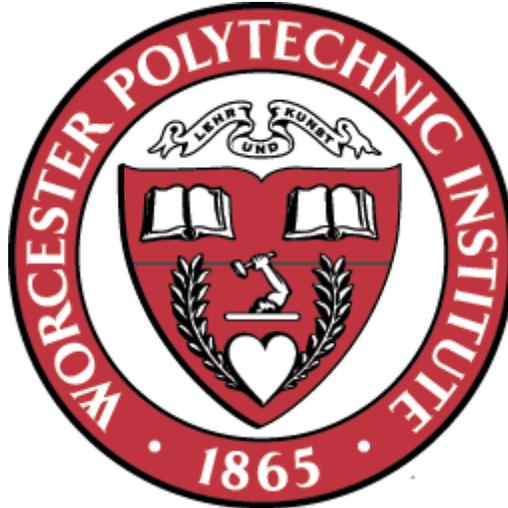


IMPLEMENTING THE NANTUCKET GROWN™ BRAND



An Interactive Qualifying Project Report
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Abstract

The goal of this project was to assist Sustainable Nantucket in the development of its Nantucket Grown™ brand, which is designed to encourage the consumption of food produced on Nantucket. We conducted extensive background research on existing local food programs in New England, interviewed local growers, restaurateurs, and value-added vendors, and met regularly with Sustainable Nantucket staff to develop appropriate membership criteria, an application process, and a review system to uphold the integrity of the brand.

Acknowledgements

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Executive Summary

Background

The agricultural system in the United States has changed beyond recognition in the past century. Industrialization has brought about the dissolution of the small farm, creating large factory farms. Large industrial farming depends on monoculture production, excessive use of chemicals as fertilizers and pesticides, and the consumption of large quantities of energy through harvesting, processing, and transporting products across the nation.

Many people, including scientists and policy makers, have been raising various concerns about the harms caused by industrial agriculture. The economic, environmental, health, and social impacts of industrial agriculture have together, created a promotion of a movement in support of sustainable agriculture. There has been a resurgence in the popularity of ‘slow foods,’ as opposed to fast foods, which are healthier and are not processed as much. Local food plays a part in this as growers and their farmers markets and community supported agriculture programs allow anyone to access fresh locally grown foods, that were not shipped great distances or treated with harmful chemicals. Various local food organizations have arisen to help educate the consumer on the benefits of fresh local food, and to promote its consumption in food service establishments and other institutions. One such organization that aims to promote a localized, self reliant, and healthy food system is Sustainable Nantucket. One way Sustainable Nantucket is trying to achieve this goal is through the development of the Nantucket Grown™ brand. The Nantucket Grown Brand™ is a visual branding campaign meant to inform the consumer that the product being branded uses locally grown ingredients. This brand is intended to encourage the purchase and consumption of foods grown on the island, in turn promoting a more localized system of agriculture.

Methods

The ultimate goal of our project was to help Sustainable Nantucket develop the different elements of the Nantucket Grown™ program. Our project focused on the involvement of local growers, value-added vendors, and food-service establishments. We identified three objectives to complete in order to create this program. First, we had to

create a set of qualifying criteria for members to get involved. Second, we created an application process to ensure that applicants qualify for the program. Finally, we composed a review system to make sure that those involved were upholding their responsibilities. To accomplish these objectives, we researched assorted existing local food programs throughout New England, surveyed or interviewed locals that are potential members of the program, and met regularly with Sustainable Nantucket staff in order to develop the program to their needs.

Findings

From research of existing programs similar to the proposed Nantucket Grown™ program, surveys and interviews, and conversations with our sponsor, we created a program that is based on the criteria that we developed. Growers must grow all produce that is labeled Nantucket Grown™ on island farms. They must also participate in the Sustainable Nantucket Farmers and Artisans Market. Value-added vendors must also participate in the market, pay an annual membership fee, and they may only market their products as Nantucket Grown™ if they contain the minimum amount of locally grown ingredients. Food-service establishments' acceptance to the program is based on the percent of their budget that they spend on locally grown food. They must also pay an annual membership fee.

For each group of members - growers, food-service industry, and value-added vendors - we created an application form, a welcome letter, a membership agreement, and two bi-annual reviews. These materials and their content vary according to the criteria that we developed for each member group. The applications contain simple questions that determine whether or not members meet their respective criteria. The food-service industry application is supplemented by a review system for Sustainable Nantucket to determine whether or not they qualify for the program. Upon acceptance, members will receive a welcome letter, which further describes the program, and a membership agreement, which outlines the responsibilities and membership benefits of the program. We also developed a bi-annual review system where members submit documents twice per year to prove to Sustainable Nantucket that they are continuing to meet the program criteria, and remain committed to the program. This allows Sustainable Nantucket to uphold the integrity of the brand and ensure the members continue to meet the program

criteria. Our program qualifications are less restrictive than those of existing programs because of the time and staff resources available at Sustainable Nantucket, the number of prospective members, and the general relaxed lifestyle of Nantucket's society. As the program matures, the requirements may become more rigorous, allowing Sustainable Nantucket to further push towards sustainability

Conclusions and Recommendations

With our suggested program developed, Sustainable Nantucket now has all the tools needed to implement the Nantucket Grown™ brand. By implementing this program, they can promote locally grown foods, and push towards completing their mission of a healthier Nantucket, a more self-reliant food system, and a stronger local economy.

The program that we have created was developed with future changes and more restrictive qualifications in mind. To further the success of the Nantucket Grown™ program, we recommend that Sustainable Nantucket take into account the following:

Encourage or Require More Contracts with Growers

By creating a contract between businesses and growers, the growers will have a specific goal that they must meet, and guaranteed business if they do reach it. Many growers would like to see a community-supported agriculture-like program where businesses will subscribe and pay in advance each season to receive produce on a regular basis.

Implement More Stringent Requirements

The requirements that we have suggested in our membership agreements are not very difficult to meet. In order to ensure the integrity of the brand, these requirements must be made stricter. This cannot be done right away and should probably be implemented gradually, with notice to members.

Administer the Application Online

Our original goal was to have an online application form. However, in order to host a service like this online, Sustainable Nantucket must alter their website in order to

distribute the necessary forms.

Implement a more Thorough Policing Process

Due to the limited time and staff resources at Sustainable Nantucket, the program that we originally recommended only calls for bi-annual updates from members. For the program to reach its full potential, it may be necessary to ask for more detailed financial information or for Sustainable Nantucket staff to go visit each place of business and make sure that they are using the brand properly.

Encourage More Networking

Other than advertising from Sustainable Nantucket and the Nantucket Grown™ seal of approval, we feel that networking opportunities would be beneficial to members. The Island Grown Initiative hosts dinners for the growers involved in their program and we hope that this is something Sustainable Nantucket will consider doing in the future.

Inspect and Approve Value-Added Products Individually

Sustainable Nantucket does not have to approve any value-added items. We believe it would be best if each product were approved by Sustainable Nantucket individually before being labeled with the Nantucket Grown™ logo.

Encourage more Sustainable Practices

Any sustainable practices are not currently required for members. Staff could design some programs or workshops for members so that they can learn more about sustainable practices, in an effort to meet the goals of Sustainable Nantucket.

Create a Tiered Membership Program for Food-Service Establishments

There is a range of interest and commitment to locally grown foods on Nantucket, and tiers may be a feasible addition to the program. Sustainable Nantucket may want to implement these levels in order to communicate the effectiveness of their program to the restaurateurs themselves, and to their patrons.

Survey Members after the Initial Year of the Nantucket Grown™ Program

We recommend that Sustainable Nantucket survey their members, especially after the first year of the program, to gain feedback and recommendations on how to further improve their program.

Authorship

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All parts of this report were read and revised equally by all members of our project group.

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Introduction

Many scientists are concerned that the current industrialized form of agriculture in the United States is unsustainable in the long term. There is growing evidence that industrial farming methods are depleting the arable soil, creating nutrient deficient food, using excess amounts of finite resources, including energy and water, and may be causing other environmental damage. Many farmers, academics, and others believe that a sustainable localized agricultural system would be best for the society, the economy, and the environment. There is a growing movement to encourage the adoption of more sustainable forms of agriculture, as evident in the growing popularity of farmers markets and locally-grown foods, epitomized in terms such as ‘locavore’ and popularized by authors such as Michael Pollan, who wrote the best-selling books, *The Omnivore’s Dilemma* and *In Defense of Food*. As evidence of this groundswell, there are growing numbers of organizations and programs that promote sustainable agriculture in general and the consumption of locally grown produce in particular. One such organization is Sustainable Nantucket.

Sustainable Nantucket is a non-profit organization invested in “cultivating a healthy Nantucket by building a more locally-based and self-reliant food system on-island, and a strong local economy” (Sustainable Nantucket Mission Statement, 2011). Although there are numerous farms on the island, much of the food consumed on Nantucket is shipped from the mainland. However, the processing and shipping of the food is expensive and harmful to the environment. Many argue that a better alternative is to consume locally grown food because it’s healthier with fewer additives, it has economic benefits to the community, fewer toxic substances are used while growing the food, and less energy is used in transporting the food to the end consumer. Accordingly, Sustainable Nantucket has created an array of programs to increase education and stimulate interest in locally grown foods. They have begun to create the Nantucket Grown™ program, modeled after programs at other organizations such as Community Involved in Sustaining Agriculture (CISA) in western Massachusetts, the Island Grown Initiative on Martha’s Vineyard, the Southeast Massachusetts Agricultural Partnership (SEMAP), and various other programs throughout New England.

The purpose of our project was to assist Sustainable Nantucket in the development and implementation the Nantucket Grown™ brand in order to promote and encourage the consumption of locally grown food on Nantucket. We determined criteria that Nantucket farmers and businesses must meet to qualify to use the Nantucket Grown™ brand, developed a test system for an application for growers, value-added vendors, and businesses, and created a system to monitor the users of the label to be sure that they are upholding the program criteria. In order to achieve our objectives, we interviewed or surveyed several Nantucket value-added entrepreneurs, growers, and restaurateurs to develop our preliminary application criteria and application. We facilitated a round table discussion of the same growers to gain feedback on our proposed criteria and application process. We interviewed or surveyed organization leaders of existing programs similar to the proposed Nantucket Grown™ program in order to learn how their programs are working and what types of criteria, application processes, and monitoring or quality control procedures they have developed. Based on our findings, we recommended how Sustainable Nantucket might develop and implement the Nantucket Grown™ branding program most efficiently and effectively.

Literature Review

In this background section we describe how market forces and government incentives and regulations have led to the dominance of industrial agriculture in the United States and how this system is creating a variety of adverse impacts on the environment, public health, and energy consumption. We discuss how the growing concerns about industrial agriculture can be addressed by promoting more sustainable farming methods, including a greater emphasis on the localized production and consumption of agricultural products. We examine several efforts to promote local production and consumption in New England as potential models for a system that could be developed in Nantucket.

1.0 Rise of Industrial Agriculture

American agriculture began with the settlement of the colonies. Families or small settlements would produce their own food, on their own land; this is called subsistence farming. As America's frontier grew, so did the size of farms. Without modern infrastructure or technology, Americans knew, or learned, how to sustain themselves and their families. In the late 1700's, approximately 90% of Americans were farmers (Economic Research Service 2000). As seen in the Figure 1 below, this number steadily decreased over time with the introduction of new farming technology.

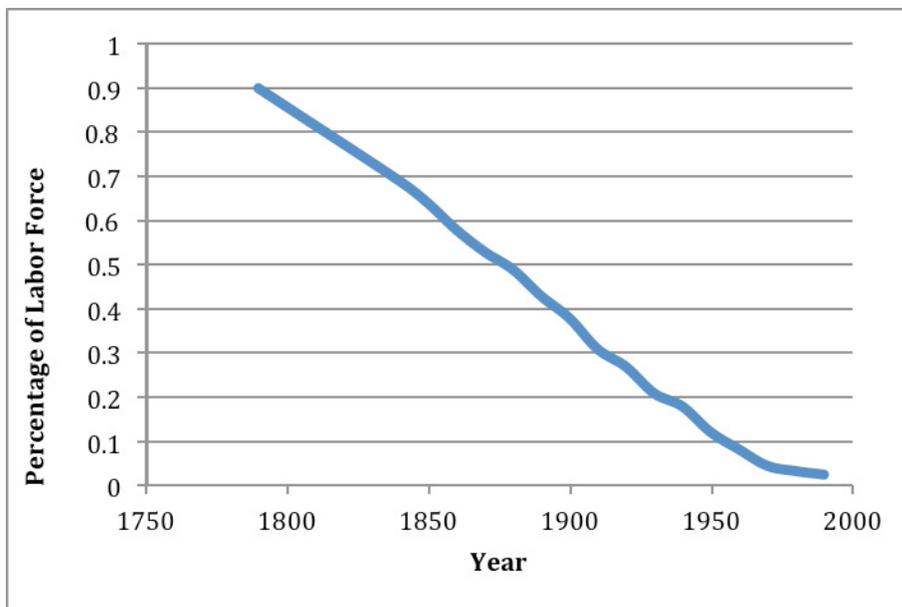


Figure 1: Percentage of American Labor Force that was Farmers (USDA - NASS, 2001)

The advances in technology that came about in the mid 1800's drastically changed the practice of agriculture, including the size and number of farms and farming tools and practices. Larger, more effective, horse-drawn machines were replacing early tools, such as the scythe. With a scythe, one man could harvest a quarter of an acre per day by hand, whereas by 1890, two horses and two men could harvest - cut, rake, and bind - 20 acres of wheat in a single day (Wells, D. A., 1890, p. 334). Beginning in the mid-nineteenth century, horses were beginning to be replaced by engine-powered tractors. This way, one man could complete the job himself. The most important invention to save labor time was the combine harvester. Wheat products take a lot of time resources to harvest, and this machine performed three processes - reaping, threshing, and winnowing - in order to retrieve the edible grain from its chaff. The decrease in equine utilization also had benefits for the farmers - they did not have to reserve so much land for grazing, but could increase the size of their crop plots.

Towards the end of World War II, factories producing chemical explosive weapons began developing pesticides and synthetic fertilizers for use on large industrial farms. The ingredients, such as nitrogen, were mixed with other chemicals and made into pesticides and fertilizers. With the production of these agricultural practices, industrial farms no longer needed to use animal manure for fertilizing the soil; rotate crops to enrich soil nutrients; and grow various types of crops to keep away pests. The synthetic fertilizers gave nutrients to the soil and crops; fertilizer allowed for monoculture farming; and pesticides kept insects away. The synthetic fertilizers and pesticides were used on farms throughout the U.S. to reduce labor and increase crop yields (Thicke, F., 2011)

The introduction and expansion of America's railway system allowed for farther transport of goods. The widespread usage of steel intermodal containers then gave way to a more economic shipping system. Producers and processors could ship their goods in bulk quantities. When refrigerated transportation was available, more food could be shipped virtually anywhere, and remain fresh. Modern infrastructure and preservation practices allow for the consumption of produce at any time of the year, from virtually any region of the world, and prompted the growth of industrial agriculture and mono-cultural practices.

From 1900 to 1997, the number of farms larger than 1000 acres increased by more than 10 times, from 540 to 5,887 farms. Figure 2 below shows the change in the average size of American farms through 150 years. The United States government passed legislation to foster the development of agriculture, but this legislation was structured in a way that allowed for harmful practices of industrial agriculture. Industrial agriculture is defined as modern farming methods that depend of synthetic fertilizers and pesticides, large amounts of irrigation water, major transportation systems, factory-style practices for raising livestock, and machine technology (“EcoHealth: Environmental Change and Our Health-Definition of Industrial Agriculture, 2010). The government also began to provide farmers with financial incentives, or subsidies, in order to stabilize the agricultural market.

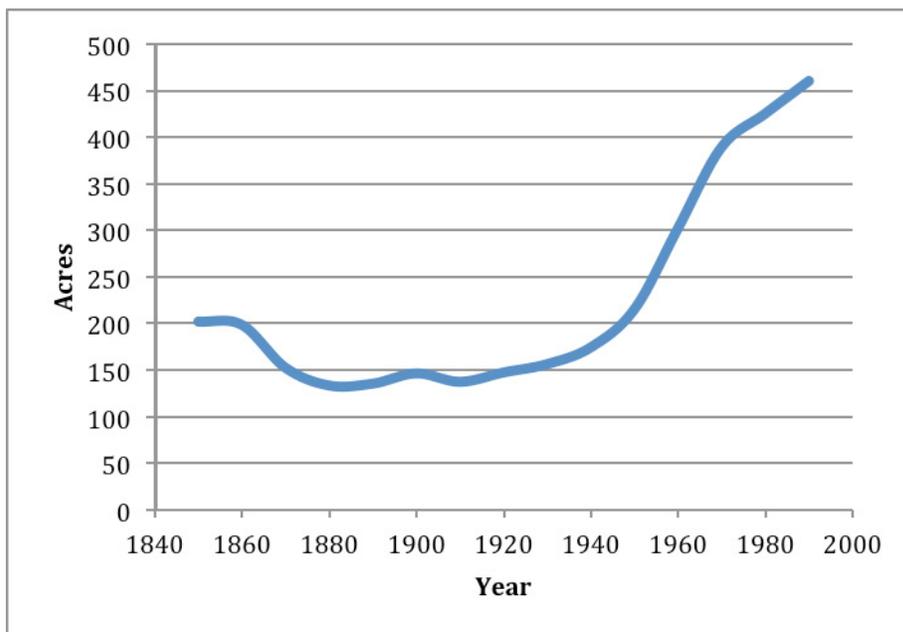


Figure 2: Average Acreage of American Farms from 1850 to 1990 (USDA - NASS, 2011)

Government subsidy programs for large industrial farms were put into action in order to specify their farming products so that the needs of all consumers could be met. These programs became incentives for farmers to produce the largest amount of food possible and encourage the use of mono-cultural farming practices (Barker, 2007). Originally, the Agricultural Adjustment Act (AAA) of 1933 encouraged and financially supported farmers who set aside large portions of their land and reduced the production of food. This was created during the Great Depression in order to increase and stabilize a

price for products as well as to conserve farmland for the future. In the 1970's, the government shifted this agricultural program to grant subsidies to farms that utilized as much land as possible while growing cash crops such as corn, wheat, cotton, and oil seeds. These farms must operate while conserving certain, specified types of land such as wetlands or highly erodible lands (Angelo, 2009). Today, these subsidies have guaranteed that large, commodity farms will profit most from their land. Federal subsidies generally do not support smaller farms; the majority of the subsidies are given to the largest farms in the United States. According to expert Leo Horrigan, "Almost 30% of subsidies go to the top 2% and over four-fifths to the top 30%. Ironically, if the United States government were to shift its target from the top 30% to the bottom 70% of farmers, it could save at least \$8 billion a year while supplying a competitive boost to lower-income farms" (Horrigan, Lawrence, Walker 2002 p. 453). Big farming states such as Texas, Iowa, and Illinois receive the largest percentages of federal subsidies because they control the production of the largest crops in America; i.e. corn, wheat, soybeans, cotton, rice, and tobacco (Edwards, 2007). Large industrial farms can get loans more easily because they are politically connected, and they control large segments of the food production industry. For example, 81% of American beef comes from only four producers in the United States. Cargill Inc. and its largest competitor, Archer Daniels Midland, produce 75% of the country's grains. The merger of Nabisco and Phillip Morris in 2000 created a corporation that gathers almost 10 cents of every dollar that American consumers spend on food (McKibben, Bill 2007). As John Ikerd writes, "An industrial agriculture may be able to meet our food and fiber needs of today and maybe for another fifty years, but it is degrading and destroying the very resources – soil, water, energy, -- upon which its future productivity depends" ("The New American Agricultural Revolution").

