



Schumacher Center for a New Economics Cuban Sustainable Food Systems Delegation October 27 - November 2, 2014



SCHUMACHER CENTER
for a NEW ECONOMICS



Cuban Sustainable Food Systems Delegation

October 27 – November 2, 2014

Organized by the Schumacher Center for a New Economics

In coordination with the Christopher Reynolds Foundation

Report by Greg Watson

Statement of Objectives

This delegation of professionals sought to share experiences in the development of sustainable food systems in both Cuba and the U.S. Shared experience and knowledge include:

- methods for providing affordable access to land for small farmers;
- the role of urban agriculture, including community gardens, in greater regional food security;
- the development of small businesses to complement and support a culture of small independent farms growing for local markets;
- promotion of farm to table practices;
- nutritional education as a way to encourage more consumer demand for fresh fruits and vegetables;
- institutional support (schools/hospitals/government agencies) for a diverse local food system;
- government policies directed to greater food self-reliance.

The trip included conversations with government agencies, economists, small business entrepreneurs, members of community gardens, farmers at farmers' markets, and owners of the evolving farm to table restaurants. In addition to meetings in Havana, the group would visit the Province of Pinar Del Rio (PDR). PDR is a leading advocate of social economy and both public and private institutions. They have already demonstrated an interest in the issue of sustainable food systems.

During the trip we will also explore ways that the urban government is deliberately encouraging the development of import-replacement businesses.

Introduction: Cuba's Sustainable Agrarian Revolution



Cuba is opening its doors to American commerce for the first time in over a half century, and businesses from every sector imaginable are anxious to tap this new international market a mere 45-minute flight out of Miami. This is especially true for agriculture. There are many farming interests that are waiting for Cuba to open up to U.S. markets because of the prospect of dramatically increasing production within the country by re-introducing widespread industrial agribusiness and “modern” biotechnology practices. Sadly, and unbeknownst to the majority of Americans, a beacon pointing the way to healthy, sustainable farming systems could be extinguished in the process.

In 2006 the World Wildlife Fund identified Cuba as the only country in the world to achieve sustainable development. This was in large part due to the country's involuntary adoption and ultimate promotion of agroecology – farming without chemical inputs. Cuba's preeminent role in sustainable agriculture was a direct result of the collapse of the Soviet Bloc and the immediate disinvestment in its Soviet-subsidized petroleum-based agriculture infrastructure. The Cuban people were faced with the choice of either finding ways to grow food without chemical fertilizers and pesticides or starving. Once they chose the former, sustainable agriculture became the only option for feeding themselves.

And exactly what have been the results of this just-in-time survival strategy? As with most questions asked about Cuba since the embargo, I have yet to discover a definitive answer.

Some estimate that as much as 60 percent of the vegetables and fruit consumed in Havana is being supplied by Cuban urban farmers. Others suggest this is an exaggeration. But there is little argument that Cuba is home to the most valuable demonstration of chemical-free farming in the world today. Much of what has been debated for decades regarding the efficacy and economic viability of wide-scale adoption of organic farming methods has been field-tested in Cuba since the collapse of the Soviet Union in 1989.

This past October I visited Cuba as a member of an agricultural delegation organized by the Schumacher Center for a New Economics (based in Great Barrington, MA) and supported by the Christopher Reynolds Foundation. Because of the embargo I was unable to travel in my capacity as Commissioner of the Massachusetts Department of Agricultural Resources even though the visit was, in my view, extremely relevant to the Commonwealth's agricultural interests – in particular to our newly established statewide urban agriculture initiative. Like everyone else at the time, we were unaware that President Obama and President Castro were on the verge of making their historic announcement to restore diplomatic relations between the two countries.

The fact that Cuba's decades-long validation of farming without petroleum inputs was not initially driven by environmental concerns in no way diminishes its role as a world leader in ecological or organic and urban agriculture. What that country has been able to achieve transcends politics and ideology.

