RENEWABLE ENERGY</p>	<p>GOAL 23 BALANCED REGULATIONS</p>	<p>GOAL 24 STATE LEADERSHIP</p>	<p>GOAL 25 STRATEGIC COORDINATION</p>

5 Strategic Priority Areas

- Protect and Expand Affordable and Environmentally Sustainable Farmland in Agricultural Production
- Improve Viability of Farms and Food Businesses
- Increase Local Food Availability and Affordability in All Market Channels
- Increase Consumer Engagement and Demand for Local Food
- Meet Food System Employment Needs in Positive Work Environments

F2P Network: Guiding Values (Culture)

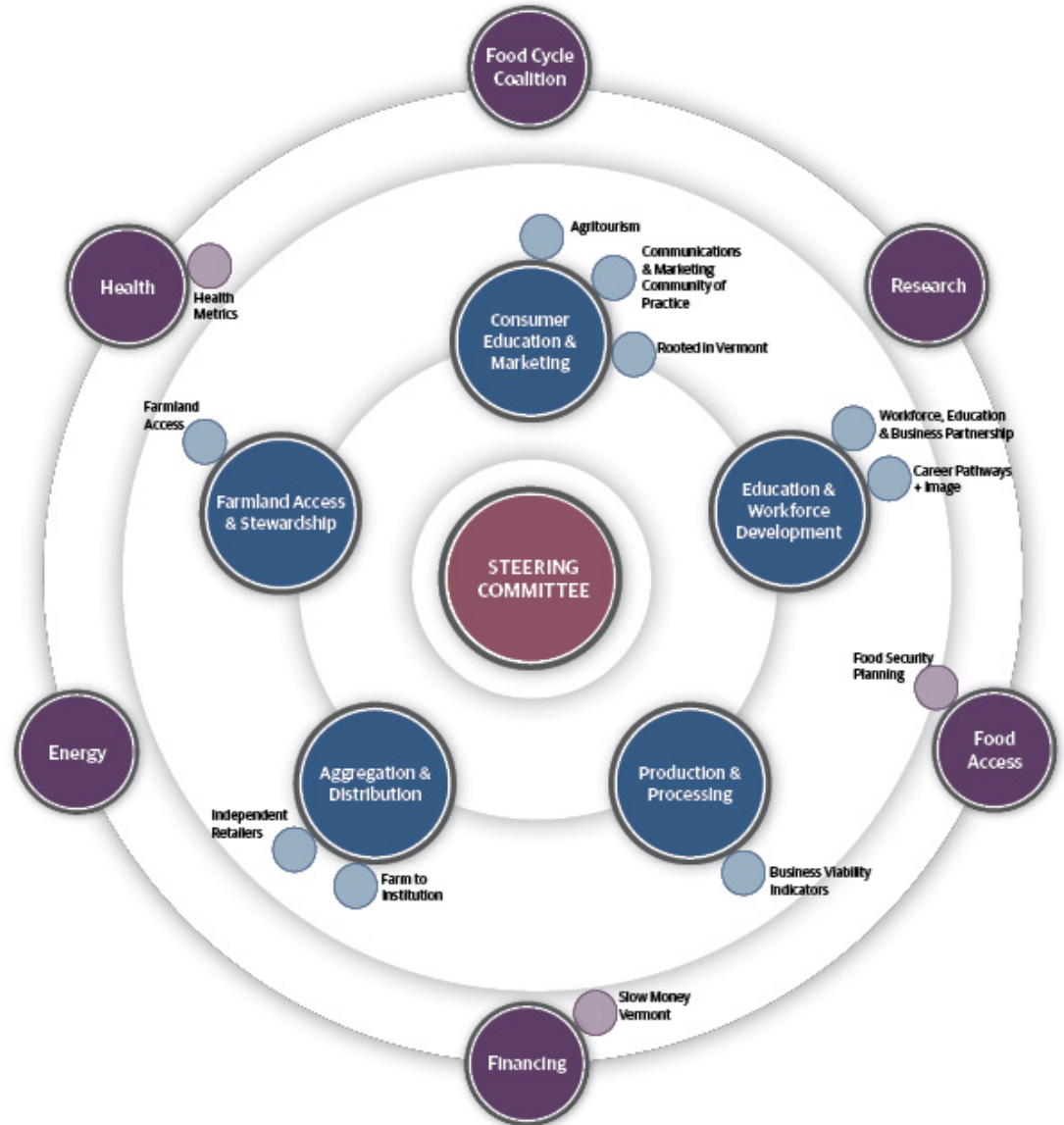
- **Equity:** We strive to build an equitable food system that promotes dignity, including affordable access to healthy food and fair working conditions.
- **Collaborative Interdependence:** We recognize that the foundation of the Farm to Plate Network's success is the strength of relationships and trust between Network members, and that the collective impact that comes from collaborative and interdependent action is greater than the impact any organization can achieve alone.
- **Shared Leadership and Accountability:** We value decentralized leadership and transparent governance that empowers Network members and creates mutual accountability across the Network to achieve the Farm to Plate goals.
- **Transparency and Inclusiveness:** We value transparent and inclusive communication, governance, and information sharing that is accessible to a diverse array of organizations.
- **Intentional and Reflective Analysis:** We value intentional and ongoing reflection and performance evaluation through data driven analysis with a systems thinking approach.