With the rise of the Industrial Revolution in America in 1820, agriculture began to shift from small rural farming to large industrialized farming. The Industrial Revolution aided the growth of the United States population with the development of a more efficient agriculture system (Ikerd, J., 1995). As the U.S. began to advance their technologies over the late 19th and 20th centuries, agricultural practices began to mass-produce food for a lower cost, with a higher yield. This triggered the commoditization of food rather than

treating it as vital for human life. This commoditization in turn, presented a need for the regulation of the food industry as well as new policies regarding agriculture. During this period of development, the economic benefits appeared to outweigh the environmental harms, largely because these effects had not yet been observed. The prosperity of the agricultural industry in US during the early 1900's caused policy changes that cause concern today. This change in the American food industry brought about various regulation administrations, legislation and subsidies aimed at promoting large-scale farming, and eventually policies that govern some ways in which Americans treat the environment. Due to the current competitive advantages of large farms, US farm production is still steadily shifting to larger operations, while smaller farms are continuing their long-term decline (Economic Research Service, 2000).

2.0 Concerns About Industrialized Agriculture

The harmful effects of industrial agriculture on physical health and the environment are alarming. As Bill McKibben (2007) writes in *Deep Economy*, "For the moment, large-scale, centralized farming works. But that may change if the price of oil (the lifeblood of industrial agriculture) continues to climb, or if the climate keeps changing rapidly, or if global politics deteriorates" (p. 51). Since this book was published, the price of oil has increased about \$20 a barrel (U.S. Energy Information 2011), and world politics are as unstable as ever. Environmental change has become an area of focus for many scientists and politicians. Even with these many concerns, industrial agriculture is the method of choice used for mass production of food in the United States. Farming a small variety of crops in large quantities is an inexpensive method of farming; maximizing the farmer's profits. Corporate farmers are able to sell very cheap food because of the way it is produced. Americans today spend 11% of their salary on food, which is half of what consumers spent before World War II (McKibben 2007). Since it is so cheap, most large farms utilize a practice of farming called monoculture. Monoculture farming is when a farmer grows and harvests one type of crop in the same tract of land year after year. Unfortunately this method of farming can have profound impacts on humans and the environment. The chemicals in the food may cause health problems, and their extensive usage on the farms is harmful to the environment. This type of farming is energy intensive in practice. For example, it takes 3 calories of

energy to produce 1 calorie of food (Horrigan, Lawrence, Walker 2002). In the following sections, potential health problems, the harmful effects on the environment, and energy costs are further explained.

2.1 Environmental Effects

Industrial agriculture is argued to be harmful to the environment because it utilizes a practice called monoculture cropping. This farming method can be described as a farm with only one species of crops planted. Monoculture farming has positive effects on the total yield of crops harvested, though it is shown in studies mentioned later in this section to have negative effects on food quality. Since this type of farming does not promote plant diversity, it not only limits the variety of products grown but it increases the number of pests (Lappé 2010). With only one species of crop planted, harmful environmental effects such as soil degradation can result from the overuse of pesticides, synthetic fertilizers, and water.

Monoculture farmers have had to account for the increasing amount of pests destroying their crops due to the decrease in plant diversity (Massachusetts Institute of Technology, 2011). In order to rid the farms of pests, farmers sprayed large amounts of pesticides onto the crops. Pesticides are chemicals engineered to destroy or control the number of pests found on farms but residual chemicals remain on the crops and are ingested by humans, livestock, and beneficial insects as well. The environmental impacts of overusing pesticides result in a decrease of bird and insect populations; disturbance of the natural predator to prey ratio, specifically in pests; pollution of natural water resources from runoff; and insects with high tolerance to pesticides (Horrigan, Lawrence, Walker 2002). The overuse of chemical pesticides can also kill the beneficial microorganisms that live in topsoil. These microorganisms prevent pests from destroying the crops. When the nutrients in the soil are depleted, farmers are forced to use pesticides in order to rid the land of pests. When an abundance of pesticides are continually used, the pests gradually become resistant to the chemicals and become what are called ‘super-pests.’ Old chemicals are ineffective in controlling these new pests creating the need for newer stronger chemicals. In addition, the soil quality diminishes with the ongoing use of pesticides by industrial farming methods (Lappé 2010).

In order to allow for a higher volume of pesticides to be used, genetically modified versions of crops have been engineered. These genetically modified organisms (GMO) have become increasingly popular in American agriculture. The first commercial cultivation of a GMO occurred in 1996. The engineered crops allow for tolerance of chemicals, resistance to disease, higher nutritional content, and some may allow the crop to produce its own insecticide (Whitman, D.B., 2000). Though GMOs may increase a farmer's yield and profit in the short-term, there is an increase in concern about negative effects these foods have over the long term. Some of these concerns include antibiotic resistance, the introduction of new food allergens, and a decrease of natural biodiversity. There have been many studies on the effects of GMOs. One study by the University of Caen in France, studied the effects of a soybean and maize diet containing commercial GMOs on rats. After a 90-day test, there was an observable amount of test subjects with kidney or liver damage (Séralini, G.E. 2011). Another study by a Russian scientist, Surov, showed the prolonged effects of a GMO diet on hamsters. Surov fed the hamsters genetically modified soy, which is what is grown on 91% of American soy farms, for two years. In the second generation of the modified soy-fed hamsters, the mortality rate was five times that of a control group, and they took more time to sexually mature. By the third generation, many were sterile (Institute for Responsible Technology 2010). These observations hold great concern for future generations of a GMO fed society.

Soil degradation is one of the most serious challenges that farmers struggle with. Living organisms in the soil are killed by the use of synthetic chemicals. As a result, the roots of the crops cannot absorb nutrients as efficiently or effectively as in the past and begin to weaken. The top layer of soil is too dry to remain attached to the layer beneath, so it is eventually eroded away by water runoff or the wind (Lappé 2010). Desertification is an extreme form of soil degradation, which gradually diminishes the amount of land that might be used for agricultural purposes. Farmers can resolve this issue by reducing over-cultivation and their use of water. The U.S. Soil Conservation Service slowed the rate of soil erosion by suggesting that farms lower their soil degradation to less than 5 tons of topsoil per acre per year (Horrigan, Lawrence, Walker 2002). The consequences resulting from the loss of topsoil in industrialized farming practices are enormous. Topsoil holds in carbon dioxide from the atmosphere. When it degrades, carbon dioxide

is released back into the atmosphere contributing to the emission of greenhouse gases (Lappé 2010). This degradation, combined with certain weather patterns can cause disasters. For example, in the 1930's the United States witnessed the Dust Bowl, a period of frequent massive dust storms in the Midwest that inhibited farming and significantly damaged the local economy. The Dust Bowl was caused by years of poor farming practices, which degraded the topsoil, followed by drought and high winds (Cunfer, G 2002). The Dust Bowl effect is an extreme example of soil degradation that is related to industrialized farming practices.

Due to the reduction of necessary nutrients in the soil, more fertilizer is needed to produce crops of an acceptable quality and quantity. Synthetic fertilizer may increase the yields for industrial farms in the short term, though the quality of soil decreases with its continued use. "As soils are neglected, organic matter degrades, microorganisms die, root systems weaken, all of which makes soils less able to retain water and crops more vulnerable to drought and disease and erosion, requiring more irrigation, pesticides...and fertilizer" (Lappé 2010, p. 15). Farmers use excessive amounts of fertilizer in order to counter the loss in natural soil fertility and increase yields. Nitrogen, a main ingredient in fertilizer, is needed to allow bio-organisms to produce nutrients for the crops to consume. Bio-organisms are mainly decomposing bacteria that thrive on carbon compounds and hold in nutrients such as nitrogen. The bacteria in the soil consume the carbon compounds that are released by the roots of the plant along with nitrogen from the air producing nutrients for the plant (Ingham, E.R., 2011). With unsatisfactory levels of nitrogen being absorbed into the soil, the food grown contains fewer nutrients. "In 1998...[United States] agriculture consumed about 20 million tons [of fertilizer]" (Horrigan 2002, p. 446). With the amounts of fertilizer used in industrial farming, the top layer of soil is deprived of living organisms, necessary bacteria, and nutrients. Since 1960, the United States has lost half of its topsoil because of farms that use tons of synthetic fertilizers for non-edible commodity corn growth (Lappé 2010).

Excessive water consumption and water pollution are also major adverse outcomes associated with industrial agriculture. Large-scale industrial farms require large amounts of water for the crops. Irrigation for farming is depleting local water sources faster than they can be replenished. Two-thirds of the world's fresh water resources are

currently being consumed by industrial agriculture. Pollution of water resources is a problem due to excess chemicals and waste from fertilizer and pesticides flowing into local water sources. The United States agriculture system has polluted more than half of its waterways. It is common for runoff to bring chemicals to an aquatic ecosystem and increases the growth of algae resulting in eutrophication, causing the other species in the ecosystem to run out of oxygen. These factors frame the unsustainable nature of industrialized agriculture that sustainable agriculture tries to address (Horrigan, Lawrence, Walker 2002).

2.2 Health Effects

Food regulation became a prominent issue in the late nineteenth century in America, when food-borne illness from imported cattle became widespread. This along with Upton Sinclair's 1905 novel of the unsanitary meatpacking industry, *The Jungle*, began a movement to create regulations on food safety. As a result, the Food and Drug Administration (FDA) was signed into law in 1906 (About FSIS, 2007). The Center for Disease Control (CDC) reported that in an average year, there are 48 million food-related illnesses (CDC 2011 Estimates: Findings, 2011). The FDA considers this statistic to be preventable, and it is one of the reasons why President Obama has signed some of the most recent legislation, the Food Safety Modernization Act (FSMA), in January. This act will force the focus of regulators and food producers to preventing food-borne illnesses rather than reporting and reacting to them. The FDA will determine preventative methods for food manufacturers to put in place based on what problems they designate to be risk factors. Specifically for produce, the act requires the FDA to come up with standards that all production must meet. It must take into account natural risks, contamination that may intentionally or unintentionally occur, and possible water and soil hazards. The FSMA recognizes that federal oversight is necessary and will therefore mandate inspections, require access to records regarding food safety strategies, and allow testing of quality only by approved labs. The FSMA also addresses how the FDA should respond to problems, regulate imported food, and to build relationships with other agencies on the foreign, state, and local levels (Background on the FDA Food Safety Modernization Act 2011).

With these regulations, the health effects with industrial agriculture have been overlooked. Some health concerns that result from industrial food production are chronic diseases from animal foods; certain cancers and bodily disorders caused by residue from pesticides; food-borne pathogens caused by meat production; and resistant bacteria in humans caused by overuse of antibiotics in animals. Animal products are high in saturated fats and also are a main source of food for Americans. Chronic degenerative diseases can be caused by a diet high in saturated fat. Some diseases that can be related to the intake of animal products are cardiovascular disease, cancers: prostate, colon, and breast, and diabetes. Most of these diseases can be avoided with increased consumption of fibrous foods and less consumption of meats and dairy products. Pesticide residue consumption can cause certain cancers as well as affect bodily functions, such as suppression of the immune system and disruption of the endocrine system. There have been approximately 2 million poisonings and 10,000 deaths that result from pesticides each year (Horrigan, Lawrence, Walker 2002). Industrial agricultural food production and processing affects human health by pollution of water systems, antibiotics used for animal farming, and food-borne pathogens. Practices use by animal farming facilities have resulted in respiratory diseases as well as diseases that are resistant to drugs with the use of antibiotics in animals. Food-borne illnesses can be spread through run off contaminated with animal wastes that contain certain pathogens harmful to humans, such as salmonella and cryptosporidium (Horrigan, Lawrence, Walker 2002). Health concerns with industrial farming bring about the need for sustainable farming practices.

2.3 Energy Usage

Aside from the environmental effects noted previously, the amount of energy required on industrial farms and in food processing also has a significant impact on the environment. With industrial farming, enormous amounts of energy are used in the production of pesticides and synthetic fertilizers, the running and maintenance of mechanized equipment, and transportation and refrigeration of products. The use of mechanized farming equipment, such as tractors and harvesting machines, has led to enormous increases in farm size and an emphasis on mono-cultural farming practices. Refrigerated transport has further encouraged the development of monoculture practices by allowing produce to be distributed across the United States. Agriculture (including

pesticide and fertilizer production and distribution, fuel consumption on the farm, and fuel consumption associated with the processing, storage, and distribution to final markets) now accounts for nearly 20% of all United States fossil fuel usage (Angelo, 2009) and for 25% of the total carbon emissions (Barker, 2007). Transportation of produce from farms to consumers, production of pesticides and fertilizer, processing and farming the food are all contributing factors to environmental harm.

Not only does the transportation and processing of food use a tremendous amount of energy, the farming alone releases 10% of the United States annual carbon emissions. The main source of greenhouse gas emissions comes from synthetic fertilizer. By using organic farm waste instead, emissions can be drastically reduced. If the current industrial agriculture system switches to organic farming production, greenhouse gas emissions can be reduced by 36 percent (Woodhouse, P., 2010). Our food industry is very inefficient when it comes to producing food - on average, three calories of energy are needed to produce one calorie of food. Grain-fed beef needs 35 calories of fossil fuel energy for every calorie produced. A lot of this fossil fuel energy is used to power machinery on large farms. On a small farm, less machinery is needed and they are typically more efficient than a large farm. Most small farmers also rely less on chemicals or fertilizers for their harvest. The manufacturing of these chemicals also requires massive amounts of energy (Horrihan, Lawrence, Walker 2002).

2.4 Food Quality

Americans became concerned with how their food looked because they weren't farming it themselves and they did not know where it came from. The United States Department of Agriculture (USDA) and the Food and Drug Administration (FDA) work together to control and standardize the quality of food produced in the United States. The USDA works to control how the food is grown, whereas the FDA controls the processing of the food. The United States Department of Health and Human Services (HHS), Environmental Protection Agency (EPA) and many other local and state agencies oversee the implementation of other regulations intended to ensure the safety of agricultural products and production processes.

In order to sell quality food, the USDA has extensive criteria for certifying and grading produce to be sold. There are documents for each fruit or vegetable sold, spelling

out how each product must look or be in order to be certified. Each of these documents specifies which properties are important when observing the produce and what characteristics the properties must have in order to receive each grade. For example, in order for asparagus to receive a U.S. No. 1 grade, the stalks must be at least a half-inch and they must be well trimmed. If 10% of the stalks fail to meet this size requirement, they will not receive this grade. The documents also define some of the more abstract terms. In order for the asparagus to be well trimmed, at least two-thirds of the cut must be smooth, and it cannot be sinewy (American Marketing Service, “Grant Programs”). Such requirements are important to consumers when they are buying their produce, which is why the USDA has such strict and defined criteria. These criteria are easier to meet for the large industrial farms due to their use of chemical processing and monoculture cropping. If food does not meet the appearance criteria, this does not mean that the food is unsafe, in fact it may be adequate to eat.

3.0 Sustainable Agriculture Movement

Due to increasing concern about damages to the environment and harmful health effects caused by industrial agriculture, there has been a growing effort for farmers to adopt more sustainable practices. Sustainability means meeting the needs of the present without compromising the needs of the future. The University of California summarizes the goals of sustainable agriculture as; “Sustainable agriculture integrates three main goals--environmental health, economic profitability, and social and economic equity,”(Feenstra, Gail 2011). Factors such as responsible and efficient water use, along with proper soil management techniques and efficient use of resources help to reduce negative effects on the land. Another goal for agricultural sustainability is profitability. Sustainable and responsible farming practices are in general more expensive than the industrialized agricultural practices, although this may be in large part because most industrial farms fail to account for the externalities (e.g., costs of pollution, harm to health, etc.) they may create. Sustainable farms usually require more labor, rather than using machinery to do the work (Feenstra, Gail 2011), although this may create more jobs. They are also able to charge a premium for ‘sustainably grown’ food, though at the same time, in order to have customers, they must remain competitive in the market.

Sustainable agriculture and smaller-scale farmers have the ability to appeal directly to consumers and more consumers are beginning to see the benefits of local foods. A sustainable farm may often get more food per acre because of practices such as cover cropping in the off-season or fighting pests naturally by inter-cropping which enhances their revenue streams too (McKibben, Bill 2007). As more consumers are educated about the benefits that sustainable agriculture have for the environment and even the local economy, the demand for sustainably grown foods will increase, which in turn will encourage more sustainable farms. This is where our society, in the United States, is now; the market for sustainable or local grown foods is growing and just beginning to compete with the industrial market.

The change from large-scale industrialized agriculture to small-scale local farming can have many positive effects on the local economy and society. In the last century, large industrial farms have increased in number while small family owned farms have decreased due to the high availability and low cost of mass-produced foods. Though industrial farms can produce more food per year, they have many aforementioned drawbacks. Locally grown food supports the local economy by creating more area jobs due to its need for labor instead of machinery. Sustainable agriculture does not require large amounts of chemicals, energy, or water (Horrigan, Lawrence, Walker 2002). This movement has increased the demand for local farms by the need for sustainably produced food.