Agricultural production rebounded, and Cuba achieved the best growth rate of any Latin American country in the late 1990s and early 2000s. Much of this can be attributed to the adoption of decentralized agrarian policies that encouraged individual and cooperative forms of production beginning in the 1990s. Overly bureaucratic state-run farms were replaced with thousands of new small urban and suburban organoponicos, parcelas, and patio gardens, and millions of acres of unused state lands were given to workers for small-scale farming. Decisions concerning resource use and food production strategies were encouraged to be made at the local level.

I was impressed with what I saw during my short, six-day tour of the Cuban agricultural system: beautiful, healthy fruits and vegetables being grown on urban, suburban, and "familiar" (rural) farms without petroleum inputs. Equally impressive and more surprising were the candid conversations regarding the changes taking place in the country. People spoke openly of the economic failures of socialism while also reminding us of the ethical shortcomings of capitalism. Cuban intellectuals, government officials, and activists are searching for a new economic model somewhere between these two poles, which is certainly an over-simplification of an incredibly complex challenge. The agricultural cooperatives may offer a glimpse of such a model.

An extremely ironic glitch is possible. President Barack Obama's historic and courageous decision to restore relationships with Cuba is a double-edged sword. It was clear from our discussions with government officials, farmers, and activists that the half-century embargo

has severely hurt both the Cuban economy and the Cuban people. And while there was near unanimous support for lifting the embargo, it was also acknowledged that doing so could very well overwhelm and undermine Cuban culture, including agriculture.

How to avoid the conundrum? Some policy recommendations for both the U.S. and Cuba that would certainly help in this regard come to mind.

During my visit I was surprised by how openly academics, activists, and even some government officials were willing, even eager, to talk about the economic shortcomings of socialism in Cuba. To be clear, dissatisfaction with socialism in no way implied any sentiment to move toward capitalism. But movement is definitely underway, much of it supported by President Raul Castro. There is talk about public-private partnerships and the creation of a Social Solidarity Economy, the backbone of which are networks of worker-owned cooperatives.

Nowhere is this more prominent than in the country's agricultural sector. Agricultural cooperatives are increasing and flourishing. One reason is that the relaxation of the Cuban government's policy allows free access to land for anyone growing food for local consumption (that includes offering it for sale to public institutions like schools and hospitals). Another reason is that the proven "post-petroleum" cultivation techniques honed since being forcefully weaned from chemical fertilizers and pesticides enable Cubans with little or no means beyond the farm to make the necessary investments to ensure the operation's ongoing viability.

U.S. policies should explicitly establish cooperatives as being part of the private sector and eligible for all benefits relevant to private businesses. American nonprofits, for example, should be able to partner with Cuban cooperatives and crowd-fund over the Internet. Cuba for its part should go even further with its land reforms by retiring its usufruct system and offering cooperatives control of (not just the free use of) the land they farm.

These are modest but potentially significant measures that should be considered at the outset so that Cuba may open its doors to the U.S. instead of closing them on its future.

