

Scaling Small-Batch Food Production in Cities

Lessons from Boston, New York City, and Washington DC

Land Use Policy & Real Estate Development
Community of Practice
Urban Manufacturing Alliance

Leah Archibald & Ilana Preuss, Co-Chairs
April 19th, 2017

Scaling Small-Batch Food Production in Cities



Today's Agenda:

- Welcome and introductions
 - Poll – Where are you calling from?
 - 5 minutes
- What is the Land Use Policy & Real Estate Development CoP?
 - Leah Archibald & Ilana Preuss, Land Use CoP Co-Chairs
 - 5 minutes
- Introduction to Today's Webinar and Speakers
 - Leah Archibald – Facilitator
 - 5 minutes
- Washington DC Case Study
 - Maya Atlas – Member Development Manager, Union Kitchen
 - 10 minutes
- Boston Case Study
 - Jen Faigel – Founder & Executive Director, Commonwealth Kitchen
 - 10 minutes
- New York Case Study
 - Anita Shepherd, Founder & CEO, Anita's Yogurt
 - 10 minutes
- Question and Answer Session
 - Please type your questions into the Questions box in your Control Panel
 - 25 minutes
- Thank you!

The Urban Manufacturing Alliance

UMA is a coalition of 500 members across 150 cities that are sustaining and growing manufacturing in urban centers. Through Gatherings, original research, policy development, and our Communities of Practice, UMA is working to ensure that cities continue to be places where we make things.

Manufacturing matters, and it matters deeply to the health and vitality of cities. A strong urban manufacturing base supports innovation, sustains living-wage jobs that provide a crucial pathway to the middle class, and promotes workforce inclusion.

What is a CoP: *A mechanism for our members to easily access each other's expertise and drive the creation of resources.*

UMA's Four CoP's include:

- Equity
- Land Use Policy and Real Estate Development
- Workforce Development
- Local Branding

Scaling Small-Batch Food Production in Cities



Today's Agenda:

- Welcome and introductions
 - Poll – Where are you calling from?
 - 5 minutes
- What is the Land Use Policy & Real Estate Development CoP?
 - Leah Archibald & Ilana Preuss, Land Use CoP Co-Chairs
 - 5 minutes
- Introduction to Today's Webinar and Speakers
 - Leah Archibald – Facilitator
 - 5 minutes
- Washington DC Case Study
 - Maya Atlas – Member Development Manager, Union Kitchen
 - 10 minutes
- Boston Case Study
 - Jen Faigel – Founder & Executive Director, Commonwealth Kitchen
 - 10 minutes
- New York Case Study
 - Anita Shepherd, Founder & CEO, Anita's Yogurt
 - 10 minutes
- Question and Answer Session
 - Please type your questions into the Questions box in your Control Panel
 - 25 minutes
- Thank you!



**UNION
KITCHEN**

CREATE. CONTRIBUTE. PROSPER.