3.1 Incentives of Sustainable Agriculture

The federal government does not do very much to support small local farms. The largest 10% of farms in the United States receive 72% of annual subsidies (Edwards, 2009). The disproportional flow of subsidies has helped propel unsustainable practices on large farms, and does not seem to support small, sustainable farms. Though most federal legislation makes it difficult for small farms to be successful, some legislation does support them. The majority of this support is at the state level. Not only do local farms boost the state and community's economy, but they also help build a stronger sense of community and have a greater health benefit than most processed foods.

The U.S. Department of Agriculture (USDA) has created several programs to help promote agriculture. They all work in a way such that if the grant is awarded, the USDA

will match all spending on programs. The Federal-State Marketing Improvement Program encourages agencies to come up with new, creative ways to market their food products. These new techniques make the marketing of food in the United States more effective as they address challenges or new prospects of the market. The Farmers Market Promotion Program gives grants to organizations that promote direct farmer-to-market projects. The grant was created as an amendment to the Farmer-to-Consumer Direct Marketing Act of 1976 that was intended to expand access to local food (American Marketing Service, “Grant Programs”). The federal government also has a subsidy program in order to give incentives for growing certain types of crops, conserving wetlands or erodible lands, and for utilizing more land that does not need to be conserved. Unfortunately for small farmers, most government subsidies are awarded to large farms so that they may stabilize the price of their products. The largest 10% of farms in the United States receive 72% of annual subsidies (Edwards, 2009).

In the state of Massachusetts, the government has created incentives for farmers so that they may profit more from their produce, contribute to the state’s economy, and continue to conserve the land on which they farm. Once the farm has been active for two years they may apply for a tax break. In order to continually receive this tax break, they must be “actively devoted” to their agriculture practices. If the owners plan to sell the land, it must remain farmland. If farming is not the intention of the buyer, the state may refuse the sale of the land (The General Court 2011). The Massachusetts Department of Food and Agriculture provide funding to growers that utilize practices to improve water quality. Some of these practices include using buffers, animal waste systems, pesticide storage facilities, fencing, culverts, seed and gutters (National Association of State Departments of Agriculture Research Foundation, 2000).

4.0 Local Food as a Means of Promoting Sustainable Agriculture

As a result of the increasing push for sustainability in food production, there has been a concomitant increase in consumer interest in locally grown and processed foods. These direct marketing systems have become popular as a result of the increasingly impersonal process of buying food from large supermarkets and other outlets. Shopping at a farmers market gives people a personal connection to where the food was grown. Local food distribution methods such as farmers markets and Community-Supported

Agriculture (CSA) programs contain an embedded social connection between the growers and the consumers based on mutual benefit. The consumer purchases quality food and they know where it comes from. The farmer is able to charge more than wholesale price for his product. Farmers generally view the concept of a farmers market in a good light, and they also enjoy the social aspect of selling to local people (Hinrichs, 2000).

The core assumption of our project is that growing and consuming food locally, as opposed to the globalized industrial agriculture system, is a 'social good' in that it promotes the locally economy, reduces harm to the environment, and helps people live healthy lives. When talking about 'local' food, it is useful to use the simile of "foodshed" to refer to the geographical area within which the food is grown, processed, and primarily consumed. A foodshed is the local system of growers and consumers, like a watershed is a localized and communal water source. The local foods movement in America has come around due to the unsustainable nature of the current system, where food travels an average of 1300 miles. The farther the food travels, the less fresh it generally is, and more energy is used for transportation (Kloppenburger, Hendrickson, & Stevenson 1996).

The definition of local varies depending on who is reporting. Local cannot really be defined in terms of a radius or political boundary. Defining food as 'local' may depend more on how or where it was purchased, be it at a farm or farm stand, rather than the distance it has traveled. Farmers markets are the primary place shoppers go to purchase locally grown food. Community-Supported Agriculture (CSA) farms are also becoming more popular. These farms and their practices are explained more in section 4.2. Farmers markets in the US are required to only sell food that was grown within a distance radius set by the state government. Unlike open air markets in other parts of the world, they are not allowed to use middlemen, meaning the food at the farmers market must come directly from the local farm (Zepeda & Li 2006). In the United States, the number of operating farmers markets has increased from 1,755 in 1994 to 7,175 in 2011, as seen in Figure 3 below (Farmers Markets and Local Food Marketing, 2011).

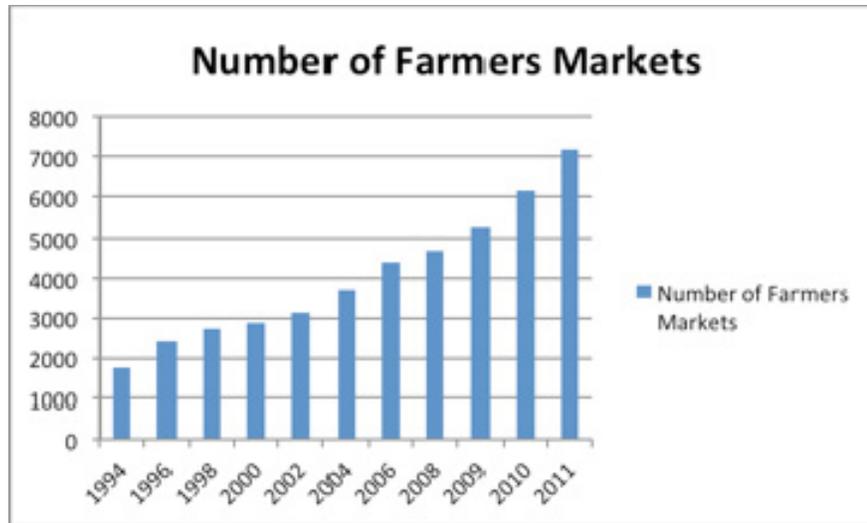


Figure 3: Number of Farmers Markets in the United States (Farmers Markets and Local Food Marketing, 2011)

The concept of a locavore is useful when discussing consumers of local food. A locavore is a person who consumes locally grown food almost exclusively. Past research shows that consumers who buy locally grown food do so for many reasons. Some major reasons are the shopping experience, the ability to buy fresh and organic food, and to support local farmers (Zepeda & Li 2006). Growing public awareness about climate change and the harms caused by industrial farming are encouraging many people to seek local food from farmers markets and other outlets. Locavores are also often willing to pay more for food that has not been shipped long distances and is assumed to be fresher, healthier, and less harmful to the environment. The fact that buying locally benefits local farms, thus stimulating the local economy, adds to the appeal of the products (Zepeda & Li 2006).

4.1 Sustainable and Organic

People often subconsciously interchange the terms organic and sustainable when they think of food and how it was produced. The term sustainable actually entails more than just the way it was grown. For example, if strawberries were farmed organically in South America, it does not mean that the practices involving processing and transportation from there to Massachusetts are sustainable (Kloppenburg, J. 1996).

Organically grown foods are grown without pesticides or synthetic fertilizers. Organic foods are marketed as better for the environment and often healthier. Currently, there are over 40 organizations in the United States that may certify food as organic.

Farms can use certain phrases to market their food as organic, depending on how they produced it. There are different levels of organic, and the certification allows them to use phrases such as, “100% organic,” “organic,” or “made with organic ingredients” (Organic farming 2011). Thus, there is considerable variation in the terms used and misunderstanding by consumers regarding their meaning.

Quite often, organic farming practices themselves are not inherently sustainable. It is not beneficial to have a one size fits all definition for sustainable agriculture; there are too many variables involved. What may work for one farm, may not work for another. Some scientists believe that the current organic agricultural principles are not in balance. They believe that organic farms should be allowed to responsibly and sparingly use chemicals, but should be further regulated on their physical manipulation of the land. They argue that the problem with agricultural chemicals causing pollution is actually due to the majority of them missing their intended target (Wu 2010). It is important to know the differences between sustainable and organic. Arguably, the best result is when the methods associated with organic farming are applied to a local foodshed. When this occurs, the system as a whole can be much more sustainable.

The recent movement away from commodity agriculture by some has caused an increase in demand for organic food. The National Organic Program standardizes any practice that a seller may want to label as organic. In order to sell anything that is certified organic, the producer and a certifying agent must agree upon a plan for growing the crops including the materials used, a monitoring system and its frequency, record-keeping practices, and how they plan to keep inorganic substances from their organic ones. The land must not have had any prohibited materials on it for three years prior to the harvest, and there must be buffer zones in place to prevent inorganic substances from unintended use. The producer must also have practices in place to maintain or improve the soil quality, and their composting practice must meet the required specifications (National Archives and Records Administration 2000).

4.2 Established Sustainable Programs

Many organizations and communities devoted to promoting and providing locally grown food have been established in recent years as part of the movement towards sustainability. As such, each organization has different goals and reasons for

implementing their systems in their respective communities. Some of these organizations are statewide, such as Vermont Fresh Network or BuyCTGrown (in Connecticut), and some are more regional, such as Island Grown Initiative on Martha's Vineyard or Southeastern Massachusetts Agricultural Partnership (SEMAP). Many of these organizations have their own certified local programs. Usually, filling out an application and paying an administrative fee gives a local farm or business the rights to use the logo to market their products. The branding usually confirms that the product was produced locally, and this assures the consumer that their purchases will support the local economy. For example, Community Involved in Sustaining Agriculture (CISA) uses their Local Hero™ logo, and SEMAP uses their Tomato Approved Business™ logo. These programs also include farm-to-restaurant programs and gleaning initiatives where volunteers harvest food that otherwise may have been lost to spoilage during or at the end of the growing season.

The programs started by these organizations may be a collaborative effort by the consumer and the farm, such as a Community-Supported Agriculture (CSA) program, or one organized by another organization, such as those run by CISA or Martha's Vineyard's Island Grown Initiative. Community-Supported Agriculture is growing in many communities in New England and beyond. According to Suzanne DeMuth, “[a] CSA consists of a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm.” (DeMuth 1993). Local consumers will commit to buy a certain amount, or a share, of the food produced on a farm or group of farms over a given period, and the farms will provide them with a part of the harvest, typically on a weekly basis. Many farmers choose to participate in CSAs because they are paid in advance. This way, they know what is expected of them come harvest, and they are able to plan and budget for the season more effectively. The risks associated may be that a farm has a poor harvest or that pests may have infested some of the crop. Regardless, this has become a very popular option for families with nearby CSA farms. The Massachusetts Northeast Organic Farming Association (NOFA) lists 67 farms in the state that are involved in a CSA program. Thirty-two of these farms are openly advertising offers for new shares (2011 NOFA/Massachusetts CSA listings 2011).

CISA is devoted to educate and promote the preservation of the land in western Massachusetts and to provide community members with natively grown food. In order for a farmer to qualify to participate in this program, 50% of his or her income must come from food that they harvest. Participating farmers have the right to use CISA's Local Hero™ logo and market to CISA's community members. Retailers and restaurants must document their efforts to buy and promote locally grown food (Community Involved in Sustaining Agriculture).

The Island Grown™ label from Martha's Vineyard is a nonprofit initiative that has advocated for increased production and consumption of local food through various programs. Besides providing greater access to local produce for local consumers, they have a farm-to-school program to provide local produce to island schools and to educate the students about agriculture. They promote local meat and poultry, and help new beekeepers. They also educate the community about how bees help with crop fertilization. Island Grown wants to use their label to help pull the community of Martha's Vineyard together. In this program, volunteers go to island farms and homes to harvest crops that would otherwise not have been harvested. This is called gleaning, and Sustainable Nantucket has also started this program as of the summer of 2011 (Island Grown Initiative).

4.3 Sustainable Nantucket

When we define local on Nantucket, we mean that the food was grown on the island, as opposed to shipped from elsewhere. Sustainable Nantucket is a Nantucket based non-profit organization that is dedicated to promoting a more locally based and sustainable food system. Sustainable Nantucket's latest project is to promote a brand called Nantucket Grown™, which will market produce and other food products that were produced on the island. Sustainable Nantucket wants to put Nantucket Grown™ foods in local restaurants, schools, hospitals, and other facilities which will strengthen the local community and build pride in the food grown on Nantucket (*Sustainable Nantucket Mission Statement*, 2011).

Methodology

The purpose of our project is to assist Sustainable Nantucket in developing and implementing its Nantucket Grown™ brand, which is aimed at promoting and encouraging the consumption of locally grown food on Nantucket. To achieve this goal, we identified and fulfilled the following objectives:

- Developed three preliminary sets of criteria that growers, businesses (e.g. restaurants, farmer's markets, hospitals, schools and other retailers), and value-added vendors (e.g. artisans) must meet in order to qualify to use the Nantucket Grown™ brand. It is anticipated that these criteria will become more rigorous with increasing community interest.
- Developed an application process for growers, businesses, and value-added vendors.
- Developed a system for monitoring users of the label in order to ensure growers, restaurants, and value-added vendors continue to meet the program criteria

After completing these tasks, we made recommendations on how the program could be improved and expanded upon in the future. The Nantucket Grown™ brand will ensure consumer confidence and pride in the food grown on Nantucket.

Objective 1: Develop Criteria for Participation

The Nantucket Grown™ brand has the potential to be very helpful in promoting commerce for both growers and local businesses while benefiting the environment, promoting good health, and supporting the local economy. For the Sustainable Nantucket program to be successful on Nantucket, there needs to be a specific and well-defined set of criteria for the growers, restaurants and vendors on the island to meet in order to be eligible to use the Nantucket Grown™ brand. These requirements need to be reasonably attainable for all involved, so that they are able to commit to the program, while at the same time being rigorous enough as to be meaningful. To identify the nature and specifications for these criteria, we conducted background research on multiple agricultural programs in New England. We called and spoke with representatives from

Community Involved in Sustaining Agriculture (CISA) in western Massachusetts and Island Grown of Martha's Vineyard. We researched existing criteria and program qualifications of the New Hampshire Farm to Restaurant Connection, Vermont Fresh Network, Connecticut's Farm-to-Chef and BuyCTGrown programs, the Southeastern Massachusetts Agricultural Partnership, and Rhode Island's Market Mobile program. We identified any specific criteria they set for involvement, as well as qualifications they must meet in order to apply. Most of the criteria we set for growers, food-service establishments, and value-added vendors are based on what we found from other organizations and tailored to fit the situation on Nantucket. All of the information gathered from these organizations is collected in our Results section (see below). Before communicating with any prospective members of the Nantucket Grown™ brand, we drafted a preliminary set of criteria so that we could gauge what was and was not feasible for the brand.

Grower Criteria

In order to better understand what the criteria for growers needed to achieve, we consulted with our sponsor to identify an initial list of farms on the island that may be interested in using the brand. Our final contact list is included in Appendix I. Our sponsor had previously surveyed growers about where they sell local food and some general information about their farms. After looking at and analyzing these surveys, we created a survey for the growers with additional questions to discover if they supply to any businesses, how much they might be able to supply to any additional businesses, and if they would in fact be interested in the Nantucket Grown™ brand. We asked a farmer, Dylan Wallace of Far Away Farms, to pilot test our survey to be sure that it was comprehensible and complete, and modified it as necessary. We administered the revised survey at a round-table gathering of six local growers on November 16 at Sustainable Nantucket's office space. (A copy of the survey instrument is included in Appendix II.) The growers completed the survey at the beginning of the meeting. We collected the completed surveys and conducted a quick analysis of the responses while the attendees dealt with other business. We then led a more open-ended discussion with the growers about the Nantucket Grown™ program in general. From the survey and discussion, we discerned that most restaurants are reluctant to actually purchase from the local growers,

due to their costs and lack of variety. The growers do see the usefulness of the Nantucket Grown™ logo on their products, and they also see how branding the local restaurants could increase business between themselves and said restaurants.

Food-Service Establishment Criteria

After researching various farm-to-restaurant programs, we consulted with our sponsor to identify an initial list of businesses that may be interested in the program (Appendix I). Our sponsor previously surveyed food-service establishment owners or chefs about local food and from these results, we created another set of surveys to discover what criteria may be feasible and their level of interest in joining the program. The survey was designed in a way such that we could email it to the food-service establishment owners who were away or interview them in person depending on whether or not they were able to meet us. We asked questions about their current use of local food, their budget spent on local food, and what might encourage them to use more locally grown food. (A copy of this survey instrument is included in Appendix III.)

Value-Added Vendor Criteria

We consulted with our sponsor to attain a list of contacts for vendors that would potentially be interested in the program. All of the vendors we contacted had previous contact with Sustainable Nantucket because they have sold their products at the Sustainable Nantucket Farmers & Artisans Market. This list of contacts is also included in Appendix I. We created a set of interview questions based on the programs we researched. These interviews included questions about their current use of locally grown food, how much locally grown food they are or might be willing to purchase, and if they might be interested in the program. We attempted to interview all of our contacts, but for those that were not available, we emailed them a survey form of our interview. These interview questions are included in Appendix IV.

Based on our responses from these surveys and interviews as well as previous research, we created a final set of criteria for each growers, food-service establishments, and value-added vendors. These criteria are collected in our Results section. The criteria were further developed into separate applications for growers, food-service establishments, and value-added vendors to fulfill in order to become involved in Nantucket Grown™.

Objective 2: Develop a Process for Application

The purpose of developing a process for application is to allow growers, food-service establishments, and value-added vendors to apply to market their products with the Nantucket Grown™ label. Sustainable Nantucket will be responsible for reviewing these applications. To make sure that everyone involved is able to meet program criteria, the application and related materials will be available online.

Our group researched various application forms and application procedures used by other programs in order to see what information is needed from potential applicants. As a part of the application process, we decided that applicants must fill out an agreement with Sustainable Nantucket. The criteria for members are included in this agreement. After meeting with Michelle Whelan, the Executive Director of Sustainable Nantucket, we calculated an application fee and determined the benefits of being a member.

Objective 3: Develop Monitoring System

In order for the Nantucket Grown™ program to be successful, there must be a system to monitor the growers, food-service establishments, and value-added vendors to be sure that they are upholding the program criteria. In order to do this, some of the criteria that we created require those involved to provide Sustainable Nantucket with financial information and copies of agreements between growers, food-service establishments, and value-added vendors. We also created some long-term goals for applicants so that they may remain involved in the program. We discussed with Michelle Whelan what actions a Sustainable Nantucket employee would take to ensure that members continue to meet their responsibilities.

Recommendations

After completing the previous objectives, we compiled and presented a list of recommendations for Sustainable Nantucket to employ to their Nantucket Grown™ program.