Itinerary and Travel Notes

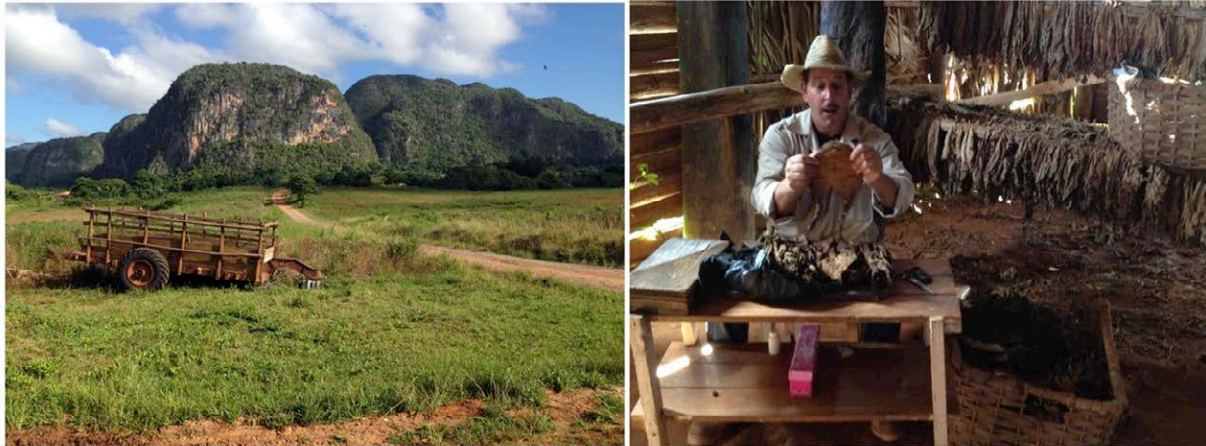
Sustainable Food Systems Delegation				
organized by the Schumacher Center for a New Economics in coordination with the Christopher Reynolds Foundation and ACTAF Cuban Association of Agricultural and Forestry Technicians October 27-November 2, 2014				
Date	Province, Municipality	Time	Place	Activity
Monday 27	Arrive Havana			
Tuesday 28	Pinar del Río	10:30 am	CPA Camilo Cienfuegos Cooperative	Exchange on the social mission of the cooperative and its Social Balance
		1:00 pm		Lunch
		4:00 pm	Viñales	Meeting with the Municipal Development Group
Wednesday 29	Pinar del Río	9:00 am	University of Pinar del Río	Meeting con professors and students.
		1:00 pm	La Cabaña Farm. CCS José María Pérez Cooperative	Lunch
		3:00 pm		Tour farm, exchange with farmers and visit juice bar
Thursday 30	Havana	9:00 am	INIFAT – Tropical Agriculture Research Institute	Discussion of Cuba's Urban and Suburban Agriculture Program / Municipal Food Self-sufficiency Program
	Mayabeque, Bejucal	1:00 pm	Lazarito's Farm. CCS Antonio Maceo Cooperativa	Lunch at Nazdarovie Restaurant – farm to table, social project Tour facilities and exchange of with participants in the PASS Project – Support for Sustainable Agriculture
Friday 31	Havana	9:00 am	UBPC Vivero Organopónico Alamar Cooperativer	Tour facilities and exchange of with participants in the PASS Project – Support for Sustainable Agriculture.
		1:00 pm	Las Terrazas Community	Lunch at El Romero Vegetarian Restaurant
				Tour garden and exchange with Founder Tito Gomez
Saturday 1	Havana	9:00 am	ACTAF Nacional	Exchange of experiences with directors and agroecology experts
		1:00 pm	Finca La Marta. CCS	Lunch. Tour farm and exchange with farmers.
			La Divina Pastora Cooperative Restaurant	Farewell seafood dinner at sunset
Sunday 2	Return to Miami			

Cuban Agriculture in Transition

On our first full day we traveled west to Viñales, a small town and municipality in the north-central Pinar del Río Province. There we stayed at Bed & Breakfasts that were set up in private homes, an example of the new entrepreneurial climate emerging in Cuba. Viñales is an agricultural area (population ~27,000) where fruit, vegetables, coffee, and tobacco are grown using traditional methods. Fishing is also an important part of the area's economy.



We visited a successful private farm owned by the family of Concha and Paxo Hernandez. The family has worked these 40 acres for generations. They grow a variety of fruits and vegetables along with grains and tobacco. The owner told us that there was never any threat of his land being taken in the aftermath of the revolution. The farm is located within a government-designated protected area.



El Paraíso is a privately owned family farm that is part of a “credit and service cooperative” (CCS). It cooperates with other privately owned farms to gain access to credit and services. CCS farms have grown to represent about 17% of all Cuban farms. El Paraíso is also a Finca Agroecologica education center and demonstration organic farm. The owners, Carlos and Rachel, have terraced 5 hectares of formerly eroding hillside. Today they grow 38 varieties of fruit and vegetables and raise livestock as well. We had lunch there (actually a feast!), and everything served was grown on the farm. The offerings ranged from different vegetables and salads to chicken, goat, and pork.