Partnerships and Collaborations

Our Network Development Approach

Mutually
 Reinforcing
 Activities
 via a Network
 Development
 approach



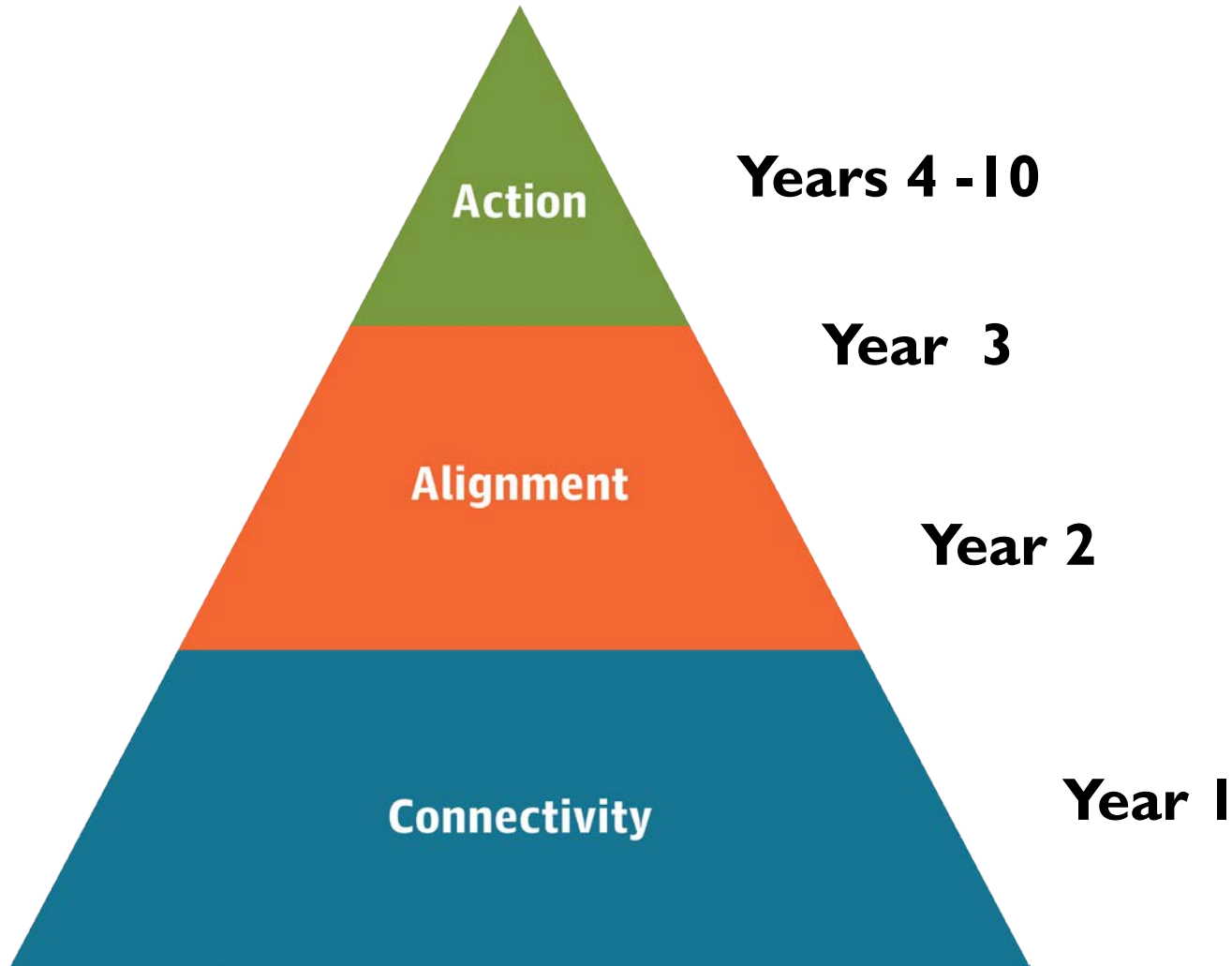
Governance: Steering Committee

- 5 Working Group elected Chair
- Food Access Cross Cutting Team elected Chair
- Representative of VT Food Funders Network
- Representative of VT Farm to School Network
- VT Agency of Agriculture
- VT Agency of Commerce