Findings

Based on our research of existing organizations and through interviews and surveys with potential participants in the Nantucket Grown™ program, we have collected and analyzed data that will assist in creating a system to support and encourage growers, buyers, and consumers of locally grown food on Nantucket. The findings of our research helped us develop our foundations for the program criteria, the involvement of Sustainable Nantucket, and program monitoring. Based on our methods, we developed a set of criteria for participation, an application process, and a monitoring system to help establish the Nantucket Grown™ program.

Criteria

The criteria for membership among the various organizations we researched are diverse in stringency, structure and complexity. They range from solely geographic criteria to complicated point systems with varied tiers of membership based on members' scores. Some of these criteria are more complicated because of the large geographic areas over which some of the groups operate. For example, the New Hampshire Farm to Restaurant Connection has a relatively large geographic jurisdiction that comprises all of New Hampshire, while the Island Grown Initiative has jurisdiction over the much smaller geographic area of Martha's Vineyard. In choosing which parts of the criteria for Nantucket Grown™ are to be based on criteria from other New England local food programs, we assessed why their criteria is designed to work with their program specifically, and used our survey results to judge why it may or may not work on Nantucket. Our survey results for growers, value-added vendors, and food-service establishments may be found in Appendices V, VI, and VII, respectively.

We conducted a detailed investigation of the Local Hero™ program run by Community Involved in Sustaining Agriculture, or CISA. CISA's Local Hero™ program gives businesses and producers in Western Massachusetts the rights to use the Local Hero™ logo to market their products, along with other advertising perks. Like the Nantucket Grown™ brand, the Local Hero™ label is designed to inform the consumer that the product was grown locally, and meets CISA's standards. There are different levels of membership offered, which correspond to their tiered membership pricing and

numbers of benefits. Given the limited staff and time resources of Sustainable Nantucket, tiered membership will not work for Nantucket Grown™. Growers, food-service establishments, institutions, garden centers, retailers, and value-added vendors can all participate in the Local Hero™ program. In order to participate in the program, growers must be located in Western Massachusetts and more than 50% of the farms economic activity must come from growing and marketing their own agricultural products. For food-service establishments to qualify to use the Local Hero™ label, they must actively show an effort to purchase and promote locally grown products in their establishment and they must also purchase from at least three Western Massachusetts farms (Community Involved in Sustaining Agriculture, 2011; CISA “Membership Participation & Code of Ethics,” 2011). This three-farm requirement will work in Western Massachusetts due to the relatively large number of farms, but not on Nantucket. The value-added vendors or specialty food producers must only market products using the Local Hero™ label if they contain at least 50% local ingredients or materials, and they must supply from at least three local farms (CISA, “Membership Participation & Code of Ethics,” 2011). This percentage is too high for Nantucket Grown™ value-added vendors, given the smaller variety of available products. These criteria ensure CISA that the businesses involved are truly promoting local agriculture and supporting the local economy.

One organization located on Martha’s Vineyard called the Island Grown Initiative (IGI) has a similar mission to Sustainable Nantucket. IGI has the Island Grown™ label, which informs the consumer that the food was grown or produced on Martha’s Vineyard. However, IGI is less involved in the administering of their branding than CISA, and have almost no oversight or criteria. Their focus is on connecting the growers and businesses and they are both free to use the brand as long as it promotes Martha’s Vineyard-grown food (McKay, S., personal communication, October 26, 2011). Nantucket Grown™ needs to be more structured than this, due to the higher complexity of the program.

Southeast Massachusetts Agricultural Partnership (SEMAP) has created a program for businesses that supports local agriculture. These businesses may be branded a Tomato Approved Business™. To become a Tomato Approved Business™, the member must be a retail approved business or restaurant that sources from at least three farms in Southeast Massachusetts; preferably in Bristol, Plymouth, Barnstable, and

Norfolk counties. Like CISA's three farm requirement, this will not work on Nantucket. A Tomato Approved Business™ membership also can apply to local farm stands or any other service provider to the Southeast Massachusetts agricultural community. Membership includes some discounted advertising opportunities and guaranteed invites to select networking events. The Tomato Approved Business™ logo is dated to ensure the member renews every year (Southeastern Massachusetts Agricultural Partnership 2011). A dated logo would work for Nantucket Grown™ in order to maintain the integrity of the brand.

In Connecticut, the BuyCTGrown website aims to promote local agriculture through advertising on their website. Their website lists which products are in season locally, and where consumers can buy them. The website is open to growers, nurseries, farmers markets, value-added vendors, retailers, and restaurants who support local agriculture. For local farms to qualify to be involved, 51% of the products that they sell must be grown on their farm in the state of Connecticut. For value-added vendors to qualify to market their products with BuyCTGrown, 51% of the ingredients used must be grown or produced in Connecticut. This is similar to CISA's value-added foods percentage requirement, and is also too high for the Nantucket Grown™ program. For restaurants or institutions to qualify they must actively purchase local products and attempt to increase how much they buy each year (BuyCTGrown 2011).

One New Hampshire based organization called New Hampshire Farm to Restaurant Connection (NHFTRC), certifies New Hampshire area restaurants based on how much they support local food. Their Certified Local program has four levels of certification: basic, silver, gold, and platinum. The level is determined by a point system used when a staff member of NHFTRC visits the restaurant and scores them based on how much local food they buy, how much variety they have, and how often they buy locally (New Hampshire Farm to Restaurant Connection 2011). The point system makes it easy for them to grade and certify the restaurant on how much they support local agriculture. They may receive points for things such as serving local produce, fish, meat, cheese, or wine, and even for displaying locally grown flowers or using locally crafted pottery. Having a staff member inspect the food-service establishment would strain the staff resources of Sustainable Nantucket. The point system however would make

“grading” the business easier and quicker for Sustainable Nantucket staff.

Based in Rhode Island, Farm Fresh Rhode Island is a “hub” for fresh, healthy food. They have numerous programs that promote local food in Rhode Island, including a farm-to-chef program and farm-to-business program, called Market Mobile. Market Mobile is a way for local companies to buy Rhode Island grown food online and have it delivered. In this system, there is no inventory, all the food is fresh, and the farmers set the prices (Farm Fresh Rhode Island 2011). This program would not work on Nantucket since the amount of maintenance and effort required to keep an online store running is more than Sustainable Nantucket’s limited staff resources can manage.

In the state of Vermont, the Vermont Fresh Network organization promotes Vermont-grown food. Growers, restaurants, chefs, co-ops, food producers and distributors can all apply to become a “Partner Member” and to use the Vermont Fresh Network logo. By becoming a partner, members also gain advertising benefits and other perks. To be eligible, a Vermont area farm must supply at least one Vermont restaurant on a regular basis. We will not adopt this requirement because we wish for growers to market their products Nantucket Grown™ regardless of whether or not they supply to local businesses. Restaurants, chefs, and other food-service businesses must frequently purchase food from at least three Vermont producers. As stated previously this will not work on Nantucket. Retailers and distributors such as agricultural co-ops must have a relationship with three Vermont restaurants and three Vermont farmers. To apply, these businesses must fill out an application and pay a fee to become enrolled in the program (Vermont Fresh Network 2011).

Through our research of various existing programs, we found that there is a wide range of rigor in other programs’ criteria. A table of these criteria may be seen in Table 1 on the following page. In engineering the Nantucket Grown™ program, we built on different aspects of these other programs in New England, but tailored the criteria to meet the needs of Sustainable Nantucket and the growers, food-service establishments, and other vendors that they hope to serve. One requirement we decided on, that was present in all of the above programs, is the location of the farm or business. To qualify the farm or business must be located on Nantucket. Another prevalent requirement was an annual membership fee. We decided to implement a \$150 dollar membership fee for the food-

service establishments and value-added vendors to cover overhead and administrative expenses. All of the growers that are involved with Sustainable Nantucket already pay a \$125.00 annual fee and a \$15.00 weekly fee to sell at the Sustainable Nantucket Farmers and Artisans Market during the summer. We decided to waive any membership fee in lieu of the growers selling their produce at the market. Many of these other programs have a requirement for the businesses based on a minimum number of farms to do business with. Vermont Fresh Network, CISA, and SEMAP all require food service businesses to regularly purchase from at least three local growers. This may work in Vermont, Southeast Massachusetts, and Western Massachusetts where there is a relatively large number of farms in those areas, but a requirement like this would not work on Nantucket, due to its small number of farms and limited available land. CISA and Vermont Fresh Network both require some proof that the food service business is actively promoting local food. This will work for Nantucket Grown™ because it will help root out those who try to buy the bare minimum amount of local food just to market their food-service establishment as Nantucket Grown™. As a requirement for the value-added vendors, CISA and BuyCTGrown both require products to contain more than 50% local ingredients, measured by volume or total number of ingredients. This type of requirement would work well with Nantucket Grown™ but the percentage would not be feasible for almost all of the value-added vendors on Nantucket, so we lowered it to a more reasonable number. Vermont Fresh Network requires growers to sell to at least one local restaurant to market on their website. This would not work for our purposes because we want to have Nantucket farmers marketing their products with the label whether they sell to food-service establishments or not.

Existing Programs' Criteria							
Criteria		Organization					
		CISA	Island Grown	VT Fresh Network	Buy CT Grown	SEMAP	NH Farm to Restaurant
Growers	Must Supply 1 Restaurant Regularly			X			
	Business must Market products as 50% of Activity	X			X		
Food-Service Establishments	Must Source from at least 3 Local Farms	X		X		X	
	Document Efforts to Purchase Locally	X					
	Actively try to Increase Quantity Purchased			X			
	Disclose suppliers to Organization						X
	Permit Review of Restaurant						X
	Annually Disclose Partnerships			X			
Value-Added Vendors	Must Source from at least 3 Local Farms	X				X	
	50% or More Ingredients Must be Locally Grown	X			X		

Table 1: Existing Program Criteria

Application Process

We created an application process for potential members to be granted permission to use the brand and to become a member of the Nantucket Grown™ program. We created three separate processes, one each for growers, value-added vendors, and food-service establishments. In each case, a potential member will fill out an application. We looked to some of the existing organizations that we researched to determine what to include on our applications. We used the grower application and enrollment form from CISA (Appendix VIII) and the partner member application for Vermont Fresh Network (Appendix IX) as the basis of the applications forms. The applications we created ask for basic contact and mailing information. They then ask a few simple questions that will help Sustainable Nantucket staff determine whether or not they meet criteria that we determined necessary for the program.

The grower application (Appendix X) asks if they have sold at the Sustainable Nantucket Farmers & Artisans Market. Suggested by Michelle Whelan, we determined that the growers must sell their products at these markets, so if they answer no, they will not be accepted to the program. The value-added vendor application (Appendix XI) asks the same question. A value-added applicant must also list the products and their ingredients that they intend to sell with the Nantucket Grown™ label. Sustainable Nantucket staff does not need to inspect these products, but they must use their judgment when looking over these items to grant acceptance to the vendors. The food-service establishment application is more complex. As seen in Appendix XII, we ask the applicant about how much of their budget they use on locally grown food, what they typically purchase, and who they typically purchase from. Because there is no concrete way to tell whether or not an establishment is committed to local food on Nantucket, we developed a review for the food-service establishment applications so Sustainable Nantucket can determine whether or not an establishment qualifies. This process is internal to Sustainable Nantucket staff. We used the New Hampshire Farm to Restaurant Connection application and point system as an idea for the type of questions we wanted to ask food-service establishments. Their application and point system can be found in Appendices XIII and XIV, respectively. These applications were created with the

intention to tell whether or not the applicant meets the criteria that we developed and describe in the previous section.

Should an applicant be accepted to the Nantucket Grown™ program, they will receive a welcome letter from Sustainable Nantucket. These letters formally welcome the member to the program, further describe what it entails, and asks the members to return a signed membership agreement and membership fee, if applicable. They also describe some long-term goals that Sustainable Nantucket wishes the member to consider. The grower welcome letter (Appendix XV) asks the growers to consider refining their sustainable practices and expanding their production. We chose these considerations based on our preliminary set of criteria. We decided that we could not require these considerations of the members to determine their future membership. In the value-added vendor welcome letter (Appendix XVI), we ask them to consider applying for retail licensing and to make more value-added products for the Nantucket Grown™ brand. The food-service establishments' welcome letter (Appendix XVII) asks them to consider increasing the amount of their budget that they spend on locally grown food and to credit specific farms on their dishes. These letters will be sent to the member once their application has been reviewed, and they have been accepted.

Along with the welcome letters, members will receive a document that outlines their terms of agreement. We created three agreements for growers, value-added vendors, and food-service establishments. They can be viewed in Appendices XVIII, XIX, and XX, respectively. The criteria that we have determined for each member will be listed under the member's responsibilities. The members will also be required to submit a bi-annual review, which will be discussed in the next section. The agreement also lists the benefits that members will receive from Sustainable Nantucket. All members will receive Nantucket Grown™ sticker labels, a listing in the *Nantucket Grown™* magazine, on the Sustainable Nantucket website, and in email newsletters. The Nantucket Grown™ logo for the sticker labels can be found in Appendix XXI. Food-service establishments will receive a window badge that we designed (Appendix XXII), which identifies their establishment as a member of the Nantucket Grown™ program.

Monitoring System

For the Nantucket Grown™ program to be successful, Sustainable Nantucket must be able to keep in contact with members. We found that Sustainable Nantucket operates with few resources, both in time and in staff. We also found the staff member(s) working on the Nantucket Grown™ program, will either be paid with money from a grant, or will be a volunteer. In each of these cases, the organization will not have enough money to pay them to work on the program full-time.

In order to ensure the integrity of the Nantucket Grown™ label, Sustainable Nantucket must implement a monitoring system to ensure that all members involved are properly representing all parties. CISA asks for confidential financial information from the businesses involved and the New Hampshire Farm-to-Restaurant program visits their farms and businesses to observe the progress and implementation of the agreements. We have determined that Sustainable Nantucket will be able to visit the growers and businesses, but that it will be on a bi-annual basis. These visits will be at the beginning and towards the middle of the calendar year. With these visits, Sustainable Nantucket will monitor the use of the Nantucket Grown™ label and verify local food purchases.

All of the organizations we researched ask each member who they supply to or purchase from. With the help of the Sustainable Nantucket staff, we decided to have three forms for growers, food-service industry, and value-added vendors to fill out twice per year, once before summer, and once before the fall. The growers have a form that asks about who they are selling their products to, which products they are selling, and how often they sell. An empty template of the spring and fall forms can be found in Appendices XXIII and XXIV, correspondingly. The growers must submit the form on April 1st and September 1st, which we found from our sponsors and the grower round-table discussion to be the easiest times of the year. Due to the irregular traffic on the island that restaurateurs and businesspeople get during the summer months, asking them for regular financial information may be unreasonable. From our interviews, we found that some of the managers also feel uncomfortable submitting receipts or invoices. We feel that receiving a simple calculation of the business's total budget, twice per year on April 1st and September 1st, instead of asking for private information, may be more reasonable. The form for food-service establishments asks who they are purchasing from,

what they are buying, and what percent of their budget is for local food. An empty template of these forms can be found in Appendices XXV and XXVI. Value-added vendors will submit their review form on a bi-annual basis on April 1st and September 1st. These dates were chosen to match the dates with the growers and food-service establishments in order to keep the program uniform. For value-added vendors, the form asks which farms they purchase from, what products they label and the locally grown ingredients used in their products. These forms can be found in Appendices XXVII and XXVIII. We found that these forms will simplify and reduce the workload for Sustainable Nantucket to monitor the Nantucket Grown™ label.

Long Term Plan

Through conversations with our sponsor, we found that Sustainable Nantucket wishes to have a 5-year plan for members of the Nantucket Grown™ program. We cannot make this plan mandatory for program involvement, though the criteria for future years may change to reflect these goals. The overlying goal of the program is to increase education, consumption, commerce, and commitment of food grown on Nantucket. We have found that the time resources on behalf of Sustainable Nantucket is too little to actively observe changes members make to meet these goals, so our recommendations for this 5-year plan will be that Sustainable Nantucket recommends the plan to its members to increase their commitment to the label. The review system for the application can be altered in the future to become more stringent, to further meet the mission statement of Sustainable Nantucket.

Concerns

There are some concerns left after developing the program that might need to be addressed in the future. One concern is that there will not be enough interest in the program. For example, a Nantucket food-service establishment may not wish to spend more of their budget on the more expensive locally grown foods. The same may be true for value-added vendors that may not have begun to purchase local food for their products. Some may support local agriculture to an extent, but might not apply because they feel that they will not qualify. For the Nantucket Grown™ program to be successful, applicants must be honest on their application. Sustainable Nantucket does not currently have the resources to police all the food-service establishments and value-added vendors

to make sure that they are, in fact, using what they say they are in their products or dishes. The growers too must be honest to market only products grown on-island as Nantucket Grown™. By keeping the food-service establishment application review system internal, we hope that this will keep applicants from exaggerating since they do not know how much each answer is worth.

Conclusions

Of the many growers, food-service establishments, and value-vendors that we met and interviewed, the majority of them showed an interest in using the Nantucket Grown™ brand in marketing their business. As a result of our program, Sustainable Nantucket now has the necessary tools they need to get the Nantucket Grown™ program off the ground. The program we developed gives reasonable opportunity for anyone who adequately supports local food to become involved. The program is not so stringent that participants would need to drastically change the way they run their business, but rather is designed to encourage businesses to use locally grown foods wherever and whenever they can. By having easily achievable targets initially, Sustainable Nantucket hopes to encourage greater participation and thus develop the relationships among growers, food service establishments, and other vendors. With time, it is expected that the demand for Nantucket Grown™ goods will increase, and more people will be inclined to use local food. As this happens, Sustainable Nantucket can increase the ‘intensity’ of the requirements, and increase awareness through education to further move towards accomplishing their mission of a healthier, more self-reliant, local food system on Nantucket

Recommendations

The program described in the findings section outlines what we have proposed to Sustainable Nantucket. In order to further the success of the Nantucket Grown™ program, our team also makes the following recommendations to Sustainable Nantucket:

Encourage or Require More Contracts with Growers

The climate and growing conditions on Nantucket are not always ideal for businesses or vendors that regularly use local food. By creating a contract between businesses and growers, the growers will have a specific goal that they must meet, and guaranteed business if they do reach it. Many growers would like to see greater use of programs like community-supported agriculture where businesses will subscribe and pay in advance each season to receive produce on a regular basis. This might be the best option for the growers, but it requires a large monetary commitment on the part of the

business. Food-service establishments will be more wary of joining until they can see evidence of the impact of the Nantucket Grown™ brand.