Las Terrazas is a small community and nature reserve in the municipality of Candelaria, Artemisa Province, Cuba. It is located in the Sierra del Rosario mountains (part of the Guaniguanico range).

Forty-five years ago the area was nearly deforested to accommodate sugar and tobacco plantations and livestock production. That led to an unprecedented reforestation project. Eight million trees were planted on 1500 hectares of terraced land. Twenty native species were planted along with 4 introduced species. The project earned the UNESCO Biological Reserve designation in 1984. In its entirety it consists of 25,000 hectares. The reserve hosts 900 different species of plants, 131 species of birds (50% of them migratory), 32 species of reptiles, and thousands and thousands of species of insects. More than 1,000 residents live there. It has become an ecotourism destination.



The farmers in the reserve live in the village of Las Terrazas, constructed as part of the reserve. Many farmers in the surrounding hills contribute seeds from their crops to a strictly controlled seed bank and exchange seeds both among themselves and with farmers in other regions. Scientists keep track of the farmers who are growing indigenous crops following traditional techniques and make sure to collect seeds from them. The seed bank ensures that these crops can be planted year after year and provides resources to help repair crop damage done by hurricanes and other natural disasters that lash at Cuba.

Hearts and Minds:

Discussions with academics, government officials, and activists

Reflecting on the timing of our visit to Cuba in light of recent developments, one has to wonder who may have been aware that, for nearly a year and a half, the U.S. and Cuban officials had been discussing the possibility of restoring diplomatic relations between the two countries.

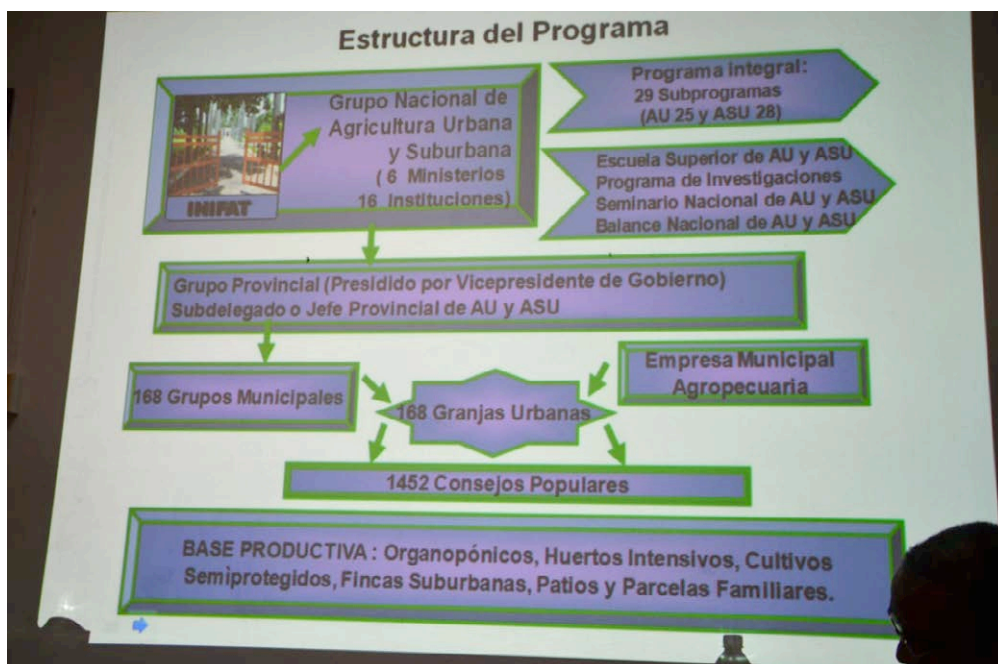
The embargo was a topic of discussion wherever we went. The members of our delegation asked everyone we met what the impact of lifting the embargo might have on the Cuban food system, a system developed by peasant farmers of necessity in a time of crisis. That

system has evolved into what many outside of Cuba consider to be the exemplary model of sustainable agriculture. Do the people of Cuba see it that way as well?