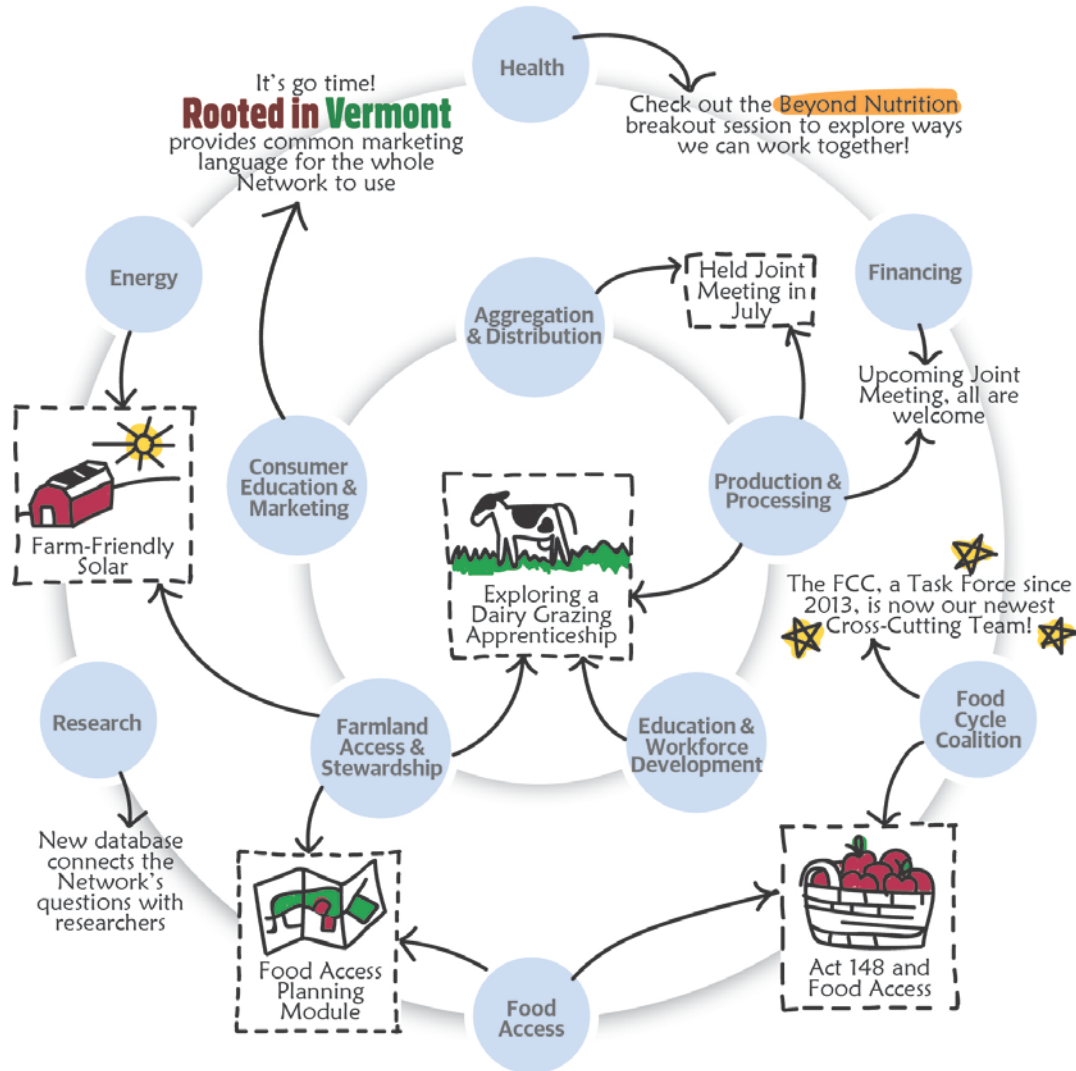
Leadership Capacity Training & Support

- Stipends
 - Working Group Co-Chair Stipends (\$5,000 ea.)
 - Cross Cutting Team & Task Force Chair Stipends (\$2,500 ea.)
 - Farmer / Private Sector Stipends to attend meetings and the annual F2P Gathering (\$30/hr + mileage)
- F2P Leadership Retreat (all chairs)
- Professional Development Training
 - Network Facilitation, Network Leadership, RBA, Project Management

