

**Local Food Promotion Program (LFPP)
Final Performance Report**

The final performance report summarizes the outcome of your LFPP award objectives. As stated in the LFPP Terms and Conditions, you will not be eligible for future LFPP or Farmers Market Promotion Program grant funding unless all close-out procedures are completed, including satisfactory submission of this final performance report.

This final report will be made available to the public once it is approved by LFPP staff. Write the report in a way that promotes your project's accomplishments, as this document will serve as not only a learning tool, but a promotional tool to support local and regional food programs. Particularly, recipients are expected to provide both qualitative and quantitative results to convey the activities and accomplishments of the work.

The report is limited to 10 pages and is due **within 90 days** of the project's performance period end date, or sooner if the project is complete. Provide answers to each question, or answer "not applicable" where necessary. It is recommended that you email or fax your completed performance report to your assigned grant specialist to avoid delays:

LFPP Phone: 202-720-2731; Email: USDALFPPQuestions@ams.usda.gov; Fax: 202-720-0300

Should you need to mail your documents via hard copy, contact LFPP staff to obtain mailing instructions.

Report Date Range: <i>(e.g. September 30, 20XX-September 29, 20XX)</i>	September 30, 2015 – September 30, 2016
Authorized Representative Name:	Kathleen Peterson
Authorized Representative Phone:	716-851-5086
Authorized Representative Email:	ktpeterson@gmail.com
Recipient Organization Name:	City of Buffalo
Project Title as Stated on Grant Agreement:	City of Buffalo Broadway Market Kitchen
Grant Agreement Number: <i>(e.g. 14-LFPPX-XX-XXXX)</i>	15LFPPNY0032
Year Grant was Awarded:	2015
Project City/State:	Buffalo, New York
Total Awarded Budget:	\$22,500

LFPP staff may contact you to follow up for long-term success stories. Who may we contact?

Same Authorized Representative listed above (check if applicable).

Different individual: Name: _____; Email: _____; Phone: _____

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1. State the goals/objectives of your project as outlined in the grant narrative and/or approved by LFPP staff. If the goals/objectives from the narrative have changed from the grant narrative, please highlight those changes (e.g. “new objective”, “new contact”, “new consultant”, etc.). You may add additional goals/objectives if necessary. For each item below, qualitatively discuss the progress made and indicate the impact on the community, if any.

- i. **Goal/Objective 1: Establish a Kitchen Incubator Advisory Committee**

- a. Progress Made: The Kitchen Incubator Advisory Committee was comprised of professionals with experience and expertise in community engagement, commercial kitchen operation, marketing and food/nutrition education. This advisory committee conducted research for the operation plan which included surveys, interview sessions, focus group, site visits, advisory team meetings, eight case studies and review of best practices and industry standards. This goal/objective has been completed.

- The Kitchen Incubator Advisory Committee was comprised of the following individuals:

- Cindy Thomason: Small Business Development Center/ Buffalo State College
 - Chef Dale Holt: The Professional Culinary Academy
 - Dr. Sharon Benz: Coordinator, Center for Sustainable Communities and Civic Engagement at Daemen College
 - Benay Robinson: Adrienne’s Ultimate Catering Company
 - Samina Raja, PhD: Associate Professor, Department of Urban and Regional Planning, University of Buffalo, SUNY Buffalo
 - Enjoli Hall: Student, University of Buffalo
 - Marilyn Typerdyck: Erie County Health Department

- b. Impact on Community: The Advisory Committee brought together different groups from the community for the research being conducted for the operation plan. Key findings show respondents’ top business priorities to include affordable rent, hours of operation, management, public programming and neighborhood wellness programming. This research found that a commercial kitchen incubator in the Broadway Market will act as a catalyst for community wellness and stimulate business development in the community.

- ii. **Goal/Objective 2: Obtain input from community, stakeholders, and food business community for kitchen incubator operation plan, kitchen logo, and strategies to promote neighborhood wellness.**

- a. Progress Made: The Broadway Market Commercial Kitchen Operation Plan has been completed. The guidelines outlined in this Operation Plan resulted from a process of research and community engagement. Broadway Market visitors were asked about their visit frequency and events, Buffalo food entrepreneurs were also surveyed, interviewed and participated in a focus group session. Buffalo food and industry experts and professionals were also interviewed and asked about their perception of the Broadway Market, food business trends and community needs. Lastly, case studies were prepared to demonstrate best practices in four commercial kitchens across the country selected based on the criteria of comparable kitchen location and socio economic context, ownership, offerings and size.

b. Impact on Community: The Broadway Market's commercial kitchen will be positioned as Buffalo's center for local food entrepreneurship and food business development. The management of the commercial kitchen will offer small business development programming through partnership with the Small Business Development Center at Buffalo State College (business setup and planning), Consumer Counseling Services (financial and budget training), SCORE (networking and mentorship programs) and the Beverly Gray Business Exchange Center.