Maya Atlas

Union Kitchen
Food System

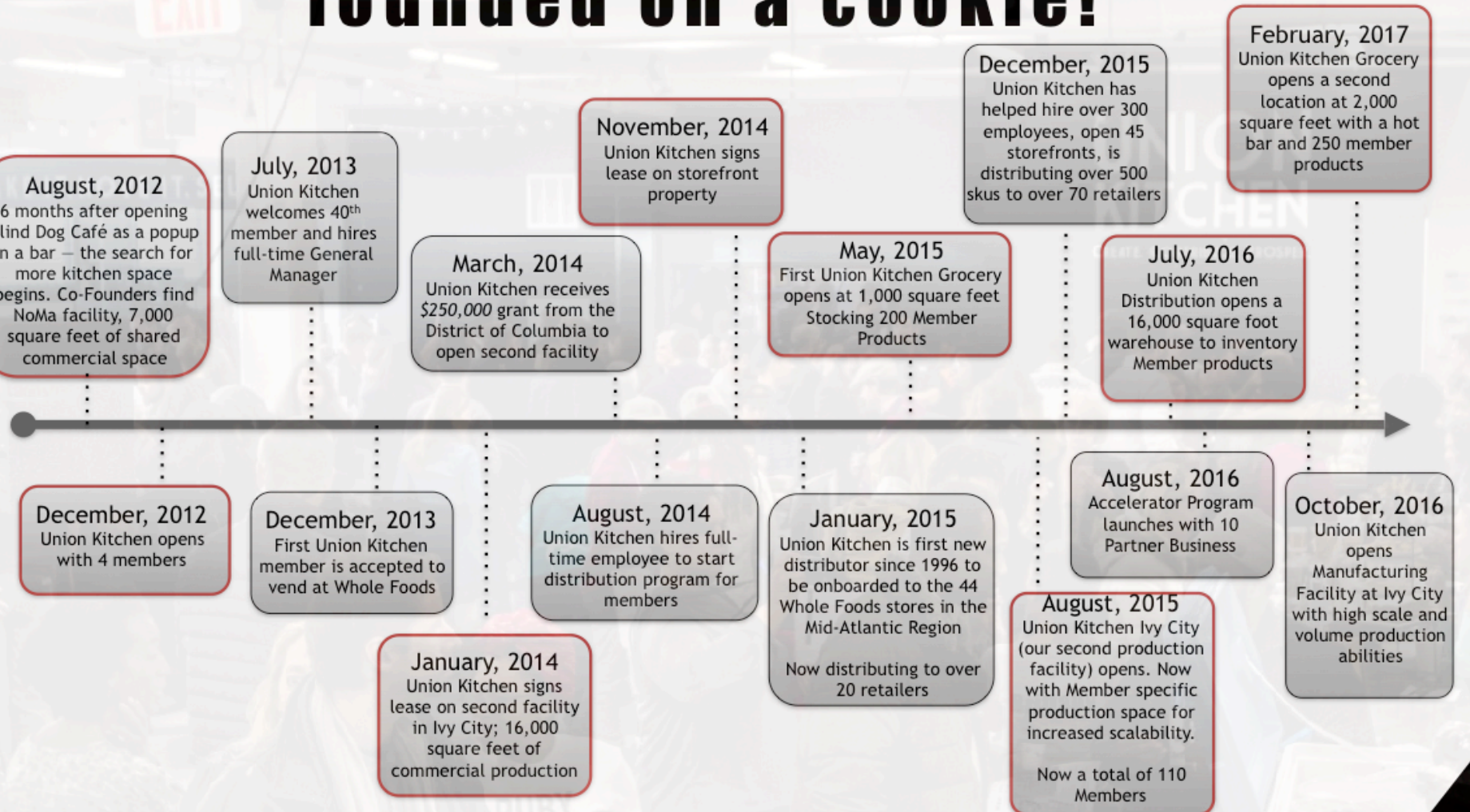
Washington, DC
Established 2012

make it. move it. sell it.

**UNION
KITCHEN**

CREATE. CONTRIBUTE. PROSPER.

We were (loosely) founded on a cookie!



make it. move it. sell it.

**UNION
KITCHEN**

CREATE. CONTRIBUTE. PROSPER.



At Union Kitchen, we build successful food businesses by creating a system that drives value to businesses at all stages of growth. We use four lines of business to support the development of our Members.

KITCHEN

DISTRIBUTION

GROCERY

ACCELERATOR



make it. move it. sell it.



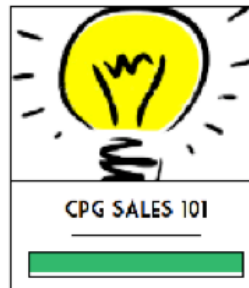
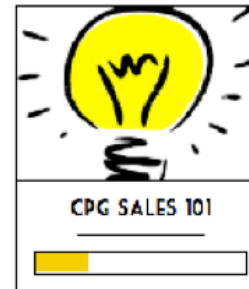
Resource Deployment

MEMBER DASHBOARD

An online resource for all Members with varied access to business development content. Members and administrators can track progress and unlock sequential chapters to learn more.