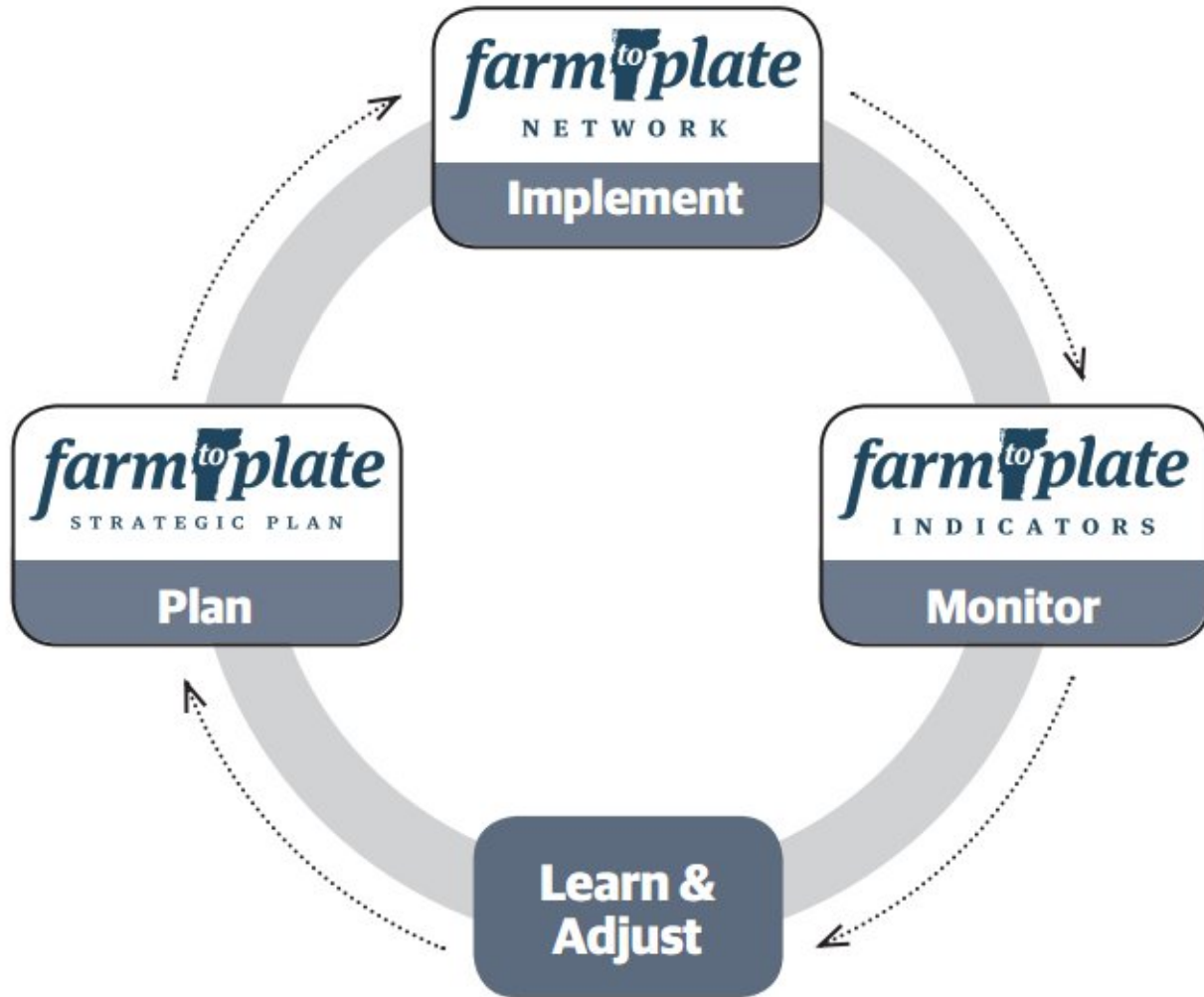
Stages of F2P Network Development



Network Group Interconnectivity



Feedback Loops & Evaluation: PIMLA



VT F2P Results: Relationships





Policy

Policy Change ↔ Culture Change

- Agriculture Development = Economic Development
- Vermont First (Sodexo commitment)
- Network vs. Member policy advocacy
- Rooted in Vermont
- Federal Policies outside our control (e.g., dairy)