Implement more Stringent Requirements

The requirements that we have recommended in our membership agreements are not very difficult to meet. In order to ensure the integrity of the brand, these requirements must be made stricter over time. For example, a higher percentage of locally grown ingredients should be used in value-added products in order to qualify, or food-service establishments and vendors must buy from a certain number of farms. This cannot be done right away and should probably be implemented gradually, with notice to members.

Administer the Application Online

Our original goal was to have an online application form. However, in order to host a service like this online, Sustainable Nantucket must alter their website in order to distribute the necessary forms. It is clear that the organization has limited resources to devote to this at present, but we recommend that they consider putting the applications online in the future.

Implement a more Thorough Policing Process

The Nantucket Grown™ program must implore its members to represent the brand as it is intended. Due to the limited time and staff resources at Sustainable Nantucket, the program that we originally recommended only calls for bi-annual updates from members. We feel that this is insufficient for the program to function to its full potential. It may be necessary to ask for more detailed financial information or for Sustainable Nantucket staff to visit each place of business periodically to ensure that they are using the brand properly.

Encourage More Networking

Many of the people we surveyed or interviewed asked how they could benefit by joining this program. Other than advertising from Sustainable Nantucket and the Nantucket Grown™ seal of approval, we feel that networking opportunities would be benefiting members most. Some vendors we talked with seemed concerned because they

do not use enough locally grown products, but we saw this as an opportunity to get them connected to growers so that they could improve the quality and freshness of their value-added items. We think it is important to connect everyone involved. The Island Grown Initiative hosts dinners for the growers involved in their program and we hope that this is something Sustainable Nantucket will consider doing in the future.

Inspect and Approve Value-Added Products Individually

As the program stands, value-added vendors must disclose which products they sell with the Nantucket Grown™ label on it to Sustainable Nantucket. However, Sustainable Nantucket does not have to approve of these or any new items - they trust that the vendors will be honest. In order for the vendors and their customers to better understand the label, we believe it would be best if each product were approved by Sustainable Nantucket before it can be sold with the label.

Encourage more Sustainable Practices

Participants in the program as envisaged are not specifically required to adhere to or promote sustainable agriculture per se. Since the promotion of sustainable agriculture is an inherent goal of Sustainable Nantucket, however, the program should over time encourage all participants to aim for sustainability. Staff could design some programs or workshops for members so that they can learn more about sustainable practices.

Create a Tiered Membership Program for Food-Service Establishments

Most of the organizations we researched had multiple membership levels for those involved, wherein those who could demonstrate a greater commitment to local agriculture were given the kudos and additional benefits associated with a higher tier status. There is a range of interest and commitment to locally grown foods on Nantucket right now, and tiers may be a feasible addition to the program. We discussed this during meetings with staff members, and conclude that at this point, tiered levels are neither necessary nor desirable. Sustainable Nantucket may want to implement tiered membership levels in the future in order to communicate the effectiveness of their program to the restaurateurs themselves, and to their patrons. □

Survey Members after the Initial Year of the Nantucket Grown™ Program

CISA regularly surveys its members to solicit feedback about the branding program. We recommend that Sustainable Nantucket do the same, especially after the first year of the program, to gain feedback and recommendations on how to further improve their program.

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TrXBDef10gGFje3yCw&sa=X&oi=book_result&ct=result&resnum=1&ved=0CDQ Q6AEwAA#v=onepage&q&f=false

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Appendix I: Contact Lists

Grower Name	Contact Person
Bartlett's Ocean View Farm Inc.	John W. Bartlett Amy Zelinski
Cisco Breweries	Randy Hudson
Far Away Farms	Dylan Wallace
Gardens by the Sea	Danny Baird
Hummock Pond Farm	Dane DeCarlo Katie Hemingway
Island Bee Girls	Christine Hermansdorfer

Restaurant Name	Contact Person
American Seasons	Orla LaScola
Arnos	Chris Morris
Cambridge Street Victuals	Trish Gallen-Collette
Centre Street Bistro	Tim or Ruth Pitts
Chanticleer & Black Eye'd Susan's	Susan Handy
Club Car	Tom Proach
Company of the Cauldron	All Kovalencik
Galley Beach	Scott Ocif
Lola 41	Vinny Gebhart

Moors End Farm	Sam or Abby Slosek
Nantucket Blooms	Patty Myers
Nantucket Mushrooms	Todd Leftwich
Pumpkin Pond Farm	Alesia Myers Mary McGowan
Rosewood Gardeners	Wendy Fereshetian

Miacomet Golf	Robert Nelson
Nantucket Gourmet	Jonathan Stone
Oran Mor	Chris Freenan
The Pearl/Boarding House	Seth Raynor
Pi Pizzeria	Maria Marley
Sherburne Commons	Andrew Trattel
Something Natural	Matt Fee
Ventuno/Straight Wharf	Gabrielle Fresca
Westmoor Club	Peter Wallace
21 Federal	Jacob Biernacki

Value-Added Vendor Name	Contact
Creme Drops LLC	Kaitlin Farrell
Island Girls Ice Cream Co.	Wendy Metcalfe Juliet Hunter
Island Organics	Alana Cullen
Nantucket Coffee Roasters	Wes Van Cott
Nantucket Pasta Goddess, Inc.	Liliana Dougan
Small Town Girl	Taylor Cullen
Tedy's Mix	Teodora Veleva

Appendix II: Nantucket Grown™ Grower Survey



Thank you for participating in the Grower Survey. This survey is intended to assist in developing a system of criteria and review for restaurants and other food service businesses to obtain and utilize our Nantucket Grown™ brand in the future, as well as to identify the practical applications and uses of the label for growers.

Your name:

Name of your Business:

1. Do you currently sell to businesses (i.e. Stop & Shop, restaurants) on island? If not, skip to question 2.
 - Yes
 - No
 - a. List which business(s) you sell to.
 - b. During which seasons do you sell to them? (check all that apply)
 - Spring
 - Summer
 - Fall
 - Winter
2. What percentage of your total production by revenue do you sell at the farm, to restaurants, and to other businesses?
3. Would you be interested in supplying to more businesses if possible?
4. Do you offer wholesale prices to businesses on the island?
 - a. If not, why not?
 - b. If not, what would encourage you to offer wholesale prices to restaurants on the island?
5. If you sell to local businesses already, do you currently have contracts that identify their purchasing needs?
 - a. If so, are they verbal or written?
 - Verbal
 - Written
 - Other, please explain:
6. Do you currently deliver your products to businesses?
 - a. List which businesses you deliver to.

b. If not, why not?

c. What would encourage you to deliver to businesses?

- 7. At the amount that a typical business purchases, how many business contracts can you support?**
- 8. Do you think that utilizing the Nantucket Grown™ logo would add value to the sale of your products that are grown on Nantucket? Why or why not?**
- 9. Do you make and sell any value-added products? (Any product made by locally grown ingredients: such as jams, pies, pickles etc.)**
- a. Which would be more feasible to achieve for your value-added products to qualify to use the Nantucket Grown™ logo: (check one or the other)**
- 25% of the number of ingredients used in the product is grown on island
 - 25% of the physical amount or volume of the product is grown on island

10. Would you be interested in labeling your products that are grown on Nantucket, and sold at retail, with the Nantucket Grown™ label?

- a. Which method(s) of labeling would you use for various products? (check all that apply)**
- Sticker labels
 - Rubber bands with label
 - Price cards with labels
 - Twist ties with label
 - Printable logo
 - Other, please explain:

Would you be interested in enrolling your farm into Sustainable Nantucket's Nantucket Grown™ pilot program?

Thank you for your time, we greatly appreciate your input.

Appendix III: Nantucket Grown™ Food-Service Industry Survey

Thank you for participating in the Food Service Industry Survey. This survey is intended to assist in developing a system of criteria and review for businesses to obtain and utilize our Nantucket Grown™ brand in the future.



Your name: [Click here to enter text.](#)

Name of your Business: [Click here to enter text.](#)

1. Does your business currently buy products from local island farms? If not, skip to part e.

- Yes
- No

a. If so please list what products you buy:

[Click here to enter text.](#)

b. List from which farm(s) you purchase from:

[Click here to enter text.](#)

c. During which seasons do you purchase? (check all that apply)

- Spring
- Summer
- Fall
- Winter

d. What percentage of your food budget is spent on foods grown on the island?

- 75-100%
- 50-75%
- 25-50%
- 15-25%
- 5-15%
- Less than 5%

e. If you do not currently buy products from local island farms, what are your reasons?

[Click here to enter text.](#)

f. What would encourage you to start?

[Click here to enter text.](#)

2. Do you keep records of how much you spend on locally grown food that you purchase from island farmers?

[Click here to enter text.](#)

a. If so, what methods are used to keep records of this?

[Click here to enter text.](#)

b. If you were required to submit financial records for evaluative purposes on occasion, which schedule would be the most convenient for your business?

- Annually
- Quarterly
- Monthly
- Other, please explain: [Click here to enter text.](#)

3. Do you think that placement of the Nantucket Grown™ Logo on your menu and/or on your advertisements would benefit your business? Why or Why not?

[Click here to enter text.](#)

4. What is the maximum percentage of your food budget that you feel it would be feasible to spend on locally grown ingredients for your menu, if that were to help you achieve use of the Nantucket Grown brand?

- Over 30%
- At least 30%
- At least 25%
- At least 20%
- At least 15%
- At least 10%
- At least 5%
- Other criteria, please explain: [Click here to enter text.](#)

5. If you purchase from local farmers already, do you currently have contracts that identify your purchasing needs?

[Click here to enter text.](#)

a. If so, are they verbal or written?

- Verbal
- Written
- Other, please explain: [Click here to enter text.](#)

6. Would you be interested in using the Nantucket Grown™ label to market your business? [Click here to enter text.](#)

a. If so, through which mediums? (check all that apply)

- Logo printed on menu
- In advertisements
- On website
- Sticker in business window
- Other, please explain: [Click here to enter text.](#)

Depending on the results of our research, Sustainable Nantucket is considering launching a Nantucket Grown™ pilot program. Enrollment into the Nantucket Grown™ pilot program would require filling out an application, in order to qualify. Would you be interested in applying to this program?

Thank you for your time, we greatly appreciate your input.

Appendix IV: Value-Added Vendor Nantucket Grown™ Interview



Thank you for participating in the Value-Added Vendor Survey. This survey is intended to assist in developing a system of criteria and review for businesses to obtain and utilize our Nantucket Grown™ brand in the future.

Your name:

Name of your Business:

- 1. Do you use any island grown ingredients in your products?**
 - a. If so please list what products you buy:**
 - b. If not, why not? Skip to part e.**
 - c. List from which farm(s) you purchase from:**
 - d. During which seasons do you purchase? (check all that apply)**
 - Spring
 - Summer
 - Fall
 - Winter
 - e. If you do not currently buy products from local island farms, what are your reasons?**
 - f. What would encourage you to start?**
- 2. Which would be more a feasible achievement for your business to qualify to use the Nantucket Grown™ logo: (check one or the other)**
 - 25% of the total number of ingredients used in the product is grown on island (for example: out of 12 ingredients, 3 must be locally grown)
 - 25% of the total physical volume of the product is grown on island (for example: if the volume of locally grown ingredients constitutes 25% of the total product, the logo can be used for that product)
- 3. Do you keep records of the locally grown food that you purchase from island farmers?**
 - a. If so, what methods are used to keep your records?**

b. If you were required to submit financial records for evaluative purposes on occasion, which schedule would be the most convenient for your business?

- Annually
- Quarterly
- Monthly
- Other, please explain:

4. If you purchase from island farmers already, do you currently have contracts that identify your purchasing needs?

a. If so, are they verbal or written?

- Verbal
- Written
- Other, please explain:

5. Do you think that the Nantucket Grown™ Logo on your product(s) would benefit your business? Why or Why not?

6. If so, through which mediums? (check all that apply)

- Logo printed on individual products
- In advertisements
- On website
- Sticker in business window
- Other, please explain:

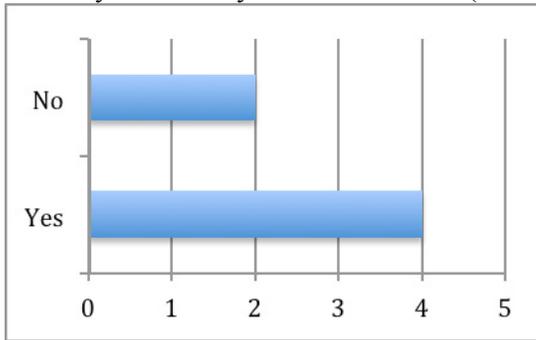
Depending on the results of our research, Sustainable Nantucket is considering launching a Nantucket Grown™ pilot program. Enrollment into the Nantucket Grown™ pilot program would require filling out an application, in order to qualify. Would you be interested in applying to this program?

Thank you for your time, we greatly appreciate your input.

Appendix V: Nantucket Grown™ Grower Survey Results

Name	Name of Business
Sam Slosek	Moors End Farm
Dane DeCarlo	Hummock Pond Farm
Christine Hermansdorfer	Island Bee Girls; C. Hermansdorfer Gardening
Kuber Dhamala	Pumpkin Pond Farm
Randy Hudson	Cisco Breweries
Caleb Cressman	Far Away Farms

1. Do you currently sell to businesses (i.e. Stop & Shop, restaurants) on island?

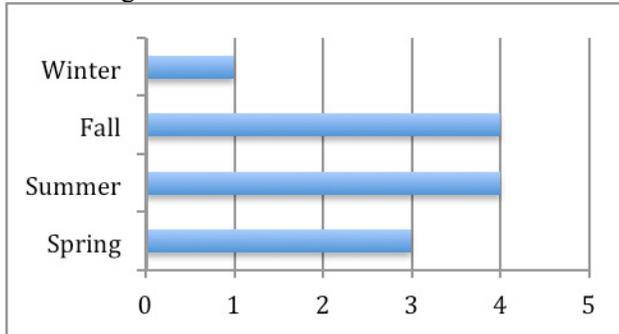


a. List which businesses you sell to:

DD – Lola, Pazzo, The Green

CC – American Seasons, Straight Wharf Restaurant

b. During which seasons?



2. What percentage of your total production by revenue do you sell at the farm, to restaurants, and to other businesses?

RH – 20%?

SS – 99% on farm, 1% other businesses

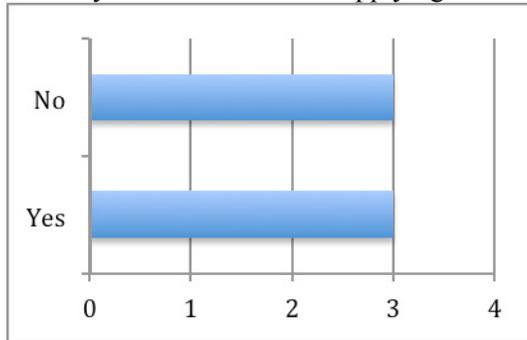
CC – 30% restaurants, 70% individuals

KD – 50% to restaurants

DD – tough to say, CSA mostly, equal for markets & restaurants

CH – 0%

3. Would you be interested in supplying to more businesses if possible?

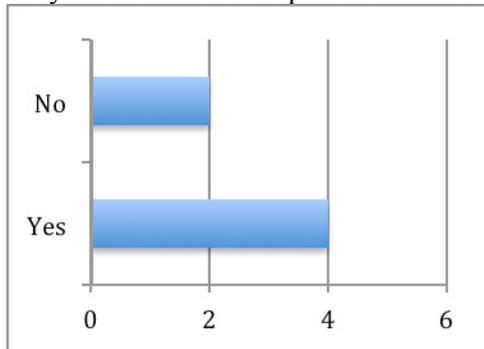


DD – Only if I could increase production

CC – businesses would like our products, but we do not have the supply

RH – Very problematic with alcohol. There are few places we do not sell to.

4. Do you offer wholesale prices on the island?



DD – I don't think this is working out given our size; CSA and retail is better.

a. If not, why not?

DD – my production is limited, can't afford to "give it away" so I either specialize (CSA, value-added) or access more space to grow on

CH – its difficult making the \$ needed

CC – we cannot grow enough product to make it work

b. If not, what would encourage you to offer wholesale prices to restaurants on the island?

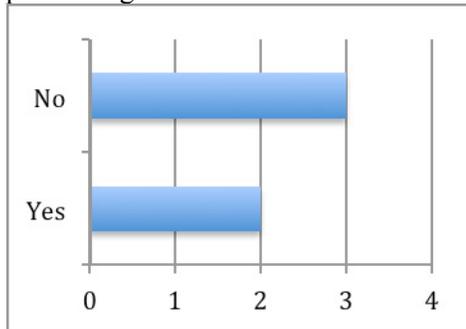
SS – Our margins are so slim that offering discounts leaves little room for profit

RH – wholesale stinks

CC – having a real farm with plenty of supply

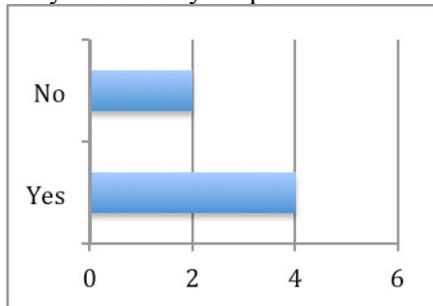
DD – more land to grow on

5. If you sell to local businesses already, do you currently have contracts that identify their purchasing needs?



- a. If so, are they verbal or written?
 Verbal – 2, Written – 1
 DD – I supply availability, they place orders
 SS – They are provided a weekly list of what we have and can order according to their needs

6. Do you deliver your products?



- RH – some, only wine & spirits
 CC – We deliver to restaurants through third party shipping companies

- a. List which businesses you deliver to:
 SS – American Seasons, GHYC, Oran Mor
- b. If not, why not?
 RH – Beer is distributed by a wholesaler.
 CC – for legal reasons
- c. What would encourage you?
 RH – less traffic
 DD – I believe its necessary to encourage orders; i.e. they have enough to do.

7. At the amount a typical business purchases, how many business contracts can you support?

- DD – 5 to 10
 SS – 2
 RH – 60 to 80; we are in a different dimension for supplying accounts
 CC – 0

8. Do you think that utilizing the NG™ logo would add value to the sale of your products that are grown on Nantucket? Why or why not?