Sections include:

- Best practices and deeper dives into: managing finances, raising funds, production, pricing, scaling, marketing and sales.
- Vendor and service-provider information
- Job boards and vending opportunities



**UNION
KITCHEN**

make it. move it. sell it.

CREATE. CONTRIBUTE. PROSPER.



Community Development

EVENTS

Vendor Fair – bring vendors and service providers into our Kitchen to demo their services to all Union Kitchen Members

Meet the Makers – Open house with all Union Kitchen Members demoing //
First portion of the event is reserved to buyers and press
Second portion is open to the public

VENDING OPPORTUNITIES

Partnerships with Farmer's Markets, event planners, retailers and festivals to secure Union Kitchen Member participation

EDUCATION and RESOURCE SHARING

ListServes, newsletters, community events, workshops, lunch and learns,

make it. move it. sell it.

**UNION
KITCHEN**
CREATE. CONTRIBUTE. PROSPER.



Membership Engagement

Just starting out // **ASSOCIATE MEMBERSHIP**

Limited to resources, no kitchen access

21 participating Members

In the kitchen, working towards scale // **KITCHEN MEMBERSHIP**

Full access to resources, meetings with staff

75 participating Members

Members with >5 employees: 31

Members with <5 employees: 44

Crucial moment of scalability // **ACCELERATOR MEMBERSHIP**


Full access to resources, meetings with staff, white glove consulting and investor pitch coaching

9 participating Members

make it. move it. sell it.

**UNION
KITCHEN**

CREATE. CONTRIBUTE. PROSPER.



Distribution and Grocery

Let's get you there // **DISTRIBUTION**

100+ retailers; 600 SKU product guide; Fresh program facilitating daily deliveries; 16,000 square feet of storage

- warehousing capabilities for products
- communication with retailers about desired local products
- chain of communication between retailers and producers

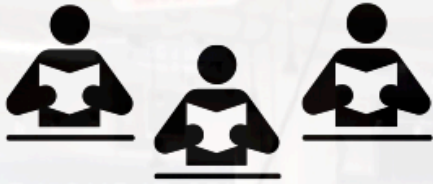
Local products on local shelves// **GROCERY**

2 Grocery locations, with the intention of reaching every neighborhood market. Coffee, hot bar and deli food programs. Grocery staples as well as a full line up of standout local products.

- special training programs for staff
- demos and increased sales opportunities for Members
- public venue for Union Kitchen educational programming

make it. move it. sell it. **UNION KITCHEN** CREATE. CONTRIBUTE. PROSPER.

By the Numbers — and thank you!



900+ JOBS CREATED



75 CURRENT MEMBERS

AND... 220 ALUMNI MEMBERS



COLLECTIVE INVESTMENTS RAISED BY UNION KITCHEN MEMBERS



\$8 MILLION

\$1,500

ANNUAL REVENUE PER SQUARE FOOT



23,300 SQ. FT. OF PRODUCTION SPACE

\$35 MILLION



ANNUAL MEMBER REVENUE

23

MEMBERS IN WHOLE FOODS



70

MEMBER STOREFRONTS

UNION KITCHEN

make it. move it. sell it.

CREATE. CONTRIBUTE. PROSPER.

CommonWealth Kitchen

Boston's non-profit food business incubator and food manufacturing social enterprise.



WE'RE ON A MISSION TO BUILD A JUST, EQUITABLE & SUSTAINABLE REGIONAL FOOD ECONOMY by:

- promoting inclusive entrepreneurship,
- creating jobs with few barriers to entry,
- improving healthy food access, and
- strengthening the infrastructure needed for a robust, resilient regional food system.





Pearl Food Production Small Business Center



- 36,000 SF former meat processing facility on 2 acres
- Vacant for 10+ years
- Located in the heart of Boston's Promise Neighborhood & HUD CHOICE Neighborhoods zone



\$15m+ investment: 28 different funding sources!