- Local Food Definition → on our horizon



- Equity
 - Migrant / Undocumented Labor (dairy farms)
 - Social economic barriers
- Food Access / Anti-Hunger initiatives – immediate needs (not structural)
- Job Training and Food Access Combo
 - Community Kitchen Academy
 - Salvation Farms

Some F2P Results: Job Growth

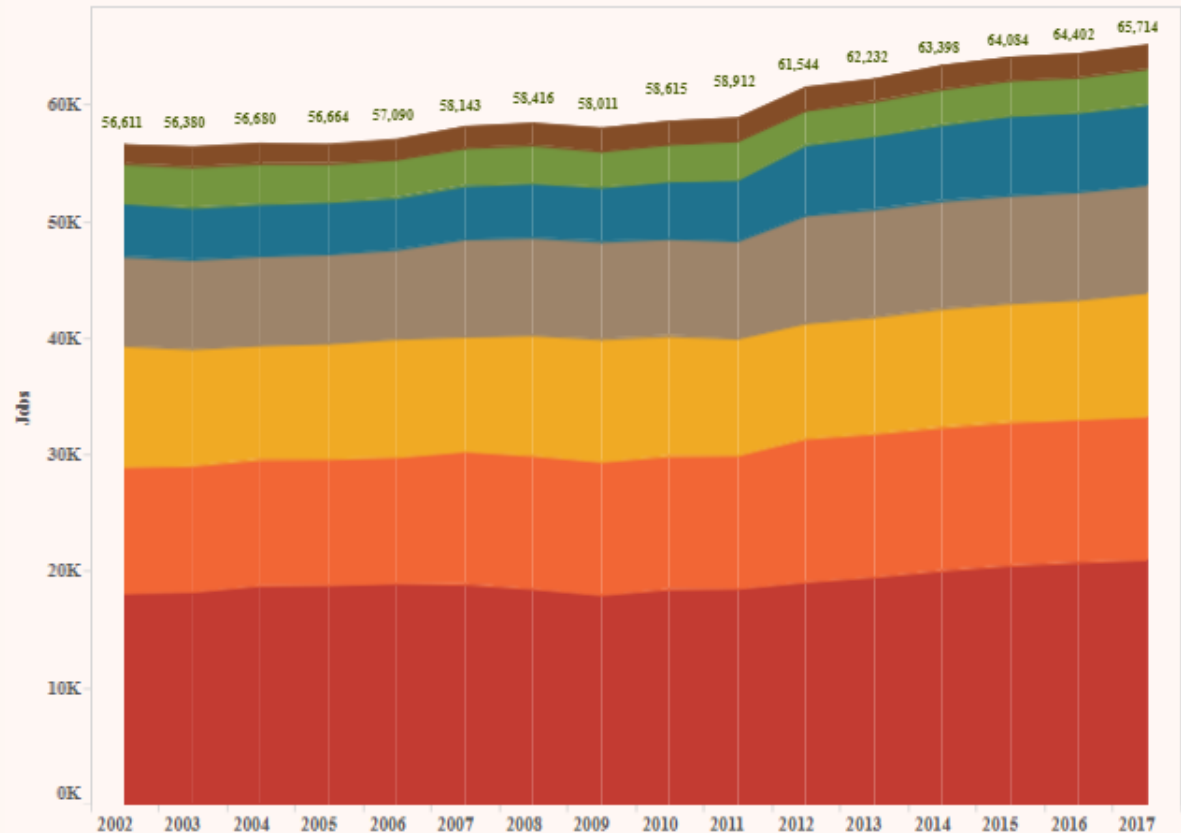
Net news jobs in VT's food system has increased 13.3% (+7,703 jobs) between 2009-2017