The Tropical Agriculture Research Institute (INIFAT)

Officials from the Tropical Agriculture Research Institute (INIFAT) were eager to talk about the origins of Cuba's urban, suburban, and rural agricultural program. In December 1987 Army General Raul Castro Ruz, then Minister of the FAR, directed INIFAT to facilitate the production of vegetables in raised beds enriched with organic matter. "We must develop and analyze this method of cultivation," he said.



Following our background meeting at INIFAT we met with a cross-section of individuals involved directly or indirectly with Cuba's agroecology initiative. These included a high-ranking official with the Cuban Foreign Affairs Office, restaurant owners and staff, members of agricultural cooperatives, academics and community organizers, and activists. Everyone we spoke with agreed that the half-century U.S. embargo/blockade has been devastating to the Cuban economy and its people. "Financial persecution" was among the strongest characterizations we heard. All hoped it would be lifted but feared what might happen if and when it is: Cuban culture and agriculture could be overwhelmed by America. Most, however, felt that the economic situation is so severe that the risk is worth taking.



When asked if this non-petroleum-based, labor-intensive approach to farming is viewed as an involuntary sacrifice during times of crisis and if it would be abandoned in a wave of American dollars were the embargo lifted, most conceded that they did not know. It was pointed out to us that when Venezuela temporarily provided affordable chemical inputs from 2005-2008 urban agriculture "lost steam."

It was also observed that the mood of the bilateral relationship has changed a great deal in recent years and that the two countries almost stopped talking during the George W. Bush Administration.

Government officials pointed to a number of issues about which Cuba was willing to enter into dialogues with the U.S., including drug trafficking, people trafficking, immigration, environmental issues, air travel safety, and search and rescue/oil disaster relief.



Somewhat surprising to us was the openness with which many we met spoke of the economic failure of socialism. Some qualified their statements, noting that ethics and economics form an awkward marriage regardless of the system. The two currency systems of CUCs and pesos was second only to the embargo as a bone of contention. People need to make more money. Cubans are paid in pesos that are valued at 1/24th of a dollar. Doctors make more money waiting tables than performing surgery because foreign diners pay in dollars, francs, and yens whereas hospital patients pay in pesos.

The construction of the Martin Luther King Center commenced in 1985. Its two “pillars” are ethics and socialist society. Fourteen universities send students to Cuba for 3-month periods. They live in neighborhoods and identify issues via people-to-people exchanges.

Institutional Infrastructure

Agricultural Cooperatives and the Social Solidarity Economy

Agricultural cooperatives have emerged as one of the most visible and successful examples of Cuba’s emerging Social Solidarity Economy (SSE), a strategy designed to address the shortcomings of socialism without fully embracing capitalism. Fueled by land policies that make acquiring land for farming fairly easy, cooperatives are flourishing. There are three types of co-ops: Basic Units for Agricultural Production (UBPC’s) are state-owned worker cooperatives; in Agricultural Production Co-ops (CPAs) members contribute land and equipment and work together collectively; Credit and Service Cooperatives (CCSs) consist of individual private farms that join forces to leverage credit and services.



Farmers are allowed to remain on the land as long as they meet minimum requirements with respect to overall production and commitments to sell to public institutions (schools,

hospitals, etc.) and the state. Failure to meet these requirements can lead to the land being given over to others. This tenure uncertainty has not discouraged cooperatives from investing in building and nurturing the natural assets/infrastructure of their farms, including its farmers.

We visited Vivero Alamar Organic Nursery and Cooperative, an 11 hectare UBPC farm located in Alamar residential neighborhood just outside of Havana. Miguel Salcines, a former agronomist for the Ministry of Agriculture, along with three others founded it in 1997. The farm was created to serve the surrounding neighborhood. Vivero Alamar is one of many organopónicos that have emerged since the early 1990s. It has become one of the most successful coops, both in Cuba and around the world. What began as an 800 square meter (8611 square foot) vegetable garden has grown to over 25 acres and includes animals, fruits, herbs, and value-added products like vinegars and spices and vermicompost.