Yes: 2; No: 2; Possibly: 1

CC – our demand is way way higher than our supply that it really wouldn't effect our sales or value that much. We are not against using it though.

RH – I do look for Bartlett's Farm Grown label if I'm shopping there, so maybe others would recognize a similar incentive.

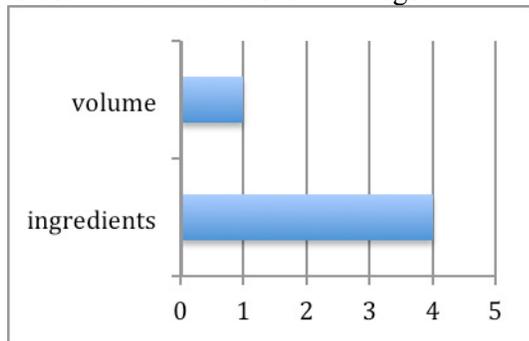
SS – our produce is obviously grown here, restaurants are free to use our own name which carries its own unique identity.

DD – It strikes me as an “added feature” & certainly can't hurt.

9. Do you make and sell any value-added products?

Yes: 3; No: 1; Plan to: 1

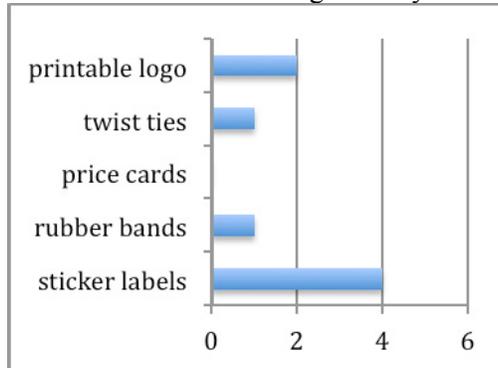
- a. Which would be more feasible to achieve for your value – added products to qualify to use the Nantucket Grown™ logo?



10. Would you be interested in labeling your products grown on Nantucket with the NG™ label?

Yes: 1; No: 1

- a. Which methods of labeling would you use for your various products?



11. Would you be interested in enrolling your farm into SN's NG™ pilot program?

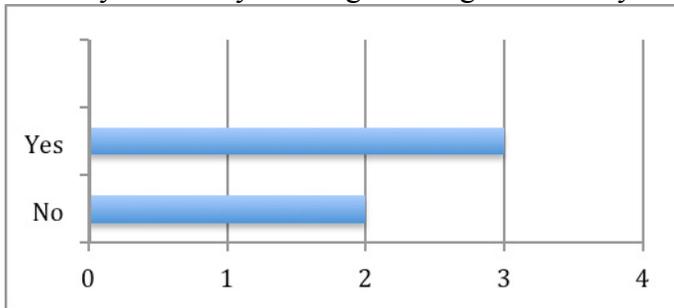
Yes: 2; No: 1

Appendix VI: Nantucket Grown™ Value-Added Vendor Survey Results

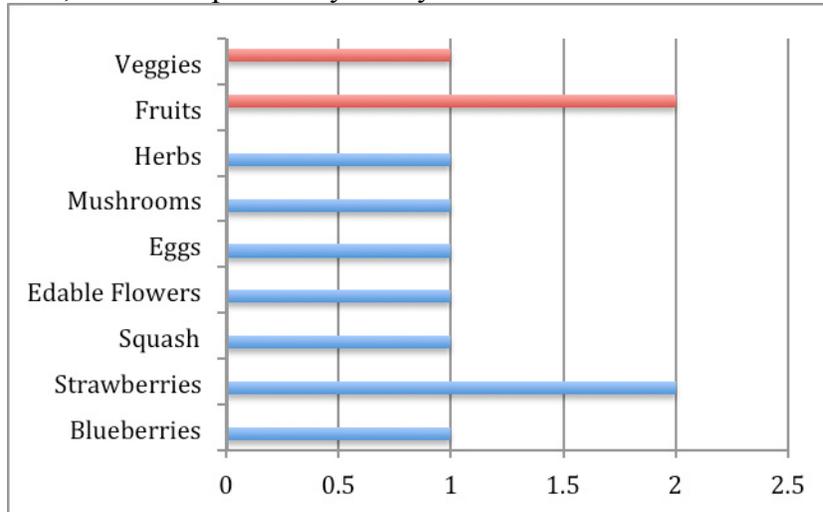
Interviewees

Name	Business
Alana Cullen	Island Organics
Liliana Dougan	Nantucket Pasta Goddess
Teodora Veleva	Tedy's Mix
Wendy Metcalfe	Nantucket Island Girls Frozen Treats
Wesley Van Cott	Nantucket Coffee Roasters

1. Do you use any island-grown ingredients in your products?



a. If so, list which products you buy:



b. If not, why not?

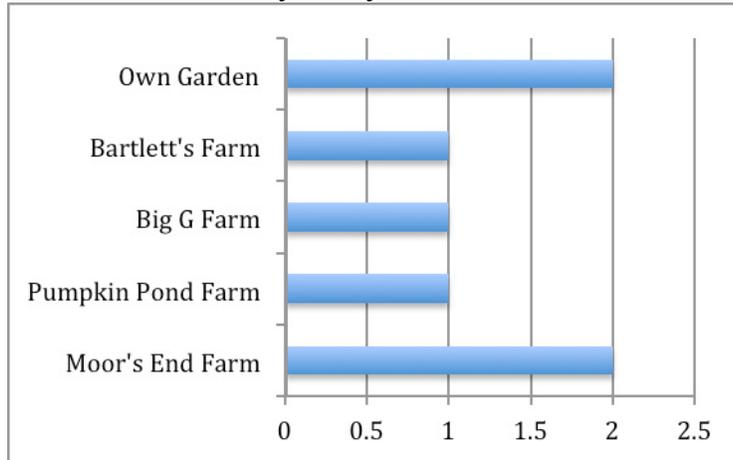
LD – not a lot of variety, not cost effective

WM – cost; must carefully budget

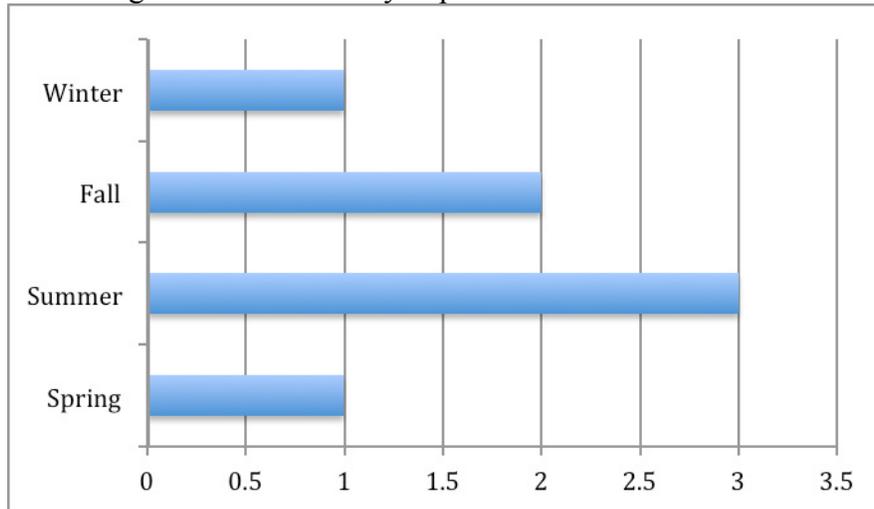
TV – couldn't find eggs when needed, isn't connected with a local grower/supplier, a lot of her ingredients are flour, eggs, milk

WVC – Coffee beans are imported from around the world.

c. List which farms you buy from:



d. During which seasons do you purchase?



e. If you do not currently buy products from local island farms, what are your reasons?

WVC – They do not grow coffee beans

TV – Mostly uses eggs; never saw eggs at the market, nowhere to buy peaches, plums or blueberries from on a regular basis

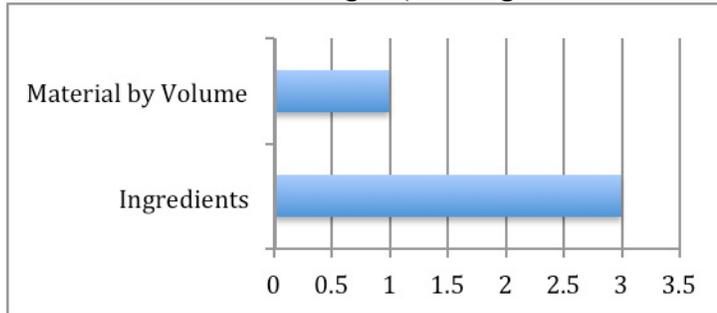
f. What would encourage you to start?

AC – I'd love to see more farms with at least some organic produce, like Bartlett's farm is doing (spinach and greens)

WM – If I could establish a wholesale account

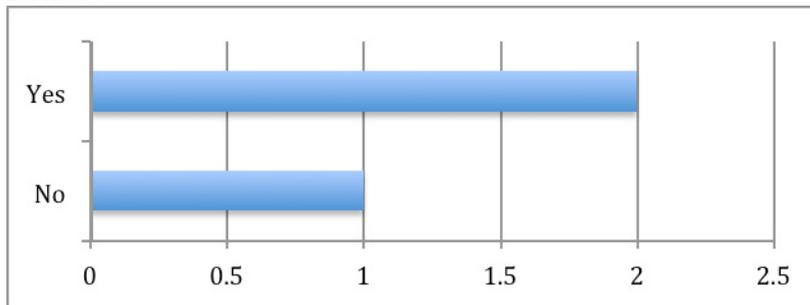
TV – more availability

2. Which would be a more feasible achievement for your business to qualify to use the Nantucket Grown™ logo? (25% ingredients 25% materials by volume)

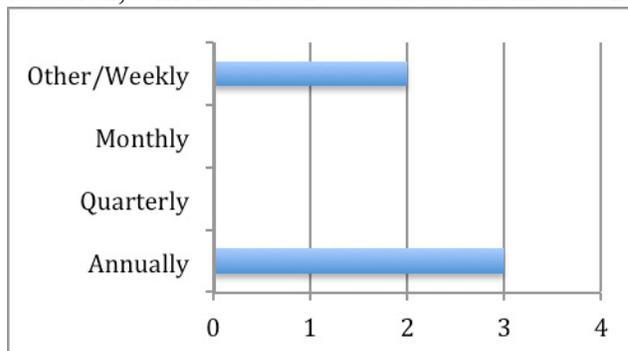


AC – I don't think that my baked goods would even qualify and certainly wouldn't always qualify – depending on what's in season and when it becomes available. I generally only have a handful of ingredients let's say flour, maple syrup, oil, flax seeds, nuts and then my local ingredient say, strawberries – for strawberry muffins! And in this way I wouldn't have any thing that would have 3 local ingredients. I think it's huge that I can incorporate one – especially b/c there are only a hand-ful of farmers and even fewer organic farmers.

3. Do you keep records of the locally grown food that you purchase from island farmers?



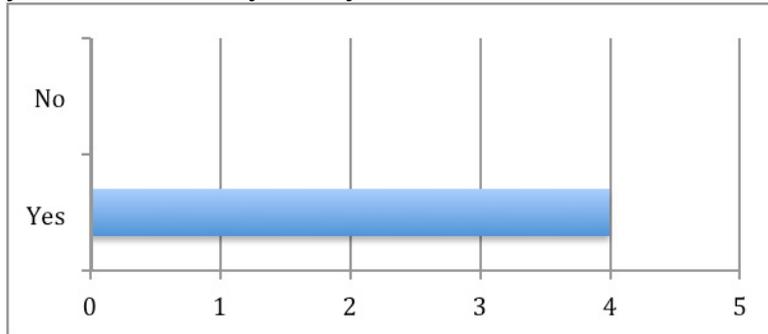
- a. If so, what methods are used to keep your records?
 LD – receipts and quickbooks
 AC – receipts
- b. If you were required to submit financial records for evaluative purposes on occasion, which schedule would be the most convenient for your business?



4. If you purchase from island farmers already, do you currently have contracts that identify your purchasing needs?

None of them do

5. Do you think that the Nantucket Grown™ logo on your product(s) would benefit your business? Why or why not?



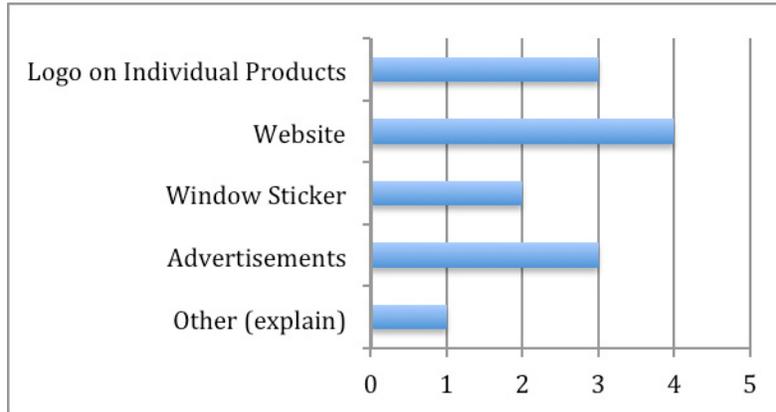
AC – I think it would. I usually have to explain to people that this pumpkin pie was made using pumpkins from Bartlett or Pumpkin Pond Farm and for some reason just hearing it I think people don't really hear it – or listen. But when it has a label and a special logo I think it would make people say, Oh locally grown, how nice. Also the additional advertising on the website and various functions would be good for business.

LD - People like it that its 'Nantucket pasta goddess' the connection is there. The grown part would add to it. She may need to move the production off island.

WVC - Only if it would include a product such as our that is not grown, but finished for consumption on Nantucket

WM - I think consumers want to know that ingredients are as fresh as possible

a. If so, through which mediums?



WM – answered with a ‘?’ next to ‘Logo on Individual Products.’

LD – anything; car magnets, business card, just as much as possible; internet, facebook, twitter, LinkedIn

6. Would you be interested in the pilot program?

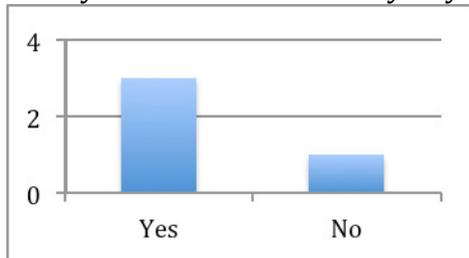
Yes – 5

Appendix VII: Food-Service Establishment Nantucket Grown™ Survey Results

Interviewees

Name	Business Name
Ruth Pitts	Centre Street Bistro
Mike Fleisehut	Nantucket Gourmet
Vinny Gebhart	Lola 41 & Pazzo
Mike LaScola	American Seasons

1. Does your business currently buy products from local island farms?



a. If so, list what products you buy:

Nantucket Honey

Tomatoes

Greens

Herbs

Scallops

Veggies

Produce

Goat Milk

Pigs

Mushrooms

Corn

Squash

Cabbage

Spinach

Chard

Turnips

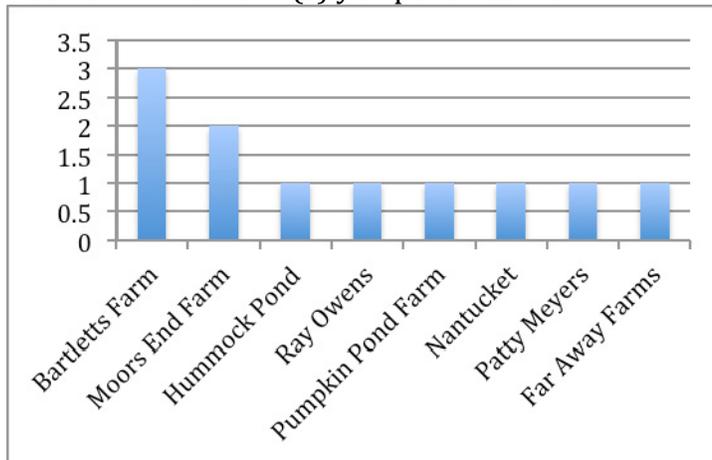
Beets

Leeks

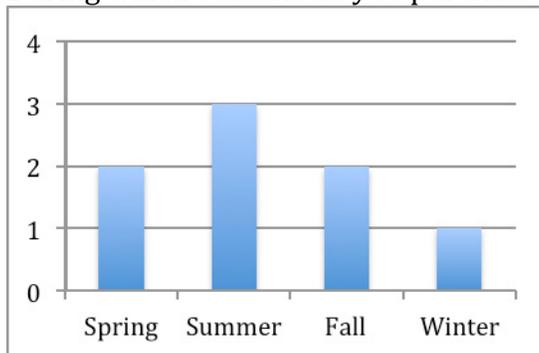
Carrots

Pumpkins

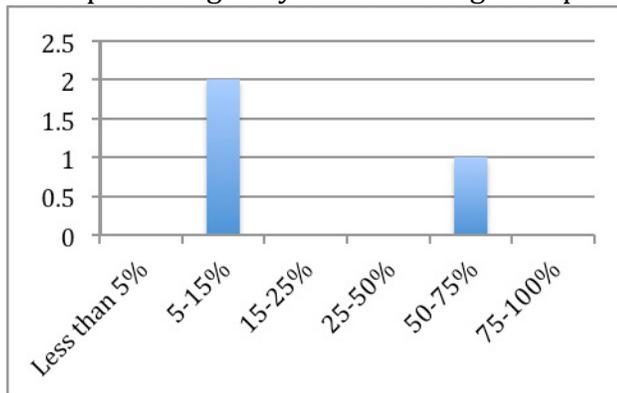
b. List from which farm(s) you purchase from:



c. During which seasons do you purchase?



d. What percentage of your food budget is spent on foods grown on the island?



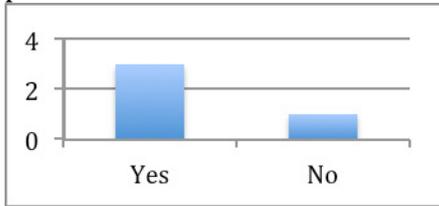
e. If you do not currently buy products from local island farms, what are your reasons?

MF – We haven't considered it yet.

