



Black River

P R O D U C E
Your Fresh Connection

- foodservice, co-ops, and independent grocers
- 160+ employees
- 36 daily truck routes in VT, NH, NY, & MA
- 3 tractor trailers daily to Boston wholesale produce & seafood markets
- \$50+ mill. in annual revenue
- \$12+ mill. in annual local food sales from 200 local producers
- 7 categories: produce, organics, seafood, dairy & cheese, specialty dry goods, floral, local meat



Hyper Local?
State Boundaries?
Regional?

Revenue based?
Grant support?
Public funding?

Scale

Financial
Viability

THE FOOD HUB BALANCING ACT

Sustainability

Social
Impact

Organic?
Diversified?
'Small' Ag?
Humane?

Food security?
Jobs?
Family farms?
Social capital?

CHOICES AND COMPROMISE

A SHORT LIST OF FOOD HUB VALUES

Economic:

- Jobs with benefits
- Business infrastructure
- # of businesses

Agricultural:

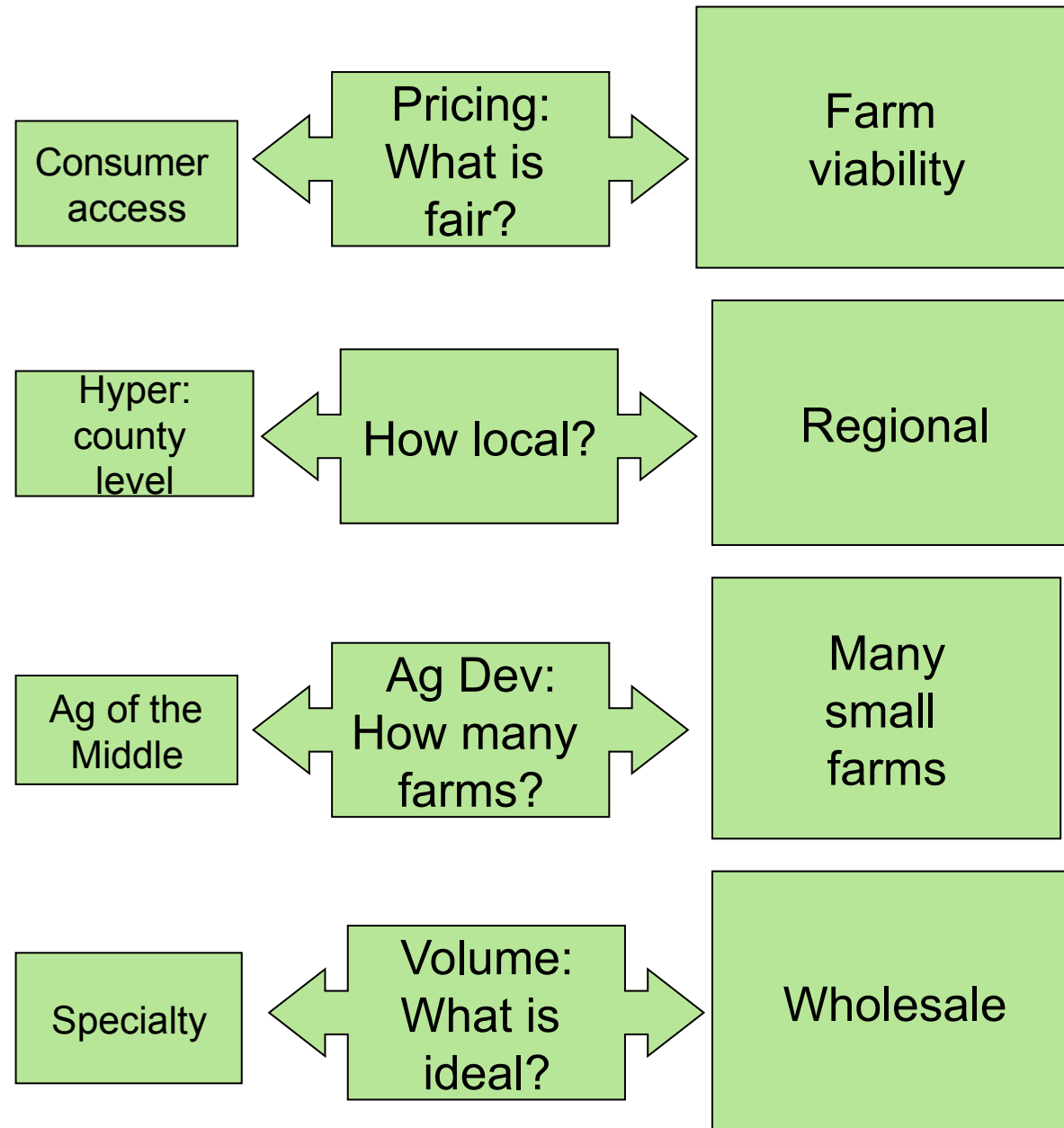
- New farms
- Ag. infrastructure
- Know your farmer
- Market growth

Environmental:

- Certified Organic
- Reduced fossil fuels
- Eco-buildings
- Renewable energy (e.g. biomass)

Social

- Low income food access
- Nutrition
- Heritage foods



Strategic \$\$ Allocation to Food Hub Activities

Start-up/Seed \$	<ul style="list-style-type: none">• Community 'buy local' campaigns• Advocacy
Research & Feasibility	<ul style="list-style-type: none">• On farm research• Experimentation & innovation
Equity via PRI	<ul style="list-style-type: none">• Online market portals• Market based solutions
Long-term debt	<ul style="list-style-type: none">• Supply chain infrastructure• Enterprise based projects
Grants	<ul style="list-style-type: none">• Sustainability education• Food access• Market research & farm inventory
Public \$	<ul style="list-style-type: none">• Community nutrition

Strategic \$\$ Allocation to Food Hub Activities

TARGET

GROWTH

not cannabilization