Neighborhood Wellness programming is a function of the mission of the Kitchen @ the Market and will serve as the foundation for engaging the surrounding community in a transformative neighborhood wellness program. This program will offer programming that uses the tenets for Physical Wellness including the following topics:

- How to select fresh produce
- Preparing healthy and inexpensive meals for one or two persons
- Using food to lower high blood pressure
- Cooking using whole foods and healthy fats
- How to plan three healthy meals on \$10/day.

In addition, a short survey was administered to 377 visitors to the Broadway Market in the spring of 2016. This survey found that 67% were interested in food tastings, 48% in cooking demonstrations and celebrity chef events, 46% in cooking classes, and 29% in nutritional classes. These events can be structured so that they meet the guidelines for a wellness activity that is affordable and will support the culinary interests of the population surrounding the Broadway Market. It is recommended that each class be ninety minutes in duration, taught by an industry expert and include food safety as a topic to be included in each class. There is also an enormous opportunity to offer classes to youth who may be at home alone and seniors which would provide additional opportunity for social engagement and interaction.

iii. **Goal/Objective 3: Promote kitchen incubator activities through kitchen blog and community forum**

a. Progress Made: Operation Plan recommendation is for the Kitchen@ the Market to have its own identity separate from the Broadway Market. It is also recommended that a firm be hired to produce a multi-layered three-year plan that includes branding and marketing strategies, including developing a food blog.

The Kitchen Blog will be added as a new feature on the Broadway Market's website to educate the public on wellness and to engage community on events and activities planned for the Kitchen @ the Market.

b. Impact on Community: Programming targeting community engagement will support neighborhood wellness program as well as small business development at The Kitchen@ the Market.

iv. **Goal/Objective 4: Working operation, marketing, and sustainability plan for Broadway Market Kitchen Incubator**

a. Progress Made: The Operation Plan for the Broadway Market Commercial Kitchen is complete. The guidelines listed in the Operation Plan will govern the facility's operations as they relate to its mission, staffing, business development,

marketing, operations and finance. The Operation Plan guidelines include the following:

- Operate the Kitchen @ the Market as a destination for food business development. The Kitchen @ the Market would be open Monday through Saturday from 6:00 am – 6:00 pm. Three year goal is to have the kitchen open 24/7.
- Create an affordable user schedule.
- Organize a business support network with food and business experts and professionals with business development resources available to Kitchen @ the Market users.
- Provide State-of-the Art commercial quality kitchen equipment necessary for efficiency.
- Establish cleaning and sanitation standards that are strictly enforced.
- Hire a full –time Kitchen @ the Market Manager who will be responsible for the day to day operation of the kitchen.
- Offer an affordable fee schedule.
- Start with Anchor tenants
- Target Bakers, Caterers and Food Trucks.
- Establish an application process that includes all required business insurances, certifications and permits.
- Approved users will be required to attend a Kitchen User Orientation. This orientation will explain and review all policies, procedures, guidelines and expectations of the Kitchen @ the Market. Topics covered during the orientation will include Fees and Payments, Kitchen Equipment Availability, Standard Kitchen Policies, Kitchen User Guidelines, Kitchen Sanitation, Kitchen Access, Parking and Dock Access.
- Policies and Procedures that is necessary for a good User experience and a successful commercial kitchen. Implementing Policies and Procedures is necessary to improve efficiency, better safety, sanitation and set the tone for how the Kitchen @ the Market operates.
- Kitchen User Guide
- Food safety standards are based on the USDA Kitchen Companion booklet which will be available in the Kitchen @ the Market for Users to reference for food safety and sanitation.
- Evaluation of kitchen Users.
- Provide an opportunity for entrepreneurs to sell their product in a retail setting at the Broadway Market.
- Offer public programming for community wellness programs
- Use technology to enrich the user’s experience and save time with access to on-line reservation system, key card access and WIFI. Key card access to the kitchen is time-saving, efficient and safe.
- Complete a marketing and branding plan. The plan must identify the short term (three year) promotional strategies that will attract kitchen users and draw new customer support and loyalty for the neighborhood wellness and community engagement events and programs that will help to brand and sustain the kitchen. This plan would provide the following deliverables: Kitchen@ the Market Logo, strong visuals for

print and other media campaigns, a social media campaign, stationary, business cards and brochures and signage.

b. Impact on Community: The Kitchen@ the Market will offer an affordable fee structure, business support services, stimulate economic opportunities for small food businesses and can be a healthy resource for community nutrition and wellness in the Broadway-Fillmore community. The Kitchen@ the Market will develop a series of Saturday wellness events to address the nutritional challenges that are faced by individuals and families living in close proximity to the Broadway Market by offering Community Nutrition Programs.