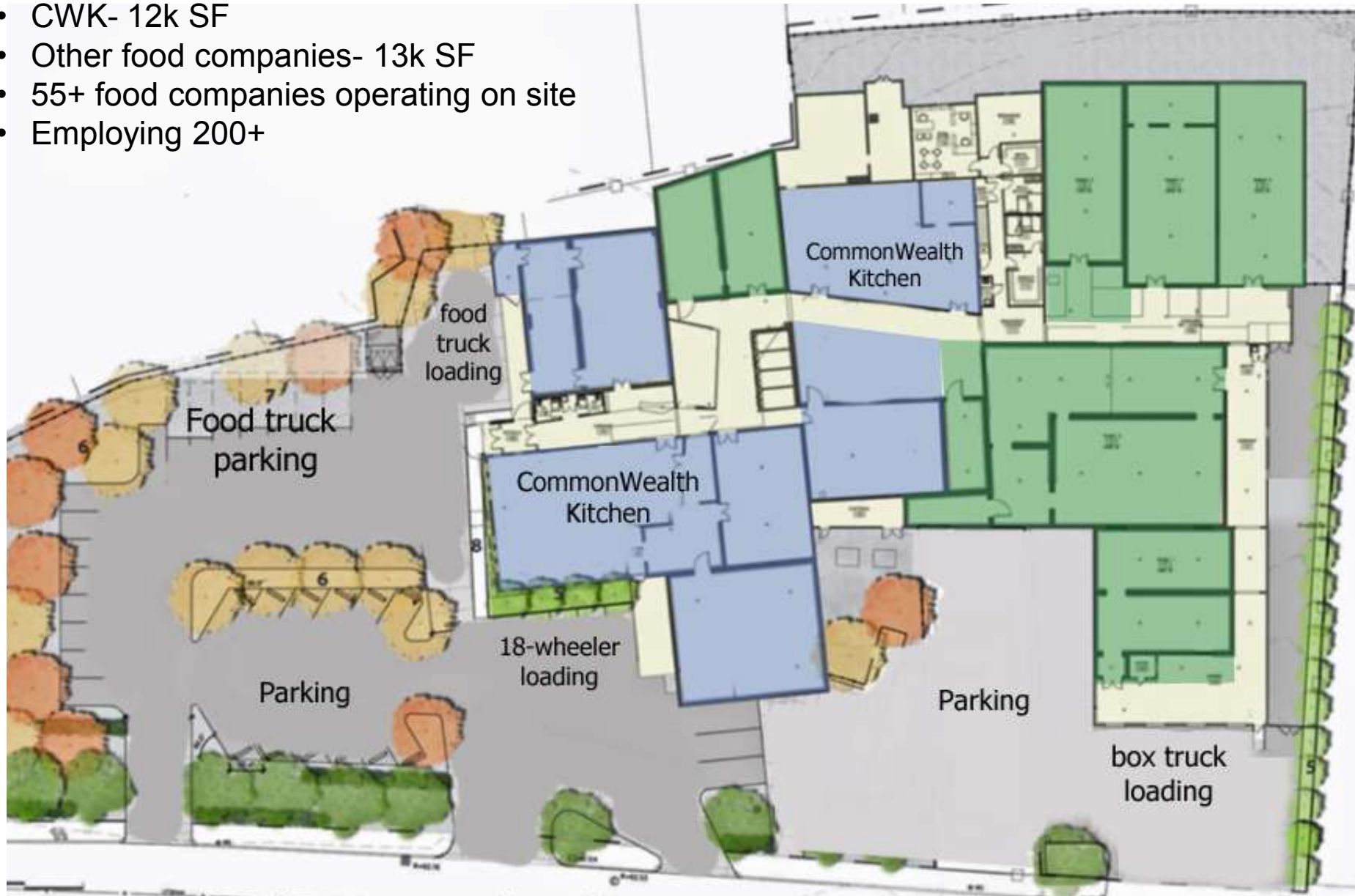
- HUD CHOICE Neighborhoods
- State MassWorks grant
- New Market Tax Credit Investment
- Federal HHS grant
- City of Boston
- Boston Community Capital
- CEI/Wholesome Wave
- Dorchester Bay EDC
- MassDevelopment/EPA
- Mass. Dept of Ag Resources
- Foundations