Fresh produce was very difficult to obtain before Vivero Alamar came into being. Now it sells its produce to nearly 50,000 people every year. Today the cooperative farmers plant more than three million seedlings and harvest 300 tons of vegetables annually.



Cooperatives in other sectors

We received very brief descriptions of non-agricultural cooperatives. Before dinner at Bar El Madrigal in Havana we learned of a community-based sustainable fisheries initiative called SOS Pesca. In 2013 the Cuban government extended the opportunity to establish cooperatives in sectors other than agriculture. One of the sectors selected was fisheries. Thoughtfully designed and operated fishery cooperatives in other developing countries have proven to be effective in achieving social, economic, and conservation goals.

The government is hoping that cooperative owners with pride in their establishments and motivated by profits will offer much better service and higher quality goods to customers, both to tourists and fellow Cubans.

Some restaurants operate as successful co-ops by catering primarily to Cubans using the local peso currency. Others such as Havana's La Divina Pastora, where we had our farewell dinner, operate with a dollar equivalent, called the convertible peso or CUC, and cater mainly to tourists.

The Antonio Nunez Jimenez Foundation for Nature and Humanity (FANJ)

FANJ is a leading proponent of permaculture in Cuba. Since the early 1990s FANJ has been a leader in the movement to help educate residents in Cuba's cities and rural areas about the benefits of permaculture. FANJ has trained hundreds of permaculture "promoters," who in turn teach others. It also hosts workshops, conferences, and symposiums. Its basic mission is to use permaculture as the foundation for building sustainable urban, suburban, and rural systems.



The Association of Forestry and Agriculture Technicians (ACTAF)

Cuba has developed a strong agroecology foundation. The country's experience in developing what has been characterized as a "post-petroleum agriculture" needs to be shared. The lessons learned would certainly be of value to rural, suburban, and urban farmers in the United States and elsewhere.

ACTAF is an association of agricultural and forestry professionals, technicians, and researchers and is one of Cuba's leading NGOs in this area. In 2008 ACTAF had approximately 20,600 members organized in 1,462 local groups and 1,570 member-institutions. Today membership has grown to over 25,000.



The mission of ACTAF is to integrate actions and resources that contribute to sustainable and organic agriculture (including urban agriculture) in Cuba. It operates five programs: agroecology; knowledge management; local development; institution building; general. It has received \$6 million to conduct 13 international development projects. Contributors include the nations of Italy, Germany, and Spain.

ACTAF publishes a variety of technical manuals including *Agricultura Orgánica*, a quarterly magazine targeted to members of the agricultural community and others interested in building a sustainable food system based on agroecological principles.

The Agricultural Extension System developed by ACTAF provides technical advice to farmers. Its research and investigations are based on surveys of producers in each region of the country. They work with local community organizers (popular educators). Our lack of awareness at this time of the Farmer-to-Farmer initiative prevented us from asking how ACTAF Extension and Farmer-to-Farmer interact.

Emphasis is placed on building healthy soils organically. The goal is to manage soils in ways that rejuvenate them. A combination of techniques is employed, including green manures and “the intelligent sequencing of plants.”

Another priority is local manufacture of equipment and tools, particularly for animal-based agriculture. It is envisioned that a network of small ironworks in each municipality would support this.

Currently the resources to create and support a nationwide extension service do not exist. There is interest in learning about successful models elsewhere. The ultimate aim is to create a farmer-supported system. “The entities that pay for extension determine its agenda.”

Farmers' markets are problematic for Cuban farmers because of the time commitment ("farmers cannot be in two places at the same time") and inadequate transportation services.

The concept of marketing cooperatives is being discussed: up to ten farms with one point of sale. There are questions surrounding who would own such a cooperative. Should it be farmers or consumers?

Farm to Institution

We had lunch at Il Divino, one of Cuba's new generation of privately-owned restaurants called paladares. The restaurant is adjacent to a sustainable family farm and botanical garden that supplies them with fresh produce.