2. Quantify the overall impact of the project on the intended beneficiaries, if applicable, from the baseline date (the start of the award performance period, September 30, 2015_). Include further explanation if necessary. NA – Kitchen @ the Market will not be available for lease or programming until the fall of 2017.
 - i. Number of direct jobs created:
 - ii. Number of jobs retained:
 - iii. Number of indirect jobs created:
 - iv. Number of markets expanded:
 - v. Number of new markets established:
 - vi. Market sales increased by \$insert dollars and increased by insert percentage%.
 - vii. Number of farmers/producers that have benefited from the project:
 - a. Percent Increase:
3. Did you expand your customer base by reaching new populations such as new ethnic groups, additional low income/low access populations, new businesses, etc.? If so, how? NA – The Kitchen @ the Market will not be available for lease or programming until the fall of 2017. However, through the input gathered for the operation plan the committee meet a diverse group of individuals both community members and others who are interested in the Kitchen @ the Market process.
4. Discuss your community partnerships.
 - i. Who are your community partners?
Community Partners include:
 - Small Business Development Center/ Buffalo State College
 - Center for Sustainable Communities and Civic Engagement at Daemen College
 - Samina Raja, PhD: Associate Professor, Department of Urban and Regional Planning, University of Buffalo, SUNY Buffalo
 - Marilyn Typerdyck: Erie County Health Department
 - ii. How have they contributed to the overall results of the LFPP project? Individuals listed above are also members of the Kitchen @ the Market Advisory Committee.
 - iii. How will they continue to contribute to your project's future activities, beyond the performance period of this LFPP grant?

This business network will assist Kitchen @ the Market users with tools for every aspect of developing a sustainable business. In addition to the community partners listed above, the Beverly Gray Business Exchange Center, SCORE and Consumer Counseling Services will also provide business support services. The goal is to provide a strong business support environment for kitchen Users to start and grow their businesses.

5. Did you use contractors to conduct the work? If so, how did their work contribute to the results of the LFPP project?

Through the Request for Proposal process the City of Buffalo hired a consultant to design an operation plan for the Broadway Market Commercial Kitchen. The consultant established a community kitchen advisory committee, obtained input from community, stakeholders, and the food business community for the commercial kitchen operation plan, kitchen logo, and strategies to promote neighborhood wellness. This plan has been completed along with a Day to Day Operation Plan.

6. Have you publicized any results yet?* No
- i. If yes, how did you publicize the results?
 - ii. To whom did you publicize the results?
 - iii. How many stakeholders (i.e. people, entities) did you reach?

*Send any publicity information (brochures, announcements, newsletters, etc.) electronically along with this report. Non-electronic promotional items should be digitally photographed and emailed with this report (do not send the actual item).

7. Have you collected any feedback from your community and additional stakeholders about your work? No
- i. If so, how did you collect the information?
 - ii. What feedback was relayed (specific comments)?

8. Budget Summary:
- i. As part of the LFPP closeout procedures, you are required to submit the SF-425 (Final Federal Financial Report). Check here if you have completed the SF-425 and are submitting it with this report:
 - ii. Did the project generate any income? No
 - a. If yes, how much was generated and how was it used to further the objectives of the award?

9. Lessons Learned:
- i. Summarize any lessons learned. Draw from positive experiences (e.g. good ideas that improved project efficiency or saved money) and negative experiences (e.g. what did not go well and what needs to be changed).

Research shows that a commercial kitchen incubator is a proven model that stimulates economic opportunities for small food businesses and can be a healthy food resource for community nutrition and wellness in the Broadway Fillmore neighborhood. Cultivating public excitement and bringing creative aspects to the Broadway Market

such as the Kitchen @ the Market will be refreshing and can contribute to generating a renewed interest in this food-focused market.

Management, marketing, User guideline enforcement and kitchen hours are key recommendations in the Operation Plan and are the framework for operating a successful commercial kitchen operation.