Opened in June 2014

Pearl Food Production Small Business Center

- 36k SF gross; 25k SF leasable
- Goal- multi-tenant facility to support growing food companies
- CWK- 12k SF
- Other food companies- 13k SF
- 55+ food companies operating on site
- Employing 200+



CommonWealth Kitchen's recipe for success



14k SF of fully-equipped commercial kitchens

for rent on a membership basis- **50+ members;**
70% minority/women-owned, 140+ employees

Industry-specific technical assistance on topics like recipe scaling, permits, licenses, safe food handling, sourcing, distribution, LEAN manufacturing...

Access to markets through coordinated marketing and outreach, strategic partnerships with retailers, distributors, buyers, etc.

Business assistance through workshops, mentoring, coaching, and strategic partnerships plus access to capital; hiring/staff training support

Small batch food manufacturing for wholesalers, retailers, farms, restaurants and institutions- 30+ contracts

A sampling of our members' delicious products!



BAKTER





STRENGTHENING THE REGIONAL FOOD ECONOMY



We provide **contract manufacturing** to help our member companies efficiently scale, while also providing processing for local farms, restaurants, wholesalers, and institutions.



OUR IMPACT:



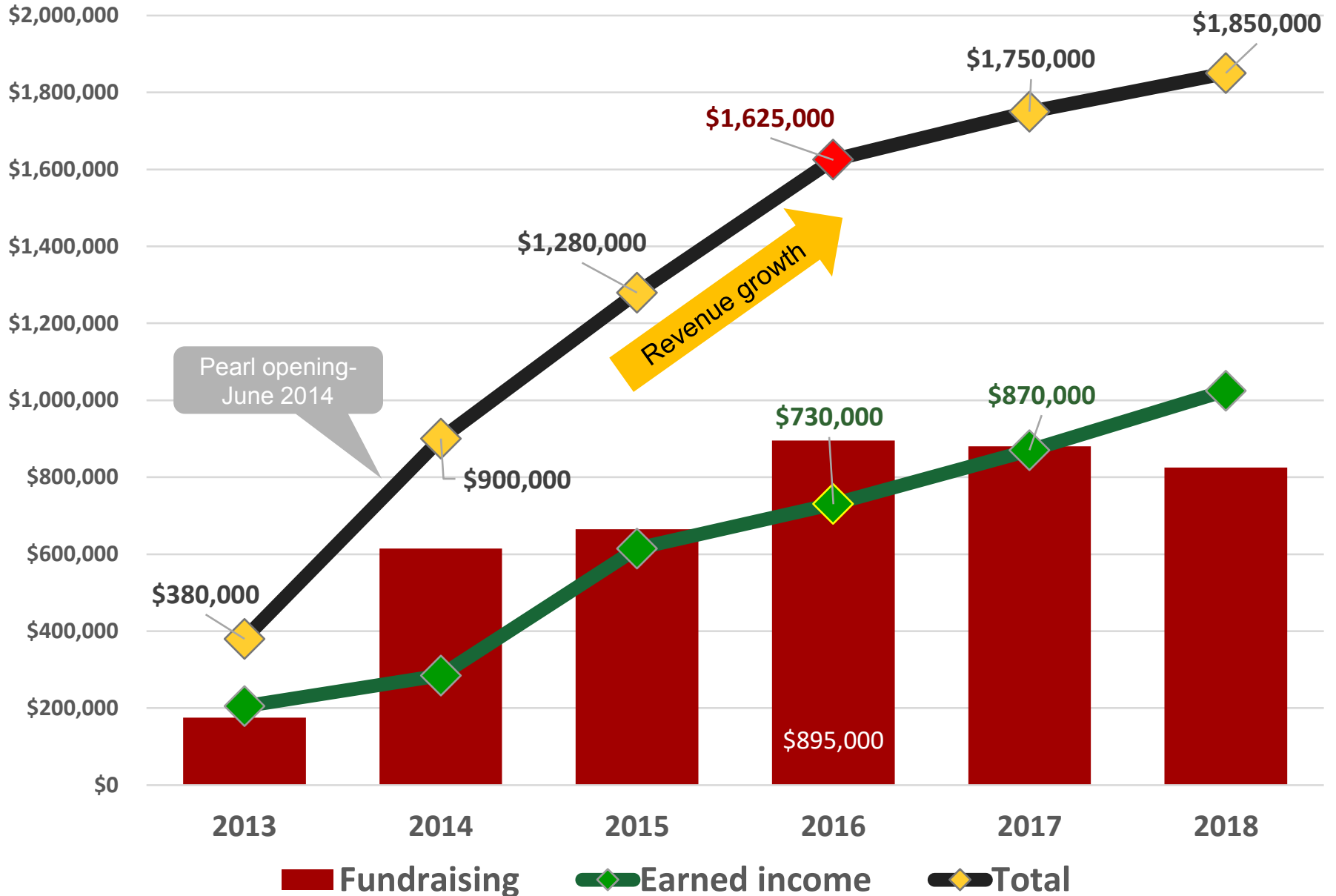
- **25 early stage start-ups** working on recipes, packaging, business plans, etc.
- **50 member companies** making jam, sauces, baked goods, juice, frozen desserts, plus a dozen food trucks and caterers; **70% minority and/or women-owned businesses;**
- **150+ people employed;** 70% minority and/or women workers;
- **45+ graduates-** Roxy's Grilled Cheese, Clover Food Lab, Voltage Coffee, McCrea's candies, Seta's Mediterranean, Quinn Popcorn, BATCH Ice Cream, ForkLift Catering; **450+ jobs created!**
- **30+ co-packing customers-** bottled sauces, refrigerated & frozen products, baked goods, value-added farm products, retail packs, food service packs, processing surplus produce.
- **\$25m/year+** in combined gross revenue.