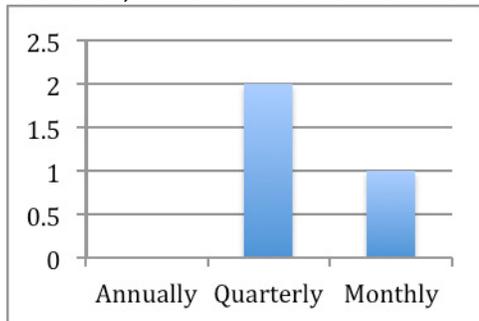
f. What would encourage you to start?

MF – Good price & guaranteed delivery

2. Do you keep records of how much you spend on locally grown food that you purchase from island farmers?



- a. If so, what methods are used to keep records of this?
 Receipts
 Invoices (x2)
- b. If you were required to submit financial records for evaluative purposes on occasion, which schedule would be the most convenient for your business?

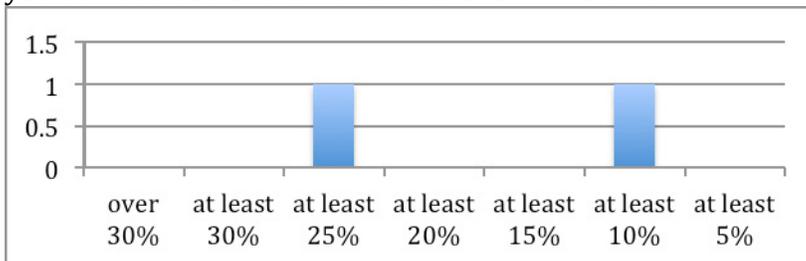


3. Do you think that placement of the Nantucket Grown™ logo on your menu and/or your advertisements would benefit your business? Why or why not?

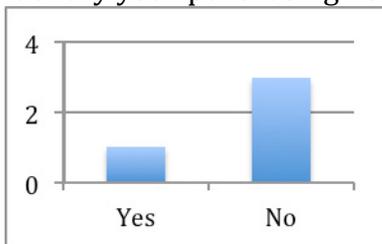
RP & ML – Yes

VG – Not sure, what marketing/support would be provided?

4. What is the maximum percentage of your food budget that you feel it would be feasible to spend on locally grown ingredients for your menu, if that were to help you achieve use of the Nantucket Grown™ brand?

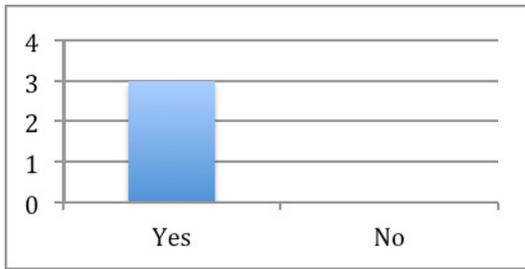


5. If you purchase from local farmers already, do you currently have contracts that identify your purchasing needs?

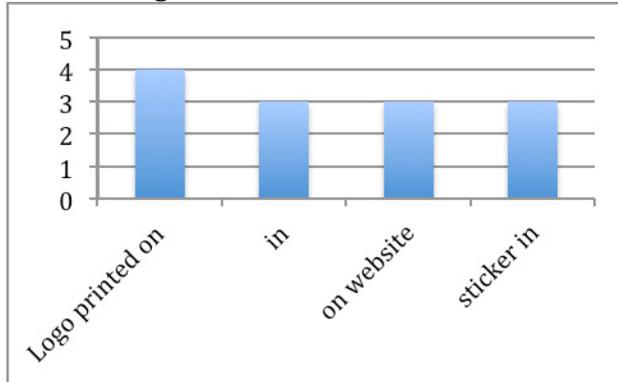


- a. If so, are they verbal or written?
 VG – order on an as-needed basis
 ML – Verbal agreements

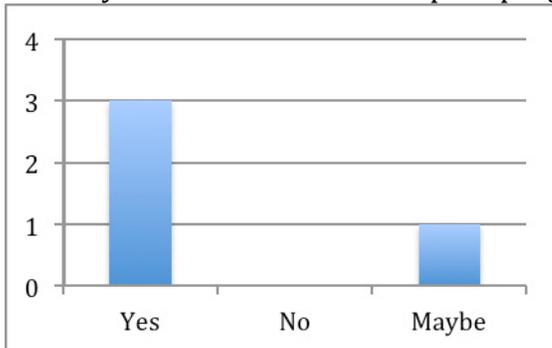
6. Would you be interested in using the Nantucket Grown™ label to market your business?



a. If so, through which mediums?



7. Would you be interested in the pilot program?



Appendix VIII: CISA Grower Agreement and Enrollment, 2011



FARMERS, NURSERY GROWERS,
FARMER COOPS



Restricted to businesses that grow, harvest and market your own agricultural products as more than 50% of your economic activity.

Membership Participation Agreement & Code of Ethics

LOCAL HERO MEMBERS HAVE THE RIGHT TO/AGREE TO:

1. Provide confidential sales and financial information, for evaluative purposes only.
2. Perform consumer outreach, such as “tastes” at stores, talking to the media, and attending events as feasible.
3. Right to serve on a Local Hero membership advisory committee.
4. Comply with the following conditions for use of CISA’s trademarked “Local Hero” logo and the trademarked “Be a Local Hero, Buy Locally Grown®” slogan:
 - A. Use the logo and slogan to promote **products grown in western Massachusetts**.
 - B. Use the “Local Hero” logo in its entirety without alteration, unless specific written permission is granted from CISA’s executive director, in the form and manner provided.
 - C. Members shall not use the “Local Hero” logo and other “Local Hero” promotional material in any manner that encourages consumers to associate the Local Hero campaign with products that do not meet eligibility requirements.
5. Members may choose to leave the campaign at any time and agree to discontinue use of the “Local Hero” logo.

CISA HAS THE RIGHT TO/AGREES TO:

1. Provide results of consumer surveys and marketing trend analyses to you.
2. Provide your business with coordinated and visible promotional support through the “Local Hero” campaign.
3. Promote your business in our online directory and in the printed Farm Products Guide (as deadlines allow).
4. Serve as organizer of media and consumer events that focus on the contribution of western Massachusetts producers and the businesses that support them to the local economy, quality of life and scenic beauty of the region.
5. Highlight your business in the “Local Hero” campaign as identified on the benefits enrollment form (page 1).
6. Provide the services and benefits outlined in the benefits enrollment form (page 1).
7. Help participating businesses find useful technical assistance, in areas such as media relations training, computerized record keeping, or working with farmers.
8. Promote the long-term goals of profitability, stability and sustainable stewardship for the farming community and its supporting businesses in western Massachusetts.
9. Revoke or deny membership of any participant who no longer meets the eligibility requirements listed on this form, who has an unpaid balance on their account, or who inappropriately uses the Local Hero logo.
10. Seek the return of all Local Hero point of purchase materials from members who leave or who are not renewed in the “Local Hero” campaign.
11. Actively promote and encourage the highest level of integrity among members.

By joining CISA’s “Local Hero” campaign, I have read and understand the benefits and obligations of participation.

Please return this agreement with your completed application form.

Business owner signature (if you are online just type your name)

CISA Program Director/Date

Printed Name/Date

Local Hero Member Services Coordinator/Date



**FARMERS, NURSERY GROWERS,
FARMER COOPS**



Restricted to businesses that grow, harvest and market your own agricultural products as more than 50% of your economic activity.

2011 Local Hero Enrollment Form

To complete the registration form online go to www.buylocalfood.org.

CONTACT INFORMATION:

Farm Name _____
 SEND MAIL HERE:
 Address _____
 Town _____ State _____ Zip _____
 Phone _____ Fax _____
 Email _____
 Web site _____

Farm Owner(s) _____
 FARM LOCATION (IF DIFFERENT FROM MAILING):
 Address _____
 Town _____ State _____ Zip _____
 Phone _____ Fax _____
 NEW MEMBERS: I was referred to the Local Hero program
 by _____
 (name of referring farmer/business)

2011 FARM PRODUCTS GUIDE (check all that apply)

All Local Hero members are included in CISA's online directory of Local Hero businesses. Members can update information in the online guide at any time by creating a password protected account at <http://cisa.farmfresh.org>.

_____ I have seen my business listing online and approve of its content. _____ I am a new member and will need assistance.

The 2011 print edition of the directory (Farm Products Guide) will be published using information printed in the 2010 Farm Products Guide (attached for your approval). Please note: descriptions are limited to 400 characters, including spaces. Therefore it is imperative that all members review the attached listing and **make any necessary changes to the content by March 1, 2011**. Tips to consider when updating your listing for the guide: include your business hours, open dates, website and phone number. Also identify your main agricultural products to help consumers know what you have available.

Weak Example: Sammy Joe's Farm, 5 Doe St., Dotown—Specializing in tomatoes, fresh fruits and other vegetables.

Good Example: Beau's Farm, 8 Doe St., Dotown, 413-555-1212, www.farm.com—A thriving perennial, herb and cut flower nursery. Our retail nursery offers herbaceous perennial and herb plants, plus a selection of trees, shrubs, willows and roses. We provide original, gorgeous floral arrangements from the array of plant material grown on our 6-acres of land cultivated using sustainable methods. Landscape/design consultation services available. Open May-October, M-F 8:00-4:00.

_____ I have seen the attached listing and approve of its content. _____ I do not want to be listed in the print/online guide.
 _____ I've made changes to the attached listing and have enclosed it with this application for updating. _____ I am a new member and will need assistance.

MEMBERSHIP FEE AND PAYMENT INFORMATION

MEMBERSHIP LEVEL (choose one)	AMOUNT (enclosed)
Bronze \$140	_____
Silver \$220	_____
Ad Creation Add-on \$275 or \$325	_____
Extra POP Materials	_____
FARM PRODUCT GUIDE AD PURCHASE	
BRONZE MEMBER: DISPLAY \$200 1/3 PG \$510	_____
HALF PG \$850 FULL PG \$2550 BACK CDV call	_____
SILVER MEMBER: DISPLAY \$175 1/3 PG \$420	_____
HALF PG \$700 FULL PG \$2100 BACK CDV call	_____
MULTIPLE LISTING - second Farm Listing \$50	_____
DISCOUNTS	
Early Bird- Expires 1/28/11 -\$25	_____
Recruitment bonus (per new member) -\$25	_____
Advertising Reward -\$25	_____
On-line Registration Discount -\$5	_____
TOTAL ENROLLMENT:	_____

PAYMENT INFORMATION:

_____ Enclosed is a check payable to CISA
 _____ Please charge fee to credit card (circle one):
 Master Card VISA
 Number _____
 Exp. Date ____/____ Validation Code _____

Please be sure to return your fee and paperwork to:

CISA
 One Sugarloaf Street
 South Deerfield, MA 01373

CISA is an equal opportunity provider and employer.

Appendix IX: Vermont Fresh Network Partner Member Application



VERMONT FRESH NETWORK

2011 PARTNER HANDSHAKE AGREEMENT

(Chefs, Restaurants, Farmers, Food Producers, Cooperatives, Distributors and Institutions)

By signing this handshake agreement you are making an investment in your community and helping to preserve Vermont's working landscape. This investment will help to build powerful networks of farmers, chefs, food producers, distributors, and consumers who together can create a vibrant food and agriculture system in Vermont.

In return, Vermont Fresh Network will help you build and strengthen these networks, as well as raising awareness of the importance of buying locally. We will do this with our searchable website, our interactive web pages, our catalogue of products and various marketing and public relations efforts.

The commitment you make by signing this handshake agreement should make a social and economic difference. We ask chefs to consider a local item on your menu whenever possible. We ask farmers and food producers to provide accurate information about your products. We urge you to speak regularly with your partners - the stronger the relationship the stronger the network.

If you are a Chef, Restaurant, B&B, Food Co-op, Distributor or Institution, we ask that you promote your local purchases and your farmer partners - on your menu, in your advertisements, in your conversations.

HANDSHAKE REQUIREMENTS:	
Farmers:	1 VT Restaurant that you agree to sell to on a regular basis.
Restaurants, Chefs, B&B's, Food Co-ops & Institutions:	3 VT Farmers, Producers and/or Cooperatives from whom you frequently purchase local products directly through the producer.
Food Producers, Food Distributors & Agricultural Co-ops:	3 VT Restaurants that you sell to and 3 VT Farmers, Producers and/or Cooperatives from whom you frequently purchase local products.

MEMBERSHIP INFORMATION:

Contact Name: _____
 Company Name: _____
 Mailing Address: _____
 Physical Address: _____
 City/State: _____ Zip: _____ VT County: _____
 Phone: _____ "Back Door" Phone: _____
 PUBLIC Email: _____ "Back Door" Email: _____
 Website: _____

MEMBERSHIP TYPE:

_____ \$30 Farmers and Food Producers
 _____ \$50 Restaurants, Chefs, Bed & Breakfast (Per establishment.)
 _____ \$100 Food & Agricultural Cooperatives, Food Distributors and Institutions

Please provide us with a 1-2 sentence description of your business: _____

FOR RESTAURANTS, CHEFS, B&B'S, FOOD CO-OPS, INSTITUTIONS, FOOD PRODUCERS, DISTRIBUTORS & AGRICULTURAL CO-OPS
Please list your farm partners below. (3 are mandatory)

Farmer, Food Producer, or Ag. Co-op	Product purchased, e.g. veg., meat, cheese	
1. (direct partner*)		
2. (direct partner*)		
3. (direct partner*)		
4.		
5.		
* direct partner means you are ordering directly from the farmer		
If you partner with a distributor, you must list the VT farmers & farm products you purchase through the distributors.		
Distributors	VT Farm/Food Producer	Product purchased
What were your 2010 total food expenditures? \$		
What were your 2010 VERMONT GROWN food purchases? \$		

FOR FARMERS, FOOD PRODUCERS, DISTRIBUTORS & AGRICULTURAL CO-OPS
Please list your restaurant partners below.

Restaurant, Chef or Food Co-op	Regularity of sales when in season (circle one)	Estimated yearly amount sold (\$)
1.	Weekly / Monthly / Occasionally	
2.	Weekly / Monthly / Occasionally	
3.	Weekly / Monthly / Occasionally	
4.	Weekly / Monthly / Occasionally	
5.	Weekly / Monthly / Occasionally	
6.	Weekly / Monthly / Occasionally	
WHAT PRODUCT(S) DO YOU OFFER? PLEASE LIST:		
What were your 2010 VERMONT GROWN food sales? \$		
What percentage of these sales were to restaurants?		%

Why did you decide to become a member of VFN? _____

What would you like to see from VFN as an organization that promotes partnerships and local purchasing?

Signature: _____ Date: ____/____/____

TO JOIN VFN TODAY, PLEASE MAIL THIS AGREEMENT TO US WITH YOUR MEMBERSHIP CONTRIBUTION.
 Vermont Fresh Network, P.O. Box 895, Richmond, VT 05477 or call 802.434.1000 for more information.

Appendix X: Draft Nantucket Grown™ Grower Application



DRAFT

NANTUCKET GROWN™ GROWER APPLICATION FOR 2012

CONTACT INFORMATION:

Farm Name _____
Farm Owner(s) _____
Contact Email _____
Contact Phone (_____) _____ - _____

FARM ADDRESS:

MAILING ADDRESS:

Do you participate in the Sustainable Nantucket Farmers & Artisans Market?

Yes _____ No _____

Please provide a list of anticipated crops for the upcoming season:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

DRAFT

Please provide a list of businesses to which you currently supply products:

_____	_____
_____	_____
_____	_____
_____	_____

Please list any businesses that you currently hold contracts with:

_____	_____
_____	_____
_____	_____
_____	_____

What, if any, items do you purchase off-island, for re-sale?



Appendix XI: Draft Nantucket Grown™ Value-Added Vendor Application



DRAFT

NANTUCKET GROWN™ VALUE-ADDED VENDOR APPLICATION FOR 2012

CONTACT INFORMATION:

Business Name _____
 Business Owner(s) _____
 Contact Email _____
 Phone (_____) _____ - _____

BUSINESS LOCATION:

MAILING ADDRESS:

Do you participate in the Sustainable Nantucket Farmers & Artisans Market?

Yes _____ No _____

*In order for any product to qualify for the Nantucket Grown™ label, it must contain **XX%** or more locally grown ingredients, either by number of ingredients or by materials in volume.*

Please list which products you intend to market using the Nantucket Grown™ label. For each product, list the ingredient(s) that are grown or produced on Nantucket:

Product(s)	Locally Grown Ingredient(s)
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List which on-island farms you purchase from:



Appendix XII: Draft Nantucket Grown™ Food-Service Establishment Application



DRAFT

NANTUCKET GROWN™ FOOD-SERVICE APPLICATION FOR 2012

CONTACT INFORMATION:

Business Name _____
Owner(s) _____
Chef _____
Contact Email _____
Contact Phone (_____) _____ - _____

BUSINESS LOCATION:

MAILING ADDRESS:

On average, what percentage of your business' overall food budget is spent on local food?
(e.g. produce, meat, eggs, dairy, flowers, fish, herbs)

_____ %

Do you purchase and sell any of the following at your establishment?

Locally produced beer	Y ___	N ___
Locally produced spirits	Y ___	N ___
Locally produced wine	Y ___	N ___

DRAFT

List the ingredients typically used in your dishes that are grown or produced on Nantucket.
(e.g. lettuce, basil, dill, potatoes, eggs; be as detailed as possible)

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all on-island farms you purchase from:

_____	_____
_____	_____
_____	_____

Do you use any ingredients that you grow in your own on-island gardens?

Yes _____ No _____

How often do you use Nantucket grown products in your menu?

- A. Year round
- B. Seasonally/When Available
- C. Occasionally



Appendix XIII: New Hampshire Farm to Restaurant Connection Member Application

NH Farm to Restaurant Connection Certified Local Application



Date _____ Location(s) _____

Name of Restaurant _____

Owner _____ Chef _____

Capacity _____

Address _____

Telephone _____ Email _____

Brief Description of facility _____

Information from applicant:

Please describe your purposes and motivation for sourcing locally.

What is the major benefit that you perceive of buying locally?

Member of NH Made _____ Member NH Lodging and Restaurant Association _____

NH Farm to Restaurant Connection Certified Local Application

Please list your sources and the products from each:

Farm /Source	Contact Information	Product
--------------	---------------------	---------

Briefly describe your level of commitment to buying from NH growers and producers.

Do you communicate this commitment to staff and clients? How is this done?

How has buying local New Hampshire farm products impacted your business?

What is the main challenge to purchasing locally?

What products would you purchase locally but find unavailable?