After lunch we walked out the back door and toured the beautiful and well-maintained botanical garden. At least one member of the delegation got a place at the table and joined a group of elders as they partook in a spirited game of bingo. There was a wonderful energy emanating from this thoughtfully designed space.



Throughout the 1990s the government set up a chain of national vegetarian restaurants, hoping to create a better match between Cubans' affinity for meat (especially pork) and local economic development. Few of those government restaurants focused on promoting health and nutrition as a priority.

At the beginning of our visit, while in Pinar del Rio, we had the pleasure of dining at El Romero, one of the government bistros operated by Tito A. Núñez Gudás. This restaurant is well known for its fresh organic vegetables purchased from local farmers. The restaurant gets most of its ingredients (except rice, beans, and pineapple) locally. He will not do business with farms where animals are mistreated and always aims to offer high-quality, tasty food. El Romero has its own organic vegetable and herb garden as well as an extensive variety of local plants and trees growing in their natural environment. More than 60 items on the menu are acquired from sources within a few miles of the restaurant.

A software program to facilitate sustainability, development, and food sovereignty



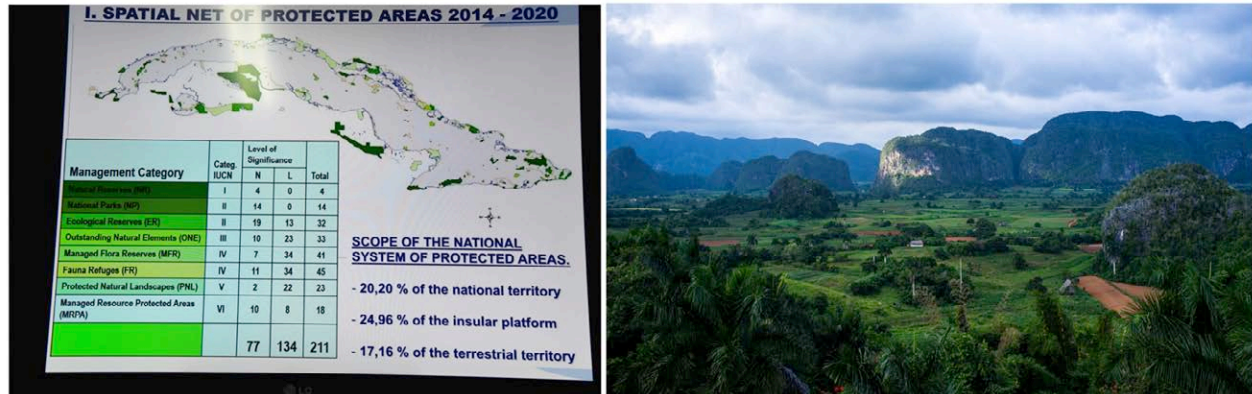
Gudás has created a software tool he calls "From the Garden to the Kitchen" (DHALC) designed to illustrate, organize, and optimize the restaurant's operations related to the processes of production and food processing.

With this application he is able to create menus that best suit the preferences of his diners. This enables them to select their favorite dishes from a tailored list and specify the size and quantity of rations, thus minimizing waste in addition to satisfying customers. Using this information DHALC can be used to help farmers, chefs, and customers make the connections between sustainable food production, healthy eating, and culinary arts.

Environmental Conservation

Environmental conservation and the protection of natural resources were recurring concerns throughout our visit. It is clear that this is a priority of the Cuban government and the Cuban people.

We paid a visit to Cuba's National Center for Protected Areas (CNAP), where we met with the Deputy Director for Environmental Protection of Soil and Water. CNAP's mission is to provide effective planning and integrated management of the National System of Protected Areas in Cuba (SNAP).



Cuba has been referred to as the “Accidental Eden” because its ecosystems have flourished during the “Special Period.” The landscapes and oceans host many rare indigenous species and serve as a safe haven for migrating birds and marine animals. Many say this is a direct result of the absence of aggressive tourist programs and polluting industries (no chemical fertilizer or pesticide plants, for example).