Testing out a retail pop-up concept!



Building a sustainable social enterprise



2015
Globe Magazine
GAME CHANGERS
These 51 innovative people and organizations did extraordinary things last year, reshaping the way we live and work.

CommonWealth Kitchen

COMMON WEALTH KITCHEN
2015 BEST INCUBATOR

Boston BEST OF BOSTON 2015

Formerly known as CropCircle Kitchen, this culinary incubator is a haven for upstart jam-makers and chocolate connoisseurs looking for a shared space to turn their craft into a business.

Last year, CWK took this to a new level with a massive Dorchester production facility featuring shared kitchen space, co-packing capabilities, and standalone workspaces for the likes of Aler's Ugly Sauce & Just Add Cooking.



CRAVING BOSTON

Commonwealth Kitchen

This Kitchen Is in the Business of Empowering Local Entrepreneurs

Common Goals. Common Purpose. Common Good. CommonWealth.

Anita's Yogurt

Brooklyn, NY



Kitchen Sublet

1 employee

10 gal batches

7 cases

1x week

hourly rate

overnight shifts

Dept of Ag Cert

1 dry storage shelf

1 night cold storage

use of steam kettle



Incubator Kitchen

2 employees
40 gal batches
27.5 cases
2x week
weekly rate
station shifts
Dept of Ag Cert
2 dry storage shelves
shared cold storage shelf
use of kitchen equipment



1200 sq ft Production Facility



8 employees

214 gal batches

4x week

monthly rent

8 hour shifts

Dept of Ag Cert

3rd party food safety audit

Dry storage area

8x10 walkin

Own equipment to make, pack product

Scaling Small-Batch Food Production in Cities



Question & Answer Session

To ask a question **type your question** under the “Question” section on your control panel and we will read your question to the group. Please include your organization with your question.



Jen Faigel



Leah Archibald



Anita Shepherd



Maya Atlas



Ilana Preuss

Scaling Small-Batch Food
Production in Cities



***Thank you for being a part of
the conversation!***

We hope you can join us in person at our next Gathering!
May 17th-19th, 2017 in Somerville / Boston, MA.

Learn more at urbanmfg.org/events!