Population Indicators: Vermont Food System Employment Increased from 2002 to 2017

Data from multiple sources is used to estimate employment in Vermont's food system. We estimate that employment increased 16% (+9,103) from 2002 to 2017. Employment increased 13.3% (+7,703) from 2009 to 2017. Restaurants, bars, and other food service establishments account for the largest percentage of food system jobs.

Legend

- Food Service and Drinking P...
- Farm Operators
- Food and Beverage Stores
- Hired Farm Workers
- Manufacturing
- Distribution and Storage
- Farm Inputs

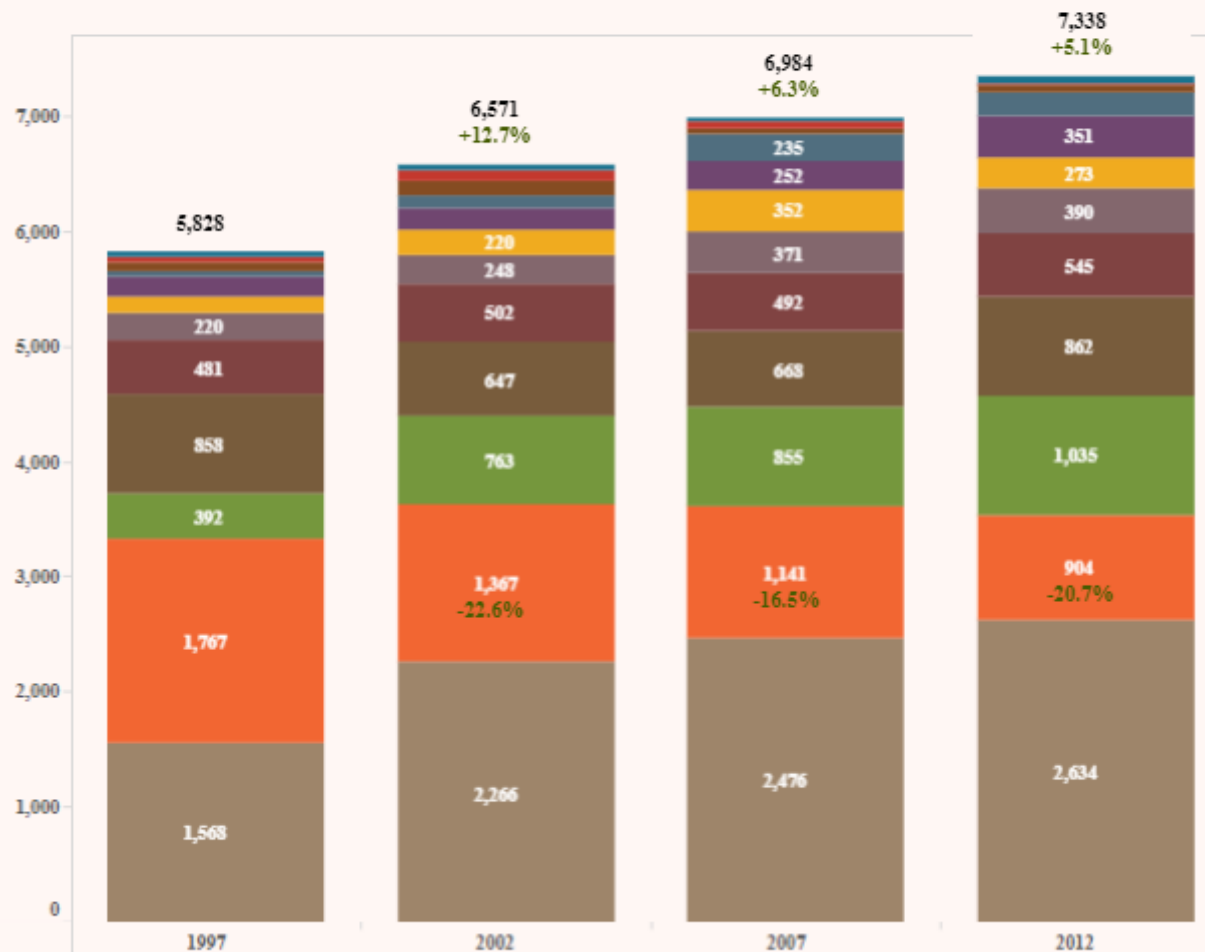