NH Farm to Restaurant Connection Certified Local Application

Would you be interested in working with farmers so that crops or livestock are raised specifically for your restaurant?

Other comments:

Agreements:

By submitting this application, it is understood that the applicant:

Agrees to accept the results of the evaluation by the NHFRC's "Certified Local" program.

Agrees to list New Hampshire farms and other local sources where the restaurant purchases NH agricultural products, to request these sources to cooperate with the NHFRC in confirming these relationships, and to update the NHFRC when regular sources are either added or no longer used.

Agrees upon certification, to permit periodic review of your restaurant and verification of sources at the discretion of the NHFRC.

Agrees to allow listing of the restaurant on our marketing materials, web site, social media and partners' web sites (e.g. NH Travel and Tourism).

Agrees to promote New Hampshire farms and agricultural products to employees and the public.

Fee:

- \$ 35 Single Site
- \$ 75 Up to Three Sites
- \$ 150 Multi-Site

Please submit payment as a check or money order. Fees are to cover administrative costs of the certification program. Mail to NHFRC c/o Charlie Burke, PO Box 68, Sanbornton, NH 03269.

Signature _____ Date _____

Printed Name _____

Appendix XIV: New Hampshire Farm to Restaurant Connection Point System Rubric

Point System for Certified Local Designation

Location: _____ # of Seats/type of facility _____

Date _____

Produce:

2-10 Based on Availability, Selection, Regularity, Absolute Quantity Total: _____

NH Meat on Menu (Smoked product in separate category)

2-10 Based on Availability, Selection, Regularity, Absolute Total: _____

Smoke House Products (lower value meat not usually from NH)

Always on menu: 4

Occasionally featured: 2

Bonus for NH Meat: 6 Total: _____

NH Fish on Menu

Always: 8

2-3 times/week: 5

Occasional specials: 2 Total: _____

NH Cheese on Menu

Three or more offerings Always: 10

>3, 2-3 times/ week: 6

Occasional specials: 2 Total: _____

Dairy (Cheese in separate category)

Always: 10

Occasionally: 2 Total: _____

NH Maple Syrup and maple products

Always 8 Total: _____

NH Honey

Always 6 Total: _____

NH Wine on wine list

Five or more selections: 10

Fewer than 5: 6

Not on regular list but occasionally featured: 2 Total: _____

NH Beer

Five or more on menu: 8

Fewer than 5: 4

Occasional specials: 2 Total: _____

Value added (if from NH Made member, extra++)

Bread, mustard jams, jellies, coffee & tea, etc.

Five or more always on menu or used daily: 8

Fewer than 5: 4

Member Bonus: 2 Total: _____

Promotion of local products and farms

Signs, blackboard, logo on menu, names of farms

on menu and in advertising, special events: 2-10

(determined by effectiveness and impact) Total: _____

Certification by NH Sustainable

Lodging and Restaurant Program:8 Total:_____

Optional Additional points:

NH Crafts (NH Made/League of NH Craftsmen),

value added food products, cheese, wine in gift shop: 4-8

Bonus member: 2 Total:_____

Use of NH products (candles, pottery, etc) in dining room: 2-8

Bonus Member: 2 Total:_____

NH Flowers displayed: 3-6 Total:_____

Composts produce waste: 6

Bonus if returned to grower: 2 Total:_____

Exclusively feature NH bottled water or soda: 6

Bonus if in returnable container: 2 Total:_____

Maximum possible points: 160 Grand Total_____ out of possible_____.

Appendix XV: Draft Nantucket Grown™ Grower Welcome Letter



DRAFT

P.O. Box 1244
Nantucket, MA 02554
T 508.228.3399
F 508.228.7961
www.sustainablenantucket.org
info@sustainablenantucket.org

Board of Directors

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Chair

Trish Bridier
Vice-Chair

Victoria McManus
Treasurer

Mary Wawro
Clerk

Beth Davies

Wade Greene

Marsha Greenman

Sharon Horne

Bill McGuire

Nick Miller

Sam Slosek

Dylan Wallace

Advisors

Sally Charpie

Sarah Oktay

Kenneth Roman

Ellen Ross

Mark Sandler

Staff

Michelle Whelan
Executive Director

Morgan Beryl
Program Manager

Rachael Callahan
Development Coordinator

LeeAnne Richard
Office Administrator

Today's Date

Dear Grower,

Congratulations! Sustainable Nantucket would like to welcome you into the Nantucket Grown™ program. As part of the program, you qualify to use the Nantucket Grown™ label for the 2012 calendar year.

The attached agreement outlines the requirements and benefits of the Nantucket Grown™ program. Please return the signed agreement to Sustainable Nantucket.

Thank you for your commitment to the Nantucket community. Together we can cultivate a healthy Nantucket. We encourage you to consider:

- Decreasing the use of chemical processing, fertilizers and pesticides;
- Continuing to refine sustainable farming practices
- Expanding produce and/or value-added production

With your support in the Nantucket Grown™ program, we are working together to cultivate a healthy Nantucket by building a more locally-based and self-reliant food system on-island, and a strong local economy.

Sincerely,

Michelle Whelan
Executive Director



Appendix XVI: Draft Nantucket Grown™ Value-Added Vendor Welcome Letter



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Ellen Ross

Mark Sandler

Staff

Michelle Whelan
Executive Director

Morgan Beryl
Program Manager

Rachael Callahan
Development Coordinator

LeeAnne Richard
Office Administrator

DRAFT

Today's Date

Dear Value-Added Vendor,

Congratulations! Sustainable Nantucket would like to welcome you into the Nantucket Grown™ program. As part of the program, you qualify to use the Nantucket Grown™ label for the 2012 calendar year.

The attached agreement outlines the requirements and benefits of the Nantucket Grown™ program. Please return the following documents to Sustainable Nantucket:

- Signed Agreement for 2012
- \$XX membership fee made payable to Sustainable Nantucket

Thank you for your commitment to the Nantucket community. Together we can cultivate a healthy Nantucket. We encourage you to consider:

- Applying for retail licensing and find retailers
- Increasing the number of products containing locally grown ingredients

With your support in the Nantucket Grown™ program, we are working together to cultivate a healthy Nantucket by building a more locally-based and self-reliant food system on-island, and a strong local economy.

Sincerely,

Michelle Whelan
Executive Director



Appendix XVII: Draft Nantucket Grown™ Food-Service Establishment Welcome Letter



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Nantucket, MA 02554
T 508.228.3399
F 508.228.7961
www.sustainablenantucket.org
info@sustainablenantucket.org

Board of Directors

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Ellen Ross

Mark Sandler

Staff

Michelle Whelan
Executive Director

Morgan Beryl
Program Manager

Rachael Callahan
Development Coordinator

LeeAnne Richard
Office Administrator

DRAFT

Today's Date

Dear Food Service Representative,

Congratulations! Sustainable Nantucket would like to welcome you into the Nantucket Grown™ program. As part of the program, you qualify to use the Nantucket Grown™ label for the 2012 calendar year.

The attached agreement outlines the requirements and benefits of the Nantucket Grown™ program. Please return the following documents to Sustainable Nantucket:

- Signed Agreement for 2012
- \$XX membership fee made payable to Sustainable Nantucket

Thank you for your commitment to the Nantucket community. Together we can cultivate a healthy Nantucket. We encourage you to consider:

- Increasing the amount of locally grown products bought each year
- Crediting specific farms on individual menu dishes

With your support in the Nantucket Grown™ program, we are working together to cultivate a healthy Nantucket by building a more locally-based and self-reliant food system on-island, and a strong local economy.

Sincerely,

Michelle Whelan
Executive Director



Appendix XVIII: Draft Nantucket Grown™ Grower Membership Agreement



DRAFT

GROWER MEMBERSHIP AGREEMENT FOR 2012

NANTUCKET GROWN MEMBERS AGREE TO:

1. Use the label to promote **your products grown on Nantucket**.
2. Use the label on any value-added items only if it contains at least **XX%** ingredients **grown on Nantucket**.
3. Submit the *Nantucket Grown™ Bi-Annual Review*, indicating your anticipated crops available for business purchase, any businesses you supply, and any agreements with food-service establishments to Sustainable Nantucket on a bi-annual basis; **on April 1st and September 1st**. (Forms provided by Sustainable Nantucket.)
4. Vend product(s) at the Sustainable Nantucket Farmers & Artisans Market:
 - a. **6** Downtown Market dates **and**
 - b. **4** Mid-Island Market dates.
5. Provide Sustainable Nantucket with feedback via informational surveys.
6. Use the Nantucket Grown™ logo in its entirety, without alteration. Doing so will result in a termination of membership.

SUSTAINABLE NANTUCKET AGREES TO:

1. Provide a digital image for member to use on printed and electronic materials.
2. Provide 500 Nantucket Grown™ stickers for use on qualifying products.
3. List member in the Nantucket Grown™ Membership List in the annual Nantucket Grown™ Magazine.
4. List member on the Sustainable Nantucket website and Facebook page.
5. List member in select Sustainable Nantucket e-newsletters.



By signing below, I have read, understood, and agree to the responsibilities and benefits of participation in the Nantucket Grown™ program.

Grower Signature

Sustainable Nantucket Executive Director

Grower's Printed Name

SN Executive Director Printed Name

Date

Date

Appendix XIX: Draft Nantucket Grown™ Value-Added Vendor Membership Agreement



DRAFT

VALUE-ADDED VENDOR MEMBERSHIP AGREEMENT FOR 2012

NANTUCKET GROWN MEMBERS AGREE TO:

1. Use the label to promote **products produced using ingredients grown on Nantucket.**
2. Actively seek locally grown or produced ingredients for products.
3. Use the label on any value-added items only if it contains **XX%** or more ingredients **grown on Nantucket.**
4. Submit the *Nantucket Grown™ Bi-Annual Review*, indicating from which farms local food comes from, any contracts with local growers, and which products you intend to sell with the Nantucket Grown™ label and their ingredients to Sustainable Nantucket, on a bi-annual basis; **on April 1st and September 1st.** (Forms provided by Sustainable Nantucket.)
5. Vend product(s) at the Sustainable Nantucket Farmers & Artisans Market:
 - a. **6** Downtown Market dates **and**
 - b. **4** Mid-Island Market dates.
6. Pay an annual membership fee of **\$XX** to Sustainable Nantucket.
7. Provide Sustainable Nantucket with feedback via informational surveys.
8. Use the Nantucket Grown™ logo in its entirety, without alteration. Doing so will result in a termination of membership.

SUSTAINABLE NANTUCKET AGREES TO:

1. Provide a digital image for member use on printed and electronic materials.
2. Provide 500 Nantucket Grown™ stickers for use on products that qualify.
3. List member in the Nantucket Grown™ Membership List in the annual Nantucket Grown™ Magazine.
4. List member on the Sustainable Nantucket website and Facebook page.
5. List member in select Sustainable Nantucket e-newsletters.



By signing below, I have read, understood, and agree to the responsibilities and benefits of participation in the Nantucket Grown™ program.

Value-Added Vendor Signature

Sustainable Nantucket Executive Director

Vendor's Printed Name

SN Executive Director's Printed Name

Date

Date

Appendix XX: Draft Nantucket Grown™ Food-Service Establishment Membership Agreement



DRAFT

FOOD-SERVICE ESTABLISHMENT MEMBERSHIP AGREEMENT FOR 2012

NANTUCKET GROWN MEMBERS AGREE TO:

1. Use the Nantucket Grown™ label to promote **the use of products grown on Nantucket.**
2. Actively seek locally grown or produced products for menu items.
3. Submit the *Nantucket Grown™ Bi-Annual Review*, indicating the percent of your food budget of which you spend on locally grown food, from which local farms you buy from, and of any agreements with local growers to Sustainable Nantucket on a bi-annual basis; **on April 1st and September 1st.** (Forms provided by Sustainable Nantucket.)
4. Pay an annual membership fee of **\$XX** to Sustainable Nantucket.
5. Provide Sustainable Nantucket with feedback via informational surveys.
6. Use the Nantucket Grown™ logo in its entirety, without alteration. Doing so will result in a termination of membership.

SUSTAINABLE NANTUCKET AGREES TO:

1. Provide a digital image for member to use on printed and electronic materials.
2. Provide member with a laminated window badge.
3. Provide 500 Nantucket Grown™ stickers, if requested, for use on qualifying products.
4. List member in the Nantucket Grown™ Membership List in the annual Nantucket Grown™ Magazine.
5. List members on the Sustainable Nantucket website and Facebook page.
6. List members in select Sustainable Nantucket e-newsletters.



By signing below, I have read, understood, and agree to the responsibilities and benefits of participation in the Nantucket Grown™ program.

Food Service Manager Signature

Sustainable Nantucket Executive Director

Food Service Manager Printed Name

SN Executive Director Printed Name

Date

Date

Appendix XXI: Nantucket Grown™ Brand Label



Appendix XXII: Draft Nantucket Grown™ Window Badge



Appendix XXIII: Draft Grower Bi-Annual Review for Spring/Summer 2012



DRAFT
PLEASE SUBMIT ON APRIL 1ST

**NANTUCKET GROWN™
BI-ANNUAL REVIEW
SPRING/SUMMER 2012**

Name of Farm _____

List all crops you intend to grow for the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all the businesses (e.g. restaurants or retailers) that you intend to sell to for the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with the businesses listed above?

Yes _____ No _____

If yes, please list the names of the businesses:

_____	_____
_____	_____
_____	_____
_____	_____



Appendix XXIV: Draft Grower Bi-Annual Review for Late Summer/Fall 2012



DRAFT
PLEASE SUBMIT ON SEPTEMBER 1ST

NANTUCKET GROWN™ BI-ANNUAL REVIEW LATE SUMMER/FALL 2012

Name of Farm _____

List all crops you **grew** for the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all the businesses (e.g. restaurants or retailers) that you **sold** to for the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with the businesses listed above?

Yes _____ No _____

If yes, please list the names of the businesses:

_____	_____
_____	_____
_____	_____
_____	_____

DRAFT

List all crops you **intend** to grow for the fall season of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all the businesses (e.g. restaurants or retailers) that you **intend** to sell to for the fall season of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with the businesses listed above?

Yes _____ No _____

If yes, please list the names of the businesses:

_____	_____
_____	_____
_____	_____



Appendix XXV: Draft Value-Added Vendor Bi-Annual Review for Spring/Summer 2012



DRAFT
PLEASE SUBMIT ON APRIL 1ST

**NANTUCKET GROWN™
BI-ANNUAL REVIEW
SPRING/SUMMER 2012**

Name of Business _____

List all products produced and their locally grown ingredients:

Products	Locally Grown Ingredients
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all the Nantucket farms that you intend to purchase ingredients from during the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____
_____	_____



Appendix XXVI: Draft Value-Added Vendor Bi-Annual Review for Late Summer/Fall 2012



DRAFT
PLEASE SUBMIT ON SEPTEMBER 1ST

**NANTUCKET GROWN™
BI-ANNUAL REVIEW
LATE SUMMER/FALL 2012**

Name of Business _____

List all products produced and their locally grown ingredients:

Products	Locally Grown Ingredients
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all the Nantucket farms that you **purchased** from during the spring and summer seasons for 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____
_____	_____

DRAFT

List all the Nantucket farms that you **intend** to purchase ingredients from during the fall season of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____
_____	_____



Appendix XXVII: Draft Food-Service Establishment Bi-Annual Review for Spring/Summer 2012



DRAFT
PLEASE SUBMIT ON APRIL 1ST

NANTUCKET GROWN™ BI-ANNUAL REVIEW SPRING/SUMMER 2012

Name of Business _____

Please provide the projected percent of your food budget that you **intend to spend** on locally grown food during the spring and summer seasons of 2012:

_____ %

List all locally grown products that you intend to purchase during the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all Nantucket farms that you intend to purchase from during the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____
_____	_____



Appendix XXVIII: Draft Food-Service Establishment Bi-Annual Review for Late Summer/Fall 2012



DRAFT
PLEASE SUBMIT ON SEPTEMBER 1ST

NANTUCKET GROWN™ BI-ANNUAL REVIEW LATE SUMMER/FALL 2012

Name of Business _____

Please provide the percent of your food budget that you **spent** on locally grown food during the spring and summer seasons of 2012:

_____ %

List all locally grown products that you **purchased** during the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all Nantucket farms that you **purchased** from during the spring and summer seasons of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____
_____	_____

DRAFT

Please provide the percent of your food budget that you **intend to spend** on locally grown food during the fall season of 2012:

_____ %

List all locally grown products that you **plan to purchase** during the fall season of 2012:

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

List all Nantucket farms that you **intend to purchase** from during the fall season of 2012:

_____	_____
_____	_____
_____	_____
_____	_____

Do you have any contracts with any of the farms listed above?

Yes _____ No _____

If yes, please list the names of the farms:

_____	_____
_____	_____
_____	_____



Appendix XIV: American Season's Sample Menu

Dinner

Appetizers



Bartlett's Farm Mixed Greens Salad

Candied Pecans, Dates, Buttermilk Blue Cheese & Endive

Day Boat Scallops

Sugar Pumpkin Veloute, Braised Oxtail, Sherry, Black Pepper Caramel



Smoked Bartlett Corn

Bacon & Fingerling Potato "Chowda", Crispy Oysters, Pickled Chili & Lemon Confit

Entrees



Pineland Farms Rib Eye

Nantucket Mushrooms, Smoked Cippolini Onion Ragu, Bone Marrow, Grilled Escarole & "Tater Tots"

Oven Roasted Cod

Chorizo Emulsion, Piperade, Potato Galette & a Olive & Lemon Vinaigrette

*Grilled Berkshire Loin of Pork & Crispy Shoulder

Creamy Grits, Red Eye Gravy & Black Mission Figs

Desserts



Fall spiced Pumpkin Tart

Pepper Sugar Cookie Crust & Nantucket Conservation Cranberry & Maple Ice Cream

.....

Farms in use this Season:

Second Chance Farm
Wolf's Neck Farm
Far Away Farm
Moors End
Bartlett's Farm
Pumpkin Pond Farm
Nantucket Mushrooms



Our establishment supports the Nantucket community through partnership with Sustainable Nantucket and their Nantucket Grown™ program. Each menu item with the Nantucket Grown™ Label contains ingredients grown on farms on Nantucket: Far Away Farm, Bartlett's Farm, Pumpkin Pond Farm, Nantucket Mushrooms, Moors End.