The fact is that agroecology appears to exist without problems in some of Cuba's designated protected areas like the Pinar Del Rio Valley we visited.

Key Activities of the National Center for Protected Areas

- Identify areas in need of protection;
- Certify management plans;
- Advocate legislation required for SNAP;
- Promote international collaboration in the development of conservation projects;
- Implement seven projects given international support, the most important of these being the UNEP-GEF funded “Strengthening of National System of Protected Areas”;
- Work on the publications Cuban Important Bird Areas (IBAs);
- Conduct two projects in the IBA sites of Turquino-Bayamesa and Zapata Swamp.

Conclusions/Takeaways

Forty-five days after we concluded our visit to Cuba, the media was abuzz with the news that the United States and Cuba had agreed to re-establish diplomatic relations. Upon hearing that, we could not help but reflect on our seven days on the island in a different light.

Our original goal was to share experiences in our respective efforts to develop sustainable food systems. The changing political environment generated by the mere mention of a friendlier Cuban-U.S. relationship gave us pause as we recalled our discussions around the implications of eventually lifting the U.S. embargo. The situation would change rapidly, and not necessarily for the better, especially with respect to the amazing gains made in agroecology.

There is little question that a new relationship between the U.S. and Cuba will be established. This will unfold while Cuba is in the process of reinventing its economic system. The purpose of our proposal is to assist the Cuban people in fully exploring the solidarity economic future they have chosen to pursue. Agriculture plays a pivotal role in that future.

Agroecology

Cuban farmers, researchers, and government officials have over the years developed what is arguably the most comprehensive, time-tested system of agroecology in the world. They have also refined the Farmer-to-Farmer method of communicating information. Troves of technical reports have been amassed. U.S. farmers in search of tools that can help enhance their efforts to build economically viable sustainable farm businesses could benefit from the Cuban experience. In exchange, U.S. farmers could share tips on marketing and distribution (food bikes?) that could be helpful to Cuban farmers and cooperatives.

Translation and exchange of agricultural technical materials and expertise should prove to be mutually beneficial. These initiatives could be used to help leverage support for the Farmer-to-Farmer system in Cuba and explore its applicability in the U.S.

Cooperatives

Cuba's cooperative movement is part of the foundation of the country's transition to a solidarity economy. Cooperatives are a key to the survival of the country's agroecology system within a new economic environment that will unfold rapidly as Cuba and the U.S. reestablish diplomatic relations. The solidarity cooperative models have been developed and applied in the agricultural sector longer than in any other. There they have demonstrated that Cuba can integrate some aspects of private enterprise into their society without compromising fundamental socialist values – in essence an ethical economics based on the premise that people and the environment matter more than profit.

U.S. policies should explicitly establish cooperatives as being part of the private sector and provide eligibility to all benefits relevant to private businesses. American nonprofits, for example, should be able to partner with Cuban cooperatives and crowd-fund over the Internet. Cuba, for its part, should go even further with its land reforms by retiring its usufruct system and offering cooperatives control of (not just the free use of) the land they farm.

The Schumacher Center could contribute significantly to the discussions and design of cooperatives in Cuba during this critical period as part of our “Sustainability Toolkit,” particularly with respect to the creation of community land trusts.

Finally, our work in agriculture must support Cuban efforts to establish cooperatives in other sectors.



The Delegation

Tom Bible, Trustee, Bondi Foundation

John Bloom, Senior Director of Organizational Culture, RSF Social Finance

Monique Bosch, Co-Founder, Green Village Initiative

Anthony Flaccavento, Organic farmer and President, SCALE (Sequestering Carbon, Accelerating Local Economies)

Anne MacDonald, Board of Directors, Schumacher Center for a New Economics

Alice Maggio, Program Director, Schumacher Center for a New Economics

Andrea Panaritis, Executive Director, Christopher Reynolds Foundation

Martin Ping, Executive Director, Hawthorne Valley Association

Greg Watson, Commissioner, Massachusetts Department of Agricultural Resources

Travis Watson, Senior Organizer & Communications Manager, Dudley Street Neighborhood Initiative

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