Positive experiences:

- a. Importance of face-to-face community outreach for public input.
- b. Significance of the Broadway Market to the immediate neighborhood for healthy food options.
- c. Recognition of need for public programming (cooking shows, cooking demonstrations) is important in order to establish the Broadway Market as a regional destination.
- d. Creative strategies to bridge the history of the Broadway Market to meet the needs of the 21st century by responding to customer and neighborhood diversity.
- e. Broadway Market target area goes beyond one-mile radius.
- f. Recognizing that the history of the Broadway Market is Eastern European as well as African American.

Negative experiences:

- a. More strategies to move beyond the misperceptions of the Broadway Market and neighborhood as not safe.
 - b. More attention to input from current vendors both permanent and seasonal.
 - c. Could have benefited from a public visionary strategy toward end of project.
- ii. If goals or outcome measures were not achieved, identify and share the lessons learned to help others expedite problem-solving: Goals completed.
 - iii. Describe any lessons learned in the administration of the project that might be helpful for others who would want to implement a similar project:
 - Planning for future market/community food strategies would benefit from better understanding of how the market functions and the market's relationship to the City of Buffalo, Region and Community.
 - More attention could have been given to selection of focus group participants ensuring a broader representation of community stakeholders and vendors from across food industry segments.

10. Future Work:

- i. How will you continue the work of this project beyond the performance period? In other words, how will you parlay the results of your project's work to benefit future community goals and initiatives? Include information about community impact and outreach, anticipated increases in markets and/or sales, estimated number of jobs retained/created, and any other information you'd like to share about the future of your project.

BHNT Architects were hired by the City of Buffalo Public Works Department in the spring of 2016 to design the commercial kitchen at the Broadway Market. This included the pre-design, schematic design, construction document and bidding phases. City of

Buffalo capital funds are in place for the build out which is slated for the summer of 2017. The Kitchen @ the Market will then open in the fall of 2017.

- ii. Do you have any recommendations for future activities and, if applicable, an outline of next steps or additional research that might advance the project goals?

Based on the directions, research and best practices outlined in the Operation Plan, there are several financial opportunities that the Kitchen @ the Market could pursue to become more financially sustainable expanding the operation and further benefit the Broadway Market and surrounding neighborhood.

- a. Increase Storage Capacity – Additional space could be used at the market near the Kitchen @ the Market for dry storage on moveable racks, additional cold storage in a walk-in cooler and freezer space which could include equipment such as a flash freezer. This storage space would be rented at a monthly rate and could attract new and different types of tenants.
- b. Growing Space – Healthy local food is a growing segment of the food industry. The Broadway Market has 90,000 square feet of rooftop parking that currently has a rooftop community garden that occupies approximately 15% of this space. The remaining space is underutilized. The Kitchen @ the Market could take advantage of this space and offer growing spaces for a fee or as an amenity to the Kitchen @ the Market. Produce grown on the rooftop could then be used in the Kitchen.
- c. Expansion of the Kitchen @ the Market's hours of operation – nationally, 89% of kitchen incubators run a 24/7 operation to attract more types of customers and also offer more pricing options at nonpeak times. Codes and swipe cards technology is commonly used to ensure the safety and security of the facility when it is being used after hours. Out of 168 hours in a week, the Kitchen @ the Market is only forecast to be open 60 hours per week (Monday through Friday, 6:00 am – 6:00 pm, or 36% of the time, with Saturday's being made available exclusively for neighborhood wellness programming, events and classes. With the investment in technologies that include swipe cards and a security system, the safety and security of the Kitchen @ the Market can be insured and, therefore, there is the potential for a significant new stream of revenue and new customers with additional hours available to lease.
- d. Leveraging the Multifaceted Facility (Broadway Market) to become a Local Food Destination – The Broadway Market as a whole is in an ideal position to offer to culinary entrepreneurs a place where you could do the following: grow food; process and cook food; distribute food; consume, celebrate and shop for food; learn about food skills; and even compost food which could become the soil for growing. This would essentially be the whole food system in a building where food would only have to travel a few hundred feet to your plate. The Broadway Market would become a unique destination and attraction for the region by including retail, commercial food producers, food distributors, and job training all in one place. It could also lead to spin-off activity in the surrounding neighborhood and create a "market district".
- e. The Broadway Market will continue to pursue grant opportunities that will further advance the vision of the Kitchen @ the Market such as the USDA Local

Food Promotion Program Implementation Grant or the Community Food Projects Grant. These grant opportunities would provide the necessary funding for capital improvements and expansion of local food business opportunities within the Broadway Market.