Population Indicators: The Number of Farms in Vermont Increased from 1997 to 2012

From 1997 to 2012 the number of farms in Vermont increased about 26% (1,510 farms). Despite the major contribution of Vermont's dairy product sales, the number of dairy farms decreased about 49% (863 farms) during this time. Most other categories except "cattle feedlots" saw gains.



Legend

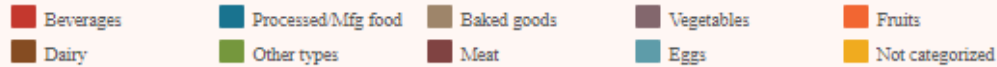


Source: USDA Census of Agriculture, multiple years, <http://www.agcensus.usda.gov>. Note: Hay and other crops includes maple syrup.

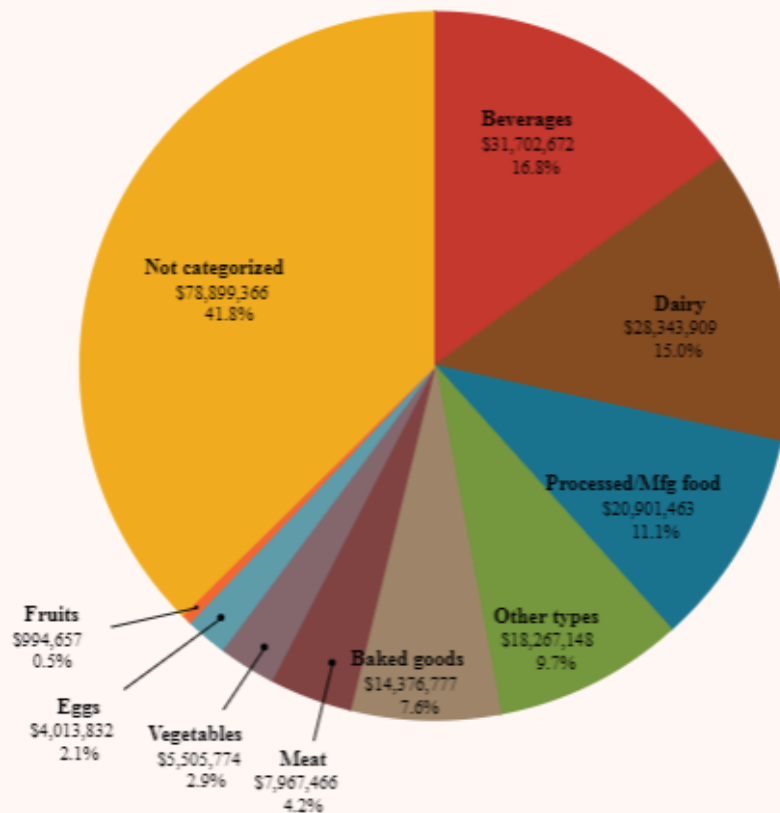
Population Indicators: Value of Local Food Purchases is Up to 6.9% of Total Food Purchases (2014)

Nearly \$3 billion is spent on food purchases in Vermont every year. Florence Bécot, MS and Dr. David Conner of the University of Vermont collaborated with Farm to Plate to survey food system organizations and gather official data to arrive at an estimate of about \$189 million (6.9%) of that total going toward local food purchases. This is an increase over our 2010 estimate (\$89 million). Data limitations meant that 30% of purchases could not be classified by food category, but beverages, dairy products, and processed food made up the largest percentages. Coops and grocery stores were the biggest buyers of local foods.

Categories



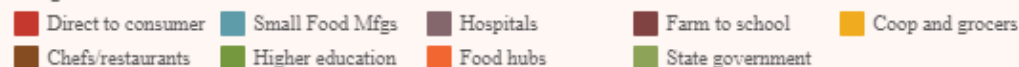
Total = \$188,919,660



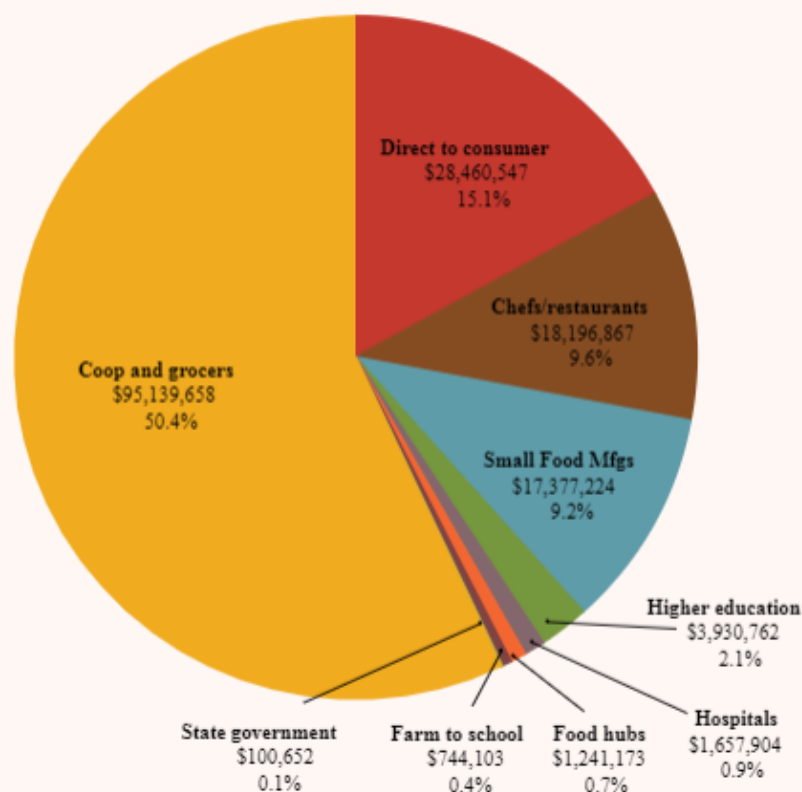
Population Indicators: Coops and Grocers were the Biggest Purchasers of Local Food (2014)

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Categories



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FY17 F2P Funding: \$736K

- State Support (31%)
- Foundation Support (59%)
 - F2P Network overall
 - F2P projects
- Corporate Sponsorships (5%)
- Other (5%)

VSJF: Network Coordinator Backbone Organization Services

- Guide vision and strategy for the Network as a whole
- Convening – neutral space to imagine, vet, act, reflect
- Support aligned activities -- facilitate dialogue across the Network, “connect the dots”, “weave the web”
- Mobilize funding (projects + network support needs)
- Provide professional development and leadership training opportunities for Network leaders
- Manage core Network communication needs
- Build public engagement through public/community outreach
- Track metrics; report on progress